

# The Assumption Register: eight questions

**How to use it:** take the assumption your management team trusts least, put these eight questions to it in one sitting of about an hour, and write the answers in plain sentences next to the date it was last checked.

- 1 Which assumption is this, at what level does it sit (the market, the company or one unit), and which decisions rest on it?  

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- 2 What do we say about ourselves that makes us comfortable with it, and what story are people telling each other about it?  

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- 3 Whose purpose does the number serve, who approved it and told whom, and who gains if the assumption stays true?  

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- 4 When two facts disagree about it, which one do we believe, and how much effort or money have we already put into the current view?  

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- 5 Who would hear first if it changed (drivers, buyers, suppliers, plant staff), whom would they tell, and who is believed?  

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- 6 Which outside parties, such as the bank, key customers, staff or a regulator, need to hear if it changes?  

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- 7 Who decides that it has changed, and who can act on it, with what authority and how fast?  

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- 8 Does it cost the person who reports a change anything, and which events, such as a contract renewal or a price round, should trigger a check before the next review date?  

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If you would like to go through your answers with someone outside the company, reach out to me directly. There is no form to fill in first. I work with executives and business owners on this step.