

Appendix I

MBFC + SH Question Library

Purpose

This question library provides an expanded set of MBFC + SH questions for training, workshops, analysis, brainstorming, diagnostic exploration, and organizational learning. Unlike Appendix J (Capstone Questions), which is designed for real-time decision-making, this appendix serves as a reference resource for deeper exploration of decisions, systems, and sources of friction.

The questions are not intended to be used all at once. Instead, they provide a pool of prompts that can be selected based on the situation being evaluated.

Section 1 — Core Decision Framing

1. What decision are we actually trying to make?
2. What problem is this decision intended to solve?
3. What outcome are we optimizing for?
4. What does success look like in measurable terms?
5. What happens if we do nothing?
6. Is this a real problem or a symptom of another issue?
7. Who defines success in this situation?
8. What assumptions are embedded in this decision?
9. What constraints are real vs perceived?
10. What is the simplest version of this decision?

Section 2 — More (Output / Capacity / Volume)

11. Does this increase output?
12. Does this increase capacity?
13. Does this improve scalability?
14. Does this remove production constraints?
15. Does this improve throughput?

Section 3 — Better (Quality / Consistency)

- 16. Does this improve quality?
- 17. Does this reduce variability?
- 18. Does this reduce defects?
- 19. Does this improve reliability?
- 20. Does this improve customer experience?

Section 4 — Faster (Speed / Flow)

- 21. Does this reduce cycle time?
- 22. Does this reduce waiting time?
- 23. Does this improve responsiveness?
- 24. Does this reduce bottlenecks?
- 25. Does this improve decision speed?

Section 5 — Cheaper (Cost / Efficiency)

- 26. Does this reduce total cost?
- 27. Does this reduce hidden costs?
- 28. Does this improve resource efficiency?
- 29. Does this improve ROI?
- 30. Does this shift cost or eliminate cost?

Section 6 — Safer (Risk / Stability)

- 31. Does this reduce safety risk?
- 32. Does this reduce operational risk?
- 33. Does this reduce financial risk?
- 34. Does this improve resilience?
- 35. Does this improve predictability?

Section 7 — Happier (Experience / Friction Reduction)

- 36. Does this improve employee experience?
- 37. Does this improve customer experience?
- 38. Does this reduce frustration?
- 39. Does this reduce confusion?
- 40. Does this improve trust in systems?

Section 8 — Waste Identification

41. Where is effort being expended without value?
42. What steps do not contribute to outcomes?
43. What work exists only because it exists?
44. Where is duplication occurring?
45. What activities would stop impact if removed?
46. What work is invisible but necessary only due to poor design?
47. Where is capacity being consumed unnecessarily?
48. What tasks exist only to fix earlier tasks?
49. Where is automation missing opportunity?
50. What processes persist without review?

Section 9 — Defects and Errors

51. Where do errors originate?
52. What mistakes repeat frequently?
53. Where is rework highest?
54. What inputs are unreliable?
55. Where is quality variation highest?
56. What processes depend on individual skill rather than system design?
57. Where are mistakes hardest to detect?
58. What errors propagate downstream?
59. What defect patterns are accepted as normal?
60. Where is prevention missing?

Section 10 — Delays and Flow Breakdowns

61. Where does work stop moving?
62. Where are approval delays highest?
63. Where do handoffs break down?
64. What queues consistently form?
65. Where is dependency creating delay?
66. What decisions stall execution?
67. Where is information missing or late?
68. What processes are waiting on rare events?
69. Where does flow feel unnatural or interrupted?
70. What would improve flow immediately if removed?