

1

The Case & the Shared Problem

Do not mistake a loud request for a shared problem. One real case, in the words of the people who carry it.

What breaks, when, and for whom — in one concrete recurring situation?

Who raised it, and who actually lives with it?

What would "solved" look like on a normal Monday?

3

Pain · Need · Want · Opportunity

Separate them — they get different budgets, owners, and deadlines.

Pain

what hurts today, with evidence

Need

what the work cannot continue without

Want

what people hope for — name it honestly

Opportunity

what becomes possible if solved

5

The Cost of Not Solving

Make the full burden visible. Use proxies without pretending they are facts.

Hours, money, risk, morale — per week or per case?

Where does the evidence live, and who validates it?

Which costs are material enough to check properly?

2

Owners & Stakeholders

The loudest voice is not always the leading problem. A working conversation, not a roster.

Whose problem leads? Who else carries the work daily?

Who must approve, who must adopt, who can block?

Which Compass roles are in the room — owner, organizer, implementer, tester, maintainer?

4

The Work As It Actually Happens

Map what happens, not what the policy says. Concise steps — the messy detail stays in your working record.

step

→

step

→

step

→

step

→

step

Where are the handoffs, waits, and workarounds? Mark them.

6

Credible Future States

Model alternatives, not a fantasy end state. Compare the cost to solve against the cost of waiting.

Two or three options — smaller design moves beat one big leap.

Where is the control boundary: what stays human, what is delegated?

Cost, control, change — for each option.

ANTI-HYPE RULES: no fictional ROI · validate material points · AI prepares, captures, compresses — it never decides.

7

Requirements & the Delivery Conversation

A requirement is what makes a future-state step real. Turn each chosen option into cards a delivery team can pick up.

REQUIREMENT

what must be true

BOUNDARY

what it must never do

OWNER

who carries the consequence

EVIDENCE

how we will know it works

CHECKPOINT

when we look again

pathpatron.com/briefings/the-monday-morning-supplier-problem/ — the full seven-part method

Use AI to prepare, capture and compress — never to decide.

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