TEMPLATE PACK V5 ADD-ON

A *kickoff question bank* for the two questions

One hundred questions for the first meeting of a piece of work, in eight scenarios, each tagged with the question it serves. Pick your ten, write who you will ask, and go in with the facts you hold.

9 **Project kickoff question bank**
100 questions on scope, deadline and capacity, decision rights, stakeholders, handovers, AI-produced work, risks and cadence, with a blank "pick your 10" page and a filled example.

Fictional. Every case, person and workplace in this pack is fictional, and Otto is a fictional AI. The examples are practice material, not advice about a real situation.

Draft for review, not a final product. This add-on continues the numbering of the earlier packs (templates 1 to 3, then 4 and 5, 6 and 7, and 8) and is a separate PDF. It comes in A4 and US Letter editions. The pack files also include Markdown and CSV versions, which are not inside this PDF.

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The move behind it

1. **Share your half.** Say the one fact only you hold, such as your hours, dates or what was agreed.
2. **Ask two questions** of the people who hold the missing facts. One for a fact (how much, which, when), one for an owner (who decides).
3. **Say the yes the facts support.** That can be a plain yes, a scoped yes, or a proposal that names an owner and a time.

Which template do I need?

If this is happening	Start with
A piece of work is starting and you want to know what to ask in the first meeting.	**Project kickoff question bank (this add-on)**
Someone has just asked you for something and you have not answered yet.	**Request-clarification checklist (template 4, in the v2 add-on)**
You cannot say a plain yes and want to say why without saying no to the person.	**Pushback script pack (template 6, in the v3 add-on)**
You want to try the two questions on one real request a day.	**30-day practice tracker (template 8, in the v4 add-on)**
You are about to walk into a meeting where something will be decided.	**Meeting prep card (template 1, in the three-template pack)**

How the bank is built. Every one of the 100 questions is tagged Q1 (a fact you lack) or Q2 (an owner, or what the owner needs from you first), so ten picked from it always ask for facts and for owners. The bank is on pages 4 to 7. Write facts, not motives, mark what you assume, and turn every assumption into a question. If an AI tool said "done" or "fine", ask what it checked and what it assumed.

Project kickoff question bank

One hundred questions for the first meeting of a piece of work, grouped by the kind of gap they close and tagged with the one of the two questions each serves. You pick ten, write who you will ask, and take the page in.

Use it when

- A project, a handover or a new piece of work is starting and you are about to meet the people involved.
- You have a request, a date or a plan but not the whole picture of who holds the rest.
- Something in the work came from an AI tool and you want to know what was checked.

Skip it when

- The meeting has one topic: use the meeting prep card (template 1).
- Someone has just asked you for one thing and needs an answer today: use the request-clarification checklist (template 4).

Time: About 10 minutes to pick your ten and write who you will ask. In the meeting, ten questions is plenty.

The two questions it builds on

1. **What don't I know that someone here does?**
   Every bank question tagged Q1 asks for a fact: how much, which, when, where.
2. **Who decides this, and what do they need from me first?**
   Every bank question tagged Q2 asks for an owner, or for what that owner needs from you before they can say yes.

In the room: "Who can check the two pending files, and when?" (C05, fictional).

How to use it

1. **Name the work.** Write the project, the day and time of the kickoff in 24-hour form, and who will be in the room.
2. **Read the eight scenarios.** Skim the bank (four pages). Mark any question where you notice you do not know the answer.
3. **Pick ten.** Aim for at least three that serve question 1 and at least three that serve question 2, from at least four scenarios. Write the bank number and the question.
4. **Write who you will ask.** One name or role for each, or Unknown. An Unknown row is a question for the next person you meet.
5. **Write the fact you hold.** Beside each question, the fact you already have: a date, a number, a file, their exact words. Say it first when you ask.
6. **Ask, then stop.** Ask your ten. Write each answer in their words, with the owner and the time. Do not fill the gaps yourself.
7. **Send it as a message.** After the meeting, send what was agreed as a short message: what, who owns it, by when.

Watch for

- Asking all one hundred. The bank is a shelf to pick from, not a script.
- Asking what you could read in the brief. Read it first and ask about what it leaves out.
- Writing why someone answered the way they did. Write what they said.
- Taking a tool's "done" or a chat's "fine" as the record. Ask what it checked, and who confirms.
- Making the ten all about one scenario. Spread them, so one gap does not hide another.

Swap a vague question for a fact question

Instead of	Ask
Any risks?	What is the first sign that we are running late?
Are we aligned?	Who confirms in writing when a decision is made, and where?
Is the timeline OK?	Which dates are fixed, and which are targets?

Also in the pack files (not in this PDF): markdown/09_kickoff_question_bank.md and csv/kickoff_questions_100.csv.
Next pages: the bank (four pages), a blank "pick your 10" page, then a filled example on a fictional case.

Question bank, part 1 of 4: Scope and Deadline and capacity

Q1 What don't I know that someone here does?

Q2 Who decides this, and what do they need from me first?

1 Scope

What is in, what is out, and what "done" means.

Pick	No.	Question	Serves
☐	SC-01	What does "done" look like for this project, in your words?	Q1
☐	SC-02	Which parts of the request are must-haves, and which are nice-to-haves?	Q1
☐	SC-03	What is out of scope, and where is that written down?	Q1
☐	SC-04	Which version of the brief or plan is the current one?	Q1
☐	SC-05	Who will use what we deliver, and what will they do with it first?	Q1
☐	SC-06	What has already been tried or decided before we started?	Q1
☐	SC-07	Who can confirm a change to the scope once we start?	Q2
☐	SC-08	If someone asks for an extra item halfway through, who decides whether it goes in?	Q2
☐	SC-09	What would make you say this is not what you asked for?	Q1
☐	SC-10	Who signs off that the scope is agreed, and what do they need to see first?	Q2
☐	SC-11	Which numbers in the brief (hours, files, pages, users) are firm, and which are estimates?	Q1
☐	SC-12	Would a partial version, with what is missing clearly marked, still be useful?	Q1
☐	SC-13	If the scope does not fit our time, who decides what comes out?	Q2

2 Deadline and capacity

Which dates are fixed, and how many hours are really there.

Pick	No.	Question	Serves
☐	DC-01	Which dates are fixed, and which are targets?	Q1
☐	DC-02	What makes that date fixed: a meeting, a contract, or someone's calendar?	Q1
☐	DC-03	How much time does each person have for this, and in which hours?	Q1
☐	DC-04	What else is already committed for the same weeks?	Q1
☐	DC-05	Who is away, and when, between now and the deadline?	Q1
☐	DC-06	Who can move the date, and what do they need from me before they would consider it?	Q2
☐	DC-07	How long does review take on your side, and when can it start?	Q1
☐	DC-08	By what time on that day do you need it, not only which day?	Q1
☐	DC-09	If two priorities collide, who decides which goes first?	Q2
☐	DC-10	What was the estimate based on, and who made it?	Q1
☐	DC-11	Who approves extra hours or extra people, and what do they need to see?	Q2
☐	DC-12	Which steps can happen at the same time, and which must wait for another?	Q1
☐	DC-13	What is the earliest you can give feedback, and the latest that still keeps the date?	Q1

Check the ones you pick. Q1 asks for a fact, Q2 asks for an owner. Fictional practice template. Draft for review, not a final product.

Question bank, part 2 of 4: Decision rights and Stakeholders

Q1 What don't I know that someone here does?

Q2 Who decides this, and what do they need from me first?

3 Decision rights

Who says yes, and whose yes holds.

Pick	No.	Question	Serves
☐	DR-01	Who has the final say on this project?	Q2
☐	DR-02	Who decides between two options if the team disagrees?	Q2
☐	DR-03	Which decisions can I make on my own, and which need a name from you?	Q2
☐	DR-04	Who can approve the final version, and what do they need to see first?	Q2
☐	DR-05	Has anyone already said yes or no to this, and where is it recorded?	Q1
☐	DR-06	If you are away, who decides in your place, and who can name them?	Q2
☐	DR-07	Who decides when the work is good enough to send?	Q2
☐	DR-08	Who can approve a change to the plan, the date or the team?	Q2
☐	DR-09	Who told you that was approved, and can they approve it?	Q1
☐	DR-10	Who has to be told before a decision is final, even if they do not decide?	Q2
☐	DR-11	What does the decider need from me first: a number, a draft, a comparison or a recommendation?	Q2
☐	DR-12	How are decisions usually made in this group: in a meeting, by message, or by one person?	Q1

4 Stakeholders

Who is affected, who is reachable, who speaks for whom.

Pick	No.	Question	Serves
☐	SH-01	Who is affected by this work, even if they are not on the team?	Q1
☐	SH-02	Who cares most about the result, and what do they care about?	Q1
☐	SH-03	Who has worked on this before and knows its history?	Q1
☐	SH-04	Who is the client owner or sponsor I report to, and what do they need from me first?	Q2
☐	SH-05	Who else should hear about our plan before we start?	Q1
☐	SH-06	Who is reachable this week, and how do they like to be reached?	Q1
☐	SH-07	Who speaks for the client, or for the other team, when we disagree?	Q2
☐	SH-08	Who is not in this meeting and should have been?	Q1
☐	SH-09	Who is the one person I can send a quick question to, and who is their back-up?	Q2
☐	SH-10	Whose work changes because of ours?	Q1
☐	SH-11	Who has seen a draft so far, and what did they say?	Q1
☐	SH-12	Who has to approve before we contact people outside the team?	Q2

Check the ones you pick. Q1 asks for a fact, Q2 asks for an owner. Fictional practice template. Draft for review, not a final product.

Question bank, part 3 of 4: Dependencies and handovers and AI-produced work

Q1 What don't I know that someone here does?
Q2 Who decides this, and what do they need from me first?

5 Dependencies and handovers

What waits on whom, and who accepts the work.

Pick	No.	Question	Serves
☐	DH-01	What do we need from other people before we can start, and by when?	Q1
☐	DH-02	Which of our steps wait on someone else's step?	Q1
☐	DH-03	Do any open items depend on the finished ones, or the other way round?	Q1
☐	DH-04	What is coming to us from another team, and in what form?	Q1
☐	DH-05	Who owns each thing we are waiting for, and what do they need from us first?	Q2
☐	DH-06	Who receives our work, and when can they take it?	Q1
☐	DH-07	Who accepts the handover, and what do they check before saying yes?	Q2
☐	DH-08	What has to be true about the files or data before we pass them on?	Q1
☐	DH-09	What is still open on the work handed to us, and who owns each open item?	Q1
☐	DH-10	Who can check what only they are allowed to check, and when are they free?	Q2
☐	DH-11	Where do the source files, access and records live?	Q1
☐	DH-12	Who can approve a different receiver or a different handover time?	Q2

6 AI-produced work

When a draft, a summary or a "done" came from an AI tool.

Pick	No.	Question	Serves
☐	AI-01	Which parts of this were drafted with an AI tool?	Q1
☐	AI-02	What did the AI tool check, and what did it assume?	Q1
☐	AI-03	Who confirms that this AI-drafted version is the agreed one?	Q2
☐	AI-04	What was the tool given to work from: the brief, the data, or only a prompt?	Q1
☐	AI-05	Which numbers, quotes or sources in this draft were checked against the original?	Q1
☐	AI-06	What changed between the version we agreed and this one?	Q1
☐	AI-07	Who decides whether something the tool added stays in or comes out?	Q2
☐	AI-08	Who is allowed to say "done" for AI-assisted work here, and what do they need to see?	Q2
☐	AI-09	Was anything added that was not in the request?	Q1
☐	AI-10	Which version of the document is the latest, and who saved it?	Q1
☐	AI-11	Who is the named owner of the final text, rather than the tool that drafted it?	Q2
☐	AI-12	If the tool said "yes" or "fine", what did it look at before it said so?	Q1
☐	AI-13	What does the checker need from me first: the source file, the brief or the list of changes?	Q2

Check the ones you pick. Q1 asks for a fact, Q2 asks for an owner. Fictional practice template. Draft for review, not a final product.

Question bank, part 4 of 4: Risks and changes and Communication cadence

Q1 What don't I know that someone here does?

Q2 Who decides this, and what do they need from me first?

7 Risks and changes

What could move, and how a change gets agreed.

Pick	No.	Question	Serves
☐	RC-01	What has gone wrong on similar work before?	Q1
☐	RC-02	What is the first sign that we are running late?	Q1
☐	RC-03	Which assumption in the plan, if wrong, changes the most?	Q1
☐	RC-04	Who decides whether to continue, pause or stop if a risk shows up?	Q2
☐	RC-05	Who needs to know about a problem the same day, and how do I tell them?	Q2
☐	RC-06	Which part is least certain, and who knows most about it?	Q1
☐	RC-07	Who approves a change once we have started, and what do they need from me?	Q2
☐	RC-08	What could change on your side that we should hear about early?	Q1
☐	RC-09	What is the plan if a key person is out or a file arrives late?	Q1
☐	RC-10	Who keeps the record of changes, so everyone sees the same version?	Q2
☐	RC-11	What would you rather know sooner than later?	Q1
☐	RC-12	Who can accept a risk on the client's behalf?	Q2

8 Communication cadence

How updates travel and where the record lives.

Pick	No.	Question	Serves
☐	CC-01	How often do you want an update, and in what form?	Q1
☐	CC-02	Where does the record of decisions live: a document, a ticket or a message thread?	Q1
☐	CC-03	Who receives the update, and who decides what goes in it?	Q2
☐	CC-04	What is the fastest way to reach you when something is blocked?	Q1
☐	CC-05	On which days and at what times are you reachable?	Q1
☐	CC-06	Who writes the meeting notes, and who confirms they are right?	Q2
☐	CC-07	When someone says "fine" in chat, is that a decision or only a reply?	Q1
☐	CC-08	Who needs every update, and who only needs the summary?	Q2
☐	CC-09	Which meetings are regular, and which of them do I need to attend?	Q1
☐	CC-10	Who decides when we call an extra meeting?	Q2
☐	CC-11	How should I mark a message that needs an answer by a set time?	Q1
☐	CC-12	Who confirms in writing when a decision is made, and where?	Q2
☐	CC-13	What does a good update look like to you: numbers, a list of open items, or a short paragraph?	Q1

Check the ones you pick. Q1 asks for a fact, Q2 asks for an owner. Fictional practice template. Draft for review, not a final product.

Pick your 10

Project _____ Kickoff, day and time _____ In the room _____

Q1 What don't I know that someone here does?

Q2 Who decides this, and what do they need from me first?

#	No.	Question	Serves	Who I will ask	The fact I hold behind it	Their answer, the owner, by when
1			☐ Q1 ☐ Q2			
2			☐ Q1 ☐ Q2			
3			☐ Q1 ☐ Q2			
4			☐ Q1 ☐ Q2			
5			☐ Q1 ☐ Q2			
6			☐ Q1 ☐ Q2			
7			☐ Q1 ☐ Q2			
8			☐ Q1 ☐ Q2			
9			☐ Q1 ☐ Q2			
10			☐ Q1 ☐ Q2			

Before I go in

- ☐ At least three of my ten serve question 1
- ☐ At least three of my ten serve question 2
- ☐ My ten come from at least four scenarios
- ☐ Each row names who I will ask, or Unknown
- ☐ Each row has the fact I hold behind it

Count: _____ serve Q1 _____ serve Q2 _____ scenarios

Fill in the last column in the meeting, in their words. Then send what was agreed as a message.

Fictional practice template. Draft for review, not a final product.

Pick your 10: filled example

Fictional example (case C05). Facts and answers are the case's own words, shown with the case's own question. Draft for review. Otto is a fictional AI.

Project C05 A short overlap for an eight-file package (fictional)

Kickoff, day and time Before the 09:00 to 09:35 packaging window

In the room You and the client (video call)

Q1 What don't I know that someone here does? **Q2 Who decides this, and what do they need from me first?**

#	No.	Question	Serves	Who I will ask	The fact I hold behind it	Their answer, the owner, by when
1	SC-12	Would a partial version, with what is missing clearly marked, still be useful?	☑ Q1 ☐ Q2	The Client (on a video call)	"Six files are final; two still need a quality check."	Left open in the case: "Does the client accept a partial transfer?"
2	DH-10	Who can check what only they are allowed to check, and when are they free?	☐ Q1 ☑ Q2	The Client (on a video call)	"You don't know who can run the check or when"	Case: **"Who can check the two pending files, and when?"** "Only our QA reviewer. It takes about 30 minutes, and they're free only after 14:00."
3	DC-03	How much time does each person have for this, and in which hours?	☑ Q1 ☐ Q2	The Client (on a video call)	"or how much time the receiver has."	Case: **"When can the receiver actually take the files?"** "They overlap with you for 15 minutes, 09:45 to 10:00, and next work after 14:00."
4	DR-03	Which decisions can I make on my own, and which need a name from you?	☐ Q1 ☑ Q2	The Client (on a video call)	"You can't run it yourself."	Case: **"Can I run the quality check myself to save time?"** "That check isn't the sender's to run. Changing that would be my decision."
5	DC-06	Who can move the date, and what do they need from me before they would consider it?	☐ Q1 ☑ Q2	The Client (on a video call)	"You are sending an eight-file package at a 10:00 handoff."	Case: **"Can you give me more time this morning?"** "The handoff is at 10:00. Moving it would be a separate decision."
6	DH-03	Do any open items depend on the finished ones, or the other way round?	☑ Q1 ☐ Q2	The Client (on a video call)	"The six final files are usable without the two pending files unless dependency is checked."	Left open in the case: "Do the two pending files depend on the six final files?"
7	RC-06	Which part is least certain, and who knows most about it?	☑ Q1 ☐ Q2	The Client (on a video call)	"two need a 30-minute quality check"	The case does not say.
8	CC-12	Who confirms in writing when a decision is made, and where?	☐ Q1 ☑ Q2	The Client (on a video call)	"Moving it would be a separate decision."	The case does not say.
9	DR-08	Who can approve a change to the plan, the date or the team?	☐ Q1 ☑ Q2	The Client (on a video call)	"changing the QA owner needs the client's authorization"	The case names the decider: "The client"
10	AI-02	What did the AI tool check, and what did it assume?	☑ Q1 ☐ Q2	Otto (fictional AI planning assistant)	"The assistant's 'yes' assumed you would run the quality check yourself inside your 35 minutes."	Case: **"What did you assume to make all eight fit?"** "I assumed you would run the 30-minute quality check yourself inside your 35 minutes. I didn't check who is allowed to run it."

Count: 5 serve Q1 5 serve Q2 7 scenarios

Before I go in

- ☑ At least three of my ten serve question 1
- ☑ At least three of my ten serve question 2
- ☑ My ten come from at least four scenarios
- ☑ Each row names who I will ask, or Unknown
- ☑ Each row has the fact I hold behind it

Editing, printing and practice

The files

This PDF is one part of the add-on. The pack files also include the Markdown and CSV versions listed here; they are separate files, not pages of this PDF.

File	What it is
markdown/00_start_here.md	The contents and the move, in plain text.
markdown/09_kickoff_question_bank.md	Instructions, all 100 questions by scenario, the blank pick-your-10 page (copy it) and the filled example.
csv/kickoff_questions_100.csv	All 100 questions as one table: id, scenario, question, serves.
template_pack_v5_addon_A4.pdf, template_pack_v5_addon_Letter.pdf	This add-on, typeset. Print the bank and the blank pick-your-10 page.

Editing

- **Markdown** (pack files). Open in any text editor. Copy the questions you pick into your notes or a document.
- **CSV** (pack files). In Google Sheets choose File, Import, Upload, then "Replace current sheet". In Excel choose Data, From Text/CSV. The file is UTF-8 with a header row and has no formulas. Filter the "serves" column to see only the fact questions or only the owner questions.
- **Paper** (this PDF). Print at 100% (no "fit to page") on A4 or Letter. The blank pick-your-10 page and the example are landscape and fit both sizes.

Keep it clean

- Keep confidential details out of anything you share. Write roles or first names, not private details.
- Use the questions to find facts and owners, never to catch a person out. The person who decides still decides.
- Reword a question to fit your project. Keep the tag: if it asks for a fact it is Q1, if it asks for an owner it is Q2.

Practice the move

The free cases let you try the two questions on a fictional situation and see what each answer reveals. The example in this add-on comes from that same set, so the quoted lines match.

Play free: [PUBLIC_URL]/practice/

Fictional. Every case, person and workplace in this pack is fictional, and Otto is a fictional AI. The examples are practice material, not advice about a real situation. Draft for review, not a final product.