1. Collect the Questions

For two weeks (or one week to start), write down every question your team brings you.

1 Question log

Date	Who asked	What about	What I decided

2 Group the questions into types

Type (e.g. refund, discount, repair)	How many times?	Becomes rule #

Example (Thandi, 14-room guesthouse, Cape Town, 9 staff): about 25 calls and messages a day; about 140 questions in 2 weeks fell into just 12 types. If you have answered the same question three times, it is a rule, not a phone call.

Example figures. General education, not financial advice. Results vary.

2. Write the Rules and Set the Limits

One line per rule, plain words: IF this happens, THEN do this.

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1 If-then rules

#	IF ...	THEN ...
1	Guest wants late check-out and room is free tonight	Free until 1 pm, then $15 an hour
2	Something in the room breaks	Apologise, replace within 1 hour, log it
3		
4		
5		
6		
7		

2 Spending limit for each role

Role	Can decide up to	Above the limit
Reception	$40 per guest	In writing: facts + recommendation; answer by end of day
Supervisor	$200	In writing to the owner; answer by end of day

A true emergency (someone hurt, a burst pipe) is still a phone call, and the card says so	[ ] Done
Practise the rules in short role-plays at the morning meeting	[ ] Done
A new question with no rule goes into the log and becomes a new rule	[ ] Done
Monthly: review decisions above $20; patterns, not blame	[ ] Done

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3. Keep the Rules Alive

Raise limits, park new ideas, use a change gate, change one thing at a time.

1 Limit ladder and ideas list

Person / role	Limit now	Good months in review	New limit
Warehouse lead (example)	$100	3	$300

Parked idea	Genuine, repeated problem?	Gain bigger than the dip?

2 Change gate and freeze

Every change costs a dip (often around 20% worse for a few weeks)	[ ] Done
One change at a time: reason + start date, then freeze for 1 month or more	[ ] Done
Bigger requests in writing: what, by when, who owns it (deadline: end of day)	[ ] Done

3 Worked examples (illustrative)

Thandi calls	About 25 a day to 4 a day	Give-backs	$540 to $610 a month
Thandi time	About 3 hours a day back	Murat team	18 staff, event rental, Istanbul
Checklist	Changes 9 to 2 a quarter	Losses	$2,400 to about $1,300 a month

4 Start here this week

[ ] Log every question for a week
[ ] On Friday, pick the three that came up most and write an if-then rule for each
[ ] Set one spending limit for one role, and put the rules in Systex
[ ] Tell the team: "Inside this limit, you decide." Thank reasonable calls first, then improve the rule

Thandi, Murat and their figures are illustrative. These are examples, not promises. Example figures. General education, not financial advice. Results vary.

Examples only; results vary. General business education, not financial, legal or tax advice.
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