

The \$6.2M decision that did not happen

A regional third-party logistics firm was eight days from signing a \$6.2 million warehouse expansion. The model worked, the board was supportive, and nobody in the room was paid to argue the other side. The firm now puts decisions of that size to the Contrarian, the ninth expert inside its AI Brain, whose only assignment is to find the reason not to proceed and say it plainly.

\$6.2M COMMITMENT PAUSED Reopened at a third of the size	14 ASSUMPTIONS SURFACED Nine had never been written down	3 THAT FAILED THE TEST Including the one the case rested on	0 DRAFTS WAVED THROUGH The critic seat approves nothing, by design
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WHAT THE CONTRARIAN DOES

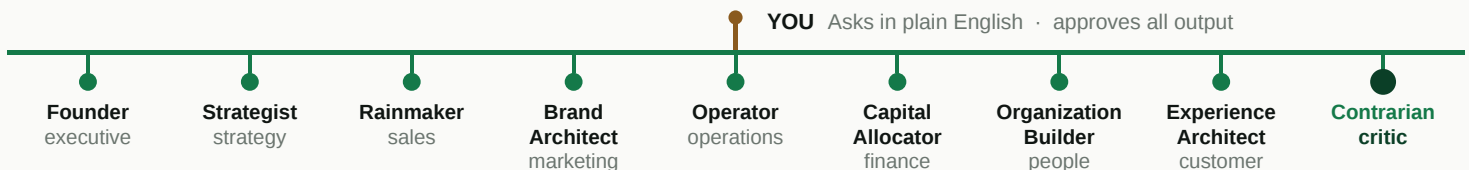
- Argues the other side, on purpose.** Its assignment is the case against, so the room finally hears one before the money moves.
- Names every assumption out loud.** Anything the decision rests on gets written down, including what nobody thought to say.
- Runs the pre-mortem.** It assumes the decision already failed, then works backwards to the likeliest reason.
- Traces the second-order effect.** Not only what happens, but what happens after that, and who responds to it.
- Marks the edge of what you know.** Where a decision leaves the firm's real competence, it says so instead of modeling on.

HOW A REVIEW MOVES

- 1 Work arrives from another seat**
A plan, a draft, a model or a claim
- 2 The Contrarian states the assumptions**
Every one the work depends on
- 3 The case is inverted**
What would have to be true for this to be wrong
- 4 A pre-mortem is run**
Assume it failed, then find the reason
- 5 You get a verdict, not a rewrite**
The critic judges and never writes

THE ADVISORY BOARD, AND THE CONTRARIAN'S TOOLKIT

Nine specialists operating from one shared business context. Eight produce work; the ninth challenges it. The Contrarian holds the critic seat.



THE CONTRARIAN'S TOOLKIT

The firm's stated assumptions · Inversion test · Pre-mortem record · Second-order map · The decision archive