

An Outsider's Playbook

FACILITATOR GUIDE AND COURSE ADOPTION PACKET

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HOW TO USE THIS GUIDE

This guide turns the book into four working sessions of ninety minutes each, one per move of the Outsider's Arc: see, win, build, scale. It is written for team leads, boards, accelerator cohorts, and professors. It assumes a room of four to twelve people who have real decisions in front of them.

Participants read the assigned chapters before each session. The facilitator's job is not to teach the material. It is to keep the prompts pointed at the room's real companies, real accounts, and real cap tables. There are no right answers in these sessions, only better arguments.

Every prompt below also exists as a printable card in the middle of this guide. Cut them out, put one on the table at a time, and do not let the room move on until someone has said something that costs them a little to say.

BEFORE SESSION ONE

Each participant takes the diagnostic at juanvegarra.com before the first session. Six questions, ten minutes. It places each person in one of the four moves.

Collect the results. The distribution is your opening conversation: most rooms discover they believe they are building when they have not yet won, or scaling when they have not yet built. Naming the move each person is actually in is most of the work, and it is the best first ten minutes a cohort can spend.

SESSION ONE • SEE

Read before: Chapters 1 through 6.

Timing (90 minutes)

- 10 min · Diagnostic positions: where the room placed itself, and why.
- 15 min · The chapters' argument, in the room's own words.
- 54 min · Three prompts, eighteen minutes each.
- 11 min · Commitments: one thing each person will test before session two.

Prompts

1. Name the person who actually decided in your last lost deal, and say when you first learned that name.
2. Describe the reorder your industry is in the middle of, and the evidence that would prove you wrong.
3. Separate your entry fee from your game, on a whiteboard, in two columns.

SESSION TWO • WIN

Read before: Chapters 7 through 10.

Timing (90 minutes)

- 10 min · Report backs: what happened when you tested last session's commitment.
- 15 min · The chapters' argument, in the room's own words.
- 54 min · Three prompts, eighteen minutes each.
- 11 min · Commitments.

Prompts

1. Say what your buyer gets, in one sentence, without naming a single feature.
2. Name the five voices on your council, and the one you are missing.
3. Pitch your product to the person who pays rather than the person who uses it, and let the room score it.

SESSION THREE • BUILD

Read before: Chapters 11 through 16.

Timing (90 minutes)

10 min · Report backs.

15 min · The chapters' argument, in the room's own words.

54 min · Three prompts, eighteen minutes each.

11 min · Commitments.

Prompts

1. Name the barrier everyone in your industry curses, and make the case that it is your moat.
2. Identify the one asset in your business that compounds, and say who owns it.
3. State what you would have to stop doing in order to own the instrument.

SESSION FOUR • SCALE

Read before: Chapters 17 through 20.

Timing (90 minutes)

10 min · Report backs.

15 min · The chapters' argument, in the room's own words.

54 min · Three prompts, eighteen minutes each.

11 min · Closing: each person names the move they are in now, and the first tool they will run.

Prompts

1. Name the person who was right for the first mile and is not right for the tenth, and say what you owe them.
2. Say out loud how you decide, so the room can hold you to it.
3. Set the number that tells you it is time to raise, before you need to.

PROMPT CARDS

One card per prompt, printable. Put one card on the table at a time.

SEE · 1 Name the person who actually decided in your last lost deal, and say when you first learned that name.	SEE · 2 Describe the reorder your industry is in the middle of, and the evidence that would prove you wrong.
SEE · 3 Separate your entry fee from your game, on a whiteboard, in two columns.	WIN · 1 Say what your buyer gets, in one sentence, without naming a single feature.
WIN · 2 Name the five voices on your council, and the one you are missing.	WIN · 3 Pitch your product to the person who pays rather than the person who uses it, and let the room score it.

BUILD • 1 Name the barrier everyone in your industry curses, and make the case that it is your moat.	BUILD • 2 Identify the one asset in your business that compounds, and say who owns it.
BUILD • 3 State what you would have to stop doing in order to own the instrument.	SCALE • 1 Name the person who was right for the first mile and is not right for the tenth, and say what you owe them.
SCALE • 2 Say out loud how you decide, so the room can hold you to it.	SCALE • 3 Set the number that tells you it is time to raise, before you need to.

FOR EDUCATORS

The four sessions map cleanly onto a half-semester module or a four-week intensive. Each session pairs with a written assignment that applies one tool to a real organization the student can access: run the administrator test on a live account, write the chocolate-cake sentence for a product they know, argue one barrier into a moat, or draft the succession honesty memo for a team they have observed.

For assessment, the diagnostic works as a pre and post instrument: have students place a company in a move at the start of the module, then defend or revise that placement at the end with evidence from the tools.

Desk copies for instructors, and volume pricing for cohorts, are available in English and Spanish. Write to the address below with your institution and cohort size.

CONTACT

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I read every note from people running these sessions, and I have joined more than a few by video. Tell me what the room argued about.