



Bring the builders.

Leave the defenders at the door.

The Gulf Works Lab discovery call works best with a very specific kind of person in the room — not the most senior, not the most experienced, but the most open. This isn't a briefing. It's a beginning.
Before you invite anyone, ask yourself these three questions.

01 *Do they see a blank page as a gift?*

The best thing about a skunkworks is that nothing is sacred yet. The right person in this room finds that thrilling — not unsettling.
Bring whoever gets energized when there's no template, no precedent, and no one to ask for permission.
Leave behind anyone who immediately asks where the process is.

02 *Would they rather ship something imperfect than perfect something that never ships?*

This is a room for people who are wired to move. We're going to build, test, learn, and iterate fast — in 2–3 week sprints with real outcomes and real accountability.
If someone needs every answer before they take the first step, this isn't their moment yet. And that's okay. Not everyone is built for the lab.

03 *Do they talk about what's possible more than what's been done?*

Experience is valuable. But in this room, the future outranks the past. The skunkworks model exists precisely because the main business can't ask certain questions.
Bring the person on your team who always has an idea — the one you sometimes have to slow down.
The one who sees every constraint as a design challenge, not a dead end. This is their room.

“Bring whoever would be most excited — and least threatened — if we decided to rebuild it from scratch.”

THE BOTTOM LINE

This call is for the people on your team who already know the old playbook isn't enough. They've just been waiting for permission to say it out loud.
One or two of the right people will open this conversation further than a room full of the wrong ones ever could. Choose wisely — and trust your instincts.