SHAREABLE · FOR YOUR TEAM

Cycle 1 Discussion Sheet

A one-hour conversation about how the business runs

PAT ALACQUA
BUSINESS GROWTH STRATEGIST

This cycle was about one shift. The business has outgrown running through one person. These five questions surface where your team waits, where decisions stall, and what they're ready to own. Bring them honestly and the answers become your team's operating priorities.

Download this page first. Then type in it and save it like any other file. Or print it and write on it. Keep it where you'll find it next month, one folder for The Operator's Field Notes.

HOW TO USE IT

Block an hour. No slides, no prep. Ask one question, then stay quiet long enough for a real answer. Your job is to listen and capture, not to defend. Write down what each person says, one row per person.

The grid on page 2 is where you capture it.

THE FIVE QUESTIONS

1 Where do you end up waiting on me?

Which decisions or approvals get stuck waiting for me, and what would let you keep moving without me?

2 Where would you decide differently?

If you had the authority, where would you decide differently than I do today? What's stopping you now?

3 What only lives in my head?

What do you need to know, decide, or move forward that you can't, since the information sits with me?

4 Is it clear what you own?

For the results you're responsible for, do you know what done looks like, and which decisions are yours to make?

5 What are you ready to fully own?

Name one outcome you're ready to own end to end that you don't today. What would you need from me to take it?

BEFORE YOU CLOSE

Pick one thing to transfer this month. One outcome, one owner, clear decision authority, a weekly check-in. Not the biggest one. One that matters and won't sink the business if the first handoff isn't perfect.

Fill this in with them in the room, before anyone leaves.

ONE OUTCOME	ONE OWNER	CLEAR DECISION AUTHORITY	A WEEKLY CHECK-IN

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THE PERSON	1 WAITS ON ME FOR	2 WOULD DECIDE DIFFERENTLY ON	3 NEEDS SOMETHING ONLY I KNOW	4 CLEAR ON WHAT THEY OWN (Y/N)	5 READY TO OWN
				☐Y ☐N	
				☐Y ☐N	
				☐Y ☐N	
				☐Y ☐N	
				☐Y ☐N	
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