

What's Breaking in Our Operations

(And Why It Keeps Falling Back on Me)

An internal memo from the Office Manager to the Practice Owner

What I'm Seeing Right Now

I built out our SOPs in Google Docs... but I'm the one who has to keep updating everything

Every time something changes, it takes time to go back and fix it across the team, SOPs, tools, etc.

People aren't always working off the most current version of standards

Even with systems in place, things still come back to me

Where It's Breaking

1

Everything still depends on me staying on top of it

Updates, consistency, follow-through—it all routes back through one person

2

Changes don't stick across the team

Even when something is documented, it doesn't always get carried out the same way

3

Outdated or inconsistent execution creates small issues daily

Nothing major on its own—but it adds up fast

4

I'm spending time maintaining instead of improving

I don't have the space to operate at a higher level

What's Actually Happening

We don't have a documentation problem.
We have a **consistency problem**.

We've built the systems...
but they don't hold across the team without me reinforcing them.

So everything ends up:

getting rechecked

getting repeated

or getting pulled
back to me

Why This Feels Hard (But Isn't)

It feels like solving this means:

- more tools
- more setup
- more work



But the reality is:

- I'm already doing the work
- I'm just doing it manually every day

Right now, I'm acting as the system.

This would let the system actually do its job— so I can focus on **running the practice**, not holding it together.

The Shift

Instead of me:

- updating everything
- reminding everyone
- checking if it was done



It becomes:

- updates carry through automatically
- responsibilities are tied to roles, not me
- I stay in approval and oversight—not constant execution

What Changes

Before

- I maintain SOPs manually
- I remind people constantly
- I double-check execution
- I'm the fallback for everything

After

- SOPs stay current **without manual rework**
- The team sees and follows **what's expected**
- Ownership sits with **the role**
- I can actually focus on **improving the practice**

How I'd Explain This

- We don't have a **people problem**—we have a **consistency problem**
- Right now everything still depends on **me keeping it updated and enforced**
- We already built the systems, they just **don't hold across the team**
- This would make what we already have **actually stick**
- It's not adding work—it **removes what I'm doing manually every day**

Why This Is Worth Testing Now

Fast to implement

We can get this in place quickly **without disrupting everything**

Builds on what exists

It works with what we've already built **(not replacing it)**

Holds standards

It gives us a way to actually hold standards **without constant follow-up**

No long-term risk

If it doesn't create value fast, we can stop—**no long-term risk**