



— THE LEADSCAPE METHODOLOGY · DESIGN YOURSELF OUT

The Operating *System.*

The book makes the case. This makes it run. The manual that explains the system and the workbook that installs it, in one place, built to do one thing: get you out of the middle of every operational decision your company makes.

WHAT'S INSIDE

- The Design Yourself Out Framework
- 15 Decision Rights Templates
- The 23-SOP Operating Library
- Role Cards & Handoff Scripts
- Weekly Cadence & KPI Dashboard
- The Owner Exit Scorecard

PRIMARY OUTCOME

Remove the owner from operational decision bottlenecks.

THE SIX-PART INSTALL

DIAGNOSE DESIGN INSTALL OPERATE MEASURE GRADUATE

PART 0

— START HERE

How This System *Runs*

Two halves of one install. The teaching tells you what the system is. The workbook makes you build it. Read the page, then do the page. Every template comes two ways: a filled Example so you can see it done, and a Blank you make your own.

THE SIX PARTS

- | | |
|-------------------|----------------------------------|
| 1 Diagnose | Find out if you are the ceiling. |
| 2 Design | Name who decides what. |
| 3 Install | Hand the decisions off. |
| 4 Operate | Run the week without you. |
| 5 Measure | Keep the scoreboard honest. |
| 6 Graduate | Go from bottleneck to builder. |

THE INSTALL SEQUENCE

- | | |
|------------------------------------|---------------------------------|
| 1. Self-Assessment | 6. Launch Cadence |
| 2. Decision Audit | 7. Track KPIs |
| 3. Decision Inventory | 8. 90-Day Checklist |
| 4. Build the Matrix (15 Templates) | 9. Handoff Conversations |
| 5. Complete Role Cards | 10. Monthly & Quarterly Reviews |

PART ONE

— DIAGNOSE

Are You the *Ceiling*?

Every landscape company that stalls past \$3M hits the same wall, and the wall has your name on it. Not because you are doing it wrong, but because the company was built to run on your judgment, and now it cannot move faster than you can answer the phone. Before you fix it, you have to see it. Count the decisions. Read the score honestly.

IN THIS PART

- The Are-You-the-Ceiling Self-Assessment
- The 1-Week Decision Audit
- The Decision Inventory Worksheet

The Design Yourself *Out* Framework

Why landscape companies hit the ceiling

Every landscape company that grows past \$3M in revenue runs into the same invisible wall. Revenue stalls. Margins compress. The owner works harder but the company does not grow faster. The industry calls it different things, but the root cause is always the same: **the owner has become the bottleneck for every operational decision in the company.**

This is not a character flaw. It is a structural problem. The company was built around the owner's judgment, relationships, and standards. That works beautifully at \$1M. It starts to crack at \$3M. And by \$6M, it becomes the single largest constraint on growth, profitability, and quality of life.

THE FOUR ROOT CAUSES

01 Owner Decision Dependency

Every question, every exception, every judgment call routes to one person. The company cannot move faster than the owner can think.

02 Undefined Authority

Nobody knows exactly what they are allowed to decide. So they ask. Every time. About everything.

03 Unclear Escalation Paths

When something goes wrong, there is no rule for when to handle it and when to send it up. The default is always "call the boss."

04 Institutional Knowledge Instead of Systems

The rules live in the owner's head, not on paper. When the owner is unavailable, the company freezes.

THE 27-MINUTE PROBLEM

Research shows that employees in owner-dependent companies lose an average of 27 minutes per day waiting for decisions that could have been made at their level — if only they had clear criteria and explicit authority. Across a 20-person company, that is 9 hours of lost productivity every single day. Over a season, that is the equivalent of losing an entire crew.

The LeadScape Operating Model

The LeadScape methodology is built on a simple premise: the owner's job is not to make every decision. The owner's job is to **build the system that makes decisions correctly without them.** This playbook is that system.

Every company moves through four stages on the path from owner-dependent to owner-designed.

STAGE	FOCUS	WHAT CHANGES	OWNER ROLE
Stage 1 Clarity	Define who decides what	Decision Rights Matrix created for all 15 decision categories	Architect
Stage 2 Authority	Transfer decisions to the right level	Role cards distributed; handoff conversations completed	Teacher
Stage 3 Cadence	Build the rhythm that keeps it running	3-meeting weekly cadence installed and running	Coach
Stage 4 Capacity	Scale without adding owner hours	Owner hours on others' decisions drop below 8/week	Builder

SELF-ASSESSMENT

Section 1 · Are You the Ceiling?

Chapter 1 · The self-assessment is in Chapter 1 of the book. Scoring guide on pp. 22 to 23.
Answer honestly. Score 1 (healthiest) to 5 (most bottlenecked). Total your score at the end.

Q1. If you disappeared for two weeks, what would happen?

- 1 Operations run smoothly. No disruption.
- 2 Minor hiccups, nothing significant.
- 3 Several issues, but team manages.
- 4 Daily calls and escalations to me.
- 5 Things stall or spiral quickly.

My score for this question (circle one): 1 2 3 4 5

Q2. How many decisions hit your phone daily that someone else should own?

- 1 Almost none.
- 2 A few minor ones.
- 3 5 to 10 per day.
- 4 10 to 20 per day.
- 5 Constant interruptions all day.

My score for this question (circle one): 1 2 3 4 5

Q3. Are decision thresholds clearly documented?

- 1 Yes. Dollar limits and authority levels are written and known.
- 2 Mostly documented, minor gray areas.
- 3 Some verbal clarity, not formalized.
- 4 Vague. Depends on the situation.
- 5 No defined thresholds. Everything comes to me.

My score for this question (circle one): 1 2 3 4 5

SELF-ASSESSMENT

Section 1 · Are You the Ceiling? (continued)

Chapter 1 · The self-assessment is in Chapter 1 of the book. Scoring guide on pp. 22 to 23.
Answer honestly. Score 1 (healthiest) to 5 (most bottlenecked). Total your score at the end.

Q4. When problems escalate to you, why?

- 1 They are truly strategic or high-risk.
- 2 Mostly strategic, occasional clarity gap.
- 3 About half are avoidable.
- 4 Most are due to unclear authority.
- 5 Nearly all. No one knows the rules.

My score for this question (circle one): 1 2 3 4 5

Q5. Could your ops manager explain your standards without you present?

- 1 Clearly and confidently.
- 2 Mostly, with minor uncertainty.
- 3 Partially.
- 4 Only in limited areas.
- 5 No. They rely on me for judgment.

My score for this question (circle one): 1 2 3 4 5

Q6. When margins dip, can you trace it to a decision or behavior?

- 1 Yes. We track decision behavior and KPIs.
- 2 Usually.
- 3 Sometimes, after digging.
- 4 Rarely.
- 5 We find out too late.

My score for this question (circle one): 1 2 3 4 5

SELF-ASSESSMENT

Section 1 · Are You the Ceiling? (continued)

Chapter 1 · The self-assessment is in Chapter 1 of the book. Scoring guide on pp. 22 to 23.
Answer honestly. Score 1 (healthiest) to 5 (most bottlenecked). Total your score at the end.

Q7. Are you the default problem-solver?

- 1 Rarely. The system handles most issues.
- 2 Occasionally.
- 3 Often.
- 4 Almost always.
- 5 Always. Everything routes through me.

My score for this question (circle one): 1 2 3 4 5

Q8. Why do people escalate decisions to you?

- 1 Clear authority and strong confidence.
- 2 Authority clear, confidence improving.
- 3 Mixed clarity across roles.
- 4 Authority is unclear.
- 5 Both authority and confidence are unclear.

My score for this question (circle one): 1 2 3 4 5

Q9. How many hours a week on decisions others should make?

- 1 0 to 3 hours.
- 2 3 to 5 hours.
- 3 5 to 10 hours.
- 4 10 to 20 hours.
- 5 More than 20 hours.

My score for this question (circle one): 1 2 3 4 5

SELF-ASSESSMENT

Section 1 · Are You the Ceiling? (continued)

Chapter 1 · The self-assessment is in Chapter 1 of the book. Scoring guide on pp. 22 to 23.
Answer honestly. Score 1 (healthiest) to 5 (most bottlenecked). Total your score at the end.

Q10. If growth stalled tomorrow, what would be the real reason?

- 1 Market conditions or capacity strategy.
- 2 Some market, some internal.
- 3 Execution inconsistency.
- 4 Leadership bottlenecks.
- 5 Everything flows through me. I am the ceiling.

My score for this question (circle one): 1 2 3 4 5

Scoring

TOTAL SCORE	WHAT IT MEANS	YOUR IMMEDIATE NEXT STEP
10 to 20	Structured. Real infrastructure already exists.	Formalize and future-proof. Read Chapter 15 on scaling.
21 to 35	At the Tipping Point. Cracks are showing. Act now.	Build the matrix before cracks become craters. Start Chapter 5.
36 to 50	You Are the Ceiling. Structural problem, not a character flaw.	Run the Decision Audit this week. Chapter 4, page 1.

My Total Score: _____

My single biggest insight from this assessment:

THE ONE-WEEK X-RAY

Section 2 · 1-Week Decision Audit Tracker

Chapter 4 · "The Decision Audit: Your One-Week X-Ray." See Chapter 4 for full instructions.
 Log every decision that reaches you for one full week. 8 rows per day. Add pages if needed.

What to capture for each decision:

1. A brief description of the decision
2. Who brought it to you
3. Category 1 to 10 (reference below)
4. The number of minutes it took
5. Should it have come to you? *This is the money question.*

Category Reference

- | | |
|---------------------|----------------|
| 1. Scheduling | 6. Quality |
| 2. Client Relations | 7. Safety |
| 3. Pricing | 8. Vendors |
| 4. Staffing | 9. Financial |
| 5. Equipment | 10. Escalation |

Monday

DECISION (BRIEF DESCRIPTION)	WHO BROUGHT IT?	CAT.	MINS.	SHOULD IT HAVE REACHED YOU?
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No

THE ONE-WEEK X-RAY

Section 2 · 1-Week Decision Audit Tracker (continued)

Chapter 4 · "The Decision Audit: Your One-Week X-Ray." See Chapter 4 for full instructions.
 Log every decision that reaches you for one full week. 8 rows per day. Add pages if needed.

Tuesday

DECISION (BRIEF DESCRIPTION)	WHO BROUGHT IT?	CAT.	MINS.	SHOULD IT HAVE REACHED YOU?
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No

Wednesday

DECISION (BRIEF DESCRIPTION)	WHO BROUGHT IT?	CAT.	MINS.	SHOULD IT HAVE REACHED YOU?
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No

THE ONE-WEEK X-RAY

Section 2 · 1-Week Decision Audit Tracker (continued)

Chapter 4 · "The Decision Audit: Your One-Week X-Ray." See Chapter 4 for full instructions.
 Log every decision that reaches you for one full week. 8 rows per day. Add pages if needed.

Thursday

DECISION (BRIEF DESCRIPTION)	WHO BROUGHT IT?	CAT.	MINS.	SHOULD IT HAVE REACHED YOU?
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No

Friday

DECISION (BRIEF DESCRIPTION)	WHO BROUGHT IT?	CAT.	MINS.	SHOULD IT HAVE REACHED YOU?
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No

THE ONE-WEEK X-RAY

Section 2 · End-of-Week Summary

Complete after Friday. The audit only pays off if you total it up and face the number.

1. Total decisions logged: _____
2. How many should NOT have reached me: _____
3. Top 1 to 2 categories (by volume): _____

Decisions that repeated 3+ times (= policy not yet written):

1. _____
2. _____
3. _____

My estimated hours per week on others' decisions:

At \$ _____ /hr × _____ hrs × 52 wks = **Annual opportunity cost:** \$ _____

If a vendor invoiced you that number every January, you would fire the vendor. The audit is how you find out you are the vendor.

MATRIX RAW MATERIAL

Section 3 · Decision Inventory Worksheet

Chapter 4 · "The Decision Inventory Worksheet." Complete after your 1-week audit.
Check decisions that apply. Add yours in the blank rows. This becomes your matrix raw material.

Scheduling & Routing

DECISION	CURRENT OWNER	TEMPLATE NEEDED?
Daily crew assignments and route adjustments		<input type="checkbox"/> Yes <input type="checkbox"/> No
Rain day rescheduling		<input type="checkbox"/> Yes <input type="checkbox"/> No
Handling call-outs and no-shows		<input type="checkbox"/> Yes <input type="checkbox"/> No
Priority callback assignments		<input type="checkbox"/> Yes <input type="checkbox"/> No
Splitting or combining crews for efficiency		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Client Relationships

DECISION	CURRENT OWNER	TEMPLATE NEEDED?
Responding to complaints (minor)		<input type="checkbox"/> Yes <input type="checkbox"/> No
Responding to complaints (major / cancellation risk)		<input type="checkbox"/> Yes <input type="checkbox"/> No
Offering service credits or redos		<input type="checkbox"/> Yes <input type="checkbox"/> No
Handling out-of-scope requests		<input type="checkbox"/> Yes <input type="checkbox"/> No
Proactive communication about delays or issues		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Pricing & Estimating

DECISION	CURRENT OWNER	TEMPLATE NEEDED?
Pricing enhancements and add-ons		<input type="checkbox"/> Yes <input type="checkbox"/> No
Matching or responding to competitor bids		<input type="checkbox"/> Yes <input type="checkbox"/> No
Renewal pricing when costs have changed		<input type="checkbox"/> Yes <input type="checkbox"/> No
Change order pricing on construction jobs		<input type="checkbox"/> Yes <input type="checkbox"/> No
Discount approval for volume or multi-year		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

MATRIX RAW MATERIAL

Section 3 · Decision Inventory Worksheet (continued)

Chapter 4 · "The Decision Inventory Worksheet." Complete after your 1-week audit.
Check decisions that apply. Add yours in the blank rows. This becomes your matrix raw material.

People & Staffing

DECISION	CURRENT OWNER	TEMPLATE NEEDED?
Approving overtime		<input type="checkbox"/> Yes <input type="checkbox"/> No
Issuing verbal or written warnings		<input type="checkbox"/> Yes <input type="checkbox"/> No
Hiring decisions: crew level		<input type="checkbox"/> Yes <input type="checkbox"/> No
Hiring decisions: management level		<input type="checkbox"/> Yes <input type="checkbox"/> No
Handling interpersonal conflicts		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Equipment & Fleet

DECISION	CURRENT OWNER	TEMPLATE NEEDED?
Repair vs. replace decisions		<input type="checkbox"/> Yes <input type="checkbox"/> No
Renting equipment for a specific job		<input type="checkbox"/> Yes <input type="checkbox"/> No
Pulling backup equipment		<input type="checkbox"/> Yes <input type="checkbox"/> No
Taking equipment out of service		<input type="checkbox"/> Yes <input type="checkbox"/> No
Emergency breakdown response		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Quality & Standards

DECISION	CURRENT OWNER	TEMPLATE NEEDED?
Determining if a property meets quality standards		<input type="checkbox"/> Yes <input type="checkbox"/> No
Sending crews back for rework		<input type="checkbox"/> Yes <input type="checkbox"/> No
Adjusting standards for weather conditions		<input type="checkbox"/> Yes <input type="checkbox"/> No
Handling underperforming crews		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

MATRIX RAW MATERIAL

Section 3 · Decision Inventory Worksheet (continued)

Chapter 4 · "The Decision Inventory Worksheet." Complete after your 1-week audit.
Check decisions that apply. Add yours in the blank rows. This becomes your matrix raw material.

Safety

DECISION	CURRENT OWNER	TEMPLATE NEEDED?
Stopping work for unsafe conditions		<input type="checkbox"/> Yes <input type="checkbox"/> No
Responding to injuries or near misses		<input type="checkbox"/> Yes <input type="checkbox"/> No
Weather-related shutdowns		<input type="checkbox"/> Yes <input type="checkbox"/> No
Equipment fitness decisions		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Vendors & Subcontractors

DECISION	CURRENT OWNER	TEMPLATE NEEDED?
Selecting vendors for material orders		<input type="checkbox"/> Yes <input type="checkbox"/> No
Bringing in subcontractors		<input type="checkbox"/> Yes <input type="checkbox"/> No
Handling vendor delivery issues		<input type="checkbox"/> Yes <input type="checkbox"/> No
Negotiating vendor pricing		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Financial & Budget

DECISION	CURRENT OWNER	TEMPLATE NEEDED?
Approving purchases under \$_____		<input type="checkbox"/> Yes <input type="checkbox"/> No
Approving purchases over \$_____		<input type="checkbox"/> Yes <input type="checkbox"/> No
Managing jobs running over budget		<input type="checkbox"/> Yes <input type="checkbox"/> No
Client payment and collections decisions		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

MATRIX RAW MATERIAL

Section 3 · Decision Inventory Worksheet (continued)

Chapter 4 · "The Decision Inventory Worksheet." Complete after your 1-week audit.
 Check decisions that apply. Add yours in the blank rows. This becomes your matrix raw material.

Communication & Escalation

DECISION	CURRENT OWNER	TEMPLATE NEEDED?
When to inform vs. escalate to owner		<input type="checkbox"/> Yes <input type="checkbox"/> No
When to contact client vs. handle internally		<input type="checkbox"/> Yes <input type="checkbox"/> No
How to handle situations between two roles		<input type="checkbox"/> Yes <input type="checkbox"/> No
Documentation and formal reporting triggers		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

Every box you check without a clear current owner is a decision currently routed to your phone. That list is the matrix you are about to build.

PART TWO

— DESIGN

Name Who *Decides*

A decision with no owner routes to you by default. That is the whole leak. This part puts it on paper: four levels of authority, the fifteen decisions that eat your day, and a clear line for each one. Criteria instead of proximity. When the rule does not fit, you sharpen the rule. You do not take the decision back.

IN THIS PART

- The Decision Rights Matrix, four authority levels
- 15 Decision Rights Templates (Example + Blank)
- Role Cards for all four roles

The Decision Rights Matrix

The Decision Rights Matrix is the foundation on which every SOP in this playbook sits. It answers the question that kills more productivity than any other in a landscape company: **"Who decides?"** Every decision falls into one of four authority levels. The matrix makes these levels explicit, measurable, and non-negotiable.

AUTHORITY LEVEL	WHO DECIDES	CRITERIA	EXAMPLES
Level 1 Employee Decides	Crew Leader / individual contributor	Within defined thresholds. No approval needed. Info flow only.	Field supplies under \$150/day · OT up to 2 hours · Minor scope adjustment (<15 min)
Level 2 Manager Decides	Ops Manager / Account Manager	Within expanded thresholds. Documented criteria. Weekly reporting.	Equipment repairs up to \$1,500 · First complaint credit up to \$200 · Rain day rescheduling
Level 3 Collaborative Decision	Two managers jointly, or manager + owner	Root cause analysis required. Joint recommendation. Escalation if unresolved.	Recurring complaints (3+ in 90 days) · Multi-day schedule rebuild · Systemic quality patterns
Level 4 Owner Decides	Owner only	Strategic, financial, or relationship risk. All others have escalated.	At-risk account / cancellation · Capital purchases above threshold · Terminations, management hires

Every SOP in this playbook maps each step to one of these four levels. When your people read a procedure, they do not just see what to do. They see **who decides, what criteria apply, and exactly when it leaves their hands.** That is the difference between an SOP that collects dust and one that actually runs your company.

THE CORE PRINCIPLE

The matrix provides clarity. The cadence provides rhythm. Every SOP in this playbook connects the two. When a situation does not fit the criteria, refine the rule. Do not abandon the system.

THE DECISION RIGHTS MATRIX

Section 4 · All 15 Decision Rights Templates

Chapter 5 · "The Decision Rights Matrix." Templates explained at the beginning of Chapter 5.

Each template: EXAMPLE (pre-filled) followed by YOUR COMPANY (blank).

Thresholds calibrated for \$6M to \$10M. Adjust up or down for your revenue stage.

Column guide

- **Decision** = what is being decided.
- **Authority** = who has final say.
- **Criteria** = the objective rules they follow (make these specific and measurable).
- **Escalation Trigger** = the condition that sends it up the chain.
- **Info Flow** = how the next level stays informed without approving.

Template 1 · Equipment Purchases, Repairs & Rentals *Example*

DECISION	AUTHORITY	CRITERIA	ESCALATION TRIGGER	INFO FLOW
Field supplies & minor materials	Crew Leader	Must support active job. Under \$150/day. Approved vendor.	Single purchase exceeds \$150.	Weekly summary to Ops Mgr.
Repairs & rentals	Ops Manager	Repair if <\$1,500 and <40% of replacement value.	Repair >\$1,500 or same asset repaired twice within 60 days.	Owner: weekly equipment report.
Capital purchases above threshold	Owner	Review repair history, useful life, budget availability.	N/A. Owner-level.	Ops Mgr / Acct'g informed after decision.

Template 1 · Equipment Purchases, Repairs & Rentals *Your Company*

DECISION	AUTHORITY	CRITERIA	ESCALATION TRIGGER	INFO FLOW

THE DECISION RIGHTS MATRIX

Section 4 · All 15 Decision Rights Templates (continued)

Chapter 5 · "The Decision Rights Matrix." Templates explained at the beginning of Chapter 5.

Each template: EXAMPLE (pre-filled) followed by YOUR COMPANY (blank).

Thresholds calibrated for \$6M to \$10M. Adjust up or down for your revenue stage.

Template 2 · Hiring & Firing <i>Example</i>				
DECISION	AUTHORITY	CRITERIA	ESCALATION TRIGGER	INFO FLOW
Seasonal crew hire	Ops Manager	Within approved headcount budget. Documents a real gap.	Hire exceeds approved headcount or budget.	Owner: weekly staff update.
Termination	Owner	Full HR documentation complete. Policy violation on record.	N/A. Owner-level.	HR file updated. Legal counsel if exposure exists.
Management hire	Owner	Position budgeted. Full interview process complete.	N/A. Owner-level.	Ops Mgr informed immediately.

Template 2 · Hiring & Firing <i>Your Company</i>				
DECISION	AUTHORITY	CRITERIA	ESCALATION TRIGGER	INFO FLOW

THE DECISION RIGHTS MATRIX

Section 4 · All 15 Decision Rights Templates (continued)

Chapter 5 · "The Decision Rights Matrix." Templates explained at the beginning of Chapter 5.

Each template: EXAMPLE (pre-filled) followed by YOUR COMPANY (blank).

Thresholds calibrated for \$6M to \$10M. Adjust up or down for your revenue stage.

Template 3 · Client Pricing: Enhancements, Discounts & Renewals <i>Example</i>				
DECISION	AUTHORITY	CRITERIA	ESCALATION TRIGGER	INFO FLOW
Enhancement pricing (standard)	Account Manager	Approved rate card only. 45% gross margin minimum.	Client requests discount below rate card.	Owner: weekly sales report.
Contract renewal, no price change	Account Manager	Client in good standing. No cost increase required.	Client disputes pricing or competitor is actively bidding.	Owner: renewal tracker.
Competitive bid / discount approval	Owner	Review margin impact and strategic account value.	N/A. Owner-level.	A/M informed of outcome and reasoning.

Template 3 · Client Pricing: Enhancements, Discounts & Renewals <i>Your Company</i>				
DECISION	AUTHORITY	CRITERIA	ESCALATION TRIGGER	INFO FLOW

THE DECISION RIGHTS MATRIX

Section 4 · All 15 Decision Rights Templates (continued)

Chapter 5 · "The Decision Rights Matrix." Templates explained at the beginning of Chapter 5.

Each template: EXAMPLE (pre-filled) followed by YOUR COMPANY (blank).

Thresholds calibrated for \$6M to \$10M. Adjust up or down for your revenue stage.

Template 4 · Change Orders <i>Example</i>				
DECISION	AUTHORITY	CRITERIA	ESCALATION TRIGGER	INFO FLOW
Minor on-site adjustment (<15 min)	Crew Leader	Does not change service time by more than 15 min. No contract impact.	Client requests contract scope changes.	A/M informed of any client-facing change.
Standard enhancement change order	Account Manager	Approved rate card. Documented and signed by client.	Change order exceeds \$500 or modifies base contract terms.	O/M informed of scheduling impact.
Contract-altering change order	Owner	Material change to scope, pricing, or service agreement.	N/A. Owner-level.	All parties informed in writing.

Template 4 · Change Orders <i>Your Company</i>				
DECISION	AUTHORITY	CRITERIA	ESCALATION TRIGGER	INFO FLOW

THE DECISION RIGHTS MATRIX

Section 4 · All 15 Decision Rights Templates (continued)

Chapter 5 · "The Decision Rights Matrix." Templates explained at the beginning of Chapter 5.

Each template: EXAMPLE (pre-filled) followed by YOUR COMPANY (blank).

Thresholds calibrated for \$6M to \$10M. Adjust up or down for your revenue stage.

Template 5 · Crew Assignments & Routing <i>Example</i>				
DECISION	AUTHORITY	CRITERIA	ESCALATION TRIGGER	INFO FLOW
Daily routing & assignment	Ops Manager	Balance drive time, skill match, Tier 1 priority. Crew leaders informed by 6 AM.	Key account needs specific crew and crew is unavailable.	Crew leaders daily. A/M on Tier 1 changes.
Mid-day crew swap	Ops Manager	Driven by call-out or emergency. Maintain Tier 1 coverage first.	Swap affects multiple routes or creates service gap.	A/M & crew leaders notified immediately.
Daily task assignment within crew	Crew Leader	Assign based on skill, efficiency, development needs.	Performance issue requiring formal conversation.	N/A: standard daily leadership.
Template 5 · Crew Assignments & Routing <i>Your Company</i>				
DECISION	AUTHORITY	CRITERIA	ESCALATION TRIGGER	INFO FLOW

THE DECISION RIGHTS MATRIX

Section 4 · All 15 Decision Rights Templates (continued)

Chapter 5 · "The Decision Rights Matrix." Templates explained at the beginning of Chapter 5.

Each template: EXAMPLE (pre-filled) followed by YOUR COMPANY (blank).

Thresholds calibrated for \$6M to \$10M. Adjust up or down for your revenue stage.

Template 6 · Schedule Changes: Rain, Call-Outs & Disruptions <i>Example</i>				
DECISION	AUTHORITY	CRITERIA	ESCALATION TRIGGER	INFO FLOW
Rain delay, same-day adjustment	Ops Manager	Push to next available day. Tier 1 priority. Notify clients of 2+ day delays.	Rain extends beyond 2 consecutive days.	A/M and Crew Leaders by end of day.
Call-out / no-show coverage	Ops Manager	Redistribute to maintain critical routes first, then by client tier.	No coverage available and Tier 1 account is affected.	Account Mgr notified on any Tier 1 impact.
Multi-day schedule rebuild	Owner + Ops Mgr	Collaborate. Assess revenue impact. Coordinate client communication.	N/A. Collaborative decision.	All staff and affected clients informed.

Template 6 · Schedule Changes: Rain, Call-Outs & Disruptions <i>Your Company</i>				
DECISION	AUTHORITY	CRITERIA	ESCALATION TRIGGER	INFO FLOW

THE DECISION RIGHTS MATRIX

Section 4 · All 15 Decision Rights Templates (continued)

Chapter 5 · "The Decision Rights Matrix." Templates explained at the beginning of Chapter 5.

Each template: EXAMPLE (pre-filled) followed by YOUR COMPANY (blank).

Thresholds calibrated for \$6M to \$10M. Adjust up or down for your revenue stage.

Template 7 · Vendor Selection & Commitments <i>Example</i>				
DECISION	AUTHORITY	CRITERIA	ESCALATION TRIGGER	INFO FLOW
Order from preferred vendor list	Ops Manager	Preferred vendor only. Best price within 5%. Meets timeline requirements.	Order outside preferred list or price variance of 15%.	Owner: monthly vendor spend report.
New vendor evaluation	Ops Manager	Min. 3 references. Insurance verified. Trial order completed.	Annual spend with new vendor >\$10,000.	Owner informed before commitment.
Long-term or large vendor commitment	Owner	Any contract >\$10K/year or multi-year terms.	N/A. Owner-level.	Ops Mgr confirms operational fit.

Template 7 · Vendor Selection & Commitments <i>Your Company</i>				
DECISION	AUTHORITY	CRITERIA	ESCALATION TRIGGER	INFO FLOW

THE DECISION RIGHTS MATRIX

Section 4 · All 15 Decision Rights Templates (continued)

Chapter 5 · "The Decision Rights Matrix." Templates explained at the beginning of Chapter 5.

Each template: EXAMPLE (pre-filled) followed by YOUR COMPANY (blank).

Thresholds calibrated for \$6M to \$10M. Adjust up or down for your revenue stage.

Template 8 · Safety Incidents <i>Example</i>				
DECISION	AUTHORITY	CRITERIA	ESCALATION TRIGGER	INFO FLOW
Stop work: unsafe condition	Crew Leader (Absolute)	ANY condition believed unsafe. No approval required. Ever.	Never. Stopping is always authorized. Always report.	O/M and Owner informed as soon as safe to do so.
Injury response	Ops Manager	Follow incident protocol. Ensure medical attention. Document same day.	Any injury requiring medical attention beyond first aid.	Owner informed immediately. Incident report same day.
Equipment safety removal	Crew Leader	Remove from rotation if any safety check fails. No approval required.	Removal affects next-day crew deployment.	O/M notified. Owner if client loss at risk.

Template 8 · Safety Incidents <i>Your Company</i>				
DECISION	AUTHORITY	CRITERIA	ESCALATION TRIGGER	INFO FLOW

THE DECISION RIGHTS MATRIX

Section 4 · All 15 Decision Rights Templates (continued)

Chapter 5 · "The Decision Rights Matrix." Templates explained at the beginning of Chapter 5.

Each template: EXAMPLE (pre-filled) followed by YOUR COMPANY (blank).

Thresholds calibrated for \$6M to \$10M. Adjust up or down for your revenue stage.

Template 9 · Client Complaints & Credits <i>Example</i>				
DECISION	AUTHORITY	CRITERIA	ESCALATION TRIGGER	INFO FLOW
First complaint: credit up to \$200	Account Manager	Valid complaint. Documented. Recent visit within 7 days, photo evidence.	Credit >\$200 or 2nd credit to same client <60 days.	Owner: weekly client report.
Recurring complaint (3+ in 90 days)	Acct Mgr + Ops Mgr	Root cause analysis. Review crew, quality history, service frequency.	Pattern does not resolve after two corrective actions.	Owner informed of findings & proposed plan.
At-risk account / cancellation threat	Owner	Tier 1 or strategic account. Revenue or relationship at risk.	N/A. Owner-level.	A/M coordinates all follow-up communication.

Template 9 · Client Complaints & Credits <i>Your Company</i>				
DECISION	AUTHORITY	CRITERIA	ESCALATION TRIGGER	INFO FLOW

THE DECISION RIGHTS MATRIX

Section 4 · All 15 Decision Rights Templates (continued)

Chapter 5 · "The Decision Rights Matrix." Templates explained at the beginning of Chapter 5.

Each template: EXAMPLE (pre-filled) followed by YOUR COMPANY (blank).

Thresholds calibrated for \$6M to \$10M. Adjust up or down for your revenue stage.

Template 10 · Budget Variances <i>Example</i>				
DECISION	AUTHORITY	CRITERIA	ESCALATION TRIGGER	INFO FLOW
Job variance within 10%	Ops Manager	Identify cause. Document in weekly ops report. No action if seasonal.	Variance exceeds 10% or is structural (not seasonal).	Owner sees in Wednesday dashboard review.
Company margin miss 2+ months	Owner	Review revenue, labor, equipment spend, and overhead drivers.	N/A. Owner-level.	O/M & Controller present root cause and 30-day plan.

Template 10 · Budget Variances <i>Your Company</i>				
DECISION	AUTHORITY	CRITERIA	ESCALATION TRIGGER	INFO FLOW

THE DECISION RIGHTS MATRIX

Section 4 · All 15 Decision Rights Templates (continued)

Chapter 5 · "The Decision Rights Matrix." Templates explained at the beginning of Chapter 5.

Each template: EXAMPLE (pre-filled) followed by YOUR COMPANY (blank).

Thresholds calibrated for \$6M to \$10M. Adjust up or down for your revenue stage.

Template 11 · Quality Issues & Rework <i>Example</i>				
DECISION	AUTHORITY	CRITERIA	ESCALATION TRIGGER	INFO FLOW
Property fails quality check	Crew Leader	Fix before leaving if below standard. Track rework hours by crew.	Rework impacts other scheduled clients this day.	A/M and O/M informed immediately.
Systemic quality pattern	Ops Manager	Root cause analysis. Crew reassignment or retraining protocol.	Pattern persists after two corrective actions.	Owner informed of findings and corrective plan.

Template 11 · Quality Issues & Rework <i>Your Company</i>				
DECISION	AUTHORITY	CRITERIA	ESCALATION TRIGGER	INFO FLOW

THE DECISION RIGHTS MATRIX

Section 4 · All 15 Decision Rights Templates (continued)

Chapter 5 · "The Decision Rights Matrix." Templates explained at the beginning of Chapter 5.

Each template: EXAMPLE (pre-filled) followed by YOUR COMPANY (blank).

Thresholds calibrated for \$6M to \$10M. Adjust up or down for your revenue stage.

Template 12 · Equipment Breakdown Decisions <i>Example</i>				
DECISION	AUTHORITY	CRITERIA	ESCALATION TRIGGER	INFO FLOW
Field repair <\$500, same-day	Crew Leader	Parts on hand. Crew has skill. Returns to service same day.	Repair >30 min or parts not available.	Ops Mgr notified via text.
Backup equipment swap	Crew Leader	Backup available and retrievable within 30 min.	No backup available and job cannot continue.	Ops Mgr notified immediately.
Repair vs. replace (\$500 to \$1,500)	Ops Manager	Repair if <40% of replacement value and <5 years old.	Repair >\$1,500 or equipment critical to next-day operations.	Owner: weekly equipment report.

Template 12 · Equipment Breakdown Decisions <i>Your Company</i>				
DECISION	AUTHORITY	CRITERIA	ESCALATION TRIGGER	INFO FLOW

THE DECISION RIGHTS MATRIX

Section 4 · All 15 Decision Rights Templates (continued)

Chapter 5 · "The Decision Rights Matrix." Templates explained at the beginning of Chapter 5.

Each template: EXAMPLE (pre-filled) followed by YOUR COMPANY (blank).

Thresholds calibrated for \$6M to \$10M. Adjust up or down for your revenue stage.

Template 13 · Subcontractor Use <i>Example</i>				
DECISION	AUTHORITY	CRITERIA	ESCALATION TRIGGER	INFO FLOW
Approved sub: under \$5,000	Ops Manager	On approved list. Insurance current. Scope documented. Cost within 10% of internal estimate.	Cost >\$5,000 or involves Tier 1 client.	Owner: weekly subcontractor report.
New sub or spend over \$5,000	Owner	Verify references, insurance, and prior track record.	N/A. Owner-level.	O/M coordinates execution & monitors.

Template 13 · Subcontractor Use <i>Your Company</i>				
DECISION	AUTHORITY	CRITERIA	ESCALATION TRIGGER	INFO FLOW

THE DECISION RIGHTS MATRIX

Section 4 · All 15 Decision Rights Templates (continued)

Chapter 5 · "The Decision Rights Matrix." Templates explained at the beginning of Chapter 5.

Each template: EXAMPLE (pre-filled) followed by YOUR COMPANY (blank).

Thresholds calibrated for \$6M to \$10M. Adjust up or down for your revenue stage.

Template 14 · Weather Calls <i>Example</i>				
DECISION	AUTHORITY	CRITERIA	ESCALATION TRIGGER	INFO FLOW
Same-day weather delay	Ops Manager	Follow documented heat, lightning, rain protocols. Delay up to 2 hours based on forecast.	Delay beyond 2 hours (full rain day) or 2 consecutive rain days.	Owner, Crew Leaders, A/M's by 5:30 AM.
Multi-day disruption / backlog rebuild	Owner + Ops Mgr	Collaborate. Assess revenue and client impact. Coordinate communication.	N/A. Collaborative decision.	All staff and affected clients informed.

Template 14 · Weather Calls <i>Your Company</i>				
DECISION	AUTHORITY	CRITERIA	ESCALATION TRIGGER	INFO FLOW

THE DECISION RIGHTS MATRIX

Section 4 · All 15 Decision Rights Templates (continued)

Chapter 5 · "The Decision Rights Matrix." Templates explained at the beginning of Chapter 5.

Each template: EXAMPLE (pre-filled) followed by YOUR COMPANY (blank).

Thresholds calibrated for \$6M to \$10M. Adjust up or down for your revenue stage.

Template 15 · Overtime Approval <i>Example</i>				
DECISION	AUTHORITY	CRITERIA	ESCALATION TRIGGER	INFO FLOW
OT up to 2 hours	Crew Leader	Job 75%+ complete. Finishing avoids a return trip. OR Tier 1 account has visible service gap.	OT exceeds 2 hours per crew per day.	O/M notified via text before OT begins.
OT 2 to 4 hours	Ops Manager	Strategic need documented. Crew leader has flagged and requested.	Saturday or extended OT (>4 hrs) or over weekly OT budget.	Owner: weekly dashboard.
Saturday / extended OT	Owner	Assess revenue justification and crew capacity carefully.	N/A. Owner-level.	O/M coordinates with crew leaders.

Template 15 · Overtime Approval <i>Your Company</i>				
DECISION	AUTHORITY	CRITERIA	ESCALATION TRIGGER	INFO FLOW

PRINT, LAMINATE, POST

Section 5 · Laminated Role Cards

Chapters 9 to 12 · Crew Leader Ch. 9 · Ops Manager Ch. 10 · Account Manager Ch. 11 · Branch Manager Ch. 12
 Each card: EXAMPLE (pre-filled) then YOUR COMPANY (blank). Fill in your thresholds, print, and laminate.

Crew Leader · Laminated Reference Card <i>Example</i>	
I OWN <ul style="list-style-type: none"> • Quality standard: every property before leaving • Overtime up to 2 hours (job 75%+ complete) • Field repair under \$500, same-day turnaround • Backup equipment swap (retrievable in 30 min) • Fuel & supplies up to \$150/day • Stop work: ANY safety concern (absolute authority) • Minor scope adjustment (<15 min) • Daily task assignment for crew members 	I ELEVATE <ul style="list-style-type: none"> • Overtime needed beyond 2 hours • Equipment repair over \$500 • No backup available: job cannot continue • Property cannot be serviced (access, safety) • Client present requesting contract changes • Crew member performance issue (formal) • Any injury requiring medical attention
I ALWAYS <ul style="list-style-type: none"> • Pre-check equipment before first route • Brief crew before leaving the shop • Walk property before and after service • Document Tier 1 properties with a photo • Report numbers at end of day • Prep for tomorrow before leaving today 	MY MEASURE <ul style="list-style-type: none"> • Properties completed on schedule • Rework hours per crew per week • Overtime used vs. authorized • Quality standard met before departure • Escalation count to Ops Manager

Crew Leader · Laminated Reference Card <i>Your Company</i>	
I OWN	I ELEVATE
I ALWAYS	MY MEASURE

PRINT, LAMINATE, POST

Section 5 · Laminated Role Cards (continued)

Chapters 9 to 12 · Crew Leader Ch. 9 · Ops Manager Ch. 10 · Account Manager Ch. 11 · Branch Manager Ch. 12
 Each card: EXAMPLE (pre-filled) then YOUR COMPANY (blank). Fill in your thresholds, print, and laminate.

Operations Manager · Laminated Reference Card <i>Example</i>	
I OWN	I ELEVATE
<ul style="list-style-type: none"> • Daily scheduling and routing • Rain day rescheduling • Call-out and no-show coverage • Equipment repairs up to \$1,500 • Equipment rentals up to \$2,000 • Vendor orders (preferred list only) • Approved subcontractors up to \$5,000 • Quality management and rework decisions • Weather protocol activation • Overtime up to 4 hours per crew • Crew leader coaching and development • Seasonal hiring (within budget) • Written warnings 	<ul style="list-style-type: none"> • Purchases or repairs over \$1,500 • Subcontractor costs over \$5,000 • Saturday or extended overtime • Terminations • Management hires • New vendor commitments >\$10K/yr • Tier 1 cancellation threats • Any injury requiring medical attention • Budget variances over 15% • Strategic decisions
I ALWAYS	MY MEASURE
<ul style="list-style-type: none"> • Visit at least 6 properties per week • Coach every crew leader weekly • Update dashboard before Wednesday review • Process escalations within defined timeframes • Prep next week before leaving on Friday 	<ul style="list-style-type: none"> • Escalation frequency to owner • Complaint resolution time • Overtime spend vs. budget • Revenue per labor hour • Crew leader development progress

Operations Manager · Laminated Reference Card <i>Your Company</i>	
I OWN	I ELEVATE
Empty space for user input	Empty space for user input
I ALWAYS	MY MEASURE
Empty space for user input	Empty space for user input

PRINT, LAMINATE, POST

Section 5 · Laminated Role Cards (continued)

Chapters 9 to 12 · Crew Leader Ch. 9 · Ops Manager Ch. 10 · Account Manager Ch. 11 · Branch Manager Ch. 12
 Each card: EXAMPLE (pre-filled) then YOUR COMPANY (blank). Fill in your thresholds, print, and laminate.

Account Manager · Laminated Reference Card <i>Example</i>	
I OWN <ul style="list-style-type: none"> • First complaint resolution & redo authority • Service credit up to \$200 • Enhancement pricing (rate card, 45% margin) • Contract renewal: no price change • Out-of-scope request handling (<15 min) • Proactive client communication • Monthly property visit (Tier 1 accounts) • Quarterly property visit (Tier 2 accounts) • Client onboarding and CRM documentation 	I ELEVATE <ul style="list-style-type: none"> • Credit exceeding \$200 • 2nd credit to the same client within 60 days • 3+ complaints from the same client in 90 days • Competitor is actively bidding Tier 1 account • Discount request below the rate card • Change order modifying the base contract • Communication with legal or contract risk • At-risk account / cancellation threat
I ALWAYS <ul style="list-style-type: none"> • Respond to complaints same business day • Document every credit and resolution in CRM • Communicate delays before client discovers them • Visit Tier 1 accounts monthly • Brief owner on at-risk accounts every week 	MY MEASURE <ul style="list-style-type: none"> • Complaint resolution time • Client retention rate (rolling 12-month) • Enhancement revenue generated • Monthly credit total • Escalations to owner
Account Manager · Laminated Reference Card <i>Your Company</i>	
I OWN	I ELEVATE
I ALWAYS	MY MEASURE

PRINT, LAMINATE, POST

Section 5 · Laminated Role Cards (continued)

Chapters 9 to 12 · Crew Leader Ch. 9 · Ops Manager Ch. 10 · Account Manager Ch. 11 · Branch Manager Ch. 12
 Each card: EXAMPLE (pre-filled) then YOUR COMPANY (blank). Fill in your thresholds, print, and laminate.

Branch Manager · Laminated Reference Card <i>Example</i>	
I OWN <ul style="list-style-type: none"> • All Ops Manager authority at branch level • Seasonal and crew-level hiring • Management hires (branch level) • Terminations (branch staff) • Equipment purchases up to \$5,000 • Client credits up to \$500 per incident • Vendor commitments up to \$25,000/yr • Subcontractors up to \$10,000 • Branch pricing within rate card • Branch P&L ownership 	I ELEVATE <ul style="list-style-type: none"> • Capital commitments >\$5,000 • New clients >10% of branch revenue • Client credits exceeding \$500 • Vendor commitments >\$25,000/yr • Terminations of branch management team • Missing margin targets 2 consecutive months • Any legal issue • Strategic direction changes • Cross-branch or company-wide impacts
I ALWAYS <ul style="list-style-type: none"> • Run Mon/Wed/Fri cadence within the branch • Submit a weekly branch report to the owner • Own the branch P&L completely • Develop Ops Mgr and Account Mgr • Build a bench that runs without you 	MY MEASURE <ul style="list-style-type: none"> • Branch margin vs. target • Revenue growth • Team retention rate • Client retention rate • Escalation frequency to the owner
Branch Manager · Laminated Reference Card <i>Your Company</i>	
I OWN	I ELEVATE
I ALWAYS	MY MEASURE

PART THREE

— INSTALL

Hand It *Off*

Authority on paper is not authority. It transfers in a conversation, and most owners skip the conversation, then wonder why nobody took the wheel. This part is the handoff: the four-part script that gives a decision away on purpose, the standard that defines good, and the ninety-day plan that turns the matrix from a document into how the company runs.

IN THIS PART

- The Four-Part Handoff Script
- The Property Service Form (the quality standard)
- The 90-Day Implementation Checklist

THE FOUR-PART SCRIPT

Section 10 · Handoff Conversation Guide

Chapter 7 · "The Handoff Conversation." Full scripts and pushback handling in Chapter 7.
 One conversation per role. 30 minutes minimum. Do not rush. Use this sheet to capture notes.

Handoff Conversation · Ops Manager		
PART	WHAT TO COVER	NOTES
Part 1 · Here Is What You Own	Walk through the laminated card. Read the decisions out loud. Ask: "Does this make sense?"	
Part 2 · Here Is How You Decide	Walk through criteria for each decision. Explain the logic behind the numbers.	
Part 3 · Here Is When You Escalate	Walk through escalation triggers one by one. Be specific. Use a real example from last week.	
Part 4 · Here Is How I Will Hold You Accountable	Describe the cadence. When you will review decisions together. What good-faith mistakes look like.	

Pushback or questions raised:

Criteria adjustments agreed on:

Owner sign-off: _____ Ops Manager sign-off: _____

THE FOUR-PART SCRIPT

Section 10 · Handoff Conversation Guide

Chapter 7 · "The Handoff Conversation." Full scripts and pushback handling in Chapter 7.
 One conversation per role. 30 minutes minimum. Do not rush. Use this sheet to capture notes.

Handoff Conversation · Account Manager		
PART	WHAT TO COVER	NOTES
Part 1 · Here Is What You Own	Walk through the laminated card. Read the decisions out loud. Ask: "Does this make sense?"	
Part 2 · Here Is How You Decide	Walk through criteria for each decision. Explain the logic behind the numbers.	
Part 3 · Here Is When You Escalate	Walk through escalation triggers one by one. Be specific. Use a real example from last week.	
Part 4 · Here Is How I Will Hold You Accountable	Describe the cadence. When you will review decisions together. What good-faith mistakes look like.	

Pushback or questions raised:

Criteria adjustments agreed on:

Owner sign-off: _____ Acct. Manager sign-off: _____

THE FOUR-PART SCRIPT

Section 10 · Handoff Conversation Guide

Chapter 7 · "The Handoff Conversation." Full scripts and pushback handling in Chapter 7.
 One conversation per role. 30 minutes minimum. Do not rush. Use this sheet to capture notes.

Handoff Conversation · Crew Leader(s)		
PART	WHAT TO COVER	NOTES
Part 1 · Here Is What You Own	Walk through the laminated card. Read the decisions out loud. Ask: "Does this make sense?"	
Part 2 · Here Is How You Decide	Walk through criteria for each decision. Explain the logic behind the numbers.	
Part 3 · Here Is When You Escalate	Walk through escalation triggers one by one. Be specific. Use a real example from last week.	
Part 4 · Here Is How I Will Hold You Accountable	Describe the cadence. When you will review decisions together. What good-faith mistakes look like.	

Pushback or questions raised:

Criteria adjustments agreed on:

Owner sign-off: _____ Crew Leader sign-off: _____

THE FOUR-PART SCRIPT

Section 10 · Handoff Conversation Guide

Chapter 7 · "The Handoff Conversation." Full scripts and pushback handling in Chapter 7.
 One conversation per role. 30 minutes minimum. Do not rush. Use this sheet to capture notes.

Handoff Conversation · Support / Other		
PART	WHAT TO COVER	NOTES
Part 1 · Here Is What You Own	Walk through the laminated card. Read the decisions out loud. Ask: "Does this make sense?"	
Part 2 · Here Is How You Decide	Walk through criteria for each decision. Explain the logic behind the numbers.	
Part 3 · Here Is When You Escalate	Walk through escalation triggers one by one. Be specific. Use a real example from last week.	
Part 4 · Here Is How I Will Hold You Accountable	Describe the cadence. When you will review decisions together. What good-faith mistakes look like.	

Pushback or questions raised:

Criteria adjustments agreed on:

Owner sign-off: _____ Support sign-off: _____

THE QUALITY STANDARD

Section 6 · Property Service Form (Example)

Chapter 9 · "The Quality Standard in Detail" and Crew Leader daily rhythm.

Crew Leader completes one form per property visit. Tier 1 properties require a photo. Return Tier 1 forms to Ops Manager weekly.

Property Service Form			
Property / Client:	ACME Widgets	Day & Date:	Monday, April 8
Address:	123 Oak Lane, Springfield	Crew Leader:	J. Torres
Account Tier:	<input type="checkbox"/> Tier 1 <input type="checkbox"/> Tier 2 <input type="checkbox"/> Tier 3	Crew Members:	Torres, Reyes, Nguyen
Service Type:	Weekly / Detail / Enhancement / Other	Scheduled Hrs:	2.0 hrs

Quality Checklist (check before leaving)

#	QUALITY ITEM	MET	NOTES
1	Mowing straight and uniform, correct height for turf type and season	<input type="checkbox"/>	
2	Edging crisp on all hard surfaces: driveways, sidewalks, curbs, bed lines	<input type="checkbox"/>	
3	All clippings blown off hard surfaces, beds, and mulch areas	<input type="checkbox"/>	
4	String trimming complete: trees, posts, signs, fences	<input type="checkbox"/>	
5	Beds weeded and defined (if included in service contract)	<input type="checkbox"/>	
6	Debris and litter removed from all visible areas	<input type="checkbox"/>	
7	No scalping, rutting, or visible mower damage	<input type="checkbox"/>	
8	Gates closed. Items returned to original positions	<input type="checkbox"/>	
9	Equipment marks or tire tracks addressed	<input type="checkbox"/>	
10	Overall curb appeal: Would you put your name on this property?	<input type="checkbox"/>	

Tier 2 standard: 8/10+ · Tier 1 standard: 9/10+ · HOA/Commercial: 10/10

Quality score: _____ Photo taken: No escalation required:

THE QUALITY STANDARD

Section 6 · Property Service Form (Your Company)

Chapter 9 · "The Quality Standard in Detail" and Crew Leader daily rhythm.

Crew Leader completes one form per property visit. Tier 1 properties require a photo. Return Tier 1 forms to Ops Manager weekly.

Property Service Form			
Property / Client:		Day & Date:	
Address:			Crew Leader:
Account Tier:	<input type="checkbox"/> Tier 1 <input type="checkbox"/> Tier 2 <input type="checkbox"/> Tier 3	Crew Members:	
Service Type:	Weekly / Detail / Enhancement / Other	Scheduled Hrs:	Actual Hrs:

Quality Checklist (check before leaving)

#	QUALITY ITEM	MET	FIX	NOTES
1	Mowing straight and uniform, correct height for turf type and season	<input type="checkbox"/>	<input type="checkbox"/>	
2	Edging crisp on all hard surfaces: driveways, sidewalks, curbs, bed lines	<input type="checkbox"/>	<input type="checkbox"/>	
3	All clippings blown off hard surfaces, beds, and mulch areas	<input type="checkbox"/>	<input type="checkbox"/>	
4	String trimming complete: trees, posts, signs, fences	<input type="checkbox"/>	<input type="checkbox"/>	
5	Beds weeded and defined (if included in service contract)	<input type="checkbox"/>	<input type="checkbox"/>	
6	Debris and litter removed from all visible areas	<input type="checkbox"/>	<input type="checkbox"/>	
7	No scalping, rutting, or visible mower damage	<input type="checkbox"/>	<input type="checkbox"/>	
8	Gates closed. Items returned to original positions	<input type="checkbox"/>	<input type="checkbox"/>	
9	Equipment marks or tire tracks addressed	<input type="checkbox"/>	<input type="checkbox"/>	
10	Overall curb appeal: Would you put your name on this property?	<input type="checkbox"/>	<input type="checkbox"/>	

Tier 2 standard: 8/10+ · Tier 1 standard: 9/10+ · HOA/Commercial: 10/10

Quality score: _____ Photo taken: No escalation required:

THE SPINE OF THE SYSTEM

Section 9 · 90-Day Implementation Checklist

Chapter 13 · "The 90-Day Implementation Plan." Full instructions and context in Chapter 13.
Follow the sequence. Do not skip steps. Each step builds on the one before it.

Pre-Work · Before Day 1		
TASK	BOOK REF.	DATE DONE
<input type="checkbox"/> Complete 1-week Decision Audit (Section 2 of this workbook)	Chapter 4	
<input type="checkbox"/> Build your Decision Rights Matrix: 15 Templates (Section 4)	Chapter 5	
<input type="checkbox"/> Customize all 4 Laminated Role Cards for your company (Section 5)	Chapters 9 to 12	
<input type="checkbox"/> Set KPI dashboard baseline: record current metrics (Section 8)	Chapter 8	
<input type="checkbox"/> Schedule all 4 handoff conversations (O/M, A/M, Crew Ldrs, Support)	Chapter 7	

Phase 1 · Foundation · Days 1 to 30		
TASK	BOOK REF.	DATE DONE
<input type="checkbox"/> Handoff conversation with Ops Manager (first; highest impact)	Chapters 7, 10	
<input type="checkbox"/> Handoff conversation with Account Manager(s)	Chapters 7, 11	
<input type="checkbox"/> Group handoff with Crew Leaders, Ops Manager present	Chapters 7, 9	
<input type="checkbox"/> Handoff conversations with support roles (office, fleet, etc.)	Chapter 7	
<input type="checkbox"/> Laminated cards distributed and posted at each workspace	Chapters 9 to 12	
<input type="checkbox"/> First Monday Standup run with new cadence agenda	Chapter 8	
<input type="checkbox"/> Run Mon/Wed/Fri cadence every week, no exceptions	Chapter 8	
<input type="checkbox"/> Track redirect frequency (times you send someone back to the matrix)	Chapter 13	
<input type="checkbox"/> Begin collecting KPI data: escalation, complaints, OT spend	Chapter 8	
<input type="checkbox"/> Day 30 audit: compare decision volume to pre-launch baseline	Chapter 13	

THE SPINE OF THE SYSTEM

Section 9 · 90-Day Implementation Checklist (continued)

Chapter 13 · "The 90-Day Implementation Plan." Full instructions and context in Chapter 13.
Follow the sequence. Do not skip steps. Each step builds on the one before it.

Phase 2 · Calibration · Days 31 to 60		
TASK	BOOK REF.	DATE DONE
<input type="checkbox"/> First Monthly Decision Review (60 min) with Ops Mgr and Acct Mgr	Chapter 8	
<input type="checkbox"/> Identify criteria too vague, too tight, or missing; refine them	Chapters 6, 8	
<input type="checkbox"/> Update laminated cards to reflect any criteria adjustments	Chapters 9 to 12	
<input type="checkbox"/> KPI dashboard updating weekly; Ops Mgr owns data entry	Chapter 8	
<input type="checkbox"/> Expand decision authority where trust has been earned	Chapters 8, 13	
<input type="checkbox"/> Ask each team member: "1 to 10, how clear are you on what you own?" (Below 7 = fix it)	Chapter 8	
<input type="checkbox"/> Day 60 audit: escalation frequency should be 40 to 50% lower than Day 1	Chapter 13	
Phase 3 · Acceleration · Days 61 to 90		
TASK	BOOK REF.	DATE DONE
<input type="checkbox"/> Go back to Decision Inventory; add the next 10 to 15 decisions to the matrix	Chapters 4, 5	
<input type="checkbox"/> Run a second round of handoff conversations for expanded authority	Chapter 7	
<input type="checkbox"/> Second Monthly Decision Review: compare Month 1 vs. Month 2	Chapter 8	
<input type="checkbox"/> Dashboard: 5 core + 3 additional metrics tracking weekly	Chapter 8	
<input type="checkbox"/> All laminated cards updated to reflect the first 60 days of learning	Chapters 9 to 12	
<input type="checkbox"/> Compensation conversations initiated (if deferred during launch)	Chapter 8	
<input type="checkbox"/> Owner hours on others' decisions: target under 8 hours per week	Chapters 8, 13	
<input type="checkbox"/> Schedule Quarterly Framework Assessment (Day 90 or shortly after)	Chapter 8	
<input type="checkbox"/> Day 90: repeat the decision audit. Compare to original baseline. Quantify improvement.	Chapters 4, 13	

PART FOUR

— OPERATE

Run It Without *You*

A system that needs you to stay alive is not a system. It is a longer leash. This part is the rhythm that keeps decisions moving while you are on a job site or off the grid: three short meetings a week, and a library of twenty-three procedures for the decisions that generate most of your interruptions. Rhythm holds it together. The SOPs do the deciding.

IN THIS PART

- The Weekly Operating Cadence and agendas
- The Standard SOP Template
- The 23-Procedure SOP Library

OPERATING CADENCE

The Weekly Leadership *Rhythm*

The Decision Rights Matrix tells your people what they own. The operating cadence is how you keep the system alive. **Three meetings per week, roughly 60 total minutes.** Run these every week without exception. Skip one, and the system starts to drift. Skip two, and you are back to being the bottleneck.

MONDAY MORNING STANDUP – 15 MIN

Who: Owner, Ops Manager, Account Manager(s) · When: Monday morning before first truck rolls.

AGENDA ITEM	WHAT TO COVER	TIME
Week Preview	What is on the schedule this week? Anything unusual to flag?	5 min
Matrix Check	"Who owns what this week?" Any situation from last week where criteria did not fit?	5 min
Flags	Client issues, equipment concerns, or staffing gaps before the week starts?	5 min

WEDNESDAY OPERATIONS REVIEW – 30 MIN

Who: Owner + Ops Manager (one-on-one only) · When: Wednesday midday — week is half done, real data to discuss.

AGENDA ITEM	WHAT TO COVER	TIME
Dashboard Review	Review the 5 core KPIs. What moved? What did not? On track to targets?	10 min
Decision Debrief	Walk through 2-3 decisions made since Monday. Within criteria? Calibrate if needed.	10 min
Criteria Gaps	Any situation where the criteria did not fit? Refine the rule — do not abandon the system.	5 min
Look-Ahead	What in the second half of the week needs visibility now?	5 min

FRIDAY CLOSE-OUT – 15 MIN

Who: Owner, Ops Manager, Account Manager(s) · When: Friday afternoon after last crew is in.

AGENDA ITEM	WHAT TO COVER	TIME
Wins	What went right this week? Name them specifically. Public acknowledgment builds culture.	5 min
Misses	What did not go as planned? What did we learn? No blame — just diagnosis.	5 min
Client Pulse	Any client situations to carry into next week?	3 min
One Thing for Monday	One specific action or focus to carry into the coming week.	2 min

MONTHLY DECISION REVIEW – 60 MIN

Who: Owner, Ops Manager, Account Manager(s) · When: First week of each month.

AGENDA ITEM	WHAT TO COVER	TIME
Dashboard Review	KPI trends from past 30 days. What moved? On track to meet benchmarks?	10 min
Spotlight Wins	Name 2-3 decisions that went well. Who made them. What criteria they used.	10 min
Spotlight Lessons	One decision that did not go well. Criteria gap? Confidence gap? Process failure?	10 min
Criteria Adjustments	Which decision needs adjustment? What is wrong with the current criteria? What should it say?	5 min
Escalation Patterns	Decisions escalating that should not? Decisions not escalating that should?	5 min
Clarity Check	"1-10, how clear are you on what you own?" Below 7 = action before next month.	5 min

THE CADENCE RULE

The matrix provides clarity. The cadence provides rhythm. Miss a meeting and you miss the calibration that keeps the system honest. Your people need to see that you take the cadence seriously. If the owner skips the Wednesday review, the system sends a message: this does not matter. And it will stop working.

THE OPERATING RHYTHM

Section 7 · Weekly Cadence Agendas

Chapter 8 · "The Weekly Operational Cadence." Three meetings, about 60 total minutes per week. Run these every week without exception. The matrix provides clarity. The cadence provides rhythm.

Monday Morning Standup · 15 Minutes

Who: Owner, Ops Manager, Account Manager(s) · **When:** Monday morning before the first truck rolls. Same time every week.

AGENDA ITEM	WHAT TO COVER	THIS WEEK'S NOTES
Week Preview (5 min)	1. What is on the schedule this week? 2. Anything unusual to flag?	
Matrix Check (5 min)	"Who owns what this week?" Any situation from last week where criteria did not fit?	
Flags (5 min)	Client issues, equipment concerns, or staffing gaps before the week starts?	

Wednesday Ops Review · 30 Minutes

Who: Owner + Ops Manager (one-on-one only) · **When:** Wednesday midday. Week is half done, so there is real data to discuss.

AGENDA ITEM	WHAT TO COVER	THIS WEEK'S NOTES
Dashboard Review (10 min)	1. Review the 5 core KPIs. What moved? 2. What did not? 3. On track to targets?	
Decision Debrief (10 min)	Walk through 2 to 3 decisions made since Monday. Within criteria? Calibrate if needed.	
Criteria Gaps (5 min)	Any situation where the criteria did not fit? Refine the rule. Do not abandon the system.	
Look-Ahead (5 min)	What in the second half of the week needs visibility now?	

THE OPERATING RHYTHM

Section 7 · Weekly Cadence Agendas (continued)

Chapter 8 · "The Weekly Operational Cadence." Three meetings, about 60 total minutes per week. Run these every week without exception. The matrix provides clarity. The cadence provides rhythm.

Friday Close-Out · 15 Minutes

Who: Owner, Ops Manager, Account Manager(s) · **When:** Friday afternoon after the last crew is in.

AGENDA ITEM	WHAT TO COVER	THIS WEEK'S NOTES
Wins (5 min)	What went right this week? Name them specifically. Public acknowledgment builds culture.	
Misses (5 min)	What did not go as planned? What did we learn? No blame, just diagnosis.	
Client Pulse (3 min)	Any client situations to carry into next week?	
One Thing for Monday (2 min)	One specific action or focus to carry into the coming week.	

Sixty minutes a week is the full cost of the operating rhythm. Most owners spend more than that re-answering questions they already answered.

Standard SOP *Template*

Every SOP in this playbook follows the same seven-part structure. This is not a traditional checklist. Each procedure embeds Decision Rights, escalation criteria, KPI targets, and cadence connections directly into the workflow. Your people do not just learn what to do. They learn **who decides, when to escalate, and how the process connects to the weekly rhythm of the company.**

SECTION	WHAT IT CONTAINS	WHY IT MATTERS
1 Purpose	Why this process exists and what problem it solves.	Connects the task to the bigger operating philosophy.
2 Decision Rights Matrix	Who owns what decisions within this process, with criteria and dollar thresholds.	Eliminates the 27-Minute Problem. People stop asking for permission when criteria are clear.
3 Step-by-Step Procedure	Phased workflow with each step assigned to a specific role.	Every step names who owns it. No ambiguity about responsibility.
4 Escalation Triggers	Exact conditions where authority shifts to the next level.	Your people know when to handle it and when to send it up.
5 KPI Targets	3-5 measurable outcomes tied to this specific process.	What gets measured gets managed. Connects to the KPI Dashboard.
6 Cadence Integration	Which meetings review this process and what data to bring.	Keeps the SOP alive inside the weekly operating rhythm.
7 Criteria Evolution Log	Tracks changes to decision criteria over time with approval dates.	Makes the SOP a living document. Builds institutional memory.

The Complete SOP Library — 23 Procedures

The following SOPs cover the operational decisions that generate **90% of owner interruptions** in landscape companies between \$3M and \$15M. They are organized into four categories. Each SOP maps to one or more of the 15 Decision Rights Templates from the appendix.

CLIENT MANAGEMENT

SOP #	TITLE	PRIMARY ROLE	DECISION TEMPLATE(S)
SOP-001	New Client Onboarding	Account Manager	Template 2 (Client Tiering)
SOP-002	Property Walkthrough	Account Manager	Template 2, Template 11 (Quality)
SOP-003	Service Scope Changes	Account Manager	Template 4 (Change Orders)
SOP-004	Pricing Deviations	Account Manager	Template 3 (Pricing)
SOP-005	Contract Renewal	Account Manager	Template 3 (Pricing)
SOP-006	Client Complaint Resolution	Account Manager	Template 9 (Complaints & Credits)
SOP-007	At-Risk Client Protocol	Owner	Template 9 (Complaints & Credits)

FIELD OPERATIONS

SOP #	TITLE	PRIMARY ROLE	DECISION TEMPLATE(S)
SOP-010	Daily Crew Dispatch	Ops Manager	Template 5 (Crew Assignments)
SOP-011	Weather Delay Protocol	Ops Manager	Template 6 (Schedule Changes)
SOP-012	Quality Inspections	Ops Manager	Template 11 (Quality Issues)
SOP-013	Property Damage Response	Crew Leader	Template 8 (Safety), Template 9
SOP-014	Irrigation Break Handling	Crew Leader	Template 1 (Equipment)
SOP-015	Site Safety Incident	Crew Leader	Template 8 (Safety Incidents)

FINANCIAL CONTROL

SOP #	TITLE	PRIMARY ROLE	DECISION TEMPLATE(S)
SOP-020	Credit Authorization	Account Manager	Template 9 (Complaints & Credits)
SOP-021	Invoice Disputes	Account Manager	Template 3 (Pricing)
SOP-022	Budget Variance Response	Ops Manager	Template 10 (Budget Variances)
SOP-023	Subcontractor Approval	Ops Manager	Template 13 (Subcontractor Use)
SOP-024	Equipment Purchase	Ops Manager	Template 1 (Equipment)

LEADERSHIP INFRASTRUCTURE

SOP #	TITLE	PRIMARY ROLE	DECISION TEMPLATE(S)
SOP-030	Hiring Approval Process	Ops Manager / Owner	Template 7 (Hiring & Termination)
SOP-031	Crew Leader Coaching Cadence	Ops Manager	Template 14 (Training)
SOP-032	KPI Dashboard Review	Ops Manager	All Templates (cross-cutting)
SOP-033	Decision Escalation Protocol	All Roles	All Templates (cross-cutting)
SOP-034	Monthly Decision Review	Owner	All Templates (cross-cutting)

PART FIVE

— MEASURE

Keep the Scoreboard *Honest*

Revenue up, margin flat, and nobody can say where the money went. That is what a missing scoreboard looks like. Five numbers tell you whether the system is actually working or just looking busy. Track them weekly. Review them monthly. The dashboard does not flatter you, which is exactly the point.

IN THIS PART

- The KPI Dashboard, five core metrics
- The Weekly KPI Tracker
- Monthly & Quarterly Reviews

The 5 Core *Metrics*

Start with these five metrics. **If this dashboard doesn't fit on one page, it is too complex.** The Ops Manager owns data entry. You review it on Wednesday. Add more over the first 90 days as the system matures and your team builds the habit of measurement.

#	METRIC	WHAT IT MEASURES	TARGET	OWNER
1	Escalation Frequency	Decisions per day reaching the owner	< 8 / day (from 25–40)	Ops Manager tracks; Owner validates
2	Client Complaints	Total complaints received per week	Trending down	Account Manager logs in CRM
3	Overtime Spend vs. Budget	Weekly OT dollars vs. target	+/- 10%	Ops Manager tracks weekly
4	Revenue per Labor Hour	Revenue divided by total labor hours	Trending up	Controller or bookkeeper
5	Complaint Resolution Time	Hours from complaint to resolution	< 8 hours	Account Manager logs in CRM

Day 30 / 60 / 90 Benchmark Targets

These benchmarks help you calibrate expectations. Most companies see dramatic improvement in the first 30 days as the matrix takes hold, with steady refinement through Day 90.

METRIC	BEFORE	DAY 30	DAY 60	DAY 90
Decisions reaching owner / day	25-40	15-20	10-15	8-12
Owner hrs on others' decisions / wk	18-22 hrs	14-16 hrs	10-12 hrs	6-8 hrs
Ops Mgr escalations to owner	Daily, multiple	Daily, 1-2x	3-4x/wk	2-3x/wk
Complaint resolution time	24-48 hrs	12-24 hrs	8-12 hrs	4-8 hrs
Overtime spend	High variability	Within 15%	Within 12%	Within 10%

THE BENCHMARK THAT MATTERS MOST

Owner hours spent on other people's decisions. This single metric tells you whether the system is working. If you started at 20 hours per week and you are at 8 by Day 90, you have recovered 12 hours per week of strategic capacity. That is 624 hours per year. That is where growth comes from.

WHAT THE OWNER WATCHES

Section 8 · Weekly KPI Dashboard Tracker

Chapter 8 · "The KPI Dashboard for Landscape Operations." Start with the 5 core metrics. Update weekly. Post where your team sees it every day. One page. Always.

5 Core Metrics <i>Dashboard</i>											
METRIC	WHAT IT MEASURES	TARGET	TIER	W1	W2	W3	W4	W5	W6	W7	W8
1. Escalation frequency to owner	Decisions/day reaching owner	< 8/day	CORE								
2. Client complaints per week	Total complaints received	Trending down	CORE								
3. Overtime spend vs. budget	Weekly OT dollars vs. target	Within 10%	CORE								
4. Revenue per labor hour	Revenue ÷ total labor hours	Trending up	CORE								
5. Complaint resolution time	Hrs from complaint to resolution	< 8 hours	CORE								
Ops Mgr escalations to owner	Ops Mgr contacts owner/week	2 to 3 times/wk	ADD								
Rework hours per week	Crew hours on rework	Trending down	ADD								
Avg. property quality score	From property service forms	8.5+ / 10	ADD								
Client retention (rolling 12-mo)	Retained ÷ total clients	> 85%	ADD								
Hours/week on delegatable decisions	Owner hrs on others' decisions	< 8 hrs/wk	ADD								

Add more over the first 90 days. If this dashboard does not fit on one page, it is too complicated. The Ops Manager owns data entry. You review it Wednesday.

Day 30 / 60 / 90 Benchmark Targets					
METRIC	BEFORE	DAY 30 TARGET	DAY 60 TARGET	DAY 90 TARGET	MY ACTUAL
Decisions reaching owner/day	25 to 40	15 to 20	10 to 15	8 to 12	
Owner hrs on others' decisions/wk	18 to 22 hrs	14 to 16 hrs	10 to 12 hrs	6 to 8 hrs	
Ops Mgr escalations to owner	Daily, multiple	Daily, 1 to 2x	3 to 4x/wk	2 to 3x/wk	
Complaint resolution time	24 to 48 hrs	12 to 24 hrs	8 to 12 hrs	4 to 8 hrs	
Overtime spend variance	High variability	Within 15%	Within 12%	Within 10%	

KEEPING IT ALIVE

Section 11 · Monthly & Quarterly Review Templates

Chapter 8 · "Review Rhythms That Keep Decisions Distributed." See Chapter 8.
 These reviews are how the framework stays alive. Schedule them before you need them.

Monthly Decision Review · 60 Minutes · Chapter 8

AGENDA ITEM	WHAT TO COVER	NOTES / THIS SESSION
Dashboard Review (15 min)	KPI trends from the past 30 days. What moved? What did not? On track to benchmarks?	
Spotlight Wins (10 min)	Name 2 to 3 decisions that went well. Who made them. What criteria they used.	
Spotlight Lessons (10 min)	One decision that did not go well. Criteria gap? Confidence gap? Process failure?	
Criteria Adjustments (15 min)	Which decision needs adjustment? What is wrong with the current criteria? What should it say?	
Escalation Pattern Review (5 min)	Decisions escalating that should not? Decisions not escalating that should?	
Clarity Check (5 min)	"1 to 10, how clear are you on what you own?" Below 7 = action before next month.	

Date of this review: _____

Top criteria adjustment this session: _____

Authority expansions approved: _____

KEEPING IT ALIVE

Section 11 · Monthly & Quarterly Review Templates (continued)

Chapter 8 · "Review Rhythms That Keep Decisions Distributed." See Chapter 8.
 These reviews are how the framework stays alive. Schedule them before you need them.

Quarterly Framework Assessment · Half Day · Chapter 8

AGENDA ITEM	WHAT TO COVER	NOTES / THIS SESSION
Framework Health Review	Review all 15 templates. Thresholds still right for current revenue? New decisions emerged?	
Team Development Review	Who is ready for expanded authority? Who needs more coaching? Compensation conversations?	
KPI Trend Review	Compare current KPIs to the Day 1 baseline. Quantify improvement in hours and dollars.	
Matrix Evolution Planning	What changes next quarter? New hires, new service lines, new revenue level?	

Date of this review: _____

Top criteria adjustment this session: _____

Authority expansions approved: _____

PART SIX

— GRADUATE

From Bottleneck to *Builder*

The goal was never to work less for its own sake. It was to build something that runs without you in the middle, and is worth more because of it. This part measures the one number that proves it: the hours you still spend on decisions that should never reach you. When that number drops, you stopped being the bottleneck. You became the builder.

IN THIS PART

- The Owner Exit Scorecard
- The Path from Bottleneck to Builder
- Where to go from here

OWNER EXIT SCORECARD

Measuring Owner *Decision Hours*

The Owner Exit Scorecard is the ultimate measure of whether this playbook is doing its job. It tracks the single most important metric in your business: **how many hours per week you spend making decisions that someone else could make** if they had the right criteria and authority.

ODH / WEEK	WHAT IT MEANS	YOUR STAGE	NEXT MOVE
20+ hours	Owner Bottleneck. You are the ceiling. Every decision routes through you.	Pre-Framework	Install Decision Rights Matrix. Conduct handoff conversations. Start the weekly cadence.
15-20 hours	Early Structure. Matrix is installed but team is still checking with you.	Stage 1: Clarity	Calibrate criteria in Wednesday reviews. Build confidence through repetition. Let mistakes happen.
10-15 hours	Building Momentum. Team is making decisions. Some criteria gaps remain.	Stage 2: Authority	Expand authority where earned. Refine escalation triggers. Coach, do not correct.
5-10 hours	Leadership Infrastructure. System is running. You review decisions, not make them.	Stage 3: Cadence	Focus on strategic decisions only. Build bench strength. Plan for scale or succession.
< 5 hours	Owner-Designed Company. The business runs without you in the daily operation.	Stage 4: Capacity	Scale, acquire, exit, or enjoy. You built the machine. Now decide what to do with it.

The Path from Bottleneck to Builder

This is not a 90-day project that you finish and put down. This is an operating system that evolves with your company. The criteria change as your team grows. The

authority levels expand as people earn trust. The cadence stays the same because rhythm is what holds it all together.

The goal is not perfection on Day 1. The goal is progress that compounds. **Every decision your team makes correctly without you is a decision you never have to make again.** Every criteria refinement in the monthly review makes the next month smoother. Every good-faith mistake your team makes and learns from builds the judgment you are trying to distribute.

THE FINAL WORD

You did not start a landscape company to answer the same 40 questions every day. You started it to build something. This playbook gives your people the clarity to make decisions, the criteria to make them well, and the cadence to keep getting better. Your job is not to make every decision. Your job is to build the system that makes decisions correctly without you. Now go build it.

THE NEXT STEP

Ready to install this with support?

This workbook gives you everything you need to install the decision rights framework on your own. Many owners do exactly that, on their timeline, at their pace.

If you want an experienced operator alongside you through the installation, that is what Guided Install is for. You're buying the review, not my clock. Nothing here is sold hourly.

Where to Go from Here

ENGAGEMENT	WHAT IT INCLUDES	INVESTMENT
Guided Install	Three milestone reviews mapped to days 30, 60, and 90 of the plan. Paul reviews your completed workbook sections before each session, runs a 60 to 75 minute working session, and delivers a written punch list within two business days. Email access between milestones.	\$1,976 for all three or \$750 per review
Foundation Engagement	Paul installs the decision rights framework inside your company.	\$3,976
Foundation + Acceleration	The full installation plus the acceleration phase.	\$5,976

The book is the on-ramp, not the toll. Your \$500 Self-Install purchase credits in full toward a consulting engagement within 12 months. The framework pays for the framework.

Start *Here*

Guided Install and upgrade credit: leadscapepartners.com/dyo-self-install

Website: leadscapepartners.com · **Email:** paul@leadscapepartners.com

The book: *Design Yourself Out* on Amazon (Kindle, paperback, hardcover). Search "Design Yourself Out Lukert".

Paul Lukert · LeadScape™ Partners · Tampa, FL

Slow learner. Fast builder. I've made most of the mistakes already. I build the systems so you don't have to.