OWNER-LIGHT SYSTEM · COURSE

The Owner-Light Course

The 90-day method to get yourself out of the daily work, one workflow at a time, until the business runs a full two weeks without a call to you.

90

DAYS OUT OF THE GRIND

The Main Street Operator

$299

The Owner-Light Course

HOW TO USE THIS

This is a 90-day course you run one workflow at a time, not a book you read through.

- **Start tonight.** Begin the one-week interruption read: log every decision the team brings you for five business days, one line each.
- **Work it with the workbook.** Each of the eight lessons has one workbook page; do the page before you open the next lesson.
- **The scored version is free.** This teaches the method and hands you the workbook; it does not score you. The free Keystone diagnostic gives you the independence, systems, and acquisition scores plus a sale-price range, in four minutes at app.trykeystone.io.

THE SHORT VERSION

Most owners cannot last two days without a decision call; this is the 90-day method that ends in a two-week test you either pass or you do not. Eight lessons, one workbook, three numbers you watch fall.

A dozen interruptions before noon. That is a normal Saturday you tried to take off, and it is a design problem, not a character flaw: the business runs on what is in your head, and almost none of it is written down.

A pricing call from the dispatcher, a warranty question from a tech, a customer who would only hear it from you. Right now the business cannot run a day without you, let alone two weeks.

This course takes you out of that loop, one workflow at a time, across 90 days. It is a method with a workbook, not a pep talk, and the finish line is a specific test you either pass or you do not.

What this course is

You will build seven pieces of working furniture for your business: an interruption log, a decision routing table, a set of one-line rules, a stack of role cards, a weekly manager standup, five core procedures, and a two-week test. Each of the eight lessons teaches one move, shows one filled example on a real-shaped business, and hands you one workbook page to run it on your own.

The example that runs through every lesson is an illustrative HVAC company: residential and light-commercial, about $2.4 million a year, 14 people. Your business is not that business, so every number you see worked out is a model, not a prescription.

The workbook is where you put your own numbers in.

The one problem with two payoffs

Owner-dependence is a single problem that pays off twice when you fix it. The first payoff is now: your week back, and a business that does not call you on a Saturday.

The second payoff arrives the day you sell.

A business that depends on its owner commonly trades near 1.65 times the owner's yearly benefit; one that runs without the owner commonly trades near 3.5 times.

On a business that returns about $300,000 a year to its owner, 1.65 times is about $495,000 and 3.5 times is about $1,050,000. That gap is roughly $555,000, the same business, priced two ways.

Those are published market ranges shown for illustration, not a valuation of your business. Your actual number is one of the free scores at the Keystone diagnostic linked at the end of every lesson.

> *Independence is one problem with two payoffs: your Saturday back, and a higher number the day you sell.*

The 90-day arc

The method runs on a 90-day clock, applied to one workflow at a time. Run it once a quarter and you take yourself out of four major workflows a year.

Each 90 days moves through four stages, and the eight lessons map onto them.

Days	Stage	Lessons	What you end with
1 to 15	Observe and Map	01, 02	Your dependence baseline and a first routing table
16 to 30	Standardize and Document	03, 04, 06	Rules, roles, and 5 core procedures on paper
31 to 60	Train and Transfer	05	The team running the rules, not you
61 to 90	Manage by Output	07, 08	Two weeks with no call to you

Lessons 05 and 06 overlap on the calendar: you draft the five procedures (Lesson 06) while you stand up the manager layer (Lesson 05), across days 16 to 60. Read the lessons in order, one at a time, and the table above shows where each one lands on the 90 days.

The finish line: two weeks with no call

The test is simple to state and hard to pass: the business runs two full weeks without a decision call to you. Most owners cannot last two days when they start.

You do not attempt the test in week one. You build toward it across the 90 days, then run it in the last stretch.

The two-week interval is the house standard. The principle underneath it, that a business should be able to run without its owner, comes from John Warrillow's Built to Sell.

Lesson 07 is the test itself, run as a planned dry run with a debrief, not a leap of faith.

How the lessons and the workbook fit

Every lesson pairs with one workbook page, and the workbook is where the work actually happens. The lesson teaches the move and shows the filled version; the workbook page is the blank version for your business.

Do not read all eight lessons first, then start.

Read one lesson, do its workbook page, then move to the next. Eight lessons, eight pages, one method.

Lesson	The one move	Workbook page
01 The Map	Log interruptions for 5 days; set your baseline	Page 1
02 Sort	Sort every interruption into 4 categories	Page 2
03 Rules	Turn repeat questions into one-line rules	Page 3
04 Roles, Not People	Assign each process to a role	Page 4
05 The Manager Layer	Stand up the standup, matrix, and escalation form	Page 5
06 Systems	Write the 5 procedures that cover 80%	Page 6
07 The Two-Week Test	Run the dry run and debrief it	Page 7
08 Keep It Off You	Install the monthly review	Page 8

The three numbers you drive down

The whole method moves three numbers in one direction, and that direction is down. Owner-hours a week, decision escalations a week, and the count of processes only you can run.

On the illustrative HVAC company these start at 55, 12, and 4. You re-count your own every month and watch them fall.

55
owner-hours a week (illustrative start)

12
escalations a week (illustrative start)

4
processes only the owner can run

What you need, and what this is not

You need three things, none of them software: a place to write, 30 to 60 minutes a week for 90 days, and one person you can hand decisions to. If you do not have that person yet, Lessons 04 and 05 are where you build the role and the standup that make the handoff safe.

The method assumes you already run a real business doing $300,000 or more a year, so it does not explain a P&L or a work order.

This is not a course that ends with you inspired and unchanged, and it is not a live app. The workbook is static paper you fill in, on purpose.

The living version, the one that scores your independence and tracks the three numbers over time, is Keystone. It is linked at the end of every lesson.

DO THIS TONIGHT

Open Lesson 01 and start the interruption log on Workbook Page 1. For the next 5 business days, write one line every time a team member needs a decision from you: who, and the topic.

Do not fix anything yet. By Friday you will have your first real map of where the business runs through you, and three baseline numbers to beat.

YOUR NEXT STEP

Score where you stand before you start, so you can prove the gains later. The free Keystone diagnostic gives you three scores (business independence, systems maturity, acquisition attractiveness) and an estimated sale price, in four minutes, at https://app.trykeystone.io.

This course and its workbook are the static method you run yourself. The living, scored version that tracks your baseline is Keystone.

Also in the catalog: the Financial Command Center (B3) is the money counterpart to this course, for the same owner who is also flying blind on the numbers.