

A model tells you the lead will convert, the churn risk is high, the forecast says hire. You act on the number because the dashboard looks confident and arguing with it feels like admitting you do not understand the math. So you defer (to the tool, to the data team, to whoever built the thing) and quietly stop being the person who decides.

The usual advice is to "learn the fundamentals": take the course, study the algorithms, come back when you can do the linear algebra. It fails because you do not need to build the model. You need to interrogate its output before you bet the quarter on it.

ML for Strategic Founders is written for that moment. You will not derive a gradient or train a network. Instead it gives you SIGNAL (Scope, Inputs, Generalization, Noise, Accountability, Limits), six questions you run against any model output to learn whether it has earned a place in your decision. SIGNAL is the read; the algorithm underneath is weather. Change the tooling, and the questions still hold.

You will learn to:

- Separate what a model can actually answer from what it was merely sold as doing.
- Read accuracy, precision, and confidence as claims to test, not scores to trust.
- Spot the data that quietly decides the output before the algorithm runs.
- Ask where a model breaks, who owns the call when it does, and what it was never built to see.
- Turn a prediction into a decision you can defend to a board, not just repeat to one.

This is not data science for spectators or a glossary you forget by Friday. It is operator-grade literacy: a protocol you run on a live model output, with a decision due and the cost of misreading it already on the table.

The result is precise. You stop outsourcing judgment to whoever owns the dashboard and read models the way you read a P&L: fluently, skeptically, on your own authority.

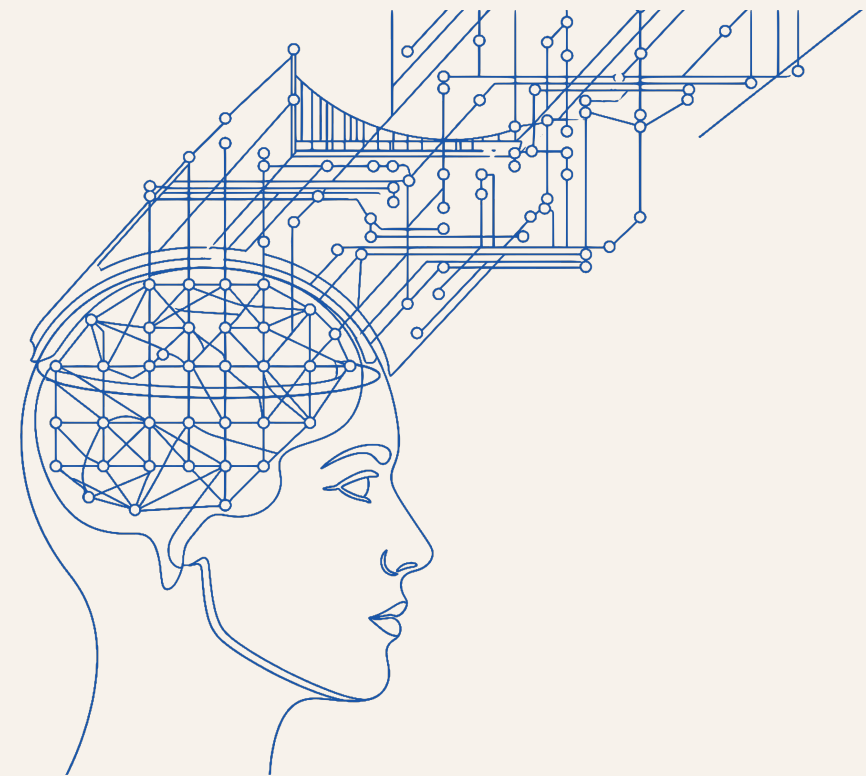
If your decisions carry real stakes and you are done deferring to numbers you cannot question, start here.

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ML for *Strategic* Founders

Read **models**, not **math** — **decision-grade** machine learning for operators



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Systems for the Strategic Self