You have ten priorities, which means you have none. Four initiatives sit at fifty percent, each one starving the others of the hours, cash, and attention you do not have. You apologize for the budget you were never given, treat every limit as an insult to the vision, and call the chronic almost-shipping "moving fast." The constraints did not slow the company down. Your refusal to choose one did.

The usual answer is to raise more, hire ahead, and buy your way past the fence. But capital does not teach focus. It postpones the day you learn it, and the founder who never had to choose ships a worse product than the one who could not afford to be vague.

The Constraint Founder treats your limits as the asset they actually are. Drawing on Goldratt's Theory of Constraints and the Stoic discipline of accepting what you cannot yet change, it installs FENCE: a quarterly operating protocol that turns a scarce resource into a competitive position funded rivals cannot copy.

You will learn to:

- Focus one bottleneck: name the single system constraint that gates revenue or survival this quarter.
- Eliminate waste: audit and kill the work that feeds everything except the constraint.
- Set non-negotiables: protect the small set of commitments you never trade for scope.
- Tell the capacity truth: account for the hours, people, and cash you have, not the ones you wish you had.
- End scope creep: run a kill ritual for new ideas before the work ever starts.

The result is not a bigger war chest. It is an operator who builds a moat out of the very limits a competitor would have spent past, and a company that ships because it finally decided what not to do.

If you build under pressure and refuse to mistake a fuller bank account for a sharper plan, this is the fence you have been improvising without.

Len P. van der Hof, MSc

He builds operating systems for the strategic self. Treats entrepreneurship, AI and machine learning, marketing, philosophy, psychology, and health optimization as one engineering problem. MSc in Strategic Entrepreneurship, Rotterdam School of Management, Erasmus University.