

## *Systems for the Strategic Self*

The company crossed thirty-five people and something inverted. The product still ships and revenue still climbs, yet every new hire creates two meetings and one exception only you can resolve. Decisions sit in your Slack for days. You are more needed than ever and moving the needle less. The reflex is to add a hire, an hour, a meeting, but that scales the tax, not the work: more headcount through the same undefined interfaces hands you one more person waiting on your signal.

This book offers the opposite: a company designed to run without you in every room. The Scale-Up Operator introduces the SCALE framework (Structure, Cadence, Alignment, Leverage, Execution), five components that replace personal presence with an operating system, so coordination becomes infrastructure instead of a bottleneck.

You will learn to:

- Turn ambiguous handoffs into explicit ownership with one-page role charters and a RACI with one Accountable per decision.
- Design a cadence that surfaces the top three risks each week before you walk in.
- Write decision rights and thresholds that let people act without you, routing the exceptions that matter to your desk.
- Document a high-frequency process in one page, train someone from it alone, and verify it ran a week without you.
- Run a 90-minute friction diagnostic, then fix the worst system in a time-boxed sprint while the company runs.

The result is a company that compounds without you at the center: a living protocol your team runs from, a calendar built around the few hours that move the business, and an organization that returns from your two-week absence stronger. SCALE is a lens, not a validated instrument; test it and keep what survives.

If you built the company on personal heroics and now feel it straining against them, this was written for the founder you become when the system is finally yours.

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