

The owner's judgment, written down

A nine-location coffee roaster and café group made every call about money, people and the owner's own time inside one head. Requests arrived from store managers weekly and were settled by whoever asked hardest. The group now puts each one to the Founder, one expert inside a nine-expert AI Brain, which scores it against the same measures and returns a written decision with the reasoning attached.

3 days REQUEST TO DECISION Down from six weeks, with nothing left unanswered	\$1.8M REQUESTS SCREENED Across two budget cycles at nine locations	6 MEASURES, NOT OPINIONS The same six apply to every request	147 DECISIONS ON RECORD Each one carrying the reasoning behind it
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WHAT THE FOUNDER DOES

Allocates against one standard. Money, people and the owner's attention are scored on the same six measures, so the loudest manager stops winning by volume.

Thinks in years, not weeks. Every call is tested against where the group intends to be in five years.

Sizes the bet to the downside. New ideas are approved at a cost the group can afford to lose, with the stopping point written before the spend.

Starts from the customer. Nothing advances until it names what a customer gets that they do not get today.

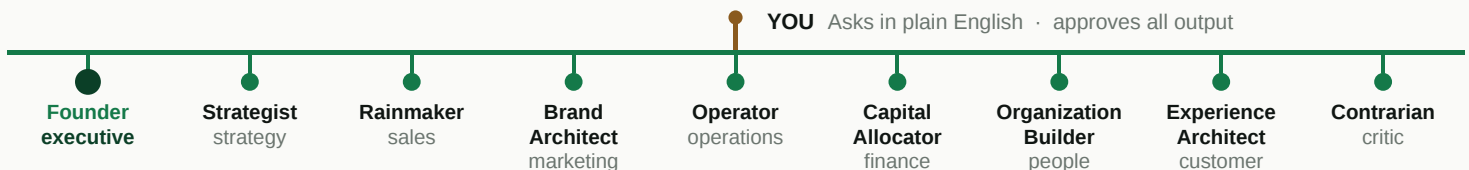
Writes the reasoning down. A reversal six months later argues with a record, not a memory.

HOW A DECISION MOVES

- A request arrives in plain English**
From any manager, no form required
- The Founder scores it**
Against the group's own six measures
- The tradeoff is named, not buried**
What this crowds out is stated
- The Contrarian challenges the call**
The critic seat reviews before delivery
- You decide, then it is logged**
Approval is required by rule

THE ADVISORY BOARD, AND THE FOUNDER'S TOOLKIT

Nine specialists operating from one shared business context. Eight produce work; the ninth challenges it. The Founder holds the executive seat.



THE FOUNDER'S TOOLKIT

The group's own measures · Five-year intent · Experiment sizing rule · Stopping points · The decision log