3645 The Readiness Test

People Book · https://kb.jeffreysummers.com/docs/3645-the-readiness-test/

The question is not whether to grow. The question is whether you've built something that can grow — or whether you've built something that only works because you're there.

There is a readiness test for multi-unit growth. Most operators skip it.

Your first location runs profitably without you present for a full week. Not tolerably. Profitably. If you cannot leave for seven days and return to a business that ran the way it runs when you're there, you do not have a business. You have a dependency.

Your standards are written down, coached into the team, and enforced by your managers without your intervention. If the only person who can hold the standard is you, the second location will have no standard — because you cannot be in two places at once.

Your managers can hire, coach, and correct without being hand-held. If your management team requires constant direction, you are operating a single-manager business disguised as a multi-manager one. Duplicating that model doesn't multiply your success. It multiplies your exposure.

Your financial systems run without you. The Operator's Read is being executed by your GM, not just by you. If the financial discipline in this book lives only in your head, it doesn't travel.

Your culture is articulated well enough to be replicated. Culture that lives in feeling and instinct — that you know when you see it — cannot be transplanted. It has to be defined, documented, and demonstrated clearly enough that someone who wasn't there for the founding can build it from scratch in a new space, on a new team, in a new market.

If all five are true, you might be ready to have the conversation. If even one isn't, growth will not fix it. Growth will magnify it.