

The SOP

One page. The outcome, the owner, the trigger, the number, the steps, and the handoffs.
Written with the person who will run it, kept where the team already works.

OUTCOME	What is true when this has run. One sentence, written as a result, not a task.		
OWNER	One name.	BACKUP	Who runs it when the owner is out.
TRIGGER	What starts it.	CADENCE	How often it runs.
THE NUMBER	The weekly figure that shows it ran, and ran well. Goes on the scoreboard with the owner's name.		

Steps

STEP	WHO	TOOL	PRODUCES
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

HANDOFF IN	What arrives, from which process.	HANDOFF OUT	What leaves, to which process.
EXCEPTIONS	The two or three situations where the steps change, and what to do instead.		

LAST REVIEWED	Date and name. Quarterly.	LIVES AT	The tool or folder the team already opens daily.
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The cadence map and the 80/20 audit

Every process the business runs, on one sheet: its cadence, its owner, where it lives, and when it last ran. Then the honest cut.

The cadence map

Blank in the "written" column means the process lives in someone's head. Those are the ones to write next, starting with the founder's.

PROCESS	CADENCE	OWNER	LIVES AT	WRITTEN?	LAST RAN
1				☐	
2				☐	
3				☐	
4				☐	
5				☐	
6				☐	
7				☐	
8				☐	
9				☐	
10				☐	

The 80/20 audit

For each written process, the steps that exist because of one bad week, the approvals that are really habits, the reports nobody reads. Keep what produces the outcome. Cut the rest.

STEP OR REPORT TO CUT	FROM PROCESS	PROCESS TO RETIRE ENTIRELY	WHY

The three to write first

Client onboarding, because it is where the client meets the business instead of the founder.
The sales-to-delivery handoff, because it is where scope and margin get lost. Invoicing and collection, because it is the one nobody owns. One a week, with the owner, thirty minutes each.