

What holds your business back?

— Seven patterns.
A clearer starting point.



The problem is often in the connections.

A delayed decision. A copied record. A report that arrives too late. Small frustrations can reveal how the business really works.

FIND THE PATTERN YOU RECOGNISE

01	Information bottleneck Work depends on one person.	03
02	Invisible numbers The decision comes before the data.	04
03	Paper trail Too many versions. No agreed record.	05
04	External dependency Expertise without enough understanding.	06
05	Scaling problem More work means more owner decisions.	07
06	Disconnected systems Useful tools, repeated manual handovers.	08
07	Compliance drift Recurring work becomes a last-minute search.	09

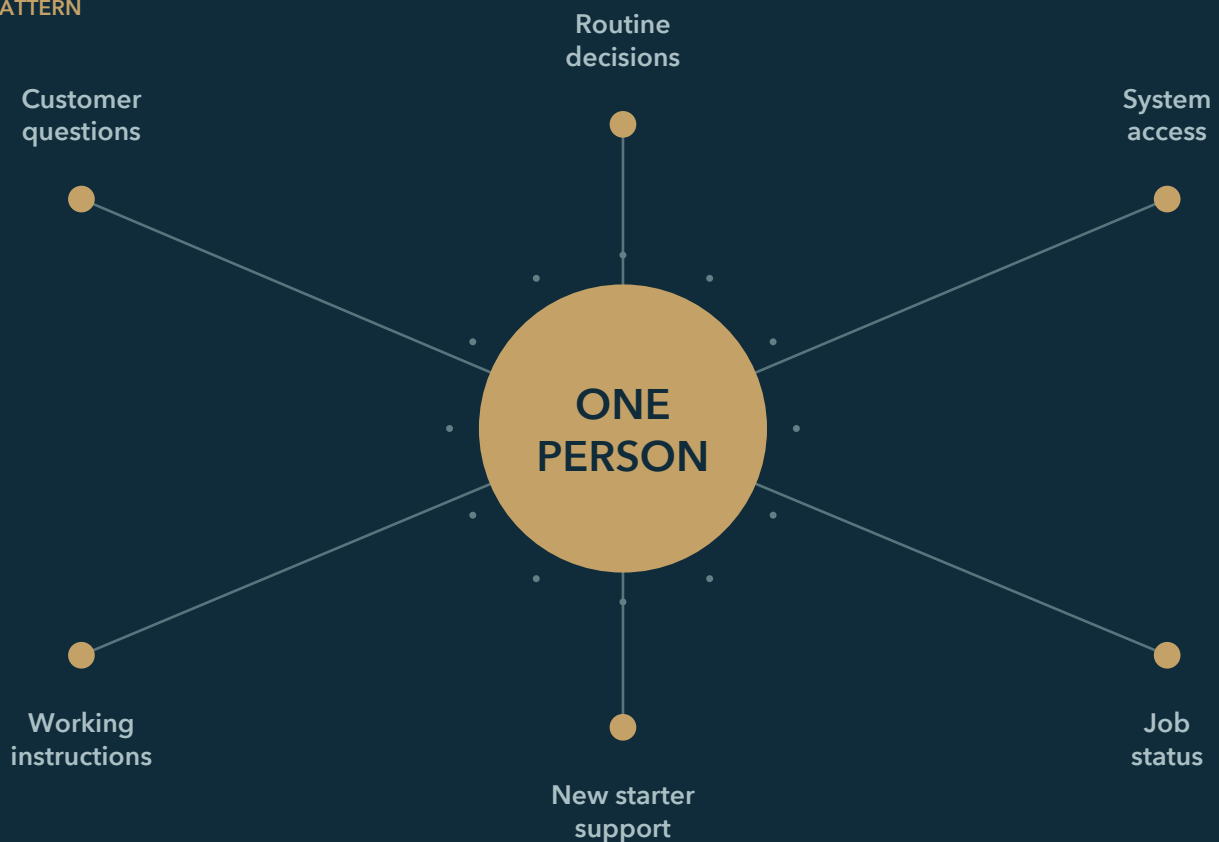
HOW TO USE THIS

Read for recognition. Choose one recent example, then turn to page 10 to decide where to begin.

One person. Too many pathways.

Knowledge is valuable. Dependence is fragile.

THE PATTERN



Recognise it

- Routine work pauses when someone is away.
- Questions replace a shared working reference.

Look closer

Choose a recurring task. Ask how a colleague would complete it without interrupting the usual expert.

Bring the numbers into focus.

Busy is not the same as profitable. Useful figures begin with the decisions you need to make.

01 The decision

Which job, product or activity needs attention?

02 The information

What income, cost and progress would help you see it clearly?

03 The routine

Who updates the figures, and who reviews them?



A USEFUL FIRST STEP

Choose one decision you make without enough information. Work back to the figures, source and owner.

One job. How many versions?

Paper and spreadsheets can work well. Uncertainty begins when no one knows which record holds the latest agreed information.



Follow one piece of work.

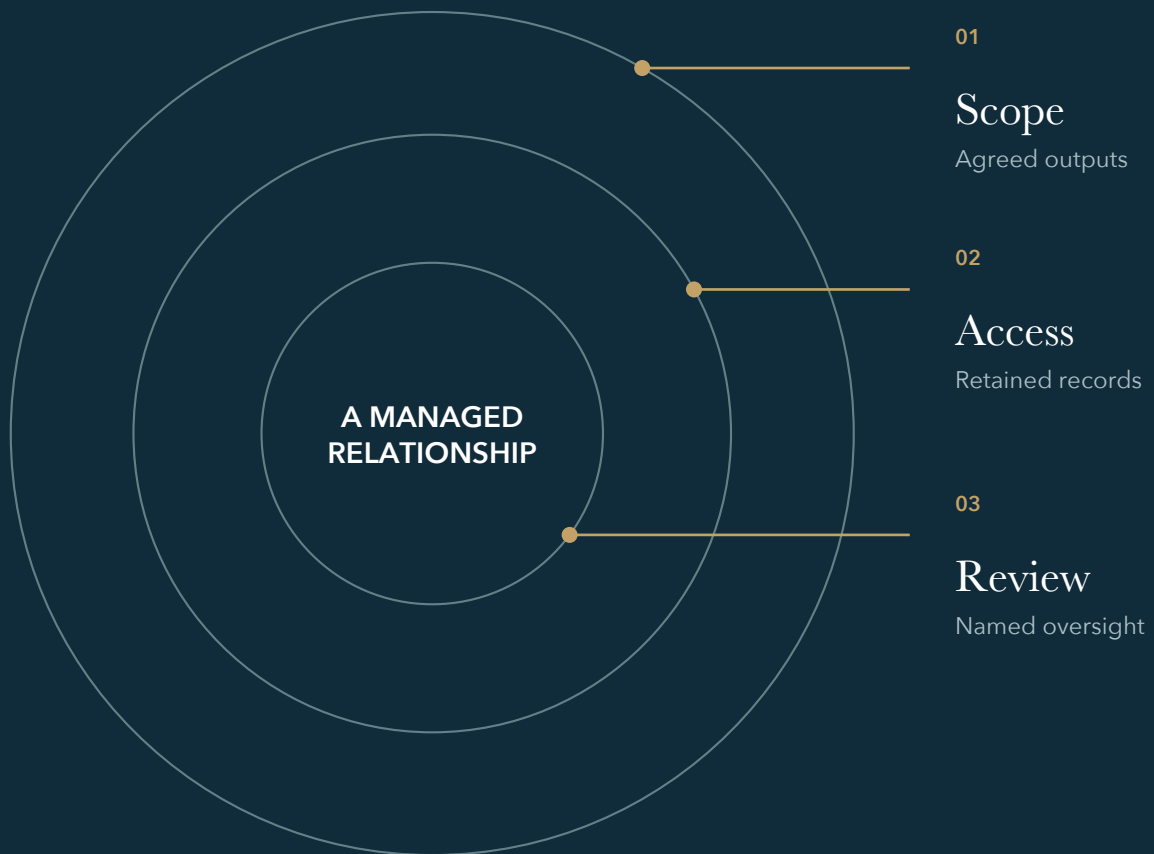
List the places its information appears. Mark where it is copied, where it changes and where the next person looks for it.

THE AIM

People know where to make an update and where to find it.

Use the expertise. Keep the understanding.

A good supplier relationship leaves the business informed.
Make the scope, access and accountability visible.



Keep outside

Specialist work or capacity your business does not have. Make the deliverables and handover clear.

Keep inside

Enough understanding to review the result, retain the records and manage a change of arrangement.

Let responsibility grow with the work.

When every new job adds another decision for the owner, the way work is organised needs attention.

Ownership

A named person accountable for the outcome.

Decision limits

Clarity about what they can decide, and when to involve you.

A clear handover

The information and completion check the next person needs.



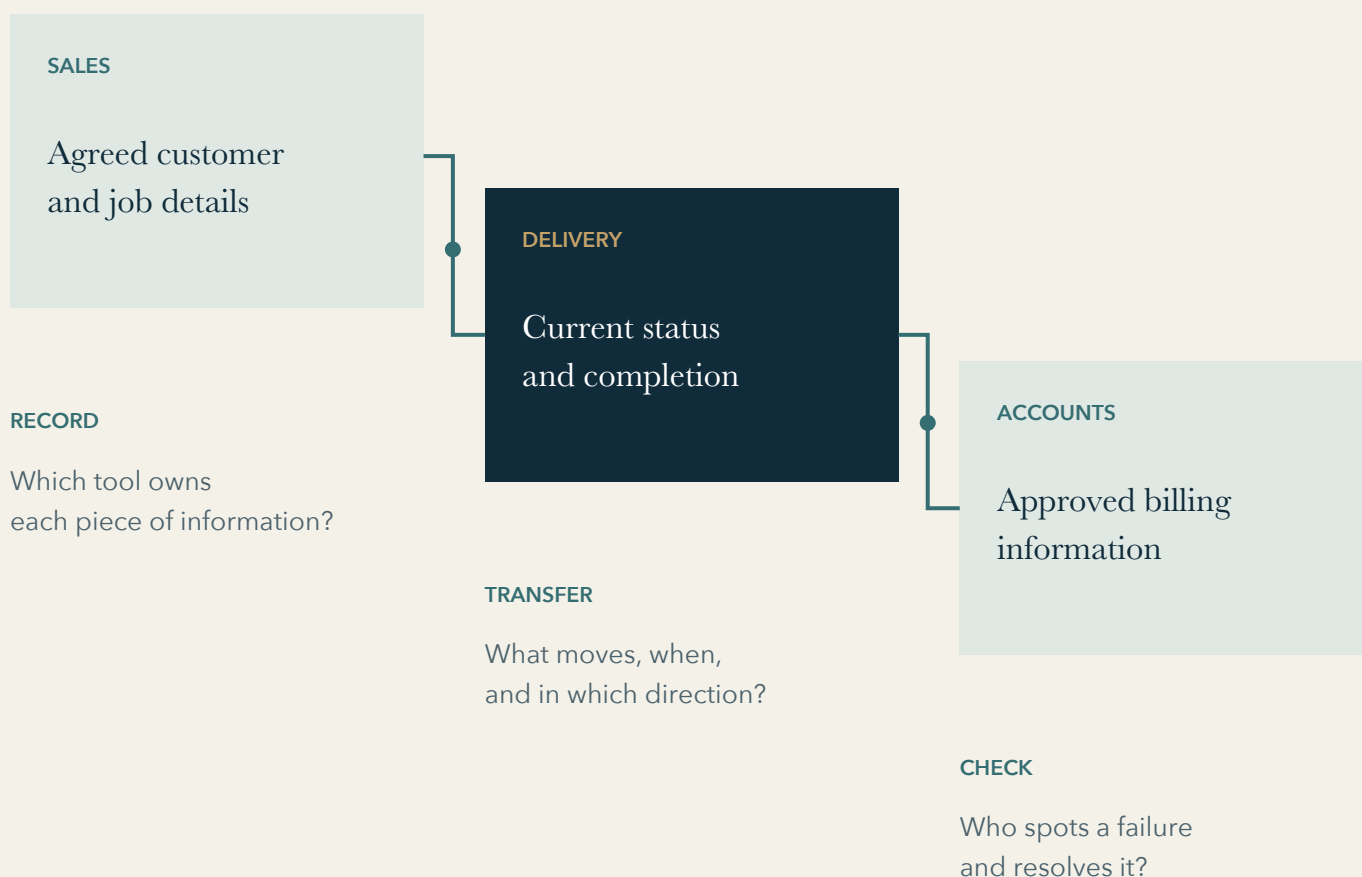
START WITH A BOUNDARY

Choose a routine decision that keeps coming back to you. Agree who owns it, the limits and the route for exceptions.

Good tools need a shared language.

Connecting software starts with the work between it: the record, the transfer and the check. Automating an unclear handover can simply move the uncertainty faster.

A HANDOVER WORTH UNDERSTANDING

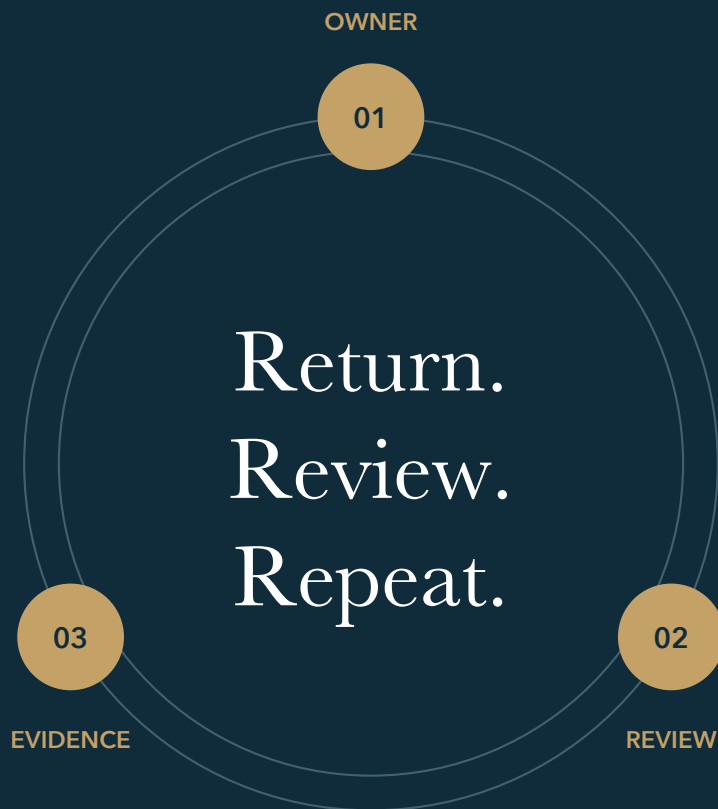


BEFORE CONNECTING

Map one repeated transfer. List the fields, the frequency and the person who checks the result.

Replace the scramble with a rhythm.

Recurring responsibilities need a dependable routine.
A reminder alone is not the whole system.



Name the owner

Who is accountable for the task?

Set the review

When are the requirements checked?

Keep the evidence

Where is the current record?

Requirements depend on your business. Check them with the appropriate specialist or official source.

Make one problem specific.

You do not need a long list of improvements. You need a clear description of one recurring issue worth understanding.

A SHORT REFLECTION / USE A RECENT EXAMPLE

01

What keeps happening?

Name the repeated question, delay or copied task.

02

Where does it interrupt the work?

Describe the point where someone waits or steps in.

03

What would you like to be clearer?

Choose a decision, a responsibility or a working record.

TAKE IT TO THE TEAM

Compare your description with the people doing the work. Agree what to understand before choosing a solution.

Inside the work. Alongside your team.

Systems. Operations. Financial clarity. Practical AI.



Good advice is a start. Working change is the point.

01

Understand

See how the work happens.

02

Identify

Agree the priority and outcome.

03

Implement

Put the change into practice.

04

Stabilise

Train, document and review.

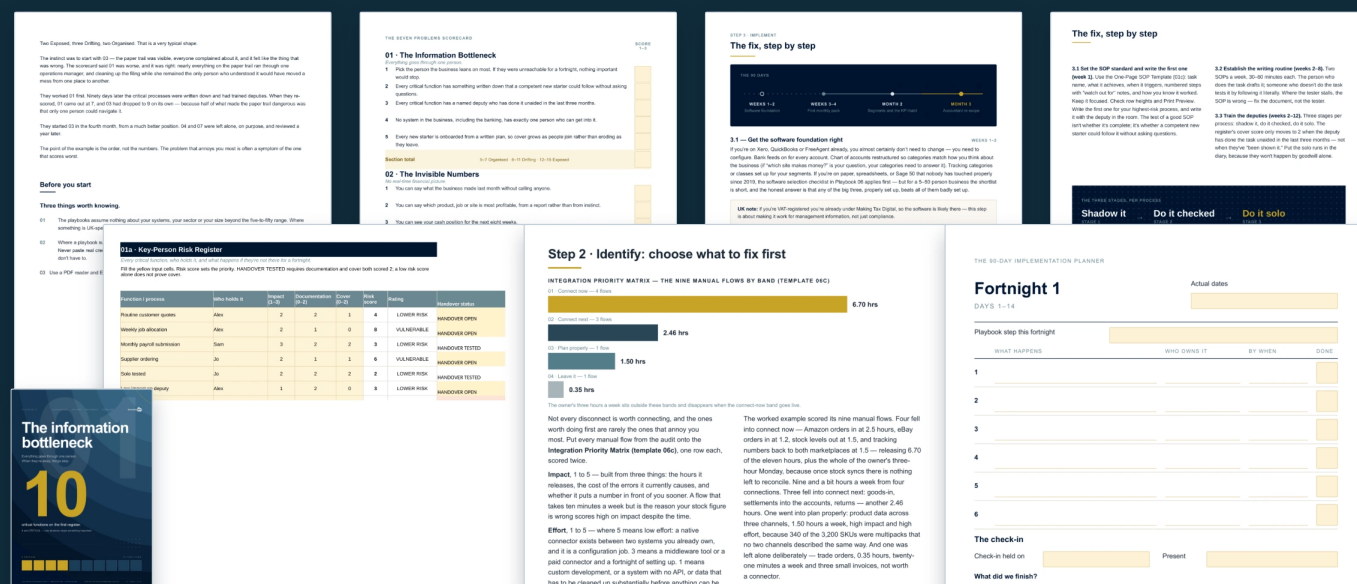
TELL US WHAT KEEPS GETTING IN THE WAY

go@innovates.me

Work on it. One problem at a time.

The Seven Problems Toolkit

Guidance, worked examples and editable documents
for making improvements independently.



7

PLAYBOOKS

108

PDF PAGES

35

EXCEL WORKBOOKS

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to keeping a change working.

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