STAGE 4 GUIDE

Delegation

Sales $1M to $3M. From luisromero.com/business-stages.

The one thing: Build a leadership layer so you can take a day off and nothing breaks.

THREE MOVES FOR THIS STAGE

1. **Write the map**
   Every recurring decision and who owns it: schedule, quality, hiring, customers, cash. Your name should be on fewer lines than you think.

2. **Promote one crew lead to run a day**
   Give them the route, the customers and the call when something goes wrong. Check at the end of the day, not during.

3. **Move the handoffs into writing**
   Job notes, the end-of-day report, the customer callback. If a handoff lives in your head, it drops the day you are out.

YOU ARE THROUGH STAGE 4 WHEN

- [ ] The ownership map exists
- [ ] One person ran a full day without calling me
- [ ] Handoffs are written, not remembered