

Sequence the Right Few Moves, in the Right Order

Every move on this map creates value. The order you take them in decides whether momentum compounds or stalls.

Twelve moves, three tiers. Most teams want to start in the transform zone. The best teams start with the easy steps, because those moves cost nothing but discipline, pay for themselves in weeks, and buy the credibility and capacity for the harder ones.

EASY FIRST STEPS · WEEKS

Discipline moves. Start here; momentum funds everything else.

BUILD THE FOUNDATION · QUARTERS

Coordination moves. Cross-functional, and where leverage first appears.

TRANSFORM THE BUSINESS · YEARS

Structural moves. Where durable EBITDA and the exit multiple live.

This tool tracks all twelve: what each move does, what it says about your culture, who owns it, and whether it is not started, in motion, or running on its own.

Private by design: nothing you type leaves this page. Save your work from the Save & Share tab and reload it here anytime.

WHY CULTURE IS ON EVERY CARD

Culture is the operating context for every item. Each move carries a culture lens, because the fastest way to kill a scaling move is to install the system without the behavior.

The colors echo the Authority Matrix. Green means go: discipline, weeks. Amber means coordinate: quarters. Red means structural: CEO-and-board-level commitment, years.

Fewer, in order. Pick the next two or three moves, not eight. More than three in motion usually means none of them truly are.

"Scale is not just a systems problem. It is a culture problem expressed through systems. Every scale move is also a culture move."

The Twelve Moves

Two lines each: what it does, and what it says about the culture.

● **EASY FIRST STEPS** *The fastest moves, but they only stick if the culture values clarity, candor, and follow-through.*

1 Vital KPIs & clean dashboards

What it does: Creates visibility, exposes performance gaps early, and gives the organization a shared language for what matters.

CULTURE LENS

Builds a truth-telling culture where the team aligns around facts instead of opinions.

2 Weekly-monthly operating cadence

What it does: Turns execution into a habit rather than a reaction, which is essential for scale.

CULTURE LENS

Reinforces a culture of rhythm, accountability, and consistency.

3 Meeting & decision discipline

What it does: Reduces drift, speeds decisions, and prevents the organization from normalizing indecision.

CULTURE LENS

Signals respect for time, clarity of ownership, and decisiveness.

4 Pricing governance

What it does: Often one of the fastest ways to improve margin because it changes behavior at the commercial front line.

CULTURE LENS

Creates a culture that protects value and does not apologize for discipline.

● **BUILD THE FOUNDATION** *Where culture has to shift from individual heroics to repeatable team behavior.*

5 Role clarity & accountability

What it does: Improves delegation, lowers duplication, and makes growth less dependent on the CEO.

CULTURE LENS

Encourages ownership over ambiguity and reduces the “someone else will handle it” mentality.

6 Sales process & CRM discipline

What it does: Improves forecasting, commercial consistency, and management visibility.

CULTURE LENS

Reinforces a culture of pipeline truth, coaching, and repeatability rather than rep-by-rep heroics.

7 Standardized core workflows

What it does: Reduces variation, rework, and quality misses so the business can scale without creating chaos.

CULTURE LENS

Builds a culture of discipline, consistency, and continuous improvement.

8 Working capital discipline

What it does: Strengthens cash conversion and reveals operational sloppiness in billing, inventory, purchasing, and collections.

CULTURE LENS

Creates a culture that treats cash as everyone's responsibility, not just finance's job.

TRANSFORM THE BUSINESS

The hardest moves, because they require leaders to change how the organization thinks, decides, and behaves.

9 Decision-rights architecture

What it does: Speeds execution by making it obvious who owns what and when escalation is required.

CULTURE LENS

Establishes a culture of empowerment with clear boundaries, not hidden politics.

10 Leadership capacity & succession

What it does: Creates depth, resilience, and continuity so the company can grow beyond any one individual.

CULTURE LENS

Builds a culture that develops people, not just results, and does not rely on hero culture.

11 Integrated systems, one data model

What it does: Creates the backbone for visibility, automation, and more advanced scaling capabilities, including AI-enabled execution.

CULTURE LENS

Supports a culture of transparency, shared language, and enterprise thinking.

12 Buy-and-build integration machine

What it does: Prevents acquisitions from becoming a collection of fiefdoms and turns M&A into a repeatable value engine.

CULTURE LENS

Requires a culture that absorbs difference while standardizing what matters.

Where Does Each Move Stand?

Set the status honestly, name one owner per move, and note the next action. "Running on its own" means it works without you in the room.

EASY FIRST STEPS

1 Vital KPIs & clean dashboards

NOT STARTED

IN MOTION

RUNNING ON ITS OWN

Builds a truth-telling culture where the team aligns around facts instead of opinions.

2 Weekly-monthly operating cadence

NOT STARTED

IN MOTION

RUNNING ON ITS OWN

Reinforces a culture of rhythm, accountability, and consistency.

3 Meeting & decision discipline

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BUILD THE FOUNDATION

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7 Standardized core workflows

NOT STARTED

IN MOTION

RUNNING ON ITS OWN

Builds a culture of discipline, consistency, and continuous improvement.

Owner (one name)

Next action / note

8 Working capital discipline

NOT STARTED

IN MOTION

RUNNING ON ITS OWN

Creates a culture that treats cash as everyone's responsibility, not just finance's job.

Owner (one name)

Next action / note

● TRANSFORM THE BUSINESS

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NOT STARTED

IN MOTION

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Owner (one name)

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Owner (one name)

Next action / note

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NOT STARTED

IN MOTION

RUNNING ON ITS OWN

Supports a culture of transparency, shared language, and enterprise thinking.

Owner (one name)

Next action / note

12 Buy-and-build integration machine

NOT STARTED

IN MOTION

RUNNING ON ITS OWN

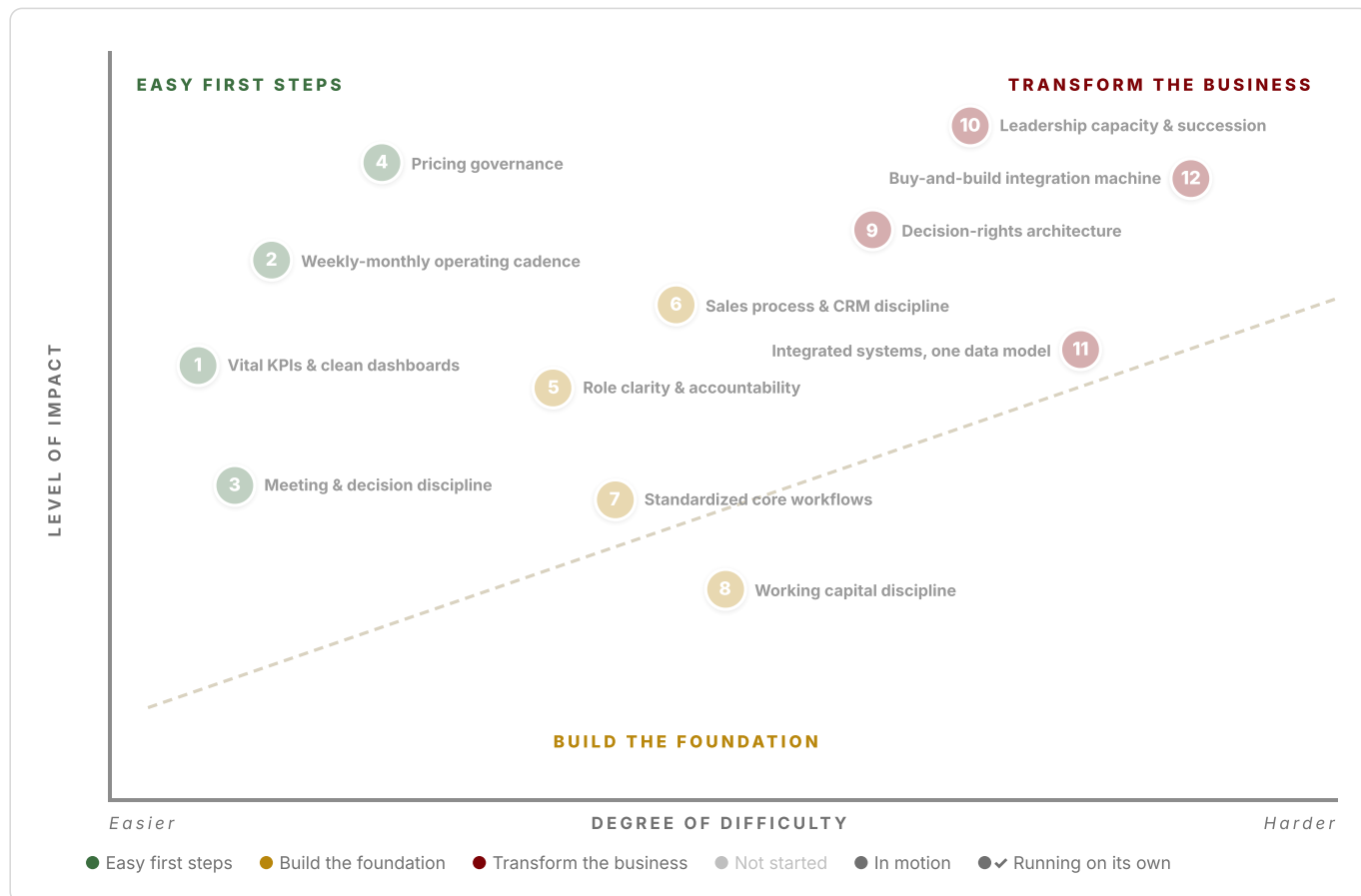
Requires a culture that absorbs difference while standardizing what matters.

Owner (one name)

Next action / note

Your Sequence, on One Page

Faded dots are not started. Solid dots are in motion. Checked dots run on their own. Click any dot for the details.



THE COACH'S READ

Sequence Progress

0%

Small

Growing

Scaling

Mighty

Nothing on the map is moving yet. Start in the top-left: pricing governance is the highest-impact quick win, and it is almost pure discipline.

Remember the culture lens on every card: install the behavior with the system, or the system will not hold.

"The goal is not to do everything. It is to sequence the right few moves in the right order."

#	MOVE	TIER	STATUS	OWNER	NEXT ACTION
1	Vital KPIs & clean dashboards <i>Builds a truth-telling culture where the team aligns around facts instead of opinions.</i>	Easy	NOT STARTED	—	—
2	Weekly-monthly operating cadence <i>Reinforces a culture of rhythm, accountability, and consistency.</i>	Easy	NOT STARTED	—	—
3	Meeting & decision discipline <i>Signals respect for time, clarity of ownership, and decisiveness.</i>	Easy	NOT STARTED	—	—
4	Pricing governance <i>Creates a culture that protects value and does not apologize for discipline.</i>	Easy	NOT STARTED	—	—
5	Role clarity & accountability <i>Encourages ownership over ambiguity and reduces the "someone else will handle it" mentality.</i>	Foundation	NOT STARTED	—	—
6	Sales process & CRM discipline <i>Reinforces a culture of pipeline truth, coaching, and repeatability rather than rep-by-rep heroics.</i>	Foundation	NOT STARTED	—	—
7	Standardized core workflows <i>Builds a culture of discipline, consistency, and continuous improvement.</i>	Foundation	NOT STARTED	—	—
8	Working capital discipline <i>Creates a culture that treats cash as everyone's responsibility, not just finance's job.</i>	Foundation	NOT STARTED	—	—
9	Decision-rights architecture <i>Establishes a culture of empowerment with clear boundaries, not hidden politics.</i>	Transform	NOT STARTED	—	—
10	Leadership capacity & succession <i>Builds a culture that develops people, not just results, and does not rely on hero culture.</i>	Transform	NOT STARTED	—	—
11	Integrated systems, one data model <i>Supports a culture of transparency, shared language, and enterprise thinking.</i>	Transform	NOT STARTED	—	—
12	Buy-and-build integration machine <i>Requires a culture that absorbs difference while standardizing what matters.</i>	Transform	NOT STARTED	—	—

Positions are directional. Green: discipline moves, weeks. Amber: coordination moves, quarters. Red: structural moves, years. From the Scaling Sequencer — Dr. Michael Burcham · From Small to Mighty · michaelburcham.com