1 Founder readiness and runway

Know what you can afford to risk before you spend a ringgit.

BUSINESS _____ PREPARED BY _____ DATE _____

1. WHY AM I DOING THIS? (WRITE TWO SENTENCES)

2. PERSONAL RUNWAY

Item	Amount (RM a month)	Notes
Housing (rent or loan)		
Car and transport		
Food and household		
Family support and education		
PTPTN and other loans		
Insurance, medical and other		
Total monthly need		

Runway	RM	
Cash I can set aside for living costs		
Months of runway (cash ÷ monthly need). Target: 6 to 12		
Maximum I will risk in this business (money)		
Date I will stop or review if there is no traction		

3. FAMILY AGREEMENT

Who	What we agreed (hours, money, support)	Signature

PHOTOCOPY FOR USE IN YOUR OWN BUSINESS

2 13-week cash forecast

See a cash problem three months before it arrives.

BUSINESS _____ PREPARED BY _____ DATE _____

Update every Monday. Record cash actually expected to move, not hoped for. Week 1 = this week. Use pencil.

Week	1	2	3	4	5	6	7	8	9	10	11	12	13
Opening cash													
Customer receipts													
Deposits and progress claims													
Other income													
Total cash in													
Suppliers and materials													
Salaries and EPF/SOCSO/ EIS													
PCB and tax													
Rent and utilities													
Loan repayments													
SST / other taxes													
Other costs													
Total cash out													
Closing cash													
Minimum cash I must keep													
Gap or surplus													

ACTIONS TO CLOSE ANY GAP

3 Weekly scorecard

Numbers, not feelings, run the weekly meeting.

BUSINESS _____ PREPARED BY _____ DATE _____

Weekly numbers, reviewed in the weekly meeting. Keep at most 10 to 15 measures; each has one named owner and a target. Red means below target: add it to the issues list.

Measure	Owner	Target	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12	W13
e.g. New qualified leads	*Sales*	*25*													

SUGGESTED STARTER MEASURES

Qualified leads · quotations sent · quotation win rate · jobs delivered on time · defects or complaints · invoices issued · cash collected · overdue receivables (RM) · closing cash · gross margin %

PHOTOCOPY FOR USE IN YOUR OWN BUSINESS

4 One-page SOP

Write the way work is done once, so it no longer lives in your head.

BUSINESS _____ PREPARED BY _____ DATE _____

Field	Write it here
Process name and version	
Business result it protects	
Owner (one person)	
Trigger: what starts it?	
Inputs needed	
Steps (numbered, one action each)	
Decision points and who may decide	
Quality check: how do we know it was done well?	
Record kept and where	
Exceptions: when to stop and escalate	
Last reviewed / next review	

5 Accountability chart

Every important outcome has one owner.

BUSINESS _____ PREPARED BY _____ DATE _____

Seats, not names. One person owns each seat; one person may hold several seats while the business is small. Write each seat's five key outcomes.

Seat	Five key outcomes this seat is accountable for	Person today	Weekly number

GAPS: SEATS THAT NOBODY OWNS

PHOTOCOPY FOR USE IN YOUR OWN BUSINESS

6 Weekly meeting agenda and issues list

90 minutes, same day, same time, every week.

BUSINESS _____ PREPARED BY _____ DATE _____

Min	Agenda item	Notes
5	Good news and one personal win	
5	Scorecard: any measure red?	
5	90-day priorities: on or off track?	
5	Customer and team headlines	
5	Review last week's actions	
35	Issues: identify, discuss, solve	
5	Recap actions and who owns each	

ISSUES LIST

#	Issue	Owner	Decision / action	Due
1				
2				
3				
4				
5				
6				

7 Delegation of authority matrix

Staff stop waiting for you when the limits are written down.

BUSINESS _____ PREPARED BY _____ DATE _____

Mark who may decide alone (D), who must be consulted first (C) and who must approve (A). Set RM limits. Review every six months.

Decision	Staff	Manager	GM / integrator	Owner / board	RM limit
Discount on a quotation					
Accept a new customer on credit terms					
Purchase from a supplier					
Pay a supplier invoice					
Refund or goodwill credit					
Hire or dismiss staff					
Change a price list					
Sign a contract					
Borrow or give a guarantee					
Capital spend					

PHOTOCOPY FOR USE IN YOUR OWN BUSINESS

8 Founder dependency register and intervention log

Every rescue is a missing system. Write it down, then fix it twice.

BUSINESS _____ PREPARED BY _____ DATE _____

FOUNDER DEPENDENCY REGISTER

Dependency	Impact (1-5)	How often	New owner	How to remove it	Proved by

FOUNDER INTERVENTION LOG (EVERY TIME STAFF NEED YOU)

Date	Situation that needed me	Why only me?	Fix: rule, SOP, training or authority