
THE BOARD

Find your seat. Solve the problem. Own the equity.

The 100% rule

Most serious people try to be the best at the how. Counsel. Accounting. Operations. That pays a fee. The point is the who, not only the how. Sit with the people who carry the work you should not hold alone.

THE LAW OF PROPORTION

What you are paid follows the size of the problem you help remove, and how many capable people it takes to remove it.

$$V = f(M \times C)$$

Value is a function of the magnitude of the problem, multiplied by the complexity of working it together. A friction that runs through an industry is larger than a task you clear alone. That is what a board is for.

It is more useful to hold a small equity stake in a shared solution than to own every hour of a task you do alone.

The selfless-selfish paradox

A real stake starts with other people winning in their own seats. Build a small board beside you. Help each person do the work they are built for.

THE MINDSET PIVOT

Note three kinds of work that fill your week. Beside each, name someone who would carry that work more cleanly than you. Nothing here is an assignment.

1.

2.

3.

PART II. THE SEATS

Where you already sit

A working board uses four seats. Mark the one that already fits you. Rate each line from 1 (strongly disagree) to 5 (strongly agree).

THE ARCHITECT. VISION AND BLUEPRINT

1. I instinctively redesign how an industry works when I see the same friction twice.
2. I lose patience once a plan turns into daily execution.
3. I can make a large directional choice before every fact is in.

Architect total ____ / 15

THE BUILDER. SYSTEMS AND INTEGRATION

1. I like turning a messy operation into a clean, repeatable system.
2. People look to me when the effort has energy and no structure.
3. A strong vision means little unless the work can run without heroics.

Builder total ____ / 15

THE SNIPER. PRECISION

1. I would rather be the deepest expert in the room than the person managing the room.
2. I come alive with one hard problem: technical, financial, legal, or craft.
3. I do my best work alone, for a long stretch, away from a crowded meeting.

Sniper total ____ / 15

THE CATALYST. RELATIONSHIPS

1. I keep a clear sense of who should know whom, and I can make the introduction.
2. I would rather put a collaboration together than run the office afterward.
3. I can bring a strong person into a shared problem without forcing it.

Catalyst total ____ / 15

Primary is your highest score. That is the seat you bring. The lowest score is the seat to leave with someone who is built for it. If Builder is low, do not try to run the system yourself. If Catalyst is low, do not try to open every relationship yourself. Sit with people who are strong where you are not.

THE BOARD

Own the seat. Own the stake.

Moving from a fee for your time to a stake in the work is a change of seat. It is not a new slogan.

Look across the table. The measure is the problem you have chosen, and the people beside you who can actually work it.

Take the seat that fits what you already know how to do. Help the others win in theirs.

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The seat I bring.

The seat I leave with someone else.