HYBRIDANCHOR

[THE SIX-SEAT TEST]

DO YOU OWN A BUSINESS, OR A JOB?

Every business, however small, has six leadership seats. This test takes two minutes and shows how many of them you are still sitting in.

AS DISCUSSED ON THE ENTREPRENEUR NEXT DOOR SCOTLAND WITH JOHN LOUDON

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1 Read what each seat is accountable for.

2 Write the one person accountable. Not who helps. Who owns the result.

3 Tick "That's me" wherever that person is you, then count the ticks.

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[01] Visionary

Where we're going. New ideas, culture, big relationships, solving the hardest problems.

ACCOUNTABLE PERSON

☐ **That's me**

[02] Integrator

Runs the business day to day. Turns the plan into action and holds the leadership team to it.

ACCOUNTABLE PERSON

☐ **That's me**

[03] Sales

Wins new business. Owns the pipeline, proposals and closing.

ACCOUNTABLE PERSON

☐ **That's me**

[04] Marketing

Creates demand. Owns the brand, content and the flow of new leads.

ACCOUNTABLE PERSON

☐ **That's me**

[05] Operations

Delivers what we sold, on time, on budget and to standard.

ACCOUNTABLE PERSON

☐ **That's me**

[06] Finance

Cash, invoicing, reporting and forecasting. Knows the numbers every week.

ACCOUNTABLE PERSON

☐ **That's me**

1-3 Ticks

You own a business, as long as you chose those seats on purpose. Most owners keep Visionary and often Sales.

4-6 Ticks

You own a job. The business can only grow as far as your week stretches.

[WHAT JOHN DID WHEN EVERY SEAT WAS HIS]

When Hybrid Anchor had around seven staff, John Loudon ran this exercise on a whiteboard and found his name in all six seats. Within two weeks he hired a managing director to take Integrator and Operations, upgraded his accountant to a fractional CFO, and kept Visionary, Sales and Marketing for himself.

YOUR NEXT THREE MOVES

[01] Circle the ticked seat that drains your energy most. Start there.

[02] Decide: hire, promote someone in, or use a fractional specialist.

[03] Write one weekly number for each seat, so the new owner knows what "good" looks like.