

A ROSSI WORKS FIELD GUIDE

# The 90-Day Launch *Playbook*

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You have a big, beautiful idea. This is how you turn it into a real plan ...  
one afternoon of honest decisions, ninety days of small finished things.  
No business degree required.

**Inside:** the two-hour family-table workshop · a map of how your team is wired · a plan you can actually follow · the weekly habit that keeps it alive

ROSSI WORKS

Frame it. Model it. Build it. Launch it. Operate it.

# Why good ideas get stuck ... and how yours won't

Most dreams don't die from a lack of ideas. They drown in them ... too many possibilities, too many "we could also...", and nobody quite sure who's actually doing what. Sound familiar?

This playbook solves one problem: **the distance between the idea you keep talking about and the first person who actually pays you.** It's the exact process we walk teams through in person, written down so you can run it yourselves ... around your own table, with the people you're building with.

The heart of it is one move that's easy to say and hard to do alone: **stop designing the forever version of your dream, and choose the 90-day version instead.** One thing you sell first. One kind of customer you serve first. Three ways you'll know it worked. One name next to every job. A short list of what gets finished in the first month.

**| *"This is not the forever version. This is the 90-day version."***

You'll say that sentence out loud, more than once. It's what gives everyone at the table permission to choose ... because almost every early decision can be changed later, and a good-enough choice you can test always beats a perfect choice you never make.

## Who this is for

You don't need a business background. This process has worked for artists, teachers, retired folks, and teenagers at the same table. If you're one of these, you're home:

- **People starting something of their own** ... a creative space, a shop, a service, a studio, a practice ... often with family or friends, where the whole plan currently lives in conversations.
- **Small teams starting something new** inside a business that already exists ... a new offering, a new location, a new program ... who need focus more than they need a consultant.

## What you'll walk away with

A written 90-day plan you can hold in your hands: what you're selling first and to whom, three honest measures of success, a name next to every job, your biggest roadblock with a backup plan, a practice run before real customers arrive, a weekly meeting that keeps everyone moving, and a "parking lot" that keeps every other exciting idea safe ... for later.

## CONTENTS

# How this playbook works

Five parts, in order. Don't skip Part 1 ... the workshop only works when everyone shows up already knowing what they value, what they can give, and how they're wired.

### PART 1 • GET READY

Pick your core team, put your values into words, get honest about time and money, map how each of you works best

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### PART 2 • DECIDE ... THE 2-HOUR WORKSHOP

Three ground rules, a simple agenda, and the handful of decisions that turn an idea into a plan

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### PART 3 • WRITE IT DOWN

Turn the workshop's decisions into a short written plan ... within two days, while it's fresh

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### PART 4 • LIVE IT

The practice run, the weekly meeting, the house rules, and a five-question filter for when you're stuck

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### PART 5 • DAY 90

Look back honestly, celebrate what worked, and choose your next 90 days

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### IN THE BACK

Answers to the questions you're probably asking, plus a plain-words glossary that translates business-speak

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## What comes with this guide

- **Workshop Kit (a document you can edit)** ... the full agenda for your two-hour session, plus every worksheet, ready to print or fill in on a laptop.
- **90-Day Launch Plan (a document you can edit)** ... the fill-in-the-blanks plan you complete after the workshop.
- **Weekly Tracker (a spreadsheet)** ... the list your team walks once a week so nothing quietly slips.

### FROM THE FIELD

Notes like this one appear throughout ... **true stories from teams we've walked through this exact process**, names and details left out. The one you'll hear from most: a family of five with a big new opportunity, a dozen ideas about what it could become, and ninety days to their first paying customer.

# Four ideas behind everything here

The workshop and the plan are just containers. These four ideas are what actually get a team moving. Read them together before you schedule anything.

## 1 The 90-day version beats the forever version.

Teams freeze because every choice feels permanent. It isn't. You're choosing what to try for one season, not who to be for a lifetime. That constraint is a gift: it turns endless debate into motion, and motion into real answers.

## 2 Good enough and moving beats perfect and stuck.

A temporary name. Photos from your phone. A simple one-page website. A price you're only mostly sure about. Put the workable version into the world and improve it while it's live. Waiting for perfect is the most respectable way to go nowhere.

## 3 If everyone owns it, no one does.

Every job gets exactly one name next to it. Owning a job doesn't mean doing it all alone ... it means making sure it gets done, and asking for help along the way. The people not on your core team are helpers: precious, loved, and not on the hook.

## 4 Most doors swing both ways.

A "two-way door" is a decision you can walk back ... so make it quickly and cheaply. Save the long deliberation for true one-way doors: signing a lease, taking on debt, promises you can't unmake. Just asking "which kind of door is this?" dissolves most arguments on the spot.

### FROM THE FIELD

One family spent days circling a small policy question about what customers would be allowed to do. It was turning into a debate about who they were as people. Naming it a **two-way door** ended it in ninety seconds: pick a sensible rule for now, revisit once real customers weigh in. The same trick settled their name ... a "good enough for now" name became a 30-day to-do, and the perfect name went safely to the parking lot.

## THE METHOD

# The whole journey at a glance

One week of getting ready, one two-hour conversation, two days of writing it down, thirteen weeks of living it. Here's the full arc.

Part	When	What happens
1 • Get ready	The week before	Pick your core team (1 to 5 people). Put your values into words. Get honest about hours and dollars. Everyone takes the Working Genius quiz; map the results. Book two protected hours.
2 • Decide	One 2-hour session	Around the table: what are we selling first, to whom, what does success look like, who owns what, what could sink us, and what gets finished in the first 30 days.
3 • Write it down	Within 48 hours	One person turns the conversation into a short written plan using the template. Everyone reads it together ... dinner works great ... within three days.
4 • Live it	Weeks 1-13	Run your practice customer. Hold the weekly meeting. Keep the tracker honest. Use the five-question filter when you're stuck. Guard the parking lot.
5 • Day 90	End of the season	Look back against your three measures. Pull the best ideas out of the parking lot. Choose the next 90-day version.

## The one promise to make each other

The workshop creates decisions; writing them down makes them real; the weekly meeting keeps them alive. Teams that do the fun part (the workshop) but skip the boring part (the tracker) drift back to dreaming within three weeks. Agree to all five parts before you start ... or wait until you can.

### TIMING

Any clean stretch of ninety days works: July 1 to September 30, or "the Monday after our workshop" plus thirteen weeks. What matters is a real, dated finish line everyone at the table can name.

# 1

PART ONE

## Get Ready

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The right people, honest about what they value and what they can give, around a protected table. This week of getting ready decides whether your two hours produce a plan ... or just another nice conversation.

## Pick your core team

Before anything else, sort out who's an owner and who's a helper. This one distinction prevents the most common way launches fail: everybody caring, nobody on the hook.

### OWNERS (1 TO 5 PEOPLE)

The people who will actually carry this. They come to the workshop, make the decisions, and their names go on the jobs. Solo counts: one owner with a kitchen cabinet of helpers is a real team. And keep the group small ... every extra owner doubles the debate and halves the follow-through.

### HELPERS

Grandparents, friends, mentors, that cousin who's great with cameras. They pitch in and they matter, but they don't own jobs and they don't break ties. Say this out loud before the workshop ... kindly. It's a relief to everyone, including them.

## Choose someone to run the session

One person keeps time, asks the follow-up questions, and writes things down. Pick whoever can stay most neutral ... or invite a level-headed friend to do it. Their job isn't to have the answers. It's to gently refuse to let the table move on without one.

## Set up the two hours

- **Two protected hours.** Phones away, nobody half-in. If someone can only come for part of it, pick a different day.
- **Record it.** A phone in the middle of the table is plenty. You'll be glad you have it when you write the plan ... people remember decisions differently.
- **Send the four questions ahead.** Two days before, share the four opening questions (Part 2) so nobody hears them cold ... and check that everyone finished the get-ready worksheets from the next pages.

### FROM THE FIELD

Five people sat around one family's table, but the plan named a **core four** as owners; the fifth ... deeply trusted, wonderful at helping others shine ... was named a helper, along with the outside advisors. Nothing about how much she mattered changed. What changed: every job had exactly one name on it, and everyone knew whose.

## Put your values into words ... three layers

The first thing your workshop will decide is the foundation: the one thing about this dream that is not up for negotiation. That's a values question. Teams that arrive with their values already spoken settle the foundation in minutes. Teams that don't spend forty minutes discovering ... mid-argument ... that they never agreed on what this thing is *for*.

Work through three layers, in order. Each one feeds a different part of the workshop:

### 1 Your values ... who each of you is.

Separately, before comparing notes, each owner writes down their five deepest values and a sentence about what each means to them. Real ones ... not poster words. These rarely show up in the plan itself, but they predict every future argument, and naming them now makes those arguments talkable later.

### 2 Team values ... how you'll work together.

Now compare lists. Where they overlap, you've found your team values for free. Where they clash ... one of you prizes doing it fast, another prizes doing it beautifully ... don't fix it; *write it down*. Pick 3 to 5 shared values plus your named tensions. (Just you? Your five ARE the team's.) The tensions tell whoever's running the workshop exactly where the table will get stuck.

### 3 The project's values ... what this thing stands for.

A different question: not who you are, but what this thing you're building must stand for even when it costs you. What would you refuse to do for money? What should a customer feel here that they can't get anywhere else? These become the foundation ... the first brick of the plan.

#### FROM THE FIELD

One family knew their project's deepest value before the workshop ever started: **this thing existed to serve something bigger than money**, and that was settled. Because they'd said it out loud beforehand, the workshop never had to debate it ... it was laid down as the foundation in the first ten minutes, and every choice after that could be tested against it instead of against each other's moods.

# Get honest: what you need, what you can give, what's true

Two more short exercises before the big conversation. The first prevents the quiet resentments that sink family teams; the second makes sure your workshop argues about choices, not about missing facts.

## What each of you needs ... written alone, then shared

Each owner answers four questions on paper and shares them with the team before the session:

- **Why do I want this to exist?** Income, meaning, a creative home, something to build together, proof that we can ... every answer is allowed. Unspoken is the only wrong one.
- **What do I need from it this year ...** and what am I okay waiting for?
- **How many hours a week can I truly give for the next 90 days?** Truly. The plan gets built on these numbers, so a generous guess now becomes a broken promise by week four.
- **What am I nervous to say out loud?** The doubt, the boundary, the "I want to help but I don't want to be in charge of anything." Said now, it's just information. Discovered in week six, it's a crisis.

## The facts, on one page ... one person gathers them

One owner writes down the plain facts: how much money is available and how much the launch needs · any rules, permits, or insurance questions hanging over you (and which are still unknown) · anything already promised to anyone, with dates · what's already owned, built, or decided · anything with a deadline attached. Your conversation about risks will only be as good as this page.

### FROM THE FIELD

Two plain facts changed one family's entire plan: a permission they needed **couldn't even be applied for yet**, and customers were **already booked five weeks out**. Put side by side, those two facts turned a vague background worry into the #1 roadblock ... with a hard deadline and a name next to it. Facts like these are cheap to gather the week before, and expensive to discover mid-argument. Or worse, after.

### THE GET-READY PACKET

Everything above plus the next two pages ... your values, what each of you needs, the facts page with your time-or-money call, and the Working Genius map ... is one packet, built with Worksheets P1–P4 in your Workshop Kit. Bring it printed. It's the difference between a workshop that starts at zero and one that starts at sixty.

# More time than money ... or more money than time?

Before you hand out a single job, answer one question as a team: **which do we have more of?** The answer shapes how everything in the next 90 days gets done ... because nothing on your list has to be done entirely by you, and nothing gets done for free. Every single task moves on someone's hours or someone's dollars.

## MORE TIME THAN MONEY

You'll trade sweat for savings: do things yourselves, learn as you go, post the photos you took on your phone. Slower per task ... but you'll understand every corner of your own creation, and that understanding compounds. **Watch out for:** burning out, and losing whole weeks mastering a skill you'll use exactly once. Your hours aren't actually free ... they're just already paid for.

## MORE MONEY THAN TIME

You'll buy speed: hire the person who's done it a hundred times, use the service that handles it for you. Things move without eating your evenings. **Watch out for:** money doesn't manage itself ... everything you pay for still needs one of you watching it, and paying for help before you've decided what you want turns cash into confusion.

## It's rarely all one or the other

Most teams have time to spare in some areas and money to spare in others. A rule of thumb that serves well: **spend money on the one-time stuff that doesn't need to be yours** ... the permit paperwork, the insurance review, setting up the bookkeeping ... where one hour from an expert beats forty of your own. **Spend time on whatever touches your customer and grows with you** ... what you're offering, what it costs, the relationships, your own voice in the photos and words. Nobody you can hire knows why you started this.

Then hold every item on your first-month list up to the light: **moved with our hours, or with our dollars?** An item with neither behind it isn't a plan ... it's a wish. Cut it, or fund it.

## FROM THE FIELD

One family had far more time than money ... so they became their own cleaning crew, shot their photos on phones every week, and built their own way for customers to book. But they **paid** for the insurance review and the permit help, where an expert hour beat forty of their own. Just as important, the same question told them what *not* to buy yet: no bookkeeper before the books were worth keeping, no assistant before anyone understood what the assistant would do. Time where it grows something. Money where it clears the road.

# Learn how each of you is wired

Every project needs three kinds of energy: dreaming it up, getting people moving, and finishing what got started. Most founding teams overflow with dreamers and run dry on finishers. You want to know which team you are *before* you hand out the jobs ... not after things stall.

We use **The Six Types of Working Genius®**, a short quiz from author Patrick Lencioni and The Table Group. Each person takes it online (about 10 minutes, roughly \$25 each at [workinggenius.com](http://workinggenius.com)) and learns their two **geniuses** (work that gives them energy), two **competencies** (fine in small doses), and two **frustrations** (work that drains them dry). The six types, in the order work naturally flows:

- W** **Wonder** ... sees what could be better; asks the questions everyone else is missing.
- I** **Invention** ... dreams up the new thing: the offers, the ideas, the fixes.
- D** **Discernment** ... has the gut feel for which ideas will actually work.
- G** **Galvanizing** ... rallies people; gets everyone excited and moving.
- E** **Enablement** ... jumps in to help; makes everyone else's work possible.
- T** **Tenacity** ... finishes. Tracks the details, follows up, won't let things drop.

## WHY TAKE A QUIZ AT ALL?

Because we're unreliable narrators about ourselves. People genuinely believe they're finishers ... until the map shows a family of five with one true finisher among them. This isn't an optional extra: **it's a requirement of this process**. The workshop hands out every job based on this map, so every owner takes the quiz before the session. At \$25 a person, it's the cheapest insurance you'll buy this year ... budget it like it's part of the workshop itself. And if you're a team of one or two: expect empty spots on your map. That's not a verdict ... it's your borrow-or-buy list.

## Put it all on one page ... and read it honestly

Gather everyone's results into one grid (there's a fill-in version in your Workshop Kit), then ask the only question that matters: **where are we naturally strong, and where will we stall?**

WORKSHEET • TEAM GENIUS MAP			
Type	Genius (names)	Competency	Frustration
W Wonder			
I Invention			
D Discernment			
G Galvanizing			
E Enablement			
T Tenacity			

### How to read your map

- **Strengths** ... types where two or more of you have a genius. This work will feel easy; just don't let it crowd out the rest.
- **One-person jobs** ... types where exactly one of you has the genius. If that person gets sick, discouraged, or busy, that whole part of the project stops. Build a simple system around it, not just a person.
- **Empty spots** ... types nobody has as a genius. You can still do this work; nobody will love it. Hand it out on purpose, in small doses, and check on it weekly.
- **Frustrations aren't excuses.** On a small team, everyone works in theirs sometimes. The map just tells you what to hand off first ... and to give a person working in their frustration a short, kind list, not an endless one.

#### FROM THE FIELD

One family's map overflowed with **Wonder and Invention** ... ideas were never going to be the problem. But **rallying people and finishing each lived in just one person.** That single page reshaped their plan: the natural finisher became the keeper of the weekly meeting and the tracker, and reaching out to future customers became a written list anyone could work through ... not a job that lived and died on one person's energy.

# 2

PART TWO

## Decide

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The two-hour workshop. The job of these two hours is not to design your whole future ... it's to make a few clear, honest choices, so your plan gets built from real decisions instead of a beautiful idea.

## Three ground rules for the table

Whoever's running the session reads these out loud before anything else. They're not manners ... they're the machinery that lets two hours do what six months of talking couldn't.

### 1 We're choosing the 90-day version.

Not the forever version. Good enough and moving beats perfect and stuck; we'll adjust as we learn. Whenever the table drifts into "but someday we could...", whoever's facilitating says the magic sentence and pulls it back.

### 2 Every big topic gets one name on it.

If everyone owns it, no one does. Before a topic closes, one person's name goes next to it. A name ... not "we."

### 3 What we can't decide goes to the parking lot.

We don't stall the table. Anything unresolved gets written down ... somewhere everyone can see it ... and set aside with love. The parking lot isn't where ideas go to die; it's the menu for your *next* 90 days.

## The agenda ... 2 hours

Time	Conversation	What you leave with
0:00-0:10	<b>1 • Open the room</b>	Hopes and worries said out loud; what's settled vs. still open
0:10-0:28	<b>2 • The one thing we sell first</b>	ONE main offering for the season
0:28-0:40	<b>3 • Who it's for first</b>	Who we serve first ... and who can wait
0:40-0:52	<b>4 • What's actually included</b>	What comes with it ... and what doesn't, yet
0:52-1:02	<b>5 • What success looks like</b>	Three outcomes ... no more
1:02-1:14	<b>6 • Ready-to-open list</b>	Must-do-first vs. can-improve-later
1:14-1:30	<b>7 • Who owns what</b>	One name on every area of the work
1:30-1:42	<b>8 • What could sink us</b>	The risks ... and the #1 roadblock, named
1:42-2:00	<b>9 • The first 30 days</b>	A short, dated list with names on it

The times are a guide, not a cage ... but don't let an early conversation borrow more than five minutes from a later one. The last one (the first 30 days) is where plans become real. Protect it.

# The script, conversation by conversation

For each part below: the exact questions to ask, and the one follow-up you're not allowed to skip. Write the answers on the worksheets in your Workshop Kit ... the recording catches the rest.

## 1 Open the room

0:00-0:10

Start with why you're all here. Then ask each question out loud, and let every owner answer:

- What would make this feel like a **win** by day 90?
- What would make it feel like we **wasted** three months?
- What's **already decided** ... and not up for re-opening?
- What **still needs deciding** before we start?

The third question is quietly the most important. Saying out loud what's settled ... we bought the building, the partnership is happening, the foundation is what it is ... takes those topics off the table and shrinks what's left to argue about.

## 2 The one thing we sell first

0:10-0:28

Don't ask what this dream *could become*. List the three or four realistic ways it could make money, then push the table to a single answer:

**The follow-up you can't skip: "Which ONE is the main thing we sell for the next 90 days?" This is the most important decision of the whole session.**

"A bit of both" is allowed only if one is clearly the main thing. Everything else becomes a bonus that grows out of the main thing ... or goes to the parking lot as a version-2.0 dream.

### FROM THE FIELD

Two spouses were quietly pulling different directions ... one toward the dream they were most in love with, the other toward the version that paid the bills. Instead of picking a winner between two people, the workshop reframed it: **think of a hotel ... the rooms pay for everything, and the beautiful event space is the bonus that makes it special.** The steady thing became the main offering for 90 days; the beloved thing became what grows out of it. Both got their dream. The season got its focus.

### 3 Who it's for, first

0:28-0:40

Teams that can't decide end up saying yes to everyone ... which is exhausting and convinces no one. List the kinds of people who might actually pay, then choose who you're building for *first*. "Whoever shows up and loves it" is a fair answer ... but even then, say who you're not chasing yet.

**The follow-up you can't skip: "Who are we NOT trying to win over in the first 90 days?"**

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### 4 What's actually included

0:40-0:52

Describe the first thing a real person can say yes to and pay for ... then draw its edges. Three columns on the worksheet:

- **The offer** ... one sentence a stranger would understand.
  - **What's included** ... keep it simple. Resist stuffing in everything you're proud of.
  - **Not included yet** ... say out loud what you're *not* promising at the start, so you don't sell what you can't deliver yet. This little column is what keeps your first customers from becoming your first apologies.
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### 5 What success looks like ... pick three

0:52-1:02

Dream up everything that would feel like proof by day 90 ... a first sale, a price you believe in, a simple website, ten people who said "tell me when you open," a glowing thank-you note, knowing your numbers. Then cut the list to **three**. These three become the spine of your plan ... and the test you'll grade yourselves against at day 90.

**Three ... not nine. The cutting is the point.**

Keep the near-misses on a "we also talked about" list. And name anything that's deliberately *not* being counted ... money that belongs to someone's separate work, numbers that just flatter you.

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#### FROM THE FIELD

One family's three: **(1)** a dead-simple way for a customer to actually say yes and pay, **(2)** one practice customer whose honest feedback became a glowing story they could share, **(3)** a written "this is what every customer should experience here" checklist. Bigger sales targets got kept as hopes, not promises. And the money one spouse earned from her own separate craft was deliberately left off the scoreboard ... different dream, different scoreboard.

## 6 The ready-to-open list ... split it

1:02–1:14

List everything that feels like "we can't open until..." ... then interrogate each item: is it truly a must-do before taking anyone's money, or can it get better after you open? This split is where most teams discover they're closer than they feared.

### MUST BE TRUE BEFORE THE FIRST PAYING CUSTOMER

The rules and permits sorted (or a plan B) · insurance looked over · the thing itself actually ready · a price · a way to pay and a simple agreement · what-if-something-breaks handled

### CAN IMPROVE AFTER YOU OPEN

The polished look and professional photos · the full list of go-to vendors and helpers · the fine-print wording · the extras and delighters · the equipment upgrade · anything that makes it *better* rather than *possible*

The gap between those two columns is your first 30 days. The left column gets names and dates in conversation 9; the right column gets scheduled for weeks 5–13, or parked.

## 7 Who owns what

1:14–1:30

Break the work into areas ... usually some version of: **the offer & the price · rules, permits & insurance · money & the books · getting the word out · the customer's experience · photos, words & the look**. Then put exactly one owner's name on each, using your team map to match jobs to wiring wherever you can.

Say the definition out loud: **the owner makes sure it gets done** ... rolling up their sleeves and pulling in help as needed. Owning isn't doing it all alone; it's not letting it fall through the cracks. Helpers help; they don't own.

**The follow-up you can't skip: read every area and its owner back to the table. If any area has two names on it, the table picks one. Now.**

## 8 What could sink us ... and the #1 roadblock

1:30–1:42

Go around the table: what could genuinely derail this? Write down everything ... a permission that doesn't come through, two founders wanting different things, nobody following up with interested people, the paperwork nobody loves, waiting for perfect, family feelings leaking into business choices. Then force a ranking:

**The follow-up you can't skip: "Which single risk blocks everything else?" That's your #1 roadblock ... and it needs a plan B today, while everyone's still at the table.**

A plan B isn't pessimism; it's what keeps your biggest risk from being the end of the story. If the permission is denied, if the platform says no, if the key person falls through ... what's the version of this that still works? Write it down. Your plan can now survive a punch.

### FROM THE FIELD

One family's #1 roadblock: **an official permission** they couldn't even apply for yet, couldn't assume they'd get, and couldn't open without ... with customers already booked five weeks out. The table built plan B on the spot: if the answer came back no, they'd pivot to a different kind of customer on longer arrangements ... different paperwork, same dream, still alive. The scariest thing about their launch became a to-do with a name and a date, instead of a cloud over every dinner.

## 9 The first 30 days

1:42–2:00

Turn everything above into a short list of what will be **finished** ... not started, finished ... in the first 30 days. Every item gets a name, a date, and a tag from your time-or-money call: **moved with our hours, or with our dollars?** If it has neither, it's a wish ... cut it or fund it. The principle: **do less, but finish it.** Typical items: sort the #1 roadblock · run the practice customer · settle the offer and the price · make it easy to say yes and pay · write the experience checklist · start the list of 10–20 people who might actually buy · tidy the money records · get the insurance looked at · reach out to first partners · good-enough name and a simple web page · one phone-shot photo or video a week.

**Close by reading the whole list out loud ... item, name, date, tag ... and put the plan-reading dinner on the calendar before anyone stands up.**

# 3

PART THREE

## Write It Down

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Within two days, one person turns the conversation into a short written plan the whole team reads together. Move fast ... a workshop that doesn't get written down starts un-deciding itself within the week.

# The 12-part plan

Use the fill-in 90-Day Launch Plan that came with this guide. Work from the recording, not from memory. Each part matches a workshop conversation ... you're assembling, not authoring.

Part	What goes in it
<b>1 • The spine</b>	Your foundation (the thing that isn't negotiable), the one thing you sell first, who it's for first ... and how one leads to the next. Plus your time-or-money call.
<b>2 • What success looks like</b>	Your three chosen outcomes, the "we also talked about" list, and what's deliberately not being counted.
<b>3 • Who owns what</b>	The areas of work, one name each.
<b>4 • The #1 roadblock</b>	The risk that blocks everything, plan A, plan B, any hard deadline, and whose job it is.
<b>5 • Ready-to-open list</b>	The two-column split: must-do-first vs. can-improve-later.
<b>6 • The first 30 days</b>	The dated, named, time-or-money-tagged list. The engine room of the whole plan.
<b>7 • The practice run</b>	Who your practice customer is, when, and what you'll learn from them (next page).
<b>8 • The meeting rhythm</b>	The four kinds of meetings and who runs each (Part 4).
<b>9 • House rules</b>	How you'll treat each other when decisions get hard (Part 4).
<b>10 • How we're wired</b>	The genius map: strengths, one-person jobs, what to watch for.
<b>11 • The risk list</b>	Everything that could sink you, and what you decided about each. Most got handled by the workshop itself ... name the ones still live.
<b>12 • The parking lot</b>	Every wonderful deferred idea, kept where everyone can see it. This becomes the menu for your next 90 days.

## THE PLAN-READING DINNER

Within three days, the team reads the written plan together ... over dinner is perfect. The question isn't "is it perfect?" It's "is this what we decided?" Fix anything that doesn't match, then freeze it. The plan doesn't change again until day 90 ... only the weekly tracker moves.

# The practice run: your first customer is a test, not a debut

Before anyone pays you, run one deliberately free, deliberately demanding trial of the real thing. Not a friendly demo for people who'll only say nice things ... a stress-test designed to find what breaks, while breaking things is still cheap.

- 1 Pick practice customers who'll be hard on it.**  
People who'll really use the thing ... and who love you enough to tell you the truth about it. Comfortable-with-you beats impressed-by-you.
- 2 Keep it free.**  
Free means no refunds, no liability tangles, no expectations you're not ready for ... exactly what you want before the insurance and paperwork are settled. The practice run pays you in lessons.
- 3 Collect the honesty on purpose.**  
End with a relaxed conversation ... record it, then type up what they said. Ask what was broken, confusing, missing, and surprising. Don't defend a single thing. Just gather.
- 4 Let it change things.**  
Everything they tell you flows into your experience checklist, your price, and your how-we-do-things. A practice run that doesn't change at least three things wasn't hard enough.

## FROM THE FIELD

One family's practice run: three cheerfully destructive young guests ... trusted, honest, and hard on everything ... living with the product for four days, free, three weeks after the workshop. Chosen precisely because they'd **put every system the family was proudest of through the wringer** before real customers and real stakes arrived. The goodbye conversation was recorded and typed up straight into the experience checklist ... one free weekend became the standard the whole venture now runs on.

# 4

PART FOUR

## Live It

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Plans don't finish themselves ... habits do. Four kinds of meetings, one honest weekly list, six house rules, and a five-question filter for the moments you're stuck.

# The meeting rhythm

Borrowed from Patrick Lencioni's *Death by Meeting*: four kinds of meetings, each with one job, so no single conversation has to carry everything. The season sets the direction; the month makes the big calls; the week keeps things moving; the day keeps you connected. If a topic doesn't fit any of them, ask why you're meeting.

How often	What it looks like	Its one job
<b>Daily</b>	2–5 minutes, standing up	Each person's top two things for today. Over coffee, in the group chat ... the form doesn't matter; the everyday-ness does.
<b>Weekly team meeting</b>	30–60 min, same day every week, one person runs it	Start with a quick around-the-table: what's up this week, in two minutes each. <b>No pre-written agenda</b> ... build it on the spot from what people said and what the tracker shows. Unstick whoever's stuck. Done in about 45.
<b>Monthly sit-down</b>	1–2 hours	One or two big topics only ... and decisions actually get <i>made</i> . Whoever brings the topic brings <b>three options</b> , because a menu produces a choice and a blank page produces a debate.
<b>Season-end step-back</b>	Half a day, somewhere else	Away from the daily noise. What's working, what isn't, and what the next 90-day version looks like (Part 5).

## The weekly tracker

The spreadsheet that came with this guide is deliberately simple: every first-30-days item and every promise made since, each with a name, a date, a time-or-dollars tag, and a status. The weekly meeting opens it, walks it, updates it, closes it. Two rules keep it honest:

- **Done means done.** Not "mostly." Not "waiting on one thing." An item that's waiting on something gets marked Blocked, plus a new line naming what it's waiting for and whose job that is.
- **The finisher keeps the tracker.** Give it to whoever has Tenacity on the genius map ... the person constitutionally incapable of letting things drop. This is the single best use of that map.

## Six house rules

These are agreements about how you'll treat each other when the decisions get hard ... which matters double when the people you're building with are the people you'll eat Thanksgiving with. Adopt them out loud; post them where you meet.

### 1 **No ill intent.**

Say it at the start of every meeting: everyone here means well, and nobody deals in digs or silences. It sounds like a formality. It's actually the thing that makes hard conversations safe between people who love each other.

### 2 **Figure it out.**

Drive toward the answer. Asking for help so you can learn is wonderful; handing your job to someone else is not.

### 3 **Cool hot decisions with a simple frame.**

When a choice gets emotional, give it structure: "if this and this are true, then we do that." A flattering opportunity that pays nothing versus paying work is a math question ... not a loyalty test.

### 4 **Name the door.**

Can we walk this back, or can't we? Most early choices are reversible ... decide what to try, not who to be forever. Save the agonizing for the true one-way doors.

### 5 **Bring three options, not an open question.**

Never bring the table a blank page. Bring three choices and your recommendation. Menus get decided; blank pages get discussed.

### 6 **Humble, hungry, smart.**

When you someday add people, use Lencioni's three-word test: humble, hungry, and good with people. Two out of three creates the problems you'll spend next year cleaning up.

# The five questions for when you're stuck

For whoever's driving the work ... for the moment the plan runs into a decision it didn't see coming. Ask these five in order; you'll usually be unstuck by the third.

**1 What am I actually deciding right now?**

Don't let one decision swell into ten. Today's offer ... not the whole future.

**2 Can this be walked back?**

Most early choices can. Decide what to try first ... not what to be forever.

**3 What does waiting cost?**

If delay stalls sales, momentum, or the person waiting on you ... waiting has a price too, and it's usually higher than a wrong-but-fixable choice.

**4 What's the smallest version we could try?**

One practice customer. One offer. One page. Progress over perfection.

**5 What would this teach us?**

Turn the decision into a lesson you're buying, not a verdict on you.

*"I don't need the perfect decision. I need the next clear decision that helps us learn."*

**PUT IT ON THE FRIDGE**

There's a print-ready version of these five questions in your Workshop Kit. The moment it earns its keep is exactly the moment nobody thinks to open a document.

# 5

PART FIVE

## Day 90

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The season ends whether you look back or not. Ninety minutes of honest looking-back turns thirteen weeks of work into your next plan ... and decides which parked dreams get their turn.

# The look-back

Do this at your season-end step-back, away from the daily noise. Ninety minutes, same ground rules as the workshop, same person keeping time.

**1 Grade the three.**

For each of your three success measures: hit it, partly hit it, or missed it ... and why, in one honest sentence each. No storytelling; the tracker has the receipts.

**2 Hold the plan up to what actually happened.**

Which parts held? Which guesses were wrong? What did the practice run and the first real customers teach you that no one at the table could have known?

**3 Open the parking lot.**

Every idea you lovingly set aside is now on the table. Promote at most two or three into the next season. The rest stay parked ... the discipline that got you here doesn't retire at day 90.

**4 Choose the next 90-day version.**

Run the workshop again ... faster this time, with real answers where the hopes used to be. Same conversations, same ground rules, new season. Still not the forever version. The next 90-day version.

**WORKSHEET • DAY-90 LOOK-BACK**

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SUCCESS MEASURE 1 ... HOW IT WENT & WHY

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SUCCESS MEASURE 2 ... HOW IT WENT & WHY

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SUCCESS MEASURE 3 ... HOW IT WENT & WHY

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PARKED IDEAS PROMOTED TO NEXT SEASON (3 AT MOST)

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## One launch, start to finish

The story this playbook is distilled from ... a family turning a big new opportunity into a paying business, with ninety days to their first customer.

**Where they started.** Five of them around the table ... no business backgrounds, endless ideas: premium offerings, hosted gatherings, creative and studio dreams, events. And no agreement on what the thing actually was. Two spouses quietly pulling different directions: one toward the dream, one toward the bills.

**The workshop (2 hours).** They chose the 90-day version: their deepest value laid down as the untouchable foundation, **the steady, proven offering as the one thing they'd sell first**, the beloved dream reframed as what grows out of it, and an open mind about who'd show up. Three success measures: an easy way for a customer to say yes, one practice customer whose feedback became a story worth sharing, and a written experience checklist. Every area of work got one name from a core four; everyone else became a treasured helper.

**The written plan (48 hours later).** Twelve short parts: the #1 roadblock (an official permission they couldn't yet apply for) with a plan B written next to it, the must-do-first list, a 13-item first month with names and dates, a practice run three weeks out, a four-layer meeting rhythm, six house rules, and an eight-item parking lot ... including the perfect name.

**How they were wired.** The genius map showed a family bursting with ideas ... and exactly one rallier and one finisher. So the finisher got the tracker and the weekly meeting, and reaching out to future customers became a written list anyone could work, instead of a job that lived on one person's energy.

**Living it.** A weekly meeting with a two-minute around-the-table and the tracker on screen. The money records handed to the numbers person. Photos from phones, weekly, imperfect, posted anyway. The name debate parked where it couldn't block the launch.

*They walked in with a beautiful idea and walked out with a plan: one offering, one audience, three measures, names on every job, a dated first month ... and permission to stop designing forever.*

# The questions you're probably asking

Honest answers, before you have to ask. If yours isn't here, bring it to the free call at the end of this book ... we've heard most of them.

## **Do we need business experience to do this?**

No. This process has been run by artists, teachers, retirees, and teenagers ... at the same table. Everything it asks of you is a plain conversation, a short list, or an honest answer.

## **Can our teenagers really be owners?**

If they're truly going to carry part of this ... yes, and it's often the best thing that happens to the whole project. An owner is anyone who'll make sure their piece gets done, at fifteen or at seventy. Be honest about school schedules when you set their hours (Worksheet P2), and give them something real to own ... kids can smell a fake job a mile away.

## **What if there are only two of us ... or it's just me?**

Two works fine: same workshop, same worksheets, fewer chairs. Just be extra careful with "where will we stall?", since two people can't cover six kinds of work ... lean on your time-or-money call. Solo? It still works, but recruit one honest friend to sit in and ask the follow-up questions. Deciding alone in your own head is how the forever version sneaks back in.

## **Is the \$25-per-person quiz really necessary?**

Yes ... it's a requirement of this process, not a nice-to-have. Who owns what, who keeps the tracker, and where your team will stall all come straight off the map ... and self-report lies: people sincerely believe they're finishers until the map shows otherwise. Budget the \$25 per owner the way you'd budget the workshop itself.

## **What if we can't agree on the one thing we sell first?**

This is the most common stall, and it's usually two people protecting two dreams. Try the reframe that's worked at many tables: pick the steady thing as the main offering and make the beloved thing what grows out of it ... the hotel and its beautiful event space. Still split after that? That's not failure ... that's the single best reason to bring in an outside voice.

## **Do we need an LLC or legal paperwork before we start?**

Usually not before the *workshop* ... deciding what you're building comes first. But before you take a stranger's money, the "rules, permits & insurance" part of your plan needs real answers ... and they vary by where you live. Classic pay-for-it territory: one expert hour beats forty internet forums. Put it on the first-30-days list with a name and a date.

## ...and the ones that come up by week three

### **How much money do we need?**

Less than the forever version needs ... that's much of the point. The facts page (Worksheet P3) makes you write down what you have and what the launch actually requires, and the time-or-money call keeps you from buying what your own hours could cover. Many first seasons run on sweat, phone cameras, and one or two well-chosen expert hours.

### **What if the workshop doesn't fit in two hours?**

Protect the last conversation (the first 30 days) at all costs ... a workshop that ends without names and dates didn't happen. If a middle conversation runs long, park the sticking point, choose a "good enough for now," and keep moving. And yes, it works over video ... just be twice as strict about phones and half-attention.

### **What if we fall behind?**

You will ... everyone does, usually around week three. That's what the weekly meeting is for. Don't rewrite the plan; walk the tracker, ask "what's stuck and why," and remember the pattern: if everything stuck is tagged Time, the answer might be \$. Falling behind isn't the failure. Skipping the meeting where you'd have noticed ... that's the failure.

### **What if someone isn't doing their part?**

Check the map first ... is their job sitting in one of their frustrations? Then their Worksheet P2 ... did the plan quietly assume hours they never had? Most "not pulling their weight" is one of those two, and both are fixable with a trade or a smaller list. If it's truly neither, that's a "no ill intent" conversation at the weekly meeting: name it kindly, out loud, early. Resentment compounds faster than any to-do list.

### **What if someone we love isn't on board?**

Don't draft them. A reluctant owner is heavier than an empty chair ... make them a helper with your whole heart and no guilt trip. People join real, moving things more readily than meetings about ideas. Launch; let momentum do the recruiting.

### **Is this only for businesses?**

No ... it works for anything that needs to go from "beautiful idea" to "real thing people show up for": a community project, a ministry, a nonprofit. Swap "customer" for whoever you serve and "sale" for whatever a yes looks like. The 90-day version, the names on jobs, and the weekly meeting don't care what kind of dream they carry.

### **When should we get outside help?**

Two moments: at the table, when people who love each other can't referee their own tie-breaks ... and at the finished plan, when a practiced eye spots the roadblock you've stopped noticing. That's what the free call at the end of this book is for. Everything else, your time-or-money call already answered.

# The glossary ... and a translator

Every special word in this book, in plain terms ... plus the business-world word for the same thing, so when a banker, landlord, or insurance agent uses it, you can smile and translate.

**The 90-day version** ... the small, real version of your dream you're choosing to test this season. Not the forever version. *(Business-speak: MVP, or "minimum viable product.")*

**Owner** ... the one person who makes sure a job gets done. Not necessarily the one who does every bit of it. *(Business-speak: accountable party, or the "A" in something called a RACI chart.)*

**Helper** ... someone who pitches in but isn't on the hook. Loved, needed, and not an owner. *(Business-speak: stakeholder, advisor, resource.)*

**The foundation** ... the one thing about this dream that is not up for negotiation, laid down first so nothing later can argue with it. *(Business-speak: mission, core values.)*

**The one thing we sell first** ... the main offering for this season; everything else is a bonus or waits its turn. *(Business-speak: anchor offer, primary revenue stream.)*

**Who it's for, first** ... the people you're building for right now, on purpose, before anyone else. *(Business-speak: target market, ideal customer profile.)*

**What success looks like** ... the three outcomes you'll grade yourselves against at day 90. *(Business-speak: success metrics, KPIs, objectives.)*

**The ready-to-open list** ... what truly must be done before taking anyone's money, split from what can improve after. *(Business-speak: launch readiness, go-live criteria.)*

**The #1 roadblock** ... the single risk that blocks everything else until it's resolved. *(Business-speak: critical blocker, key dependency.)*

**Plan B** ... the version of your dream that still works if the #1 roadblock goes against you. Written down while everyone's calm. *(Business-speak: contingency plan.)*

**Two-way door** ... a decision you can walk back, so make it fast. A **one-way door** can't be unmade ... a lease, a loan ... so slow down for those. *(Business-speak: reversible vs. irreversible decisions ... borrowed from Amazon.)*

**The parking lot** ... where wonderful ideas wait, in writing, so they can't hijack this season. The menu for your next 90 days. *(Business-speak: backlog, roadmap items.)*

**Good enough for now** ... the workable version you ship while the polished version waits. A phone photo. A v1 name. *(Business-speak: iterating; "done is better than perfect.")*

# The glossary, continued

**The time-or-money call** ... the team's honest answer to "do we have more time than money, or more money than time?" ... which decides what you do yourselves and what you pay for. (*Business-speak: build vs. buy, outsourcing decisions.*)

**The practice run** ... one free, deliberately demanding trial of the real thing before anyone pays. It pays you in lessons. (*Business-speak: pilot, soft launch, beta.*)

**The experience checklist** ... your written standard for what every customer should get, every time. Starts humble; grows with every lesson. (*Business-speak: quality standard, SOP ... "standard operating procedure."*)

**The list of people who might buy** ... names, written down, with whoever talks to them next. Not a feeling that "people seem interested." (*Business-speak: leads, pipeline, CRM.*)

**The tracker** ... the one shared list of every promise: item, name, date, time-or-dollars, status. Walked every week. (*Business-speak: project tracker, action-item log.*)

**The weekly team meeting** ... 30–60 minutes, same day every week: a quick around-the-table, then the tracker, then unsticking whoever's stuck. (*Business-speak: weekly tactical, stand-up, sync.*)

**The monthly sit-down** ... one or two big topics a month, decided ... with three options on the table, not a blank page. (*Business-speak: monthly strategic meeting.*)

**The season-end step-back** ... half a day away from the noise at the end of each 90 days, to choose what's next. (*Business-speak: quarterly offsite.*)

**The look-back** ... the honest grading of the season against your three measures, receipts courtesy of the tracker. (*Business-speak: retrospective, post-mortem, quarterly review.*)

**Working Genius** ... the short quiz ([workinggenius.com](http://workinggenius.com), by Patrick Lencioni / The Table Group) that maps each person's two **geniuses** (work that fills them up), two **competencies** (fine in doses), and two **frustrations** (work that drains them). (*Business-speak: team assessment.*)

**The finisher** ... whoever has Tenacity as a genius: the person who tracks, follows up, and won't let things drop. Keeper of the tracker. (*Business-speak: execution owner, driver.*)

**House rules** ... your agreements about how you'll treat each other when decisions get hard. Said out loud, posted where you meet. (*Business-speak: operating principles, team norms.*)

**Knowing your numbers** ... being able to say what things cost, what you charge, and what's left over, without checking with anyone. (*Business-speak: unit economics, margins, breakeven.*)

## A NOTE ON JARGON

None of the business words are wrong ... they're just a dialect. Learn to translate them and every professional you hire becomes easier to work with. But around your own table, use the plain words. Plans written in words everyone owns get done by everyone.

WHEN YOU WANT COMPANY

# Run it yourselves. Or run it with us.

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Everything in this playbook works without us ... that's why we made it. But there are two moments when having an outside voice changes everything: **at the table**, where the people who love each other can't referee their own tie-breaks, and **reading the finished plan**, where a practiced eye spots the roadblock you've stopped noticing.

Your copy of this playbook includes a **15-minute advisory call**. Bring your questions ... or your filled-in plan ... and you'll leave with specific, honest answers, whether or not we ever work together beyond it.

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ROSSI WORKS

Frame it. Model it. Build it. Launch it. Operate it.

# The shoulders this stands on

This playbook blends our own launch process with ideas from thinkers we lean on constantly. Buy their books; take their quiz.

- **The Six Types of Working Genius®** ... Patrick Lencioni / The Table Group. The Working Genius model, the six types (Wonder, Invention, Discernment, Galvanizing, Enablement, Tenacity), and the genius/competency/frustration framework belong to The Table Group. The quiz lives at [workinggenius.com](http://workinggenius.com). This playbook points you to the model; it doesn't reproduce the assessment.
- **Death by Meeting** ... Patrick Lencioni. The daily / weekly / monthly / season-end meeting structure is adapted from this book.
- **The Ideal Team Player** ... Patrick Lencioni. The humble / hungry / smart test for future teammates.
- **One-way and two-way doors** ... a decision idea popularized by Jeff Bezos in Amazon's shareholder letters.

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This guide offers planning frameworks and general information, not legal, insurance, tax, or financial advice. Rules and permits vary by location ... for your specific situation, one hour with a qualified local professional is worth forty guesses.