Do You Take Equity Or Trade

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No, to both.

Equity

The moment I hold a position in your operation, my read stops being independent. I would be reading an operation I have a stake in, and the constraint I name would be the one that protects the stake. You cannot buy an honest read from someone who needs the answer to come out a particular way, and my entire value to you is that I have nothing riding on which constraint turns out to be binding.

There is a second problem. Equity replaces the fee with a claim on your future, which is the same structural move I spend my published work prosecuting when other people make it — an arrangement where the counsel collects whether or not the operator compounded anything. I will not work for franchisors for that exact reason. I am not going to refuse it there and run it here.

Trade

No, and not because your product has no value. Because trade quietly converts the engagement into something neither of us can hold to a standard. A fee priced against the value of the change effort you require has a number, a scope and a result attached. Trade has a favor attached, and favors do not survive the moment I tell you something you do not want to hear.

What Is Already Free

If the obstacle is capital rather than willingness, understand what costs you nothing: the entire framework, every Dictionary term, every Book-and-Fieldbook pair, The Operator's Assessment, and the first conversation. That is not a consolation prize — it is the same content, and plenty of operators have run it themselves without ever paying me anything. Everything I have written is free.

If the number on a product page is the obstacle, say so on the call. Scope is adjustable. The basis of the fee is not.

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