What If My Partner Or My Owner Is Not On Board

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Then say so on the first call, because it changes the work.

This is one of the most common real blockers in an independent operation and almost nobody raises it up front. The operator calls, the read happens, the architecture gets designed, and then it dies in a conversation I was never part of, with someone who never agreed to any of it.

What I Will And Will Not Do About It

I will read the operation honestly and tell both of you what I see, together, in the same room, so there is one shared picture instead of two competing accounts. That alone resolves more partner disagreements than people expect, because most of them are not disagreements about what to do. They are disagreements about what is true.

What I will not do is act as your leverage. If the engagement's actual purpose is to produce an outside authority you can point at to win an internal argument, the work will fail, and it will fail in a way that costs you the relationship as well as the fee. My read is an instrument of the operation's own honesty. It is not ammunition.

When It Is Genuinely Unworkable

If the person who can authorize change refuses to participate and refuses to be bound by the read, there is no engagement to run. I would rather tell you that on a free call than take the fee and hand you a diagnosis nobody in your operation has the authority to act on.

The one thing I would ask you to consider before that call: whether the resistance is actually about the work, or about something the partnership has never named out loud. I cannot fix that second thing. But it is usually the real constraint, and it will outlast every operational change either of you makes.

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