

A FREE WORKBOOK

The First Move

How to choose the first piece of work your company hands to a Digital Employee, and how to write down the number you will measure it against, in about ninety minutes with a pencil.



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THE WHOLE THING IN ONE SENTENCE

Write down one real week of work, sort it, score it, and you will know exactly which job to hand to a Digital Employee first and how you will prove it worked.

About Growth Right Solutions.

Growth Right Solutions places a Chief AI Officer inside owner-led companies that cannot justify hiring one full time.

The work is done with a client's leadership team rather than handed to them. Strategy, governance, and building rest with one accountable partner, instead of a strategist, a builder, and a vendor who each answer for a different part of the result.

Who we work with

We work with owner-led and family-owned companies, including partnerships.

Most of them recognize themselves in one of three places. Some launched an AI initiative and are ready to see it used. Some want to begin and are looking for the right first step. Some know roughly what they want from AI and are ready to decide what comes next.

Specialty contracting, large home services, roll-ups and holding companies, and emerging franchisors make up most of that work.

Why we wrote this

The most valuable decision at the start of this work is choosing where to start. Most owners can name a dozen things they would like AI to take on, and naming one of them, with a reason and a number attached, is the step that sets everything else in motion.

This workbook sets out how to make that choice, in enough detail that an owner and one or two trusted people can make it without help.

Who wrote it

W. Ed Becker ran a managed IT services company for more than twenty years, where the average client stayed 17.5 years against an industry norm of three to five. Before that, he served in government technology as Director of the Eastern Zone for the General Services Administration.

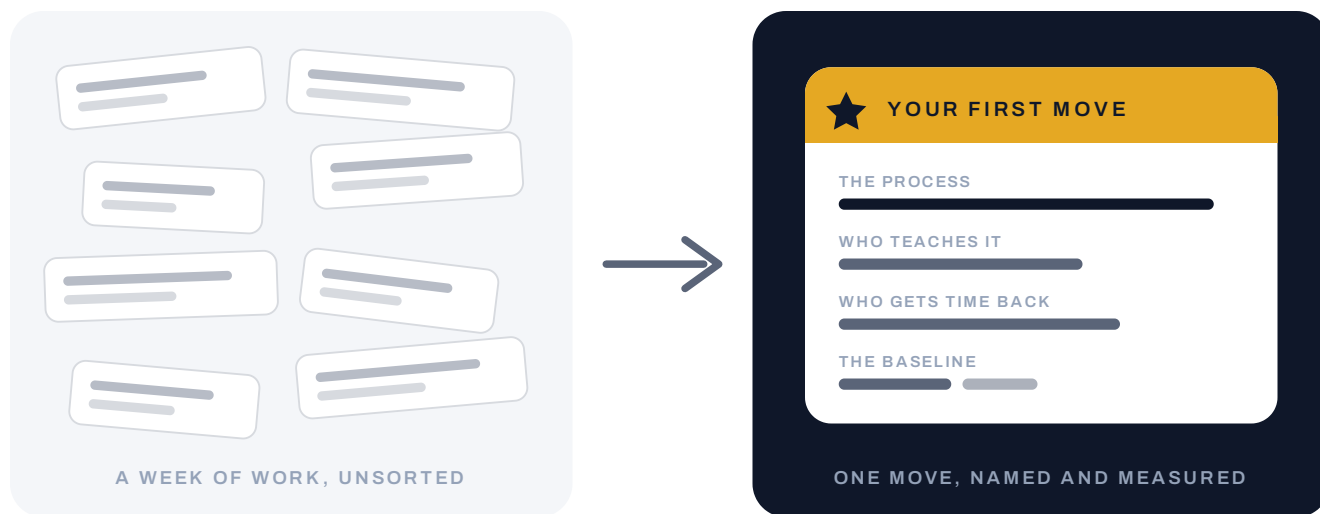
FREE TO SHARE

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SECTION ONE

What you walk out with.

You start with a week of work that nobody has ever written down in one place. You finish with one named process, the person who will teach it, the person who gets time back, and the number you will measure it against.



1

You know where to begin.

The choice rests on your own week of work, so the reason for it is plain to everyone who reads your card.

2

Your team sees the purpose.

Every move names the person who gets time back and what that person will do with it.

3

You can prove the result.

You write down where things stand today, so in ninety days the change is a number.

BEFORE YOU BEGIN

If you would like to know where your company stands first, take The Check. It is twelve questions, it takes about two minutes, and your reading appears on screen the moment you finish. No email is required, and the reading is yours whether or not we ever speak.

GrowthRight.Solutions/check

SECTION TWO

How the workbook works.

The workbook moves in four steps, and each one fits on a single page. Together they take about ninety minutes.



STEP 1

List

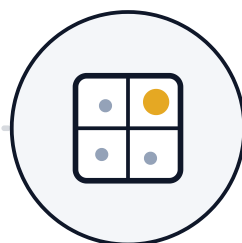
30 MINUTES



STEP 2

Sort

20 MINUTES



STEP 3

Score

20 MINUTES



STEP 4

Name

20 MINUTES

You write down one real week of recurring work, including the small tasks that happen thirty times a day.

You give every task one verdict, which is to Protect it, Stop it, or Automate it.

You score the tasks marked Automate to find the one that gives back the most.

You fill in your First Move card, including the number you will measure it against.

Who should be in the room



You can complete this alone, and it goes better with the one or two people who carry the most of the daily work, because they know where the hours actually go.

Which week to use



Pick a week from last month that you can check against your calendar, your inbox, and your phone log. A real week holds the details that matter, and those details are what make the final choice sound.

PRINT IT AND WRITE ON IT

You will use a pencil more than a keyboard. Your finished card becomes the first page of your plan, so keep it somewhere the leadership team can find it.

SECTION THREE

Step one: list a real week of work.

List every task that repeats. Count the small ones, because a four minute task done thirty times a week adds up to two hours. Write each task in plain words, the way the person doing it would describe it.



#	THE TASK, IN PLAIN WORDS	WHO DOES IT	TIMES PER WEEK	MINUTES EACH	WHO WAITS ON IT	VERDICT
Ex	Answer customer questions that come in after hours	Service manager	15	6	The customer	A
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						

WHERE FORGOTTEN TASKS HIDE

Your phone log, your sent email, your calendar, and your team's group chat each hold a week's worth of repeated work.

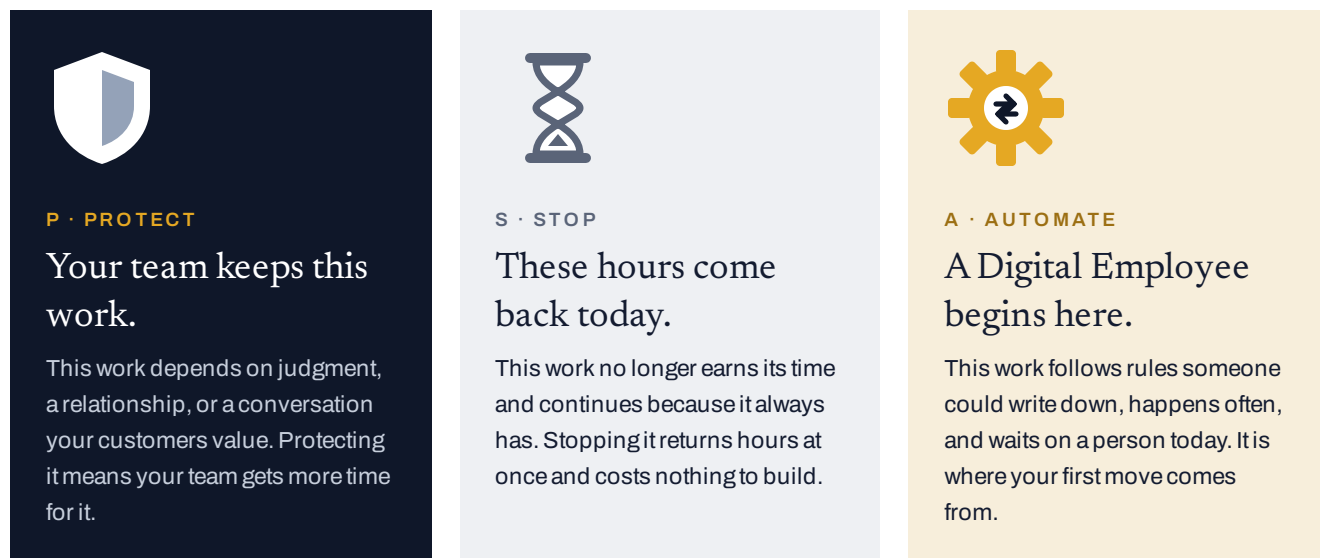
LEAVE THE LAST COLUMN FOR NOW

You will fill in the verdict, which is P, S, or A, on the next page.

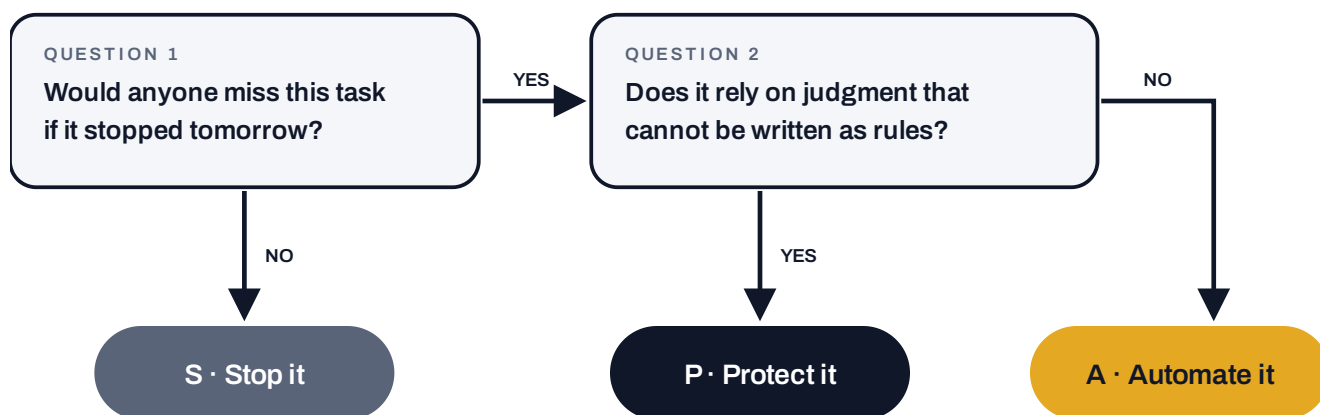
SECTION FOUR

Step two: give every task a verdict.

Every task on your list belongs in exactly one pile. Write P, S, or A beside each one, and the shape of your week appears in front of you.



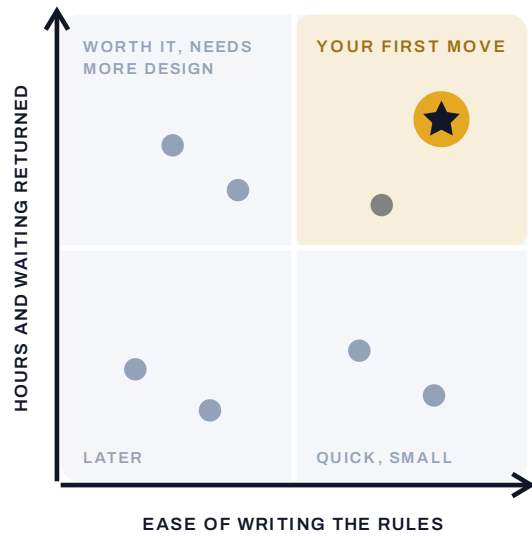
When a task is hard to place, ask two questions.



THE FASTEST WIN IN THE WORKBOOK

Your Stop pile returns hours this week, before anything is built, and your team feels the difference right away.

Step three: score the tasks marked Automate.



Copy each task you marked A into the table below, then score it from 1 to 3 on each of the five measures. The task with the highest total sits in the upper right of the chart, and that is your strongest candidate.

MEASURE	SCORES 1	SCORES 3
How often	About once a week	Many times a day
Rules	Mostly judgment	Could be written today
Hours	Under an hour a week	Over four hours a week
Who waits	Nobody waits	A customer waits
One person	Anyone can do it	Only one person can

A score of 2 sits between the two descriptions.

AUTOMATE TASK	HOW OFTEN	RULES	HOURS	WHO WAITS	ONE PERSON	TOTAL OF 15
After-hours customer questions	3	3	2	3	2	13

WHEN TWO TASKS TIE

Choose the one a customer waits on. A shorter wait is the change your customers notice first, and it is the easiest result to show your team.

SECTION SIX

Step four: name your first move.



YOUR FIRST MOVE CARD

THE PROCESS, IN ONE SENTENCE

WHO KNOWS IT BEST AND WILL TEACH IT

WHO GETS TIME BACK

WHAT THAT PERSON WILL DO WITH THE TIME

WHERE IT STANDS TODAY, YOUR BASELINE

How many each week

Minutes each one takes

How long a customer waits

THREE RULES IT ALWAYS FOLLOWS

WHAT ALWAYS GOES TO A PERSON

WHAT WORKING LOOKS LIKE IN NINETY DAYS



This is the step The Map does with your whole leadership team in one day.

You just named one move from one week of one person's work. The Map sorts the work across every department with your leadership team in the room, records the baseline, and ends the day with your governance foundation and your first three Digital Employees named and scheduled.

See The Map at GrowthRight.Solutions/the-map

SECTION SEVEN

A worked example.

A specialty contractor is used here because the pattern is easy to see. The example is illustrative, and the figures show the shape of a finished card rather than any particular result.

★ YOUR FIRST MOVE CARD

THE PROCESS
Send same-day quotes for standard residential jobs.

WHO TEACHES IT
The senior estimator.

WHO GETS TIME BACK
The estimator, who moves the hours to large commercial bids, and the owner, who no longer prices exceptions at night.

BASELINE TODAY
22 quote requests a week, about 50 minutes each, and customers wait 3 days on average.

THREE RULES
Price from the current rate sheet. Add travel beyond 30 miles. Round to the nearest \$25.

ALWAYS GOES TO A PERSON
Commercial jobs, jobs over \$15,000, and any customer who asks for the owner.

WORKING IN NINETY DAYS
Standard quotes go out the same business day, and every exception reaches the estimator with a note.

THE HOURS IN THE BASELINE

18 hours

Twenty-two quotes at about fifty minutes each is roughly eighteen hours of the estimator's week, and that number is what the ninety-day result is measured against.

BEFORE


3 days of waiting

AFTER


Same day THE CUSTOMER SAYS YES SOONER

NAME PEOPLE

A person teaches the work, and a person gets time back.

WRITE EXCEPTIONS FIRST

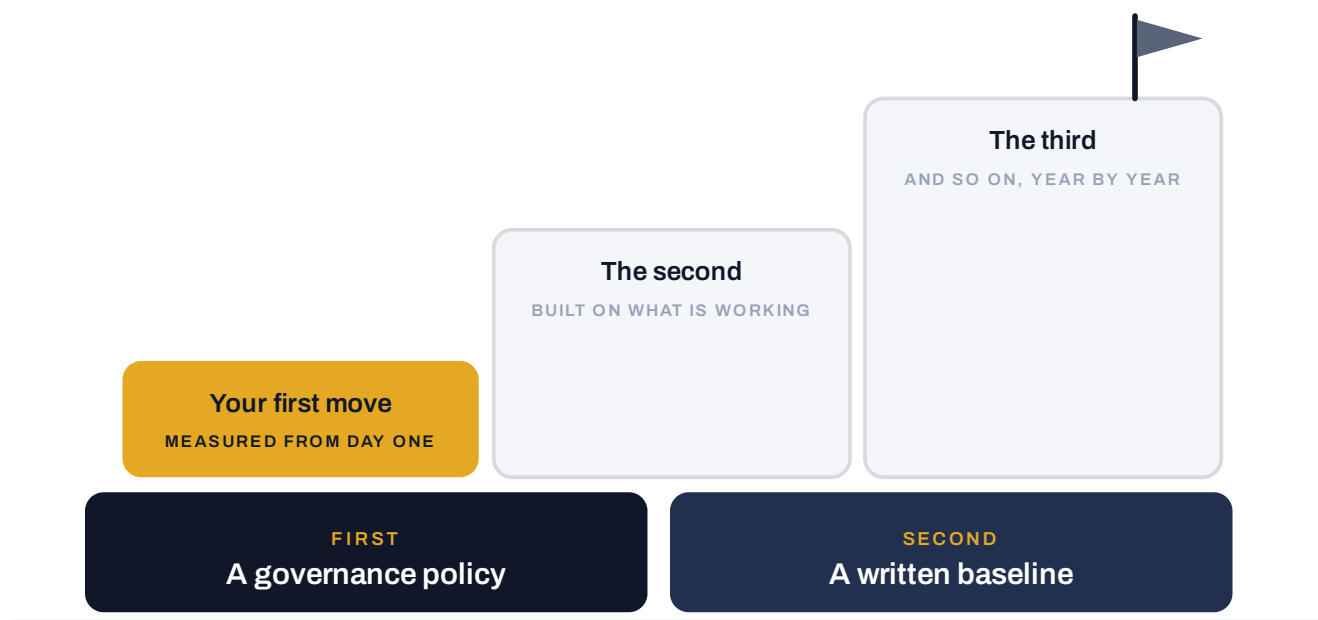
Knowing what goes to a person is what makes everyone comfortable.

KEEP IT PLAIN

Three numbers you can count are worth more than ten you have to estimate.

What comes before anything gets built.

Two pieces of work come first, and then the building begins. Each Digital Employee is measured from the day it goes live, and the next one is chosen with your leadership team at a pace that suits your company.



FIRST

You write down what may be built.

A governance policy says what may be built, what data may enter a model, and who approves it. Your leadership team can draft one in an afternoon with our free template.

[The AI Governance Policy Template →](#)

SECOND

You record where things stand.

Your card already holds three baseline numbers. The Baseline shows how to choose the rest and how to report against them every month.

[The Baseline →](#)

WHY THE ORDER MATTERS

Everything built after the first Digital Employee rests on something that already works, and your team takes each step with confidence.

SECTION NINE

Where to go from here.

You can take your card and build from it yourself. When you would like help, there are three ways to begin, and each one leads naturally to the next.



FREE · TWO MINUTES

The Check

You answer twelve questions and see your reading on screen the moment you finish. No email is required.

GrowthRight.Solutions/check



ONE DAY · IN PERSON

The Map

You spend a full day with your leadership team, led in person by Ed Becker, and leave with your first three Digital Employees named and scheduled.

GrowthRight.Solutions/the-map



ONGOING · MONTHLY

Your Chief AI Officer

Your plan gets carried out, measured, and kept current by a leader who builds it together with your leadership team.

GrowthRight.Solutions/chief-ai-officer

What happens when you reach out.

1

You walk through your First Move card with Ed, and he asks about the week behind it.

2

You hear what a strong first build would look like in your company, and what it would need from your team.

3

You leave knowing which next step fits you, whether that is building it yourself, The Map, or something else.

Would you rather talk it through with Ed?

Bring your First Move card to a conversation, and you will leave with a clearer next step whether or not we ever work together. No sales, no obligation.

[Book a conversation with Ed →](#)

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What this workbook cannot do for you.

It cannot see across the whole company

One week of one person's work shows you one good first move. The best first move for the company as a whole appears when the work of every department is laid side by side, and that takes the leadership team in one room.

It cannot write the rules for you

Your card names three rules and the exceptions. A Digital Employee that people rely on needs every rule the experienced person carries in their head, and drawing those out is careful, patient work.

It cannot build what comes next

A named first move makes the start clear. What produces the result is putting governance in place, recording the baseline, building the Digital Employee properly, and measuring it once it is live.

IF YOU WANT THE REST OF IT

Growth Right Solutions works with owner-led companies to find where the work is getting stuck, record where things stand, and build the Digital Employees that move it.

The place to start is The Check. It is twelve questions, it takes about two minutes, and a reading appears on screen at the end. No email is required, and the reading is yours whether or not we ever speak.

GrowthRight.Solutions/check

TWO COMPANION GUIDES

The AI Governance Policy Template covers what may be built and who approves it, which is the work that comes before your first build.

The Baseline covers how to record where things stand, so that in ninety days you can show what changed. Both are free at GrowthRight.Solutions.

ON THE WORKED EXAMPLE

The contractor in section seven is illustrative and is not a real client. The figures are stated so that you can see the shape of a finished card rather than to represent any particular result.

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No warranty

This workbook is provided as is. The example in section seven is illustrative. Growth Right Solutions, LLC makes no representation as to what any company will achieve by following this method.

About the author

W. Ed Becker, CCSM, is the founder of Growth Right Solutions, LLC, which places a Chief AI Officer inside owner-led companies that cannot justify hiring one full time.

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