

A FREE WORKING GUIDE AND SCORECARD

Choosing Your Chief AI Officer

Twelve questions to ask anyone you are considering to lead AI in your company, including us, with what a strong answer sounds like and a scorecard to compare the answers side by side.



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THE WHOLE THING IN ONE SENTENCE

Ask every candidate the same twelve questions, score the answers the same way, and the right person to lead AI in your company becomes clear.

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

Choosing who leads your AI work shapes every decision that follows it. This guide sets out the questions we would want an owner to ask us, and the answers we believe a strong candidate should give, so that you can make the choice with confidence.

We include our own answers on page 11, and we invite you to hold us to them.

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

Why this choice matters.

The right person gives your company back three things, and each one grows the longer the work runs.



YOUR WEEKENDS

Saturdays and Sundays go back to the people who missed you, because the phone that rings is not yours.



YOUR LEADERSHIP

Your Monday meeting turns to where the company goes next year, and your team spends its days building.



YOUR MULTIPLE

A buyer sees documented systems that run without you, and the value of the company reflects it.

This guide gives you twelve questions in four areas.

Each question comes with the reason it matters and what a strong answer sounds like. The scorecard on page 10 lets you compare up to three candidates side by side.

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Ownership and independence

PAGE 7

Governance and measurement

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Pace and adoption

PAGE 9

Fit and commitment

BEFORE YOU BEGIN

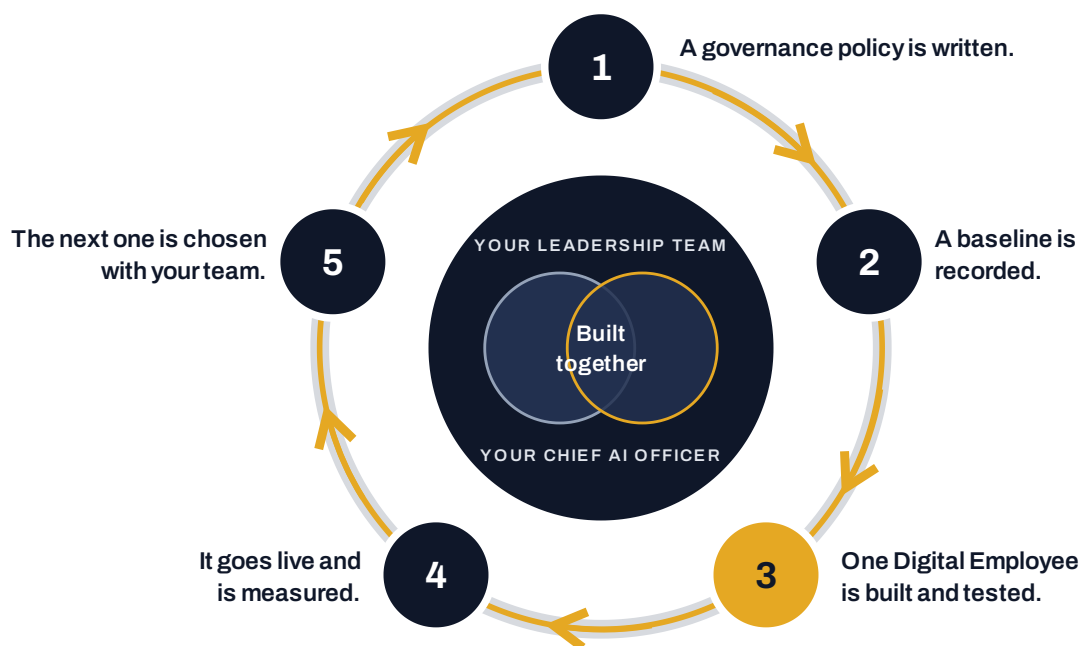
If you would like to know where your company stands first, take The Check. It is twelve questions, it takes about two minutes, and your reading appears on screen the moment you finish. It tells you which kind of help fits you best. No email is required.

GrowthRight.Solutions/check

SECTION TWO

The shape of the role.

A project ends when it is delivered. The role carries the plan forward year after year, and every turn of the cycle starts from your leadership team's goals.



THE PLAN BELONGS TO YOUR LEADERSHIP TEAM

Your Chief AI Officer and your leadership team build the vision, the strategy, and the implementation together, because the people who help build a plan are the people who champion it.

THE QUESTIONS FOLLOW THE CYCLE

Each of the twelve questions asks how a candidate handles one part of this cycle, so the answers show you how the work would actually run inside your company.

Ownership and independence.



You should own everything that gets built for you.

These three questions show whether the systems your company comes to depend on will belong to your company.

1 Who owns what you build, and where does it live?

Your Digital Employees become part of how your company runs, so they should belong to your company from the first day.

A STRONG ANSWER SOUNDS LIKE THIS

"Everything is built inside an account your company owns, and anything created for you, including what your Digital Employees produce, belongs to you completely."

2 Do you accept referral fees or commissions from the vendors you recommend?

You want every recommendation shaped by what fits your business and by nothing else.

A STRONG ANSWER SOUNDS LIKE THIS

"We accept no referral fees and no vendor commissions, so every tool we recommend is chosen for your needs alone."

3 If we part ways, what keeps running?

The best partnership is one you keep because it works, and your systems should stay yours either way.

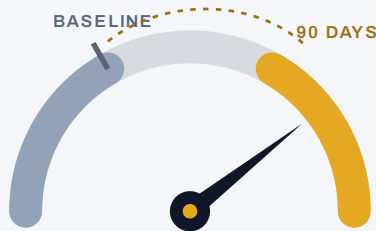
A STRONG ANSWER SOUNDS LIKE THIS

"Everything keeps running. The account transfers to you or to another partner at no charge, and we help with the handover."

ASK FOR THESE ANSWERS IN WRITING

A candidate who is confident in the answer will be glad to put it in the agreement.

Governance and measurement.



You should be able to see what changed, in numbers.

These three questions show whether the work will be governed from the start and measured against where you began.

4

What is in place before anything gets built?

A written policy lets your team move quickly, because everyone knows what may be built, what data may be used, and who approves it.

A STRONG ANSWER SOUNDS LIKE THIS

"A written governance policy comes first. It says what may be built, what data may enter a model, and who approves it, and it is revisited with every new build."

5

How will we know whether it worked?

When the starting point is written down, the result becomes a number your whole team can see.

A STRONG ANSWER SOUNDS LIKE THIS

"We record a baseline before any work begins, using numbers your team chooses, so that in ninety days the change is measured rather than debated."

6

What will we see, and how often?

A steady rhythm of reporting lets you lead the work without having to manage it.

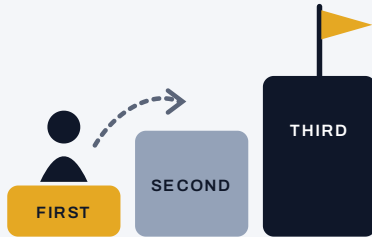
A STRONG ANSWER SOUNDS LIKE THIS

"Every month you see what was done and how each Digital Employee is performing against the targets set before it was built. Every quarter you see results against the baseline, and twice a year the whole picture is rescored."

A COMPANION GUIDE

The Baseline shows what a good baseline contains, and it is free at GrowthRight.Solutions.

Pace and adoption.



Your team should use what gets built, and keep using it.

These three questions show whether the work will move at a pace your team can absorb, with your leadership team behind it.

7 How many things will you build at once?

Work that is measured and tuned once it is live gives your team something solid to build on.

A STRONG ANSWER SOUNDS LIKE THIS

"We build at a pace your team can absorb, and every Digital Employee is measured and tuned once it is live, with the sequence set together with your leadership team."

8 How do you make sure our team actually uses it?

A Digital Employee earns its return when your team relies on it every day.

A STRONG ANSWER SOUNDS LIKE THIS

"Your team is trained on its own daily work using the new tool. Your team tests each Digital Employee against the targets agreed during its build, and your sign-off is what sends it live."

9 What will you need from our leadership team?

The strongest plans are built with the leadership team, because the people who build a plan are the people who champion it.

A STRONG ANSWER SOUNDS LIKE THIS

"We need your leadership team in the room and behind the plan. Every recommendation arrives in writing for your approval, and a technology budget agreed in advance keeps the work moving."

100% / 92%

A nonprofit's new CRM had stalled near zero adoption. Once the team was trained on their own daily jobs using the tool, adoption reached one hundred percent, with ninety two percent active utilization.

Fit and commitment.



You should know who you are working with and how it is priced.

These three questions show whether the relationship is built for your company and for the long run.

10 How many companies do you work with, and who will we actually work with?

You want someone who knows your business well enough to be useful in the room without being briefed first.

A STRONG ANSWER SOUNDS LIKE THIS

"We take on very few new clients each year so we can know each business well, and you work directly with the person you chose."

11 How do you price the work?

Clear pricing lets you plan the year, and a price tied to the work keeps everyone focused on results.

A STRONG ANSWER SOUNDS LIKE THIS

"One published monthly price covers the work, including building every Digital Employee. Hours are never sold, and there are no separate build fees."

12 How far ahead does the plan look?

Lasting change in how a company works is built over years, so the plan should look well past the first quarter.

A STRONG ANSWER SOUNDS LIKE THIS

"The plan looks a full year ahead and is rebuilt each year from your leadership team's goals for the coming fiscal year."

SCORE WHILE IT IS FRESH

The scorecard is on the next page. Score each candidate right after the conversation, while the answers are fresh.

SECTION SEVEN

The scorecard.

Score every answer from 0 to 2. A 2 means the answer was clear and the candidate will put it in writing, a 1 means it was partly answered, and a 0 means it has not been covered yet.

#	THE QUESTION	CANDIDATE A	CANDIDATE B	CANDIDATE C
1	Who owns what you build, and where does it live?			
2	Do you accept referral fees or vendor commissions?			
3	If we part ways, what keeps running?			
4	What is in place before anything gets built?			
5	How will we know whether it worked?			
6	What will we see, and how often?			
7	How many things will you build at once?			
8	How do you make sure our team uses it?			
9	What will you need from our leadership team?			
10	How many companies do you work with?			
11	How do you price the work?			
12	How far ahead does the plan look?			
Total out of 24				
0		14	20	24
Under 14. Keep interviewing. 14 to 19. Ask follow-up questions in writing. 20 to 24. This is a strong match.				



Ask us every question on this list.

We will answer all twelve in a conversation with Ed, and we will put the answers in writing. No sales, no obligation.

[Book a conversation with Ed →](#)

How we answer all twelve.

We would rather you hold us to this list than take our word for it. Here is how we answer every question in this guide, and we are glad to put these answers in writing.

1 Everything is built in an account your company owns, and everything we create for you belongs to you.

2 We accept no referral fees and no vendor commissions of any kind, and we offer reciprocal referrals instead.

3 Your systems keep running, and the account transfers to you or another partner at no charge, with our help.

4 A written governance policy is in place before anything is built, and it is revisited with every new build.

5 A baseline is recorded before any work begins, using numbers your team chooses.

6 You see a report every month, results against the baseline every quarter, and the whole picture rescored twice a year.

7 We build at a pace your team can absorb, and every Digital Employee is measured and tuned once it is live.

8 Your team is trained on its own daily work, and your sign-off is what sends each Digital Employee live.

9 We ask for your leadership team in the room, written approval of every recommendation, and a technology budget agreed in advance.

10 We take on very few new clients each year, and you work directly with Ed Becker.

11 One monthly price, published on our website, covers the work, including every build, and we never sell hours.

12 The plan looks a full year ahead and is rebuilt each year from your leadership team's goals.

\$396,000

A web development firm automated three hand-built project stages in eight days, and its profit rose from twelve percent to forty eight percent.

17.5 years

That was the average client relationship at the managed IT services company Ed ran, against an industry norm of three to five years.

SECTION NINE

Where to go from here.

You can take this guide to every candidate you meet. When you would like to see how we work, 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 ask Ed any of the twelve questions, in any order, and he answers each one plainly.

2

You describe where your company stands with AI today, and you hear what a strong first year would look like.

3

You leave with the answers in writing and a clear sense of whether we are the right fit.

Would you like to ask Ed all twelve questions?

Bring this guide to a conversation and hold us to it. You will leave with clear answers whether or not we ever work together. No sales, no obligation.

+1 (307) 288-6880
ed@growthright.solutions

[Book a conversation with Ed →](#)

What this guide cannot do for you.

It cannot hear the answers for you

The same words can be said with conviction or recited from a brochure. How a candidate answers, and whether they will write it down, tells you as much as what they say.

It cannot tell you whether your leadership team is ready

Every question here asks about the candidate. The work succeeds when your leadership team is ready to champion it, and that is a conversation to have inside your company before the first build.

It cannot replace a reference

A scorecard shows how a candidate describes the work. A conversation with a company that has done the work alongside them shows you how it felt from the inside.

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 subject of question four.

The Baseline covers how to record where things stand, which is the subject of question five. Both are free at GrowthRight.Solutions.

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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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