aspect.

30 July 2026

Dear Sam,

I read your Blueprint before it went out to you, and there are a couple of things I wanted to say myself before you get into it.

The first thing I noticed was the repeat business. Customers keep coming back to you, and in your line of work that only happens when the work is genuinely good, so the problem in front of you isn't that you don't know how to do it well. You clearly do. It's that the same handful of problems keep coming back too, and how a job turns out still depends a bit on who's on it that day. That's not a knock on you. It's just what happens when a business grows on the back of a few good people. The way you've always done things gets you a long way, and then it quietly stops being enough, and most of us don't notice until it starts showing up in the work.

Here's the bit I wouldn't ignore. The problems that keep coming back aren't really separate one-offs. They're the same tax, week after week: the hours you lose redoing things, the interruptions, all the checking you've had to add just to catch stuff before your customers do. Sit down and actually add it up and it's always more than you'd think. Almost nobody gets that number right the first time. And once you've seen it, fixing the causes stops feeling like a job for someday and starts looking like the most profitable thing you could do all quarter.

There's one other thing I'd be honest with yourself about. If the work only comes out right when the right person is watching it, you can't grow safely, and I've watched good businesses lose years to exactly that. Every extra job you take on is a quiet bet that the right person is around and paying attention that day. That's a ceiling on how big you can get, not just on what you make.

If it were my business, the first thing I'd do is put real numbers on the three problems that come back most. The hours, the rework, the jobs they touch. Not to write a report; you'll never show it to anyone. Just so you and your people stop treating all that firefighting as free. The minute it's on paper, what to fix first stops being an argument.

Then I'd start exactly where the plan does, on those recurring problems, before you touch the checkpoints or any automation. The order really matters. Put a check on a problem you haven't fixed and all you've done is catch the same mistake more reliably. Automate something that's broken and you've just taught it to break faster. Take the causes out first. Then worry about making the good result the normal one.

You've built something good here. Sort these few things out and you'll feel it in how the place runs every day, whether you ever sell it or not. If you want to talk any of it through, give me a call. I'd genuinely like to help.

Joel Redelman

FOUNDER, ASPECT