Scattered to Scaled: Reader's Companion

Use this companion to turn what you read in *Scattered To Scaled* into decisions about your own company. Each chapter has two or three prompts, and none of them has a right answer. They have honest ones.

How To Use This Companion

- **Read the chapter first, then answer the prompts.** Give each chapter about ten minutes. Short, specific answers beat long, polished ones.
- **Write your answers down.** A thought you only had in your head stays in your head, which is exactly the problem the book describes.
- **Name real examples.** Where a prompt asks about your company, think of an actual deal, document, hire, or tool. "We sometimes struggle with this" is not an answer. "The last proposal Sarah sent" is.
- **Bring your leadership team.** Have two or three people answer the same prompts separately, then compare. Where your answers differ, you have found a decision your company has not made yet.
- **Skip nothing that makes you uncomfortable.** The prompts that bother you the most usually point at the work that matters most.

When you finish, the last page sends you to the Scattered To Scaled scorecard, so you can see where your answers put you.

Introduction: The AI Tsunami Is Almost Here

1. **Beach chairs or higher ground?** List the three biggest AI moves your company made in the last twelve months. For each one, did it make an existing process faster, or did it change how the process works? What does your list say about whether you are implementing AI in your business or implementing your business with AI?
2. **Your own read of the warning signs.** Suleyman's 12-to-18-month timeline may be right, early, or wrong. Whichever you believe, which part of your business would a well-prepared competitor automate first? What would you want to have in place before they do?

3. **If the tools are the same.** Imagine a competitor buys your exact AI stack tomorrow, at the same price. What would still make your output different from theirs? If your honest answer is "not much," what does that tell you about where your advantage has to come from?

Part One: Scattered vs. Scaled AI

Scaled AI

1. **Your furthest gap.** A Scaled AI company has a shared Context Layer, defined standards and guardrails, workflows that feed what they learn back into the system, CEO ownership, autonomy that is earned, and a Context Layer that works as the competitive advantage. Which of these six is furthest from true in your company today? What is the evidence?
2. **The next person test.** Think of your best AI win from the last year. If a different person on your team tried to repeat it next month, with a different tool, what would happen? What would they start from?

Scattered AI

1. **Count your knowledge islands.** How many separate places (a Claude project, a Custom GPT, a sales deck, a CRM field, someone's head) currently hold a version of who you serve and what you sell? Do those versions agree?
2. **Time saved or growth created?** The last time you reported AI results to your board, your leadership team, or yourself, what did you measure? How much of it was efficiency, and how much was new revenue, new markets, or better win rates? What would change if you treated AI as a growth strategy?
3. **Who really owns it?** Who is accountable for AI at your company today? Do they have the authority and the cross-functional mandate to change how the company operates, or only to buy and configure tools?

What Is a Context Layer?

1. **Which grade are you running on?** The book describes three grades of context: canon (what you have decided), a knowledge base (what you have assembled), and auto-generated context (what your tools infer). Which grade does most of your AI run on today? Where is your canon, if you have one?

2. **Write your refusals.** Without looking anything up, name one type of customer you would refuse, one thing you would never sell, and one claim you would never make. How long did that take? Is any of it written down where an AI agent could find it?
3. **Where your judgment hides.** Pick one decision that lives only inside a tool configuration, such as what counts as a qualified lead in your CRM. Who decided it, when, and would anyone on your team be able to explain why it is set that way?

The Five Stages of the TrustLeader Method

1. **Where would you stall?** Extract, Codify, Structure, Implement, Amplify. If you started all five tomorrow, at which stage would your company stall first, and why?
2. **The stage you skipped.** Many companies jump straight to Implement by buying tools. Which stages, if any, did you skip on your way to the AI you run today?

Part Two, Stage 1: Extract — Make the Invisible Visible

Hero Dependency

1. **The ninety-day test.** If your two or three most important people were unreachable for ninety days, which decisions and judgments would stop or get worse? How many things in your company still route back to you before they can ship?
2. **Your Scattered AI Loop.** The loop runs: judgment stays in heads, AI fills the gaps, output is generic, rework follows, and there is no time left to write the judgment down. What is the one thing you rewrite most often when AI output comes back? What would the AI have needed to know to get it right the first time?

The AI Context Gap

1. **Which level is your team at?** Ask three people on your team what they paste into AI before they write something customer-facing. Is it a bare prompt, a static document, or a Context Layer? Does the answer differ by person?
2. **The last miss.** Think of the last time AI got something about your business wrong, such as a differentiator, a price, or who you serve. What did it not know, and where was that knowledge supposed to live?

The Knowledge Pyramid

1. **Sort one thing.** Pick your real value proposition, or how your best salesperson qualifies a deal. Is it explicit (written down), implicit (someone can say it when asked), or tacit (they can do it but cannot explain it)? How do you know?
2. **Find your tacit knowledge.** Where in your company does someone simply know, such as a fit instinct, a read of the room, or an ear for what sounds like you? What would it take to observe that person at work, rather than ask them to explain it?

The Foundation Five

1. **Five questions, two sentences each.** Answer these in two sentences or fewer: Who do we serve? What do we sell? How do we win? Why do people believe us? Who are we when we say it? Have two other leaders do the same without seeing your answers. Where do you differ?
2. **The no side of every domain.** For each of The Customer, The Offer, The Market, The Proof, and The Character, write one refusal: a customer, a product, a market position, a claim, and a word or tone you would never use. Which one was hardest to write? Which one has your company never actually decided?
3. **The Little Fact Book.** Which hard facts do people at your company keep hunting for or guessing at, such as founding year, certifications, insurance, security posture, or legal entity details? Where would the one trusted version live, and who would own keeping it current?

Part Two, Stage 2: Codify — Turn Raw Data Into Decided Truths

The Decision Gap

1. **Find a contradiction.** Pick one foundational question, such as what you sell or who your ICP is. Compare what your website, your sales deck, and two of your people say. Where do they disagree, and who has the authority to decide which version is right?
2. **Free text where a decision belongs.** Where does your company collect free-form answers (win/loss reasons, lead sources, deal notes) in a place where someone should have decided on categories? What would you learn if those answers were structured?

The Five Outputs of Codify

1. **Your thinnest output.** Definitions, standards, guardrails, process maps, judgment rules. Which one is weakest in your company today? Name one specific example that is missing.
2. **Who signs the guardrails?** Which claims are safe to ship, which need a sign-off, and which never leave the building? Who at the executive level would sign that list, and has anyone been asked to?

The Lane Test

1. **Run one step through it.** Pick one step in a process you have already handed to AI. Ask the five questions: structured input, verifiable output, explicit judgment, no relationship needed, recoverable errors. How many yeses? Is the step in the right lane?
2. **Steps that exist for old reasons.** Which steps in your current processes exist only because a person used to do that work, such as the handoff, the extra review, or the approval loop? What would the process look like if you designed it today?

The Golden Set

1. **How do you judge AI output now?** Today, who decides whether an AI draft is good enough, and what do they rely on? Would two reviewers reach the same verdict?
2. **What would earn more autonomy?** Name one workflow where you would give AI more freedom if you could check its output against a decided standard. What would that standard need to say?

Part Two, Stage 3: Structure — Give Every Truth One Home

Why Unstructured Context Keeps You Scattered

1. **Hunt for one thing.** Try to find your best customer proof (testimonials, case studies, reviews) in ten minutes. How many places did you check? Who in your company knows where everything is, and what happens when they are out?
2. **Whose version is real?** Pick one piece of knowledge that exists in more than one place, such as your value proposition or your ICP. Which copy is canonical? If you do not know, what does that mean for an AI agent that finds all of them?

The Four Types of Knowledge

1. **Sort by purpose.** Take five pieces of company knowledge and label each as declarative (what is true), procedural (how we do it), episodic (what has happened), or meta (what to trust). Do they currently live somewhere that suits their type?
2. **Owners by type.** Who has the authority to say what is true about your offer, who runs the operation, and who curates your records? Is anyone accountable for the knowledge itself, or only for the documents?

The Reliance Test

1. **Score one asset.** Choose your most important context asset and ask whether it is accessible, canonical, adopted, and maintainable. Which gate does it fail first? Remember that these are toll gates, not a score to average.
2. **Your portability.** If you had to move your company's knowledge to a different platform next quarter, how painful would it be? How much of your judgment is stored inside tools you do not control?

Part Two, Stage 4: Implement — Build the System, Not the Workflow

The Consulting Graveyard

1. **What is in your drawer?** Think of a strategy deck, audit, or AI roadmap your company paid for and never fully implemented. Why did it stall? What would have had to be true for it to stick?
2. **Count your point solutions.** How many AI workflows, agents, and custom GPTs exist in your company today? Which of them carry their own private copy of your ICP, your positioning, or your voice?

Connected, Not Isolated

1. **Draw and deposit.** Choose one workflow you run today. Does it pull from a shared source of truth when it runs, and does anything it learns flow back? If not, what would you have to decide so it could?
2. **What gets lost.** Where in your company does valuable information, such as buyer questions, objections, or overrides, get created and then disappear? What could it become if it landed somewhere shared?

Leadership-Owned and Reimagined

1. **Who is in the room?** When decisions about AI get made, is the CEO in the room? Which decisions can only you make, and which have you delegated to people without the authority to make them?
2. **Start from scratch.** Pick one process where AI currently makes your team faster. If you designed that process today from a blank page, knowing what AI can do, what would you keep, drop, or rebuild?

The Human Lane, Testing, and Adoption

1. **Where does the human add the most value?** If AI took over your routine work, where would your people create value customers would pay for? What would you retrain them to do, as Ingka did?
2. **Easiest path wins.** If it is easier for someone on your team to open a personal ChatGPT than to use the workflow built on your foundation, which will they choose? What would make the governed path the best path? And who will be your Context Layer Steward, so the foundation does not depend on you alone?

Part Two, Stage 5: Amplify — The New Way to Operate Your AI

The Context Engine and the Canon Desk

1. **Engines you already run.** Which tools in your stack are already building context from your calls, emails, and deals? Do they agree with each other about who you are? What do they only know about what you did, and not about what you decided?
2. **Your Canon Desk.** When the business changes, such as a new package, a price change, or a shift in ICP, how does that decision get made, recorded, and pushed to every place that uses it? Who would sit at your Canon Desk today?

Drift

1. **Your operational canon.** What is the sales deck, persona, or one-pager that people actually use today, regardless of what the official version says? Where does reality differ from what you decided?
2. **Who notices?** If your sales team quietly shifted how they describe your ICP, how long would it take for anyone with authority to find out? What signals would show you?

The Autonomy Ratchet

1. **Which click is next?** Think of one workflow currently in the human or workflow lane. What would have to be true (structured inputs, a verifiable standard, a documented judgment, a recovery plan) for it to move up one lane safely?
2. **Too fast or too slow.** Do you tend to ping-pong between aggressive tool buying and anxious retrenchment? What would it look like to expand autonomy only where the evidence says the ground is solid?

Part Three: Getting Started

The Seven Common Patterns

1. **Which one is yours?** The Technology Enthusiast, the Data-First CEO, the Right-Person-First CEO, the Productivity Pioneer, the Frontline Believer, the Lone Visionary, the Hype Skeptic. Which belief sounds most like the one you have said out loud in the last six months? Which one would your leadership team say is yours?
2. **Your safety net.** What have you been doing instead of building the foundation, such as evaluating tools, cleaning data, or waiting for a hire? What would you be risking if you stopped and started the foundation work this month?

Mistrust Expressing Itself as Avoidance

1. **Name your mistrust.** The book lists four: that AI will not represent you accurately, will not embarrass you publicly, will not complete a complex process well, and will not make decisions you can live with. Which one is strongest for you? What specific event made it so?
2. **What would earn it?** Pick one task you will not hand to AI today. What would your AI need to know, and what would you need to see, before you would trust it with that task?

Two Kinds of Trust

1. **Place yourself on the matrix.** Where is your company right now: Scattered, Exposed, Guarded, or Scaled? Is it that trust extended is higher than trust warranted, or the other way around? What is your evidence?

2. **Exposed or Guarded?** Which route do you naturally take, extending trust first and fixing what breaks, or building the foundation first? What is the cost of your usual route, and what would a good enough first version of your Context Layer look like?

Higher Ground

1. **Your runway.** The book estimates three to six months to build a Context Layer for a mid-size company. If you started in a quarter and it took six months, where would your competitors be by then? What does that do to your timeline?
2. **What changes if you decide?** If you decided today that your company will build its Context Layer, what would you tell your leadership team, and what would you stop doing to make room for the work?

Your Next Step: Take the Scorecard

Feelings cannot tell you whether your company is Scattered or Scaled, because feeling confident can be a symptom of being Scattered. Your answers in this companion give you the language. The scorecard gives you the diagnosis.

Take the Scattered To Scaled Scorecard

Before you go, finish these three sentences and keep them somewhere you will see them:

1. The decision only I can make about my company's AI is...
2. The first piece of knowledge I will get out of my head and into writing is...
3. The person I will ask to own the foundation with me is...