Worksheet 10 — The four moves

From Chapter 12 — The four moves.

Time: one sitting. Do the sweep in Step 2 before you call anybody.

You've read the brief. Now pick the move — and run every option you're serious about through both tests before a single call gets made.

Step 1 — Name the four moves, out loud

Write one honest sentence for each. You're not choosing yet — you're refusing to let the default happen by itself.

Borrow. Who, how much, and what it costs beyond the money:

Defer. Which obligation moves, how many days, and what it costs. A number and a date, or it's stalling — `11-the-valve-map.md` is where you work out which obligations are even eligible:

Build. What could plausibly be sold inside the window:

Sell the dead weight. The one nobody counts. Step 2 is the sweep — do it before you call anybody.

> Relief ends the constraint before the constraint has told you anything. If you're going to take it, take it on purpose.

Step 2 — The dead-weight sweep

Before you borrow, beg or build, go look at what you already own that isn't doing anything. Walk the drawer, the closet, the shelf, the old-phones box.

Item	Paid	Earning now?	Blocks revenue if gone?	Would I re-buy it within a year?	Cash today

Anything with **no** in columns 3 and 4 and **no** in column 5 is inert, and inert things should be liquid. Ignore what you paid — nobody is buying your memory of the purchase.

> An idle tool isn't sitting at zero. It's sitting at minus twenty dollars you can't put on a real problem. **The worst day to sell dead weight is always later** — there's a last week anyone will pay anything, and you find out it passed when the offer is zero.

Not for sale, no matter what: the survival system. The thing that lets you finish the job when something breaks is insurance, not surplus.

Total I could have in hand this week: $ ______________

- [ ] I checked the fast channel (pawn, buyback, trade-in) *and* what it'd fetch sold privately — then priced the difference against the evenings it costs me.

Step 3 — Ask the second question

Not *who can give me money.* **Who has a problem this week worth more to them than my number?**

List people and businesses who **already trust you —** there's no time to build trust, so this list is closed. For each one, find the date already sitting in their calendar: an event, a listing, a launch, an inspection, a deadline.

Who (already trusts me)	Their date this week	The problem attached to it	Worth to them

> Urgency you can't manufacture is already in someone else's calendar. Go find it there.

Step 4 — The Tuesday test

Run every option you're seriously considering through this before you make a single call.

The offer	Would I offer this on an ordinary Tuesday?	If no — what it costs me in 3 months

Watch for the three classics: **prepaid work you can't deliver** (selling January to pay for October), **the discount that resets your price** permanently, and **the client you'll resent by week two.**

- [ ] Every "no" above has its three-month cost written down, and I decided anyway rather than by accident.

Step 5 — The relationship test

For each offer you're about to make:

> **Would they do this deal again, knowing everything I know right now?**

- [ ] Yes for all of them. These are trades.
- [ ] No for one — and I've crossed it out, or I've written down which relationship I'm choosing to spend and why.

And the corollary:

- [ ] **My emergency is invisible in the offer.** The deadline is mine. The offer stands on its own merits or it doesn't stand.

Step 6 — After it clears, log the play

Do this within a week, while you still remember what actually worked.

What I sold, and to whom (generically): ______________________________

Why they said yes that fast: ____

What this tells me my real business is: _____________________________

> Whatever you reached for under that pressure is your real business. The rest is what you do when you're comfortable.

- [ ] This is now a **play** — something I could run deliberately on a normal week — and it's written down where I'd find it.
- [ ] It was a **rescue.** I got out and learned nothing repeatable, so this will happen again. What would have to be true for it to be a play?

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Kill-or-keep date: ______________

On that date, check two things: whether the play got run once on purpose, when nothing was on fire — and whether the thing that created the gap is still there. Solving the three days without touching the cause just buys a rerun.

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Kill-or-keep date: ______________

On that date, check whether the play got run once on purpose, when nothing was on fire. A move you only make under pressure isn't a play yet.

Next: `11-the-valve-map.md` *— the plumbing that makes the next one cheaper.*