

THE LEVERAGE LEVEL SCORECARD

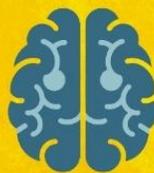
Stop Pushing at the Bottom
Find Fixes that Actually Move the Needle



The "No-Fluff" Guarantee



No Unnecessary
Software



Human-First
Focus



Actionable
Plan

About The Andy O'Neil

My name is Andy O'Neil, and I run Weblytica, a consulting practice that helps small business owners figure out where AI and automation actually make sense for their business.

I've been freelancing since 2012. I've spent a lot of time inside systems that look fine on paper but break down in practice. That taught me something important: most organizations don't have a technology problem. They have a clarity problem. They can't see where their systems are actually breaking down.

That's what I do now. I help people see what they can't see on their own.



How I Work

I don't sell software. I don't push tools. I diagnose systems.

Most of my work happens in live co-building sessions over Zoom. I've done over 800 hours of these calls, sitting with business owners and walking through their actual workflows in real time. We look at where work piles up. We find where the real bottleneck is. Then we build the fix together, right there on the call.

This isn't consulting where someone hands you a report and walks away. This is working side by side until the problem is solved and you understand exactly what we built.

What Makes This Different

I was trained as a University of Arkansas Cooperative Extension Service educator, which means I learned to teach by doing, not by lecturing. Extension agents rarely stand at the front of a classroom. They go out to the farm and work alongside the farmer. They teach in pickup trucks and pastures, not conference rooms.

That's the approach I bring to automation consulting. I don't give you a framework and wish you luck. I show you how to diagnose your own systems, and I build alongside you until you can do it yourself.

My Philosophy

I believe in human-first automation. The goal is never to replace people. The goal is to free them from the work that drains them so they can do the work that matters.

Before I recommend any tool or any automation, I want to understand what's actually happening in your business. Not what the org chart says. Not what the SOP document claims. What actually happens when work moves through your system.

The Leverage Level Scorecard

Find Out If Your Next Process Improvement Will Actually Move the Needle

Why Some Fixes Work And Most Don't

Have you ever spent real money on a fix that didn't fix anything?

Maybe it was new software that your team barely uses. Maybe it was a consultant who gave you a beautiful report full of recommendations. Maybe it was a new hire who was supposed to solve the capacity problem but somehow didn't.

You did everything right. You researched the options. You made the investment. You followed through on the implementation. And six months later, you're dealing with the same problems you had before, just with less money in the bank.

This happens to smart business owners all the time. It's not because they picked the wrong tool or hired the wrong person. It's because they were pushing in the wrong place.

Here's what most people don't realize: not all business fixes are created equal. There's actually a hierarchy to where you can push, and most of the obvious fixes happen at the bottom of that hierarchy. The bottom is where effort goes to die. It feels productive, but it rarely transforms anything.

The fixes that actually work? They happen higher up. And once you learn to see the difference, you stop wasting time and money on changes that won't stick.

This scorecard will show you exactly where you're pushing right now. By the time you finish these eight pages, you'll know whether your current fix is aimed at the right level, or whether you're about to repeat the same expensive mistake.

It takes about fifteen minutes. And it might save you months of pushing in the wrong place.

Let's start by looking at three business owners who were stuck in exactly this trap.

Three Business Owners Who Kept Fixing The Wrong Thing

Before we get to the scorecard, I want you to meet three people. They run different businesses, but they all have the same problem: they keep trying to fix something that isn't actually broken. The real issue is somewhere else entirely.

Maria Owns An Accounting Firm With Eight Employees

Maria's team complains about data entry. It takes too long. It's too manual. There are too many steps. So Maria has spent the last two years trying to fix data entry.

She's bought three different software platforms. She's created better templates. She's run training sessions. She's currently paying \$800 per month for tools that were supposed to make everything faster.

Nothing has changed. Work still piles up. Clients still wait too long for simple things. Her best employee is talking about leaving because she's burned out.

Maria thinks she has a data entry problem. She doesn't. Her real problem is that work sits waiting for partner approval for three or four days before it can move forward. Data entry isn't slow. It just has nowhere to go.

David Owns A Marketing Agency With Fifteen People

David's designers are always behind schedule. Every single project runs late. Clients are frustrated, and the account managers spend half their time apologizing instead of building relationships.

The obvious solution is to hire more designers. So David posted job listings and started interviewing. He was about to bring on two new people at a cost of about \$140,000 per year in salary and benefits.

But here's what David hasn't seen yet: the designers aren't behind because they're slow. They're behind because they can't start working until clients send over the information they need. And clients take six to eight days to respond because nobody gave them a clear deadline.

David thinks he has a capacity problem. He doesn't. He has a client responsiveness problem that happens before the designers ever touch the project.

Rachel Is A Solo Attorney

Everyone tells Rachel she needs AI tools to review contracts faster. It's what all the legal podcasts are talking about. So she's spent her weekends researching platforms, watching demos, and comparing pricing. She's about to sign up for a \$400 per month subscription.

But something feels off, and she can't quite put her finger on it.

Here's what Rachel hasn't connected yet: the reason she has so many contracts to review is that scope keeps expanding after clients sign the engagement letter. They keep adding things. The contracts she's reviewing don't match the work she agreed to do.

Rachel thinks she has a contract review problem. She doesn't. She has a scope creep problem that starts in the initial consultation, before any contract exists.

What All Three Have In Common

Maria, David, and Rachel are all about to invest serious resources in a fix that won't work. Not because the tools are bad or the hires would be wrong, but because they're pushing at the wrong level of the system.

Next, I'll show you what that means.

The Four Levels Where You Can Push

Think of your business as a machine with different layers. You can make changes at any layer, but the impact of those changes varies dramatically depending on where you push.

Level 1: The Bottom (Numbers, Settings, and Tools)

This is where most business owners spend their time. It includes things like:

- Buying new software
- Adjusting prices or quotas
- Changing timelines or deadlines
- Adding features to existing tools
- Hiring more people to do the same work

These changes are easy to make. You can point to them and say "look, we did something." They show up in budgets and dashboards. They feel productive.

But they almost never transform anything. They just make the existing system run a little differently. The underlying problems stay exactly where they were.

Maria buying new data entry software is a bottom-level fix. The tool might be better, but the bottleneck downstream doesn't move.

Level 2: The Middle (Rules, Policies, and Incentives)

This level changes the rules of how people work together. It includes things like:

- New approval workflows
- Different compensation structures
- Updated policies about who does what
- Process documentation and accountability systems

These changes require more effort than bottom-level fixes, and they can help. But they often just move the bottleneck somewhere else. You solve one problem and create another one downstream.

Level 3: Higher (Information Flows and Decision Timing)

This is where real transformation usually happens. Changes at this level affect:

- What information people can see
- When they see it
- How and when decisions get made

When Maria's partners can see their approval queue in real time, their behavior changes naturally. Nobody had to create a new rule. The information itself changed what people did.

When David's clients get clear deadlines during the intake process, they respond faster. No new policy was needed. The timing of information changed the outcome.

Level 4: The Top (Goals and Mindset)

This is the highest leverage, and it's also the hardest to see. Changes at this level affect:

- How success is defined
- What problems are considered worth solving
- The assumptions that everyone takes for granted

Most business owners never operate at this level on their own. It usually takes an outside perspective to see the water you're swimming in.

The Pattern

Maria kept pushing at data entry (bottom level). Her real leverage point was partner approval visibility (higher level).

David was about to push at headcount (bottom level). His real leverage point was client deadline communication (higher level).

Rachel was about to push at contract review tools (middle level). Her real leverage point was scope clarity in initial consultations (higher level).

Each of them was about to spend significant money at a low-leverage level while the actual leverage point sat untouched.

What Changed When They Found The Right Level

Let me show you what happened when each of these business owners stopped pushing at the bottom and found where pushing actually mattered.

Maria's Story

Maria stopped buying software and started paying attention to where work actually piled up in her firm. Not where people complained the most, but where things physically sat waiting for something to happen.

She discovered that every project waited three to four days for partner approval. The data entry wasn't slow. It just had nowhere to go because the partners were the bottleneck, and nobody could see how backed up they were.

The fix was simple: a dashboard that showed each partner their approval queue in real time. No new rules. No new software. Just visibility into information that had always existed but had never been surfaced.

Within a month, the approval delays disappeared. Partners started checking their queue because they could see it. Work flowed through the system. The team stopped waiting. The "data entry problem" that Maria had spent two years and \$17,000 trying to fix went away on its own.

Same team. Same tools. Twelve hours freed up every week. Forty percent more capacity.

David's Story

David paused the job listings and mapped out where projects actually stalled. He followed the work from start to finish and timed each step.

He found that projects sat for six to eight days waiting for clients to send information before designers could start. The designers weren't behind because they were slow. They were behind because they couldn't begin.

The fix was simple: accountability checkpoints in the intake process with clear client deadlines. "We need your brand assets by Thursday, or your project moves to the next sprint." No new hires. No new software. Just a change in when expectations were communicated.

Clients started responding on time because the deadline was clear from the start. Projects moved on schedule. The designers suddenly had enough capacity to handle the workload.

Pipeline velocity doubled. David canceled the job postings. Revenue increased while costs stayed flat. The "capacity problem" was never about capacity.

Rachel's Story

Rachel closed the AI demo tabs and started looking at where her actual pain began. Not where she spent her time, but where the time started getting consumed.

She traced it back to the initial consultation. Clients would add requirements after signing the engagement letter. The scope kept expanding. She was reviewing contracts that didn't match what she'd agreed to do.

The fix was simple: she restructured how initial consultations worked. Explicit scope boundaries before any agreement. Clear documentation of what was included and what wasn't. A different conversation at the start that prevented the messy conversation at the end.

Within two months, the contract review workload dropped by sixty percent. Not because she was reviewing faster, but because she was reviewing the right contracts. Scope was locked before engagement, not negotiated after.

When she finally did sign up for the AI tool three months later, it actually worked. Because now it was solving the right problem.

The Scorecard

Now it's your turn. Think about the biggest fix or improvement project you're working on right now. Answer these ten questions honestly.

Figure Out Your Level

Question 1: Does this fix mainly change a number, setting, or tool? **Yes / No**

This includes new software, adjusted pricing, changed quotas, added headcount, or modified timelines. *If yes, you're pushing at the bottom level.*

Question 2: Does this fix mainly change a rule, policy, or incentive? **Yes / No**

This includes new approval processes, different compensation structures, or updated policies about roles and responsibilities. *If yes, you're pushing at the middle level.*

Question 3: Does this fix mainly change what information people see or when they see it? **Yes / No**

This includes new visibility into bottlenecks, earlier communication of expectations, or changed timing of when decisions happen. *If yes, you're pushing at the higher level.*

Question 4: Does this fix mainly change how success is defined or how the problem is framed? **Yes / No**

This includes questioning assumptions that everyone takes for granted or redefining what "good" looks like. *If yes, you're pushing at the top level.*

Write down your answer: **I am pushing at the _____ level.**

Check If It's the Right Level

Question 5: If this fix works perfectly, will the underlying problem still exist somewhere in your business? *If yes, you're pushing too low.*

Question 6: Have you tried fixes at this same level before without lasting results? **Yes / No** *If yes, it's time to try pushing higher.*

Question 7: Does this fix address the symptom you can see, or the structure that creates the symptom? **Yes / No** *If yes, it addresses the symptom, try pushing higher.*

Question 8: If you replaced everyone involved and put new people in the same roles, would the new people eventually face the same problem? **Yes / No** *If yes, this is a system problem, not a people problem. Push higher.*

The "And Then What?" Test

Question 9: If this fix succeeds, what happens next? And then what happens after that? And then what? Write out the chain of events. If the chain eventually leads back to the same problem or a version of it, you're at the wrong level.

Question 10: What would have to change for this problem to become completely impossible? Not managed better, not reduced, but actually impossible? That answer points to your real leverage point.

How To Use The "And Then What?" Test

This single test can save you months of wasted effort. Here's how it works, with examples from our three business owners.

Maria's Wrong Path

Proposed fix: New data entry software (bottom level)

Let's run the chain:

- She buys the software. And then what?
- Data entry gets faster. And then what?
- Work moves through data entry quickly and piles up waiting for partner approval. And then what?
- Same delays, same client frustration, same team burnout. Plus \$2,800 per month in subscription fees.

The chain led right back to the same problem. That's how you know it's the wrong level.

Maria's Right Path

Proposed fix: Partner approval visibility dashboard (higher level)

Let's run the chain:

- She creates a dashboard showing each partner their approval queue. And then what?
- Partners can see when work is piling up and respond naturally. And then what?
- Approval delays shrink because the information creates its own accountability. And then what?
- Work flows through the whole system. Capacity opens up everywhere.

The chain led to transformation. That's how you know it's the right level.

Your Turn

Write down your proposed fix:

Now run the chain:

If this fix succeeds, what happens next?

And then what happens after that?

And then what happens after that?

Look at where the chain ends up. Does it lead to transformation? Or does it eventually circle back to a version of the same problem you started with?

If it circles back, your leverage point is somewhere else. Go back to question 10 from the scorecard: ***what would have to change for this problem to become impossible?*** That's where you should be pushing.

What Your Business Looks Like When You Find The Right Level

When you stop pushing at the bottom and find your actual leverage point, the whole experience of running your business changes.

The uphill feeling goes away

You know that sensation of pushing a boulder uphill? Where every improvement takes more effort than it should, and things seem to slide backward the moment you stop pushing?

That feeling comes from fighting the structure of your system instead of changing it. When you find the right leverage point, you stop fighting. The work starts compounding instead of evaporating. The changes you make actually stick.

You Stop Starting Projects That Won't Finish

You know the cycle: new initiative, team meetings, implementation, adoption problems, quiet abandonment, next initiative. This happens because the initiatives are aimed at the wrong level. They treat symptoms that will keep recurring because nobody touched the structure creating them.

When you find the right leverage point, you develop the ability to tell the difference between real opportunities and attractive distractions. You say no more often. And the things you say yes to actually work.

Your Tools Start Earning Their Cost

You have software you're paying for and not using. Features you turned on and forgot about. Subscriptions renewing every month for platforms your team abandoned.

When you find the right leverage point, those tools start delivering value. Not because the tools changed, but because they're finally pointed at the right problem.

You Find Capacity You Didn't Know You Had

Maria didn't hire anyone. She didn't buy new software. She got forty percent more capacity from the same team with the same tools. That capacity was always there. It was just being consumed by waiting, by bottlenecks that nobody could see.

Your business probably has hidden capacity too. It's being lost to friction in the wrong places. When you find the right leverage point, that capacity becomes available.

What Monday Morning Feels Like

Maria walks in knowing work is flowing. She checks the dashboard out of habit rather than anxiety. Her team isn't waiting. Clients aren't frustrated. She has time to think about where she wants the firm to go instead of putting out fires.

David reviews the project board and sees things actually moving. Clients are responding on time. Designers have what they need. He's not interviewing. He's not onboarding. He's watching the margin improve.

Rachel looks at her calendar and sees consultations instead of disputes. Clients who understand what they're getting. Contracts that match reality. The Sunday-night dread is gone.

This is what's possible when you find where pushing actually matters.

Page 8: Your 15-Minute Leverage Audit

You have everything you need. Here's how to put it together.

Step 1: List your current projects (2 minutes)

What are you actively trying to fix right now? What investments are you considering? What hires are you planning? Write them all down.

1. _____
2. _____
3. _____
4. _____
5. _____

Step 2: Identify the level for each (3 minutes)

Go through your list and mark each one:

- Bottom (numbers, settings, tools)
- Middle (rules, policies, incentives)
- Higher (information flows, visibility, timing)
- Top (goals, mindset, problem framing)

Step 3: Run the "And Then What?" test on your biggest investment (5 minutes)

Pick whichever project is consuming the most resources: time, money, or attention.

Write the fix: _____

And then what? _____

And then what? _____

And then what? _____

Does the chain lead to transformation, or back to the same problem?

Step 4: Score it with the ten questions (5 minutes)

Go back to page 8 and answer all ten questions for your biggest project. Compare where you're pushing to where you should be pushing.

What this tells you

If your level matches what the questions suggest, move forward with confidence. You're pushing in the right place.

If the levels don't match, you've just saved yourself months of effort in the wrong place. The \$4,200 consultant report that changes nothing won't be your story. The hires that don't move revenue won't happen. The automation that speeds up the wrong thing won't get built.

Your future looks different now. Not because you have more information, but because you have the right frame. Every decision from here benefits from knowing that the hierarchy exists.

What Comes Next

The scorecard shows you where you're pushing. Sometimes that's enough. You see the mismatch, you reframe the fix at a higher level, and the path forward becomes clear.

Sometimes you need someone else to help you see what's hard to see from the inside.

Maria couldn't spot the partner approval bottleneck on her own because she was one of the partners. David couldn't see the client responsiveness issue because he'd always managed client relationships that way. Rachel couldn't trace the scope creep back to her consultation structure because she'd done consultations that way since she started.

The water you swim in is the hardest water to see.

If the audit showed that you're pushing at the wrong level, and you're not sure where the right level is, a diagnostic conversation might help.

[Book a Leverage Diagnostic Call](#)

One conversation. We map where work actually piles up in your business. We find the leverage point together. You see what your business looks like when you push in the right place.

No pitch. No pressure. Just clarity about where to push.