

Pull, watch, or route around.

Owners treat every number on the dashboard as something to push on. Most can't be pushed at all. Sort your drivers into the three kinds, and find the levers you can actually pull, starting with the quick wins.

Three kinds: **levers** you pull · **outcomes** you watch · **constraints** you relieve or route around.

APG Partners

Commercial advisory for owner-led businesses · Brisbane, Queensland
apg.partners · connect@apg.partners

HOW TO USE THIS

Sort every driver, then rate it.

List the drivers on your dashboard. Type each as a lever, an outcome or a constraint. Rate it 1 (early) to 5 (best-in-class) now and at target. Set leverage 0 to 10: how much moving this one driver moves everything else downstream.

Lever

Something you act on directly: pricing, pipeline, a process. Pull it and it moves.

Outcome

A result that moves because levers moved: revenue, lifetime value. Watch it, don't push it.

Constraint

A limit that caps everything until relieved. For a constraint, a high score means it's binding (bad).

The **quick win** is the sweet spot: a lever that is high in leverage, genuinely under your control, and only a gap of one or two rubric points from target. It matters, you can move it, and you can move it soon.

DRIVER	TYPE (L / O / C)	CONTROL (CTRL / INFL / EXT)	NOW /5	TARGET /5	LEVERAGE /10	READ

Read each driver:

Quick win = a lever, controlled, with leverage in the top quartile of your list (at least 7), and a gap (target – now) of 1 or 2. Pull these first.

Other levers = build them, but the controlled high-leverage ones come first. **Outcomes** you watch; they move when the levers do.

Constraints: if you control or influence it, relieve it (hire, invest, redesign). If it's external, route around it, change where you play rather than push on a wall.

You can't push an outcome. You pull the levers underneath it.

Sort your drivers live with the interactive tool, which finds your quick wins automatically, then a Commercial Assessment builds the whole engine from evidence and tracks each lever against the outcomes it's meant to move.

Sort them live → apg.partners/tools/value-engine-triage · Start with a Commercial Assessment → apg.partners/commercial-assessment

General information for owner-led businesses, not financial advice. A real business is a web of feedback loops; the three-way typing is a simplification, and a driver can be a lever in one loop and a constraint in another. Leverage is your judgement of downstream reach. © 2026 APG Partners.