OWNER FIELD GUIDE / FREE TO SHARE

A private business handoff checklist.

Six areas worth sorting out before a buyer, listing, or family promise sets the direction for you.

Mark what you know. Circle what you have avoided. Choose two questions to resolve first.

01 / OWNER CHECK

Start with your own outcome

- [ ] When would you like your operating role to change?
- [ ] Would you stay for a defined transition?
- [ ] What financial outcome do you need, rather than merely prefer?
- [ ] Which promises to employees, family, or the community matter to you?

NOTES

02 / OWNER CHECK

Name the plausible routes

- [ ] Is there a family member who genuinely wants the responsibility?
- [ ] Could a manager or employee lead and finance a purchase?
- [ ] Would an outside buyer better fit the timing and economics?
- [ ] Would twelve to twenty-four months of preparation preserve better choices?

NOTES

03 / OWNER CHECK

Find where the business depends on you

- [ ] Which customers or suppliers still call you first?
- [ ] Which pricing, hiring, cash, or quality decisions cannot move without you?
- [ ] What important work lives in one person's memory?
- [ ] Who could run an unfamiliar week, not only a normal one?

NOTES

04 / OWNER CHECK

Prepare a financial outline

- [ ] Three years of revenue and operating profit.
- [ ] Owner pay, personal expenses, and genuine one-time costs.
- [ ] Major customer, supplier, employee, or equipment concentrations.
- [ ] Debt, leases, property, and commitments a new owner would inherit or replace.

NOTES

05 / OWNER CHECK

Set confidentiality rules early

- [ ] Who inside the company needs to know now?
- [ ] Which information may be shared in summary form?
- [ ] What must wait until a buyer is identified, qualified, and under agreement?
- [ ] Where will sensitive files live, and who controls access?

NOTES

06 / OWNER CHECK

Choose advisers by the work

- [ ] Who represents your interests in the transaction?
- [ ] Who will handle legal, tax, and personal planning questions?
- [ ] How is each adviser paid, and what outcome gives them a fee?
- [ ] What relevant transactions have they handled at your size and in your industry?

NOTES

FIRST CONVERSATION / ONE PAGE

Bring the unresolved question, not a polished story.

A useful first conversation should make the assignment clearer. These prompts help you keep the discussion on your side of the table.

THE OUTCOME I CARE ABOUT MOST IS...

THE PART OF THE BUSINESS THAT STILL DEPENDS ON ME IS...

THE ROUTE I AM LEANING TOWARD, AND WHY, IS...

THE QUESTION I DO NOT WANT A BUYER OR ADVISER TO ANSWER FOR ME IS...

This checklist is general information, not legal, tax, valuation, investment, accounting, or brokerage advice. A business handoff depends on facts this worksheet cannot assess.

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