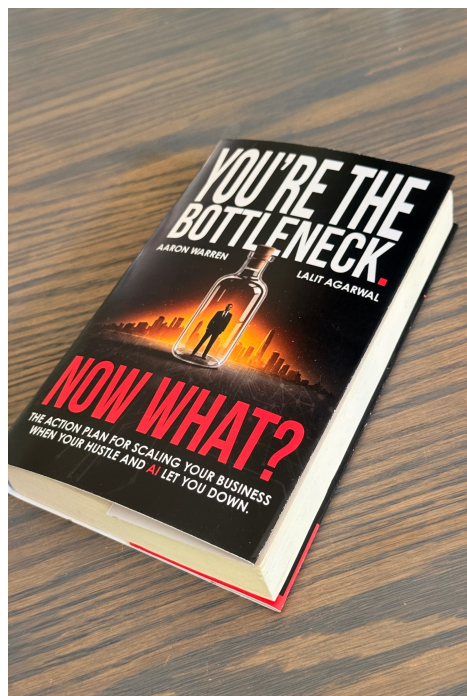


# You're the Bottleneck. Now What?

A practical playbook for small and midsize business owners on building the structure that lets growth — and AI — actually compound.



Title	You're the Bottleneck. Now What?
Authors	Aaron Warren & Lalit Agarwal
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## About the book

Most small businesses don't fail from a lack of effort — they plateau because the owner is the bottleneck. *You're the Bottleneck. Now What?* is a practical playbook for building the structure that lets growth and AI actually compound. Eleven chapters move from diagnosing where you're stuck to installing the operating rhythm, decision rights, and AI-ready workflows that scale without you.

Written by two Executive MBA classmates from the University of Maryland Robert H. Smith School of Business, the book combines two decades of hands-on operating experience in the trades with a career advising Fortune 100 financial services and early-stage AI ventures.

## Key themes

- Diagnosing the owner-as-bottleneck pattern
- Installing operating rhythm and decision rights
- AI-ready workflows for non-tech businesses
- Structure that compounds growth without burning out the owner
- Hiring, delegation, and the cost of staying small by default

## The authors



*Aaron Warren (left) and Lalit Agarwal at their University of Maryland Robert H. Smith School of Business Executive MBA graduation.*

## Aaron Warren

Founder and operator with two decades in commercial construction and cleaning. Built and ran multi-site service businesses before co-founding PropertyShield AI to bring structured operations and AI to the trades. Executive MBA, University of Maryland Robert H. Smith School of Business.

## Lalit Agarwal

Operator and advisor across Fortune 100 financial services and early-stage AI ventures. Co-founder of Cresolutio. Adjunct instructor at Georgetown University. Executive MBA, University of Maryland Robert H. Smith School of Business.

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