

# One step is a canvas. The whole operation is a map.

The Step Execution Canvas designs **one step**. An **Operation Map** is the whole operation, decomposed: a **Workflow** made of **Stages**, each made of **Steps**. The stages follow the same seven-part lifecycle every business runs — **AAAERRR** — whether it's a kid's lemonade stand or a \$20M operation. Here's the stand, mapped end to end.

**VALUE STREAM** **The Corner Lemonade Stand** Pattern: A→A→A→[ E→R→R→R ] ∪ (the flywheel repeats for every cup)

**FUNNEL · AAA** *Linear — turn a passerby into a first-time buyer.*

**A<sub>1</sub>**  
**Awareness**  
 Unknown → Known  
 Do they know we exist?

- Make signs and post them at the corner and the end of the block.
- Tell the neighbors and the family group chat.

(Human)  
(Human)

**A<sub>2</sub>**  
**Acquisition**  
 Demand → Qualified  
 Is this worth pursuing?

- Wave to people walking by — see who slows down.
- Show the menu board: “Fresh Lemonade — \$1.”

(Human)  
(Guided)

**A<sub>3</sub>**  
**Activation**  
 Intent → Committed  
 Are we aligned and ready?

- Take the order — cup size, extra ice?
- Confirm you can make it — cups stacked, pitcher full.

(Human)  
(Guided)

**FLYWHEEL · ERRR** *Recurring — repeats for every cup; compounds all afternoon.*

**E**  
**Engagement**  
 Commitment → Delivered  
 Did we deliver what was promised?

- **Make a fresh pitcher when you run low.** ← designed in full on page 2
- Pour the cup and hand it over.

(Human)  
(Human)

**R<sub>1</sub>**  
**Retention**  
 Delivered → Confident  
 Do they trust us?

- Ask “How is it? Too sour? Want more ice?”
- Top up the cup for free if it isn't right.

(Human)  
(Human)

**R<sub>2</sub>**  
**Revenue**  
 Delivered → Collected  
 Has value been exchanged?

- Take the dollar and make change.
- Mark a tally on the sales sheet.

(Human)  
(Autonomous)

**R<sub>3</sub>**  
**Referral**  
 Satisfaction → Advocacy  
 Will they tell others?

- Ask a happy customer to send a neighbor your way.
- Hand a card: “Bring a friend — second cup half price.”

(Human)  
(Guided)

**OFF-RAMP** *Linear — close the day so tomorrow starts ahead.*

**EXIT**  
**Close-Out**  
 Open → Squared Away  
 Did we end it cleanly?

- Count the cash and check it against the tally.
- Fridge the leftover lemonade; wash the pitcher.
- Decide tomorrow: more lemons? earlier start?

(Human)  
(Human)  
(Human)

*A good close feeds the next funnel — the friend your customer referred is tomorrow's Awareness. ∪*

# Zoom in: the five elements of one step.

Every step on the map carries the same five elements, the 5x5, bookended by Intent and Impact. Here is the Engagement step from page 1, designed completely before anyone runs it.

The Corner Lemonade Stand > Flywheel > E · Engagement > Step: Make a fresh pitcher

## 1 INTENT · WHY

Have cold lemonade ready before the next customer reaches the stand.

What breaks without it: you run dry mid-Line and lose the sale.

## 2 INPUTS

### Ready

**Required Information:** the recipe. 6 lemons, 1 cup sugar, 4 cups water.

**Required Artifacts:** none. *The recipe is memorized.*

**Required Access:** the kitchen.

**Required Conditions:** the current pitcher is running low.

**Required People:** just you.

## 3 EXECUTION

### What · How · Where

#### What

Make one full pitcher of lemonade.

#### How

Squeeze the lemons, stir in sugar and water, add ice.

#### Where

At the kitchen counter.

Execution Mode: **Human**. A person does the whole step.

## 4 OUTPUTS

### Done

**Updated Information:** stock count: one full pitcher ready.

**Produced Artifacts:** a full pitcher of cold lemonade.

**System State Change:** stock status: low, now restocked.

**Commitments Made:** none.

**Ready Output for Next Step:** a pour-ready pitcher for the next sale.

## 5 IMPACT · SO THAT

There's product to sell — so the “pour and hand over” step can run, and the Revenue stage can collect the dollar.

FROM CANVAS TO OPERATION

## Map it by hand — or let Henry design it with you.

You just saw the whole zoom: operation → stage → step → contract. Print the canvas and design your own steps, or let Henry turn them into a live Operation Map — in a fraction of the time. [okhenry.ai](https://okhenry.ai)