JUSTUS MURIMI

HEARTSET · FREE GUIDE FOR DTC FOUNDERS

The 5 Decisions DTC Founders Put Off

(and What It Costs Them)

Why the calls you keep pushing to next week are the ones holding your brand back, and how to make them from the heart, not from fear.

BY JUSTUS MURIMI

START HERE

The founder is the ceiling.

You built something real. Revenue is coming in, and from the outside it looks like it's working.

But every question still comes to you, and every fire still needs you. And there are a few big decisions you've been carrying around for weeks, maybe months. You know they matter, and you keep pushing them to next week.

I've coached and worked alongside over 100 DTC brand founders from startup to 8 figures. Here's what I've seen over and over: **the founder is the ceiling.** A brand rarely stalls because the founder lacks information. It stalls because the founder is stuck on a handful of decisions that only they can make.

Those decisions aren't stuck because you don't know enough. They're stuck behind something deeper: fear, guilt, exhaustion or a story about who you have to be. That's why another podcast or tool doesn't unstick them.

This guide walks through the five decisions I see DTC founders put off most: what each one is, what's really underneath it, what it costs and a self-check to get honest with yourself.

Read it with a pen. You don't need to fix all five today. Just find the one that's costing you the most.

INSIDE

01 Committing to what you actually want

02 Having the hard conversation with someone who isn't working out

03 Saying "no" to something that's only working "okay."

04 Discerning A players from B and C players

05 Putting the right people in the right seats

\+ How to make these calls from the heart, not from fear

01

DECISION 1 OF 5

Committing to what you actually want

WHAT IT IS

This is the decision underneath all the others: *what do I want this business to give me?* More revenue? More time? A sale someday? What role do I want to play in it? Then you commit to it.

WHY WE PUT IT OFF

It's the most personal one. Asking can feel selfish, and answering can feel scary if the honest answer doesn't match what others expect of you. Chasing the next revenue milestone is easier than asking whether it's even the goal.

WHAT IT COSTS

- **Direction.** Without a clear "what's next," every other decision in this guide gets harder, because you have nothing to measure it against.
- **Joy.** You can hit your numbers and still dread Mondays.
- **Relationships.** The people closest to you feel it when you're always "on" and never quite present.

SELF-CHECK

Picture a normal Tuesday three years from now, if the business went exactly as you hoped. What are you working on, and what aren't you? Have you committed to that, or are you just hoping for it?

DECISION 2 OF 5

02 Having the hard conversation with someone who isn't working out

WHAT IT IS

There's someone on your team who isn't working out. Maybe it's an underperforming hire, a partner who isn't pulling their weight, or an agency or contractor you've outgrown. You know it. They might know it too. The conversation still hasn't happened.

WHY WE PUT IT OFF

Underneath, it's usually loyalty, guilt or fear of conflict. They were there early. They're a good person. You don't want to be the "bad guy," and part of you hopes it'll fix itself if you give it one more month.

Often there's a quieter fear too: *if I hold them to a real standard, I'll have to admit I never made the standard clear.*

WHAT IT COSTS

- **Your time.** You redo, check or work around their work.
- **Your team.** Your best people notice when low performance is tolerated. They quietly lower their own bar, or they start looking elsewhere.

SELF-CHECK

If this person resigned tomorrow, would I feel disappointed or relieved? If the honest answer is relieved, the decision has already been made. You're just not acting on it.

DECISION 3 OF 5

03 Saying “no” to something that’s only working “okay.”

WHAT IT IS

A product line that sells but drains you. A channel with a margin you’d never sign up for today. A wholesale account or side project that made sense two years ago. It’s not failing. It’s just not where your brand is going, or what you said you wanted in Decision 1.

WHY WE PUT IT OFF

Fear of leaving money on the table, or of what people will think. Sometimes it’s sunk cost. Most of all, it’s the fear that if you cut it and you’re wrong, you’ll have no one to blame but yourself.

WHAT IT COSTS

- **Focus.** Everything you keep alive takes attention from you and your team.
- **Cash.** Inventory, ad spend and team time get spread thin across things that don’t move the brand forward.

SELF-CHECK

If I were starting the business today, knowing what I know now, would I choose to add this? If not, what am I waiting for?

DECISION 4 OF 5

04 Discerning A players from B and C players

WHAT IT IS

It means looking honestly at your team and seeing who is an A, a B or a C player. A players own outcomes and raise the standard. B players do what's asked. C players need you to check, chase and redo their work.

This isn't about anyone's worth as a person. It's about who can carry the business forward with you.

WHY WE PUT IT OFF

It feels harsh, and most founders are caring people. Some of your team have been with you since the hard early days, and rating them can feel like a betrayal.

There's often a fear underneath it too: *if I look honestly, I might find out I don't have the team I thought I had,* and then I'd have to do something about it. It's easier to stay busy and keep doing the work yourself.

WHAT IT COSTS

- **Your capacity.** When you can't tell an A from a C, you end up treating everyone like a C. You check everything, and every decision comes back to you.
- **Your A players.** They notice when the bar is the same for everyone, and they get tired of carrying the weight.
- **Growth.** You can't build on a team you haven't honestly assessed.

SELF-CHECK

For each person on my team, if they told me they were leaving, would I fight hard to keep them? Who on this list would I hire again today, knowing what I know now?

05

DECISION 5 OF 5

Putting the right people in the right seats

WHAT IT IS

It means deciding which seats the business actually needs, and matching each person to the role where they're strongest. Sometimes that's moving a good person into a different role. Sometimes it's finally hiring someone who can own an area, like an ops lead or a GM. It always means deciding, in writing, which decisions belong to that seat instead of to you.

WHY WE PUT IT OFF

There's a control question underneath: *what if they don't do it the way I would?* And often an identity question: *if someone else owns this, what's my role?* Early on, you had to touch everything. Somewhere along the way, "I'm the one who knows" became "I'm the one everything waits on."

So we hire for tasks instead of ownership, or leave a loyal person in a seat they've outgrown. The work moves, but the decisions still come back to you.

WHAT IT COSTS

- **Speed.** Every decision waits in your queue, so your team waits too.
- **Your zone of genius.** You spend your best hours on work someone else could own. The work only you can do (vision, product, relationships, culture) gets your leftovers.
- **Your people.** A good person in the wrong seat struggles and feels like they're failing. In the right seat, the same person can thrive.

> SELF-CHECK
>
> **Look at the last 10 questions your team brought to you. How many could someone in the right seat have answered without you? Which seat, filled well, would give you back the most time?**

THE PROCESS

How to make these calls from the heart, not from fear

Running on fear and exhaustion, every decision feels bigger than it is. When you're clear on what you value, most get simpler. Here's the process I walk founders through.

1. **Name the decision.** Write it down in one sentence. A vague worry is hard to act on.
2. **Name what's underneath.** Ask: *What am I afraid will happen if I make this call?* Loss of control? Being the bad guy? Being wrong? Just naming it takes away some of its power.
3. **Separate the facts from the fear.** What do you actually know, and what are you assuming? In most stuck decisions, the stories are doing more of the talking than the facts.
4. **Ask what the healthiest version of you would do.** Not the exhausted version, and not the people-pleasing version. The founder you want to be.
5. **Set a boundary and a date.** Decide what you'll do and by when, and tell one person who will hold you to it.

That's what I mean by heart work. It isn't soft. It's the honest work that makes the hard calls clear.

FOUNDER STORIES

What it looks like when founders make the call

NAMES CHANGED. THESE ARE REAL CLIENTS.

TOMMY

Tommy had a team that wasn't supporting him and wasn't getting results. He was pulling money out of savings to make payroll. We worked on holding expectations, creating boundaries and facing fears. That meant hard conversations (Decision 2), getting honest about who on his team was really carrying the load (Decision 4) and putting the right people in the right seats (Decision 5). Today he runs six-figure months, has balance between family and work, and spends his time on what's in his zone of genius.

SAMANTHA

Samantha's business was doing well financially, but she hated it. She was doing everything, stressed and burned out, and couldn't see a way out. We created a clear process and got her out of her own head so she could make the right decisions and lead from the heart. It started with getting honest about what she actually wanted (Decision 1). She now has her time back, and her relationships.

Neither needed more information. They needed to see what was underneath, and someone in their corner while they made the call.

YOUR NEXT STEP

A 15-minute founder call.

If one of these five decisions hit a nerve, let’s talk about it.

This isn’t your typical coaching call. We’ll tackle whatever’s keeping you stuck, whether that’s a decision you’re overthinking, scaling challenges that feel overwhelming, or needing mental clarity on your next move.

You’ll walk away with clarity, actionable brand ideas and the mental framework to make confident decisions fast.

BOOK YOUR FOUNDER CALL →

tidycal.com/mnrz8v1/founder-call

No pitch. No pressure. Just an honest look at what’s possible.

— Justus Murimi