

A Good Deal Still Has to Work

Jeffery A. Garfield | October 13, 2026 | Edition 1.0 | Ten-minute exercise

Hypothetical property venture: \$30,000 usable cash on day 1. An \$18,000 operating bill is due day 5; a \$20,000 repair invoice is due day 10. A \$15,000 receipt is expected day 20. An investor requests a \$10,000 distribution on day 7; approval is unknown. No other cash flows or financing are assumed.

EVENT	WITHOUT DISTRIBUTION	WITH DISTRIBUTION
Day 5: operating bill		
Day 7: requested distribution		
Day 10: repair invoice		
Day 20: expected receipt		

First funding shortfall: day _____ Amount without distribution: \$_____ With it: \$_____

AUTHORITY

Which document and decision-maker determine whether the distribution is permitted?

NEGOTIATION

What evidence and agreement are needed to change a payment date or obtain funding?

EXECUTION

Who acts next, by when, and what will prove the arrangement is complete?

DELAY TEST

If the receipt arrives on day 35, what changes? Is the backup actually available?

Before we commit to _____, _____ will verify _____ by _____.
We will reconsider if _____.

Read the scenario, source notes and guided reasoning:

[Open the guided reading online](#)