

How dependent is your business on you?

This one is about the everyday: how much of the normal week runs through you. Read each statement and mark the ones that are true today. Each one you mark is a place where the business leans on you.

- ☐ Most decisions above a small amount wait for me.
- ☐ Key customers expect to deal with me personally.
- ☐ I'm the only one who can price, quote or approve certain work.
- ☐ Most of the week's urgent questions come to me, even ones someone else could answer.
- ☐ My team brings me problems more often than proposed solutions.
- ☐ Important information lives in my head, my inbox or my phone.
- ☐ I review or redo work that others have already finished.
- ☐ I set the priorities, and the team waits to hear what they are.
- ☐ Hiring, firing and pay decisions all come back to me.
- ☐ If I listed who owns each key result in the business, my name would come up most often.

What to do with what you notice

There's no score. Circle the two you marked that cost you the most time or worry. For each one, ask: who could own this, what would they need to know, and what decisions would they need to be trusted to make? Start with one, and give it a few weeks before judging it. If you're also planning time away, use "Could the business run while you're away?" next.