

The Engine Room

Does the firm run without you? A working session to find out what's stuck on you, decide what to do about it, and build a real plan to stop being the bottleneck.

Inventory: What's Stuck on You?

Instructions: List what currently requires your sign-off. Push past the obvious & include the invisible ones ("everyone waits for me to make the call on X").

The Owner Dependency Test

Pick ONE item from your list above. Diagnose why it's still stuck on you, then choose a bucket.

1 The task:

2 Why does this still run through you?

- ☐ No one else knows how
- ☐ I don't trust the outcome
- ☐ It's faster if I do it



☐ DOCUMENT

Choose this if...

Skill/knowledge gap—someone could do it if the process existed on paper

What "done" looks like (ex written SOP)

☐ DELEGATE

Choose this if...

Trust gap, or skill gap is closed — a specific person is ready or nearly ready

What "done" looks like (Named owner assigned; set handoff date)

☐ AUTOMATE

Choose this if...

Rule-based, repetitive, doesn't need judgment

What "done" looks like (ex Tool/Workflow set up)

☐ ELIMINATE

Choose this if...

Exists out of habit, not necessity

What "done" looks like (ex Tasks cut)

Bucket chosen

Next action

Date