

O P E R A T O R G U I D E

Everything Still Runs Through Me: When to Stop Doing It Yourself

If the work still needs you to move, the business is not running. It is waiting. This guide is for the moment you notice that every decision, every exception, and every stuck item still lands on your desk.

01 Signs it is time

- ☐ The same problems keep coming back.
- ☐ You are the only one who knows how a process works.
- ☐ Work slows down when you are not available.
- ☐ You are explaining the same thing more than once a week.
- ☐ You have people, but the work does not move without you.

02 What still has to go through you

Some things should stay with the owner: direction, pricing, key hires, and the final call on risk. Everything else can be built so it runs without you. The goal is not to remove yourself from the business. It is to remove yourself from the work that does not need you.

03 What to hand off first

- ☐ The process you explain more than once.
- ☐ The report you pull every week.
- ☐ The intake or follow-up that still lives in your inbox.
- ☐ The exception that only you know how to fix.
- ☐ The status update the team waits for you to give.

04 How to hand it off

Write the process. Name the role that owns it. Put the steps where the work happens. Review it once. Then stop doing it. If it breaks, fix the process, not the person. The first handoff is the hardest. After that, the next ones get easier.

If it still runs through you after you have written it down, the process is not finished. The owner is still the system.

05 What to do next

Write down the one thing that still runs through you every week. That is the starting point. Build the process. Name the owner. Then step out of it. If you want help building it, send the stuck item. We will tell you what it would take.