

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

How to Hand Off a Process Without Losing Control

Handing off a process does not mean giving up control. It means building the process so it runs the same way every time, then stepping out of the middle of it. You still own the outcome. You no longer own every step.

01 What to hand off

- ☐ A process you explain more than once a week.
- ☐ A task that stops when you are not available.
- ☐ A report or update the team waits for you to produce.
- ☐ An exception that only you know how to fix.
- ☐ Any work that is already written down but still runs through you.

02 How to hand it off

- ☐ Write the process. One task. Steps that start with a verb. Roles, not names.
- ☐ Name the owner. One role responsible for keeping it current and for the outcome.
- ☐ Put it where the work happens. Not in a folder. In the tool or the place the team already uses.
- ☐ Review it once with the owner. Walk through a real example.
- ☐ Step out. If it breaks, fix the process. Do not step back in and do it yourself.

03 What you still control

You control the outcome. You control the standard. You control the decision to change the process. You do not control every step. If you still have to touch every instance, the handoff is not finished.

04 How you know it worked

The work gets done when you are not available. The same problems do not come back. The owner can explain the process without you. You are no longer the system.

If it still runs through you after you have written it down and named an owner, the process is not finished.

05 What to do next

Pick one process that still runs through you. Write it. Name the owner. Put it where the work happens. Review it once. Then stop doing it. That is the handoff.