

USE THIS WHEN YOU'RE STRUGGLING TO LET GO — CHAPTER 13

The Step Back Test

Capability isn't proven by your presence. It's proven by your absence.

This test helps you see what you've actually built — and what still depends on you.

THE CENTRAL QUESTION

What happens when I'm not involved?

Be honest. Not what should happen — what actually happens when you step back?

BUILDING CAPABILITY

Team handles without me

BUILDING DEPENDENCY

Still comes back to me

THE HONEST READ

What does the right-hand column tell you about where you're still a bottleneck?

NEXT STEP

Pick one thing from the right-hand column.

Is the fix a coaching conversation, a clearer standard, or simply trusting the team to own it? What will you do — and by when?

REMEMBER

Don't build compliance. Build capability. If performance disappears without your involvement, it never truly belonged to the team.