

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

# The Step Back Test

DIAGNOSTIC

Worksheet v1.0

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

 Tap or click to type

## CREATING 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.**

*What's the smallest change that would allow the team to own this without you? Is it coaching, a clearer standard, delegation, better documentation, or simply resisting the urge to step in? What will you do — and by when?*

## REMEMBER

Don't build compliance. Build capability. If the standard disappears when you step away, it was never owned by the team.