

The Tally

Ten working days. Every time a decision has to come back to you, it gets a mark.

1. Name it once.
The first time something comes to you this week, write it in a row. Two or three words — “rush pricing”, “vendor PO”.

2. Mark it every time.
Each time that same thing comes back, put a mark under the day. Something new gets its own row.

3. Total each row Friday.
Add the marks across into the Times column, then total the week.

WEEK ONE

WHAT THEY NEEDED YOU FOR	MON	TUE	WED	THU	FRI	TIMES
Week one total						

WEEK TWO

WHAT THEY NEEDED YOU FOR	MON	TUE	WED	THU	FRI	TIMES
Week two total						

Look down the Times column. The rows with the highest counts are the decisions your business keeps sending back to you. Carry the top four to page 2.

The Decoder

Every mark on your sheet is one of two things. Only one of them still needs you.

IT'S A RULE

Write it down once.

There is a right answer and you give it the same way every time. It isn't a decision — it's a rule that only exists in your head.

- You answer it the same way every time
- You could explain it in two sentences
- You'd be annoyed if someone got it wrong

IT'S JUDGMENT

Train one person.

It depends — on the customer, the money, or the risk. You can't write this one down, but you can teach it to one person and let them own it.

- Your answer starts with "it depends"
- You'd want the context before answering
- Two good employees could disagree

The four that keep coming back

The rows with the highest counts on page 1. Most owners find four. Write them here.

#	THE DECISION THEY KEEP BRINGING YOU	RULE OR JUDGMENT?	WHO OWNS IT NOW
1		☐ Rule ☐ Judgment	
2		☐ Rule ☐ Judgment	
3		☐ Rule ☐ Judgment	
4		☐ Rule ☐ Judgment	

If a decision is a **rule**, the fix is a sentence someone can find without you. If it's **judgment**, the fix is a name — one person you train, not the whole team.

The Number

Add your two weeks together. This is how many times in ten working days the business had to stop and ask you — the thing a P&L can't show you.



Under 50

HEALTHY

The company keeps moving when you're not in the room. Decisions still reach you, but they aren't what's holding it up.

50 to 100

AVERAGE

Part of this business is still only you. Those four decisions stand between a company and your calendar.

Over 100

UNHEALTHY

This isn't a company yet — it's a job you own. Start with the one that shows up most, not all four.

The first three moves

1

Write one rule down.

Take the rule that came up most and write it in plain language somewhere your team can find it without you. Today — not this quarter.

THE RULE: _____

2

Name one owner.

Take the judgment call that came up most and pick the one person you'll train on it. Tell them, then tell the team to go to them instead of you.

THE DECISION AND THE PERSON: _____

3

Book the test.

Put a half day on the calendar where you are genuinely unreachable. Whatever breaks is the next thing on your tally sheet.

THE DATE: _____

If the business can't run without you, you don't have a delegation problem. You have a leadership one. That's the work — and it's learnable.