



LETTING GO TO GROW

How to get out of the weeds and into growing your business



Introduction

Growth eventually requires a shift in how you lead. The habits that helped you build the business - staying close to the work, solving problems, protecting quality, and being involved in important decisions - can eventually make the business too dependent on you.

This workbook is designed to help you identify where that dependency exists and make practical changes over the next 90 days.

The goal isn't necessarily to do less. It's to spend more of your time doing the work only you should be doing and that will have a positive impact on the health and future of your business.

Don't try to fix everything at once. Look for a few changes that will create more capability in your team, more structure in the business, and more space for you to lead.

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How dependent is your business on you?

Rate each statement from 1 = Rarely to 5 = Almost Always.

Important decisions routinely wait for me. _____

Team members bring me problems they could potentially solve themselves. _____

Work frequently needs my review or approval before it moves forward. _____

I get pulled into client/customer issues others should be able to handle. _____

Important information or processes live primarily in my head. _____

I regularly do work that doesn't require my level of experience or authority. _____

Strategic work gets postponed because operational issues take priority. _____

I hesitate to delegate because I'm concerned about quality. _____

I frequently think, "It will be faster if I just do it myself." _____

The business would struggle to operate for 30 days without me. _____

Where did you rate yourself a 4 or 5? Highlight the three that create the greatest constraint on you or the business.

Where are you really spending your time?

Most owners underestimate how much time they spend in daily operations versus growth.

Exercise: Your Weekly Time Snapshot

Estimate the percentage of time you spend in each area during a typical week.

Activity	% of Time
Client/Customer Issues & Escalations	_____
Reviewing & Approving Work	_____
Employee Problem-Solving	_____
Administrative & Operational Tasks	_____
Sales & Business Development	_____
Financial Oversight	_____
Leadership Development	_____
Strategy & Growth	_____

Reflection Questions

What surprises you about this breakdown?

What percentage of your time is true growth-focused work?

What would you like that percentage to be?

What is consuming time that does not require your expertise or authority?

If you disappeared for 30 days, what would break?

If you disappeared for 30 days, what would break?
Imagine you completely disconnected from the business for 30 days.
What would stop, slow down, or wait for you?

What would break or slow down?	Why does this currently need me?	What would have to change?

These are the owner/leader-dependency points. Which one creates the greatest constraint on the business?

The 4 buckets of your work

To grow, you must intentionally redesign your role.

Pulling from the responsibilities in the time audit, fill these buckets.

What are you doing that you are simply too expensive to do?

Bucket 1: Only You Do

Vision, strategy, key relationships, growth decisions.

What key responsibilities truly belong only to you?

Bucket 2: Oversight

You don't need to do these — but you should review them.

Bucket 3: Delegate and Develop

Your team could own these with guidance and structure.

Bucket 4: Get Off Your Plate

If you're doing these, you're stuck in the weeds.

Which ONE responsibility would give you the greatest return if you stopped personally owning it?

Why are you still holding on?

Check anything that sounds familiar.

- ☐ “It’s faster if I do it.”
- ☐ “They’re not ready.”
- ☐ “The client/customer expects me.”
- ☐ “I don’t want quality to slip.”
- ☐ “I’ve delegated before. It didn’t go well.”
- ☐ “No one cares as much as I do.”
- ☐ Other: _____

Then choose the one that most often keeps you involved.

What’s the legitimate concern behind it?

What might be assumption rather than fact?

What would need to be true for you to feel comfortable letting go?

Delegation ≠ Abdication

Delegation fails when expectations are unclear.

Choose ONE responsibility to delegate in the next 30 days

What is it?

Who will own it?

What outcome are they responsible for?

What decision authority will they have?

When should they involve or escalate to you?

What training, information, or resources do they need to succeed?

What check-in rhythm will you use?

☐ Weekly

☐ Bi-weekly

☐ Monthly

☐ Other: _____

Delegation = Clarity + Authority + Accountability

Who needs to learn how to swim?

You can't let go if no one is ready.

Who has leadership potential?

Identify two people who could take on greater ownership if you intentionally developed them.

1.

2.

Person 1:

What do I need them to be able to do without me?

What can they already do well?

What capability or confidence do they need to build?

What have I assumed they know that I may never have taught them?

What responsibility can I give them to practice?

Person 2:

What do I need them to be able to do without me?

What can they already do well?

What capability or confidence do they need to build?

What have I assumed they know that I may never have taught them?

What responsibility can I give them to practice?

Shift from fixing to coaching

Each time you solve a problem your team could learn to solve, dependency grows.

Try asking instead:

- // What do you recommend?
- // What's your plan?
- // What outcome are you trying to achieve?
- // What are your options?
- // How will you handle this next time?

Reflection

Where do you jump in too quickly?

What is one situation where you will coach instead of fix this month?

Are you solving today's problem, or developing the person who can solve tomorrow's?

Systems that create freedom

Freedom doesn't come from working harder — it comes from better structure.

Which systems need strengthening?

- ☐ Clear roles & responsibilities
- ☐ Decision rights & authority
- ☐ Documented processes & SOPs
- ☐ Onboarding & training
- ☐ Service & quality standards
- ☐ Financial & performance dashboards
- ☐ Leadership & accountability
- ☐ Client/customer management
- ☐ Sales & marketing systems
- ☐ Other: _____

Which ONE system would reduce unnecessary dependence on you the most?

What's the first step to putting it in place?

Does your calendar match the job you should be doing?

Today, approximately ____% of my time is spent on strategy and growth.

To lead at the level the business needs, that should be ____%.

If you reclaimed five hours every week, where would you invest them?

- ☐ Strategy & Growth
- ☐ Business Development
- ☐ Key Relationships
- ☐ Leadership Development
- ☐ Financial Planning
- ☐ Innovation
- ☐ Thinking & Planning
- ☐ Other: _____

One recurring block of time I will begin protecting:

Your 90-day letting go plan

Before Monday

I will stop doing: _____

I will give away this decision: _____

I will begin developing: _____

I will protect this block of time: _____

Days 1-30: LET GO

What will I stop, delegate, or offload?

Owner _____ By when _____

How I'll know it's working?

Days 31-60: BUILD CAPACITY

Who needs greater skill, confidence, clarity, or authority?

Owner _____ By when _____

How I'll know it's working?

Days 61-90: BUILD STRUCTURE

What processes, decision rules, or accountability rhythm will make the change stick?

Owner _____ By when _____

How I'll know it's working?

90 days from now...

If you disappeared for 30 days, what should no longer break?

What decisions should no longer wait for you?

What should your team be able to handle without you?

What will you be doing with the time you've reclaimed?

If your business doubled next year, would this new structure support it?

If you're doing their job, who's doing yours?

Letting go isn't about losing control.

It's building a business that doesn't require you to control everything.

ARE YOU READY TO GET ON WITH IT?

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