

ONE LESS THING



A 7-DAY OWNER RELIEF EXPERIMENT

Transfer one recurring responsibility,
strengthen ownership, and create
more space to lead.



7 DAYS
TO CREATE CHANGE



ONE RESPONSIBILITY
TO TRANSFER



MORE SPACE
TO LEAD

Choose One Thing

Do not try to fix everything this week. Choose one recurring responsibility that could reasonably begin shifting away from you


☐ **Recurring Question**

A question I answer repeatedly


☐ **Routine Approval**

A decision that keeps waiting for me


☐ **Repeated Reminder**

A task I continually remind someone to complete


☐ **Closely Monitored Work**

Something I delegated but still manage


☐ **Recurring Error**

Work I repeatedly correct


☐ **Responsibility I Still Carry**

Something I continue doing because it feels easier

☐ Something else: _____

My One Less Thing

By the end of this week, I want _____
to stop automatically coming back to me.

Choose a Good Starting Point

☐ Recurring

☐ Appropriate for someone else

☐ Teachable

☐ Testable within seven days

☐ Low to moderate risk

Why Does It Keep Coming Back?

A task can be assigned without ownership ever fully shifting. Identify what is keeping this responsibility connected to you.


☐

Clarity

The expected outcome or responsibility is unclear


☐

Process

The steps, information, or standard are unclear or undocumented


☐

Authority

The person does not know what they may decide without me.


☐

Accountability

The deadline, ownership, or follow-up agreement is unclear.


☐

Capability

The person needs training, context, practice or support.


☐

Leadership Habit

I answer, check, correct, or take the work back too quickly.


☐

Performance Issue

The expectation is clear, but missed commitments have not been addressed.


☐

Something Else

What must be clearer?

What would need to be clearer for someone else to own this successfully?

What must change in me?

What may need to change in the way I currently respond?

The goal is not simply to hand off the task. The goal is to create the clarity, authority, and accountability that allow ownership to stay with someone else.

Build the Handoff

Complete this page before speaking with the person who will take ownership.

Clarity

What is the person taking ownership of?

Outcome

What result needs to be accomplished?

Standard

What does "done correctly" look like?

Consider quality, timing, communication, customer impact, and required details.

Decision Authority

- ☐ Decide and act independently
- ☐ Decide within agreed guardrails
- ☐ Recommend before acting
- ☐ Escalate defined situations

They may decide without me when:

They should involve me when:

Deadline or frequency



Update date



Update method



Have the Conversation

Clear ownership begins with a clear conversation. Use this script as written or adapt it to sound like you.

"I want to shift ownership of _____ to you.

Going forward, you will be responsible for _____.

A successful result looks like _____.

You may make decisions about _____ without waiting for my approval.

Please involve me when _____ occurs.

I would like an update by _____.

Before we finish, tell me what you understand you are taking ownership of and what support you need from me."

Conversation Check



Confirm Understanding

Tell me what you understand you are taking ownership of



Identify Barriers

What could prevent you from successfully owning this?



Confirm Support

What support or information do you need from me?

**Do not leave the conversation assuming you are both clear.
Ask the other person to explain the agreement in their own words.**

Print or save this page for your conversation

Practice not Taking It Back

Your team member is practicing ownership. You are practicing making room for it.

1. Owner Commitment

- | | |
|---|--|
| ☐ Pause before answering | ☐ Coach instead of immediately solving |
| ☐ Ask for their recommendation | ☐ Allow a reasonable difference in approach |
| ☐ Honor the authority we agreed upon | ☐ Address missed commitments directly |
| ☐ Wait until the scheduled update | ☐ Resist taking the responsibility back |

2. When It Comes Back, Try This

What do you recommend?

What does our agreement allow you to decide?

What information are you missing?

What options have you considered?

What is your next step?

What support do you need from me?

3. Leadership Check



Is the standard truly at risk-or is this simply not how I would have done it?

If the standard is at risk: Give direct feedback

If the approach is simply different: Allow ownership to continue

4. Seven-Day Observation

Three meaningful observations are enough.

What came back?	How did I respond?	What did I learn?

What Changed?

Review the experiment for information, not perfection. The goal was to learn what will make ownership stronger.

1. Owner Commitment

- | | |
|---|--|
| ☐ The responsibility stayed with the new owner | ☐ Authority or guardrails need adjustment |
| ☐ We identified what was unclear | ☐ The follow-up agreement needs improvement |
| ☐ I stepped in sooner than necessary | ☐ A performance issue needs to be addressed |
| ☐ More training or information is needed | ☐ The shift needs more time |

2. Reflection

The relief I experienced

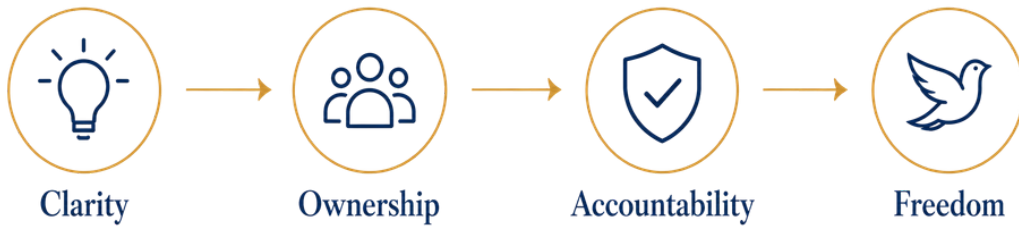
What I learned about my team

What I learned about my leadership

My next One Less Thing

One Less Thing Is a Beginning

One clear handoff can create relief. Building a business that no longer depends on you for every question, decision, and deadlining requires applying these shifts consistently.



Ready to Make the Next Shift?

Bring what you learned from this experiment to a confidential Owner Relief Conversation. Together, we will identify what the experience revealed and where your next leadership shift could create the greatest impact.

[Talk Through My Next Shift](#)



Scan to learn more

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