

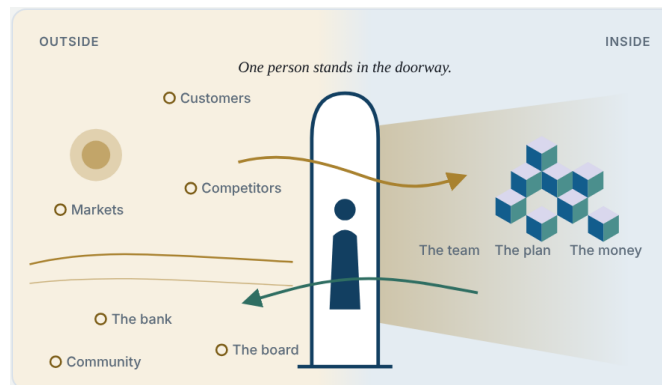
CEO Toolkit · Guide and fillable workbook

What Only the CEO Can Do

The job only you can do, and the week it deserves

Some work only the CEO can do. If you don't do it, nobody will. The CEO is the only person who sees the whole company and the outside world at the same time. Everyone else looks one way. Sales looks out. Almost everyone else looks in. Your job is to link the two: bring the outside in, and make the calls nobody else can make.

Most CEOs I work with spend their week somewhere else: on operations, on deals, on problems someone else should own. Nobody planned it. The inside just pulls hard. This tool helps you write down the job only you can do, see how much of your week it really gets, and move the rest to the people who should own it.



What you get

- A short guide: the job only you can do, the permanent hats and the hats you hand off, the CEO-only list, and how much of your week it should get
- The "Only I" check: 12 CEO-only responsibilities, scored 0 to 100 with red flags, plus your estimate of the time each one gets
- A time audit of your week: whose work each item is, who it goes to and by when, your Only-I share against your target, and the hours you free
- An optional team view (ask 5 leaders; it shows once 3 have rated) with blind spots, and your CEO job on one page with a weekly rhythm
- Appendix: a completed example with the arithmetic written out

How to use this form

Fill in every field right in this PDF using Adobe Acrobat Reader (free), then save. The CEO-only score, area scores, team view, red flags, week totals, Only-I share, hours freed, rhythm, page status, next moves and issue statement calculate automatically in Acrobat Reader. Apple Preview and most browsers let you type and choose, but they don't run the calculations. For a fully automatic version with a live report, use the online tool: <https://claude.ai/artifact/CMJMSSikNdxUabfhzQTg4c>

A coaching tool for reflection and planning. Team ratings are opinions, not a performance review.

The short version

The job only you can do

The CEO is the only person who sees the whole company and the outside world at once. Sales looks out. Operations, finance and nearly everyone else look in. Somebody has to hold both views and make the calls that connect them. That somebody is you.

Peter Drucker put it simply: inside the company there are only costs. The results are outside, with customers, markets and the economy. A.G. Lafley, who ran Procter & Gamble twice, built his CEO job around that idea. He named four tasks only the CEO can do: decide which part of the outside matters most, decide what business you are in and what business you are not in, balance this year's results against investment in the future, and shape the values and standards everyone works by.

The hard part isn't knowing the list. It's resisting the pull of the inside. Operations, problems and deals are urgent, familiar and fun. The CEO-only work waits.

Paraphrased from A.G. Lafley, "What Only the CEO Can Do" (Harvard Business Review, May 2009), which draws on Peter Drucker's notes on the work of the CEO.

The short version

Permanent hats and hats you hand off

I tell CEOs there are hats you wear for as long as you have the job, and hats you hand off as the company grows. The permanent hats are my six core CEO roles: Chief Strategist, Chief Team Builder, Chief Sales Officer, Chief Accountability Officer, Chief Culture Officer and Chief Coach & Mentor. I add two more: Resource Allocator and Ambassador.

The other hats, finance, operations, marketing, people, technology, innovation and legal, are real jobs, and usually someone with that expertise does them better than you. Smaller companies rent that capacity until they can buy it or build it. Wearing those hats yourself feels productive. It's how the CEO job gets squeezed out.

- **Only I.** On the list in Part 2. If you don't do it, nobody will.
- **I lead, others share.** You set the course; others do most of the work. Keep your part small.
- **Someone else should own.** A real job, but not yours. Hand it to someone on your team, or rent it.
- **Stop doing.** Nobody needs it, or not the way it's done now.

The short version

What only the CEO can do

- Link the outside to the inside: read the market, customers, competitors and technology, and bring it home.
- Decide what business we are in, and what business we are not in.
- Set the direction and make the few big bets.
- Balance today and tomorrow: deliver this year and still invest in the future.
- Shape the culture, the values and the standards, and live them.
- Pick, develop and, when needed, replace the top team.
- Allocate capital and resources to the best opportunities.
- Own the key outside relationships: owners or board, the bank, the biggest customers, the community.

- Make the few calls that can't be delegated.
- Be the chief communicator, inside and out.

Purpose and values only work when the CEO keeps them alive. Daniel Vasella, who led Novartis, says purpose can't be a slogan on the wall. You debate it, commit to it and keep asking whether it's still true. Nobody else in the company can do that for you.

The Vasella point draws on his 2024 interview with McKinsey, "How to embrace the CEO role."

The short version

How much of your week should it get?

There's no perfect number. Lafley's view was that the majority of a CEO's time belongs on the CEO-only tasks, and he admitted he fought the pull of the inside every week. The McKinsey CEO Excellence research puts it as a discipline: do what only you can do, and manage your time and energy to protect it.

This tool uses 50% of your week as the default target ♦. Treat it as a general guide and a judgment call, not a rule. A founder in a small company may start lower; a CEO of a larger company with a strong team should be well above it. My broader rule in the CEO Effectiveness Assessment, 80% of your week in my eight CEO roles, counts more than the CEO-only list here, because it includes coaching and selling.

Freeing hours isn't the goal. Putting them into CEO-only work is. If the hours you free fill up with more operations, nothing changed.

Carolyn Dewar, Scott Keller and Vikram Malhotra, CEO Excellence (McKinsey, 2022).



Part 1 of 6

1 | Set up

A few facts so the results speak your language.

Your name	Your role	Company	Industry
Annual revenue (\$M)	People	Hours I work a week	My hourly value (\$)
Target % on Only-I work			

Hourly value: what an hour of your time is worth to the company. Your pay divided by 2,000 hours is a fair floor; many owners use more.
Target: blank uses 50% ♦, a general guide and a judgment call. Set your own.

Part 2 of 6

2 | The “Only I” check

How well do you do each one today? 1 Poorly, 2 Below par, 3 Adequately, 4 Well, 5 Very well. Weight x1 less important for you, x2 normal (blank), x3 one of the most important right now. Then estimate the % of a typical week each one gets (whole percents). Critical responsibilities rated 2 or lower are red flags.

Link the outside to the inside

	My area score	Team		
	How well	Weight	% of week	Team avg
1 Read the outside world I spend real time outside the building, with customers, markets, competitors and new technology, and I bring what I learn back inside. Good looks like: I can name what changed outside this quarter and what we are doing about it. Role: Chief Strategist.				
2 Own the key outside relationships I personally own our most important outside relationships: owners or board, our bank, our biggest customers and the community. Good looks like: None of these people would say they only hear from me when something is wrong. Role: Ambassador.				
3 Be the chief communicator I tell our story, inside and outside, and repeat it until people can say it back to me. Good looks like: Ask anyone here where we're going and why. You get my answer, in their words. Role: Chief Culture Officer.				

Decide where we're going

	My area score	Team		
	How well	Weight	% of week	Team avg
4 Decide what business we are in and not in I decide, and keep deciding, where we play and where we don't: the customers, markets and work we say no to. Good looks like: We have a short, written list of what we won't do, and we've walked away from work because of it. Role: Chief Strategist.				

5 Set direction and make the few big bets (Critical)
 I set a clear direction and make the two or three big bets that shape the next few years.
 Good looks like: My leadership team can name the bets, and our budget and calendar back them. Role: Chief Strategist.



6 Balance today and tomorrow
 I deliver this year's results and still protect the investments the future needs.
 Good looks like: When times get tight, I cut waste, not the future. Role: Resource Allocator.



Build the team and the culture

My area score

Team

How well

Weight

% of week

Team avg

7 Pick and develop the top team (Critical)
 I pick, develop and, when needed, replace the people on my top team, and I plan successors for key seats, including mine.
 Good looks like: I have the right people in the top seats, and each one has a growth plan and a likely successor. Role: Chief Team Builder; Coach & Mentor.



8 Shape culture, values and standards
 I set our values and standards and live them, especially when it costs us something.
 Good looks like: People see me hold the line on a value when it would be easier not to. Role: Chief Culture Officer.



9 Hold the top team to the standard
 I set clear standards for results and hold my top team to them, so accountability doesn't depend on me chasing people.
 Good looks like: Each leader knows the numbers they own and what happens when they miss. Role: Chief Accountability Officer.



Allocate and decide

My area score

Team

How well

Weight

% of week

Team avg

10 Allocate capital and resources (Critical)
 I decide where money, people and time go, and I move them to the best opportunities, not just the loudest problems.
 Good looks like: Our best people work on our biggest opportunities, and we stop funding what isn't working. Role: Resource Allocator.



11 Make the calls only I can make
 I make the few calls that can't be delegated, and I make them on time.
 Good looks like: Big decisions don't wait on me. Everything else is decided below me. Role: Chief Accountability Officer.



12 Own the sales engine and the biggest deals
 I make sure we have a sales system that works without me, and I step in only on the few deals that need the CEO.
 Good looks like: Most revenue comes in without me. I'm in the room for the handful of deals that change our year. Role: Chief Sales Officer.



Responsibilities I rated (9 of 12 needed for a score)

My time estimate, added up

Time estimate in a sentence

Area columns: my score, the team's score and the gap (my average minus the team's, on the 1 to 5 scale; +1.00 or more is a blind spot).

Part 3 of 6

3 | My week

List what fills a typical week, up to 15 items, with hours. Then decide whose work each one really is.

- **Only I:** CEO-only work: it's on the list in Part 2 and nobody else can do it.
- **I lead, others share:** You set the course, but others do most of the work. Keep your part small and shrink it over time.
- **Someone else should own:** Someone on your team, or someone you rent, could own this. Name them and a date.
- **Stop doing:** Nobody needs to do this, or not the way it's done now. Name the date you stop.

1	What fills my week	Hours a week
	Whose work is it?	Who it goes to
		By when
2	What fills my week	Hours a week
	Whose work is it?	Who it goes to
		By when
3	What fills my week	Hours a week
	Whose work is it?	Who it goes to
		By when
4	What fills my week	Hours a week
	Whose work is it?	Who it goes to
		By when
5	What fills my week	Hours a week
	Whose work is it?	Who it goes to
		By when
6	What fills my week	Hours a week
	Whose work is it?	Who it goes to
		By when
7	What fills my week	Hours a week
	Whose work is it?	Who it goes to
		By when
8	What fills my week	Hours a week
	Whose work is it?	Who it goes to
		By when
9	What fills my week	Hours a week
	Whose work is it?	Who it goes to
		By when
10	What fills my week	Hours a week
	Whose work is it?	Who it goes to
		By when



11	What fills my week		Hours a week
	Whose work is it?		Who it goes to
			By when
12	What fills my week		Hours a week
	Whose work is it?		Who it goes to
			By when
13	What fills my week		Hours a week
	Whose work is it?		Who it goes to
			By when
14	What fills my week		Hours a week
	Whose work is it?		Who it goes to
			By when
15	What fills my week		Hours a week
	Whose work is it?		Who it goes to
			By when

Hours listed	My week (hours)	Only I	I lead, others share	Someone else should own
Stop doing	Hours freed	Only-I share now	Target	Hours to add
After the hand-offs	A year of my time			

My week in a sentence

My week = the hours I work, or the hours I listed if that's more. Only-I share = $\text{Only-I hours} \div \text{my week} \times 100$. Hours freed = $\text{Someone else should own} + \text{Stop doing} \blacklozenge$. Hours to add = $\text{target} \times \text{my week} \div 100 - \text{Only-I hours}$. After = $(\text{Only I} + \text{freed}) \div \text{my week} \times 100$. A year of my time = $\text{hours freed} \times \text{hourly value} \times 50 \text{ weeks} \blacklozenge$.

Part 4 of 6

4 | My team's view (optional)

Ask 5 people on your leadership team to rate how well you do each of the 12 (there is room for 6). Hand each a blank copy of Part 2, collect them without names, then enter each person's ratings in a column (1 Poorly to 5 Very well). A rater counts once they rate 9 or more ♦. The team view shows once 3 have rated; 5 gives a truer picture. With fewer than 3, no team view shows.

Responsibility

	rated 	rated 	rated 	rated 	rated 	rated 
1. Read the outside world						
2. Own the key outside relationships						
3. Be the chief communicator						
4. Decide what business we are in and not in						
5. Set direction and make the few big bets						
6. Balance today and tomorrow						
7. Pick and develop the top team						
8. Shape culture, values and standards						
9. Hold the top team to the standard						
10. Allocate capital and resources						
11. Make the calls only I can make						
12. Own the sales engine and the biggest deals						

Raters who count (9 or more rated; 3 needed)

Team view



Part 5 of 6

5 | My CEO job on one page

Write the job only you can do, what you're giving up, and when the CEO-only work happens.

My CEO-only work, in my words

Three to five lines. If your leadership team read only this, they should know what you do and what you don't.

- 1
- 2
- 3
- 4
- 5

What I'm handing off and stopping (from Part 3)

My rhythm for the CEO-only work

What isn't on the calendar gets squeezed out. Book outside, strategy and people time as standing slots. Hours a week = hours each time x 1 weekly, 0.5 every two weeks, 0.24 monthly, 0.08 quarterly ♦.

Slot	What I'll do	How often	Hours each	When	Hours a week
Outside time			▼		
Strategy time			▼		
People time			▼		
			▼		

Rhythm, hours a week

Rhythm in a sentence

One commitment

The one thing I'll do first

By when

Page status



Part 6 of 6

6 | Your results

CEO-only score	Band	Band before red flags	Red flags	Team CEO-only score

Strongest and weakest areas

Red flags

Your next moves

Scoring: CEO-only score = $\frac{\sum(\text{rating} \times \text{weight})}{\sum(5 \times \text{weight})} \times 100$ over the responsibilities you rated (9 of 12 needed). 80+ Strong, 65 to 79.9 Solid, 50 to 64.9 Developing, under 50 At risk. A Critical responsibility you rate 2 or lower, or the team averages 2.00 or lower, is a red flag. One or two red flags drop the band one step; three drop it two.

Bring this to your peer group or coach

Issue statement (calculated)

My issue statement, in my own words

Questions to sit with

- If I were gone for three months, which CEO-only work would simply not get done?
- What do I do every week because I'm good at it and I enjoy it, not because only I can do it?
- What business are we in that we should not be in, and who would tell me?
- When did I last spend a full day outside the building learning something I didn't know?
- Who on my team is ready to own more, and what would it take for me to let go?

How the scoring works

- The "Only I" check: 12 responsibilities only the CEO can carry. Rate how well you do each: 1 Poorly, 2 Below par, 3 Adequately, 4 Well, 5 Very well. Leave it blank if you can't say.
- Weights (importance right now): x1 less important for you, x2 normal (blank = 2), x3 one of the most important for you right now.
- CEO-only score = $\frac{\sum(\text{rating} \times \text{weight})}{\sum(5 \times \text{weight})} \times 100$, over the responsibilities you rated. You need at least 9 of the 12 rated $\blacklozenge$.
- Bands: 80 or more Strong (you own the CEO job); 65 to 79.9 Solid; 50 to 64.9 Developing (the CEO job is getting squeezed); under 50 At risk.
- Red flags: three responsibilities are Critical (set direction and make the big bets, pick and develop the top team, allocate capital and resources). A Critical one you rate 2 or lower, or your team averages 2.00 or lower, is a red flag. One or two red flags drop the band one step; three drop it two.
- Area scores use the same formula on each area's three responsibilities. Strongest and weakest need at least two areas scored; ties go to the area listed first.
- Time estimate: the % of your week you think each responsibility gets, added up (whole percents). Starved: a responsibility weighted x3 that gets under 5% of your week $\blacklozenge$.
- The time audit: list what fills a typical week, with hours. Your week = the hours you work, or the hours you listed if that's more. Only-I share = $\frac{\text{Only-I hours}}{\text{your week}} \times 100$.
- Target: the share of your week you want on Only-I work. Blank uses 50% $\blacklozenge$, a general guide and a judgment call, not a rule. Hours to add = $\frac{\text{target} \times \text{your week}}{100} - \text{Only-I hours}$ (never below 0).
- Hours freed = hours marked Someone else should own or Stop doing $\blacklozenge$. After = $\frac{(\text{Only-I hours} + \text{hours freed})}{\text{your week}}$, if you put every freed hour into CEO-only work. A year of your time = $\text{hours freed} \times \text{your hourly value (whole dollars)} \times 50 \text{ weeks}$ $\blacklozenge$.
- Estimate vs week: when your Part 2 estimate and your Part 3 Only-I share differ by 15 points or more $\blacklozenge$, the report says so. Trust the logged week.
- Team view (optional): ask 5 people on your leadership team to rate how well you do the same 12 (up to 6 fit). A rater counts once they rate at least 9 $\blacklozenge$. The team view shows once 3 have rated; 5 gives a truer picture. Team average per responsibility to two decimals; team score = $\frac{\sum(\text{team average} \times \text{weight})}{\sum(5 \times \text{weight})} \times 100$. Fewer than 3: no team view, to protect their privacy.
- Blind spots: in an area, your rating minus the team's average, weighted, over responsibilities both rated. 1.00 or more means you see yourself as stronger than your team does.

- Rhythm: hours each time x how often, as hours a week: weekly x 1, every two weeks x 0.5, monthly x 0.24, quarterly x 0.08 (a 50-week year) ♦.
- One-page job: 8 points (3 or more lines in your words; outside, strategy and people time each with how often and hours; every hand-off named; every hand-off and stop dated; a commitment; its date). 90% Ready to share, 75% Nearly ready, 50% Started, below that Not yet written.

Related tools

- CEO Effectiveness Assessment: how well you play my eight CEO roles, rated by up to ten people, with a deep-dive tool for each weak role (<https://claude.ai/artifact/KFCeYDF55BEAh8imzGoiIS>)
- CEO Time Audit: log a real week hour by hour before you trust the estimates here (<https://claude.ai/artifact/2Ub3HRph7ZXau71bLAHXhq>)
- Delegation Planner: hand off the work in Part 3 the right way, with the Five Levels of Delegation (<https://claude.ai/artifact/UWsRPHXxyzCA8taaPPjily>)
- Stop Upward Delegation: keep the work you hand off from floating back up to you (<https://claude.ai/artifact/Vau7vKmgLfezJ1pa8LBwgC>)
- Leadership Team Evaluation: is the team you hand work to ready to take it? (<https://claude.ai/artifact/G6yqU6G1kWciGZ6ZorKzR9>)
- Business GPA Report Card: the company outcomes your CEO-only work should move (<https://claude.ai/artifact/ImpwnTPgRb1G8kNmrpBUeB>)
- CEO Archetypes: the kind of CEO you are, and the CEO-only work you tend to skip (<https://claude.ai/artifact/RTc3iRCMz97NuodFhZ48oB>)

The idea that the CEO links the outside to the inside, and the four CEO tasks (define the meaningful outside, decide what business you are in and not in, balance the present and the future, shape values and standards) are paraphrased, with credit, from A.G. Lafley, "What Only the CEO Can Do" (Harvard Business Review, May 2009), which draws on Peter Drucker's notes on the work of the CEO. "Do what only you can do" echoes Carolyn Dewar, Scott Keller and Vikram Malhotra, CEO Excellence (McKinsey, 2022). The point about debating and repeating purpose draws on Daniel Vasella's 2024 McKinsey interview. The CEO roles, the permanent and delegable hats, the checks and the plan are mine.

A coaching tool for reflection and planning. Team ratings are opinions, not a performance review.

Appendix: a completed example

Quillmere Clinical Supply: a fictional \$26M distributor of laboratory and clinical supplies. Zuleika Penhaligon founded it nineteen years ago. She is the best salesperson and the best problem-solver in the building, and that is where her week goes. Every name is invented. These are the same inputs as the online tool's "See a completed example" button.

Part 1: set up

Zuleika Penhaligon, Founder and CEO, Quillmere Clinical Supply (Laboratory and clinical supply distribution). Revenue \$26M, 88 people. She works 56 hours a week; hourly value \$200. Target left blank, so the default 50% applies.

Part 2: the "Only I" check

Responsibility	Weight	Me	Me x weight	% of week	Team: raters 1-4, average
1. Read the outside world	x3	3	9	4%	2 + 2 + 3 + 2 = 2.25
2. Own the key outside relationships	x2	4	8	5%	3 + 4 + 3 + 3 = 3.25
3. Be the chief communicator	x2	3	6	3%	2 + 3 + 2 + 3 = 2.50
4. Decide what business we are in and not in	x2	3	6	2%	2 + 1 + 2 + 2 = 1.75
5. Set direction and make the few big bets (Critical)	x3	4	12	3%	2 + 2 + 2 + 2 = 2.00
6. Balance today and tomorrow	x2	3	6	2%	2 + 2 + 3 + 2 = 2.25
7. Pick and develop the top team (Critical)	x3	2	6	6%	3 + 3 + 2 + 3 = 2.75
8. Shape culture, values and standards	x2	4	8	3%	4 + 4 + 4 + 5 = 4.25
9. Hold the top team to the standard	x2	3	6	2%	2 + 3 + 2 + 2 = 2.25
10. Allocate capital and resources (Critical)	x3	3	9	2%	3 + 3 + 2 + 3 = 2.75
11. Make the calls only I can make	x1	4	4	2%	3 + 3 + 4 + 3 = 3.25
12. Own the sales engine and the biggest deals	x2	4	8	4%	4 + 5 + 4 + 4 = 4.25

Check, CEO-only score: $\Xi(\text{rating} \times \text{weight}) = 88$. $\Xi(5 \times \text{weight}) = 5 \times 27 = 135$. $88 \div 135 \times 100 = 65.2$, which is Solid.

Check, team: all 4 raters rated all 12, so the team view shows (5 would give a truer picture). Team averages are rounded to two decimals. $\Xi(\text{team average} \times \text{weight}) = 73.50$. $73.50 \div 135 \times 100 = 54.4$.

Red flags: responsibility 5 (Critical), team average 2.00; responsibility 7 (Critical), she rated herself 2 (below par). Two red flags drop the band one step: Solid → Developing.

Area	You: $\Xi(r \times w) \div \Xi(5 \times w) \times 100$	Team: same formula	Gap: $\Xi((\text{you} - \text{team}) \times w) \div \Xi w$	Blind spot
Link the outside to the inside	$23 \div 35 \times 100 = 65.7$	$18.25 \div 35 \times 100 = 52.1$	$4.75 \div 7 = +0.68$	
Decide where we're going	$24 \div 35 \times 100 = 68.6$	$14.00 \div 35 \times 100 = 40.0$	$10.00 \div 7 = +1.43$	Yes
Build the team and the culture	$20 \div 35 \times 100 = 57.1$	$21.25 \div 35 \times 100 = 60.7$	$-1.25 \div 7 = -0.18$	
Allocate and decide	$21 \div 30 \times 100 = 70.0$	$20.00 \div 30 \times 100 = 66.7$	$1.00 \div 6 = +0.17$	

Strongest: Allocate and decide. Weakest: Build the team and the culture. Blind spot: Decide where we're going, where she rates herself 1.43 above her team.

Check, time estimate: $4 + 5 + 3 + 2 + 3 + 2 + 6 + 3 + 2 + 2 + 2 + 4 = 38\%$. Starved (weighted x3 and under 5%): Read the outside world, Set direction and make the few big bets, and Allocate capital and resources.

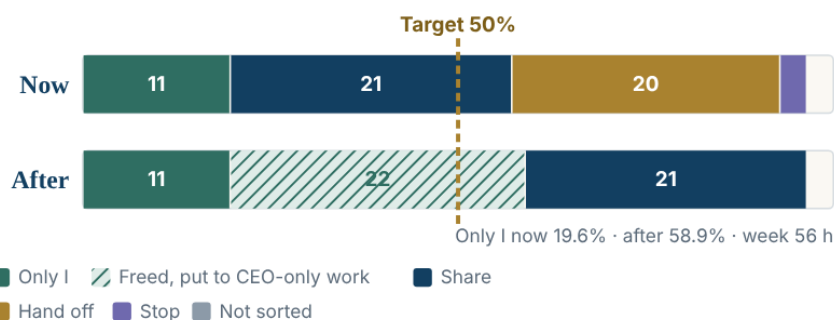


Part 3: her week

Activity	Hours	Whose work	Who it goes to	By when
1. Customer escalations and order problems	6	Someone else should own	Tancredi Marchbanks, VP Operations	Dec 1
2. Approving every quote over \$10,000	3	Someone else should own	Oluwaseun Adebayo, VP Sales	Nov 17
3. Working the big hospital-system deals	8	I lead, others share	Oluwaseun Adebayo	—
4. Warehouse and delivery schedule problems	4	Someone else should own	Balthazar Rutherford	Nov 24
5. Reviewing every vendor invoice over \$5,000	2	Someone else should own	Lucasta Inchbald, Controller	Nov 10
6. ERP and IT problems	2	Someone else should own	Ebenezer Winslade	Dec 8
7. Weekly sales pipeline review	3	I lead, others share	Oluwaseun Adebayo	—
8. Leadership team meeting and one-to-ones	4	Only I	—	—
9. Strategy and next year's plan	2	Only I	—	—
10. Bank, advisory board and owners	1.5	Only I	—	—
11. Visiting top customers and suppliers	2	Only I	—	—
12. Interviewing every new hire	3	Someone else should own	Gwendolen Nakamura, HR Manager	—
13. Proofing every marketing piece	2	Stop doing	—	Nov 3
14. Inbox and drop-in questions	10	I lead, others share	—	—
15. All-hands meeting and recognition	1.5	Only I	—	—

Check, the week: listed 54 hours; she works 56, so her week is 56 hours. Only I: $4 + 2 + 1.5 + 2 + 1.5 = 11$. Share: $8 + 3 + 10 = 21$. Hand off: $6 + 3 + 4 + 2 + 2 + 3 = 20$. Stop: $2 = 2$.

Only-I share now: $11 \div 56 \times 100 = 19.6\%$. Target 50% of 56 = 28 hours, so hours to add = $28 - 11 = 17$. Hours freed: $20 + 2 = 22$ (covers the 17). After: $(11 + 22) \div 56 \times 100 = 58.9\%$. A year of her time: $22 \times \$200 \times 50 \text{ weeks} = \$220,000$. Estimate vs week: $38\% - 19.6\% = 18.4 \text{ points}$, more than 15, so the report flags it.



Part 5: her CEO job on one page

- Keep us pointed at the customers and markets that matter, and bring what I see back inside.
- Decide where we play and where we don't, and make the two or three big bets each year.
- Pick, grow and hold accountable a leadership team that runs the business without me.
- Put our money and our best people on our best opportunities.
- Own our relationships with the bank, the advisory board and our ten biggest customers.

Slot	What	How often	Hours each	Hours a week	When
Outside time	Visit two top customers and one supplier	Every two weeks	4	$4 \times 0.5 = 2$	Thursday afternoons
Strategy time	Strategy morning, phone off, door closed	Weekly	3	$3 \times 1 = 3$	Mondays 7 to 10 am
People time	One-to-ones with my six direct reports	Weekly	6	$6 \times 1 = 6$	Tuesdays and Wednesdays
Board and team offsite	Advisory board meeting plus a leadership offsite	Quarterly	8	$8 \times 0.08 = 0.64$	First week of each quarter

Check, rhythm: $2 + 3 + 6 + 0.64 = 11.64$ hours a week. Page points: 5 lines in her words (1) + outside, strategy and people time set (3) + every hand-off named (1) + every hand-off and stop dated (0: the hiring hand-off has no date) + commitment (1) + its date (1) = 7 of 8. $7 \div 8 = 87.5\% \rightarrow$ Nearly ready.

Commitment (by Nov 9): Block Monday mornings for strategy, and hand customer escalations to Tancredi Marchbanks by December 1.

Results

Headline: CEO-only score 65.2: Developing, the CEO job is getting squeezed (Solid before 2 red flags). Only-I work is 19.6% of your week against a 50% target. Handing off and stopping what you marked frees 22 hours a week, worth \$220,000 a year.

Next moves:

- Set the direction. Block a half day this month to write down the two or three big bets for the next three years, then test them with your leadership team and your peer group.
- Work on your top team first. Decide, seat by seat, who you would hire again today, and start a growth plan or a replacement plan for each one who isn't a yes.
- Hand off or stop the 22 hours a week you marked, biggest first: Customer escalations and order problems. Then guard those hours for CEO-only work.

Issue statement: Quillmere Clinical Supply: my CEO-only score is 65.2 (developing). Only 19.6% of my week goes to work only I can do; my target is 50%. I've found 22 hours a week to hand off or stop. How do I let go of the rest and protect the time for the job only I can do?