

10 signs your company still depends on you

A diagnostic checklist for owners and chief executives

Mark every sentence you recognize yourself in. Be honest — no one sees this list but you.

- 01** The company has directors and managers, yet every important decision still waits for you.
- 02** You plan vacations around having signal — because you know they will call.
- 03** You delegate a task, then check it, rework it, or take it back.
- 04** Dozens of open decisions sit for weeks — and none of them is genuinely hard.
- 05** Meetings end with "we'll think about it" instead of a conclusion — and everyone waits for you.
- 06** When asked who you are, you name your company first — not yourself.
- 07** Your team brings you problems, not proposals — they've learned you decide anyway.
- 08** You work more hours than five years ago, though the company is bigger and better staffed.
- 09** You know certain people should be replaced, yet you've postponed the decision for months.
- 10** The thought of stepping back from operations brings no relief — only unease, because you don't know what would remain of you without the role.

YOUR SCORE

0–2 marked: Your decision architecture mostly works for you.

3 or more: The company doesn't depend on your ability — it depends on your presence.

These are not ten separate problems. They are three mechanisms — Authority Discount, Open Loops, and Identity-Role Fusion — resolved structurally, not through greater effort.