

THE OWNER CEILING CHECK

Twenty statements. Circle a number. Five minutes, by hand.

Answer for how things actually are this month. 1 = not true at all · 3 = sometimes, depends on the week · 5 = consistently true, I would bet money on it. A flattering score is a wasted five minutes. Nobody sees this but you and me.

A	HOW MUCH STILL RUNS THROUGH YOU	section total ____ / 25				
01	Decisions above a set dollar amount get made without me, and I am comfortable with that.	1	2	3	4	5
02	If I were unreachable for a full working week, decisions would still get made and work would still move.	1	2	3	4	5
03	My phone does not ring for things other people are accountable for.	1	2	3	4	5
04	Our biggest customers and key suppliers deal with my team, not only with me.	1	2	3	4	5
05	I could take two consecutive weeks away, with no laptop, and the month would still close normally.	1	2	3	4	5
B	WHO ELSE CAN CARRY REAL WEIGHT	section total ____ / 25				
06	Every function has one named person accountable for it, and that person knows they own it.	1	2	3	4	5
07	My leaders hold each other to their commitments without me in the room.	1	2	3	4	5
08	If my strongest manager resigned tomorrow, I know who would step up, and they could actually do it.	1	2	3	4	5
09	My leaders bring me decisions they have already thought through, not problems for me to solve.	1	2	3	4	5
10	There is someone here who could run the day-to-day of this business within twelve months.	1	2	3	4	5
C	WHETHER THE WORK REPEATS WITHOUT HEROICS	section total ____ / 25				
11	The way we do our core work is written down, not carried around in people's heads.	1	2	3	4	5
12	A new person in a key role can become productive from what is documented, not only by shadowing someone.	1	2	3	4	5
13	When something goes wrong, we fix the process, not just that instance of it.	1	2	3	4	5
14	The same job done by two different people produces the same result.	1	2	3	4	5
15	We could absorb a key departure, an audit, or a sudden jump in volume without improvising our way through it.	1	2	3	4	5
D	WHETHER YOU KNOW THE NUMBER BEFORE IT HAPPENS	section total ____ / 25				
16	I know our operating numbers weekly, not monthly, and not from the accountant.	1	2	3	4	5
17	We have a short list of measures everyone can see, and each person knows which one is theirs.	1	2	3	4	5
18	By Wednesday I can tell whether the week is going to hit.	1	2	3	4	5
19	We forecast, and we are usually close.	1	2	3	4	5
20	Our profit is a result we manage on purpose, not a number we find out about afterwards.	1	2	3	4	5

TOTAL ____ / 100

The lowest section is where the ceiling is.

20–44 You are the ceiling. 45–64 The business runs through you. 65–84 The business runs with you. 85–100 The business runs.

Name _____ Company _____ Date _____

Anything else we should know? (what's really going on, what you've tried, what keeps you up)

Send a photo of this page back to me and we take twenty minutes to read it together. No pitch. Thomas Rechten · Rechten Consult · assistant@rechtenconsult.com