



The Executive Laziness" Audit is a fantastic reality check for anyone stuck in the "hero-manager" trap. It shifts the perspective from activity (how much you do) to leverage (how much you enable).

After you've completed the audit (should take no more than a minute) and found your score is higher than you'd like, the next phase is *Strategic Withdrawal*. You can't just stop "doing it all" overnight, or the system will collapse; you have to systematically replace yourself with better processes.

Here is the framework for the next phase:

Phase 2: The "Strategic Withdrawal" Framework

1. Define Your "Command Intent"

If you want to stop being the bottleneck (Question 1), your team needs to know what "success" looks like without asking you.

The Action: For every new project, provide the Outcome and the Constraints, but never the Method.

The Mantra: "Tell them what to do and why, but let them surprise you with how."

2. The 10% Rule (Kill the "Correction" Urge)

To stop "tweaking" (Question 2), implement a personal friction point.

The Action: Before you leave a comment or edit a slide, ask yourself: "Is this correction for the sake of the business, or for the sake of my ego?" * **The Rule:** If the work is "Effective" but not "Your Way," you must hit Approve.

3. The "Reverse 1-on-1"

Flip the Question-to-Answer ratio (Question 3) by changing the meeting structure.

The Action: Your team members must bring the agenda. If they present a problem, they must also present three potential solutions and their recommendation.

The Rule: You are only allowed to ask questions (e.g., "What's the biggest risk in Option B?") for the first 15 minutes.

4. Categorize Your Failures

To curb the "Rescue Reflex" (Question 4), categorize risks before they happen.

Type 1 (Reversible): Low stakes. Let the team fail, feel the heat, and fix it. This is where "Judgment" is built.

Type 2 (Irreversible): High stakes (legal, massive financial loss). These are the only ones you "rescue."

The "Lazy" Leader's Metrics

Success in this phase isn't measured by your output, but by these three indicators:

Metric High-Effort Leader (Score 16–20)

Email Volume High (cc'd on everything)

Meeting Participation (Leads the talking)

Vacation Status (Checking Slack 4x a day)

Intentionally Lazy Leader (Score 5–10)

Low (only informed on outcomes)

Mostly listens/observes

Phone stays in the hotel safe

"Your job is not to be the smartest person in the room; your job is to ensure the smartest people in the room are actually working."