

SBNZ Pathway #5 — Owner Step-Back (45-Day Plan)

Reduce owner overload, delegate properly, and protect CEO focus time.

Who this pathway is for

- You're stuck in the weeds and can't focus on growth.
- You're the bottleneck for decisions and problem solving.
- You want more time without the business slipping backwards.

What you should achieve

- A clear 'stop doing' list and delegation plan.
- Decision rights clarified (who decides what).
- A weekly CEO rhythm installed (focus blocks + check-ins).
- Early wins that reduce interruptions and firefighting.

Step-by-step plan

Phase	What to do	Time	Notes
Week 1	Run the owner time audit and identify top 10 delegation candidates.	10m/day	Be honest — interruptions count.
Week 2	Create stop-doing + delegation plan and set decision rights.	90m	Delegate outcomes, not instructions.
Week 3	Install weekly rhythm and time blocks; review delegation tracker weekly.	30m/week	Protect focus time like money.
Week 4–6	Document 3–5 SOPs so delegation sticks; train and reinforce.	60m/SOP	Systems make delegation permanent.

Use these SBNZ resources

- 003.16 Owner Step-Back + Delegation Toolkit (read me first + tracker).

- 003.4 Weekly Rhythm + KPI Toolkit (cadence and accountability).
- 003.5 Systems & Process Toolkit (SOPs and checklists).
- 003.17 AI Productivity Toolkit (SOP drafting, meeting actions, comms templates).

Common pitfalls to avoid

- Delegating without decision rights (you still get interrupted).
- Taking tasks back after one mistake (coach instead).
- No weekly rhythm (delegation fades).
- Not documenting repeatable processes (tribal knowledge returns).

Simple KPIs to track

- Owner hours worked per week.
- Number of owner interruptions per day (rough count).
- Delegated tasks completed vs open (weekly).
- Weekly CEO focus blocks completed (yes/no).
- Team independence score (1–10 monthly).