

THE SEVEN-DAY HANDOVER PLAN

Hand over one recurring decision.

Without losing control.

A practical Plan for founders and managers.
Choose the decision. Set the boundaries.
Test it in the work.



Free Plan / Read, write, discuss, act

START HERE

A small handover. A useful first result.

Work through one day at a time with the person closest to the decision.

By the end, you will have a written decision agreement and evidence from a suitable real case. If no case occurs, record "not yet observed" and test the agreement when one does.

- 1 Name the work that keeps returning**
Direction
- 2 Find the missing authority**
Decisions
- 3 Agree ownership of the outcome**
Leadership
- 4 Write the limits and exceptions**
Decisions
- 5 Give the owner a useful picture**
Data
- 6 Let an ordinary case move**
Delivery
- 7 Review the mechanism**
Leadership

Keep genuinely reserved decisions within existing authority: legal commitments, safety matters and major spending. This is general guidance, not a score or verified diagnosis.

DAY 01 / DIRECTION

Name the work that keeps returning

List three things you were asked to decide yesterday. For each, write what was waiting, who brought it to you and what outcome mattered. Choose one repeated, bounded decision rather than trying to delegate your whole job.

ILLUSTRATIVE EXAMPLE

A delivery manager asks you to approve every ordinary delivery-slot change, even when the new slot meets the existing customer promise.

What decision keeps returning?

What outcome must it protect?

What happened in the most recent case?

Evidence to keep: One named decision, its desired outcome and a recent example. Ask the team whether they recognise the same pattern.

DAY 02 / DECISIONS

Find the missing authority

Ask the person closest to the work: "What could you decide yourself? What would you still need from me?" Listen for unclear limits, unavailable information, competing priorities or a decision you routinely reopen. A job title does not settle these questions.

ILLUSTRATIVE EXAMPLE

The manager knows the available slots but does not know whether you will accept a different choice from the one you would make.

Why does the decision return?

What is missing: authority, information, time or capability?

What does the person closest to the work say?

Evidence to keep: A written explanation of why the decision returns. Distinguish missing authority from a genuine capability or information gap.

DAY 03 / LEADERSHIP

Agree ownership of the outcome

Name one decision owner. Agree the result they own and which trade-offs they can make. Check that they have the information, time and capability to act. Responsibility without those resources will simply create a more accountable person waiting for permission.

ILLUSTRATIVE EXAMPLE

The delivery manager owns keeping the promise, choosing an available slot and confirming it with the customer.

Who will own the decision and follow-through?

What result and trade-offs do you both agree?

What support or information does the owner need?

Evidence to keep: The owner can describe the outcome and their authority in their own words. You both understand what remains reserved.

DAY 04 / DECISIONS

Write the limits and exceptions

Agree the ordinary case the owner can handle, the limits of that authority and the conditions that require escalation. Define what information an exception should carry. Use existing commercial and risk limits; do not invent a new spending allowance to make delegation look complete.

ILLUSTRATIVE EXAMPLE

An available slot within the existing commitment can be chosen. A broken promise, unapproved extra spend or displaced commitment needs the agreed exception route.

What can the owner decide without asking?

What limits and reserved decisions still apply?

What exception goes to whom, and how quickly?

Evidence to keep: A short decision record covering owner, outcome, permitted choices, limits and escalation trigger. Test it against yesterday's example.

DAY 05 / DATA

Give the owner a useful picture

Identify the minimum information needed to make the decision: perhaps capacity, margin, customer commitment or cash timing. Ask where it comes from and how current it is. If it is unreliable, name who will correct it. More dashboards are not a substitute for one trustworthy answer.

ILLUSTRATIVE EXAMPLE

The manager checks the current capacity plan and the recorded customer commitment before choosing a slot.

What information does this decision need?

Where is the current, trustworthy source?

Who will resolve missing or unreliable information?

Evidence to keep: The owner can find the required information without asking you to join the dots. Unknown information is visible rather than guessed.

DAY 06 / DELIVERY

Let an ordinary case move

Use the agreement on the next suitable case. Let the owner make the decision within the boundaries. Resist reopening a reasonable choice simply because you would have chosen differently. Intervene when an agreed exception occurs, and record why.

ILLUSTRATIVE EXAMPLE

The manager chooses a suitable available slot and confirms it. The founder hears about it at the normal review, rather than approving it first.

What did the owner decide and do?

Did you intervene? If so, why?

What happened next? Record not yet observed if no case occurred.

Evidence to keep: What was decided, what happened next and whether founder intervention was required. If no suitable case occurred, record "not yet observed".

DAY 07 / LEADERSHIP

Review the mechanism

Review the case together. Did the outcome hold? Was information missing? Were the limits clear? What made the work return? Improve the agreement before expanding it. A quiet week alone is not proof of independence; the useful evidence is how work moved and who decided.

ILLUSTRATIVE EXAMPLE

The ordinary case moved without founder approval. An exception returned because capacity information was missing; the team agrees who will keep it current.

What worked?

What came back to you, and why?

What will you change, and when will you review it again?

Evidence to keep: Keep, change or investigate the decision agreement. Record: what worked, what came back to you, why it returned and what needs changing. Count suitable cases handled by the owner, cases needing your approval and agreed exceptions separately. Set a next review date; do not count an untested agreement as a successful handover.

THE AUTHORITY MAP

Three routes. No guessing.

Agree the route before the next case. A routine update is not a request for approval.

01 Decide and inform

Within the agreed authority: make the decision, act and report through the normal review.

02 Recommend for approval

Outside your authority: bring evidence, options and a recommendation, plus the specific approval needed.

03 Escalate immediately

An agreed urgent exception: contact the named person with the facts and immediate action required. Do not wait for the routine review.

The owner decides within the agreement. Outside it, they bring evidence and a recommendation. Urgent exceptions go to the named person immediately.

ILLUSTRATIVE EXAMPLE

What a usable agreement looks like.

An example for discussion, not a client claim or an authority policy for your business.

RECURRING DECISION	Move an ordinary delivery slot.
OUTCOME	Meet the existing customer commitment.
OWNER	Delivery manager: decides, confirms and follows through.
AUTHORITY	Choose an available slot within the existing promise.
LIMITS	No unapproved extra spend or displacement of another commitment.
INFORMATION	Current capacity plan and recorded customer deadline.
ESCALATION	A breached promise or unavailable capacity goes to the named commercial owner with options and a recommendation.
REVIEW	Review the decision log at the next agreed check-in.

Your business must define its own actual limits. Adapt this to the real owner, commitments, information and exception route.

KEEP THIS WITH THE OWNER

Your decision handover agreement.

Complete together. A job title alone does not transfer authority.

RECURRING DECISION What exactly keeps coming back?

OUTCOME What result must the decision protect?

OWNER Who decides and owns follow-through?

AUTHORITY What choices can they make without asking?

LIMITS Which existing risk or commercial boundaries apply?

INFORMATION What must they know, from which source?

ESCALATION What specific exception needs whom, with what evidence?

REVIEW When will you check what happened and improve the agreement?

REVIEW THE WORK

What changed? What still returns?

A completed worksheet is preparation. The useful evidence is how real work moved.

Suitable cases handled by the owner / approvals needed / agreed exceptions

What worked, and what came back to you?

What will change, who owns it, and when is the next review?

Bring a recommendation, not just a problem

Situation / evidence / options / recommendation / authority / follow-through. Use these when discussion or approval is needed.

Look at the wider pattern

The free Assessment examines Direction, Decisions, Delivery, Data and Leadership. A score is not a verified diagnosis. Want Antony to review five real recurring decisions? The Decision Handover Map page explains the paid service, scope and current availability.

Take the free Assessment

Explore the personal Decision Handover Map