

10-Minute Leadership Time Audit

Don't ask whether you were productive. Find the work that is still designed to require you.

1 Look back at the last five workdays

Open your calendar and Sent folder. Scan meetings, prep, follow-up, approvals, reporting, email, research, reviews, recurring admin, and the things you carried in your head.

WORK THAT REQUIRED ME	TIME	WHY DID IT NEED ME?	WHICH D

2 Run the Four Ds

Defer, Delegate and Delete come from Ryan Taft's Balanced Leader teaching

DEFER

Does this need to happen now?

DELEGATE

Does this need to be done by me?

DELETE

Does this need to happen at all?

DESIGN

Does this work need to happen this way?

Pay special attention to work you cannot defer, delegate, or delete. That's where Design gets interesting.

3 Find the bottleneck

Circle anything that needed your answer, approval, context, review, decision, or involvement just to keep moving. Then ask: if we were starting from scratch today, with AI available, would we design this work this way?

HOURS I SPENT THIS WEEK ON WORK DESIGNED TO REQUIRE ME

ONE RECURRING THING I WANT TO REDESIGN FIRST

IF I RECLAIMED THAT CAPACITY, I WOULD USE IT TO LEAD BY