

By Default Instead of by Design

Why the business still feels like it depends on you

There's a feeling that comes up in the business. It doesn't come from one thing. Some months the numbers look fine. Some months they're tight. You're charting at 11 p.m. because the day got filled with everything else. The credentialing paperwork has been sitting on your desk for two weeks because nobody else knows how to complete it. The details change. The feeling doesn't.

The feeling isn't a mood problem. It's information about how the business is built. The business depends on you, and not just in the way every business depends on its owner. There's a difference between being responsible for a business and being the only person who can keep it running. If the business needs you in the middle of every important decision, every recurring problem, and every unclear situation, it only works as long as you keep showing up that way.

How It Built Up

It happened one "yes" at a time. You said yes to things you could do. You did them because you could. Then they became things you kept doing because you'd always done them. By the time you noticed, doing it yourself was the only way it got done. That's the first pattern.

The second is harder to see. The things you delegated. Someone handled them for a while. Then the handoff went sideways and it quietly came back to your desk. You picked it back up because it had to get done. You've been doing it since. Both patterns are the same build-up: you could do it, so you did. You did it, so you felt like you should keep doing it. Can and should are two different things.

What to Do First

Don't try to overhaul the business. Don't build new systems. For the next week, make two lists. The first is work you're still doing because it was easier to keep doing it yourself. The second is work you delegated but quietly took back. Most owners don't realize how much has built up around them until they slow down long enough to look at it directly.

You're not trying to solve all of it yet. You're trying to see, clearly, how much of the business still depends on you by default instead of by design.

Read the full article at rontestercoaching.com. To talk through what this looks like in your business, [set up a call here](https://rontestercoaching.com).

Ron Tester, PT · rontestercoaching.com

