

The Ownership Map

Every outcome the business needs, the one person who owns it, and the share that still routes through you. Fill it in as the business actually runs today, not as the org chart says.

1. List outcomes, not tasks

Results the business needs every month: leads booked, jobs delivered on time, invoices collected, hires onboarded. If it would get worse when a person left, it is an outcome.

2. One name per row

Not a department, not "the team". The person who would be asked first if it slipped. If two names come to mind, nobody owns it.

3. Mark what still lands on you

Every row where the honest owner is the founder counts toward Founder Load. Most founders see a number over 50% the first time.

OUTCOME	OWNER	BACKUP	NUMBER THAT PROVES IT	3C CHECK	FOUNDER?
1				☐ Clarity ☐ Commit. ☐ Capab.	☐
2				☐ Clarity ☐ Commit. ☐ Capab.	☐
3				☐ Clarity ☐ Commit. ☐ Capab.	☐
4				☐ Clarity ☐ Commit. ☐ Capab.	☐
5				☐ Clarity ☐ Commit. ☐ Capab.	☐
6				☐ Clarity ☐ Commit. ☐ Capab.	☐
7				☐ Clarity ☐ Commit. ☐ Capab.	☐
8				☐ Clarity ☐ Commit. ☐ Capab.	☐
9				☐ Clarity ☐ Commit. ☐ Capab.	☐
10				☐ Clarity ☐ Commit. ☐ Capab.	☐
11				☐ Clarity ☐ Commit. ☐ Capab.	☐
12				☐ Clarity ☐ Commit. ☐ Capab.	☐

Founder Load = rows marked Founder ÷ total rows = _____ %

Under 20% and the business runs without you in the room. Over 50% and you are the operating system. Write today's number down; you will want to compare it in ninety days.

The Gap Finder and the 3C Check

The map shows who owns what. This page finds what nobody owns, who owns too much, and what to do when an owner is not a fit.

Unowned outcomes

Rows on the map where you wrote two names, or none. These are the founder's real job description.

Overloaded owners

Any name that appears on more than four rows. Which rows move, and to whom?

Missing backups

Outcomes with an owner and no backup. One resignation away from landing on you.

The next seat

If the moved rows above cluster into one job, write it here as outcomes. That is the seat to hire, and the job post writes itself.

When a row fails the 3C Check

A no on Clarity, Commitment, or Capability is a signal, not a verdict. It routes to one of three paths. Decide the path in the meeting, with a date.

Coach

Capability is the gap. The person wants it and understands it. Build the skill, with a date to review.

Redefine

Clarity is the gap. The seat was never written down. Rewrite the outcomes and the number, then re-check.

Transition

Commitment is the gap. Move them to work that fits, or plan a humane exit. Do not let one seat set the ceiling for the team.

Before you post a job: does the seat exist on paper?

Outcomes, decision rights, the number that proves it, and the workflows it owns. If a competent stranger could read one page and know what they are accountable for, you are ready to hire. If not, you are still building the seat.