The Dependency Audit

Where the business depends on you, scored honestly.

PAT ALACQUA
BUSINESS GROWTH STRATEGIST

Revenue is climbing, everything still has to go through you, and you're working harder than ever while the work only you can do isn't getting done. This isn't a crisis. Every growing business goes through it, and it can be fixed. When everything in the business has to go through you, five things break at the same time. This page maps where the business depends on you across all five. For each area, write what's happening in your business today. Then score it. If you were unavailable for two weeks, 1 means it runs fine without you, 5 means it stalls.

Download this page first. Then type in it and save it like any other file. Or print it and write on it. Keep it where you'll find it next month, one folder for The Operator's Field Notes.

SCORE IT HONESTLY

You'll minimize. You'll look at each area and think, it's not that bad, my team would manage. That's the instinct that has kept you at the center of everything. Score what would actually happen, not what you hope would happen. The gap between those two is where this month's work is.

THE FIVE AREAS

1 Speed.

Your speed becomes the company's speed limit. Every decision that requires you creates a queue. Your team isn't slow. They're waiting on you.

WHAT'S STUCK UNTIL I DECIDE

1	2	3	4	5
Runs fine		Slows down		Stalls

2 Judgment.

Your best people stop thinking for themselves. They're capable. The system trained them to wait, so they bring you problems instead of solutions. One founder counted the decisions that came to his desk in a week. Forty-seven.

WHAT MY PEOPLE BRING ME INSTEAD OF DECIDING IT

1	2	3	4	5
Runs fine		Slows down		Stalls

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3 Knowledge.

The most critical information in your business lives in one place. Your head. If you're unavailable for two weeks, that knowledge is unavailable for two weeks.

WHAT'S IN MY HEAD AND NOWHERE ELSE

1 Runs fine · 2 · 3 Slows down · 4 · 5 Stalls

4 Where your time goes.

Your time is in the wrong place and you can't see it. No one has ever defined what results the business needs you to produce, so everything feels equally urgent. Score this one differently. 1 means the work only you can do gets your time. 5 means you never get to it.

WHAT I NEVER GET TO

1 Runs fine · 2 · 3 Slows down · 4 · 5 Stalls

5 Growth outrunning what you've built.

Every new client, every new hire, and every new product line adds work between people that never shows up on any report. More handoffs, more approvals, more meetings to sort out who does what. The business gets busier without getting stronger, and that's where the profit goes.

THE HANDOFFS AND APPROVALS THAT NOW COME TO ME

1 Runs fine · 2 · 3 Slows down · 4 · 5 Stalls

WHERE THEY ALL COME FROM

These five are connected. They all come from one thing. The business depends on you instead of on systems, clear roles, and a few working habits that hold without you in the middle. And they compound. Every month everything keeps going through you, the dependency gets deeper. It doesn't level off. It speeds up.

WHAT THIS REVEALS

These answers are your operating priorities for the next four weeks. Everything in this cycle starts from what the audit shows you. Name the one area you'll start with. That's the pace, one thing at a time, for fifty-two weeks.

THE ONE AREA I'LL START WITH

THE MOVE **Do the Dependency Audit and score what would actually break if you were gone for two weeks.**