Achieve Remarkable Growth by Scaling Operations Profitably

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The 90-Day Ownership Roadmap for New Hires

A 90-day plan for moving decisions off your desk, one role at a time.

This roadmap turns the 90-Day Ownership Test into a plan you can run for a single role. It tracks decisions moving off your desk, not how the person is performing.

How to Use It

The milestones below are the common ones for a role hired to take work off your plate, so an ops lead, delivery lead, account director, or first senior manager. Keep the ones that fit, ignore the ones that don't, and use the blank row in each gate to add your own.

Fill in the setup once, before you post the role or in the hire's first week. At each gate, tick where each decision is. If most are still "not yet" at day 90, the role was written as a task list, and the fix could be in the definition, not the person.

Set the Role

Do this before anyone starts. It's the three conditions from the article, written down for one seat.

Role	
The one outcome the role owns (a result, not a duty)	
Decisions to hand over, with a dollar or scope limit where money is involved	
Decisions that stay with you	
Where the role overlaps the existing team, and who breaks a tie	

The Gates

Each gate lists the decisions the person should own by then and what it looks like when the decision is genuinely theirs. Tick one box per row. The two lines under each table are the ones that matter to you.

First Two Weeks: Clarity

The goal is a clean handoff of context, not results yet. By the end of week two the person knows exactly which calls are theirs.

Milestone	Observing & Practicing	With Support	Fully Delegated
States, in their own words and unprompted, the outcome they own and the decisions that come with it	☐	☐	☐
Names the dollar and scope limits they decide within, without looking them up	☐	☐	☐
Has the access to act (numbers, clients, tools, accounts, history), nothing waiting on a login or a missing handoff	☐	☐	☐
Has made one small bounded call on their own, like a scheduling decision that went out and was told to you afterward	☐	☐	☐
(your role-specific milestone)	☐	☐	☐
(your role-specific milestone)	☐	☐	☐

Time this frees on your calendar:

Notes and next step:

Day 30: First Decisions

Bounded calls start going through without reaching you first.

Milestone	Not yet	With check-ins	Fully theirs
Approves routine requests inside the limit without checking (out-of-scope under your set amount, standard discounts, small timeline shifts), and you see them as updates, not requests	☐	☐	☐
Answers routine client questions on their own authority, so a client gets a same-day answer that never routes through you	☐	☐	☐
Runs their recurring work and decides its content, not just its format (report, update, pipeline), and the last one went out without your review	☐	☐	☐
Brings you the exceptions, not the routine, so your inbox from them is edge cases, not status	☐	☐	☐
(your role-specific milestone)	☐	☐	☐
(your role-specific milestone)	☐	☐	☐

Time this frees on your calendar:

Notes and next step:

Day 60: Work Stays Gone

Work you handed over stays gone, and the person settles seams with the team without you.

Milestone	Not yet	With check-ins	Fully theirs
Settles priority and sequencing clashes between people without you breaking the tie, resolving them in a thread you were never on	☐	☐	☐
Owns the handoffs where their work meets another role, sorting a cross-team seam without a meeting with you	☐	☐	☐
Makes the small in-lane people calls (reassigning work, moving a deadline, a quick correction), and you hear about a shift as a recap	☐	☐	☐
Keeps delegated work from coming back, so nothing you handed over boomerangs onto your desk	☐	☐	☐
(your role-specific milestone)	☐	☐	☐
	☐	☐	☐

Time this frees on your calendar:

Notes and next step:

Day 90: Off Your Desk

The person handles problems end to end and reports, rather than bringing them to you to solve.

Milestone	Not yet	With check-ins	Fully theirs
Handles escalations end to end (decides, acts, then reports), so a problem that would have hit your phone gets solved and summarized to you	☐	☐	☐
Owns the outcome and explains a miss and the fix without prompting, bringing you a shortfall with a plan, not a question	☐	☐	☐
Makes the judgment calls in their lane under pressure, running a bad week while you stay out of it	☐	☐	☐
Has taken a standing thing off you entirely, a meeting, approval queue, or channel you no longer sit in	☐	☐	☐
(your role-specific milestone)	☐	☐	☐
	☐	☐	☐

Time this frees on your calendar:

Notes and next step:

Read the Roadmap

Count where the decisions land at day 90. If most read "fully theirs," the role was built around what it owns, and your week shows it. If most are still "not yet" or "with check-ins," the person is waiting on a boundary that was never drawn. That's fixable, and it's a definition, not a different hire.

The Leadership Multiplier Playbook shows how to run this move across every seat, not just one. If you'd rather map it with someone, a Discovery Call is the place to start.