3245 Role Transfer

People Fieldbook · https://kb.jeffreysummers.com/docs/3245-role-transfer-2/

The Demand

The next time you hand someone a title, you confirm all three layers moved with it — Domain, Authority, and Identity — or you have made an announcement, not a Role Transfer. If you skip the third layer, the transfer will exist on paper and nowhere else, and you will still be doing the work of the role from the outside.

The Work

1. Pick your most recent internal promotion or role handoff. Check it against the three layers: is the Domain defined — what decisions belong to them, what they produce, what they do not.
2. Check the Authority layer: do they have the actual reach to deliver what the domain makes them responsible for, or are they accountable without the tools to meet it.
3. Check the Identity layer, the one most transfers fail at: have you actually released the territory — stopped doing the work of the role from the outside — and has the hire actually claimed it, making decisions inside it as if it is theirs.
4. If the Identity layer has not moved, name it this week. Have the conversation directly: this domain is yours, I am stepping out of it, here is what that means in practice.
5. Put the domain and authority in writing this week if it is not already — convert informal delegation into a documented handoff.

This week, you check your most recent role handoff against all three layers and close whichever one has not actually moved.