3245 Role Transfer

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

Handing someone a title is not a Role Transfer. It is an announcement.

Role Transfer is the complete formal handoff of a role from operator to hire. Complete means three layers move together — and all three have to move or the transfer fails.

The first layer is Domain — the scope of what the role covers. What decisions belong to this person. What they are responsible for producing. What they are not responsible for producing. Without a defined domain, the hire has a title and no territory.

The second layer is Authority — the [Authority To Execute] inside that domain. The reach the role needs to deliver what it is responsible for delivering. A domain without authority is a responsibility without the tools to meet it. That is the setup for [The Scapegoat Model]: hold the hire accountable for an outcome they were never given the authority to produce.

The third layer is Identity — the internal work on both sides. The operator has to release the role. Not just sign the paperwork and walk away — actually release the territory, stop holding it, stop doing the work of the role from the outside. The hire has to claim the role. Not just accept the title — own the domain, make decisions inside it, act as if the territory is theirs because it is.

Most Role Transfers fail at the third layer. The domain was defined. The authority was granted. And the operator never let go — or the hire never stepped in — and the transfer exists on paper and nowhere else.

The artifacts that complete the transfer: [The Scope Handoff Document] converts informal delegation to formal delegation. [The Ten-Minute Close] holds the relationship after transfer without re-collapsing the role. [The Labor Re-Classification] ensures the operator is measuring the right thing from the hire in their new role.

Pairs with: [Control Snapback], [Role Drift], [The Four Override Patterns], [The Scope Handoff Document], [The Ten-Minute Close], [The Labor Re-Classification], [Authority To Execute]