3685 Rung 4 Operator 3

People Fieldbook · https://kb.jeffreysummers.com/docs/3685-rung-4-operator-3-2/

The Demand

This week you identify which of the three flavors — 4a, 4b, or 4c — you are actually operating in, and you name honestly whether "I can't afford to let go of the daily" is [Trust] or [Ego] dressed up as a staffing problem, because if you keep showing up at 10am and leaving at 11pm with a full bench built, you are running the Daily Trap, not the business.

The Work

1. Write down your current configuration: is admin absorbed by role players (4a), covered by dedicated admin support (4b), or have you stepped fully into overwatch (4c). Be honest about which one matches your actual calendar, not your org chart.
2. Pull your calendar from the last two weeks. Count the hours you spent in-the-business (on the stage, covering, checking work already covered by your bench) versus on-the-business (coaching leads, systems architecture, growth work).
3. If you are at 4a or 4b and still showing up daily, name which Daily Trap failure applies to you: you do not know who you are without the daily, you are confusing your presence for value-add, or you have not built the next thing to hold instead of the daily.
4. Test your systems this week: pick one system built for your daily presence and remove yourself from it for one full shift. Watch whether it holds without your eyes on it. If it collapses, rebuild it so it does not depend on you.
5. If you are ready for 4c, write your schedule for the four overwatch functions this week: one block that guides direction, one that directs priorities to the leadership team, one coaching session with a lead, one hour on a force-multiplying growth action.
6. Answer the [Future State] question in writing: what does success look like when you are running multiple operations and not in any one daily.

By Friday, remove yourself from one daily task your bench can already run without you, and confirm it held.