



STEP 6: Establish New Rhythms

(Ongoing Post-Hire)

Define Your Communication Cadence:

- Weekly 1:1s with successor → gradually become biweekly → monthly
- Monthly dashboard review (metrics only, no operations)
- Quarterly strategy sessions
- Annual planning involvement

Set Clear Approval Boundaries:

Vague: *"Run major decisions by me."*

Clear: *"Require my approval for: executive hires/terminations, capital expenditures over \$X, new market expansion, unbudgeted expenses above x, unbudgeted new hires, any M&A discussions"*

Create Information Flow:

- What metrics do you see automatically?
- What updates require proactive communication?
- What constitutes an emergency that pulls you back in?

Action item: *Document this in writing. Share it with your successor and leadership team.*

STEP 7: Resist the Gravitational Pull

(Ongoing)

The business will try to pull you back. Your team will reach out. You'll see things you'd do differently. Here's how to resist:

Create Structural Friction:

- Don't attend operational meetings
- Remove yourself from daily communication channels
- Work from a different location or on different days

Enforce Communication Boundaries:

- Channel all feedback through your successor, not around them
- If someone reaches out directly, redirect: "Have you discussed this with [successor]?"
- Protect your successor's authority even when you disagree

Give It Time to Be Different: *Your successor will do things differently. Some better, some worse, most just different. The question isn't "is this how I'd do it?" but "is this working?"*

Set a mental timer: *"I won't evaluate major changes for 90 days unless there's a genuine crisis."*

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