

The Four Sins Diagnostic

A self & team check from *Busy Is Broken: Do Less, Scale More*

Not a test. A mirror. Score yourself 0–10 on each sin (0 = not me, 10 = that’s me). Then have two or three people who report to you score you on the same questions. The gap between your answers and theirs is where the real learning lives.

SIN 1 • DELEGATION

Am I holding work someone else should own?

- When you hand something off, do you hand off the outcome and the authority — or just the task, while you keep the decision?
- Name three things on your plate a capable person could own in 30 days. Why haven’t you?
- If your team described your delegation style to a stranger, what would they actually say — not what you hope?

You ____ Team ____ Gap ____

SIN 2 • MICROMANAGEMENT

Am I trusting my people, or inspecting them?

- How many decisions need your sign-off — your judgment, versus just your initials?
- When your team delivers finished work, how often do you revise it? Does it change the outcome, or just make it yours?
- On vacation, does the work keep moving or wait for you? Which do you secretly prefer?

You ____ Team ____ Gap ____

SIN 3 • PERFECTIONISM

Am I pursuing excellence, or afraid of being wrong?

- The last thing you delayed shipping — truly not ready, or were you uncomfortable with the risk?
- When something goes wrong, is your first response curiosity about what happened, or dread about what people will think?
- Finish it honestly: “If this fails, people will think I’m ____.” That word runs more decisions than you know.

You ____ Team ____ Gap ____

SIN 4 • STRATEGIC MYOPIA

Am I leading the business, or just running it?

- Last month, how many hours did you spend studying your market — not internal reports? Count them.
- When did you last block a full day for strategic thinking and actually protect it from “urgent” fires?
- Name your three biggest external threats over three years. Can’t, quickly? That’s the myopia.

You ____ Team ____ Gap ____

What to do: Pick the one sin that made you most uncomfortable — that’s your starting point, not because it’s the worst but because discomfort is the signal. Make **one** change and hold it for 30 days. Then score yourself again. The movement, not the number, is what matters.

MY 30-DAY COMMITMENT

My biggest sin right now:

The one change I’ll make:

I’ll score myself again on (date):