

Week 1: Own an outcome, not a task

Everything for the week on one page: your moves, worksheet, scripts, and score.

This week's moves

Move 1

15 min · ☐ Written

Name the outcome you'll own, today. Open a note on your phone. Write down one result your team needs that has no clear owner, or one you're already doing pieces of. Use script 1 to write it as an outcome ("X is reliably happening," "Y problem is handled"), not a task ("I do X").

Move 2

10 min · ☐ Said

Claim it out loud. Tell the person who'd care that you'll take point on it. Low-drama, no big speech. Script 2. The goal is that one more person now knows this result is yours.

Move 3

20 min · ☐ Decided

Make one call like the owner. Take one decision you'd normally escalate or ask about, and instead decide it within your judgment and tell people the decision, not the question. Script 3.

The two-column sort

TASKS I DO	OUTCOMES I COULD OWN

The outcome line and the claim

My outcome line (script 1)	
My claim, said out loud to (script 2)	

Script cards (cut along the dashed lines)

1. The outcome line

"I own [outcome], which means [the result that's true when it's going well]." Compare: a task is "I update the tracker." An outcome is "the team always knows where the project stands."

2. The claim

"I'd like to take point on [outcome]. I'll [what you'll do] and keep you posted. Anything I should know before I run with it?"

3. The decision, not the question

Instead of "Do you want A or B?" say: "I'm going with A on [thing], because [one reason]. Flagging in case you'd steer otherwise." Then proceed unless someone steers.

4. The two columns

For your own notes only: split your work into "Tasks I do" and "Outcomes I own." If the second column is empty, move week 1's outcome into it. That column is the whole point of this playbook.

Self-score: Week 1

Score each statement from 1 (not true) to 5 (true). Mark one box per row.

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|--|---|--------------------------|---|--------------------------|---|--------------------------|---|--------------------------|---|--------------------------|
| 1. I own at least one outcome at work, not just a list of tasks. | 1 | ☐ | 2 | ☐ | 3 | ☐ | 4 | ☐ | 5 | ☐ |
| 2. In the last month I got something to happen through someone I don't manage. | 1 | ☐ | 2 | ☐ | 3 | ☐ | 4 | ☐ | 5 | ☐ |
| 3. I can point to written evidence of how I lead, not just how I work. | 1 | ☐ | 2 | ☐ | 3 | ☐ | 4 | ☐ | 5 | ☐ |
| 4. I know what the next level would require, and the right person knows I'm aiming for it. | 1 | ☐ | 2 | ☐ | 3 | ☐ | 4 | ☐ | 5 | ☐ |

Re-entry note

Starting late? Do move 1 and move 2 only. Naming the outcome and claiming it is the catch-up; making one call like the owner can wait until next week.