

Before and after score sheet

The same four statements, scored at the start and at the end.

What moved

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

Look at the gap between the two columns before you read anything else. That movement came from things you did: an outcome claimed, a yes earned from someone who doesn't report to you, a file of evidence, a case put in front of the right person. Not from feeling ready first. The readiness followed the actions, which is the only order it ever actually arrives in.

Keep it running

One habit, not ten: **the monthly file update**. Fifteen minutes, "How I lead" open, add the month. Everything else runs off it. The case writes itself, the growth conversations have material, and on the day the doubt shows up you have evidence within reach instead of a blank. If you keep one thing, keep this.