

Four questions. *One honest day.*

Maran took a Monday off and sent his team these four questions the next morning. Send them to yours. The answers will tell you more than a year of assumptions.

01 How many times today did you wish I was here?

Be specific. How many times, and for what?

02 What was the situation? Walk me through it.

Describe the moment. What happened, and what did you do?

03 Did you find an answer on your own? How?

If yes — what does that tell you? If no — what stopped you?

04 If I took a full week off, how hard would it be?

Rate 1 to 5. Then explain the number.

HOW TO USE THIS

Take a planned day away from the business. The next morning, send these four questions to every member of your team — individually, not as a group. Ask them to be honest. Read the responses carefully. What comes back is a more accurate picture of founder dependency than any audit ever written.