WORKSHEET + WORKED EXAMPLE

A Handoff That Holds

A handoff that carries the context, relationships, and unfinished decisions.

20-30 minutes | Handoff / Map, Mirror, Move

Use it in three moves

1. Map what the next person will need to understand: purpose, commitments, people, and where the reliable information lives.

2. Use the mirror: what only works because you remember it, patch it, or quietly carry it?

3. Make one move together. Walk through a real piece of work and invite the new owner to revise the handoff.

What is changing hands?

What is this work here to make possible?

Promises already made

Include dates, people waiting, and commitments that may need renegotiation.

Relationships that need an introduction

Explain why each relationship matters.

A Handoff That Holds

YOUR WORKING NOTES / CONTINUED

Where the current information lives

Give useful locations; never put passwords in this handoff.

What has only been working because of you?

The unofficial reminder, workaround, or unspoken rule.

What remains unsettled?

Include disagreement and uncertainty. Don't tidy it out of the story.

One real thing to do together

What does the receiving person need changed?

Ask them; leave this open until then.

When will you check the handoff has held?

A question for me

What would I want to know if I were receiving this tomorrow?

See one way through

FICTIONAL WORKED EXAMPLE / NOT THE ANSWER TO YOUR SITUATION

What is changing hands?

Volunteer program: Nia to Theo

What is this work here to make possible?

Help volunteers arrive prepared and feel welcome.

Promises already made

Send next month's rota to the community partners by the 20th.

Relationships that need an introduction

Introduce Theo to Ellis at the shelter before changing Tuesday cover.

Where the current information lives

Shared drive / Volunteer program / Current rota and partner notes

What has only been working because of you?

I call two volunteers who rarely see the group email.

What remains unsettled?

The Tuesday evening shift still needs a second volunteer.

One real thing to do together

Prepare and send one rota together, including partner calls.

When will you check the handoff has held?

After Theo's first independent rota

The thinking behind it

Nic frames leadership as stewardship: make the work more legible and less dependent on your personal rescue. Leave room for the next person to lead differently.

This is an original Leader Rebellion exercise informed by Nic Payne's "Do Your Replacement a Favor." Its Map, Mirror, Move structure turns stewardship into a practical handoff. It is not a standardized assessment.

Read Do Your Replacement a Favor by Nic Payne