VETERUS
BUSINESS GROWTH

What's filling my week?

A ONE-PAGE CHECK · ABOUT FIFTEEN MINUTES WITH YOUR DIARY OPEN

Overwhelm is a symptom, and the same feeling can have very different causes. Think about the **last fortnight** and tick a score for each statement. The aim is to find the one issue worth changing first, not to fix everything.

0 = not true **1** = partly true **2** = mostly true

Workload		**Area average: total ÷ 3 = _____**
1	There has been more work than fits into the hours I want to work.	☐ 0 ☐ 1 ☐ 2
2	My planned work has been broken up by calls, messages or people at the door most days.	☐ 0 ☐ 1 ☐ 2
3	A significant change (a new system, site, customer or a key person leaving) has been running on top of normal work.	☐ 0 ☐ 1 ☐ 2
Control		**Area average: total ÷ 4 = _____**
4	Decisions that need my attention have been holding up other people's work.	☐ 0 ☐ 1 ☐ 2
5	There have been jobs where nobody, me included, was clear who owned them or what "done" meant.	☐ 0 ☐ 1 ☐ 2
6	I've spent time on work that someone else could do with the right authority, information or training.	☐ 0 ☐ 1 ☐ 2
7	Customers, breakdowns or others have set most of my week before I could plan it.	☐ 0 ☐ 1 ☐ 2
Motivation and relationships		**Area average: total ÷ 3 = _____**
8	A working relationship, inside or outside the business, has drained my energy most weeks.	☐ 0 ☐ 1 ☐ 2
9	The effort I've put in hasn't come back as progress, recognition or enjoyment.	☐ 0 ☐ 1 ☐ 2
10	Much of my time has gone on work that cuts against how I want the business to run.	☐ 0 ☐ 1 ☐ 2
Mental load and recovery		**Area average: total ÷ 2 = _____**
11	I've been carrying things in my head rather than on a list or in a system.	☐ 0 ☐ 1 ☐ 2
12	Work has followed me home in the evenings or at weekends.	☐ 0 ☐ 1 ☐ 2

Three questions before you keep a task

1. **What's the worst that could happen?** If I hand it over, and if I keep it. Consequence, likelihood, and could we put it right?
2. **Does my involvement materially improve the result,** or is it taking time from more important work?
3. **Is this where my time has the most leverage?** "Things which matter most must never be at the mercy of things which matter least." (Goethe, quoted by Stephen Covey)

One step this fortnight

The one issue I'll change:

_____

The change, and who owns it:

_____

Review date (two weeks from today):

_____

Compare the area averages and your highest single statements. Weigh them by risk to the business and how much you can influence. Deal with any urgent safety or business risk straight away, whatever the scores say. Repeat this check in 90 days.

When it's bigger than one fortnight

If the check points to something structural, such as a business that has outgrown how it's organised, it can help to talk it through with someone outside it. Book a no-obligation conversation at **calendly.com/veterusbusinessgrowth/top-three** or read the full guide at **veterusbusinessgrowth.co.uk/blog/how-to-stop-feeling-overwhelmed-running-an-engineering-business**.

Brad Wright is a Chartered Engineer and former Royal Navy engineer officer who advises engineering and manufacturing business owners on improving performance and developing their management teams.

A reflection aid based on practical experience and the themes of the HSE Management Standards. Not a validated questionnaire or a health assessment.