

03 **Blank collar**
Directs, judges, and owns the verdict.

02 **Orchestrator**
Directs tools on some of the work.

01 **Operator**
Does the routine work by hand.

WORKBOOK · NO. 06

The Ladder Self-Check

Where are you between white collar and blank collar?
Three rungs, an honest read, and a plan to climb.

TIME	PAGES	MEASURES
10–15 min	8	Behaviour

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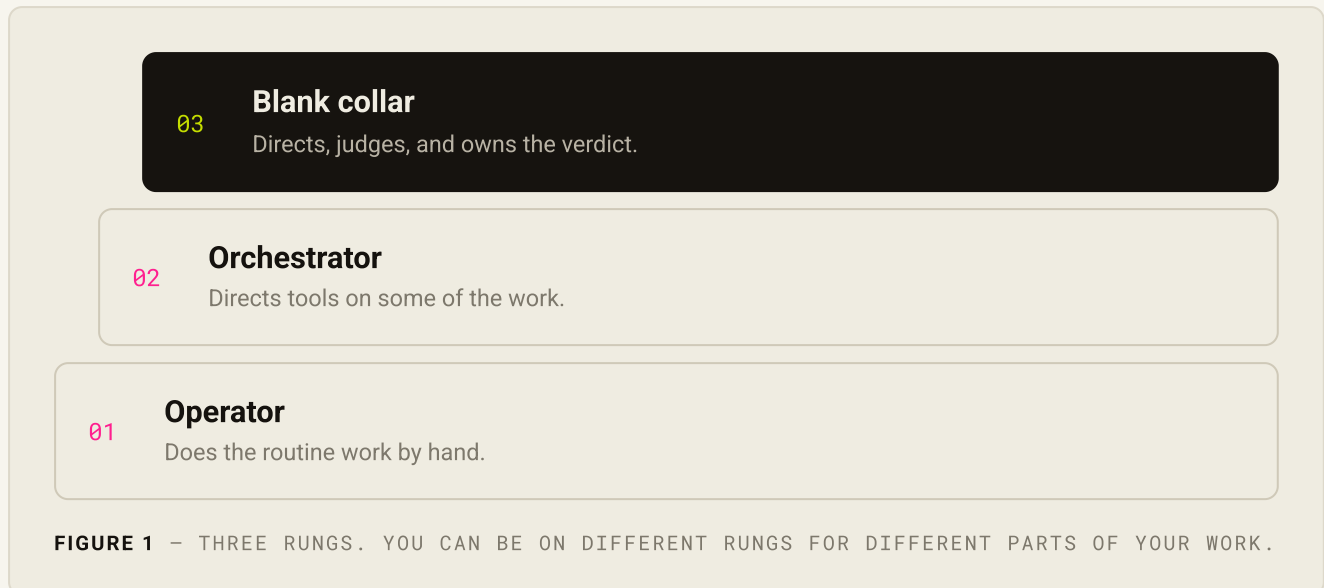
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THE LADDER

The shift is a behaviour, so it is a climb.

Nobody is handed the blank collar. You move toward it one behaviour at a time, from operating the work, to orchestrating it, to directing and owning it.



The ladder is not a ranking of people; it is a description of behaviour. The same person can operate one part of their week and direct another. The goal is not to label yourself – it is to see, honestly, which rung most of your hours sit on, and to move them up.

THE RUNGS

What each rung looks like.

01 · Operator

You do the routine work by hand. AI, if you use it, speeds up the typing but not the thinking. Most of your hours produce output a rule could describe. The move: pick one routine task and hand it over this week.

02 · Orchestrator

You direct tools on some of the work. You brief, you delegate, you check. But it is still the exception, reached for on the big tasks and forgotten on the small ones. The move: make directing the default, not the special occasion.

03 · Blank collar

You direct, judge, and own. The routine is handed off by habit; your hours go to framing, deciding, and standing behind the result. The move: scale it — bring others up the ladder behind you.

HONESTY BEATS OPTIMISM

Score the rung your hours are actually on, not the one your title implies. The audit only helps if it is true.

THE SELF-CHECK

Five honest questions.

Mark where you genuinely are today – rarely on the left, consistently on the right.

01 · I hand routine, repeatable work to machines rather than doing it by hand.

RARELY ALWAYS

02 · I brief a task with clear intent, inputs, and constraints before I start.

RARELY ALWAYS

03 · I judge AI output against a standard I could write down – and reject what fails.

RARELY ALWAYS

04 · I own the verdict on AI-assisted work; accountability sits with me, not the tool.

RARELY ALWAYS

05 · I spend my reclaimed hours on judgment and direction, not more routine output.

RARELY ALWAYS

YOUR SCORE

Read your rung.

Give yourself 1 for each “rarely”, up to 5 for each “always”, and add them up. Then find your band.

MY TOTAL (OUT OF 25)

19– **Blank collar**
25 You direct, judge, and own. Now scale it.

12– **Orchestrator**
18 You direct sometimes. Make it your default.

5– **Operator**
11 Most hours are still by hand. Start with one delegation.

A LOW SCORE IS NOT A VERDICT ON YOU

It is a map. It shows exactly which behaviour to move first – usually the question you scored lowest.

NEXT STEP

By where you landed.

IF YOU SCORED OPERATOR

5-11

Pick the single most repetitive task in your week and delegate it once, properly, using **The Direction Brief**. One real delegation teaches more than a month of reading.

IF YOU SCORED ORCHESTRATOR

12-18

Run **The P/HX Audit** on a full week. You direct on instinct already; the audit makes it systematic and finds the hours you are still doing by hand.

IF YOU SCORED BLANK COLLAR

19-25

Your move is leverage, not technique. Bring your team up the ladder – the org-wide version is the Cascade. Your own next rung is other people's first.

THE PLAN

The 90-day climb.

30

Delegate one

Hand over your most repetitive task, fully, with a brief.

60

Make it default

Brief and direct on every task above thirty minutes.

90

Reclaim & grow

Move the freed hours to judgment, direction, and people.

THE ONE BEHAVIOUR I WILL MOVE FIRST

WANT A MEASURED READ INSTEAD?

The Index scores your equation in twenty questions and places you on the ladder – no self-marking.
blankcollar.university/the-index.