

EXECUTIVE DIAGNOSTIC

Operating Infrastructure Readiness Self-Check

A practical guide for identifying gaps in ownership, workflows, reporting, documentation, and operating routines before they slow execution.

THIS RESOURCE HELPS YOU

- Clarify whether priorities translate into owned work.
- See where handoffs, visibility, or knowledge create execution risk.
- Choose the minimum infrastructure to strengthen first.

Five infrastructure areas to examine

1. Ownership and decision authority

Healthy: people know who owns the work, who decides, and when an issue must escalate. Risk: work waits for informal approval or repeatedly returns to the same leader.

2. Workflows and handoffs

Healthy: critical work moves through a repeatable path with clear inputs and outputs. Risk: teams recreate the process each time or lose work between functions.

3. Leadership visibility

Healthy: leaders can see progress, risk, and decisions requiring attention without chasing updates. Risk: information arrives late, inconsistently, or only through individuals.

4. Documentation and knowledge

Healthy: critical practices can be found, understood, and repeated. Risk: key steps live in memory, private files, or one person's experience.

5. Operating routines

Healthy: meetings, reviews, and checkpoints lead to decisions and follow-through. Risk: recurring meetings create activity but little ownership or adaptation.

How to interpret recurring symptoms

Priorities stall after leadership agrees on them

Look first at ownership, decision rights, and the handoff from strategy into execution.

Growth creates more friction, not more throughput

Examine whether workflows and decision boundaries still fit the organization's current scale.

Too much depends on too few people

Look for undocumented knowledge, concentrated approvals, and weak backup coverage.

Leaders are surprised by performance problems

Strengthen the few measures, review routines, and escalation signals needed for visibility.

The same issue returns every month

Check whether the organization is solving symptoms instead of changing the underlying operating routine.

A practical strengthening sequence

Start with the highest operating risk

Choose the two or three conditions that most directly constrain execution. Avoid trying to redesign everything at once.

Clarify ownership before adding process

Name the owner, decision authority, contributors, and escalation path for the work that matters most.

Stabilize the critical workflow

Define the minimum repeatable path, handoffs, and required inputs that keep work moving.

Make performance visible

Select a small set of measures and review points that show progress, variance, risk, and required decisions.

Document and transfer

Capture the critical routine, test whether another person can use it, and assign ownership for keeping it current.