

The Five-Dimension *Diagnostic*

Score the organization you have, not the one leadership describes.

What this is

The structured worksheet for the five-dimension diagnostic in *Building Champions*, Chapter 7. Twenty-one questions across five dimensions of organizational context, each drawing on the science in Chapters 3 through 6. It is a thinking aid, not a quiz. The pattern across all five dimensions is more informative than any single score.

Score it twice

Score every question now, before you read the book. That's your baseline, and it's your honest first read. After you finish the book, score it again in the second column. What changed is as informative as where you landed.

The honesty rule

Assess the organization you have, not the one you hope you have or the one leadership describes. Look at behavior, not stated values. Where you are uncertain, sit with the uncertainty instead of defaulting to optimism. A program designed for the organization you have will outperform a program designed for the organization you wish you had, every time.

How to score

Rate each question on a five-point scale, exactly as the book defines it:

- 1 **Strongly unfavorable.** This dimension actively works against a champions program in your environment. Design around it or solve it before you build.
- 2 **Leaning unfavorable.** Some friction here. You'll need specific design choices to compensate.
- 3 **Neutral or mixed.** Neither a strength nor a clear vulnerability. Monitor but don't over-index on it.
- 4 **Leaning favorable.** This dimension provides real support. Lean into it in your design.
- 5 **Strongly favorable.** That's a load-bearing wall. Build on it confidently.

Each dimension carries an anchor describing what a 5 and a 1 look like. Read it before you score. Add your ratings and divide by the number of questions to get the dimension score.

Reading it more than once

Your position is not fixed. A major security incident, a leadership change, or an unsuccessful audit can shift conditions in ways that open or close design options. Re-run the diagnostic when the context shifts.

Authority and Autonomy

Where does your organization fall on the spectrum from command-and-control to self-organizing?

Anchor. A 5 means people act and inform, initiatives start bottom-up, and unsanctioned initiative is celebrated. A 1 means people ask permission and wait, initiatives need senior sponsorship, and unsanctioned initiative is quietly discouraged.

QUESTION	BASELINE	RE-READ
1 When employees identify a problem and want to address it, do they act and inform, or ask permission and wait?	① ② ③ ④ ⑤	① ② ③ ④ ⑤
2 Are voluntary initiatives typically launched from the bottom up, or do they require explicit senior sponsorship to gain traction?	① ② ③ ④ ⑤	① ② ③ ④ ⑤
3 When someone takes initiative that wasn't formally sanctioned and it goes well, is that celebrated or quietly discouraged?	① ② ③ ④ ⑤	① ② ③ ④ ⑤
4 How much variation exists in how different managers respond to their team members taking on extra-role activities?	① ② ③ ④ ⑤	① ② ③ ④ ⑤

BASELINE SCORE

___ + ___ + ___ + ___ ÷ 4 = ___

RE-READ SCORE

___ + ___ + ___ + ___ ÷ 4 = ___

NOTES, EVIDENCE, TEAM DISCUSSION

Your first move if this scores low: Secure a sponsor who will make the voluntary nature of the role explicit and credible.

Recognition and Motivation

How does your organization reward discretionary effort, and what does that mean for how you recognize champions?

Anchor. A 5 means extra-role contribution is visibly recognized and counts in reviews. A 1 means it is invisible or resented.

QUESTION	BASELINE	RE-READ
5 Are there existing mechanisms for recognizing contributions that fall outside formal job descriptions?	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
6 When someone goes above and beyond, does that get noticed at the team level, the organizational level, or neither?	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
7 How does your performance management system treat extra-role behavior?	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
8 Are there people in your organization who are visibly recognized for their informal influence and cultural contributions, or is recognition exclusively tied to measurable outputs?	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

BASELINE SCORE

___ + ___ + ___ + ___ ÷ 4 = ___

RE-READ SCORE

___ + ___ + ___ + ___ ÷ 4 = ___

NOTES, EVIDENCE, TEAM DISCUSSION

Your first move if this scores low: Don't add a recognition system on top of a program that has no manager buy-in. Secure the manager buy-in first.

Risk Tolerance and Psychological Safety

How does your organization respond to mistakes, dissent, and initiative that doesn't follow the established path?

Anchor. A 5 means surfacing problems is rewarded, mistakes meet curiosity, and not knowing is fine. A 1 means blame, concerns kept quiet, and not knowing treated as a competence failure.

QUESTION	BASELINE	RE-READ
9 When an employee raises a concern that creates friction for their manager or their team's workflow, what typically happens to that employee?	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
10 Are there visible examples of people being rewarded for surfacing problems, or do people generally keep concerns to themselves?	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
11 How are security mistakes currently handled when they surface: with blame, with curiosity, or somewhere in between?	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
12 Do people in your organization feel comfortable admitting they don't know something, or is not knowing treated as a competence failure?	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

BASELINE SCORE

___ + ___ + ___ + ___ ÷ 4 = ___

RE-READ SCORE

___ + ___ + ___ + ___ ÷ 4 = ___

NOTES, EVIDENCE, TEAM DISCUSSION

Your first move if this scores low: Your champions will default to the minimum visible behavior regardless of how well-designed the rest of the program is. The safety problem is upstream of everything else.

Communication and Network Structure

How does information actually travel through your organization, and where do your champions need to sit within that flow?

Anchor. A 5 means strong informal networks, natural connectors, and organic cross-unit flow. A 1 means siloed teams and formal channels only.

QUESTION	BASELINE	RE-READ
13 Does your organization have strong informal communication networks, or does most information travel through formal channels?	1 2 3 4 5	1 2 3 4 5
14 Are there people or roles that naturally sit at the intersection of multiple teams and functions, serving as connective tissue between otherwise siloed groups?	1 2 3 4 5	1 2 3 4 5
15 How does communication flow between business units: organically and frequently, or primarily through formal cross-functional processes?	1 2 3 4 5	1 2 3 4 5
16 When something important happens, how does the average employee actually find out about it?	1 2 3 4 5	1 2 3 4 5

BASELINE SCORE

___ + ___ + ___ + ___ ÷ 4 = ___

RE-READ SCORE

___ + ___ + ___ + ___ ÷ 4 = ___

NOTES, EVIDENCE, TEAM DISCUSSION

Your first move if this scores low: Map the formal and informal bridges between business units before deciding where to place your first champions. The connective nodes are your highest-leverage positions.

Change Readiness and Initiative Fatigue

How many competing initiatives are already in play, and how much capacity does your organization have for another one?

Anchor. A 5 means few competing initiatives, a record of sustained sponsorship, and high goodwill. A 1 means many initiatives, a history of abandoned programs, and low goodwill.

	QUESTION	BASELINE	RE-READ
17	How many significant organizational initiatives are currently active?	(1) (2) (3) (4) (5)	(1) (2) (3) (4) (5)
18	How have previous voluntary initiatives been received: with enthusiasm, cynicism, or indifference?	(1) (2) (3) (4) (5)	(1) (2) (3) (4) (5)
19	What is the organizational memory of initiatives that were launched with visible support and then quietly abandoned?	(1) (2) (3) (4) (5)	(1) (2) (3) (4) (5)
20	Does leadership have a track record of sustained commitment to programs beyond the announcement phase, or do priorities visibly shift with the news cycle?	(1) (2) (3) (4) (5)	(1) (2) (3) (4) (5)
21	How much goodwill do you, personally, have with the stakeholders whose support this program needs?	(1) (2) (3) (4) (5)	(1) (2) (3) (4) (5)

BASELINE SCORE

___ + ___ + ___ + ___ + ___ ÷ 5 = ___

RE-READ SCORE

___ + ___ + ___ + ___ + ___ ÷ 5 = ___

NOTES, EVIDENCE, TEAM DISCUSSION

Your first move if this scores low: Pitch leadership a credible 90-day pilot: show them what it looks like before committing to anything bigger.

SYNTHESIS

Your cultural terrain

The five dimensions don't operate independently. Read them together.

DIMENSION 1 Authority and Autonomy baseline re-read	DIMENSION 2 Recognition and Motivation baseline re-read	DIMENSION 3 Risk Tolerance and Psychological Safety baseline re-read	DIMENSION 4 Communication and Network Structure baseline re-read	DIMENSION 5 Change Readiness and Initiative Fatigue baseline re-read
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Load-bearing walls

Your two strongest dimensions. Where the psychological levers from Chapters 3 through 6 are most available and most likely to work as the research predicts.

Critical vulnerability

Your weakest dimension. This is your first design problem. A very strong position on one dimension rarely compensates for a critical weakness on another.

Synthesis prompts

Which psychological levers from Chapters 3 to 6 are most available to you, given your two walls? What specific design choices does your critical vulnerability force? Which of your scores rests on the thinnest evidence, and who could you talk to this week to test it? What organizational event would change these scores? After the re-read: which scores moved, and was it the organization that changed or your reading of it?

FROM CHAPTER 7

Your organization is not any of the scenarios in Chapter 7. Design for the organization you have, not the one you wish you had.