

Concentrated Operating Judgment Scan

Use this short scan when a sponsor, technical leader, or manager feels that product engineering still depends on one person to translate, decide, escalate, or keep the work moving.

This is a conversation aid, not a maturity score or a people-performance record. Use aggregate, decision-relevant observations only. HR, security, privacy, legal, and client policy remain authoritative.

NAME ONE LIVE PRESSURE POINT

- Situation or initiative:
- Outcome or commitment at stake:
- Who is repeatedly needed to connect the work:
- What slows, fragments, or escalates when they are unavailable:

SCAN THE SIX CONCERNS

CONCERN	WHAT IS RELYING ON ONE PERSON NOW?	EVIDENCE OR EXAMPLES	SMALLEST USEFUL MECHANISM	ACCOUNTABLE OWNER AND REVIEW
Strategy — Are we building the right things?				
Execution — Can we move the work credibly?				
Quality — Can we trust what we ship?				
Ownership — Can the organization carry the work?				
Growth — Can capability and capacity scale?				
Control — Can leaders see, decide, and steer?				

CHOOSE NO MORE THAN THREE PRIORITY CONCERNS

For each priority, mark the state separately from confidence.

PRIORITY CONCERN	STATE	CONFIDENCE	NEXT DECISION, ACTION, OR EVIDENCE STEP	OWNER	REVIEW TRIGGER
	Clear / Watch / Steer / Unknown	supported / thin / conflicting			
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DECIDE THE SMALLEST NEXT MOVE

- What can the team resolve with a clearer mandate, decision record, role boundary, risk review, or working agreement?
- What needs a cross-team diagnostic because the constraint is diffuse?
- What requires an explicit sponsor decision, policy review, or specialist support outside this tool?
- What will the organization stop doing because it is adding a clearer mechanism?

NEXT MOVE	ACCOUNTABLE OWNER	REVIEW TRIGGER	WHAT THE ORGANIZATION WILL STOP DOING
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