

LEGACY LEADER PRACTICAL RESOURCE

The Long Work System Health Diagnostic

A practical assessment of the conditions that shape trust, responsibility, capability, and endurance over time.

TRUST

CLARITY

REPAIR

ENDURANCE

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See the system without grading the people.

This is a reflection tool, not an employee survey or performance score. Use it to identify patterns in the conditions around the work. Rate each statement based on what is consistently true, not what is intended or occasionally possible.

RATING SCALE

1

Rarely true

2

Sometimes true

3

Mixed

4

Usually true

5

Consistently true

READ THE PATTERN

16-20	Established	A dependable strength. Protect it and understand what sustains it.
11-15	Inconsistent	The condition exists, but pressure exposes gaps or uneven practice.
4-10	Fragile	The system is relying on workarounds, individual effort, or avoidance.

CHOOSE YOUR LENS

Complete it privately as a leader, compare perspectives with a trusted colleague, or use the final page to guide a team conversation. If several people score it, discuss the differences before averaging the numbers.

TRUST

People can surface reality without protecting themselves first.

- 01

People raise concerns early, before a problem becomes difficult to contain.

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- 02

Disagreement can occur without retaliation, withdrawal, or loss of standing.

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- 03

Leaders explain consequential decisions honestly, including what remains uncertain.

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- 04

Commitments are reliable enough that people do not need private workarounds.

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5

SUBTOTAL

/ 20

CLARITY

People understand the work, the standard, and where authority sits.

- 05

Priorities remain understandable when urgent demands begin to compete.

1

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- 06

Roles and decision rights are clear enough to prevent avoidable hesitation.

1

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- 07

Standards are specific, consistent, and applied across people and situations.

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- 08

People know what good work looks like and how it will be assessed.

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5

SUBTOTAL

/ 20

ACCOUNTABILITY

Responsibility is carried without blame, rescue, or avoidance.

- 09

Performance concerns are addressed directly and within a reasonable time.

1

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- 10

People can own mistakes without being defined by them.

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- 11

Leaders follow through when expectations or boundaries are not met.

1

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- 12

Accountability includes support and consequence without confusing the two.

1

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SUBTOTAL

/ 20

HEALTHY DEPENDENCY

Support builds capability rather than permanent reliance.

- 13

Knowledge and authority are distributed beyond a few indispensable people.

1

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- 14

Leaders resist solving work that appropriately belongs to someone else.

1

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- 15

People receive enough support to learn without being protected from all difficulty.

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- 16

The team can continue functioning when a key person is absent.

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5

SUBTOTAL

/ 20

REPAIR

Strain and failure become workable instead of remaining underground.

- 17

Broken commitments are acknowledged rather than quietly normalized.

1

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- 18

Difficult conversations lead to changed behaviour, not only temporary relief.

1

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- 19

The team can examine failure without collapsing into blame or defensiveness.

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- 20

Trust is rebuilt through visible follow-through after disruption.

1

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SUBTOTAL

/ 20

ENDURANCE

The system can sustain performance without consuming its people.

- 21

Workload and staffing risks are discussed before exhaustion becomes failure.

1

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- 22

The team protects the practices and maintenance that prevent future crises.

1

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- 23

Short-term results are not routinely purchased with long-term fragility.

1

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- 24

Capability is growing in people who can carry the work into the future.

1

2

3

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5

SUBTOTAL

/ 20

Map the system as it is today.

Transfer each subtotal below. Resist the urge to focus only on the lowest number. Look for the relationship between conditions: unclear authority can weaken accountability; weak repair can gradually erode trust.

01	Trust		/ 20
02	Clarity		/ 20
03	Accountability		/ 20
04	Healthy dependency		/ 20
05	Repair		/ 20
06	Endurance		/ 20

OVERALL SCORE

TOTAL

/ 120

The total offers context, but the six-part pattern is more useful. A healthy system is not one high number. It is a set of conditions that reinforce one another under pressure.

Strengthen one condition on purpose.

Do not turn the diagnostic into six simultaneous improvement projects. Choose the condition where deliberate work would create the greatest useful change.

Which condition needs the most attention?

Name the condition and the evidence that makes it important now.

What is the system currently teaching people to do?

Describe the behaviour the present condition rewards, permits, or makes necessary.

What will we change in the next 30 days?

Choose one practice, conversation, boundary, or decision that can be made visible.

A conversation for the system, not about the people.

Use these questions to move from diagnosis toward shared responsibility. The purpose is to make reality discussable and the next commitment clear.

01 Where do our ratings differ, and what experience explains the difference?

02 Which condition most affects our ability to do good work consistently?

03 What have we normalized that should no longer be treated as normal?

04 What is one commitment we can make visible within 30 days?
