

THE LEADERSHIP OPERATING SYSTEM DIAGNOSTIC

A Human Operating System Scorecard for Agency Owners

If your agency is growing but the business feels heavier, the issue may not be hiring, team performance, or leadership in isolation.

The issue may be the **Human Operating System** underneath all three.

This diagnostic is designed to help you identify whether your agency's current challenge is primarily related to:

- Owner dependency.
- Leadership clarity.
- Team role alignment.
- Behaviors and values.
- Pressure patterns.
- Hiring readiness.
- Structure and accountability.
- Leadership rhythm.
- A broader Human Operating System issue.

For each statement, rate your agency from 1 to 5.

1 = Not true or rarely true

2 = Somewhat true

3 = Often true

4 = Very true

5 = Extremely true or consistently true

Section 1: Owner Dependency

1. My team can make most day-to-day decisions without depending on me.
2. Work that should be owned by other team members is consistently handled by them.
3. Team members generally know what needs to be done without repeated reminders from me.
4. The business continues to move forward without me constantly having to push it forward.
5. The agency can operate effectively without too much depending personally on me.

Section 1 Score: _____ / 25

Add your five ratings and enter your section score.

Section 2: Leadership Clarity

1. We are clear about the kind of agency we are building.
2. We are clear about what the owner should no longer be carrying.
3. We are clear about the roles required for the next stage of growth.
4. We are clear about what work should be delegated, deferred, eliminated, or completed.
5. We are clear about the standards that matter most in the agency.

Section 2 Score: _____ / 25

Add your five ratings and enter your section score.

Section 3: Team Role Alignment

1. Each person on the team clearly understands their role.
2. Each person understands what they are accountable for.
3. Team members generally operate in roles that fit their strengths.
4. We understand which team members may be overextended, underutilized, or adapting too much.
5. We understand where unclear roles may be creating confusion or friction.

Section 3 Score: _____ / 25

Add your five ratings and enter your section score.

Section 4: Behaviors and Values

1. We understand the behaviors required for each key role in the agency.
2. We understand the values required for sustainable performance in each role.
3. We understand how each team member naturally communicates, makes decisions, and handles pressure.
4. We understand what motivates each team member.

5. We use behavioural and values insights to lead people more effectively.

Section 4 Score: _____ / 25

Add your five ratings and enter your section score.

Section 5: Unmet Needs and Pressure Patterns

1. We understand how people on the team may react under pressure.
2. We can identify when control, approval, recognition, safety, perfection, or worthiness may be influencing behavior.
3. We can recognize when a team member is becoming reactive, defensive, avoidant, controlling, or overextended.
4. We understand that performance problems are not always skill problems.
5. We know how to coach pressure patterns instead of merely reacting to them.

Section 5 Score: _____ / 25

Add your five ratings and enter your section score.

Section 6: Hiring Readiness

1. We are clear about the role before we begin hiring.
2. We know the behaviors and values required for the role.
3. We know what kind of person will fit the team and agency system.
4. We do not rely only on resumes, interviews, and experience when making hiring decisions.
5. Our hiring process protects the agency before the wrong person gets anywhere near the business.

Section 6 Score: _____ / 25

Add your five ratings and enter your section score.

Section 7: Structure and Accountability

1. Roles and responsibilities are clearly defined.
2. Team members know which decisions they own.

3. We have a consistent meeting and communication rhythm.
4. We have a clear accountability rhythm.
5. The owner does not have to rescue, remind, or repeatedly re-explain the same expectations.

Section 7 Score: _____ / 25

Add your five ratings and enter your section score.

Section 8: Leadership Rhythm

1. The owner leads proactively rather than constantly reacting.
2. Expectations are communicated clearly.
3. People are coached according to their behaviors, values, and pressure patterns.
4. Difficult conversations happen early enough.
5. Leadership, structure, people, and accountability work together as one system.

Section 8 Score: _____ / 25

Add your five ratings and enter your section score.

Total Score

Add the eight section scores together.

Total Score: _____ / 200

What Your Score May Indicate

160–200: Strong Operating System

Your agency likely has a strong foundation of clarity, structure, team alignment, hiring discipline, and leadership rhythm.

Your next opportunity may involve refinement, scale, succession, deeper delegation, or greater consistency across the team.

120–159: Growing but Strained

Your agency is functioning, but the owner may still be carrying too much of the system.

You may have good people, but unclear structure, inconsistent accountability, hiring gaps, or leadership rhythm issues may be creating unnecessary pressure.

This is often where successful agency owners begin to feel that growth is making the business heavier instead of lighter.

80–119: Human Operating System Friction

Your agency may be experiencing repeated patterns involving hiring, team performance, accountability, delegation, or leadership.

The issue may not be one person or one role.

The issue may be that the agency does not yet have an integrated Leadership Operating System connecting clarity, team assessment, hiring, structure, and leadership.

Below 80: Owner-Dependent Operating System

Your agency may be too dependent on the owner's personal effort, memory, problem-solving, and emotional capacity.

The business may be successful, but the owner may be functioning as the operating system.

This is usually not sustainable.

The next step is to identify where the system is breaking down and rebuild the roles, hiring process, accountability rhythm, structure, and leadership approach.

Interpretation by Section

If Owner Dependency Is Your Lowest Score

The owner may still be the center of too many decisions, reminders, client service issues, team questions, and accountability gaps.

The underlying issue may be an **owner bottleneck**.

If Leadership Clarity Is Your Lowest Score

The agency may not be sufficiently clear about what it is building, which roles are required, what the owner should stop carrying, or which standards matter most.

The underlying issue may be **strategic clarity**.

If Team Role Alignment Is Your Lowest Score

People may be working hard, but not necessarily in the right roles, with the right expectations, or with the appropriate level of ownership.

The underlying issue may be **role alignment**.

If Behaviors and Values Is Your Lowest Score

The agency may not sufficiently understand how each person naturally works, communicates, decides, responds to pressure, or remains motivated.

The underlying issue may be **people insight**.

If Unmet Needs and Pressure Patterns Is Your Lowest Score

The agency may be reacting to surface behavior without understanding the emotional or motivational pattern underneath it.

The underlying issue may be **hidden human friction**.

If Hiring Readiness Is Your Lowest Score

The agency may be hiring reactively, relying too heavily on resumes and interviews, or failing to define the role and required human fit before beginning the search.

The underlying issue may be **hiring protection**.

If Structure and Accountability Is Your Lowest Score

The agency may lack clear roles, workflows, decision ownership, communication standards, meeting rhythms, or accountability rhythms.

The underlying issue may be **structure**.

If Leadership Rhythm Is Your Lowest Score

The owner may be leading through reaction, rescue, reminders, or over-functioning rather than through a clear and proactive leadership rhythm.

The underlying issue may be **leadership rhythm**.

Recommended Next Step

Review your lowest-scoring section and ask:

1. What is the issue costing the agency?
2. How much of this problem still depends on the owner to resolve?
3. What will happen if nothing changes during the next 12 months?
4. Is this truly an isolated problem, or is it connected to a broader operating-system issue?

You may not simply need to hire another person.

You may need to identify whether the real issue involves:

- Clarity.
- Team role alignment.
- Hiring readiness.
- Structure.
- Accountability.
- Leadership rhythm.
- Human Operating System friction.

That is the purpose of the **Leadership Operating System**.

To receive a brief confidential interpretation, email your total score or lowest-scoring section to: sreilly@leadingadvisor.com