

DIAL COMMUNITY EDITION

Appendix Pack

Volume 1 — Facilitator & Repair Core

Facilitator Quick Start • Team Discussion Guide • 30-Day Repair Plan • The 22 Gate Repair Worksheets

*Companion tools to the Load-Bearing Leadership System™
Grounded in the book. Built for the room.*

HOW TO USE THIS PACK

This pack turns a DIAL Community Edition result into something a team can act on. It follows the book's own sequence: locate the Lane under the most strain, identify the Gate most likely cracking, name who is compensating, install one small reinforcement, and watch for relief. It is not a plan to fix everything at once. It is a way to move the first load.

Every worksheet is designed to be printed or completed on screen. Facilitators should read Appendix A first, then choose only the Gate worksheets that match where pressure is actually concentrating. You are not meant to complete all 22.

A NOTE ON WHAT THIS IS — AND IS NOT

The DIAL Community Edition is a structured self-assessment. It offers a directional reading of where load is going — into a leader's Formation, the surrounding Structure, or the gap between them. It is not a personality test, a performance ranking, or a validated clinical instrument, and its results are not a verdict on any person. Read a result as a map, not a judgment. Use these tools to distribute weight, not to concentrate power; to relieve the person who is carrying too much, not to name a culprit.

Adapt the role language for your context. Where a worksheet says "leaders," "team," or "the carrier," read the words that fit your setting:

- Organizations & nonprofits: board, executive leadership, staff, volunteers.
- Churches & ministries: elders, pastors, staff, ministry leaders, volunteers.
- Lodges: Worshipful Master, officers, committees, members (and Grand Lodge where appropriate).

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APPENDIX A — FACILITATOR QUICK START

Set aside thirty minutes. Gather the smallest group that can answer honestly — that may be one leader, a staff team, a board committee, a ministry team, or a lodge’s officers. You are not producing a complete diagnosis. You are locating the first load-bearing crack and installing one reinforcement.

BEFORE THE ROOM GATHERS

- Confirm consent and privacy. Tell participants how responses will be used, who will see them, and how long they will be kept. (See the Facilitator Consent & Data Handling tools in a later volume of this pack.)
- Decide the altitude. A frontline team, a department, and a whole organization will read the same result differently. Name the level you are working at before you start.
- Set the tone. Say plainly: “We are not diagnosing a person. We are finding where the system is asking someone to carry too much.”

THE THIRTY-MINUTE STRUCTURAL AUDIT

STEP 1 — NAME THE PRESSURE

Write one plain sentence describing the pressure you are facing (for example: “Decisions keep coming back to me,” or “Bad news reaches leadership too late”). Then name who or what is carrying it right now.

The pressure we are facing is:

The current carrier is:

STEP 2 — SCORE THE FOUR LANES

Score each Lane from 1 (not holding at all) to 10 (carries pressure clearly and reliably). Use your honest first read. Then circle the lowest Lane; if two tie, choose the one creating the most unnecessary human load.

Truth — how reality moves	Score (1–10): _____
Power — how authority moves	Score (1–10): _____
People — how tension moves	Score (1–10): _____
Standards — how expectations hold	Score (1–10): _____

The lowest Lane is:

STEP 3 — GO TO THE LOWEST LANE’S GATES

Use the lowest Lane to locate the likely Gate. Truth: Bad News, Weak Signal, Candor, Transparency, Truth-in-Tension, No-Spin. Power: Decision Rights, Escalation, Capacity, Influence, Authority Legitimacy, Accountability. People: Conflict Resolution, Feedback, Trust Repair, Alignment, Safety, Dignity. Standards: Clarity, Enforcement, Drift Detection, Reinforcement.

The Gate most likely cracking is:

STEP 4 — IDENTIFY THE COMPENSATION

Ask what happens because this Gate is weak. Who decides, translates, calms, remembers, or works late to cover it? Name the carrier without blame, then name what the system has been borrowing from them.

The carrier compensating for this Gate is:

The system has been borrowing:

STEP 5 — INSTALL ONE REINFORCEMENT

Choose one reinforcement that can be installed in seven days or less — small enough to use, visible enough to remember, strong enough to move load. Open the matching Gate Repair Worksheet in Appendix D.

The first reinforcement we will install is:

STEP 6 — DEFINE THE RELIEF SIGNAL

Name the observable evidence that load is moving differently: fewer escalations, earlier risk signals, fewer side conversations, clearer ownership, reduced rework, one overused carrier carrying less.

The relief signal we will watch for is:

We will review this on:

WHAT NOT TO DO

- Do not try to repair all four Lanes at once.
- Do not introduce every term in the framework to a tired team.
- Do not turn the audit into a blame session.
- Do not announce a transformation before creating first relief.
- Do not confuse a conversation about a Gate with repairing the Gate.

APPENDIX B — DIAL TEAM DISCUSSION GUIDE

Use this guide when a team has completed the DIAL Community Edition and wants to talk about the result together. The goal of the conversation is diagnosis, not judgment — to leave the room with more clarity and less shame, even when the result is difficult.

GROUND RULES (READ ALOUD)

- A score is a signal, not an identity. A high score is not a crown; a low score is not a verdict.
- We name carriers to relieve them, not to blame them.
- We respond to the substance of a concern before defending intention.
- Nothing said here is used later as evidence against a person.

OPENING — READ THE SCORE AS A SIGNAL

- Where does this result feel accurate?
- Where does it surprise us?
- Where does it name something we have felt but had no language for?

READ FORMATION AND STRUCTURE SEPARATELY

Before discussing the gap, look at the two readings on their own.

- Formation: how are our leaders holding internally when the work gets hard?
- Structure: is the system around them carrying its share — does truth move, does authority move, does tension process, do standards hold?

READ THE GAP AND NAME THE PATTERN

Which pattern does the result point toward, and what is the repair priority?

- Heroic Compensation (Formation stronger than Structure): the priority is structural reinforcement.
- Hollow Structure (Structure stronger than Formation): the priority is Formation.
- Dual Weakness (both strained): the priority is stabilization — reduce ambiguity, restore enough trust for truth to move, reinforce the highest-load crack.
- Dual Integrity (both strong): the priority is maintenance and inspection.

LOCATE THE LOAD

- Which Structural Lane is creating the most unnecessary load right now?
- Within that Lane, which Gate is most likely cracking?
- Who is compensating for that Gate — and what has the system been borrowing from them?

CLOSE ON SEQUENCE, NOT EVERYTHING

End by completing these sentences together, then move to the matching Gate Repair Worksheet.

The Gate most likely cracking is:

The carrier we most want to relieve is:

The first reinforcement we will install is:

The relief signal we will watch for is:

IF THE TEAM SPLITS

It is common for a team to disagree about a result — some feel a Gate is fine, others feel it is failing. A split perception is data, not noise: it often shows that load is distributed unevenly. Do not resolve it by vote. Ask instead: “for whom is this Gate holding, and for whom is it not?” The answer usually names the carrier.

APPENDIX C — 30-DAY REPAIR PLAN

A Gate is not repaired because leaders finally talk about it. A Gate is repaired when the system carries pressure differently the next time pressure arrives. This plan is the bridge from a DIAL result to a reinforcement that holds. It follows the book's retrofit rhythm: stop the bleeding, install stability, then test durability.

DAYS 1–7 — STOP THE BLEEDING

Goal: reduce immediate pressure. Do not attempt transformation. Name one cracked Gate and install one temporary reinforcement.

The pressure point:

The Gate we are reinforcing:

The carrier we are relieving:

The one temporary reinforcement we will install this week:

The relief we will look for:

DAYS 8–30 — INSTALL STABILITY

Goal: turn temporary relief into something repeatable. If relief appeared, make the reinforcement clearer, lighter, and easier to use. If it did not, inspect the diagnosis — the Gate may be wrong, the reinforcement too weak, the room not yet safe, or a Formation issue may be blocking the repair.

What worked and should be kept:

What we will make lighter or clearer:

Who now owns this reinforcement (so it does not depend on one person):

LOOKING TO DAY 90 — TEST DURABILITY

Goal: confirm the reinforcement holds under pressure the first weeks did not test — growth, transition, turnover, or crisis. Name the condition you expect to test it, and the signal that it held without heroics.

The condition that will test this reinforcement:

Evidence it held without one person carrying it:

THE TEST OF A REPAIR

Exhortation says, “Try harder.” Reinforcement says, “Here is the path that helps the right thing happen.” A reinforcement has worked when the right action has become clearer, safer, easier, and more repeatable when the work gets hard — and when the person who used to carry the Gate is carrying less.

APPENDIX D — THE 22 GATE REPAIR WORKSHEETS

One worksheet per Gate. Do not work through all of them. Begin with the Lane showing the most strain, choose the Gate creating the most unnecessary human load, and design the smallest reinforcement that would move pressure. Each worksheet applies the book's Four Repair Questions to a single Gate.

The Gates are grouped by their Lane. Use the lowest-scoring Lane from your audit to decide where to begin.

LANE — TRUTH

How reality moves through the system

G1 Bad News Gate • G2 Weak Signal Gate • G3 Candor Gate • G4 Transparency Gate • G5 Truth-in-Tension Gate • G6 No-Spin Gate

LANE: TRUTH • G1

Bad News Gate

WHAT THIS GATE PROTECTS

The system's ability to receive difficult reality early enough to act — so problems, risks, and failures surface before they become crises.

SIGNS IT IS CRACKING

Leaders are surprised by issues someone else already saw. Bad news arrives only after options are gone.

THE FOUR REPAIR QUESTIONS

1. What function should this Gate perform when pressure arrives?

Reference: The system's ability to receive difficult reality early enough to act — so problems, risks, and failures surface before they become crises.

2. How is it currently failing? (mark what fits)

Delayed Deflected Concentrated Distorted

3. Who or what is compensating? Name the carrier — person, role, meeting, spreadsheet, or workaround. (Name to relieve, not to blame.)

4. What reinforcement would help it carry next time? Candidate reinforcements:

- A five-minute risk round at the start of a weekly meeting
- A defined escalation threshold (cost, safety, trust, timeline, or reputation)
- A standing expectation that emerging concerns are named before they are fully proven
- A leader's first response that treats the messenger as help, not betrayal

Our reinforcement:

INSTALL WITHIN
7 days or less

RELIEF SIGNAL TO WATCH FOR

REVIEW ON

DIAGNOSTIC QUESTION

What bad news keeps arriving later than it should?

LANE: TRUTH • G2

Weak Signal Gate

WHAT THIS GATE PROTECTS

The system's ability to notice early, incomplete, inconvenient patterns before they become undeniable.

SIGNS IT IS CRACKING

Leaders wait for certainty. By the time certainty arrives, the cost has grown. Small signals disappear because they are not yet measurable.

THE FOUR REPAIR QUESTIONS

1. What function should this Gate perform when pressure arrives?

Reference: The system's ability to notice early, incomplete, inconvenient patterns before they become undeniable.

2. How is it currently failing? (mark what fits)

Delayed Deflected Concentrated Distorted

3. Who or what is compensating? Name the carrier — person, role, meeting, spreadsheet, or workaround. (Name to relieve, not to blame.)

4. What reinforcement would help it carry next time? Candidate reinforcements:

- A monthly pattern review: "What are we noticing that is not yet undeniable?"
- An early-warning section inside a project review
- A named place for incomplete signals to land

Our reinforcement:

INSTALL WITHIN

7 days or less

RELIEF SIGNAL TO WATCH FOR

REVIEW ON

DIAGNOSTIC QUESTION

What are we dismissing because it is not yet provable?

LANE: TRUTH • G3

Candor Gate

WHAT THIS GATE PROTECTS

Plain speech — whether people can name reality directly enough for the system to respond.

SIGNS IT IS CRACKING

People polish, soften, delay, or translate the truth until it becomes less useful.

THE FOUR REPAIR QUESTIONS

1. What function should this Gate perform when pressure arrives?

Reference: Plain speech — whether people can name reality directly enough for the system to respond.

2. How is it currently failing? (mark what fits)

Delayed Deflected Concentrated Distorted

3. Who or what is compensating? Name the carrier — person, role, meeting, spreadsheet, or workaround. (Name to relieve, not to blame.)

4. What reinforcement would help it carry next time? Candidate reinforcements:

- Meeting norm: name the issue without attacking identity
- Meeting norm: distinguish fact from interpretation
- Meeting norm: state the risk plainly
- Meeting norm: respond to the substance before defending intention

Our reinforcement:

INSTALL WITHIN

7 days or less

RELIEF SIGNAL TO WATCH FOR

REVIEW ON

DIAGNOSTIC QUESTION

Where are people softening the truth to make it safer?

LANE: TRUTH • G4

Transparency Gate

WHAT THIS GATE PROTECTS

Access to the information people need to carry their roles responsibly — not everything, but enough not to guess.

SIGNS IT IS CRACKING

Rumor fills the vacuum. People execute work and absorb uncertainty while missing information the system could responsibly provide.

THE FOUR REPAIR QUESTIONS

1. What function should this Gate perform when pressure arrives?

Reference: Access to the information people need to carry their roles responsibly — not everything, but enough not to guess.

2. How is it currently failing? (mark what fits)

Delayed Deflected Concentrated Distorted

3. Who or what is compensating? Name the carrier — person, role, meeting, spreadsheet, or workaround. (Name to relieve, not to blame.)

4. What reinforcement would help it carry next time? Candidate reinforcements:

- A decision log
- Regular context / priority updates
- A simple practice: name what is known, what is unknown, and when more will be available

Our reinforcement:

INSTALL WITHIN

7 days or less

RELIEF SIGNAL TO WATCH FOR

REVIEW ON

DIAGNOSTIC QUESTION

Where is lack of context forcing people to guess?

LANE: TRUTH • G5

Truth-in-Tension Gate

WHAT THIS GATE PROTECTS

The system's ability to hold competing truths without forcing false choices.

SIGNS IT IS CRACKING

One truth gets weaponized against another. The system oversimplifies what should be held carefully.

THE FOUR REPAIR QUESTIONS

1. What function should this Gate perform when pressure arrives?

Reference: The system's ability to hold competing truths without forcing false choices.

2. How is it currently failing? (mark what fits)

Delayed Deflected Concentrated Distorted

3. Who or what is compensating? Name the carrier — person, role, meeting, spreadsheet, or workaround. (Name to relieve, not to blame.)

4. What reinforcement would help it carry next time? Candidate reinforcements:

- Explicit tension language before major decisions: "What are the legitimate truths we must hold at the same time?"

Our reinforcement:

INSTALL WITHIN

7 days or less

RELIEF SIGNAL TO WATCH FOR

REVIEW ON

DIAGNOSTIC QUESTION

Where are we choosing one truth because holding both feels too hard?

LANE: TRUTH • G6

No-Spin Gate

WHAT THIS GATE PROTECTS

Plain reality — language accurate enough to guide action rather than protect image.

SIGNS IT IS CRACKING

Reality becomes acceptable but less actionable. Softening and framing manage image more than learning.

THE FOUR REPAIR QUESTIONS

1. What function should this Gate perform when pressure arrives?

Reference: Plain reality — language accurate enough to guide action rather than protect image.

2. How is it currently failing? (mark what fits)

Delayed Deflected Concentrated Distorted

3. Who or what is compensating? Name the carrier — person, role, meeting, spreadsheet, or workaround. (Name to relieve, not to blame.)

4. What reinforcement would help it carry next time? Candidate reinforcements:

- Plain-language discipline: “three unresolved client dependencies,” not “some open items”
- One plain-reality sentence required in reports

Our reinforcement:

INSTALL WITHIN

7 days or less

RELIEF SIGNAL TO WATCH FOR

REVIEW ON

DIAGNOSTIC QUESTION

What are we calling this that makes it easier to tolerate?

LANE — POWER

How authority moves through the system

G7 Decision Rights Gate • G8 Escalation Gate • G9 Capacity Gate • G10 Influence Gate • G11 Authority
Legitimacy Gate • G12 Accountability Gate

LANE: POWER • G7

Decision Rights Gate

WHAT THIS GATE PROTECTS

Decision clarity — who decides, who gives input, who must be informed, and when a decision is final.

SIGNS IT IS CRACKING

Decisions stall, circle, climb upward, or become political. Authority has no visible home.

THE FOUR REPAIR QUESTIONS

1. What function should this Gate perform when pressure arrives?

Reference: Decision clarity — who decides, who gives input, who must be informed, and when a decision is final.

2. How is it currently failing? (mark what fits)

Delayed Deflected Concentrated Distorted

3. Who or what is compensating? Name the carrier — person, role, meeting, spreadsheet, or workaround. (Name to relieve, not to blame.)

4. What reinforcement would help it carry next time? Candidate reinforcements:

- Define decision altitude for recurring decisions: what belongs locally, what requires input, what requires approval, what requires escalation

Our reinforcement:

INSTALL WITHIN

7 days or less

RELIEF SIGNAL TO WATCH FOR

REVIEW ON

DIAGNOSTIC QUESTION

Which decisions keep returning because no one knows who owns them?

LANE: POWER • G8

Escalation Gate

WHAT THIS GATE PROTECTS

Proper movement of pressure between levels — neither abandonment nor over-centralization.

SIGNS IT IS CRACKING

Issues escalate too late, too often, or too politically.

THE FOUR REPAIR QUESTIONS

1. What function should this Gate perform when pressure arrives?

Reference: Proper movement of pressure between levels — neither abandonment nor over-centralization.

2. How is it currently failing? (mark what fits)

Delayed Deflected Concentrated Distorted

3. Who or what is compensating? Name the carrier — person, role, meeting, spreadsheet, or workaround. (Name to relieve, not to blame.)

4. What reinforcement would help it carry next time? Candidate reinforcements:

- Defined escalation thresholds: financial exposure, safety risk, customer impact, timeline threat, unresolved conflict, legal concern, or repeated failure after local action

Our reinforcement:

INSTALL WITHIN

7 days or less

RELIEF SIGNAL TO WATCH FOR

REVIEW ON

DIAGNOSTIC QUESTION

What keeps escalating at the wrong time or for the wrong reason?

LANE: POWER • G9

Capacity Gate

WHAT THIS GATE PROTECTS

Visibility into what people and teams are actually carrying — complexity, emotional strain, decision volume, context switching, coordination, recovery, not only hours.

SIGNS IT IS CRACKING

Leaders add work without naming what must be removed, delayed, or absorbed. Overload is seen only after people break.

THE FOUR REPAIR QUESTIONS

1. What function should this Gate perform when pressure arrives?

Reference: Visibility into what people and teams are actually carrying — complexity, emotional strain, decision volume, context switching, coordination, recovery, not only hours.

2. How is it currently failing? (mark what fits)

Delayed Deflected Concentrated Distorted

3. Who or what is compensating? Name the carrier — person, role, meeting, spreadsheet, or workaround. (Name to relieve, not to blame.)

4. What reinforcement would help it carry next time? Candidate reinforcements:

- A capacity review that asks: what was added, what was removed, what is hidden, and what must stop if something new starts

Our reinforcement:

INSTALL WITHIN

7 days or less

RELIEF SIGNAL TO WATCH FOR

REVIEW ON

DIAGNOSTIC QUESTION

Where are we asking people to carry more than the system has made visible?

LANE: POWER • G10

Influence Gate

WHAT THIS GATE PROTECTS

Visibility and accountability around informal power — founders, donors, board members, veterans, technical experts, relational hubs.

SIGNS IT IS CRACKING

Hidden power quietly overrides designed authority.

THE FOUR REPAIR QUESTIONS

1. What function should this Gate perform when pressure arrives?

Reference: Visibility and accountability around informal power — founders, donors, board members, veterans, technical experts, relational hubs.

2. How is it currently failing? (mark what fits)

Delayed Deflected Concentrated Distorted

3. Who or what is compensating? Name the carrier — person, role, meeting, spreadsheet, or workaround. (Name to relieve, not to blame.)

4. What reinforcement would help it carry next time? Candidate reinforcements:

- Map formal and informal influence before decisions are finalized
- Ask who shapes the outcome even if they are not named in the process

Our reinforcement:

INSTALL WITHIN

7 days or less

RELIEF SIGNAL TO WATCH FOR

REVIEW ON

DIAGNOSTIC QUESTION

Who is shaping decisions without being named in the decision path?

LANE: POWER • G11

Authority Legitimacy Gate

WHAT THIS GATE PROTECTS

Trust in how authority is used — the difference between assigned authority and legitimate authority.

SIGNS IT IS CRACKING

People comply publicly while distrusting the motive, fairness, or method. Compliance remains but trust erodes.

THE FOUR REPAIR QUESTIONS

1. What function should this Gate perform when pressure arrives?

Reference: Trust in how authority is used — the difference between assigned authority and legitimate authority.

2. How is it currently failing? (mark what fits)

Delayed Deflected Concentrated Distorted

3. Who or what is compensating? Name the carrier — person, role, meeting, spreadsheet, or workaround. (Name to relieve, not to blame.)

4. What reinforcement would help it carry next time? Candidate reinforcements:

- Explain decision logic
- Name constraints and acknowledge trade-offs
- Repair credibility where authority has been misused

Our reinforcement:

INSTALL WITHIN
7 days or less

RELIEF SIGNAL TO WATCH FOR

REVIEW ON

DIAGNOSTIC QUESTION

Where do people comply but no longer trust how authority is being used?

LANE: POWER • G12

Accountability Gate

WHAT THIS GATE PROTECTS

The relationship between responsibility, authority, capacity, and consequence.

SIGNS IT IS CRACKING

People are blamed for outcomes they could not control, or powerful people avoid consequences others would face.

THE FOUR REPAIR QUESTIONS

1. What function should this Gate perform when pressure arrives?

Reference: The relationship between responsibility, authority, capacity, and consequence.

2. How is it currently failing? (mark what fits)

Delayed Deflected Concentrated Distorted

3. Who or what is compensating? Name the carrier — person, role, meeting, spreadsheet, or workaround. (Name to relieve, not to blame.)

4. What reinforcement would help it carry next time? Candidate reinforcements:

- Before correction, ask: what belonged to the person, what belonged to another role, and what the system failed to provide

Our reinforcement:

INSTALL WITHIN

7 days or less

RELIEF SIGNAL TO WATCH FOR

REVIEW ON

DIAGNOSTIC QUESTION

Where is accountability being assigned without matching authority or capacity?

LANE — PEOPLE

How tension moves through the system

G13 Conflict Resolution Gate • G14 Feedback Gate • G15 Trust Repair Gate • G16 Alignment Gate • G17
Safety Gate • G18 Dignity Gate

LANE: PEOPLE • G13

Conflict Resolution Gate

WHAT THIS GATE PROTECTS

The system's ability to move disagreement toward repair rather than sideways.

SIGNS IT IS CRACKING

Conflict moves through gossip, avoidance, triangulation, or passive resistance. Side conversations become the real meeting.

THE FOUR REPAIR QUESTIONS

1. What function should this Gate perform when pressure arrives?

Reference: The system's ability to move disagreement toward repair rather than sideways.

2. How is it currently failing? (mark what fits)

Delayed Deflected Concentrated Distorted

3. Who or what is compensating? Name the carrier — person, role, meeting, spreadsheet, or workaround. (Name to relieve, not to blame.)

4. What reinforcement would help it carry next time? Candidate reinforcements:

- A first path for conflict: what happened, what was the impact, what needs clarification, what repair is required
- Facilitation when power imbalance or significant harm exists

Our reinforcement:

INSTALL WITHIN

7 days or less

RELIEF SIGNAL TO WATCH FOR

REVIEW ON

DIAGNOSTIC QUESTION

Where does conflict go instead of where it should go?

LANE: PEOPLE • G14

Feedback Gate

WHAT THIS GATE PROTECTS

Timely correction — returning responsibility to the right owner early enough to help.

SIGNS IT IS CRACKING

Leaders carry frustration privately while people continue without the information needed to improve.

THE FOUR REPAIR QUESTIONS

1. What function should this Gate perform when pressure arrives?

Reference: Timely correction — returning responsibility to the right owner early enough to help.

2. How is it currently failing? (mark what fits)

Delayed Deflected Concentrated Distorted

3. Who or what is compensating? Name the carrier — person, role, meeting, spreadsheet, or workaround. (Name to relieve, not to blame.)

4. What reinforcement would help it carry next time? Candidate reinforcements:

- A rhythm of small, specific, early feedback
- Feedback framed as behavior, impact, standard, and next step

Our reinforcement:

INSTALL WITHIN

7 days or less

RELIEF SIGNAL TO WATCH FOR

REVIEW ON

DIAGNOSTIC QUESTION

What feedback is arriving too late to help?

LANE: PEOPLE • G15

Trust Repair Gate

WHAT THIS GATE PROTECTS

The system's ability to name and repair damaged trust — which does not repair itself just because time passes.

SIGNS IT IS CRACKING

People adapt around unrepaired fractures and call the adaptation “moving on.”

THE FOUR REPAIR QUESTIONS

1. What function should this Gate perform when pressure arrives?

Reference: The system's ability to name and repair damaged trust — which does not repair itself just because time passes.

2. How is it currently failing? (mark what fits)

Delayed Deflected Concentrated Distorted

3. Who or what is compensating? Name the carrier — person, role, meeting, spreadsheet, or workaround. (Name to relieve, not to blame.)

4. What reinforcement would help it carry next time? Candidate reinforcements:

- A repair path: name the fracture, acknowledge impact, own the responsible part, clarify what changes, follow through visibly

Our reinforcement:

INSTALL WITHIN

7 days or less

RELIEF SIGNAL TO WATCH FOR

REVIEW ON

DIAGNOSTIC QUESTION

What trust fracture is still shaping behavior because it was never repaired?

LANE: PEOPLE • G16

Alignment Gate

WHAT THIS GATE PROTECTS

Shared meaning that survives after the meeting ends — not agreement in the room.

SIGNS IT IS CRACKING

People nod together and execute differently.

THE FOUR REPAIR QUESTIONS

1. What function should this Gate perform when pressure arrives?

Reference: Shared meaning that survives after the meeting ends — not agreement in the room.

2. How is it currently failing? (mark what fits)

Delayed Deflected Concentrated Distorted

3. Who or what is compensating? Name the carrier — person, role, meeting, spreadsheet, or workaround. (Name to relieve, not to blame.)

4. What reinforcement would help it carry next time? Candidate reinforcements:

- Test understanding before closure: ask owners to restate the decision, next step, standard, and unresolved tension

Our reinforcement:

INSTALL WITHIN

7 days or less

RELIEF SIGNAL TO WATCH FOR

REVIEW ON

DIAGNOSTIC QUESTION

Where do people leave the same meeting with different meanings?

LANE: PEOPLE • G17

Safety Gate

WHAT THIS GATE PROTECTS

The ability to raise risk, dissent, uncertainty, and disagreement without unreasonable fear of punishment. (Safety is not comfort.)

SIGNS IT IS CRACKING

Politeness replaces truth. Dissent and weak signals stop surfacing.

THE FOUR REPAIR QUESTIONS

1. What function should this Gate perform when pressure arrives?

Reference: The ability to raise risk, dissent, uncertainty, and disagreement without unreasonable fear of punishment. (Safety is not comfort.)

2. How is it currently failing? (mark what fits)

Delayed Deflected Concentrated Distorted

3. Who or what is compensating? Name the carrier — person, role, meeting, spreadsheet, or workaround. (Name to relieve, not to blame.)

4. What reinforcement would help it carry next time? Candidate reinforcements:

- Assign someone to name the strongest concern before major decisions close
- Respond to the substance before defending the plan

Our reinforcement:

INSTALL WITHIN

7 days or less

RELIEF SIGNAL TO WATCH FOR

REVIEW ON

DIAGNOSTIC QUESTION

What truth is not being spoken because the personal cost feels too high?

LANE: PEOPLE • G18

Dignity Gate

WHAT THIS GATE PROTECTS

Humanity inside accountability — whether people are corrected and held responsible without being diminished.

SIGNS IT IS CRACKING

Pressure dehumanizes people. Compliance may rise while trust declines.

THE FOUR REPAIR QUESTIONS

1. What function should this Gate perform when pressure arrives?

Reference: Humanity inside accountability — whether people are corrected and held responsible without being diminished.

2. How is it currently failing? (mark what fits)

Delayed Deflected Concentrated Distorted

3. Who or what is compensating? Name the carrier — person, role, meeting, spreadsheet, or workaround. (Name to relieve, not to blame.)

4. What reinforcement would help it carry next time? Candidate reinforcements:

- Language and process discipline: correct behavior, clarify standards, and name consequences without contempt

Our reinforcement:

INSTALL WITHIN

7 days or less

RELIEF SIGNAL TO WATCH FOR

REVIEW ON

DIAGNOSTIC QUESTION

Where is pressure causing people to be treated as disposable carriers of failure?

LANE — STANDARDS

How expectations hold when the work gets hard

G19 Clarity Gate • G20 Enforcement Gate • G21 Drift Detection Gate • G22 Reinforcement Gate

LANE: STANDARDS • G19

Clarity Gate

WHAT THIS GATE PROTECTS

The visibility of expectations before execution begins — what “done,” “good,” “ready,” and “complete” mean.

SIGNS IT IS CRACKING

People discover the standard only after missing it.

THE FOUR REPAIR QUESTIONS

1. What function should this Gate perform when pressure arrives?

Reference: The visibility of expectations before execution begins — what “done,” “good,” “ready,” and “complete” mean.

2. How is it currently failing? (mark what fits)

Delayed Deflected Concentrated Distorted

3. Who or what is compensating? Name the carrier — person, role, meeting, spreadsheet, or workaround. (Name to relieve, not to blame.)

4. What reinforcement would help it carry next time? Candidate reinforcements:

- Define the standard before work begins: required elements, quality threshold, approval owner, known exclusions, and what makes the work ready for review

Our reinforcement:

INSTALL WITHIN

7 days or less

RELIEF SIGNAL TO WATCH FOR

REVIEW ON

DIAGNOSTIC QUESTION

Where are people being corrected for expectations they had to infer?

LANE: STANDARDS • G20

Enforcement Gate

WHAT THIS GATE PROTECTS

Consistent application of standards across people, levels, seasons, and political contexts.

SIGNS IT IS CRACKING

Standards bend around status, urgency, favoritism, fear, or fatigue.

THE FOUR REPAIR QUESTIONS

1. What function should this Gate perform when pressure arrives?

Reference: Consistent application of standards across people, levels, seasons, and political contexts.

2. How is it currently failing? (mark what fits)

Delayed Deflected Concentrated Distorted

3. Who or what is compensating? Name the carrier — person, role, meeting, spreadsheet, or workaround. (Name to relieve, not to blame.)

4. What reinforcement would help it carry next time? Candidate reinforcements:

- Name how exceptions are approved
- Ensure senior people are held to the same principle, even when context differs

Our reinforcement:

INSTALL WITHIN

7 days or less

RELIEF SIGNAL TO WATCH FOR

REVIEW ON

DIAGNOSTIC QUESTION

Where do standards change depending on who is involved?

LANE: STANDARDS • G21

Drift Detection Gate

WHAT THIS GATE PROTECTS

The system's ability to notice standards weakening before drift becomes culture.

SIGNS IT IS CRACKING

The system notices only after rework, conflict, or reputation damage becomes expensive.

THE FOUR REPAIR QUESTIONS

1. What function should this Gate perform when pressure arrives?

Reference: The system's ability to notice standards weakening before drift becomes culture.

2. How is it currently failing? (mark what fits)

Delayed Deflected Concentrated Distorted

3. Who or what is compensating? Name the carrier — person, role, meeting, spreadsheet, or workaround. (Name to relieve, not to blame.)

4. What reinforcement would help it carry next time? Candidate reinforcements:

- A recurring review of exceptions, rework, quality misses, and deviations from agreed standards

Our reinforcement:

INSTALL WITHIN

7 days or less

RELIEF SIGNAL TO WATCH FOR

REVIEW ON

DIAGNOSTIC QUESTION

What is eroding before it becomes normal?

LANE: STANDARDS • G22

Reinforcement Gate

WHAT THIS GATE PROTECTS

The durability of standards — whether they hold without one person’s constant vigilance.

SIGNS IT IS CRACKING

One person becomes the memory, conscience, and quality-control function for everyone else.

THE FOUR REPAIR QUESTIONS

1. What function should this Gate perform when pressure arrives?

Reference: The durability of standards — whether they hold without one person’s constant vigilance.

2. How is it currently failing? (mark what fits)

Delayed Deflected Concentrated Distorted

3. Who or what is compensating? Name the carrier — person, role, meeting, spreadsheet, or workaround. (Name to relieve, not to blame.)

4. What reinforcement would help it carry next time? Candidate reinforcements:

- Peer review or checklist ownership
- Recurring inspection and training refreshers
- Workflow prompts or visible reminders built into the operating rhythm

Our reinforcement:

INSTALL WITHIN
7 days or less

RELIEF SIGNAL TO WATCH FOR

REVIEW ON

DIAGNOSTIC QUESTION

Which standard depends too much on one person’s vigilance?