

DIAL COMMUNITY EDITION

# Appendix Pack

Volume 1 — Facilitator & Repair Core

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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).

## 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:

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The carrier we most want to relieve is:

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The first reinforcement we will install is:

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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.