

# Performance

## MOMENTUM AUDIT

### A SELF-ASSESSMENT FOR LEADERS BUILDING THE ENVIRONMENT FOR CONSISTENT PERFORMANCE

#### WHAT IT IS

Performance Momentum is the condition in which leaders and teams are consistently delivering results across time, complexity, and pressure. Not by pushing harder, but because the environment enables it.

That environment is built through three conditions working together:

- Leadership operating at the right level
- A strong and reflective operating rhythm
- Teams leveraging their collective intelligence

#### HOW TO USE THE TOOL

For each condition, read the description and then respond honestly to the five statements. Rate each statement using the scale below. Add your scores within each section to get a condition rating, then use the guidance at the end to identify where to focus first.

This is a thinking tool, not a diagnostic instrument. Use it to inform a conversation with your leadership team or executive sponsor.

1 RARELY OR NOT AT ALL	2 SOMETIMES, BUT INCONSISTENTLY	3 MORE OFTEN THAN NOT	4 CONSISTENTLY AND RELIABLY
------------------------------	---------------------------------------	-----------------------------	-----------------------------------

#### READING YOUR SCORE

For each condition, read the description and then respond honestly to the five statements. Rate each statement using the scale below. Add your scores within each section to get a condition rating, then use the guidance at the end to identify where to focus first.

This is a thinking tool, not a diagnostic instrument. Use it to inform a conversation with your leadership team or executive sponsor.

16 to 20 STRONG	This condition is broadly present. The focus is sustaining it under pressure, when it is most likely to erode. Look for variability between leaders or teams and work to reduce it.
10 TO 15 DEVELOPING	This condition exists in pockets but is not yet consistent. The opportunity is understanding what drives the variability and building towards consistent practice across the organisation.
BELOW 10 NEEDS ATTENTION	This condition is not yet reliably in place. It represents a meaningful constraint on Performance Momentum and a logical starting point for focused work.

## LEADERSHIP AT THE RIGHT LEVEL

Leaders operating at the right level are doing the work that belongs to their role, not the work that belongs to the level below. They set direction, develop capability in others, and attend to the health of the system. Their teams have genuine ownership and genuine stretch. When this is absent, leaders are over-functioning and teams are under-developing.

STATEMENT	1 RARELY	2 SOMETIMES	3 OFTEN	4 CONSISTENTLY
Leaders make decisions at the appropriate level rather than solving problems their teams should own.	1	2	3	4
Senior leaders spend time on direction and capability development rather than staying close to operational detail.	1	2	3	4
When pressure increases, leaders delegate effectively rather than pulling work back to themselves.	1	2	3	4
Teams have genuine ownership of their work and are not waiting for leader approval on decisions within their scope.	1	2	3	4
Leaders understand what work belongs to their level and what belongs above and below.	1	2	3	4
<b>Section Score /20</b>				

## A STRONG OPERATING SYSTEM

A strong operating rhythm is one where the right conversations happen at the right frequency with the right quality of attention. It includes moments for reporting and accountability, but also deliberate space for reflection. When this is absent, organisations are busy but not adaptive. They report on the past rather than attend to what is actually happening now.

STATEMENT	1 RARELY	2 SOMETIMES	3 OFTEN	4 CONSISTENTLY
Our operating rhythm includes structured time to examine whether current approaches are still fit for purpose, not just report on what has been done.	1	2	3	4
Leaders regularly surface and test the assumptions driving current decisions before acting on them.	1	2	3	4
Problems tend to be identified and named early, before they escalate into crises.	1	2	3	4
Meetings generate genuine thinking and recalibration, not just updates and action items.	1	2	3	4
Leaders protect reflective space rather than filling every available moment with activity.	1	2	3	4
<b>Section Score /20</b>				

## LEVERAGING COLLECTIVE INTELLIGENCE

Teams leveraging their collective intelligence are doing more than executing. They are thinking together, challenging interpretations, surfacing what they know, and building on each other's thinking to navigate complexity. When this is absent, the leader carries most of the thinking, people contribute less than they know, and the team executes rather than adapts.

STATEMENT	1 RARELY	2 SOMETIMES	3 OFTEN	4 CONSISTENTLY
Team members regularly contribute honest perspectives, including dissenting views, without fear of negative consequences.	1	2	3	4
Leaders invite challenge and alternative interpretations rather than seeking agreement.	1	2	3	4
Problems and concerns are raised by team members before they are obvious or unavoidable.	1	2	3	4
Teams discuss not just what they think but how they are making sense of complex or ambiguous situations.	1	2	3	4
People at all levels believe their contribution to thinking and decision-making genuinely matters.	1	2	3	4
<b>Section Score /20</b>				

## WHERE TO START

If you scored below 10 in more than one section, do not try to address all three simultaneously. Choose the condition that, if improved, would most directly remove a current performance constraint.

<b>Leaders overloaded, teams underutilised</b>	Start with Condition One. The problem is leadership level, not team capability.
<b>Organisation not adapting fast enough</b>	Start with Condition Two. Build reflection into existing rhythms before adding anything new.
<b>Problems surface late or not at all</b>	Start with Condition Three. The intelligence is there. The environment is not yet safe enough to surface it.
<b>Moderate scores across the board</b>	Start with Condition Two. Embedding structured reflection into your operating rhythm creates the conditions for the other two to develop.

**The most effective entry point is almost always the operating rhythm. Not because it is the most important condition, but because small structural changes there create the conditions for the other two to develop.**