

0 = Always / 1 = Often / 2 = Sometimes / 3 = Rarely / 4 = Never — Apply the strict criterion. Do not round toward the comfortable answer. — A higher score is the healthier reading.

| Time Bleed                            | o          | 1 | 2 | 3 | 4 |
|---------------------------------------|------------|---|---|---|---|
| Calendar: more review than build      | o          | 1 | 2 | 3 | 4 |
| No reserved generative time           | o          | 1 | 2 | 3 | 4 |
| Urgency governs attention             | o          | 1 | 2 | 3 | 4 |
| Week ends without unscripted thinking | o          | 1 | 2 | 3 | 4 |
| Initiating backward-looking meetings  | o          | 1 | 2 | 3 | 4 |
| Rescheduling build over maintenance   | o          | 1 | 2 | 3 | 4 |
| Reacting vs. designing conditions     | o          | 1 | 2 | 3 | 4 |
| Pipeline thin; calendar full          | o          | 1 | 2 | 3 | 4 |
| SUBTOTAL                              | _____ / 32 |   |   |   |   |
| Decision Bleed                        | o          | 1 | 2 | 3 | 4 |
| Carrying decisions 3+ months overdue  | o          | 1 | 2 | 3 | 4 |
| Framing avoidance as patience         | o          | 1 | 2 | 3 | 4 |
| Uncomfortable data unacted upon       | o          | 1 | 2 | 3 | 4 |
| Team stopped surfacing hard calls     | o          | 1 | 2 | 3 | 4 |
| Decisions forced, not chosen          | o          | 1 | 2 | 3 | 4 |
| Deferred call has drifted to crisis   | o          | 1 | 2 | 3 | 4 |
| Preferring existing options to new    | o          | 1 | 2 | 3 | 4 |
| Posture honest name: overdue          | o          | 1 | 2 | 3 | 4 |
| SUBTOTAL                              | _____ / 32 |   |   |   |   |

| Emotional Bleed                        | o          | 1 | 2 | 3 | 4 |
|----------------------------------------|------------|---|---|---|---|
| Topics the team won't raise with me    | o          | 1 | 2 | 3 | 4 |
| Candor is expensive here               | o          | 1 | 2 | 3 | 4 |
| Agrees in room; edits privately        | o          | 1 | 2 | 3 | 4 |
| Reading quiet as alignment             | o          | 1 | 2 | 3 | 4 |
| Protecting my comfort over team voice  | o          | 1 | 2 | 3 | 4 |
| Last honest exchange: months ago       | o          | 1 | 2 | 3 | 4 |
| I architect the silence                | o          | 1 | 2 | 3 | 4 |
| No team surprise in last quarter       | o          | 1 | 2 | 3 | 4 |
| SUBTOTAL                               | _____ / 32 |   |   |   |   |
| Political Bleed                        | o          | 1 | 2 | 3 | 4 |
| Survival vocab > vitality vocab        | o          | 1 | 2 | 3 | 4 |
| Defending prior decisions              | o          | 1 | 2 | 3 | 4 |
| Praise flows to endurance not build    | o          | 1 | 2 | 3 | 4 |
| Promotions reward longevity            | o          | 1 | 2 | 3 | 4 |
| Rebranded contraction as discipline    | o          | 1 | 2 | 3 | 4 |
| Narrative protects vs. names tradeoffs | o          | 1 | 2 | 3 | 4 |
| Called depletion resilience            | o          | 1 | 2 | 3 | 4 |
| Optical surface reads better than load | o          | 1 | 2 | 3 | 4 |
| SUBTOTAL                               | _____ / 32 |   |   |   |   |

| Time: ____/32   | Decision: ____/32 | Emotional: ____/32  | Political: ____/32                                        |
|-----------------|-------------------|---------------------|-----------------------------------------------------------|
| COMPOSITE SCORE | _____ / 128       | VERDICT BAND: _____ | Stable 96–128   Drift 64–95 Inversion 32–63   Crisis 0–31 |