

The Organizational Readiness Audit

A 10-Point Check for Decision-Making, Coordination, and Change Readiness

Goal: Identify where decision-making and coordination are slowing execution, and whether your organization is ready for what comes next.

Instructions: Check every statement that reflects your team's current reality.

- ☐ **Important decisions get discussed informally before the actual meeting.**

Key stakeholders align in hallway conversations or one-on-ones before anything gets decided in the room.

- ☐ **People over-document or over-communicate to protect themselves.**

Leaders copy extra people on emails or create extensive paper trails because they want extra coverage in case something goes wrong.

- ☐ **Bad news doesn't make it into the room.**

Meetings focus on wins and progress. Real problems, risks, or failures stay unspoken.

- ☐ **Simple decisions take multiple meetings.**

Things that should be straightforward require rounds of discussion because no one is sure who owns the decision.

- ☐ **We wait for everyone to agree before moving forward.**

Getting full consensus feels more important than making a timely decision.

☐ **Cross-functional work is harder than it should be.**

Collaboration across teams requires excessive coordination. Handoffs are sloppy, and effort gets duplicated.

☐ **People ask permission for things they should just handle.**

Capable leaders regularly check in for approval on decisions that fall within their authority.

☐ **There are topics we've learned not to bring up.**

Everyone knows certain subjects won't go well with certain people, so they stay off the table.

☐ **The interpersonal tension feels heavier than the actual work.**

Managing relationships and navigating team dynamics takes more energy than the work itself.

☐ **Decisions get made, but they don't reliably turn into action.**

The meeting ends with agreement, but ownership or next steps are unclear and the issue comes back later.

What Your Results Suggest

0–2 Checks

Few of these warning signs are showing up. Keep reinforcing what's working.

3–6 Checks

Several patterns may be slowing execution. Your team may be spending more time working around decision and coordination problems than resolving them.

7–10 Checks

Many warning signs are showing up. Decision-making and coordination

problems may already be interfering with execution and can become more visible under pressure.

What This Means for Your Organization

If you checked 3 or more, your team is likely experiencing:

- Strategic initiatives are delayed because decisions move slowly
- Plans lose momentum before they translate into action
- Strong people disengage when problems stay unresolved
- Growth, transformation, restructuring, or AI adoption creates more strain than expected

These patterns can point to a readiness problem. The way decisions are made, ownership is handled, and work moves across teams may not hold up as pressure increases.

Next Step

The Organizational Readiness Diagnostic is a focused organizational assessment that identifies what is slowing execution, where readiness gaps exist, and what leadership should address first.

It's useful at two moments:

Before change: Assess how current decision-making, ownership, and coordination are likely to hold up as the organization moves into growth, transformation, AI adoption, restructuring, or leadership transition.

After implementation strain: Understand why the change is exposing problems that were manageable before and what needs attention now.

To explore fit:

Book a 30-minute discovery call at heathermcdaniel.com
or email heather@heathermcdaniel.com