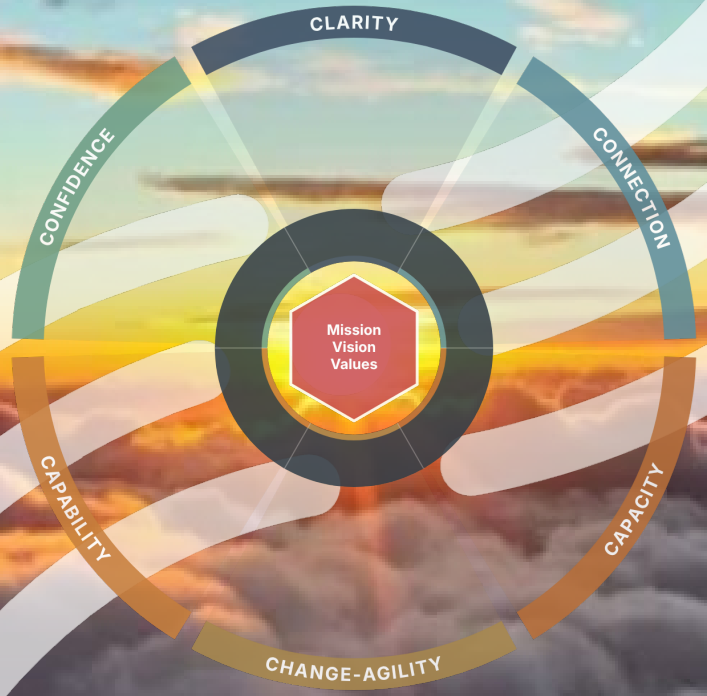
MAKE SHIFT HAPPEN



Inflection Point Leadership

IPL's Condition-Strength Diagnostic

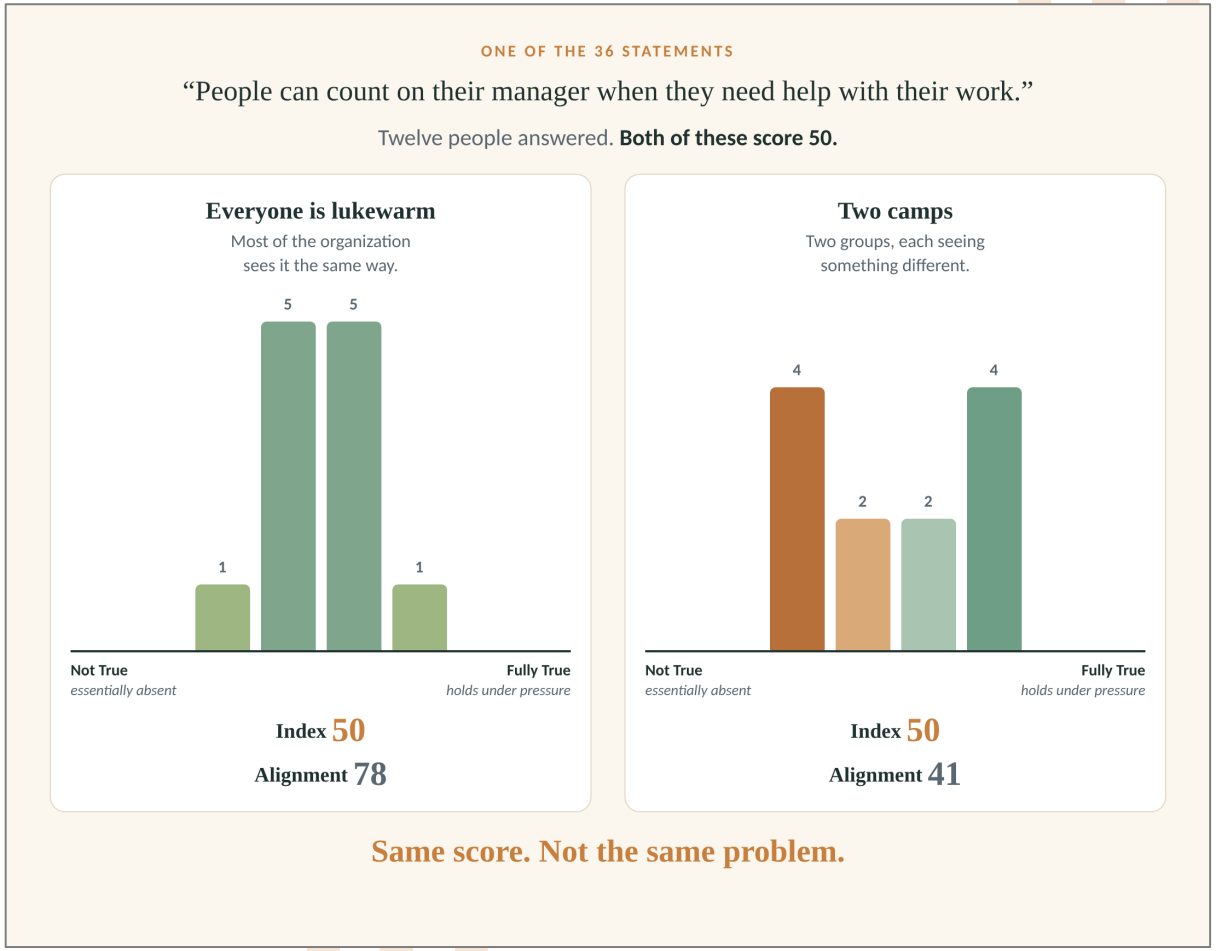
How strongly, and how consistently, are the conditions in place for our strategy to succeed — and which few moves matter most?

Organizations rarely fail for lack of effort

Performance stalls because the conditions for success are underdeveloped — even when the strategy is sound and the people are capable.

Most organizational surveys hand you an average and call it a finding. A 50 can mean everyone is lukewarm — or that half the organization has something the other half has never seen.

Condition-Strength reads both: how strongly a condition is established, and how consistently that view holds. That makes the answer a measurement rather than an argument.



What the diagnostic measures

Six conditions distinguish organizations that convert intent into results from those that don't.			
Condition	**Focus Area**	**The question it answers — To what degree . . .**	**Common Thread**
Clarity	Direction	Do we know where we are going and why?	Knowing where we are going and why
Connection	Ways of Working	Do our structures and relationships support execution?	How well people, the way we work together, and our culture fit
Confidence	Reliability	Do commitments translate into outcomes?	Grounds to trust that what we commit to will be delivered
Capability	People Readiness	Do we have the right capabilities in the right roles?	The skills and mindsets the work requires, in the right people
Capacity	Resource Alignment	Are we focused on and investing in what matters most?	Time, resources and attention directed to what matters most
Change-Agility	Adaptability	Are we learning and responding as conditions change?	Learning from what happens and adjusting course

In Condition-Strength, the six Conditions describe how the organization works day to day, whether or not a change is under way.

The Six Conditions Model

- Six Conditions, each read through six facets
- The facets are the specific practices and behaviors people can evaluate from what they see at work
- Mission, vision and values sit at the core — the conditions serve them

The leadership ring

One facet inside every Condition is about leadership. Together they form a single band running through all six — and a Leadership Index read on its own.



How to read the numbers

Every facet carries an Index from 0 to 100. It reads how deeply established the condition is — not how much people like it.

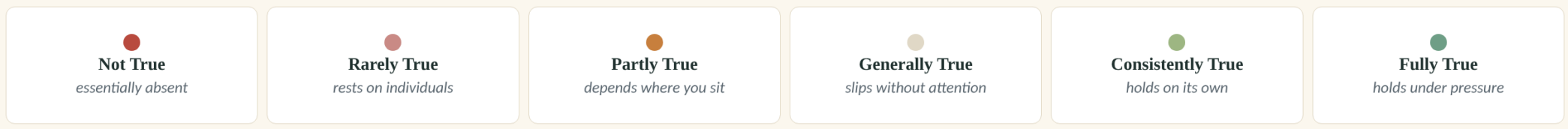
Index	Band	What it means
85 – 100	Proven	Holds under pressure. Rare — treat it as a differentiator.
70 – 84	Dependable	Keeps working without anyone driving it.
60 – 69	Adequate	More true than not, but it varies. Clears the line, but not yet dependable
45 – 59	Partial	True in some ways, but clearly limited.
30 – 44	Minimal	True rarely, or only in limited ways.
0 – 29	Not in Place	Not true here. There is nothing yet to spread.

60 is the line

Below it, the condition holds the organization back. From 60 it starts to help, but it only holds on its own from 70.

Because the Index averages people who see things differently, most facets land in the middle of the scale. The bands are cut to tell facets apart where they actually fall, not across a theoretical spread.

What people actually answer: a six-point scale where each rung describes what the condition depends on to stay true



Two reads, not one

A single average hides the most important finding.

Strength says how far a condition has traveled. Alignment says how widely that view is shared.

Low strength · widely shared

Everyone agrees it is absent. A systemic gap — and the easiest business case you will ever make.

Low strength · two camps

It exists for some people and not others. Averaging them is actively misleading.

Mid strength · widely shared

Uniformly half-there. Usually one obstacle to remove, not a program to launch.

Mid strength · two camps

Real pockets of strength. Find them and spread them.

Four of the twelve combinations the report reads — each with a different first move.
Two facets can both score 50 and point to different problems — one tells you where to look, the other which single obstacle to remove.

How it runs

36
Statements to rate
Six per Condition

8–10
Minutes to complete
Plus three optional questions

Pooled
Never attributed
Answers are aggregated

n ≥ 5
Reporting floor
Per item, not per survey

- Plain statements people answer from their own experience — no jargon, no acronyms
- A six-point scale: each rung describes what the condition depends on to stay true
- “Not visible to me” on every item, excluded from scoring rather than guessed at
- Three optional open questions close the survey: what to protect, what gets in the way, and the one thing you would change.

Who answers

Anyone whose experience of the organization matters — typically a cross-section by business area and by level, so the report can show where leaders and the front line see different things.

Comments are shown only once at least five people have written something, sorted so no one's answers can be read as a set.

What you get

Group results report

A client-ready report: the six Conditions, every facet, where to start, what to protect, and what people wrote in their own words.

Facilitator edition

The same report with the reading behind each score, and the questions to ask the room.

Live dashboard

Results as they land, with the facet drill-down, role-level comparison and alignment reads.

Verbatim comments

Unedited, behind a privacy floor. Usually the part that is read first.

Sample results — the six Conditions



Condition	Index	Strength	Alignment
Clarity	60	Adequate	62
Connection	57	Partial	58
Confidence	52	Partial	58
Capability	55	Partial	62
Capacity	44	Minimal	71
Change-Agility	48	Partial	60

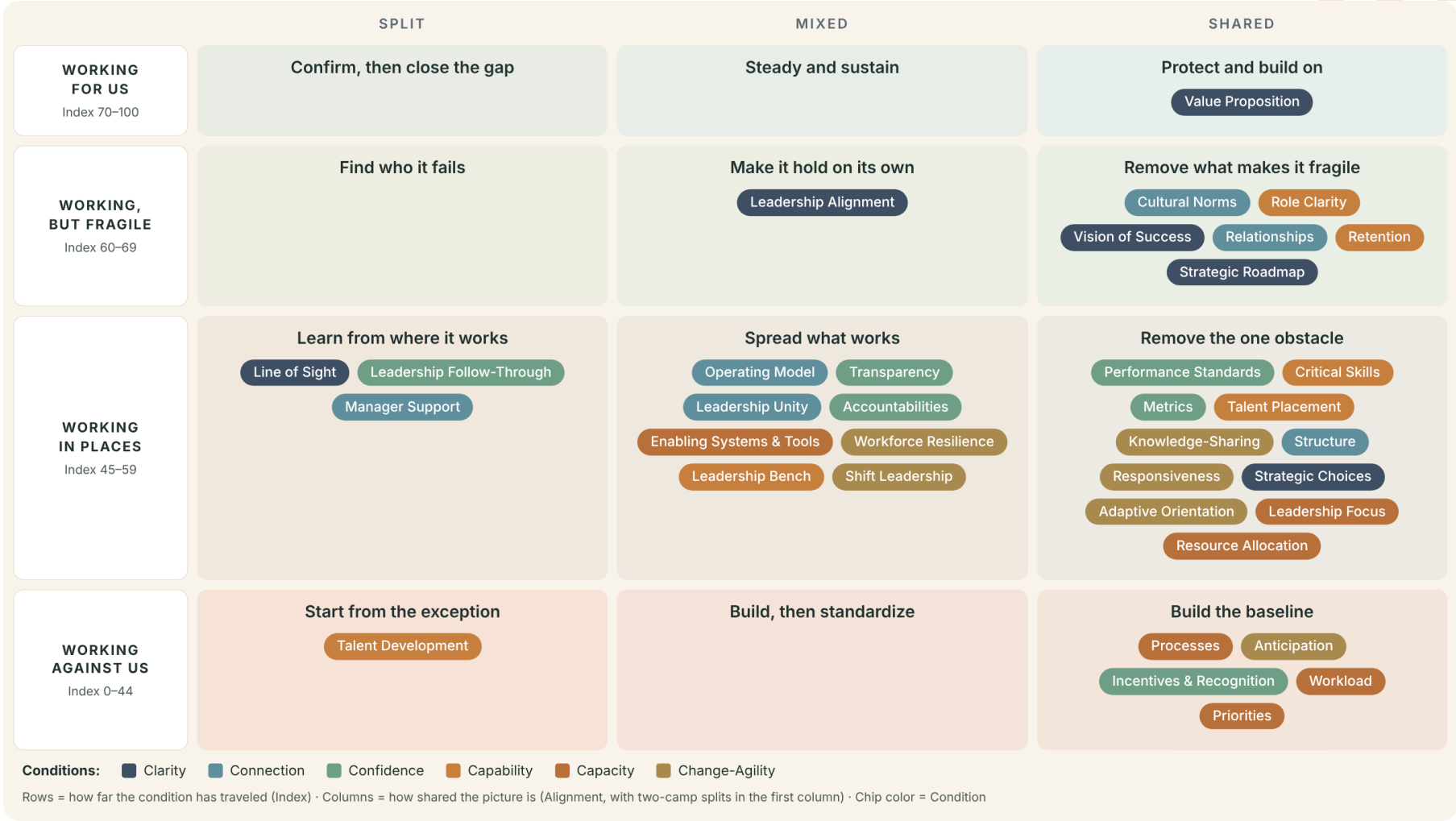
Capacity is the weak link — and everyone agrees

At 44 it is the lowest Condition, and at 71 it has the highest alignment in the organization. Nobody is arguing about whether it is a problem.

Every facet, placed by strength and alignment

Rows: how far the condition has traveled.

Columns: how widely that view is shared. The cell names the move.



The Leadership Index

One leadership facet inside every Condition, read together as a single score.

51

Leadership Index
vs 53 for the other 30 facets

48

Alignment on leadership
vs 65 everywhere else

+13

Self versus seen
vs +9 on everything else

What leaders say about themselves, and what everyone else sees

	Senior leaders (n=6)	Everyone else (n=17)	Gap
The six leadership facets	60	47	**+13**
The other thirty facets	59	51	+9

Senior leaders see the organization more favorably than everyone else does — by 9 points across the board. On leadership itself, that gap widens to 13. The distance is greatest where the subject is them.

The six leadership facets:
Leadership Alignment (Clarity) · Leadership Unity (Connection) · Leadership Follow-Through (Confidence)
Leadership Bench (Capability) · Leadership Focus (Capacity) · Shift Leadership (Change-Agility)

Where to start

A short, sequenced list — and, just as usefully, what not to start yet, and why.

1 **Strategic Choices (49) → Priorities (40) → Workload (41)**

Worked in order — Workload waits. Publish what you have decided not to do, then re-cut the priority list against it.

Expect: *Work starts getting stopped rather than only added, and the load comes down without adding people.*

2 **Incentives & Recognition (42)**

List what last year's promotions and bonuses were actually rewarded for, then publish the decision rule for next cycle before it starts.

Expect: *Effort shifts toward the stated priorities, because people can see them being rewarded.*

3 **Processes (44)**

Low and widely agreed, so the design is the problem. Take the two processes the comments name most, map where they actually break, and fix the breaks — not the process.

Expect: *The workarounds disappear and rework drops. If they don't, the stalls were about priorities, not process.*

4 **Anticipation (44)**

Name the three external shifts that would most change the plan, give each an owner, and have them report what has moved — not what might.

Expect: *Changes outside start arriving as decisions, not as surprises.*

5 **Resource Allocation (45)**

Set last year's spend and headcount against the priority list, move the largest mismatch before the next cycle, and name what it came from.

Expect: *The top priorities get funded ahead of last year's commitments. If not, Leadership Focus (46) is the constraint.*

Two rules applied

Facets that split the organization are set aside until the split is reconciled.

Where one facet must be in place before another can move, the chain is worked in order.

Reconcile first

Line of Sight · Manager Support · Leadership Follow-Through · Talent Development

Two-camp splits. You cannot shift what two groups disagree exists.

How an engagement runs

1

Frame

Agree on scope, who answers, and the targets each facet must reach.

2

Field

Two weeks (or real-time, within a group workshop). Pooled results, 8–10 minutes.

3

Read

Results, alignment, the cascade by level, and what people wrote.

4

Decide

A 2–4 hour session with the leadership team to plan the few highest-value moves.

5

Act

Enterprise moves and leader-enabled moves, owned and dated.

6

Remeasure

Six to twelve months. Watch the gap close, or find out why it didn't.

The Index is built to be run again. The second read is where the value compounds — it shows whether the moves worked, and the conditions that drifted while attention was elsewhere.

Know which few moves matter most — and why those.

Inflection Point Leadership

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Appendix — the 36 statements

Rated by every respondent, shown in a fixed interleaved order so the Conditions are never signaled.

Clarity

- We agree on who we are here to serve, and what makes us valuable to them.
- We have a clear picture of what success will look like if our strategy works.
- We know what we need to do, and in what order, to reach our goals.
- People understand how their own work contributes to our strategy.
- We are clear about what we have decided not to do.
- Our senior leaders say the same things about where we are going.

Connection

- How we behave day to day matches the values we say are important.
- We agree on how work passes between teams and who decides what.
- The way we are organized fits the work we need to do.
- People from different teams trust each other enough to disagree openly.
- People can count on their manager when they need help with their work.
- Our senior leaders put the whole organization ahead of their own area.

Confidence

- We know what good performance looks like here.
- People are held accountable for the results they own.
- The measures we track actually influence the decisions we make.
- We reward and recognize the results that matter most.
- We raise problems early, even when the news is bad.
- Our leaders do what they say they will do.

Capability

- People know exactly what they are responsible for.
- We have the skills we need to deliver our strategy.
- We actively help people develop the skills the organization will need.
- Our most important jobs are filled by people who can do them well.
- We actively work to retain the people the organization most depends on.
- We have people ready to step into leadership roles when we need them.

Capacity

- We stop or delay work that does not fit our priorities.
- Our main work processes are reliable and easy to follow.
- Where we spend our time and money actually matches our priorities.
- The systems and tools we use make our work easier.
- People have enough time to do their work well.
- Our leaders make the hard choices about what we take on.

Change-Agility

- We share what we learn so we keep improving.
- People feel ready to handle the changes we ask them to make.
- We are willing to try new ways of doing things.
- We change direction quickly when the situation changes.
- We adapt to changes outside our organization before we have to.
- Leaders at every level help people get through change.