

DEFINE THE WORK UNIVERSE

Reusable form - establish the environment you are examining.

Steward	<input type="text"/>	Organization	<input type="text"/>
Constellation / Team	<input type="text"/>	Approx. people	<input type="text"/>
Record started	<input type="text"/>	Review period	<input type="text"/>

The Work Universe I am examining is

Define the environment closely enough that evidence and decisions remain tied to work you can actually influence.

Purpose and important outcomes

Critical work, relationships, dependencies, or operating conditions

THE WORK UNIVERSE AUDIT - TRUST & TRUTH FLOW

Evidence first. The five-point judgment records your current read; it does not replace the evidence beneath it.

Trust

What meaningful responsibilities can people carry without unnecessary leadership intervention?

What evidence do I see?

What evidence is missing or contradictory?

CURRENT JUDGMENT

- ☐ 1 Actively harmful
- ☐ 2 Unreliable
- ☐ 3 Functional
- ☐ 4 Strong
- ☐ 5 Embedded

Truth Flow

What important information tends to arrive late, softened, or indirectly?

What evidence do I see?

What evidence is missing or contradictory?

CURRENT JUDGMENT

- ☐ 1 Actively harmful
- ☐ 2 Unreliable
- ☐ 3 Functional
- ☐ 4 Strong
- ☐ 5 Embedded

THE WORK UNIVERSE AUDIT - RESPECT & CURIOSITY

Use the same evidence standard across all Seven Conditions.

Respect

Whose expertise, time, or contribution is routinely overlooked?

What evidence do I see?

What evidence is missing or contradictory?

CURRENT JUDGMENT

- ☐ 1 Actively harmful
- ☐ 2 Unreliable
- ☐ 3 Functional
- ☐ 4 Strong
- ☐ 5 Embedded

Curiosity

When an obstacle appears, do people investigate possibilities or defend the status quo?

What evidence do I see?

What evidence is missing or contradictory?

CURRENT JUDGMENT

- ☐ 1 Actively harmful
- ☐ 2 Unreliable
- ☐ 3 Functional
- ☐ 4 Strong
- ☐ 5 Embedded

THE WORK UNIVERSE AUDIT - DECISION RIGHTS & LEARNING

Rate the condition as experienced, not as the Steward intends it to be.

Decision Rights

Which recurring decisions lack a clear owner?

What evidence do I see?

What evidence is missing or contradictory?

CURRENT JUDGMENT

- ☐ 1 Actively harmful
- ☐ 2 Unreliable
- ☐ 3 Functional
- ☐ 4 Strong
- ☐ 5 Embedded

Learning

What mistake, problem, or failure have we experienced more than once?

What evidence do I see?

What evidence is missing or contradictory?

CURRENT JUDGMENT

- ☐ 1 Actively harmful
- ☐ 2 Unreliable
- ☐ 3 Functional
- ☐ 4 Strong
- ☐ 5 Embedded

THE WORK UNIVERSE AUDIT - ACCOUNTABILITY & SYNTHESIS

Do not aggregate the ratings into a culture score. The discussion and evidence matter more than the total.

Accountability

Which commitment or standard has been allowed to lose its connection to shared purpose?

What evidence do I see?

What evidence is missing or contradictory?

CURRENT JUDGMENT

- ☐ 1 Actively harmful
- ☐ 2 Unreliable
- ☐ 3 Functional
- ☐ 4 Strong
- ☐ 5 Embedded

Where does the Steward view differ from Constellation experience?

What does this assessment reveal that a score alone would not?

What deserves protection or attention now?

STEWARD BASELINE - WHAT I AM CREATING

Reusable reflection - identify leadership behavior that is strengthening the Work Universe.

What am I doing that strengthens this Work Universe?

What leadership behaviors should I continue?

Where does my Stewardship make performance easier?

STEWARD BASELINE - WHAT I MUST EXAMINE

Reusable reflection - examine leadership conditions before assigning the problem elsewhere.

What might I be doing that weakens this Work Universe?

What am I tolerating?

What have I failed to clarify?

Where might I be creating unnecessary friction?

What does this Work Universe most need from me now?

WORK UNIVERSE OBSERVATION RECORD

Reusable form - capture what happened before deciding what it means.

Date

Context

What did I observe?

Record what happened before deciding what it means.

Who or what was affected?

Why did this catch my attention?

Related evidence

INTERPRET CAREFULLY

Reusable form - separate evidence from inference before deciding what to do.

WHAT I KNOW - What the evidence directly supports.

WHAT I THINK IT MAY MEAN - Your interpretation or working hypothesis.

CONDITIONS INVOLVED

- | | | | |
|--|-------------------------------------|---|---|
| ☐ Trust | ☐ Truth Flow | ☐ Respect | ☐ Curiosity |
| ☐ Decision Rights | ☐ Learning | ☐ Accountability | ☐ Other Work Universe factor |

What should I watch for next?

NEXT PATH

- ☐ Retain as evidence
- ☐ Watch for recurrence
- ☐ Address through normal Stewardship
- ☐ Cause remains unclear - use Performance Intelligence
- ☐ Evidence is sufficient for deliberate Restore / Reset / Strengthen - use Performance Renewal

ROUTINE WORK UNIVERSE ADJUSTMENT - DEFINE

SUPPLEMENTAL WORKING RECORD - NOT A FORMAL TOOL

Use only when the Work Universe condition and cause are already clear enough for ordinary Stewardship action. If cause is unclear, stop and use Performance Intelligence.

OPENED

RELATED EVIDENCE

What is happening?

What specific evidence tells me this matters?

How long has this pattern existed?

Who or what is affected?

What do I know rather than assume?

ROUTINE WORK UNIVERSE ADJUSTMENT - STEWARD CHECK

SUPPLEMENTAL WORKING RECORD - NOT A FORMAL TOOL | Examine your own contribution before changing the Work Universe.

How might my leadership be contributing?

What am I reinforcing through action or inaction?

What have I tolerated?

What may be unclear because I have not made it clear?

What obstacle can I remove?

Is there an outside force I should absorb, challenge, translate, or filter?

Before changing the Work Universe, what should I examine in myself?

If the cause remains unclear after this check, stop and use Performance Intelligence.

ROUTINE WORK UNIVERSE ADJUSTMENT - CHOOSE

SUPPLEMENTAL WORKING RECORD - NOT A FORMAL TOOL | Choose the smallest meaningful leadership change the evidence supports.

What change under my control would make the greatest difference now?

The change I will make

Why this change?

What will I deliberately not try to solve right now?

Who needs to understand the change?

What could go wrong?

DECISION DATE

ROUTINE WORK UNIVERSE ADJUSTMENT - ACT

SUPPLEMENTAL WORKING RECORD - NOT A FORMAL TOOL | Make the action, communication, and evidence of progress explicit.

What will I do?

PEOPLE INVOLVED

START

INITIAL REASSESSMENT

What must I communicate?

What response or resistance should I anticipate?

EVIDENCE IF THIS WORKS

EARLY EVIDENCE

INTERMEDIATE EVIDENCE

SUSTAINED EVIDENCE

ROUTINE WORK UNIVERSE ADJUSTMENT - REASSESS

SUPPLEMENTAL WORKING RECORD - NOT A FORMAL TOOL | Return to evidence and decide what ordinary Stewardship requires next.

REASSESSMENT DATE

What changed?

What evidence tells me that?

What did not change?

What unintended effects appeared?

Was my understanding of the condition sufficient for this routine adjustment? Why or why not?

NEXT JUDGMENT

- ☐ Sustain
- ☐ Continue and watch
- ☐ Adjust
- ☐ Cause unclear - Performance Intelligence
- ☐ Deliberate renewal needed - Performance Renewal
- ☐ Close

ROUTINE WORK UNIVERSE ADJUSTMENT - ROUTING / CARRY FORWARD

SUPPLEMENTAL WORKING RECORD - NOT A FORMAL TOOL | Record what was learned and route the next need without creating a competing diagnostic process.

What did this adjustment teach me about this Work Universe?

What should be sustained or watched?

NEXT ROUTE

- ☐ Stewardship Rhythm
- ☐ Performance Intelligence
- ☐ Performance Renewal
- ☐ Other system pathway

What should I carry forward to the next route?

ROUTING RULE: Unclear causes go to Performance Intelligence. Deliberate Restore / Reset / Strengthen goes to Performance Renewal.

WORK UNIVERSE REVIEW

Reusable periodic review - summarize material evidence before choosing the next priority.

Period

Steward

What changed materially during this period?

Most encouraging evidence

Most concerning evidence

Significant events or conditions that affected the Work Universe

WORK UNIVERSE REVIEW - CONDITION SNAPSHOT

Enter a current judgment from 1-5 and a direction: Strengthening, Stable, Weakening, or Unclear.

Condition	Judgment 1-5	Direction	Evidence / what changed
Trust	<div><div></div><div>▼</div></div>		
Truth Flow	<div><div></div><div>▼</div></div>		
Respect	<div><div></div><div>▼</div></div>		
Curiosity	<div><div></div><div>▼</div></div>		
Decision Rights	<div><div></div><div>▼</div></div>		
Learning	<div><div></div><div>▼</div></div>		
Accountability	<div><div></div><div>▼</div></div>		

NEXT PRIORITY & CARRY FORWARD

Reusable review close - turn the evidence into one priority and preserve what was learned.

What does this Work Universe most need from my Stewardship during the next period?

Priority

Why it matters now

Evidence supporting this priority

What should improve if I am right?

First action

Next review target

What did I learn about this Work Universe?

What did I learn about my Stewardship?