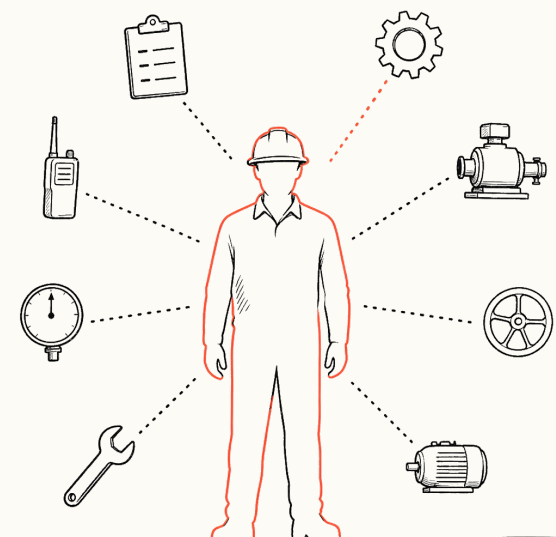


The One-Person Dependency Test

You already know the names. The coordinator who's the only one who actually understands the roadmap. The specialist who's the only one who knows the quirks of the system. The manager who's the only one the off-hours team will talk to. This is how you measure the cost of that — in a number you can take to your VP.



Why this matters. High performers hide broken systems. When one person holds a function together through talent, relationships, or tenure, the organization looks stable — right up until they take vacation, quit, get poached, or retire. System debt accumulates in silence. This test quantifies it so you can show it, not just feel it.

Seven functions. One person each. Score the dependency.

List seven core functions your team performs — suggestions below, but write in your own if they fit better. For each, name the one person who is **actually** the backstop when things go wrong, not the person on the org chart. Then score: **1** = anyone can cover; **3** = one backup exists but is rusty; **5** = if this person is out, this function fails. Total at the bottom.

#	FUNCTION	ACTUAL BACKSTOP	DEPENDENCY (1-5)
1	SUGGESTED: PLANNING & SCHEDULE MANAGEMENT _____	_____	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
2	SUGGESTED: VENDOR COORDINATION & CONTINGENCY PLANNING _____	_____	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
3	SUGGESTED: POSTMORTEM & INCIDENT CLOSE-OUT _____	_____	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
4	SUGGESTED: CROSS-DEPARTMENT ESCALATION _____	_____	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
5	SUGGESTED: TRIBAL KNOWLEDGE FOR A CRITICAL WORKFLOW OR SYSTEM _____	_____	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
6	SUGGESTED: AFTER-HOURS OR WEEKEND COVERAGE DECISIONS _____	_____	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
7	SUGGESTED: BUDGET VARIANCE EXPLANATION TO LEADERSHIP _____	_____	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5

7-14

Resilient

Your team runs on architecture. Protect it.

15-24

Load-bearing people

Pick the two highest-scored rows. Those are your first system debt payments.

25-35

Single points of failure

This is an exec conversation, not a personnel problem. Your organization is held together by a small number of people working unsustainably.