

FIELD GUIDE TOOL #2

The Stewardship Audit

Chapter 2: Stewardship: Leaders Who Design Systems

DATE _____ COMPLETED BY _____

SITUATION _____

Use this tool to map where your time is currently concentrated and identify the system design work that your operational involvement is replacing.

When to use it. Best used when the leader suspects their time is being consumed by work the system should handle.

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Part A: The Recurring Fire Inventory

List the three to five operational situations that most regularly require your personal involvement. Be specific about the type of situation, not individual incidents.

Recurring situation	How often does it require you personally?
1.	
2.	
3.	
4.	
5.	

Part B: The Structural Diagnosis

For each recurring situation above, identify the structural condition that makes it predictable. Use the five categories from Chapter 8 as a guide.

Recurring situation	Structural category	Specific design gap
1.		
2.		
3.		
4.		
5.		

Part C: The Two-Week Test

Answer these questions as honestly as you can about what would happen if you were unreachable for two weeks.

Question	Your honest answer
Which decisions would stall waiting for your return?	
Which clients or stakeholders would be affected by your absence?	
Which team members would be uncertain about what to do without you?	
What would be in worse shape when you returned than when you left?	
What does this tell you about where system design work is most needed?	

Part D: The Time Allocation

Estimate how your time is currently distributed between working in and working on activities.

Activity type	Estimated % of time
Solving operational problems personally	
Making decisions that others escalated to you	
Reworking or reviewing others' deliverables	
Managing individual exceptions to normal process	
Redesigning roles, processes, or decision frameworks	
Building team capability and judgment	
Reducing future escalation through structural work	
Working In total (rows 1–4) / Working On total (rows 5–7):	

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Before moving to Chapter 3, confirm:

- ☐ You have identified your top three to five recurring fires.
- ☐ You have named the structural condition behind at least two of them.
- ☐ You have completed the two-week test honestly.
- ☐ You have a realistic estimate of your current working in vs. working on split.
- ☐ You have identified one protected time block you will create or defend for system work.