Governance Health Assessment

Quarterly Review Checklist

A companion resource from Agile Meets AI, Chapter 4

Use this assessment quarterly to ensure your governance stays healthy. Check items that describe your current state. Warning signs require attention; healthy indicators confirm you're on track.

☑ HEALTHY INDICATORS — Scaling Done Right

- ☐ Decision-making speed increases or stays constant as we add teams
- ☐ Teams maintain direct customer contact as the organization grows
- ☐ Innovation continues or accelerates with more teams
- ☐ Cross-team collaboration happens organically, not through mandated ceremonies
- ☐ Leadership focuses more on removing obstacles, less on tracking teams

▶ WARNING SIGNS — Bureaucratic Scaling

- ☐ New coordination roles have become bottlenecks rather than enablers
- ☐ Approval layers exist for decisions that teams could make autonomously
- ☐ Standardization is valued more than team performance
- ☐ More energy is spent following procedures than serving customers

▶ WARNING SIGNS — Unhealthy Scaling

- ☐ New roles appear whose primary job is coordination rather than value delivery
- ☐ Teams wait longer for decisions as the organization grows
- ☐ Standardization becomes more important than effectiveness
- ☐ Innovation slows despite more resources
- ☐ Customer feedback gets filtered through multiple layers before reaching teams

▶ WARNING SIGNS — Distributed Governance Failing

- ☐ Decisions consistently delayed waiting for the "right" people to be online
- ☐ Remote team members feel excluded from important conversations
- ☐ Work stops during certain time zones' working hours
- ☐ Documentation has become a burden rather than a communication tool

Assessment Summary

Healthy indicators checked: _____ / 5

Warning signs checked: _____ / 13

Interpretation:
- 0-2 warning signs + 4-5 healthy indicators = Governance is balanced
- 3-5 warning signs = Review processes for unnecessary friction
- 6+ warning signs = Significant governance overhaul needed
- Fewer than 3 healthy indicators = Focus on enabling teams, not controlling them

Process Evaluation Lenses

For every process or governance structure, evaluate through these lenses:

Purpose	What specific problem does this solve?
Value	Does this enable teams to deliver better results?
Cost	What's the cost in time, energy, and autonomy?
Alternatives	Can we achieve the same outcome with less process overhead?
Evolution	How will we know if this stops being useful?

💬 **Ask your team:** *"Which of our processes actually help us deliver value, and which exist because 'that's how we do things'?"*