

Org Sensing

Consider a team, group, or department in your company. Use the prompts and options below to explore different frames and lenses that might help you describe how it operates.

<https://johnpcutler.github.io/team-association/>

Generated on January 25, 2026 at 09:09 PM

Team relationship to technology

What technology does this team actually own or steward?

No stable relationship

Teams dissolve after projects. Technology ownership is incidental.

Skills in specific technologies

Teams grouped by expertise in particular technologies. They do not own running systems. Ownership sits elsewhere.

Vendors or tools

Teams organized around administering and integrating specific external systems.

Components or technical layers

Teams own parts of the architecture or infrastructure stack.

Capabilities or platforms

Teams own a reusable capability in the value chain. They provide services to multiple products or domains.

Whole products or domains

Teams own a combination of technologies primarily in service of a business domain, problem domain, or value stream.

Team relationship to customers

Who interacts with customers, and how does customer understanding reach the team?

Transactional service relationship

Customers submit requests. Teams fulfill them. Little or no shared understanding of underlying needs.

Customer understanding mediated by proxies

Intermediary roles (sales, account managers, analysts, business stakeholders) interact with customers and interpret needs for the team.

Product or design-led mediation

Product managers or designers interact directly with customers. They synthesize insights and shape team understanding.

Direct team–customer interaction (role-based)

Some team members interact directly with customers and participate in discovery and shared understanding.

Whole-team customer engagement

The entire team regularly interacts with customers. Customer insight and synthesis are shared team responsibilities.

Team relationship to funding

Why does this team receive budget and headcount?

Project-based funding

Teams funded to deliver a specific project. Funding ends when the project ends.

Ratio-based service funding

Teams funded using staffing ratios tied to requests, tickets, users, or managed tools.

Program or project-attached funding with BAU remnant

Teams funded through participation in funded programs and/or projects, plus residual operational ownership.

Revenue- or product-line-adjacent funding

Teams funded as an allocation against a product, business line, or revenue stream.

Demand-based chargeback funding

Teams funded through internal chargeback or showback. Funding scales with actual service consumption.

Cost-center or forecast-based funding

Teams funded through annual budget or capacity planning based on forecasted demand, rather than per-work approval.

Impact-justified funding

Teams funded based on explicit claims about revenue growth, revenue protection, or cost reduction, typically argued through proxy metrics or intermediate concepts that teams can influence more directly.

Throughput- or flow-justified funding

Teams funded based on their role in increasing system throughput, reducing bottlenecks, or improving flow efficiency, rather than direct project delivery or revenue attribution.

Product lifecycle-stage funding

Teams funded according to the investment logic of the product's lifecycle stage (New Offerings, Strategic Expansion, Growth Accelerator, Margin Optimization, Operational Optimizer, Reset & Repair).

How team performance is assessed

What does this team get praised or criticized for?

Plan conformance

Teams assessed on on-time and predictable delivery of predefined work.

Output volume

Teams assessed on volume of delivered features, requests, or completed work items.

Acceptance-based delivery

Teams assessed on delivering usable product that stakeholders or customers accept as meeting stated needs.

Customer problem resolution

Teams assessed on demonstrated improvement in customer experience or behavior, indicating that real customer problems have been solved.

Modeled leading-indicator impact

Teams assessed on their ability to influence actionable inputs or leading indicators that are explicitly modeled in causal chains linked to customer outcomes, business outcomes, or North Star Metrics.

Financial impact proxies

Teams assessed using financial proxy metrics such as margin contribution, cost per transaction, or revenue per user.

Flow performance

Teams assessed on cycle time, throughput, work-in-progress, queue health, or reliability of flow through the system.

Customer experience signals

Teams assessed on direct signals of customer experience such as satisfaction ratings, NPS, support volume, sentiment, or qualitative feedback.

Risk and stability performance

Teams assessed on reliability, operational stability, security posture, or risk reduction, often expressed through incident rates, uptime, or compliance metrics.

Enablement performance

Teams assessed on how effectively they enable or amplify the productivity of other teams through platforms, tooling, or shared services.

Learning velocity

Teams assessed on rate of discovery, experimentation, or validated learning in uncertain problem spaces.

Team relationship to work

Where does this team's work actually come from?

Externally requested features

Work originates from externally submitted requests. Requests are triaged, prioritized, and sometimes lightly researched before entering the team.

Intermediary-defined requirements

Work originates from requirements specified by business analysts, systems analysts, or similar intermediary roles, and then decomposed into team work items.

Discovery on goals and gaps

Work originates from research into user or stakeholder goals and unmet needs, leading to newly defined work.

Surfaced opportunities and solution options

Work originates from identified opportunities. Teams explore and propose solution paths before committing to delivery work.

Experiments toward defined outcomes

Work originates as experiments designed to test hypotheses or achieve defined outcomes or goals.

Operational incidents or system signals

Work originates from production issues, telemetry, reliability needs, or system health signals.

Managerial task assignment

Work originates from direct managerial direction or task assignment.

Idea-driven initiatives

Work originates from internally proposed ideas that gain traction through influence, advocacy, or leadership preference rather than formal discovery or demand signals.

Fire- or urgency-driven work

Work originates from the most immediate crisis, escalation, or urgent operational need at the time. Priority is set by perceived urgency rather than planned intent.

How high level intent is communicated

How is strategy or direction communicated to this team?

Project or program directives

High-level intent is expressed as approved projects or programs. Teams receive defined initiatives rather than abstract context.

Strategic pillars or themes

High-level intent is expressed as broad priority areas. Teams interpret these into concrete work.

Problem framing

High-level intent is expressed as specific problems to solve. Teams determine solutions.

Opportunity framing

High-level intent is expressed as opportunity spaces to explore. Teams investigate and shape possible directions.

Outcome or goal framing

High-level intent is expressed as desired outcomes or goals. Teams define local objectives or initiatives to achieve them.

Financial target framing

High-level intent is expressed primarily through financial targets, forecasts, or line-item plans. Strategy discussions center on revenue, cost, or margin expectations.

Mission or narrative framing

High-level intent is expressed through mission, customer promise, or strategic narrative without explicit financial targets.

Choice-constrained intent

High-level intent communicates explicit choices about what will and will not be pursued. Teams operate within defined strategic boundaries.

Open interpretive intent

High-level intent provides direction but leaves trade-offs and choices largely to teams or local leadership.

Team mandate levels

What kind of mandate is this team being given?

Build to specification

Teams are asked to build exactly what is specified to a predetermined definition.

Build defined behavior

Teams are asked to build something that performs specific behaviors, interactions, or input–output functions.

Enable task completion

Teams are asked to build something that allows a segment of users or customers to complete a defined task or goal.

Solve a defined customer problem

Teams are asked to solve an open-ended customer problem, with freedom in solution approach.

Explore and improve customer experience

Teams are asked to explore challenges and improve the experience for a segment of users or customers.

Move a known business metric

Teams are asked to increase or decrease a specific metric known to influence a business outcome.

Explore leverage points through experiments

Teams are asked to explore potential intervention points and run experiments to influence a business outcome.

Generate short-term business outcome

Teams are asked to directly produce a near-term business result.

Generate long-term business outcome

Teams are asked to build enduring capabilities or systems that produce sustained long-term business outcomes.