

Codified Assessment Scorecard

Bonus Material from *Team as Code*

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Codified Assessment Scorecard

Chapter 10 of *Team as Code* introduced organizational debugging — treating problems like software bugs: observe, hypothesize, trace, fix, prevent. But you can't debug what you can't see. This scorecard gives you observability into your organization's codification maturity across ten dimensions.

How to use this: Score each dimension 1–5 using the anchors provided. Be honest — a low score isn't a failure, it's a diagnosis. Note your evidence for each score. Total your score and check the interpretation bands at the end.

Dimension 1: Documentation

Are your processes written down in a living, accessible format?

Score	Anchor
1	Processes live in people's heads. New hires learn by shadowing.
2	Some processes documented, but documents are outdated or scattered.
3	Core processes documented and mostly current. Stored in one place.
4	All key processes documented, reviewed regularly, version-controlled.
5	Comprehensive, living documentation. Changes go through review (like pull requests). Single source of truth.

Your score: _____ Evidence: _____

Dimension 2: Role Clarity

Does every person know exactly what functions they perform, with defined inputs and outputs?

Score	Anchor
1	Roles defined by job titles only. People figure out responsibilities over time.
2	Informal understanding of who does what. Gaps and overlaps are common.
3	Role descriptions exist but are generic (HR-style, not operational).
4	Roles defined as functions with inputs, outputs, and decision authority.
5	Every role has a complete definition (per Chapter 5 template). Roles are independent of the people filling them.

Your score: _____ Evidence:

Dimension 3: Process Versioning

When processes change, is there a trail? Can you see what changed, when, and why?

Score	Anchor
1	No version history. Changes happen verbally or by editing documents in place.
2	Some documents have “last updated” dates, but no change log.
3	Key documents stored in a system with basic version history (Google Docs, wiki).
4	Process changes are proposed, reviewed, and approved before going live.
5	Full audit trail on all process changes. GitLab-style “handbook-first” approach with merge requests.

Your score: _____ Evidence:

Dimension 4: Metrics & Measurement

Do you measure what matters — without incentivizing the wrong behaviors?

Score	Anchor
1	No meaningful metrics. Decisions are gut-feel.
2	Some metrics tracked, but they're vanity metrics or easily gamed.
3	OKRs or equivalent in place. Metrics tied to outcomes, not just activity.
4	Metrics paired with quality / satisfaction safeguards. Regular review of whether metrics drive the right behavior.
5	Comprehensive measurement system. Metrics are reviewed for perverse incentives. Theory of Constraints applied — you know your bottleneck.

Your score: _____ Evidence:

Dimension 5: Onboarding Speed

How quickly can a new hire start performing their role?

Score	Anchor
1	Months of shadowing. "Ask Sarah, she knows how it works."
2	Some onboarding docs exist but are incomplete. First month is mostly figuring things out.
3	Structured onboarding program. New hire is productive within 2–4 weeks.
4	Role manuals enable performance within the first week. Specific names, tools, and contacts documented.
5	A new hire (or AI agent) can read the role definition and start delivering value on day one.

Your score: _____ Evidence:

Dimension 6: Knowledge Bus Factor

If one person left tomorrow, how much critical knowledge would walk out the door?

Score	Anchor
1	Multiple single points of failure. Key processes depend entirely on specific individuals.
2	Some knowledge sharing, but critical tribal knowledge exists.
3	Most critical knowledge documented. Bus factor ≥ 2 for core processes.
4	Systematic knowledge capture. Cross-training in place. No single-person dependencies for important functions.
5	All operational knowledge is codified. Any function can be picked up by a new person (or AI) from documentation alone.

Your score: _____ Evidence:

Dimension 7: Decision Traceability

Can you trace how and why important decisions were made?

Score	Anchor
1	Decisions happen in hallways and DMs. No record of rationale.
2	Major decisions sometimes documented after the fact.
3	Decision log exists for key decisions. Rationale usually captured.
4	Decisions documented with context, alternatives considered, and expected outcomes.
5	Amazon-style narrative memos or equivalent. Decisions are reviewable, with full context, and feed back into process improvement.

Your score: _____ Evidence:

Dimension 8: Change Management

How does your organization propose, review, and implement changes to how it works?

Score	Anchor
1	Changes happen ad hoc. The loudest voice wins.
2	Changes discussed in meetings but rarely formalized.
3	Change proposals exist for major shifts. Some review process.
4	Structured change process: propose, review, approve, implement, measure.
5	Meta-process fully operational (Chapter 8). Changes go through pull-request-style review with rollback plans.

Your score: _____ Evidence:

Dimension 9: AI Readiness

Could an AI agent perform or augment roles in your organization today?

Score	Anchor
1	Processes undocumented. AI would have nothing to work with.
2	Some documentation exists but is too vague for AI execution.
3	A few roles are defined clearly enough that AI could assist with subtasks.
4	Multiple roles have complete definitions (inputs, outputs, quality criteria) suitable for AI agents.
5	Role definitions serve as AI skill definitions. Human and AI agents are interchangeable for AI-native functions.

Your score: _____ **Evidence:**

Dimension 10: Continuous Improvement

Does your organization systematically get better at getting better?

Score	Anchor
1	No retrospectives, no process review. Same problems recur.
2	Occasional retrospectives, but actions rarely implemented.
3	Regular retrospectives with follow-through. Some process improvements each quarter.
4	Blameless post-mortems after failures. Systematic root-cause analysis. Improvements documented and tracked.
5	Meta-process owned and maintained. Every failure strengthens the system. Codification compounds — each system built makes the next one easier.

Your score: _____ Evidence:

Total Score

Score

Your Total _____ / 50

Interpretation Bands

Score Range	Level	What It Means
10–19	Tribal	Your organization runs on oral tradition. Knowledge walks out the door with every departure. Start with documentation and role clarity.
20–29	Emerging	Foundations are forming. You have pockets of good practice but no consistency. Focus on connecting the dots — shared formats, version control, ownership.
30–39	Structured	Solid fundamentals. Your next step is the meta-process: systematize how you create and improve systems. This is where AI readiness becomes practical.
40–45	Codified	You’re operating at a high level. Fine-tune measurement, decision traceability, and continuous improvement. You’re ready for meaningful AI integration.
46–50	Executable	Your organization is a well-designed system. Roles are functions, processes are versioned, and humans and AI agents work from the same definitions. Keep evolving.

From the book: “The competitive moat of 2026 isn’t having AI tools — it’s having an organization structured so AI tools can actually do useful work.” Your score on this assessment directly predicts how easily you’ll integrate AI into your operations.

What to Do Next

1. **Identify your lowest two dimensions** — these are your bottleneck (Theory of Constraints)
2. **Don’t try to fix everything** — improve the bottleneck first; everything else follows
3. **Re-assess quarterly** — track progress over time

4. **Share with your team** — have everyone score independently, then compare. The gaps between scores reveal blind spots.