

# Standup Health Diagnostic

A worksheet for observing a standup the way you would observe a system you did not build. The aim is to notice whether the meeting is still doing the work its name implies, or whether it has quietly reorganised itself around a different goal.

Sit in three consecutive standups as an observer. Do not facilitate, do not prompt, do not coach. Bring this worksheet. Score after the third one, not the first.

## 01. RHYTHM

**Updates sound roughly equal in length, roughly in the right order, with brief eye contact and almost no follow-up questions.**

*When everyone speaks for the same length of time about different work, the meeting has become a report-out, not a coordination ceremony.*

1	2	3	4	5	YOUR SCORE
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## 02. INFORMATION

**At least one piece of information surfaced in this standup will change what a team member does today.**

*If nothing said would have changed if it had been written in a chat message, the meeting is producing no decisions.*

1	2	3	4	5	YOUR SCORE
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## 03. SILENCES

**Things that could have been said in this standup, and were not, are easy to name afterwards.**

*Ask one person quietly on the way out: what didn't you bring up in there, and why? Their answer is the diagnostic.*

1	2	3	4	5	YOUR SCORE
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## 04. BOARD

**The board is updated as people speak, but the board is not where the work actually lives.**

*If the board is theatre and the work happens in tickets, chats, or someone's head, the meeting is keeping up an appearance.*

1	2	3	4	5	YOUR SCORE
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## 05. AUDIENCE

**There is no one in the room who is unintentionally turning the standup into a status report.**

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Watch where eyes go when people speak. If they go to the same person each time, the meeting is reporting to that person.

1	2	3	4	5	YOUR SCORE
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AFTER THE THIRD STANDUP

21 to 25 The standup is doing its job. Leave it alone.

14 to 20 The standup has drifted. Pick the lowest-scoring dimension and ask the team what would have to change for it to score one point higher. Do not redesign the meeting.

13 or below The meeting is no longer a coordination ceremony. Ask whether the work it is doing now, status broadcast, ritual reassurance, manager-facing report, is work the team actually needs.

THREE QUESTIONS FOR THE TEAM, NOT THE FACILITATOR

*These are conversation starters, not survey items. Ask them in 1:1s, not in the retrospective.*

**What did you almost say in standup this week, and didn't?**

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**If you missed standup tomorrow, what would you ask someone afterwards?**

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**Who is the standup really reporting to?**

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*From Chapter 1, The Standup That Says Nothing. The standup is rarely the problem. It is usually a symptom of what the team has agreed not to say in front of each other.*