THE SILO TEST

One unit: a team, a group of teams, or a whole product grouping. One sitting.

UNIT: _____

1. **LIST EVERYTHING THAT CHANGED WHEN IT SCALED**
   Names, events, roles, tools, budgets, approvals. All of it.
   _____

2. **SORT EACH CHANGE INTO TWO COLUMNS**
   MECHANICS: the parts you can install.
   _____
   STRUCTURE: who funds the work, who owns the outcome, who decides.
   _____

3. **ASK THREE QUESTIONS ABOUT THE UNIT**
   Answer each: CHANGED or NOTHING CHANGED.
   FUNDING: has the way the unit's work is funded changed since it scaled?
   Answer: _____
   OWNERSHIP: has the team come to own an outcome end to end, or does the work still pass between departments?
   Answer: _____
   DECISION RIGHTS: has the team gained the right to change what it builds without a sign-off from outside?
   Answer: _____

4. READ THE TWO COLUMNS SIDE BY SIDE

Every change under MECHANICS means the unit was renamed, not restructured. A starting point, not a verdict on anyone.

Then pick one structural answer to change first, and name who would have to agree.

Change first: _____

Who must agree: _____

DONE WHEN: every change sits in one column, all three questions have an answer, and one structural change has the names of the people who would have to agree to it.