

The Clay Brief

THE LEADERSHIP TEST FEW ORGANIZATIONS
APPLY

Issue No. 002

Many organizations measure performance.

Far fewer measure dependence.

Yet one of the clearest indicators of institutional health is surprisingly simple:

Can critical work continue effectively when key individuals are unavailable?

Institutions become stronger when knowledge is shared, decisions are supported by clear processes, and leadership is intentionally developed at every level.

Resilience is not created during moments of crisis.

It is created long before they arrive.

Why It Matters

- Dependence creates operational risk.
- Shared knowledge strengthens resilience.
- Succession is a leadership responsibility, not an HR exercise.

The Boardroom Question: Which three critical activities within our organization currently depend too heavily on one individual?

Clay Tool: The Dependency Audit

Ask each department to identify:

- One process that only one person fully understands.
- One relationship that depends primarily on one individual.
- One recurring task that lacks documented guidance.

Then develop a simple plan to transfer knowledge, document processes, and broaden capability across the team.

Small improvements today reduce significant institutional risk tomorrow.

Institutions become stronger when excellence becomes transferable.

Sarah Eden Asiimwe

Clay Advisory Limited

Building Institutions That Endure.

Through Strategy. Through Systems. Through Stewardship.

Clay Advisory		
<i>Phone Number</i>	<i>Email Address</i>	<i>Website</i>
+256 756 105 902	info@clayadvisorylimited.com	🌐 Clay Advisory - Shaping Instit...