

singular.state

what's the state of the current capability of the
organisation or program?

peer-validated expertise. impact-aligned execution.

singular.state measures the current state of any organisation or program

what it is

An evidence-based score, from one to ten.

It shows how far an organisation or program has made the shifts.

why it is needed

Without a measure of the current state, nobody can show what changed.

It can be applied at any time, by the same rules.

Singular.State scores what the evidence shows today, by the same rules every time.

three terms describe every assessment

element

What is scored

A practice the manifesto asks for, which an artefact can show.

scored, 1 to 10

state

How far it has moved

Default, Named, Tried, Built in or Held. Each state spans two points on the scale.

default to held

characteristic

What explains the state

A condition of the organisation or its market that pushes elements up or down.

profiled, not scored

Elements are scored. Characteristics explain the score and are not part of it.

five elements act inside the organisation

02 shift 1 Falsifiable decisions	07 shifts 2 · 6 Bounded bets	08 shifts 1 · 2 Bad news and failure travel	09 shift 3 Own scoreboard for the new	10 shift 4 Roles over ownership
question Is it written down what would show a decision wrong? evidence Decision records; one reversed decision	question Does it move early and small, with stop criteria set in advance? evidence Pre-written thesis and stop criteria; one stopped build	question Does bad news reach those who decide, and is honest failure recognised? evidence One published failure; time from problem found to escalated	question Is the new measured by what it proves, apart from core metrics? evidence The scoreboard; one budget decision made on it	question Do roles change hands when the phase changes? evidence Written triggers; governance terms; one handover

Every element is a practice that an artefact can show.

five elements act across the market

01 §03 initiator Payoff logic	03 shift 2 · stage 3 Outside proof	04 shift 5 · stage 2 Contestability	05 shift 5 · stage 4 Reuse and Commons	06 shift 6 · stage 1 Minimum complete set
question What does it optimise for? evidence Investment case; what was opened or given up; how leaders are paid	question Are claims tested by someone with no stake, and paid on the result? evidence Pay-on-proof contracts; an outside test report	question Can others interoperate, take their data, replace parts and leave? evidence Interface specs; data export; exit terms; one completed swap	question Does the next actor inherit what was built and learned? evidence Published items; reuse count; start cost of later builds	question Are all roles from built to used filled and committed? evidence Role map; conditional commitments; roles filled

These five address switching costs, missing complements and standards nobody adopts alone.

ten characteristics explain the score and are not part of it

given

Three are context to record.

Stake in the current model, market lock-in and initiator position. Each of the ten is profiled as hinders, neutral or helps.

changeable

Seven are levers the organisation or program can pull.

Incentive design, decision rights and governance terms, psychological safety, measurement system, funding model, horizon and slack, ecosystem ties and trust, architecture and IP openness.

A score that rises while incentives, measures and governance stay the same should be expected to fall back.

the same four steps run every time it is applied

1 Scope	2 Collect	3 Score	4 Report
question Which unit, which transition, and which elements does the transition hinge on? output The binding elements	question Which artefacts exist for each element? output The artefacts	question Which state does the evidence show for each element? output Ten scores	question What does the profile show, and which element is the binding constraint? output Headline, profile and binding constraint

4 back to 1 · a later run follows the same steps and shows what has moved

The score is whatever the artefacts show.

a first run sets the profile, and a later run shows what moved

first run

All ten elements sit at Default
or Named.

Headline 2.7. The case is an organisation whose AI agent
moves from recommending to acting.

later run

Five elements reach Tried.

Headline 4.0. Falsifiable decisions, Outside proof, Reuse
and Commons, Minimum complete set and Bounded
bets move. Five do not. Incentive design is unchanged,
so the gain is flagged as likely to fall back.

Each run shows where the organisation stands. Two runs show what moved.

it is not a certificate, a survey or a sales tool, and it is untested

it is not

A maturity certificate. No level is awarded and none is for sale.

A culture survey. Opinions support a score and never set it.

A sales tool. A low score is no argument for a Mission.

◆ it is untested. we would rethink it if

Two assessors scoring the same evidence often differed by more than two points.

Among organisations facing the same outside conditions, higher-scoring ones moved transitions no faster.

Scores fell back even where the characteristics had changed.

dizrupt reports the score the evidence supports, including when it did not move.

ten elements, five states and four steps make up singular.state

ten elements

Two rows of five

Five act inside the organisation and five across the market. Each is a practice an artefact can show.

what is scored

five states

From Default to Held

Default, Named, Tried, Built in, Held. Each state spans two points on the scale from 1 to 10.

how far along

four steps

The same every time

Scope, Collect, Score, Report. The same steps run whenever the assessment is applied.

how it runs

Two rules. No artefact, no score above 4. The headline is never shown without its profile.

score what the evidence shows today, by
the same rules every time.