THE

AWE SIGMA

ASSESSMENT

Find the real gap before you launch the change.

Are your people Able, Willing, and Equipped to succeed in the change you are asking them to make?

From the forthcoming book

THE AWE F(PH)ACTOR

What Winning Leaders See That Others Miss · Charles E. Pulliam

Solushiens

Find the Real Gap

Most change initiatives that stall do not fail because of bad strategy. They fail because leaders misdiagnose the problem. When people struggle with a change, leaders reach for the same fixes: more training, better tools, another round of communication. Sometimes those work. Often they do not, because different problems need different solutions.

The AWE Sigma Assessment helps you find the actual source of the struggle before you invest in a solution. It asks three questions about the people you are leading:

- ABLE (PRECISE): Do people have the capability to do what the change requires?
- WILLING (P3): Do people have the motivation and commitment to see the change through?
- EQUIPPED (TKO): Do people have the tools, knowledge, and opportunity to succeed?

When all three conditions are present, people generally succeed. When any one is missing, change stalls, no matter how much pressure is applied.

> WHY "SIGMA"?
>
> **The σ in the Solushiens name**
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> The lower-case sigma above the "i" in **Solushiens** stands for the gap between what a workforce can deliver and what the organization needs to achieve. This assessment measures that gap, and points you to the levers that close it.

How to use this assessment

1. Pick one change and one team. Readiness depends on what you are asking people to do, so name the change.

2. Rate all 30 statements from 1 (strongly disagree) to 5 (strongly agree), thinking about the team as it is today.

3. Add up each section. Each dimension scores from 10 to 50.

4. Find your gap. Your lowest dimension is your sigma: the place to lead first.

5. Compare views. Ask the team leader and several team members to complete it too. Where leaders and teams see the same team differently, you have found an important conversation.

Rating scale

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

Prefer instant scoring? Take the AWE Sigma Assessment online at www.solushiens.com.

Section 1: ABLE

Do people have the capability to do what the change requires?

PRECISE: Personality, Reputation, Engagement, Capacity, Inferrability, Social Intelligence, Emotional Intelligence.

#	Statement	Element	Rating (1-5)
1	People on this team have temperaments and work styles that fit what this change requires.	Personality	
2	This team has a track record of delivering in situations like this one.	Reputation	
3	Others trust this team because of its past performance and character.	Reputation	
4	People here are genuinely connected to the work and to the organization's mission.	Engagement	
5	The team has enough real available hours to take on this change without dropping essential work.	Capacity	
6	People are not burned out or stretched too thin.	Capacity	
7	When instructions are incomplete, people here work out what the change requires and act on it.	Inferrability	
8	People read social dynamics well and work effectively across groups.	Social Intelligence	
9	People manage their emotions well under pressure and show empathy for others.	Emotional Intelligence	
10	People's capability shows in the quality of their decisions and results, not just in what they say.	Inferrability	
	ABLE SUBTOTAL (add statements 1 to 10)		**___ / 50**

LESSON FROM NATURE

The discipline of the pack

A wolf pack does not chase every elk that bolts. It protects its limited energy for the pursuit most likely to succeed, and it matches each wolf to the work: lighter wolves excel at the chase, heavier wolves at the takedown. High-performing teams respect real capacity and place people where they are wired to contribute.

Section 2: WILLING

Do people have the motivation and commitment to see the change through?

P3: Pride, Purpose, Persistence.

#	Statement	Element	Rating (1-5)
11	People take personal ownership of the quality of their work.	Pride	
12	People hold themselves to high standards without being pushed.	Pride	
13	People are proud of the organization and of their role in it.	Pride	
14	People understand how their work contributes to something larger.	Purpose	
15	People can explain, in their own words, why this change matters.	Purpose	
16	People find real meaning in what they do.	Purpose	
17	People push through obstacles instead of giving up.	Persistence	
18	People recover quickly from setbacks.	Persistence	
19	Commitment holds even when the change gets difficult.	Persistence	
20	People have not mentally checked out.	Persistence	
	WILLING SUBTOTAL (add statements 11 to 20)		**___ / 50**

LESSON FROM THE FIELD

Pressure and release

No trainer can force a thousand-pound horse into a trailer. Skilled trainers make the wrong path slightly uncomfortable and release all pressure the instant the horse takes one step in the right direction. Lasting change comes through choice, not force, and recognition belongs at the first right step.

Section 3: EQUIPPED

Do people have the tools, knowledge, and opportunity to succeed?

TKO: Technology/Tools, Knowledge, Opportunity.

#	Statement	Element	Rating (1-5)
21	People have the technology the change requires.	Technology/Tools	
22	The tools provided are adequate for the demands of the work.	Technology/Tools	
23	Technology problems are not slowing the change down.	Technology/Tools	
24	People have been trained to the level of performance now expected.	Knowledge	
25	People can get the information they need to make good decisions.	Knowledge	
26	People understand what success looks like under the new way of working.	Knowledge	
27	People have a voice in decisions that affect their work.	Opportunity	
28	People can reach leadership when they need to.	Opportunity	
29	People have the authority to act on what they know.	Opportunity	
30	People can raise problems or bad news without fear.	Opportunity	
	EQUIPPED SUBTOTAL (add statements 21 to 30)		**___ / 50**

LESSON FROM NATURE

The seedling in the shade

A seedling in the shade of the canopy has the potential to become a giant, and it is driven to grow. What it lacks is light. Forest networks of fungal threads connect neighboring trees and can move resources and warning signals between them. When frontline people struggle, they are often standing in the shade.

Your AWE Sigma Score

Dimension	My score	Team average	Difference
Able (PRECISE)	___ / 50	___ / 50	___
Willing (P3)	___ / 50	___ / 50	___
Equipped (TKO)	___ / 50	___ / 50	___
TOTAL	___ / 150	___ / 150	___

Use the team columns when several people assess the same team. A difference of 5 or more points on a dimension means the leader and the team see the same team differently. That gap is often the most important finding of all.

What your scores mean

Score	Band	Interpretation
42–50	**Strong**	A strength. Protect what is working.
35–41	**Adequate**	Minor gaps. Monitor and make targeted improvements.
28–34	**Developing**	Significant gaps. Prioritize intervention here.
20–27	**Weak**	Serious gaps. This is likely slowing or blocking the change.
10–19	**Critical**	Severe gaps. Address these before pressing ahead with the change.

Your lowest dimension is your gap: your sigma. If all three are 42 or higher, there is no major gap. Protect what is working and re-assess as the change progresses.

Diagnosis and Recommended Levers

Different gaps need different interventions. Applying the wrong solution wastes resources and can make the problem worse. The seven PHACTOR levers are Priorities, Habits, Accountability, Communication, Training, Observation, and Recognition. Start with the levers below for your gap.

If ABLE is your lowest score

People lack some of the capability, capacity, or fit the change requires. More motivation or new tools will not close this gap. Diagnose which PRECISE element is weakest, and look honestly at leadership capability as well as the team's.

- **Priorities:** Protect capacity. Compare the change's demands with real available hours (RAPH), and clear work before adding more.
- **Training:** Close specific, learnable skill gaps with mastery-based practice, not attendance.
- **Observation:** Make competence visible. Look for evidence in decisions and results, not volume or polish.
- **Accountability:** Where the gap is a judgment or fit problem, have an honest conversation about role fit.

If WILLING is your lowest score

People are not yet committed to the change. Before you conclude they are unwilling, check whether they understand what is being asked and why it matters. Many apparent willingness problems are hidden Able or Equipped problems.

- **Communication:** Explain why the change matters in terms people care about, and listen to what they say back.
- **Recognition:** Recognize the first brave attempt and every step of progress: sincere, specific, earned, timely, and equitable.
- **Accountability:** Treat accountability as mutual commitment. Leaders keep their own promises first.
- **Habits:** Make the new way the easy way, so commitment is not spent fighting friction.

If EQUIPPED is your lowest score

Capable, willing people lack the tools, information, time, or voice to succeed. This is leadership's responsibility to fix, and it is where most change dysfunction lives.

- **Training:** Teach to the level of performance now expected, and give people protected time to practice.
- **Communication:** Share the information people need, and build two-way channels so problems reach leaders early.
- **Priorities:** Fund the tools and clear the time. Expensive technology without knowledge or opportunity equips no one.
- **Observation:** Go and see what gets in the way of the work, then remove it.

ANCIENT WISDOM

No one does wrong willingly

Socrates argued that people who act badly usually misjudge what is good rather than knowingly choose harm. You need not accept the claim in full to use it: before concluding that people are unwilling, check whether they understand what is being asked, why it matters, and what success looks like. Many willingness problems are Able or Equipped problems in disguise.

The AWE Principle

When people are Able, Willing, and Equipped, they generally succeed. When any one of these conditions is missing, they generally do not, no matter how much pressure you apply.

This assessment gives you a diagnostic lens. Diagnosis is only the beginning. The book THE AWE F(PH)ACTOR: What Winning Leaders See That Others Miss shows how to pull each of the seven PHACTOR levers, with stories from business, healthcare, government, education, the natural world, and the wisdom of the ages.

Want help interpreting your results?

Solushiens helps leaders compare leader and team views, pinpoint the gap, and design the intervention.

Schedule a call at www.solushiens.com/contact-us · Charles.Pulliam@solushiens.com

About Solushiens

Solushiens is a Texas-based workforce performance firm that helps organizations lead change rather than merely manage it. We believe people cannot be managed into change; they must be led. Our AWE PHACTOR methodology gives leaders the diagnostic tools and intervention strategies to bring calm and clarity to every engagement.

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Every workforce needs **Solushiens**!

*This is a self-report screening tool, not a validated psychometric instrument. Use it to start a better conversation, then confirm what you see through direct observation and listening. © 2026 **Solushiens** LLC. All rights reserved.*