

PARR AS A LEADERSHIP DISCIPLINE

A Continuous Evaluation Loop for Sustainable Operations

“You do not fix unsustainable systems by enduring them. You fix them by redesigning what people should never have been asked to carry alone.” — Nance L. Schick, Esq.

Workplace dynamics are fluid, and a single structural intervention is rarely a permanent cure. To prevent an organization from sliding back into transactional friction and old "legacy code," leaders must treat resolution as an active, continuous discipline.

Use this auditing matrix to determine if your leadership team is actively practicing the four stages of the PARR Loop (Plan, Act, Revise, Repeat) to sustain your workplace partnerships. Score each operational commitment (1 for Yes, 0 for No).

Plan (Intentional System Design)

- ☐ **Proactive Architecture.** Before implementing a team policy, restructuring a role, or addressing a dispute, do you map out how the change aligns the interests of the employer, employee, and community?
 - ☐ **Explicit Standards.** Have you defined success using clean operational metrics rather than relying on ambiguous, unwritten expectations that invite human bias or defensive positioning?
 - ☐ **Friction Forecasting.** Do you actively identify potential systemic bottlenecks (e.g., technological updates, scheduling shifts), before they trigger workforce exhaustion?
-

Act (Clean Execution)

- ☐ **Measured Neutrality.** When a workplace crisis occurs, do your managers slow down their judgment, choose curiosity over raw emotion, and speak in a neutral language that respects both sides?
- ☐ **SMILE Milestones.** Are your operational directives executed through steps that are Specific, Measurable, Individualized, Likeable, and Easy to track on a shared calendar?
- ☐ **Human In the Loop (HITL).** Even when utilizing automated triage systems or software metrics, do human leaders maintain direct oversight to protect individual dignity?

Revise (Objective Adjustment)

- ☐ **Ego-Free Auditing.** When an operational plan fails to yield results, is your leadership team willing to inspect the system design for flaws instead of reflexively blaming employee behavior?
 - ☐ **Fatigue Evaluation.** Do you actively monitor your team for signs of disengagement or Resentful Staying, treating those behaviors as real-time feedback that the current structure needs a reboot?
 - ☐ **Agility Assessment.** Are your managers empowered to safely tweak workflows, adjust schedules, or redefine roles when unexpected regulatory or economic conditions change the baseline floor?
-

Repeat (Continuous Commitment)

- ☐ **Institutional Practice.** Is the PARR evaluation method embedded as a regular corporate habit (e.g., in quarterly reviews or huddles) rather than treated as a rare, panic-driven response to a legal threat?
 - ☐ **Stewardship Cultivation.** Are you actively training the next tier of managers to use the HAQ Standard so that dispute resolution remains a shared organizational discipline rather than an individual hero's burden?
-

YOUR SYSTEMIC SUSTAINABILITY SCORE

- **0–4 (Reactive / Fragile):** Your management style relies heavily on improvisation, structural endurance, and firefighting. This environment functions as a classic “shock absorber” for systemic failure, leaving the organization exposed to high turnover costs and hidden legal liability. Stop and apply Stage 1 (Plan) to your most critical operational bottleneck.
- **5–8 (Compliant / Transitional):** You have successfully established a baseline legal floor, and your team executes plans well. However, you are treating conflict resolution as a static event rather than a continuous loop. Focus on Stage 3 (Revise) to build the operational flexibility your workforce requires.
- **9–11 (Sustainable / Resilient):** You are practicing PARR as a true leadership discipline. Your systems are built to hold human complexity, minimize transactional friction early, and dynamically protect the health of your entire business partnership ecosystem.