

The High Performer Load Assessment.

High Performers Aren't Burned Out. They're Overused.

A two-part self-assessment for leaders and individuals ready to name what work is actually costing.

HIGH PERFORMER LOAD ASSESSMENT

Two perspectives. Complete Part A as a leader assessing your team. Complete Part B honestly about yourself.

PART A — FOR LEADERS: Assess Your Team

. **Could your team function tomorrow if your most relied-upon person said no?**

If the answer is no, that is a design problem — not a performance achievement.

Yes No Sometimes

. **Are the same people repeatedly assigned to the highest-stakes, most visible work?**

Pattern repetition isn't trust — it's concentration. Concentration creates fragility.

Yes No Sometimes

. **Do you know what work your reliable people are doing that isn't in their job description?**

Invisible labor is real labor. If you can't name it, you can't redistribute it.

Yes No Sometimes

. **Have expectations quietly increased for someone without a title change, pay change, or conversation?**

This is expectation creep. It is one of the most common ways high performers are penalized.

Yes No Sometimes

. **When a high performer recently pulled back, did you examine the system — or the person?**

Boundaries often look like disengagement. Examine what you were depending on first.

Yes No Sometimes

PART B — FOR INDIVIDUALS: Assess Yourself

. **Are you regularly doing work that isn't in your job description — without acknowledgment?**

This is invisible labor. It is real work, and it has real costs.

Yes No Sometimes

. **Do you say yes to additional requests because it feels safer than saying no?**

Compliance driven by fear is not enthusiasm. It is self-protection with a cost.

Yes No Sometimes

. **Has your 'normal' level of effort shifted upward without a formal conversation about it?**

When the bar moves without acknowledgment, you are being evaluated against an unofficial standard.

Yes No Sometimes

. **Is your reliability part of how you define your worth at work?**

The identity trap is real. Reliability becomes self-concept — and stepping back feels like failure.

Yes No Sometimes

ACTIONS FOR LEADERS

Name the invisible labor out loud.

In your next team conversation, acknowledge the work that doesn't show up in job descriptions. Naming it is the first step to redistributing it.

Audit before you add.

Before assigning anything new to a reliable person, ask what comes off their plate first. Overuse begins when capacity is assumed, not confirmed.

Rotate — deliberately.

Identify your next high-stakes assignment and give it to someone who hasn't had that visibility yet. Rotation builds bench strength and prevents overextension from becoming identity.

Have the expectation conversation.

If someone's role has expanded informally, name the change explicitly. Bring it into the open — with a title, a pay conversation, or at minimum, a direct acknowledgment.

Reframe boundaries as maturity.

When a high performer starts working within their actual role, resist reading it as disengagement. Healthy limits are professional maturity, not decline.

ACTIONS FOR INDIVIDUALS

Name what you are carrying.

Write down everything you do in a typical week — including the work that isn't in your job description. Make it visible to yourself first.

Ask the career question honestly.

Is this extra effort taking you where you want to go — or where the organization needs you to go? They are not always the same destination.

REFLECTION PROMPTS

Would your team function if your most reliable person said no tomorrow?

What is the most unrealistic expectation you've placed on someone because they were good at their job?

Where are people filling gaps that should be addressed structurally?

The strongest organizations are not powered by heroes. They are built so no one has to be one.