

The Framework *at a Glance*

One operating model. Five disciplines. Three leadership altitudes. A one-page map of the operating system behind *Never Down*.

The Five Pillars

01	Deliver	Turn commitments into predictable outcomes.
02	Run	Keep services reliable while continuously raising the baseline.
03	Grow Our People	Build leadership capability, feedback and development into everyday work.
04	Govern	Make sound decisions, protect standards and create stakeholder trust.
05	Innovate & Improve	Remove friction, experiment intelligently and make improvement systematic.

The pillars are not five separate initiatives — they are one system. Deliver depends on clear priorities from Govern and stable capacity from Run; Run stands on Govern's standards; Grow Our People supplies the capability every other pillar needs; Govern gives Deliver and Run their predictability; Innovate & Improve needs a stable base and the safety to try. Break one link and the whole loop weakens.

The Three Leadership Altitudes

Team Leader	Manager	Senior Manager
Close to the work and the people doing it.	Responsible for the team and its outcomes.	Responsible for the system, standards and direction.
Horizon: this week to this sprint	Horizon: this quarter	Horizon: two to four quarters and beyond
Leads through: doing and coordinating	Leads through: delegating and coaching	Leads through: setting direction, building leaders

The same five pillars apply at every level. What changes is not the pillars but the scope, the horizon, and the leadership leverage you apply them with.

The Gravity Problem

Under pressure, leaders naturally drift downward toward the work they once did themselves — the Senior Manager who starts firefighting, the Manager who starts managing tasks instead of leading the team, the Team Leader who starts doing instead of coordinating.

“Every hour spent below your leadership altitude is an hour of work at your real level that nobody else can do.”

This is a companion resource to *Never Down: Leading Technology Operations Through Continuous Transformation* by Domenico Sannelli. For the full framework, cases and routines, see the book.