THE

REPLACEABILITY
SCORECARD

A Practical Self-Assessment for Understanding Role Security

"

Performance keeps you employed.
Perceived impact keeps you protected.

— Core Principle

SIX DIMENSIONS

01	**Skill Uniqueness**		02	**Operational Visibility**
03	**Revenue Proximity**		04	**Replacement Ease**
05	**Institutional Knowledge**		06	**Cross-Team Dependency**

SCORE   /30

Below 10 · 10–16 · 17–23 · 24–30

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Why This Assessment Exists

Most professionals assume layoffs are based primarily on performance. In reality, workforce reductions are usually **structural decisions**. Organizations evaluate how roles fit into operational needs, how responsibilities can be redistributed, and how easily certain functions can be absorbed elsewhere. These decisions are rarely explained transparently — many capable employees misunderstand how their position is viewed until after changes occur.

This short assessment is designed to offer a clearer lens. **It is not a prediction tool.** It is a framework to help you think about your role the way organizations often do during restructuring.

> *"Performance keeps you employed.*
> *Perceived impact keeps you protected."*

How Role Decisions Are Actually Made

When organizations evaluate positions during cost or structure changes, they tend to ask operational questions — not performance questions. Understanding this distinction is essential before attempting to improve how your role is positioned.

How difficult is it to transfer this work?	If the answer is 'easily,' your role is exposed regardless of performance.
Does this role directly affect revenue or core ops?	Proximity to revenue is one of the strongest protection factors.
How visible is this role's impact to decision-makers?	Value that isn't seen cannot be defended in a restructuring meeting.
Is critical knowledge concentrated in one person?	Unique institutional knowledge creates meaningful, hard-to-cut dependency.
Would removing this role cause immediate disruption?	Disruption cost is often the deciding factor in borderline decisions.

The Replaceability Scorecard

> **Instructions:** For each dimension, circle the number that best describes your current situation.
>
> **1 = Very Low   3 = Moderate   5 = Very Strong**
>
> Be honest — the value of this tool depends entirely on objectivity.

1

Skill Uniqueness

How specialized are the skills required for your role? Could they be found on the open market within 30-60 days?

1 2 3 4 5
circle one

2

Operational Visibility

How clearly do leadership and adjacent teams see the concrete impact of your daily work?

1 2 3 4 5
circle one

3

Revenue & Core Function Proximity

How closely is your work tied to revenue generation or essential business operations?

1 2 3 4 5
circle one

4

Replacement Ease

If you left tomorrow, how quickly could your responsibilities be reassigned or absorbed?

1 2 3 4 5
circle one

5

Institutional Knowledge

Do you hold knowledge — relationships, context, history — not easily documented or transferred?

1 2 3 4 5
circle one

6

Cross-Team Dependency

How many workflows, projects, or teams rely directly on your role to function?

1 2 3 4 5
circle one

TOTAL SCORE   _____ / 30

Interpreting Your Score

24-30	**Structurally Embedded** Your role is integrated into operations in a way that requires deliberate planning to alter. You hold meaningful institutional dependency.
17-23	**Moderately Anchored** Your role provides clear value, but certain elements may be transferable without major disruption. There are specific areas worth strengthening.
10-16	**Functionally Replaceable** Your responsibilities may be important, yet structurally easy to redistribute. This is the most common range — and where the most improvement is possible.
Below 10	**Highly Transferable** Your role may currently be defined more by tasks than by organizational dependency. This is a signal to reposition intentionally — not to panic.

> **Important:** This score does not reflect your performance, work ethic, or professional value. It reflects how your role is currently *positioned within systems* — and positioning can be changed.

What This Means — And What It Doesn't

Many professionals focus entirely on doing their work well, but rarely examine how that work is **positioned** within the broader system. Understanding positioning is different from understanding performance.

>> **From Tasks to Outcomes**
Stop describing what you do. Start describing what breaks if you're gone.

>> **From Invisible to Visible**
Decision-makers defend what they understand. Narrate your impact weekly.

>> **From Replaceable to Embedded**
Own context, relationships, and process knowledge others cannot easily replicate.

What To Do With This Insight

Completing this scorecard gives you a snapshot of how your role is currently positioned. For many professionals, this is the first time they have evaluated their work from an organizational perspective rather than a personal one.

The natural question that follows is: *If positioning matters, how can it be strengthened intentionally?*

Improving role resilience is rarely about working harder. It is usually about adjusting:

- Where your work connects to measurable outcomes
- How knowledge is distributed and retained
- How visible your contributions are within decision pathways
- How responsibilities are structured across teams
- How dependency is built gradually and appropriately

These are structural changes, not motivational ones. They require a deliberate approach over time.

When a Deeper Framework Helps

If your score suggests your role is moderately anchored or easily transferable, a structured plan can help you:
- Reposition responsibilities without disrupting trust
- Increase operational visibility without self-promotion
- Align work more closely with core organizational priorities
- Reduce replaceability through design rather than effort

This shift typically takes 60 to 90 days when approached methodically.

About the Full Guide

The Layoff-Proof Playbook expands on the ideas introduced here and provides a step-by-step framework for professionals who want to actively strengthen how their role is embedded within their organization.
It is designed for readers who have already completed this assessment and want to move from understanding to execution. You can explore it separately if and when you decide a structured approach is useful.

For Now

Use this assessment as a lens. Revisit it periodically. Observe how your role interacts with the organization around you. Clarity is the first step toward intentional change.