

THE ELEVEN STRUCTURAL FAILURE MODES

FM	NAMED FORM	STRUCTURAL DEFINITION
1	Authority Vacuum	No role holds final decision authority for a defined scope. Decisions stall; escalation loops without resolution.
2	Authority Inversion	Decisions route to the wrong layer of authority — escalating upward what should resolve below, or descending without delegation architecture.
3	Shadow Command	Informal actors exercise decision authority without structural mandate. Real decisions are made outside the formal command architecture.
4	Decision Saturation	One role holds more decision rights than its cognitive and temporal capacity can process. Bottleneck patterns centered on a single node.
5	Accountability Collapse	Outcomes cannot be traced to the decision authority that produced them. Accountability diffused, shared, or decoupled from authority.
6	Information Latency	Decision-relevant information arrives after the decision window has closed, rendering the authority structurally unable to perform.
7	Execution Fiction <i>named: Value Fiction</i>	Documented strategy without the structural mechanism that translates intent into action. <i>Value Fiction</i> is the value-declaration form — a value announced without the structure to bind it.
8	Structural Drift	Documented command architecture progressively diverges from actual decision-making. The org chart ceases to represent reality.
9	Governance Visibility Gap <i>historical: Governance Blindness</i>	Command structure is invisible to the oversight body charged with governing it. Boards receive operational and financial data but no structural visibility.
10	Premature Behavioral Attribution <i>named: Personality Substitution · False Floor</i>	Structurally rooted failure attributed to personality, culture, or capability without prior structural verification. <i>Personality Substitution</i> (behavioral form) and <i>False Floor</i> (capacity form).
11	Capture Pattern <i>named: Procedural Capture · Measurement Capture</i>	The structural form is in operation but its substance is not produced; the authority controlling the form maintains it without the substance it was designed to enable.