

CHAPTER 11

What now? - Action Strategy - Coach the System, Not the Symptoms

What	Build a 30-Day Pattern-Logging Discipline Across All Teams
Why	This creates the raw data needed for systemic diagnosis.
Background	The chapter states that “patterns reveal the hidden dynamics that a single incident conceals” and mandates logging recurring friction points. This step forces leaders to see reality as it is, not as isolated events.
How	Require every team to log recurring operational, communication, and behavioral patterns for 30 days. Categorize patterns into: repeated blockers, repeated escalations, repeated deadline failures, repeated handoff failures. Track reactive vs. proactive time to expose where the business model is fragile. Review patterns weekly without solving them yet—only observe.

What	Apply the Five Whys to the Highest-Cost Recurring Problem
Why	This step reframes the problem from “who failed” to “what system failed.”
Background	The chapter emphasizes: “Treating symptoms without addressing the root cause leads to recurring failure.” This step forces the organisation to stop blaming people and uncover the structural truth.
How	Select the most expensive recurring issue from the pattern log. Run a Five Whys session with cross-functional stakeholders. Identify whether the root cause is incentive misalignment, unclear handoffs, missing SOPs, or structural overload. Document the root cause and publish it internally to build transparency and shared understanding.

What	Design and Implement a Structural Intervention That Eliminates the Root Cause
Why	This step creates leverage—one fix that prevents dozens of future failures.
Background	The chapter states: “Interventions must be structural or behavioral... create solutions that produce ripple effects.” This step ensures the fix is systemic, not cosmetic.
How	Redesign incentives, workflows, or decision rights to eliminate the root cause. Update or create SOPs so outcomes no longer depend on individual heroics. Introduce behavioral interventions (e.g., delegation coaching, responsibility rituals) where needed. Communicate the intervention clearly and tie it to the observed pattern and root cause.



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What	Integrate Follow-Up Metrics Into Weekly Reviews to Ensure the Fix Holds
Why	This step ensures the system redesign becomes part of the operating rhythm.
Background	The chapter mandates: “Follow-up closes the loop... prevents relapse into old habits.” This step ensures the intervention becomes durable and measurable.
How	Define 1–2 KPIs that directly measure whether the intervention is working. Add these KPIs to Weekly Reviews for 8–12 weeks. Require owners to report progress and document any new blockers. Update SOPs again if the intervention is not producing the intended effect.

What	Pilot the System Redesign With a Small Team, Then Scale Organisation-Wide
Why	This step turns systemic coaching into a repeatable organisational capability.
Background	The chapter states: “Pilot and scale... to prove value and reduce resistance.” This step ensures adoption is smooth, evidence-based, and credible.
How	Select a small, engaged team to test the redesigned system. Run the pilot for 30–45 days and measure the KPIs defined in Step 4. Document wins, friction points, and refinements. Scale the redesigned system across the organisation with training, SOP updates, and leadership reinforcement.

Closing Thought	Stop fixing people, start fixing systems—and build an organisation where problems resolve themselves because the underlying architecture is sound.
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