Protect–Improve–Transform Bridge

Companion to Catalyst Leadership | *John Coné*

Clarify what kind of change is warranted before selecting an ignition point

This is a bridge, a quick check to clarify your thinking before you go on to the next Action Cycle tool. It asks a distinct question: Which elements of the system should be preserved, improved, or fundamentally rethought? It is about the nature of the change you want to see, not the leadership motion needed to make it.

PROTECT

Preserve value, safeguards, and capabilities that must not be lost.

• What outcome, principle, relationship, or boundary must remain reliable?

• Are we protecting genuine value—or merely a familiar form?

My judgment: ☐ Essential ☐ Possible ☐ Not central

IMPROVE

Make the existing system work better when its underlying purpose and design remain useful.

• What friction, delay, information gap, or capability constraint can be improved?

• Will improvement suffice if circumstances continue to change?

My judgment: ☐ Essential ☐ Possible ☐ Not central

TRANSFORM

Reconsider the underlying assumptions, relationships, operating model, or purpose.

• What has changed so much that better execution of the old design is insufficient?

• What should become possible that the present system cannot produce?

My judgment: ☐ Essential ☐ Possible ☐ Not central

MAKE THE COMBINATION

The same situation may call for protecting one element, improving another, and transforming a third. What must we protect in order to transform responsibly?

Protect: _____

Improve: _____

Transform: _____

Carry this judgment into the Ignition Point Finder. The goal is not change for its own sake; it is performance, responsibility, and—where worthwhile—greater capability.

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