System Scan Pulse

Companion to Catalyst Leadership | *John Coné*

HOW TO USE A PULSE • For each question, ask: Am I confident, based on sufficient evidence, that I know the answer—and could explain my reasoning if challenged? You need not write out answers or complete a form. If your understanding is adequate for the stakes, act or carry the learning forward. If an important answer rests on assumption, is contradicted by evidence, or remains uncertain, investigate or use the full tool. For high-stakes decisions, briefly recording key assumptions may be useful.

Generative return is worth seeking where valuable and responsible, but not every action should be optimized for it. Protect immediate outcomes, safety, and legitimate accountability.

BEFORE ACTING • Do I understand what is producing this result?

Do I have a clear, evidence-based account of the outcome or recurring pattern I am trying to explain?

Can I explain which features of the work, environment, capability, consequences, or feedback are producing the pattern—not merely accompanying it?

Have I checked whether a behavior attributed to an individual may instead be encouraged or constrained by the system?

Can I recognize whether missing signals, connections, authority, opportunities to experiment, learning, or knowledge flow are limiting the system?

Have I considered a credible alternative explanation or stakeholder perspective that might change my diagnosis?

Readiness check

Judgment: Sufficiently grounded to act / One important uncertainty to check / Use the full tool

Optional note (only if useful): _____

Full instrument: System Scan

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