Using the Pulses

Catalyst Leadership | John Coné

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The Quick Scan identifies where judgment may need attention. A Pulse tests whether a particular judgment is sufficiently clear and evidence-based before action—or whether important learning and capability have been recognized after action. The full tool supports deeper inquiry when uncertainty, stakes, or weak evidence justify it. The Pulses offer a quick check of whether your judgment is sufficiently grounded for the next action—or whether further inquiry is warranted. Use only the Pulses that will help you; they are not mandatory steps.

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 action: Quick Scan → System Scan / Ignition Point / Conditions / Direct–Empower–Catalyze Pulse as needed → Act.

After action: Capability Extraction and Catalyst Spotter & Builder Pulses as useful. Periodically: Leader Disappearance Pulse.

Protect–Improve–Transform remains a short bridge, not an additional Pulse. The Enduring vs. Generative distinction belongs within Capability Extraction. The two separate Progress Checks measure leadership and system progress.

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