

Houston, We Have a Systems Problem

FROM HEROIC TENSION TO RELIEF

STRAIN

Notice the Strain

When every escalation reaches the ED and essential knowledge lives in a few heads, the issue may not be effort. The system may be creating the strain.

What keeps requiring individual heroics to keep the work moving?

Name the Tension

Naming the pattern moves teams from "someone needs to do better" to "something in the way we work needs attention."

What keeps happening that individual effort has not been able to solve?

Find Where the Strain Lives

Strain gathers in connected zones: human capacity, work design, knowledge flow, technology and tools, or resourcing.

Where is the tension most visible right now, and what is it asking people to absorb?

Talk It Through

Make the invisible visible: who is carrying too much, where information gets stuck, which decisions keep circling.

What would we say about this pattern if we described the conditions around the work, not the people doing it?

Create One Point of Relief

Relief can begin with one clearer decision, role, workflow, boundary, resource, or readiness step.

What single change could reduce unnecessary strain and give the team capacity back?

Bring the Pattern Forward

Leaders need a clear view of the recurring pattern, its impact, and the decision or support required to change the conditions.

What does leadership need to understand, decide, or resource so this tension does not keep repeating?

RELIEF

Find the strain. Name the tension. *Create relief.*