

What's the System Protecting?

A worksheet for naming the systems that might be getting in the way of your change. Every organization is perfectly designed to get the results it's getting — when a change stalls, something in the system is usually protecting a way of working, a relationship, or a belief. Use this worksheet to look at your change through three layers of the system, and name what you find.

***Stuck looks like:** the plan is sound and the people are capable, but the change keeps drifting back to the old way. → Reach for MOVE.*

Change Name:	Facilitated By:	Date:

Look at the Change Through Three Layers

Work through each layer below. You don't need a polished answer — just what you notice.

System Layer	Guiding Question	What You Notice
Structures <i>Policies, processes, resourcing, reporting lines, metrics, and incentives.</i>	Which existing policies, processes, or incentives would have to change for this to stick? What are they currently protecting?	
Relationships <i>Power, decision rights, sponsorship, and who is (or isn't) consulted.</i>	Whose influence or standing shifts if this change goes through? Who wins, and who loses ground?	
Behaviors & Beliefs <i>The unspoken beliefs and supporting behaviors around "how we do things here," identity, and history with past changes.</i>	What belief about how this organization works does this change quietly contradict? What habits or behaviors do people engage in to reinforce this belief?	

Bring It Together

Naming What's Protected

Looking at what you wrote above: what is this organization actually trying to preserve?

One Small Move

What's one small, testable move that works with this system instead of against it?

Need a Hand?

Some systems are hard to see from the inside. If you want another set of eyes on what your organization is protecting, reach out at sarah@updikeycoaching.com or book time here: [Let's Talk](#). Full framework: [The MOVE Framework](#).