

How I see a *system*.

A companion to Capacity, Not Control: five things I'm actually looking at, and the loop that never stops running underneath them.

Every human system is producing outcomes consistent with the conditions that have emerged within it.

I'm usually looking at five things, not in order. More like all at once, again and again.

Function what is this actually for?

What this system exists to do: the version people would actually describe if you asked them honestly, not the one on the org chart.

NOTICE → WONDER → DISCERN, APPLIED HERE TOO

Conditions what's shaping how people show up?

The circumstances people are actually operating inside, whether they chose them or not, whether anyone's ever named them or not, that make certain behavior likely and other behavior almost impossible.

NOTICE → WONDER → DISCERN, APPLIED HERE TOO

Capacity what can this system actually hold right now?

What it can genuinely carry today, before something or someone gives, not what it's being asked to carry.

NOTICE → WONDER → DISCERN, APPLIED HERE TOO

Patterns what keeps happening?

What repeats, whether or not anyone intends it to. Patterns are rarely announced. They're just present, again, if you're willing to look for the second time.

NOTICE → WONDER → DISCERN, APPLIED HERE TOO

Outcomes what is this system actually producing?

Outcomes are simply what conditions look like once they've had time to work. They're the most honest evidence of everything above, not the finish line.

NOTICE → WONDER → DISCERN, APPLIED HERE TOO

None of this happens once. The system that showed up today will look different tomorrow, because it's alive, not because it broke.

The work is staying in the loop long enough to see what's actually true, and staying humble enough to keep looking.

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THE HUMAN FIELDBOOK

