



INSIDE THE NEXT TRANSITION

Leadership Discussion Guide

A 60-minute conversation for recognizing pressure, emerging pathways, and the decision space that remains

Why have this conversation?

Organizations rarely experience systemic change as a single event. More often, the first evidence appears as rising effort: workarounds multiply, coordination becomes harder, familiar measures reveal less, and people quietly absorb burdens the formal system has not yet named. Inside the Next Transition argues that these pressures matter because they can reveal emerging pathways before those pathways harden into conditions organizations simply have to live with.

This guide is designed to help a leadership team examine where that pressure may already be visible, what assumptions are being tested, and where meaningful decision space still remains.

FORMAT 60 minutes 5-12 participants	PREPARATION Best after reading the book. For a shorter preparation, read the Introduction and one relevant chapter.
PURPOSE Surface pressure, trace one plausible pathway, and identify where choices still remain.	OUTPUT One pressure to keep watching, the constraint shaping it, and one decision space worth preserving.

Suggested 60-minute flow

0-10	Name the pressure	What is already becoming harder to carry?
10-35	Explore the six questions	Move from visible strain to assumptions, burden, and emerging pathways.
35-50	Trace one pathway	Choose one pressure and follow how it could move through the organization.
50-60	Identify decision space	Name what can still be influenced and what evidence should be watched next.

Six questions for the room

Use the questions in sequence or begin with the one that best matches the pressure your organization is already feeling. The goal is not agreement on a forecast. It is a clearer view of what is changing and what the current arrangement is being asked to carry.

01 Where is pressure rising while the system still appears to function? Look for places where outcomes are still being delivered, but only through more coordination, exception handling, workarounds, or individual effort. <i>Listen for: recurring friction, rising effort, delays, repeated exceptions.</i>	02 Which inherited assumptions may be losing their fit? What do we still assume about work, customers, expertise, authority, planning, or organizational boundaries because those assumptions worked under earlier conditions? <i>Listen for: measures that explain less, default practices that require more patching.</i>
03 Who is carrying the burden that keeps the system working? Where are employees, customers, partners, managers, or communities supplying flexibility that the formal arrangement does not provide? <i>Listen for: invisible coordination, extra judgment, unpaid effort, care, repeated explanation.</i>	04 Which workarounds are becoming expectations? What began as a temporary adaptation but is now becoming part of normal operation? <i>Listen for: exceptions that repeat, unofficial tools or routines, burdens that quietly become baseline.</i>
05 What plausible pathways are beginning to strengthen? If current pressures continue interacting, what conditions could begin to form - not as predictions, but as pathways worth examining? <i>Listen for: new dependencies, reinforcing patterns, changes in what people begin to treat as normal.</i>	06 Where does meaningful decision space still remain? Which choices can still influence the pathway before investments, habits, rules, expectations, or dependencies make it harder to redirect? <i>Listen for: reversible choices, thresholds, places where redesign or escalation remains possible.</i>

From discussion to decision space

Choose one pressure the group believes deserves continued attention. Trace it far enough to make the pathway visible without pretending the endpoint is known.

PRESSURE What is already becoming harder to carry? 	CONSTRAINT What limit is giving this pressure direction?
EMERGING PATHWAY What condition could begin to form if the pressure continues? 	DECISION SPACE What can still be influenced now?

Before you finish

- What evidence would tell us this pathway is strengthening?
- Who needs to see the pressure before the burden shifts further?
- What is one choice we can make now that preserves or widens decision space?

The purpose is not to agree on a prediction. It is to become more deliberate about what the organization is already being asked to carry - and to recognize choices while they still exist.



CONTINUE THE CONVERSATION

Inside the Next Transition: Seeing Systemic Change Before Pathways Harden

Book & resources: frankdiana.net/inside-the-next-transition/
 Amazon: [amazon.com/dp/B0H97NP5Q2](https://www.amazon.com/dp/B0H97NP5Q2)