

The Evidence to Action Map

A framework for what to do once the Pattern Trace surfaces something real.

Finding the evidence is not the hardest part. Knowing what to do with it is. Use this framework alongside The Pattern Trace to move from what you can see clearly to what you are going to do about it. Work through every move in order. Do not skip ahead.

MOVE 1

Separate the Evidence From the Relationship

Look at what the evidence shows completely independent of who it points to. The relationship is real. It cannot change what the evidence shows.

What does the evidence show, independent of who is involved?

What would a peer in another organization do if they brought this exact situation to you about someone on their own team?

MOVE 2

Trace the Pattern Deep

Do not stop at the surface result. Follow the pattern all the way back. Where else does this same behavior show up? Are the problems in this department connected to the same root cause? How far back is this traceable? Are these separate issues or one pattern showing up in multiple places?

Where else does this same behavior or pattern show up in the organization?

How far back can you trace this pattern? When did it start and what has it touched since?

Are the separate issues you are seeing caused by the same underlying pattern?

MOVE 3

Is This Fixable or Is This Who They Are

This is the pivotal question before any action is taken. Has this person shown the capacity to change? Have expectations been set before and not met? Is this a skills gap that can be addressed or a character pattern that defines how this person operates? Your answer to this question shapes everything that follows.

Has this person shown genuine capacity for change when it has been required before?

Have clear expectations been set previously? What happened?

Is this a skills gap or a pattern of behavior that reflects who this person fundamentally is?

MOVE 4

Name It Privately Before You Name It Publicly

Before any conversation, write it down. What the evidence shows. When the pattern started. What it has cost. How far it reaches. This document becomes the foundation of your conversation and removes emotion from the delivery. You are not reacting. You are responding to what you can see clearly.

What does the evidence specifically show? When did it start, how far does it reach, and what has it cost?

MOVE 5

Decide What You Are Willing to Accept Going Forward

Evidence without a decision is just information. Decide what changes, by when, and what happens if it does not. Set or confirm the expectation clearly before the conversation happens. Know exactly where you stand before you speak.

What specifically needs to change, by when, and what is the consequence if it does not?

What are you willing to accept going forward and what are you not?

MOVE 6

Lead With the Evidence, Not the Source

Lead with what you can see in the numbers, the outcomes, and the patterns. Do not name who brought it forward. Own it as the person responsible for the organization. Protect the people who were willing to look. Step up and lead with what the evidence shows.

How will you present this using only what the evidence shows, without referencing who surfaced it?

**THIS WEEK'S
ACTION PLAN**

Pick one situation where you have clear evidence that something needs to change. Work through all six moves this week. Write it down. The act of writing it makes the next step real.

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