

The Drift versus Design Matrix

Where your organisation sits, on what evidence, and what would move it

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Each person places the organisation alone first, then the room compares. The disagreement is the output. Write down which position, on what evidence, and which specific decisions would move it.

Awareness is whether an organisation can see what is currently shaping its choices.

Agency is whether it can act on what it sees.

AGENCY: LOW TO HIGH	The Programmed <i>High agency, low awareness.</i> They optimise without questioning. This is the most dangerous position and the one most often mistaken for maturity, because it looks like decisiveness and produces good quarterly numbers. Our evidence for this position:	The Designers <i>High agency, high awareness.</i> They see the systems and shape them. Almost nobody starts here and it is not a personality type; it is a set of decisions somebody took and wrote down. Our evidence for this position:
	The Sleepwalkers <i>Low agency, low awareness.</i> They do not notice the drift. Nothing has gone wrong that anybody can point to, which is the condition being described. Our evidence for this position:	The Stuck <i>Low agency, high awareness.</i> They see the patterns and cannot break them. Usually the most honest room to be in and the most demoralised. Our evidence for this position:

AWARENESS: LOW TO HIGH

WHAT THE ROOM DECIDED

The position we placed ourselves in

On what evidence

Where we disagreed, and why

Three specific decisions that would move us

Who owns each of those decisions, by name

When we place ourselves again

One honest limit. The matrix is a positioning device. It is not scored, it has no questionnaire, benchmark or comparison set, and it has not been validated against outcomes. It is worth exactly as much as the honesty of the room. Next edition October 2027.