

# Three ways a system can fail while appearing to succeed

The most dangerous systems are not the ones that break down — they are the ones that keep running while the outcomes they were designed to produce quietly fail to materialise.

## FAILURE MODE 01

### Judging Too Early

Systems that build Trust and Awareness operate on long gestation cycles. The temptation to declare a system broken because results have not arrived in week six is a reflex, not a diagnosis.

#### WARNING SIGNAL

*"This isn't working" — said six weeks after launch*

## FAILURE MODE 02

### Measuring the Wrong Thing

When a measure becomes a target, it ceases to be a good measure. The metric drifts from the outcome it was designed to track, and compliance replaces pursuit of the goal.

#### WARNING SIGNAL

*Numbers look good. Nothing has changed on the ground.*

## FAILURE MODE 03

### Treating Design as Fixed

The SOP written at launch was a hypothesis. Evidence flows back from the real world. If that evidence suggests a revision, the system must be updated — or it becomes a museum piece.

#### WARNING SIGNAL

*The SOP has never been revised since it was first written*



**The common thread:** all three failure modes produce a system that looks healthy from a distance. The process is running. The reports are filed. The meeting was held. Only the outcome is missing.