

SAMPLE OUTPUT

Executive Belief Gap Map™

A diagnostic analysis of where stated commitments and operative beliefs diverge

The names and organizational details in this sample have been changed. The belief gaps and their analysis are real.

Subject

Founder & CEO

Early-stage circular economy company

Diagnostic basis

Belief Architecture Diagnostic™

Framework: 12 Belief Pairs — Our Common Future Now, Ch. 10

THE HEADLINE FINDING

This venture will succeed commercially.

And in doing so, it has the potential to make the system it was built to disrupt more cost-efficient.

Not because the founder is not trying. Because five specific beliefs are operating below the level where trying can reach them.

Of the twelve belief pairs in this diagnostic, the subject holds one genuine alignment with the beliefs that produce different sustainability outcomes, three partial alignments, and seven operative beliefs — including the four most consequential — that will structurally limit what this venture achieves for the living world, regardless of commercial performance.

BELIEF PAIR 10 OF 12

Problems Must Be Fixed → Systems Must Be Redesigned

OPERATIVE BELIEF

Problems must be fixed

CEILING THIS CREATES

Solutions that optimize within broken systems rather than replacing them

This is the most important finding in this map.

The subject's reverse-engineering philosophy is one of the most sophisticated problem-identification methodologies encountered in a founder at this stage. The discipline to conduct 900 customer interviews, to hold assumptions lightly, to ask what should exist rather than what does exist — these are genuinely rare capacities.

And here is what those capacities are operating inside: a belief that the right response to a problem is an elegant solution to that problem. Not a redesign of the system producing it.

The agricultural system generating over a billion tons of organic waste annually is never questioned in the subject's responses. Not once. It is the context within which the venture operates. The waste it processes is assumed. The system creating that waste is treated as permanent.

Reflection question: *What would it mean to measure this venture's success in units of biological health rather than financial valuation? Not instead of — alongside. What would need to be tracked, and who would need to see it, for that measure to be real?*

BELIEF PAIR 5 OF 12

Value Is Financial → Value Is Multidimensional

OPERATIVE BELIEF

Value is financial

CEILING THIS CREATES

Metrics that cannot capture what the venture is actually trying to protect

The subject states a genuine belief in the interconnectedness of ecological and economic health. These statements were made with conviction and were clearly held.

And yet every time success was named in a decision-governing context — every time a number was reached for to describe what winning looks like — the reach was for market size, platform valuation, and addressable market. The thriving of the living systems the venture was built to serve does not appear as a measure of success in any context where it governs an actual decision.

The question is not which belief the subject holds. Both are genuinely present. The question is which one governs when they come into tension.

CONCLUSIONS

The Highest-Leverage Belief Shift — and What It Unlocks

ALIGNMENT SUMMARY

1 of 12

Genuine TO alignment

3 of 12

Partial alignments

7 of 12

Operative FROM beliefs — including the 4 most consequential

WHAT THIS MEANS

The architecture underneath this venture's decisions is not aligned with the outcomes it is trying to produce.

This is not a strategy problem. Not a capability problem. Not a commitment problem.

It is a belief architecture problem. And belief architecture can be redesigned — but only once it has been precisely mapped.

THE HIGHEST-LEVERAGE BELIEF SHIFT

From: Problems must be fixed

To: Systems must be redesigned

This is the single belief shift that would have the greatest downstream effect on every other pair in this map.

Of all seven operative FROM beliefs identified in this diagnostic, Pair 10 is the one with the deepest structural consequences. It is also the one most invisible to its holder — precisely because the problem-

fixing capacity that governs it is genuinely exceptional. It does not feel like a limitation. It feels like a superpower.

That is what makes it the highest-leverage shift available.

WHAT CLOSING THIS GAP UNLOCKS

<p><i>Currently operating with this belief:</i></p> <p>Solutions that optimize within the existing system</p> <p>Commercial success that reinforces the system producing the problem</p> <p>Metrics defined entirely by financial and market performance</p>	<p><i>With the redesigned belief:</i></p> <p>Ventures that compete on system redesign — a fundamentally different and more durable market position</p> <p>Commercial success that accelerates upstream system change rather than stabilizing it</p> <p>A second set of metrics that make biological health visible alongside financial performance</p>
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RECOMMENDED NEXT STEP

This map is not the end of the work. It is the beginning of it.

The belief pairs with the highest leverage for redesign — Pairs 10, 5, 11, and 12 — are the ones where a structured working conversation would produce the most consequential shift. That conversation is not about persuasion. It is about surfacing the specific decision contexts where the operative belief is running, and examining what becomes possible when it is replaced.

The right next step is a Circularity Catalyst Session — a focused 90-minute working conversation built directly around this map. The goal is not more diagnosis. The goal is the first redesign moves.

Architecture can be redesigned. But only once it has been seen.