

A collection of approximately 12 overlapping, tilted rectangles of various sizes and orientations, scattered across the upper half of the page. They are drawn with thin, light gray lines.

ELEVATE IMPACT ADVISORY · SIGNATURE INSIGHT 008 · COLLECTION ONE

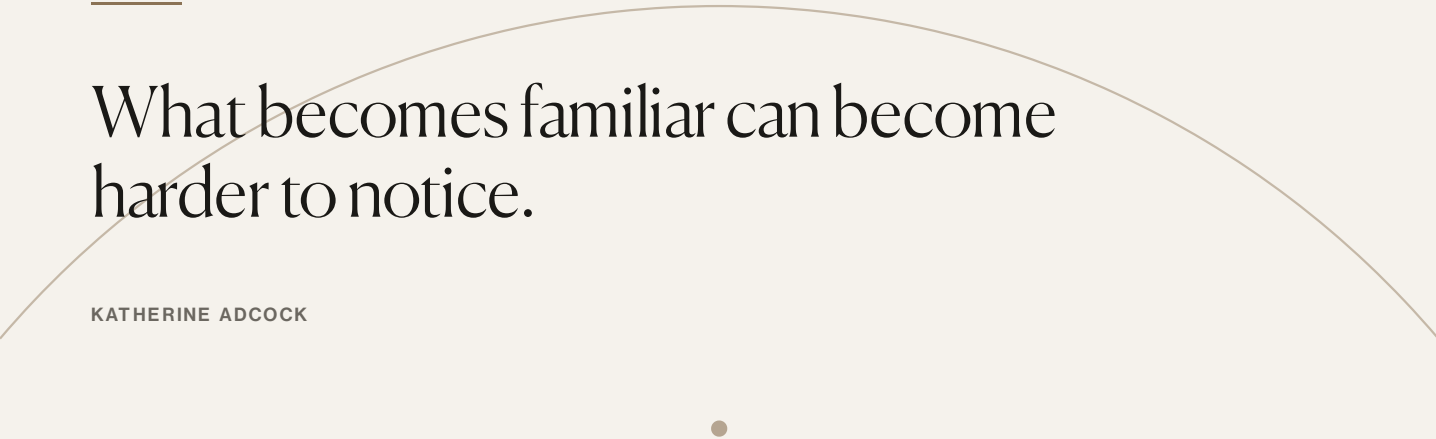
# Seeing Again

*What Have We Stopped Noticing?*

---

What becomes familiar can become  
harder to notice.

KATHERINE ADCOCK

A large, thin, light brown arc curves from the left side of the page, under the main text, and extends towards the right. A small, solid brown dot is positioned at the bottom center of the page.

# Seeing Again

## *What Have We Stopped Noticing?*

The longer we work within an organisation, the more familiar its everyday patterns become.

The documents we read. The language we use. The priorities we repeat. The routines through which organisational life unfolds.

Familiarity helps us navigate complexity. But it can also influence what continues to attract our attention.

This Signature Insight is a focused experience of organisational thinking designed to help leadership teams revisit familiar organisational evidence from a different perspective and notice what may have quietly become normal.

*There are no scores. No right answers.*

Simply an opportunity to change how you look—and notice what becomes visible.

# Before You Begin

Gather a small collection of familiar artefacts from everyday organisational life.

These might include:

- a recent leadership meeting agenda;
- your strategic plan;
- a professional learning calendar;
- staff meeting slides;
- a school newsletter;
- an improvement plan;
- a staff bulletin;
- celebration posts;
- planning templates;
- learning principles or values.

Choose ordinary artefacts rather than documents selected because they demonstrate a particular issue or conclusion.

The collection does not need to be comprehensive or representative of the whole organisation.

These artefacts are simply a lens.

*The purpose is not to analyse individual documents or draw conclusions from them. It is to notice what becomes visible when familiar organisational evidence is viewed differently.*

## What This Experience Is Designed to Make Visible

### **Familiarity and its influence on attention.**

Repeated exposure helps people navigate organisational life efficiently. But over time, familiarity can also influence what continues to attract attention—and what gradually becomes less noticeable.

The artefacts in this experience are not intended to reveal an objective truth about the organisation.

They create a familiar field of evidence through which participants can experience something more subtle:

### **The same organisational material can make different things available to notice when the way we encounter it changes.**

The hidden condition is not a particular pattern within the artefacts.

### **It is familiarity itself—and its influence on what we continue to see.**

## What to Protect

### **Observation before interpretation.**

Protect the distinction between:

*What can we actually observe?*

and:

*What do we think that observation might mean?*

Participants should first notice repetition, prominence, absence, proportion and pattern without immediately explaining why those features exist or what they reveal about the organisation.

The collection is deliberately incomplete. Something that appears absent may exist elsewhere. Something prominent within these artefacts may be less prominent across organisational life more broadly.

Encourage curiosity about alternative explanations, missing evidence and perspectives not yet represented.

**The artefacts are a provocation for inquiry—not proof of organisational reality.**

## What Not to Rush Towards

### **Diagnosis, judgement or action.**

Do not allow a recurring pattern to become an organisational conclusion simply because it is visually striking.

Avoid statements such as:

*This proves that we...*

or:

*Clearly, our culture is...*

And resist moving immediately towards deciding what should be added, removed, changed or corrected.

The first task is simpler—and more difficult:

### **Notice what has become visible.**

Then become curious about what else you would need to understand before drawing a conclusion.

The purpose is not to leave with a diagnosis.

**It is to become more conscious of how familiarity and perspective shape what leadership attention makes available to see.**

# 01

## Look Closely

Spread the artefacts where everyone can see them.

Spend time with them at close range.

*Read.*

*Browse.*

Notice language, detail and individual messages.

Resist the temptation to discuss or interpret.

*Simply observe.*

# 02

## Change Your Perspective

Without moving or rearranging a single artefact, change where you are looking from.

Step back far enough that individual words become less important than the collection as a whole.

Remain silent.

Don't try to read.

Look instead for **repetition, prominence, absence, proportion and pattern**.

Take your time.

*What can you see from here that was harder to notice up close?*

# 03

## Make Your Thinking Visible

Return to the artefacts.

Working individually, capture what became more noticeable when your perspective changed.

Don't interpret it yet.

Simply record what you observed.

*Complete your thinking before anyone shares with the group.*

# 04

## Notice Together

Share what you noticed.

Before explaining what you think those observations mean, look across the group's thinking.

*What did several people notice?*

*What was noticed by only one person?*

*What appears repeatedly?*

*What appears to receive significant attention or space?*

*What seems surprisingly absent or less visible?*

*What became easier to notice from a distance?*

*Which observations are you tempted to interpret too quickly?*

*What are you curious about?*

Allow curiosity—not judgement—to guide the conversation.

*Stay with what you can observe before deciding what it means.*

# 05

## Look Beneath the Pattern

Leadership often asks us to look more closely.

Sometimes leadership requires something different.

Sometimes nothing has to change except the place from which you're looking.

Now become curious about what may sit beneath the patterns you noticed.

*Which patterns feel worthy of greater curiosity?*

*What might these patterns suggest?*

*What else might explain what you're seeing?*

*Which patterns appear across several artefacts rather than only one?*

*What might be missing from this collection that would change your interpretation?*

*Whose experience might help you understand this differently?*

*What are you not yet able to know?*

*What has become visible that wasn't visible before?*

The purpose is not to determine what the artefacts prove about your organisation.

It is to become more curious about what they may help you notice.

# 06

## Take Forward

As you leave this experience...

*What feels most important to keep noticing?*

Perhaps that's a recurring pattern, something unexpectedly absent, an interpretation worth testing, another perspective you need to understand or simply the discipline of stepping back before stepping in.

There is no expectation that every pattern requires action.

Some may deserve further exploration. Some may change when viewed through other evidence. Some may simply help you notice organisational life differently.

Seeing differently does not always tell us what to do.

Sometimes it changes what we become curious about next.

# 07

## Another Lens

### Borrow Someone Else's Eyes

#### *When you're ready...*

Once your team has completed the original experience, invite someone who experiences your organisation from a different position to explore the same artefacts.

Do not explain what your group noticed first.

Invite them simply to look.

Ask the same question:

*What do you notice?*

Afterwards, become curious about the differences.

*What did they notice that you didn't?*

*What did you notice that they didn't?*

*Which patterns appeared visible from both perspectives?*

*What might their position within—or relationship to—the organisation allow them to see differently?*

*What does this add to your understanding?*

Complete the original experience before exploring another lens.

*The value lies not in deciding whose perspective is more accurate, but in recognising that changing the observer can change what becomes visible.*

## CONTINUE YOUR THINKING

### RELATED FRAMEWORK

Impact Gap™

### SUPPORTING FRAMEWORK

Direction × Belief Culture Map™

### STORY FROM PRACTICE

## Story 008 — I Don't See the Problem

If this experience has surfaced questions or opportunities your leadership team would value exploring more deeply, I'd be delighted to continue the conversation.

**[elevateimpactadvisory.com](https://elevateimpactadvisory.com) · Begin the Conversation**

### EIA SIGNATURE INSIGHTS

## Designed to make what matters more visible.

Every EIA Signature Insight is a focused experience of organisational thinking, grounded in evidence-informed inquiry and designed to strengthen the conversations that shape meaningful and sustainable improvement.

CREATED BY KATHERINE ADCOCK · ELEVATE IMPACT ADVISORY

© 2026 ELEVATE IMPACT ADVISORY PTY LTD · [ELEVATEIMPACTADVISORY.COM/TERMS-OF-USE](https://elevateimpactadvisory.com/terms-of-use)