

THE WORKPLACE SYSTEM MAPPING WORKSHEET

Before You Change Anything: Understand What Your System Is Producing.

Explore the behaviours, pressures, incentives and decisions that shape workplace outcomes. An initial system-mapping exercise, not a full psychosocial risk assessment.

START WITH ONE RECURRING CONCERN

What concern keeps coming up?

Which team, department or work process are you examining?

01 EXPLORE THE SIX SYSTEM AREAS

Record what you observe. Mark whether it is evidenced or still needs checking.

01 BEHAVIOURS

What are people actually doing, regardless of what policies say?

Evidence: ☐ Evidenced ☐ Needs checking ☐ Unknown

02 REWARDS & CONSEQUENCES

What gets rewarded, tolerated or discouraged?

Evidence: ☐ Evidenced ☐ Needs checking ☐ Unknown

03 WORK DESIGN & BOTTLENECKS

Where are demands, delays or competing priorities creating pressure?

Evidence: ☐ Evidenced ☐ Needs checking ☐ Unknown

04 VOICE & FEAR

What are employees reluctant to raise, and why?

Evidence: ☐ Evidenced ☐ Needs checking ☐ Unknown

05 RESPONSE & ESCALATION

What happens when concerns are raised? Where do they get stuck?

Evidence: ☐ Evidenced ☐ Needs checking ☐ Unknown

06 REINFORCEMENT LOOPS

What recurring decisions or behaviours keep the problem going?

Evidence: ☐ Evidenced ☐ Needs checking ☐ Unknown

CONNECT THE DOTS.

What is the system producing — and what is keeping it in place?

02

DRAW THE PATTERN

Use the observations from page 1 to trace the connections.

WORKED EXAMPLE | THE OVERTIME CYCLE

WORK CONDITION

Unrealistic workload targets

BEHAVIOUR PRODUCED

Employees regularly work late

VISIBLE OUTCOME

Targets are achieved

REINFORCEMENT

Leadership leaves targets unchanged

The outcome hides the pressure, so the same conditions continue.

NOW MAP YOUR OWN PATTERN

1. Work condition or pressure

2. Behaviour or response produced

3. Visible outcome

4. Decision or incentive that keeps it going

03

WHAT IS YOUR SYSTEM TELLING YOU?

What is the system currently producing?

What is it rewarding, tolerating or reinforcing?

What observations are supported by evidence, and which are assumptions?

What requires further investigation?

WHAT HAPPENS NEXT?

Verify emerging patterns with employees, leaders and relevant work records. Where potential psychosocial hazards are identified, progress to an appropriate risk assessment and review of controls.