



The Human Gap

A WHATEVER NEXT? INITIATIVE

SEE IT · NAME IT · CLOSE IT

There are two versions of every transformation.

The one you planned and the one people actually experience. The difference between them is **The Human Gap**, the recurring human patterns that quietly decide whether your expected value arrives, arrives late, or never arrives at all.

Take The Human Gap Pulse

See it · Name it · Close it

Home of the Stickiness Index

WHERE THE VALUE IS LOST

The Human Gap is impacting your success.

The value in the business case is promised by the transformation you planned. The value you bank is set by the one people experience. The distance between the two is The Human Gap, and it does not stay conceptual. It shows up as real money: benefits that slip, costs that never leave, business cases that quietly stop being tested.

The planned transformation**The lived experience****YOU HAVE ALMOST CERTAINLY SEEN IT**

The programme closes green. The business case is signed off and celebrated. A year on, the new capability is live but the old way of working is still running quietly beside it, the savings never quite landed in the profit and loss, and no one can point to exactly where the value went. Nothing obviously failed. The value simply did not arrive.

That is not a delivery failure. It is The Human Gap showing up as cost.

IN VALUE TERMS, THIS IS A BENEFITS REALISATION RISK

Revenue Growth

At risk: ambition that never converts, so the upside in the case fails to arrive.

Operating Margin

At risk: the old cost and complexity stay on the books, and you are double running.

Asset Efficiency

At risk: investment committed by inertia, locked in rather than returned.

Expectations

At risk: the reported position drifts from the real one, so every other driver is managed on a story.

SEE IT · MEASURE IT

See where, and how big the gap is.

Most organisations search for one root cause. The Human Gap does not work like that. It can appear in different places, for different reasons. That is why we use the Five Lenses of Transformation™, each revealing a different dimension of how transformation is experienced.

WHY IT GETS SKIPPED

Most programmes track the plan, the milestones, systems and spend, not what people are actually living through. So the first signs of a gap get filed as soft, anecdotal or noise, right up until they resurface as slippage and cost.

Seeing it early turns a future post mortem into a conversation you can still have.

01

Reflect

seeing what shapes us

The assumptions, history and sense of self that quietly shape how the organisation sees itself.

02

Reimagine

the discipline of possibilities

Whether the organisation can still picture a genuinely different future, not just a faster version of today.

03

Reframe

looking again with purpose

The meaning placed on the change, and the choices hidden inside what gets said and left unsaid.

04

Rewire

the hardwiring of real change

The incentives, structures and operating habits that decide whether change actually holds.

05

Reconnect

being human

Emotion, voice and connection, and whether people are truly with the change or just around it.

MEASURE IT · THE STICKINESS INDEX

The lenses show you where. The Stickiness Index shows you how far.

The five lenses are not only where you look. They are where you place your focus. Give balanced, full attention across all five and change holds, so the gap stays narrow. Let that focus thin out, or pile it into one lens while another goes hungry, and change slips, so the gap widens. The Index brings your five reads together into one clear measure of how well the change is being lived.

Emerging

Visible in patches, not yet consistent.

Developing

Taking hold, but still effortful.

Sustaining

Holding steady, though it still needs active care.

Sticking

Lived by default, with no programme required.

Why balance, not volume. A high score in one lens does not lift the whole. A transformation can pour energy into structure and still leave people behind, and that lopsided profile still leaves a gap. Maturity is even, honest attention across all five lenses, and that is exactly what the Index reads.

NAME IT · RECOGNISE IT

Name it, and it becomes something you can talk about.

A shared sense of unease is hard to act on. Naming turns it into language. It starts with themes, the recurring tensions each lens holds and the value they put at risk. Patterns name the specific weakness inside a theme. Archetypes name the whole transformation, the personality your patterns add up to.

WHY IT GETS SKIPPED

Most teams can feel the gap long before anyone will say it, because naming it makes it real, and real things need an owner. So the unease stays vague, safely nobody's problem, and impossible to put on an agenda.

A shared name makes it safe to say out loud, and only then can anyone act on it.

STEP ONE

Themes

The area of recurring tension inside a lens. Broad on purpose, and where the value quietly leaks. Tie a theme to the value it puts at risk and a soft cultural worry turns into a business decision the room can prioritise.

STEP TWO

Patterns

The exact mechanism inside a theme, the recurring ways The Human Gap shows up. Naming one turns a vague sense that something is off into something specific, shared and free of blame.

STEP THREE

Archetypes

Patterns rarely appear alone. They combine into a recognisable personality across your transformation. The archetype names that personality, and the challenge you are really facing.

One worked example, end to end.

One lens, one theme, one pattern, one archetype, and a clear line to the value at stake.

THE LENS

Reflect

Seeing what shapes us: the assumptions and history that quietly shape decisions.

THE THEME

Legacy

Value at risk: operating margin first, with revenue growth, asset efficiency and expectations behind it.

THE PATTERN

Legacy Carried Forward

Old assumptions travel into the new world unquestioned, quietly shaping decisions no one revisits.

THE ARCHETYPE

The Delivery Machine

Structure ahead of soul. Rewire runs high, Reconnect runs low, and the human experience drops out first.

What naming changes. Before it has a name, old assumptions quietly shaping new decisions is just a feeling in the room, and feelings do not reach the agenda. Named, it becomes something the team can point at, challenge and track without anyone being blamed. The conversation moves from who is resisting to which pattern is in play, and the gap narrows because the room is finally working the actual mechanism instead of talking around it.

CLOSE IT · REALISE THE VALUE

Closing the Human Gap.

Understanding your patterns is only the beginning. Closing them is where transformation delivers the value it promised. That is why we combine three complementary capabilities, used on their own or together.

Insight

See what is really shaping it.

Reveal the hidden organisational patterns that quietly determine whether transformation succeeds or struggles.

- Earlier recognition of risk
- A shared language and better executive conversations
- Clearer priorities and decisions

Momentum

Get transformation moving again.

Restore energy, confidence and progress when transformation becomes stuck.

- Restored confidence and better alignment
- Faster decision making
- Visible progress and renewed momentum

Enablement

Build transformation that delivers.

Design the conditions that allow transformation to realise its intended value from day one.

- Better programme coordination and clarity
- Improved adoption and sustainable delivery
- Higher value realisation

IF YOU ONLY DID ONE THING

How insight becomes action.

The Delivery Machine

Structure ahead of soul.

"Where does this change actually feel different three levels down?"

Bring one frontline voice into the design decision, and change one structural choice because of it.

**ADOPTION AND MARGIN
PROTECTED**

The Empathic Drift

Soul ahead of structure.

"We have listened well. What has actually changed as a result?"

Make one visible structural change, anchored to what people have been telling you.

**MOMENTUM AND CREDIBILITY
PROTECTED**

The Polished Transformation

Looks fine. Probably is not.

"Where is it not yet safe to say this is not going well?"

One deliberately honest conversation, before the dashboards go green for the wrong reasons.

**VALUE PROTECTED FROM
HIDDEN RISK**

No organisation needs more transformation. They need transformation that delivers.

Whether you need greater insight, renewed momentum or stronger enablement, the Humanists can help you close the Human Gap and realise the value your transformation promised.

thehumangap.co.uk

Take the Pulse
Read Whatever Next?
Listen to Whatever Next? Unplugged