

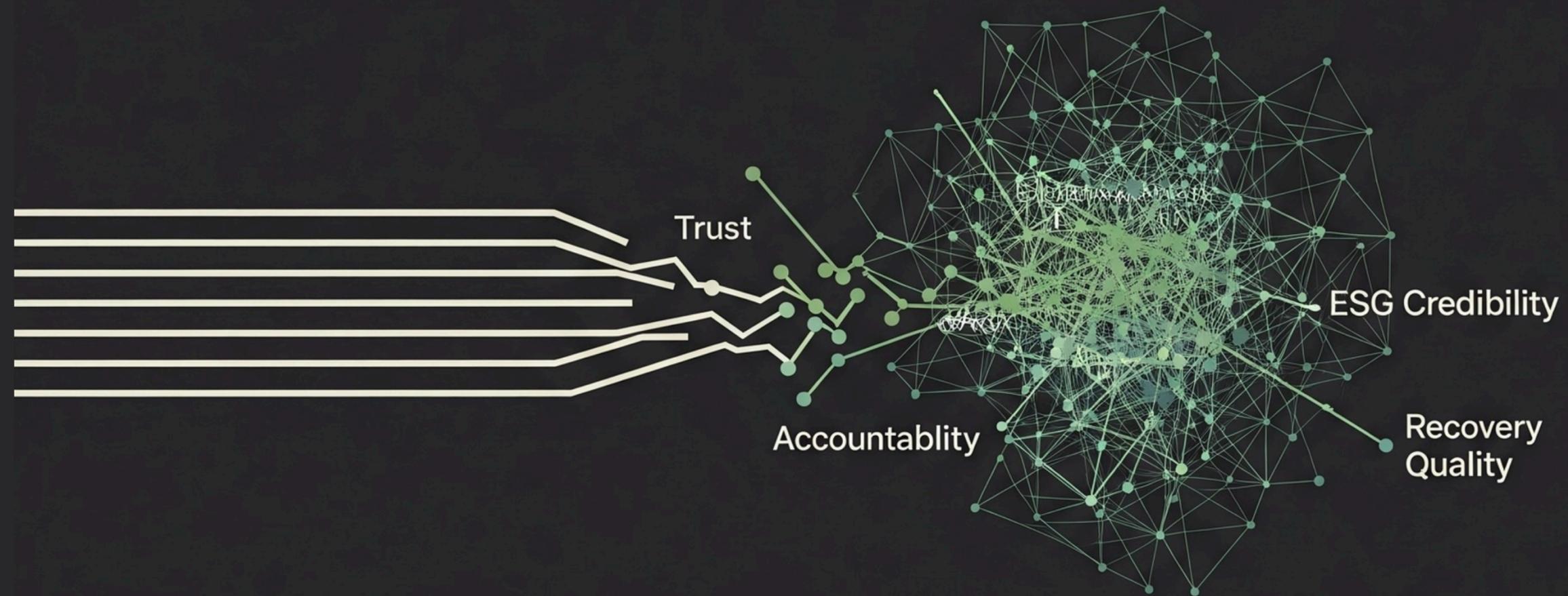
From Diversion Intent to Verified Circular Performance

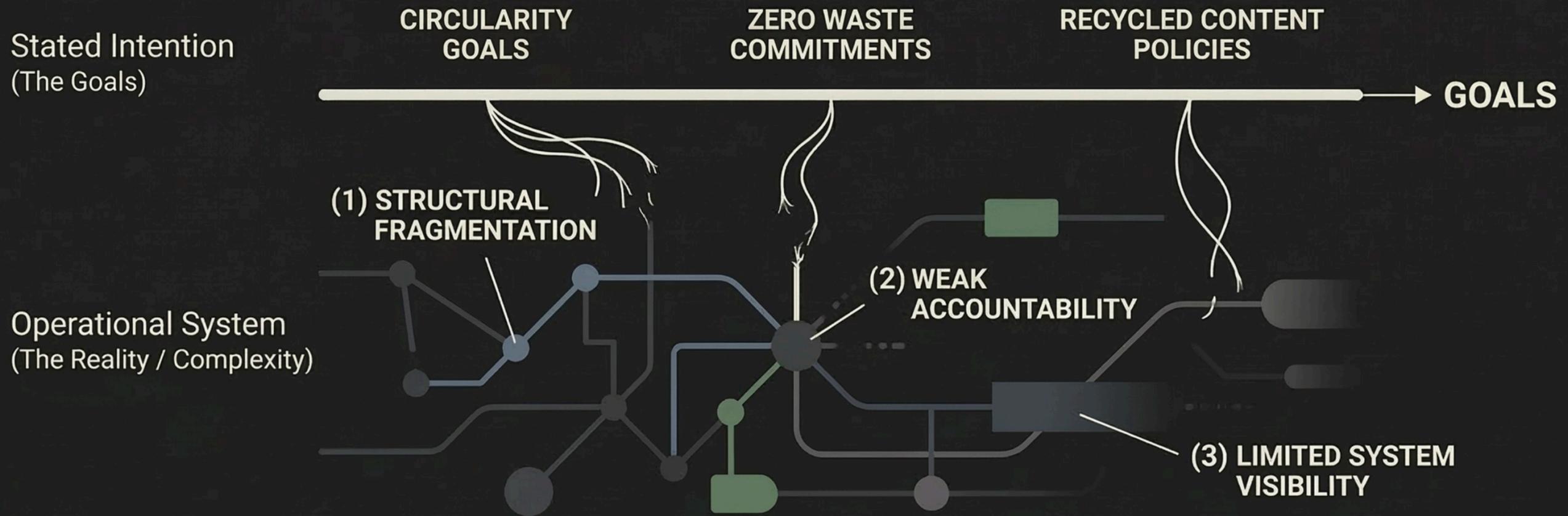
A systems perspective on circular performance,
decision drift, and verification

Anthony Cross
Founder, Symbeco Strategies, Inc.



Why Circular Performance Still Slips





SYSTEMIC CONSEQUENCES

ORGANIZATIONAL IMPACT

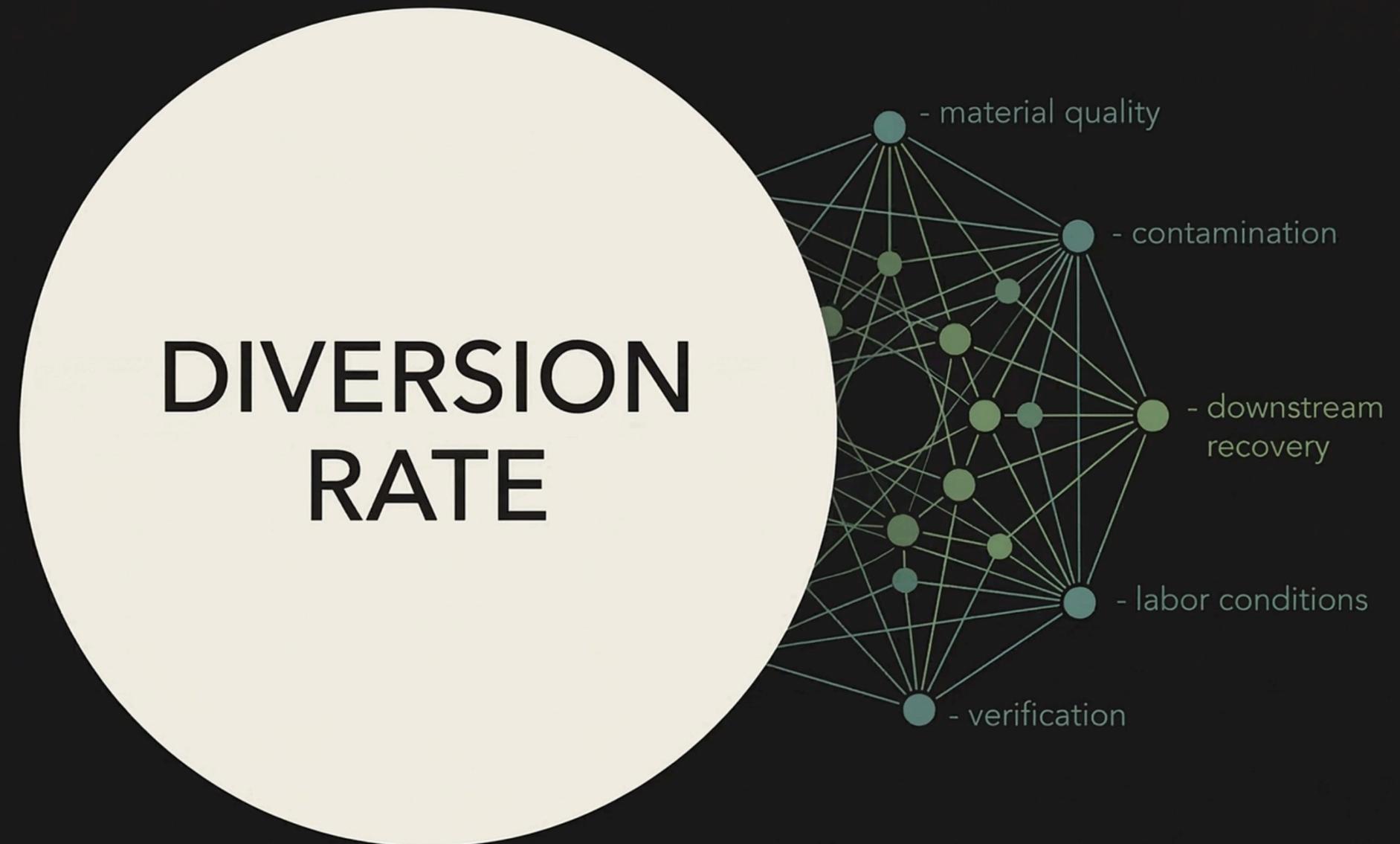
- EROSION OF STAKEHOLDER TRUST
- ESG CREDIBILITY GAP

OPERATIONAL OUTCOMES

- OPERATIONAL PERFORMANCE DECLINE
- RECOVERY QUALITY DETERIORATION

When Diversion Becomes the Dominant Proxy

The danger of managing the metric instead of the system



Decision Drift Across System Levels

Dominant Proxy Metric (e.g., Diversion)

MACRO

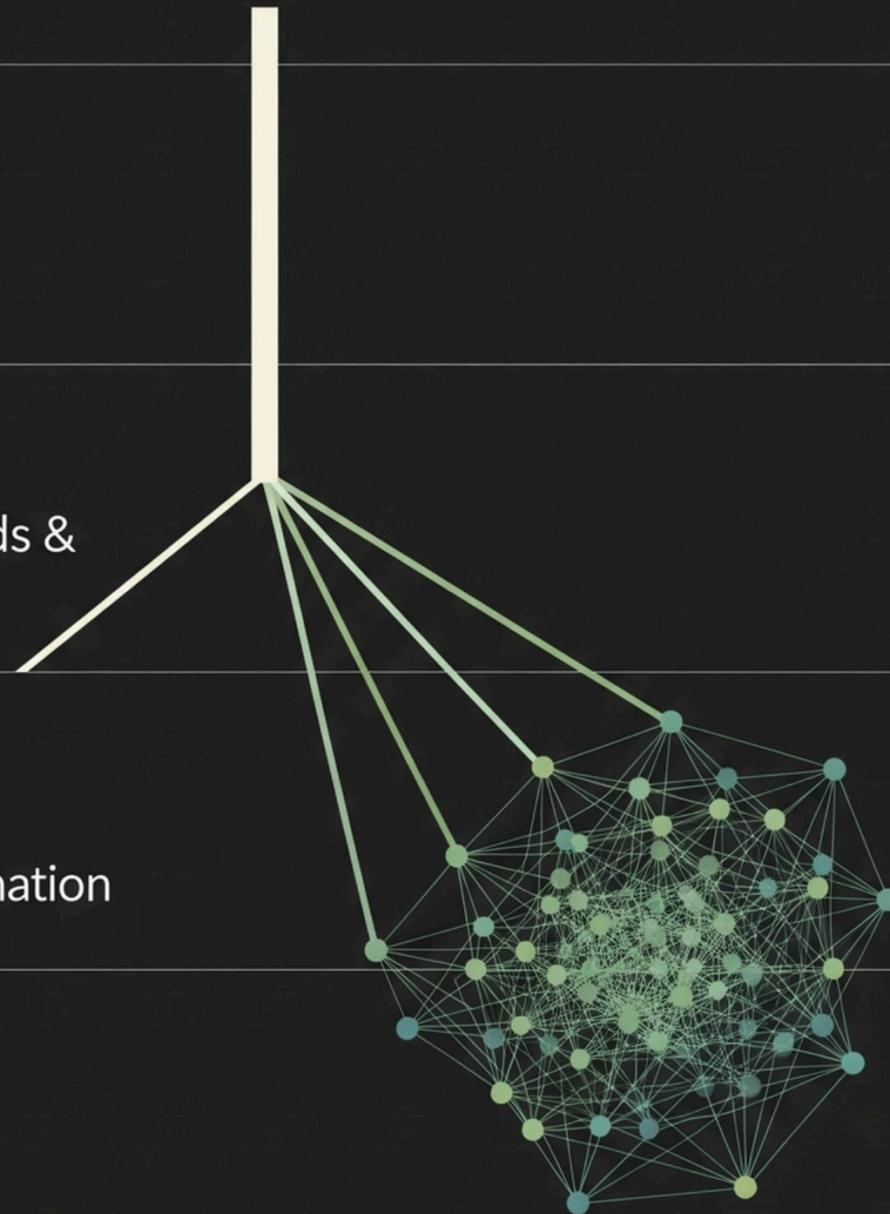
Policy Narratives &
Sector Norms

MESO

Contracts, Dashboards &
Incentives

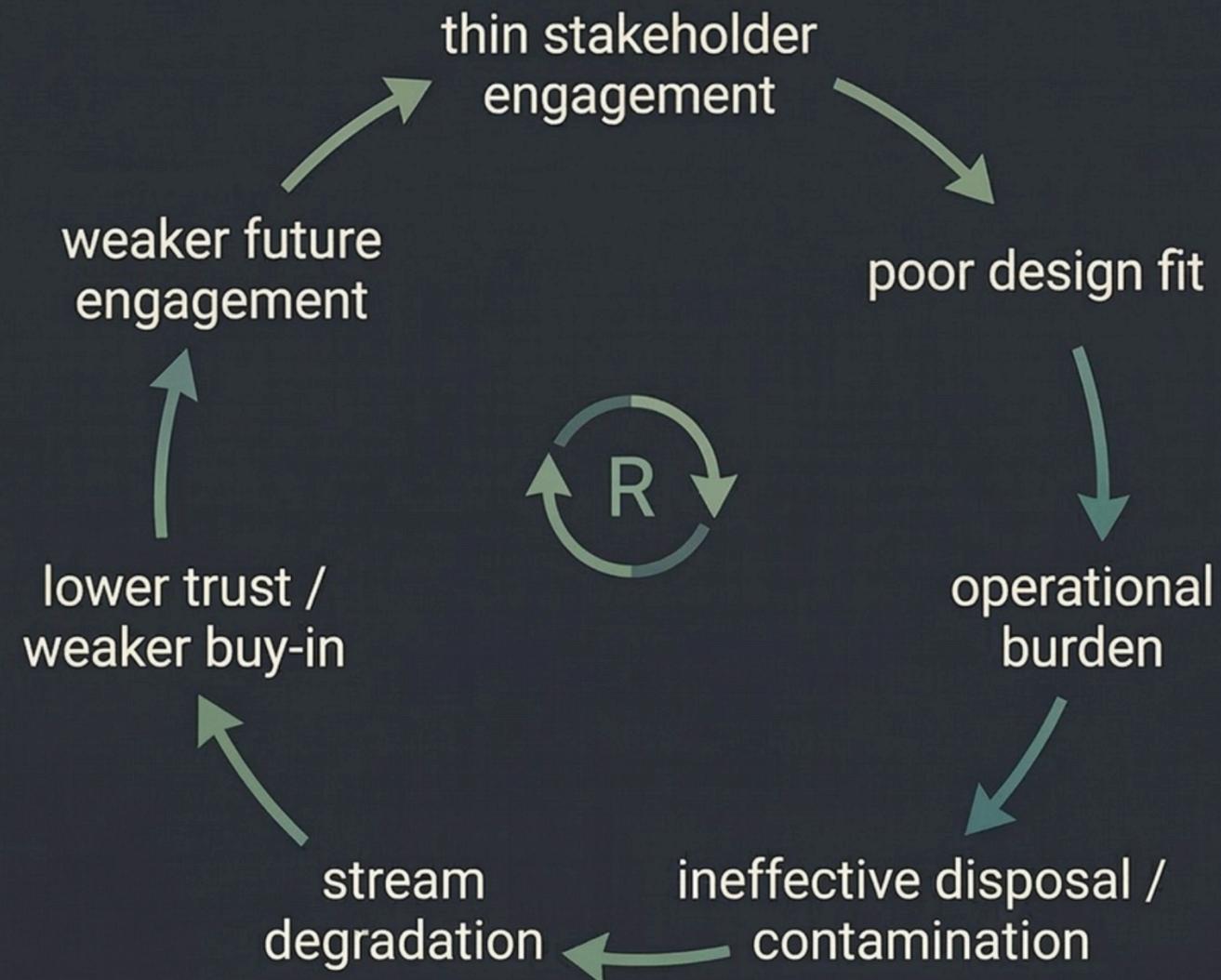
MICRO

Frontline Behavior,
Servicing & Contamination



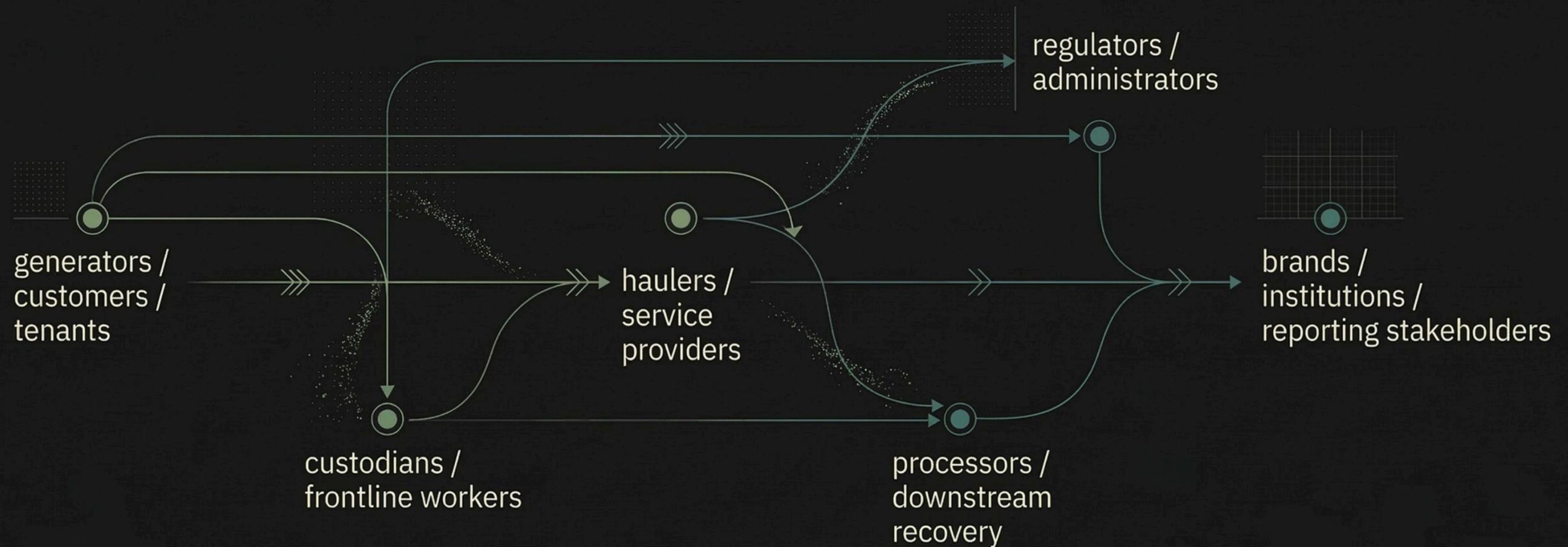
Thin Engagement, Reinforcing Breakdown

How under-consulted design can reinforce system degradation



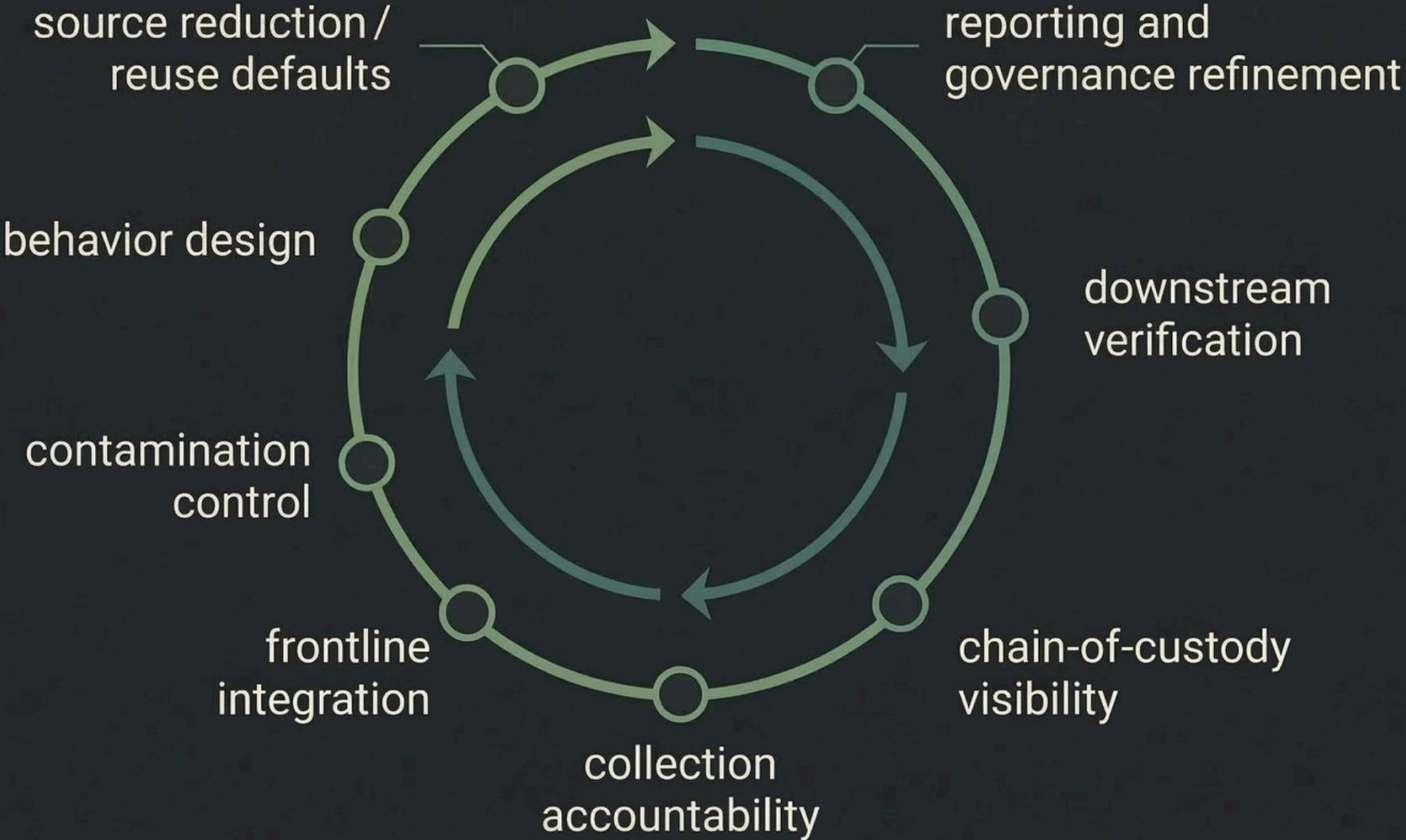
Different Actors, Different Definitions of Success

Circular performance is shaped by actor relationships, not material flows alone

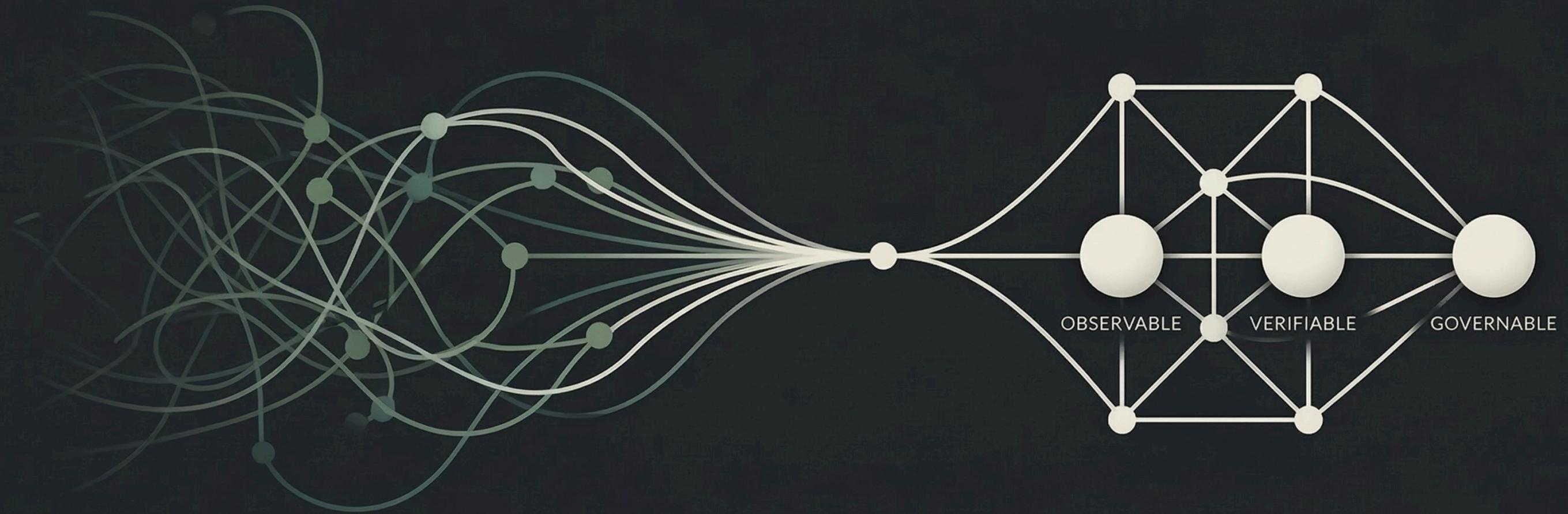


From Diagnosis to Strategic Response

Interventions become stronger when placed at the right system nodes



Toward More Governable Circular Systems



Circularity must be made observable, verifiable, and governable.