Inner Architecture

Why You Keep Getting in Your Own Way, and How to Stop

David Heaps

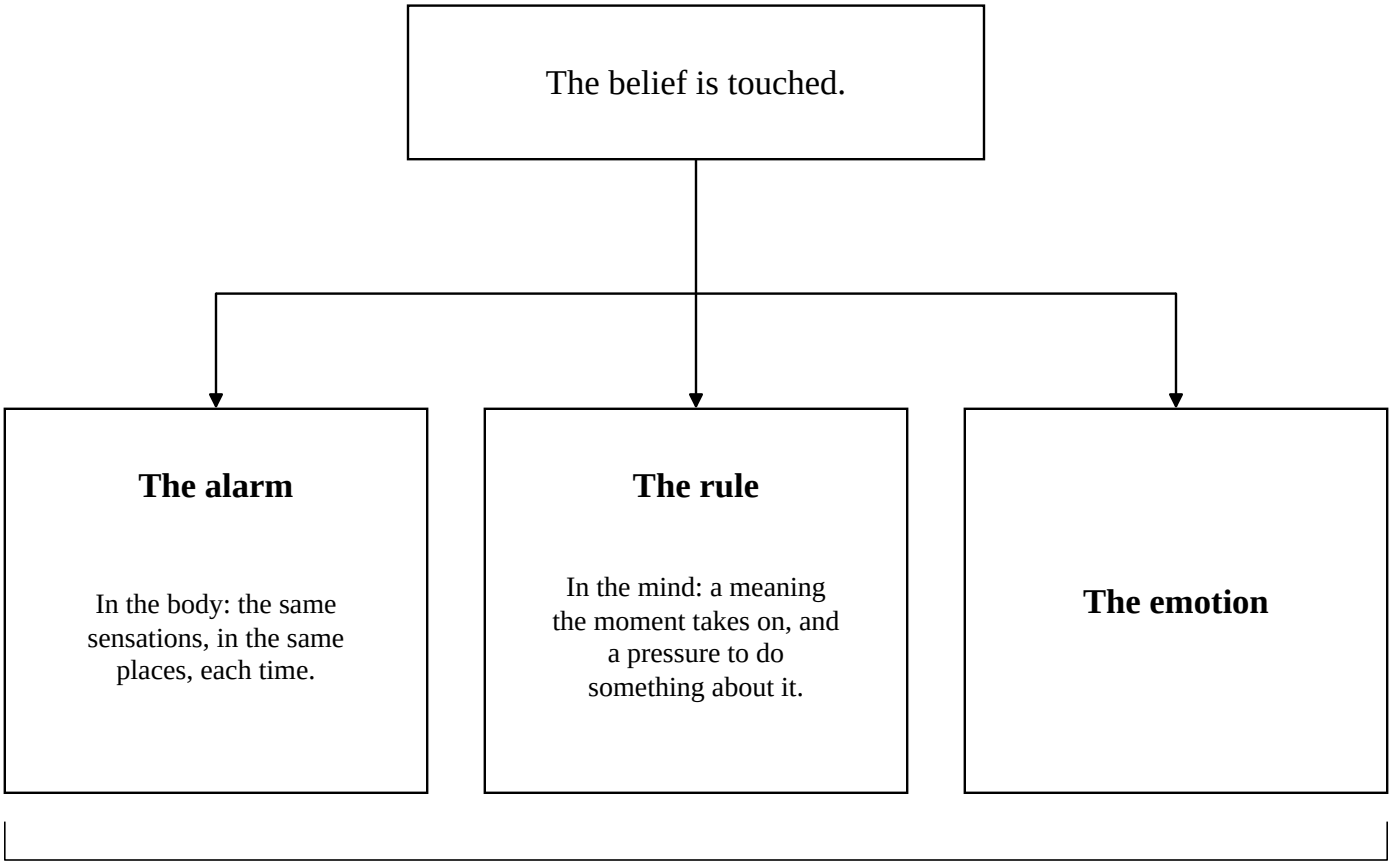
Book Materials

The figures, forms and tables from the book, in the order the book reaches them.

Figures		
Figure 1. The Signature	*chapter four*	2
Figure 2. The House	*chapter five*	3
Figure 3. The Machine	*chapter five*	4
Figure 4. The Fence	*chapter six*	5
Figure 5. The Ladder	*chapter eight*	6
Figure 6. The Four Stages of Seeing	*chapter eight*	7
Figure 7. The Log	*chapter ten*	8
Figure 8. The Map, blank	*chapter twelve*	9
Figure 8. The Map, an example	*chapter twelve*	10
Figure 9. Two Roads	*chapter twelve*	11
Forms		
My Aims	*chapter six*	12
The Six Steps	*chapter nine*	13
The Three Questions	*chapter ten*	14
Tables		
Table 1. What the aim asks of you, and what the rule presses for instead	*chapter six*	15
Table 2. How the turn arrives from inside	*chapter six*	16
Table 3. The Founder, at a glance	*chapter seven*	17
Table 4. The Builder, at a glance	*chapter seven*	18
Table 5. The Peacekeeper, at a glance	*chapter seven*	19
Table 6. The Driver, at a glance	*chapter seven*	20
Table 7. The Partnership, at a glance	*chapter seven*	21

 © 2026 David Heaps

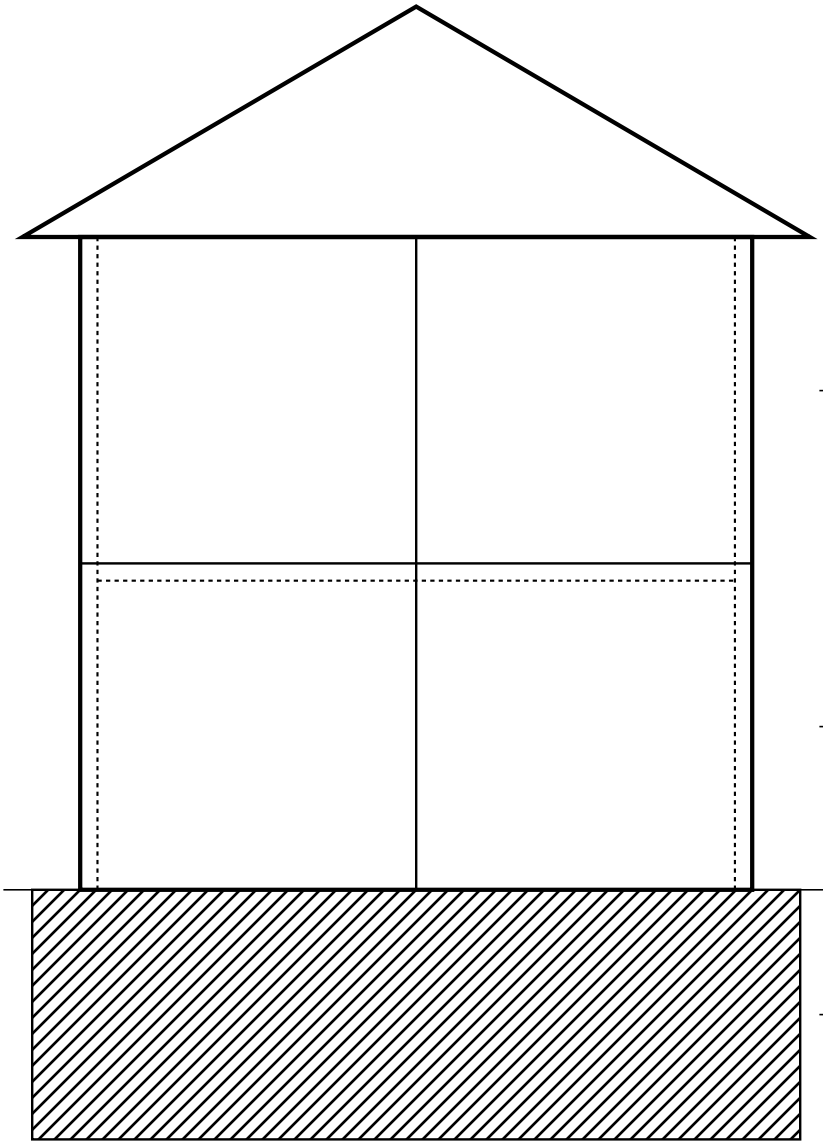
Figure 1. The Signature



They arrive together, the same way each time.
Together they are the signature.

© 2026 David Heaps

Figure 2. The House



Level One

The rooms: outcomes.
Where results show up.

Most effort is delivered here.

Level Two

The wiring: the alarm
and the rules.

ground

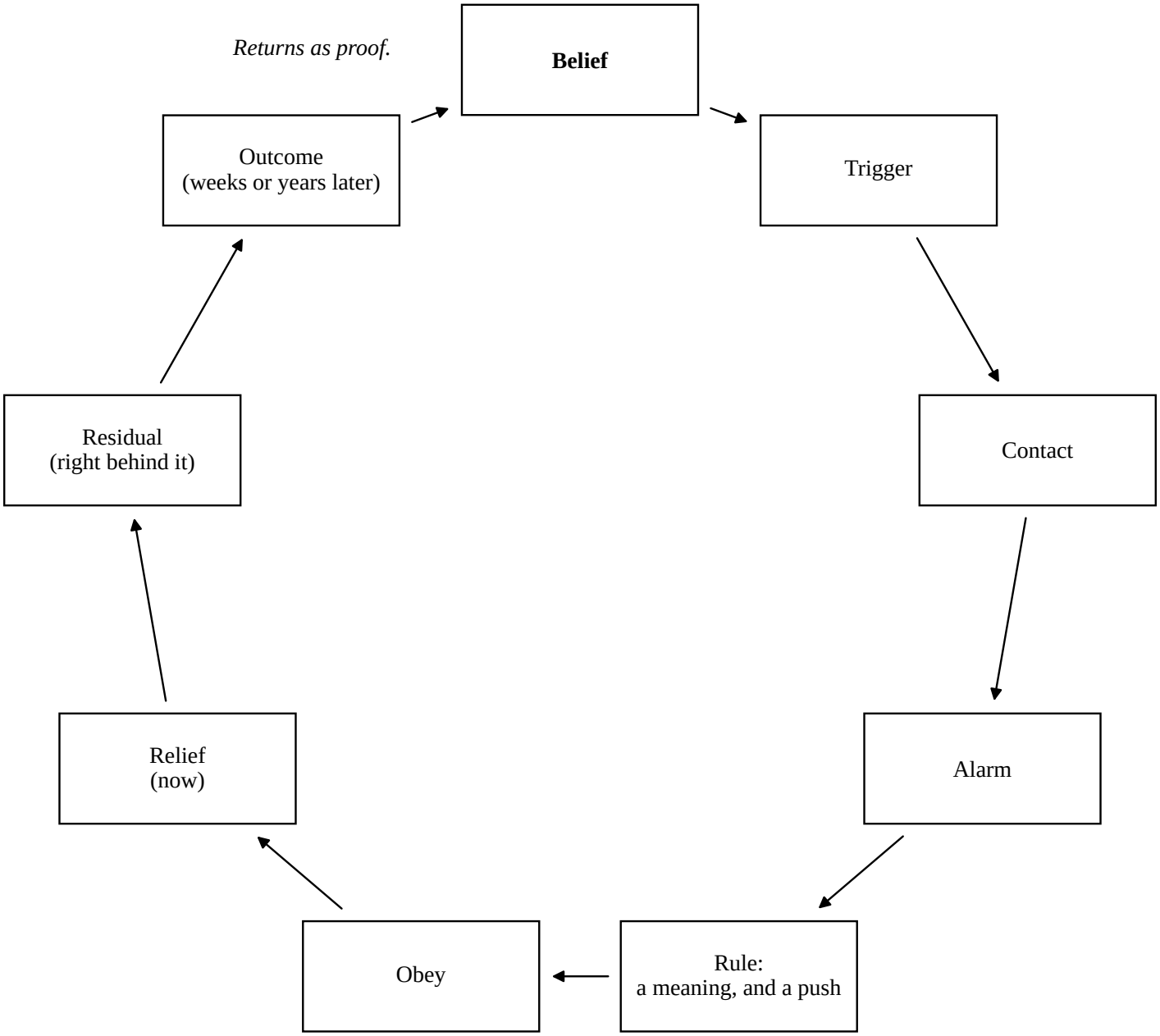
Level Three

The foundation: the belief.
Where results are produced.

The cause is here.

© 2026 David Heaps

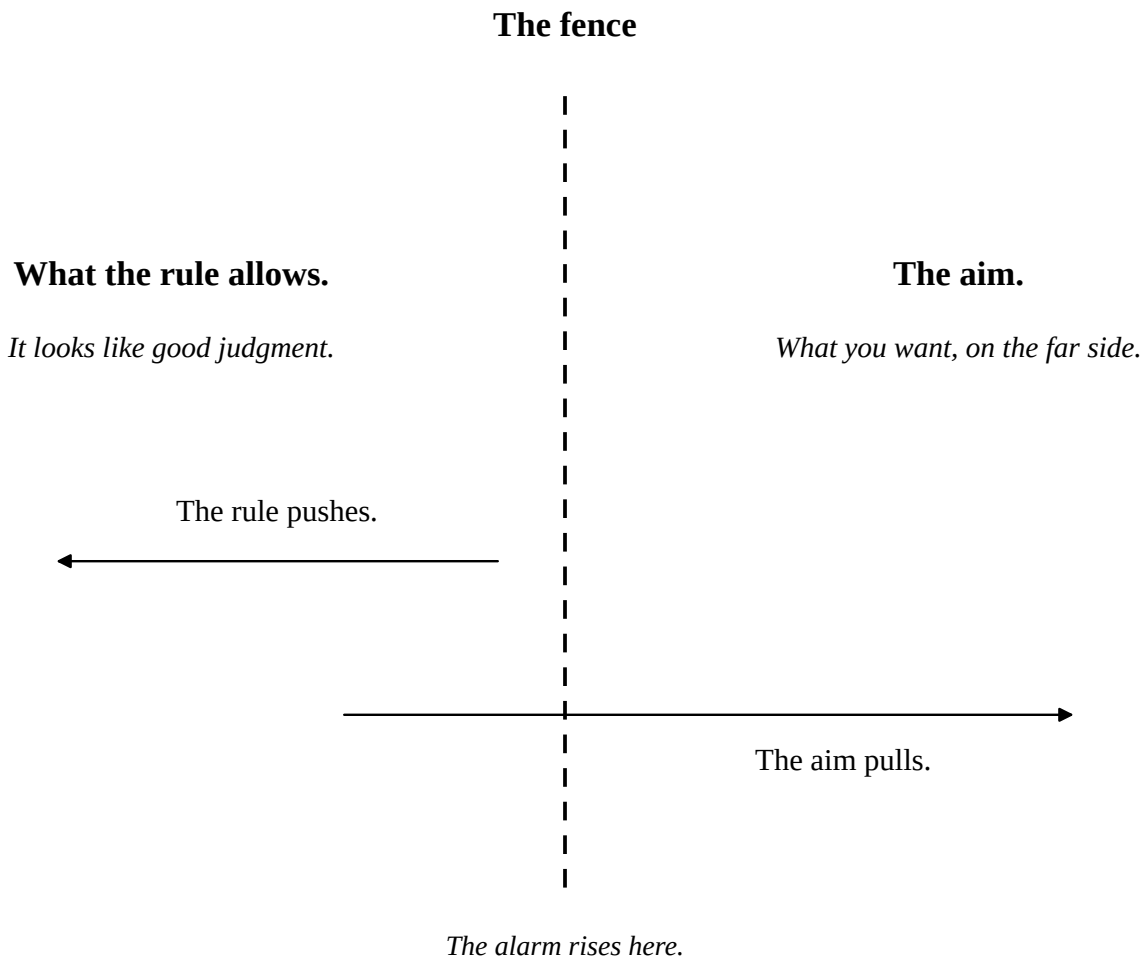
Figure 3. The Machine



One turn, of one belief. Most people are running three or four at once.

 © 2026 David Heaps

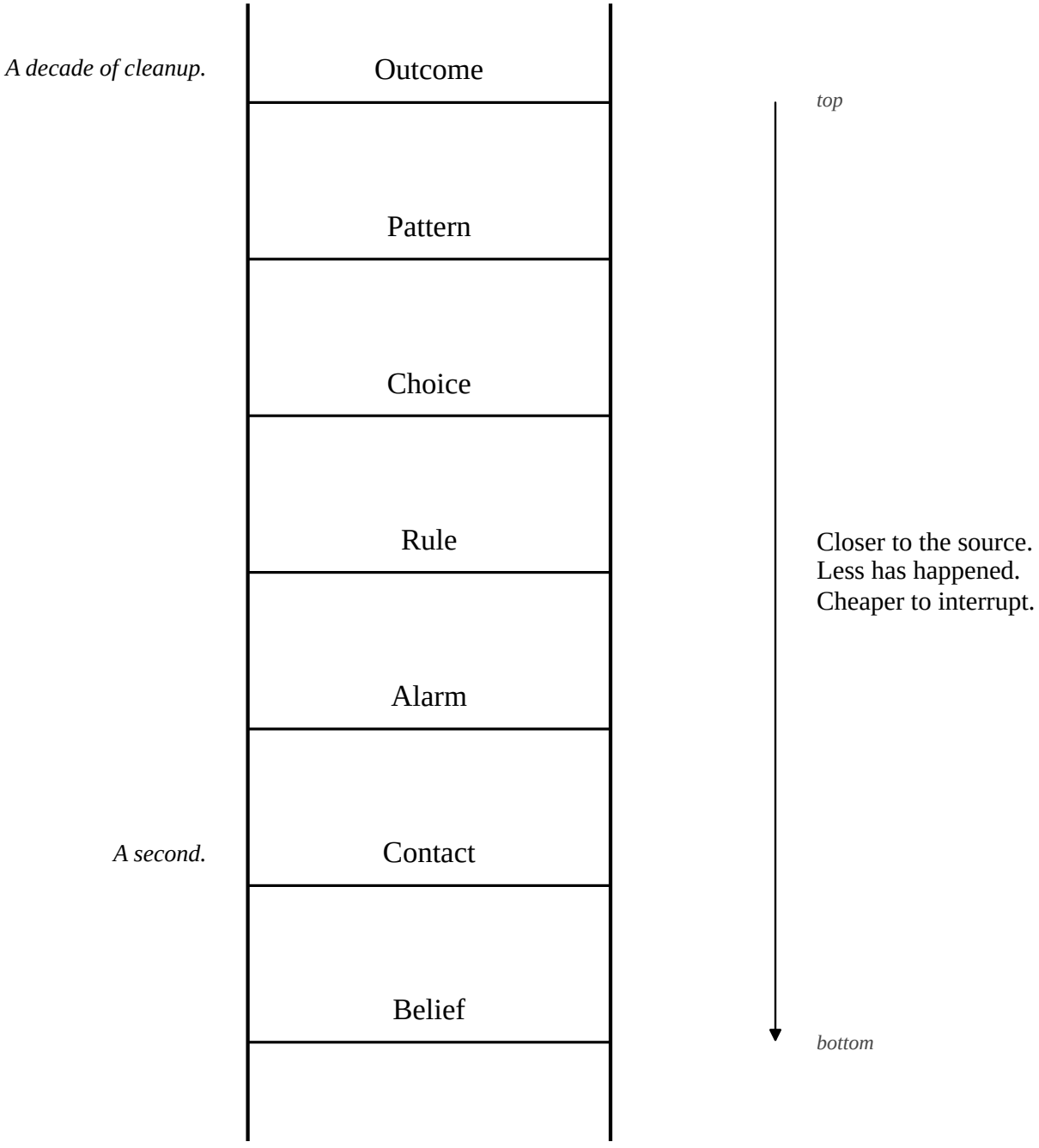
Figure 4. The Fence



A fence is not a wall. You can step over it.
The rule can only make the step feel dangerous.

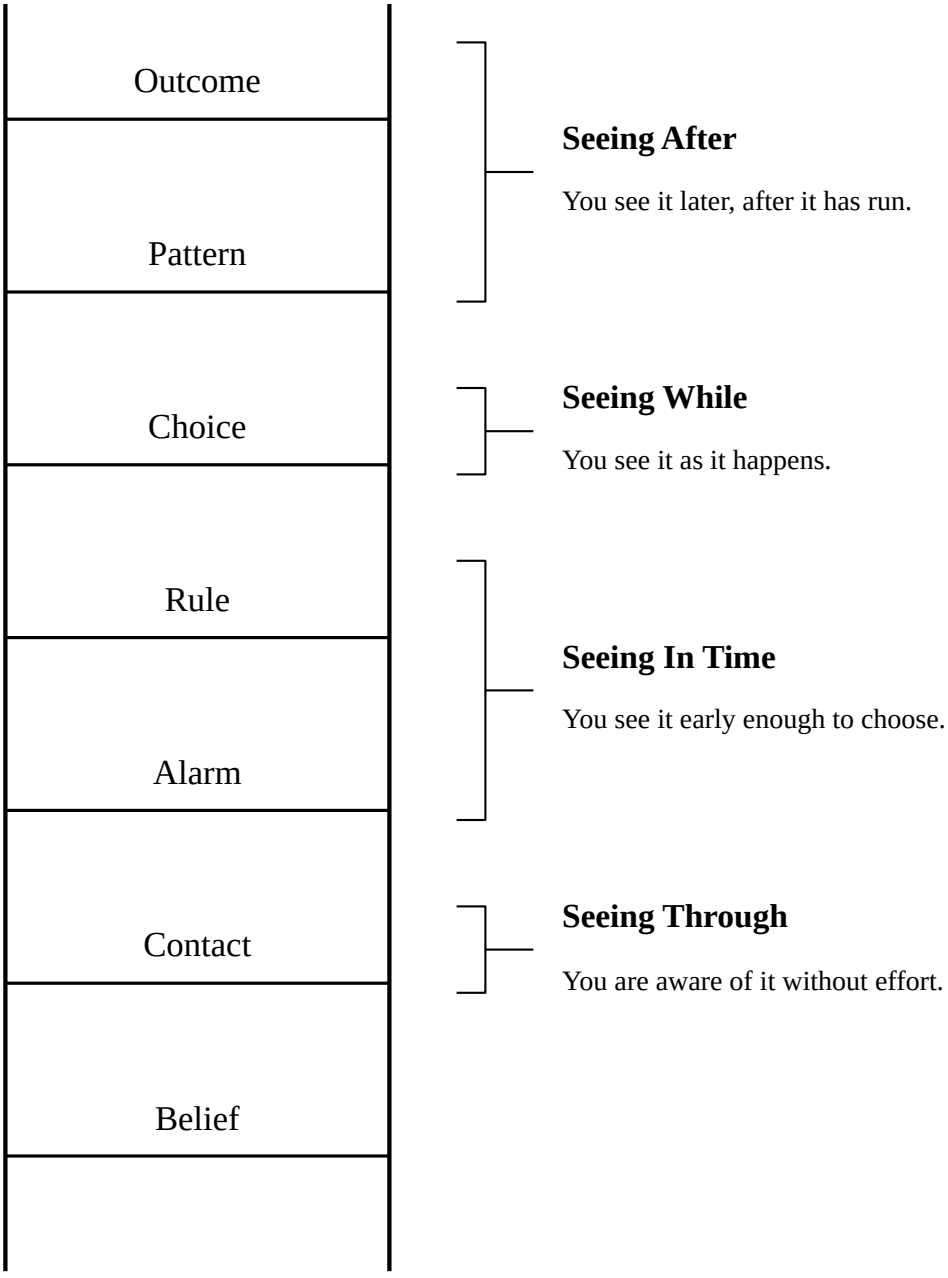
© 2026 David Heaps

Figure 5. The Ladder



 © 2026 David Heaps

Figure 6. The Four Stages of Seeing



The stages are when you recognize it. The ladder is how close to the source.

 © 2026 David Heaps

Figure 7. The Log

Chapter ten. Fill in a row each time the pressure arrives, whether you went with it or not. Leave the last column empty and come back to it when the outcome has arrived.

Date	The upset	What it is pressing me to do	What it says will happen if I don't	What my aim says	Did I obey?	What actually happened
					Y / N	
					Y / N	
					Y / N	
					Y / N	
					Y / N	
					Y / N	
					Y / N	
					Y / N	

© 2026 David Heaps

Figure 8. The Map

Chapter twelve. One quadrant for each belief. Make it the way it wants to be made: you might have two beliefs, or four, or one that everything else turns out to be a version of.

Belief: **Where it formed:** **Alarm:** **Rules:** **Direct triggers:** **Indirect triggers:** **The move, and the relief:** **The residual lands on:**	**Belief:** **Where it formed:** **Alarm:** **Rules:** **Direct triggers:** **Indirect triggers:** **The move, and the relief:** **The residual lands on:**
Belief: **Where it formed:** **Alarm:** **Rules:** **Direct triggers:** **Indirect triggers:** **The move, and the relief:** **The residual lands on:**	**Belief:** **Where it formed:** **Alarm:** **Rules:** **Direct triggers:** **Indirect triggers:** **The move, and the relief:** **The residual lands on:**

 © 2026 David Heaps

The map, as an example

One page, one belief per part. Built from what your own process turns up.

I am powerless.

Where it formed.
A house where things happened to him and no one asked. A father who decided everything, and loudly.

Alarm.
A drop in the stomach, then heat climbing the neck. The hands want to move.

Rules.
Keep your hands on everything. Never depend on someone else's timing. Do it yourself before anyone can fail you.

Direct triggers.
A decision made without him. A deadline slipping in someone else's hands.

Indirect triggers.
Watching someone wait patiently. A delayed flight.

The move, and the relief.
Take it back. Override. The grip, and the room is his again.

The residual lands on.
I am not good enough.

Everything is my fault.

Where it formed.
The one who got blamed when the house went wrong. A mother who went quiet, and it was his to fix.

Alarm.
The chest flattens, the breath goes shallow, the shoulders rise.

Rules.
Smooth it before it breaks. Read the room before you speak. Never let it be your doing.

Direct triggers.
A silence after he has spoken. A colleague's disappointment.

Indirect triggers.
Someone else being blamed. A child crying in a store.

The move, and the relief.
Apologize, absorb, fix it quietly. The room settles.

The residual lands on.
I am not important.

I am not important.

Where it formed.
The middle child. The parent who did not look up.

Alarm.
A hollow in the chest, and a pull to go quiet.

Rules.
Do not ask for anything out loud. Make yourself useful instead of visible. Leave before you can be left out.

Direct triggers.
Not being copied on the email. A sentence of his interrupted.

Indirect triggers.
Someone asking for help easily. A birthday remembered for someone else.

The move, and the relief.
Withdraw. Get it sideways, without asking. Nothing was risked.

The residual lands on.
I am powerless.

I am not good enough.

Where it formed.
The classroom. The wrong answer, and the laugh.

Alarm.
Heat in the face and throat. A tightening before a question.

Rules.
Do not speak until you are sure. Have the numbers first. Never be the least prepared person in the room.

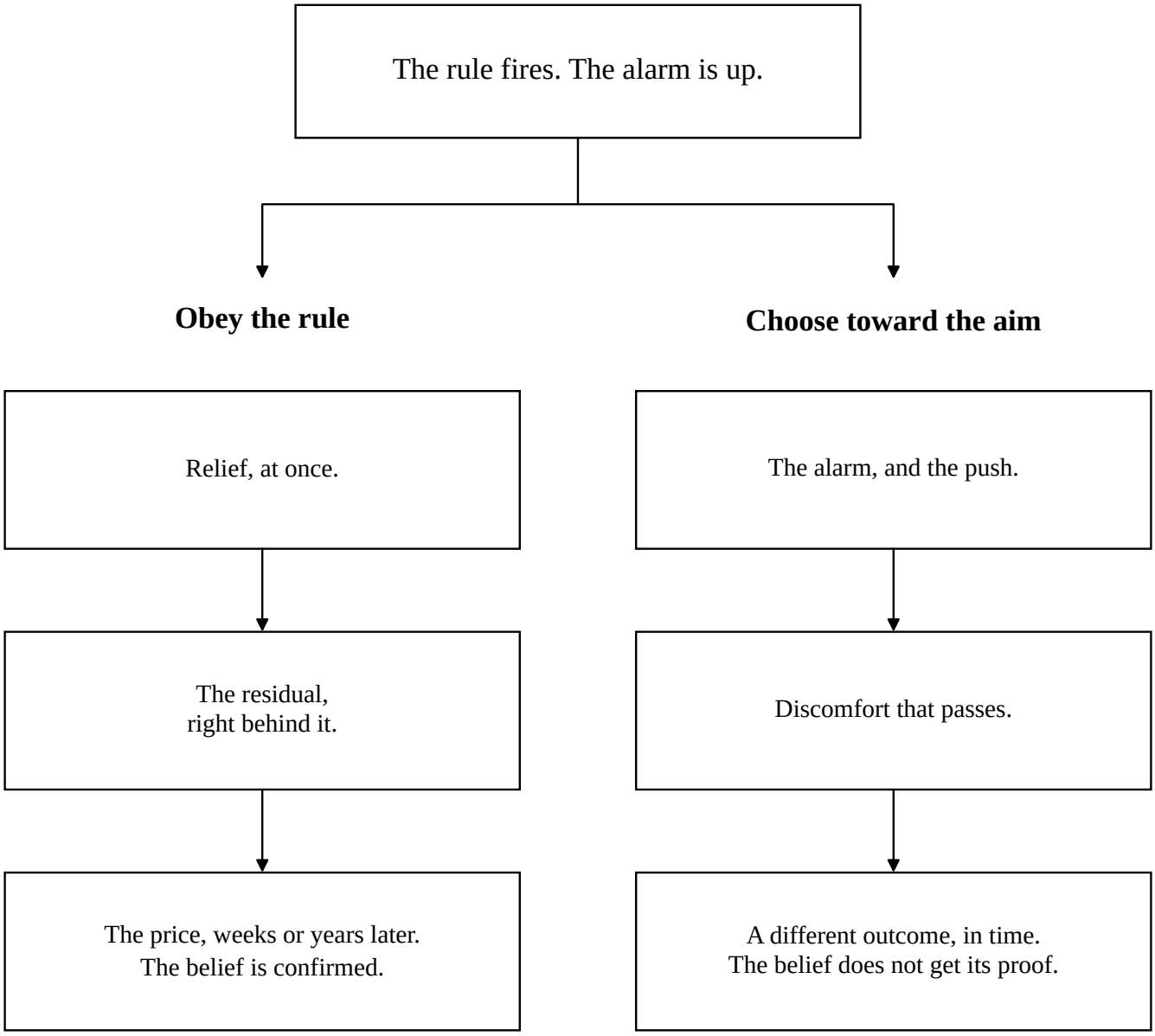
Direct triggers.
A question he cannot answer. Being corrected in public.

Indirect triggers.
Someone else being praised. A confident person who is wrong.

The move, and the relief.
Hold back. Over-prepare. Say it later. Nothing exposed.

The residual lands on.
Everything is my fault.

Figure 9. Two Roads



Neither road is free of discomfort.

© 2026 David Heaps

My Aims

Chapter six. One line for each area. An aim is the experience you are after, not a goal and not a number. The lines do not need to be good, and they do not need to be final.

The company

My health

The people closest to me

What it is all for

 © 2026 David Heaps

The Six Steps

Chapter nine. Done with one real upset at a time, in your mind, where the event is already over and you are safe. Work at a three or a four out of ten, and stop if what comes up is more than the body can hold.

Step One. Replay the upset in your mind. The sixty-to-ninety-second version of what happened.

Step Two. Find the sensations in your body. That is the alarm, the first part of your signature, alive right now.

Step Three. Name the feeling.

Step Four. Trace the feeling back to an early memory where the body felt this same thing. It does not need to be the memory where the belief first formed, and it usually will not be. It only needs to be a way in.

Step Five. Name the belief waiting at the bottom.

Step Six. Return to now.

That is one pass. You do it again with another upset, and again, and each time you come to know your own signature, belief, and rules a little better.

 © 2026 David Heaps

The Three Questions

Chapter ten. For the moment the alarm is up and the thing in front of you may be real.

Is the forecast about the situation or about you?

A forecast with no *I am* in it can be checked.

Does the move address the forecast or the alarm?

The aim's move has steps between the alarm and the action. The rule's move arrives as the action.

Does the move take you toward what you are aiming at, or only end the alarm now?

© 2026 David Heaps

Table 1. What the aim asks of you, and what the rule presses for instead

Chapter six.

What the aim asks of you	What the rule presses for
Hand off real authority and let the result stand	Stay on every decision
Tell someone the truth about their performance	Manage around them
Let a loyal long-timer go	One more quarter
Name the price and hold it	Discount before anyone asks
Be seen, on a stage or in print	Stay behind the work
Say no to a customer, an opportunity, a board member	Say yes and absorb it
Hear bad news without reacting	React, and teach people to stop bringing it
Ask for help: a peer, a coach, a board	Carry it alone
Have the conversation with your co-founder	Wait for a better time
Stop	Work past what the body can take

© 2026 David Heaps

Table 2. How the turn arrives from inside: when you begin to want something new

Chapter six.

What you begin to want	What it means you will have to do
Excellence	Say no
Visibility	Be seen and judged
Freedom from the day-to-day	Trust someone else with it
Something bigger	Risk what is built
To lead instead of operate	Let go of the work you are best at
To be challenged by people as capable as you	Hire them, and let them challenge you
To stop being the one everyone comes to	Let people struggle without rescuing them
A partnership of equals	Share the decisions that are yours now
To build something that outlasts you	Build it so it does not need you
To enjoy what you built	Let it be enough

© 2026 David Heaps

Table 3. The Founder, at a glance

Chapter seven.

Belief	*I am powerless.*
Where it formed	A mother who could not be moved. Pushing back changed nothing; pleasing changed nothing.
Alarm	A flat pressure across the chest, the jaw setting, the breath held.
Rule	Do not be the one underneath. Build something where you are in charge. Never try to change someone and fail.
Trigger	The executive’s name on the calendar, and the one-on-one that needs scheduling.
The push	*Not now.* Reschedule. Give him another quarter.
What it feels like	Being busy. Good judgment about timing.
The relief	The calendar closes and something eases.
The aim	A company she does not have to carry, where the people she hired carry their own weight and pull in the same direction.
What the aim needed	The one-on-one, and the standard held.
The outcome	An executive who never performs, and a company that learns what is tolerated.
The proof	Nothing she does changes anyone.

 © 2026 David Heaps

Table 4. The Builder, at a glance

Chapter seven.

Belief	*I am worthless.*
Where it formed	A dangerous mother. Needing brought pain. Seeing her plainly and saying so brought worse.
Alarm	The freeze: the chest blocks, the torso goes heavy, the eyes go to the face across the table.
Rule	Do not need. Do not see too much. If you see it, do not say it. Check the face first.
Trigger	Anyone his mind has put in his mother’s chair, a partner, an investor, a client, a key employee, says a number that does not add up.
The push	Let it pass. This is not the moment.
What it feels like	Tact.
The relief	The moment passes without conflict.
The aim	A company that would last, built on ground he could trust.
What the aim needed	Him to say what he saw.
The outcome	The number stands and gets built on. The foundation buckles where he never named the fault.
The proof	Two companies gone. A worthless man does not get to keep what he builds.

 © 2026 David Heaps

Table 5. The Peacekeeper, at a glance

Chapter seven.

Belief	*I am unsafe.*
Where it formed	A father whose mood set the weather in the house, and a mother whose true words made it shake.
Alarm	A bracing: the chest tightens, the shoulders rise, the breath is caught and held.
Rule	Read everyone in the room. Stay ahead of what is coming. Absorb the shock. Never name it.
Trigger	Her partner gets loud, and the room stiffens.
The push	Get ahead of it. Smooth it. Translate him to the team afterward.
What it feels like	Leadership. Being the steady one.
The relief	The room settles, and for a moment she has a hand on it.
The aim	A company that is steady on its own, where she can stand inside it without bracing.
What the aim needed	The plain thing said, to the one person it was about.
The outcome	A partner who never meets the consequence of himself, and does it again next week.
The proof	The house is still not safe, and it is still on her.

 © 2026 David Heaps

Table 6. The Driver, at a glance

Chapter seven.

Belief	*I am a failure.*
Where it formed	A father too large to measure up to, and a house that was the boy’s to hold while the father was away.
Alarm	Heat, low in the gut, climbing into the chest and face. A restlessness in the legs.
Rule	Be the one in control. Run all of it. Never put the wheel in anyone else’s hands.
Trigger	Anything moving without his hand on it: a number that surprises him, a person who pushes back.
The push	Seize the wheel. Override. Redo it.
What it feels like	Saving the thing.
The relief	His hand is back on it.
The aim	Something that stands without him, that he could walk away from and find still standing.
What the aim needed	Him to hand things off and let them stand.
The outcome	People who get smaller, bring him the question instead of the answer, or leave.
The proof	Alone with all of it again, which is what failing at leading looks like.

© 2026 David Heaps

Table 7. The Partnership, at a glance

Chapter seven.

	Her	Him
Belief	*I am unsafe.*	*I am a failure.*
Alarm	The bracing.	The heat.
Rule	Stay ahead of it. Absorb it. Never name it.	Grip all of it. Never let it drop.
Trigger	He gets loud.	She slows him down, or something moves without his hand on it.
The push	Manage him. Smooth it. Say nothing.	Override. Speed up. Take it back.
The relief	The room settles.	His hand is back on it.
What it does to the other	He never meets the consequence of himself, so he grips harder.	The house is unsafe again, so she manages harder.
The aim	A company that could hold two people and the truth between them.	The same.
What the aim needed	The plain thing said to his face.	Something let go of, and left in her hands.
The outcome	A partner who never changes.	A partner who only ever slows him down.
The proof	It is not safe, and it is on her.	It is all on him.

© 2026 David Heaps