

## MAPPING OF MODES AND CAPACITIES TO QUESTIONS

### Overview

To carry out a capacity assessment, we define two sets of questions for each entity level. The first set is worded as a self-assessment, the second set is written for stakeholders.

For the self-assessment, the entity being assessed is asked to rate their level of competence on the following scale (based [http://en.wikipedia.org/wiki/Four\\_stages\\_of\\_competence](http://en.wikipedia.org/wiki/Four_stages_of_competence)):

(Un)aware: (Un)conscious of the concept, unable to apply it.

Learning: Conscious of the concept, can apply it with sufficient effort.

Refining: Conscious of the concept, can apply it with little effort.

Mastering: Can apply the concept unconsciously

This approach does assume that the entity has some knowledge of the depth of the concepts, i.e. how much more there is to learn before truly mastering a particular capacity.

For the assessment by stakeholders, behaviors associated with each of the four modes of operating will be assessed. Stakeholders are asked to rank the frequency at which the entity operates in a certain way:

Never operates this way

Sometimes operates this way

Usually operates this way

Always operates this way

This approach does require a fair number of observations of the entity over time, either by a single stakeholder or a larger group of stakeholders assessing individual encounters.

### Individual Self-Assessment

The set of questions relating to the self-assessment of individuals:

Capacity	Question
The capacity to suspend judgment to attend to disconfirming data	When under pressure and confronted with information that contradicts your own beliefs, how competent are you in suspending your habitual reaction in order to inquire into the viewpoint or data that challenges your own view?
The capacity to redirect attention to listen empathically	When under pressure and faced with a complex situation, how competent are you in listening empathically to others in order to see the situation through their eyes?
The capacity to let go of the past and connect to the source of your emerging future and self	When under pressure and affected by change, how competent are you at letting go of the past and staying present with what wants to emerge in the now?

### External Assessment Of An Individual

The set of questions relating to the stakeholder assessment of individuals:

Mode of Attending	Question
Downloading	When under pressure and confronted with information that contradicts his/her own beliefs, does he/she resort to drawing conclusions based on habitual patterns of thought?

Seeing	When under pressure and confronted with information that contradicts his/her own beliefs, does he/she display an inability to accept the disconfirming information and to suspend habitual reactions in order to inquire into the viewpoint or data that challenges the dominant view?
Sensing	When under pressure and faced with a complex situation, is he/she able to continue to listen empathically to others in order to see things through their eyes?
Presencing	When under pressure and affected by change, is he/she able to let go of the past and stay present with what wants to emerge in the now?

### Group Self-Assessment

The set of questions relating to the self-assessment of groups:

Capacity	Question
The capacity to suspend conforming in order to articulate different views	When under pressure and confronted with information that calls into question the groups beliefs, how competent is the group at suspending the norm of conforming and to shift into a debate that enables members to voice their viewpoints openly?
The capacity to redirect attention to shift a debate into dialogue	When under pressure and faced with a complex situation, how competent is the group at engaging in a dialogue that allows the members to inquire into differences and to see their situation from the whole?
The capacity to let go of the past to connect to the source of	When under pressure and affected by change, how competent is the group at providing a holding space for members to let go of past identities and barriers in order

the emerging future	to connect to the future that is wanting to emerge?
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### External Assessment of the Group

The set of questions relating to the stakeholder assessment of groups:

Mode of Conversing	Question
Conforming	When under pressure and confronted with information that calls into question the groups beliefs, is the group paralyzed by the need to conform and therefore unable to take in new views and adapt?
Confronting	When under pressure and confronted with information that calls into question the groups beliefs, does this group succeed in making diverging voices heard?
Inquiring	When under pressure and faced with a complex situation, does this group engage in a dialogue that allows different views to be articulated, heard and inquired, and to reflect on the situation from the whole?
Presencing	When under pressure and affected by change, is this group able to provide a holding space for its members to let go of past identities and barriers, in order to connect to the future that is wanting to emerge?

### Institutional Self-Assessment

The set of questions relating to the self-assessment of institutions:

Capacity	Question
The capacity to suspend 'business as usual' and decentralize	When under pressure and affected by a change in its environment, how competent is the institution at delegating decision making to periphery of the

	organization, where the changes are best understood?
The capacity to redirect power towards and beyond the periphery	When under pressure and confronted with core business decisions, how competent is the institution at shifting power towards internal and external networks of stakeholders to let those decisions be made by them?
The capacity let go of hierarchical control hold the space for self-organizing teams	When under pressure and faced with engaged stakeholders, how competent is the institution at letting go of hierarchical control and instead provide a holding space for self-organizing teams that reflect the ecosystem as a whole?

### External Assessment of the Institution

The set of questions relating to the stakeholder assessment of institutions:

Mode of Organizing	Question
Repeating	When under pressure and affected by a change in its environment, does the institution ignore the changes and continue 'business as usual'?
Reacting	When under pressure and affected by a change in its environment, does the institution delegate decision making to periphery of the organization, where the changes are best understood?
Relating	When under pressure and confronted with change in its environment, does the institution shift power towards networks of internal and external stakeholders to let those decisions be shaped by them?
Cultivating	When under pressure and faced with engaged stakeholders, does the institution let go of hierarchical control and instead provide a holding space for self-

	organizing teams that reflect the eco-system as a whole?
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### System Self-Assessment

The set of questions relating to the self-assessment of systems:

Capacity	Question
The capacity to suspend authoritarian control and implement regulation, markets and competition	When under pressure and affected by a change in its environment, how good is the system at using regulation, market, and competition in order to coordinate the system as a whole?
The capacity to redirect power to networks of stakeholders	When under pressure and confronted with the impact of externalities, how competent is the system at inviting, linking, aligning and orchestrating multiple stakeholders' interests to address the issue?
The capacity to let go of vertical coordination and hold the space for peer relationships	When under pressure and faced with engaged stakeholders, how competent is the system at letting go of vertical coordination and instead provide a holding space for peer relationships among stakeholders in order to co-sense and co-create the emerging future of that larger whole?

### External Assessment of the System

The set of questions relating to the stakeholder assessment of systems:

Mode of Coordinating	Question
Controlling	When under pressure and affected by a change in its environment, how much does that system revert back to old, centralized and vertical ways of coordinating?
Competing	When under pressure and affected by a change in its

	environment, does the system make use of competition and of the multiple approaches in order to develop the most effective response?
Orchestrating	When under pressure and confronted with the impact of externalities, does the system engage in linking, aligning and orchestrating multiple stakeholders' interests to address the issue?
Connecting	When under pressure and faced with engaged stakeholders, does the system let go of vertical coordination and instead provide a holding space for peer relationships among stakeholders in order to co-sense and co-create the emerging future of that larger whole?