**Practices of Adaptive Organizations:
Reflection Tool**

**Assessment Codes**

**1 =** We do not do this at all.

**2 =** We do this very little or irregularly.

**3 =** We practice this at times, but not regularly.

**4 =** We do this regularly.

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| **ADAPTIVE AREAS** | **PRACTICES** | **Assessment** |
| **1.****Elephants in the Room** | 1. Crises are identified quickly and brought up for discussion immediately.
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| 1. We are intentional about speaking the unspeakable in all parts of the organization.
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| 1. We place a high value on authentic expression and candor.
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| **2.Organizational Accountability** | 1. Everyone, regardless of title/position, understands their organizational accountability.
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| 1. We all place organizational goals above functional and/or programmatic goals.
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| **3.****IndependentJudgment** | 1. There are structures, practices and supports in place for individuals to exercise their own judgment.
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| 1. There are structures, practices and supports in place for individuals to take risks.
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| 1. When new ideas or programs/services fail, it’s seen as an opportunity for learning, not as a negative.
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| **4.****LeadershipCapacity**  | 1. The organization invests in, and actively engages in, professional development for all staff.
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| 1. There are structures, practices and supports in place for staff to develop leadership skills and gain leadership experiences.
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| 1. There is an expectation that managers develop (support, mentor, and coach) staff at all levels of the organization.
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| 1. We apply an equity framework to our leadership development approach, taking race, gender, class, and difference into consideration when providing opportunities.
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| **5.****ContinuousLearning** | 1. The organization makes time for individual and collective reflection, including lessons learned.
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| 1. The organization devotes resources to bring in diverse perspectives on how the organization can improve its work.
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| 1. The organization recognizes when certain services models, programs or activities need to be discarded and new ones developed.
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| 1. The organization has a process in place for knowledge sharing among individuals and across teams.
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| **6.****SystemsThinking** | 1. The organization’s problem solving process first looks to systems for root causes before looking at individual performance.
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| 1. Unpopular or critical perspectives are valued as important perspectives about the whole system rather than as individual troublemakers.
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| 1. We take an equity approach when initiating change, understanding that every change impacts staff differently depending on their relative power and privilege within the organization based on job positions, tenure, and social identities.
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Adapted, in part, from The Practice of Adaptive Leadership (Heifetz, Grashow and Linsky), The Fifth Discipline (Senge) and CompassPoint.

