FOUR CONDITIONS OF ADAPTIVE WORK FRAMEWORK

HOW TO APPLY THIS FRAMEWORK

Four conditions influence whether people are ready and able to engage in adaptive work. Use this framework and the diagnostic questions to assess which conditions are in place and where further support may be needed to initiate and sustain adaptive work.

	RIPENESS	SAFETY	AUTHORISATION	REINFORCEMENT
DESCRIPTION	*There is enough shared concern, urgency or willingness to engage with the issue.*	*People can speak openly, take interpersonal risks and challenge assumptions without fear of consequences.*	*People have enough formal or informal authority, legitimacy and permission to challenge current ways of working and mobilise others.*	*The wider system supports and sustains new behaviours, rather than pulling people back towards old ways of working.*
DIAGNOSTIC QUESTIONS	Is there enough shared recognition that something needs to change? Do people see the issue as important enough to engage with now? Is there enough discomfort or urgency to prompt action, without creating avoidance or overwhelm? Are people willing to examine current assumptions and ways of working?	Can people raise uncomfortable issues or challenge established thinking? Can people disagree with those who hold greater authority or influence? Can people acknowledge uncertainty, mistakes or that they do not know? Is there enough safety to stay engaged when the conversation becomes uncomfortable?	Do people feel they have permission to act? Who has formal or informal authority to influence the issue? Can people mobilise others without relying on hierarchy? What are the boundaries around what people can challenge or change?	Do existing systems, processes and structures support the desired behaviour? What behaviours do leaders model and reinforce in practice? Do measures, incentives and accountabilities reinforce the new way of working? What happens when someone acts differently from established norms What could pull people back towards old behaviours?

It is rare for all four of these conditions to exist at once. The framework will help you diagnose where to begin and what conditions you might need to strengthen.

FOUR CONDITIONS OF ADAPTIVE WORK CANVAS

HOW TO USE THIS CANVAS:
Choose one condition that particularly resonates with your experience or practice. Consider where you have seen it present or absent and capture practical actions that could strengthen it.

1 Choose a condition | Which condition resonates with your experience or practice?

2 Reflect on practice | Where have you seen this condition present or absent?

3 Identify current practices | What are you doing, or could do, to strengthen this condition?

4 Takeaway | What is one idea or action you want to take forward?