

ORGANISATIONAL CORE CAPABILITY ASSESSMENT

The success of a Social Lab is greatly impacted by the culture that is created within the Lab. A successful Lab culture is more likely to be created, if the host or Convening Organisation understands the key ways of working and core capabilities that lead to better Lab outcomes.

For example, working iteratively and in rapid cycles is a core capability of a Lab. If an organisation tends to work in slower time frames or needs upper management sign off on all decisions before moving forward, it could be challenging to accept and to help create an effective working environment for the Lab.

The assessment below provides a list of the behaviours that are found within a successful Lab culture. You can use the assessment to determine to what extent your organisation currently embodies these capabilities.

You may want to involve your team in completing this assessment. Each person may have different experiences of the organisational culture. It is informative and important to become aware of where people agree or disagree about the current culture.

FOLLOW-UP

For any areas where you have rated your organisation below a 4 or 5, consider what you could do to shift the culture in those areas. You may also want to look across any low ranking areas to see if there are patterns. Consider also prioritizing 1 or 2 focus areas you want to work on. Shifting organisational culture can be very tough. Cultures are usually deeply ingrained and have many built in mechanisms for keeping them in place. Consider both bigger picture - Do we need to look at providing education around this behaviour for our organisation? - as well as smaller scale shifts - Should we begin to end our meetings with a 5 minute learning review?

SELF AWARENESS / CORE CAPABILITY

The ability to be conscious of one's own character, feelings, capabilities, motives, and desires. It includes awareness of how you are perceived by others and the impact you have on others.

BEHAVIOUR	DEGREE*
We take time to review and reflect on learning from our work.	
We have regular “review conversations” with each other to share feedback and learning.	
We regularly ask clients, customers and stakeholders for feedback on both what we are doing and how we are doing it.	
We have a shared practice or process for providing each other feedback.	
We proactively ask colleagues for feedback.	
When we ask colleagues for feedback, the request is met with support and willingness to provide the feedback.	
We check on the impact we are having on each other.	
We encourage people to be accountable for their own feelings and behaviours.	
We discourage and avoid a ‘blame culture’.	
Feedback is given and offered regularly and seen as part of our regular workflow and process.	
We take time to critically question our own motives as an organisation.	
If an agreement is broken or a deadline missed, we talk about it and learn from the experience.	
It is ok to make a mistake and admit it openly.	

* Degree to which we have this capability or practice this behaviour as an organisation: 0 (not at all) > 5 (fully)



COLLABORATION / CORE CAPABILITY

The ability to reach mutual understanding and connection by exchanging information, ideas, feelings and feedback- especially across differences. It includes the ability to create and share meaning and produce collective results.

BEHAVIOUR	DEGREE*
Working together is looked on favorably and rewarded.	
We have practices for ways of working together that are shared across the organisation.	
We have shared approaches to dealing with each other when there is a breakdown or when something does not go the way it was intended.	
I know I can rely on my colleagues to be accountable.	
I know I can ask for what I need from my colleagues to work at my best and they will do what they can to support me.	
We work in teams and are familiar with typical team dynamics that can impact our performance.	
We take proactive steps to mitigate unhealthy and unhelpful team dynamics when they show up.	
We are aware of how differences such as race, gender, sexual orientation, ability, ethnicity, and language can impact our relationships and ability to be effective together.	
If I am concerned about a person or a project I know i can speak up and my voice will be heard.	
We know how to both lead and follow in this organisation.	
There is healthy communication flow up and down and across our organisation.	
Our ways of working together are explicit and transparent -it is easy for people to participate and know how to work together.	
We pay attention to those who are more quiet or less vocal and make space for their voice and seek out their views.	

* Degree to which we have this capability: 0 (not at all) > 5 (fully capable)



CREATIVITY / FUNCTIONAL CAPABILITY

The ability to be effective and produce results with patience, bravery, and flexibility in the face of complexity and uncertainty.

BEHAVIOUR	DEGREE*
There is a shared understanding that we probably won't get things right the first time.	
We learn from failure.	
We have tolerance for ideas that have not been tried before.	
We are flexible and can pivot quickly if needed.	
We provide resources and space for people to experiment with new ideas.	
We don't get stopped or delayed by try to get things perfect. We just get out and try things.	
We are able to stay with a goal even if we can't always see how we are going to get there or get the results.	
We are able to suspend judgement to be able see something we'venot been able to see before.	
We encourage asking questions vs. always needing to have the right answers.	
We are able to work in complexity and the sense that, at times, things seem or appear out of control.	
If we are confused or the way is unclear, we slow down or stop for a while.	
We work to become aware of existing patterns that are no longer useful and hold us back.	
We are able to switch direction or let go of an idea if we learn it isn't working.	

* Degree to which we have this capability: 0 (not at all) > 5 (fully capable)



POWER AND SYSTEMS / FUNCTIONAL CAPABILITY

The ability to understand how systems function and to perceive the role and impact of power within systems.

BEHAVIOUR	DEGREE*
We have a shared lens or approach to understanding how power operates inside our organisation.	
We understand our own implicit biases and stereotypes as an organisation and talk about them together.	
We have a shared understanding of what privilege is and what confers privilege in our organisation.	
We understand the privilege our organisation has in our ecosystem and among our stakeholders.	
We understand where we may be at a disadvantage or have less power in our ecosystem and among our stakeholders.	
Misuse of power is named and addressed quickly in our culture.	
We seek feedback from stakeholders and communities we work with, about any unconscious bias or blindspots we have that might negatively impact our work together.	
We regularly reflect on and talk about the blindspots we may have with regards to power and privilege.	
We regularly call out stereotypes or biased comments or approaches in our organisation.	
People from marginalised groups feel their voice is heard and respected in our organisation.	
We understand that systems often create unintended consequences for people with less power in the system and we work to be aware and prevent this from happening in our system.	

* Degree to which we have this capability: 0 (not at all) > 5 (fully capable)



POWER AND SYSTEMS / FUNCTIONAL CAPABILITY

BEHAVIOUR	DEGREE*
It is encouraged to speak out if you see or hear about biases or discriminatory comments or behaviour	
We involve people affected by our decisions, in those decisions	
We are rigorous in understanding and learning about the history, culture, current events of a country, organisation, or community before and while we are working together.	

* Degree to which we have this capability: 0 (not at all) > 5 (fully capable)