

# Overview of strategies, structures and practices organizations and other collectives can use to scaffold the 25 skills and qualities in the IDG framework as capabilities on the collective level

The tables below refer to the essay *THE INNER DEVELOPMENT GUIDE: FROM INDIVIDUAL TO COLLECTIVE CAPABILITIES*, available here: [idg.thomasjordan.se](http://idg.thomasjordan.se). Elaborated explanations of the items listed here can be found in the essay.

## 1. BEING — Cultivating Our Inner Life

<u>IDG skills and qualities</u>	<u>Measures and strategies in collectives</u>
<b>Inner Compass</b>	<ul style="list-style-type: none"> <li>• Organizational reflection on long-term purpose and direction</li> <li>• Structured cultural dialogues on “how we work together”</li> <li>• Regular revisiting of shared assumptions and intentions</li> <li>• Board-level attention to organizational purpose</li> </ul>
<b>Integrity and Authenticity</b>	<ul style="list-style-type: none"> <li>• Cultural norms encouraging vulnerability rather than punishing it</li> <li>• Alignment between stated values and actual resource allocation</li> <li>• Reduced pressure toward conformity or impression management</li> </ul>
<b>Openness and Learning Mindset</b>	<ul style="list-style-type: none"> <li>• After-action reviews and retrospectives</li> <li>• Storytelling and narrative learning forums</li> <li>• Peer learning groups / communities of practice</li> </ul>
<b>Self-Awareness</b>	<ul style="list-style-type: none"> <li>• Annual cultural assessments</li> <li>• Retrospectives after major initiatives</li> <li>• Structured opportunities for reflection on behavior patterns</li> </ul>
<b>Presence</b>	<ul style="list-style-type: none"> <li>• Sanctioned spaces for collective reflection and dialogue</li> <li>• Meeting structures that slow habitual autopilot responses</li> <li>• Dialogic formats supporting awareness of unfolding reality</li> </ul>

## 2. THINKING — Understanding Our Complex World

<u>IDG skills and qualities</u>	<u>Measures and strategies in collectives</u>
<b>Critical Thinking</b>	<ul style="list-style-type: none"> <li>• Devil’s advocate roles</li> <li>• Red team / blue team analysis</li> <li>• Pre-mortems and constructive critical review cycles</li> <li>• Structured external peer reviews</li> </ul>
<b>Perspective Skills</b>	<ul style="list-style-type: none"> <li>• Intentional diversity of worldviews, disciplines, backgrounds</li> <li>• Inclusive decision-making processes surfacing minority perspectives</li> <li>• Skilled facilitation integrating diverse views</li> <li>• Norms supporting constructive disagreement</li> </ul>
<b>Systems Thinking</b>	<ul style="list-style-type: none"> <li>• Systems mapping and scenario analysis</li> <li>• Portfolio approaches to strategy</li> <li>• Planning processes that resist premature simplification</li> <li>• Multi-directional communication architectures</li> <li>• Cross-functional pattern-identification forums</li> </ul>

<b>Long-Term Orientation and Visioning</b>	<ul style="list-style-type: none"> <li>• Multi-timescale planning processes</li> <li>• Roles responsible for long-term perspectives</li> <li>• Dashboards/metrics spanning multiple time horizons</li> <li>• Practices that maintain engagement over long arcs of change</li> </ul>
<b>Creativity</b>	<ul style="list-style-type: none"> <li>• Dedicated resources for experimentation</li> <li>• Cultural permission for productive failure</li> <li>• Protected time/units for innovation</li> <li>• Framing focused on exploration rather than short-term efficiency</li> </ul>

### 3. RELATING — Caring for Others and the World

<u>IDG skills and qualities</u>	<u>Measures and strategies in collectives</u>
<b>Appreciation</b>	<ul style="list-style-type: none"> <li>• Storytelling practices highlighting shared meaning and values</li> <li>• Rituals reinforcing gratitude and acknowledgment</li> </ul>
<b>Connectedness</b>	<ul style="list-style-type: none"> <li>• Network and partnership structures enabling shared sense-making</li> <li>• Large-group methods (Future Search, Open Space, World Café) creating relational fields</li> </ul>
<b>Humility</b>	<ul style="list-style-type: none"> <li>• Organizational humility enabling distributed sensing (anyone can raise concerns)</li> <li>• Norms welcoming perspective-challenging contributions</li> </ul>
<b>Empathy and Compassion</b>	<ul style="list-style-type: none"> <li>• Relational coordination mechanisms (vs. transactional)</li> <li>• Psychological safety practices</li> <li>• Structures that strengthen trust and caring interactions</li> </ul>
<b>Forgiveness</b>	<ul style="list-style-type: none"> <li>• Facilitated processes for constructive engagement with conflict</li> <li>• Cultural norms welcoming disagreement rather than suppressing it</li> <li>• Practices supporting repair after breakdowns in collaboration</li> </ul>

### 4. COLLABORATING — Building Trust and Working Together

<u>IDG skills and qualities</u>	<u>Measures and strategies in collectives</u>
<b>Relationship-Building Skills</b>	<ul style="list-style-type: none"> <li>• Structures supporting relational (not just transactional) coordination</li> <li>• Practices fostering psychological safety</li> <li>• Facilitated dialogues strengthening cross-role relationships</li> </ul>
<b>Inclusive Mindset and Intercultural Competence</b>	<ul style="list-style-type: none"> <li>• Deliberate diversity across worldviews, disciplines, backgrounds</li> <li>• Processes ensuring minority voices influence decisions</li> </ul>
<b>Co-Creation Skills</b>	<ul style="list-style-type: none"> <li>• Facilitated collaborative design workshops</li> <li>• Power-distribution arrangements enabling genuine co-creation</li> <li>• Team processes integrating divergent contributions</li> </ul>
<b>Communication Skills</b>	<ul style="list-style-type: none"> <li>• Horizontal communication architectures (replacing top-down)</li> <li>• Meeting formats enabling cross-hierarchy dialogue</li> <li>• Embedded feedback mechanisms</li> </ul>
<b>Mobilization Skills</b>	<ul style="list-style-type: none"> <li>• Large-group activation processes (Open Space, Future Search)</li> <li>• Network governance structures enabling coordinated movement</li> </ul>

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## 5. ACTING — Leading and Enabling Change

<u>IDG skills and qualities</u>	<u>Measures and strategies in collectives</u>
<b>Courage</b>	<ul style="list-style-type: none"> <li>• Leadership practices sustaining commitment through uncertainty</li> <li>• Cultural permission to name difficult truths safely</li> <li>• Long-term decision routines safeguarding integrity</li> </ul>
<b>Hope and Optimism</b>	<ul style="list-style-type: none"> <li>• Practices celebrating incremental progress</li> <li>• Mechanisms countering demoralization</li> <li>• Structures reinforcing shared belief in long-term change</li> </ul>
<b>Conscious Use of Resources</b>	<ul style="list-style-type: none"> <li>• Alignment of funding with long-term timeframes (“patient capital”)</li> <li>• Avoiding heroic overwork via sustainable workload structures</li> <li>• Practices supporting renewal and sustainable pacing</li> </ul>
<b>Proactivity</b>	<ul style="list-style-type: none"> <li>• Future-oriented stewardship processes</li> <li>• Network coordination enabling timely collective response</li> <li>• Decision routines grounded in interdependence and care</li> </ul>
<b>Resilience</b>	<ul style="list-style-type: none"> <li>• Practices maintaining engagement when progress is slow</li> <li>• Workload designs supporting sustained effort (not burnout)</li> <li>• Structures enabling recovery and continued learning after disruption</li> </ul>