Great at learning; learning becomes a way of being, integrated naturally within and throughout the organization. Lessons are widely shared and known. The organization and the people in it feel comfortable with inquiry and will scan and share emergent patterns that may be important for the organization to proactively adapt to.

Characterized by an organizational closed minded system and the people in the organization are closed minded to anything other than the way they already think. They may seek feedback and information that affirms their thinking, but rarely opens their mind to disconfirming information / feedback.

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Places of high engagement and create the psychologically safety and trust needed to support engagement. They have relationships and processes that actively support co-creation and innovation. There is a reward system that supports high levels of engagement.

Requests for engagement are seen as inauthentic and are responded to with silence, agreement, compliance, or an inauthentic response. Management may see employees as incapable to engage and need direction instead of collaboration. Organizational cultures tend to feel unsafe for employees and they don't trust their leaders. Employees can see their leaders as "owners" of the organization and who primarily benefit from organizational profits.

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Distributive leadership structure formed through many formal and informal networks that lead the organization and contribute to mission fulfillment. Many people share and contribute to the outcomes of the organization and benefits and burdens are widely shared. When disruptions occur, there are many people in the organization at all levels who both proactively scan the environment for them and make small and larger adaptive responses that allows the organization to maintain its function / purpose.

Strong hierarchical structure that reinforces command and control increase its fragility. If there is any dysfunction in the chain of command (at any level) that team, department, division or organization will be dysfunctional as well. Command and control structures are dependent on direction from the top of the organization. This makes it more fragile because the organization depends on a few leaders to see the disruption and direct the adaptive response.

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