HOLDING S.P.A.C.E. 2 · TORRI SUPERIORE

THE COLLABORATION DIAGNOSTIC MAP

Symptoms and practices for regenerative collaboration, across the four CLIPS layers.

October 2025 – March 2026



THE TOOL

A DIAGNOSTIC TOOL FOR COLLABORATIVE PROJECTS

During two residential sessions at Torri Superiore, the participants of Holding S.P.A.C.E. 2 harvested real symptoms of tension and imbalance they had lived or witnessed in collaborative projects. Each symptom was matched with a practice or tool the group had found useful in addressing it.

The result is a working diagnostic: a way to name what is happening in a collaborative project, trace it to its root, and reach for a fitting response.

1. **Notice a symptom**
2. **Trace it to its layer and aspect**
3. **Reach for a matching practice**

INTERPERSONAL

The individual habits and relations that shape how people show up for each other.

1. Background
Symptom lack of trust; misunderstanding
Practice white/black bag; sharing circle

2. Respect
Symptom teasing; rudeness; dismissiveness
Practice deep listening; NVC; way of council

3. Self-responsibility
Symptom blaming; not owning impact
Practice coaching; check-in; sharing circles

4. Personal needs
Symptom dismissive behaviour; isolation; gossip
Practice structured sharing circles; first aid guide

5. Attitude
Symptom avoidance of conflict; gossip
Practice acknowledge emotions; ask questions

6. Balance, individual & group
Symptom not enough space; not enough diversity
Practice self-awareness of space; ikigai

7. Personal intention
Symptom acting out of alignment; vague intentions
Practice onboarding; regular intention check-ins

8. Skills
Symptom sticking to what they know; no feedback
Practice skillsharing workshops; feedback sessions

CULTURE

The shared rituals, communication and creative life that bind the group together.

1. Group identity & spirit
Symptom contradicting opinions; no mission or vision
Practice vision council; alignment on identity

2. Communication
Symptom talking behind backs; hard to share emotion
Practice safe spaces for deep sharing; NVC

3. Rituals & celebration
Symptom no celebration; heavy atmosphere
Practice bake a cake; bragging circle; group motto

4. Group meetings
Symptom imbalance of info and power; no prep
Practice warm-ups; energizers; temperature check

5. Joyful activities
Symptom only work-related meetings; distance
Practice agreement for non-working time

6. Art & creativity
Symptom no space for expression; no beauty
Practice creativity in daily activities; art time

7. Love, care & sexuality
Symptom cheating, jealousy, manipulation
Practice improvisation workshop; group agreements

8. Conflict management
Symptom people don't talk; passive aggressiveness
Practice deep sharing; naming it; feedback session

PURPOSE

The vision, values and direction that give a collaborative project its reason to act.

1. Vision
Symptom a lot of conflicts; different directions
Practice remind the vision collectively; traffic light tool

2. Mission & goals
Symptom loss of motivation; lack of accomplishment
Practice world cafe

3. Cornerstones
Symptom no written agreements on expected behaviour
Practice sessions to update written agreements

4. Values
Symptom recurring unsolved issues; people leaving
Practice deep exchange on values; sharing circles

5. Adaptation & resilience
Symptom repeating issues; no time to reflect
Practice celebration and rituals; triangle tool

6. External relations
Symptom self-centred speaking; no outside projects
Practice inspiration from other communities; networking

7. Position in society
Symptom discontented neighbours; us vs. them
Practice sharing; open communication; proactivity

8. Implementation of intention
Symptom absence of rituals; confusion, incoherence
Practice naming the gap between intention and action; embodiment practices

STRUCTURE

The decisions, roles and systems that organise how the group works.

1. Decision-making process
Symptom conflicts; winners and losers
Practice consent / consensus; a variety of tools

2. Governance
Symptom passivity, stagnation; toxic leadership
Practice rotating roles; external facilitation

3. Information management
Symptom little continuity; info not accessible
Practice meeting good practices; global info index

4. Ownership issues
Symptom inequality in decision-making; turnover
Practice collective ownership

5. Economic & legal structure
Symptom perceived inequality; insecurity about future
Practice facilitated support; use existing models

6. Rank & leadership
Symptom cult behaviour; conflicts over power
Practice sharing circles on power; sociocracy

7. Project management & work
Symptom abandoned projects; mistrust; burnout
Practice clear roles; feedback system; buddy system

8. Feedback
Symptom fear of feedback; feels like criticism
Practice celebration in process; trust-building

GUIDANCE

USING THE TOOL

Start from what is observable

A symptom is a visible sign, not a judgement of any one person.

Locate the layer

The same symptom can point to more than one aspect. Look for the one that fits best.

Choose a practice, not a fix

Each tool opens a process. It doesn't resolve the issue on its own.

Let it keep growing

The tool was built from lived experience, and can keep growing from it.







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