Capability Extraction Pulse

Companion to Catalyst Leadership | *John Coné*

HOW TO USE A PULSE • For each question, ask: Am I confident, based on sufficient evidence, that I know the answer—and could explain my reasoning if challenged? You need not write out answers or complete a form. If your understanding is adequate for the stakes, act or carry the learning forward. If an important answer rests on assumption, is contradicted by evidence, or remains uncertain, investigate or use the full tool. For high-stakes decisions, briefly recording key assumptions may be useful.

Generative return is worth seeking where valuable and responsible, but not every action should be optimized for it. Protect immediate outcomes, safety, and legitimate accountability.

AFTER CONSEQUENTIAL WORK • What did the work leave behind?

Do I have an accurate account of what happened, including surprises and failures—rather than only whether we succeeded?

Can I explain what the experience taught us that changes our understanding, judgment, or next action?

Can I point to evidence of something people or the system can now DO that they could not do before—not just something they know?

Can I distinguish whether we built enduring capability (to repeat the task), generative capability (to address a different unfamiliar problem), both, or neither?

Do I know whether the learning is worth sharing or adapting elsewhere—and how others could find and recombine it?

Learning / follow-through check

Follow-through: Important insight recognized / One gap to investigate / Use the full tool

Optional note (only if useful): _____

Full instrument: Capability Extraction Canvas

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