The CLA Maturity Tool includes one key concept card (below) and five spectrum cards (right) for each subcomponent in the CLA Framework. The spectrum cards describe a spectrum of practice from Not Yet Present to Institutionalized. Here are two example subcomponents and their cards:

### Adaptive Management

**Not Yet Present**
- **Adapting Adaptive Management**: We have not yet identified opportunities to apply learning or course correction.

**Emergent**
- **Adapting Adaptive Management**: We work with partners to identify successes, challenges, and lessons that warrant further exploration at the activity level.
- **Adapting Adaptive Management**: Use learning to inform activity-level decisions on maintaining or adapting current approaches. Sometimes take action based on decisions reached consulting with key colleagues in the mission as needed.

**Expanding**
- **Adapting Adaptive Management**: We work with partners to identify successes, challenges, and lessons that warrant further exploration at the activity level.
- **Adapting Adaptive Management**: Use learning to inform decisions on maintaining, adapting, or discontinuing current approaches. Work with key colleagues in the mission and Washington bureau (as appropriate) to take action to adapt existing projects and/or assign new work.

**Advanced**
- **Adapting Adaptive Management**: We continuously and automatically.
- **Adapting Adaptive Management**: Work with key internal and external stakeholders to analyze successes, challenges, and failures to identify lessons and decisions that warrant further exploration.
- **Adapting Adaptive Management**: Use learning to inform decisions on maintaining, adapting, or discontinuing current approaches. Work with key colleagues in the mission and Washington bureau (as appropriate) to take action to adapt existing projects and/or assign new work.

**Institutionalized**
- **Adapting Adaptive Management**: We continuously and automatically.
- **Adapting Adaptive Management**: Work with key internal and external stakeholders to analyze successes, challenges, and failures to identify lessons and decisions that warrant further exploration.
- **Adapting Adaptive Management**: Use learning to inform decisions on maintaining, adapting, or discontinuing current approaches. Work with key colleagues in the mission and Washington bureau (as appropriate) to take action to adapt existing projects and/or assign new work.

### Openness

**Not Yet Present**
- **Culture Openness**: Openness to sharing and hearing alternative perspectives or trying novel approaches is not yet part of mission culture.

**Emergent**
- **Culture Openness**: Openness to sharing and hearing alternative perspectives or trying novel approaches is not yet part of mission culture.

**Expanding**
- **Culture Openness**: Include alternative perspectives.
- **Culture Openness**: Are willing to explore untested or novel ideas.

**Advanced**
- **Culture Openness**: The majority of mission stuff: Ask difficult questions or feel able to express unpopular viewpoints.
- **Culture Openness**: Try alternative perspectives.
- **Culture Openness**: Are willing to explore untested or novel ideas.

**Institutionalized**
- **Culture Openness**: Self-critical work with the support of mission leadership, consistency.
- **Culture Openness**: Ask difficult questions or feel able to express unpopular viewpoints.
- **Culture Openness**: Try alternative perspectives.
- **Culture Openness**: Are willing to explore untested or novel ideas.