

How can Capability spread and renew beyond its founders?

Adoption, Transition and Capability Propagation Architecture



Simon Owen | Empower Your World | v2.0 FINAL

Start here

An FCO transition can begin without a large programme, formal reorganisation or complete certainty. It begins when a real problem meets a legitimate bounded action, people learn through consequential practice, Evidence becomes visible and support changes what participants can actually do.

Hold these ideas first

- Start with the smallest legitimate action that can create Learning, Evidence, Capability or Pull.
- Capability and Opportunity must propagate together.
- Recognition is not sponsorship; support becomes real when access, Authority or Capacity changes.
- Repeated organisational reliance on goodwill triggers a funding, transfer, narrowing, pause or stop Decision.
- Propagation is incomplete while knowledge, relationships, Authority or care remain founder-dependent.

A worked route through the architecture

Follow one bounded experiment as Learning becomes reproducible practice, practice attracts Community, Evidence enables sponsorship, sponsorship creates Capacity, and responsibility moves through progressive entrustment into distributed stewardship and successors.

How to read this paper

- ORIENT: understand the public question and the architectural boundary.
- UNDERSTAND: follow the worked route, distinctions and failure conditions.
- EXPLORE: inspect the canonical structures, roles, relationships, lifecycle and controls.
- REFERENCE: use definitions, invariants, provenance and validation material for precision.

Status note. The frozen source architecture remains authoritative. These pages add orientation and explanation without silently replacing controlled definitions, decisions or accepted visuals.

WP06.6

Adoption, Transition and Capability Propagation Architecture

Capability propagation, inclusive participation, embedded stewardship and self-renewing transition

CANONICAL POSITION

An FCO grows when people can start from where they are, participate without status gates, experiment within responsible boundaries, combine distributed expertise, share Learning, build Community, convert Evidence into Capacity and leave a system able to renew beyond its founder.

v2.0 frozen canonical architecture
 Simon Owen | 21 September 2026
 Internal strategic architecture

Attribute	Value
Document	WP06.6 Adoption, Transition and Capability Propagation Architecture
Version	v2.0
Status	Frozen canonical architecture baseline - full-depth Research Foundation integration
Owner	Simon Owen
Series position	WP06.6 of WP06.0-WP06.12
Purpose	Capability propagation, inclusive participation, embedded stewardship and self-renewing transition
Formatting	FS-017 applied; visible labelled headers; 10 pt minimum body and table text
Baseline date	21 September 2026
Supersedes	v1.0 frozen baseline and v1.1 integration candidate
Change control	Future changes require practitioner validation, implementation Evidence, a downstream proof obligation or a material contradiction.
Canonical rebuild	Full-depth integration of the v1.0 frozen baseline, RS05-derived v1.1 material and cross-suite semantic ownership. New concepts are integrated within the relevant architecture sections rather than retained as addenda.
Freeze decision	WP06 v2.0 Canonical Architecture Validation Review passed Phases A-F; frozen on 21 September 2026.

Executive summary

WP06.6 explains how an individual, team, Community, Domain or organisation can begin from present reality rather than waiting for formal reorganisation, a transformation budget or executive mandate. It is grounded in the lived Power Rangers experience while remaining broader than that case.

Constraint encouraged a low-overhead pattern: start with a real problem, experiment, help, learn, share, build Community, create Evidence, attract attention, convert support into Capacity, distribute stewardship and leave Capability that survives the founder.

CENTRAL QUESTION

How can anybody begin moving an organisation towards FCO characteristics while preserving open participation, responsible boundaries, distributed expertise, embedded stewardship, proportionate overhead, legitimate Pull, actionable sponsorship and the capacity to propagate and renew?

1. Purpose, scope and non-goals

In scope	Not the proposition
Individual, team, Community, Domain, organisation and ecosystem transition.	One compulsory FCO restructuring blueprint.
Top-down, bottom-up, middle-out, sideways, backward and ecosystem routes.	Replacement of change, HR, OD, operating excellence or assurance disciplines.
Minimum viable experiments, Evidence, sponsorship and institutionalisation.	Unauthorised or unsafe activity labelled experimentation.
Capability and Opportunity propagation.	Participation used as hidden workforce assessment.
Embedded stewardship and the informal-formal bridge.	Openness equated with unrestricted access or Authority.
Reinforcement, correction, succession and legacy.	One proprietary change methodology.

2. Architectural vocabulary and reader guardrails

Term	Familiar shortcut	Meaning in this architecture
Community	Forum or Community of Practice.	Purpose-connected propagation environment for Learning, Capability, trust, Opportunity, leadership, stewardship and Renewal.
Capability	Skill or training completion.	Contextual ability to create valued outcomes through judgement, experience, relationships, tools, Agency and practice.
Participation	Attendance or membership.	Legitimate observing, learning, experimenting, contributing, challenging, deciding, helping, stewarding, pausing or exiting.
Leadership	Title or hierarchy.	Bounded behaviour that creates Direction, Agency, Capacity, Opportunity, successors and Renewal.
Stewardship	Administrative ownership.	Ongoing care for purpose, trust, relationships, Assets, boundaries, health, challenge and succession.
Governance	Approval gate.	Boundaries, Decision rights, guidance, assurance, challenge, remedy and enablement.
Opportunity	Vacancy or promotion.	Any legitimate route to apply, deepen, test, share or receive recognition for Capability.
Sponsorship	Senior praise.	Use of access, Authority, Capacity or influence to change what participants can do.
Scale	More users or activity.	Growth in Capability, Opportunity, leadership, context transfer, supportability and governance integrity.

3. Power Rangers as lived Evidence

CONTEXT NOTE

Power Rangers was the informal name for a digital capability movement at GSK. It began as a small volunteer experiment around Microsoft Power Platform and grew into a wider network. WP06.6 uses that experience as a source of patterns, anti-patterns and design hypotheses, not as universal proof.

The case exposed interactions among low-overhead experimentation, real problem-solving, open participation, fun and energy, working out loud, servant leadership, Community, governance partnership, sponsorship, service establishment, licensing constraints, distributed leadership and legacy.

- Lived experience generates hypotheses and design questions.
- Documented outcomes provide contextual Evidence, not universal proof.
- Contrary memories and unrealised value remain relevant Evidence.
- Retrospective interpretation stays distinct from contemporaneous intent.
- Transfer requires practitioner validation in other organisations, cultures and Domains.

4. Constraint, judgement and minimum viable transformation

4.4 Progressive entrustment and successor formation

Propagation is complete only when demonstrated capability can lead to appropriately bounded permission and when responsibility can move without unacceptable loss of quality or legitimacy. Progressive entrustment links authentic practice, evidence, review, authority and decreasing support. It must remain challengeable so that entrustment does not become credential capture or an incumbent-controlled gate.

Successor formation is a transition outcome, not a final administrative activity. Interventions identify critical steward and reviewer dependencies, create supported assumption routes and test continuity through handover, absence or changed conditions. Community is one environment through which these mechanisms may operate; it is neither sufficient nor universally necessary.

4.3 Capability intervention design through the renewal loop

Every intervention intended to change capability is assessed through six connected processes: Agency, Relationship, Practice, Representation, Governance and Regeneration. The assessment replaces generic activity measures with a diagnostic of what the intervention strengthens, weakens or leaves dependent on another mechanism.

A hackathon may create strong agency, relationships, authentic practice and visible prototypes while remaining weak in operational governance, stewardship and regeneration. Training may strengthen representation while leaving practice and entrustment unchanged. Community may strengthen relationship and representation while still concentrating stewardship. The framework therefore improves design without claiming that one intervention must contain the whole system.

Process	Transition design question	Common failure
Agency	Can people initiate, choose, challenge, adapt and influence?	Passive attendance, hidden coercion or permission bottlenecks.
Relationship	Does the intervention build trust, access, feedback and cross-boundary connection?	Cliques, inaccessible experts or connections that dissolve after the

Process	Transition design question	Common failure
		event.
Practice	Does consequential work build judgement with feedback?	Content completion without contextual competence.
Representation	Are methods, decisions, failures and reusable learning visible with context?	Demos, badges or documentation without transfer.
Governance	Are boundaries, risk, quality, challenge, ownership and progression embedded?	Late-stage policing, orphaned outputs or status capture.
Regeneration	Who continues, stewards, adapts and develops successors?	One-off energy, founder dependence and no future practice route.

CONSTRAINT PRINCIPLE

Begin with the smallest legitimate action that can create Learning, Evidence, Capability or Pull. Add overhead only when consequence, scale, risk, dependency or participant protection requires it.

Starting constraint	Architectural response
No direct team	Invite voluntary participation around a real problem.
No dedicated budget	Use bounded time, existing tools and small experiments.
No formal Authority	Lead through service, credibility, relationships and local permission.
No Sponsor	Create Evidence before asking for endorsement or Capacity.
No established method	Use short learning cycles and decide the next best action.
No certainty	Keep assumptions visible and preserve stop and recovery routes.
No organisational mandate	Do not imply one; remain in scope and escalate boundaries.

4.1 Minimum viable transformation

- A real problem or valued Opportunity.
- A bounded context and accountable person.
- A small group with diversity and proximity to the work.
- Permission proportionate to consequence.
- A short learning cycle and visible assumptions.
- Evidence of value, burden, risk and transfer.
- A next Decision to continue, adapt, pause, stop, transfer or formalise.

4.2 Judgement under constraint

Question	Purpose
What can be done safely now?	Avoid waiting for perfect Authority while respecting boundaries.
What needs explicit permission first?	Prevent low-overhead action becoming shadow governance.
What should remain small?	Protect Learning before premature standardisation.
What should become visible, to whom and when?	Balance useful attention with exposure and capture.
When is Evidence strong enough to ask for Capacity?	Avoid premature scale and endless volunteer labour.
When has the experiment become organisational responsibility?	Trigger funding, support, governance and accountability.

5. Inclusive participation and responsible practice

INCLUSIVE PARTICIPATION PRINCIPLE

Membership is open to people who want to learn, help, contribute and align with Community purpose and behavioural culture. It is not conditional on qualifications, badges, colours, ranks, technical levels or claims of expertise.

Open membership does not imply equal Capability, identical responsibility or unrestricted Authority.

Layer	Position
Belonging	Open and non-ranked; worth is not proved before joining.
Contribution	Technical, analytical, relational, operational, governance or stewardship-based.
Responsibility	Increases with consequence, access, Authority and reliance.
Access	Granted by purpose and context, not Community status.
Authority	Explicit and bounded; never inferred from activity or popularity.

Layer	Position
Recognition	Specific to Contribution and context, not a permanent level.
Stewardship	Arises through behaviour, trust, mandate and succession, not a badge ladder.

5.1 Credential and gamification anti-pattern

Risk	Response
Credential gatekeeping	Open Community entry; credentials only for specific assured roles.
False expertise	State scope, recency, context and Evidence limitations.
Status competition	Celebrate Contribution, transfer, judgement and stewardship.
Gamification capture	Points or badges never determine Authority or Opportunity.
Newcomer exclusion	Provide observe, ask, try and first-Contribution routes.
Invisible Contribution	Recognise facilitation, guidance, care, connection and curation.

5.2 Accessibility and equity

- Participation must not depend on public speaking, social confidence or constant visibility.
- Absence of public Contribution is not negative Evidence.
- Asynchronous, private, assisted and low-exposure routes remain legitimate.
- Accessible formats, language, disability access, time zones and workload matter.
- Mandatory work, voluntary Community activity and formal role expectations remain distinct.

6. Distributed expertise and collective Capability

DISTRIBUTED EXPERTISE PRINCIPLE

Fast-changing platforms and Domains are too broad for universal mastery. Expertise is contextual, partial, time-bound and distributed. Collective Capability emerges when strengths combine without requiring one person to know everything.

Contribution domain	Illustrative Contribution
Problem sensing	Recognise friction, unmet need, harm or Opportunity.
Problem framing	Clarify beneficiaries, constraints, assumptions and value.
Decomposition	Break complexity into manageable tests.
Solution architecture	Shape components, data, controls and operational implications.
Technical practice	Build, configure, test, automate, analyse or integrate.
Governance and risk	Interpret policy, regulation, privacy, security and control.
Service and operations	Establish support, resilience, incident and change routes.
Commercial enablement	Address licensing, procurement, suppliers, funding and value.
Human participation	Facilitate, coach, mentor, communicate and support adoption.
Stewardship	Maintain trust, Assets, health, succession and Renewal.

COLLECTIVE CAPABILITY TEST

Can the Community assemble enough complementary expertise, Agency and Capacity to act responsibly while making gaps, dependencies and uncertainty visible?

7. Embedded stewardship and the informal-formal bridge

Platform ownership, governance, risk, compliance, privacy, security, IT service management, finance, procurement and architecture can become part of the capability ecosystem. Their value is not only formal approval. Early guidance helps experiments make better choices and creates a practical bridge to supported operation.

EMBEDDED STEWARDSHIP

Embedded stewards participate close enough to understand context and guide early choices while retaining the independence, Authority and accountability required by formal roles. They are trusted advisers and educators, not detached police or captured insiders.

Steward	Community Contribution	Formal responsibility retained
Platform owner	Patterns, roadmap and technical guidance.	Service ownership and lifecycle.
GRC / risk	Proportionate interpretation and alternatives.	Risk ownership, assurance and escalation.
Privacy	Privacy-aware design and education.	Rights, lawful basis, review and remedy.
Security	Threat awareness and safe patterns.	Controls, response and accountability.
ITSM / operations	Supportability and operating feedback.	Change, incident, resilience and service.
Finance	Cost visibility and investment framing.	Budget and financial accountability.
Procurement	Supplier and licensing options.	Commercial process and contractual protection.
Architecture	Coherence, reuse and dependency guidance.	Architecture governance and exceptions.

7.1 Formal and informal modes

Mode	Primary value	Primary risk
Informal guidance	Fast Learning, trust and early correction.	Advice mistaken for approval.
Formal assurance	Accountable review and traceability.	Late gatekeeping or disproportionate process.
Embedded stewardship	Continuous bridge between modes.	Capture, blurred independence or overload.

7.2 Escalation triggers

- Sensitive, regulated or high-consequence data.
- Cross-boundary integration or material security exposure.
- Production reliance, support expectation or continuity dependency.
- External supplier, licensing or contractual commitment.
- Material financial commitment or organisation-wide service change.
- Formal workforce, customer, patient, safety or regulatory consequence.

8. Capability and Opportunity propagation

SHARING PRINCIPLE

Knowledge creates potential. Sharing knowledge is power because it enables Capability to move, combine, reproduce and create Opportunity beyond the original holder.

Formation	Capability propagation	Opportunity propagation
A person learns.	Others reuse the Learning.	A route appears to apply it.
A person practises.	Safe practice becomes reproducible.	A bounded assignment becomes possible.
Evidence is created.	Evidence travels with context and permission.	A Sponsor can legitimately act.
A person helps.	Contribution invites participation.	Trust creates invitation or access.
A person progresses.	Progress widens routes for others.	Projects, roles or platforms emerge.
A person stewards.	Stewardship becomes distributed.	Successors gain Opportunity.

DUAL PROPAGATION INVARIANT

Capability without Opportunity creates frustration. Opportunity without Capability creates fragility or exclusion. A healthy FCO propagates both.

9. Community-centred propagation

Community is the social infrastructure within which visibility, invitation, experimentation, support, Learning, celebration, sharing, reciprocity, trust, sponsorship, leadership and Renewal reinforce one another. It is not merely an events programme, communications channel or repository.

Interaction	Human experience	Effect
Visibility	I see people like me trying.	Curiosity and Future Confidence increase.
Invitation	I can explore without overcommitting.	Entry becomes safer.
Experimentation	I can try something manageable.	Practice creates Learning and Evidence.

Interaction	Human experience	Effect
Support	I do not succeed alone.	Persistence and quality increase.
Celebration	Progress and Contribution are seen.	Social proof strengthens.
Working out loud	I show how I learn and adapt.	Knowledge and judgement become accessible.
Reciprocity	What I bring helps someone else.	Value travels through relationships.
Sponsorship	Someone creates a credible next route.	Real work and Opportunity open.
Stewardship	I maintain and widen conditions.	Founder dependency reduces.
Renewal	Learning changes roles and pathways.	The system continues and evolves.

Enjoyment, positive identity, humour, challenge and shared accomplishment can release energy. Energy is not proof of value, but an environment that continually consumes energy will not sustain voluntary experimentation and support.

10. Leadership in an FCO world

Leadership is available through bounded behaviour at any organisational level. Formal Authority remains explicit.

Mode	Contribution	Failure mode
Directional	Clarifies purpose, boundaries and accountable Decisions.	Control without participation.
Servant	Enables, unblocks, guides, coaches and mentors.	Martyrdom or dependency.
Propagation	Creates more teachers, supporters and stewards.	Followers without propagators.
Sponsorship	Creates Capacity, protection and Opportunity.	Praise without action.
Stewardship	Maintains trust, purpose, Assets and succession.	Gatekeeping or ownership.
Renewal	Challenges stagnation and changes future pathways.	Preservation without value.

Mode	Contribution	Failure mode
Challenge	Surfaces exclusion, harm and uncomfortable Evidence.	Critique without care or route.

LEADERSHIP TEST

The question is not only “What did the leader deliver?” It is “How much Capability, Agency, Opportunity and future leadership became possible because the leader was there?”

11. Sponsorship: from recognition to action

Level	Behaviour	Meaning
Awareness	Knows the work exists.	Visibility only.
Recognition	Praises the work.	Positive Signal, no commitment.
Endorsement	Lends credibility.	May reduce social risk.
Protection	Defends safe experimentation.	Creates space to continue.
Enablement	Removes barriers or creates routes.	Practical support.
Investment	Allocates time, money, people or infrastructure.	Capacity becomes real.
Participation	Uses, learns, decides or works alongside.	Support becomes lived.
Institutionalisation	Changes policy, roles, funding or governance.	Capability enters the operating model.

SPONSORSHIP INVARIANT

Recognition is not sponsorship, and sponsorship is not transformation. Support becomes real when Authority, access, Capacity or influence changes what participants can actually do.

12. Transition pathways

Pathway	Origin	Movement
Bottom-up	Individual or volunteer group.	Experiment → help → Evidence → Community → sponsorship → integration.
Top-down	Executive Direction.	Purpose → protected experiments → participation → operating change.
Middle-out	Team, site or function.	Local Capability pocket → adjacent transfer → cross-boundary Community.
Sideways	Peer relationships.	Share patterns → solve related problems → common practice.
Backward Pull	Unacceptable conditions.	Pain or risk → urgency → experiment → alternative future.
Opportunity-led	New tool, market, partnership or role.	Possibility → practice → Capability → wider Opportunity.
Domain-led	One Domain proves value.	Activate Domain → prove Journeys → connect through Mesh.
Ecosystem-led	Customers, partners or standards.	External Signal → internal experiment → exchange → adaptation.

12.1 Under-the-radar pathway

Low visibility means proportionate attention while work is small and low consequence. It never means hidden risk, unauthorised data use or evasion of accountability.

State	Question	Trigger
Quiet experiment	Can this work safely?	Useful Learning or value.
Locally visible	Can peers reproduce or challenge it?	Repeated demand or Contribution.
Organisationally interesting	Does it solve a consequential problem?	Relevant leaders or functions need awareness.
Supported	Will Capacity increase responsible value?	Sponsor removes barriers.

State	Question	Trigger
Integrated	Which roles, controls and funding must change?	Practice becomes organisational Capability.
Self-renewing	Can it continue without the founder?	Distributed stewardship and succession.

13. Experiment architecture and Agency

Element	Requirement
Question	What uncertainty or need is tested?
Boundary	Where, with whom and with what data or tools?
Agency	What may participants decide and do?
Support	Who enables or removes barriers?
Embedded stewardship	Which adviser or Authority should participate now?
Evidence	What Learning, value, burden and risk are retained?
Visibility	Who should know now, later or at a trigger?
Stop condition	What causes pause, correction or escalation?
Next Decision	Continue, adapt, transfer, formalise, scale or stop?

14. Reinforcement, correction and behavioural integrity

Celebration without correction becomes naive. Correction without recognition becomes punitive. Healthy propagation requires both.

Desired pattern	Anti-pattern	Correction
Open participation	Credential gatekeeping.	Open membership with contextual assurance.
Distributed expertise	Universal-expert mythology.	Expose scope, gaps and dependencies.

Desired pattern	Anti-pattern	Correction
Knowledge sharing	Hoarding and bottlenecks.	Pairing, documentation and succession.
Working out loud	Performance theatre.	Recognise useful Learning and transfer.
Fair Opportunity	Patronage and network capture.	Visible routes and newcomer sponsorship.
Embedded stewardship	Detached policing or captured assurance.	Early guidance and retained independence.
Servant leadership	Martyrdom.	Boundaries, Capacity and shared load.
Actionable sponsorship	Token endorsement.	Visible commitments and follow-through.
Shared-Win	Individual extraction from collective labour.	Attribution, reciprocity and burden visibility.
Safe experimentation	Shadow activity.	Boundaries, escalation and trust controls.
Renewal	Survival without purpose.	Health review, redesign or retirement.

14.1 Correction ladder

- Notice and name the pattern.
- Coach where skill or confidence is missing.
- Clarify norms, boundaries and Authority.
- Change incentives or processes that reward the pattern.
- Redistribute Opportunity or recognition where access concentrated.
- Restrict or remove Authority where harm persists.
- Pause, investigate and provide remedy where trust is compromised.
- Transition or retire structures no longer creating legitimate value.

15. Community self-propagation, succession and legacy

State	Characteristics	Risk
Founder-dependent	Energy and coordination depend on one person.	Collapse or stagnation.
Contributor-supported	Others help; Authority remains central.	Invisible labour.

State	Characteristics	Risk
Shared leadership	Several people organise, teach and decide.	Informal elite or ambiguity.
Distributed stewardship	Purpose, Assets and support have multiple stewards.	Coordination gaps.
Self-propagating	Participants become contributors, leaders and stewards.	Growth outruns trust.
Self-renewing	Purpose, practice and leadership can change.	Identity preservation over value.
Legacy-producing	Capability, relationships and pathways remain.	Longevity mistaken for impact.

SUCCESSION PRINCIPLE

A steward's highest achievement may be to create conditions in which the Community no longer depends on the steward. Independence requires distributed knowledge, Authority, relationships and care.

16. Adoption lifecycle and organisational transition

Stage	Question	Exit Evidence
Discover	What change matters and for whom?	Need and affected contexts are visible.
Explore	What futures and routes appear plausible?	Experiments, assumptions and boundaries exist.
Prove	Can value, trust and Capability be demonstrated?	Evidence supports continue, adapt, pause or stop.
Establish	What makes practice reliable?	Roles, Capacity, stewardship and controls exist.
Expand	Can propagation move beyond the origin?	Transfer works without hidden dependency.
Embed	Has Capability become normal without brittleness?	Practice survives staff, Sponsor and context change.
Renew	What must change for future viability?	Capability, leadership and Opportunity strengthen.

16.1 Informal movement to formal service

Threshold	Required shift
Repeated local value	Personal effort to documented practice.
Growing demand	Informal help to supported Community routes.
Material dependency	Goodwill to funded Capacity and service expectations.
Consequential Decisions	Informal influence to explicit Authority and assurance.
Cross-boundary use	Local context to portability and governance.
Commercial constraint	Local licensing to procurement, finance and contracted service.
Strategic importance	Sponsorship to operating-model integration.
Founder dependency	Personal leadership to succession and distributed stewardship.

17. Domain and implementation transition

DOMAIN PATH

Community, Evidence, practice, regulation, risk or unmet need → Questions → Patterns → Domain proposition → Definition → Contract → compatibility → assurance → authorisation → activation → operation → health review → Renewal or transition.

Playbook	Implementation concern
Activate	Readiness, legitimacy, compatibility and stewardship.
Restrict	Temporary constraints, affected routes and restoration.
Pause	Suspend new use while preserving Evidence and remedy.
Renew	Version purpose, Contract, Journeys, measures or relationships.
Split	Create successor identities, stewardship and lineage.

Playbook	Implementation concern
Merge	Combine purpose, Communities and Assets without erasing history.
Absorb	Transfer useful Capability without implying equivalence.
Retire	Close participation, preserve Evidence and redirect dependencies.

18. Adoption Health and adoption as Observatory

Adoption Health is descriptive Evidence, not a score. Implementation generates Signals while WP06.4 remains authoritative for intelligence and judgement.

Dimension	Review question
Meaning and Pull	Do people understand why movement matters?
Inclusive participation	Can people belong without status gates?
Responsible participation	Are Authority and obligations explicit?
Distributed expertise	Are strengths combined and gaps visible?
Embedded stewardship	Are advisers involved early without losing independence?
Capability propagation	Are Learning, support and stewardship spreading?
Leadership	Are leaders enabling, sponsoring, distributing and renewing?
Community vitality	Are purpose, reciprocity, correction, burden and succession holding?
Sponsorship conversion	Does recognition become protection and Capacity?
Opportunity	Are routes opening without patronage?
Legacy	Would future Capability remain if original leaders left?
Renewal	Is Learning changing pathways, roles or governance?

19. Proportionate transition and anti-capture stress test

Stress-test concern	Frozen baseline resolution
Experiment versus operation	Small, bounded and low-consequence experiments use proportionate controls. Increasing reliance, sensitivity, dependency or organisational consequence triggers formal stewardship, support, funding, assurance and explicit Authority.
Volunteer-labour boundary	Repeated organisational reliance on voluntary Contribution triggers a Decision to fund Capacity, narrow scope, transfer responsibility, pause or stop.
Sponsor capture	Sponsorship must widen legitimate Capability and Opportunity without converting support into ownership of Community, narrative or Domain truth.
Founder-dependency test	Propagation is not complete while knowledge, relationships, Authority, care or coordination remain concentrated in the founder.
Scale test	Growth in participation or activity is insufficient. Scale requires transferable practice, supportability, governance integrity, distributed stewardship and Renewal.

20. Validation agenda

- Can readers explain the expanded meaning of Community without defaulting to a familiar shortcut?
- Can members distinguish open belonging from unrestricted Authority?
- Do embedded stewards retain enough independence to challenge unsafe Action?
- Can people who do not work out loud access fair Opportunity?
- Can maturity be reviewed without ranking?
- Can sponsorship conversion be evidenced without excessive bureaucracy?
- Does formal service establishment preserve Agency, energy and participation?

21. Architectural conclusion

The architecture neither romanticises grassroots change nor dismisses traditional disciplines. Formal leadership, governance, funding, learning, HR, technology, operations and organisational development remain essential. WP06.6 explains the human and Community mechanisms that help those disciplines create movement that sustains and renews itself.

FINAL ARCHITECTURAL POSITION

An FCO transition can begin with one person, one real problem and one legitimate experiment. It becomes organisational change when belonging is open, responsibility explicit, expertise combines, Learning is shared, stewards guide without capture, Capability and Opportunity propagate, Sponsors convert Evidence into Capacity, and stewardship becomes distributed enough for the system to survive and renew beyond its founders.

22. Portability, exit and safeguarding

The source gap review correctly identified portability, exit and safeguarding as cross-paper concerns that should remain visible in transition architecture even where constitutional ownership sits elsewhere.

Concern	Transition requirement
Portability	Evidence, Assets, relationships and Learning move only through permitted routes with context and provenance.
Pause and exit	People and Communities can reduce or stop participation without hidden penalty or motivation inference.
Safeguarding	Participation routes anticipate vulnerability, power imbalance, exposure and escalation.
Accessibility	Low-visibility, asynchronous and assisted routes remain legitimate during scale.
Economic fairness	Voluntary energy does not become an indefinite substitute for funded organisational responsibility.
Continuity	Founder, Sponsor, platform or supplier exit does not destroy critical Capability without review.

23. Economics and Capacity interface

WP06.6 does not design economics, but transition cannot ignore when goodwill becomes dependency.

Transition signal	Economic question for WP06.12
Repeated demand	Who funds the support and infrastructure now being relied upon?
Invisible stewardship burden	Which work should become recognised, rotated, protected or paid?

Transition signal	Economic question for WP06.12
Sponsor conversion	What commitment is temporary, recurring or institutional?
Partner participation	How are Contribution, IP, risk and shared Value governed?
Community-created Assets	What rights, attribution and sustaining capacity apply?
Scale decision	Can expansion be funded without capture or mission distortion?

24. Transition acceptance questions

- Can a new participant enter without prior status or insider access?
- Can formal stewards give early guidance while retaining independence?
- Can an experiment stop without damaging participants or erasing Learning?
- Can sponsorship be evidenced through changed Capacity or access?
- Can Capability and Opportunity propagate beyond the original network?
- Can the Community continue and renew without founder dependency?

Cross-paper invariants

- Participation Context is the primary security, ownership and policy boundary.
- Capability, Agency, Authority, Mobilisation, Decision and Action remain distinct.
- Demand → Investment → Capability → Agency → Mobilisation → Decision → Action → Outcome → Impact → Value → Learning → Renewal is the canonical value chain.
- Observation, Signal, Pattern, Interpretation, Hypothesis, Claim and Decision remain distinct.
- Confidence is explainable and context-specific; it is not consensus, certainty or a universal score.
- Human or Agent Capability never creates Authority by itself.
- Personal Ambition and Development Intent do not become organisational workforce intelligence.
- Participation, activity, attendance, popularity and Contribution are not proof of Capability, motivation, alignment or Value.
- No high-consequence metric or Claim is activated without an approved Method Pack.
- Outcome is not Impact; Impact is not Value; positive outcomes do not override trust or Renewal.
- Challenge, appeal, override, remedy and recovery exist before scale.
- Capability and Opportunity must propagate together.
- Open belonging does not imply unrestricted access, Authority or assured competence.
- Renewal preserves and expands future Capability.

Confirmed WP06 architecture series

Paper	Title	Relationship
WP06.0	Introducing the Frontier Capability Organisation	Related paper
WP06.1	Capability Intelligence Platform Definition	Related paper
WP06.2	Trust, Security, Jurisdiction and Data Governance	Related paper
WP06.3	Universal Information and Relationship Architecture	Related paper
WP06.4	Observatory, Intelligence and Judgement Architecture	Related paper
WP06.5	Personas, Participation and End-to-End Journey Architecture	Related paper
WP06.6	Adoption, Transition and Capability Propagation Architecture	This paper
WP06.7	Domain Activation, Domain Mesh and Lifecycle Architecture	Related paper
WP06.8	Frontier Capability Operating Model	Related paper
WP06.9	Functional Requirements, Controls and Acceptance Architecture	Related paper
WP06.10	Platform, Integration and Technical Architecture	Related paper
WP06.11	Methods, Measurement and Assurance Architecture	Related paper
WP06.12	Ecosystem Participation, Value Exchange and Economics Architecture	Related paper