THE BASECAMP MANIFESTO

WILLIAM KAHN'S DESCRIPTION OF HOLDING ENVIRONMENT CONDITIONS (2001)

Facilitating conditions for creating and sustaining holding environments	Points of failure in holding environments (areas of vulnerability tied to each facilitating condition)	Three key dimensions of holding behaviors
Optimum range of anxiety Trusting movement towards others	Overwhelming situations – too much anxiety disabling capacity to seek support Inability to move trustingly toward potential holders	Containment expressed through accessibility, attention, inquiry, compassion, and acceptance
3. Available holding	3. Lack of potential holding	Empathetic acknowledgment expressed through curiosity, empathy, and validation
4. Competent receiving	4. Lack of receiving competence	
5. Resilient boundaries6. Positive experiences and outcomes (pp. 266–270)	5. Lack of temporarily impermeable boundaries around dyadic or group holding environment 6. Lack of positive experience and outcomes for all participants of	3. Enabling perspective expressed through sense-making, self-reflection, task-focusing, and negotiated interpretation (p. 269)
	holding environments (p. 272)	

Source:

Kahn, W. (2001). Holding environments at work. *Journal of Applied Behavioral Science*, 37(3), 260–279.