Systems Mapping Training for Local Facilitators

July 1-2, 2019

My name:

CCI
CENTER FOR CARE INNOVATIONS

THE SYSTEMS SANCTUARY

Why Mapping?

- System maps are powerful visualization tools that can help change agents describe and diagnose the current state of a given system and identify opportunities for improvement.
- There are many ways to map the system. We will use:
  - Equity Mapping
  - Actor map
  - Mapping forces
  - Iceberg
  - Transition Mapping

System mapping: objectives

- To clarify how to “bound” a system.
- Locate root causes to systemic problems
- Identify system parts
- Assess patterns of interaction within a system.
- Understand different perspectives in the system
- Move from blame to an understanding of the dynamics
- Deepen our understanding of their complexity
- Serve as a visual guide to understand interaction, relationships in the ecosystem
- Discuss how to identify critical levers for change within a system.

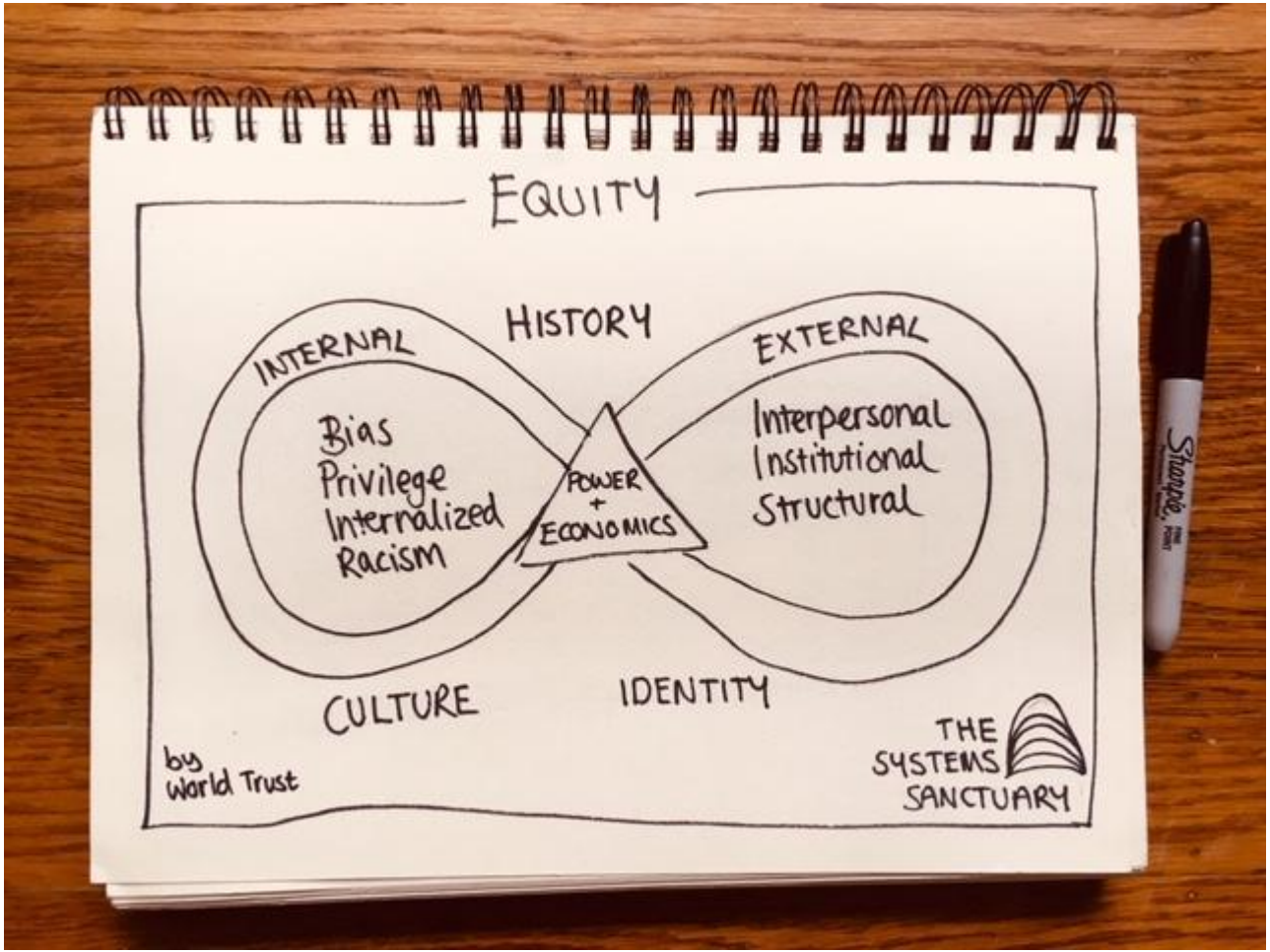
System Mapping: process not outcome

- Develop a shared language; identify our starting points
- Generate collective intelligence, find patterns & pathways that lead towards action
- Create opportunity for collective reflection that can feed your strategic thinking
- Together, learn about systems change and contribute to the learning by harvesting our unique contribution and share.

Maps	When is it useful	What capacity does it build	Outcome/next steps
Actor Mapping	Understand ● actors in a systems, ● relationships & (inter)connections ● power ● clusters, gaps, hubs	● Seeing the system ● Building relationships ● Working across difference	● Use for analysis to lead to strategy ● Identify opportunities (new relationships, strong connections) ● See weak connections and where to build ● See momentum and positive energy
Forces Mapping	Understand: ● Big picture ● How change is happening ● Forces & their interplay	● Seeing the system ● Understanding culture level trends: narrative and landscape	● Help to see opportunities to intervene. ● These opportunities become guides for developing strategies and programs.

Maps	When is it useful	What capacity does it build	Outcome/next steps
Equity Lens	● Convening diverse stakeholders ● To create common understanding and language around privilege and power	● Locating oneself in the system ● Working across difference ● Relationship building	● Come back to the framework when issues of power, identity and culture are raised ● Build on it - ensure power is considered in your strategy
Iceberg Map	Understand: ● Systems and culture level of an issue or domain ● System dynamics	● Seeing the system ● Working across difference ● Building relationship ● Working with culture	● Use for analysis to lead to strategy ● Identify opportunities (new relationships, strong connections) ● See weak connections and where to build ● See momentum and positive energy
Transition Theory	● Understand systems view for strategy ● To develop strategy	● Multi level strategy ● Seeing the system ● Learning & adapting	● Develop strategy ● See gaps ● Opportunities for collaboration ● Baseline for strategy ● Emergent strategy

Equity Lens


EQUITY
HISTORY
INTERNAL
Bias
Privilege
Interralized
Racism
EXTERNAL
Interpersonal
Institutional
Structural
POWER
+
ECONOMICS
CULTURE
IDENTITY
by
World Trust
THE
SYSTEMS
SANCTUARY

Why equity lens?

- Understand the internalized and systemic nature of gender and identities that intersect (like race, class, ability, sexual identities)
- Have deeper conversations
- Grapple with complexities
- Share our experiences and stories
- Ask good questions
- Bring awareness to assumptions

Storytelling

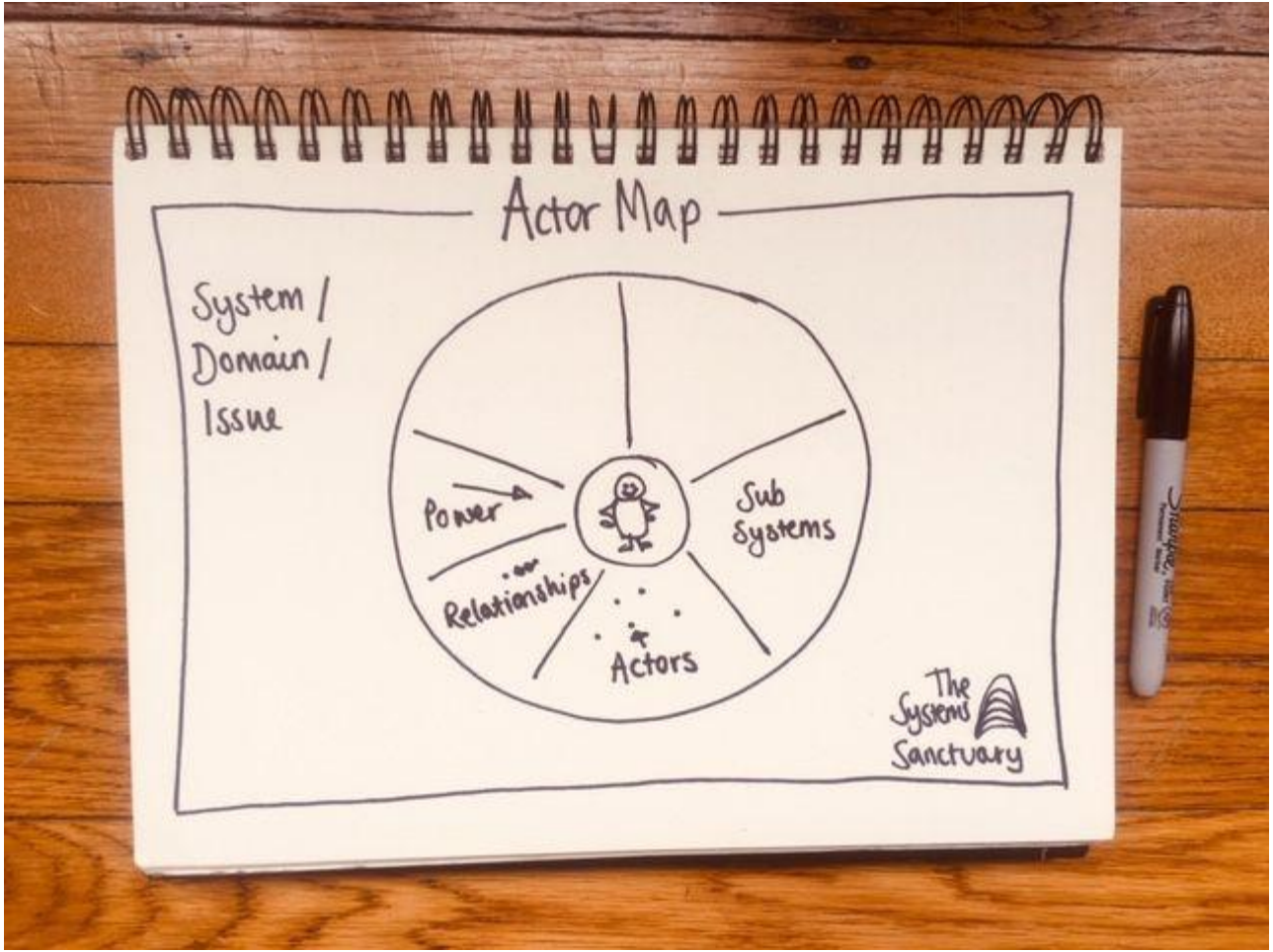
We ask you to reflection on these questions and share stories with a partner:

1) How does our culture/history/identities (gender, race, class, sexual identity, ability) give us challenges and privileges?

2) How does your story - inform the systems change work you aim to do?

3) How does your story (history, identity and culture) give you strength?

Actor Mapping


Actor Map
System / Domain / Issue
Power
Relationships
Actors
Sub Systems
The Systems Sanctuary

Actor Mapping

- Offers a visual depiction of the key organizations and/or individuals that make up and/or influence a system
- Focuses on relationships and interconnections between various actors.
- Helps show how the parts of, or people within a system are connected, identifying weak connections or gaps, bringing out ideas for intervention points in the system,

Actor Map

STEP 1 Identify the system: issue area

STEP 2 Identify the scope: local, re

gional, national

STEP 3 Identify core of the map: who is in the middle

STEP 4 Identify the subsystems of the map: related sub-systems that influence the main system

Actor Map

STEP 5

- Place actors on the map in a way that illustrates which sub-system they belong to.
- Place actors on the map in a way that illustrates their degree of influence (e.g., place actors with direct influence on the system in or close to the center).
- Place actors on the map in a way that illustrates their “proximity” to one another (e.g., place an individual school next to its related school district).”

Connection Between Actors

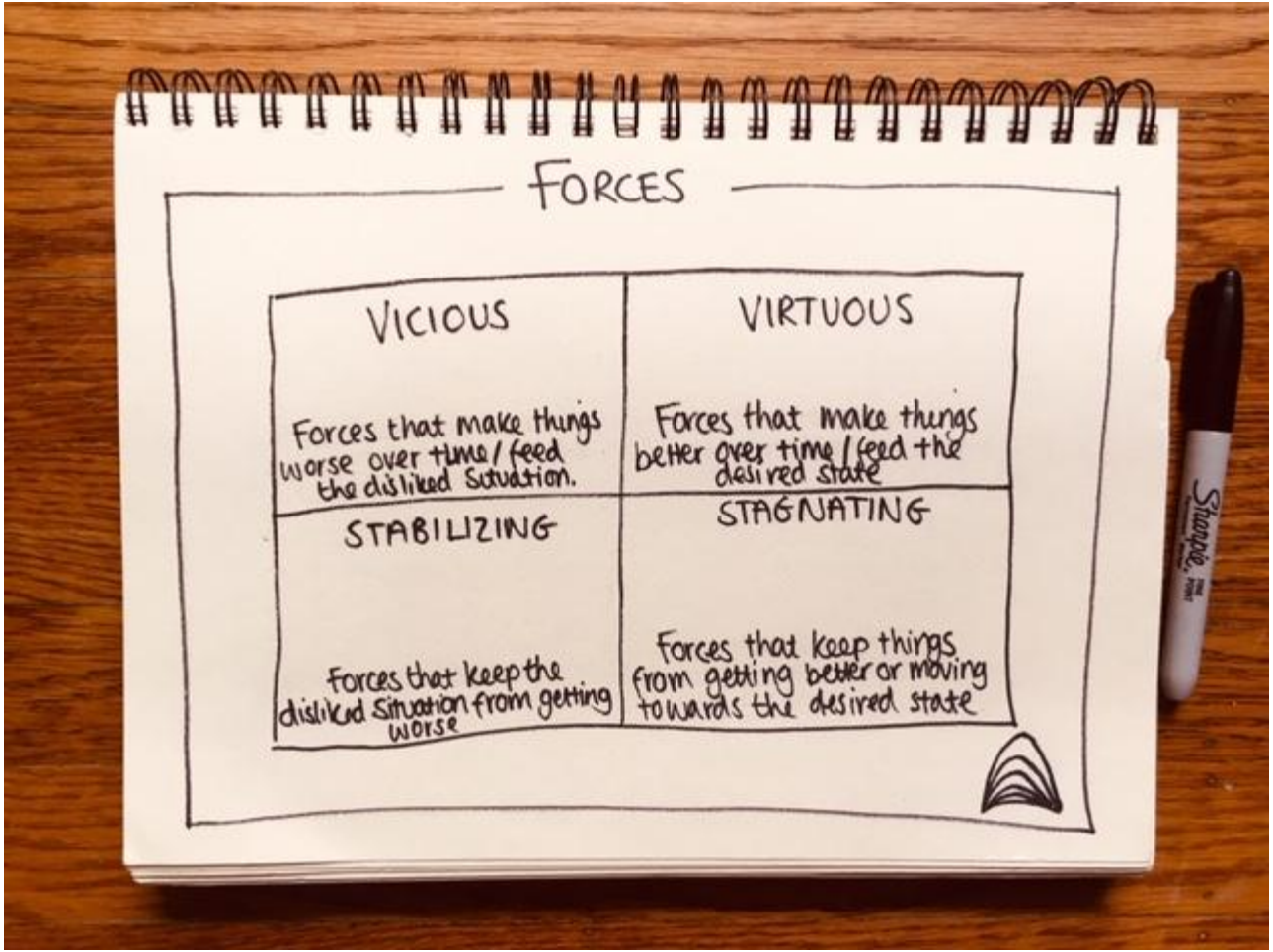
1. Discuss relevant connections between actors on the map.

2. Note these connections on the map by drawing lines between relevant actors.

3. Use blue lines for strong or established relationships

4. Use yellow lines for weak or emerging relationships.

Mapping Forces


FORCES
VICIOUS
Forces that make things worse over time / feed the disliked situation.
VIRTUOUS
Forces that make things better over time / feed the desired state
STABILIZING
Forces that keep the disliked situation from getting worse
STAGNATING
Forces that keep things from getting better or moving towards the desired state
Sharpie

Forces

- See the way the world is changing, the dynamics at play that are happening around us
- Take a birds-eye view of some of the dynamics that surround the issue
- We surface different ‘Forces’ that affect your ability to influence change in a system.
- Help to see opportunities to intervene.
- These opportunities become guides for developing strategies and programs.

Forces

- STEP 1 What are you trying to advance? Put your desired state in the center of the forces map
- E.g. “What forces account for our ability to attain healthy, addiction free communities?”
- STEP 2 Brainstorm on stickies on vicious and virtuous forces, then cluster those on the map in front of you. Think about people, trends, events, norms, beliefs, phenomena, institutions, laws, policies, etc.).
- STEP 3 Brainstorm on stickies on stabilizing and stagnating then cluster on the map in front of you.

Forces

STEP 5

- Draw arrows between the forces that are connected in any way.
- Cluster the forces into a few higher level groups
- Give groupings a meaningful name. These are your ‘themes’.
- Look at how they are related, or influencing other forces in other quadrants.
- Select the top 6–8 themes. To help your prioritization, fill in the blank: You cannot understand the system unless you understand _____ _____ themes. The top themes you select will be the starting point for the next step in the process.
- Gaps - Are there any additional forces that must be included in order to have an adequate understanding of the theme? If so, take time to add them in.

Connection Between Actors

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Iceberg Mapping

Iceberg

- To help you think more systematically
- Locate root causes to systemic problems
- Identify the cultural elements
- Assess patterns of interaction within a system.
- Understand different perspectives in the system
- Deepen our understanding of their complexity
- Discuss how to identify critical levers for change within a system.

Iceberg

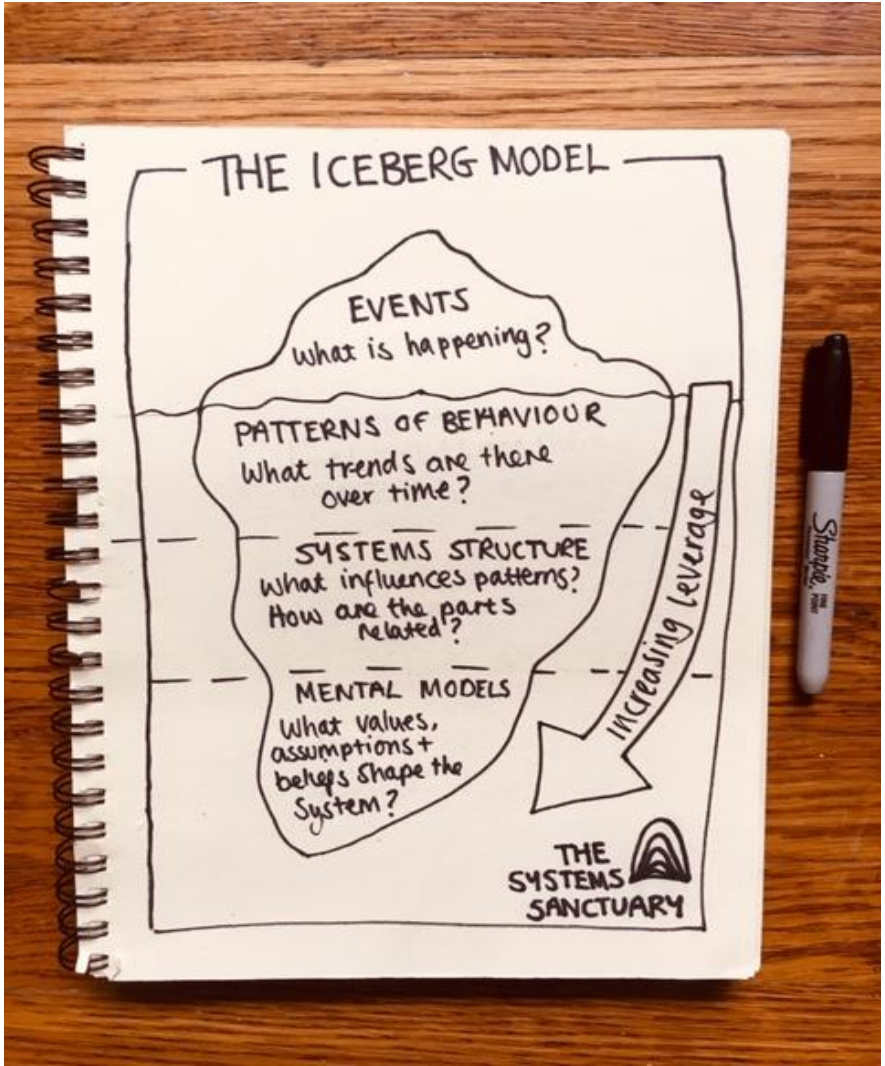
Multi - level perspectives:

1. What is the event? What is happening?

2. Patterns and Trends: What are the trends and pattern over time? What has been happening/changing?

3. Structures and Systems: What explains (is causing) these events and patterns? Policies, structures, Institutions

4. Culture: What norms, cultures, deeply help belief systems and assumptions?


THE ICEBERG MODEL
EVENTS
What is happening?
PATTERNS OF BEHAVIOUR
What trends are there over time?
SYSTEMS STRUCTURE
What influences patterns? How are the parts related?
MENTAL MODELS
What values, assumptions + beliefs shape the System?
Increasing Leverage
THE SYSTEMS SANCTUARY

Systems & structure

- Physical layout
- Materials flows
- Procedures / policies
- Rules
- Unwritten rules
- Work processes
- Contracts
- Reporting relationships
- “Hot buttons”
- Control mechanisms
- Reward systems

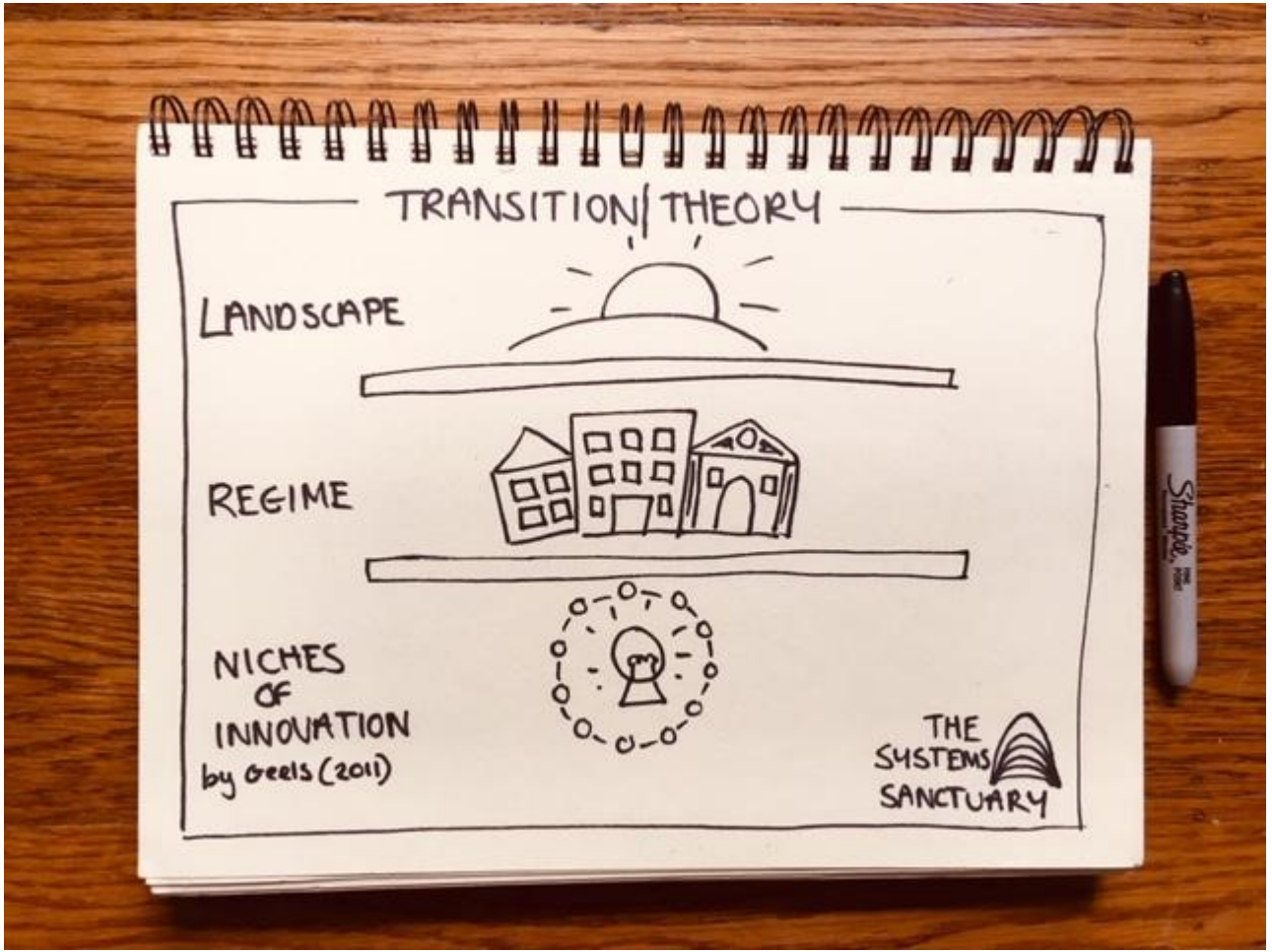
Mental models

- Habits, norms, expectations, perceptions
- Culture
- Emotions
- Values and Beliefs
- Assumptions
- People’s mental models

Opportunities: influence, momentum, levers & Challenges: blockages

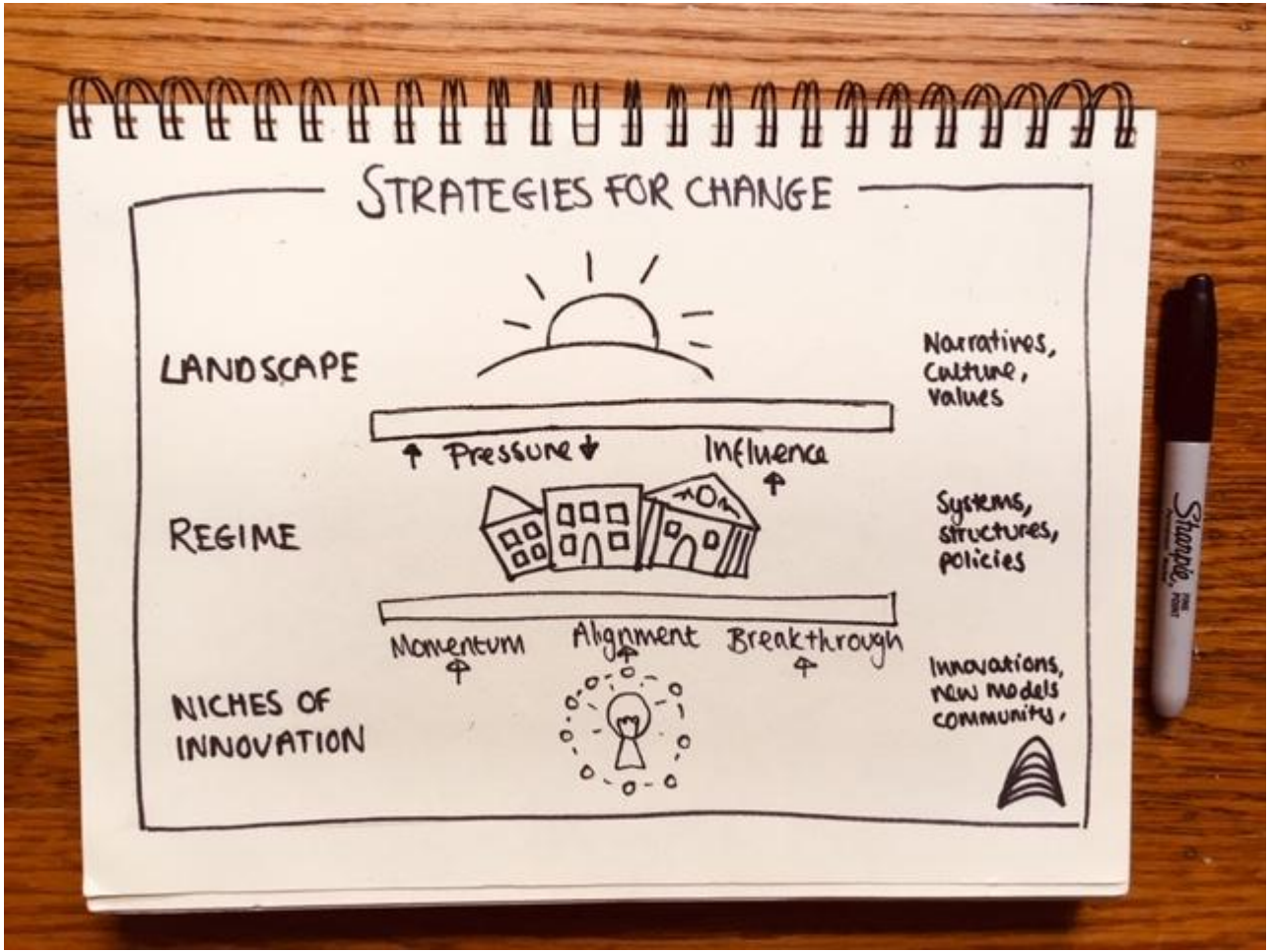
- Review the connections among actors and discuss what parts of the system have positive energy and momentum.
- Areas with high impact – where a small well-focused action makes significant, enduring improvements to root causes and drivers
- Areas that are ‘ready to move’ – where there is momentum and energy for change
- Areas that have the least barriers – where change isn’t dependent on a lot of things changing
- Areas that have symbolic power – where action can inspire a change in the way we see the problem or opportunity

Transition Theory


TRANSITION THEORY
LANDSCAPE
REGIME
NICHES
OF
INNOVATION
by Geels (2011)
THE
SYSTEMS
SANCTUARY

Transition Theory

- Facilitate sense-making
- Analyze the dynamics in the system: identify hurdles and opportunities for the system to transition
- Generate ideas about where to intervene in a systems
- Create strategies around specific places ripe for opportunity e.g. ‘were going to do more policy work’
- Allow understanding of multiple levels of intervention and the interconnection between them.


STRATEGIES FOR CHANGE
LANDSCAPE
Narratives, Culture, Values
Pressure
Influence
REGIME
Systems, structures, policies
Momentum
Alignment
Breakthrough
NICHES OF INNOVATION
Innovations, new models communities,

Transition Theory

At your table map the system using transition theory to illustrate the strategy you are currently using in your coalition to support the system to shift.

- STEP 1 On individual sticky notes write down the different programs you currently work on.
- STEP 2 Place these into the correct sections of the transition theory map (landscape, regime, niches of innovation)
- STEP 3 What is missing, where are there opportunities for intervention?
- STEP 4 Map some of the ideas that have come from your mapping work over the last two days. How might you make your overall strategy more powerful? How are landscape level changes creating windows of opportunity?

Strategy

Why strategic reflection?

- Identify leverage points- areas in the system where focus could bring about systemic change
- Analyse and make sense of mapping
- Turn insights into strategy.

Reflection

- What strikes you as especially prevalent? Which factors are you seeing appear over and over again?
- What parts of the system have positive energy and momentum? Where are the bright spots in the system? Are there surprising areas of positive deviance? What might these hint at in terms of creative ways to intervene?
- Where are the attractors? Are there certain factors that have a surprising “gravitational pull”?
- Are there common states a system seems to end up back in regardless of the intervention?
- Which factors don’t show up everywhere, but are especially powerful when they are present?
- Are there factors that are rarely mentioned, but when you see them are surprisingly powerful?

Design

Outreach

- What system actors do you need in the room?
- Do you have a diversity of perspectives?
- Do you have ‘unusual suspects’ and participants who can speak from lived experience?
- What number of people will be enough?

Design

- Clarify your objectives first and foremost. Easy to get excited and carried away.
- Frame, frame, frame. Manage people’s energy by telling them what to expect without sharing the detail.
- Always use the event worksheet - too many things to think about at the same time

Design template

Time	Objective	Activity details	Responsibility	Logistics
9:00-9:30	Welcome & framing	● Welcome the group ● Share objectives ● Share Agenda	Sam	Power Point Pens

Map	**5 Key Insights**
Forces	
Actor Mapping	

Map	5 Key Strategies
Iceberg	
Transition Theory	