



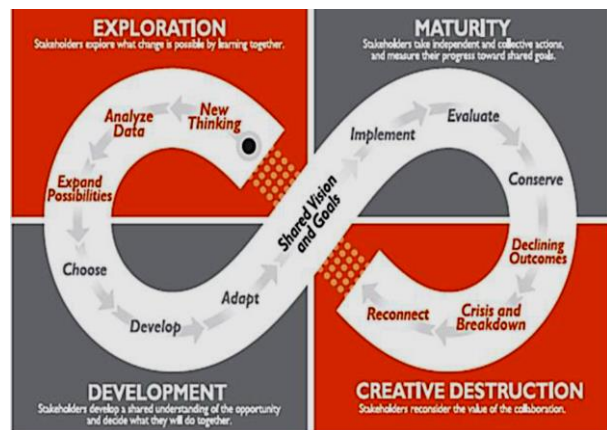
TOOL | ECO-CYCLE MAPPING TOOL

Community change efforts are dynamic and typically unfold according to four phases. From our own work in collaborative community change, Tamarack recommends thinking in terms of 3-5 year “campaigns” when planning your collaborative effort.

TOOL OVERVIEW

Regular opportunities for learning and reflection need to be intentionally included into every phase of the change effort and deliberate thought and planning needs to be devoted to succession, renewal and sustainability.

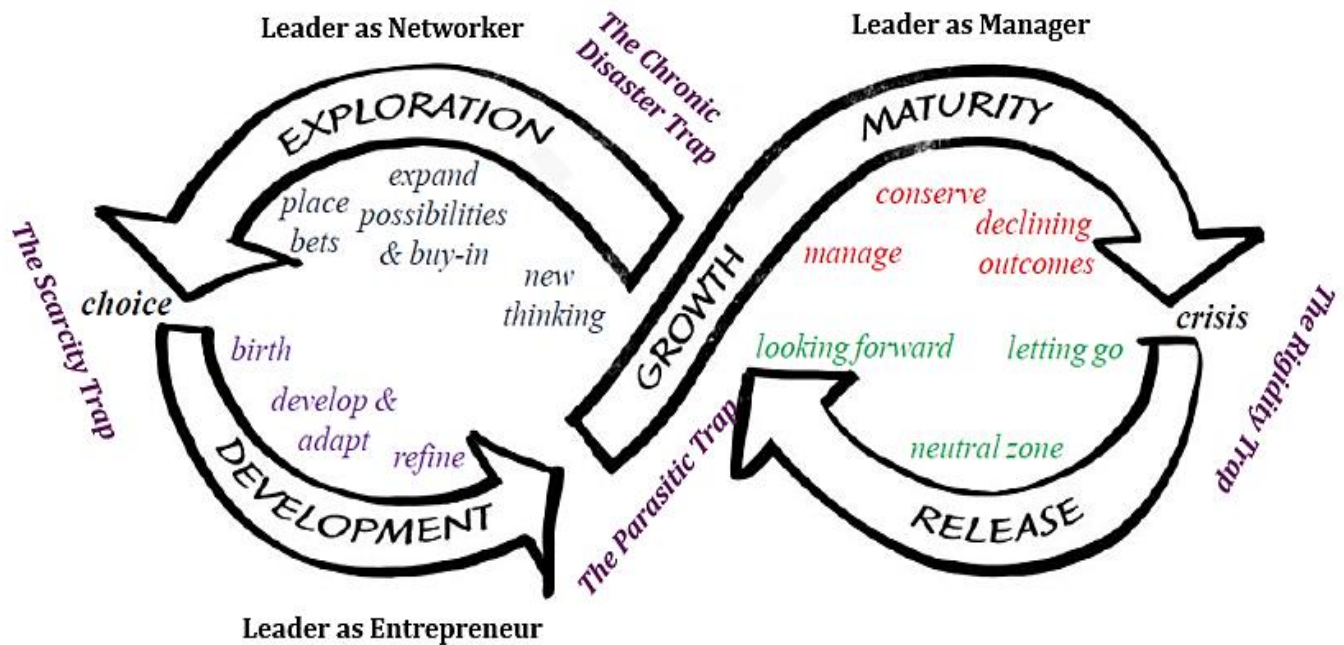
Transitional traps are common as a collaborative effort moves from one phase to another in the eco-cycle. It is valuable for leaders to periodically come together and map their progress using the eco-cycle – with a careful eye on the transitional traps



THE TRANSITIONAL TRAPS

Traps	Description	Challenges
SCARCITY Moving from Exploration to Development	Too few resources are available to support vibrant exploration of new ideas so few or none take root. No new ideas lead to outcomes or garner the support.	The ideas are not compelling. Underdeveloped decision-making process & criteria. Members disagree on which options to pursue. Members have insufficient credibility. Energy spread too thin across many directions.
PARASITIC Moving from Development to Maturity	People seem unable to sustain or grow their work without the original founder, host or primary funder. They are “parasitic” on the host(s) that gave it birth.	Over reliance on key – often founding – members of the group. Dependence on start-up pool of resources. Approach works well only at a certain scale or in unique context.
RIGIDITY Moving from Maturity to Creative Destruction	People are unable or unwilling to change or dismantle an approach that no longer fits the evolving context in which they operate. The resist new ideas.	Psyche of immediate return. Fear of uncertainty. Self-Interest. Lack of clear exit rules. Concern about perception of failure. Pressure to continue by entrenched constituency (e.g. ‘too big to fail’).
CHRONIC DISASTER Moving from Creative Destruction to Exploration	People find themselves ‘spinning’ and unable to get traction on a compelling new vision, values and intent for moving forward.	Inability to let go of the past. Weak trust amongst members. Difficulty in agreeing on shared vision and values. Volatile environment.

ECO-CYCLE MAPPING WORKSHEET



ASSESSMENT & REFLECTION

Map the following on the Eco-Cycle:

- M = Me
- D = Department
- O = Organization
- C = Collaborative

Reflect on the following:

- What does the mapping exercise mean for your collaborative right now?
- What do you need to consider in evolving your governance and leadership?
- What are some strategies to manage in this environment?

Source: <http://www.plexusinstitute.org>