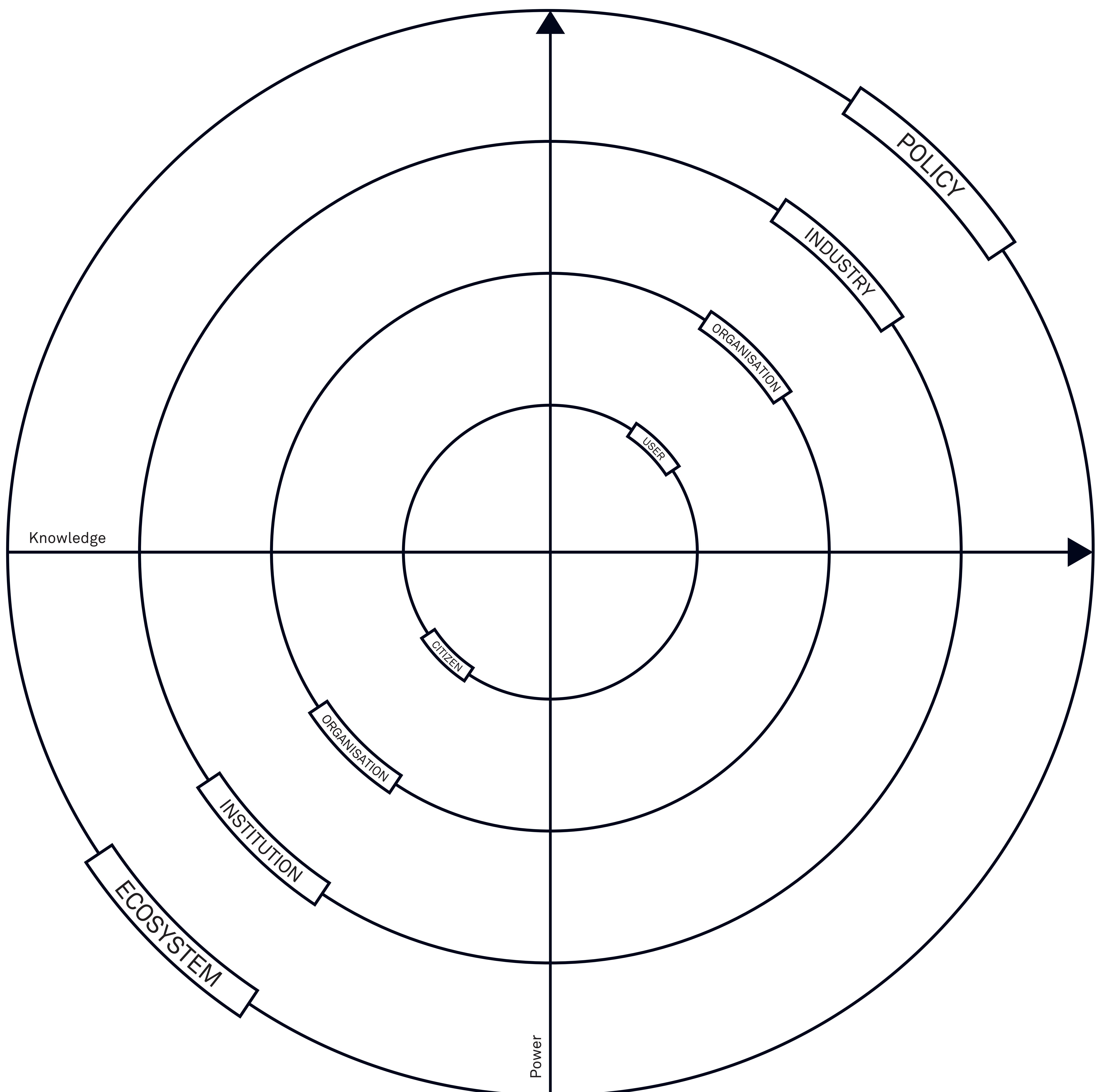
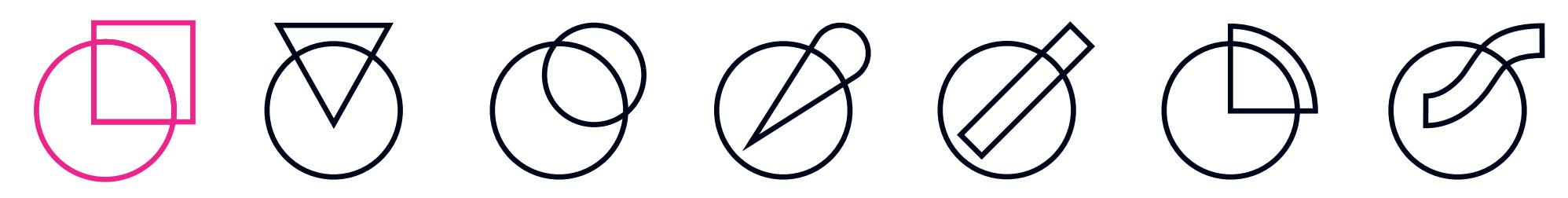
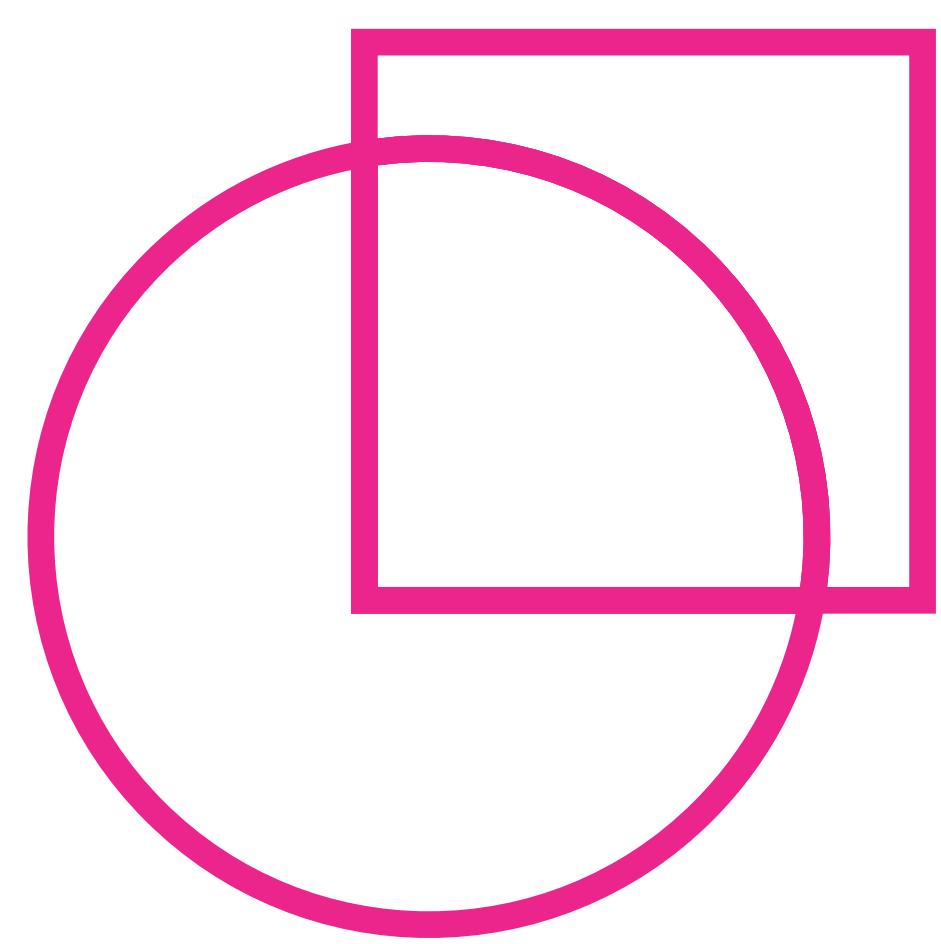


ACTORS MAP

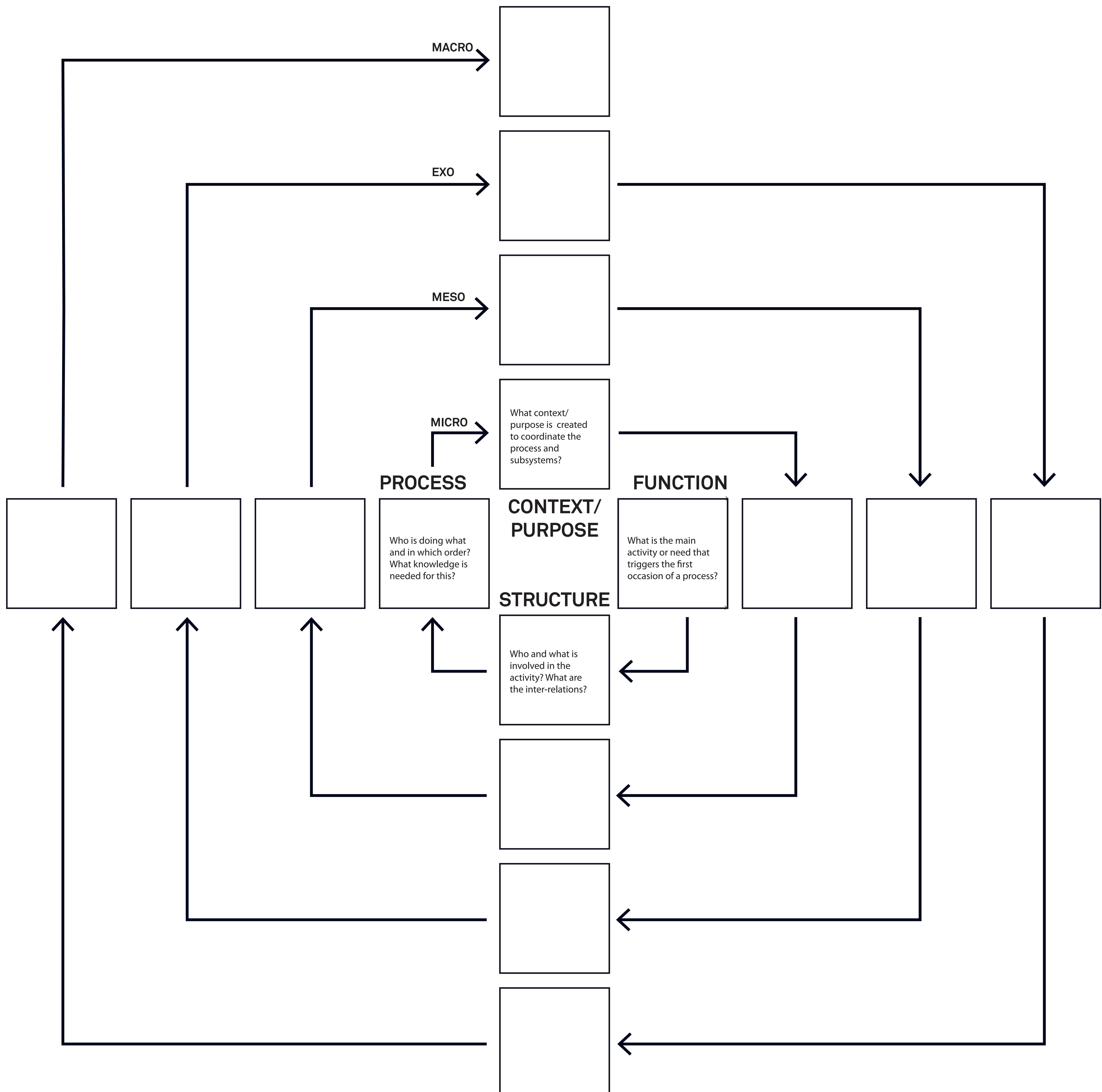
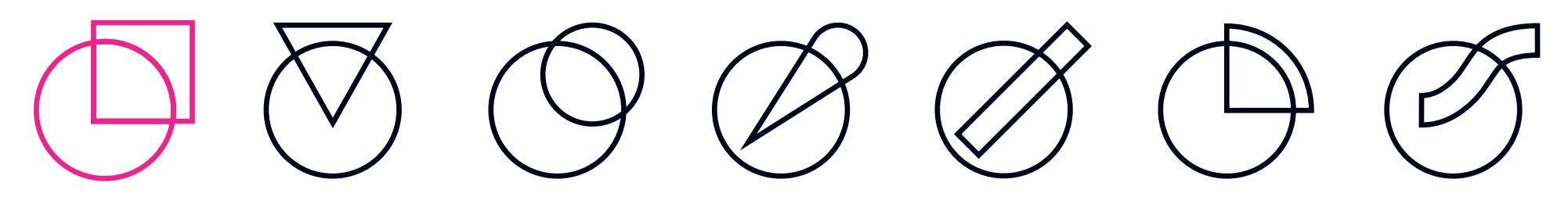
Framing the System

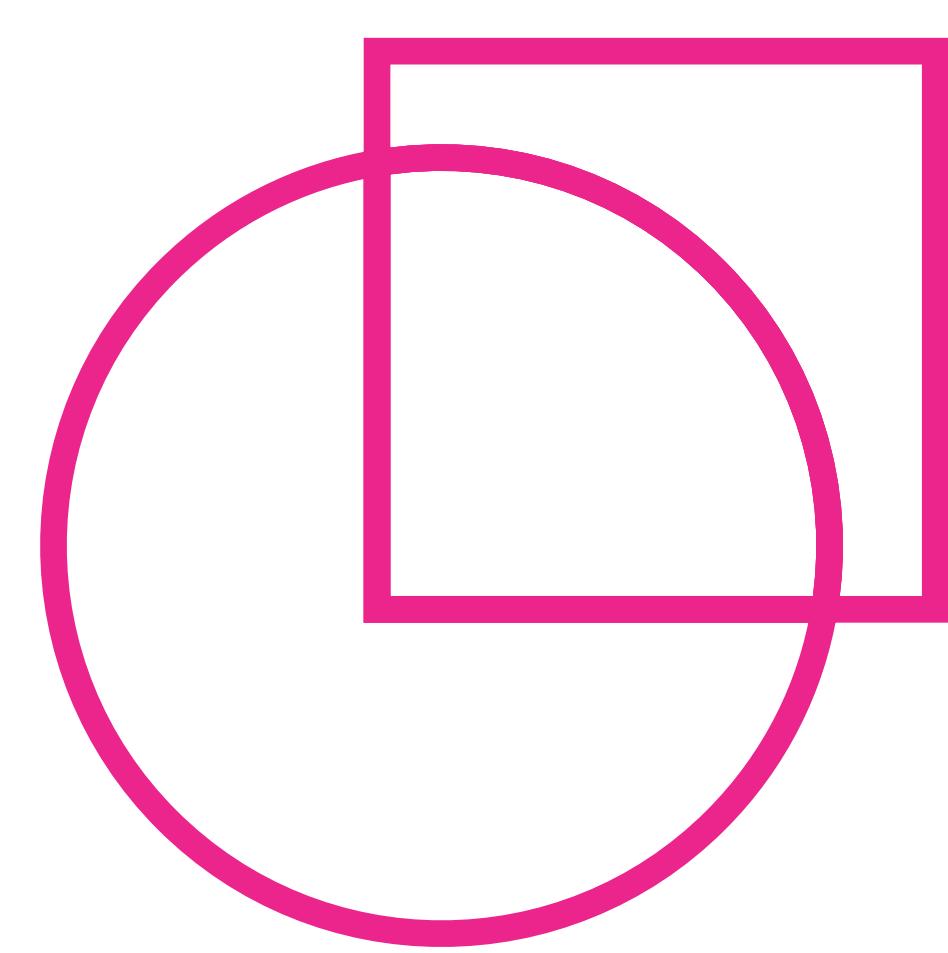




ITERATIVE INQUIRY

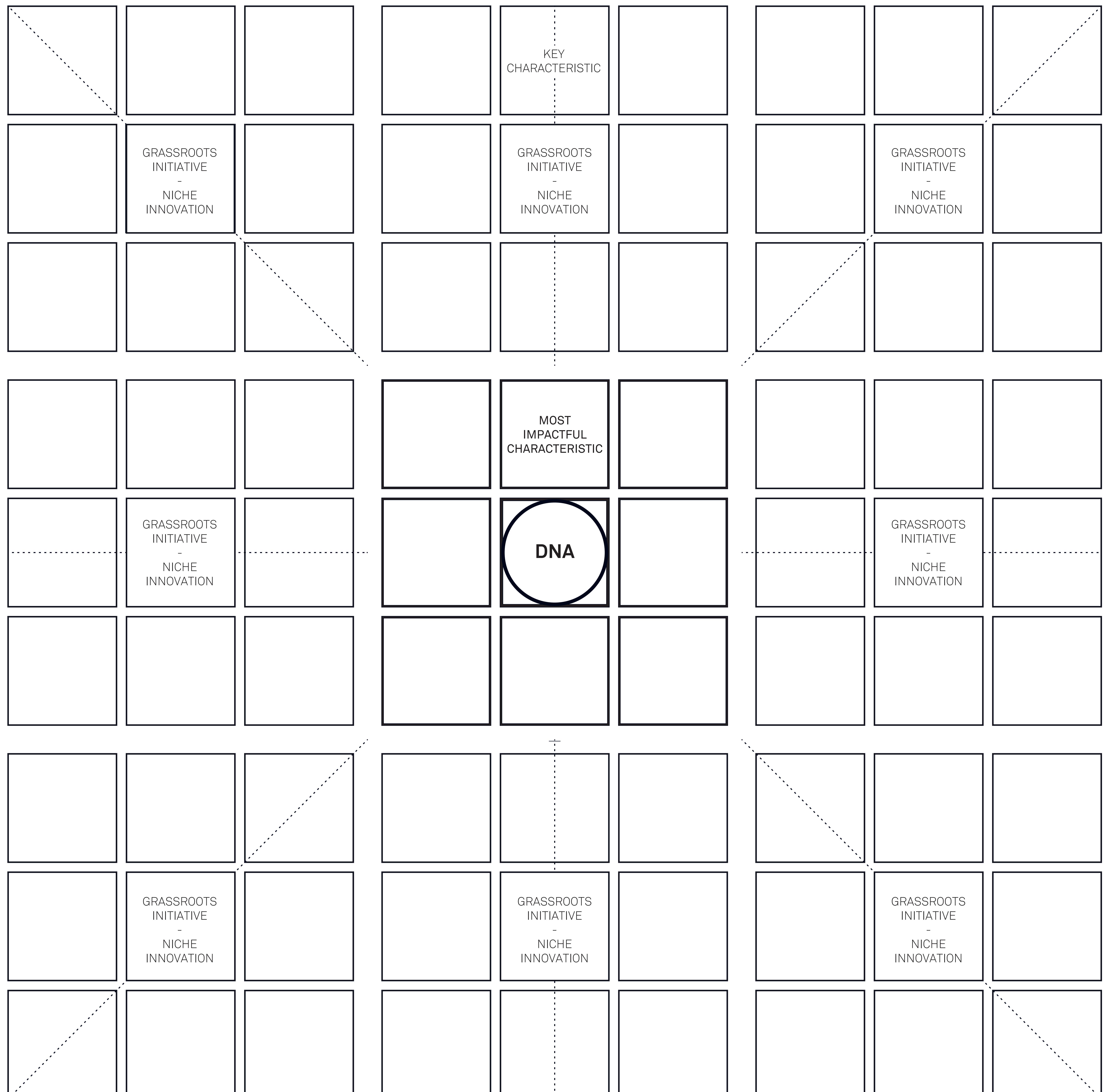
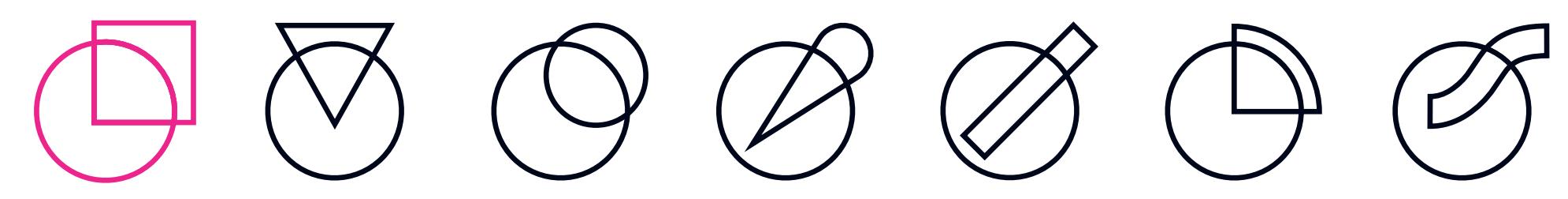
Framing the System

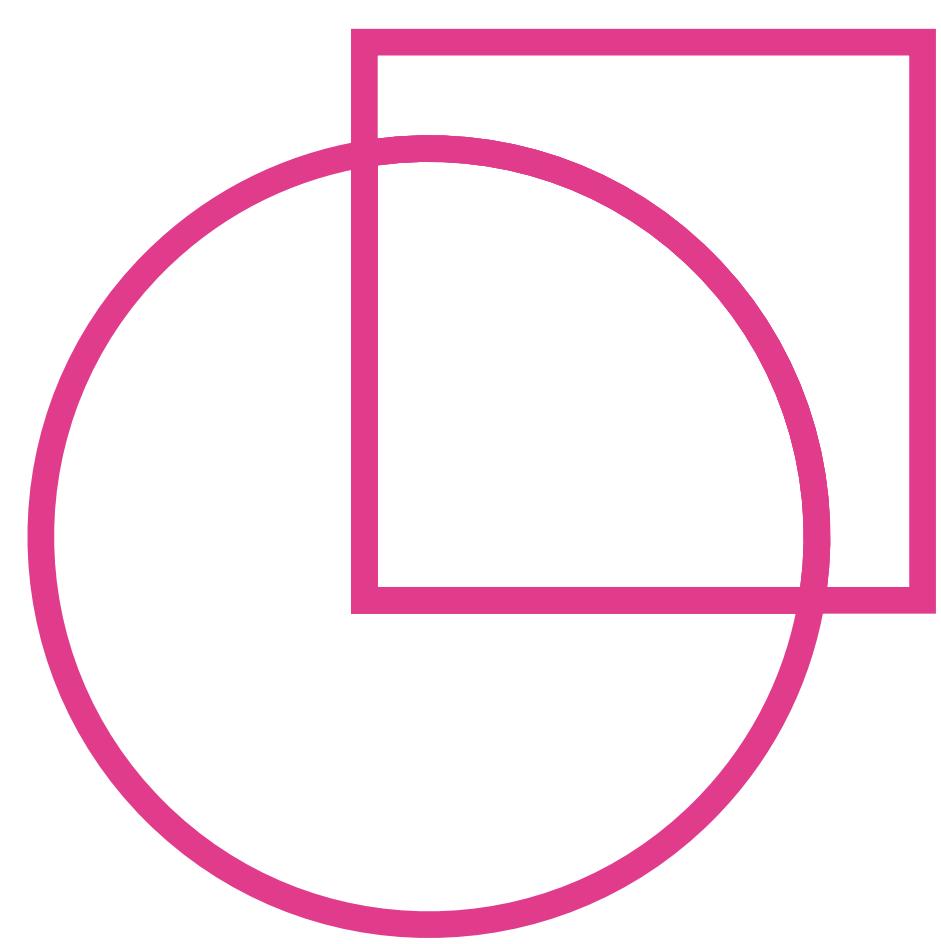




NICHE DISCOVERY


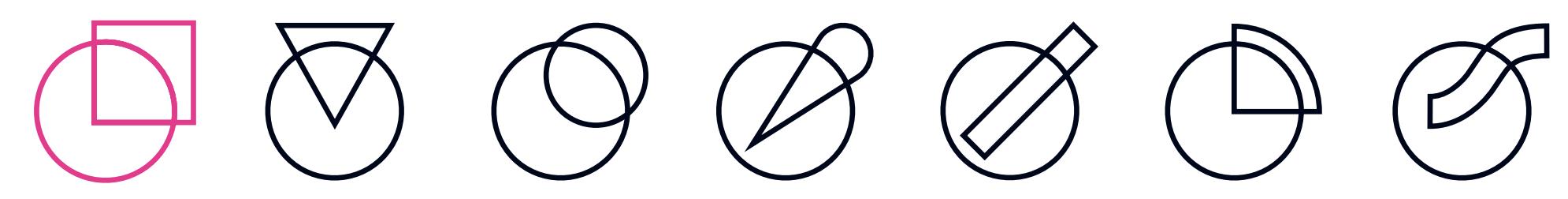
Framing the System





RICH CONTEXT

Framing the System





ACTANTS MAP

Listening to the System



PURPOSE

PURPOSE

SHARED PURPOSE

Expectations, aspirations

Expectations, aspirations

Concerns

Concerns

VALUE EXCHANGE

gives (not)→

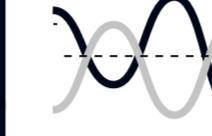
←..... gives (not)



ACTANTS MAP

Listening to the System



ACTANT 1	ACTANT 2	
		 EXPERIENCE OVER TIME Draw the curves for both actants + - time →
"PERSPECTIVE" on the issue	"PERSPECTIVE" on the issue	 What makes the experience change?  What explains the differences between the curves?



CONTEXTUAL INTERVIEW

Listening to the system



Stakeholder Segment
Location & setting Date

PHASE OR ACTIVITY

Ask the interviewee to tell you about their experience, from start to finish.
This can be about the experience during a whole lifetime, a longer period or during a particular event. Note down the various steps.

Before _____

During _____

After _____

EMOTIONS AND DYNAMICS

Let the interviewee draw the experience in a form of a curve. How positive or negative was the experience? What was the main feeling at each step?
What/who triggered the changes? How did things evolved over time? What made things go worse or better?



TIME



WHY QUESTIONS

Take a look at the most extreme moments (positive or negative).
Keep asking why until you find the underlying contributing factors.

CONTEXTUAL QUESTIONS (POEMS)

People

Who was involved in the activities?

Objects

What things were used in the activity?

Environment

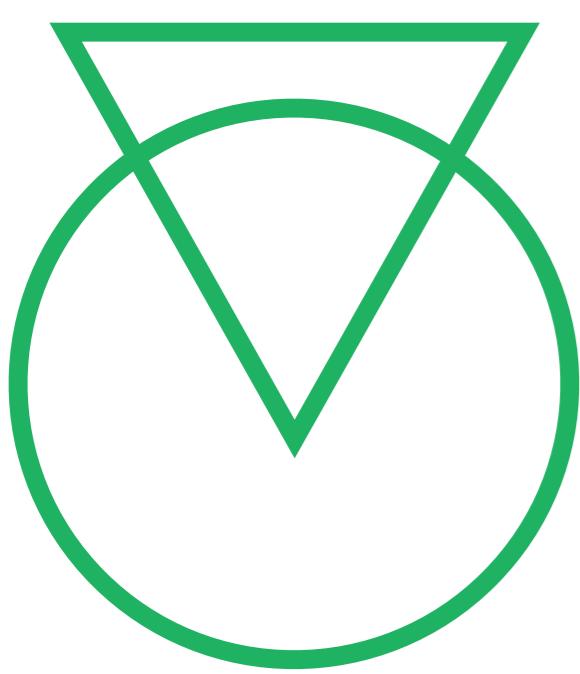
What was the setting where the activity happens?

Messages

How was the information transferred?

Services

What systems or people enabled the activity?



RESEARCH QUESTIONS

Listening to the System



LITANY

(events and trends)

Start by listing questions relevant to current issues and observations (as the litany) at the top of the iceberg.

STRUCTURES & SYSTEMS (underlying causes)

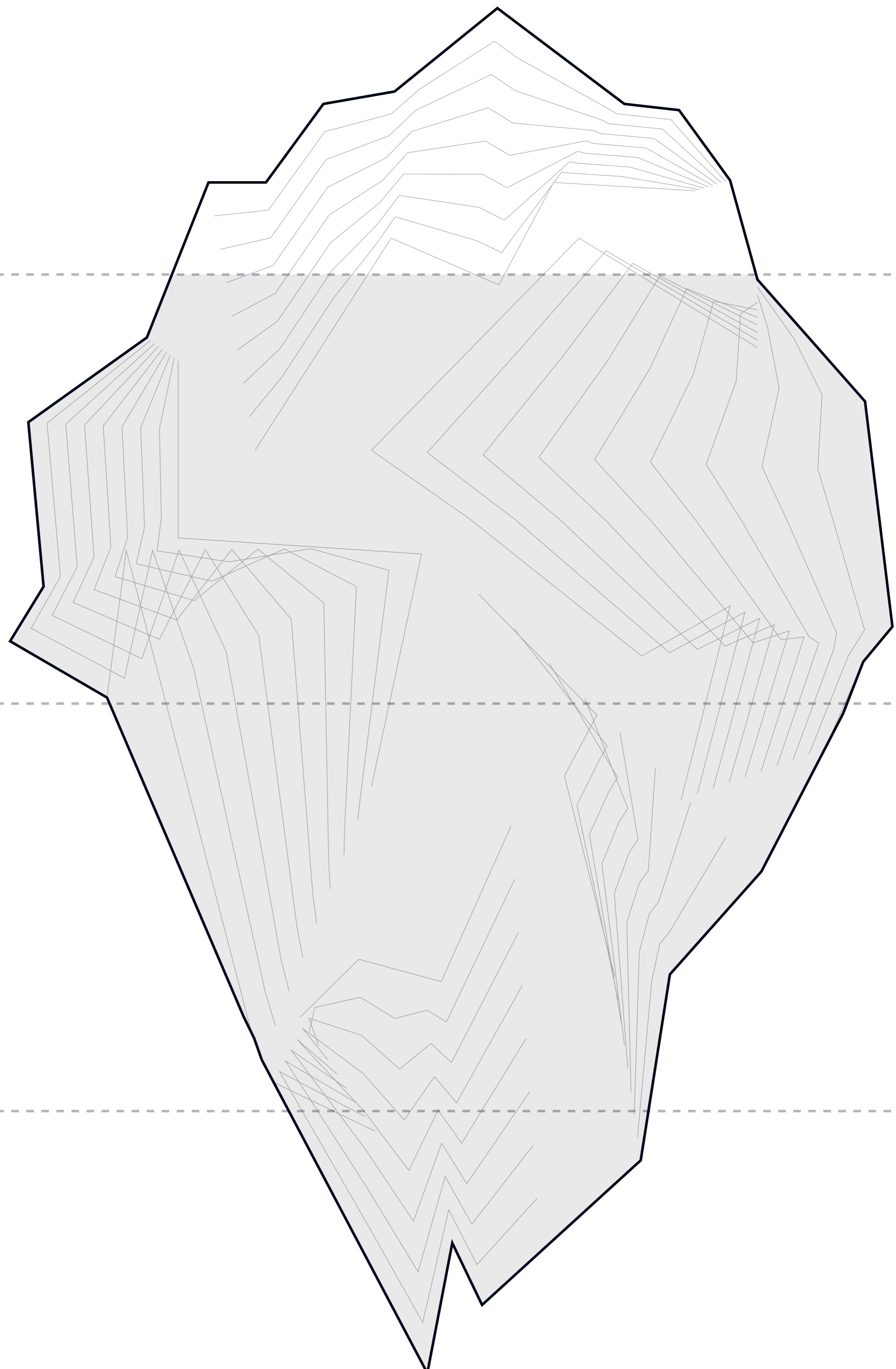
List questions that draw out the STEEP criteria: Social, technological, economic, environmental, political, as well as cultural-historical issues and evolutions.

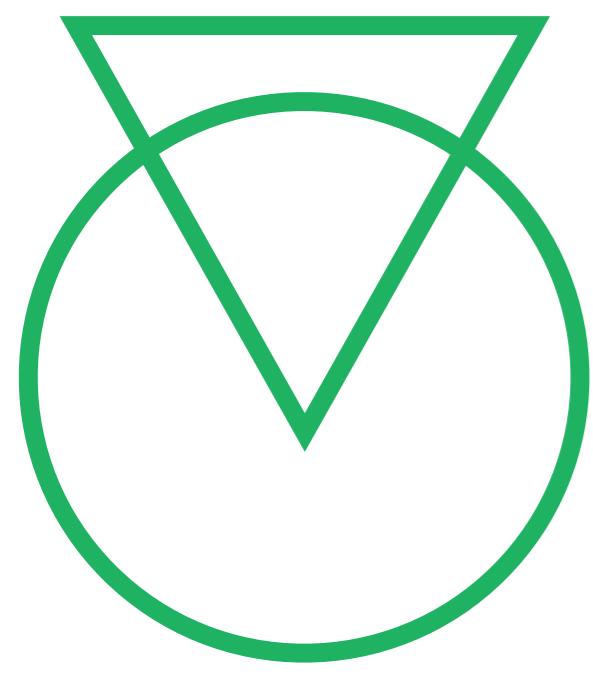
WORLDVIEW & VALUES (paradigms)

List questions that draw out values and worldviews that sustain the trend or legitimate the causes.

DEEP MYTHS (metaphors)

Define questions that articulate the myths and metaphors, the unconscious beliefs that maintain the system or are leading to change.





STAKEHOLDER DIMENSIONS

Listening to the System



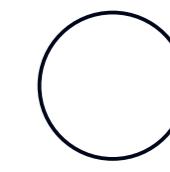
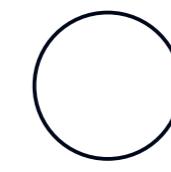
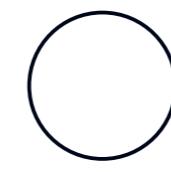
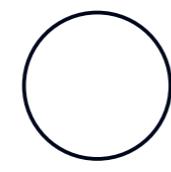
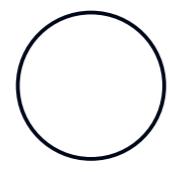
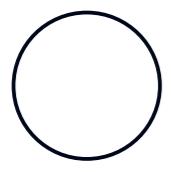
1 CHARACTERISTICS OF THE STAKEHOLDERS

Decide on the most important characteristics that have an influence on your systems' behaviour.

The diagram consists of ten identical horizontal double-headed arrows, evenly spaced vertically. Each arrow is a thin black line with a small arrowhead at each end, pointing in opposite directions. They are positioned against a white background with no text or other markings.

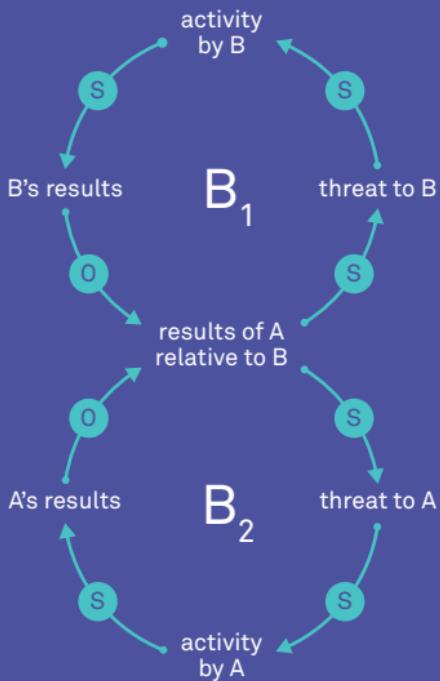
2 INTERVIEW PROFILES

Determine realistic combinations of characteristics that together could form an (extreme) user. Use each extreme at least once.





System Archetype **Escalation**



Behaviour

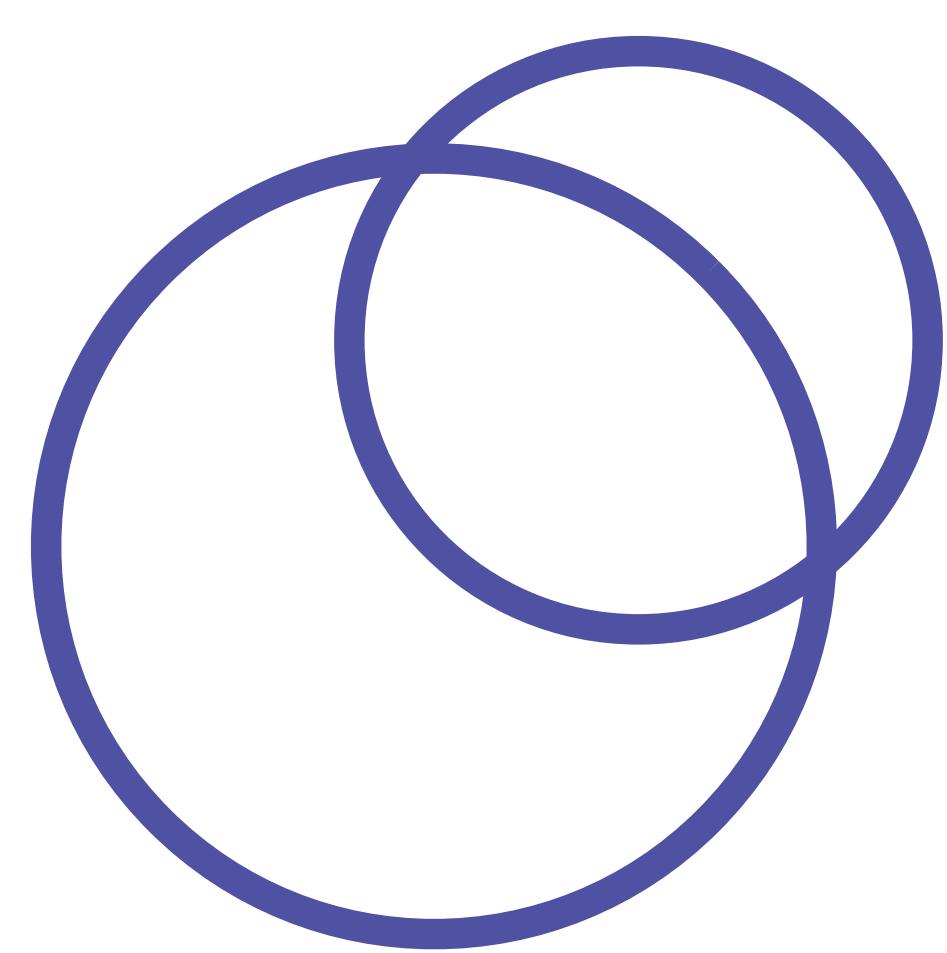
Parties take mutually threatening actions which make retaliation grow exponentially over time.

Example

If A invests in weapons, B might feel threatened and will do the same. A growing mood of reprisal will be thus established.

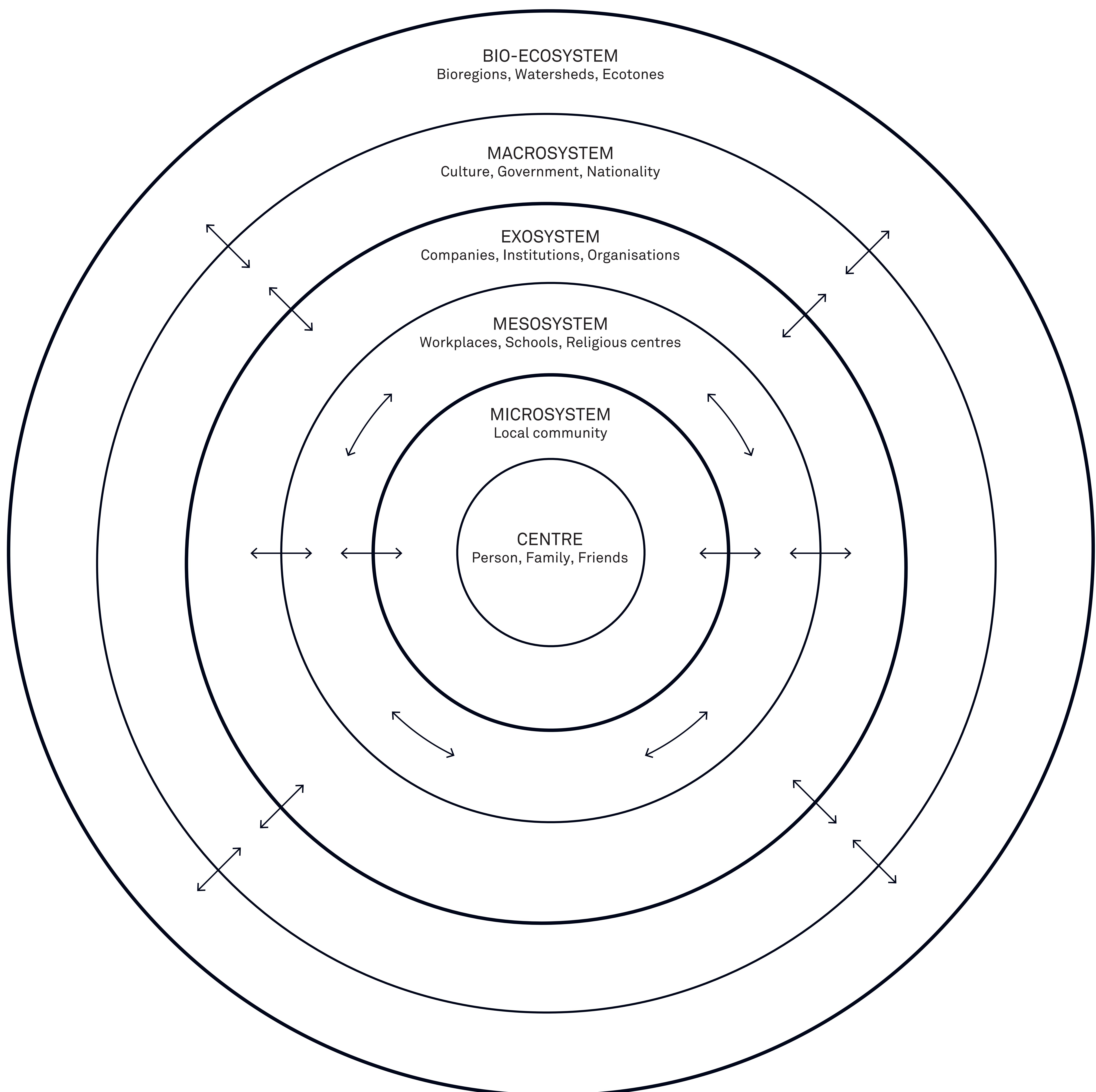
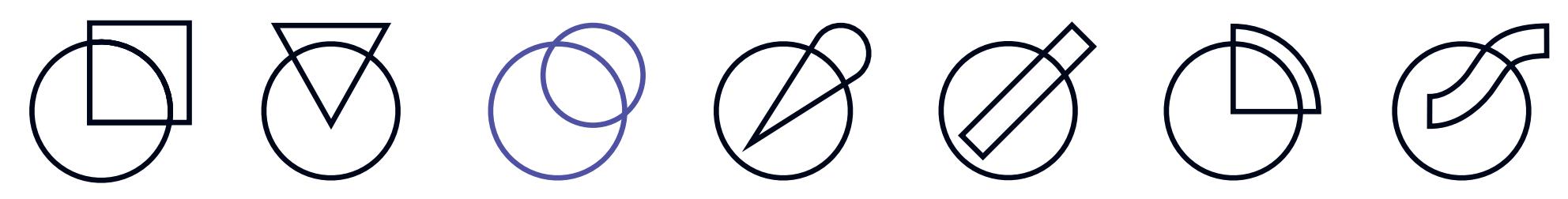
Possible strategy

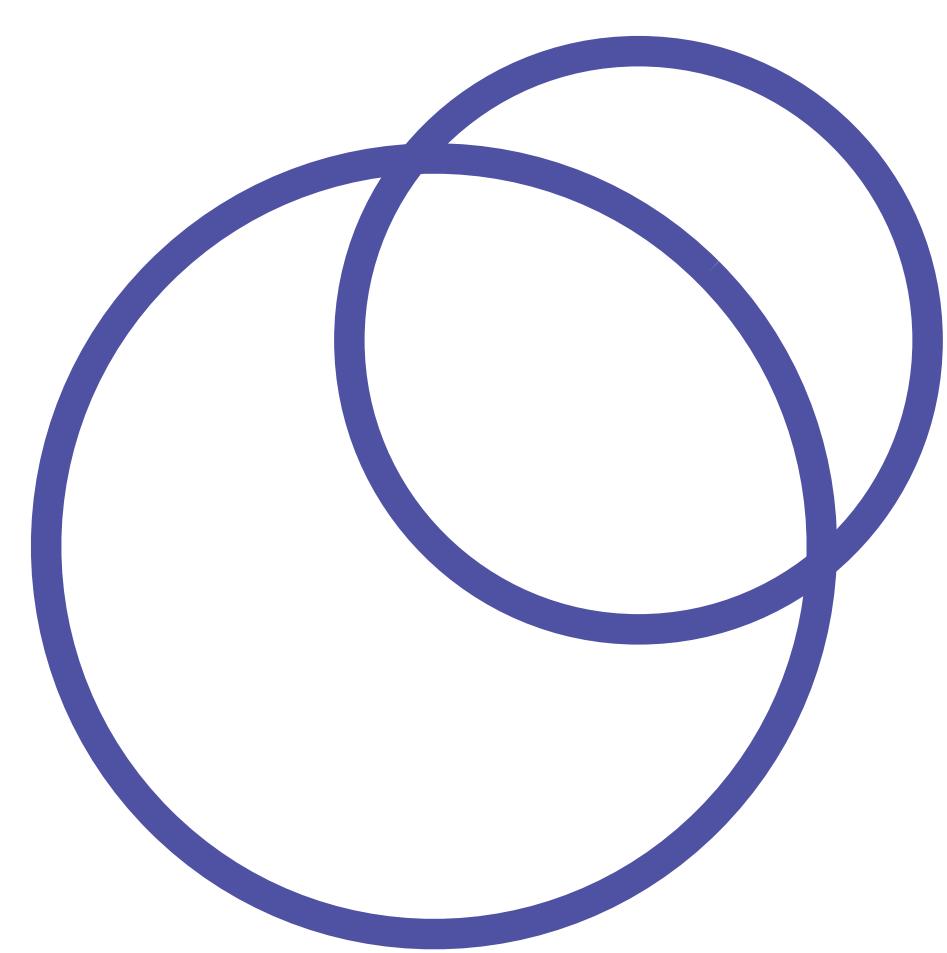
Make the competing parties understand that overcoming this structure requires cooperation toward a larger goal that benefits all.



SOCIAL ECOSYSTEM

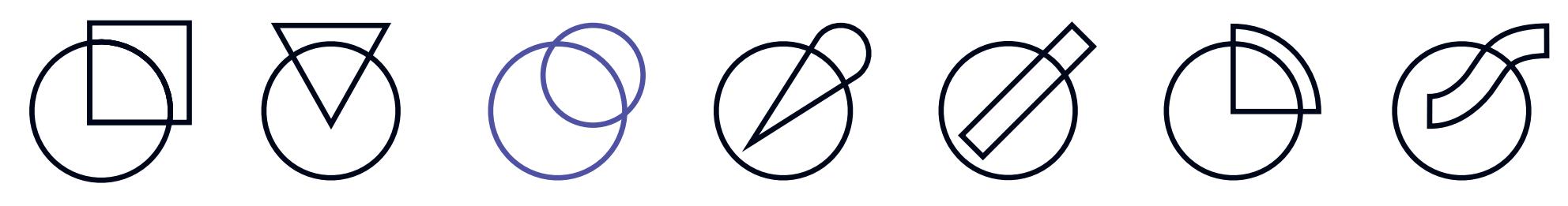
Understanding the System



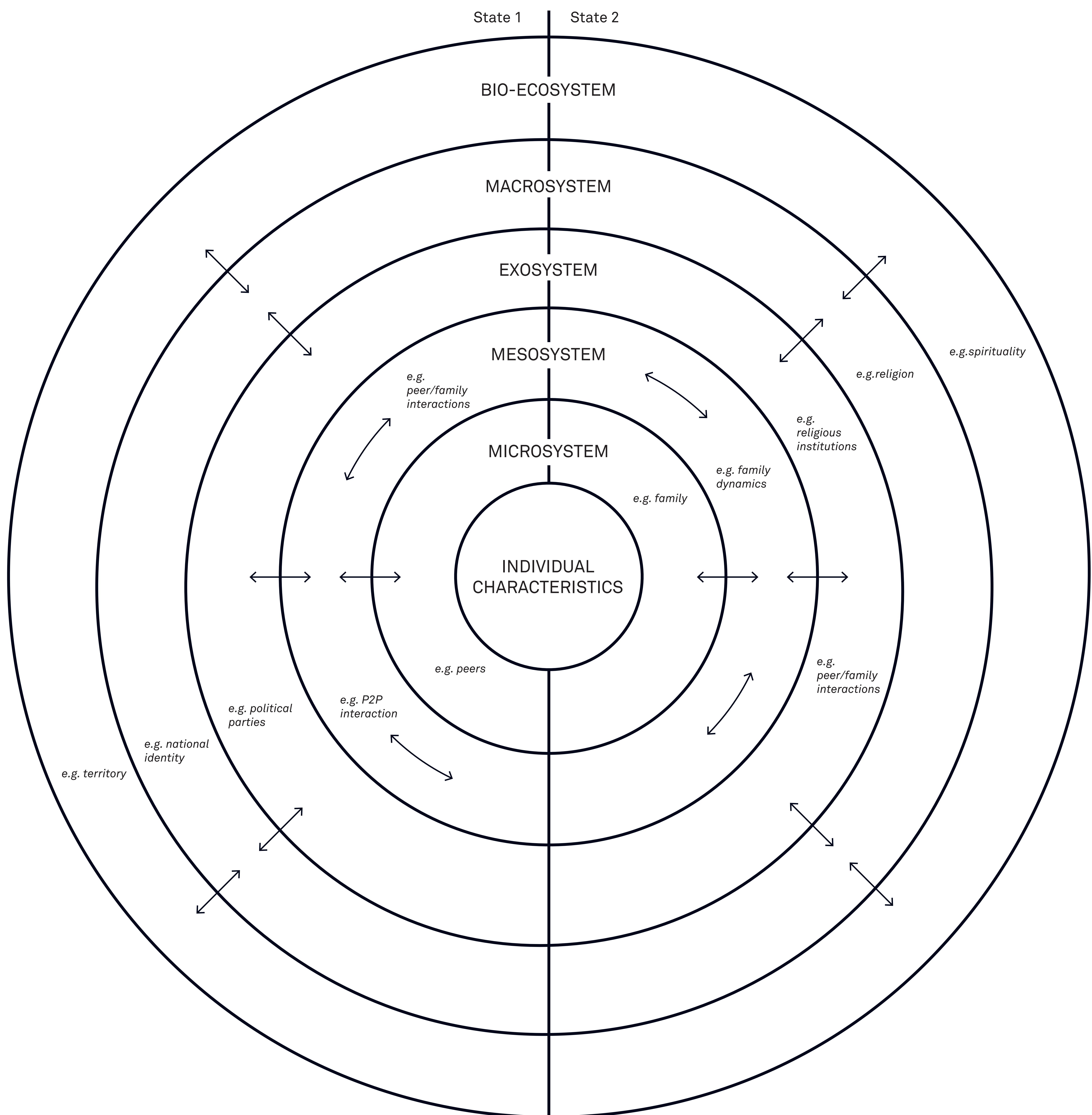


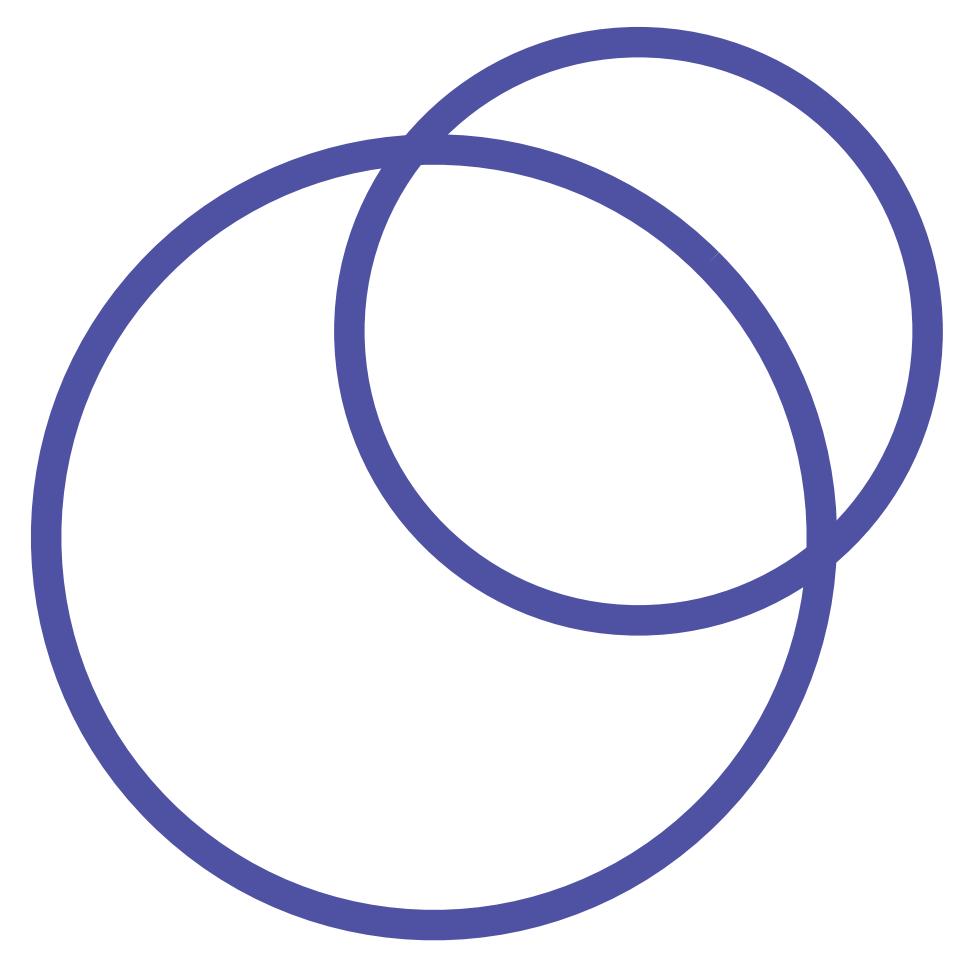
SOCIAL ECOSYSTEM

Understanding the System



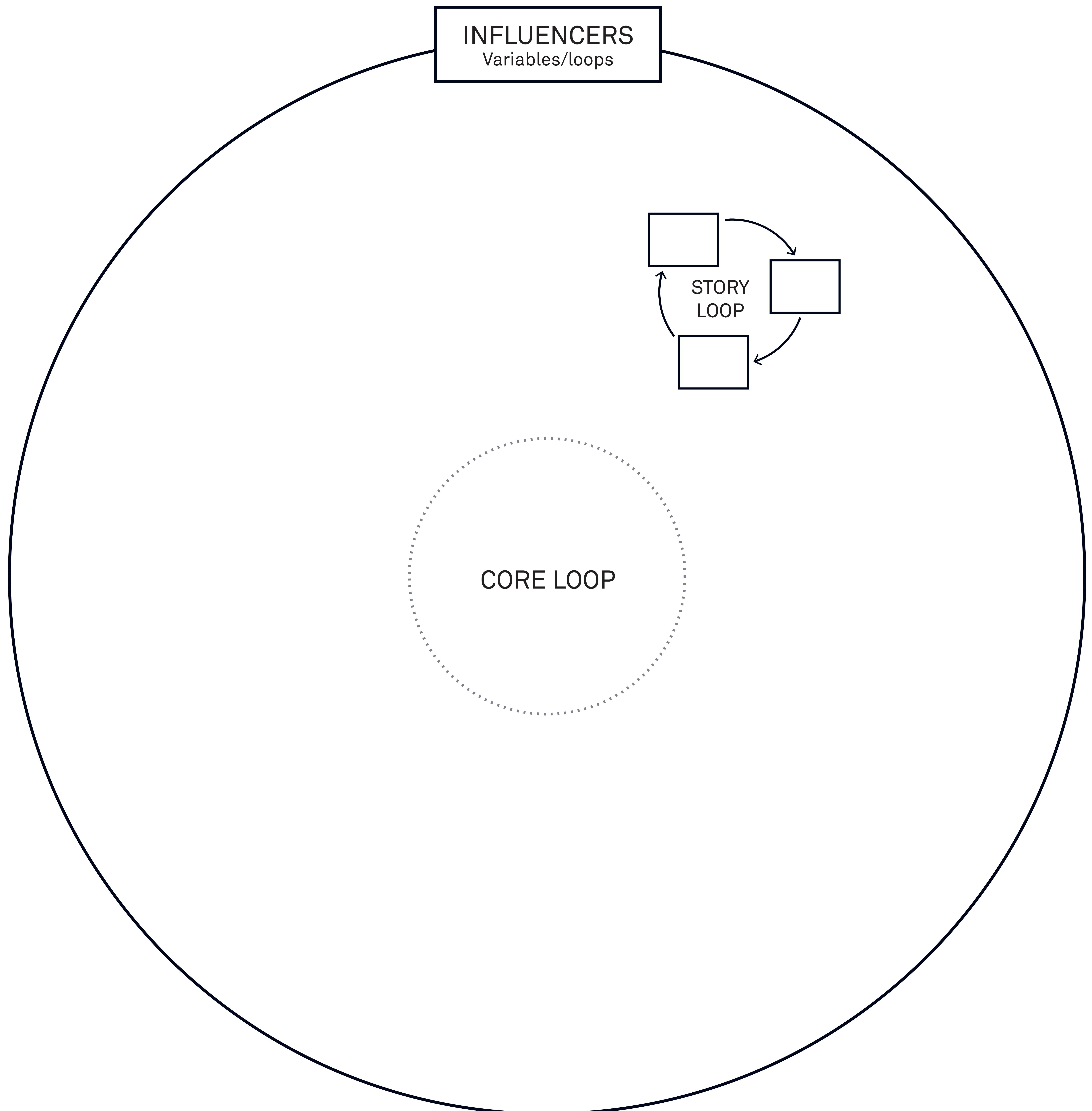
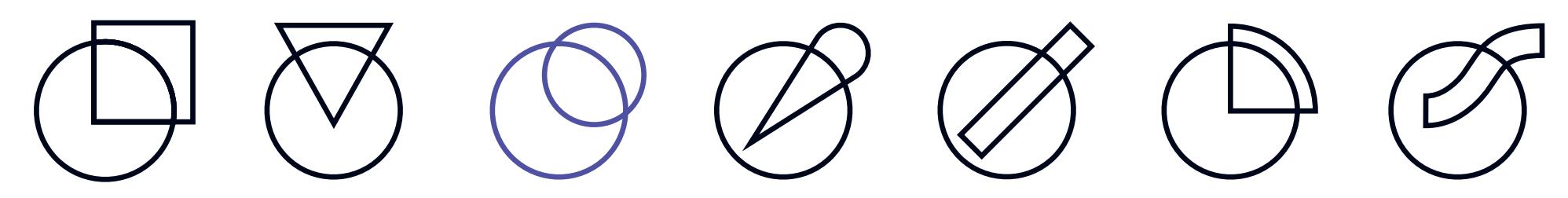
TRANSITIONAL EVENT

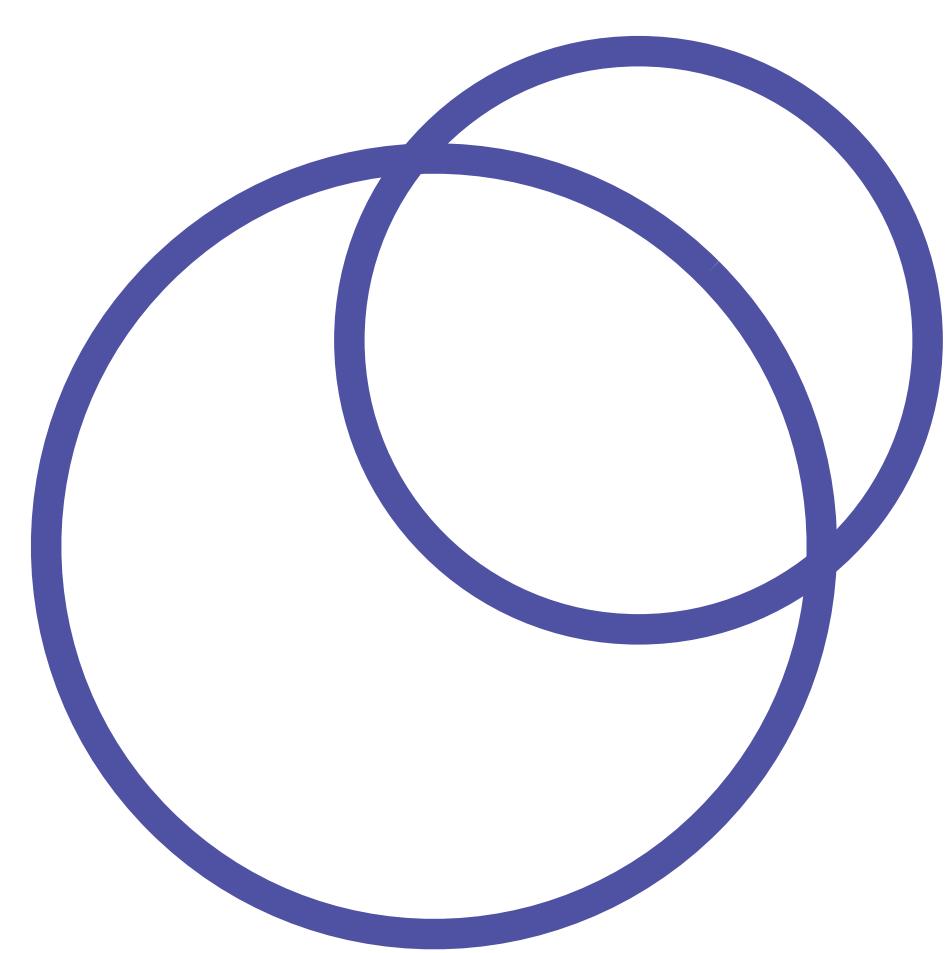




STORY LOOP DIAGRAM

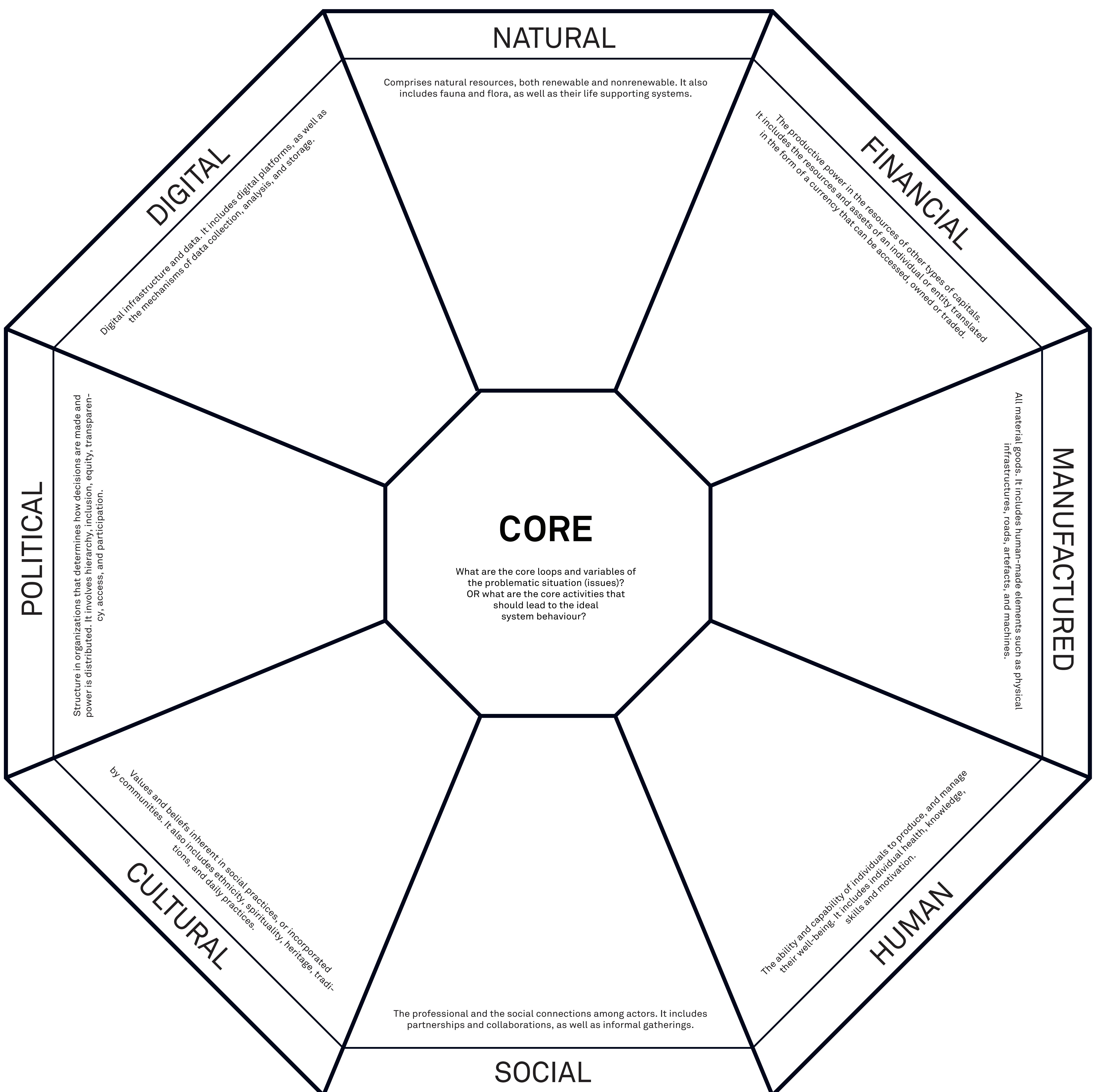
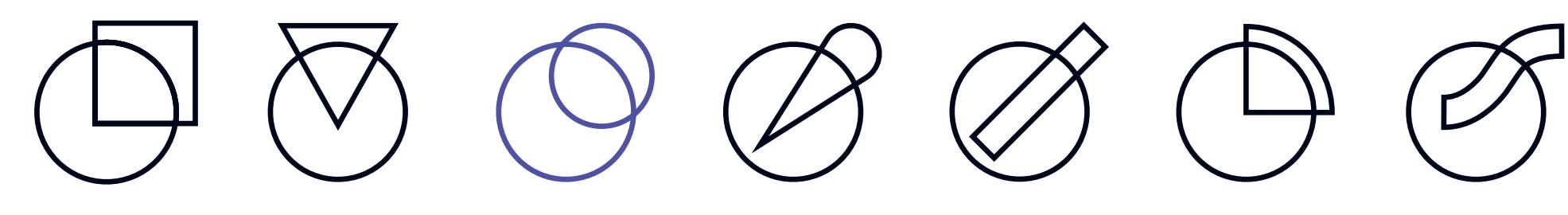
Understanding the System

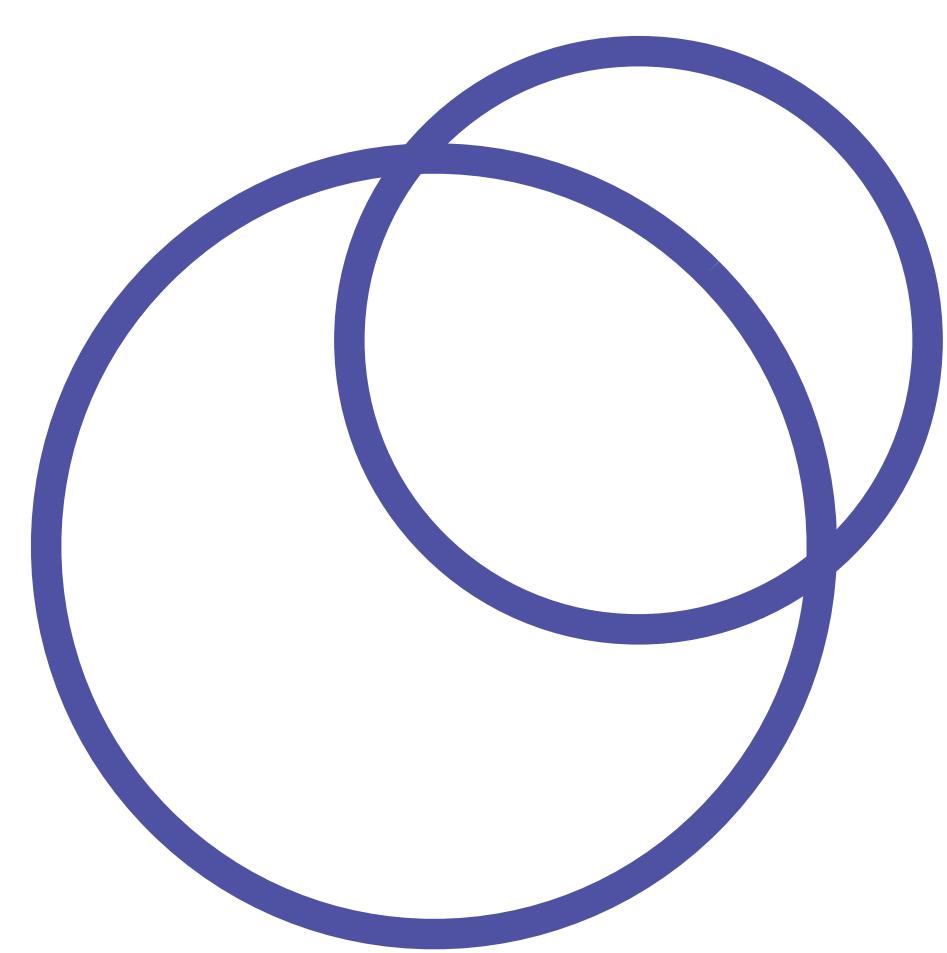




MULTICAPITALS SYSTEMS MAP

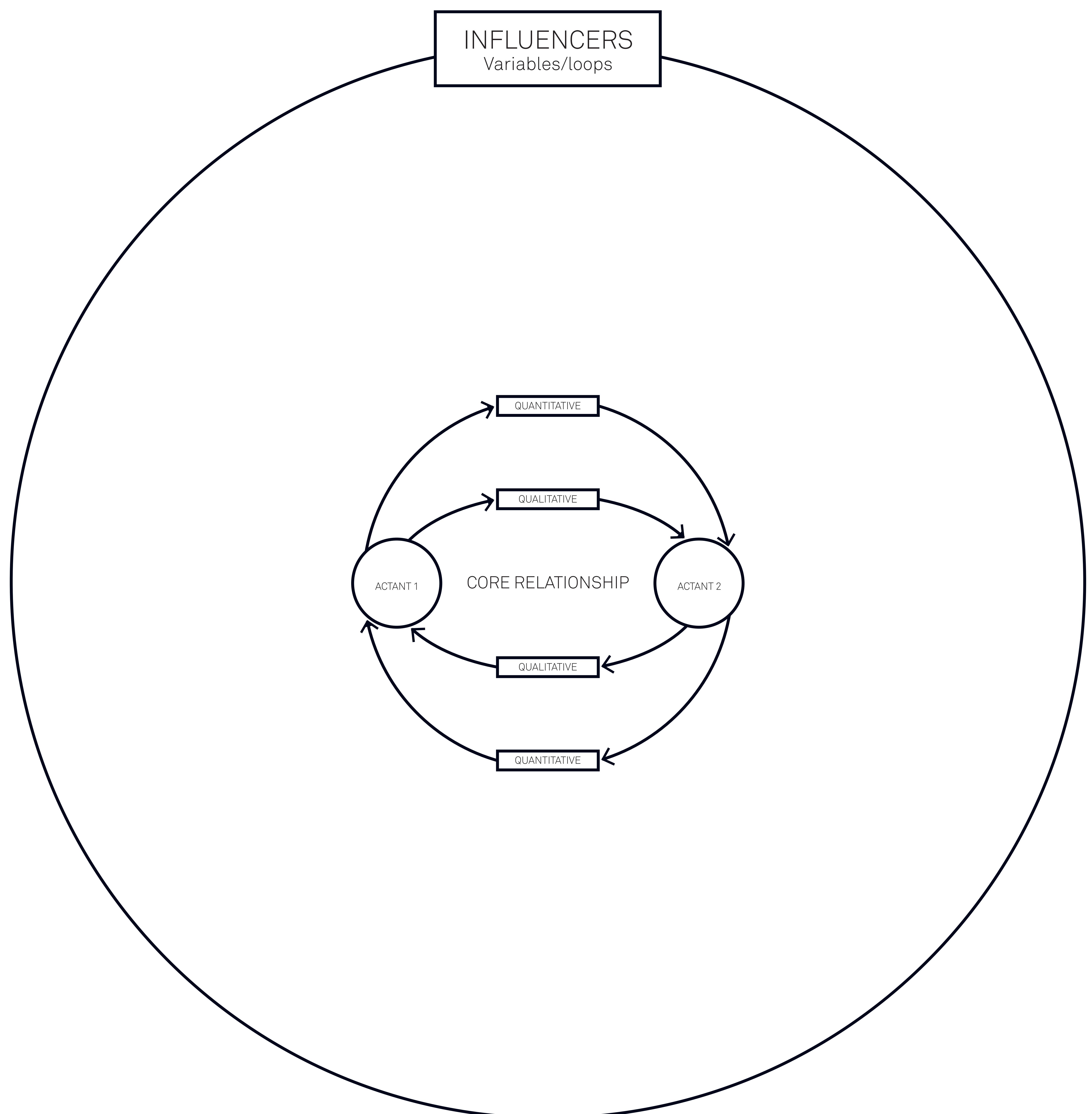
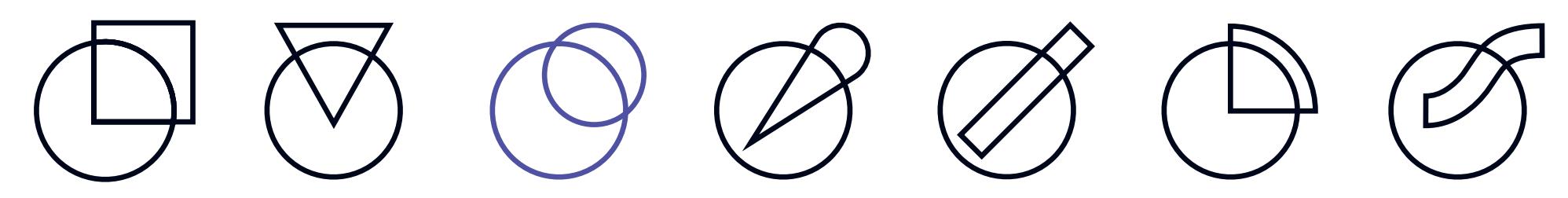
Understanding the System

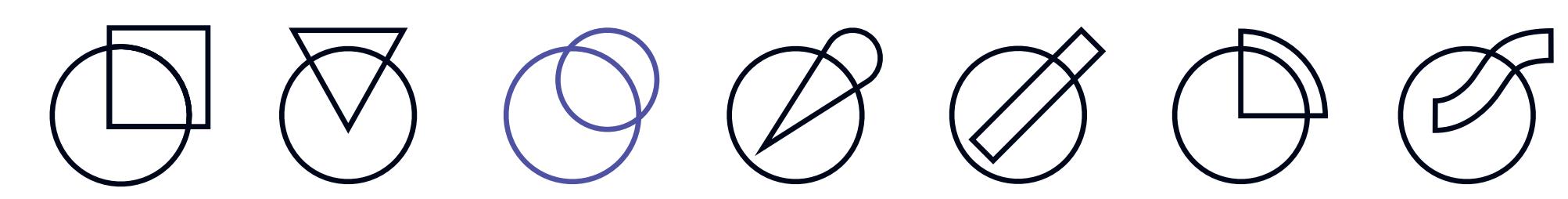
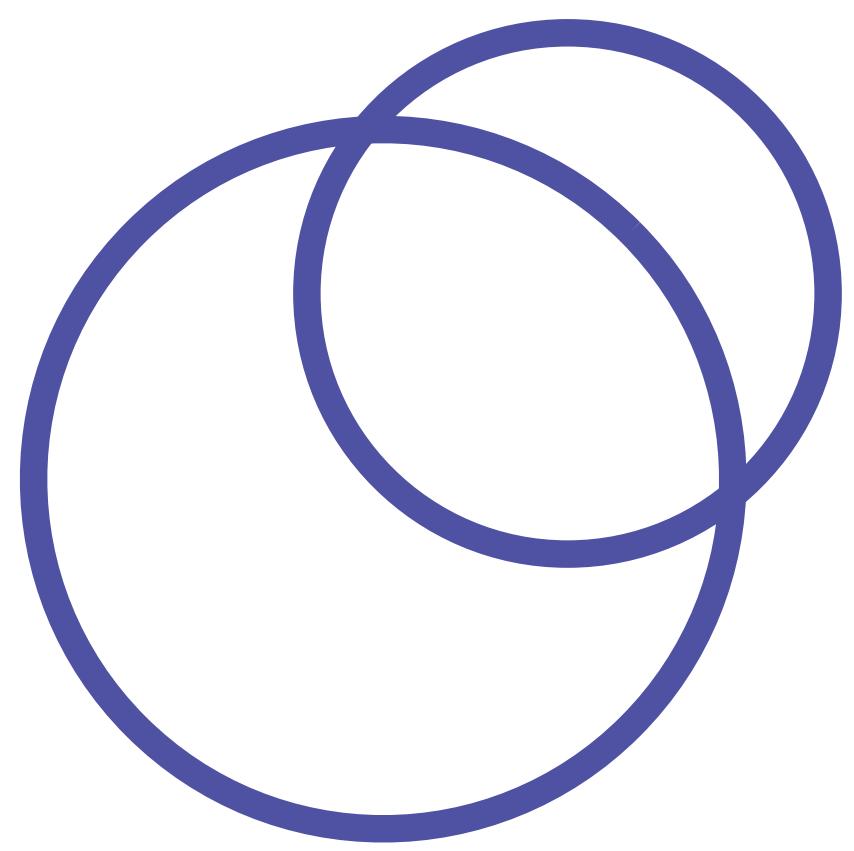




SYSTEMS MAP

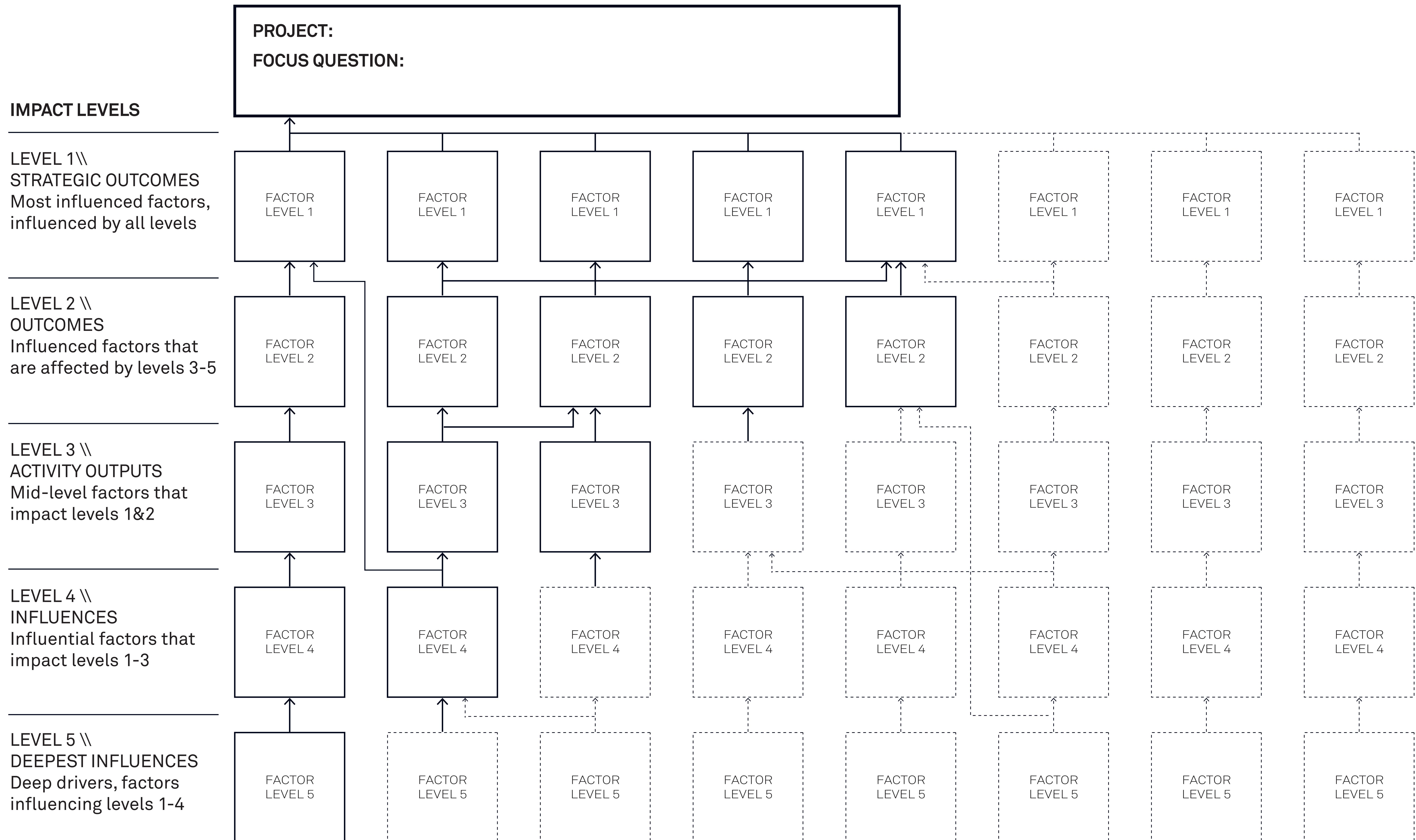
Understanding the System

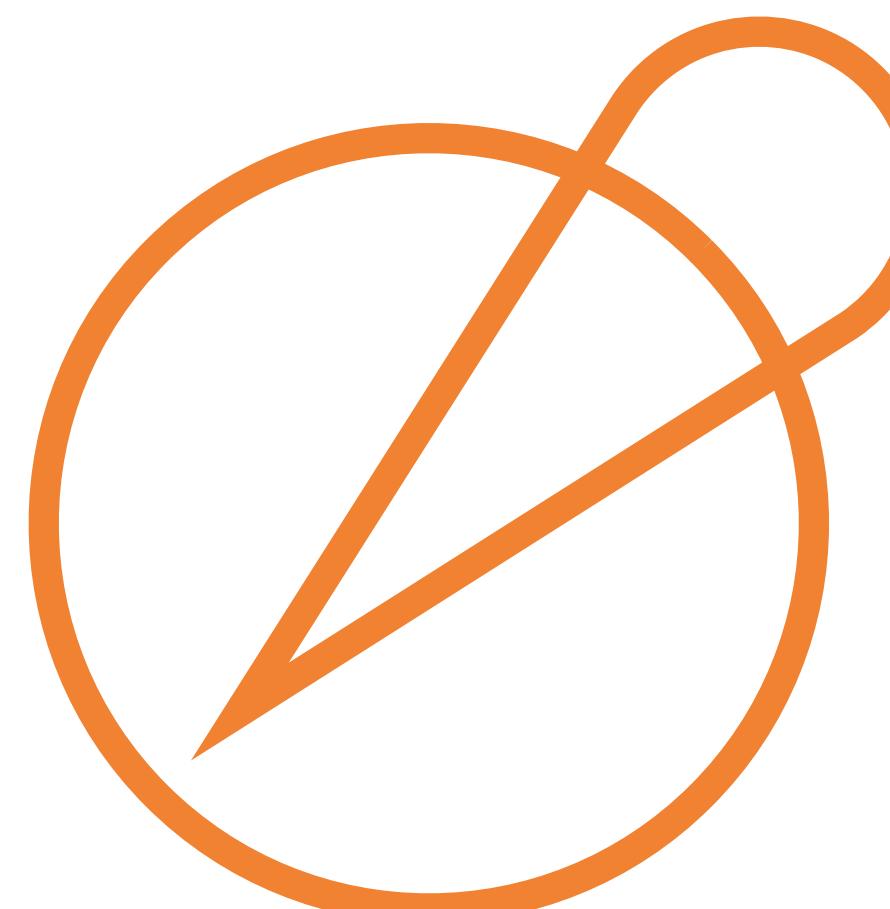
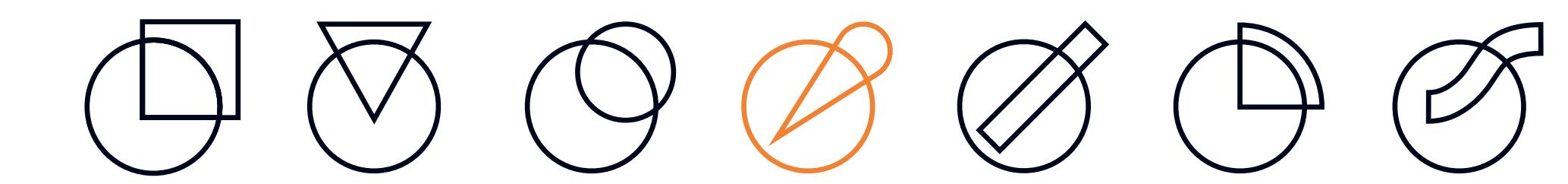




INFLUENCE MAP

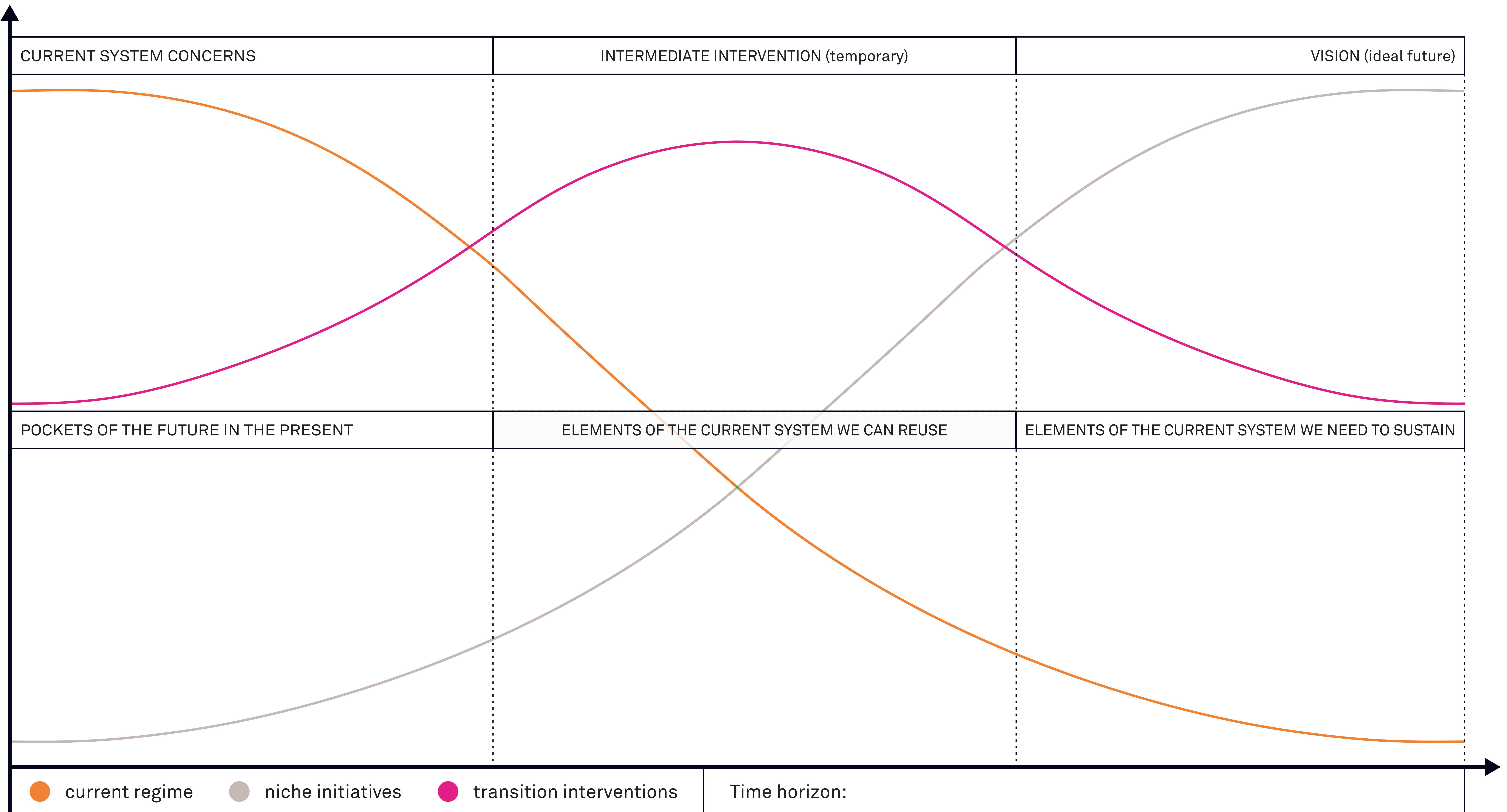
Understanding the System

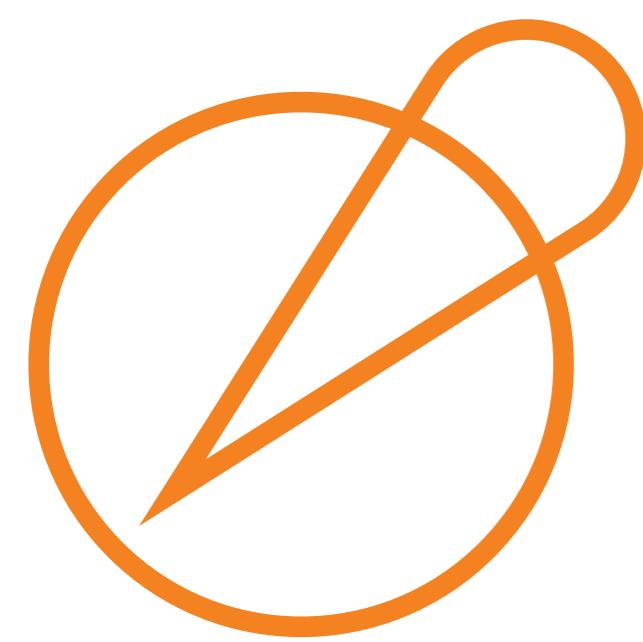




THREE HORIZONS

Envisioning Desired Futures





VALUE PROPOSITION

Envisioning Desired Futures

ECONOMICAL

What would you like to see achieved
(tangible and intangible) ?

ECOLOGICAL

ON SOCIETAL LEVEL

ON ORGANISATIONAL/ECOSYSTEM LEVEL

ON INDIVIDUAL LEVEL

e.g. prosperity

e.g. wellbeing

e.g. profit

e.g. shared drivers

e.g. value for money

e.g. happiness

e.g. eco-footprint

e.g. belonging

e.g. sustainability

e.g. reciprocity

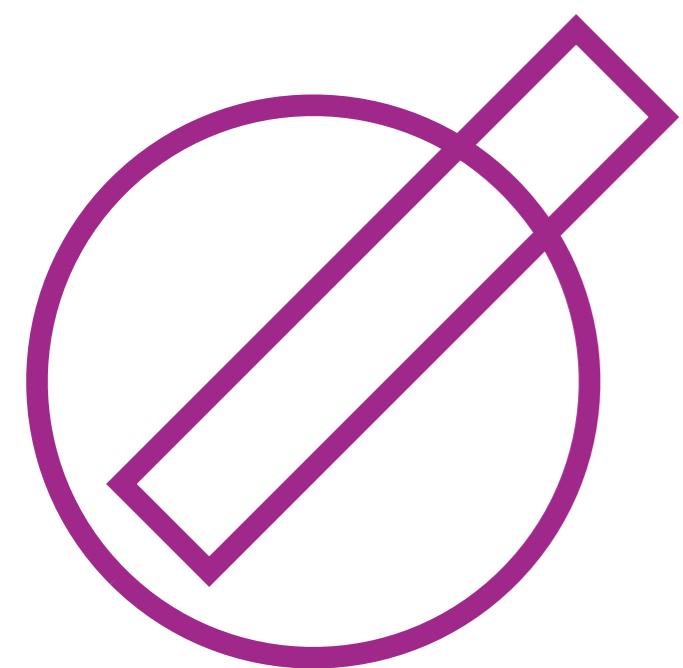
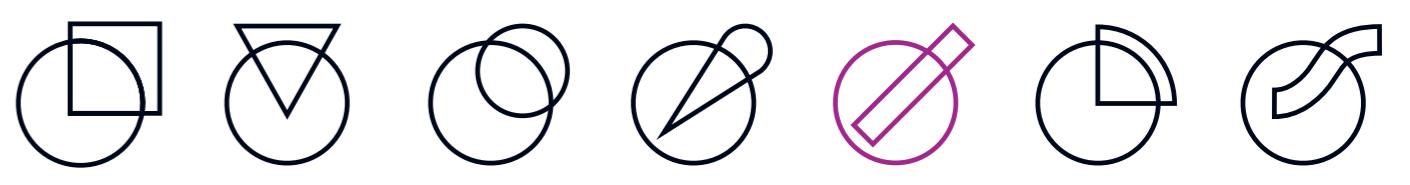
e.g. liveability

e.g. meaningful life

PSYCHOLOGICAL

What would you like to see achieved ?
(tangible and intangible)

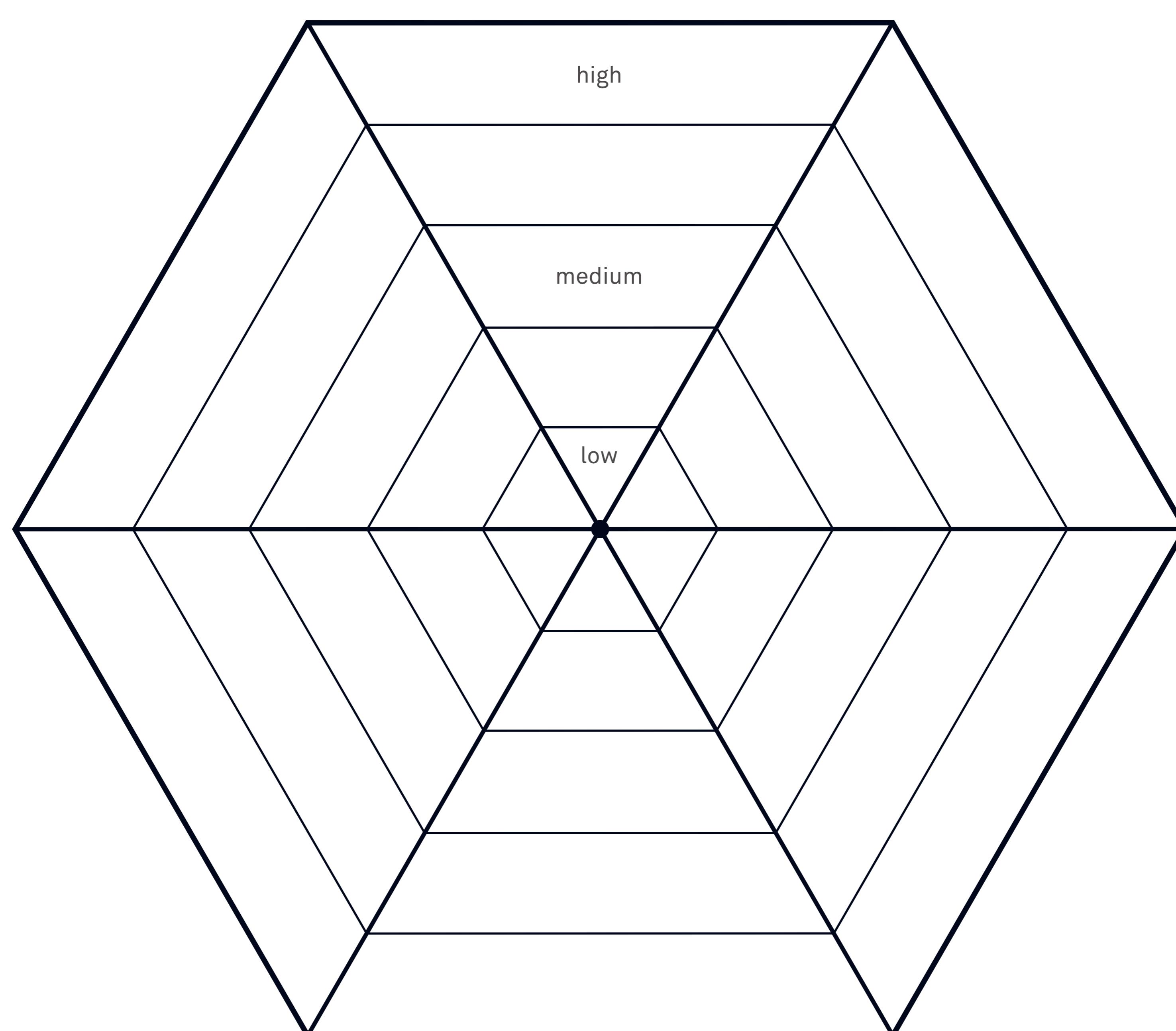
SOCIAL



CONTEXTUAL VARIATIONS

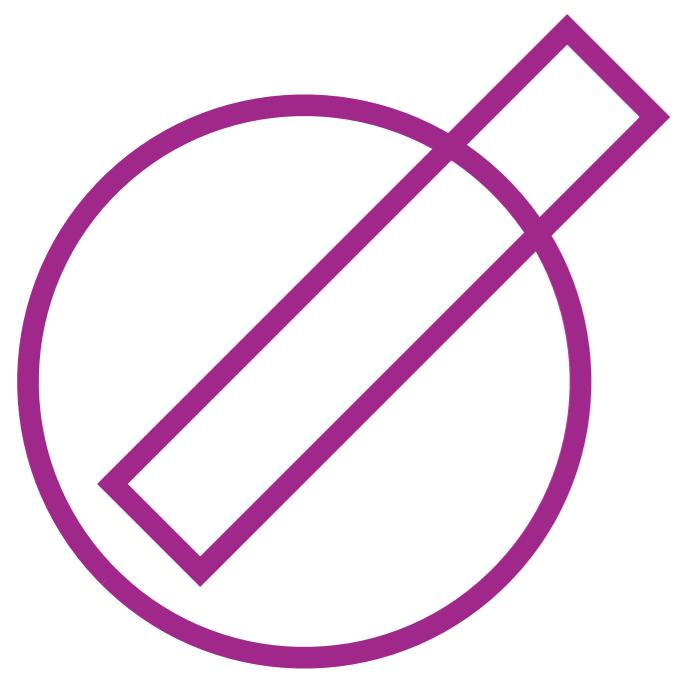
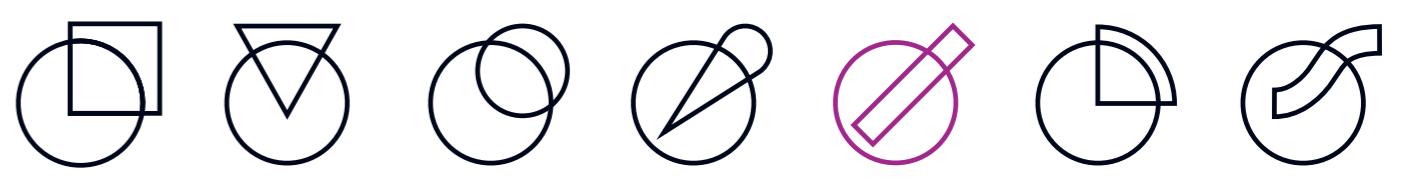
Exploring the Possibility Space

DIMENSIONS



CONTEXTS

1.	2.	3.	4.
Variations	Variations	Variations	Variations

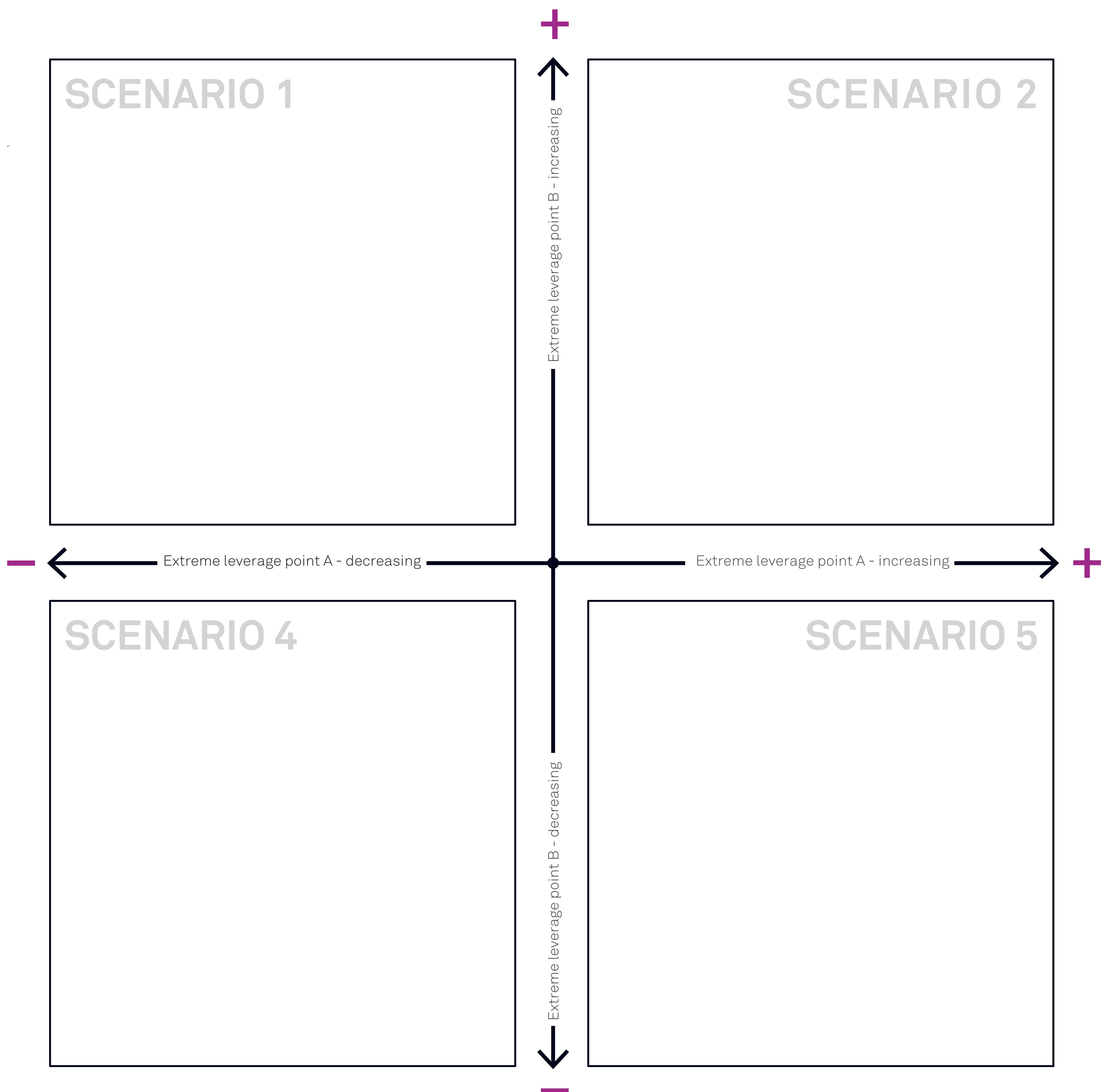


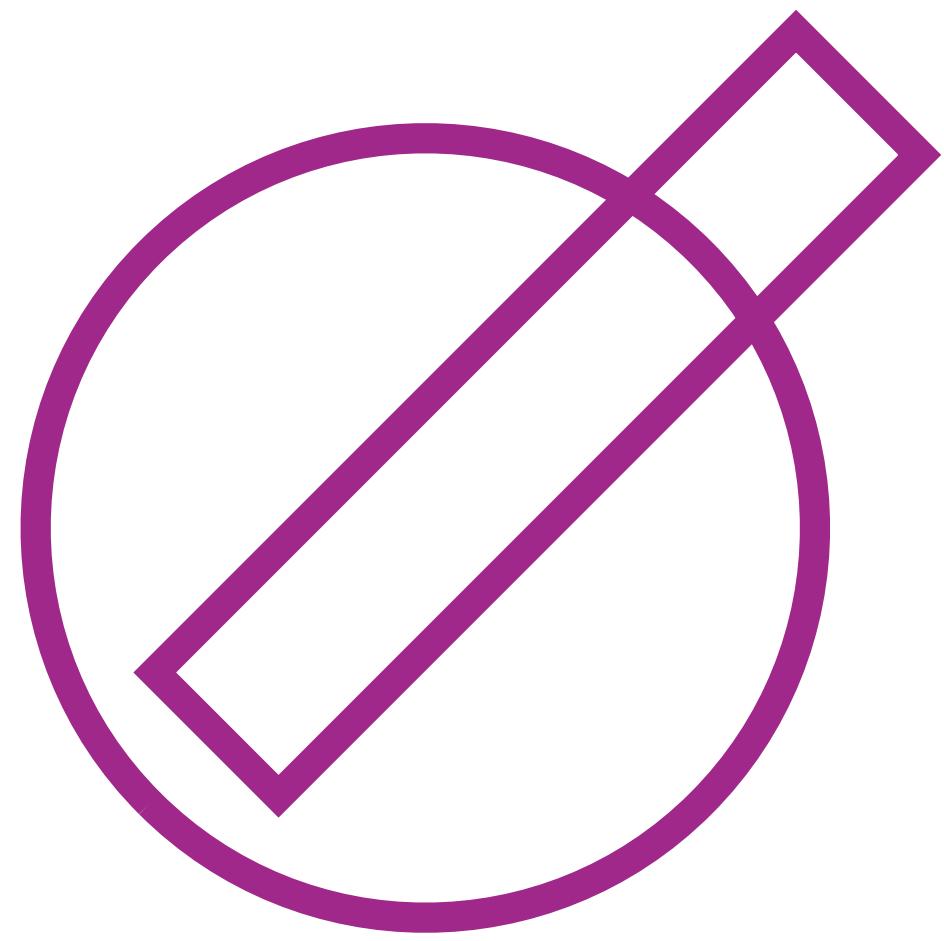
FUTURE STATE SCENARIOS

Exploring the Possibility Space

TIME HORIZON

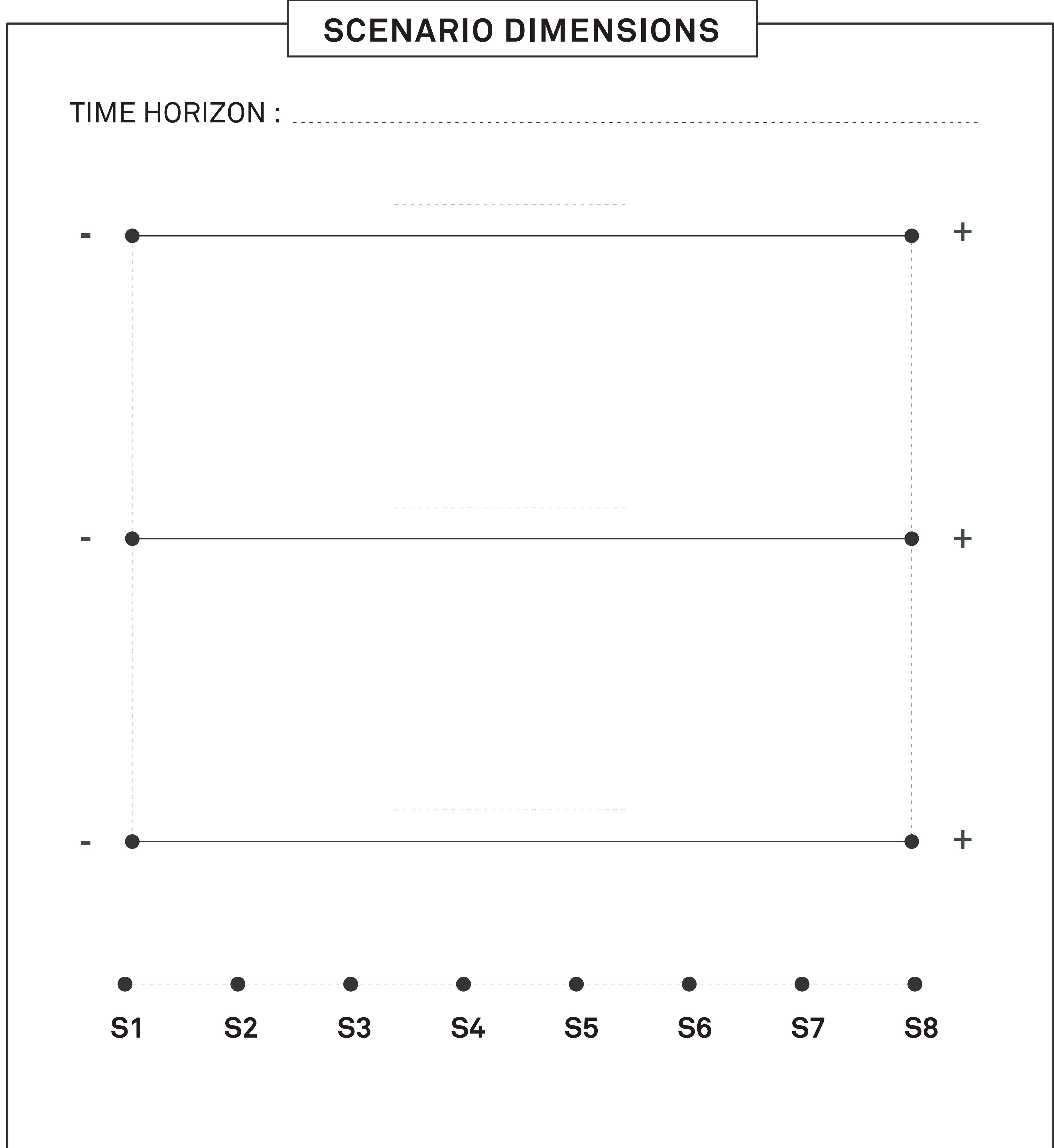
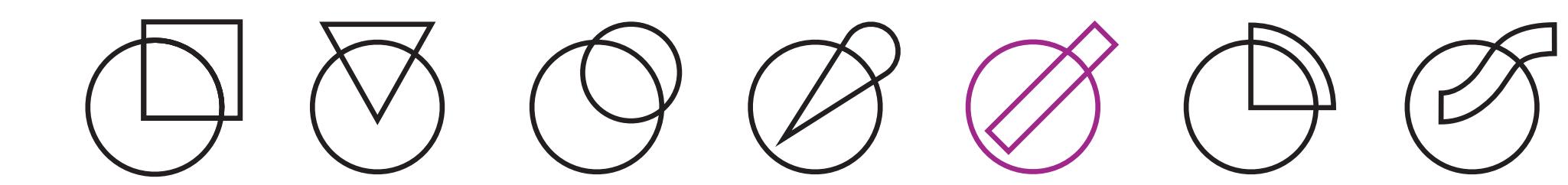
GEOGRAPHICAL SCOPE



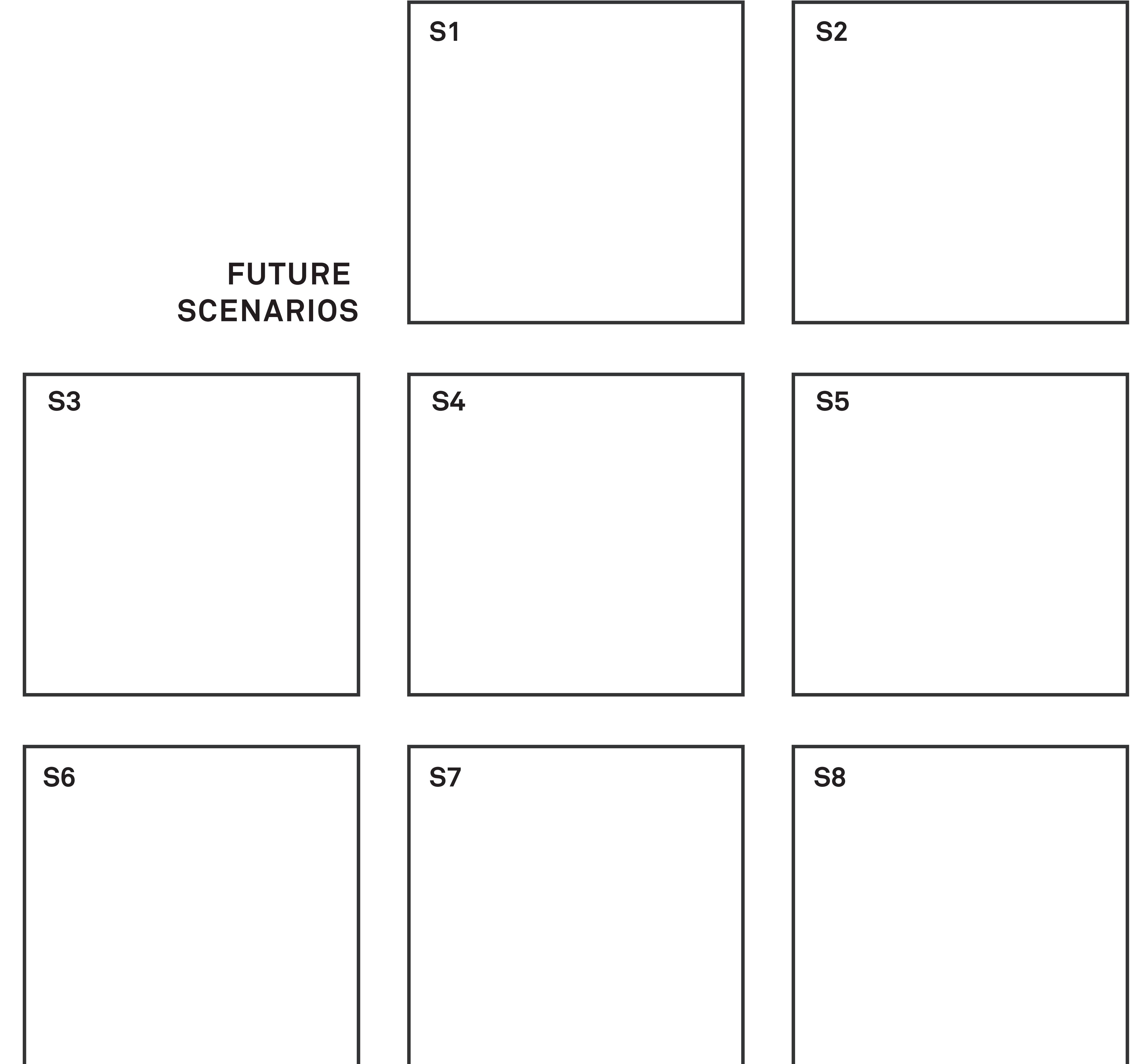


FUTURE STATE SCENARIOS

Exploring the Possibility Space



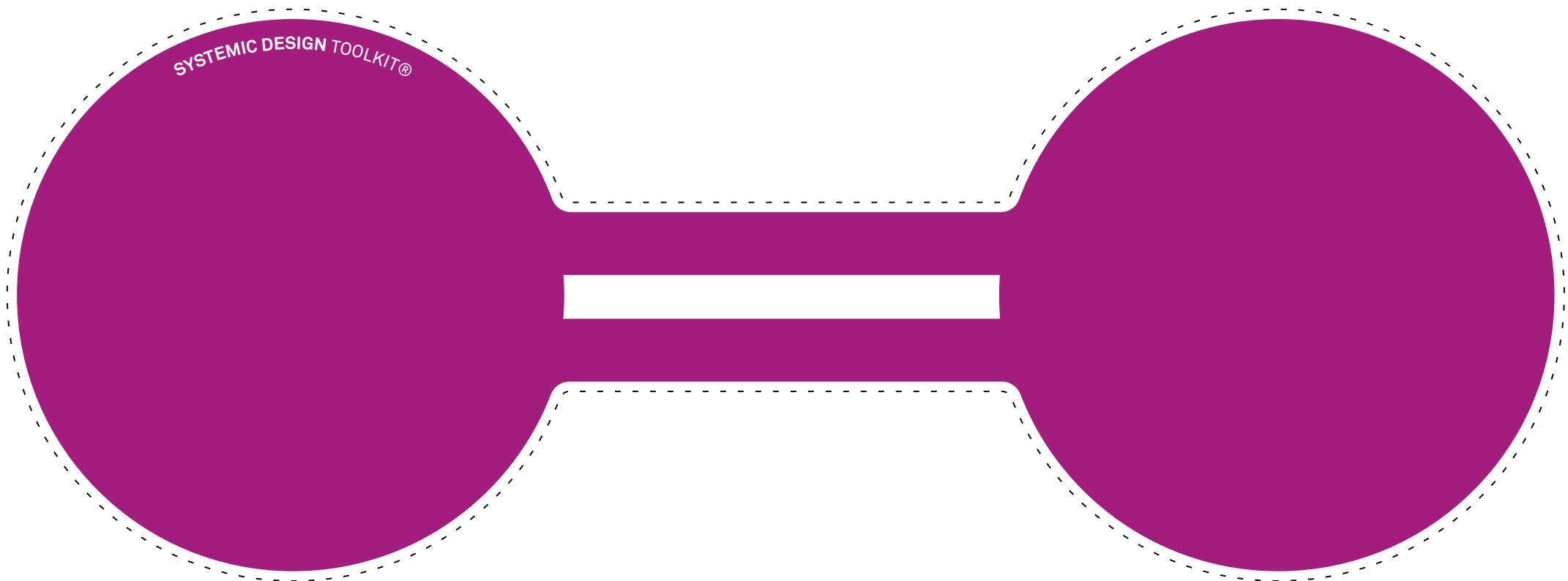
FUTURE SCENARIOS

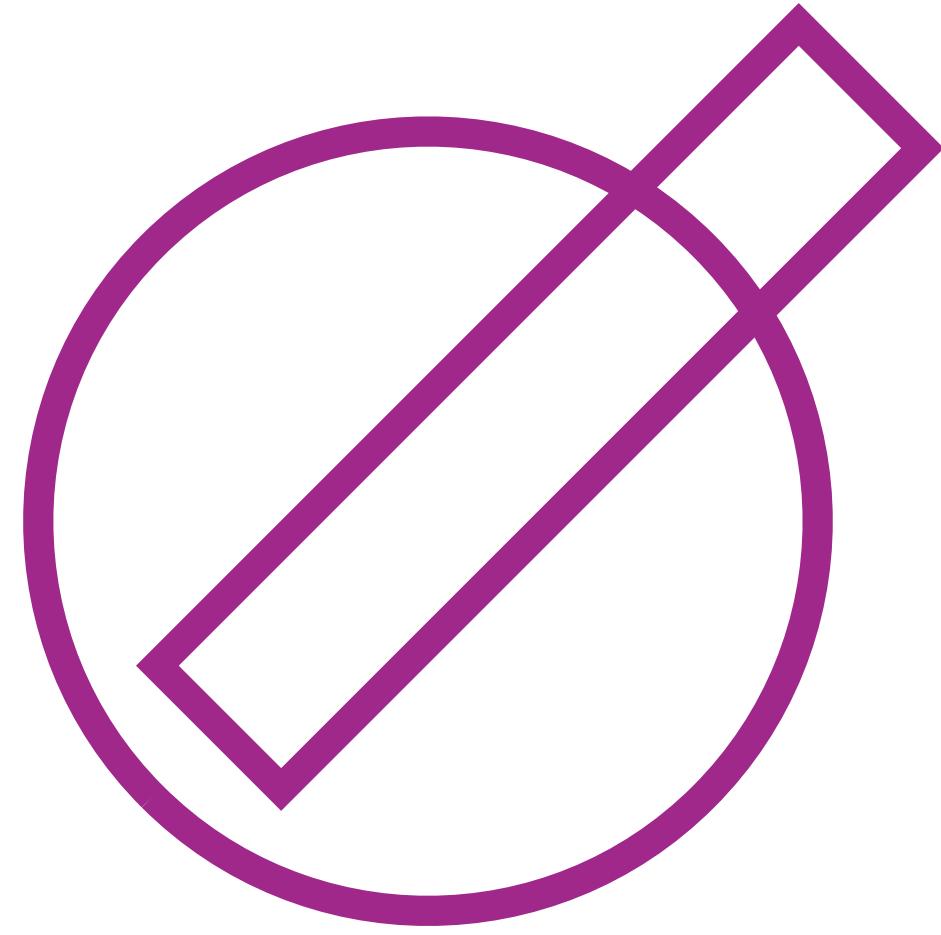




CONNECTOR

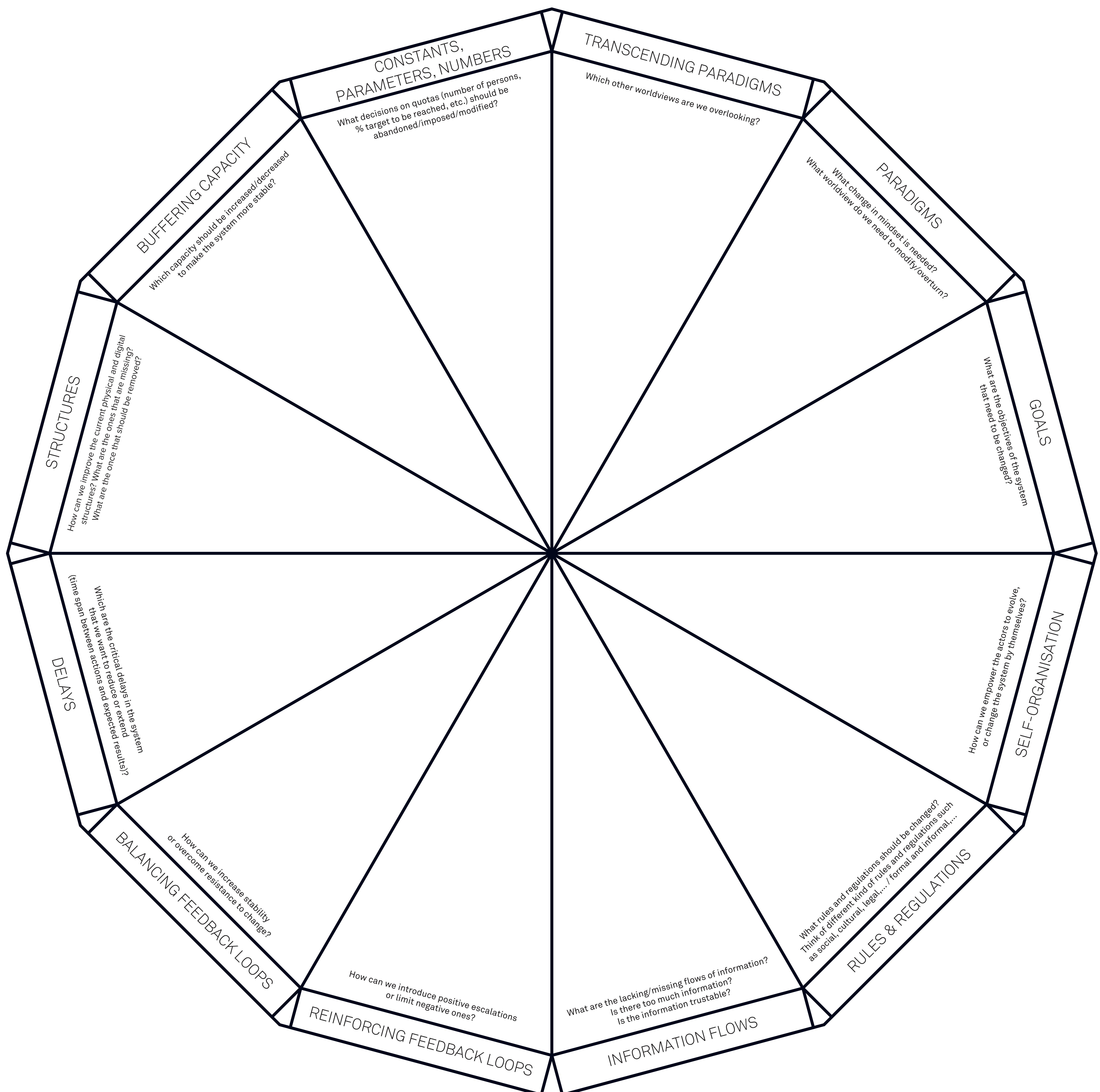
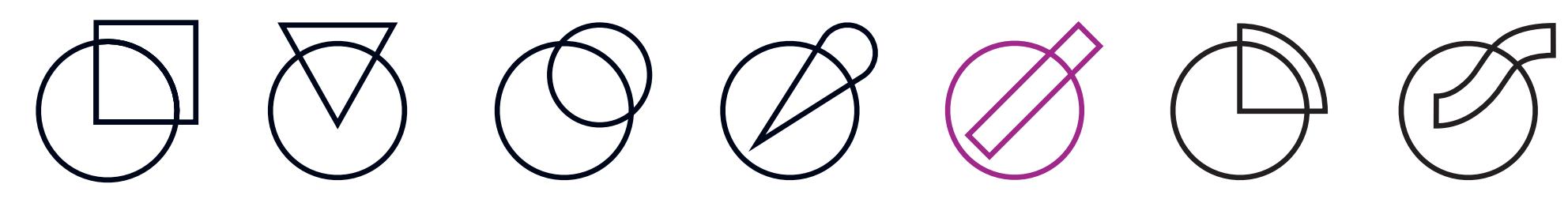
Designing the intervention model

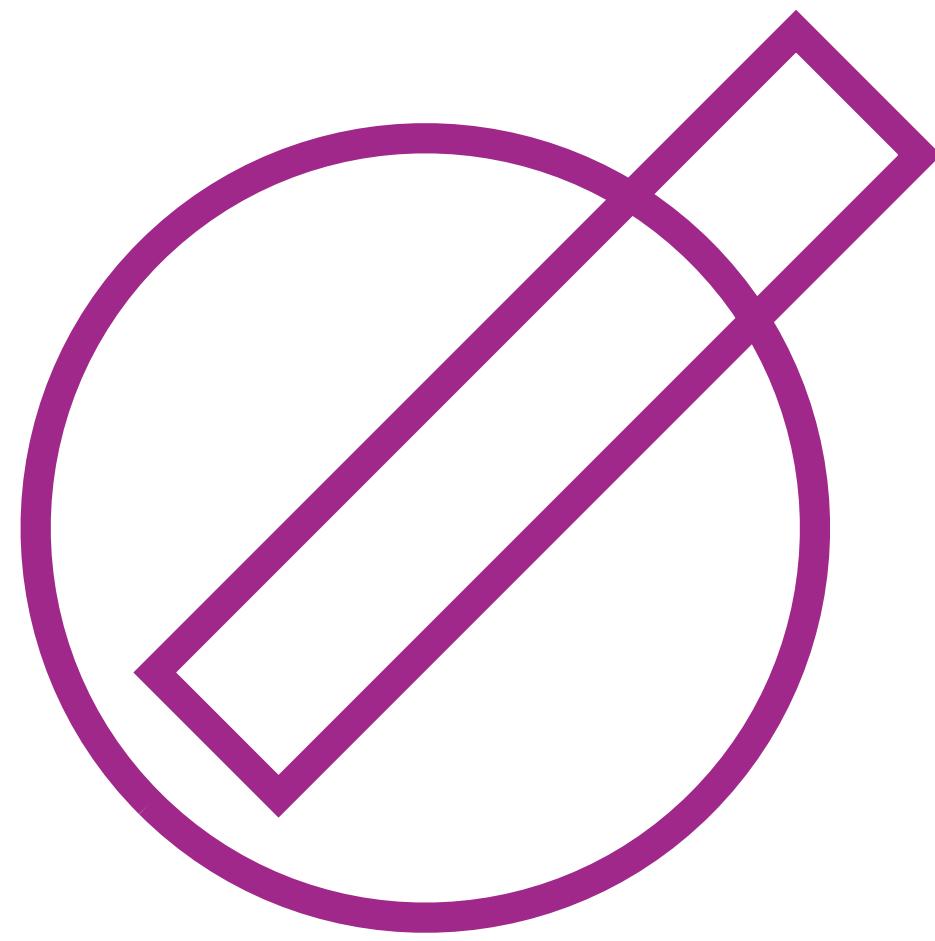
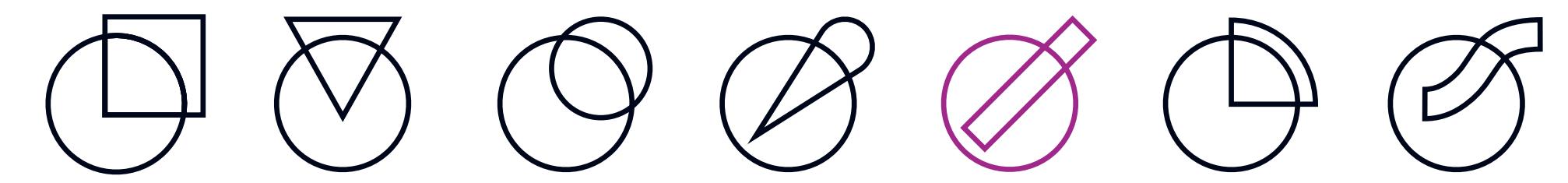




INTERVENTION STRATEGY

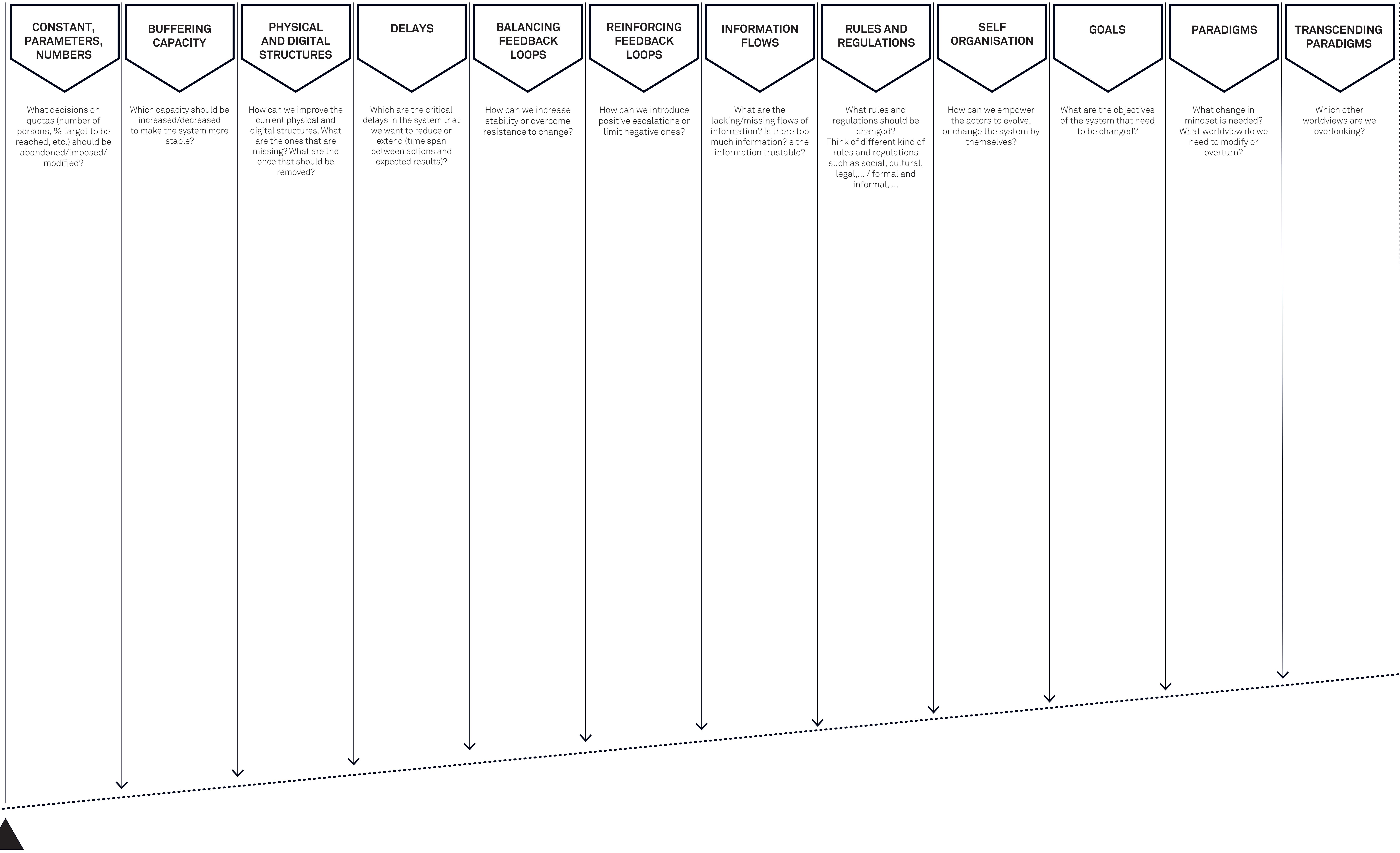
Exploring the Possibility Space

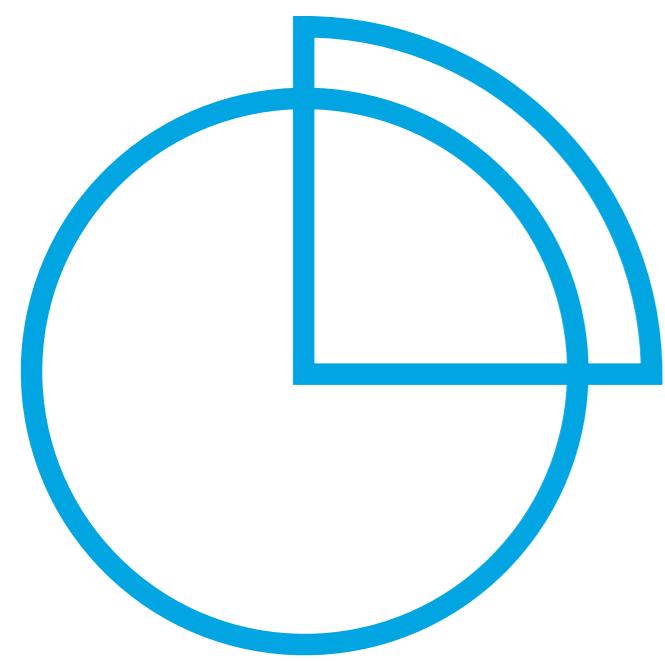




INTERVENTION STRATEGY

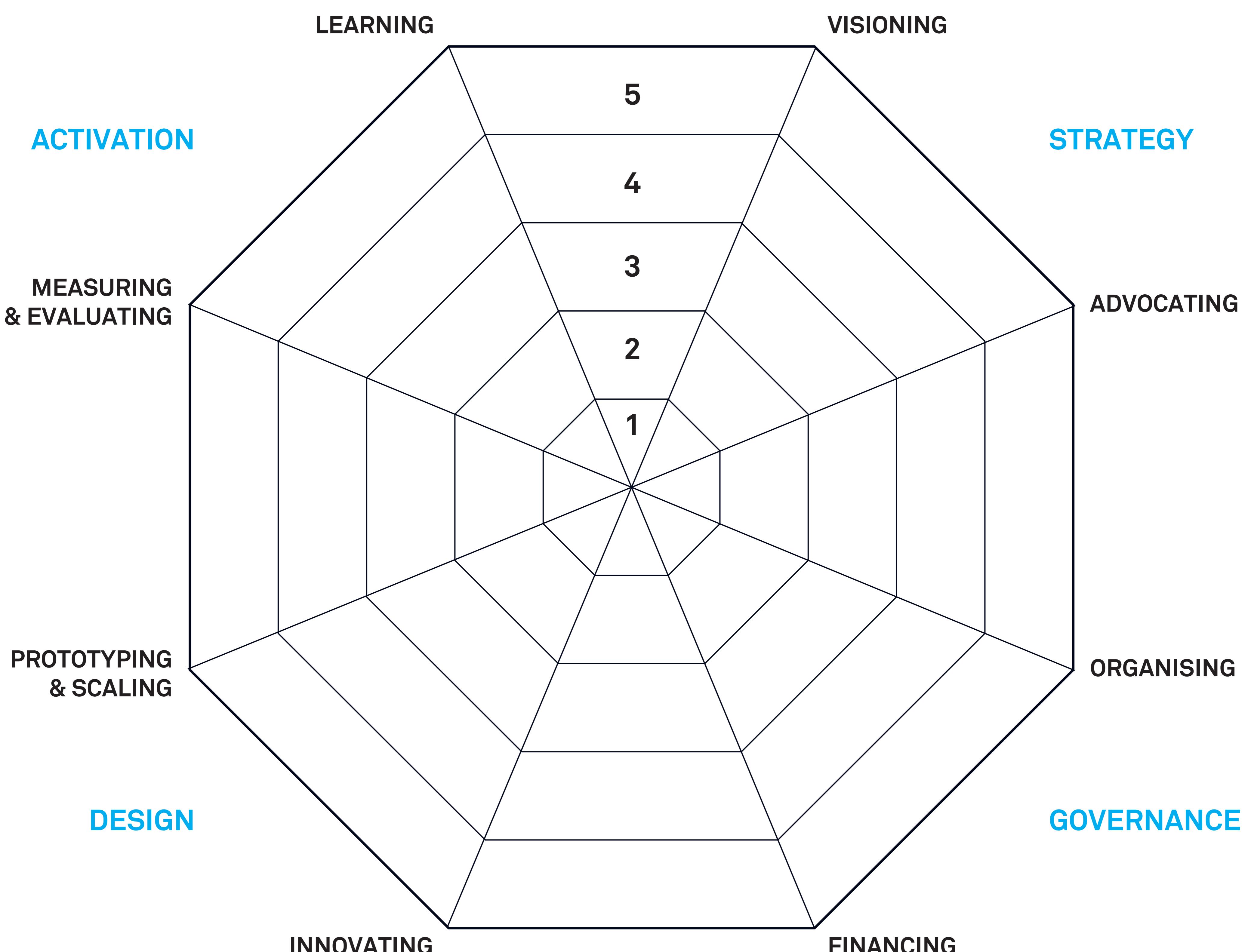
Exploring the Possibility Space

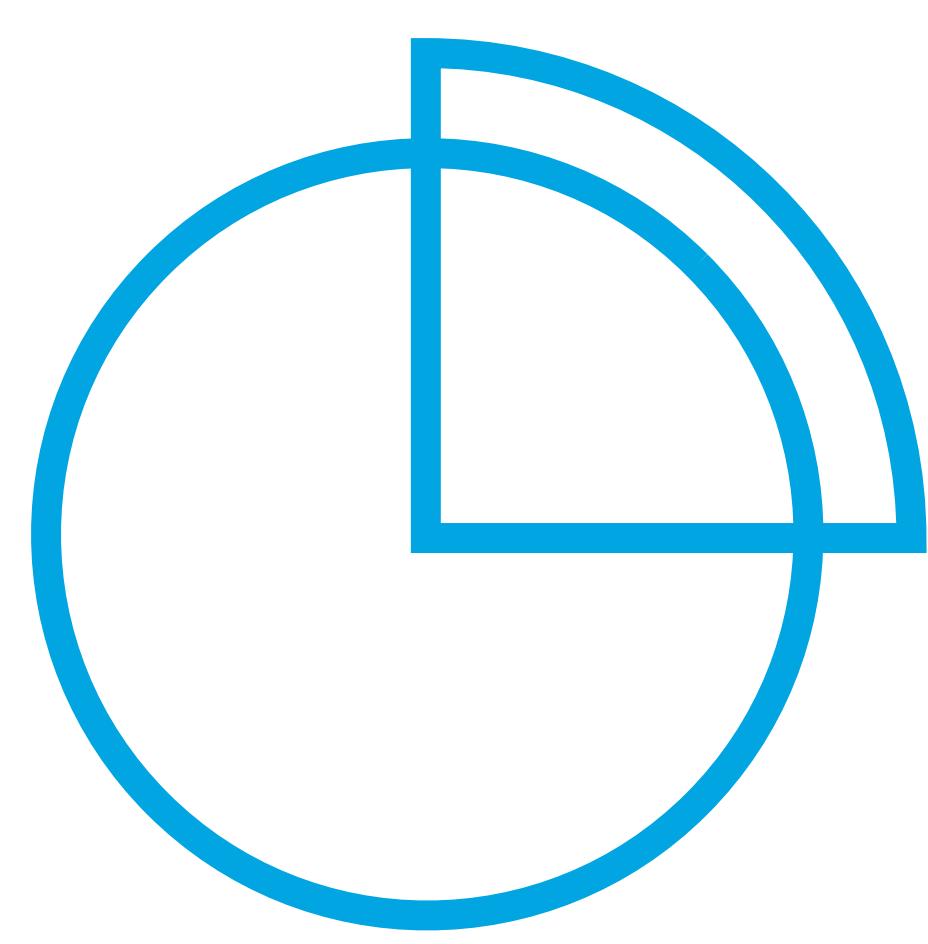




CHANGE READINESS


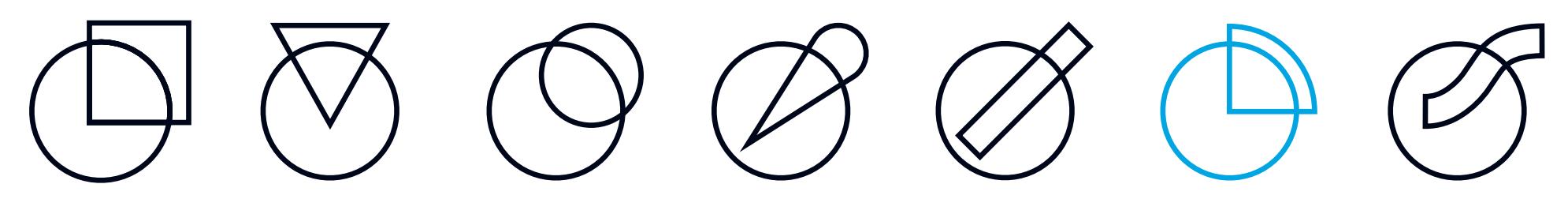
Planning the Change Process

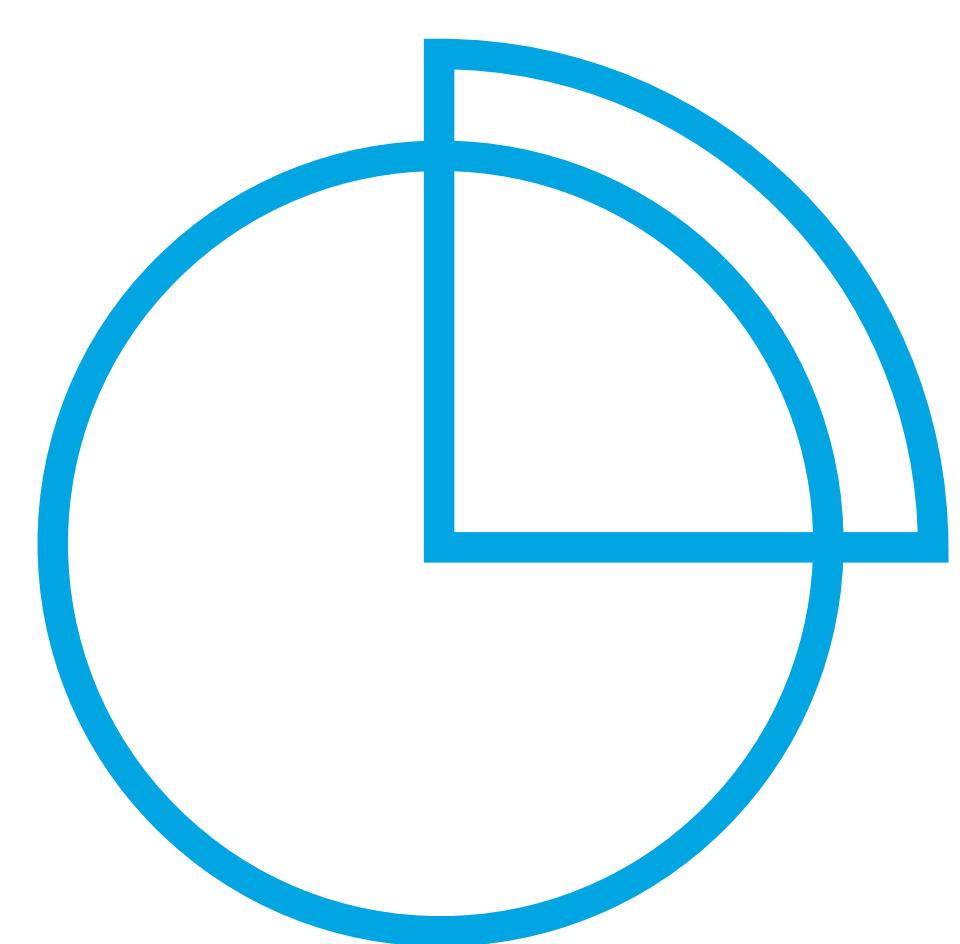




ECOSYSTEM GOVERNANCE

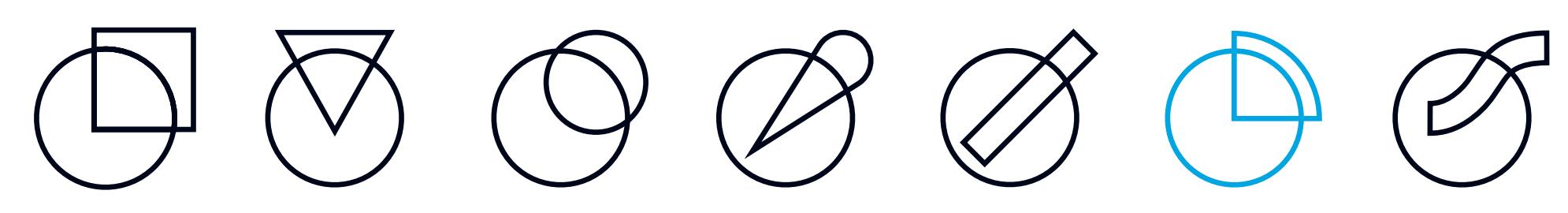
Fostering the Transition





PROCESS ENNEAGRAM

Planning the Change Process



8 \\ CONTEXT & STRUCTURE

1 \\ INTENTION

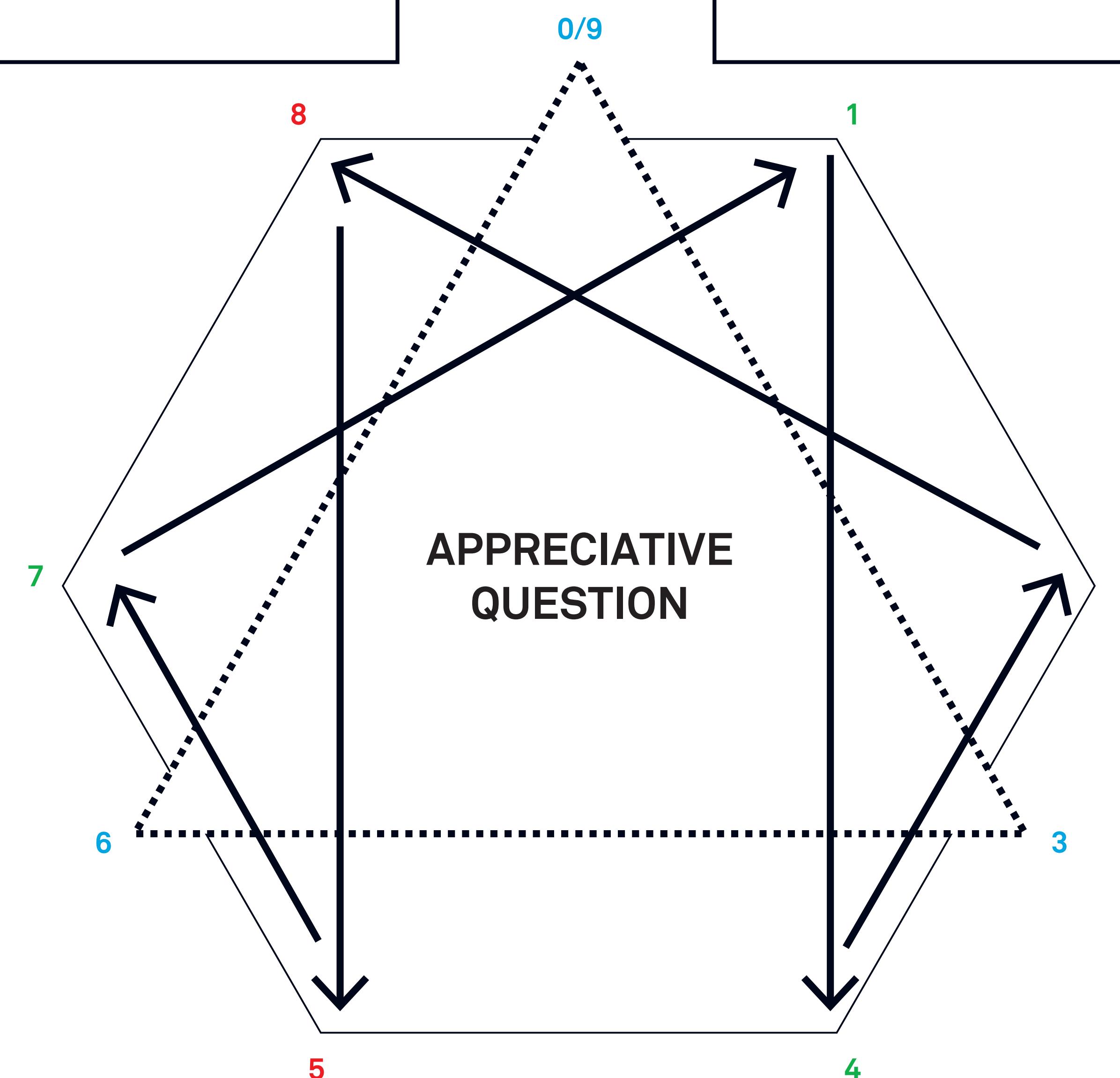
7 \\ LEARNING & POTENTIAL

2 \\ ISSUES AND AMBIGUITIES

APPRECIATIVE
QUESTION

5 \\ WORK

4 \\ PRINCIPLES & STANDARDS

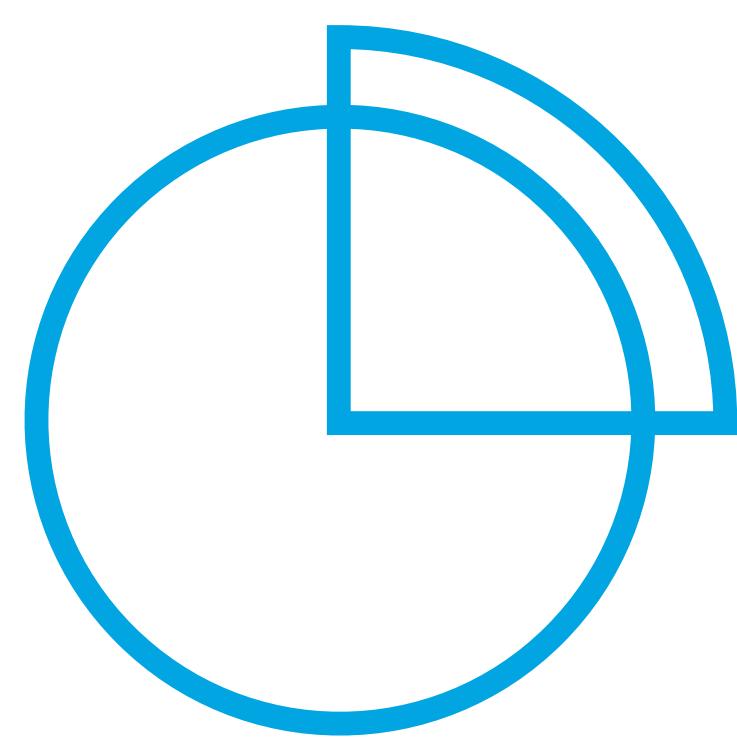


TO DISCUSS IN ALL STEPS

3 \\ RELATIONSHIPS

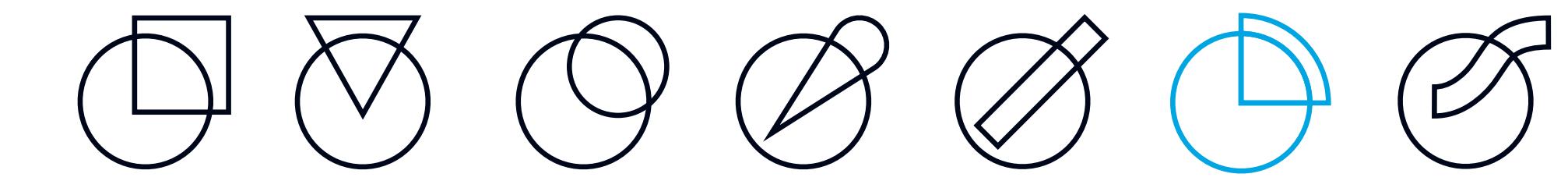
6 \\ INFORMATION

9 \\ IDENTITY



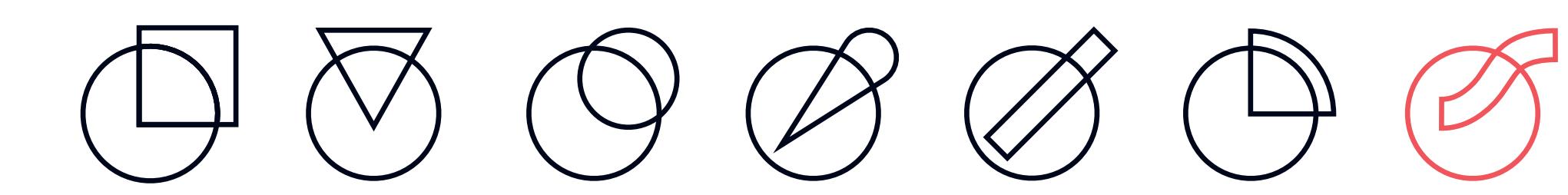
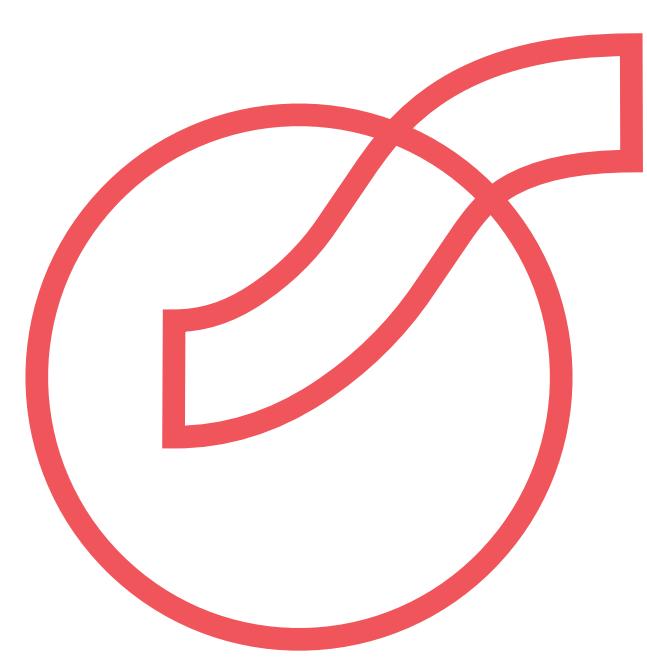
THEORY OF SYSTEMS CHANGE AND ACTION

Planning the Change Process




INPUTS/ACTIVITIES	OUTPUTS	OUTCOMES	SUSTAINING PURPOSES	IMPACTS	STRATEGIC IMPACT
SOCIETAL					
ECOLOGICAL					
SOCIOECONOMIC					
FINANCIAL					
OPERATIONAL					
YEAR 1		MID TERM: YEAR ...		LONG TERM: YEAR ...	

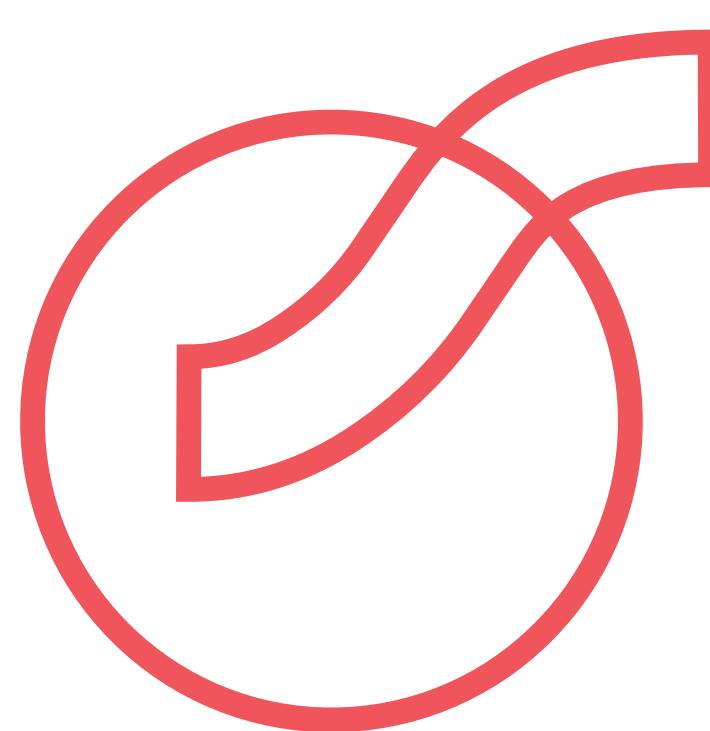
STRATEGIC ASSUMPTIONS	EXPECTED RISKS	TAIL RISKS
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ADAPTIVE CYCLE STRATEGY

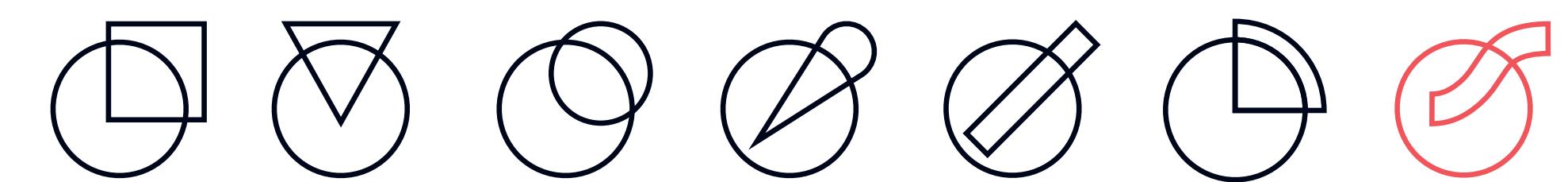
Fostering the Transition

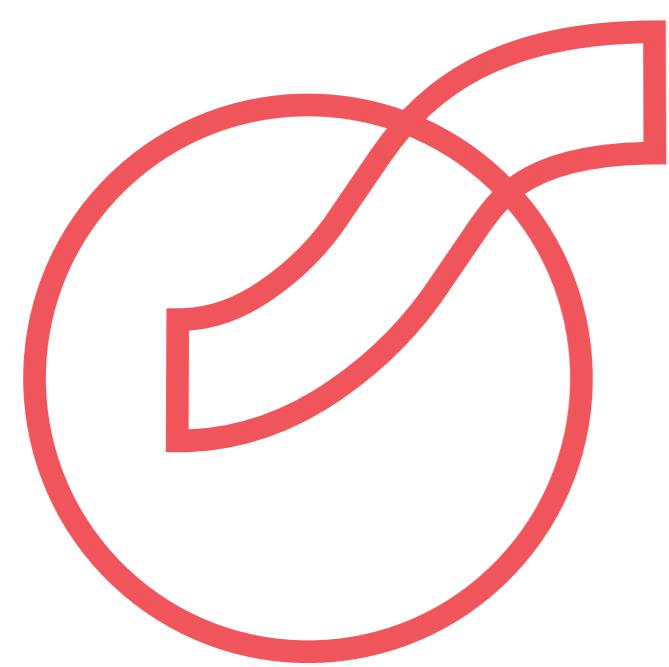




COLLABORATION MODEL

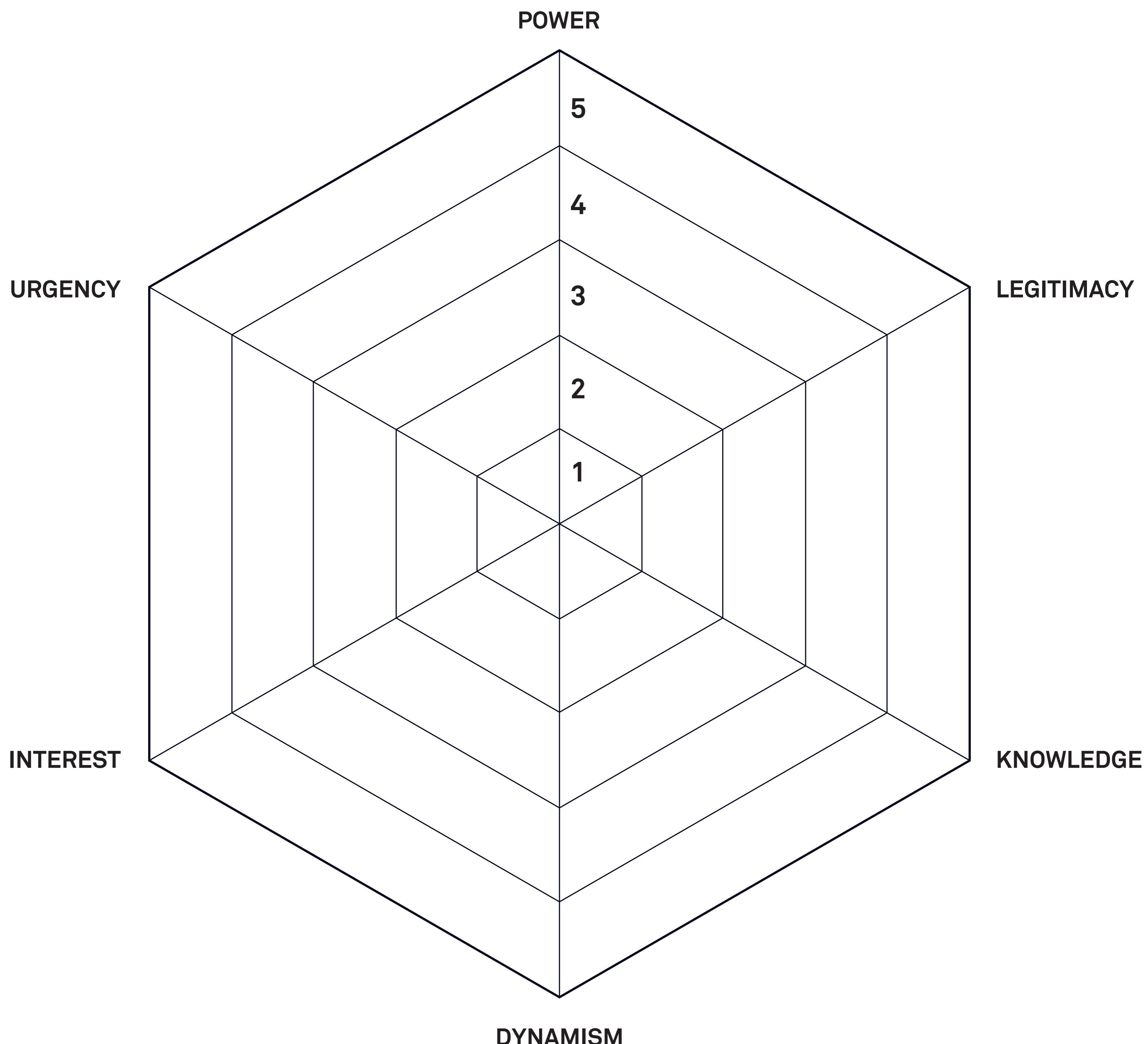
Planning the Change Process

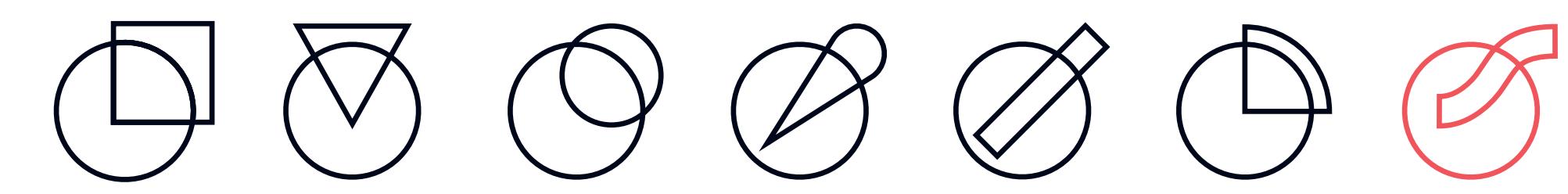
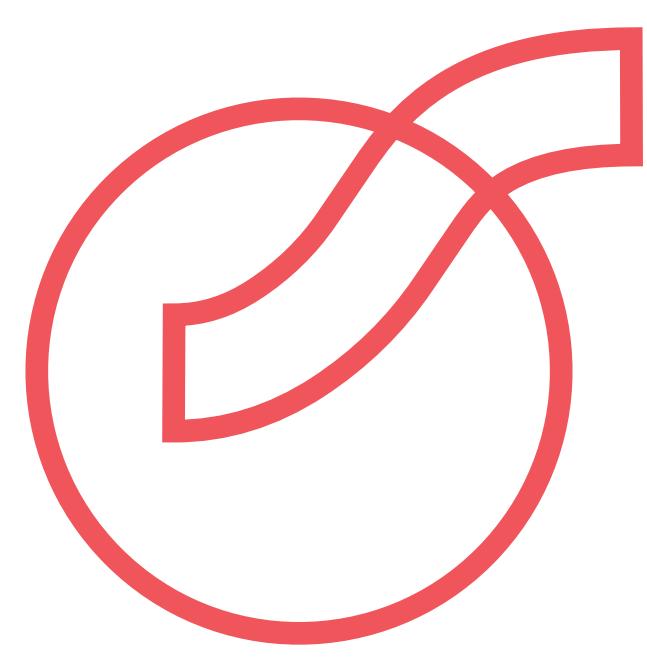




STAKEHOLDER MOBILISATION

Fostering the Transition





ROADMAP FOR TRANSITION BY DESIGN

Fostering the Transition

