

Mapping for Transformational Change

Steve Waddell - Lead Steward, Bounce Beyond
swaddell@bouncebeyond.global

Moving From Emerging Concepts To Advanced Practices

What is mapping?

- A way of summarizing relationships between data
- A visual narrative of a complex social system
- A tool for improving collective strategic impact
- A conversation activity to deepen understanding of an ecosystem



Why Map?

- For organizations
 - ...to understand how work *really* gets done (versus org charts)
 - For inter-organizational “issue systems”
 - ...to identify key leverage points for optimal influence
 - For mental model systems
 - ...to identify conflicts, synergies and gaps
 - ...to create collective visions and theories of change
- ...to make all this discussable and generate effective action*



Method	Map Focus	Core Output	Software/Tools
Systemic Design	Multiple tools in 7-stage methodology	System framing, Experience, System modeling, Value, Interventions, Transitions	Systemic Design Toolkit Namahn, SDA
Concept Mapping	Concepts	Map relationship between ideas	cMap IHMI Compendium (outdated)
Ecosystem Mapping	Ecosystems	Mapping relationships between a options such as organizations, activities and ideas.	SumApp 7Vortex
Gigamapping	Complex design	Stakeholder mapping of complete system redesign or complex infrastructures	AHO, Sevaldson Systems-Oriented Design
Journey Mapping	Pathways and Touchpoints	Map steps in service provision or user experience from initial state to realizing an outcome	Kimbell Service Innovation Handbook
Participatory Narrative Inquiry	Stories, Narrative analysis	Map individual beliefs and experience in terms of relative strength	SenseMaker (Snowden), NarraFirma (Kurtz)
Social Network Analysis	Relationship Structure	Map individuals'/ organizations' relationships	Ucinet, NetMiner, Visone, orgnet.com, Kumu, etc.

Method	Map Focus	Core Output	Software/Tools
Societal Change System Matrix	Change initiatives	Map issue change system in terms of key sub-systems and functions	Matrix of issues by change systems functions
Synthesis Mapping	Complex social systems	Integrates perspectives on social systems to illustrate challenges & transformation	Jones, method at OCADU Strategic Foresight
System Dynamics	Continuous system forces, “Problems”	Map stocks and flows, archetypal problems with organizations and activities	Kumu
Theories of Change	Strategic Clarity, Change strategies	Map integrating change theories within the issue arena	TOCO Software
Three Horizons	Transition from today to desired future	Envision shifts in trend & systems to realize desired futures	
Value Network Analysis	Value creation	Relationships between roles & exchanges	
Web Crawl	Virtual reality	Map virtual relationships and list websites	HyBro v2

Key Boundary Concept: *Transformation System*

A transformations system is the ensemble of all those initiatives that are (explicitly, implicitly) aiming to radically change the status quo in a shared direction.

- To accelerate and scale transformations systems, we need to see them, convene them and deepen levels of collaborative action and learning

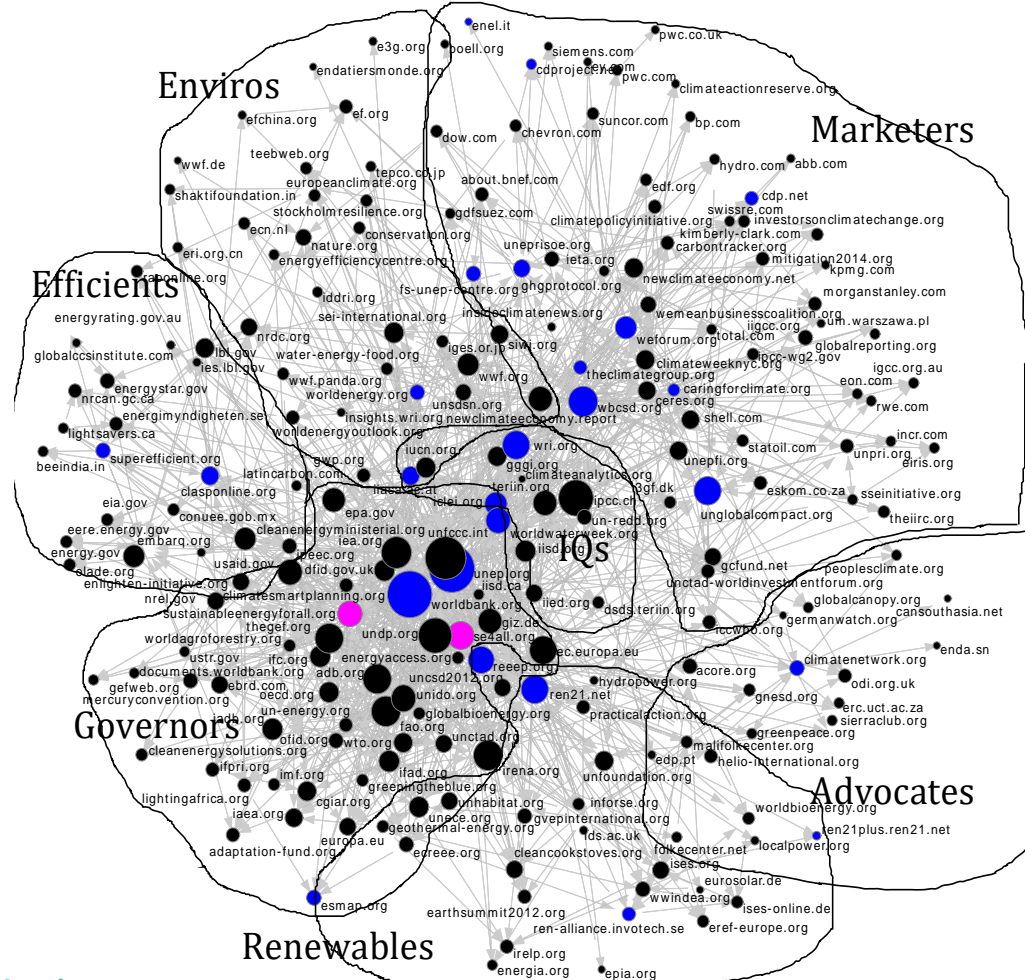
...T-Systems transcend and include “movements” and “networks of networks”



Web Crawl Mapping

Goal	<ul style="list-style-type: none">• Identify issue arena (e.g.: T-System) organizations• Identify issue arena virtual structure
Features	<ul style="list-style-type: none">• URLs of organizations• Links
Input Source	<ul style="list-style-type: none">• Membership list URLs• Personal knowledge of URLs in an issue domain
Limitations	<ul style="list-style-type: none">• Requires good web-sites• Virtual reality \neq reality
Software	<ul style="list-style-type: none">• Issue Crawler, Vison, Hype

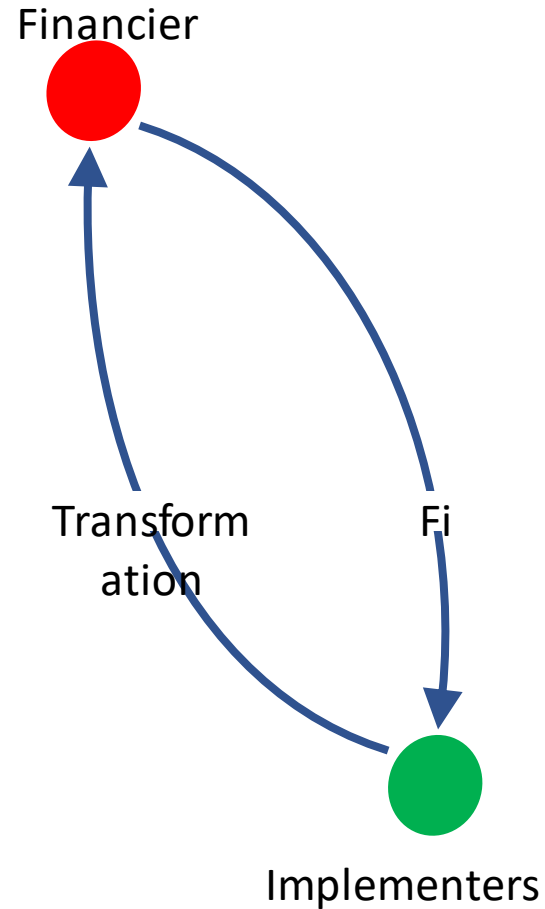
A Web-site Map of a Transformation System: Global Sustainable Electricity circa 2013



Value Network Analysis (VNA)

Goal	<ul style="list-style-type: none">• Describe issue arena (e.g.: T-System) individual/org. structure/exchanges• Identify strategic leverage points
Features	<ul style="list-style-type: none">• Nodes• Links• Attributes
Input Source	<ul style="list-style-type: none">• Interviews• Surveys• Workshop data• Websites
Limitations	<ul style="list-style-type: none">• Challenge of identifying boundaries and roles• Requires good starting list• Strength of links approximated
Software	<ul style="list-style-type: none">• Kumu, drawing software

Financing Transformation – Simple VNA



Ecosystem for Financing Transformation – VNA Steward View

