



INNATE STRATEGIES

simplifying a complex world

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Mapping basics - our goal and intention

- A sufficient level of understanding to interview stakeholders at a level that enables mapping
- This is simply enough to get you through 2 interviews. Prior to that time.



Mapping basics - the territory

- The first key to mapping is to understand that it can be done - that systems are goal oriented and that, therefore, they have causality.
- The second thing to understand it that there is a rigor to mapping - that the causality can be called out so clearly that a system can, ideally, be simulated - it can be described with math.
- The third and final thing to understand before beginning to map is that a system can be mapped a number of ways - something that gives freedom to both you as the mapper and to the owner/ stakeholder as the one responsible for representing their world.



Mapping basics - goal & examples

- The goal
 - Each system has a goal. And in most systems we've worked with, the goal is unclear - it hasn't been defined with sufficient clarity. And even when there's a stated goal, the implications of the goal haven't been clearly thought through.
 - Examples
 - *From:* increasing wind energy in the Midwest *to:* reducing GHG gases by 80% by 2030 (a renewable energy consortium)
 - *From:* producing 30mm units annually *to:* leading the global supply chain ecosystem (a global hi-tech manufacturer)
 - *From:* eliminating poverty *to:* the ability to self-determine (a global relief agency)

Mapping basics - the rigor & examples

- The rigor
 - At the highest level, if we've thought deeply enough, we know that no more than 3-5 things directly cause a resource to build. And, these 3-5 things are mutually exclusive and comprehensively exhaustive (MECE).
 - Examples:
 - Town of Vail
 - Renewable energy



Mapping basics - rigor examples (cont' d)

- **Town of Vail**
 - **Goal**
 - Achieve and sustain Vail as the premier international resort and resort community, able to provide premier service at its current size sustainably over the next 5-10 years
 - **Subgoals**
 - Achieve and sustain Vail as the premier mountain community
 - Achieve and sustain Vail as the premier international resort

Mapping basics - rigor examples (cont' d)

- Achieve and sustain Vail as the premier mountain community
 - Personal
 - Family
 - Community
- Achieve and sustain Vail as the premier international resort
 - Pre-arrival
 - Arrival
 - Here
 - Departure

Mapping basics - rigor examples (cont' d)

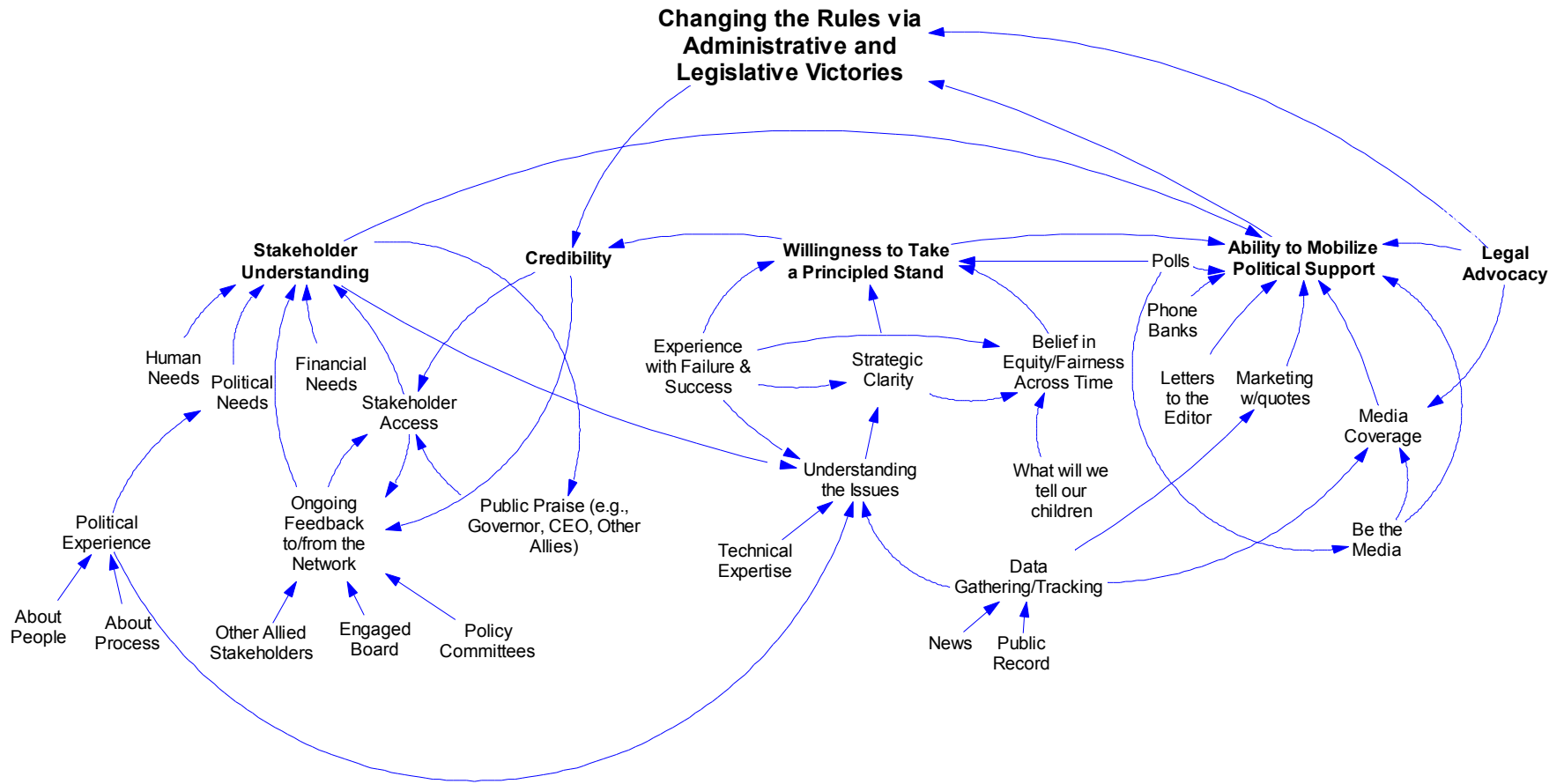
- Renewable energy
 - Goal - reduce GHG emissions by 80% by 2030
 - Energy efficiency
 - Demand for clean energy
 - Demand for dirty energy
 - Retiring existing dirty energy

Mapping basics - the detail

- The stakeholder 's story
 - All of the other detail extracted from the stakeholder interview, when placed in the proper causal framework, supports those key 3-5 resources in a similar, causal structure - i.e., they each have their 3-5.
 - Examples
 - Renewable energy



Mapping basics - the detail example



Mapping basics - interviewing

- Mapping and the stakeholder interview
 - Holding the map to be in your mind's eye
 - Understand your requirements
 - Discover their goal at its highest level
 - And their 3-5 key resources
 - Inquiring into anything that's unclear (and significant) until you can see it "in your mind's eye"
 - Confirming with a conditional close

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