

Section 1 text:
THE SOCIAL CHANGE ECOSYSTEM MAP (2020).

In our lives and as part of organizations, workplaces and movements, many of us play different roles in pursuit of equity, shared liberation, inclusion, and justice. And yet, we often get overwhelmed, lost, and burned out. Some of us are newcomers to ongoing social change efforts and don't know where to start. Still others are catalyzed into action in the midst of a crisis in our community.

The Social Change Ecosystem Map is a framework that can help individuals, networks, and organizations align with social change values, individual roles, and the broader ecosystem. What you're reading now is the most current version of the social change map, first developed in 2018 and then renewed in 2020 by BMP's Director of Movement Building, Deepa Iyer.

Following a Frequently Asked Questions section, there are the three components of the framework: the map, the description of roles, and a reflection guide.

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Page 2 image description: The Social Change Ecosystem Map features 10 multi-colored bubbles, each individually connecting to a central yellow bubble containing the words "equity, liberation, justice, solidarity," which are the central goals of our social change movements. The surrounding nodes, which represent roles in the greater social change ecosystem, are as follows: weavers, experimenters, frontline responders, visionaries, builders, caregiver, disrupters, healers, storytellers, and guides. Below the ecosystem map are social media handles for Deepa Iyer and Building Movement Project Instagram and Facebook accounts (for Instagram, @deepaviyer and @BuildingMovementProject; for Twitter @dviyer and @BldingMovement) as well as a copyright attribution in black font, which reads: Attribution: Deepa Iyer, Building Movement Project. S.M., copyright symbol, 2018 Deepa Iyer. All rights reserved. All prior licenses revoked.

Section 3 text: Frequently Asked Questions.

Who developed the framework?

My name is Deepa Iyer, and I'm a writer, facilitator, and activist. Learn more about the original concept of the social change ecosystem map that I developed in 2018 here. As I utilized the framework with others, it began to evolve; see more about that here. You're working with the most current version of the framework (October 2020). What are the components of the framework? The map, the description of the roles, and the reflection guide can all be found in this document. If you'd like to access individual components, you can find them here.

How do I use this framework?

It's a three-step process: one, identify your values and cause in the middle circle; two, map your roles and those played by your ecosystem; and three, reflect, observe, and plan.

Who can use this framework? Anyone. Individuals can use it to reflect, assess, and plan. Organizations can use it at staff and board retreats, team-building meetings, orientations, and strategy sessions. Workplaces can use it to assess their effectiveness. Coalitions and networks can use it to clarify different lanes. People new to equity and inclusion issues can use it to identify how to begin. Those of us who have been doing social change work for some time can use it when we feel fatigued or overwhelmed.

When should this framework be used?

As an individual, you can use it when you need a re-set, when you feel stuck, burned out or confused, or when you don't know how to begin. I use it often when there is a community crisis and don't know how to respond. For example, people have been using the framework to figure out their roles during COVID-19, in the struggle for Black liberation, and for post-election response.

What are the permissions and restrictions on using this framework?

This framework is for individual and public use - with boundaries. Due to creative and commercial infringements that occurred in 2020, I have placed new parameters on the use of the map. As of October 2020, all previous licenses are revoked. Please read the permissions and restrictions below and if you have any questions or doubts, please email me at diyer@buildingmovement.org. Please do not send direct messages on Twitter or Instagram; email is the most effective route.

This is Permitted:

1. You CAN use the map, framework and the guide individually and internally within your organization, workplace, faith group, board, or campus/school for meetings, retreats, orientations, check-ins, evaluations, workshops, classes, self-discovery/group discovery sessions, leadership mapping and more, with the following attribution: Deepa Iyer, Building Movement Project. SM, © 2018 Deepa Iyer. All rights reserved. All prior licenses revoked.
2. You can share, post, and repost the map online on your social media platforms and within emails, newsletters, internal communications and as part of a list of resources as long as you include the full and original image of the map, the original link and the following attribution: Deepa Iyer, Building Movement Project. SM, © 2018 Deepa Iyer. All rights reserved. All prior licenses revoked.

This is not permitted:

1. No adaptations or remixes. This includes but is not limited to changing the colors, the text or the roles, adding artwork or new elements, or visually reorganizing the roles.

NOTE: I'm open to the possibility of collaborating with all you visionaries and storytellers if we can come to an explicit agreement before you alter and create. Please contact me via email.

2. No public-facing workshops. Please contact me first to discuss/partner.
3. No commercial use is permitted. The map or any derivations of its content can never be used to accrue money for yourself or your organization, in other words, charging people or asking for donations in a session that includes the framework; or making and selling products based on the framework.

Section 4 text: Characteristics of the Roles.

Weavers: I see the through-lines of connectivity between people, places, organizations, ideas, and movements.

Experimenters: I innovate, pioneer, and invent. I take risks and course-correct as needed.

Frontline Responders: I address community crises by marshaling and organizing resources, networks, and messages.

Visionaries: I imagine and generate our boldest possibilities, hopes and dreams, and remind us of our direction.

Builders: I develop, organize, and implement ideas, practices, people, and resources in service of a collective vision.

Caregivers: I nurture and nourish the people around me by creating and sustaining a community of care, joy, and connection.

Disruptors: I take uncomfortable and risky actions to shake up the status quo, to raise awareness, and to build power.

Healers: I recognize and tend to the generational and current traumas caused by oppressive systems, institutions, policies, and practices.

Storytellers: I craft and share our community stories, cultures, experiences, histories, and possibilities through art, music, media, and movement.

Guides: I teach, counsel, and advise, using my gifts of well-earned discernment and wisdom.

Section 5 text: Reflection guide for Social Change Ecosystem Map.

The Roles:

1. What values call to you? When do you feel most aligned with these values?
2. What are you seeking to change? Is it a system of power, a mindset or a policy? You can also choose to write in a particular issue, campaign, or crisis that calls to you to take action (i.e. COVID19, solidarity with Black communities, campaign to center immigrants, post-election response).
3. Locate yourself on the map and identify the roles that you find yourself playing most frequently. If needed, add other roles (not job titles) if needed and identify their characteristics. Recognize that you can be playing multiple roles, and that these roles can even shift depending on the context.
4. What roles do you feel comfortable and natural playing, and why? What roles make you come alive, and why? Are there any differences between these two responses for you to explore? Reflect on how your roles embody the values you identified earlier.
5. What is the impact of playing these roles on you - physically, energetically, emotionally, or spiritually? What/who sustains you?
6. In your role or roles, how often do you vision and dream? What is the effect of repetition and redundancy, or compromise and sacrifice in the roles you play?
7. How does your role connect to your privilege and power? For example, are there roles where you might be taking too much space (or not enough)?
8. What story emerges about you through your map and your reflections?
9. How could you stretch yourself? Where can you take bolder risks?
10. Social change can be fulfilling but it can also be draining at times. It's natural to feel burn out and fatigue. People who have been subjected to generations of oppression carry trauma that shows up in behaviors and responses. And, in times of crisis, we can cycle through fogginess, exhaustion, and numbness. All of these responses are natural. We can also learn more about their roots and triggers, and build sustainability plans to tend to ourselves – and each other. Below, reflect on a time when you felt fatigued from social change work. What led to that experience & how did you cope? Knowing what you know now about your roles and your ecosystem, reflect on activities that you can take to sustain yourself through challenging times (ex. setting boundaries, relying on a mentor, asking for help, switching roles, or taking breaks). Then, think about a person in your ecosystem that you can support and check in on regularly.

Section 6 text: Ecosystems and Connections.

Social change cannot happen at an individual level when we work in silos. It happens when we are connected to others. Our bodies, nature, and organizations all comprise of ecosystems. As Grace Lee Boggs reminds us: “We never know how our small activities will affect others through the invisible fabric of our connectedness. In this exquisitely connected world, it's never a question of 'critical mass.' It's always about critical connections.”

1. Who are you connected to? What roles do they play? Start with your immediate ecosystem (usually your organization) and then zoom out to include mentors, supporters, co-conspirators, friends, and colleagues outside of your organization. If you are working with the map from an organizational lens, you can have staff/volunteers map themselves, or you can map partners/allies that are part of a coalition or network.
2. The middle circle in the map identifies the values of the communities and the world we seek to create. Which resonate with your ecosystem and why? How does your ecosystem create the conditions for justice, liberation, solidarity and inclusion to be realized?
3. What observations emerge about your team, organization, network, or movement when you review the complete ecosystem, and your role in it?
4. An effective, healthy, and sustainable social change ecosystem requires people playing diverse roles. Is your map imbalanced in any way? If so, how could the ecosystem provide support, alter objectives, or course correct?
5. Often, social change ecosystems are prone to maintaining cultures of overwork, productivity, and performance at the cost of individual well-being and long-term sustainability. Does the mapping process provide insights into the culture of your ecosystem? Are there roles that need to be strengthened in order to cultivate a more sustainable culture?

Section 7 text: Alignment and Aspirations

1. There are times when we all feel confused and lost about the roles that we should play, especially during community crises. When you don't feel in alignment with my roles, how can you re-set? Who can you turn to for guidance? When you are in right relationship between your roles and values, how do you feel?
2. Based on the reflections above, set 2 goals for yourself to try out before your next check-in. Identify 1 SMART (Specific, Measurable, Achievable, Relevant, Timely) goal and 1 B-HAG (Big, Hairy, Audacious, as defined by Jim Collins) goal. Check in every quarter to reflect on what's changed, and if possible, work with a partner, coach, or team-member for accountability and momentum.

Section 8 text: Elections 2020: Using the Social Change Map to Identify Your Roles and Support Your Ecosystem

Step 1. Review the social change map, roles, and guide.

Step 2 (Values): Place your values in the middle circle of the map. What values are important to you related to the elections? Examples include building power, ensuring fairness and integrity of the election process, or solidarity.

Step 3 (Cause): What cause(s) are calling to you now? Examples include a campaign to ensure fair counting of ballots; direct response/action; supporting directly affected communities.

Step 4 (Roles): Map your role(s). What are your skills? How are you used to showing up? How would you like to show up this time? Is there a difference? Reflect on identifying a primary role you can play as well as a supportive one for someone else in your ecosystem.

Step 5 (Ecosystem): Define your ecosystem(s). There are many formations, organizations and efforts out there. Which one do you feel most connected to already? Which one would you like to be part of in the future? If possible, map out the roles that people play in the ecosystem. Do roles need to be filled or shifted or re-aligned? Are too many people crowded into one role? How is your role supporting the ecosystem?

Step 6 (Sustainability): Many of us are feeling exhausted, anxious, and distracted. Reflect on your capacity – what are you capable of doing right now? Then, identify one daily activity that you can commit to in November that brings you peace and energy. Lastly, reflect on how you can practice community care. Who can you support, and how?

Step 7 (Next Steps): Based on these reflections, what are 1 to 3 action steps that you believe you can take over the coming weeks that are aligned with your values, that embody your roles, and that support your ecosystem. Include your sustainability activities as well. What's the timeframe for those actions? Who will you be accountable to, and how will you course correct as needed?

Examples of roles related to the elections: Storytellers document and share voting experiences of first-time voters or those facing voting barriers. Caregivers bring nourishment to share with people standing in line to vote. Healers provide coaching and counseling support for frontline responders and disrupters taking direct action. Visionaries remind us that regardless of outcome, we need to stay focused on reimagining a different society because returning to normal is not an option. Frontline responders provide support to voters who face barriers or organize rallies and protests. Disrupters plan actions to shake up the status quo and build people power. Guides share lessons learned about how people have historically organized to change systems of power. Builders put together rapid response networks. Experimenters identify new ideas to change government systems. Weavers connect people, funding, resources and organizations across the country to one another.