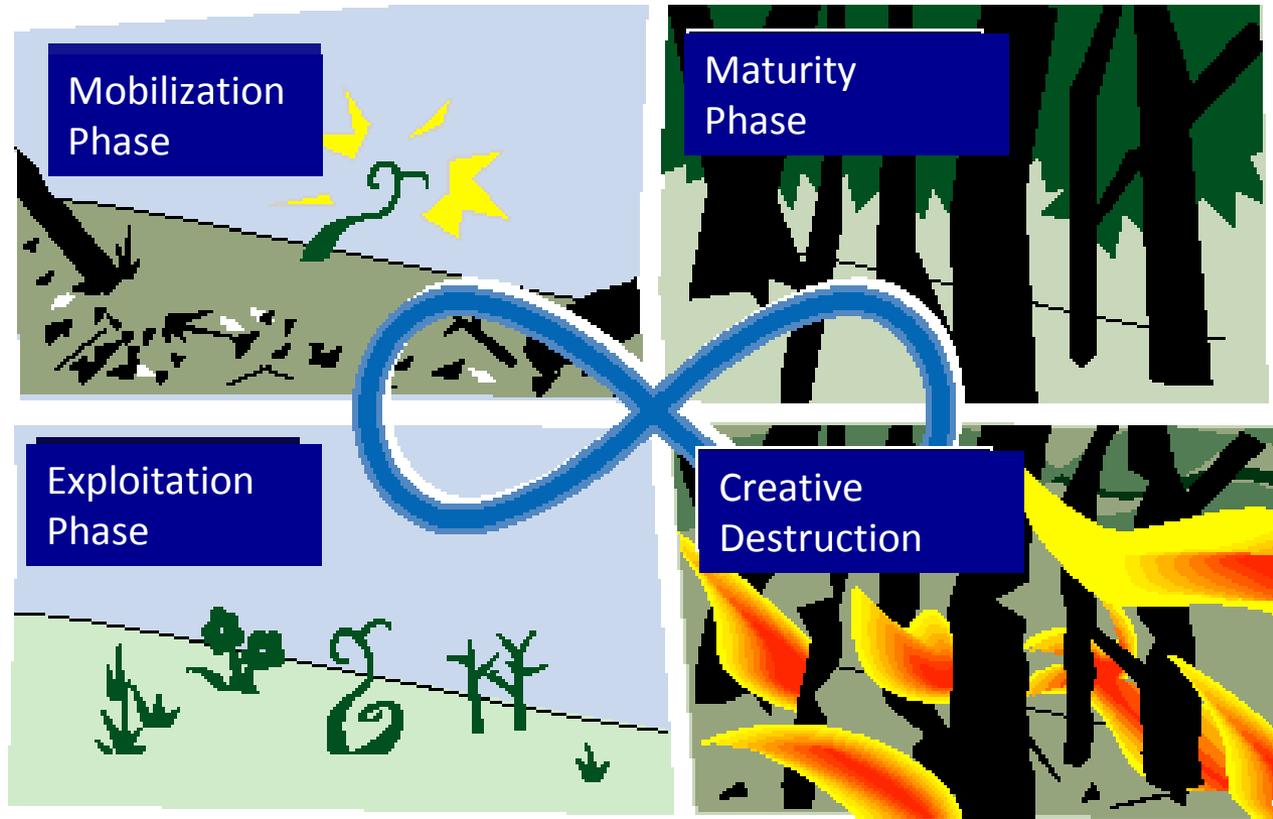


The Phases of Collaborative Efforts to Reduce Poverty



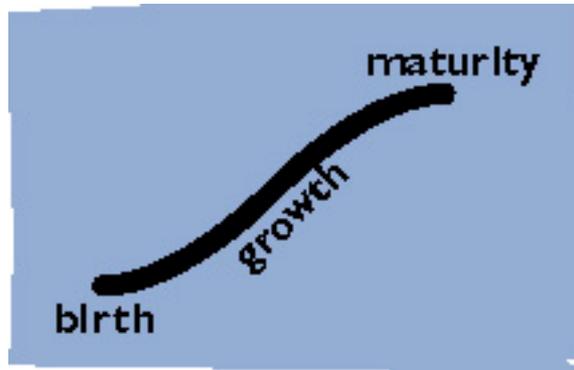
The Ecocycle of a Forest



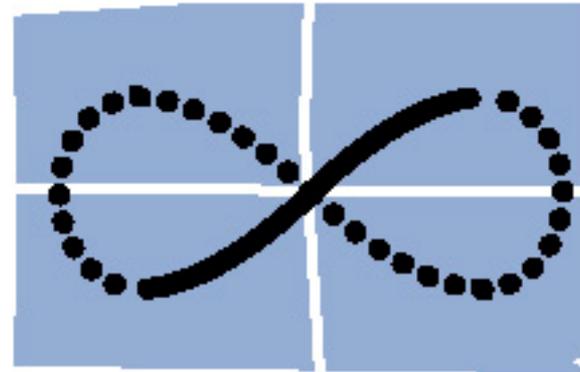
Source: http://www.plexusinstitute.org/edgeware/archive/think/main_aides9.html

From Lifecycle to Ecocycle in Collaborative Efforts

The Performance Loop



The Renewal Loop



Source: http://www.plexusinstitute.org/edgeware/archive/think/main_aides9.html

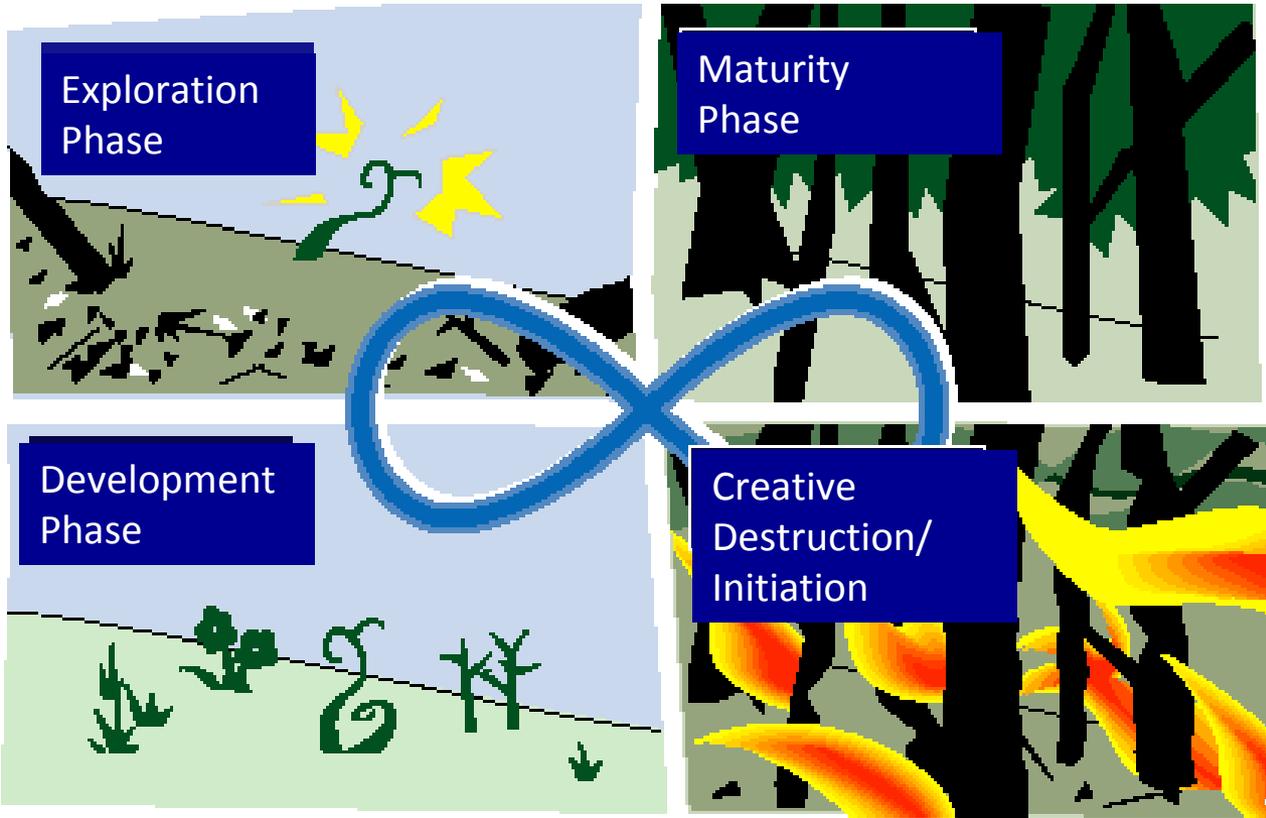
Eco-Cycle of Collaborative Efforts to Reduce Poverty

Phases & Traps

Creative Leadership

Chronic Disaster Trap

Strategic Management



Scarcity Trap

Rigidity Trap

Entrepreneurial Leadership

Parasitic Trap

Charismatic Leadership

Phases of Collaborative Efforts to Reduce Poverty

	Exploration	Development	Maturity	Creative Destruction/ Initiation
PURPOSE	To expand the number of innovative ideas for reducing poverty in a way that improves the conditions for their successful development.	To develop a pattern of working together that turns promising ideas into effective strategies reducing poverty .	To conserve a pattern of working together on proven ideas that are efficient in reducing poverty .	To dismantle pattern of working together on non longer productive ideas to clear the way for new vision, relationships and directions to emerge.
LEADERSHIP STYLE & GROUP CULTURE	Creative, inclusive and mission-driven.	Entrepreneurial, adaptive and outcome driven.	Management, risk-sensitive and productivity oriented.	Charismatic, visionary and values-based.
MEMBERS	Large, diverse, often unusual mix of participants, with stable core group.	Smaller number & variety of members focused on particular areas of work.	Few, highly specialized, regularly participating members.	Smaller number of core members, relational.
STRUCTURE & PROCESS	Informal, time limited, overlapping, loose task groups and teams. Multiple layers of participation.	Tasks, roles and relationships become explicit. Patterns emerge for process and structure.	Hierarchical structure, standardization, institutionalized roles and procedures.	Informal, loosely connected, flat, eclectic and sporadic connections.
ACTIVITIES & PRODUCTS	Community conversations. Idea generation. Best practice research. Experiments. Simulations. Planning. Developmental Evaluation.	Pilot projects & prototypes. Adaptive planning. Begins with formative evaluation ends with summative evaluation.	Preparing, monitoring and adjusting detailed workplans. Performance measurement.	Reflective learning. Scanning of trends. Relationship building with key stakeholders. Visioning.

Transitional Traps in Collaborative Efforts to Reduce Poverty

Traps	Description	Typical Challenges
SCARCITY	The group struggles to 'birth' something likely to lead to outcomes and garners the support of the larger community.	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	The group seem unable to sustain or grow their work because it is '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	The group is unable or unwilling to change or dismantle an approach that no longer fits the evolving context in which they operate.	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	The participants find themselves 'spinning' and unable to get traction on a compelling new vision and set of values for reducing poverty.	Inability to let go of the past. Weak trust amongst members. Difficulty in agreeing on shared vision and values. Volatile environment.

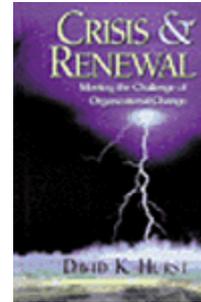
Implications

- 1 Form Versus Essence: the essence of working collaborative efforts to reduce poverty is not the same as the form or manifestation of that essence at any point in time.
- 2 The Importance of Entire Eco-Cycle: the performance and renewal phases are important to the overall health of the collaborative effort.
- 3 Resilient – Versus Sustainable – Collaborative Efforts: the importance of continually adapting – rather than sustaining – the manifestation of the collaboration to reflect the demands of different phases and internal and external changes.
- 4 Robust Collaborative: not all collaborative efforts are robust enough to make it through the entire eco-cycle. The challenge is to improve the probabilities of their evolution, but to ‘let go’ when necessary in order to release energy for new manifestations.
- 5 Situational Leadership: the need to use leadership styles and culture that ‘fit’ the unique phase or area of work.
- 6 Patch Dynamics: collaborative efforts are more resilient when they are partly operating in all four phases or area of the eco-cycle.
- 7 Enabling Environment: the opportunity to strengthen the policy and investment environment to appropriately support all four phases of the ecocycle.

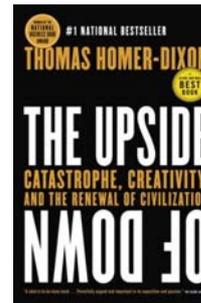
Eco-Cycle Lenses

Brenda Zimmerman. From Lifecycle to EcoCycle

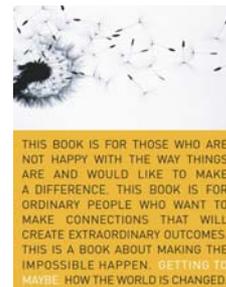
http://www.plexusinstitute.org/edgeware/archive/think/main_aides9.html



Crisis & Renewal.
David Hurst



The Upside of Down.
Thomas Homer-Dixon



Getting to Maybe.
Frances Westley
Brenda Zimmerman
Michael Quinn Patton