

# Welcome!

- Please share in the chat:
  - Your name
  - Organization
  - Your favorite spring activity





REIMAGINING SOCIAL CHANGE

# Actor Mapping: A Hands on Tutorial

CI ACTION SUMMIT TOOLKIT SESSION | APRIL 28, 2022

BOSTON

GENEVA

MUMBAI

SAN FRANCISCO

SEATTLE

WASHINGTON, DC

[FSG.ORG](https://www.fsg.org)

# Agenda

**1** About Us

**2** The Role of Actor Mapping

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**3** Actor Mapping How-To

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**4** Map Building Activity

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# About FSG

FSG is a **mission-driven consulting firm** supporting leaders in search of large-scale, lasting social change. Through our combination of customized services, powerful ideas, and learning communities, we help foundations, businesses, nonprofits, and governments around the world reimagine their approach to social change in order to create a more equitable world.

- We work with clients **across sectors** to influence the **conditions for equitable systems change**
- **Recognized global thought leader on practices that lead to social change** with articles published in *Harvard Business Review*, *Stanford Social Innovation Review*, and *Chronicle of Philanthropy*, among others
- **Advised over 1,000 clients** worldwide
- **160+ full-time professionals** with offices in Boston, Geneva, Mumbai, Seattle, San Francisco, and Washington, DC

# The Team



**Chris Carlson**  
*Director*  
Boston



**Allison Kaika**  
*Consultant*  
Boston

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# How would you like to use actor mapping to advance your work?

SHARE WITH US IN THE CHAT OR BY COMING OFF MUTE

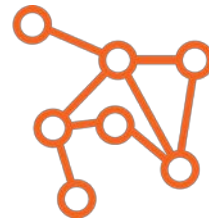
# Actor mapping is a helpful way to visualize and understand aspects of a system

- **Actor Maps** offer a **visual depiction** of the key organizations and/or individuals that make up and/or influence a system, as well as their relationships to a given issue and to one another.



## Context

- Understand general landscape (e.g. key actors, organizations, initiatives)



## Connections

- Determine who needs to be involved
- Explore various actors' roles in the system
- Diagnose the strength of connections among actors



## Patterns

- Determine where the energy is in the system and where there are gaps or blockages
- Understand how structures are changing



## Perspectives





- Consider who is, has been, or should be involved
- Identify opportunities to build new relationships and explore other parts of the system



# Actor mapping provides a framework to facilitate collaborative, systems thinking



# How do you know if actor mapping is right for your project?

Considerations	Use Actor Mapping	Don't Use Actor Mapping
Focus	 The “ <b>who</b> ” of the system	 The “ <b>what</b> ” or “ <b>why</b> ” of the system
Boundaries	 <b>Agreement on the boundaries</b> of the system actors being mapped (e.g., by geography, specificity)	 <b>Lack of agreement on the boundaries</b> that would be used to map system actors

# Actor mapping can serve as a foundation to explore other systems and relationships in your work



## Power Mapping

- Identify the levers and relationships you can take advantage of to gain **access and influence** to your target
- Will help you decide:
  - Who can make the change you are seeking
  - What and who might persuade your target
  - The pathways and relationships to get access to the target



## Asset Mapping

- Uncover information about the **strengths and resources** of a community to identify solutions
- Can help you decide:
  - If a new local program is needed
  - Which direction a program should take to meet community needs
  - Opportunities to align and leverage community resources

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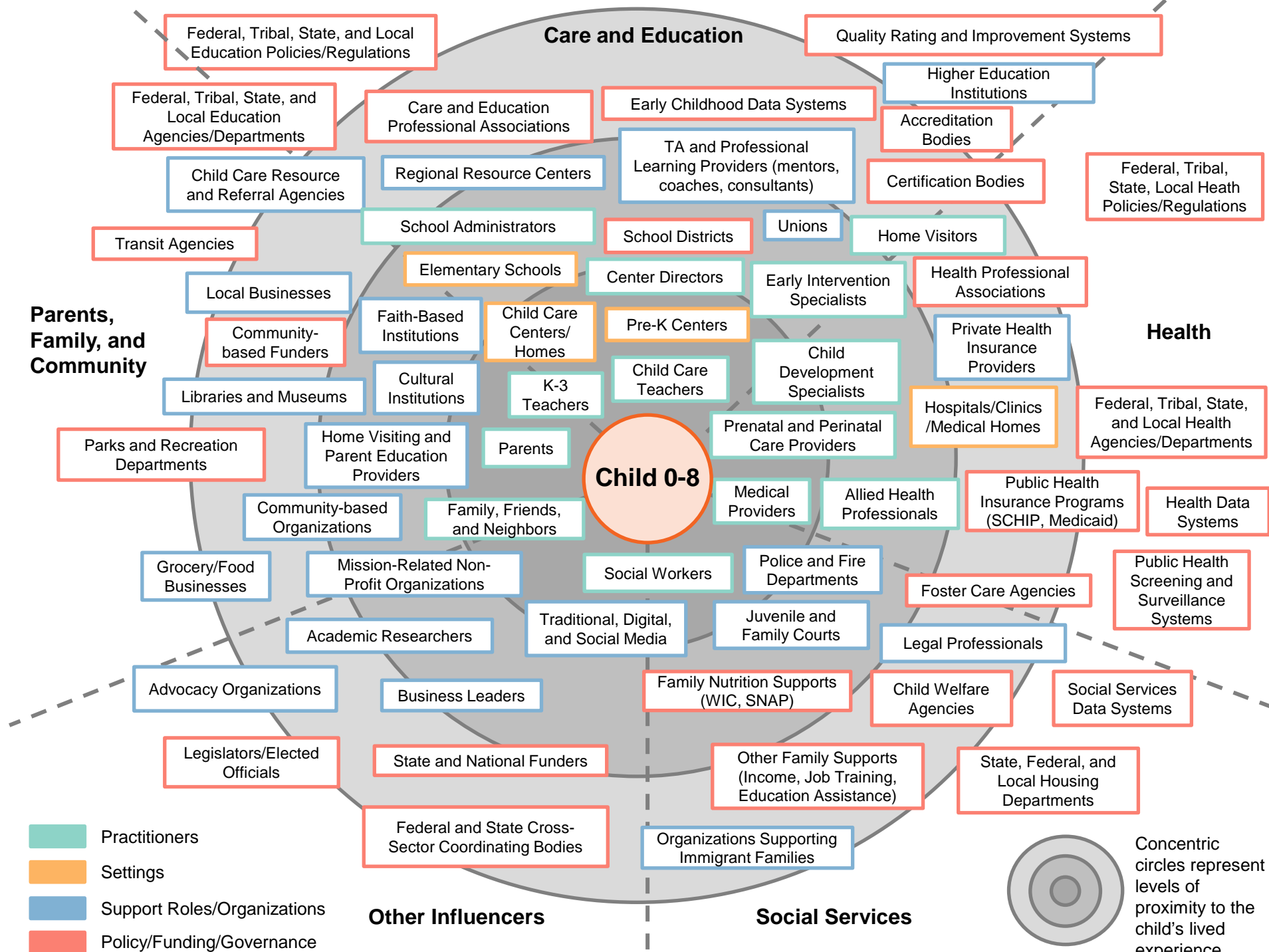
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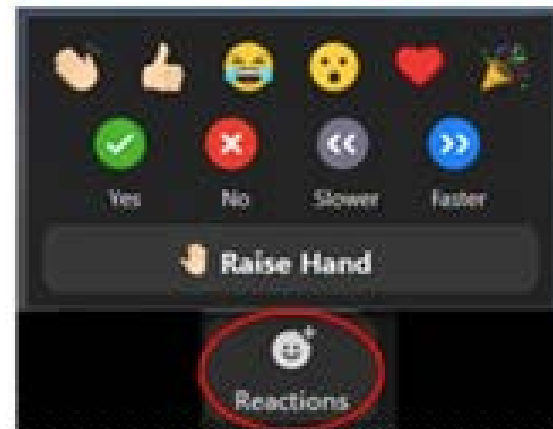
# Building Your Map

## Materials

- 2 – 3 blank pieces of paper
- 2 colors of pens

## Tip!

You'll need to let us know when you are ready to move on, using the RAISE HAND  
When you are done with the steps that I have narrated, click "Raise Hand"



# Building Your Map – Step by step

- **Step 1:** At the top of your paper, write out the goal statement for your partnership / coalition / collective impact initiative
- **Step 2:** Identify the beneficiary of this collaboration's work. In a circle, write down the beneficiary in the center of your paper. Then, draw 3 concentric circles around it to signify the proximity of the organizations to your beneficiary.
- **Step 4:** Using another sheet of paper, write down 15-20 organizations or community groups (or types of organizations/groups, if you don't know specific names) *currently participating in the coalition* that influence the problem you've identified

*NOTE: WE ARE NOT ASKING YOU TO IDENTIFY ALL THE ACTORS IN YOUR EFFORT. Some collaborative efforts have hundreds of actors. For the purposes of this exercise, select the 15-20 actors that represent a range of types of organizations, community groups, or individuals involved in the effort.*





# Building Your Map – Step by step

- **Step 5:** Reflecting on your list of actors, divide your system into “pie slices” and label each one with the different segments you identified
- **Step 6:** Place the actors on the system map in their respective “pie slices,” putting the actors most closely in touch with the beneficiary closest to the center
- **Step 7:** Identify a few key actors who might be missing from the effort and **use a different color different pen** to add them to the map



# Analyze the Actor Map by “seeing into the system”

- Identify *relevant* connections between actors. For actors where you feel effective connections might facilitate and accelerate the collaborative work:
  - Draw a solid line between actors where the connection is strong
  - Draw dotted lines where the connections between actors is weak
- Personal Reflection
  - As you reflect on the connections between actors, look for trends or causes where relationships are strong and weak?
  - How might you better engage those who are currently missing from the collaborative?



# Small Group Discussion

- In your breakout group, share your map (2-3 minutes each) addressing the following questions (if you are all on video, you can visually show your map; if you are not all on video, you can describe your maps):
  - What is the goal/problem you are focused on in your effort?
  - What are the “slices” of the pie?
  - Provide some description of the actors populating the map
    - Who were the first actors that came to mind?
    - Who did you add when prompted to add more that you might have initially forgotten?
  - Which “slices” were harder to populate? Which were easier?

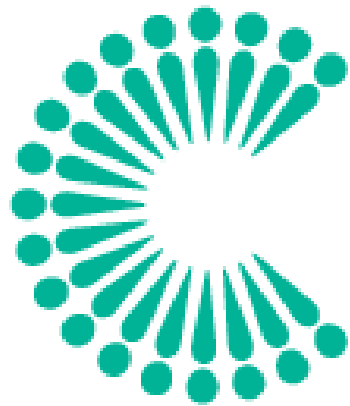


# Reflection and Discussion

*Please come off mute or put in the chat to share:*

- What did you learn about your community or your work from this exercise?
- How will you use your actor map or this activity in your work going forward?





# COLLECTIVE IMPACT FORUM





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