Leadership Academy of Middle Managers
Two Top-rated Activities from the LAMM Residential Training
EcoMaps & Logic Models

ECOMAP

An ***Ecomap*** is a graphical representation that shows all of the systems at play. Your leadership role in partnering with agencies in the external environment is to create a shared vision, joint strategies, and mutual accountability that ultimately benefit the client and the community. To lead change successfully, a leader must understand and engage the world outside the unit.

In this activity, you'll create an ***Ecomap*** to think about all the stakeholders who can influence and impact the success of your change initiative. You'll want to identify relationships with local agencies or key managers that are in alignment. Also identify difficult interagency or intra-agency relationships in which arguments over funding or access drain energy, take up time, and block service delivery. The map also makes it clear which potentially useful relationships are missing. It helps to identify providers, community groups, and family or youth voices that would be valuable but to which there is either no/lost connection.
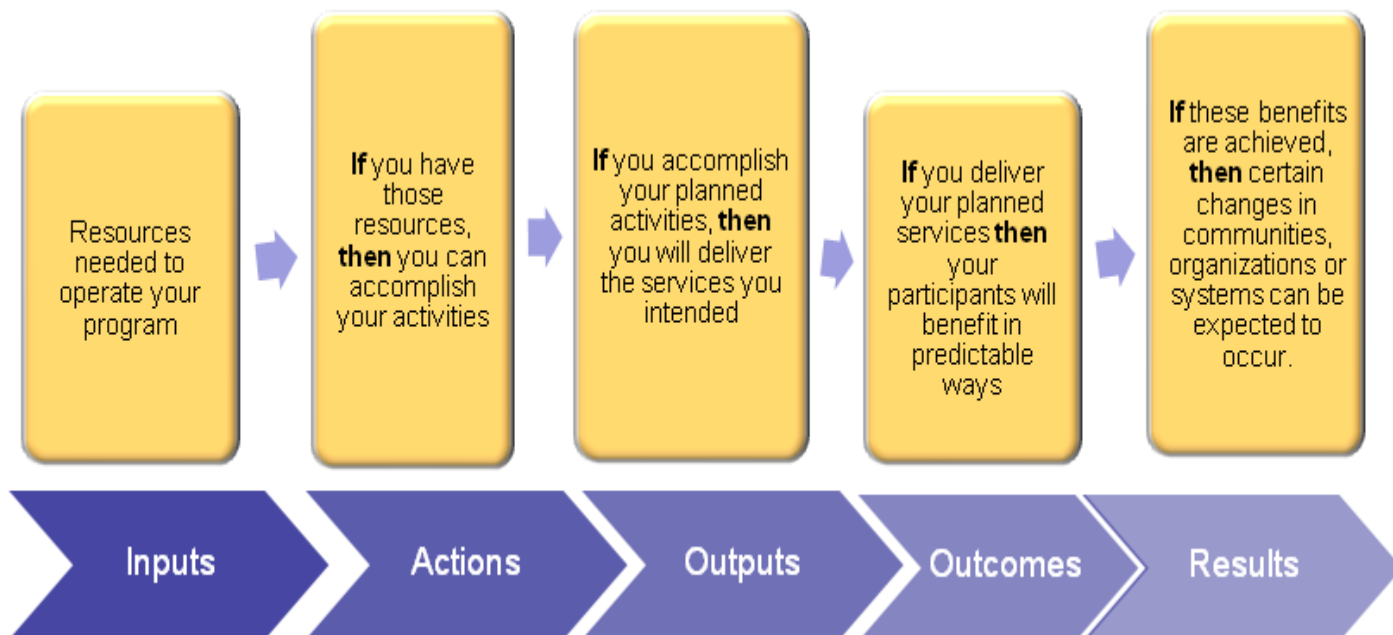
Directions

- Activity notes: The quality of the art work is not important – instead focus on using color, shape, or words to make your map so that we understand the nature of the relationships with your external partners. Be bold - use the full sheet of flip chart paper and colors so we can clearly see around the room.
- First draw a circle in the middle of the flip chart labeled with the name of your change initiative.
- Now draw additional circles that orbit around the change initiative and label them with each group that will impact your change initiative. The size of the circle can be used to convey the power or influence of the entity in relationship to your change initiative.
- Next draw a line from each entity to the change initiative that illustrates the quality and strength of the relationship. We've listed some suggestions below but feel free to be creative – use symbols that you think best describe the nature of the relationship as well as who you would say has more power in the relationship.
  - No lines means no relationship at all
  - Strong double lines means a strong and positive relationship
  - A jagged line means friction or conflict
  - A broken line means that there was once a relationship but it has now been broken
  - Dotted line means that there is a weak connection
- Now indicate:
  - Hot spots: Sources of pressure that take up much of your time and energy. These may be sources of needed pressure to change (i.e. advocacy groups or spokespeople). The goal here is to figure out how to mobilize that pressure for change. The hot spots may also be relationships that require a lot of work, and the goal is to get the gears to mesh better.

- Bright spots: Sources of positive energy where things work, people talk to each other, and services and programs are coordinated in a way that makes a difference to clients or colleagues.
  - Missing spots: Stakeholders that are missing or need to be explored.
  - Power differentials: One party has more power than another.
- Having completed your Ecomap, you'll now have a visual for engaging all the stakeholders in the change initiative process. You may also want to ask yourself:
  - Have you experienced a similar (or different) relationship with that system, in your own community? What factors influenced the relationship?
  - As this change initiative is implemented, what relationships will be essential to watch?
  - What cultural issues might arise?

LOGIC MODEL

A *logic model* helps make connections between the outcome you want to achieve and the activities you plan to reach that outcome. It can be a good way to display your project and a way to help you think about measuring progress. There are many different templates you can use for a *logic model* but basically all logic models do the same thing. We have chosen to adapt one from the W.K. Kellogg Foundation (Logic Model Development Guide, 2004):

Directions

1. Certain resources are needed to operate your program (people, technology, policies, etc). Inputs are all the resources you have on hand to build your change initiative. If you were baking a cake, these would be the ingredients (flour, eggs, butter, etc.).
2. The next step is to figure out a plan to implement the new or improved practices. Using your available inputs, you make an action plan that combines them into activities. You select

actions shown by research, experience or field wisdom that have promise for realizing your desired outcomes.

3. Now identify what you'd see if the actions did occur which are called outputs. They're concrete changes and they'll usually happen by a certain time.

4. If you deliver your planned services to the extent and with the fidelity intended (as measured by your outputs), then your participants will benefit in certain predictable ways. Sometimes these are broken down into two steps – your intermediate and longer term outcomes. Remember to keep your measurement plan realistic given your available resources.

5. If these outcomes (or benefits) are achieved, then certain changes in communities, organizations or systems can be expected to occur. The final part of the logic model – called results – is the ultimate measure of our success, the result we are all here for.

Here's an example of a Logic Model focused on *Engaging Fathers*:

Inputs
Community partners

Child welfare agency staff

Resources for Father Finder

Resources for father education classes

Former child welfare families to participate in planning

Data system

Agency vision, policies and practice model

Actions
Establish Father Finder position and key contact

Enroll interested fathers in father education program

Train supervisors and staff re: best practices in fatherhood engagement; provide mentoring and coaching

Incorporate feedback on effective father engagement data into daily supervisory practice

Include community partners in planning and defining the desired outcomes of fatherhood initiative

Recruit 2 former child welfare families to participate in planning

Review organizational systems, policies and practices for alignment with fatherhood initiative

Outputs
Father Finder hired and trained

Child welfare staff trained

Fathers enroll in father education classes; # of enrolled who complete

Revised pre-service curriculum

Internal policies revised to reflect fatherhood initiative

Stakeholder and families involved in planning committee are satisfied with participation and process

Initial Outcomes
Increased knowledge of child welfare staff on best practices in father engagement

Increase the % of removal cases where absent father's:

•name is identified
•have been contacted within one week of placement
•participate in initial team meeting
•have meaningful, on-going, contact with child

Case review results indicate supervisory and practice changes consistent with father engagement

Intermediate Outcomes
Fathers are active participants in placement decisions for children

Children are reunited with family more quickly

Results
Children experience safety, permanency and well-being