



Social Transformation Lifecycle

A tool to help you ask the powerful questions necessary for gauging and advancing your progress toward transformational change.

At Community Wealth Partners we are focused on one powerful question: Why do some social change efforts achieve transformational results while others only make incremental progress? Drawing on lessons from our client work and in-depth research on efforts that have tackled social problems at the magnitude they exist, we've identified four broad stages along which transformational efforts generally evolve.

Acknowledging that all such efforts are unique and none progress in a linear fashion, we would encourage you to ask the following questions:

- 1 Into which stage(s) does your effort seem to fit?
- 2 Around which questions have you established clear answers?
- 3 What questions are holding you back?
- 4 What questions do you need to address before progressing to the next stage?

	STAGE 1: Framing the Effort	STAGE 2: Proving the Solution(s)	STAGE 3: Reaching Dramatic Improvement	STAGE 4: Reinvigorating the Effort
BOLD GOAL & STRATEGY	What is our bold goal? What is our role in achieving this goal?	What is our approach to realizing our bold goal?	How will we scale our approach to reach our bold goal?	How do we need to change our approach, if at all, to realize our bold goal?
SHARED LEADERSHIP	Who are the founding leaders of this effort? How do we organize ourselves to be most effective?	What does it mean to lead? How will this leadership structure be sustained over time?	What changes, if any, do we need to make to the leadership structure as we scale?	How must our leadership structure adapt to sustain the effort needed to realize our bold goal?
STAKEHOLDER ENGAGEMENT	“Who should be engaged? (*key influencers, shared leaders, early adopters, people affected)”	How do we engage early adopters?	What key stakeholders are necessary to achieve scale? How do we convert the “maybes”?	How do we sustain interest? Are there stakeholders critical to realizing our bold goal who we have failed to engage so far?
ENVIRONMENTAL CONTEXT	What is the micro and macro context?	How will certain environmental factors affect our effort? What factors might help propel the effort forward?	What new micro or macro factors must we consider as we scale? Do we have an opportunity to influence the environment?	How has the micro and macro context changed? What are the implications?
DISCIPLINED EXECUTION	Where do we start? What early wins should we target?	What actions do we need to take to prove the concept? Can we get closer to our goal by narrowing our focus?	What actions must we take to scale? What must we stop doing in order to scale?	What new actions must we take to realize our bold goal?
FINANCIAL SUSTAINABILITY	How do we envision financially supporting the work in the long term?	How will our efforts be financially sustained?	How do we maintain financial sustainability as we scale?	How will we adapt our funding/revenue streams to reflect internal and external changes?
ADVOCACY/PUBLIC POLICY	What is the regulatory or legislative environment surrounding this issue?	What are the short-term opportunities to influence policy and systems?	What is the long-term systems change necessary to make dramatic improvement?	How do we achieve the long-term systems change given the current political and cultural environment?
COMMUNICATION	What messages and channels will help build awareness among key stakeholders?	What messages and channels will build engagement, inspire action and contribute to behavior change?	How do we create contagious ideas and equip others to “own” the message(s) and the solution(s)?	How should we adapt our communication strategy, messages and actions?
CONTINUOUS IMPROVEMENT & LEARNING	What does success look like?	How do we know if our approach is working? What changes need to be made if we're not achieving the desired results?	How do we know if our approach continues to work as we scale? What changes need to be made if we're not achieving the desired results?	How close are we to our bold goal and what do we need to learn to get closer?
CULTURE (VALUES, NORMS, BEHAVIORS)	How do we establish an intentional culture across the effort? (*roles, ground rules, expectations, decision-making)	How do we ensure that we are living what we believe?	How do we maintain our culture as we grow?	How must we adapt our culture to the new context?