Systems Leverage Points[1]

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Areas for Leverage	Analysis to Create Focused Action
Norms and Practices	• What are the current assumptions, hypotheses and theories (i.e., their mental models) that partners use to explain why the problem exists? • What are the "stated" values guiding current programs, policies, and practices of current partners? How are they expressed in their theory of change? • What are the "lived" values of current partners? Is there a gap between "stated" and "lived"? If so, in what ways does this impact the systems change work? • What losses might a stakeholder have to endure if systems change is successful?
Resources	*Human Resources* • How will partners be expected to engage if the systems change effort is successful? Will their contribution change or be the same? Do partners have needed skillsets, practices, and knowledge to make their contribution if systems change is successful? • Are there "internal" champions for the change? Do they know how to support the change within their organization? What is needed to support system partners during this change? *Social Resources* • In what ways are relationships among the various stakeholders a contributing factor to the issue? • What aspects of the system might support or hinder relationship development? Are policies/procedures put into place to guide, support and encourage collaborative relationships and aligned contributions? *Economic Resources* • Will resource allocation need to change as a result of this systems initiative? Who might perceive this reallocation as a loss? What can be done to support that stakeholder or partner?
Policies, Rules and Regulations	• What existing policies, practices and procedures impede progress towards the shared result and/or contribute to the existing problem at hand? Which ones are rooted in maintaining legacy relationships

[1] Building on the work of Pennie, Nowell and Yang (2007). Putting the system back into systems change: a framework for understanding and changing organizational and community systems

	or long established "status quo"? • What current policies, practices and procedures are incompatible with the new or planned change? Which ones might get in the way of the systems change effort succeeding? • Is there a gap between the stated policy or policies and the implementation of the policy? If so, why? • What policies are not in place but are needed to fully support the goals and philosophies of the results work? • What current practices or procedures are incompatible with the new or planned strategies? Which ones might get in the way of the systems change effort succeeding? • What daily routines will support and encourage the desired changes? Which ones might get in the way of this change being fully enacted?
Decision-Making	• What types of information and resources are most important to the system and who controls access to these resources? • Where does the power and decision making of the system exist? Do these individuals support the systems change and results effort? • How does the systems change effort challenge the existing power and decision-making structures? What resistance can be expected?
Relationships between system partners	• How do current systems partners and their actions (e.g., policies, attitudes, relationships) currently interact with each other? • Where is the longest delay moving from one part of the system to the other? What do these characteristics mean for systems change effort? Is there a current feedback mechanism between system partners? • Will strengthening, deleting or changing existing interdependent relationships accelerate the achievement of the desired change? What resistance can be expected with this change? • Where can interdependencies within the system be leveraged strategically to promote sustainability of the desired change over time? • In what ways do existing feedback processes support or impede the results work? What additional feedback mechanisms could be added to facilitate systems change (consider the tops, middles, frontline and/or customers in feedback loop)?