

PERMACULTURE PRINCIPLES & CLIPS MODEL APPLIED TO GROUPS - EVALUATION

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CLIPS LEVEL: INDIVIDUAL

SYMPTOMS AND CRITICAL POINTS WHEN THE PRINCIPLE IS NOT APPLIED	PERMACULTURE PRINCIPLES	OFTEN	SOMETIMES	NEVER
Lack of interest and trust for sharing needs or personal problems: people feel alone and this is not recognized. Little empathy.	1 - <i>Observe, perceive and interact</i>			
People avoid each other; lack of eye or physical contact, humor or shared vocabulary.				
Members feel tired, exhausted, depressed.	2 - <i>Catch and store energy</i>			
Little time is dedicated to rewarding activities, parties and celebrations.	3 - <i>Obtain a yeald</i>			
Lack of self-observation and self-criticism.	4 - <i>Apply self-regulation and accept feedback</i>			
Some personal behaviors are perceived as excessive / annoying and this creates tensions.				
Lack of regenerative practices on a personal level (e.g. rest, yoga, meditation, sport, relaxation).	5 - <i>Use and value renewable resources and services</i>			
Problems with personal communication and behavior patterns (eg. passive-aggressive).	6 - <i>Produce no waste or pollution.</i>			
Lack of attention to one's personal behavior and how it affects the community.	7 - <i>Design from patterns to details</i>			
The personal vision and needs are not consistent with the collective ones; there is no desire to give up personal privileges to cultivate the common good.				
Group members have difficulty to listen to themselves and their own deep needs, they do not recognize or connect their different parts and needs; emotions are repressed.	8 - <i>Integrate rather than segregate</i>			
Impulsive behavior, sometimes perceived as arrogant, or radical personal choices which generate impatience in the group.	9 - <i>Use small and slow solutions</i>			
It is assumed that information is equally shared and understood, and that individual skills are valued and balanced.				
Poor or absent collective meditation practices, or emotional sharing or or co-listening in place.	10 - <i>Use and value diversity</i>			

Isolation: members spend little time with each other; relationships and interactions are superficial, no time devoted to emotional sharing.	11 - Use edges and value the marginal			
Tendency to hold on to polarized positions and make "black / white" judgments.				
Refusal to address difficult topics and attend meetings.	12 – Creatively use and respond to change (* also 11 - Use and enhance borders and margins			
Some members left the group due to unaccepted innovations. Mistrust towards new members. (*)				
Over-specialization, boredom, lack of contact with other members, lack of interest for the general context.	Multiple use: <i>Each element performs multiple functions</i> (at least 3)			
Self-referential attitude due to excessive identification with one's own single, specific role.				
Psychological dependence on the leader or other specific people.	Multiple element: <i>Every important function is supported by several elements</i> (at least 3)			
Burn-out, stress, exhaustion and a sense of inadequacy of some members, while others are passive and marginal.				

CLIPS LEVEL: COMMUNITY

SYMPTOMS AND CRITICAL POINTS WHEN THE PRINCIPLE IS NOT APPLIED	PERMACULTURE PRINCIPLES	OFTEN	SOMETIMES	NEVER
Difficult and poor communication between members; low attendance in meetings or in social moments.	1 - Observe, perceive and interact			
No time for celebration; resignation and pessimism.	2 - Catch and store energy			
Superficial or cold personal relationships, weak sense of belonging to the group.				
Conflict is latent, it is perceived and feared but not dealt with openly.	3 - Obtain a yeald			
The culture and language of the community are not shared by all members. (*)	4 - Apply self-regulation and accept feedback (* also 8 - Integrate rather than segregate			
No feedback practices in place. Behaviors that cause tension or are not identified and addressed openly.				
Rare or absent shared meals, or work shifts, or internal time sharing (formal or informal), with little peer-to-peer learning.	5 - Use and value renewable resources and services			
Some personal behaviors, derining from needs that the group is unable to satisfy, destabilize the group and generate conflicts.	6 - Produce no waste or pollution.			

The group does not address this problem, which worsens over time (generating a spiral of erosion), and must finally resort to external resources or therapies.				
The boundaries of the community are not clearly perceived, there is no one clarity on who belongs, or not, to the group.	7 - Design from patterns to details			
The community is divided into homogeneous subgroups (eg. age, gender, interests) that do not relate well to each other, or with the rest of the community.	8 - Integrate rather than segregate			
Some individuals feel marginalized.				
People with less obvious abilities are marginalized.	9 - Use small and slow solutions			
Poor care for the process of integrating new members (rushed); high turnover of aspiring residents who do not become permanent members. (*)	(*) also 8 - <i>Integrate rather than segregate</i>			
Internal uniformity (e.g. age, culture, language, ideology) which causes stagnation, poor debate between members, or self-criticism.	10 - Use and value diversity			
Static, or conflictual, or self-referential family relationships, that resist sharing views with the community.	11 - Use edges and value the marginal			
Gossip circulates and damages relationships, and the overall climate.				
The group is aging, static, without replacement.	12 - Creatively use and respond to change			
The element of innovation is lost, and activities tend to follow the same style and rhythm. (*)	(*) also 11 - <i>Use edges and value the marginal</i>			
Practical specialization reduces the opportunities for mutual learning and for emotional sharing between people.	Multiple use:			
Some people take on fixed roles (e.g. pessimist, victim, jester) and this limits the emotional exchange and growth of the group.	Each element performs multiple functions			
	(*) also 11 - <i>Use edges and value the marginal</i>			
An archetypal role (eg. maternal / paternal) is crystallized because incarnated by a single person.	Multiple element:			
	Every important function is supported by several elements			
CLIPS LEVEL: INTENT				
SYMPTOMS AND CRITICAL POINTS WHEN THE PRINCIPLE IS NOT APPLIED	PERMACULTURE PRINCIPLES	OFTEN	SOMETIMES	NEVER

Founding documents (vision, mission and objectives) absent or inadequate: not clear, or inconsistent with each other, or unrealistic, or not shared by everyone.	1 - <i>Observe, perceive and interact</i>			
Ground rules are absent or - although present - are not respected or applied.				
The achievements are not celebrated, or considered and appreciated.	2 - <i>Catch and store energy</i>			
Meetings are not helpfully recorded, or minutes are not shared among all members.				
Few potential new members request to join the community.	3 - <i>Obtain a yeald</i>			
The group does not have a clear strategy for attracting external resources (e.g. funding, donations).				
The group's internal perception differs from its public reputation.	4 - <i>Apply self-regulation and accept feedback</i>			
The group does not make periodic assessments, or does not learn from their mistakes and tends to repeat them.				
There is no written and shared procedure for the entry of new members, or for volunteer programs.	5 - <i>Use and value renewable resources and services</i>			
Very limited local exchange and support, or poor networking with external organizations.				
Conflicting relations with neighborhood, feeling of isolation and lack of contact with the surrounding area, which is mostly perceived as hostile.	6 - <i>Produce no waste or pollution.</i>			
The importance of the founding documents is not recognized by everyone.	7 - <i>Design from patterns to details</i>			
The group has no long-term plans or projects, has lost a clear perspective on the future.				
The group is not prepared to face emergency or crisis situations in a structured, clear and shared way.				
The founding documents are not inclusive of all points of view, therefore they are exclusive and do not integrate the voice of the minority. (*)	8 - <i>Integrate rather than segregate</i> (*) Also 1 - <i>Observe, perceive and interact</i>			
Poor investment in the local relationships that request time and patience.	9 - <i>Use small and slow solutions</i>			
The group tends to rely on a small number of proven solutions and is not interested in using innovative technologies and methods.	10 - <i>Use and value diversity</i>			

The culture and language of the group are self-referential and disconnected from the surrounding territory.	11 - Use edges and value the marginal			
Lack of interest in social and political engagement.				
The group's reality has changed over time, but the founding documents have not been updated and therefore are no longer consistent with the current situation. (*)	12 - Creatively use and respond to change (*) also 4 - <i>Apply self-regulation and accept feedback</i>			
The ideological positions remain static and lead to a nostalgic-regressive attitude. (*)				
The group is not resilient, is static, does not encourage people to evolve, develop and share new personal skills.	Multiple use: <i>Each element performs multiple functions</i>			
The group leadership and the definition of the strategic lines is the responsibility of a single person or a small group.	Multiple Element: <i>Each important function is supported by several elements</i>			

CLIPS LEVEL: STRUCTURE

SYMPTOMS AND CRITICAL POINTS WHEN THE PRINCIPLE IS NOT APPLIED	PERMACULTURE PRINCIPLES	OFTEN	SOMETIMES	NEVER
The issues and problems that need the group's attention are not clear: this creates a lack of trust.	1 - Observe, perceive and interact			
Important information (minutes, documents, etc.) is not easily accessible or shared.				
New activities and proposals are greeted with skepticism and do not get support.	2 - Catch and store energy			
The work groups / circles are static and tired.				
Any change is seen as a threat and not an opportunity.	3 - Obtain a yeald			
The reality of the group has changed over time, but the initial framework (economy and legal issues related to property) has not been reviewed, is outdated and inadequate (*).	4 - Apply self-regulation and accept feedback (*) Also 12 - <i>Creatively use and respond to change</i>			
Decisions are not reviewed and evaluated according to agreed deadlines.				
The ecological footprint (see note) of the community is very high (*); members may not be aware of it.	5 - Use and value renewable resources and services (*) Also 6 - <i>Produce no waste or pollution</i>			
The people do not recognize or value the skills that are available internally, and outsourcing is excessive and expensive (for professional services as accounting and administration, but also for simple jobs like baby-sitting).				

Meetings are inefficient, tedious, boring, or do not address to the central issues.	6 - Produce no waste or pollution			
Unclear or confused decision-making processes; some decisions that concern the whole group are taken separately.				
Conflict between members for leadership.				
There is no general, clear and transparent structure regarding fundamental issues (ownership, economics, decision making, etc.), or it is unbalanced, inconsistent and incomplete: this generates hidden structures, not shared or understood by all.	7 - Design from patterns to details			
Random delegation process, not clear or structured.				
Decision making processes are not inclusive.	8 - Integrate rather than segregate			
The economic and legal structure does not satisfy the needs and requirements of part of the group, or of some of its members.				
Rushed decision making process that endangers the group and undermines trust between members.	9 - Use small and slow solutions (* also 4 - Apply self-regulation and accept feedback			
Failure to refer to the group's own history; poor use of previous meeting minutes, and very little learning from mistakes. (*)				
The group's way of thinking is passively aligned with the leadership, and the whole group has a low level of resilience.	10 - Use and value diversity			
Resistance to delegate tasks and responsibilities; tired leaders, unmotivated and frustrated wingmen.				
Resistance or inability to face leadership issues openly.	11 - Use edges and value the marginal (* also 12 - Creatively use and respond to change			
Poor awareness of internal ranks and privileges within the group.				
Conservative and non-visionary leadership. (*)	12 - Creatively use and respond to change (* also 4 - Apply self-regulation and accept feedback			
Conservative economic management, little or no investment in innovation.				
Static, crystallized ranks, with is no evolution or change.	Multiple use: Each element performs multiple functions			
Members do not rely on each other and prefer to outsource (even for paid services such as babysitting or consulting).				
Imbalance in internal economic matters or in the organization of work.	Multiple element: Every important function is supported from several elements			
Low resilience due to dependence on specific people who hold key roles permanently; cycles of efficiency and crisis.				

NOTE

The **ecological footprint** is an indicator that measures human consumption of the natural resources that the Earth produces, proposed by Wackernagel and Rees in 1996 . It is expressed in hectares / per capita of natural production area used to satisfy our consumption and to absorb our waste. For calc or larla we examine the habits of each in terms of food choices, amount of waste, soil surface occupied, clothing or other goods wate the states, energy consumed, carbon dioxide emitted into the atmosphere and compares the resources consumed with Bucket i ty of the Earth to regenerate .