# ORIENTATION TABLE - CLIPS METHOD AND SOCIAL PERMACULTURE

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| HOLMGREN'S PRINCIPLES + 2 BY MOLLISON | EXAMPLES FROM NATURE AND FROM THE GARDEN | EXAMPLES IN CLIPS | LAYER | SYMPTOMS WHEN THE PRINCIPLE IT IS NOT APPLIED |
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| 1 - *Observe, perceive and interact*  | In the garden, we must observe when the fruits are ready for harvest, when the pests attack our crops and which plants require our attention. | Personal patterns of behavior, attitudes, abilities and skills, well-being of members. <br><br> Models of communication, celebration, attitude to conflict. Shared identity documents (vision-mission-strategic plan-basic agreements-minutes of meetings). Clarity on *governance* , property and economy issues. | Individual <br><br><br> Community <br><br> Intent <br><br><br><br> Structure | Lack of interest and trust in sharing personal needs and problems: people feel alone and this is not recognized. Little empathy. People avoid each other; lack of eye or physical contact, humor or shared vocabulary. <br> Difficult and poor communication between members; low attendance at meetings or social occasions. <br> Founding documents (vision, mission and objectives) absent or inadequate; they are not clear, or inconsistent with each other, or unrealistic, or not shared by everyone. <br> The issues and problems to be addressed are not clear: this creates a lack of trust. Important information (minutes, documents, etc.) is not easily accessible or not shared. |
| 2 – *Catch and store energy* | Different forms of energy: sleep and food for our bodies, water storage (dams, reservoirs), soil fertility | Different sources of personal energy: yoga, exercise, music, stimulating conversations, meditation, working with passion. | Individual <br> Community | Members feel tired, exhausted, depressed. <br> No time for celebration; resignation; pessimism. Superficial or cold personal relationships , little sense of belonging to the group. |

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|  | (humus), perennial plants, sun. | | Intent | The achievements are not celebrated, considered and appreciated. Meetings are not helpfully recorded, or minutes are not shared among all members. |
| | | | Structure | New activities and proposals are greeted with skepticism and do not get support. |
| 3 – *Obtain a yeald* <br><br>  | Different forms of harvest: crop yields, increased humus, firewood, mulch, biodiversity. | Different forms of personal harvest: money, time saved, job satisfaction, fun, friendship, growth, learning. In a group: trust, cooperation, knowledge, shared culture and conservation of collective memory. All of these elements motivate people. | Individual | Little time is devoted to rewarding activities, parties and celebrations. |
| | | | Community | Conflict is latent, perceived and feared, but not addressed openly. |
| | | | Intent | Few requests to join the community from potential new members. The group does not have a clear strategy for attracting resources (eg funding, donations) from outside. |
| | | | Structure | Any change is seen as a threat and not an opportunity. |
| 4 - *Apply self-regulation and accept feedback* <br><br>  | Loops of positive feedback (increase) and negative feedback (decrease) occur everywhere in nature. | Practicing self-restraint and accepting comments with respect develops reflection, introspection and mutual respect. Learn and practice feedback processes. | Individual | Lack of self-observation and self-criticism. Some personal behaviors are perceived as excessive / annoying and create tension. |
| | | | Community | The culture and language of the community are not shared by all members. No feedback practices in place. Behaviors that cause tension are not identified and addressed openly. |
| | | | Intent | The group's internal perception differs from its public reputation. The group does not make periodic evaluations, or does not learn from their mistakes and tends to repeat them. |
| | | | Structure | The reality of the group has changed over time, but the initial economic, legal and ownership framework has not been revised, so it is outdated and inadequate. Decisions made are not reviewed and evaluated according to agreed deadlines. |

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| 5 - *Use and value renewable resources and services*  | Solar energy is the only truly renewable resource. All natural cycles use and store it to constantly provide renewable services (trees for shade and forest, animals for manure and work, air for wind, water for tide and flow). | Renewable resources and services in the groups: exchange of goods, skills, knowledge, time, personal and emotional support. | Individual | Lack of regenerative practices on a personal level (e.g. rest, yoga, meditation, sport, relaxation). |
| | | | Community | Rare or absent shared meals, or work shifts, or internal time exchanges (formal or informal), with little peer-to-peer learning. |
| | | | Intent | There is no written and shared procedure for the entry of new members, or for volunteer programs. Very limited local exchange and support, or poor networking with external organizations. |
| | | | Structure | The ecological footprint (see note) of the community is very high; members may not be aware of it. People do not recognize and value the skills available internally and outsourcing is excessive and expensive (for professional services, such as accounting and administration, but also for simple functions such as babysitting). |
| 6 - *Produce no waste or pollution.*  | Primary forests produce in the long term without waste or pollution, everything is used within the ecosystem. | Conflict and stress are emotional pollution: they can result from unused personal energy and skills. Inefficient meetings waste the group's time and create frustration. | Individual | Problems with personal communication and behavior patterns (eg passive-aggressive). |
| | | | Community | Some personal behaviors, resulting from needs that the group is unable to satisfy, destabilize it and generate conflicts. The group does not address this problem, which worsens over time (generating a spiral of erosion), and must ultimately resort to external resources or therapies. |
| | | | Intent | Conflicting neighborhood relations, a feeling of isolation and lack of contact with the surrounding area, which is mostly perceived as hostile. |
| | | | Structure | Meetings are inefficient, monotonous, boring, or don't address core issues. Unclear or disordered decision-making processes; some decisions that affect the whole group are made |

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| | | | | separately. Conflict between members for leadership. |
| 7 - *Design from pattern to details*  | Natural patterns are found everywhere in nature: spiral (shells, cauliflower), curved lines (waves), branching (trees, bronchi), hexagon (beehive, snowflakes) etc. | Patterns of thought, behavior and communication permeate and affect (positively or negatively) our individual lives and communities. | Individual | Lack of attention to one's personal behavior and how it affects the community. The vision and personal needs are not consistent with the collective ones; there is no willingness to give up any personal privilege to cultivate the common good. |
| | | | Community | The boundaries of the community are not clearly perceived: there is no shared clarity about who belongs to the group or not. |
| | | | Intent | The importance of the founding documents is not recognized by everyone. The group has no long-term plans or projects, they have lost their perspective on the future. The group is not prepared to face emergency or crisis situations in a structured, clear and shared way. |
| | | | Structure | 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. Random delegation process, not clear or structured. |
| 8 - *Integrate rather than segregate*  | Connections are as important as the elements and cooperation is worth more than competition. | Look for win-win solutions: different people who have different cognitive abilities and speeds are often left behind. | Individual | Group members have difficulty listening to themselves and to their inner needs, they do not recognize or connect their different parts and needs; emotions are repressed. |
| | | | Community | The community is divided into homogeneous subgroups (eg. by age-gender, interests) that do not relate well to each other, or to the rest of the community. Some individuals feel marginalized. |

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| | | | Intent | The founding documents are not inclusive of all points of view, therefore they are excluding and do not integrate the voice of the minority. |
| | | | Structure | Decision making is not inclusive. The economic and legal structure does not satisfy the needs and requirements of part of the group or some of its members. |
| 9 - *Use small and slow solutions*  | Natural processes can take a long time to be visible and effective (eg. tree growth patterns and rhythms). | Look for win-win solutions: different people have different cognitive abilities and speeds and are often left behind. Patience and perseverance are good foundations for long-lasting projects. | Individual | Impulsive behavior, or perceived as arrogant, or radical personal choices, which generate intolerance in the group. It is assumed that information is equally shared and understood, and that individual skills are valued and balanced. |
| | | | Community | People with less obvious abilities are marginalized. Poor care for the process of integrating new members (rushed); high turnover of would-be residents who do not become permanent members. |
| | | | Intent | Little investment in local relationships which require time and patience. |
| | | | Structure | Rushed decision making that endangers the group and undermines trust between members. Failure to refer to the history of the group, poor use of previous meeting minutes and learning from mistakes. |
| 10 - *Use and value diversity*  | Biodiversity results from the amount of useful relationships between elements, not from the total number of elements. Monocultures are weaker systems than | Groups and communities are systems that benefit from a high level of biodiversity, based on the inclusion and acceptance of different elements. | Individual | Little or no collective meditation practices, or ongoing emotional sharing, or co-listening. |
| | | | Community | Internal uniformity (e.g. age, culture, language, ideology) which causes stagnation, poor confrontation between members or self-criticism. |
| | | | Intent | The group tends to rely on a small number of proven solutions and is not interested in the use of innovative technologies and methods. |

| | | | Structure | The group's way of thinking is passively aligned with leadership and the whole group has a low level of resilience. Resistance to delegating tasks and responsibilities; tired leaders, unmotivated and frustrated wingmen. |
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| those with high biodiversity. | | | | |
| 11 - *Use edges and value the marginal* | The margins and edges are not sharply defined outlines. The interface between two ecosystems is the most active productive space (1 + 1 = 3) (e.g. the margin between water and land, or between land and air). | The boundaries of our comfort zone are full of information and stimuli, they force us to experiment and adapt to new situations, skills and dynamics. The edges are transition zones that bring us many precious messages: sleep / wake, sound / silence, child / adult, future / past. | Individual | Isolation: members spend little time with each other; superficial relationships and interactions, no time devoted to emotional sharing. Tendency to hold polarized positions and to express "black / white" judgments. |
| | | | Community | Static, or conflicting, or self-referential family relationships, refractory to confrontation with the community. Gossip circulates that damages relationships and the general climate. |
| | | | Intent | The culture and language of the group are self-referential and disconnected from the surrounding territory. Lack of interest in social and political engagement. |
| | | | Structure | Resistance to facing leadership issues openly, or inability to do so. Poor awareness of internal ranks and privileges within the group. |
| 12 – *Creatively use and respond to change.* | In nature, nothing is static: bare soil is colonized by pioneer plants in the succession towards a stable forest. The rocks are shattered by the winds and become sand, the water constantly changes state and the | Groups and communities also have a natural evolution and turnover of people, from pioneers to mature communities. If change and conflict are opposed, the element of innovation is lost. | Individual | Refusal to address difficult topics and to attend meetings. The members left the group due to unaccepted innovations. Distrust of new members. |
| | | | Community | Group is aging, static, without replacement. The element of innovation is lost, the activities follow the same style and rhythm. |
| | | | Intent | The reality of the group has changed over time, but the founding documents have not been updated and therefore are no longer consistent with the current situation. The ideological positions remain static and lead to a nostalgic-involutionary attitude. |

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| | sun rises and sets every day. | | Structure | Conservative and non-visionary leadership. Conservative economic management, little or no investment in innovation. |
| Multiple use: *each element performs many functions* (at least 3) | A trees provide shade, fodder, firewood, windbreaks and more. Water has countless uses: for drinking, producing hydroelectric energy, transporting goods on rivers and the sea, storing heat, cooling down ... The wind spreads seeds, moves clouds and insects. | Life is more interesting when we can change tasks and alternate manual, mental and physical activities. We learn by doing, so the more we practice, the more we develop our skills and the more we raise our rank. Social relationships follow the same pattern and can create strong relationships between very different people. | Individual | Over-specialization, boredom, lack of contact with other members, lack of interest in the general context. Self-referential attitude due to excessive identification with a single specific role. |
| | | | Community | Practical specialization reduces the opportunities for mutual knowledge and emotional sharing between people. Some people take on fixed roles (e.g. pessimist, victim, fool) and this limits the emotional exchange and growth of the group. |
| | | | Intent | The group is not resilient, it is static, it does not encourage people to evolve, develop and share new personal skills. |
| | | | Structure | Centralized leadership, cycles of efficiency and crisis, resistance to delegating work and responsibilities; economic imbalance. |
| Multiple element: *every important function is supported by many elements* (at least 3). | Water in nature comes from the sky, from rivers, from the underground aquifer; food can be found in the form of leaves, berries, fruits, roots, seeds; windbreaks can be made from different plants, rocks and built structures. | If we can do different things and share the same role with others, we make the system more resilient and flexible, we reduce the level of personal stress and can also exchange feedback with our colleagues to improve the performance of the group. | Individual | Psychological dependence on / from the leader or other specific people. Burn-out, stress, exhaustion and a sense of inadequacy of some members, while others are passive and marginal. |
| | | | Community | An archetypal role (eg maternal / paternal) is crystallized because it is embodied by a single person. |
| | | | Intent | The leadership of the group and the definition of strategic lines is the responsibility of a single person or a small group. |
| | | | Structure | Imbalance in internal economic matters or in the organization of work. |

| | | | | Low resilience due to dependence on specific people who hold key roles permanently; efficiency and crisis cycles. |
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NOTE

The **ecological footprint** is an indicator that measures the consumption by humans 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. To calculate it, the habits of each person in terms of food choices, quantity of waste produced, occupied land area, clothes or other goods purchased, energy consumed, carbon dioxide emitted into the atmosphere are examined and the resources consumed are compared with the capacity Earth to regenerate them **.**