

## MacMillan Matrix rephrased for grassroots organizations

Adapted by the Institute for Conservation Leadership in “Managing in Hard Times,” [www.icl.org](http://www.icl.org). Used with permission.

		HIGH PROGRAM ATTRACTIVENESS: “Easy” Program		LOW PROGRAM ATTRACTIVENESS “Difficult” Program	
		Alternative Coverage High	Alternative Coverage Low	Alternative Coverage High	Alternative Coverage Low
GOOD FIT WITH MISSION AND ABILITIES	<b>Strong Competitive Position</b>	1. Affirm this program and negotiate functions with other organizations.	2. Grow in order to provide this service to the movement.	5. Collaborate to share the load or help fund resources.	6. “Soul of the Organization” – find support for this or limit its scope.
	<b>Weak Competitive Position</b>	3. Give this away quickly.	4. Decide with other organizations who should do this.	7. Give this to other organizations supportively.	8. Collaborate to share the load or give it away.
POOR FIT WITH MISSION AND ABILITIES		9. Give this away quickly.		10. Give this away systematically.	