Social Change Research

Matrix of Social Change

Personal & Inner Change	Community & Accompaniment Change
➔ Research: ◆ Fetzer study ◆ Synergos study ➔ Spiritual traditions and quotes ➔ Spiritual practices ➔ Solitude & leadership ➔ Growth mindset ➔ Creative confidence ➔ "If we do not transform our pain, we will surely transmit it." — Rohr ➔ "You hypocrite, first take the log out of your own eye, and then you will see clearly to take the speck out of your neighbor's eye." — Mt. 7:3-5 ➔ Forgiveness ➔ *Agere contra* ➔ Gratitude	➔ Weave and Brooks' community building, Putnam-style groups ➔ Kinship — Greg Boyle ➔ Accompaniment ➔ Bryan Stevenson's being "proximate" to the problems and people on the margins ➔ Building trust ◆ Brené Brown - vulnerability leads to trust ◆ Priya Parker-style gatherings ◆ Johann Hari-style group therapy ➔ Social entrepreneurship ➔ Sharing facts, values, and stories ➔ Applebaum: come together to discuss and solve common problems, not the sticking points
Cultural & Narrative Change	**Structural & Political Change**
➔ Reading and writing ➔ Friedman, Paine, Hayek, Darwin ➔ Weber's switch track analogy from Putnam ➔ Bloody Sunday videos, Douglass photos ➔ *To Kill a Mockingbird*, *Uncle Tom's Cabin*, *The Jungle*, Dickens, *The West Wing*, Wall Street, *Silent Spring*, *Will & Grace*, *Modern Family*, *The Jungle*, *The Aeneid*, *Star Trek* ➔ Stories we hear and tell shape our world ➔ Change minds, which change policies ➔ Change operating system, not apps ➔ Alternative institutions to model the practice of the better	➔ *Measuring Social Change*: 4 strategies ➔ *Lean Impact: How to Innovate for Radically Greater Social Good* ◆ Think big, start small ◆ Relentlessly seek impact ➔ *Systems Thinking for Social Change* ➔ Ayni Movement Ecology: ◆ Inside game, alternative institutions, structure organizing, and mass protests ➔ Nudge and economic research ➔ Changes to local, state, and federal law ◆ Start small and local ◆ Avoid the shiny objects of national politics and "strategy" and all of Twitter ◆ "Slow boring of hard boards" — Max Weber on politics ➔ Voting and democracy reform

<u>Research Notes & Miscellaneous Thoughts</u>:

- ➔ Ayni Movement Ecology:
    - ◆ Foundational theories of change that complement each other
        - ● Personal transformation
        - ● Alternative institutions
        - ● Inside game
        - ● Structure organizing
        - ● Mass protests
    - ◆ Need all of them for a coherent strategy
    - ◆ <u>Pros and cons to all of them</u>
    - ◆ John's take:
        - ● Not much on accompaniment, proximity, or narrative (though I suppose alternative institutions are a cool way to do that)
        - ● Important that they recognize both the inside game and personal transformation, not just the organizing and protests
- ➔ *Science of Storytelling* by Will Storr:
    - ◆ We can become so replaced by the storyteller's simulated model-world that we get "transported"
        - ● Then we are more vulnerable to change in our beliefs, attitudes, and intentions to resonate with the mores of the story
        - ● The traveler can return changed by the journey
        - ● That's the persuasion of the story-teller
    - ◆ Birth of the novel might have helped precipitate the rise of human rights
        - ● We didn't empathize that much before the 18th century
        - ● God put us in our rightful place, and that was that
        - ● Uncle Tom's Cabin, Solzhenitsyn
        - ● Hitler and dictators fear books, so they burned them
    - ◆ **"Transportation changes people, and then it changes the world."**
    - ◆ Natural to prefer stories and settings that speak to our perspectives
        - ● But experiments show that watching things like the Little Mosque on the Prairie leads to friendlier perspectives
    - ◆ Stories as tribal propaganda and the cure for tribal propaganda
        - ● Atticus Finch and putting yourself in someone else's skin
        - ● "Hardly be a better medicine than that for the groupish hatred that comes so naturally and seductively to all humans."
    - ◆ **"If tribal thinking is original sin, then story is prayer. At its best, it reminds us that beneath our many differences, we remain beasts of one species."**

- ◆ Stories give wisdom and lessons
    - ● Accept challenges
    - ● Fix your flaws
    - ● Win and give away is to be a hero
- ◆ To enter the flawed mind of another is to be reassured that it's not only us
    - ● "Magic of story is to connect mind with mind in a manner that's unrivaled even by love.
    - ● Story's gift is the hope that we might not be so quite alone, in that dark bone vault, after all."
- ◆ 5-act structure has been used for over 2000 years
    - ● VERY similar to SA, SD, and SG
    - ● Sacred flaw is shown, tested, broken, and rebuilt
    - ● This is me, and it's not working
    - ● Is there another way?
    - ● There is. I have transformed
    - ● But can I handle the pain of change?
    - ● Who am I going to be?
- ◆ Hero at the end in the Campbell sense
    - ● Not just a celebrity, for self or for its own sake
    - ● For others and the world
➔ Steve Reifenberg notes:
- ◆ Make clear that these are interconnected and fluid
- ◆ Importance of being proximate to problems before policy
➔ Starts with you - inner development flow to outer development
- ◆ Transformed heart that transforms the world
- ◆ Look at the other research docs on this - but develop it
- ◆ Satyagraha
- ◆ Modelling and leadership
- ◆ [The Case for Inner Work](#)
➔ [Albert Bandura in Character Lab](#):
- ◆ Don't think that solving problems depends on either the individual or social structures. "Personal agency and social structure," Bandura wrote, "operate interdependently." It's not either/or, it's both/and.
➔ Community building from David Brooks
- ◆ Neighborhood as the unit of social change
- ◆ Can't just clean one part of the pool
- ◆ Join something and add talents and time
- ◆ Start local - subsidiarity, laboratory of democracy, easier hurdles, small wins, etc.
    - ● Progressive Era examples from Putnam's Upswing
➔ Applebaum and Weisburg, ["Political Polarization is Solvable"](#), *Solvable*, Puskin Industries

- ◆ Come together to talk about common problems and issues, not the sticking points
- ◆ See each other as human beings by putting on a kids talent show, art exhibitions, how to deal with specific safety things, etc.
- ➔ Dialogue and civil conversations
  - ◆ Hyper local level
  - ◆ Priya Parker gatherings
  - ◆ Contact theory
  - ◆ Ireland and other committee gatherings - actually grapple with the issue(s)
    - ● Sometimes works, sometimes doesn't or is counterproductive
  - ◆ Testimonials
- ➔ Kinship & Accompaniment from Farmer, Gutierez, and Boyle, Stevenson
  - ◆ Be one with them, don't serve them
  - ◆ Empower them to change their lives, don't top-down impose solutions on them
- ➔ Cultural change through creeds and ideas
  - ◆ Milton Friedman
  - ◆ Thomas Paine
  - ◆ Darwin
- ➔ Cultural change through art
  - ◆ Harlem Renaissance as intentionally doing this
  - ◆ Change minds, which change policies
  - ◆ Bloody Sunday videos
  - ◆ *To Kill a Mockingbird*, *Uncle Tom's Cabin*, *The Jungle*, Dickens, *The West Wing*, *Wall Street*, sports, *Silent Spring*, *Modern Family*, *The Jungle*, *The Aeneid*,
  - ◆ Stories we hear and tell shape our world
  - ◆ Run software to change the underlying hardware
  - ◆ Politics is downstream from culture - Andrew Breitbart
- ➔ Policy - check out Tufts book and others
- ➔ Law - research
  - ◆ Charles Hamilton Houston, *Brown v. Board of Education*, etc.
- ➔ Public policy: Nudge, Evicted, Klineberg, Policy Paradox: The Art of Political Decision Making, Educational Politics for Social Justice, The Business of Changing the World, Golden Gates: Fighting for Housing in America
- ➔ Creative Confidence and design thinking
- ➔ Harvard's Erica Chenoweth has done a ton of comprehensive research proving the effectiveness of nonviolent resistance that's worth a look:
  - ◆ TED Talk: [The success of nonviolent civil resistance: Erica Chenoweth at TEDxBoulder](#)
  - ◆ Article: [How the world is proving Martin Luther King right about nonviolence](#)
  - ◆ Connection to BLM: [#BLM protests spread to small towns - The Washington Post](#)
- ➔ Education - students, school, curricula, policy
- ➔ Pulte and the rest of Keough

- ◆ Social entrepreneurship and development
➔ *** According to Weber, people are very much motivated by material interests. But using a striking metaphor, **he argued that culture can act like a switch on railroad tracks**: "Not ideas, but material and ideal interests directly govern men's conduct. Yet very frequently the 'world-images' that have been created by 'ideas' have, like switchmen, determined the tracks along which action has been pushed by the dynamic of interest."
  - ◆ Robert D. Putnam, The Upswing: How America Came Together a Century Ago and How We Can Do It Again, loc. 4807. Kindle Edition
➔ Book of Joy:
  - ◆ What does our happiness have to do with addressing the suffering of the world? In short, the more we heal our own pain, the more we can turn to the pain of others. But in a surprising way, what the Archbishop and the Dalai Lama were saying is that the way we heal our own pain is actually by turning to the pain of others. It is a virtuous cycle. The more we turn toward others, the more joy we experience, and the more joy we experience, the more we can bring joy to others. The goal is not just to create joy for ourselves but, as the Archbishop poetically phrased it, "to be a reservoir of joy, an oasis of peace, a pool of serenity that can ripple out to all those around you." As we will see, joy is in fact quite contagious. As is love, compassion, and generosity.
➔ "What is more important to bring about change as a society, changed individuals or a changed social structure? The answer to that is very simple because if you don't start out with individuals who are determined to change something, you will never get a political consensus." - Bayard Rustin, found in ["Remembering Bayard Rustin: The Man Behind the March on Washington"](#), *Throughline from NPR*
➔ Books to research:
  - ◆ Lean Impact
  - ◆ Measuring Social Change - [notes here](#)
  - ◆ [Love in Action: Writings on Nonviolent Social Change](#)
  - ◆ [Change of Heart: What Psychology Can Teach Us about Spreading Social Change](#)
  - ◆ [We Make the Road by Walking: Conversations on Education and Social Change](#)
  - ◆ Upswing by Putnam
➔ [Ayni movement ecology](#)
  - ◆ Personal transformation - individual, what you can control, transform your own pain so that you first do no harm
  - ◆ Changing dominant institutions - nonviolent direct action and political change
  - ◆ Alternative institutions - best criticism of the bad is the practice of the better
  - ◆ Funding and strategizing movements so that the final legislative pieces are inevitable
    - ● The foundational organizing work way before the legislative and "hard" political counting of votes

- ➔ Matrix of [personal/inner](#), civic/organizational (kinship, accompaniment, and proximity too), cultural, and political/legal/social change
  - ◆ Citizens, not consumers
- ➔ Everyone can do the top two: personal change and community participation (accompaniment)
  - ◆ And those who do the bottom two of narrative and political change need the first two of inner development and proximity to not get disconnected
  - ◆ Cultural and political change are harder and more long-term and require a grounding in the first two
  - ◆ Also, from the Christian perspective we're not supposed to ask or expect impact
  - ◆ "So no matter how singularly focused we may be on our worthy goals of peace, justice, and equality, they actually can't happen without an undergirding sense that we belong to each other. Seek first the kinship of God, then watch what happens."
    - ● Boyle, Gregory. Barking to the Choir: The Power of Radical Kinship (pp. 202). Simon & Schuster. Kindle Edition.
  - ◆ "Christians may need to get used to the idea of measuring significance by something other than money, fame, and power. No one ever said the fruit of the Spirit is relevance or impact or even revival. The fruit of the Spirit is love, joy, peace, patience, kindness, goodness, faithfulness, gentleness, and self-control—the sort of stuff that, let's face it, doesn't always sell."
    - ● Rachel Held Evans, Searching for Sunday: Loving, Leaving, and Finding the Church, pg. 112, loc. 1665. Kindle Edition
    - ● Playing off of Galatians 5

Uncertainty (about cause-effect): High → Low

Control (over outcomes): Low → High

	Low Control	High Control
High Uncertainty	**Emergent Strategy** Complex causal logic Focused interventions Measure influence (interim outcomes)	**Ecosystem Strategy** Complex, complicated causal logic Portfolio of interventions Measure individual & societal outcomes
Low Uncertainty	**Niche Strategy** Linear causal logic Focused interventions Measure outputs	**Integrated Strategy** Linear, complicated causal logic Portfolio of interventions Measure outputs, individual outcomes & sometimes societal outcomes

FIGURE 1.3 A Contingency Framework for Social Performance

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TABLE 6.1 Four Strategies and their Performance Systems

Strategy	Niche	Integrated	Emergent	Ecosystem
Value proposition	address a highly focused social need	address a social need that has multiple related parts	influence key actors within a complex system	reorganize a complex system around a common goal
Social change model	produce outputs of reliable quality	produce and combine multiple outputs to generate interdependent outcomes	produce interim outcomes that "contribute" to long-term outcomes	restructure relationships among multiple actors to generate interdependent outcomes
Accountability	outputs	outputs + outcomes	influence (interim outcomes)	outcomes (individual + societal)

Performance System	Standardization	Coordination	Adaptation	Orchestration
Capacity for improving performance	• standardize work tasks • quality control • assess outputs	• standardize output delivery • assess outputs and interdependent outcomes	• system framing: identify key actors, interactions, and structures • assess interim outcomes and contribution to system outcomes	• system framing: identify key actors, interactions, and structures • develop an interdependent social change model • assess collective outcomes
Capacity for organizing interdependence	• handoff clients to next niche in ecosystem	• combine multiple outputs in a systematic way—prioritize sequence, execute, and manage	• scan for, and respond to, opportunities to influence key actors; align emergent actions with long-term goals	• structure and coordinate action and advocacy among multiple actors
Case examples	Emergency medical services (Ziqitza Health Care Limited, Chapter 2)	Agricultural and natural resource management (Aga Khan Rural Support Programme India, Chapter 3)	Global standards on labor statistics (Women in Informal Employment: Globalizing & Organizing, Chapter 4)	Chronic homelessness (Miriam's Kitchen, Chapter 5)