FACILITATING SOCIAL CHANGE ⟶

Facilitating Social Change

Quick intro

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1

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Arc of Session

What is Organizing?

Leadership

Building People Power

Listening — Private & Public Concerns
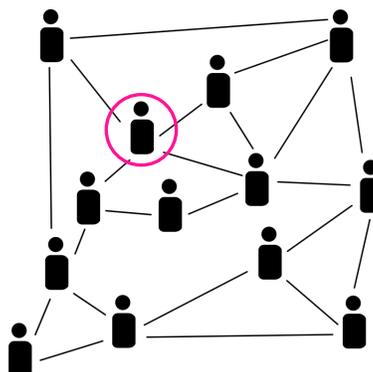
Discerning & Analysing

Planning and Acting

2

What is Organizing?

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Effective organizing…

- Identifying, recruiting, and developing grassroots **leadership**

- Nurturing **intentional public relationships** based on shared interests and values.

- Turning leadership and community resources into the **capacity to act**.
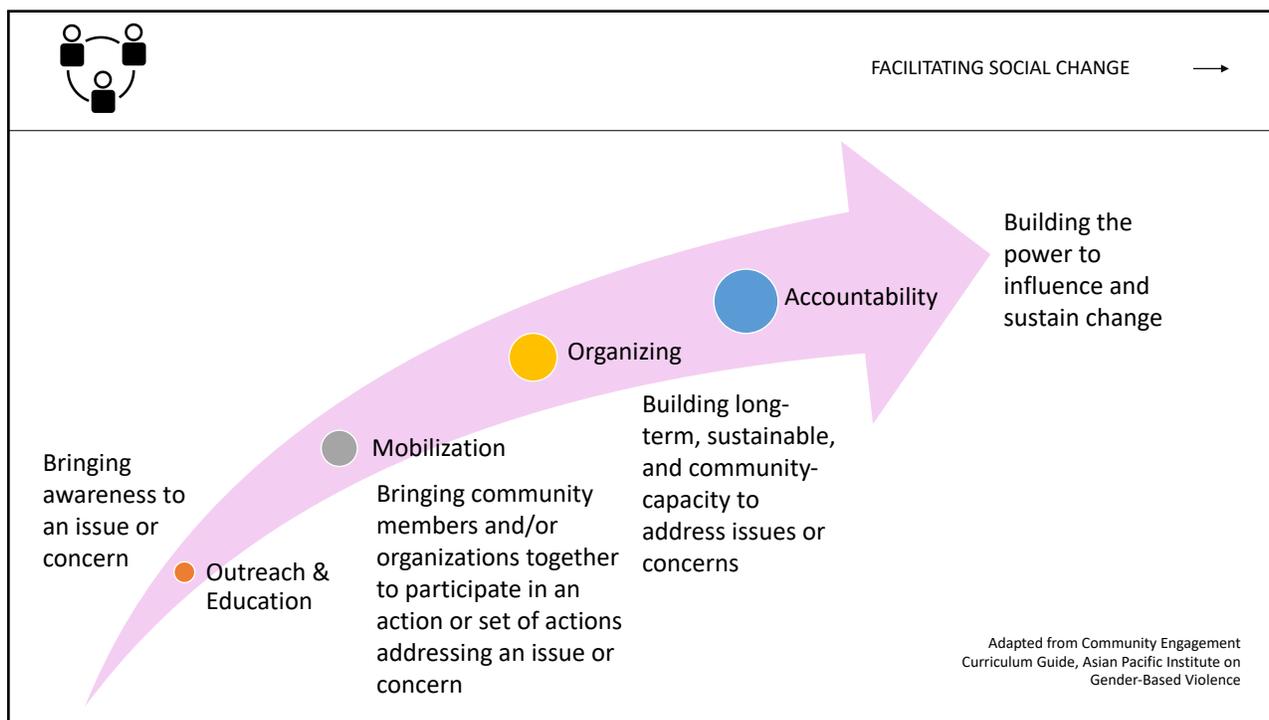
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"Community organizing is about developing the **extraordinary** capacities of **ordinary** citizens to lead their communities into action."

— Community Organizing Handbook, 3rd Edition, University of Denver

6

Building the power to influence and sustain change

Accountability

Organizing

Mobilization

Bringing awareness to an issue or concern

Outreach & Education

Bringing community members and/or organizations together to participate in an action or set of actions addressing an issue or concern

Building long-term, sustainable, and community-capacity to address issues or concerns

Adapted from Community Engagement Curriculum Guide, Asian Pacific Institute on Gender-Based Violence

7

Why Organize?

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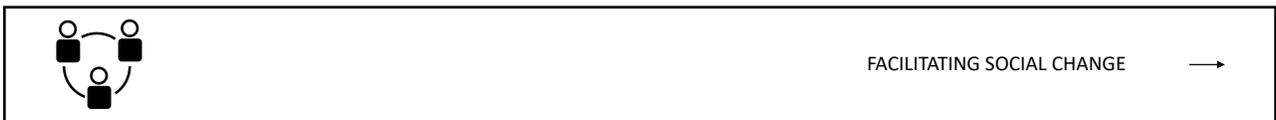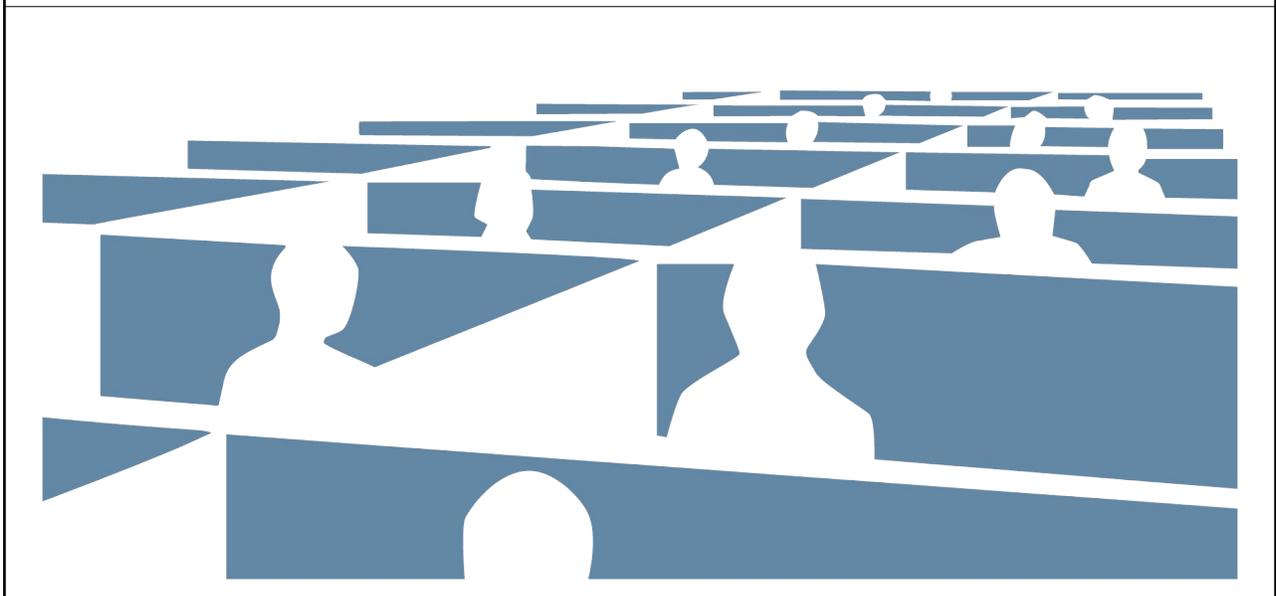
Disorganized	Leadership	Organized
Passive	Shared Story	Active
Divided	Relational Commitments	United
Drift	Effective structure	Purpose
Reactive	Creative strategy	Initiative
Inaction	Effective Action	Change

11

Social Determinants

ELEMENTS OF A HEALTHY COMMUNITY

HEALTH EQUITY RESILIENCY

Transportation Options, Access to Care, Affordable Quality Housing, Community Safety, Economic Opportunity, Educational Opportunity, Environmental Quality, Quality Affordable Food, Community Design, Parks and Recreation, Social/Cultural Cohesion, Social Justice

12

ORGANIZE!

13

Basics of Organizing

14

Organizing Cycle

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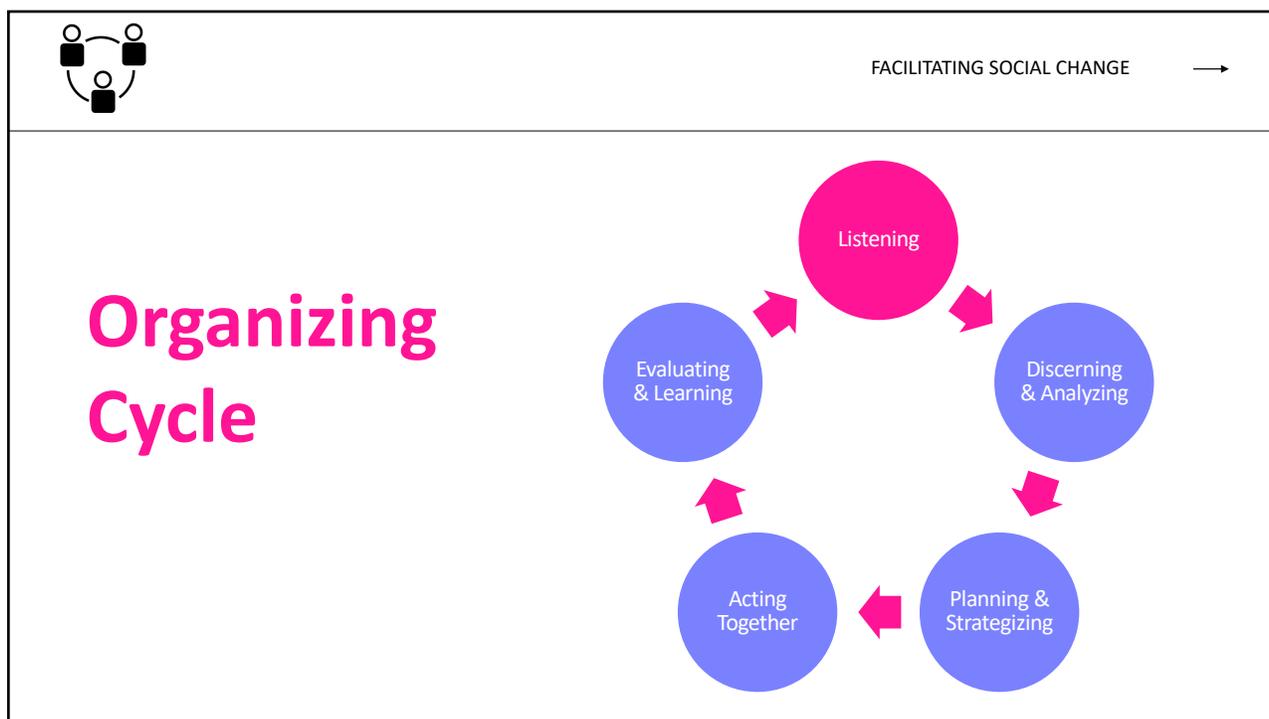
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Phase of Organizing Cycle	Key Tasks	Purpose and Objectives
Listening	One-to-One / House Meetings Searching for talent (leaders) Participatory activities and events	• To mine for interests and issues • To share stories • To identify allies
Discerning & Analysing	Reflection meetings Identifying problems and policy issues Analysis and theme-weaving	• To identify mutual interests • To separate problems from issues • To dig for root causes • To build critical consciousness • To identify actionable issues
Planning & Strategizing	Assessing power (Internal /External) Identifying allies and opponents Mapping out strategy and tactics	• To define outcomes • To identify targets – Immediate, specific and realizable
Acting Together	Research/Agitation/Negotiation • Aimed and intentional • The action is in the reaction	• To build social, human, financial, and political capital • To establish public relationships • To gain strategic insights • To build agreements • To affect change
Evaluating & Learning	• What did we achieve? • How can we improve? • Where do we go from here? • What did we learn?	• To learn • To refine strategies and actions • To build knowledge and skills

16

General Principles

Catalyze, don't lead

- Communities direct; animators and organizers facilitate. Their role is concerned with looking for talent, joining things together, and building up the local capacity to lead.

- *"Never do for others that which they can do for themselves."*

Listening drives action

- True mobilization can only occur around issues that are genuinely salient to communities.

- Listening is key. The issues that rally a community may be hard to recognize from afar and need to be identified by communities themselves.

- Listening is also crucial for building the trust and reciprocal relationships required for sustainable community change.

17

Create something; make it real

- Successful community organizing creates something that was not there before.

- This may be something physical, like a service, housing or infrastructure.

- It might also involve assets that are less tangible, such as new networks or bonds between people and institutions.
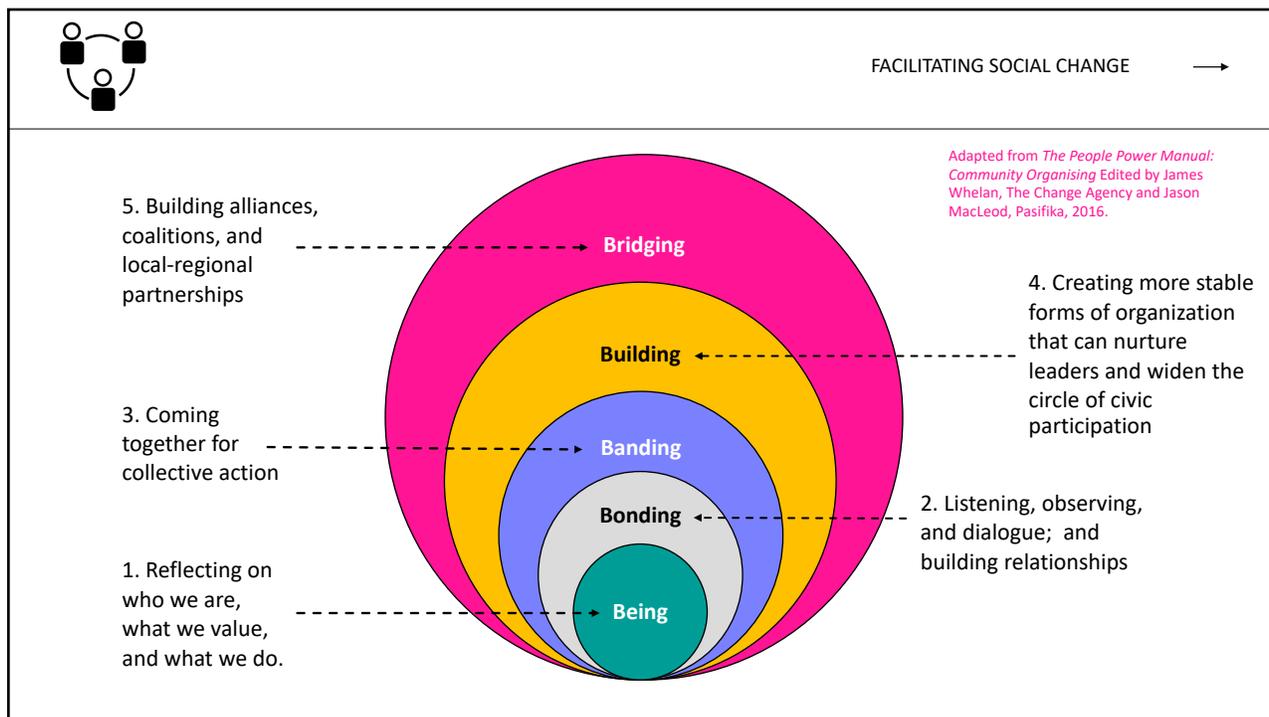
Have clear goals and targets

- While it is true that a vision is important to compel collective action, efforts cannot be sustained without goals and effective coordination and organization.

- At the same time, a focus on structure at the expense of building momentum, runs the risk starving the vision.
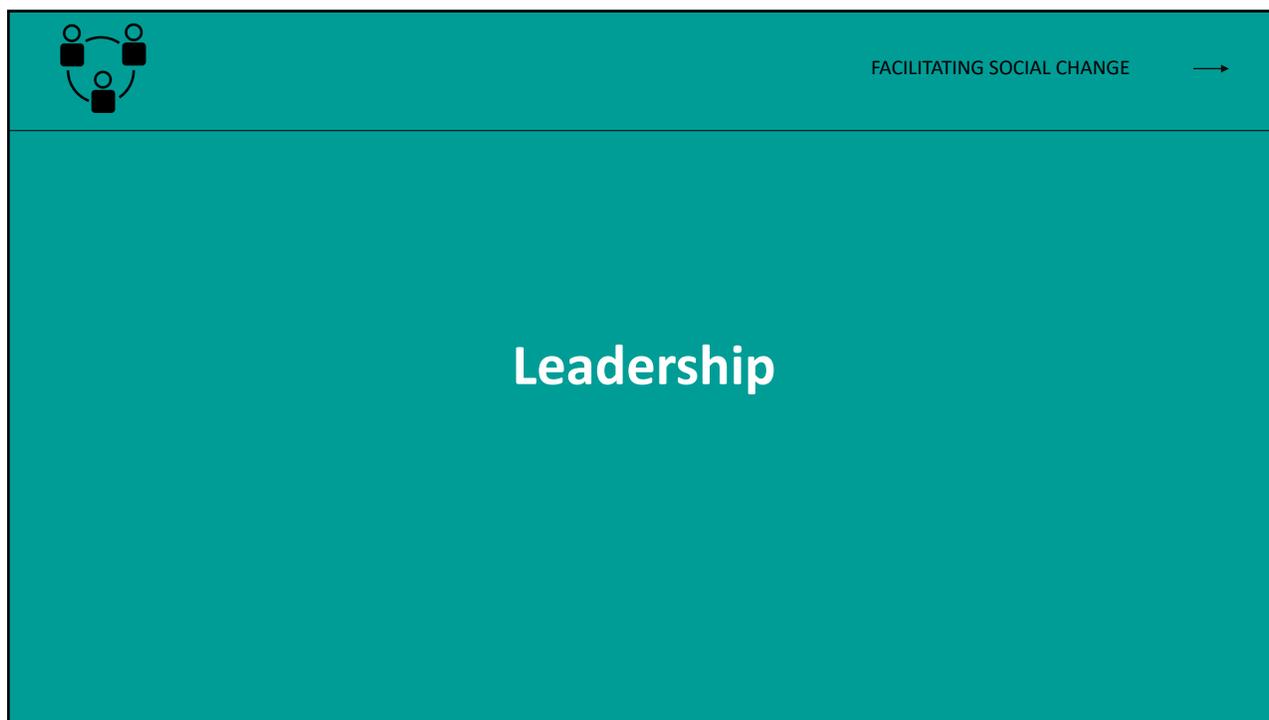
Action is the oxygen of organizing

- "Anything that drags on too long becomes a drag."

18

Adapted from *The People Power Manual: Community Organising* Edited by James Whelan, The Change Agency and Jason MacLeod, Pasifika, 2016.

5. Building alliances, coalitions, and local-regional partnerships - - - - - - ▸ **Bridging**

4. Creating more stable forms of organization that can nurture leaders and widen the circle of civic participation

Building ◂ - - - - - - -

3. Coming together for collective action - - - - ▸ **Banding**

Bonding ◂ - - - - - -

2. Listening, observing, and dialogue; and building relationships

1. Reflecting on who we are, what we value, and what we do. - - - - - - ▸ **Being**

19

Leadership

20

Effective organizing...

Identifying, recruiting, and developing leadership

Nurturing intentional public relationships rooted in shared interests and values.

Turning leadership and community resources into the capacity to act.

21

What are the **qualities** of leadership?

22

Leadership Qualities

- Empathy
- Ability to listen
- Reflective and willing to learn
- Have a following
- Concern for others
- Sense of social justice
- Know their own story
- Can connect their story to the story of others
- Ability to take initiative
- Accountable

23

Power

24

When you hear the term
"**power**" what words,
phrases or images come
to mind?

25

Power = Ability to Act (to achieve purpose)

Organized People	**+**	Organized Resources	**=**	Ability to Act

26

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Expressions of Power

POWER TO: Power as capacity to act. It is the power to make a difference, to create something new, or to achieve goals.

POWER-WITHIN: Power as individual agency, sense of self-identity, and confidence.

POWER-WITH: Power as relationships and collective action. It is built on respect, mutual support, solidarity, influence, empowerment and collaborative decision-making.

POWER-OVER: This type of power is built on force, coercion, domination and control.

https://justassociates.org/sites/justassociates.org/files/07chap3_power_final.pdf

27

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Effective organizing…

From *The People Power Manual: Community Organising* Edited by James Whelan, The Change Agency and Jason MacLeod, Pasifika, 2016.

"awakens **power-within**, undermines **power-over** and creates **power-with** through collective action for social and environmental justice."

28

Types of Power

PEOPLE POWER: This is about building power through leadership development and an active, grassroots base.

INFLUENCER POWER: The power to develop, maintain, and leverage relationships with people and institutions that have influence over and access to critical, social, cultural or financial resources.

INDEPENDENT POLITICAL POWER: Building the power to influence the who, how, and what of visible decision-making. Affected communities are authentically represented in decision-making processes, structures, and tables.

NARRATIVE POWER: This is about the power to transform and hold dominant public narratives and ideologies and to limit the influence of opposing narratives.

https://medium.com/innovationnetwork/https-medium-com-innovationnetwork-six-things-weve-learned-about-power-255abed417fb
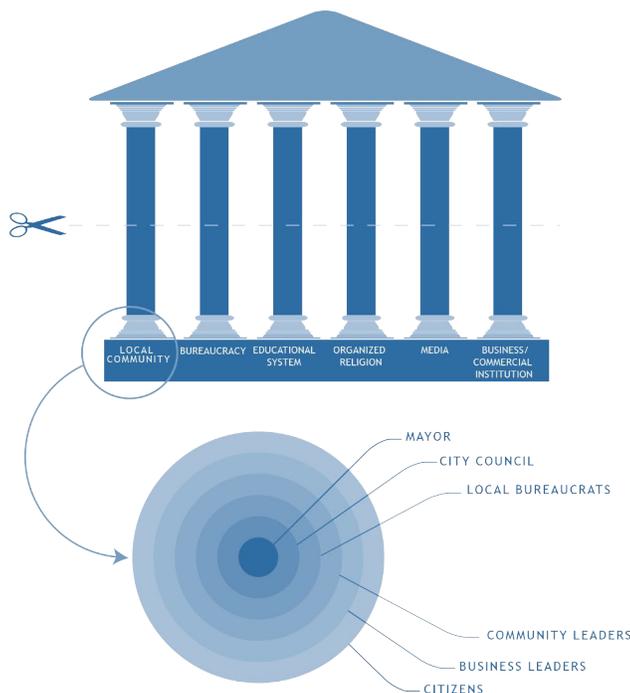
29

POWERCUBE

http://www.powercube.net/analyse-power/what-is-the-powercube/
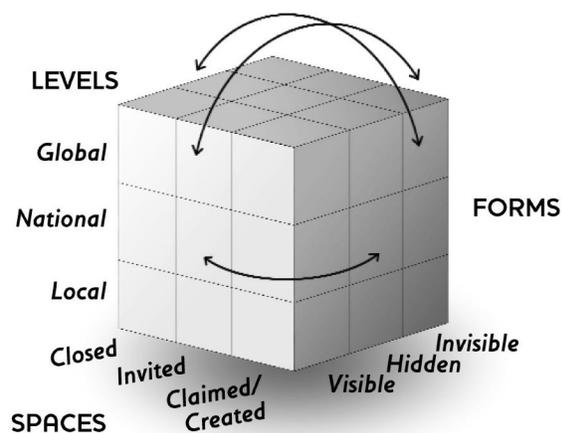
30

Dimensions of Power

Forms	Spaces	Levels
Visible: observable decision-making mechanisms: legislatures, City Councils, courts, etc.	**Closed**: decisions made by select groups	▪ Household
	Invited: people asked to participate but within set boundaries	▪ Organizational
Hidden: shaping or influencing the political agenda behind the scenes		▪ Local
		▪ Regional
	Created/Claimed: less powerful actors claim a space where they can set their own agenda	▪ National
Invisible: norms and beliefs, socialization, ideology		▪ Global

31

Pillars of Support in our System

"Pillars of support are institutions and sections of the society that supply the existing regime with sources of power required for maintenance and expansion of its power capacity."

LOCAL COMMUNITY   BUREAUCRACY   EDUCATIONAL SYSTEM   ORGANIZED RELIGION   MEDIA   BUSINESS/COMMERCIAL INSTITUTION

MAYOR
CITY COUNCIL
LOCAL BUREAUCRATS
COMMUNITY LEADERS
BUSINESS LEADERS
CITIZENS

32

Empowerment Strategies

Forms	Strategies for Exercising Power
Visible: Making and setting the rules	Advocacy & lobbying. Campaigns, negotiation. Representation, engaging in formal politics
Hidden: Setting the agenda	Organizing communities, strengthening organizations, alternative research, media
Invisible: Shaping meaning and values	Popular education, discourse analysis, awareness-raising, building self-esteem, media and cultural action

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33

Getting to the Tables of Decision

One of the core purposes of organizing is to get to the **tables of decision-making** in order to affect change.

We build relational power so that we can:

- **Make the deal**
- **Keep the deal**
- **Expand the deal**

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34

Spectrum of Allies

Decision making

Leading Allies

Leading Opponents

Active Allies

Active Opponents

Passive Allies

Passive Opponents

Friendly Neutrals

Oblivious Neutrals

Hostile Neutrals

Increase cohesion and activity within the supporters' camp

Arouse doubts and conflicts within the opponents' camp

Win over or at least neutralize uncommited parties

35

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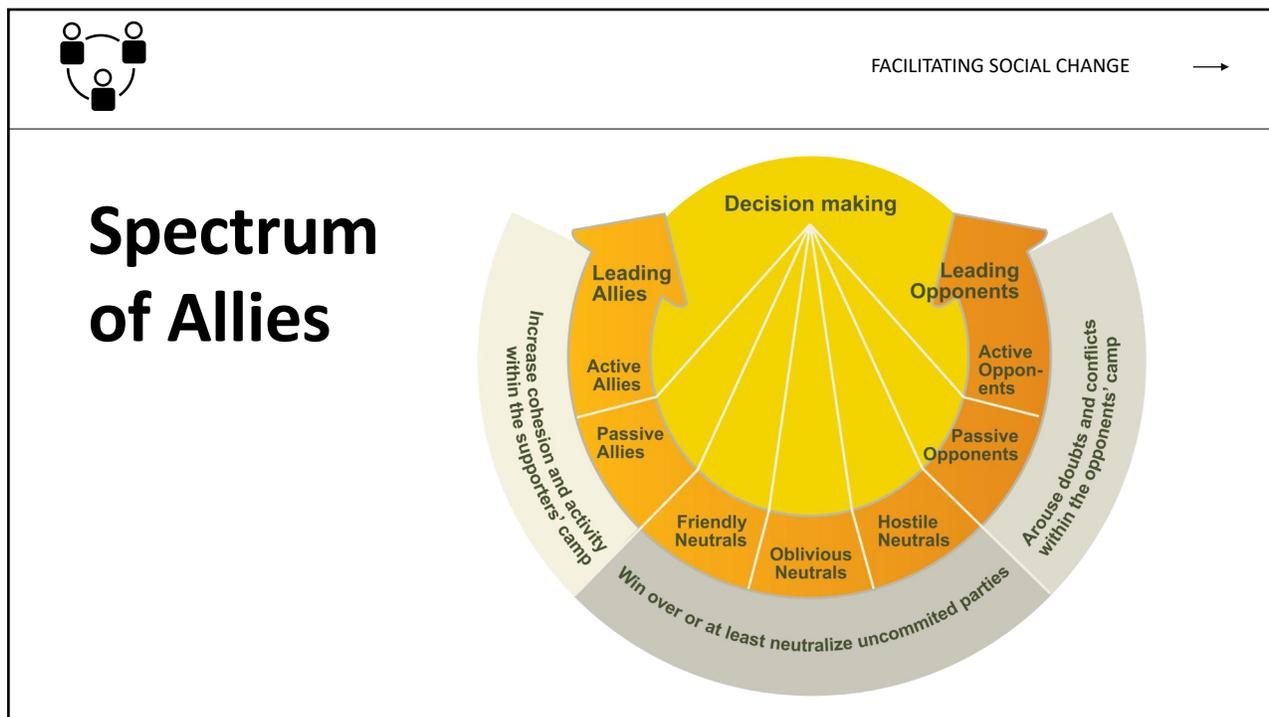
1. Grassroots energy fuels success & the sustainability of efforts

2. Working at multiple levels in multiple places in multiple ways

3. Change hearts and policies – put those with lived experience at the front

4. Reckon with adverserial allies

5. Engage unusual suspects

6. Be leaderfull – share power, authority, and limelight and lead from behind, embracing a long-term view

Successful Social Movements

How Change Happens: Why Some Social Movements Succeed While Others Don't by Leslie R. Crutchfield

36

Building People Power

The engine of organizing

- Community organizing is about building intentional public relationships based on shared interests and shared values.

- The primary tool for building relationships and identifying leaders is the **one-to-one** meeting—a 30 to 35-minute encounter to seek out talent, interests, energy, and vision.

- These are strategic meetings to figure out another person's self-interest, ideas, motivations and visions and to identify where they intersect with your own.

37

Who do I want to meet with? (Be Specific)	**What role do they have?**	**What kind of influence do they have?**	**What do they care about? What are their interests? What skills do they have?**
• Joan	Long-time Resident	Runs the community garden	?
• Donna	Businessperson	Well connected in the neighbourhood	?
• Father Len	Pastor at the church	Respected leader with vibrant congregation	?
• Ishmael	President of Community League	Has connections in the Muslim community and in the Edmonton Federation of Community Leagues	?

38

All organizing is disorganizing (disrupting) and reorganizing.

Disruption comes from bringing in new people with imagination, energy, and hope based on their own experience.

Exploratory questions might include:

- What is important to you? Why?
- What motivates you? Why?
- What could improve your community? Why?
- What makes you angry? About your community? Why?
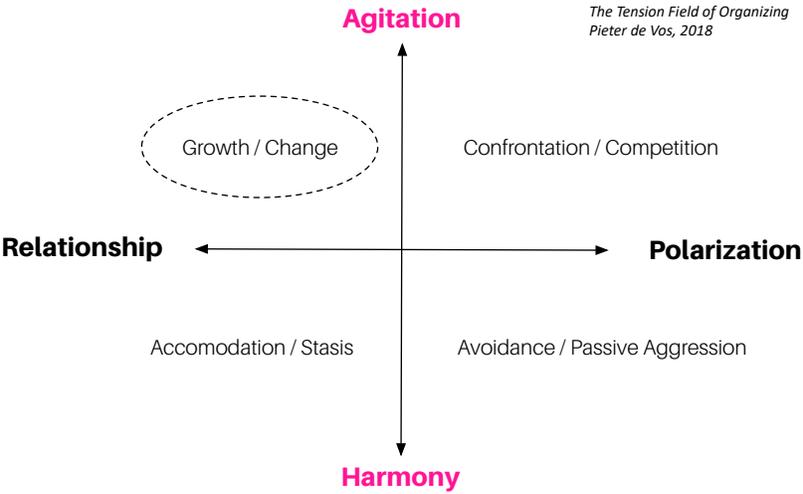- What have you tried so far to create change?

39

Always agitate in a relationship.

We agitate those with whom we have relationships with to help them become better community leaders by calling them to be *accountable* for their beliefs and *values*. In many cases, this is about delving deeper into someone's self-interest *with* them.

Simply asking "why?" often challenges a person to think deeply about something they may not have questioned before.

The Tension Field of Organizing
Pieter de Vos, 2018

Agitation

Growth / Change

Confrontation / Competition

Relationship ← → **Polarization**

Accomodation / Stasis

Avoidance / Passive Aggression

Harmony

40

41

42

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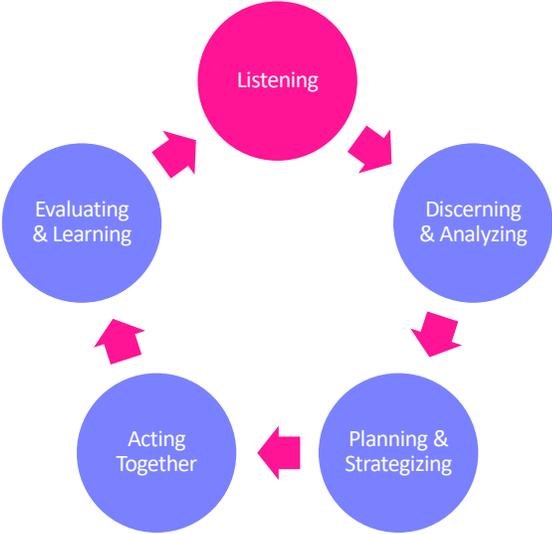
Ingredients for Change

1. **Lift up the stories of those most impacted** (through direct human encounters that personalize and give voice to personal experiences, hopes, and struggles).

2. **Articulate the context that frames these stories and defines what is at stake** (using research, analysis, and synthesis to build a strong case for action)

3. **Increase the power of individuals and communities to act on their interests** (by promoting a critical consciousness about issues and by the strengthening the social, financial, political, cultural and human resources necessary to implement proposed solutions)

43

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Many **private concerns** are connected to **public concerns**.

45

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Private and Public Lives

- It is in the intersection between our private and our public lives that a community's issues become our personal concerns.

Sweet Spot for Community Organizing
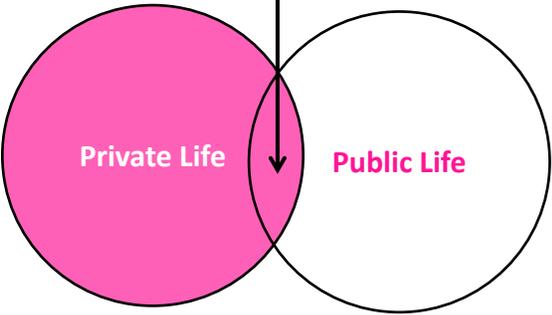
Private Life   **Public Life**

"My landlord jacked up my rent and I am working two jobs to keep a roof over my head."

Skyrocketing rents due to low vacancy rates and few affordable housing options.

46

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Listening Activities	Where?
1-to-1's / Relational Meetings	In the places where people live, work, play, and worship
House / Kitchen / Backyard Meetings	In your homes and backyards with neighbours and co-leaders
Community Gatherings	In drop-in centres, community halls, churches, rec centres
People's Assemblies	Community halls, schools, churches

47

"There is no such thing as a single-issue struggle because we do not live single-issue lives."
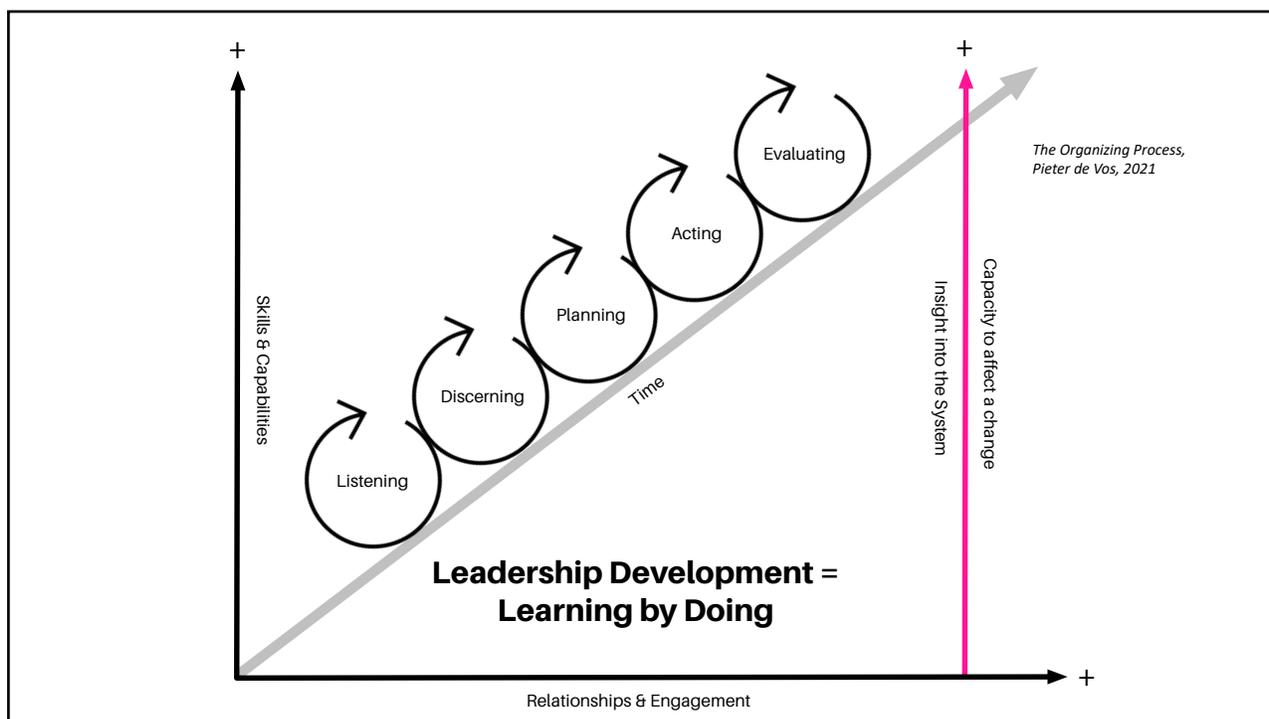
Audre Lorde

48

Listening and Discernment Process

Uncertainy / patterns / insights   Clarity / focus
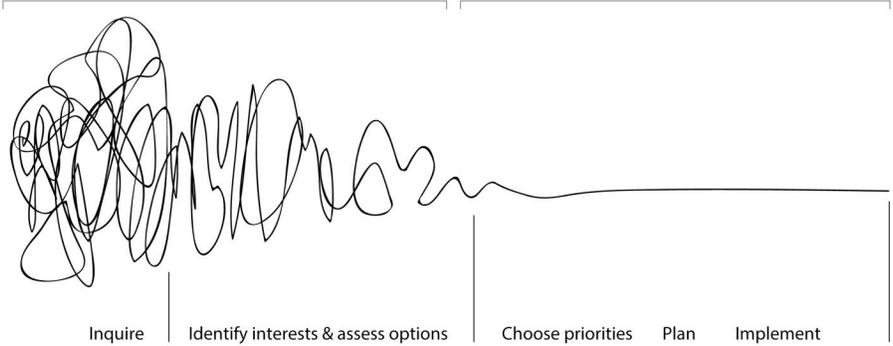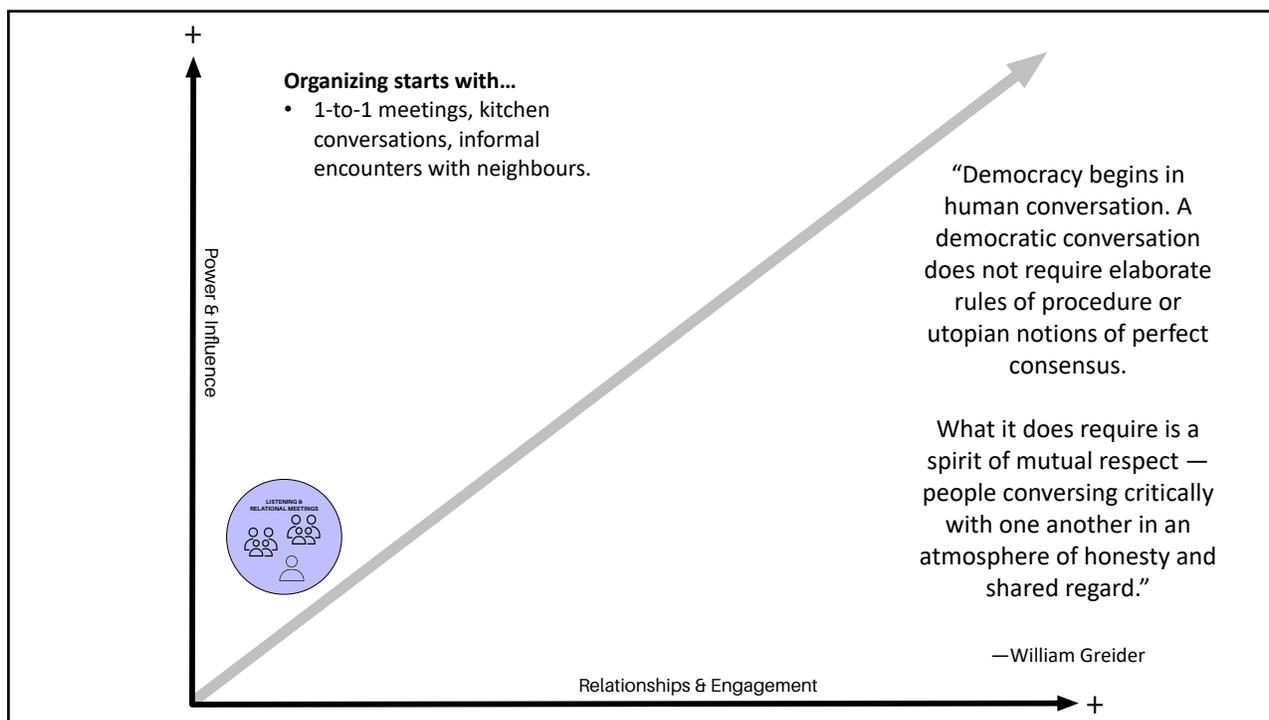
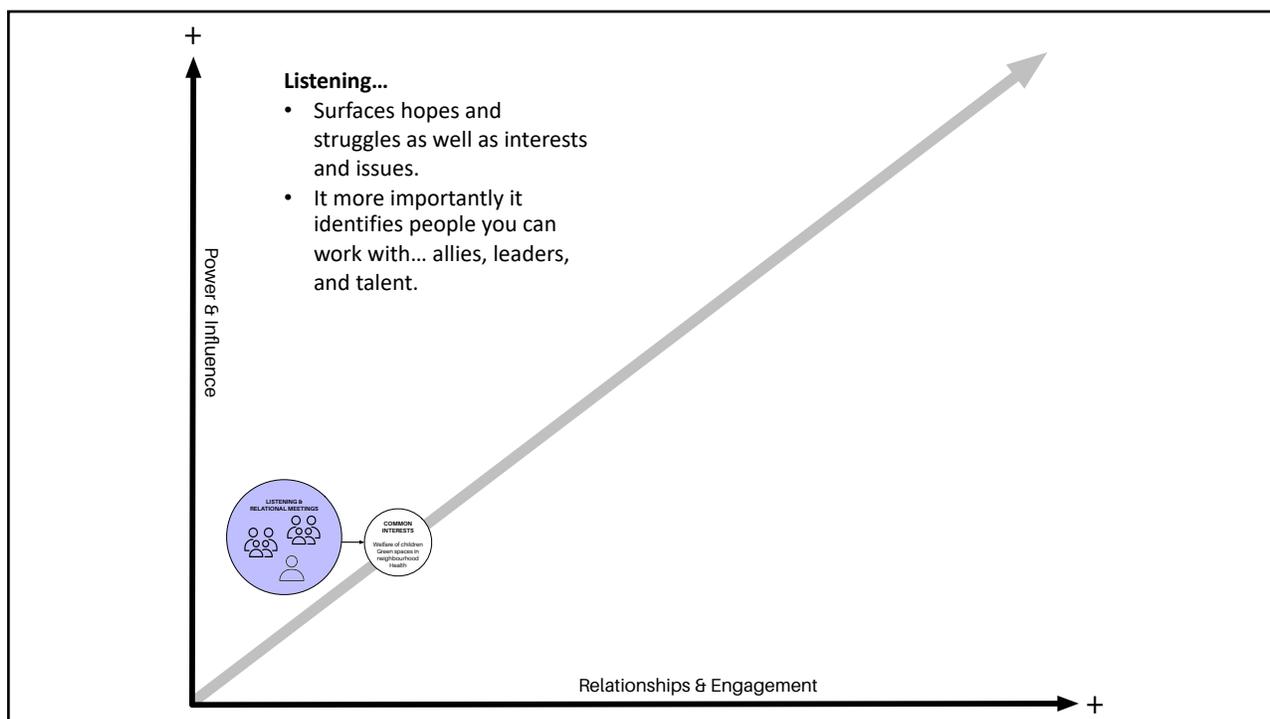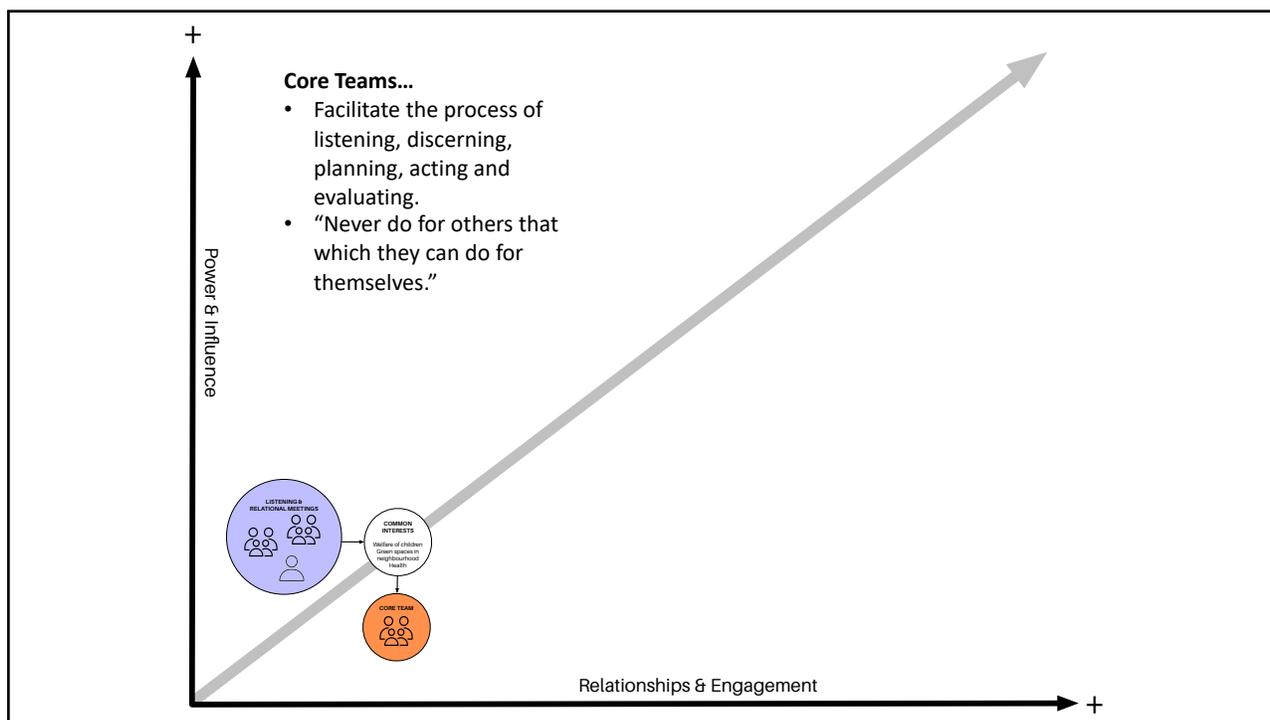Inquire   Identify interests & assess options   Choose priorities   Plan   Implement

49

The Organizing Process,
Pieter de Vos, 2021
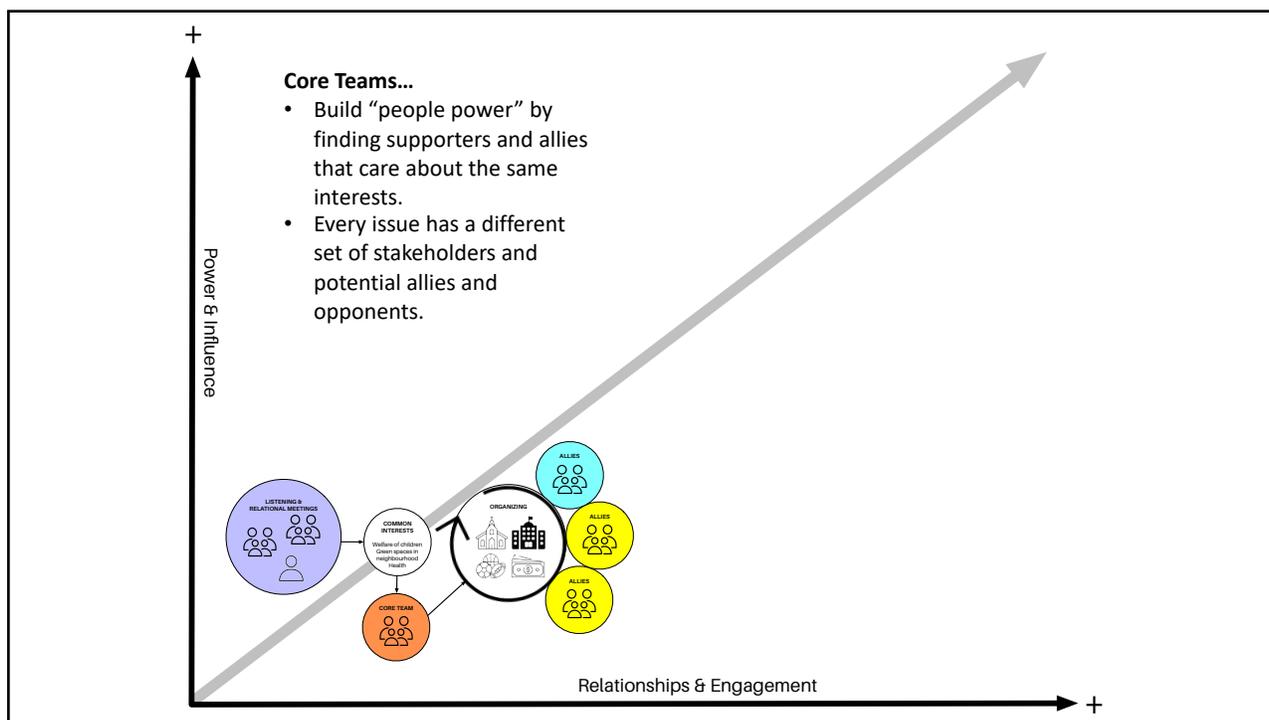
**Leadership Development =
Learning by Doing**

Skills & Capabilities

Relationships & Engagement

Time

Listening

Discerning

Planning

Acting

Evaluating

Insight into the System

Capacity to affect a change

50

Organizing starts with…
• 1-to-1 meetings, kitchen
  conversations, informal
  encounters with neighbours.

Power & Influence

Relationships & Engagement

LISTENING &
RELATIONAL MEETINGS

"Democracy begins in
human conversation. A
democratic conversation
does not require elaborate
rules of procedure or
utopian notions of perfect
consensus.

What it does require is a
spirit of mutual respect —
people conversing critically
with one another in an
atmosphere of honesty and
shared regard."

—William Greider

51

52

53

Organizing…
- Is the process of identifying actionable issues and building the power to affect change.
- Is the main way of enhancing leadership skills and growing the base of support.

Power & Influence

Relationships & Engagement

54

Core Teams…
- Build "people power" by finding supporters and allies that care about the same interests.
- Every issue has a different set of stakeholders and potential allies and opponents.

Power & Influence

Relationships & Engagement

55

56

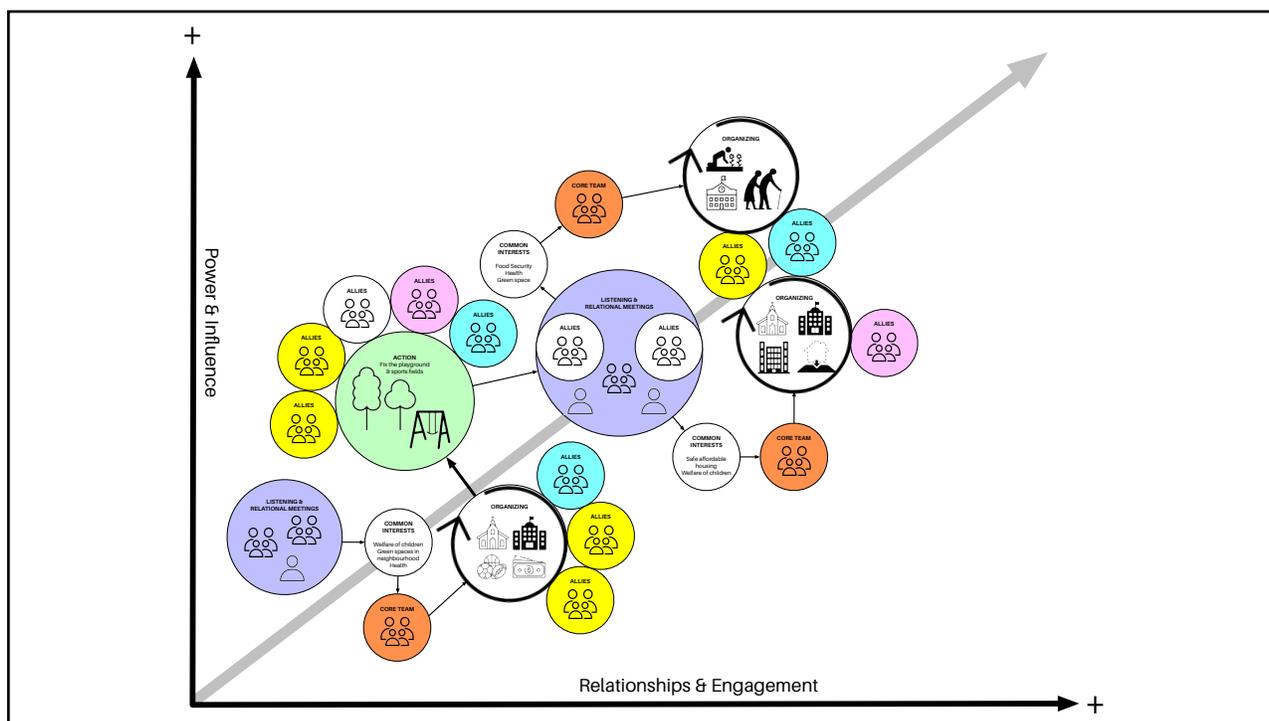57

58

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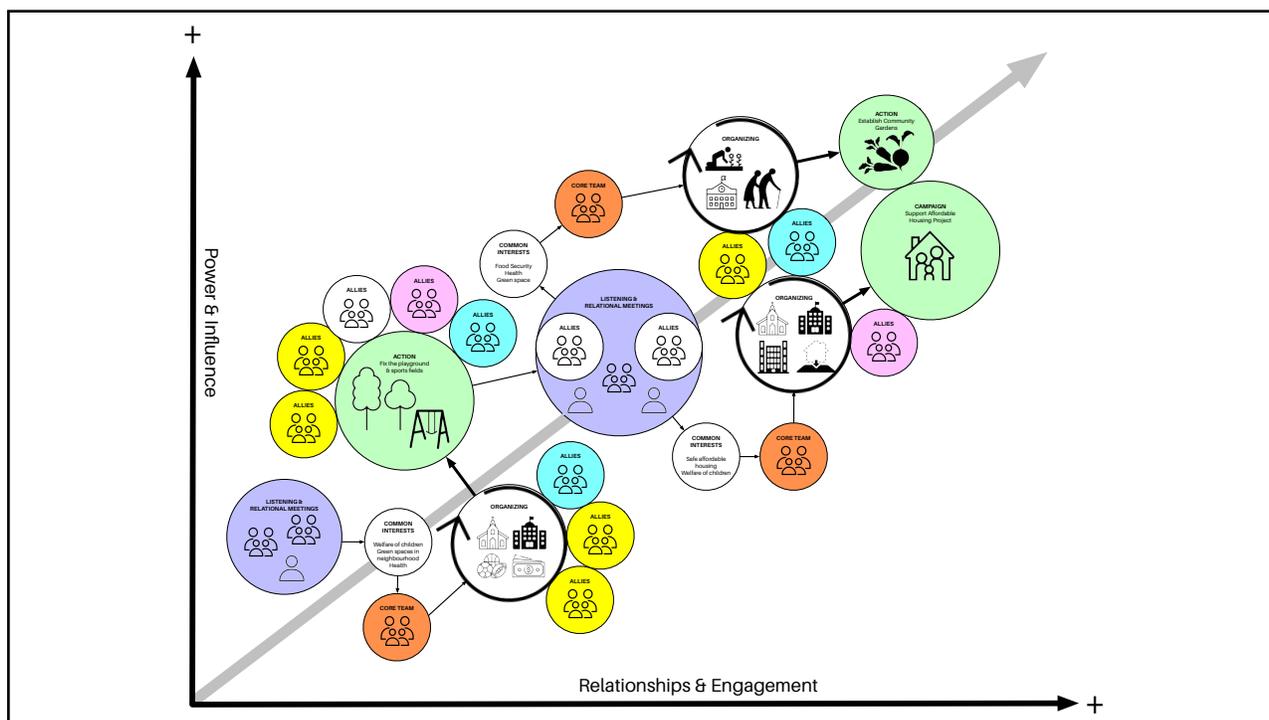60
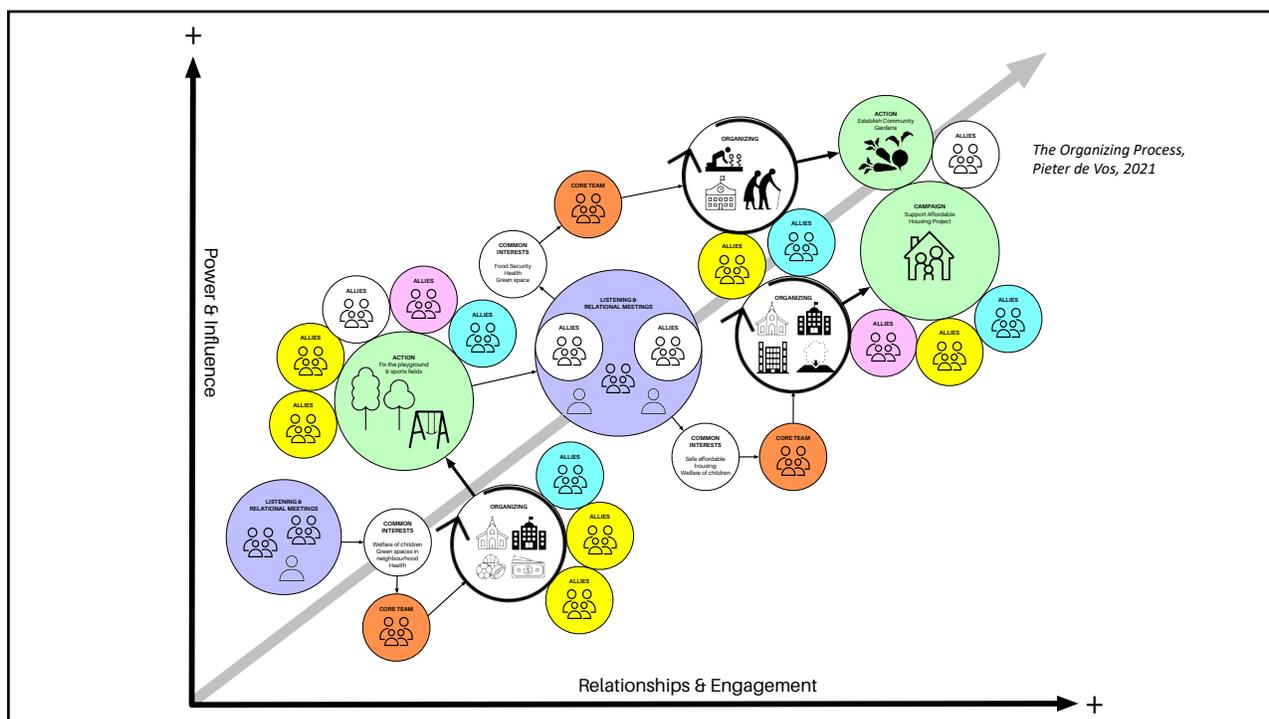

61

62

63

The Organizing Process, Pieter de Vos, 2021

64

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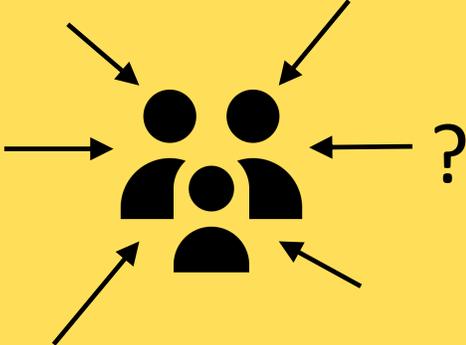# Discerning & Analysing

65

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Pressures have a **source**

They can be named precisely.
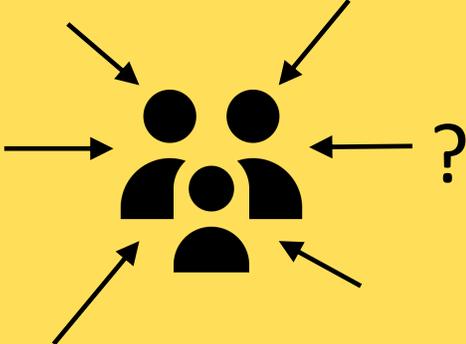
Every **pressure** is an **opportunity**.

66

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DIG DEEP! For every pressure ask…

1. **Why** *is this happening*?

    2. **Why**?

       3. **Why**?

          4. **Why**?

             5. **Why**?

        Root Cause

67

Cutting the Issue

- **Problems** are often too large to tackle without breaking them down into smaller pieces.

- It is helpful to start **small** and work continually toward **larger** and larger change.

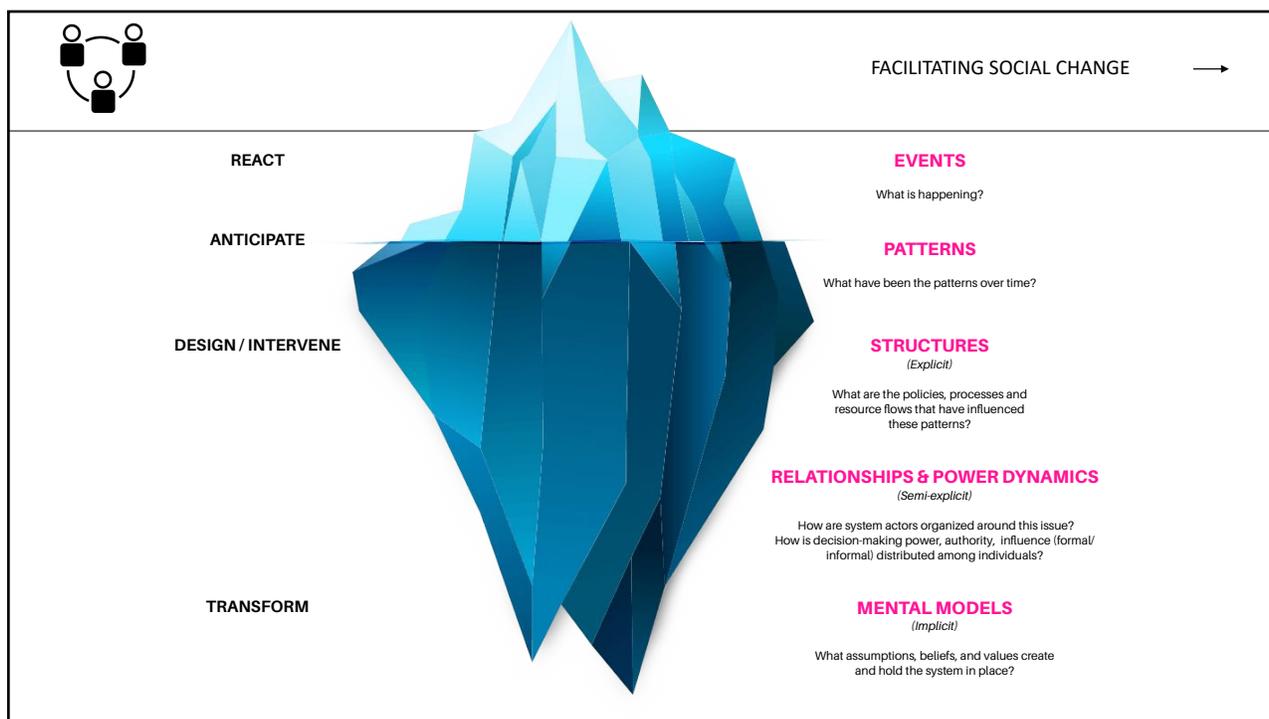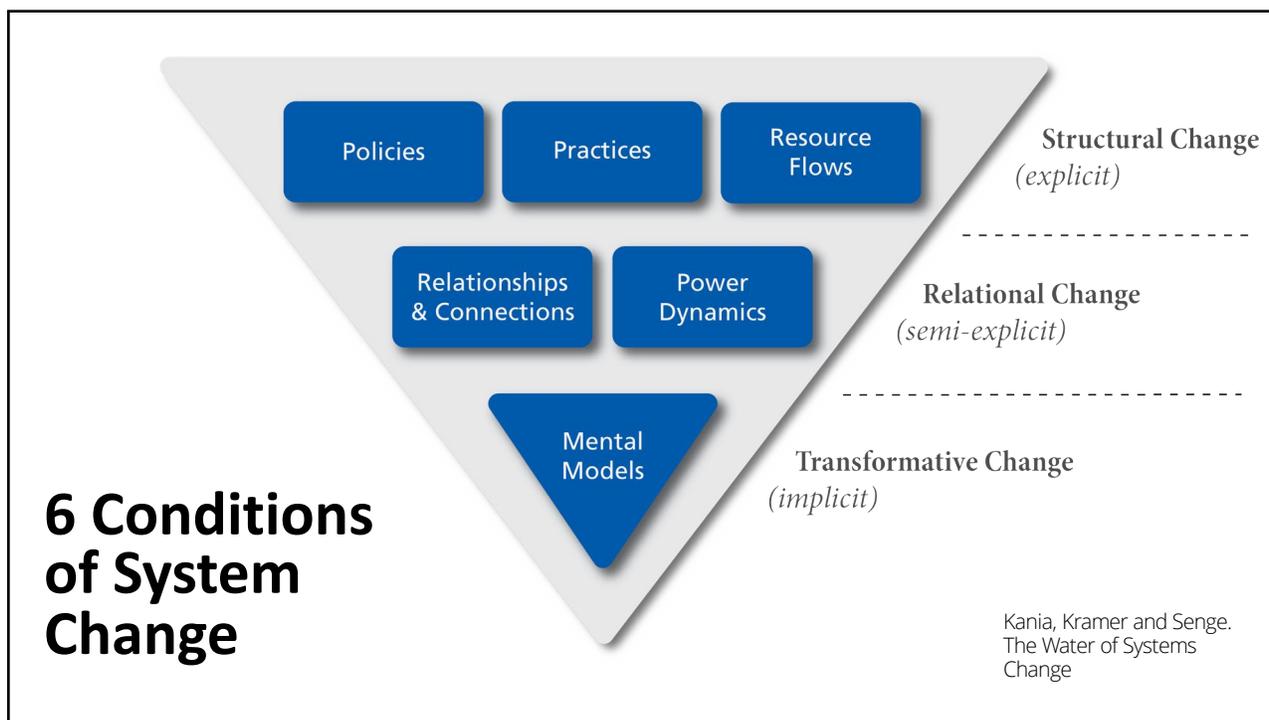- Small enough to be **winnable**; big enough to make a difference.

68

Problems	Issues
▪ Large and entrenched ▪ Consist of multiple issues ▪ Complex ▪ Accountability is fuzzy	▪ Narrower in scope ▪ Can be acted upon ▪ Have identifiable decision-makers & stakeholders ▪ Accountability is clearer

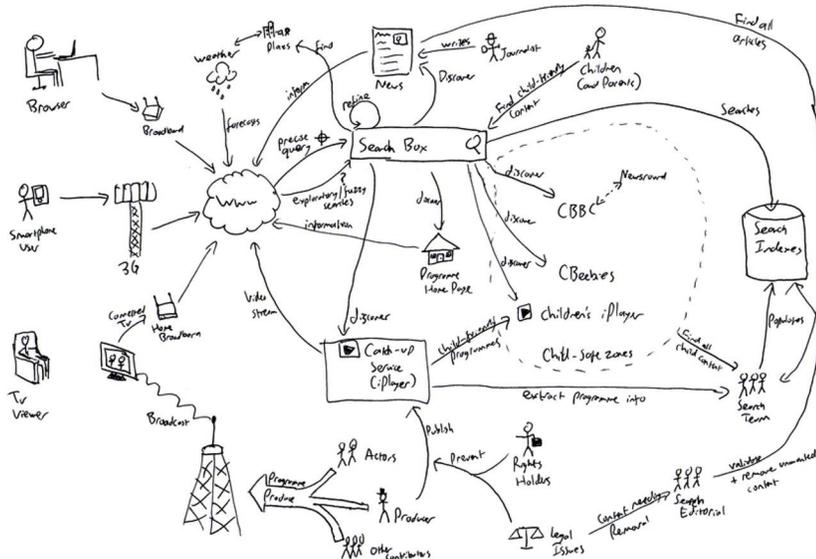**Poverty** versus No Safe, **Affordable Housing** in a Neighbourhood

69

REACT

ANTICIPATE

DESIGN / INTERVENE

TRANSFORM

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EVENTS
What is happening?

PATTERNS
What have been the patterns over time?

STRUCTURES
(Explicit)
What are the policies, processes and resource flows that have influenced these patterns?

RELATIONSHIPS & POWER DYNAMICS
(Semi-explicit)
How are system actors organized around this issue? How is decision-making power, authority, influence (formal/informal) distributed among individuals?

MENTAL MODELS
(Implicit)
What assumptions, beliefs, and values create and hold the system in place?

70

Policies

Practices

Resource Flows

Relationships & Connections

Power Dynamics

Mental Models

Structural Change
(explicit)

- - - - - - - - - - - - - - - - - -

Relational Change
(semi-explicit)

- - - - - - - - - - - - - - - - - -

Transformative Change
(implicit)

6 Conditions of System Change

Kania, Kramer and Senge. The Water of Systems Change

71

Rich Pictures

Mapping Issues & Actors

72

Planning & Acting

73

- Actions are aimed, focused, and purposeful efforts designed to create outcomes.

- Actionable issues are small enough to be winnable, but big enough to make a difference. (Nothing kills momentum like taking on unwinnable issues).

- "Action is to organizing as oxygen is to the body."

- Actions are the primary method for engaging new members, building skills and knowledge, growing leadership and power, and affecting change.

Actions

74

"The **action** is in the **reaction**"

75

Types of **Actions**

ACTION	REACTION
Research	To dig into an issue and unearth critical information
Relational	To develop a public relationship or build your base of power
Accountability	To hold someone accountable to their commitments
Negotiation	To make a deal or expand a deal
Narrative	To humanize an issue to shift public sentiment and attitudes
Cultural	To strengthen and celebrate who we are
Financial	To access and build financial resources

76

- How is this identifying new talent and allies?

- How is this developing the skills of our leaders?

- How is this leading to new resources?

- How is this building our power and leverage?

- How is this having a meaningful impact on an issue that matters to our community?

- How is this positioning us to achieve our larger vision?
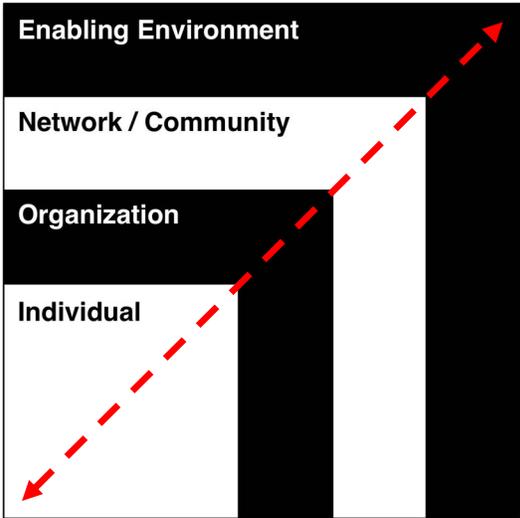
Criteria for Action

77

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Case Study

78

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Where are we aiming to make a difference?

At what level?
What is within our scope
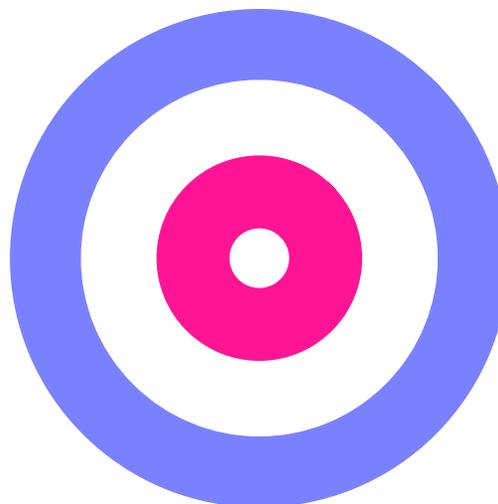of influence?

Enabling Environment

Network / Community

Organization

Individual

79

Defining your Target

- Who are the relevant decision-makers you need to target? Who has **accountability** for this issue?
- Where are the **tables of decision**?
- What people or organizations have direct **influence** on your targets—the people whose support your need?
- What audiences do your target listen to when considering decisions? Who among them is movable and who is likely not?

80

FINANCIAL AND CORPORATE SERVICES

Deputy City Manager and Chief Financial Officer
Mary Persson

Branch Manager, Assessment and Taxation and City Assessor
Cate Watt

Branch Manager, Corporate Procurement and Supply Services
Roxanne Kits

Branch Manager, Financial Services
Stacey Padbury

Branch Manager, Open City and Technology
Daryl Croft

Branch Manager, Real Estate
Chris Hodgson

Branch Manager, Service Innovation and Performance
Kimberley Matheson

Director, Department Strategy
Mike Chong

OFFICE OF THE CITY MANAGER

City Manager
Andre Corbould

Interim Chief of Staff
Salima Ebrahim

City Clerk
Aileen Giesbrecht

City Solicitor
Bonnie Andriachuk

EMPLOYEE SERVICES

Deputy City Manager
Kim Armstrong

Branch Manager, Employee Relations and Compensation
Denis Jubinville

Branch Manager, Organizational Design and Development
Jennifer Kluthe

Branch Manager, Talent Acquisition, Service and Solutions
Noelle Devlin

Branch Manager, Workforce Safety and Employee Health
Cyndil Taylor

Director, Department Strategy
Sarah Classen

INTEGRATED INFRASTRUCTURE SERVICES

Deputy City Manager
Adam Laughlin

Branch Manager, Building Great Neighbourhoods
Craig Walbaum

Branch Manager, Infrastructure Delivery
Jason Meliefste

Branch Manager, Infrastructure Planning and Design
Pascale Ladouceur

Branch Manager, LRT Expansion and Renewal
Bruce Ferguson

Development Manager, Blatchford
Tom Lumsden

Director, Department Strategy
Rhiannon Stromberg

COMMUNICATIONS AND ENGAGEMENT

Deputy City Manager
Catrin Owen

Branch Manager, Engagement
Rob Klatchuk

Branch Manager, External and Intergovernmental Relations
Rob Klatchuk (Acting)

Branch Manager, Integrated Marketing Communications
Ryan Barkway

Branch Manager, Reputation and Brand
Mary Sturgeon

Director, Department Strategy
Sarah Classen

CITY OPERATIONS

Deputy City Manager
Gord Cebryk

Branch Manager, Edmonton Transit Services
Carrie Hotton-MacDonald (Acting)

Branch Manager, Fleet and Facility Services
Eddie Robar

Branch Manager, Parks and Roads Services
Brian Simpson

Branch Manager, Waste Services
Michael Labrecque

Director, Department Strategy
Gabrielle Betts

CITIZEN SERVICES

Deputy City Manager
Rob Smyth

Branch Manager, Community and Recreation Facilities
Roger Jevne

Branch Manager, Community Standards and Neighbourhoods
David Aitken

Branch Manager, Social Development
Jackie Foord

Fire Chief, Fire Rescue Services
Joe Zatylny

Manager, Recover Urban Wellness
Susan Coward

Director, Department Strategy
Nicole Harcus

URBAN FORM AND CORPORATE STRATEGIC DEVELOPMENT

Deputy City Manager
Stephanie McCabe

Branch Manager, City Planning
Rhonda Toohey (Acting)

Branch Manager, Development Services
Kim Petrin

Branch Manager, Economic and Environmental Sustainability
Jeff Chase

Director, Department Strategy
Mike Kluh

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81

FACILITATING SOCIAL CHANGE   ⟶

"Change means movement;
movement means friction;
friction means heat;
heat means controversy."

Saul Alinsky

82

FACILITATING SOCIAL CHANGE   ⟶

Face-to-Face
- One-to-one meetings
- Grassroots, door to door campaigns
- Appointments with officials
- Negotiations

Communications
- Media actions
- Writing campaigns
- Letters to the Editor and to officials
- Social media
- Phone calls
- Petitions

Public Theatre
- Assemblies
- Rallies /Demonstrations
- Advocacy days

Tactics

83

The Challenge/Opportunity					
Intervention:					
1. What is the **focus** of our action?		2. What **issue** are we trying to address?		3. Who is most **impacted**?	
Our Bold Vision	**What needs to be done?**		**Our Strategy**		**Our Targets**
2. What are we aiming to **achieve?**	3. How can we shift **policies**, **practices** & **power dynamics**?	4. How can we transform **mindsets** and **mental models**?	5. Who are our **allies**?	7. What is our **Call to Action**?	8. Which specific **decision-makers**, **gatekeepers** or **stakeholders** are we engaging and/or holding accountable?
			6. Who might **oppose** our efforts?		

84

FACILITATING SOCIAL CHANGE ⟶

- What is **sticking** for you?

- What is **puzzling**?

- What is **promising**?

Closing Reflection

85