

***Reinventing the
Social Change Formula:***



***Social Creativity and
the Practice of Empowerment***

Presentation by David Gershon

The Need in Society



- **The impetus for changing our world is growing as social systems become unable to meet the stresses placed upon them.**
- **This is creating an opening in society for a re-examination of its organizing assumptions and the transformation of its social systems.**
- **For those ready to step into this opening, it demands the courage to imagine a better possibility and the knowledge to create it.**

Reinventing Social Change



- **While social change will always require command and control, this strategy is not agile, creative and compelling enough to evolve society.**
- **For humanity to effectively address the challenges it faces requires an evolution in how we currently think about social change.**
- **The social change strategy of the future needs to be capable of both transforming the old forms and inventing the new ones.**

A New Social Change Formula: Key Principles of Change Strategy

- ***Social transformation entrepreneurship:*** Skills of transformative leader and social entrepreneur
- ***Evolutionary:*** works within the system to help it learn and grow
- ***Transformational:*** enables voluntary and sustainable behavior change
- ***Empowering:*** enables participants to take direct responsibility to create desired outcome
- ***Scalable:*** is replicable and capable of maximum diffusion
- ***Unitive:*** able to bring together diverse populations and viewpoints

A New Social Change Formula: Transformative Change Leadership

A transformative change leader is skillful in evolving the current social system. Skills include:

- ***Mastery of the Form:*** Credibility and accomplishment in the current system
- ***Vision:*** A clear and compelling picture of a new possibility for that system
- ***Transformative Strategy:*** Knowledge in the transformation of complex systems
- ***Empowerment:*** Skill in enabling the adoption of the new behaviors needed for the change
- **Example:** Bono's work transforming African debt relief with western governments

A New Social Change Formula: Social Entrepreneurship

- A social entrepreneur is skillful in bringing into
- form social innovations. Skills include:
- *Social intuition* – A feel for where society is able and willing to change
- *Social creativity* – The imagination and design knowledge to invent the new social innovation
- *Social enterprise management* – The business acumen to create a financially sustainable enterprise
- *Social marketing* – The ability to diffuse the social innovation to the target population
- Example: Bill Gates with medical treatment innovation in developing countries


A New Social Change Formula: Changing Behavior

- The heart of the new social change formula is enabling voluntary and sustainable behavior change in the target population.

“The core of the matter is always about changing the behavior of people. In highly successful change efforts the central challenge is not strategy, not system, but changing people’s behavior – what people do and the need for significant shifts in what people do.”

The Heart of Change – John Kotter, Professor
Harvard Business School and Dan Cohen,
Partner – Deloitte Consulting

A New Social Change Formula: The Practice of Empowerment



Empowerment Model: Strategy for Transformation and Behavior Change

- ***Shift from Pathology to Vision*** – Focus on possibilities not problems
- ***Shift from Static to Organic Growth*** – Focus on on-going learning and growing
- ***Awareness and Behavior Change*** – Focus on measurable behavior change

A New Social Change Formula: The Practice of Empowerment

- **Empowerment Methodology: Operating System for Transformation and Behavior Change**
- ***Self Awareness*** – Increase knowledge to determine what is desired (Where am I now?)
- ***Vision Crafting*** – Translate knowledge into a compelling vision (Where do I want to go?)
- ***Transformation*** – Identify limiting beliefs, adjust vision (What do I need to change to get there?)
- ***Growing Edge*** – Use directed thought to seed next growth step (What's my next step?)

A New Social Change Formula: Social Diffusion Strategy

- To diffuse a social innovation to a large population requires a tipping point strategy where disproportionate influence can be leveraged.
- *Early Adopters*: Seek out new, high tolerance for experimentation – serves as tipping point – 15%
- *Early Majority*: Wait for innovation to be proven, want to belong – 35%
- *Late Majority*: Resistant, but come along when everyone is doing it – 35%
- *Laggards*: Will never participate – 15%

* *Diffusion of Innovation* – Everett Rogers

A New Social Change Formula: Empowerment Institute Research

- **Empowerment Institute has developed, tested and evolved this social change formula through action research over the past 25 years.**
- **It has successfully deployed it in the public, civic and private sectors of society.**
- **It has built the capacity of thousands of change leaders who have engaged millions of people to participate in various transformational initiatives.**
- **Three case studies are highlighted to illustrate social change formula in public and civic sectors.**

Public and Civic Sector Case Studies: Environment, Community Development & Safety

- **Public sector agencies are increasingly facing critical environmental, health and safety issues requiring citizens to adopt new behaviors.**
- **Legislating behavior change for many of these issues has either reached its limits or isn't feasible.**
- **Media information campaigns raise awareness but have limited ability to change behavior.**
- **From a systems point of view the change needed requires a shift from a first to second order change strategy. A new social change formula is required.**

Environmental Sustainability



- **UN Earth Summit “The greatest cause of the deterioration of the global ecosystem is unsustainable patterns of consumption and production of industrialized countries.” (1992)**
- **US citizens as 5% of world’s population consume 25% of its resources and waste up to 75% through inefficiency and lack of awareness.**
- **Social Change Challenge: To empower US citizens to adopt environmentally sustainable lifestyle practices.**

Social Marketing Research

- **US citizens aware of need to better conserve natural resources, predisposed to take action, but limited behavior change.**
- **Barriers to Action:**
 1. **Where do I start?**
 2. **Which are the important actions?**
 3. **How do I take the actions?**
 4. **Will it make a difference?**
- **Design Challenge: How to create a strategy to transform barriers, change behavior and is scalable?**

Behavior Change Strategy

- ***Workbook Topics:*** garbage, water, energy, transportation, purchasing, empowering others
- ***Actions:*** Topics divided into user-friendly actions in recipe format
- ***Peer Support Group Meetings:*** 5 to 8 households
- ***Meeting Guides:*** Self-directed and scripted
- ***Volunteer Coach:*** Trained and coached by Program Manager
- ***Program Manager:*** Trained and coached by Empowerment Institute

ECOTEAMSM

*A Program Empowering Americans to Create
Earth-Friendly Lifestyles*



*David Gershon
with
Andrea Barrist Stern*

A PROGRAM OF
Empowerment
Institute

Behavior Change: Quantitative Results

In the US 20,000 people achieved the following annualized savings.

- 40% reduction in solid waste
- 32% reduction in water
- 12% reduction in energy
- 8% reduction in vehicle miles traveled
- 15% reduction in CO2 emissions
- \$255 financial savings

Behavior Change: Long Term Results

- **7 longitudinal studies conducted: university, market research firm and 5 different cities**
- **All indicated long-term behavior change sustained**
- **Two-year longitudinal academic study – 22 actions taken, 21 sustained, 1 discontinued, 3 new actions**
- **Study: “Unsurpassed in changing behavior.”**
- **53% transferred learning to workplace**

Social Diffusion Strategy & Results

- **Experimented with several delivery platforms. Settled on neighborhood.**
- **Diffusion strategy targeted early adopter environmentalists and neighborhood organizers.**
- **Achieved 25% participation rate through three neighbor-to-neighbor selling points:**
 - 1. Environmental improvement for sake of children**
 - 2. Get to know each other as neighbors**
 - 3. Build a sense of community**

Long Term Diffusion Results

- ***Community:*** Achieved full diffusion on numerous blocks and many neighborhoods.
- ***National:*** Program adopted in 25 US cities and at neighborhood level in hundreds more.
- ***International:*** Diffused to 21 countries with participation of over 150,000 people in several hundred cities.
- ***Policy Initiatives:*** Provided impetus to a number of national governments and large cities to enact innovative new environmental policy initiatives.
- ***Media:*** Social innovation spread to millions of people through media including *NY Times, Chicago Tribune, Boston Globe, Christian Science Monitor, Family Circle* and international media.

Partner Feedback



“The *EcoTeam Program* is skillfully designed to be attractive to individuals and local governments. It has demonstrated results. In our work with communities across America this is exactly the tool for which they are searching. We are happy to partner with you in its dissemination”

Molly Olson, Executive Director
President's Council on Sustainable Development

Partner Feedback



“The *EcoTeam Program* is a highly effective new tool for environmental protection. We see it as a significant opportunity to achieve citizen behavior change which has been one of our most difficult challenges in advancing environmental protection. This program couldn't be more timely.”

Lang Marsh, Director
Oregon Department of Environmental Quality

Partner Feedback



“We are all optimistic here. You have the entire household involved in a voluntary way instead of having a program mandated by government. This is at the most grassroots level possible, and that makes it more effective.”

**Mike Lindberg, Commissioner of Public Utilities
City of Portland, Oregon**

Social Transformation Results



- ***Governance:*** From city and citizen as adversaries to city and citizen as partners
- ***Natural Resource Management:*** From wasteful use of natural resources by individuals to environmentally sustainable lifestyles
- ***Community:*** From residential isolation and alienation to livable neighborhoods
- ***Citizenship:*** From entitlement of services mentality to knowledgeable and credible participants in social change

Neighborhood Revitalization and Community Development

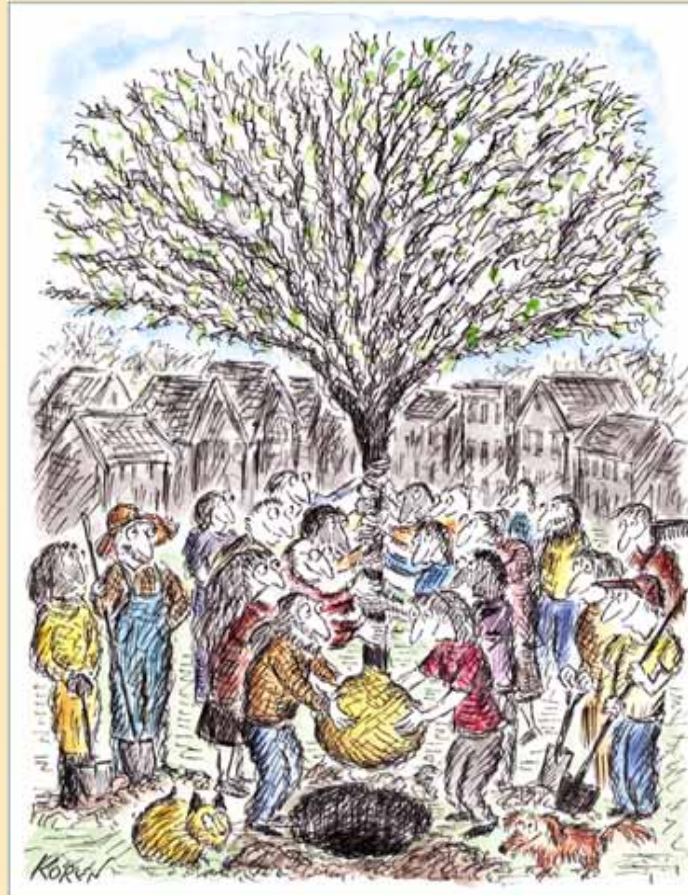


- **Participants now knew their neighbors and saw opportunities for neighborhood improvement.**
- **Municipalities wished to reinvest the social capital developed by teams to strengthen self efficacy in challenging neighborhoods and enable more sustainable city service delivery.**
- **US EPA and several cities contracted with EI to apply this new social change formula toward urban livability issues.**

Behavior Change Strategy

- ***Workbook Topics:*** health & safety, beautification & greening, resource sharing, community building
- ***Actions:*** Topics divided into user-friendly actions in recipe format customized to city services
- ***Peer Support Groups:*** 8 to 10 block-based households
- ***6 Meetings:*** self directed scripted meeting, action assessment and planning guides
- ***Volunteer Block Leader:*** Trained and coached by Program Manager
- ***Program Manager:*** Trained and coached by Empowerment Institute

Philadelphia
Livable NeighborhoodSM
Program



About Making Life Better on the Street Where You Live

A Program of Empowerment Institute in Cooperation with the City of Philadelphia,
the Pennsylvania Department of Environmental Protection
and the U.S. Environmental Protection Agency

Philadelphia Livable Neighborhood Program Results



- Inner city neighborhoods – 14
- Block Leaders trained – 128
- Block-based teams formed – 93
- Team size per block – 10 households
- Household participation rate per block – 61%

Philadelphia Livable Neighborhood Program Results



- **Actions selected – 483**
- **Actions reported complete – 286**
- **Average actions taken per block – 3**
- **Volunteer time contributed by team members to improving neighborhood – \$360,000.**
- **Program diffusion to non profit community, neighborhood and block associations**

Partner Feedback



“The City of Philadelphia is reinventing itself through our neighborhood transformation initiative. Transformation is not just about buildings because those structures will crumble if not maintained. It’s not just getting the City clean because it will get dirty again if the City and its citizens can not work with one another. *Livable Neighborhood Program* fits our needs perfectly. Simply said it’s a winner!”

Mayor John Street, City of Philadelphia

Partner Feedback



“I see the *Livable Neighborhood Program* as the blueprint to bring measurable improvement to our City’s blocks, neighborhoods and environment.”

State Senator Shirley Kitchen

Partner Feedback



“I have been personally struck by the remarkable effectiveness of the *Livable Neighborhood Program*. I am absolutely convinced that the program’s state-of-the-art social technology has immense potential here in Philadelphia and across the country to transform individual behavior and neighborhoods.”

**Chris Patusky, Deputy Director
Fels School of Government, University of PA**

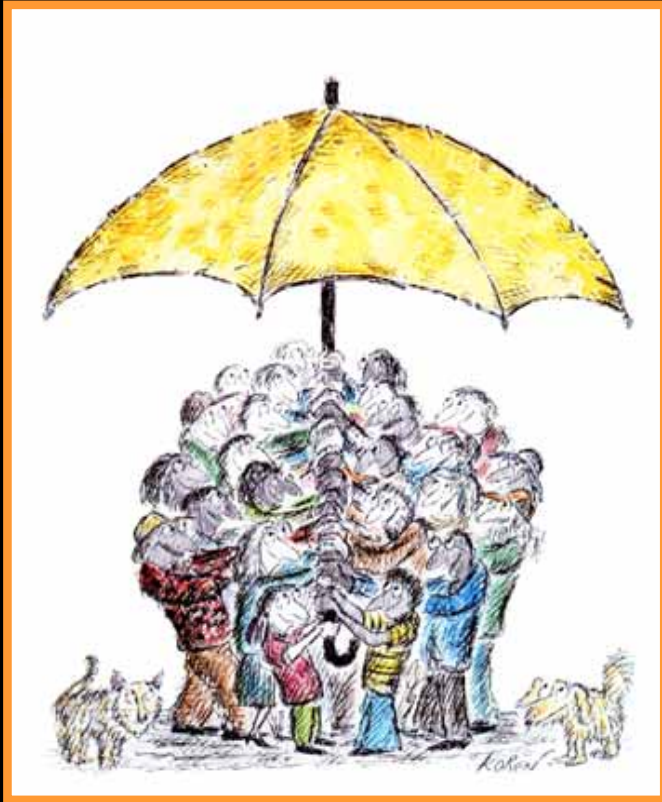
Emergency Preparedness and Disaster Resilient Communities

- **Several client cities encouraged Empowerment Institute to design an emergency preparedness program to help prepare residents for possible Y2K essential service disruptions.**
- **Federal Emergency Management Agency learned of program and contracted EI to implement web-based version nationally.**
- **Through partnerships with the National League of Cities and National Association of Counties program was disseminated to hundreds of US municipalities to utilize with residents.**

Evolution of Social Change Formula: NYC and Emergency Preparedness

- **After 9/11 NYC Dept of Information Technology and Telecommunications funded a feasibility study to evaluate the program.**
- **Based on positive community interest NYC Office of Emergency Management (OEM) partnered with EI to customize and disseminate program.**
- **EI secured a \$500K congressional appropriation through Senator Hillary Clinton and successfully piloted program.**
- **EI then secured \$300K from the Sloan Foundation to demonstrate program scalability in NYC and nationally.**

All Together Now



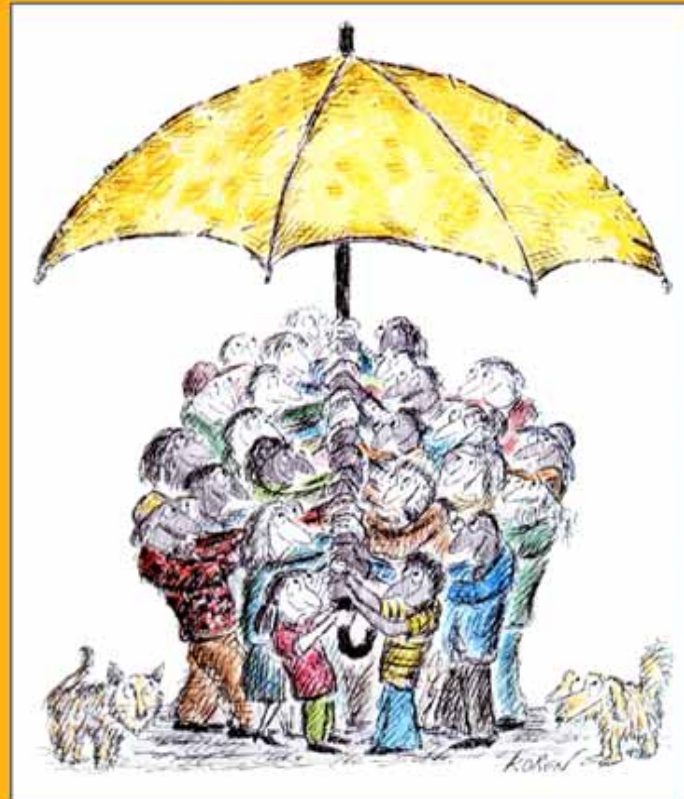
**Neighbors
Helping
Neighbors
Create A
Resilient
New York City**

**A Program of Empowerment Institute
in Partnership with
NYC Office of Emergency Management**

Ready New York's

All Together Now™

Neighbors Helping Neighbors Create A Resilient New York City



A Program for Household Emergency Preparedness

A Program of Empowerment Institute in Partnership with the New York City
Office of Emergency Management

Overview

The purpose of the initiative is to prepare NYC residents for the possibility of terrorist incidents, natural disasters and energy disruptions. It has three components.

1. Team-based household emergency preparedness program
2. Single household emergency preparedness program
3. Vulnerable population program

Team Program



- **Neighboring households create a team to provide motivation and support to implement actions and help during a crisis.**
- **They use an on-line workbook of 32 emergency preparedness actions.**
- **Meeting guides provide instructions for leading the meetings.**
- **Building or block leaders are recruited and trained to lead meetings.**

Team Meetings

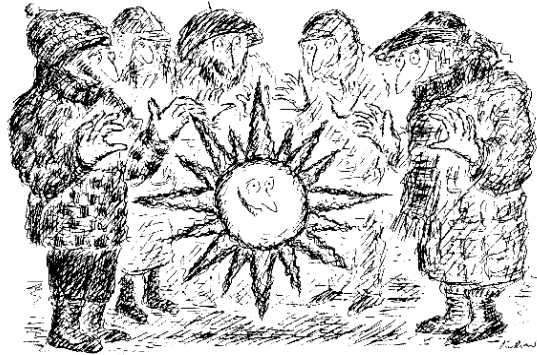


Meeting 1
Team Building

Meeting 2
Energy Disruption

Meeting 3
Natural Disasters, Emergencies, Terrorism

Meeting 4
Neighborhood Resiliency



PREPARING FOR ENERGY DISRUPTIONS ACTION PLAN

ACTIONS	ACTION PLAN		DISCUSSED W/ HOUSEHOLD	ACTION DONE
			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
1. FOOD FOR A LONG WEEKEND	DAY:	TIME:	<input type="checkbox"/>	<input type="checkbox"/>
2. DRINK IT UP	DAY:	TIME:	<input type="checkbox"/>	<input type="checkbox"/>
3. SAFETY FIRST	DAY:	TIME:	<input type="checkbox"/>	<input type="checkbox"/>
4. PLAYING TELEPHONE	DAY:	TIME:	<input type="checkbox"/>	<input type="checkbox"/>
5. BUNDLE UP	DAY:	TIME:	<input type="checkbox"/>	<input type="checkbox"/>
6. HOUSE WARMING	DAY:	TIME:	<input type="checkbox"/>	<input type="checkbox"/>
7. GET COOKING	DAY:	TIME:	<input type="checkbox"/>	<input type="checkbox"/>
8. LET THERE BE LIGHT	DAY:	TIME:	<input type="checkbox"/>	<input type="checkbox"/>
9. TUNE IN	DAY:	TIME:	<input type="checkbox"/>	<input type="checkbox"/>
10. GO WITH THE FLOW	DAY:	TIME:	<input type="checkbox"/>	<input type="checkbox"/>
11. KID STUFF	DAY:	TIME:	<input type="checkbox"/>	<input type="checkbox"/>
12. UNPLUGGED	DAY:	TIME:	<input type="checkbox"/>	<input type="checkbox"/>

ANY ACTION NOT COMPLETED AS PLANNED, PLACE ON
"CARRY OVER ACTIONS" PAGE 80 AND SET NEW COMPLETION DATE.

1. FOOD FOR A LONG WEEKEND

Preparing 3 days' food stores

WHY ACT?

The pace of New York City life coupled with food marketing trends in recent years add up, in many cases, to sparse cupboards. For some, hectic schedules result in regular dining out or the purchase of prepared food in supermarket deli sections. The NYC Office of Emergency Management recommends that every person has a *minimum* of 72 hours of emergency provisions on hand. So in preparing for an emergency, stocking your cupboard for three days is the logical starting place.

PREPAREDNESS ACTION

- Step 1: Get a notebook and a pen or pencil.
- Step 2: Make a breakfast, lunch and dinner menu for a minimum of three days for each household member. Emphasize preference, convenience, and food items not requiring refrigeration.
- Step 3: Convert this menu into a shopping list.
- Step 4: Inventory your cupboard to see what food you have on hand.
- Step 5: Buy the needed food items and necessary utensils such as a manual can opener.
- Step 6: Write the purchase date on each item with a marker and use these foods before their shelf life expires.
- Step 7: If possible, keep these food supplies in an easily accessible, separate container or special cupboard. Tell your household that these supplies are to be used for emergency only. If space is limited, place new items in the back of your normal storage area and the older ones in front.

MATERIALS

A manual can opener. Canned soups, fruits and vegetables, packaged cereals, grains, pastas, sauces, dried milk, crackers, etc. Processed foods with good shelf life in a wide price range are a cornerstone of the modern food industry, so selecting these items will be quick and easy.

TIME

Two hours to plan and shop; less if combined with regular grocery shopping.

RESILIENCY GAIN

A modest and affordable insurance policy against the kind of routine disruptions that can occur anytime, anywhere.





TOPIC MEETING GUIDE

OVERVIEW

This guide will help you:

- Lead the meeting.
- Check in with your teammates after the meeting to offer support.

HOW TO PREPARE FOR THE MEETINGS

Check the box when you've done each step below:

- Read this topic leader guide and plan how you will lead steps 1, 4 and 8 of the meeting.
- Do any preparedness actions you wish to demonstrate before the team meeting. The more you know about the actions from your own personal experience, the more support and leadership you can offer your team.

Bring to the meeting:

- Examples of materials you are using to take your preparedness actions.
- Your *All Together Now* workbook and resource materials.

MEETING AGENDA

	Approximate time to allot
1. Inspirational start	5 min.
2. Share experiences with previous topic actions	30 min.
3. Explore how the team is doing	10 min.
4. Do demonstration and provide any local information	20 min.
5. Team members give their action plans and get support	30 min.
6. Designate times for support calls	5 min.
7. Review what team members need to do before next meeting	5 min.
8. Celebrate the team's accomplishments	5 min.

Total time: 1 hr. 50 min.

Single Household Program

- **Can be done by a single household in 30 days.**
- **15 emergency preparedness actions are divided into two sections.**
- **Each section is done over a two week period.**
- **Building or block leader serves as a resource and provides support.**

Becoming Resilient

A 30 Day Program to Prepare for an Energy Disruption, Natural Disaster or Terrorist Incident



This program is designed to help you take the necessary actions to become more resilient in the face of a possible energy disruption, natural disaster or terrorist incident – without spending much time or money. Being prepared and knowing how to respond to specific emergencies can reduce fear, anxiety, injuries and the loss of life that accompany disasters.

Here's the good news: the steps that make the most sense in preparing for an emergency are a good idea, anyway. These actions involve restoring the kind of personal resiliency to our lives that we never intended to give up. Taking the individual actions recommended by *Becoming Resilient* will increase your self-reliance and peace of mind.

Getting Started...

The program is divided into two sections, each with a menu of preparedness actions. You are encouraged to complete the program in 30 days. This can easily be done if you stay focused and follow the prescribed steps. Otherwise your motivation is likely to diminish over time.

Here's how the program works:

1. Read all the actions in each section and decide which ones to take over a two week period.

2. If you live with others, discuss your plan with them and get their ideas and participation. Working together will help keep everyone motivated.

3. In the Action Log enter the day and time you plan to do your chosen actions.

4. Do the actions!

That's it. Enjoy the self reliance and peace of mind that comes from being prepared just in case...

ACTION LOG

ENERGY DISRUPTIONS			EMERGENCIES, NATURAL DISASTERS AND TERRORISM		
Action	Action, Day, Time	Action point	Action	Action, Day, Time	Action point
1. FOOD FOR A LONG WEEKEND <i>Food for 1-3 days</i>	DAY ____ TIME ____	<input type="checkbox"/>	9. READY – SET – GO BAG <i>Creating an evacuation kit</i>	DAY ____ TIME ____	<input type="checkbox"/>
2. DRINK IT UP <i>Securing your basic water needs</i>	DAY ____ TIME ____	<input type="checkbox"/>	10. TO YOUR HEALTH <i>Preparing a First Aid Kit</i>	DAY ____ TIME ____	<input type="checkbox"/>
3. HOUSEWARMING <i>Developing alternative heating sources</i>	DAY ____ TIME ____	<input type="checkbox"/>	11. OUNCE OF PREVENTION <i>Preparing for your medical needs</i>	DAY ____ TIME ____	<input type="checkbox"/>
4. GET COOKING <i>Developing an alternative cooking source</i>	DAY ____ TIME ____	<input type="checkbox"/>	12. ON THE ROAD <i>Developing an evacuation plan</i>	DAY ____ TIME ____	<input type="checkbox"/>
5. LET THERE BE LIGHT <i>Developing alternative lighting sources</i>	DAY ____ TIME ____	<input type="checkbox"/>	13. TOO HOT FOR COMFORT <i>Preparing for dangerously high temperatures</i>	DAY ____ TIME ____	<input type="checkbox"/>
6. TUNE IN <i>Getting a battery or hand-cranked radio</i>	DAY ____ TIME ____	<input type="checkbox"/>	14. JUST IN CASE <i>Preparing for hazardous materials and chemical spills</i>	DAY ____ TIME ____	<input type="checkbox"/>
7. PLAYING TELEPHONE <i>Backup emergency communication plan</i>	DAY ____ TIME ____	<input type="checkbox"/>	15. BE CALM <i>Preparing mentally for an emergency or terrorist incident</i>	DAY ____ TIME ____	<input type="checkbox"/>
8. UNPLUGGED <i>Living without electricity for a period of time</i>	DAY ____ TIME ____	<input type="checkbox"/>			

Neighbor to Neighbor Program



- **Purpose:** To support the emergency preparedness of interested seniors and people with disabilities unable to do so on their own.
- **Individuals who complete team or single household program are invited to volunteer.**
- **Volunteers support program participants in implementing single household program.**



Building and Block Leadership

- **Receive one-day training with follow-up phone coaching in master class learning communities of 6 to 8 leaders.**
- **Learn how to recruit residents, lead three programs and take to scale.**
- **Commit approximately 50 hours over first 6 months or 2 hours per week. Encouraged to recruit deputies to share responsibilities and create more robust infrastructure.**
- **Long-term time commitment is a function of building/block size and interest of residents.**

Major Benefits



- **Individuals prepared for emergencies reducing fear, injuries and loss of life. Psychological security is enhanced.**
- **Dependency on first responders is reduced enabling deployment to areas of greatest need.**
- **Social capital is generated to serve current needs of community.**

Phase 1: Pilot – May' 04 to June '05

- Adapted program for NYC, recruited and trained 3 building leaders.
- Information meetings achieved a 75% recruitment rate for two programs.
- 29 households participated on five teams.
43 households in single household program.
- 90% of team program participants reported taking 11 actions per household. Rated program 4.4 on scale of 1 to 5.
- 33% of single household program participants reported taking 6 actions per household.
- One building has diffused to 55% of residents.

What New Yorkers Say About the Program



Pilot Participant Feedback

“I found the program exceptional and incredibly important.”

“I was impressed with the organized layout of the materials...individual actions were terrific... easy to do... very user friendly.”

“Favorite part was the meetings... got a lot of ideas and felt very supported by the group.”

“The program allowed me to calm down about the ‘what ifs.’ ”

“I am a senior and live alone. If an emergency happens I now know what to do. It is very comforting!”

Phase 2: Demonstration Project

June '05 – March '06



- **To expand program participation to building and block emergency preparedness leaders in all 5 boroughs.**
- **Two 6-month cycles starting in April and September '05.**
- **Recruitment consists of information sessions targeted to early adopter building, block, neighborhood and civic associations.**

Phase 2: Results



- **Recruitment events sponsored by 5 borough presidents.**
- **55% recruitment rate of building and block leaders from information events.**
- **275 building and block leaders attended two leadership trainings.**
- **Partnerships with major neighborhood groups residential associations and government agencies provide direct outreach to 1 million New Yorkers.**

Phase 3: Scale Program Citywide

January 2006 – December 2009



- **Recruit and build capacity of community groups as program managers**
- **Develop robust on-line program**
- **Develop media campaign for leadership recruitment and to build resident demand**
- **Develop recruitment video with high profile personalities**
- **Develop web-based community building tools to strengthen sustainability**

Resilient America: Creating Disaster Resilient Communities

- **Build resiliency in American cities to sustain system breakdowns from terrorism, natural disasters and energy disruptions.**
- **Recruit early adopter cities for pilot.**
- **Create capacity building program based on NYC model and transfer to pilot cities.**
- **Utilize social diffusion to expand to other US Cities**
- **Evolve social change formula.**

Empowerment Institute: Building the Capacity to Change the World



"In my dream the angel shrugged and said, if we fail this time, it will be a failure of imagination. And then she placed the world gently in the palm of my hand."

– Bryan Andreas

For Further Information



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