Re.imagining Activism Toolkit: Introductory Modules

**AIMS OF THE INTRODUCTORY MODULES**

- Allow participants to explore their own intuitive responses to campaigning.
- Explore why activism needs re.imagination and what a vision of new activism could look like.
- Illustrate simply yet persuasively how mainstream activism avoids tackling the deeper, more systemic issues which need to be addressed by activists and civil society.
- Provide an understanding of the underlying system logic, which lies behind today’s global crises and what alternative vision for systemic change could tackle these.
- Illustrate how framing shapes our thoughts and the way we structure ideas, and invite audiences to imagine alternative, more effective framing for social change challenges through a case study example.
- Illustrate how important leverage points are for achieving system-level change.
- Explain how civil society actors can adopt different complimentary roles of systemic activism to strategically contribute to the Great Transition.

**KEY MESSAGES**

- The challenges our society faces are global and systemic, and our current change strategies are not tackling these deeper, systemic issues.
- To successfully deal with today's systemic crises we need a collective societal search process to develop and put into practice alternatives to the current cultural and economic paradigm of growth and marketisation.
- For a successful Great Transition we need to make change efforts at all three levels of the system (culture, regimes, niches) that reinforce one another to create positive feedback loops. Our strategic question should always be: What effect could my actions have on all of the levels and what feedback loops could it catalyse? (p37)
- The way we use language and structure thoughts influences the way we think: we have the power to re-frame current debates to be more systemic and meaningful.
- In order to exert influence it is important that we focus on effective leverage points within the system.
- The Great Transition requires diverse but complementary strategies and roles – they focus on supporting the seeds of the new system, movement building, fighting the power of the old system and helping shift entrenched narratives.

**TIMING**

The material in these introductory modules can be delivered within **2 – 2.5 hours.**
Should you wish to go into more depth in each section, it could take up to 3 hours.
Setting the Scene

锺 15 – 20 mins

 SESSION OUTLINE

Welcome your guests and share your intentions and motivations for bringing them here today.

Introduce yourself: briefly share your own story about why you are and why these ideas resonate with you (see worksheets on how to build your » Story of Self «).

Introduce the Smart CSOs Lab and the Guide and explain that the ideas presented here are part of a body of thinking being developed by a network of activists and change agents across Europe (and beyond), who are looking to embed a more systemic and transformative vision into their efforts for social change.

Depending on the size and nature of the group and the time available:

• invite participants to introduce themselves to their neighbour,

• or invite them to introduce themselves to the whole group,

• and/or ask them to share why they were interested in attending this session, or what they would like to reflect on or improve in their approaches to change.

Outline the aims of the introductory modules ( » see here «)

As a reason for why it is important to question our current strategies for social change, you might want to refer to this explanation from the Guide:

Most indicators measuring the health of the planet show a negative trend: Climate change, biodiversity loss, acidification of the oceans and shrinking freshwater resources are all serious threats to life on earth. Global inequality has been on the rise for decades. Civil society has won many victories but we are losing the planet. A serious strategic reflection is required. (p4)

If you wish to support your session with slides, you can refer to » these slides here «.

You can also discuss how these sessions can fit into a wider reflection and action process on how to re-design our working practices and make our efforts at social change more meaningful and effective. You may want to invite questions before starting to ensure that everybody feels comfortable with the agenda.
The Challenge – Why does Activism need Re.imagination?

**KEY MESSAGE**

The challenges our society faces are global and systemic, and our current change strategies are not tackling these deeper, systemic issues.

**35 – 40 mins**

**SESSION OUTLINE**

Case study discussion

The idea of changing our economic system and the underlying culture that supports it may seem like an impossible or overwhelming task. But the current system was not given by the laws of nature. Instead it was created and continues to be shaped by human beings. And as such we as human beings can change it again. In fact, only if we take on this task collectively, will we have a chance to create a fairer and much more equal society where current and future generations thrive in harmony with nature.

Yet often, when we campaign, we are scared of being too ambitious. We want to have measurable targets so that we can say “we won”. We think if we try something too ambitious, it will never work, and so we focus on ‘SMART’ objectives. And so, often, we limit ourselves to goals that keep us within our current modes of thinking and acting. And yet, as Einstein said:

> „We can’t solve problems by using the same kind of thinking we used when we created them.“ (Albert Einstein)

In this session we will start to explore how to go further and deeper in our thinking and in our vision.

We will start by looking at where we are now in current, common modes of campaigning.

Then we will look at the root causes of the issues we are trying to address and imagine a more ambitious vision.

Finally we will look at the types of tools and strategies that will help us start the journey.

To start off we will look at a recent campaign by a leading environmental NGO. The purpose is not to criticise this organisation per se, but to use this example, which is similar to many other campaigns run by civil society organisations, to look more deeply at the way problems and solutions are being presented. Many leaders within this organisation themselves recognise some of these limitations.

Introduce case study by showing the campaign slide and, if possible, show the campaign video.

(Facilitators may wish to replace this campaign case study by other examples which they may find more relevant, such as a campaign from their own organisation or local area.)

**Note for trainer:** The Detox campaign by Greenpeace is an evolving campaign which focuses on preventing pollution from the fashion industry. It has included direct action to raise awareness about business’ environmental impacts, as well as lobbying to work with companies to incite them to improve their standards. One of the central tactics of the campaign was a ‘comparison meter’ (branded as Detox Catwalk) which labelled companies as detox winners, greenwashers and losers.
Invite participants to reflect on the questions below, either by speaking with their neighbour for 5 min. (buzz groups) or, if they’re already sitting in small groups, to discuss these questions in their groups.

Then invite some participants to share their reflections with the larger group (in the interests of time, you may want to take feedback from just a few people).

**What is your intuitive response to this campaign – how does it make you think and feel?**

**What does it make you want to do?**

**What do you think this campaign’s main goals are?**

**What specific practices, policies and actors is it trying to change?**

**To what extent is this campaign a good way to achieve these goals?**

**How could the campaign have tackled broader ecological, social and economic issues?**

De-briefing from case study discussion

*When we look deeper, as we have just done in our discussion, we see that this kind of campaign can be good at achieving short-term change, such as improving clothing companies’ environmental footprint, but it is not tackling wider issues such as the labour market structure that allows the production and distribution of cheaply-made clothes, the culture of shopping and replacing clothes frequently, etc.*

*When we take a step back from our campaigns and those we notice around us, we can become aware of underlying narratives and values which they might be helping to reinforce.*

De-briefing from discussion:

- **Summarise some of the intuitive reactions to the campaign** – for example, did it make people want to go out and buy more clothes from the ‘right’ brands? If so, what does this say about the potential psychological effects of the campaign (driving more consumerism, sending the message that detoxing the supply chain ‘solves’ the environmental and ethical problems, etc ...).

- **Summarise key themes from discussion.**

- **Refer to any other campaigns in media/local area which may share similar characteristics.**

*Link these points to the explanation in the Re.imagining Activism Guide about why and how activism campaigns may not be addressing systemic change (see Key Concepts, pp1 – 20).*
KEY CONCEPTS

The Challenge (pp1-20 guide):

Mainstream campaigning often focuses on single issues: climate change, poverty, labour rights etc. But crises are increasingly intertwined. These systemic global crises require a deep rethinking of our economic, political and social systems and cannot be adequately addressed through a single issue lens. (p4 and 11)

Most campaigns are too pragmatic. They focus on quick wins, but they don't deal with root causes and can create the illusion that they will solve the problems when they actually don't (p5-7)

Mainstream advocacy is at its best contributing to incremental change and its worst strengthening the current system: When CSOs became increasingly professionalised and credible and respected stakeholders for government and business they drifted into tactics and lost sight of the strategic perspective. (p8)

The modus operandi of much of today's activism is to identify and fight the enemy, but the personification of the enemy goes along with a reduction of complexity. The systemic problems of our times are not the particular fault of one group or another. If there is a main enemy it is the system. It is important that we learn that we all are part of the system and interact with it and that we need to learn how to deal with complexity. (p14-15)

CSOs underestimate the importance of the subconscious mind in people's behaviour and decisions. Unintentionally, campaigns often activate (and reinforce) in their audiences the values and frames of self-interest and consumerism that are causing the problems in the first place. (p15-18)

Funding schemes are one of the reasons CSOs are pursuing narrowly focused symptoms oriented strategies. Over the last decade many grant makers, including private foundations and public funders, have further pushed their grantees to focus on clearer measurable goals, thereby suppressing innovative, more risky and systemic approaches. (p19-20)
The Vision – Re.imagining our Future

KEY MESSAGE

To successfully deal with today’s systemic crises we need a collective societal search process to develop and put into practice alternatives to the current cultural and economic paradigm of growth and marketisation.

40 mins

SESSION OUTLINE

Building on these features of campaigning, discuss the idea that our activism often deals with the symptoms of problems but not with the root causes of inequality and environmental destruction.

Note: more information is available on root causes and acceleration in these references:

- Interview with Hartmut Rosa about ‘social acceleration’ » atimes.com «
- Discussion of patriarchy and how to tackle it (particularly focused on cultural change) » organizingchange.org «
- Detailed breakdown of root cause analysis » thwink.org «

Suggest that there are different scales of change and influence – short and long term change, small-scale and large-scale, and that we can work at different scales simultaneously: this does not mean changing the world all at once but rather having a vision within which small changes can be part of a movement, or transition, towards wider shifts in society.

Explain that in order to work at these different levels, deeper root causes need to be tackled as well as symptoms (» see root causes illustration «) and discuss how symptoms are a reflection of deeper root causes. Beyond tackling symptoms, such as the river pollution, which ultimately is driven by the fast fashion phenomenon, we must work on building narratives and a vision to address the root causes of inequality and unsustainable living. Fast fashion is a profitable business model and a driver of acceleration, and had the campaign tackled the issue of fast fashion per se, rather than simply the consequences of toxic pollution, it would actually be much closer to working at the root cause level.

Introduce the idea that desynchronization is a central feature of how our society currently functions in an unsustainable way (see Key Concepts, pp22-25)

Show the last two slides about the Detox campaign and explore how the campaign could evolve towards tackling root causes (» see slide «)

Alternative visions / direction for society and activism. As part of a movement towards a Great Transition, it is up to all of us to reflect deeply and work on more holistic ways of conceptualising and communicating about systems change. Whilst we may all have a personal vision, we can also share our general aims, direction, and ways of getting there.

Invite participants to reflect on the following question and either a) personal reflection and/or draw their ideas on paper, or b) discuss in buzz groups:

Building on what we have just discussed, we can try to avoid the traps of short-term campaigning, and try to tackle root causes more than symptoms.

If we do this, what kind of a vision can we dare to imagine for society?
Invite participants to summarise their thoughts in a few key words or sentences on a sticky note and stick their thoughts, or their pictures, on a flipchart/on the wall.

If you have time, you can ask them to read their responses when they come up.

If you have limited time, you can have a pre-prepared flipchart with themes and people can fit their answers into those themes. You can then just read out a few of their answers.

After hearing the group’s responses, build on their vision by sharing the pillars of a new vision as described in the Re.imagining Activism Guide (see Key Concepts, pp26-31)

You may want to emphasise the similarities between the group’s vision and the Guide.

You may also want to encourage or provoke the group to challenge themselves further – is the vision in the Guide much more radical than what was proposed by the Group? If so, don’t hesitate to use this as a talking point. Maybe the Vision is something which participants can reflect on as a key take-away from the session – Are they being as courageous and ambitious as they would like in their vision?

How would they really like to imagine a future, better world?

What is holding them back from owning that vision?

It may take time for people to develop their own vision of change and this is just one step of that journey.

This is a good time to pause and summarise the key points from the session so far, highlighting that so far this session has focused on the why and the what of the Great Transition.

The next part of the session will focus on the HOW of thinking systemically to develop deeper activism strategies, organisational strategies, and personal strategies.

**KEY CONCEPTS**

**Root causes and desynchronisation** (p22-25)

A root cause is the deepest cause in a causal chain that can be resolved.

A logic of acceleration in modern societies lies at the root of the multiple crises we are facing. Technological progress accelerates the production of goods, contacts and choices, but the time we have available for these doesn't change. Even though technological acceleration was intended to create more available time for the individual, we suffer from a constant time shortage by trying to do more things in the same amount of time. (p22)

There is a desynchronisation between different systems within society:

- Resources are used at an accelerating pace to feed an economy obsessed with growth, and nature cannot keep up.
- Digital globalisation and the fast paced consumer society lead to an alienation from space, from work and even from oneself. Burnout is a frequent consequence.
- Ever-faster wealth accumulation by some and the impoverishment of others who can’t keep up.
- Democratic decision-making processes that can’t keep up with the accelerating global economy and digital era. Politics becomes reactive. It leads to alienation of its citizens. (p23)
Ultimately what drives acceleration and therefore dysynchronisation is capitalism’s core element
capital accumulation (interest and profit). These are the fundamental root causes underlying our
global crises like climate change, poverty and inequality. Capitalism in its current form cannot live
without growth and the pace of technological innovation is accelerating further and further. (p24)

The logic of growth can also be found deeply embedded in our mental and cultural conditioning.
We are living in a culture of more. (p24)

From a feminist perspective it may also be argued that a fundamental root cause of all this is
patriarchy (the capitalist system created by male dominance). (p24)

**Pillars of a new vision: Great Transition** (pp26-31)

Wellbeing as the ultimate goal. Consumerist culture must be replaced by a culture of sufficiency (p30)

Contradiction between the fact that economic growth increases CO2 emissions and that climate
change destroys the very living conditions of the world’s poor that economic growth pretends to
improve in the first place. (p26)

The invisible hand only works for the few and wealth is not trickling down. (p26)

The currently dominant role of the market as the underlying principle of our society and the growth
obsession of the system should be rejected. (p28)

Our current societal order and neoliberal economic system are not set in stone. There are better
alternatives beyond the false dichotomy of capitalism/socialism. (p26)

Nobody knows exactly what a sustainable world will look like and how we’ll get there. There is a need
to experiment with a diversity of ideas, approaches and policies. (p26)

A process of profound cultural change: In-depth participation of civil society in the process of social
innovation and democratic deliberation to create new social settlements. (p30)

New institutions and economic mechanisms (at all levels) have to be designed to ensure human
activities operate within ecological limits. (p30)

An important element of the future system will inevitably be a huge re-localisation of economic
value chains. (p31)

Taking care of our global commons: Interdependencies at so many levels will demand the design
and creation of effective and democratic governance systems, particularly at the global level. (p31)

We must acknowledge and reverse current and historical inequities. (p31)
Re.imagining Change – the Smart CSOs Model

KEY MESSAGE

For a successful Great Transition we need to make change efforts at all three levels of the system (culture, regimes, niches) that reinforce one another to create positive feedback loops. Our strategic question should always be: What effect could my actions have on all of the levels and what feedback loops could it catalyse?

20 mins

SESSION OUTLINE

Tools to help us along the way: the Smart CSOs model

- Along with having a vision, we need ways to think about the world and about different actors’ role in shaping it, otherwise we can be tempted to think of ‘the system’ as a monolithic, overwhelming force.

- Using our vision as a guide, we can develop strategies to deconstruct different aspects of the system to see how and where different actors can have influence.

- The first tool we propose to help with this is the Smart CSOs model.

- The model helps us understand different dynamics at work in shaping culture, regimes and innovation.

- Describe the Smart CSOs model and how it helps us learn to develop more effective strategies by taking into account the different levels of change (see Key Concepts, pp34-37).

- Show how the Detox campaign maps on the Smart CSOs model (see slides).

KEY CONCEPTS

Smart CSOs Model (pp34-37 guide)

We have found that models can be practical and important tools for re.imagining our strategies. How do systems change? And what does existing knowledge tell us about how our broken economic, political and social systems could be fundamentally transformed so that life on earth can flourish within the means of the planet? (p34)

The empirical experience from transition research helped us see how change happens at different, interconnected levels. We adapted these findings to our own needs. (p34)

Culture level is where the dominant societal values and worldviews lie and eventually shift. The Regimes level is where the dominant political, economic and social institutions lie and where new or transformed institutions emerge. The Niches level is where pioneers experiment with ideas and seeds of the new system. (p34)

If we want to change the system, trying to convince the existing system players (Regimes) to fundamentally change is often futile. (p35)

Instead of playing the game of politics, we need to use windows of opportunity in the old system to advance system change. (p36)

We need a much broader perspective on change that involves an understanding of the role of culture and radical innovation processes in catalysing change. (p35)
Most campaigns and activist strategies are not paying sufficient attention to the importance of culture in change. We rely too heavily on the power of information and rational argument. We communicate and represent values and frames of self-interest, consumerism and growth, thereby perpetuating the current culture. (p36)

While there is a growing number of experiments with alternative economic models, most are simply tolerated by mainstream institutions or co-opted by the system to play by current market rules. (p36)

**Disruptive innovators** creating the seeds of the new system require support and protected spaces to incubate their innovations. If we can support these pioneers by helping them build communities of influence, they will become stronger, scale their innovations and eventually institutionalize a new system. (p36)
Re.imagining our Strategies

KEY MESSAGE

The way we use language and structure thoughts influences the way we think; we have the power to re-frame current debates to be more systemic and meaningful.

In order to exert influence it is important that we focus on effective leverage points within the system.

The Great Transition requires diverse but complementary strategies and roles – they focus on supporting the seeds of the new system, movement building, fighting the power of the old system and helping shift entrenched narratives.

We will present a few different strategies for thinking systemically about our campaigning; these include strategies around language and framing, and strategies around influence (leverage points and roles).

Framing – Thinking about language and cultural values

25 mins

SESSION OUTLINE

As we know, the way we use language and imagery has the power to influence how people think and on the decisions people take. Effective marketing campaigns do this all the time when they incite desire to buy certain products, like a good coca cola ad in the middle of a hot summer.

When we looked at the campaign case study, we talked about the cultural values which underlie some of our campaigning. When looking at the Smart CSOs model, we also talked about how culture is an important aspect of systemic change. We will return to these issues by focusing on framing.

- Explain the concept of framing and using key concepts from Guide (Key Concepts pp42-49).

  You may want to summarise research on values and how communication around certain types of values can bring about other positive values and frames (» see slides «).

  » valuesandframes.org «

- Show the example of the ‘Earth as home’ concept from the the Pope’s Laudato Si to illustrate the power of effective framing and values associated with it (see slide).

  If you have time, you can return to the Detox campaign to review the types of values and frames which were used, and could have been used.

  What kind of specific language in the Detox campaign was reinforcing unhelpful cultural values?

  Discuss this briefly with the group.

  We have the power to choose the language we use and messages we create.

  We can see that there are other facets to the campaign developed by Greenpeace.

  Show this “alternative Greenpeace video” from 2013 and suggest that small adjustments to wording and imagery like this can make a big difference in the depth and scale of the transition we are looking to create, compared to the video shown previously.

  » Greenpeace video «
Leverage points

10 mins

SESSION OUTLINE

Although we are not focusing specifically on systems theory here, a lot of the concepts we are using come from systems theory.

One important element of systems theory which is relevant to our models of change is Leverage points.

The notion of leverage points helps us examine the different dynamics and processes at work in a system and identify how we can intervene to have the most impact. Of course at the same time we have to understand that systems are complex and we cannot predict the outcomes of our interventions directly. However by acting through leverage points we can determine the zones of greatest influence.

Explain leverage points as discussed in the Guide (Key concepts, pp46-49)

Systemic Activism Roles

10 – 15 mins

SESSION OUTLINE

Building on the idea of leverage points, and reflecting back on the Smart CSOs model, we have discussed the importance of understanding the systems in which we work, of the different layers at which processes take shape (regimes, culture and seeds), and of the importance of identifying leverage points which can shift the status quo.

As part of our campaign strategies, we can see the network of activists, players and shapers as playing different roles in this system.

Explain these different roles using the » slides « and illustrate how they can influence change at different levels of the Smart CSOs model.

You may want to take an example of a current movement and discuss the different roles which organisations are playing – see » slides « on case studies (The Rules)

Conclusion

5 – 15 mins

SESSION OUTLINE

Allow some time for questions.

Summarise key points from the session. You may want to include a visual summary of the key points from the discussion.
Explain that there is further thinking around organisational and personal change strategies – understanding that a lot of these ideas take concrete and cooperative efforts to put into place.

There is also the possibility to hold further and more in-depth discussions and workshops to explore these ideas collectively – you may want to discuss how the group can follow-up individually from this session (e.g. through personal readings and discussions) or as a group.

**KEY CONCEPTS**

**Framing (pp43-45 guide)**

Most civil society campaigns try to convince their audiences through facts and shy away from moral arguments. But we know through research that humans do not think about politics through facts – the subconscious mind influences our behaviour and decisions (p15-18).

Words are not as neutral as we often believe. There is a hidden world underneath the words we use which frame our thinking. Frames operate behind the scenes, affecting how we view things. They are like little stories triggered by the words we hear and the experiences we have. For example the phrase tax relief makes us think of taxes as a burden, as something we need relief from instead of something that contributes to society for our collective benefit. (p44-45)

Frames can be engaged deliberately and they are all the time: it’s called framing. The advertising industry is particularly good at framing, or if you like, at manipulating us through its strategic choice of frames. For example, car ads show us empty roads to associate cars with freedom instead of associating them with negative side effects like traffic jams and pollution. (p44-45)

Whenever civil society/activists use words and activate frames in the minds of people, they also transmit unconscious conclusions about the subject of matter. Frames influence the values and the thinking of society around politics too. (p44-45)

Unintentionally, campaigns often activate (and reinforce) in their audiences the values and frames of self-interest and consumerism that are causing the problems in the first place. (p15-18)

Activists who want to determine successfully the political discourse should first clarify their ideological perspective and communicate their moral matters clearly and openly. For example, they should avoid using economic growth as an argument to invest into renewable energy or to receive refugees. This is dishonest and reinforces the frames of self-interest and economic growth. (p44-45)

**Alternative framing: Encyclical Laudato Si**

„Earth as Home“ → triggers a frame in which all the people of the world are a family, living in a common home. As a family we should care for each other. A home is something we all depend on, physically and emotionally. (p45)

„The alliance between the economy and technology ends up side-lining anything unrelated to its immediate interests“ → sharply points toward the underlying system logic of market fundamentalism lying behind inequality and the climate crisis. (p45)

„To seek only a technical remedy to each environmental problem which comes up is to separate what is in reality interconnected and to mask the true and deepest problems of the global system“ → points towards the need for systemic change to tackle systemic crises. (p45)

» laudatosi.com «
Leverage points (pp46-49)

According to Donella Meadows’ definition, leverage points are places within a complex system (e.g. our global economy) where a small shift in one thing can produce big changes in everything.

As systemic activists, our aim should be to find the most powerful leverage points possible or what we call root causes. (p46)

As a first step, spend time mapping your system or problem of interest. A systems map is a visual representation of a complex system that helps you identify its components, their connections and the rules governing them. (p47)

Causal loop diagrams help us identify positive and negative feedback loops so we know which direction to push for change. (p47)

As chains of causes and effects are revealed through analysis, systemic activists can better identify why the system behaves the way it does and which variables they can strategically influence. (p47)

Some examples that can be considered high or very high leverage points due to their potential to shift the system considerably towards the Great Transition are: reducing working hours, basic income, cooperatives, local currencies and new national indicators of progress (measuring wellbeing for example). (p48)

Once we have identified a promising leverage point, we need to explore potential windows of opportunity and our strategic capacity to move in this direction. (p48)

Roles of systemic activism (pp54-65 guide)

The Great Transition will require diverse but complementary strategies and roles – they focus on supporting the seeds of the new system, movement building, fighting the power of the old system and helping shift entrenched narratives. (p56)

The Acupuncturist – Uses windows of opportunity in the political/economic system to target key leverage points that can help shift the system. The Acupuncturist has a key role in identifying fights that are worth fighting from a system change perspective. Importantly, the focus here is not about winning campaigns as it would be under the criteria of most mainstreams efforts. It might well be that there is a window of opportunity to shift policy and that this can support systemic change but most importantly, the Acupuncturist identifies fights that can change the logic of the debate, shift mind-sets and create new narratives. (p58)

The Questioner – Supports deliberation on fundamental questions and helps create new discourse and a cultural shift. One of the great missing debates in contemporary politics is about the role and reach of markets. We are simply not addressing the big moral questions of our times: What is the good life? What are the moral limits of markets? When do markets serve the common good and when are more cooperative approaches better suited? In fact, it requires a renewed deliberative democracy that can create the basis of new social settlements for a truly just and sustainable society. The Questioner takes on the important role of facilitating dialogues around these questions. (p60)

The Gardener – Helps the new system emerge by naming, connecting, nurturing and illuminating the pioneers of the new system. A transition to a radically different economic system is nothing that can be planned by an individual or result from top-down, pre-conceived strategic plans. The economy is a highly complex system that can only radically change through emergence. To support the emergence of the new economic system, the Gardener has an important role in naming, connecting, strengthening and illuminating the pioneers of the new system, thus increasing the potential that the seeds of the new economy become systems of influence. (p62)
The Broker – Creates meaningful connections and learning cycles around the question of system change between movements and networks at multiple geographical levels, including globally. The Broker is needed to create meaningful connections between networks and clusters that often don’t speak the same language and have difficulty to connect meaningfully between each other. The broker translates information so that it is understood by others and most importantly, creates learning cycles that help converge the thinking and strategies of these different groups in activism and civil society. The Broker creates more encompassing communities of practice by connecting activists from different clusters who want to learn how to change the system. By doing all this, the Broker has a system change-creating effect.