



2020 Is Here!!

100 Women We Need to Reach



After you've done a thing the same way for two years, look it over carefully. After five years, look at it with suspicion. And after ten years, throw it away and start all over.

- Alfred Edward Perlman

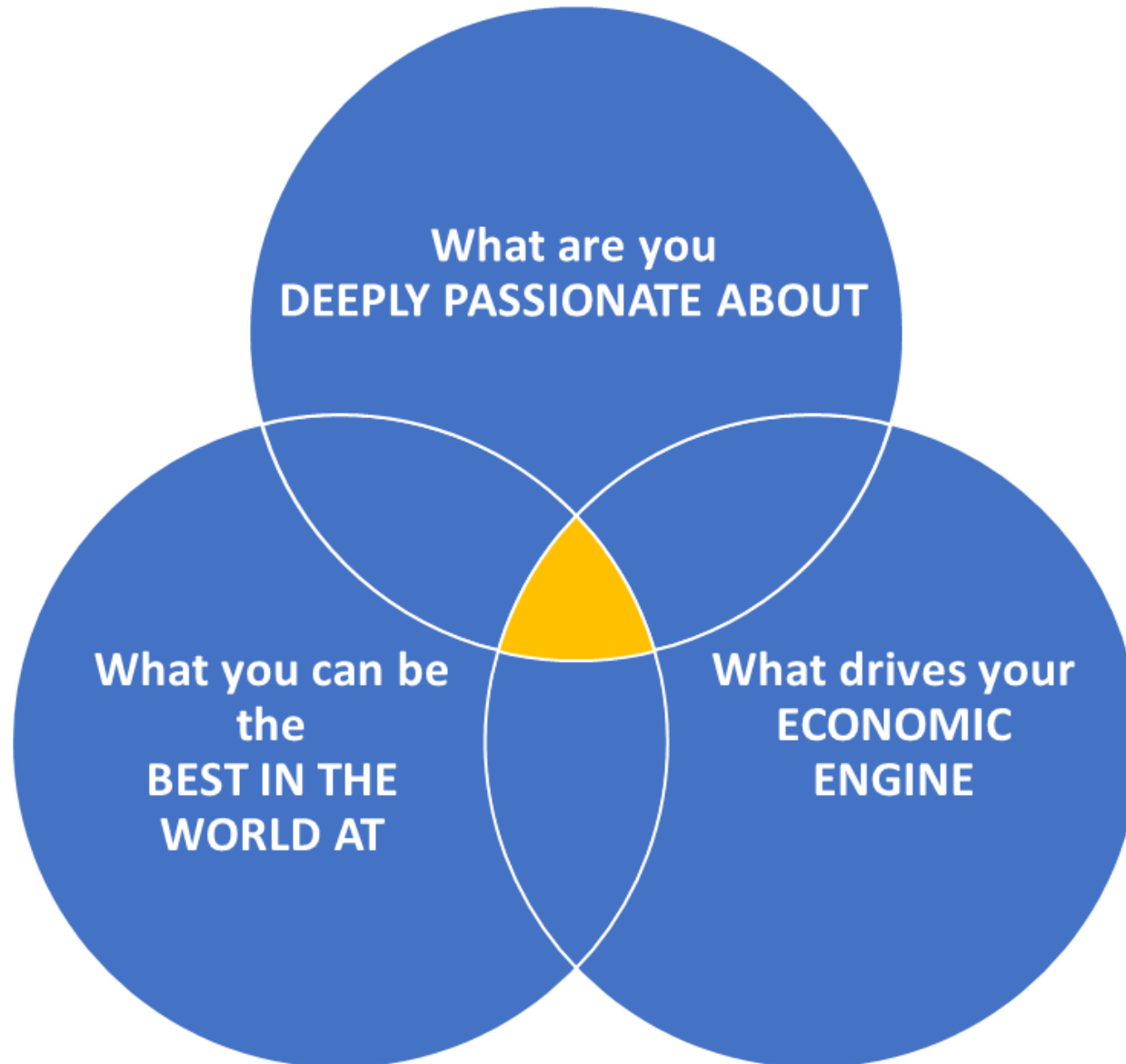
3 Questions to Answer

1. What are we doing in 2020?
2. Who do we need to reach?
3. How will we amplify our message?

Big Hairy Audacious Goal (BHAG)

Resource Engine (Social Sectors)

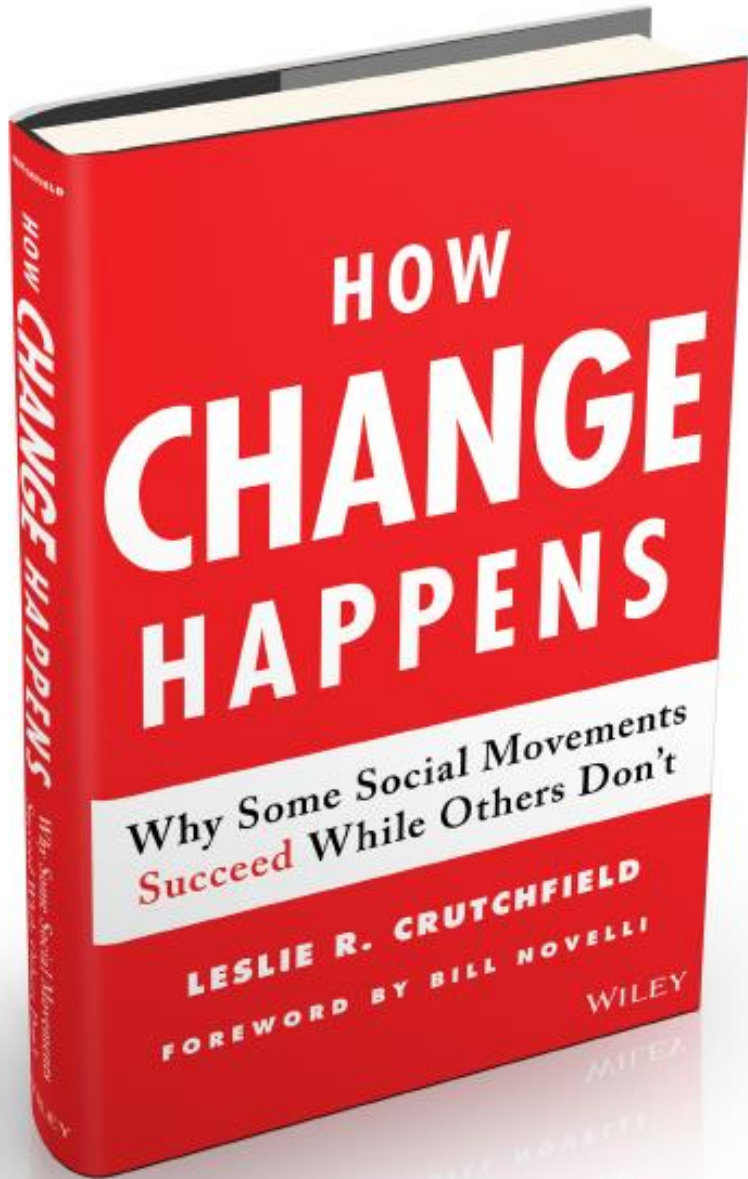
How do we get enough **resources of all types**—not just money to pay the bills, but also **time, emotional commitment, hands, hearts, and minds?**”



Hedgehog Concept

A photograph of two women sitting at a table in a bright room with large windows overlooking a city. The woman on the left has long dark hair and is wearing a light-colored top. The woman on the right has curly hair, wears glasses, and a blue long-sleeved top. They are both looking towards the right side of the frame. The text 'What are we doing in 2020?' is overlaid in white on the left side of the image.

What are we doing in
2020?



“How Change Happens”

Findings

1. Turn Grassroots Gold
2. Sharpen Your 10/10/10/20 = 50 Vision
3. Change Hearts *and* Policy
4. Reckon with Adversarial Allies
5. Break from Business as Usual
6. Be Leaderfull

Networked Leadership

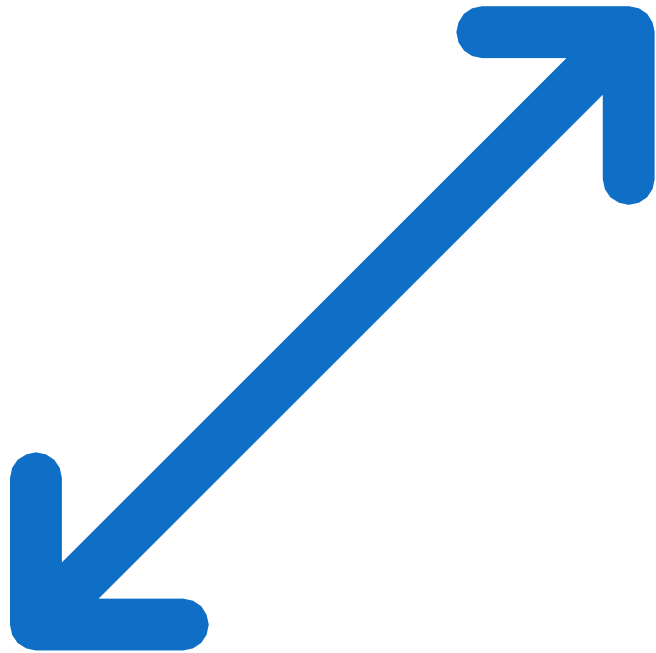
Organizational Era (19th & 20th Centuries)

Organizations
Linear
Centralized
Top-Down
Closed, controlled
Newtonian (physics)
Illusion of control
Nonprofits
Profits or purpose

Network Era (21st Century)

Networks
Relational
Centerless
Bottom-Up
Open, transparent
Networks (complexity)
Reality of Chaos
Causes
Shared Value

Turning Grassroots Gold



Galvanizing a movement from the grassroots up requires mobilizing people who live at the grassroots – the rank and file, the everyday individuals with the *lived experience* of the problem at hand.

1. *They are the most inseparable from the cause*
2. *They are the most viscerally connected to the cause*
3. *They have the most to lose if a movement fails, and the most to gain if it succeeds*

Sharpen Your 10/10/10/20 = 50 Vision

Concept came from the LGBT
Freedom to Marry movement

What can we realistically achieve in each
state in the next ten to fifteen years?

*10 states with full
marriage*

*10 with full civil
unions*

*10 with some form
of relationship
recognition laws*

*20 with either non-
discrimination laws
or significant
cultural climate
change*

Source: Crutchfield (2018), *How Change Happens*



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Change Hearts *and* Policy

Fight fire with fire

Movements that succeed work to shift social norms, not just reform policy and laws

Movements that have struggled did not appear to be aggressively striving to change the way society perceived or felt about their issue.



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Source: Crutchfield (2018), *How Change Happens*

Reckon with Adversarial Allies

Policy and ideological fault lines that cannot be bridged

Certain movements don't necessarily have a group/organization serving in the networked leadership role

Gun control movement (few big players and lots of local regional groups with no single "backbone" organization ensuring all – or at least a majority – of the groups are united in common cause

How would you overcome issues revolving around adversarial allies?

Break from Business as Usual

Role of Business in social movements

- Reform policies and practices
- Initiate employment and consumer rule changes within their companies

Business as a driver of change, not a defender of the status quo

- Educator/promoter of causes, e.g. Rotary International's network of business leaders in quest for polio eradication

Be Leaderfull

Three fundamental lessons of Leaderfull Movements:

1. *Empower local leaders to step forward*
2. *Center on coalitions of like-minded allies and unusual suspects (not led by lone individual or organization calling the shots)*
3. *Engage people with the lived experience of the problem – the individuals most directly affected by the cause*

and

Employ each of the other five elements of successful movements

Leaders

1. Come from unlikely backgrounds
2. Listen “to the point of transcendence”
Great movement leaders not only hear but empathize with others
3. Let go of ego
Give oneself to the mission or the cause
4. Continually pursue impact
Deep passion and commitment on all sides of issues
Make common cause with would-be enemies or unlikely allies

Be Leaderfull

Leaderless



- Purely democratic decision making, each individual member has an equal voice
- Flat/non-hierarchical structure
- No recognized grass-tops leadership, only grassroots

Leaderfull




- Multiple leaders drive collective decision making
- Coalition or campaign structure
- Simultaneous grass-tops and grassroots leadership
- Multiple organizations share power, credit, and decision-making authority

Leader-led



- One dominant leader tries to control decision making
- Competitive structure (groups compete vs. collaborate)
- Grass-tops elites hoard power, authority, credit
- Grassroots/individual members downplayed or non-existent

Be Leaderfull



Who do we need to reach?



Starfish on the beach



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Moving Upstream |

A photograph of two women sitting at a table in an office, looking out a large window at a cityscape. The woman on the left has her hands clasped, and the woman on the right has her hands clasped. The text "How will we amplify our message?" is overlaid in white on the image.

How will we amplify our message?

See you next year!



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