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?
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

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

Source: Crutchfield (2018), *How Change Happens*
Sharpen Your 10/10/10/10/10 = 50 Vision

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

<table>
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<th>Concept came from the LGBT Freedom to Marry movement</th>
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| 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*
**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.

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?

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

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

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

Source: Crutchfield (2018), How Change Happens
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

Source: Crutchfield (2018), *How Change Happens*
Who do we need to reach?
Starfish on the beach
How will we amplify our message?
See you next year!

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