

## ***A MOVEMENT MODEL OF SOCIAL CHANGE: FOUR STAGES***

### **THE STAGE**

### **FEATURES OF THE STAGE**

#### ***I. Divided No More***

- Isolated individuals reach a point where the gap between their inner and outer lives becomes so painful that they resolve to live “divided no more.”
- These people may leave or remain within institutions—but they abandon the logic of institutions and find an alternative center for their lives.
- These people do not hate institutions—they love them too much to allow them to sink to their lowest form.
- The logic of punishment is transformed: no punishment can be greater than conspiring in one’s own diminishment.

#### ***II. Communities of Congruence***

- Isolated individuals discover each other in groups that develop around declarations of personal need and operate by alternative ground-rules.
- These groups sustain people’s sense of sanity in a world where the divided life is regarded as safe and sane.
- These groups give an experience of leadership and efficacy to people who have been denied that opportunity.
- These groups practice a fragile private language so it can grow strong enough to enter the rough-and-tumble public realm.

#### ***III. Going Public***

- Empowered by communities of congruence, movement advocates find public voice.
- Movement words, images and symbols become more visible, and converts are gained.
- Critics are also gained—the movement is scrutinized and critiqued and must be clarified and refined.
- Leaders within the movement become public leaders.

#### ***IV. Alternative Rewards***

- Movements develop—and become—alternative reward systems, thus relativizing the sanctions that are the basis of every institution’s power.
- Some of the alternative rewards are external (jobs, income, status, visibility, colleagues), and some are internal.
- The logic of rewards is transformed: no reward can be greater than living “divided no more.”
- The energies that began in abandoning the logic of institutions come full circle to alter the logic of institutions.

—Parker J. Palmer

## ***A MOVEMENT MODEL OF SOCIAL CHANGE: THE ROLE OF FOUNDATIONS***

<b>THE STAGE</b>	<b>KEY ELEMENTS</b>	<b>ROLE OF FOUNDATION</b>
<b><i>I. Divided No More</i></b>	<ul style="list-style-type: none"><li>• Reframing personal pain as a social issue.</li><li>• Individuals learn to do inner work.</li><li>• Individuals empowered to work outside of institutions.</li></ul>	<ul style="list-style-type: none"><li>• Conducting &amp; publishing alternative diagnoses.</li><li>• Providing space &amp; resources for personal exploration.</li><li>• Investing in individuals as well as institutions.</li></ul>
<b><i>II. Communities of Congruence</i></b>	<ul style="list-style-type: none"><li>• Intra- &amp; cross-institutional networks to locate allies.</li><li>• Evolving a symbol system for the movement.</li><li>• Developing new ground rules for discourse &amp; new leaders.</li></ul>	<ul style="list-style-type: none"><li>• Performing the “switchboard” function.</li><li>• Helping to legitimate a new language.</li><li>• Developing, testing &amp; disseminating new models of community &amp; leadership.</li></ul>
<b><i>III. Going Public</i></b>	<ul style="list-style-type: none"><li>• Opportunities to advocate a new vision.</li><li>• Drawing new people into the community of discourse.</li><li>• Defending &amp; correcting the vision in response to critics.</li></ul>	<ul style="list-style-type: none"><li>• Providing support for proclamation &amp; publication.</li><li>• Creating public spaces for exploring the vision.</li><li>• Becoming a center of evaluation &amp; critical thought.</li></ul>
<b><i>IV. Alternative Rewards</i></b>	<ul style="list-style-type: none"><li>• Intrinsic to the previous stages: e.g., reframing one’s personal pain, finding allies, advocating one’s vision, etc.</li><li>• The emergence of movement organizations offering job opportunities, collegiality, efficacy.</li></ul>	<ul style="list-style-type: none"><li>• The foundation <i>is</i> an alternative reward system—offering status, visibility, credibility, money, community.</li><li>• Reshaping the foundation itself as a model “movement organization.”</li></ul>

—Parker J. Palmer