

Typology of Action and Change¹

By Joe Goldman, April 1, 2003

Categories	Types of Action and Change	Pathways to Action and Change ²	Model Elements	Additional Action Tools
I. Individual Action and Change <i>Action and change occurs at the level of individual behavior and relationships</i>	A. Shift in individual's values, beliefs or behavior B. Individual becomes educated on issues. C. Individual becomes more active in community or joins community organization/s D. Individual empowered to stand up for beliefs E. Individual develops greater ownership of and attachment to community F. New relationships and networks formed between individuals	1. Individual participates in small group dialogue and: - learns about issues or conditions in the community - learns about experiences of others - has opportunity to be heard - has opportunity to voice concerns to stakeholders participating in circle - learns about how community works - forms new relationships with other participants	a. Recruitment of diverse participants b. Facilitated dialogue c. Discussion guides	i. Co-facilitation ii. Special attention to ground rules iii. Recommendations for individual actions iv. Monitoring of individual actions v. Exercise in making personal commitments vi. Testimonials of individual change vii. Community benchmarking viii. Study Circles reunion of past participants ix. Organization to monitor, support and promote individual action
II. Organizational / Institutional Action and Change <i>An established organization or institution experiences change.</i>	G. Organization/institution adapts or expands its mission H. Organization/institution changes org. culture I. Organization/institution creates new program, or changes existing program J. Organization/institution changes position on an issue K. Organization/institution	2. Organization/institution participates in organizing Study Circles program (greater buy-in leads to commitment to change) 3. Leaders or members of organization/institution participate in Study Circles 4. Recommendation presented to organization/institution to initiate action or change 5. Representatives of different	d. Organizing coalition e. Recruitment of diverse participants f. Action Forum g. Task Forces	x. Power/stakeholder analysis xi. Action moments xii. Community benchmarking xiii. Recommendations for group action xiv. Organization created to monitor, support and promote organizational action and change

¹ Excerpted from: Joe Goldman. "Dialogue and Change: A Study of the Use of Community-Wide Study Circles programs to Foster Action and Change." John F. Kennedy School of Government at Harvard University. April 1, 2003.

² Pathways that seem to receive greater emphasis from the Resource Center are in bold.

	<p>improves credibility in community or increases political capital on an issue</p> <p>L. Organization/institution develops new allies, collaborations, coalitions</p>	<p>organizations/institutions begin communicating with each other in circles</p> <p>6. Organization/institution influenced by media coverage of recommendations</p>		
<p>III. Collective Action and Change³</p> <p><i>Individuals come together to form a group in order to initiate action towards change.</i></p>	<p>M. Group forms new organization or program to address problem</p> <p>N. Group raises funding for program to address problem</p> <p>O. Group lobbies decision makers, organizations or institutions to address problem</p> <p>P. Group works with stakeholders/organizations to address a problem</p> <p>Q. Group organizes for or against a community policy or program</p>	<p>7. Groups form within individual circles and act</p> <p>8. Groups form among circle participants at Action Forum to act on recommendation</p> <p>9. Groups form among circle participants based on call to action through a newsletter or other communications vehicle</p> <p>10. Individual participant in Study Circles program organizes group of non-circle participants after program</p> <p>11. Group of non-Study Circles participants form after being influenced by media coverage or Action Forum</p> <p>12. Group formed by members of organizing coalition or sponsoring organization</p>	<p>h. Action Forum</p> <p>i. Task Forces</p> <p>j. Organizing coalition</p> <p>k. Facilitated dialogue</p> <p>l. Discussion guide</p> <p>m. Recruitment of diverse participants</p> <p>n. Recommendations for organizational and institutional change</p>	<p>xv. Paid staff to support follow up</p> <p>xvi. Consistent and timely note taking</p> <p>xvii. Someone to analyze the notes collected in each circle and provide a clear summary</p> <p>xviii. Clear prioritization of recommendations</p> <p>xix. Written action guides</p> <p>xx. Funding set aside to support Task Forces</p> <p>xxi. Monitoring of circles to know when to bring in resources and relevant stakeholders</p> <p>xxii. Power/stakeholder analysis</p> <p>xxiii. Action moments</p> <p>xxiv. Community benchmarking</p> <p>xxv. Organization created to monitor, support and promote collective action</p>
<p>IV. Governance/ Public Policy Action and Change</p>	<p>R. Programs receive public funding</p> <p>S. Public plans (e.g. strategic plan, land-use plan) are developed or changed</p> <p>T. Policies are developed or</p>	<p>13. Recommendations presented to elected officials/public agencies</p> <p>14. Elected representatives/city officials participate in Study Circles</p>	<p>o. Organizing coalition</p> <p>p. Facilitated dialogue</p> <p>q. Discussion guide</p> <p>r. Recruitment of</p>	<p>xxvi. Large number of diverse circles</p> <p>xxvii. Paid staff to support action</p> <p>xxviii. Savvy coordinator who know politics of community and has institutional clout</p>

³ It is noteworthy that this category is different in nature from the others in so far as it describes a kind of action, rather than a kind of change. In other words, it is not specified what kind of change collective action will generate. The other categories are targeted towards a specific type of change – an individual, an organization, public policy, or the culture of the community.

<p><i>Change is made in the governance or public policy of a community.</i></p>	<p>changed</p> <p>U. Policies or programs receive increased political attention, support or opposition</p> <p>V. Governmental leaders change their behavior, attitude towards issues, orientation towards the public</p> <p>W. New agency or commission leaders are appointed</p> <p>X. New representatives are elected</p> <p>Y. New public agencies or institutions are formed</p>	<p>15. Organization or group advocates for recommendations with elected officials/public agencies.</p> <p>16. Elected representatives/public officials commit to implement recommendations prior to launch of program</p> <p>17. Influential stakeholders participate in Study Circles and use influence to impact elected representatives/public officials</p> <p>18. Critical mass of individuals participate in Study Circles</p> <p>19. Rippling effect of participation in Study Circles creates critical mass</p> <p>20. Media coverage of Action Forum and recommendations influences officials</p>	<p>diverse participants</p> <p>s. Recommendations</p> <p>t. Action Forum</p> <p>u. Task Forces</p>	<p>xxxix. Organizing that reaches public officials and obtain buy-in</p> <p>xxx. Keeping decision makers informed during circles</p> <p>xxxii. Consistent and timely note taking</p> <p>xxxiii. Assign someone to analyze the notes collected in each circle and provide a clear summary</p> <p>xxxiv. Clear prioritization of recommendations</p> <p>xxxv. Monitoring of circles to know when to bring in resources and relevant stakeholders</p> <p>xxxvi. Power/stakeholder analysis</p> <p>xxxvii. Action moments</p> <p>xxxviii. Community benchmarking</p> <p>xxxviiii. Organization created to monitor, support and promote public policy action</p>
<p>V. Change in Culture of Community</p> <p><i>Change occurs in how a community addresses problems and engages the public.</i></p>	<p>Z. Permanent mechanisms or institutions are created to involve the public in public planning or decision making</p> <p>AA. New organization or institution is created to support on-going Study Circles programs</p> <p>BB. Community groups use deliberative processes when community problems arise</p>	<p>21. Critical mass of individuals participate in Study Circles</p> <p>22. Rippling effect of participation in Study Circles creates critical mass</p> <p>23. Important public institutions, organizations or agencies organize Study Circles programs</p> <p>24. Elected representatives/city officials participate in Study Circles</p>	<p>v. Organizing coalition</p> <p>w. Diverse recruitment</p>	<p>xxxix. Repeated circles</p> <p>xl. Buy-in from community stakeholders</p> <p>xli. Power/stakeholder analysis</p>