

# Change, Challenge & Opportunity

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CLASS

# Change Theory

- Micro Change – within the individual
- Macro Change – around the individual

Micro change is when we look to clinically, or therapeutically change the person or his/her circumstances. This change is where we work specifically with the person to have them learn something, acquire something, or utilize something that will make them more viable.



# Micro Change – the clinical model

- Individual is the problem
- Locus of the problem is in the person
- Actions look to identify or label the problem
- Usually an expert or specialist oversees the action
- The goal is to enhance or augment the person

Macro change is about the environment around the individual. This type of change revolves around the perceptions, attitudes and assumptions about the issue. Macro change attempts to change these attitudes in either formal ways (through laws) or informally through relationships.

# Macro Change – community model

- Problem is not person, but assumptions
- Locus of the problem is around the person (in the community and community perceptions)
- Actions are to find similarities and then link the person to these communities/experiences
- The individual and their interests are key
- Goal is to help person build social capital and how these relationships change people

# Macro Change – Formal changing the Rules

Sometimes macro change is about adjusting or creating a new law, policy, procedure or other type of formal action that will mandate change. Examples here are the Civil Rights Act, or the Americans with Disabilities Act.

# Macro Change – Informal building Relationships

Given that laws do not always promote new assumptions, macro change suggests a simultaneous effort at informal change. This is best done when people have conversations and build solidarity. Their sameness begins to promote attitudinal change.

“Human conversation is the most ancient and easiest way to cultivate the conditions for change – personal change, community and organizational change, planetary change. If we can sit together and talk about what’s important to us, we begin to come alive.”

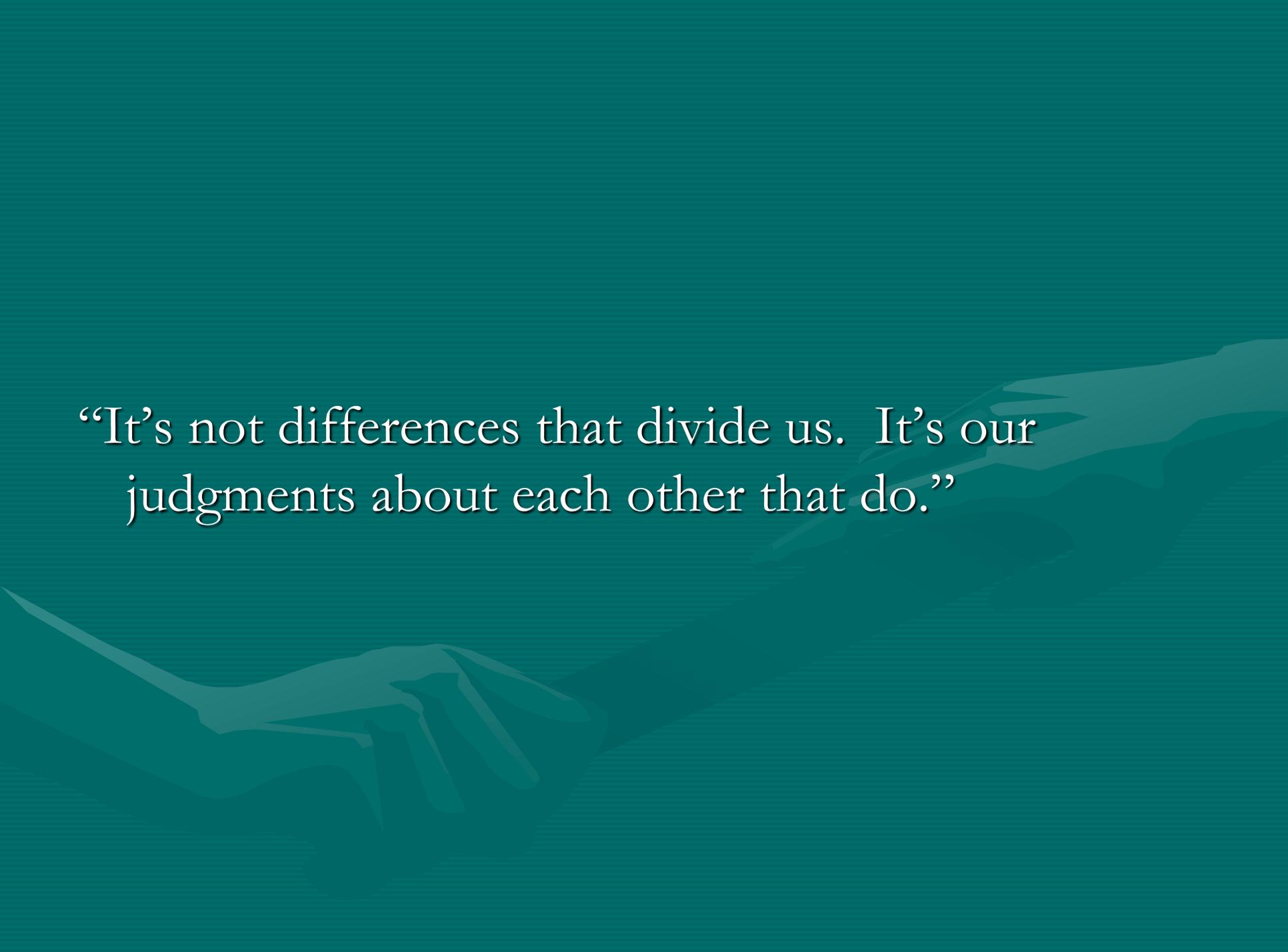
Margaret Wheatley

# Conversations

Often conversations are formal or pedagogical, but these downward exchanges do not move people and relationships forward. Rather, what has greater impact between/among people is when conversations are emotional, practical and fluid.

# Conversation Principles

- Acknowledge each other as equals
- Stay curious about each other
- We must work hard at listening
- We must slow down to think and reflect
- Conversations are natural ways to think together
- We must expect it to be messy at times



“It’s not differences that divide us. It’s our judgments about each other that do.”

# Community and Social Capital

Community is a network of different people, who come together regularly, for something in common.

Similarities connect us, but difference create challenges

How we get beyond these differences are influenced by 1. Regularity of exchange and 2. More Similarity within these exchanges

# Community and Social Capital

- Promotes ethical behavior
- Influences and builds all the major pro-social behaviors of tolerance, respect, kindness, honesty, cooperation
- Enhances healthfulness and happiness
- Keeps us safe, sane and secure
- Actually promotes longevity

“One of the biggest flaws in our approach to life is the Western belief that competition creates strong and healthy systems. But competition among individuals is not the dominant way life works. It is always cooperation that increases over time in a living system. Life becomes stronger through systems of collaboration and partnering, not through competition.”

Margaret Wheatley

“If you belong to no community and decide to join one, you cut your risk of dying in half over the next year.”

Robert Putnam

# Building Community

- Look to (or help others) find their common passions
- Look for places (communities) where these common passions are celebrated
- Find out what is important in how this community behaves (Rituals, Patterns)
- Look for (or become) the Gatekeeper to other community members

# Gatekeepers

In community, the gatekeeper is key to informal change or behavior adjustments. Gatekeepers are influential members of a community that promote or deter certain behaviors and actions. When a gatekeeper endorses, or rejects a certain behavior or action most other people follow the trend. Think of your own behaviors and who was influential. This is strong “social influence theory” at work.

# Types of Gatekeepers

- Positive, proactive players who see opportunities or possibilities
- Negative, reactionary players who see obstacles or problems
- Right-brain thinkers who see macroscopic issues and bigger picture realities – Stories.
- Left-brain thinkers who focus on details and clear, objective issues – Statistics.

“There must be a beginning to any great matter,  
but the continuing into the end, until it be  
thoroughly finished, yields the true glory.”

Sir Francis Drake

# An Aztec Story

“A long time ago there was a great fire in the forests that covered our Earth. People and animals started to run, trying to escape from the fire. Our brother owl, Tecolotl, was running away also when he noticed a small bird hurrying back and forth between the nearest river and the fire. He headed towards this small bird.

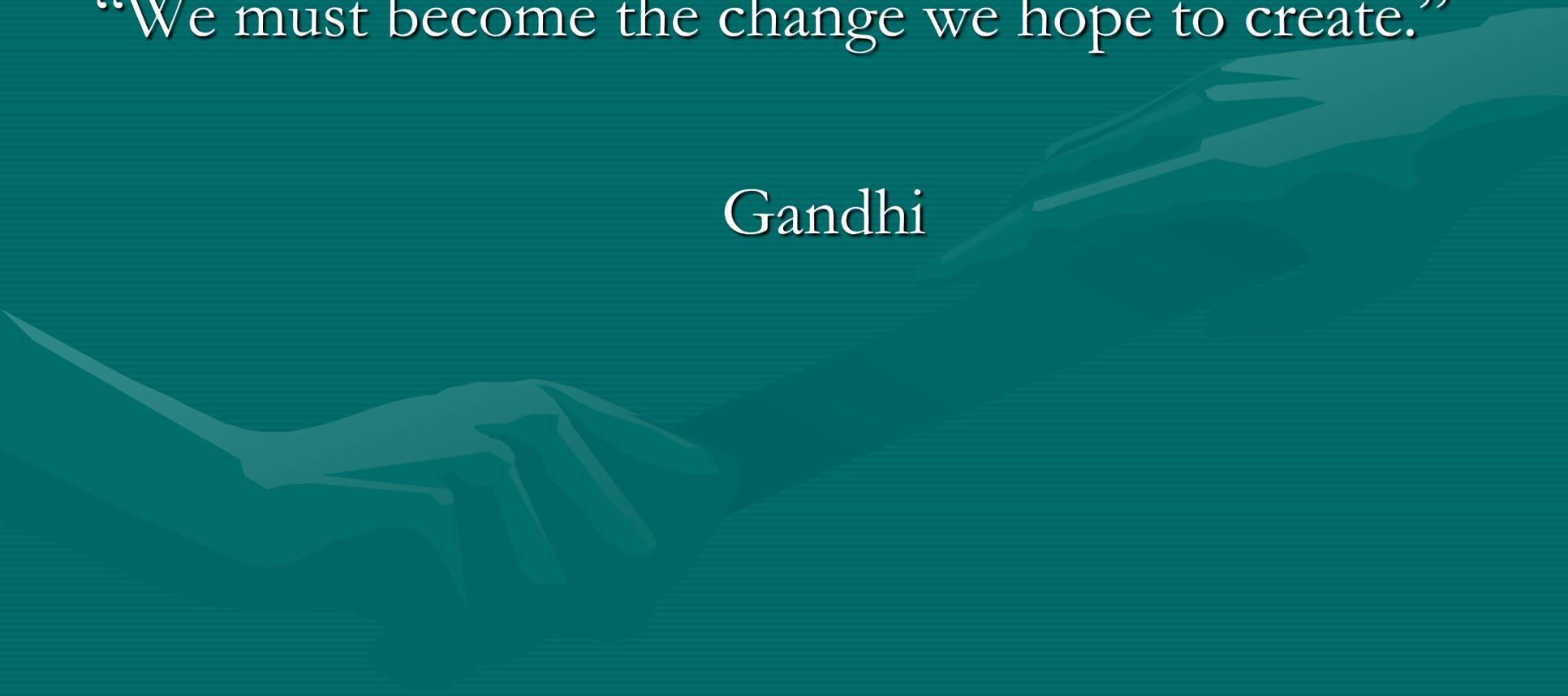
“He noticed that it was our brother the Quetzal bird running to the river, picking up small drops of water in his beak, then returning to the fire to throw that tiny bit of water on the flame. Owl approached Quetzal bird and yelled at him:  
“What are you doing brother? Are you crazy? You are not going to achieve anything by doing this. You must run for your life!”

“Quetzal bird stopped for a moment and looked at the owl, and then answered: “I am doing the best I can with what I have.”

It is remembered by our Grandparents that a long time ago the forests that covered our Earth were saved from a great fire by a small Quetzal bird, and owl, and many other animals and people who got together to put out the flame.”

*“We must become the change we hope to create.”*

Gandhi



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