

„It don't mean a thing,  
if you ain't got that swing“

# Empowerment for Change

Linking Community Psychology to  
Community Building and Societal Change  
in a Global Perspective

# What if...



## ... Community Psychology mattered to the World?

What is the World  
of Community Psychology?

# 30 years ago...



**„...the real key to social change is in the attitudes, values, goals and political-economic ideology and social policy of which institutions themselves are composed and on which organisations are based.“**

**(Julian Rappaport 1977, p.180)**

# Trends and Visions



- “Glocalisation” of Community Psychology
- Community Psychology as a “Linking” Science and Practice
- The Macrosystem and Community Psychology
- Community Psychology becomes Politically Active (again)

# Global Challenges

**BoP (Base of the Pyramid)  
and the Future Role  
of Community Psychology**

# BOP and World Economic Output

T  
O  
P

78% of global GDP

High income  
(>9'000 USD/Y)

15%  
of world  
population

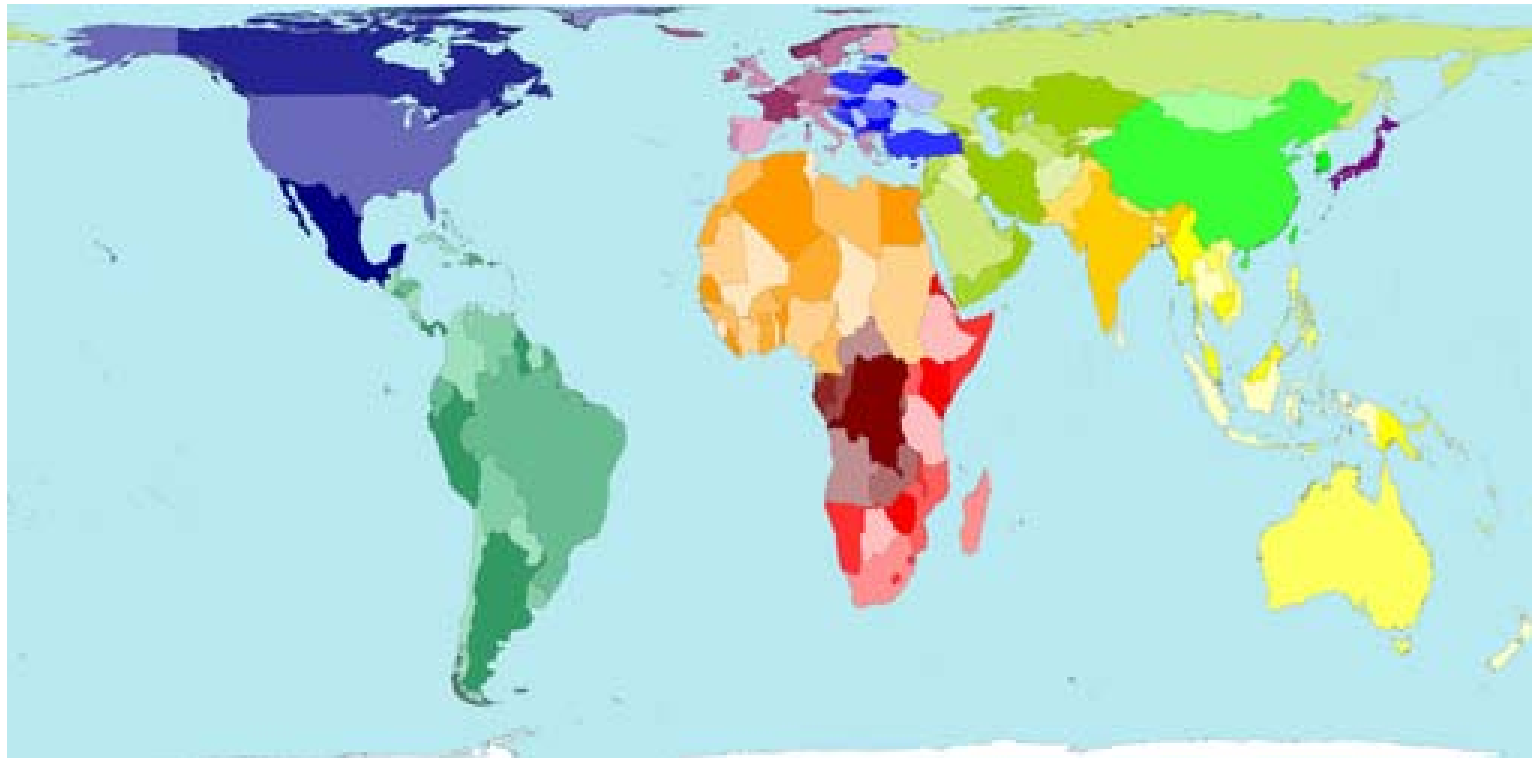
B  
O  
P

22%  
of global  
GDP

85% of world  
population

Low/middle  
income

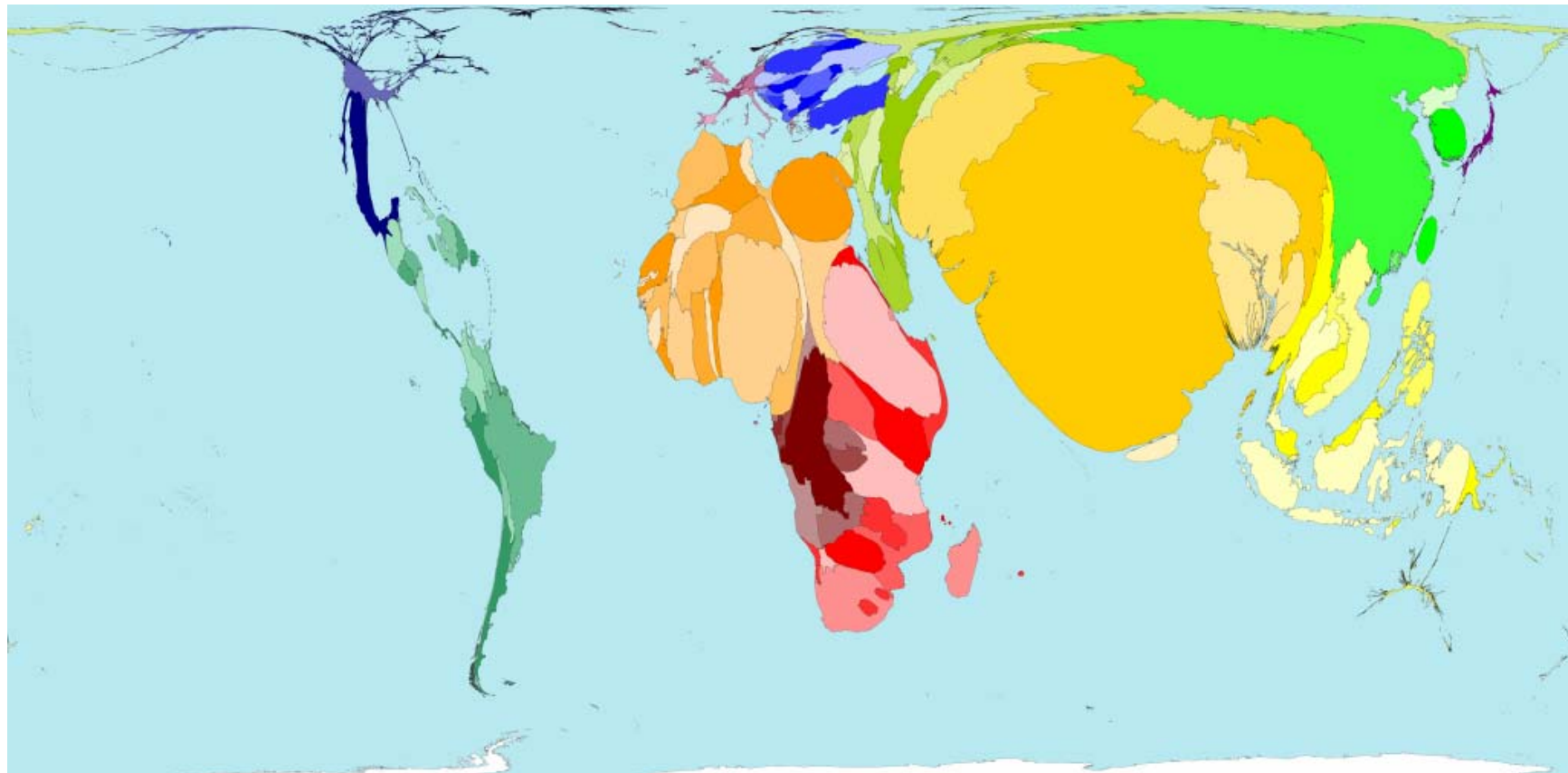
# The World - Territories



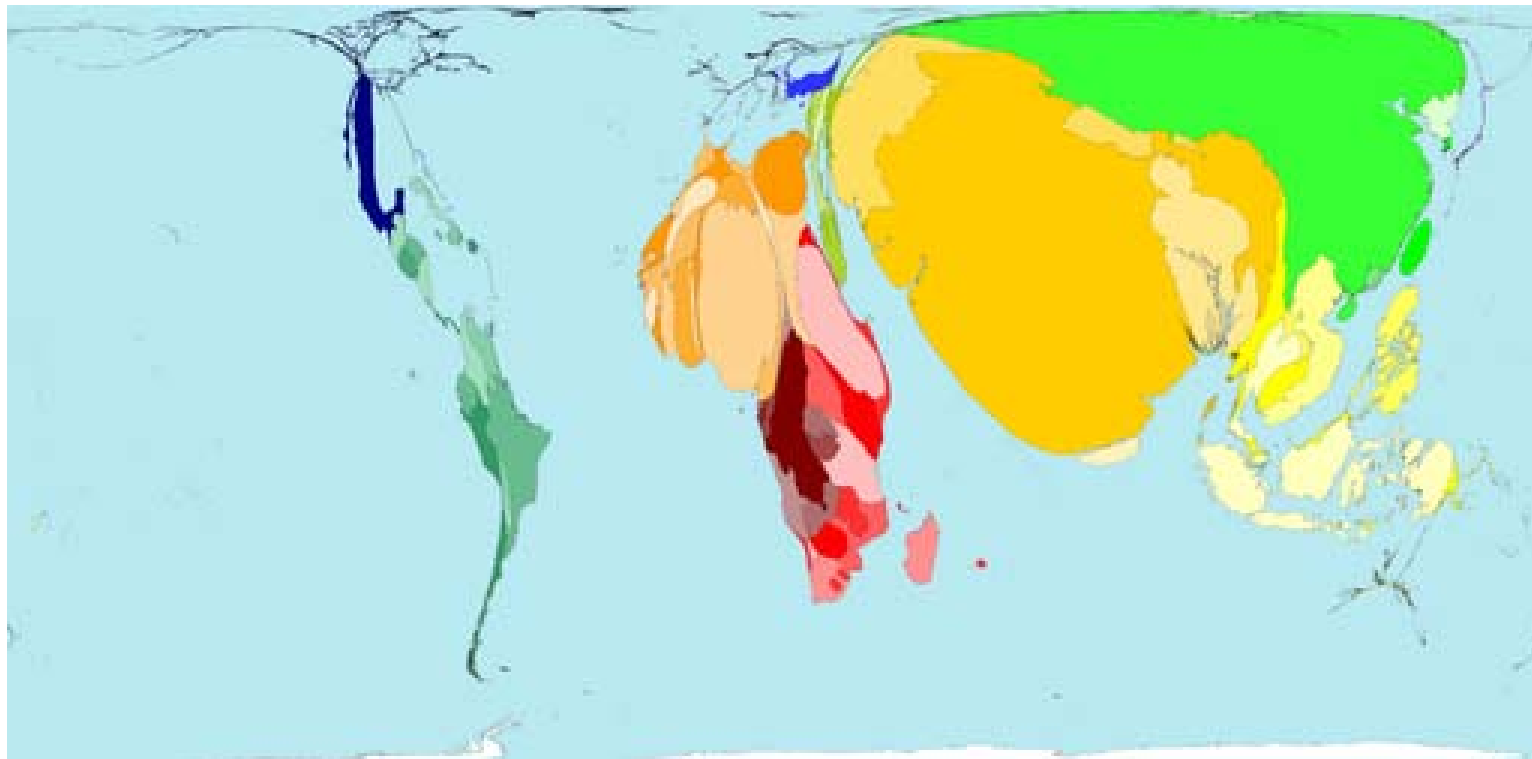
# Human Poverty



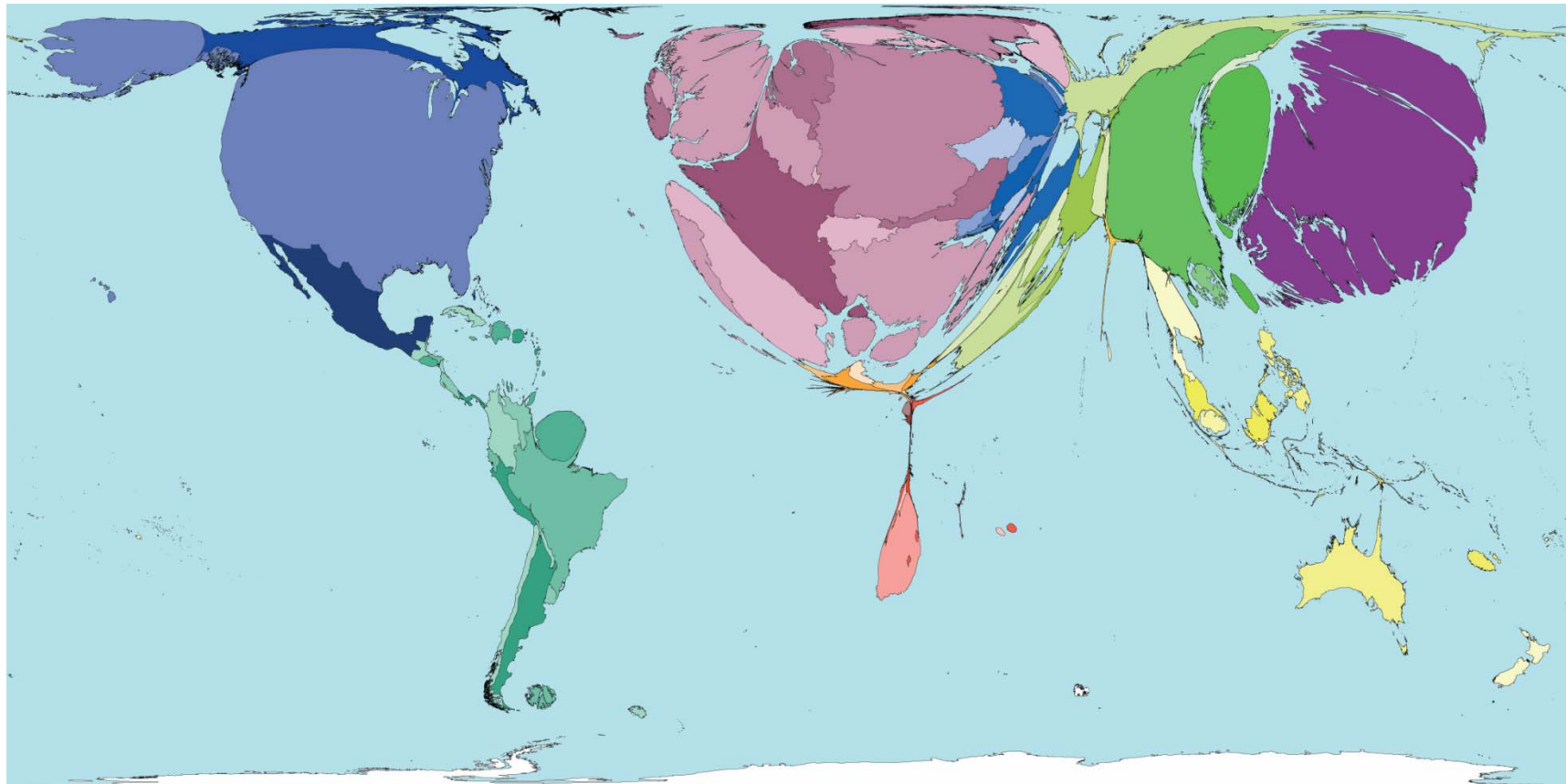
**OECD-Index:** *income, life expectancy, literacy, unemployment, water quality, underweight children*



# Absolute Poverty (under 2 \$/Day)

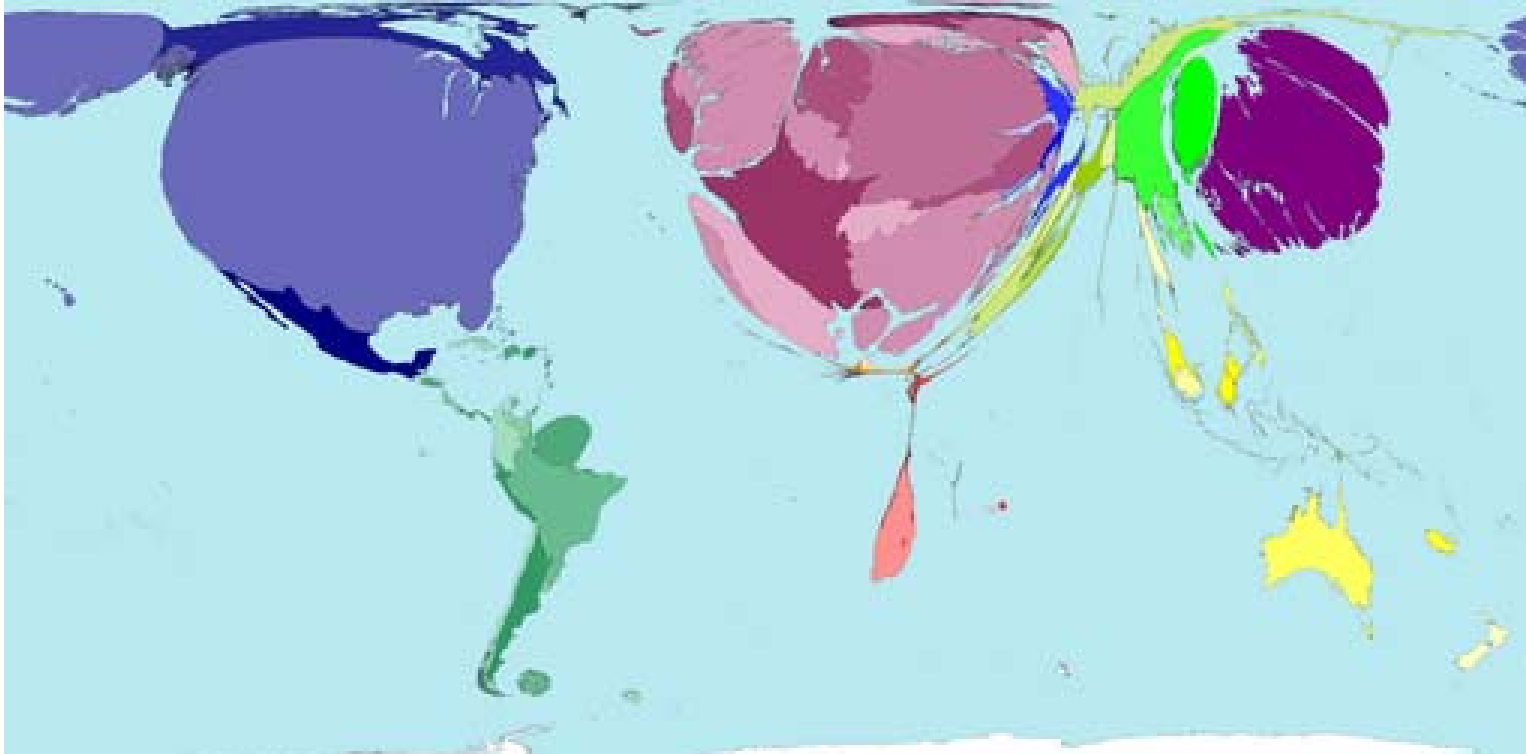


# Prosperity (50-100\$/Day)

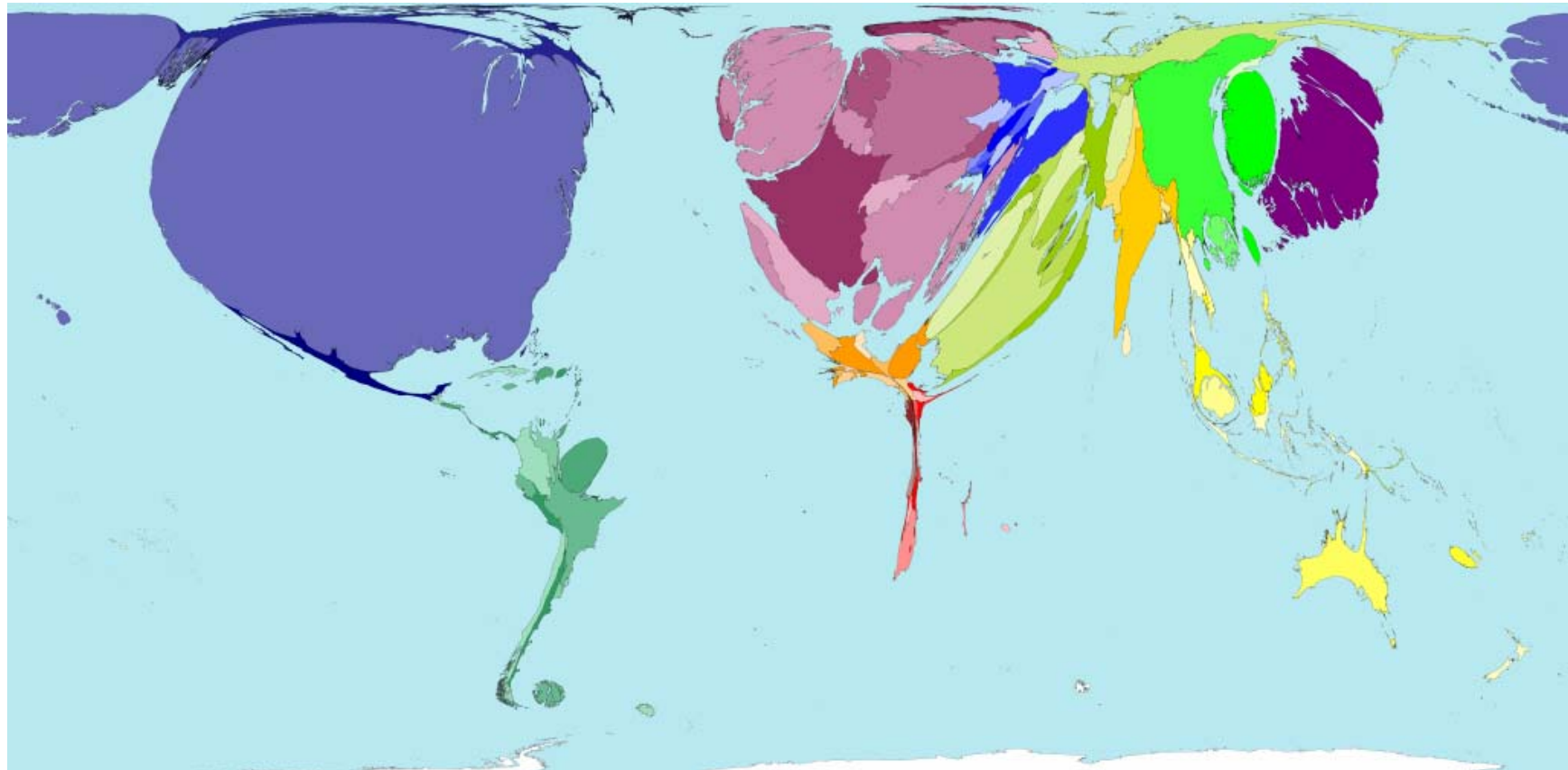


# Wealth

100-200 \$/Day



# Military Expenditures (2002)



# Base of the Pyramid



- Link social innovation with a business case
- B24B = business to 4 billion people: more than 4 Billion people (i.e. 2/3 of mankind) live based on less than 2 \$/day
- **David Bornstein:** like in the medieval: gentry and guilds restrict active participation in the economic system
- **Joseph Stiglitz:** the global economic system is a system for affluent people – not more than 1/3 of the people in the world are entitled to participate actively – even less can make decisions
- **We possibly need a new economic system based on the idea of social enterprises (mission based enterprises)**

# Base of the Pyramid (BoP)



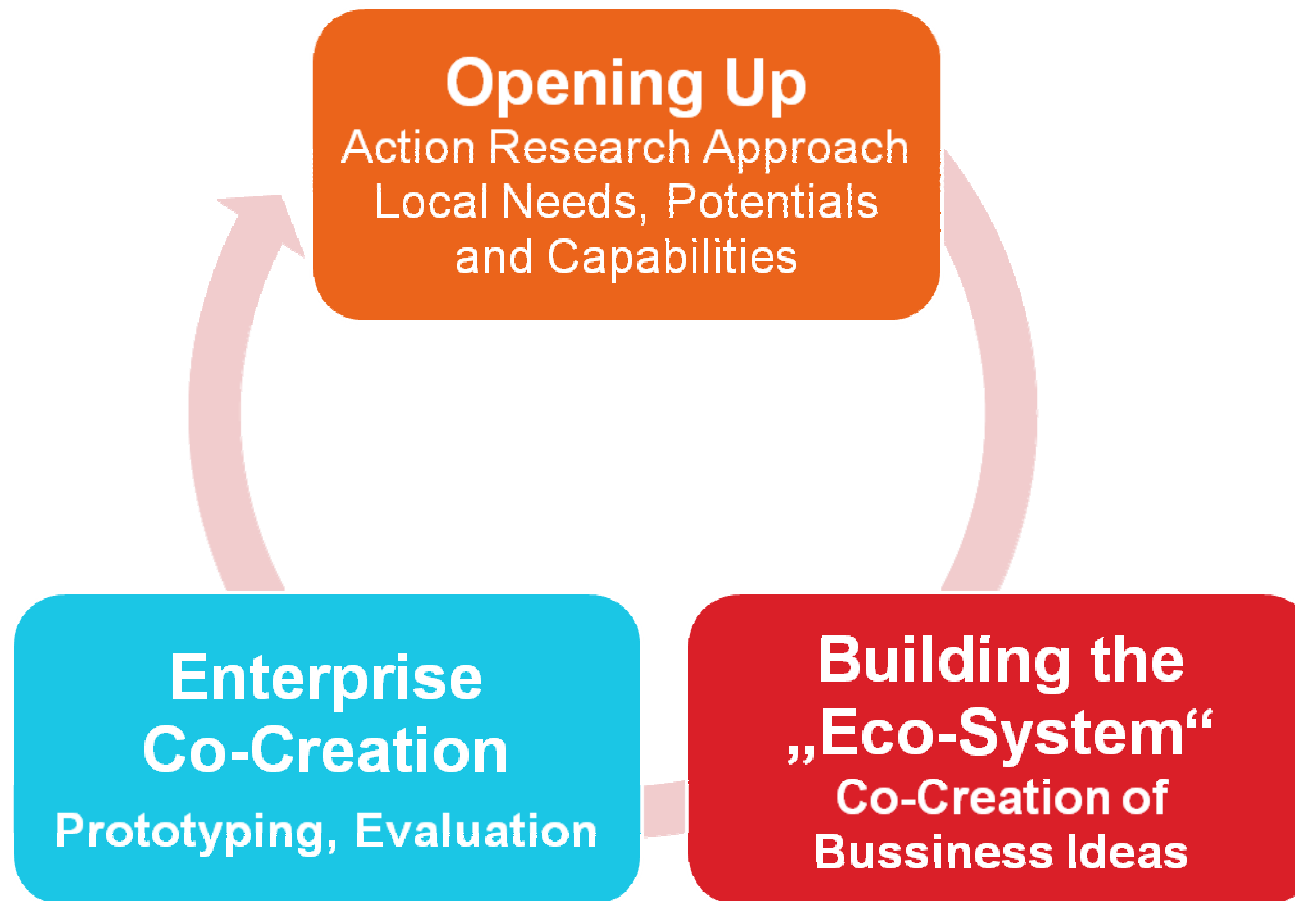
- **C.K. Prahalad & Stuart Hart:** The Fortune at the Bottom of the Pyramid
- **Stuart Hart:** Capitalism at the Crossroads
- **Prahalad:** people in need are no victims, but highly resilient and creative consumers and entrepreneurs
- **Hart:** „poor“ people tend/need to be creative and innovative business-partners and social entrepreneurs

# BoP-Case Studies



- **Asia, South America, Africa:**  
Microcredits (Grameen Bank, Muhammad Yunus)  
**become an active member of the social-economic dynamics**
  
- **India:** E-Choupals – collaboration of local farmers and IT-company (ITC)  
**local pricing**
  
- **India:** Hindustan Lever - Shampoo for cold water  
**develop needs oriented products**
  
- **Kibera Slum (Nairobi/Kenia):** small business partnership with global player J.C. Johnson  
**youth alliance and big business in joint venture cleaning company**

# The Logics of BoP-Protocol



# BoP-Principles



- Initiating **mutual value chains** between local groups and global companies
  - **1:** Team Building, Needs Assessment, Deep Dialogue, Ideas for Social Innovations
  - **2:** Develop Resources und Capabilities – Partnership and Networking – Business Plan – Local Commitment and Action
  - **3:** Enterprise Prototyping – Evaluation – Start-up Company

# Potentials for Community Psychology?



- ❑ **BoP-Principle:** Community Building and Empowerment by supporting entrepreneurship
- ❑ Detect and develop strengths and capabilities of
- ❑ Local and global enterprises als Mentors/Supporters
- ❑ Foster Social Entrepreneurship and Expand Social Responsibility (CSR)
  - ▣ Learning Journey – Teamacademy SL
  
- ❑ **Adapt BoP for Industrialized Countries?**
- ❑ **Consequences for Community Psychology?**

# Social Innovation and Empowerment

## Balancing Tasks for a new Era

Prof. Dr. Wolfgang Stark

# Societal and Social Innovations

## Dialogue and Intersectoral Collaboration



- Demographic change and change in global society requires a new perception of the world
- Dialogue and Mutual Support is needed
- Start linking
  - Old and young – **Learning across generations**
  - Establish new intersectoral alliances – **test new forms of collaboration**
  - Individuals – Groups – Structures – **Empowerment Processes**
  - past – present – future – **sense emerging futures**
  - Evaluated programs and experimental settings – **enable mutual risk taking**

# Initiate Social Innovations as the future skill?



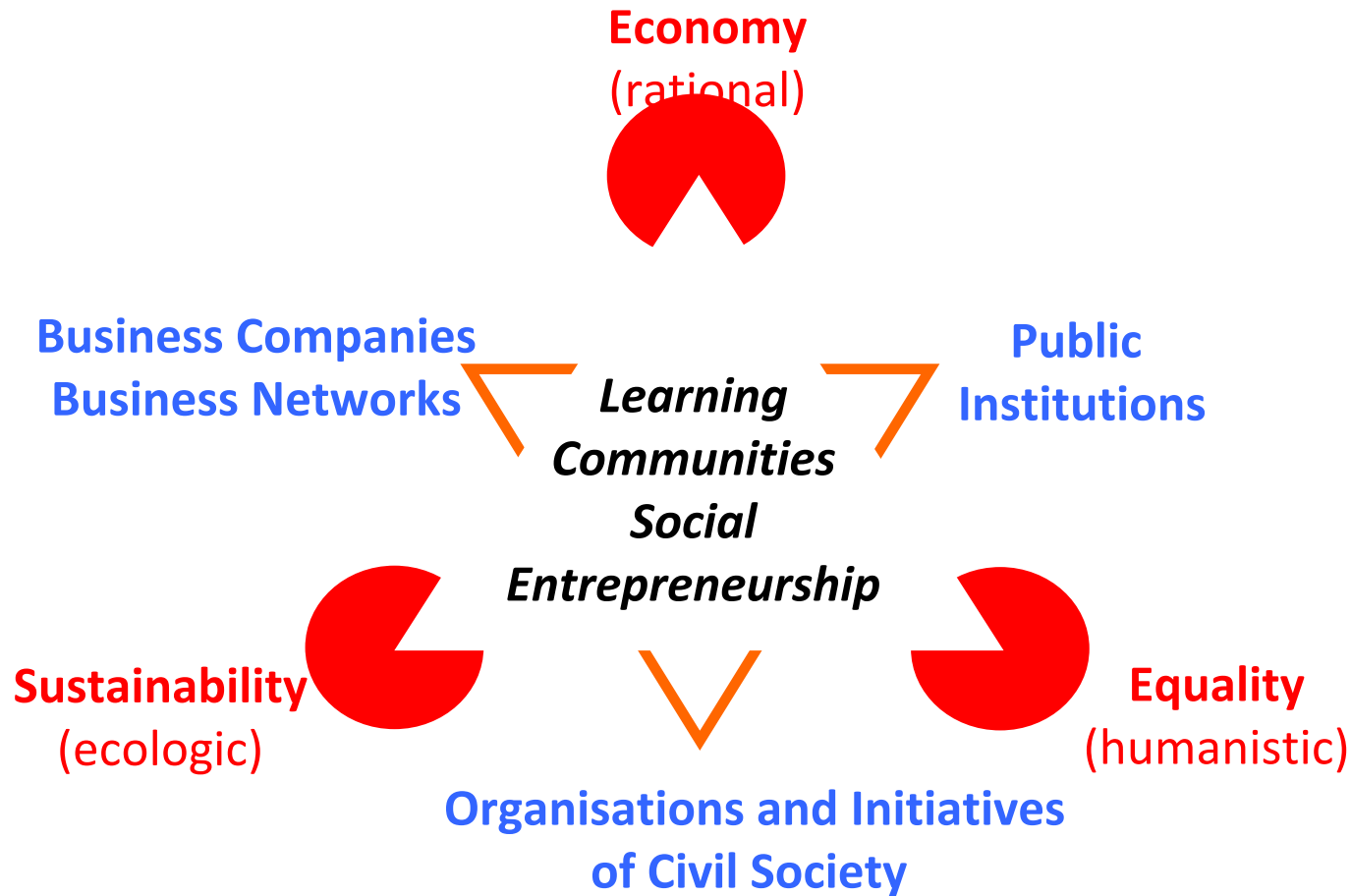
## Incremental Innovations

- Reduce costs or develop functional improvement of already existing products, services or processes
- Use well-known knowledge
- Try to enhance competitiveness in already existing markets
- **Low risk**

## Radical Innovations

- New products, services or processes meeting unknown/not yet known specifications and qualities
- Based on new knowledge
- Changes and transforms existing markets or creates new markets/areas of work
- **High risk**

# Radical Innovation in Civil Society



# Intersectoral Alliances and Collaboration in Society



## Prerequisites and Consequences

- ❑ **suspend judgement**
- ❑ Companies as Corporate Citizens –  
Social responsibility adds value to money
- ❑ Entrepreneurial Solutions for social problems
- ❑ Enhance Social Entrepreneurship both for Non-profits and business
- ❑ Social Innovations are both a business and societal opportunity (Corporate/Community Social Innovation)

# MetaLog-Process to develop Innovative Social Entrepreneurship



- **Find Real Tensions in Society**
  - Research discrepancies between reality and desire
  
- **Develop Shared Goals**
  - Look at common future – why do we collaborate?
  
- **Rapid Prototyping**
  - Try to experiment with new ideas together with users?

# Designing the Metalog-Process



## □ Regional Kick-Off

- Mutual Steering Committee  
(State, Municipalities, Companies, non-profits)

## □ Multi-Stakeholder-Conferences

- What wants to emerge?  
(Regional/Local Actors)

## □ Future Labs for Social Innovations

- Experiment  
Action-groups  
Social Entrepreneurs

# Empowerment

Building Capabilities – Discovering Potentials



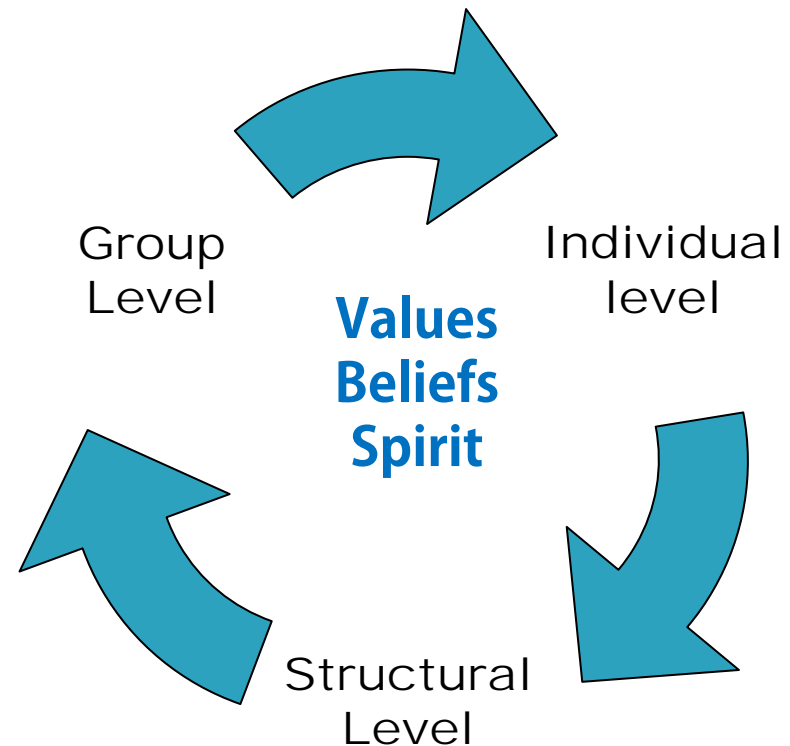
## Empowerment

means to discover, support and foster the potentials and capabilities of people and systems by

- using their individual and collective strengths, skills and motivation
- bridging the gap between individuals, groups and structure
- developing a culture of mutual responsiveness and social responsibility

# Levels of Empowerment

- ❑ Synergy occurs when all three levels of empowerment are linked...
- ❑ ... by using the power of values and beliefs
- ❑ Method: narratives, dialogue, develop scenarios, cultural projects



# Skills for Empowerment

## Interactive and Structural



**Design Skills** (strategic-innovative and creative)

mutual knowing, awareness, open minded, playful

**Action Skills** (efficient, transforming and implementing)

co-creation, participative decisions, mutual responsibility

**Social Skills** (cooperative, self-organizing)

community building, responsiveness, inclusion

# Empowerment as a professional strategy



- **Create links between**
  - **local and global**
  - **Movements and strategies**
  - **Individuals, groups and structures**
  
- **Priorities**
  - **Bridging the gap between disciplines**
  - **Translate between cultures**
  - **Be active – try to learn from failures**
  - **Discover opportunities instead of helping**
  - **Empowerment for professional Community psychology**

# Summary



- ❑ **Don't reduce complexity!**  
**Discover the rules of complexity!**
- ❑ **Build learning communities**  
community action research and corporate social innovation
- ❑ **Need for new key competencies and new leadership**
- ❑ **Discover Empowerment Patterns in organizations, communities and society**

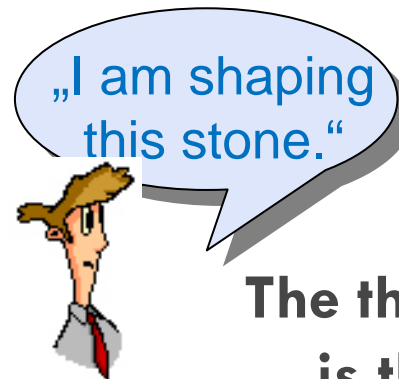
# Three stone-masons are working on the base of Notre Dame...



The first one looks grim,



The second one is focussed



The third one is thrilled,



... but all three do the same work.

# BoP-Beispiele in Europa



- **BISS e.V.** und andere
- **ConViva**
- **Die Zweite Sparkasse (Österreich)**
- **IfBS e.V.** – interkultureller Bildungsverein
- **Democariss** – Beteiligung und Qualität in Schulen
- **Social Entrepreneurs**
  - ▣ International und Deutschland:  
[www.ashoka.org](http://www.ashoka.org) oder [www.germany.ashoka.org](http://www.germany.ashoka.org)

# Shared Goals



**“Find the most powerful common commitment shared goals and shared risk”**

instead of

**“Who is right, who is wrong?”**

**sense**

- Perceiving the world in an explorative way – what do we sense?

**inspire**

- What are our aspirations/ what do we really want?

**Create/give birth**

- What is our quest/aspiration?

Man darf die Zukunft nicht als einen Drachen sehen, den es zu erlegen gilt.

Man muss die Welt mit sanftem Blick betrachten.“

# Tension Research

**look at emerging futures (what wants to emerge?)**

**instead of**

**How can we improve a situation?**

**Research on the physical world (tangibles)**

- “concrete action and work – what and how?”
- “how do they achieve which results/performance?”

**Research on Ideas, Visions and Values**

- “What do they think?”
- “What do they care for?”
- “Which are the concerns?”

**Research on the emerging world**

- “What do they strive for?”
- „What do they search for?“

Important:

Suspend Judgement

Open Mind

# Rapid Prototyping – Be Experimental!

- ❑ **Experiment and test social innovations and ideas as soon as possible together with users**
- ❑ **Try to engage in a permanent dialogue with your environment; really listening to any kind of feedback**
- ❑ **Try to listen to the „draw of future“ instead to the pressure of the past**

## Basics

- ❑ Informed trial and error is more successful than developing single plans
- ❑ Use the pressure of time to get started
- ❑ Be playful in order to be innovative
- ❑ Experiment – don't ask for permission, rather apologize  
That's the way mankind always developed new ideas
- ❑ Try to fail as often as possible –  
in order to be successful as soon as possible

# MetaLog - Planned Results



- ❑ entrepreneurial solutions for regional social challenges
- ❑ Test viable and attractive new approaches
- ❑ Test new social entrepreneurships
- ❑ Develop a regional culture for social entrepreneurs

# *How do we realize that we have learned something?*



- Please recall a situation, when you had the feeling that you have **learned** something:

**What conditions or circumstances  
have influenced  
your learning process?**

- Please tell the person next to you about this experience.

# *1. Balancing the „oxymoron“ of organizational learning*



**To learn**

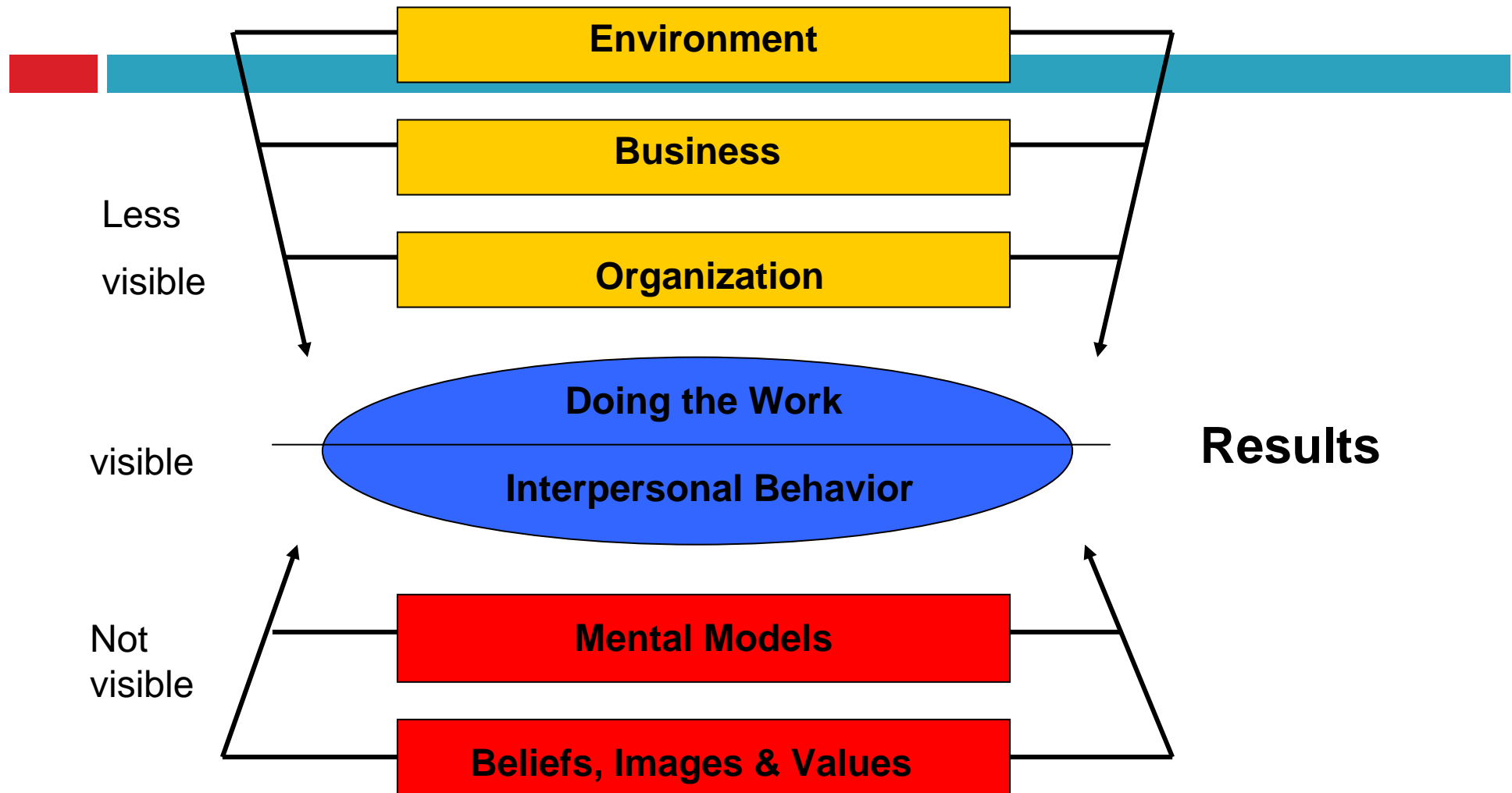
**means to disorganize and increase variety**

**To organize**

**means to forget and reduce variety**

Weick & Westley 1996

# Learning Structures



D. Kantor

# Forms of Learning



- **Single loop learning** – Adaptive Learning

*Do the things right!*

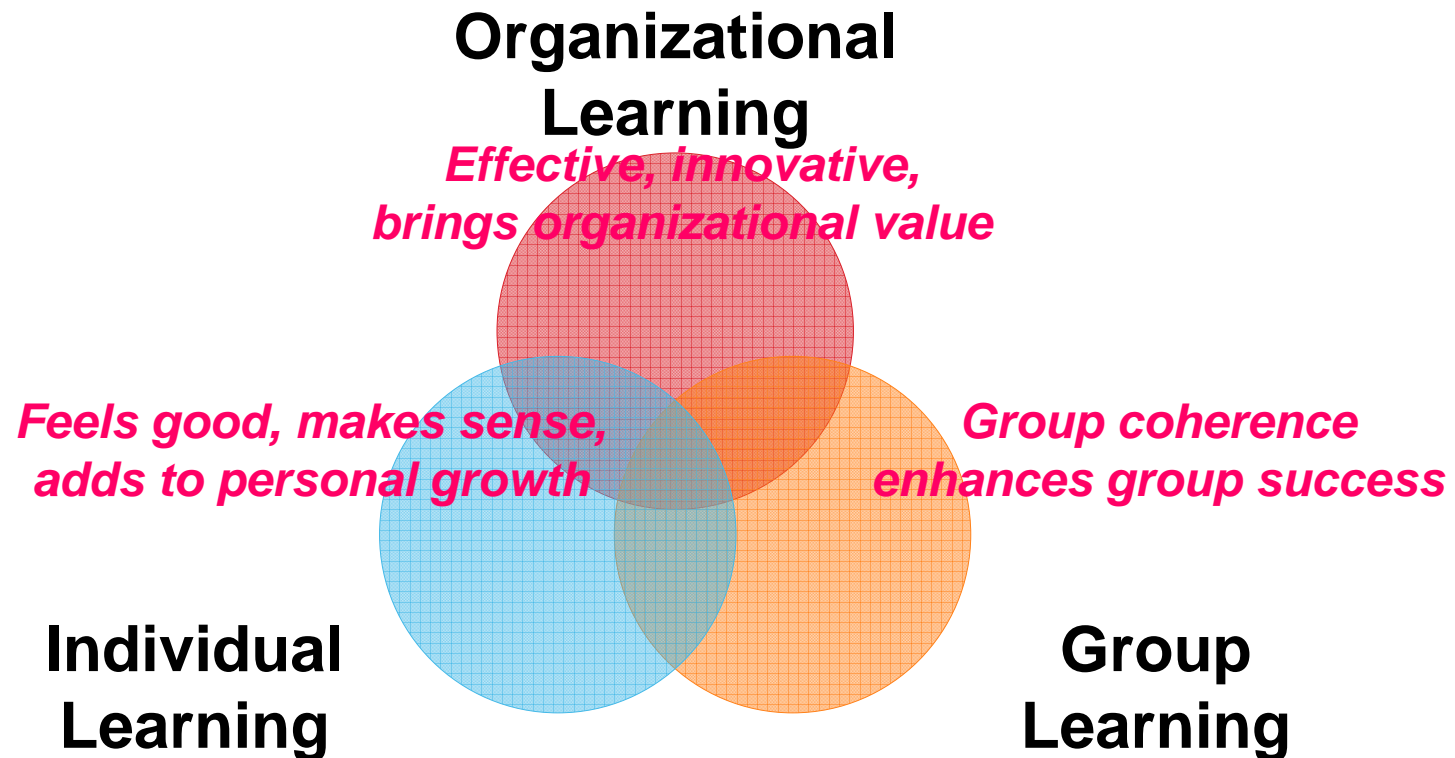
- **Double loop learning** - Take the Risk to Change

*Do the right thing!*

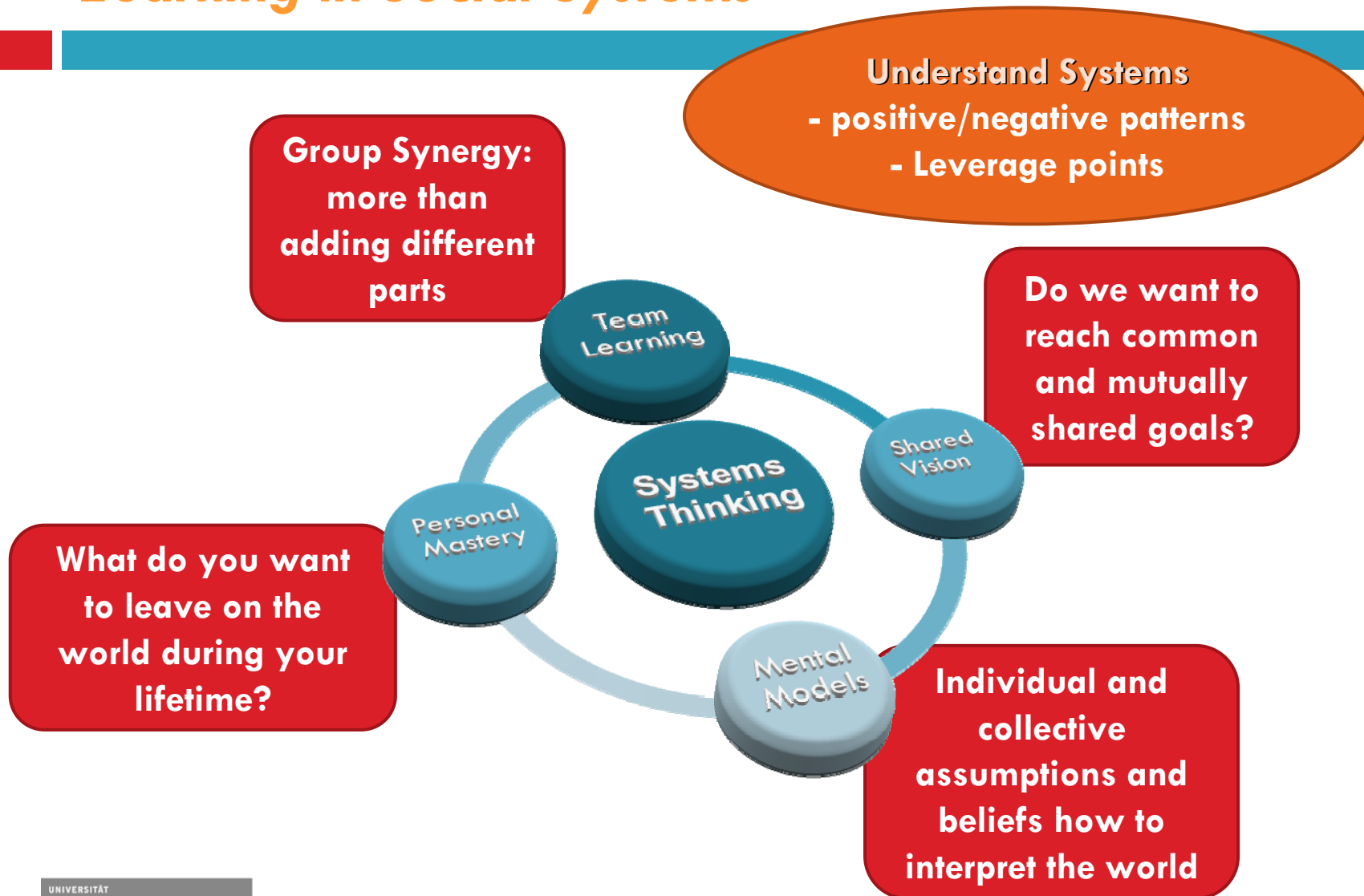
- **Triple loop learning** – Learning how to Learn

*It ain't what you do,  
it's the way you do it!*

## 2. Balancing different learning dynamics



# Five Disciplines of Learning in Social Systems



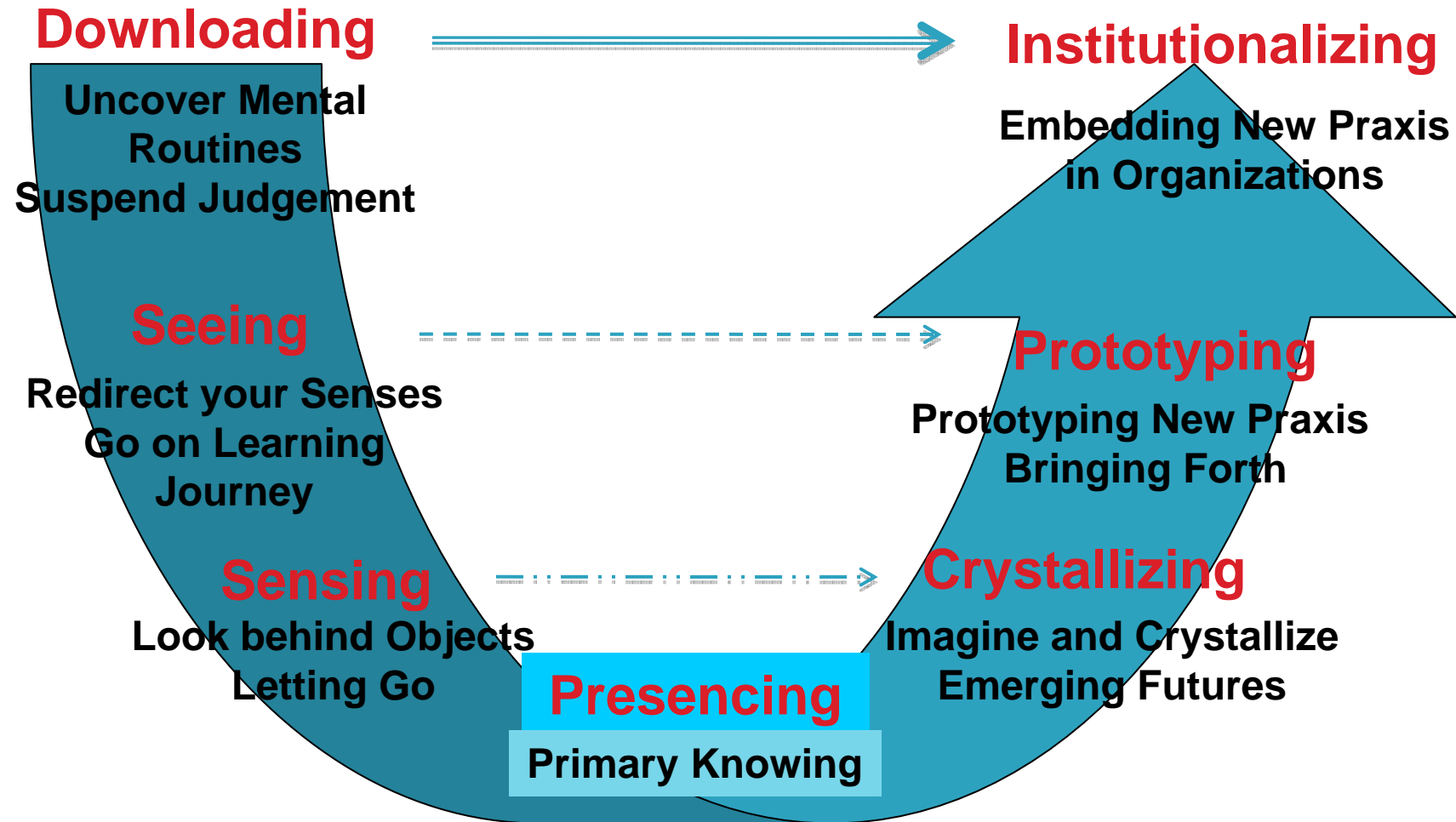
### 3. *Balancing* *two sources of learning*



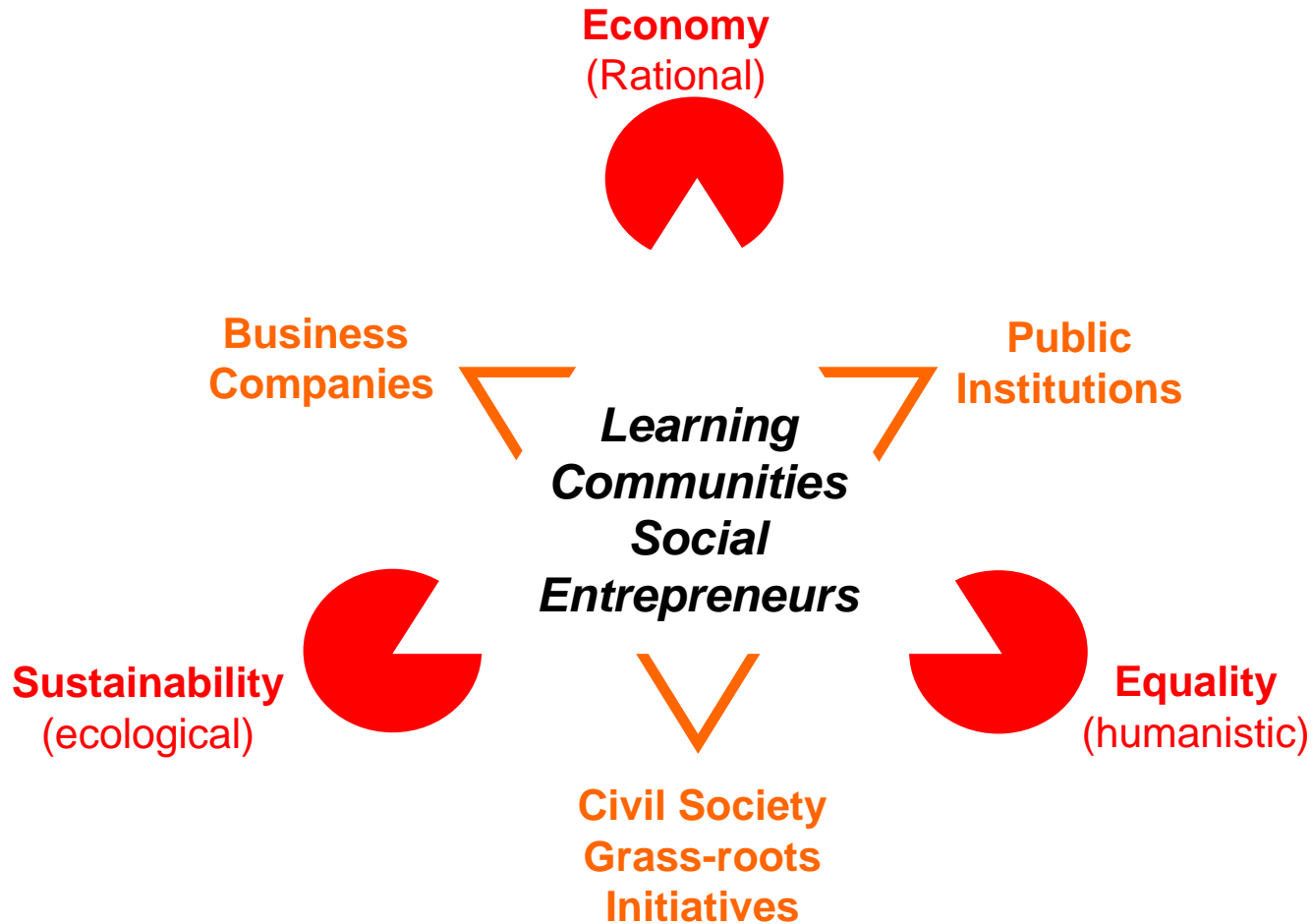
- *The past* - learn by reflecting on the experiences of the past:  
*act – observe – reflect – plan - act*
- *The future* - learn from the future as it emerges:  
*sense and presence the future that wants to emerge*

# Presencing:

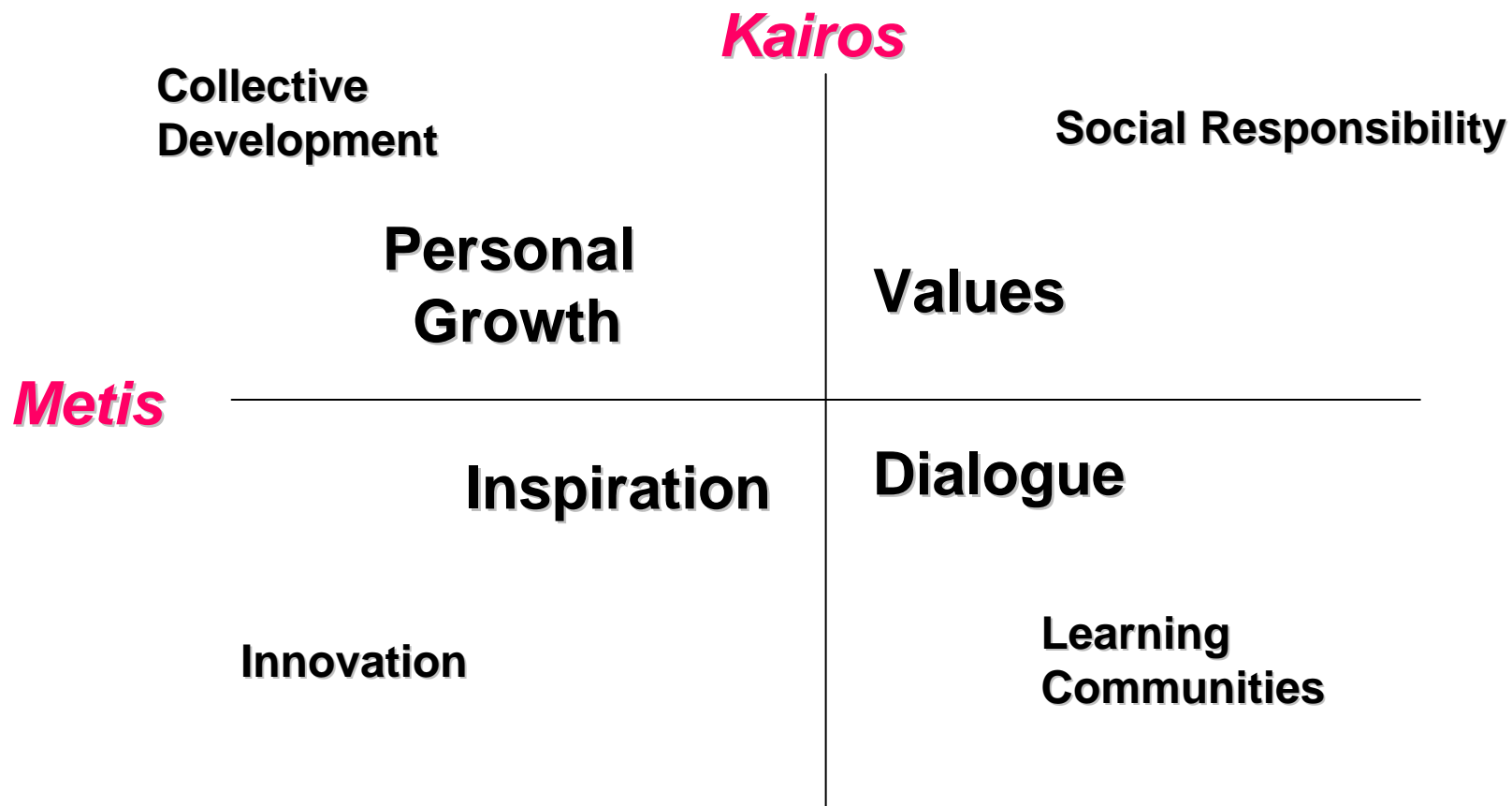
## Emerging Futures and the Flow of Organizational Learning



# Radical Innovation in Civil Society



# 4. Balancing Learning and Time



# Do we use a social systems model, which is enhancing learning?

