

ENGAGED CITIZENRY

Old-School Solution to Newfangled Problems

By: Robert V. Tobin, MPA*

Arrival of the Information Age was accelerated by private sector leaders' adaptation of traditional top-down corporate structures to foster more inclusive employee input systems. Yet their public sector counterparts' continue applying yesterday's problem-solving methods to tomorrow's challenges, producing the many seemingly intractable problems facing our society.

Three research studies describe philanthropic, economic development and social service initiatives addressing very different community problems whose common solution was found hiding in plain sight.

Money and methodology mattered in each case, of course, but mentality was the key to their successes. Each made the switch from long-dominant monocratic decision-making processes to bottom-up principles of democracy upon which America was founded and its economy now increasingly relies.

During his famous 1858 debates with Stephen Douglas, Abraham Lincoln observed: "Public sentiment is everything. With it, nothing can fail. Without it, nothing can succeed." Yet citizens' opinions are now at least as much the effect as cause of decision-making at local, state and national levels.

Rather than trying to mold or manipulate citizens' views, these studies separately concur that engaging them sooner in civic decision-making gets faster, better, cheaper and longer lasting results.

Two millennia of mounting evidence proves "... tremendous inefficiency in human activity whenever people are pushed instead of being allowed to move under their own power."¹ The question is *not*: why aren't bottom-up approaches used more often? But rather: why is it that top-down methods still are?

After sending Americans throughout the world to fight for the spread democracy in recent decades, there is good reason to address growing indications of its need for resurgence here at home.

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HOW GOOD-DOERS BECOME DO-GOODERS

[“Beyond the Brink: A New Call to Action on Resident Engagement by Community Foundations”](#)² reports on the ground-breaking work of the National Task Force on Community Leadership.

It offers local philanthropic agencies ways of involving those at the “grass-roots” level who are most affected by social change proposals at earlier, more influential points in the civic deliberation process.

These simple-but-not-easy suggestions are not embraced by political leaders, agency administrators and academic experts widely-but-mistakenly perceived as the primary catalysts of social change. “*Beyond the Brink*” finds their efforts stumble when imposed from the “grass-tops” level using push/pull techniques which have the worst possible effect on any new initiative: narrowing its impact and influence, increasing the time and money it requires while fueling resistance to its implementation.

Exemplifying what psychologists fittingly call “fundamental attribution error,”³ such leaders often blame their efforts’ lack of success on citizen indifference, community inertia or anything else except the real problem: their own decidedly undemocratic approach.

To keep prospective good-doers from becoming do-gooders, “*Beyond the Brink*” encourages local philanthropists to use the leverage created by their financial investment in local causes to foster broader and earlier inclusion in civic improvement initiatives by those most affected. It describes how any change proposal is strengthened by its connection to those who will live with it, are most affected by it and, ultimately, must support it. As a result, front-end investments are quickly recouped by a shorter learning curve and closer cooperation as trust replaces skepticism in interactions as local residents and public institutions get to know each other better in the process.

The core idea proposed in “*Beyond the Brink*” – i.e. community well-being is maximized when all its members re fully vested in shaping its future -- is transformative, but hardly revolutionary. Efforts by America’s founders to bring democracy to the colonies almost 250 years ago, a work-in-progress today, were guided by the Greek’s similar labors 2,500 years earlier and others’ since. Yet contradictions between the rhetoric and reality of social problem-solving inevitably arise in all such undertakings, and this report cites examples indicating our current efforts are no exception:

- We expect so-called “ordinary people” solve their own problems, yet often act as if they are incapable of doing so; focusing on their deficits rather than assets, such people are neither seen nor treated as having just as much to teach as learn;

- We say every citizen is a valued stakeholder, yet fail to see financial and non-monetary contributions as equally important to the outcome any ambitious civic endeavor;
- We aspire to lasting results but rely upon short-term commitments and quick-fix solutions, ignoring the long-term investments in learning/growth required for sustainable change; and
- We do things *for* rather than *with* people, then deride their resistance to decisions solidified long before meaningful input/feedback opportunities were offered.

“*Beyond the Brink*” contends we must close these gaps between rhetoric and reality, “... if we truly want to strengthen the social fabric of our communities, remove the barriers that divide people and organizations, find more robust and comprehensive solutions to public problems, and make the best use of all the assets that exist in a community.” And it provides many recommendations on how to do so.

GOOD INTENTIONS: Paving Stones on the Road To Hell

Residents of the Northern California coast encountered these contradictions while navigating the collapse of their local timber industry, according to a recent Kettering Foundation report entitled [“Philanthropy and the Regeneration of Community Democracy”](#).⁴

When agitated Humboldt County residents rejected economic development strategies imported by experts from elsewhere, this report describes how rebuked local leaders did not simply revise their own proposals. Instead, they restructured their entire approach by establishing a neutral forum involving widely diverging local interests and concerns. The result: a comprehensive, sustainable plan for region-wide economic prosperity all segments of the community could support.

This report found this success emanated from agreement to respect the “dynamics of difference,” rejecting bargain/barter tactics and coercive go-along/get-along messages implicit in so-called consensus-building efforts. This suggests a model for national as well as local political problem-solving, by which leaders place responsibility “... in the hands of community members willing to work with those with whom they disagreed without demonizing them.”

A key challenge lies in how this shift in approach must reconcile very different perspectives held by the two central players in any civic engagement equation when it comes to accountability:

- **PEOPLE** perceive it as the qualitative result of a “frank, personal, morally-grounded relationship” in which “information is helpful but not sufficient;” and
- **INSTITUTIONS** define it in quantitative terms that assume “human problems are solved by quick technical fixes.”

Resulting tension “... can either be the foe of democracy ... or it can be the most powerful force for innovation and adaptation.” The latter is fostered by the basic tenets of community democracy, which the Kettering report defines as “... grassroots engagement where people uncover, activate, and energize their community’s own assets, take responsibility for their formal and informal decision-making processes, and further their ability to work constructively with conflict and difference.”

Were it not so rarely tried, it would seem obvious any solution not rooted in the experience, culture and skills of a locality’s populace won’t solve anything, and instead causes more problems than it solves. But the idea that “... inventive communities make their road by walking it” should not be seen as “... an anti-outsider or anti-expert approach”; instead, it only contradicts the “... the culture-laden belief, often unconscious but seldom questioned, that possession of greater material wealth or professional expertise is necessarily accompanied by superior skills to make things better.”

Citing grass-roots efforts around the globe successfully addressing social problems more daunting than ours, Kettering’s report concludes: “... we in this country have no excuse, absolutely no excuse, for apathy or inaction.” To create “... an alternative to our growing culture of winner-takes-all conflict,” we must change our planning paradigm founded on the good intentions by which the road to hell is paved.

Its report suggests revising several premises for this not-so-new approach; among these:

- Communities already possess an untapped wealth of capabilities to create needed change.
- Such wealth is not concentrated among privileged groups, as we are generally taught to believe.
- The capacity needed to unleash a community’s next success is often hidden in plain sight, obscured by our limited beliefs about who has it or where it comes from.
- Community support for any change emerges in the absence of external agendas or imposed priorities.

As these premises solidify a more civil deliberation process, the Kettering Foundation’s report predicts we will rediscover “... the many really can accomplish what the few cannot...” -- which is the reason for the emergence of democracy in the first place.

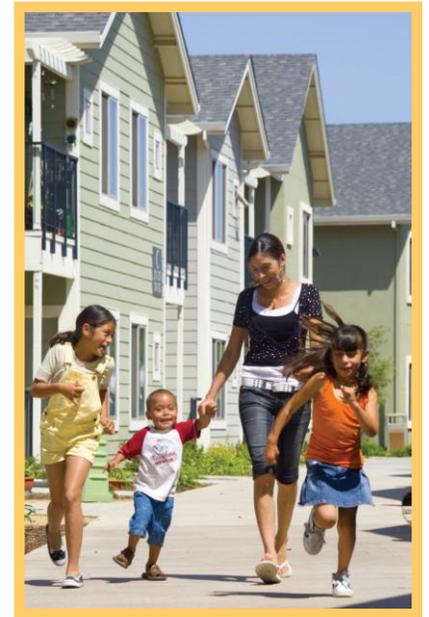
NOT ALL HELP IS HELPFUL

Tangible advantages of a bottom-up approach appeared in an unlikely community testing ground.

In [“Supportive Housing for Homeless Families: Foster Care Outcomes and Best Practices”](#),⁵ the Sierra Health Foundation studied family reunification among previously homeless children at a unique – and uniquely successful – transitional housing program serving people without homes in Sacramento, CA.

Compared with others in the county's Child Protective Services (CPS) system, this analysis found that the children of Serna Village:

- ***Came from much more daunting circumstances*** - a 50-to-60% higher rate of prior foster care and 35% longer initial placement;
- ***Achieved far better outcomes*** – only a 10% recidivism rate after family reunification (compared to nearly 40% among others), and a 38% shorter stay for Serna Village children who returned to CPS;
- ***Were served at lower cost*** – this point-in-time snap-shot of a small sample size found taxpayers saved more than a million dollars in foster care expenses alone, not counting health and welfare cost reductions and employment tax revenue increases or multi-year savings as families breaking the intergenerational cycle reduce future dependence on costly institutional interventions.



Sierra Heath Foundation's study concluded that tax payers spent 70% less for these better outcomes, creating cost avoidance/savings reinvestment opportunities when and where they are most needed.

Among "best practices" cited as contributing to this success was the sponsoring agency's switch from the typical top-down provider/consumer model by which health and human services are rendered. In both private and public sector service relationships, "... a common client feeling (however unconscious) is one of 'you expert/me dummy'."⁶ Such services, when rendered through a conventional top-down organizational structure, perpetuates dependency even while promoting independence. This inadvertently produces a result those in roles of authority often fail to recognize: not all help is helpful.

Rather than "... viewing (people) as something to be fixed and controlled,"⁷ Serna Village's design drew upon evaluation research on the Resiliency Model⁸ which engages people as participating partners rather than passive recipients. This is accomplished by extending meaningful ongoing opportunities to:

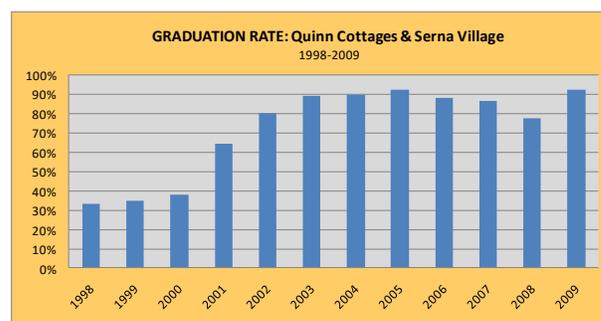
- 1) Build their competencies and skills through engaging, challenging and interesting activities;
- 2) Build a sense of belonging through active participation in groups processes with peers;
- 3) Develop a sense of power and respect through problem-solving and decision-making; and
- 4) Find a sense of meaning through activities incorporating dialogue and reflection while providing community service and contribution to others.⁹

Outside observers¹⁰ praised this project's shift from a transitional to transformational program after constituent engagement shaped operating principles applicable to staff and residents alike:

- **PARTICIPANT-DRIVEN:** Recently homeless residents and staff were involved in every aspect of program planning, implementation and evaluation. Residents attended project staff meetings, helping to shape everything from the agency's advocacy agenda and program goals to its personnel policies and job titles. They served as the project's ambassadors before local legislative bodies, and lead led tours and hosted meetings with visitors to their residential community.
- **STRENGTH-BASED:** From their first intake question ("what's wrong with you?"), most social service programs fixate on clients' deficits rather than their assets. When Serna Village staff invited residents to help screen project applicants, they changed the first interview question to: "what can you offer our community?" Project staff and residents also took a "Strength-Finder"¹¹ test to identify their capabilities, with job roles customized to engage them more fully and fulfillingly.
- **SOLUTION-ORIENTED:** Counter-intuitive as it seems in a world of well-schooled professionals, "... analysis of the problem rarely helps in finding the solution. All it does do is make you an expert in the problem."¹² Just as touching a stove is motivational only in the negative sense, a problem-focused approach fosters aversion to risk when bold, innovative experimentation is required. Serna Village staff and participants were explicitly encouraged to concentrate on solutions, take initiative, remain accountable for their choices, and share their learning experience with others.

The shift in mentality prompted changes in methodology reflected by a subtle change in pronoun. As they became allies rather than adversaries, project staff and residents would inform incoming applicants: "here's what WE do" rather than: "here's what YOU or THEY do". This caused significant ripple effects as all involved came to see themselves as mutually responsible for THEIR program's progress. And that, as the poet Robert Frost famously said, "... has made all the difference."¹³

This difference is as measurable as it is inarguable. Prior to launching its bottom-up strategy in early 2001, there was a 35% graduation average during the three-year start-up at Quinn Cottages - Serna Village's sister project opened in 1998 using the conventional provider/consumer model to primarily serve single homeless adults.



SOURCE: U.S. Dept. of H.U.D. Annual Program Reports

Switching to a more inclusive resident engagement strategy, Quinn Cottages' graduation rate tripled to 95% by 2003, and remained in the 80-to-90% range for the rest of the decade. Using the same intervention model, Serna Village opened in 2002 with an initial graduation ratio of 66% - twice its sister project's - which climbed to the 90% range for a more difficult-to-serve population (homeless families).

A test of its participant-driven approach came in 2006, when Serna Village doubled residential capacity. Weather-related construction delays derailed a plan to have the project's forty existing families welcome forty-three additional households to its expanding facilities and unconventional intervention model. During this postponement, most existing families stabilized their circumstances and moved on to permanent housing, leaving only thirteen to help orient seventy incoming households and their nearly 150 children to a very different kind of social service program. Serna Village's graduation dipped only slightly to the 70-80% range in this three-year expansion phase, promptly returning to the 90% vicinity thereafter.

In addition to increasing their graduation rate, program participants reduced their average length-of-stay and, thereby, the project's cost-per-person. The latter was particularly fortuitous, since even a low annual inflation rate of 2-to-3% increased expenses by twenty-five percent during a decade when federal grants from U.S. Dept of Housing & Urban Development (H.U.D.) provided no cost-of-living raise.

It is no coincidence Serna Village's success ratio improved as program staff and participants treated each other as mutually responsible for the community they were building together. This confirmed prediction of researchers studying the Resiliency Model, who find groups which encourage people to "... help create the rules governing their behavior more readily engaged their trust and buy-in ... exemplifying the maxim that people don't sabotage what they helped create."¹⁴

CONSTITUTENT INVOLVEMENT: EARLY & OFTEN

Advantages of a more democratic, bottom-up mentality are well-documented in these three -- and many -- other research studies, as well as the pages of history and science.

As Serna Village staff increasingly focused on asking good questions and expecting residents to come up with their own answers, they deployed a technique dating back two thousand years - like democracy itself - to the early Greeks. The Socratic Method¹⁵ emphasizes listening/hearing rather talking/telling, which all three of these studies cited as a core element of a more strategic approach to sustainable societal advancement. Other change management principles offer equally pertinent lessons:

- **RESISTANCE:** It's for good reason Sir Isaac Newton called them *universal* laws of physics, yet government leaders ignore his warning: all actions generate an equal, opposite reaction.¹⁶ As the infamous community organizer Saul Alinsky noted: "... change means movement; movement creates friction; and friction involves heat."¹⁷

➤ **LESSON:** Change initiatives generate their own gravity, inertia, and thermodynamics, and ignoring or under-estimating these influences undermines even a valid proposal's feasibility.

- **ENTRAINMENT:** When Christiaan Huygens started building pendulum clocks in 1656, he noticed an “odd sympathy” as they synchronized to each other; the reason: “... the largest pendulum – the one with the strongest rhythm – was pulling the other pendulums into sync with it. This phenomenon ... has been found to be prevalent throughout nature.”¹⁸
 - *LESSON:* Intentionally engaging insiders’ input helps counterbalance the sway of external forces imposing unnoticed, seemingly undue and often adverse influence.

- **UNINTENDED CONSEQUENCES:** First articulated by Adam Smith in 1776¹⁹ but implied in the work of English philosopher John Locke nearly a hundred years earlier, this concept’s causes provides an accurate Top-Five list for the hazards of top-down decision-making:
 - (1) inability to anticipate all possible outcomes;
 - (2) likelihood of inaccurate analysis or inapplicable interpretation;
 - (3) tendency of short-term concerns to trump long-term interests;
 - (4) impossibility of applying past or present values to changing future circumstances; and
 - (5) tendency of fear to generate self-propelling – and self-defeating – prophecies.²⁰
 - *LESSON:* Leaders better manage – although never fully control – the change process by assuming they don’t know at least as much as they (think they) do, and plan accordingly.

- **NATURALISTIC FALLACY:** Our propensity toward “... confusion of is with ought ...”²¹ heightens decision-makers’ need for real-time source data. Since information handling is subjected to various influences as it moves up the chain-of-command, “... the notion that lower-level management deals passively as a transmitter of orders from higher-ups, reporting what goes on below, is just not reality.”²² Data from such systems skew leaders’ premises, perceptions and decisions.
 - *LESSON:* Directly involving those who see soonest conveys fastest the realities involved in unfolding change proposals, allowing timely adjustments which maximize its chances of success.

- **COGNITIVE DISSONANCE:** Unlikely as it may appear at the time, dissent is “... an antecedent condition which leads to activities oriented toward (its) reduction, just as hunger leads to (eating)”.²³ Since the calculus at some point “... will shift from resisting change to supporting it,”²⁴ dissention should be recognized as constituents testing for trust prior to investing in the results.²⁵
 - *LESSON:* Those initially perceived as adversaries of a change proposal must be recognized as prospective future allies, and treated as such.

- **POSITIVE DEVIANCE:** In every situation, “... there are a few individuals or groups whose uncommon but successful behaviors enabled them to find better solutions to problems than their neighbors.”²⁶ Successful leaders engage them and others in all five aspects of the solution-development process:
 - a) Define problem causes, challenges & constraints, common practices & desired outcomes;
 - b) Determine the presence of positive deviant individuals or groups in the community;
 - c) Discover uncommon but successful practices and strategies via inquiry and observation;
 - d) Design activities to allow community members to practice the discovered behaviors; and
 - e) Monitor and evaluate the initiative ... and help the community discern its effectiveness.²⁷
 - *LESSON:* Heed the Positive Deviance mantra: “Don’t do anything about me without me”²⁸

- **COHERENCE:** Rollo May identified “... an old and ironic habit of human beings to run faster when we have lost our way.”²⁹ In these often-chaotic situations, there emerges “... a vicious circle: stress destroys coherence, and incoherence causes stress.”³⁰
 - *LESSON:* The higher upfront costs of sooner engaging constituents are offset by down-stream savings, while the benefits of avoiding such involvements add unpredictable costs at the back-end when time and money are most needed and least available.

- **EVOLUTION:** Darwin was right. Contradicting most leaders’ Big Fix mentality, there is “... a clear asymmetry between the scale of the problem and the scale of the solution: big problems are rarely solved with commensurately big solutions; instead, they are most often solved by a sequence of small solutions.”³¹ This idea “... closely parallels the way (biological) evolution works. Small changes – mutations – are happening all the time. The question is: which are selected and carried on?”³² And this question’s answer depends in part on who does the selecting, and how.
 - *LESSON:* Bottom-up engagement practices synchronize the pace of change proposals with the support of those whose dictate an initiative’s feasibility and sustainability.

These lessons point to an operational paradox: leaders’ dependence on others to get anything done gives their so-called underlings influence inversely proportionate to their organizational status.³³ By soliciting others’ ideas, leaders acknowledge how authority can be assigned but power must be acquired.³⁴ But this hardly places them in a supplicant position since, contrary to bureaucrats’ greatest fear, inclusionary practices are proven to enhance – not diminish - managerial power by increasing the accuracy of perceptions, reducing likelihood of ambiguity, and accelerating implementation.³⁵

There are less-obvious, but even more compelling reasons a more democratic approach was more quickly embraced by private sector executives than their public sector counterparts. Among these:

- “... workers fully involved in a change decision showed less disruption, turnover and reduced productivity than those who were not;”³⁶
- organizations with higher total member influence have greater success in goal attainment than those with lower total influence.³⁷

The unanimity of these findings make all more remarkable public sector leaders’ failure to embrace constituent engagement as their strategy for community problem solving. Their resistance reflects a misunderstanding of the nature of democratic participation itself, which simply extends an *opportunity for input* without delegating *control over the outcome*. Studies shows participants’ need to feel influential is satisfied simply by conveying the sense that ideas coming from “lower levels” are being valued at “higher levels”.³⁸ Lack of sincerity of such efforts reveal themselves over time, just as it is enhanced when change agents engage their constituency the same way Chicagoans were formerly – and famously - encouraged to vote: early and often.

SENSE OF BELONGING AS MEANS AND END

In Community: The Structure of Belonging, Peter Block advises civic involvement initiatives to become grounded in three "... guiding insights in community transformation:

- ✓ People will be accountable and committed to what they have a hand in creating;
- ✓ Peer-to-peer interaction is where most learning takes place; and
- ✓ The way we bring people together matters more than ... the content of what we present."³⁹

Referring to the dictionary, Block notes three different meanings for this experience of belonging:

- 1) To be related to and a part of something.
- 2) To be an owner -- as in 'something belongs to me'.
- 3) To fulfill a sense of longing to find our deeper purpose in all we do."⁴⁰

Like the hierarchy-of-needs identified by Abraham Maslow,⁴¹ Block believes these three definitions unfold sequentially. The first depicts a minimal level of connectedness which, if successful, can lead to a stakeholder role as described in the second definition; truly transformative change becomes possible only with the depth of commitment fostered at the third level of belonging.

Success in such situations comes not from solutions externally imposed; rather: "... the action is in the interaction,"⁴² stimulating an "alchemy of belonging" Block describes as having the properties quite contrary to the traditional decision-making paradigm. Among these:

- Leadership is in the convening, not in demanding or directing;
- Small groups are the unit of transformation, not one-to-one or large classroom settings;
- Questions are the only things to be 'provided', and they are more transformative than answers;
- Hospitality - the welcoming of strangers – is not just an action, but an attitude; and
- Physical space social interactions are designed to nurture a sense of belonging.⁴³

At each point in any change process, its proponents must choose between very different models of decision-making:

- (1) the *consequences model* - which "weighs costs/benefits that maximize satisfaction"; or
- (2) the *identity model* - which "asks the questions: Who am I? What kind of situation is this? What would someone like me do in this situation?"⁴⁴

citizens at the 'grass-roots' level are uniquely-positioned to address questions raised in model #2, and therefore can easily align with initiative proponents to promulgate sustainable change. However, most public sector leaders lean toward model #1 even though its calculations require a degree of omnipotence and omniscience normally attributed only to God.⁴⁵ Staying at the 'grass-tops' level, they consult primarily with technicians, financiers and power-brokers before selecting proposals submitted for citizens' review after key decisions are made ... and then they wonder why history repeats itself.

CONCLUSION: Now or ...

Clearly, it's time for America's interest in the spread of democracy to focus at home rather than abroad. And it is well past the time when public sector leaders look to themselves as collectively responsible for the consistent dwindling of citizen involvement in public governance, as reflected in a nearly 30% drop in voter turn-out in U.S. Presidential elections in over the last two centuries.

FACT: Just over half of those eligible to vote (average: 55.5%) participated the last hundred years when most voters lived in urban areas with polling places right down the street; by contrast, nearly three-quarters (72.3%) turned out in the prior century when most lived in remote rural areas.⁴⁶

While our ideal aspires to quaint New England-style town hall meetings, its reality flounders in attack ads and robo-calls. But the "... typical method of instituting change in a hierarchy - an announcement tumbling down the line - doesn't work, not because it's undemocratic, but because it is inefficient".⁴⁷

Lessons from centuries of practical experience must be combined with guidance from the physical and social sciences, utilizing emerging social media tools for circulating accurate information as well as ideas and opinions. In the absence of these informed efforts, continuing decline in engaged citizenry is turning the American Dream into a nightmare even in the face of unprecedented prosperity.

These three research studies show that, if and when grass-top leaders and grass-roots citizens fully recommit to democratic interaction, their successful collaboration will produce social change strategies more effective, expedient AND economical than top-down alternatives ... not a moment too soon.

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- ² [BEYOND THE BRINK: A New Call to Action on Resident Engagement by Community Foundations](#) - Prepared by the CFLeads Cultivating Community Engagement Panel. June 4, 2013
- ³ [SWITCH: How to Change when Change is Hard](#) by Chip & Dan Heath (2010) page 180 citing [The Intuitive Psychologist and His Shortcomings: Distortions in the Attribution Process](#)" by Lee Ross (1977)
- ⁴ [Philanthropy and the Regeneration of Community Democracy](#) by Peter H. Pennecamp, published by The Kettering Foundation (date??)
- ⁵ ["Supportive Housing for Homeless Families: Foster Care Outcomes and Best Practices"](#) – Sierra Health Foundation (May, 2013)
- ⁶ David H. Maister, Charles H. Green, and Robert M. Galford - [The Trusted Advisor](#) (2000) page 163
- ⁷ Bonnie Benard, [RESILIENCY: What We Have Learned](#) 113, citing Portner (1994) 31
- ⁸ Bonnie Benard – *ibid* - page 81
- ⁹ Bonnie Benard - *ibid*, citing several research studies
- ¹⁰ Sacramento County Supervisor Phil Serna and national evaluation expert Bonnie Benard, MSW, among others
- ¹¹ Strength-Finder test developed by Don Clifton <https://www.gallup.com/cliftonstrengths/en/strengthsfinder.aspx>
- ¹² Paul Jackson and Mark McKegow - [Solution Focused](#) (2007) – pages 24-25
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- ²¹ Marcus Buckingham, [Go Put Your Strengths To Work](#) (2007) 167
- ²² Leonard Sayles - "Accommodating for Change", [Human Organizations](#) (1962) 38
- ²³ Festinger, L. (1985. (first published 1957)), [A theory of cognitive dissonance](#), Stanford, CA: Stanford University Press, page 3
- ²⁴ Chip & Dan Heath, *ibid*. page 255
- ²⁵ Peter Block, [Community: The Structure Of Belonging](#) (2008) 133-136
- ²⁶ Tufts University Friedman School of Nutrition Science and Policy, [Basic Field Guide to the Positive Deviance Approach](#) (9/10) 2
- ²⁷ [Basic Field Guide to the Positive Deviance Approach](#) - page 2
- ²⁸ [Basic Field Guide to the Positive Deviance Approach](#) - page 2
- ²⁹ Rollo May, [Love and Will](#) (1969) page 15
- ³⁰ [The HeartMath Solution](#) - 52-53, citing H. J. Eysenck "Personality, stress and cancer: prediction and prophylaxis" [British Journal of Medical Psychology](#) (1988) 57-75
- ³¹ [SWITCH: How to Change when Change is Hard](#) - page 46-48
- ³² [Solution Focused](#) - page 220
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- ³⁴ [The Trusted Advisor](#) pages 37-49
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- ⁴⁰ [Community: The Structure Of Belonging](#) – page xii
- ⁴¹ Abraham Maslow - [A Theory of Human Motivation](#)" (1943)
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- ⁴³ [Community: The Structure of Belonging](#) - pages 83-84, citing the work of Christopher Alexander
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- ⁴⁶ Center for the Study of the American Electorate
- ⁴⁷ "Accommodating for Change" - pages 154-155