

PRINCIPLES RELEVANT TO WORKING FOR CHANGE/SOCIAL JUSTICE BASED ON STRUCTURAL ANALYSIS MODEL (derived by C. Herzog)

Working with Those with LESS Power than You:

- 1) CLARIFY YOUR POSITION
  - what is your perspective, values, vision, limits
  - make yourself available (specify to whom for what)
  - priorities: respond to requests from those with less power
  - create/increase fractures in the system

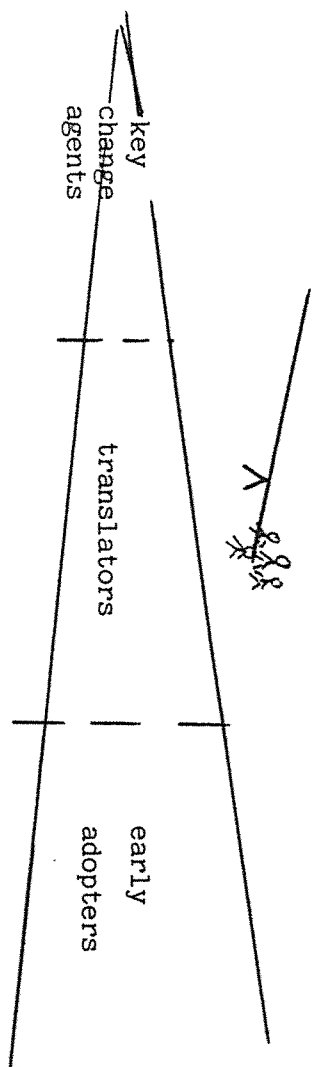
- 2) BE AWARE OF POWER YOU HAVE/DON'T ABUSE IT
  - don't be "paternalistic" (I will decide for you because I know what's best)
  - be aware of when your interests conflict with those with less power (who lives with the consequences)

- 3) PROMOTE SELF-DETERMINATION
  - autonomy
  - economic solidarity
  - mobility
  - autonomy
  - political solidarity
  - mobility
  - autonomy
  - social solidarity
  - mobility

Working with Those with MORE Power than You:

- 1) DO ANALYSIS
  - what is problem
  - what would you prefer to see/VISION
  - who's where/PERSPECTIVE
  - why is situation the way it is/ANALYSIS

- 2) REFORM OR REVOLUTION
  - check to what extent you want to work within the system
  - identify strategies appropriate to that decision
  - REFORM: power in numbers



- 3) WORK WITH ALLIES
  - waste of time trying to convert those with opposing interests

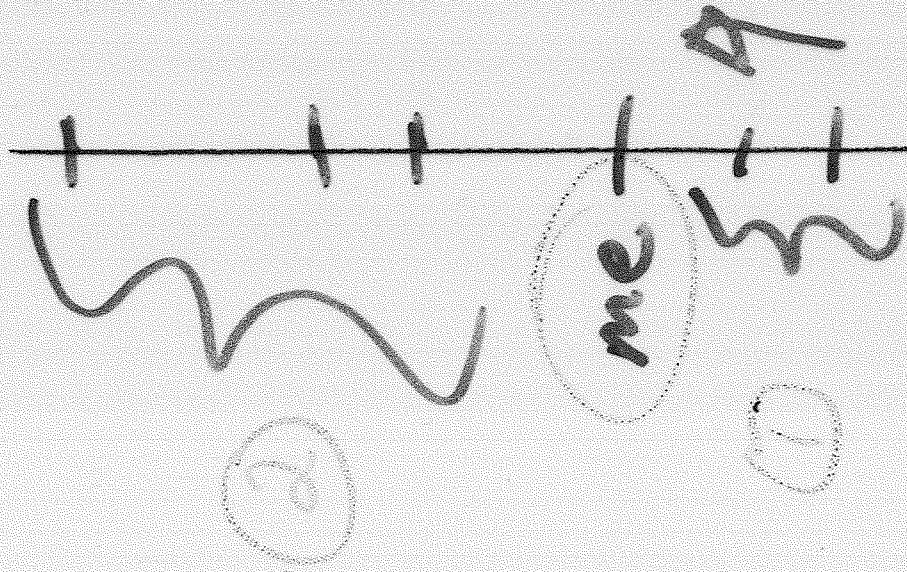
"POWER"<sup>1</sup>

*Control of choices*

"Power over" (inter-positional)  
legitimacy  
control of rewards  
control of sanctions

"Power with" (inter-personal)  
knowledge, skills, abilities  
referent

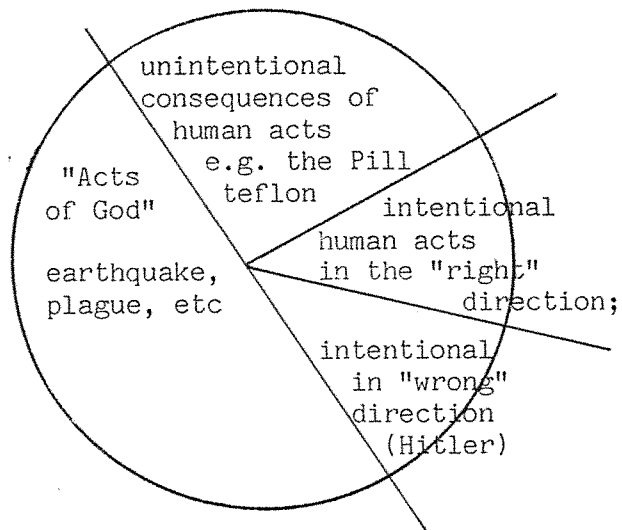
"Power within" (intra-personal)



<sup>1</sup> adapted from Starbuck's definitions in Truth or Dare

SOME NOTES ON WORKING FOR SOCIAL CHANGE (Christine Herzog)  
 (most derived from structural analysis models)

\* KINDS OF SOCIAL CHANGE



many processes for intentional change including but not limited to:

- changing laws
- passive resistance
- lobbying
- teaching
- bribing
- donations to those doing it
- violence, sabotage, active resistance
- making submissions, petitions
- voting
- patching up the victims
- organising mass protest

community development (getting out of the way of and then supporting those at the bottom becoming self-determining)

\* Power" - having (more) control over one's life/choices/situation

some people, groups have lots of power



community workers?

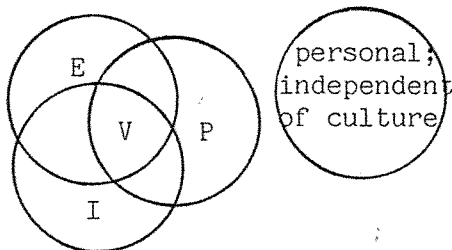
some don't

Assumptions:

- within any system; power is a finite commodity there is a limited amount of it; thus if some get more, others get less
- people generally look after their own immediate interests first (how to get them to look at their long-term interests, common good)

\* Many factors contribute to amount of power one has: money, ability to influence, mana, status, confidence, physical strength, inner strength, etc.

(Which factors and to what degree varies from culture to culture)



- V=values; values of rulers are ruling values, they control all three groups of institutions
- E=economic; allocation and distribution of resources according to value system
- P=political; making and enforcement of formal rules controlling behaviour in line with values (bureaucracy, Parliament, police, military)
- I=ideological; transmitting/teaching values (family, schools, church, media)

(when I is failing, P becomes more prominent)

## TYPES OF PERSONAL POWER

### LEGITIMATE:

AUTHORITY VESTED IN A POSITION OR ROLE.

### REWARD:

THE ABILITY TO COMPENSATE OR GIVE REWARDS.

### COERCIVE:

THE ABILITY TO PUNISH OR WITHDRAW PRIVILEGES.

### REFERENT:

THE APPEAL OF INDIVIDUALS. BEING LIKED FOR PERSONAL CHARACTERISTICS. CHARISMA.

### EXPERT:

SUPERIOR KNOWLEDGE, ABILITY OR SKILLS.

### INFORMATION:

INFLUENCE POWER OF THOSE WHO POSSESS INFORMATION THAT OTHERS FIND VALUABLE.

### GROUP:

THE POWER OF A UNITED GROUP. MORE THAN THE SUM OF THE INDIVIDUALS.

*with more than the sum of the individuals*

## POWER IN ORGANISATIONS

POWER IS SIMPLY WHO GETS WHAT, WHEN, WHERE, AND HOW. IT CAN BE USED, ABUSED, INHERITED, EARNED AND DELEGATED.

ORGANISATIONAL POWER IS THE CONTROL OF IMPORTANT RESOURCES BY ESTABLISHING FAVOURABLE RELATIONSHIPS WITH OTHER ORGANISATION MEMBERS.

POWER IS THE ABILITY TO DETERMINE OR DIRECT THE BEHAVIOUR OF OTHERS EVEN IF THEY MAY WANT TO RESIST.

(ON POWER AND WOMEN)

NO ONE SHOULD HAVE TO DANCE BACKWARDS ALL THEIR LIVES.

ACE