

how  
*change*  
happens

DUNCAN GREEN

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# Origins of the book – a lightbulb moment in India



# Main Sections

- Systems, Power and Norms
- Institutions:
  - States, rule of law, accountability
  - International system, TNCs
- Change Actors:
  - Civil activism, Leadership, Advocacy,
- So Whats
  - A power and systems approach for activists and their organizations



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# SYSTEMS AND POWER



# A lot of aid projects and activism look like this





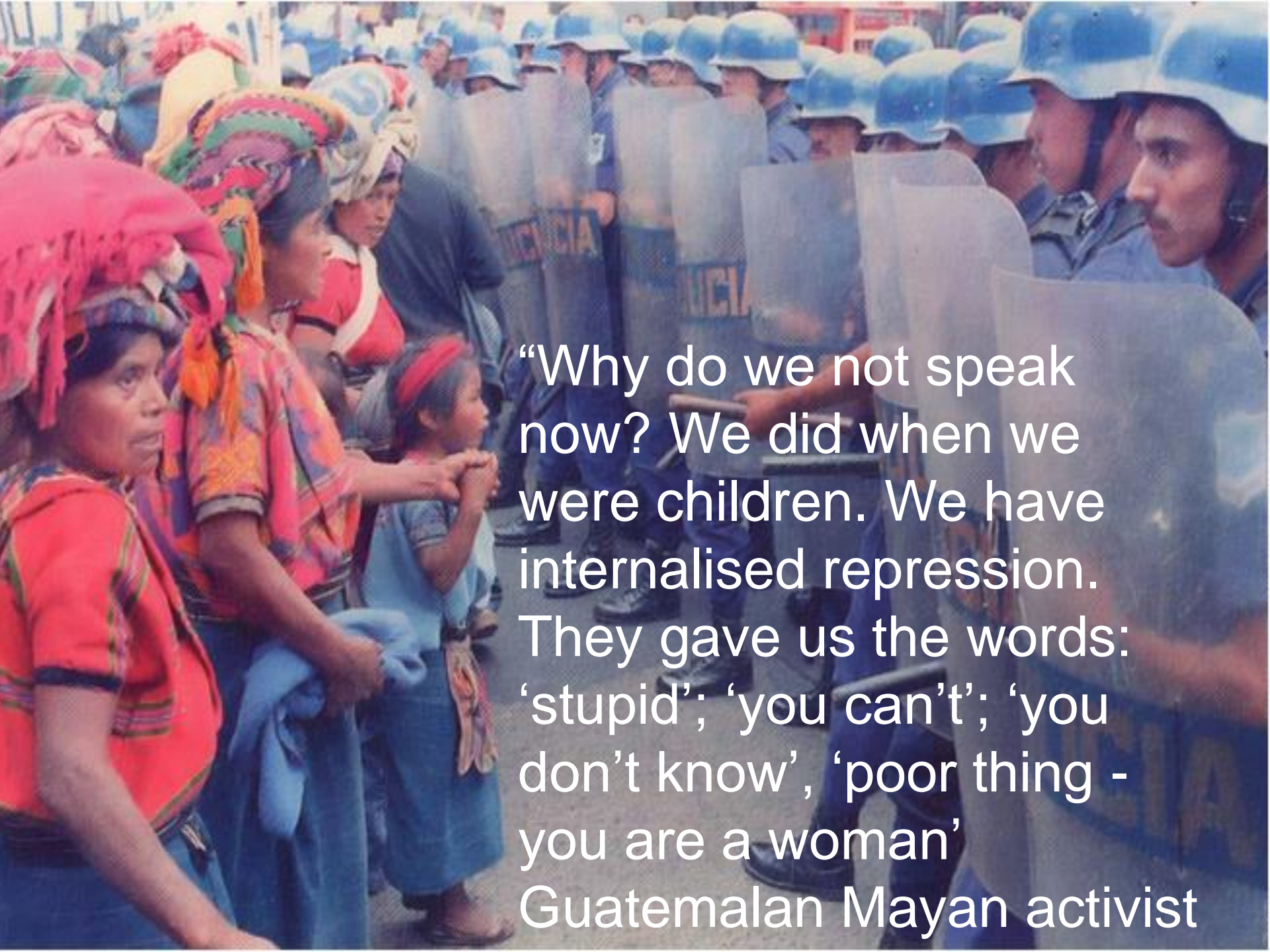
# Key Features of change in systems

- Critical Junctures
  - Large scale (wars, crises, Panama Papers)
  - Small scale (conflicts in Tikamgarh)
- Path Dependence
- = big problem for traditional planner approaches when you
  - Don't know what is going to happen
  - Don't have a solution to a given problem

# Understanding Power







“Why do we not speak now? We did when we were children. We have internalised repression. They gave us the words: ‘stupid’; ‘you can’t’; ‘you don’t know’, ‘poor thing - you are a woman’  
Guatemalan Mayan activist

# 4 Powers model (Rowlands 1997)

- Power Within
- Power With
- Power To
- Power Over

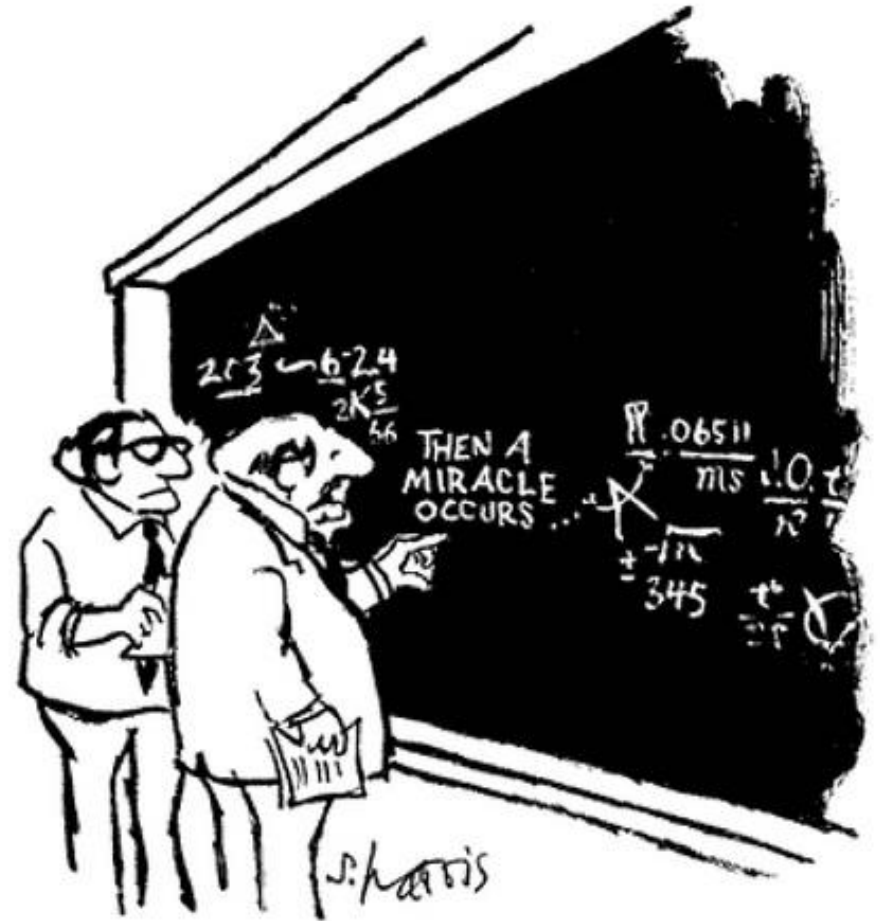
# Using Power Analysis



	B	I
1. Председатель ДИНАМОАТ	3	2
2. Вакил.	3	3
3. Раиси маъама	1	3
4. Директор школы	3	2
5. Мулло	2	2
6. Доктор	1	3
7. Старейшины	1	3
8. Женс. группы	2	3
9. СВО	3	1
10. Сотрудник гос. устр-ву.	1	3
11. Грамотные люди.	3	1
11. Приблещённые		

# A Power and Systems Approach

- How we think/work
- The questions we ask (and keep asking)



"I think you should be more explicit here in step two."

# How we think/feel/work

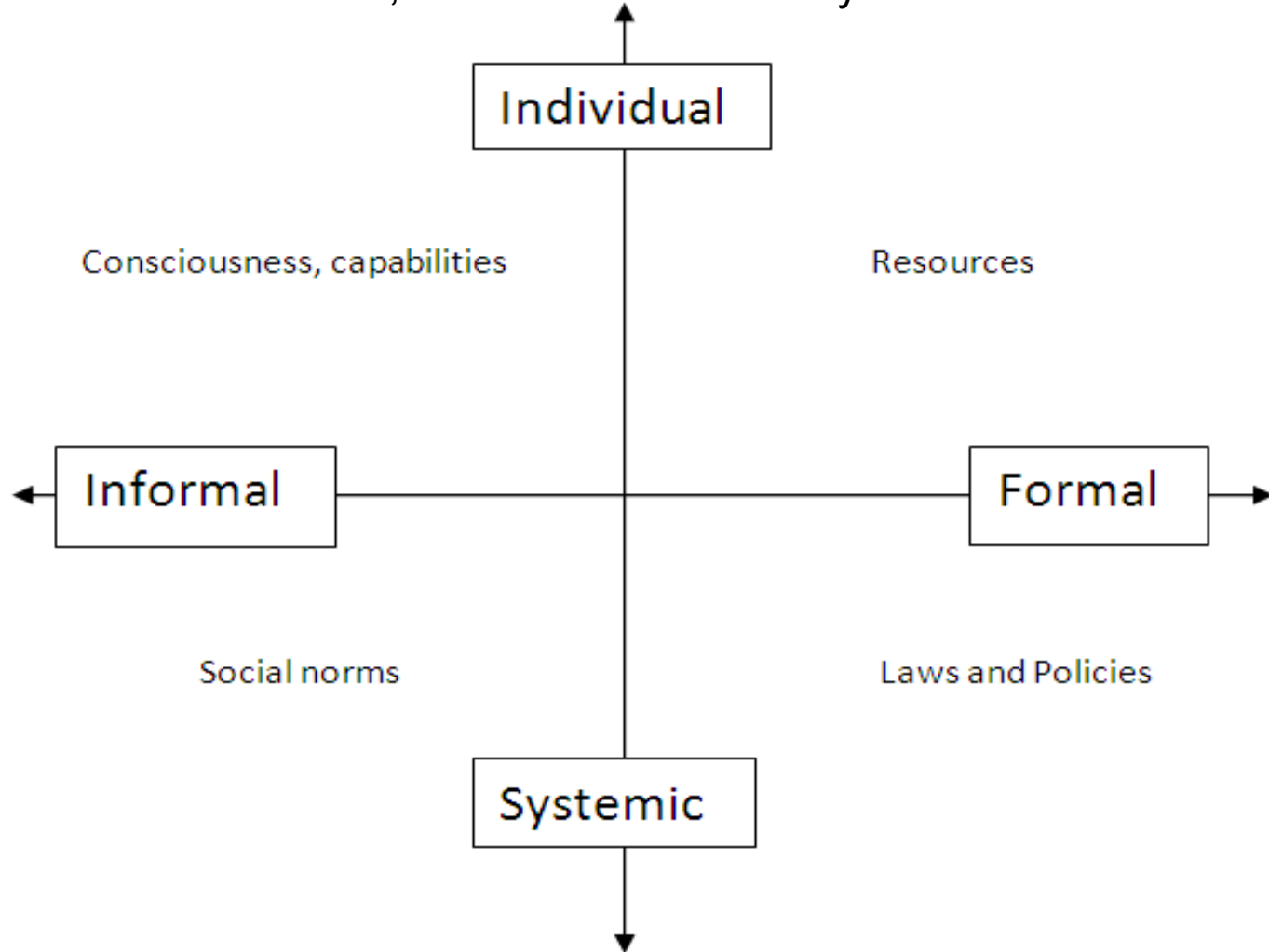
- Curiosity – Study the history; ‘learn to dance with the system’
- Humility – embrace uncertainty/ambiguity
- Reflexivity – be conscious of your own role, prejudices and power
- Include multiple perspectives, unusual suspects , be open to different ways of seeing the world

# The questions we ask (and keep asking)

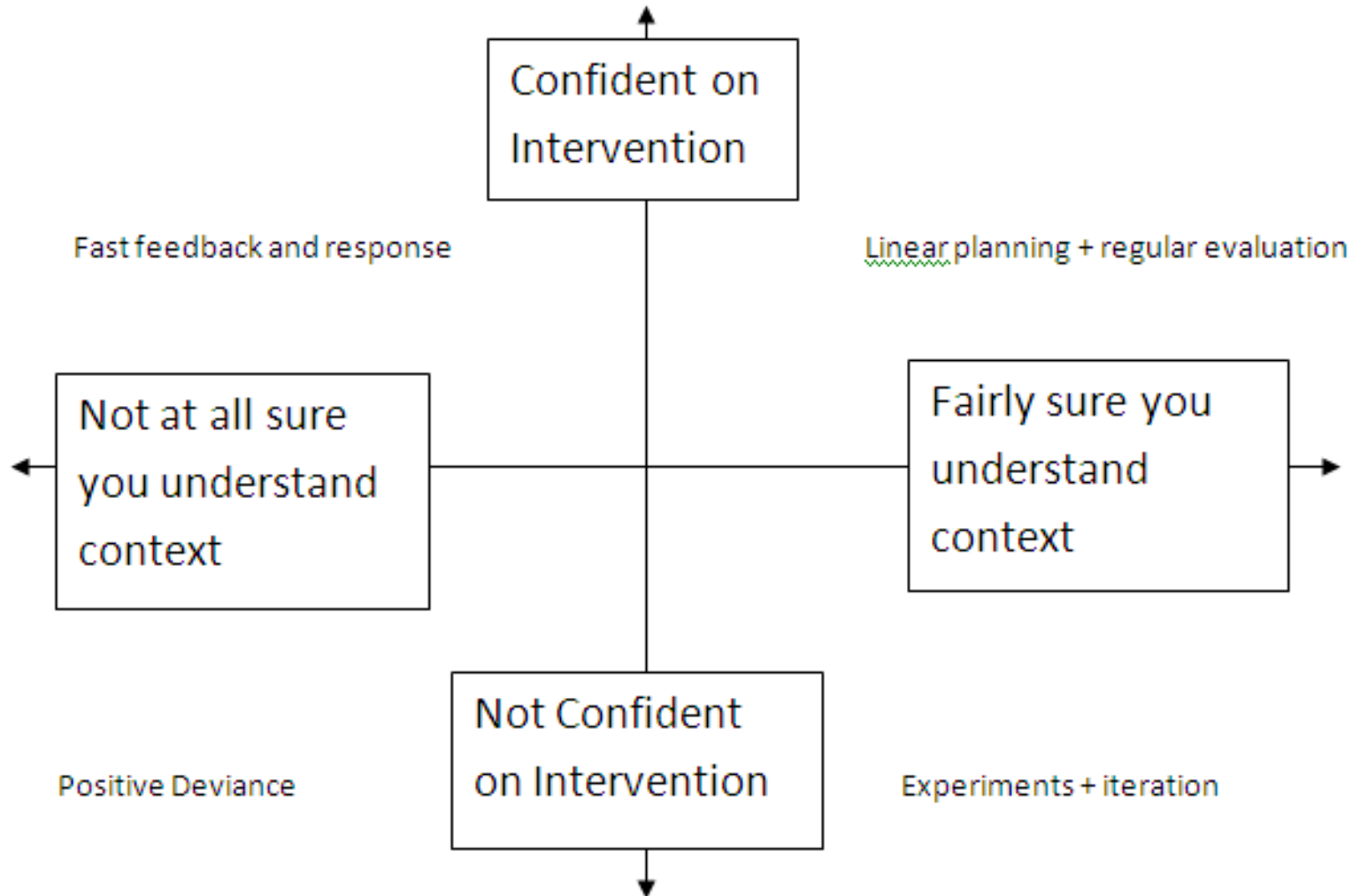
- What kind of change? (Policy; Practice; Norms)
- What precedents can we learn from?
- What kinds of power are at work here, how can it be redistributed to the less powerful?
- How will we know if change is happening – feedback loops and course corrections?

# Aids to Navigation: what kind of change is required?

Rao and Kelleher, 'Gender at Work Analytical Framework'

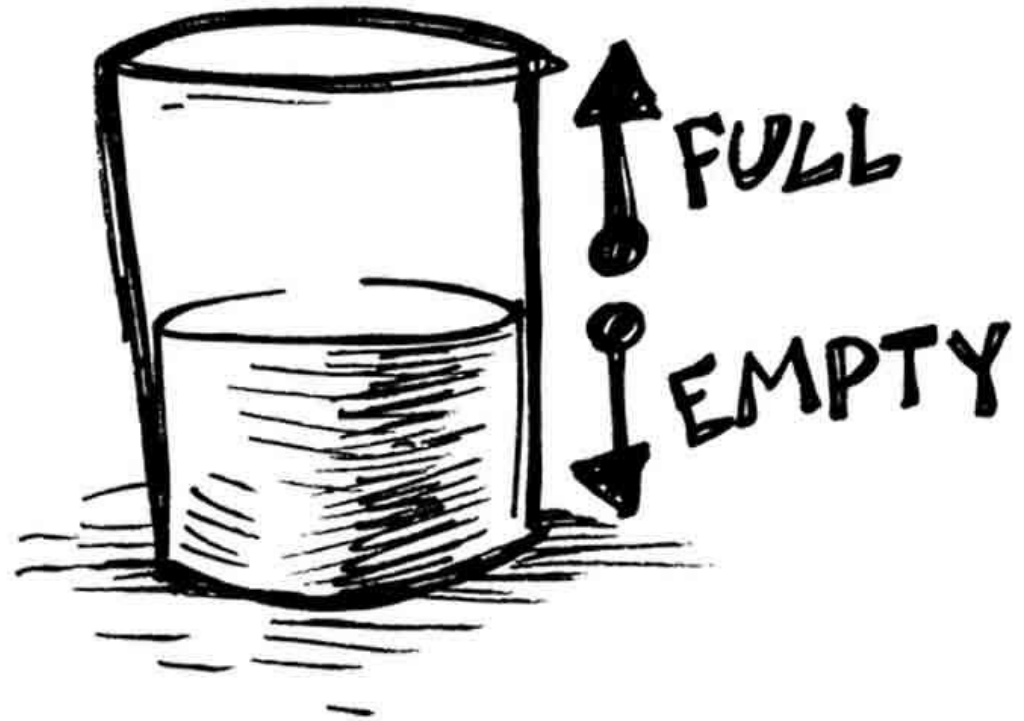
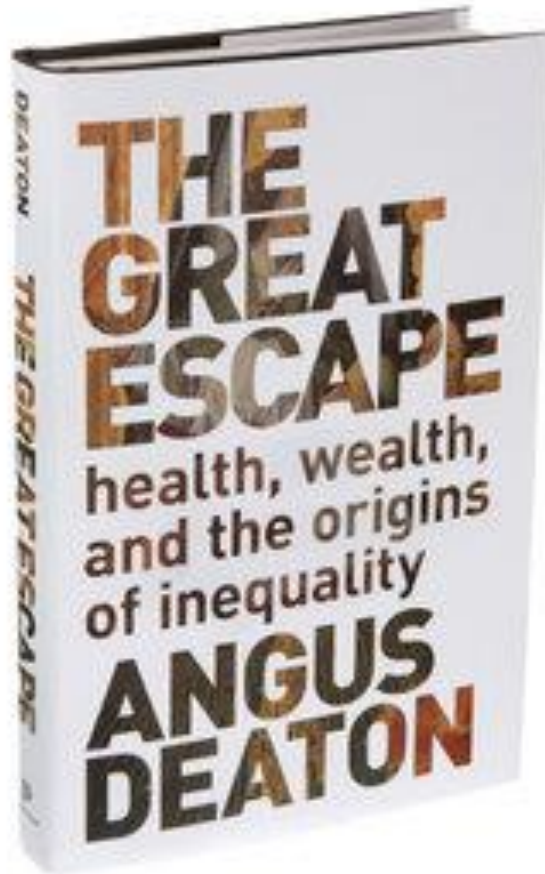


# Aids to Navigation 2: What kind of change strategy?





# Zooming Back Out, What is all this About?



# Thankyou! (@fp2p)

how *change* happens

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