

## **Thinking Like a Movement, Acting Like an Organization**

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At Tamarack, we believe that solutions to complex problems, such as poverty and racism, will require engaged communities working together in new and innovative ways. The way we work is equally as important as what we are working on.

*Thinking Like a Movement* is a concept that calls us to think beyond our organization and its day-to-day operations to a much larger vision. When we think like an organization, we use a few levers to move forward. When we think like a movement, we use far more levers. In fact, we use as many as we can to move forward.

A positive movement involves the participation of all members of a community. We're hoping that, together, we can advance our understanding of the correlation between acting like an organization and thinking like a movement.

### **What we're learned so far...**

So far, we've been fortunate to meet and speak with a number of inspirational and knowledgeable individuals to help us on our journey.

### **Community and Movements for Change – Shauna Sylvester & IMACS**

- Movements aren't about causes – they're about people who share a set of values.
- Spark debate, and inspire discussion and new visions in the public arena.
- Make sure to clearly define your message.
- Know your audience - seek out those who have the power to advance your message.

To learn more about community and movements for change, click [here](#).

### **Community Foundations – Monica Patten & Community Foundations of Canada**

- Real power can be found at the local level.
- A movement grows as the circulation of inspiration and invitation grows.
- A powerful message must be accompanied by powerful action.
- Challenges may include: becoming insular, transferring identity from ownership to the message, and keeping everyone committed and focused.

To learn more about community foundations, click [here](#).

### **Disseminating Innovation - Katharine Pearson & the J.W. McConnell Family Foundation**

- Applied Dissemination refers to the documentation and dissemination of a concept, a program, a skill set, or a process, and the subsequent application of one or more of these in a new setting.
- Developing a network of like-minded organizations is a valuable way to share learning, draw inspiration and build collective capacity.
- Movements often emerge when organizations disseminate their innovation or “scale up” their work.

- Advancing movements for change includes: focus on policy/systems change, leadership, complexity, patience and communication.

To learn more about disseminating innovation, click [here](#).

### **The Social Economy - Nancy Neamtan & the Chantier de l'économie sociale**

- The social economy is a collective economy based on collective, nonprofit and mutual principles.
- The social economy exists to respond to the needs of our society; it continually evolves.
- Development of the social economy should revolve around the triple bottom line, which includes an assessment of the environment, social and economic impact.
- To build a social economy movement, a system needs to put into place where goods and services are produced by a broad spectrum of players, and a broad vision of the environment and social impact.

To learn more about the social economy, click [here](#).

### **Thinking Like a Movement – Vickie Cammack, Al Etmanski & PLAN**

- Four-fold sustainability methodology includes: doing, sharing, changing, inspiring.
- To think like a movement, we must act in an intentional, conscious, strategic and systemic way to bring about:
  - Structural, institutional, system and legislative change.
  - A cultural and attitudinal shift.
- Thinking Like a Movement requires a long-term vision that goes to the root of the issue and systemic change.
- Key components to social innovation and long-term sustainability are the durability, impact and scalability of innovation.
- Successful movements for change require the younger generation, long-term funding and the capacity to continuously innovate.

To learn more about thinking like a movement, click [here](#).

### **Emerging Questions**

1. How can groups shift in articulating their issues from a rights-based place to a solutions-based place?
2. Do we fully understand what it means to work collaboratively?
3. How do we work collaboratively as a movement without risking the energy that makes us a movement?
4. How do we create space to join with others, to truly collaborate, understanding that participants in networks have their own pace and their own priorities?

5. How do you recognize the **tipping point for change** – the cascading change when we move from incremental to sudden change? E.g. Anti-smoking legislation, pesticide bans)
6. How do you share leadership in such a way so that classic social innovators can carry ideas through the network and not become burned out?
7. How do you build independent and sustainable sources of revenue to support complex, long-term work?
8. How can we work multisectorally to leverage contacts and social capital across disciplines and sectors?

