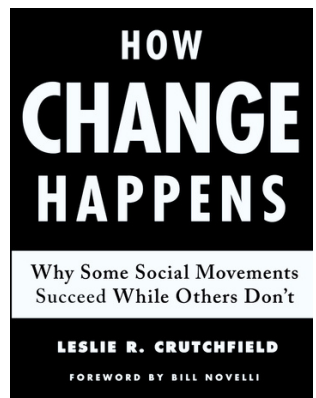




Highlights

WINNING HEARTS & MINDS



- “What works for one movement or cause doesn’t always neatly translate to other issues,” notes Leslie Crutchfield. Campaigns and movements are messy business, not organized by blueprints.
- Great movements have at their core strongly connected grassroots members. Leaders of movement organizations understand they need to invest in building member relationships – not just between the members and the organization or movement, but among the members themselves. They nurture intense, personal bonds that engender trust and mutual obligation. Building on those bonds, they then encourage activists to collectively take charge in their communities to advance the cause at the local level.
- Reviewing U.S. civil society since the 1980s, Leslie Crutchfield and her team identifies six movements that have achieved success: anti-tobacco, anti-drunk driving, gun rights, LGBT marriage equality, curtailing of acid rain, and eradicating polio (globally).
- “Most striking is the transformative effect of creating a sense of belonging and empowerment, the success of the National Rifle Association and gun rights being the most poignant illustration. Some five million strong, members mobilize at town hall meetings and get decision makers to heed their minority views on weaker gun regulations. Why do so many people show up?
- The formal NRA Grassroots Division maintains a visible and constant presence while at the same time empowering their “Frontline Activist Leaders,” volunteers who reach out to other gun owners in their own communities, building support for political action. Most effective, still, may be their regular NRA barbecues, shooting competitions, and other family gatherings.” (*Stanford Social Innovation Review*)
- The anti-drunk driving campaign derived its momentum from the families of victims, spotlighting individuals with lived experience. The marriage equality movement became successful when it pivoted from being about rights and legal protections to people and love.
- “Successful movements have at their center a vigorous base of passionate, energetic, and well-organized grassroots support.”
- Victory would be secured by unleashing that grassroots energy and channeling it.
- Galvanizing a movement requires mobilizing ... everyday individuals with the lived experience of the problem at hand. These people are the most inseparable from the cause. They are the most viscerally connected to it.

The road to social change begins with personal connection and human emotion.

Leslie R. Crutchfield