

Think global, Act Local, Link global

An 'Linking Forum' for the SDGs and societal challenges : an 'influence perspective'
- with particular reference to climate change and inequalities

Chiang Mai, Thailand: 1-4 October 2019

Summary of the rationale and agenda

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1 Introduction and rationale: the 2000-2030 period is the most critical, pivotal period in history

The 2000-2030 period is the most critical, pivotal period in human history, for two broad reasons, one negative, one positive. Its negative aspect is the unprecedented number, variety and severity of national and global crises that have developed in recent years. Its positive aspect is the unparalleled scope and ambition of the SDGs, many of which relate directly or indirectly to the resolution of most of these crises.

Substantive progress towards the SDGs must be made by 2020; in particular, towards addressing climate change, if they are to be met by the target date, 2030. However, in the past few decades new crises have emerged (lifestyle diseases, for instance), a number of existing crises have worsened (climate change, various environmental crises,¹ within-country economic inequality²), while others continue on large scales despite the progress that has been made towards development goals. This last category includes still-widespread poverty, conflicts, exclusion, inadequate – or no – access to health, education and social services; and various forms of abuse, violence and exploitation, especially against women and minorities.

Inequalities of various kinds underlie, and are being exacerbated by, all these crises (*Diagram 1*).

Interactions between crises³ tend to amplify their impacts and impede the development and implementation of timely, effective and cost-effective solutions to them, giving rise to a strong case for linked interventions to address them.

1.1 'BEHAVIORAL CRISES' - AN 'INFLUENCE PERSPECTIVE

These crises can be framed as 'behavioral crises.' Crises such as climate change and 'globesity' result from the aggregated and accumulated consequences of the behaviors of individuals, groups and organisations;⁴ such behaviors do not occur in a vacuum but result from one or more influences. These influences can be disaggregated into 3 'i' elements which have increased greatly in number, variety, potency, scale, scope, sophistication and speed of use since 2000: *influence methods* (e.g. marketing methods, NGO campaigns), *interactions* (e.g. via the social media, lobbying)) that act as carriers for these methods, and *information*, used to target these methods (e.g. data mining).

This 'influence perspective' opens up new ways of promoting progress towards the SDGs, as all policies, programs and projects involve influencing various stakeholders at different levels of society; and to influence effectively, they must engage appropriately with human nature. Accordingly, it also leads to new ways of thinking about aspects of human nature. It also opens up new ways of addressing the crises that impede such progress (in particular, inequalities of various kinds), a new language for policy and practice, and a possible new paradigm for philanthropy. These 'new ways' involve four hidden or partly hidden 'influencing resources' that exist in all communities and organizations, but which often go unrecognized.

Furthermore, this influence perspective opens up possibilities for a new form of analysis ('Influence Analysis') - as well as for new forms of action - at the levels of individuals, communities, organizations and national and global systems. Such analyses can reveal the current and potential influences on stakeholders, allowing critical points in planned interventions, systems and networks to be identified, so that limited 'influencing resources' can be more effectively focused in various interacting ways. Each intervention might seem relatively small, but the interacting effects of several can be substantial.

2 An international three-part 'Linking Forum': Agenda

2.1 TWO INNOVATIVE APPROACHES USING FOUR HIDDEN OR PARTLY HIDDEN RESOURCES

Two innovative approaches that can be used to promote progress towards the SDGs and to address the 'influence' roots of some of the crises that impede such progress will be discussed at a 'Linking Forum' to be held in Thailand in October. One is 'Positive Deviance'; the other is a set of approaches based on the behavioral and related sciences.⁵ Both involve the hidden or partly hidden 'influencing resources' mentioned above; these exist in all communities and organizations, but often go unrecognized. They will be discussed, using examples of current challenges faced by participants (see #2.3 below) in Parts 1 + 2 respectively

Part 1: Positive Deviance (PD) capitalizes on a hugely energizing fact: *'for any given problem, one or more individuals in the community will often have already identified a solution. PD focuses on people's assets and knowledge, rather than their lacks and problems.'*⁶ Such individuals are referred to as "positive deviants," as *'they deviate positively from the majority. Their uncommon behaviors enable them to find better solutions to pervasive problems than their neighbors.'*⁷ *Identifying positive deviants' successful behaviors reveals hidden resources already present in the local context, from which it is possible to devise and diffuse solutions to pervasive community problems that are sustainable as well as cost-effective.'*⁸

'Positive deviants' (sometimes referred to as 'positive champions') are a hidden resource, in that others in the community are unaware of the solutions they have found. Positive Deviance also uses three other hidden or partly hidden resources with potential for influence that underlie behavioral science-based approaches. One of these, central to philanthropy, is people's propensity for prosocial behaviors (those that benefit others) such as giving, helping, sharing, cooperation and volunteering.⁹ Almost everyone has this propensity, to varying degrees; and such behaviors are, in many respects, 'the glue that holds the social fabric of society together.'¹⁰

Over the past four decades, however, the balance of influences has shifted from those that encourage such prosocial behaviors to those that promote the self-interested behaviors underlying behavioral crises. This is illustrated by the increases during this period in GHG¹¹ emissions.

The other two resources consist of the fundamental and universal principles of influence that operate in all cultures;¹² and the contexts in which these principles operate. Of particular importance are the principles influencing social interactions (similarity, imitation, liking, reciprocity, and in-groups, for example); interactions between principles and contexts are illustrated by the enormous amplification of the effects of these principles brought about by the social media.

Part 2: Behavioral science-based approaches involve using these principles and contexts to encourage 'sustainable behaviors' - for example, encouraging people to take better care of their health, to invest more in their children's education or to save money. Some approaches also involve promoting prosocial behaviors, which in turn encourage sustainable behaviors.

Behavioral scientists have been researching these principles, contexts and prosocial behaviors for many decades. The need for a scientific approach is underlined by the surprising nature of some of the insights that have emerged. For example, in *'Give and Take: Why Helping Others Drives Our Success,'* behavioral scientist Adam Grant describes examples of how certain prosocial behaviors by corporate employees increased - relative to self-interested behaviors - the likelihood of both individual and business success.

Part 3: Discussions in Part 3 of the Forum will build on the insights, methods and hidden resources discussed in Parts 1 + 2 to develop an 'influence perspective.' This perspective opens up possibilities for new forms of analysis ('influence analysis') and action - in particular, new forms of analysing and addressing climate change and inequalities - and new ways of promoting progress towards the SDGs.

This 'influence perspective' also opens up possible new ways of transforming systems and a potential new paradigm for philanthropy.

These possibilities involve building on existing linkages and developing new ones - hence the term 'Linking Forum,' which, in these (Part 3) respects, is much more than the discussion of two innovative approaches to difficult problems (see Section #3).

2.2 OBJECTIVES, TOPICS AND CROSS-CUTTING THEMES: DEVELOPING VARIOUS LINKAGES

The objectives of the Linking Forum are, for Parts 1 + 2, to:

- 1/ Discuss applications of PD in different fields, how it can be used to implement sustainable solutions to difficult problems; discuss lessons learned; ¹³ and explore how PD can be applied to new issues.
- 2/ Expose participants to the various contributions that the behavioral sciences have made and can make to development.
- 3/ Explain how the two approaches use four hidden or partly hidden resources

The objectives of the Linking Forum are, for Part 3, to

- 4/ Discuss how the strengths of both approaches can be used in ways that help promote progress towards the SDGs and address difficult problems at different levels of societies and economies.
- 5/ Discuss how an 'influence perspective' can open up possibilities for
 - new forms of analysis and action, in particular, new forms of analysing and addressing climate change and inequalities
 - new ways of promoting progress towards the SDGs.
 - new ways of transforming systems
 - making 'sustainable development' and climate change more relevant to the lives of well-off people
 - a potential new paradigm for philanthropy

The objectives of the Linking Forum are, for Parts 1,2 + 3 combined, to:

- 6/ Generate several outputs with multiplier effects (see 2.6 below)

Topics: In the Forum, the two approaches will be discussed in five clusters of topics encompassing a number of the challenges currently facing societies around the world:

Climate change, environmental problems, and emergencies;

Health, nutrition and safety;

Social issues (education, ageing, violence, abuse, trafficking, conflict and peace-building);

Organizational change + systems transformation, governance and corruption.

and the promotion of **Sustainable social enterprises** and livelihoods

Cross-cutting themes: A central objective of the Linking Forum is to identify linkages between these challenges. One way of doing this is to discuss five linked cross-cutting themes, to overcome the 'silo effects' that currently hamper efforts to promote sustainable development.

The first such theme is *inequalities*, which underlie all current crises.¹⁴ Other themes, also closely linked, are *social networks*, *resilience*, *prosocial behaviors* and *well-being*. They involve various positive feedback loops and multiplier effects. For example, prosocial behaviors tend to reduce inequalities and increase well-being and resilience; improved well-being can increase resilience and prosocial behaviors.

While such themes should be a major concern for international bodies, given their cross-cutting nature and interactions, some do not appear to have received the attention they deserve in development and emergency interventions.

The Linking Forum will show how they can be promoted more widely in development policies and projects. One of the coordinators of the 2018 Thailand cave rescue operation will be a keynote speaker – the operation illustrates several of these cross-cutting themes.

2.3 PARTS 1 + 2: PARTICIPATORY AND EXPERIENTIAL LEARNING AND PRACTICAL APPLICATIONS

Forum sessions will emphasize participatory and experiential learning and practical applications of what has been learned. Participants will be encouraged to bring examples of current challenges they are facing in their own work and discuss - with experienced PD practitioners, behavioral scientists and other participants - as to how PD and the behavioral sciences can be applied to meet their objectives.

Applying in practice what has been learned during the interactive sessions will take several forms. Firstly, there will be an opportunity for participants to take part in a PD intervention in a community near the Forum venue. Secondly, several of the Forum outputs – outlined below – will address practice issues relating to both PD and the behavioral sciences.

3 Notes on Part 3: new mindsets and methods for the 21st century - an influence perspective, climate change as a keystone crisis, and inequalities

The 21st century differs greatly from the 20th in various important respects. One was mentioned in #1.1: influences on individuals, groups and organisations have increased greatly in number, variety, potency, scale, scope, sophistication and speed of use since 2000. These increases help explain the unprecedented number, variety and severity of national and global crises that have developed in recent years – another defining feature of the 21st century.

This is now the age of influence: those individuals, groups and organisations that can ‘out-influence’ their rivals are more likely to succeed in their objectives. Facts and scientific evidence are no longer sacrosanct; the marketing of goods, ‘experiences’ and services often depends more on influencing¹⁵ than on the quality of the actual products. The emergence of this new age is illustrated by the two seismic electoral events of 2016 in the US and the UK: Trump and the Brexiteers did not win because their policies were better than those of Clinton and the Remainers: but because they ‘out-influenced’ them.

Part 3 of the Linking Forum will discuss new ways of thinking about (‘mindsets’), analyzing and addressing the major crises, lower-level problems and opportunities that characterize this new age of influence (*Diagram 2*).

3.1 AN ‘INFLUENCE PERSPECTIVE’

Both PD and behavioral science-based approaches have been applied in several hundred projects addressing a wide variety of issues in high-, middle- and low- income countries with very different socio-economic contexts. They are applicable to almost all the SDGs. But they are more than just ‘approaches’ to sustainable development (and to societal challenges); they are not simply toolboxes of methods.

They are also perspectives. Each involves certain ways of looking at issues and problems that differ from the ‘logical and linear models’ that characterized most development projects in the 20th century¹⁶ - a crucial difference, because the 21st century differs greatly from the 20th century.

The perspective shared by the two approaches matches the underlying causal factors of current crises. It is an ‘influence perspective,’ which emerges if influences are seen in terms of two of the four hidden resources outlined above: the principles of influence and the contexts in which these principles – and all policies and projects – operate.¹⁷ These principles are fundamental and universal (#3.7) – they underlie the myriad influences on individuals, groups and organisations in all countries and cultures. This helps explain why both approaches are generic, applicable to almost all the SDGs: they reflect these principles.

However, the precise influence of these principles on behaviors depends on the contexts in which they operate (see footnote 12); these vary greatly, and so both principles and contexts (see #3.7) should be taken into account before, during and after the implementation of any intervention – discussed in #3.2 below.

3.2 A NEW FORM OF ANALYSIS: INFLUENCE ANALYSIS

An influence perspective therefore requires a new form of analysis: influence analysis, which is needed because influences not only underlie behavioral crises; all policies, programs and projects also involve influencing individuals, groups and organisations at different levels of society. For example, projects which aim to influence people to reduce their household energy consumption, or to reduce their consumption of unhealthy foods and drinks, should also consider the influences that currently encourage people to consume energy, or unhealthy foods and drinks, at relatively high levels.

Influence analysis can therefore open up new ways of promoting progress towards the SDGs – it allows a variety of influences to be brought to bear on a given issue, at different points in systems and networks.¹⁸

It can help reveal the many and varied influences at work on the different stakeholders involved in any given situation, at any level of society. Influence analysis, involves answering questions such as:

Who is influencing whom to do what? Where and when? How? Why?
Who gains and loses how much of what as a result?

It helps explain why policies, programs and projects fail – this is often because they have not taken adequate account of the influences operating on key stakeholders or at critical points in the intervention process.¹⁹

The contributions that influence analysis can make to the issue of transformation (see section 3.3 below) is illustrated by brief discussion of climate change in section 3.4. below.

3.3 ORGANISATIONS, NETWORKS AND SYSTEMS

Influence analyses can reveal the current and potential influences on stakeholders, allowing critical points in organisations, networks and systems and networks to be identified, so that limited ‘influencing resources’ can be more effectively focused in various interacting ways. Each intervention might seem small, but the interacting effects of several can be substantial. This opens up possibilities for an ‘influencing’ approach to systems change and transformation that will complement existing approaches.

Many of the problems experienced during the response to the 2013-16 Western African Ebola outbreak can be explained by ‘influencing errors’ by stakeholders at different points in health systems.

Even more strikingly, the failures of the Remain and Clinton campaign organisations in 2016 to take adequate account of the influences operating in political systems, mediated by various networks, were major factors in their losses in the UK’s EU referendum and in the US Presidential election respectively.²⁰

3.4 CLIMATE CHANGE AS A KEYSTONE CRISIS

The relevance of an influence perspective will be discussed in relation to various crises and topics, in particular the ‘keystone crisis’ of climate change. Climate change is a keystone crisis in several respects. Firstly, it will eventually have profound impacts on increasing numbers of people, especially those living in coastal areas; a study published in April suggested that up to a quarter of the world’s population could be at risk from sea level rise, with the largest numbers of affected people in Asia.²¹

Secondly, it is involved in a number of other crises. For example, the recent IPBES (Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services) assessment report,²² which found that nature is being eroded at rates unprecedented in human history, demonstrated the strong inter-relationship between climate change, the loss of biodiversity and human wellbeing.²³

Climate change is a keystone crisis also because it illustrates the range of influences involved in current crises; some operate as causes of climate change, while others operate as barriers to adequately addressing it.²⁴

Some of these barriers were illustrated by the contrast between the large and rapid responses to the Notre Dame fire on April 15 and the absence of any similar responses to climate change (also a literally burning issue) following the 'Extinction Rebellion' demonstrations on the same day; these were aimed at highlighting the inadequacies of current measures to address this immeasurably greater calamity.

An 'influence analysis' of this contrast will be discussed in Part 3 of the Linking Forum; it will help illuminate why climate change is such a complex and difficult issue, and how it can be addressed in ways that reflect the influences that operate to cause it and those that operate as barriers to adequately addressing it.

In these respects climate change, if framed in terms of the many and varied influences it involves, reveals aspects of human nature (see #3.9), and the ways in which human nature interacts with various contexts (see #3.7), to a greater extent than any other crisis. It provides various opportunities for better understanding the human condition in the 21st century – an understanding that is urgently needed, given the rapid advances in artificial intelligence, in automation and in the use of algorithms (any one of which could cause a major crisis – *Diagram 1*).

In this way the question of how climate change - and 'sustainable development' more generally - can be made more relevant to the lives of relatively well-off people, especially those in high-income countries, can begin to be answered. This is one of the questions that an important new initiative, the Centre for Climate Change & Social Transformations (CAST) hopes to answer. The Centre's aim is to advance our understanding of how to transform lifestyles, organizations and social structures in order to achieve a low carbon future, which is genuinely sustainable over the long-term. A researcher from the China Centre for Climate Change Communication will participate in the Linking Forum.

This is another illustration of the various ways in which climate change is a keystone crisis: the Centre's findings - and the discussions in Part 3 of the Linking Forum - will have implications for other important issues where transformation is required: for example, in economic, health, and social care systems.

3.5 A NEW WAY OF ANALYZING AND ADDRESSING INEQUALITIES - THE '3 AOIS'

Inequalities of various kinds are inherent in the causes and consequences of climate change (and almost all other crises – *Diagram 1*). The unequal influences that fossil fuel corporations exercise mean that fossil fuel use and subsidies occur on much larger scales than they would in the absence of such influences. At present, climate change adversely affects poorer countries, and poorer people in them, to much greater extents than it affects wealthier countries and people. Moreover, fossil fuel corporations have exercised their disproportionate power to impede effective measures to address climate change²⁵.

An influence perspective leads to a new way of analyzing and addressing inequalities in terms of '3i asymmetries of influence' (3 AOIs)

- asymmetries in the use of influence methods: e.g. in marketing.
- asymmetries in interactions: e.g. lobbying; corporate executives in government or in advisory positions
- asymmetries in the use of information: e.g. data mining.

Asymmetries of influence operate at every level of society, like a set of Russian dolls²⁶ (or fractals): in national policy, in organizations, and in communities. One or more (sometimes all three interacting) asymmetries of influence also underlie many of the problems which substantial numbers of people face in their everyday lives, in all countries, regardless of their GNP.

Examples include unequal opportunities in work and education; unequal access to services; discrimination and prejudice at work and in life generally on the basis of gender, color, ethnicity, (dis)ability, education, income, health, age, location, sexuality - sometimes in terms of several of these factors at once.

Inequalities are often analyzed in economic terms, which do not always capture the various kinds of non-economic inequalities experienced by significant numbers of people in their work and in their daily lives. An influence perspective complements, but does not replace, economic analyses; it is applicable to any issue, at any level of society. It helps explain why inequalities are so pervasive and pernicious, and why they are so hard to reduce.

This influence framing builds on the work of three Nobel Laureates in economics, Joseph Stiglitz, George Akerlof and Robert Shiller, and of various behavioral scientists (notably Robert Cialdini and Daniel Kahneman, also a Nobel Laureate). It will be introduced using one of the case studies discussed in Part 1.

3.6 A NEW LANGUAGE FOR POLICY AND PRACTICE

A new language for policy and practice is needed if individuals and organizations are to adequately address the crises, achieve the SDGs and make the most of the opportunities in the new age of influence of the 21st century.

A new language is needed, for instance, for influence analysis, which complements, but does not replace, economic analysis. Just as economic analysis involves a certain language (costs, opportunity costs, profits, prices..), so does influence analysis.

To use an imprecise analogy, in Western languages words are made from different combinations of vowels and consonants. In the analysis and practice of influence, influence methods comprise varying combinations of principles and contexts. We are all influenced continuously by both throughout our waking hours. Robert Cialdini, a leading authority on social influence, comments that some principles *'possess a tremendous ability to direct human action. We have been subjected to them from such an early age, and they have moved us about so pervasively since then, that you and I rarely perceive their power.'*²⁷

Daniel Ariely, a leading behavioral scientist, observes that *'our natural tendency is to vastly underestimate or completely ignore the power of (the influences around us) ...We are pawns in a game whose forces we largely fail to comprehend.'*²⁸

3.7 CLIMATE CHANGE AND THE SEEDS OF A POSSIBLE NEW PARADIGM FOR PHILANTHROPY

The climate change - Notre Dame fire comparison (mentioned in #3.4) involves the four 'hidden influencing resources' outlined above, which, combined with 'positive stories' (see #4.1 below) potentially represent the seeds of a possible new paradigm for philanthropy - an issue which will also be discussed in Part 3, together with other issues of interest to those involved in institutional philanthropy.

This comparison is of particular relevance to philanthropy, because (among other things) it helps explain why some of France's richest families each pledged a donation of over \$100m to help restore the cathedral but have made no such donations to help address climate change. Even more strikingly, the French oil and gas company Total also pledged over \$100m towards Notre Dame's restoration, yet it was heavily criticized in a recent report for advocating an energy policy agenda focused around fossil fuels.²⁹

3.8 NEW WAYS OF THINKING ABOUT ASPECTS OF HUMAN NATURE

The climate change - Notre Dame fire comparison provides insights into aspects of human nature which have profound implications for how individuals, groups and organizations understand and respond to crises and opportunities in the 21st century's new age of influence. In these respects climate change is a keystone crisis.

Climate change is now viewed by over 95% of the scientists working in the many disciplines involved in this most complex of crises as posing an existential threat to humanity – so why are responses to it so grossly inadequate, compared with those to the Notre Dame fire? And why does it provoke such strong and often emotional reactions by certain organizations and by significant numbers of people? In these respects climate change is a keystone crisis. The answer lies in the ways in which aspects of human nature interact with the overlapping contexts in which behaviors occur.

Similarly, the majority of economists view most of the economic policies of Trump and the Brexiteers as likely to produce serious adverse consequences in the long run; so why did they win in 2016? The answer lies partly in the ways which their campaigns exploited aspects of human nature to influence voters to vote for policies that will very likely be against their own interests. These two electoral events will not be discussed in the October Linking Forum, but they may be topics in follow-up forums (see #4.3 below).

Positive Deviance, and philanthropy more generally, reflect a view of human nature that is more positive, realistic and inclusive than the individualistic,³⁰ self-interested and often short-term view that has underpinned many national and international policies (though not all) and many business practices (though not all) over the past 40 or so years. This view has led to an imbalance in 'the twin tensions' (*Diagram 3*) over this period - they comprise one way of conceptualizing aspects of human nature.

Arguably, the aims of those promoting sustainable development should include rebalancing the twin tensions.

Another way of conceptualizing aspects of human nature, in terms of the fundamental principles of influence and the overlapping contexts in which these influences - and all behaviors - occur, is illustrated by *Diagram 4*. This relates to the 'new language for policy and practice' mentioned in #3.7. These two conceptualizations will be briefly discussed in Part 3 of the Linking Forum.

Note

'New' in the way in which it is used here refers not to things that are truly new, in the sense that they previously did not exist, but rather to new combinations of existing insights, principles and methods, combinations that have not been applied in the ways outlined in this Agenda. They can therefore mostly be applied relatively quickly and cost-effectively.

Moreover, the mindsets and methods are linked through the influences that underlie them – hence the various cross references between the sections in this Agenda, and the title of the October 'Linking' Forum. These linkages contribute to the multiplier effects mentioned in #3.10.2 and #4.1 below.

3.9 LINKING AND EMERGENCE, PARTICIPATION AND POSITIVITY, AND SOCIAL POTENTIAL

3.9.1 LINKING AND EMERGENCE

Linking and emergence are two key features of this influence perspective, which allows different crises, lower-level problems, opportunities, approaches, sectors, organizations, countries and cultures to be linked through the influences that are common to them all.

The current configuration of influences has emerged over several decades, a process that helps explain why and how 2019 is so different from 1979, in every country; and why an unprecedented number and variety of crises have converged and interacted in the 21st century.

Emergence occurs over time; it applies to the future as well as to the past. By disaggregating influences in various ways (for example, into principles and contexts: see #3.7) and then linking them in different situations, new ways of influencing will emerge, as well as new insights about how people and organizations are and can be influenced.

Clarity will also emerge. Points made in this Agenda (and in other papers) that might not be initially clear should eventually become somewhat clearer, particularly if discussed using concrete examples from past, ongoing and planned projects in the Linking Forum and in the follow-up Forums (see #4.3).

3.9.2 PARTICIPATION, POSITIVITY, MULTIPLIER EFFECTS AND 'SOCIAL POTENTIAL'

If an influence perspective (or improved versions of it) is adopted more widely, it will help people to see how they and others are influenced, and it will help them to influence policies and practices, thereby increasing their participation in things that are important to them and to the places in which they *work and live*.

Positivity is a particular feature of Positive Deviance, but it also characterises some behavioral science-based interventions. Positivity involves, among other things, eliciting positive emotions: creating virtuous circles and 'embracing error' – treating errors and failures as learning opportunities.

Participation and positivity have several beneficial aspects, outlined in the attached two-page paper. These emerge from various linkages, which can generate positive feedback loops and multiplier effects.

For example, as noted in #2.2, prosocial behaviors tend to reduce inequalities and increase well-being and resilience; improved well-being can increase resilience and prosocial behaviors.

The hidden resources outlined above - Principles, Contexts, Prosocial behaviors and Positive deviants - combined with Participation and Positivity, can together help realise 'Social Potential' (*Diagram 5*). This is the potential of people (and groups and organisations) to achieve things, when they are both linked and influenced in certain ways, that they could not achieve (or that they could only inadequately achieve), when acting individually.

4 Outputs with multiplier effects; an international Forum; follow-up Forums in Europe and North America

4.1 OUTPUTS WITH MULTIPLIER EFFECTS

The outputs of the Linking Forum are likely to have various multiplier effects, outlined here under two headings. They are termed ‘multiplier outputs’ as their impacts are not limited to specific projects; they can be used to help organizations to exploit the four hidden influencing resources; to help bring about organizational change and systems change and transformation; and to introduce new ways of analyzing and addressing the SDGs to fit the new age of influence of the 21st century.

4.1.1 MULTIPLIER OUTPUTS DESIGNED TO HELP ORGANIZATIONS TO EXPLOIT THE 4 HIDDEN RESOURCES: THESE RELATE MAINLY TO PARTS 1 + 2

in-country and international networks of practitioners and advisers; building on existing networks + generating new ones; linking different networks.

trainings tailored to specific organizations

workshops for organizations working on particular issues;

a practical guide to Positive Deviance

improvements to current projects and ideas for new projects, some of which could be conducted in parallel as ‘experiments,’ to test variants of the two approaches, and to further investigate how the linking themes can be applied, monitored and evaluated.

‘positive stories’ of actual applications of the four influencing resources to address local and societal challenges. Such positive stories can serve as counterweights to the negative stories which dominate the media, by showing the use of these two approaches to bring about positive changes in communities and organizations, to influence policies and practices at different levels of society, and to bring out ‘the better angels of our nature,’ to borrow Abraham Lincoln’s phrase.³¹

4.1.2 ‘NEW’ MINDSETS AND METHODS FOR THE 21ST CENTURY: THESE RELATE MAINLY TO PART 3

The mindsets and methods outlined in Section 2.3 are also outputs, as they are not limited to specific policies, programs and policies – they are applicable to them all, and to all of the SDGs. They are appropriate for the new age of influence of the 21st century. They include the following:

An ‘influence perspective’

A new form of analysis: influence analysis

A new way of analyzing and addressing inequalities in terms of ‘3i asymmetries of influence’

A new language for policy and practice

A possible new paradigm for philanthropy

New ways of thinking about aspects of human nature

4.2 AN INTERNATIONAL FORUM

It should be emphasized that this is an international Forum, relevant to challenges in Europe, the Americas, the Middle East and Africa, as well as in Asia – case studies from a variety of countries will be discussed, and the multiplier outputs are relevant to all these continents. Both approaches have been applied extensively in Europe and the US.

However, Asia is of central importance both to the future trajectories of current crises and to the development and implementation of ways of addressing them and of promoting progress towards the SDGs. Asia is at a critical juncture: time is running out. Several of the crises - for example, climate change and related disasters,³² other environmental crises, obesity, and lifestyle diseases - are developing on larger scales and at greater speeds in Asia than in any other continent – one reason why the Forum is being held in Asia.

4.3 FOLLOW-UP FORUMS IN EUROPE AND NORTH AMERICA

There will be two wider ‘follow-up Forums’ in Europe and North America after 6-12 months, at which progress with developing and implementing the outputs of the Asia Forum will be reported. This should be additionally motivating for the Forum participants, as the outputs of some conferences are not always adequately followed up: if there is another conference, new projects are usually discussed.

These follow-up Forums will use insights and methods discussed in the Asia Forum, and its multiplier outputs, to analyze and develop new ways of addressing issues currently being debated in these two continents - for example, the re-emergence of ‘populism,’ attacks on democratic institutions, and concerns about fake news, identity and immigration (issues which will not be discussed in the Linking forum).

The proposed Forum - follow-up Forums linkage will facilitate progress towards the SDGs. As noted above, substantive progress towards them must be made in the next few years, in particular, towards addressing climate change, if they are to be met by the target date of 2030.

The ‘linking’ aspects of all three Forums involve linking behavioral crises, the SDGs, approaches, hidden resources, cross-cutting themes, organizations, countries and the skills and experiences of participants. It is largely through these linkages that multiplier effects will emerge.

These linkages will put into practice a version of the adage ‘Think global, act local’ that is relevant to the connected ‘3i’ world of the new millennium: *‘Think global, act local, link global’*.

5 Conclusion: linking candles that are already lit

By 2030 the first three decades of the new millennium will probably be seen as both critical and pivotal: as one of the hinges on which human progress turns. This is most clearly seen with climate change, but it is also illustrated by other SDGs and by the various behavioral crises that impede progress towards them. We now seem to be in an unusually gloomy period; this current hinge seems to be turning humanity in a darker direction.

Time is running out: hence the critical nature of this period, and the need for this Forum.

The purpose of the Linking Forum is to link several candles that are already lit, but which are largely unconnected, to thereby help shed some light on ways of turning this current hinge towards a brighter future. and to bring out 'the better angels of our nature.'

At a time when political, economic, ethnic and religious extremists emphasize the factors that divide population groups and segments from each other, approaches to difficult problems that emphasizes the factors that people everywhere have in common are needed.

We have more in common than we realize - the fundamental principles of influence bind us all. These principles guide the actions of people everywhere, regardless of their country, culture or faith - at work, at home, at leisure; with colleagues, friends, and with strangers.

Another of the four hidden influencing resources - the propensity for prosocial behaviors, central to philanthropy - is also common to people everywhere, to all cultures and to all faiths. And positive deviants can be found, too, in almost all communities, cultures and faiths.

The crises that characterize the 21st century are interlinked, through the influences that underlie them (see #1.1). Accordingly, approaches to them must also be interlinked; and they can be linked, through the informed use of the influencing resources to be discussed in the Linking Forum.

This outline summarizes various ideas and methods which are described in more detail in several discussion papers, available on request from christophereldridge@yahoo.co.uk

6 Notes and references

¹ These include air, land and water pollution, deforestation, habitat destruction, biodiversity loss, over-fishing, topsoil loss, desertification, declining per capita drinking water availability...

² Since around 1980, economic inequality between countries has lessened globally - largely due to economic growth in China and a few other large developing economies - while economic inequality within countries has increased in many cases. See '*The Price of Inequality*,' and '*Globalization and its Discontents Revisited*' by Joseph Stiglitz, and Oxfam's various inequality reports.

³ Climate change, agriculture, health; traffic accidents, alcohol and drug use.

⁴ Anthropogenic climate change cannot be explained in terms of any single event, such as an earthquake or volcanic eruption, or even in terms of a few factors, as with the outbreaks of wars. The myriad consumption behaviors of several billion people, and the myriad sourcing and production behaviors of several million organizations around the world (increasingly in Asia in recent decades) over the past 200 or so years have caused the rise in global GHG emissions which has taken place since the industrial revolution began.

'Globesity' has similarly resulted from the various eating and drinking behaviors of many hundreds of millions of people in most of the world's countries, and from the inadequate physical activity of many of them, over the past few decades.

⁵ This term covers various approaches, not just 'Nudge.'

⁶ *How Change Happens* (2016), OUP. See also: <https://www.theguardian.com/global-development-professionals-network/2016/oct/31/radical-thinking-reveals-the-secrets-of-making-change-happen>

⁷ .. *with whom they share the same resource base.*: this is important, as it establishes similarity

⁸ in a 2004 unpublished paper.

⁹ Adam Grant (2013): *Giving Time, Time After Time: work design and sustained employee participation in corporate volunteering*. See Adam Grant's book '*Give and Take*' (2013), which (unlike some books) lives up to its sub-title: 'a revolutionary approach to success'.

¹⁰ David Schroeder and William Graziano (2015), *The Oxford Handbook of Prosocial Behavior*.

¹¹ GHGs = greenhouse gases

¹² A brief explanation of 'principles of influence': all policies and projects involve influencing behaviors; all influences reflect one or more fundamental principles and occur in one or more contexts. Robert Cialdini, a leading authority on social influence, comments that some principles 'possess a tremendous ability to direct human action. We have been subjected to them from such an early age, and they have moved us about so pervasively since then, that you and I rarely perceive their power.'

For example, imitation (a principle of social behavior) directs many behaviors, particularly in children and adolescents; it is extensively exploited in commercial marketing to influence consumers' purchases.¹² The use of models to market clothes so that people will imitate them and buy the clothes they are wearing 'leverages' this principle.

Social norms comprise one of the important and powerful principles of behavior, but they have different influences in different contexts, particularly in different organisations.

They operate in both Exxon and Greenpeace, for instance, but in each case their influences on employees' behaviors are very different, due to the different contexts of the two organisations – they have different organisational cultures.

¹³ See 'Participatory and experiential learning and practical applications,' page 3 above

¹⁴ The relationship between inequalities and behavioral crises is discussed in a separate paper.

¹⁵ At various levels: not just consumers, but also with large corporations & producer groups + policymakers

¹⁶ Banks, Hulme and Edwards (2015): *NGOs, States, and Donors Revisited: Still Too Close for Comfort?* [World Development Volume 66](#), February 2015, Pages 707–718

¹⁷ This will be explained during Part 3 of the Linking Forum ..also illustrated by DPs.

¹⁸ for example, the social and prosocial influences involved in the PD approach (#2.1 above).

¹⁹ Described in a separate Discussion Paper on influencing errors

²⁰ Discussed in the paper: How Trump and the Brexiteers won; these will not be discussed in the October Forum but will be in follow-up forums, depending on participants' suggestions views.

²¹ <http://www.worldwatch.org/node/5056>; Bangladesh, China, India, Indonesia, Malaysia, the Philippines, Singapore, Sri Lanka, Thailand and Vietnam in particular have very densely populated coastal areas.

²² The [Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services](#) (IPBES), found that nature is being eroded at rates unprecedented in human history.

²³ Climate change has been identified as a primary driver of biodiversity loss, already altering every part of nature. Likewise, the loss of biodiversity contributes to climate change, for example when we destroy forests, we emit carbon dioxide, the major “human-produced” greenhouse gas.

²⁴ A report published this April by the London-based non-profit organization InfluenceMap found that the five largest publicly-traded oil and gas majors (ExxonMobil, Royal Dutch Shell, Chevron, BP and Total) have invested over \$1Bn of shareholder funds in the three years following the Paris Agreement on misleading climate-related branding and lobbying. These efforts are overwhelmingly in conflict with the goals of this landmark global climate accord and designed to maintain the social and legal license to operate and expand fossil fuel operations: <https://influencemap.org/report/How-Big-Oil-Continues-to-Oppose-the-Paris-Agreement-38212275958aa21196dae3b76220bddc>

²⁵ Influence Map Report – see end note 24

²⁶ In the context of recent (and current) events in the US and the UK this term has added meaning

²⁷ *'Influence, Science and Practice,'* by Robert Cialdini (2009)

²⁸ This is the ‘one main lesson’ distilled from research carried out by Dan Ariely (2009), a leading behavioral economist (described in his 2009 book: *Predictably Irrational: the hidden forces that shape our decisions*) and other behavioral scientists, over recent decades. Cialdini (2009) also points out that consumers are unaware of the extent to which their purchases are influenced by marketing

²⁹ Influence Map Report – see end note 24

³⁰ The environmental activist and author Bill McKibben uses the term ‘hyper-individualism’

³¹ In his first inaugural address

³² Especially those related to climate change