




**Collaborative
Changemaking**
CERTIFICATE





for COLLEGE + UNIVERSITY STUDENTS



**APPLY
NOW!**

QUESTION:

Do you have plans **THIS SUMMER** to volunteer and/ or participate in a program helping out communities, nonprofits and/ or social enterprises?

YES?

Great! Check out this brand new **PROFESSIONAL DEVELOPMENT OPPORTUNITY** to help you “level up” before and while you’re engaging with community members.

Build and enhance your **COLLABORATIVE CHANGEMAKING MINDSETS** and **SKILL SETS**.

Learn how to put **EMPATHY, EQUITY** and **EMPOWERMENT** into action.

Get **COMMUNITY-READY** and **CAREER-READY**.



WHAT IS THIS?

APPLY NOW!

a changemaking collaboration between



Click on the logos or go to the last page to learn about each organization.

This **COLLABORATIVE CHANGEMAKING CERTIFICATE** is being offered to college and university students by Collaborative Changemaking Labs, National Peace Corps Association, and Ashoka U. The content and design of this certificate was led by [Greg Van Kirk](#), a Returned Peace Corps Volunteer (Guatemala) and Ashoka Fellow. Over the past nearly 20 years, Greg has designed and led global changemaking programs for thousands of students in collaboration with dozens of colleges and universities.

The priority goals of this new **COLLABORATIVE CHANGEMAKING CERTIFICATE** are -

- To help students get better equipped and feel more empowered as collaborative changemakers
- To provide students with a “toolbox” of universal, proven, and practical resources for putting empathy, equity, and empowerment into action while working with organizations and community members
- To help students volunteer/ work with purpose-driven organizations more intentionally, effectively, and sustainably
- To help students build and enhance essential, “future-proof” changemaking mindsets and skill sets
- To assist college and university leadership that are supporting students volunteering with, consulting for, and/ or innovating with purpose-driven organizations/ community members
- To help people create and nurture mutually supportive relationships

WHO IS THIS FOR?



START WITHIN A WEEK. FINISH AT YOUR OWN PACE.

This **COLLABORATIVE CHANGEMAKING CERTIFICATE** is for college and university students **volunteering with, consulting for, and/ or innovating with purpose-driven organizations/ community members.**

- This is for students who ALREADY are participating/ plan to participate in a **FORMAL PROGRAM** (study abroad, local internship, etc.) and/or for **SELF-DIRECTED** volunteering. It's designed for both and a hybrid of these kinds of experiences.
- Use this on your own and/ or if you're working with a team.
- You don't have to be volunteering, consulting for, or innovating with one dedicated organization or community. You can earn your certificate from a variety of engagements.
- You'll need roughly 10 total “touchpoints” with your team, an organization(s), and/ or community members.
- You'll have four (4) months to complete the requirements of the certificate, but you can definitely finish sooner.
- No prior experience is required.
- Although the focus is for college and university students, anyone 18 to 23 years-old can apply.

WHY ARE WE OFFERING THIS CERTIFICATE?



We're all dealing with some big challenges right now. In short, we're surrounded by accelerating volatility, uncertainty, complexity, and ambiguity (VUCA). So many of our systems are inadequate, inequitable, or just plain broken. Too many problems are outrunning existing solutions. Because of this, we urgently need as many people as possible working together as collaborative changemakers. This is an all-hands-on-deck moment for building an "Everyone a Changemaker" world. In particular, we need young people empowered as collaborative changemakers. This empowerment requires **opportunity, inspiration, mindsets, and skill sets**.



The wonderful news is that the first requirement, **opportunity**, exists. Institutionally, through student clubs, etc., every day more and more college and university students are being provided with opportunities to support organizations and communities. And more and more students are simply taking it upon themselves to try to create positive change.

And there's absolutely no shortage of **inspiration**, the second requirement. There has been and continues to be a rapidly growing number of college and university students who are inspired AND committed to helping to create positive social change both near and far by helping out purpose-driven organizations and communities.

Opportunity and inspiration are being addressed. The WHERE and the WHY exist. But where we so often see both a need and desire is with the HOW, the required **mindsets and skill sets**. **This HOW is our WHY**. Through this new certificate opportunity, we aspire to help college and university students learn, practice, and become more adept at the mindsets and skill sets of collaborative changemaking.

BUILD AND ENHANCE YOUR CHANGEMAKING MINDSETS + SKILLSETS



ACTIVE LISTENING



GENERATIVE THINKING



ADAPTIVE LEADERSHIP



GLOBAL COMPETENCE



BUILDING
TEAMS OF TEAMS



OPPORTUNITY IDENTIFICATION



COMMUNITY
ENGAGEMENT + IMPACT



PUTTING
EMPATHY IN ACTION



COMPLEX
PROBLEM SOLVING



RESILIENCE



CREATIVITY



(SOCIAL) ENTREPRENEURSHIP



CRITICAL THINKING



(SOCIAL) INNOVATION



EQUITABLE DESIGN



SYSTEMS CHANGE



10 WAYS THIS CERTIFICATE HELPS YOU

STAND OUT!
POST YOUR
CERTIFICATE ON YOUR
LinkedIn
PROFILE



✓ **COMMUNITY ENGAGEMENT**

You'll feel more comfortable and better able to engage with communities different from your own. You'll activate and build your empathy "muscle" so that you're better able to help people achieve their goals with dignity.

✓ **PROFESSIONAL DEVELOPMENT**

You'll gain knowledge, develop invaluable skills, and get access to tools that are applicable for any career you might choose to pursue.

✓ **SELF-EVALUATION + PROGRESS**

You'll start-off by checking in on your changemaking mindset and finish the certificate with a self-evaluation of your progress.

✓ **YOUR MINDSET**

You'll learn the mindsets required to help people and organizations become more empowered to overcome challenges and achieve their goals. Collaborative changemaking often requires a mindset shift from traditional thinking.

✓ **YOUR SKILL SETS**

You'll be empowered with a powerful and practical toolbox that you'll put into practice with teammates, organizations, and/ or communities.

✓ **POSITIVE RELATIONSHIPS**

Success requires relationships. Relationships result from collaboration. Collaboration requires conversation. The tools included in this certificate were all designed to facilitate collaborative conversations.

✓ **ARTICULATION**

You'll be able to clearly articulate what you learned, what you did, and what you achieved to potential future employers, etc.

✓ **CHANGEMAKING COACHES/ MENTORS**

You'll have access to periodic **fireside chats** with changemakers leading and working in myriad fields.

✓ **SOCIAL INNOVATION DESIGN**

You'll get access to and practice using universal tools for co-creating social innovations with organizations and communities.

✓ **ORGANIZATIONAL CONSULTING**

You'll get access to and practice using proven tools and methodologies for consulting for organizations. You'll learn how to help empower organizations to diagnose and solve problems for themselves.

**TOTAL FEE
PER PARTICIPANT
(LAUNCH COHORT)**

\$125

in effect until May 31st



**APPLY
NOW!**



HOW TO EARN YOUR CERTIFICATE

Unless you're part of a program/ course where there's a leader assigning activities, this is a **SELF-DIRECTED** and **SELF-PACED** process. In total, it should take approximately 22 hours of learning, reflection, and work. That said, you'll actually be using the **COLLABORATIVE CHANGEMAKING TOOLS** with your team, an organization, and/or community members. So **this isn't EXTRA work**. These tools should help you engage more effectively and efficiently during activities you already have planned.



1 APPLY FOR YOUR CERTIFICATE

Go to [this link](#) to fill out your application. The application is free. It does not commit you to the certificate. This should take approximately 20 minutes to complete.

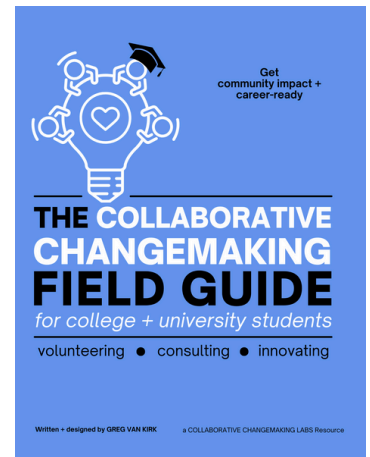
Within 48 hours we'll review your application and either send you an acceptance letter, ask for more information, or decline your application.



2 KEEP AN EYE ON YOUR INBOX

Upon acceptance, we'll email you the following:

- **SIGN UP FORM + PAYMENT LINK:** You'll formally sign-up for the certificate and be invoiced for \$125. Once you sign up you'll have four (4) months to complete your certificate, although you may complete it sooner.
- **GOOGLE CLASSROOM:** You'll get an invitation to "The Collaborative Changemaking Field Guide for College and University Students" classroom. This the guidance and materials you'll need for your certificate. (Note - We may offer alternative platforms.)
- **THE BOOK:** We'll send you a hard copy of *The Collaborative Changemaking Field Guide for College and University Students*.
- **THE ASHOKA CHANGEMAKER INDEX®:** We'll send you a link to this self-assessment tool. This will help you understand where you are on your changemaker journey, your strengths, and priority focus areas.



3 GET STARTED!

Once you have access to the Google Classroom, you can get started building out your personal "Collaborative Changemaking Portfolio." This should take about an hour.

- **MY PROFILE:** We'd like to know more about you, your experience, and your expectations.
- **MY CORE VALUES CONTRACT:** Sign this "contract" between you, us, and the communities you'll be serving. This is your personal commitment during your collaborative changemaking journey.
- **MY SELF ASSESSMENT:** Take the **ASHOKA CHANGEMAKER INDEX®** well as a certificate-focused baseline survey. This will help you track and evaluate your progress later.
- **MY COLLABORATIVE CHANGEMAKING PLAN:** Start to plan so that you can pace the certificate work in a way that aligns with your projected activities.



YOUR COLLABORATIVE CHANGEMAKING JOURNEY

Besides a final reflection and optional “fireside chat” coaching/ mentoring sessions with leading changemakers (see page 09), there are three (3) components to this certificate.

COLLABORATIVE CHANGEMAKING PRINCIPLES

These help you get into the collaborative changemaking **mindset**. These are broadly practiced and proven principles to help you start your changemaking journey and stay on track. *The Collaborative Changemaking Field Guide for College and University Students* (Book + Google Classroom) includes 15 principles. There's a complete list of these on page 10 of this brochure and an example on page 11.

CERTIFICATE REQUIREMENT:



Review and complete a reflection for eight (8) of the 15. Choose whichever ones you prefer. Each one should take roughly 30 minutes to complete (4 hours total). Work on these first. These are done individually but are excellent for team/ community conversations.

COLLABORATIVE CHANGEMAKING HOW-TO CHECKLISTS

These are HOW-TO checklists for foundational collaborative changemaking **mindsets and skill sets**. Learn/ review these before you get started and along the way. *The Collaborative Changemaking Field Guide for College and University Students* (Book + Google Classroom) includes 12 HOW-TO checklists. There's a complete list of these on page 10 of this brochure and an example on page 12.

CERTIFICATE REQUIREMENT:



Review all 12 and complete one overall summary reflection. Each one should take roughly five to ten minutes to review and the final reflection should take about an hour (2 hours total). These are great for reference and are excellent for team/ community conversations.

COLLABORATIVE CHANGEMAKING TOOLS

THE PERSON/ GROUP		THE GOAL	
		ANALYSIS	
COMPONENTS	STRENGTHS	WEAKNESSES	
(ABILITY-KNOWLEDGE)			
(ABILITY-SKILLS)			
(INCENTIVES)			
(RESOURCES)			

These help you develop and practice collaborative changemaking **skill sets**. These are the conversation frameworks that you'll use with your team, organizations, and/or community members. These help you build your team, plan your work, diagnose/ prioritize problems, and design/ share innovations (solutions). There are instructions for how to use these for the three different roles you might be playing at a given point in time; volunteering, consulting, or innovating. *The Collaborative Changemaking Field Guide for College and University Students* (Book + Google Classroom) includes 34 tools. There's a complete list of these on page 10 of this brochure and an example on pages 13 and 14.

CERTIFICATE REQUIREMENT:



Review, put into practice, and complete a reflection for ten (10) of the 34. Choose whichever ones you prefer based upon your interest and what's most appropriate given the circumstances. Allocate roughly an hour to use each tool and twenty minutes for reflection (13.5 hours total).

- **Do I have to be participating in a formal program to earn the certificate?**

No. You can do this on your own or with a team of friends. Use the contents of the certificate to help you engage with any organization and/or community that you're volunteering with/ supporting. You'll just need roughly 10 "touchpoints" for the collaborative conversation tools over four months. There's guidance for how to do this in certificate's contents.

- **Are my reflections graded?**

No. They're pass/ fail. We review them to make sure that you've put thoughtful effort into the work. The goal is much more the "process" than the "product."

- **I'm not really interested in working in nonprofits as a career. Is this certificate worth it for me?**

Most definitely! These are the mindsets and skillsets that you'll need to thrive in our constantly changing world. And these are the competencies that employers are looking for.

- **How long do I have to complete this certificate program?**

You'll have a maximum of four (4) months to complete the work and reflections. We've mapped this out to work over a summer or a semester. You can complete it sooner. It just depends on how often you'll be engaged.

- **What's the value of the LinkedIn certificate?**

It should help you highlight and clearly articulate your experience and your collaborative changemaking mindsets and skillsets. It should help you distinguish yourself. Ideally potentially employers will ask you, "What's this all about?" Then you're off to the races talking about collaboration, empathy, innovation, systems thinking, etc.

- **I'm not so interested in the certificate at the moment, but I would like the Field Guide. Can I get it somewhere?**

Yes, you'll be able to buy it on Amazon soon. Reach out to Greg at the email below. He'll keep you updated. In the meantime you can purchase [***IT'S WHAT YOU SET IN MOTION: A TOOLBOX FOR COLLABORATIVE CHANGEMAKING***](#) on Amazon [here](#). This is the master toolbox.

- **Can I just take the THE ASHOKA CHANGEMAKER INDEX® without participating in the certificate ?**

Yes. Reach out to Greg at the email below. He'll put you in touch with the right people at Ashoka.

- **Am I required to attend the fireside chats with the Changemaker Coaches/ Mentors?**

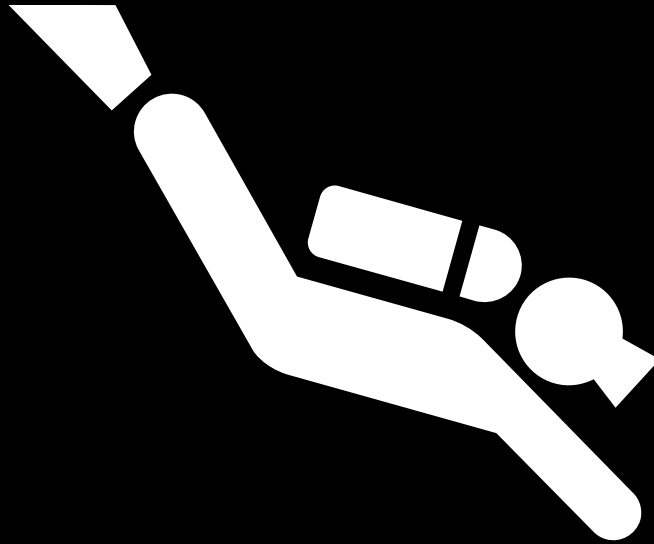
No, but I'd highly encourage you to do so. We'll send you a schedule of these. There will be limited "seats."

- **Where does my fee go?**

It's divided into three parts. It goes to support the work of Collaborative Changemaking Labs, Ashoka U, and The National Peace Corps Association.

DEEPER DIVE

in case you'd like to know a bit more



- SELECT LIST OF POTENTIAL CHANGEMAKER COACHES/ MENTORS
- THE COMPLETE LIBRARY OF RESOURCES IN THE FIELD GUIDE
- EXAMPLE: COLLABORATIVE CHANGEMAKING PRINCIPLES
- EXAMPLE: COLLABORATIVE CHANGEMAKING HOW-TO CHECKLIST
- EXAMPLE: COLLABORATIVE CHANGEMAKING TOOL
- ABOUT THE COLLABORATORS



SELECT LIST OF POTENTIAL CHANGEMAKER COACHES/ MENTORS

As you go about earning your COLLABORATIVE CHANGEMAKING CERTIFICATE you'll have the opportunity to engage with leadership from Ashoka, the National Peace Corps Association, Ashoka Fellows, Returned Peace Corps Volunteers, and some other truly extraordinary collaborative changemakers. This is an optional component that will be structured in a "fireside chat" format. Following is a list of some friends who we're inviting to join us for a conversation.

Dan Baker	President + CEO	National Peace Corps Association
Kim Almeida	Director of Programs	Levi Strauss Foundation
Molly Babbington	Community Powered Growth	Airbnb
Michell Berkowitz Sultan	Founder + CEO	Cinco Azul
Madalina Bouros	Co-Founder + Executive Director	AllGrow
Miguel Brito	Co-Founder + President	Soluciones Comunitarias
Eidi Cruz-Valdivieso	Director, Strategy + Engagement	Ashoka U
Alan Harlam	Executive Coach - Health Equity Scholars Program	Brown University
Armando Huerta	Director, International Operations	Rotary International
Alanna Hughes	VP of Innovation	Per Scholas
Rachel Hurley	Head of Sustainability	Paine Schwartz Partners
Tamar Koosed	Founder	Manaus Consulting
Kevin Kushman	CEO	Electrada
David Lubell	Founder + Executive Director	Welcoming America
Kira Mendez	Director (Retired), Iacocca Institute	Lehigh University
Dana Mortenson	Co-Founder + CEO	WorldSavvy
Michelle Minchez Mullins	Strategy Lead & Chief of Staff Social Impact, News, Civics Marketing	Google
Mohsin Mohi Ud Din	Founder + CEO	MeWe International
Alli O'Connell	Head of Marketing + Communications	Autodesk Foundation
Paul Kessler Rogers	Associate Professor	University of California, Santa Barbara
Beck Pryor	Chief Operating Officer	Meritize
Colleen Sheehy	Global Sustainability Innovation Manager	Accenture
Jeff Snell	Interim Executive Director	Boys + Girls Clubs of Greater Milwaukee
Jill Vialet	Founder + Board Member Emeritus	Playworks
Steve Wanta	Co-Founder + CEO	Just Microfinance
Diana Wells	President Emeritus	Ashoka

THE COMPLETE LIBRARY OF RESOURCES IN THE FIELD GUIDE

COLLABORTIVE CHANGEMAKING PRINCIPLES YOU CHOOSE EIGHT (8) OF THESE FOR YOUR CERTIFICATE

EXAMPLE ON P.11

- DEFINE + SHARE YOUR BHAG
- BUILD PURPOSE-DRIVEN TEAMS + TEAMS OF TEAMS
- LEAD WITH COMMUNITY VOICE + CHOICE
- CHANGE THE NARRATIVE
- LOOK FOR + SPOTLIGHT BRIGHT SPOTS
- OPTIMIZE COMMUNITY ABILITIES + ASSETS
- REPURPOSE, REDIRECT, REIMAGINE
- CATALYZE CIRCULARITY
- BUILD A PEER-FOR-PEER FRAMEWORK
- CREATE OPPORTUNITIES FOR CATALYTIC CONNECTIONS
- SOLVE ONE KIND OF PROBLEM TO SOLVE ANOTHER
- CONFRONT COMPLEXITY WITH SIMPLICITY
- FORTIFY EVERYDAY ACTIVITIES
- RESTRUCTURE FOR ADOPTION
- BUILD A MUTUALLY SYMBIOTIC ECOSYSTEM

COLLABORATIVE CHANGEMAKING HOW-TO CHECKLISTS REVIEW ALL OF THESE

EXAMPLE ON P.12

- HOW TO CRAFT AN INSPIRING VISION STATEMENT
- HOW TO FACILITATE GROUP CONVERSATIONS
- HOW TO BRAINSTORM EFFECTIVELY
- HOW TO CREATE + NURTURE A COLLABORATIVE CULTURE
- HOW TO CRAFT A CONCISE PROBLEM STATEMENT
- HOW TO CONDUCT PRIMARY + SECONDARY RESEARCH
- HOW TO ENGAGE EFFECTIVELY
- HOW TO DESIGN A GOOD SURVEY
- HOW TO BE A KEEN OBSERVER
- HOW TO A CONSTRUCTIVE OUTCOMES STATEMENT
- HOW TO BUILD GOOD FEEDBACK LOOPS
- HOW TO GIVE A GOOD PRESENTATION

COLLABORATIVE CHANGEMAKING TOOLS YOU CHOOSE TEN (10) OF THESE FOR YOUR CERTIFICATE

CHANGEMAKING TEAM TOOLS

DEFINING THE TEAM

- VISION STATEMENT
- CT01 - TEAM MEMBERS
- CT02 - SHARED WHY
- CT03 - TEAM CORE VALUES
- CT04 - TEAM SUPER POWERS

YOU CHOOSE A MIN. OF TWO (2) OF THESE

PROJECT MANAGEMENT

- CT05 - RACI STRUCTURE
- CT06 - KANBAN BOARD

SITUATION ANALYSIS TOOLS

- 5 W'S + 1 H CANVAS
- PROBLEM STATEMENT

HUMAN-CENTERED + SYSTEMS MAPPING

- CT07 - EMPATHY MAP
- CT08 - PERSONA MAP
- CT09 - EMPOWERMENT MAP - SEE EXAMPLE ON PAGES 13 + 14
- CT10 - WELL-BEING MAP
- CT11 - JOURNEY MAP
- CT12 - EQUITABLE ACCESS MAP
- CT13 - CAPITAL MIX MAP
- CT14 - VUCA MAP
- CT15 - SYSTEMS COMPONENT MAP

YOU CHOOSE A MIN. OF THREE (3) OF THESE

PROBLEM DIAGNOSIS + PRIORITIZATION

- CT16 - ROOT CAUSE ANALYSIS
- CT17 - PROBLEM TREE ANALYSIS
- CT18 - SWOT ANALYSIS
- CT19 - PROBLEM PRIORITIZATION ANALYSIS

YOU CHOOSE A MIN. OF TWO (2) OF THESE

INNOVATION DESIGN TOOLS

DESIGN WHITEBOARDING

- CT20 - IMPACT VS EFFORT WHITEBOARD
- CT21 - DESIGN PRINCIPLES WHITEBOARD
- CT22 - INNOVATION ADOPTION WHITEBOARD
- CT23 - CONSEQUENCES WHITEBOARD

YOU CHOOSE A MIN. OF ONE (1) OF THESE

DESIGN BLUEPRINTS

- OUTCOMES STATEMENT
- CT24 - LOGIC MODEL BLUEPRINT
- CT25 - FOUR P'S BLUEPRINT
- CT26 - SWEET SPOT BLUEPRINT
- CT27 - MARKET BLUEPRINT
- CT28 - TOUCHPOINTS BLUEPRINT
- CT29 - DIFFUSION BLUEPRINT
- CT30 - FEATURES + BENEFITS BLUEPRINT
- CT31 - SUCCESS MEASUREMENT BLUEPRINT

YOU CHOOSE A MIN. OF TWO (2) OF THESE

DESIGN SHARING

- CT33 - PRESENTATION DESIGN
- CT34 - DELIVERABLES DESIGN



COLLABORATIVE CHANGEMAKING PRINCIPLES

LEAD WITH COMMUNITY VOICE + CHOICE CP03

— WHAT THIS MEANS —

We fail as changemakers when we diagnose problems and design solutions FOR people. I've been in more meetings than I can remember where well-intentioned professionals, including me, spent hours discussing THEIR problems, and how we could solve problems for THEM. This is a perniciously easy trap to fall into.

We succeed when we help the people who are the most directly affected by problems take a/the lead role in diagnosing, prioritizing, and solving them. This is the most dignified approach. It's the most effective and efficient approach. And it helps to empower the sense of agency and ownership that's necessary for creativity to thrive and sustainability to become possible.

“Social entrepreneurs...view villagers as the solution, not as the passive beneficiary. They begin with the assumption of competence and unleash resources in the communities they are serving.”
DAVID BORNSTEIN
AUTHOR |
SOCIAL ENTREPRENEUR

▶ WATCH THIS IN ACTION

Check out two examples of this changemaking principle. Go to page XX for the reflection template.

EXAMPLE 01: 5.5 minute watch

PARAGUAY **A SPOTLIGHT FOR POVERTY ALLEVIATION**

Learn about a visual tool developed by Fundacion Paraguaya that helps community members identify and prioritize their own challenges and strengths. Using this information, communities become better equipped to focus their efforts and lift themselves out of poverty.

SDG's






tinyurl.com/cctboxv41

EXAMPLE 02: 5.5 minute watch

PUERTO RICO **A COMMUNITY-LED RECOVERY**

Learn about a nonprofit that created a participatory model that helps communities recover from disasters such as Hurricane Maria in 2017. They believe that projects are more likely to succeed and promote long term engagement when there's community prioritization and ownership.

SDG's






tinyurl.com/cctboxv43

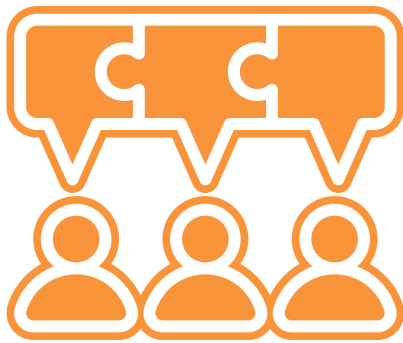
— YOUR NOTES —

COLLABORATIVE CHANGEMAKING HOW-TO CHECKLISTS



HOW TO CREATE + NURTURE A COLLABORATIVE CULTURE

A team culture that empowers collaborative changemaking is key to success. Roughly 10 years ago, Google launched a research project called “Project Aristotle” to figure out the “secret sauce” for creating and nurturing this kind of culture. After researching 180 teams and conducting hundreds of double-blind interviews with leaders, the “Project Aristotle” team concluded that there are five critical conditions that must exist for teams to be high-performing. They are as follows:



PSYCHOLOGICAL SAFETY

According to the project, psychological safety is the most critical of the five key elements. Teammates have to feel confident that no one on the team will be embarrassed or punished for admitting a mistake, asking a question, or offering a new idea. Everyone's opinions should be solicited, heard, and respected. To foster this, frame conversations learning opportunities, model fallibility, model curiosity, and be aware of body language.

DEPENDABILITY



On dependable teams, members reliably complete quality work on time. Dependability is the second key element of effective teams. To foster this, clarify roles and responsibilities and create concrete project plans to provide transparency into every person's work.

STRUCTURE + CLARITY



Goals should be set at the individual or group level and must be specific, challenging, and attainable. Regularly communicating team goals and ensuring team members understand the plan for achieving them can foster structure and clarity. Develop a clear roadmap for the team's objectives and keep everyone informed and updated about progress and next steps.

PERSONAL MEANING



The work should personally matter. Finding a sense of purpose in the work process and/or the results is essential for team effectiveness. To foster this, give positive feedback and offer to help teammates with something they struggle with. Publicly expressing gratitude for someone who helped you out can also foster meaning. Create a culture of recognition and appreciation.

IMPACT

The belief that the work is making a difference is critical. Co-create a clear vision that reinforces how each team member's work directly contributes to the team's and broader goals. Reflecting on the work you're doing and how it impacts users or clients and the organization can also foster impact. Make sure that everyone's work aligns with the overall goals and that everyone has a clear understanding of this.



COLLABORATIVE CHANGEMAKING TOOLS



EMPOWERMENT MAP

CT09

For conversations focused on understanding where and how people are relatively empowered and disempowered to achieve their goals

— ABOUT THIS TOOL

There's a goal that someone's trying to achieve, but they can't. Why can't they? It's probably because they're disempowered in some way. Your job as a changemaker is to play a value-added role in helping people to become (more) empowered to achieve their goals. This EMPOWERMENT MAP tool should help you and your team figure out where and how to do this.

This tool uses the "EMPOWERMENT AIR" formula to guide your conversations, decisions, and actions.

The formula is as follows:

$$\text{E (EMPOWERMENT)} = \text{A (ABILITY)} + \text{I (INCENTIVES)} + \text{R (RESOURCES)}$$

ABILITY consists of both the KNOWLEDGE and the SKILLS required. INCENTIVES are the intrinsic motivators and extrinsic drivers. And RESOURCES are the assets needed to achieve the goal.



"What would the world look like if we asked ourselves the following more often; are our actions helping others find a way to feel more free, more dignified, and more beautiful?"

JACQUELINE NOVOGRATZ

FOUNDER + CEO - ACUMEN
COLLABORATIVE CHANGEMAKER



In short, the necessary ABILITY, INCENTIVES, and RESOURCES must all be in place and "add up" for someone to be empowered to achieve their goal(s). Disempowerment results from a deficiency or gap in any one of these three components. Needless to say, both reality and perception matter.

Using this tool you should gain an understanding of where relative empowerment and disempowerment exist. Based on this, you'll be able to ideate and prioritize creative solutions that build on STRENGTHS and/or find ways to empathetically address WEAKNESSES.

— HOW TO USE THIS TOOL

Apply this tool based on the role you and/or your team are currently playing.



VOLUNTEERING

Option 1: Have conversations with the team of the organization you're volunteering with. Talk to them about the goals of the organization and work your way through the tool from an organizational perspective.

Option 2: Have conversations with the team of the organization and the people they're supporting. What are the goals of the people being supported by the organization? Work your way through the tool from their perspective or for one individual.



CONSULTING

Have a conversation with organization team members. Work through the tool with them. What's the goal that you're trying to help the organization achieve, where are the relatively empowered and/or disempowered to achieve this goal? Work together to try to figure out where it might be best to prioritize your consulting efforts. As always, leave this tool and the results of the conversation with the organization so that they can use it in the future.



INNOVATING

Have a conversation with community members. Work through the tool with them. What's a goal that they're trying to achieve, and where are the relatively empowered and/or disempowered to achieve this goal? Work together to try to figure out where it might be best to prioritize your innovation efforts. As always, leave this tool and the results of the conversation with community members so that they can use it in the future.



COLLABORATIVE CHANGEMAKING TOOL

THE PERSON/ GROUP		
THE GOAL		
	ANALYSIS	
COMPONENTS	STRENGTHS	WEAKNESSES
(A)BILITY - KNOWLEDGE		
(A)BILITY - SKILLS		
(I)NCENTIVES		
(R)ESOURCES		



ABOUT THE COLLABORATORS

This COLLABORATIVE CHANGEMAKING CERTIFICATE is being offered to college and university students by Collaborative Changemaking Labs, Ashoka U, and National Peace Corps Association.



Collaborative Changemaking Labs (CCL) is launching with this certificate offering. Led by [Greg Van Kirk](#), a Returned Peace Corps Volunteer and Ashoka Fellow, a priority goal of this group of collaborators is to promote, leverage, and repurpose the content of ***IT'S WHAT YOU SET IN MOTION: A TOOLBOX FOR COLLABORATIVE CHANGEMAKING*** for different changemaker audiences. Apart from this certificate, CCL is also in the process of designing and deploying solutions for foundations, private sector firms, consulting firms, high school students, and changemaker educators. Visit us at collaborativechangemaking.com. And subscribe to our Substack for application ideas at collaborativechangemaking.substack.com.



Ashoka U is a global network of higher education institutions co-creating their role in society as major drivers of social impact. Ashoka U offers the Changemaker Campus Designation to leading higher education institutions in social innovation and changemaking, building social innovation ecosystems to address both local and global challenges. Together, we envision a world where everyone acquires the skills, confidence, and motivation to create change for the good of all. Visit us at ashokau.org.



National Peace Corps Association (NPCA) is a mission-driven, social impact organization that encourages and celebrates a lifelong commitment to Peace Corps ideals. We are a member-based umbrella organization that serves 130+ affiliate groups that serve the Peace Corps community, encouraging and celebrating Returned Peace Corps Volunteers' lifelong commitment to Peace Corps ideals that build capacity to make a profound difference in the world. We support a united and vibrant Peace Corps community, including current and returned Peace Corps volunteers, current and former staff, host country nationals, family, and friends in our efforts. NPCA serves as the lobbying, fundraising, and resource nonprofit supporting the mission. We are committed to advancing our mission through advocacy, community engagement, and we believe in the power of bringing people together to promote peace, friendship, and sustainable development. Visit us at www.PeaceCorpsConnect.org.

The Peace Corps is an independent agency and program of the United States government that trains and deploys volunteers for international development assistance. Established in March 1961 by President John F. Kennedy and authorized by Congress in September through the Peace Corps Act, it brings skilled volunteers to over 60 countries.

Volunteers collaborate with local communities on prioritized projects, fostering relationships, cultural exchange, and lasting impact. Learn more about the Peace Corps at www.PeaceCorps.gov.