

**Four Roles in Social Change** adapted from [www.trainingforchange.org](http://www.trainingforchange.org) who in turn adapted this tool from Bill Moyer's *Doing Democracy*.

<b>Helper</b>		<b>Advocate</b>	
<p><b>EFFECTIVE</b></p> <ul style="list-style-type: none"> <li>* Assists people in ways that affirm their dignity and respect</li> <li>* Shares skills and brings clients into decision-making roles</li> <li>* Educates about the larger social system</li> <li>* Encourages experiments in service delivery which support liberation</li> </ul>	<p><b>INEFFECTIVE</b></p> <ul style="list-style-type: none"> <li>* Believes charity can handle social problems, or that helping individuals can change social structures</li> <li>* Focuses on casualties and refuses to see who benefits from victimization</li> <li>* Provides services like job training which simply give some people a competitive edge over other people, without challenging the scarcity which gives rise to competition</li> </ul>	<p><b>EFFECTIVE</b></p> <ul style="list-style-type: none"> <li>* Uses mainstream institutions like courts, city hall, legislatures to get new goals and values adopted</li> <li>* Uses lobbying, lawsuits, elite networking/coalition-building for clearly-stated demands, often backed by research</li> <li>* Monitors successes to make sure they are implemented</li> </ul>	<p><b>INEFFECTIVE</b></p> <ul style="list-style-type: none"> <li>* "Realistic politics": promotes minor reforms acceptable to power-holders</li> <li>* Promotes domination by top-down professional advocacy groups</li> <li>* More concerned with organization's status than the goal of their social movement</li> <li>* Identifies more with powerholders than with grassroots</li> <li>* Does not like paradigm shifts</li> </ul>
<b>Rebel</b>		<b>Organiser</b>	
<p><b>EFFECTIVE</b></p> <ul style="list-style-type: none"> <li>* Protests: says "no!" to violations of positive values</li> <li>* Employs direct action and attitude, including civil disobedience</li> <li>* Targets power-holders and institutions</li> <li>* Puts problems &amp; policies in public spotlight</li> <li>* Uses strategy as well as tactics</li> <li>* Does work that is courageous, exciting, risky</li> <li>* Shows in behavior the moral superiority of movement values</li> </ul>	<p><b>INEFFECTIVE</b></p> <ul style="list-style-type: none"> <li>* Promotes anti-leadership, anti-organization rules and structure</li> <li>* Attached to an identity as lonely voice on society's fringe</li> <li>* Uses tactics without realistic strategy</li> <li>* Has victim attitude, behavior: angry, judgmental, dogmatic</li> <li>* Uses rhetoric of self-righteousness, absolute truth, moral superiority</li> <li>* Can be strident: personal upset more important than movement's needs</li> </ul>	<p><b>EFFECTIVE</b></p> <ul style="list-style-type: none"> <li>* Believes in people power: builds mass-based grassroots groups, networks</li> <li>* Nurtures growth of natural leaders</li> <li>* Chooses strategies for long-term movement development rather than focusing only on immediate demands</li> <li>* Uses training to build skills, democratize decisions, diversify and broaden organization and coalitions</li> <li>* Promotes alternatives and paradigm shifts</li> </ul>	<p><b>INEFFECTIVE</b></p> <ul style="list-style-type: none"> <li>* Has tunnel vision: advocates single approach while opposing those doing all others</li> <li>* Promotes patriarchal leadership styles</li> <li>* Promotes only minor reform</li> <li>* Stifles emergence of diversity and ignores needs of activists</li> <li>* Promotes visions of perfection cut off from practical political and social struggle</li> </ul>

