today's problems are interconnected.
movements must join forces to solve them.

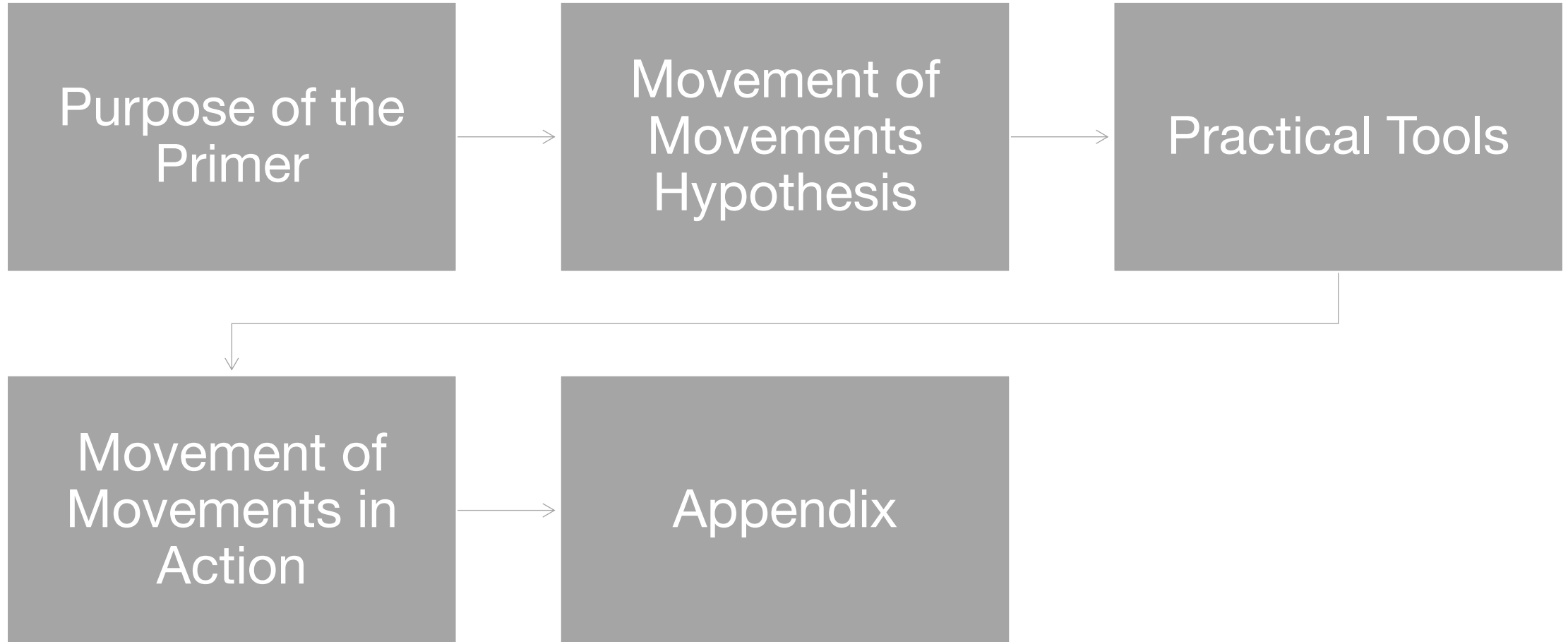movement of movements

Table of Contents
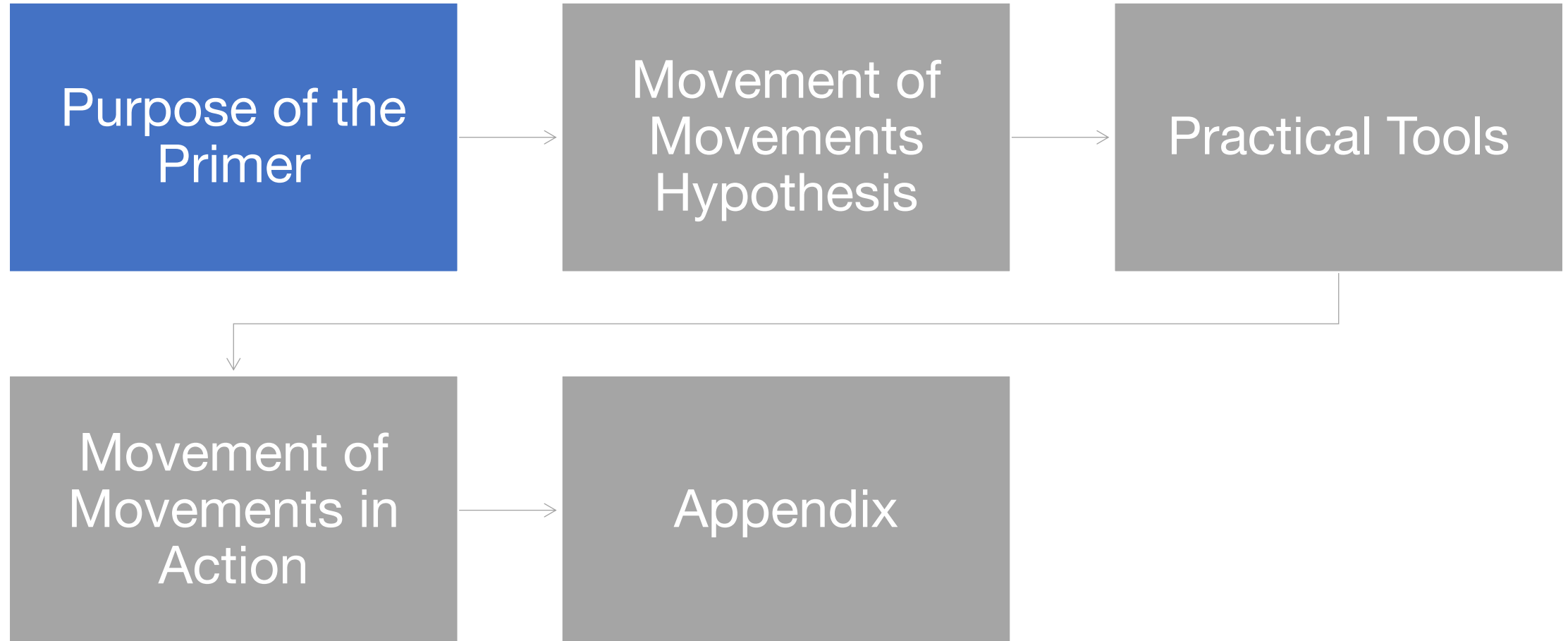
Purpose of the Primer

If you are inspired by the opportunity of gathering fellow travelers to build deeply meaningful and action-centric partnerships – **then this primer is for you.**

After a year of experimentation, convening, mapping and reflecting, we have summarized some of the key insights we have picked up along the way and provided a series of tools to help you on yours.

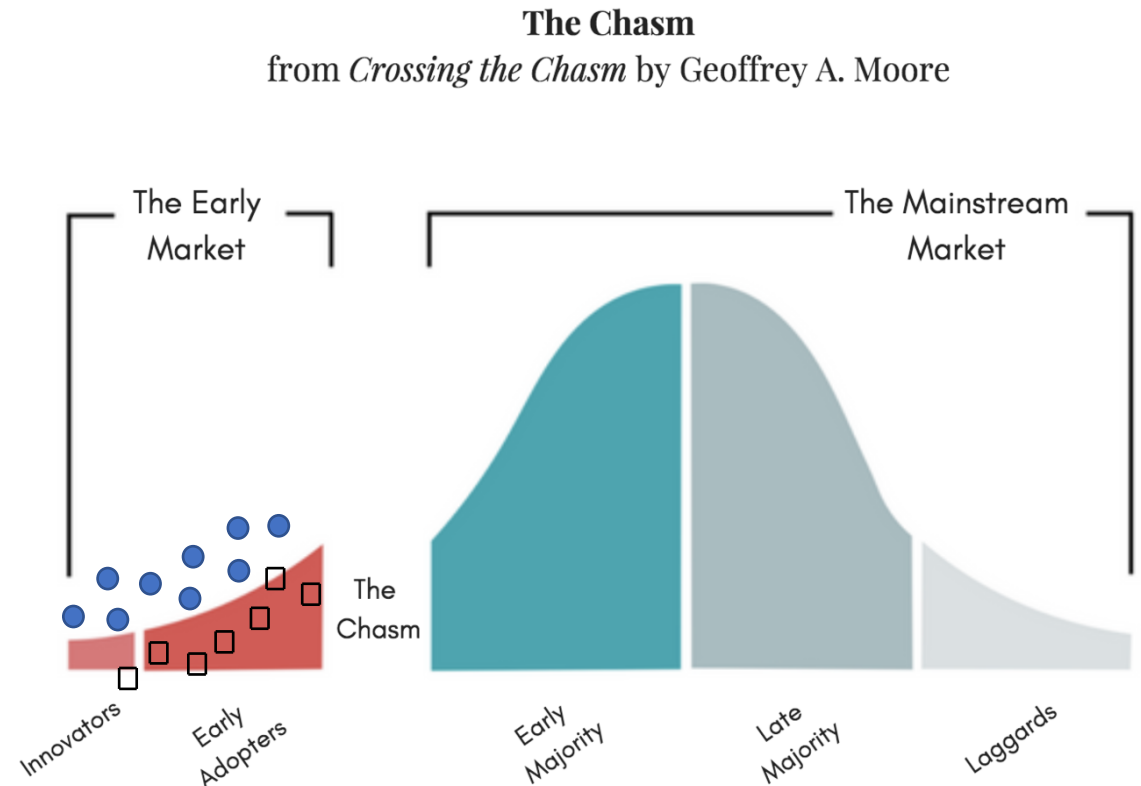**Welcome to the Movement of Movements project.**

Movement of Movements Hypothesis
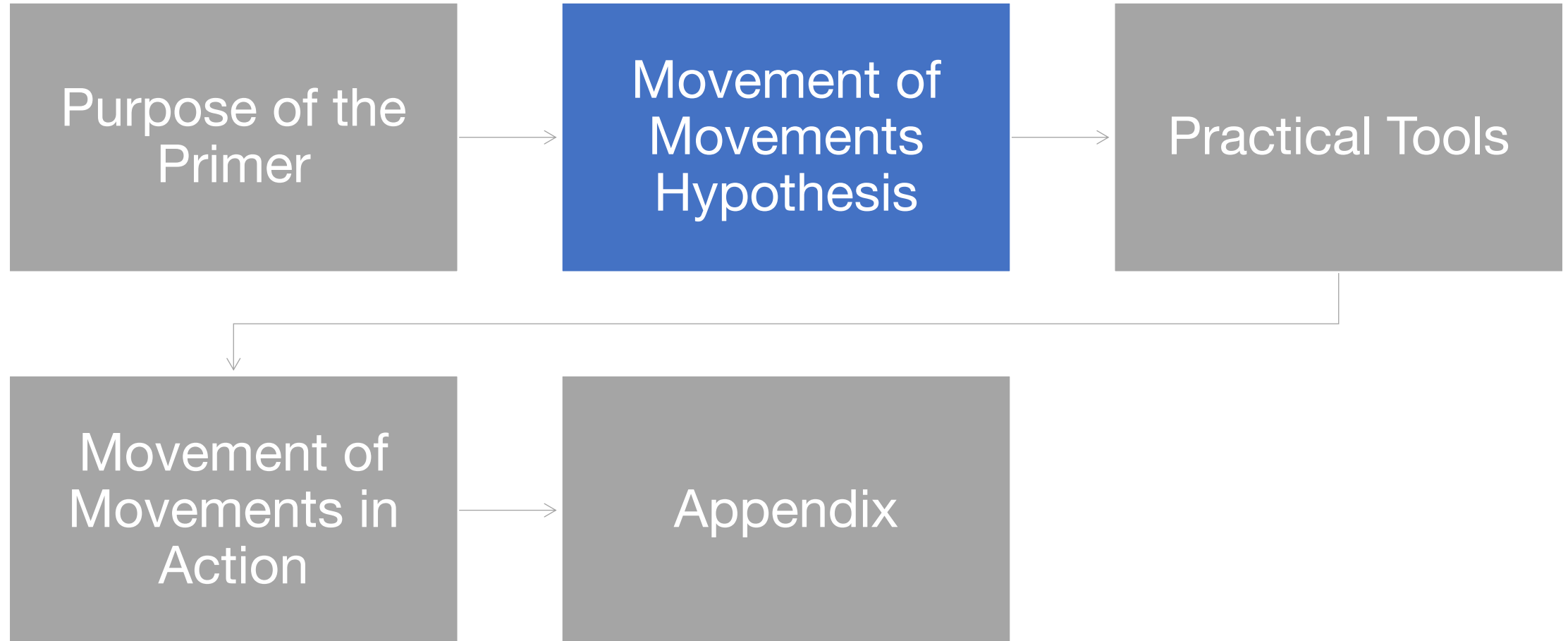
Movement of Movements Hypothesis

There are many movements working towards shared goals currently operating the Innovation and Early Adopters phase.

Our hypothesis is that alone – and operating as independent movements – they do not have the speed and velocity needed to 'cross the chasm' and become mainstream.

The Chasm
from *Crossing the Chasm* by Geoffrey A. Moore

The Early Market

The Mainstream Market

The Chasm

Innovators

Early Adopters

Early Majority

Late Majority

Laggards

Movement of Movements Hypothesis

In order to 'cross the chasm', movement organisations must come together and find real and meaningful ways to collaborate. By uniting they can create a bridge across the chasm

The Chasm
from *Crossing the Chasm* by Geoffrey A. Moore

The Early Market

The Mainstream Market

Chasm

Innovators

Early Adopters

Early Majority

Late Majority

Laggards
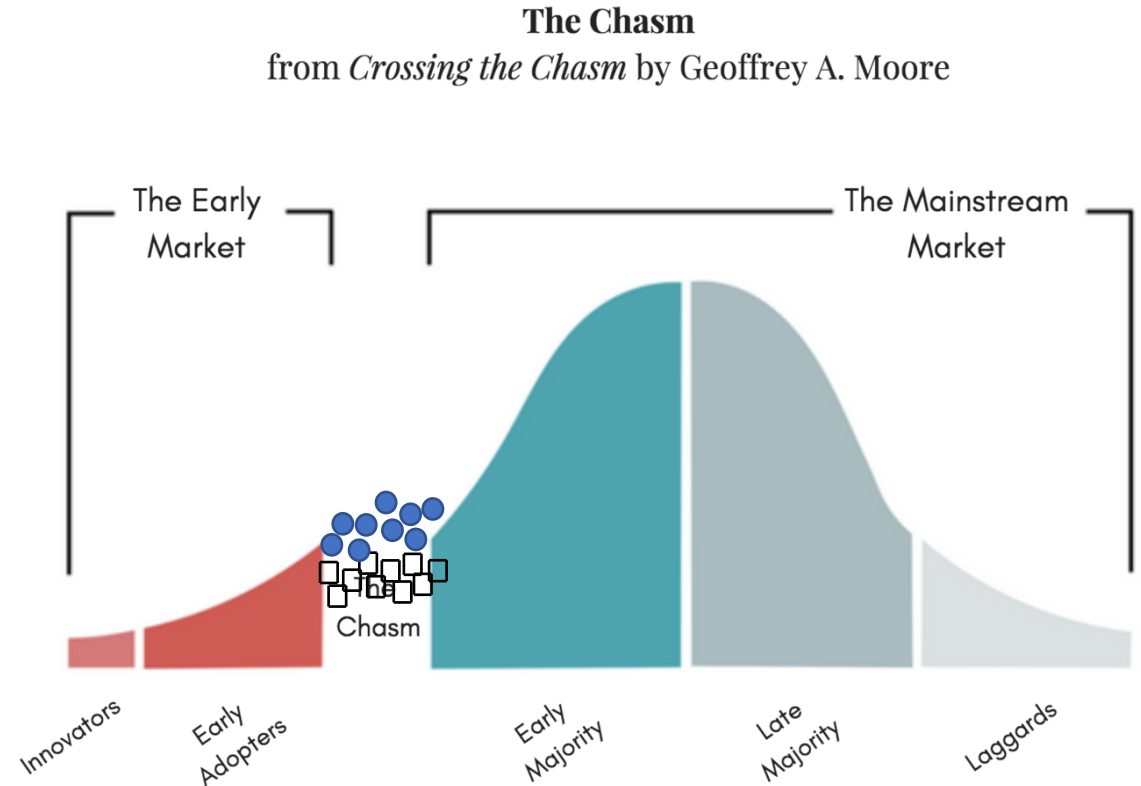
To enable this level of collaboration, we believe three things are needed:

- **Common Narrative**
- **Maps to show areas of focus**
- **Projects developed in partnership**

All hands on the levers of change – pulling together.

Introducing the Movement of Movements Project

we believe: Every movement will go further and faster by joining their resources of relationships, talent, finances, intellectual capacities and theories of change. A collaborative approach will avoid fragmentation, and instead create the conditions to mobilise the critical mass needed to make big change happen.

our goal: Create a movement of movements with the collective impact needed to drive meaningful systemic change.

our purpose: Expand the agency of an entire ecosystem of movements – including clusters of social, environmental and new economic movements – toward a common outcome.
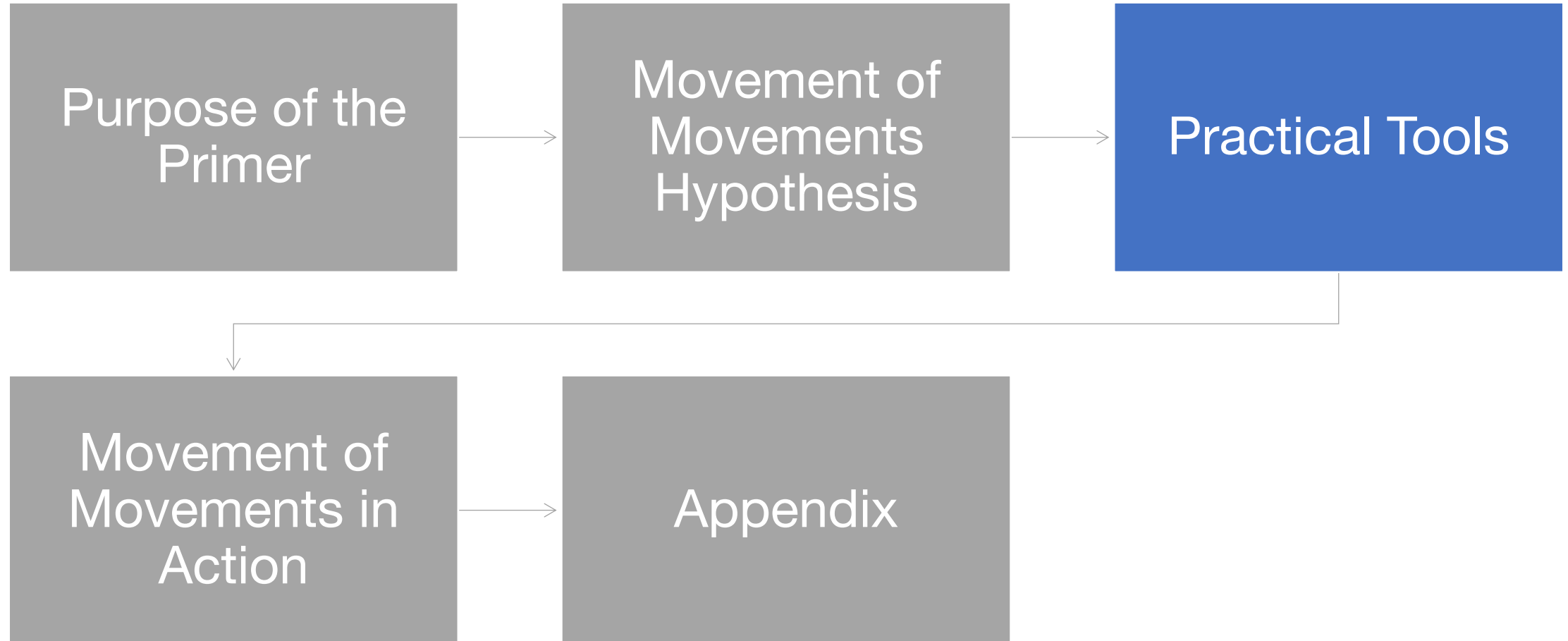
our intention: Foster the conditions needed to build actionable partnerships between movements, then support collaborative projects as they progress.

the result: Intensive and deliberate mobilization of movement organizations to build critical mass and enable deep and lasting transformation because change will occur at system level.

Practical Tools

Practical Tools

To help 'Movement of Movement' conveners, we have created three tools to help you identify the right people to invite, provide a basic level of understanding on movement theory and facilitate action-based conversations.

#1: Movement Maps

Illustrating where there are clear opportunities for collaboration by identifying where different movements are working on similar challenges

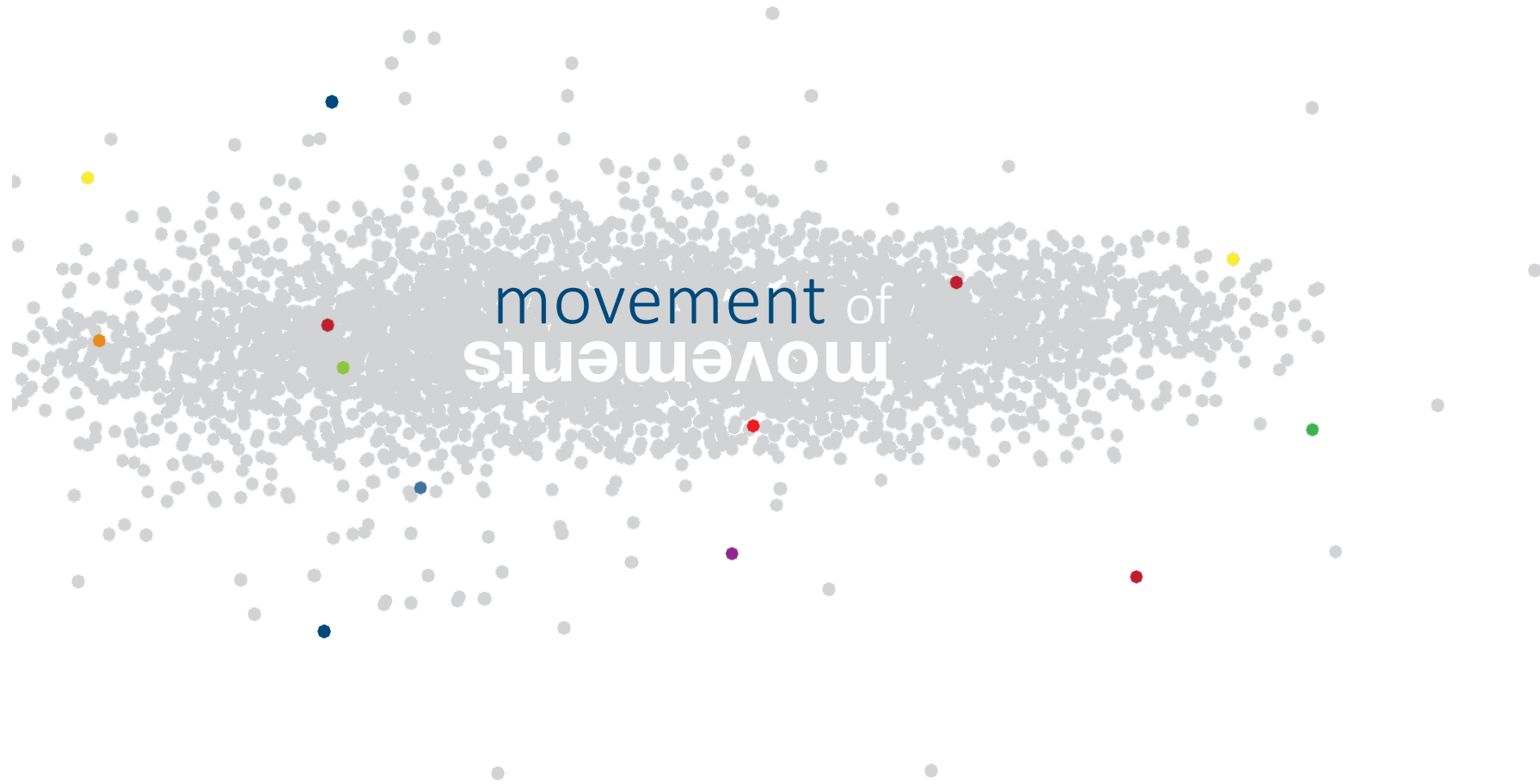## #2: Movement Theory 101 Primer

Summarising basic movement theory so those engaged in the process have a baseline of knowledge and understanding

#3: Imaginariums

Creating safe spaces where movement leaders can meet, deepen relationships and brainstorm and build collaborative projects

Tool #1:
Movement Maps

movement of
movements

Movement Maps

Why do we need these maps?

The movement of movements maps are designed to **visualize** where movements are currently focused and – where there is **clear alignment** - identify where movements could benefit from **working together**.

The maps are designed to show:

- Geographic Focus

- Movement Focus

- SDG Focus

- Movement Strategy

- Movement Stakeholders

- Target Population

Map Use Cases

Where to Play? Maps can be a tool for idea generation. Don't re-invent the wheel if you are starting something new – go to the gaps and/or go to existing players. Maps can help you spot those opportunities to build on current efforts.

Where to Collaborate? If you already are working on movement-building – maps can help identify who is doing something similar and areas of synchronicity to expand your reach. The maps work best when viewed with a proactive partnership lens.

Where to Build Together? Maps can help us prepare for impending milestones – like an election or event – and amplify the message with other movements who have been working on related issues.

Guiding Questions for Mapping

- What are the main movements / initiatives in this space?
- How are these movements' / initiatives' daily work shifting the system?
- What are the economic or market levers these movements are looking to activate or pull (if any)?
- How - and with what entities - are these movements / initiatives collaborating?
- What opportunities exist for further collaboration?

A Protoype: Mapping Environmental Movements

InfluenceSG, Heliotropy and the McConnell Foundation tested a movement of movements mapping methodology (see Appendix) by looking at a series of movements focused on Climate Action (SDG 13).

In the following slides you will see the visualization of this methodology.
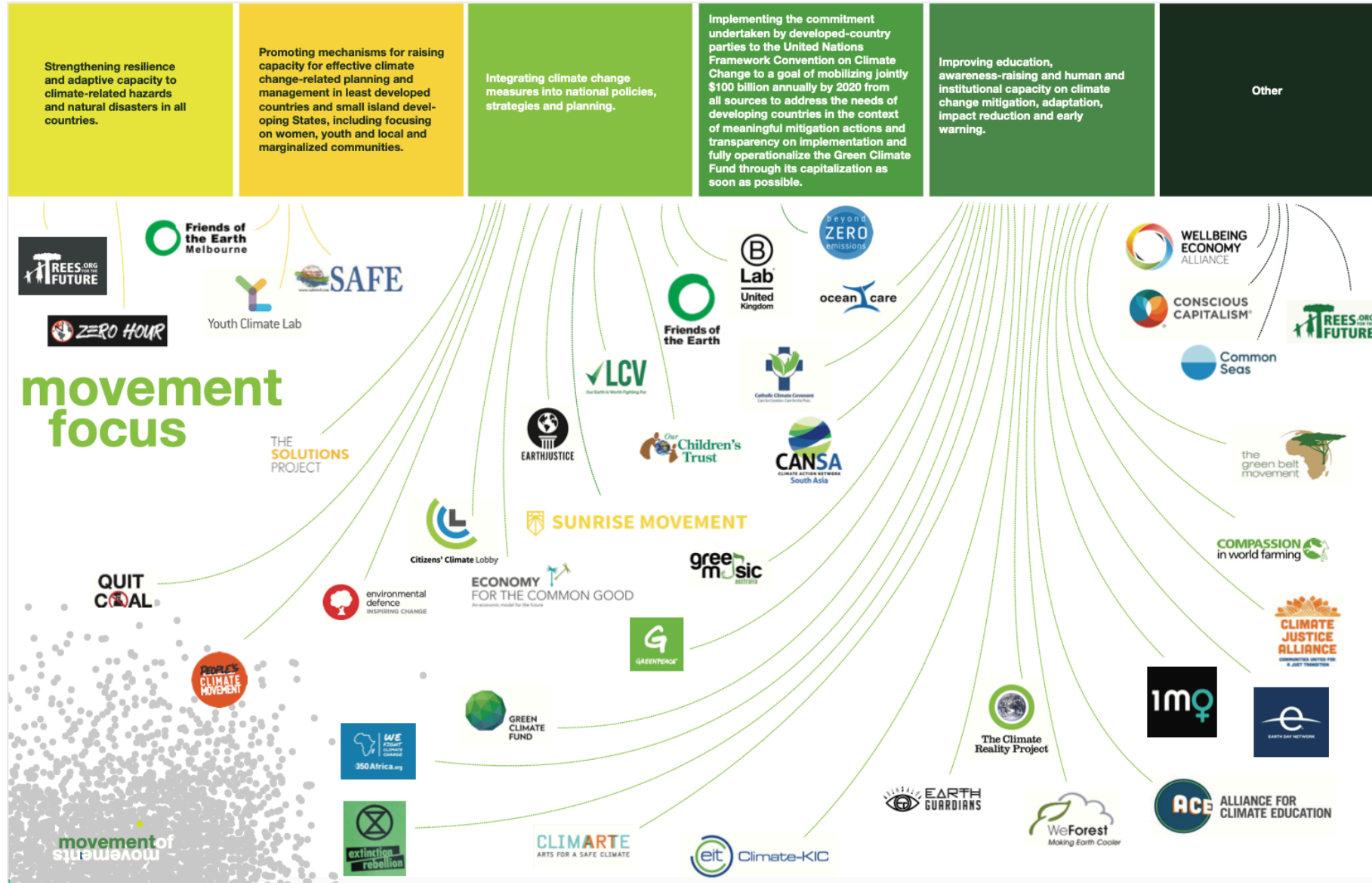
Please note - these maps are not static. They are always changing as new movement organisations emerge and others change.
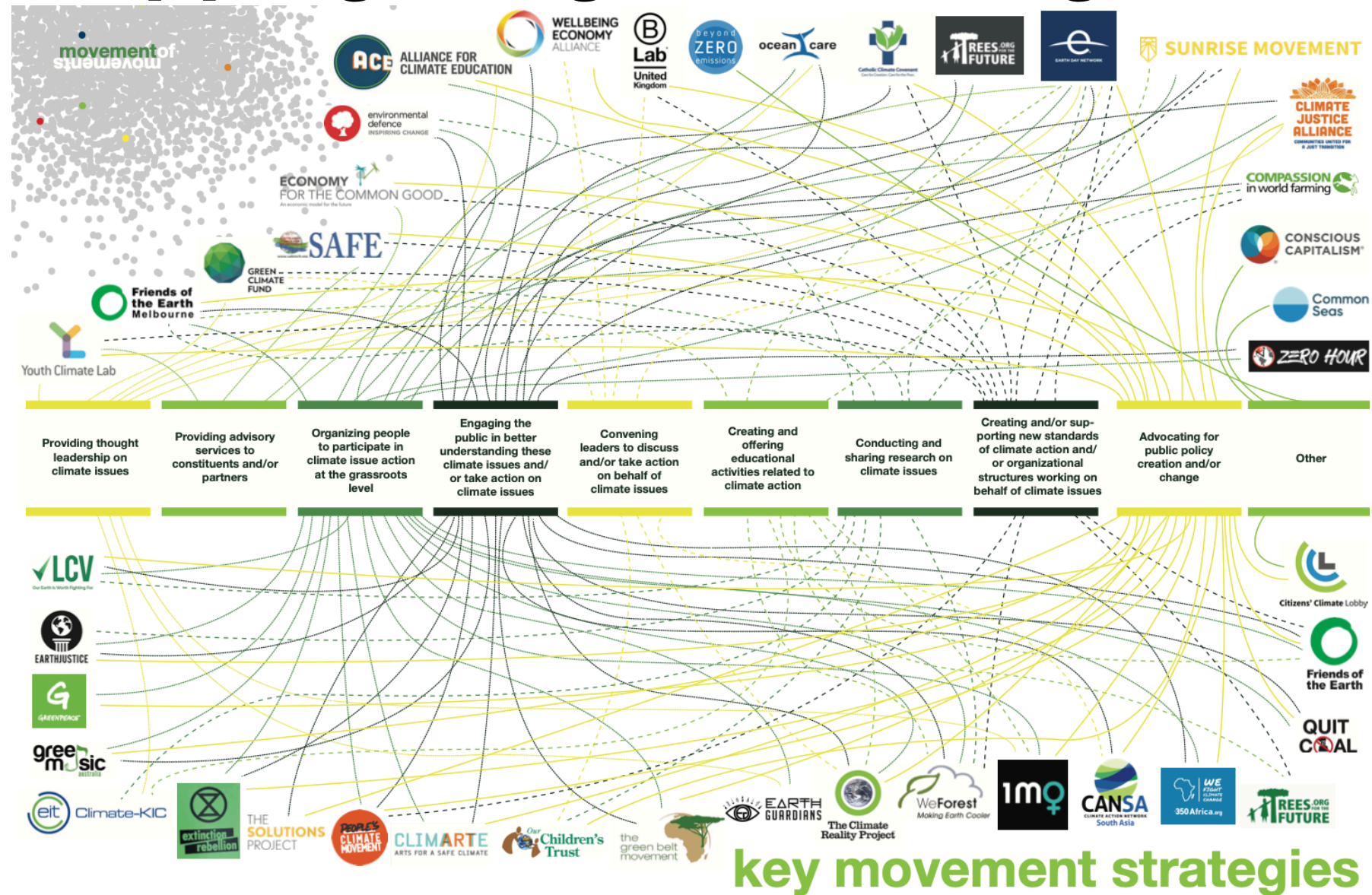
Mapping Insights: Geographic Focus
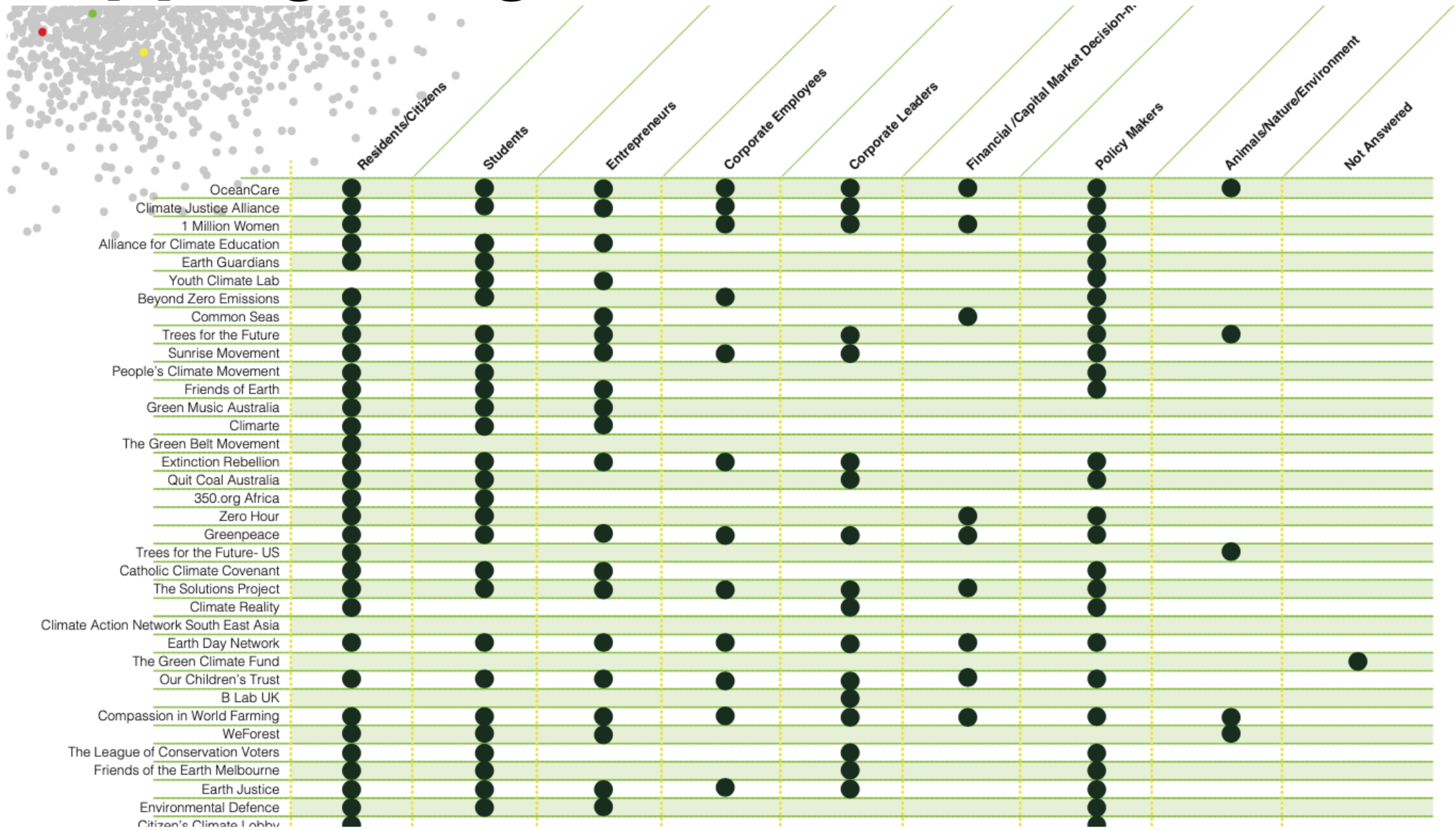
Mapping Insights: Movement Focus

Mapping Insights: Strategies

key movement strategies

Mapping Insights: SDG Focus

Mapping Insights: Stakeholders

Tool #2:
Movement Theory 101

movement of
movements
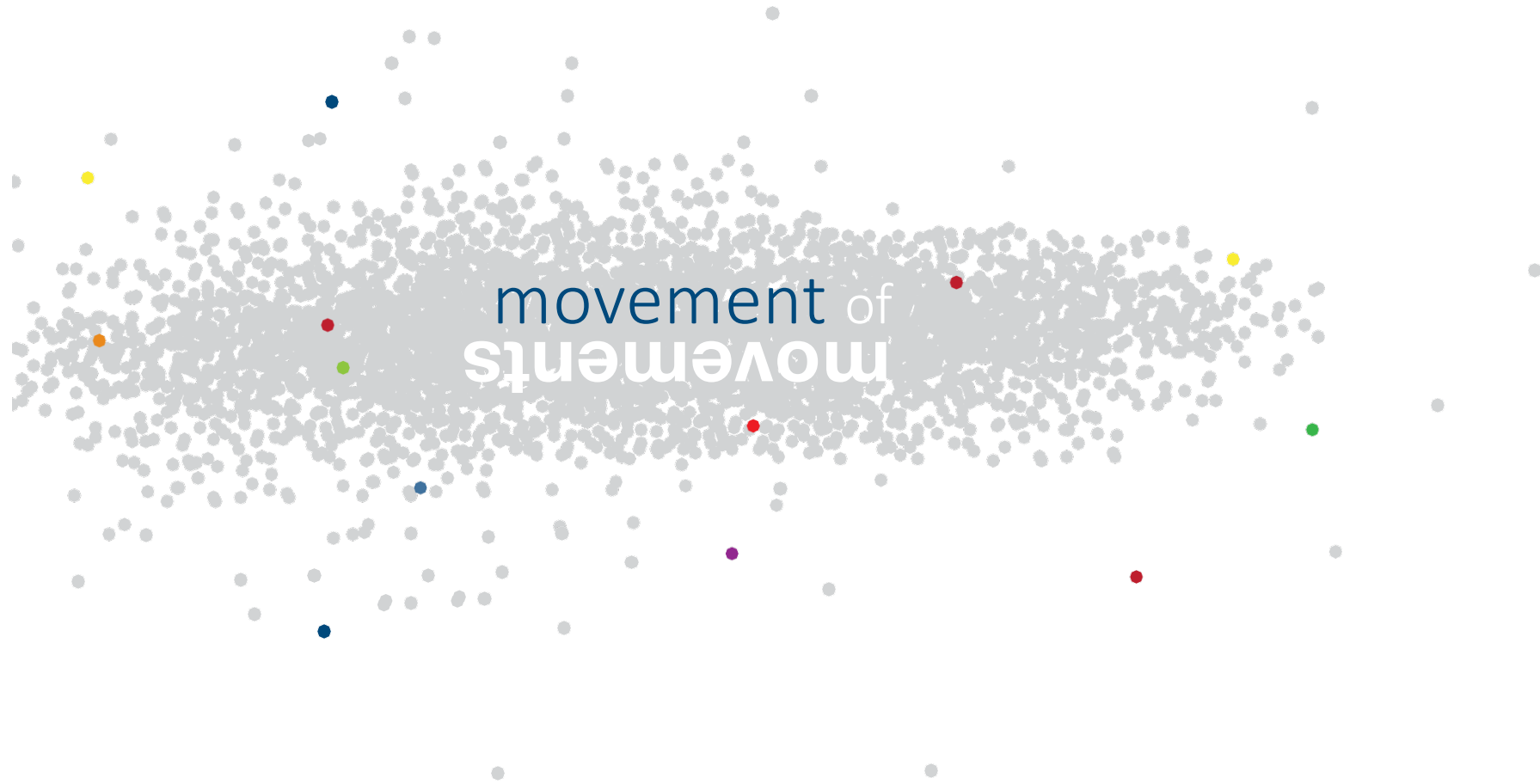
Movement Theory 101

We've summarized a few key definitions and frameworks to help provide a 'crash course' on movement theory. This could be helpful to circulate in advance of a meeting, or spend a few minutes running through in person to set a baseline understanding of the subject.

This 'Movement Theory 101' pack includes:

- Key Definitions

- Key Attributes of Movements

- Changes Movements Seek to Activate

- Knowledge, Attitudes, Behaviours

- What Makes a Movement Successful?

- The role of Emergency in Movements

- From Current State to Desired State

- The Lifecycle of a Movement

- How to Design a Movement

- Challenges to Collaboration and How to Overcome

Key Definitions

Movements	A group of people who share the same beliefs, ideas or aims. The process of moving from one place to another. (Collins, 2019)	**Campaign**	A deliberate, organized, active promotion or pathway by a company, cause or governmental entity to create awareness, attention and action that may result in individual support (financial, activism and volunteerism) for a social issue. (Derrick Feldmann, 2016)
Social Movement	A network of informal interactions between a plurality of individuals, groups and/or organizations, engaged in political or cultural conflicts, on the basis of shared collective identities. (Mario Diani, 1992)	**Moment**	A one-time or short-term concentration of informal or organized actions fueled by cultural, political and/or social events or occurrences that yield a surge of individual participation and public self-organizing. (Derrick Feldmann, 2016)
Social Movement for Good	Where there is an established platform of awareness, individual action, outcomes and sustainable change beyond initial participation and triumph. (Derrick Feldmann, 2016)	**Social Issue**	An existing situation recognized as being against society's general values, yet able to be alleviated through people working together and/or using community resources. (Derrick Feldmann, 2016)

What are the key attributes of movements?

An effort by a group…

Which aims to bring or resist change…

It may be organized or unorganized

It may be peaceful or violent

I may last or may die out soon (moment / movement)

What changes do movements seek to activate?

Movements are designed to achieve meaningful policy, social, and cultural change for a social issue. (Derrick Feldmann, 2016)

Individual change

Buckle Up Campaign
Encouraging individuals to wear seat belts

Institutional change

Same-Sex Marriage
Changing the rules by introducing new legislation.

Cultural change

Suffragettes
Changing culture related to the rights of women to vote

Political change

GetUp! Australia
Creating new models of political engagement

Knowledge, Attitudes, Behaviours

Knowledge
The facts or concepts about the issue that is at the core of challenge to a population that is meant to increase awareness of the problem and to unite constituents.

Attitudes
The attitudes, emotions or beliefs about the issue expressed by those that oppose or not engaged in the movement.

Behaviours
The behaviours or actions the movement desires given the knowledge and attitudes defined.

What makes a movement successful?

Clear Purpose.

Articulate a clear goal that goes beyond slogans

Values and Principles.

Create a 'shared consciousness' and training systems to communicate agreed values and principles

Small Groups.

Power is solidified in the connections between people that naturally grow strong

Overcome Resistance.

Create clear onboarding ramps for those outside the movement to join you

Focus on Engagement.

Personal interactions drive deeper levels of commitment to a common cause

Inspired by: https://hbr.org/2016/11/what-successful-movements-have-in-common

The role of emergence in movements

Line of Sight

Freedom to Experiment

Returning Learning To the System

[Fourth Quadrant Partners](#) (4QP) has studied emergence (the process of coming into being, or becoming important or prominent).
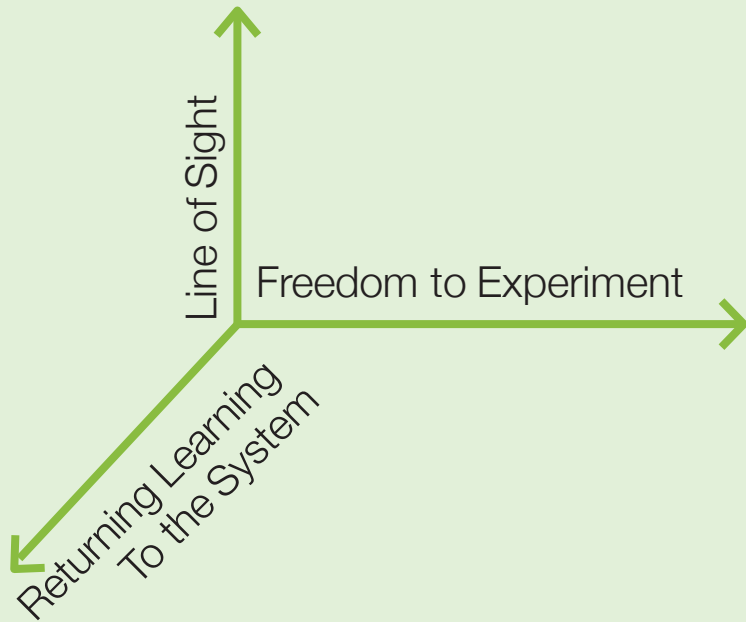
The 4QP Emergence Hypothesis

If these characteristics are present...	Then initiative results will be...
•Line of Sight	•Non-Linear
•Freedom to Experiment	•Environmentally Fit
•Retuning Learning to the System	•Sustainable

From current state to desired state
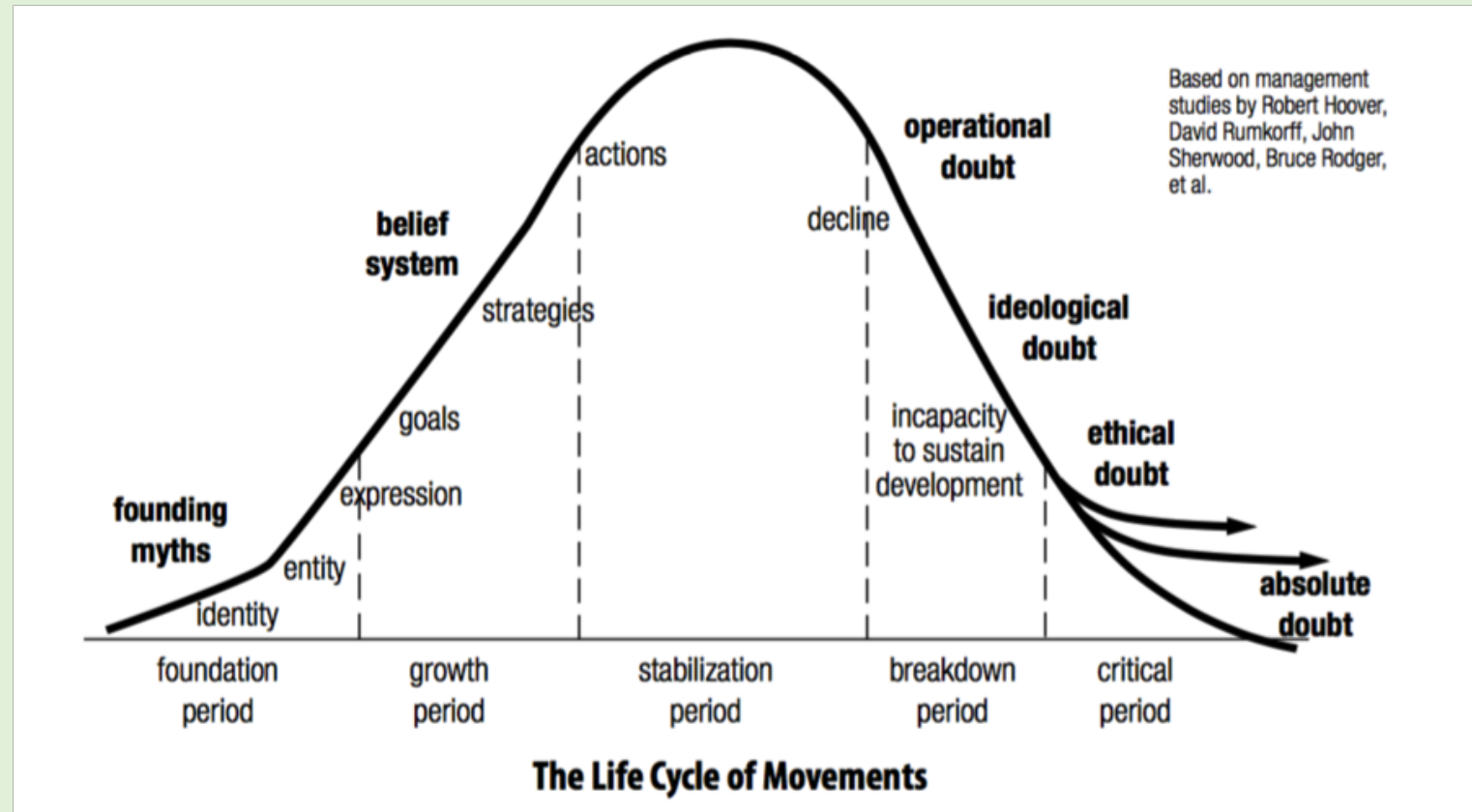
current state of movements	desired state of movements
Structurally/Operationally Independent	Operationally Collaborative
Niche Theories of Change	Interconnected Theories of Change
Siloed/Refined Stakeholder Groups	Stakeholder Collaborations
Minimal Resources for Scale/Reach	Shared Resources for Scale/Reach
Plateaued Programmatic Impact	Collective Programmatic Impact
Refined Message for Specific Audiences	Shared Public Message for Action
Long-Term Interest/Short-Term Focus	Long-Term Focus with Short-Term Impact

[Source: Derrick Feldmann, Managing Director, Cause and Social Influence, Author, Social movements for Good]

The lifecycle of a movement

Based on observations of movements over time we can see a lifecycle starting with the founding 'myths' which lead to a growing belief in the system – which then plateaus and leads to decline once operational doubt surfaces.

This in turn leads to ideological, ethical and then absolute doubt.

Based on management studies by Robert Hoover, David Rumkorff, John Sherwood, Bruce Rodger, et al.

The Life Cycle of Movements

How to design a movement

INFLUENCE|SG

VOICE

PATHWAY

MILESTONES

CAMPAIGNS

INFRA-STRUCTURE

How to design a movement

VOICE — The voice of the movement is the tone and style of communication, creative and CTAs that empower and build loyalty and affinity among constituents.

PATHWAY — The pathway is an individual's journey within the movement that builds knowledge to address personal and community perceptions to change behaviors.

CAMPAIGNS — Campaigns throughout the year offer opportunities to bring new constituents to the movement and to build ongoing affinity and loyalty within those already involved.

INFRA-STRUCTURE — The infrastructure of the movement consists of constituency roles and responsibilities, digital and organizing resources, and support for individual and self-organizing engagement.

[Source: Derrick Feldmann, Managing Director, Cause and Social Influence, Author, Social movements for Good]
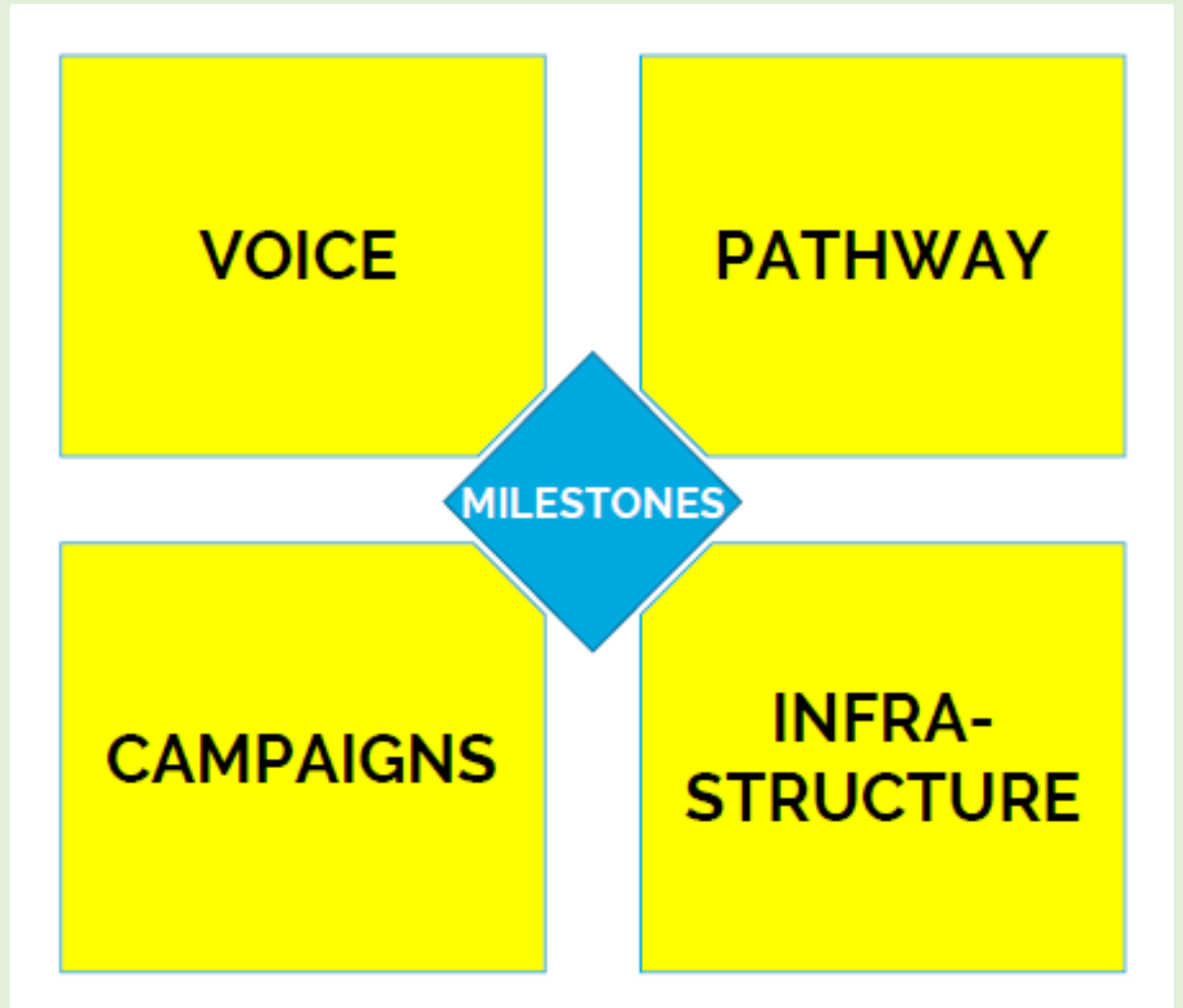
Challenges to collaboration

Institutional egos overriding a "facilitation mindset"

Pressure on precious resources

Variations in expected outcomes / impact

Lack of organization for logistics and timing

Unclear view of comparative advantage

Overcoming challenges

Institutional egos: Mobilise younger people in the organization to collaborate

Pressure on precious resources: Identify funding that is linked to collaboration

Variations in expected outcomes/impact: Don't focus only on the activities, but on what success looks like
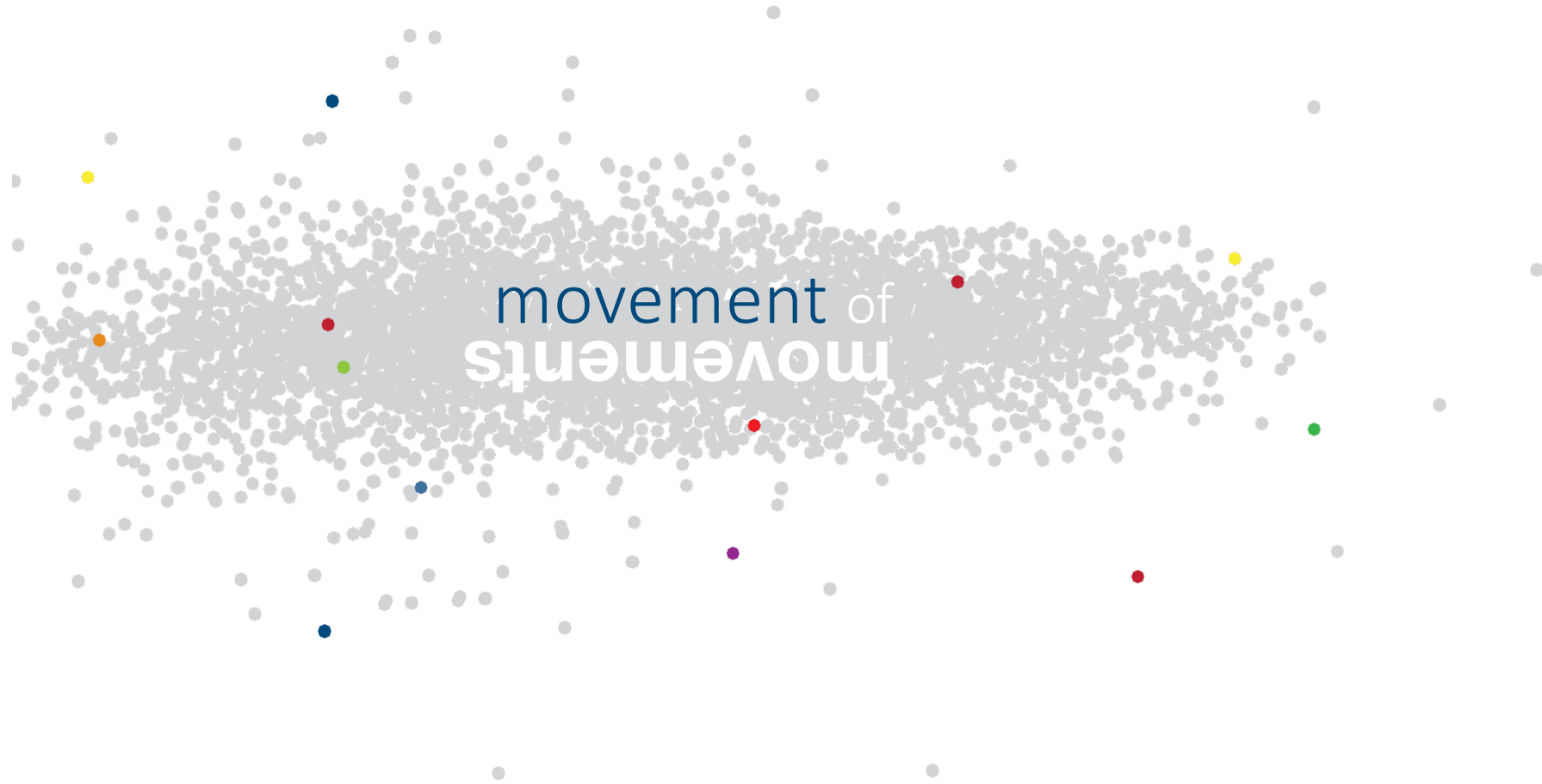
Lack of organization for logistics/timing: Develop a regular cadence of meetings/calls to keep relationships and topics alive

Unclear view of comparative advantage: Map out the assets and gaps of each organization to identify areas of complementarity
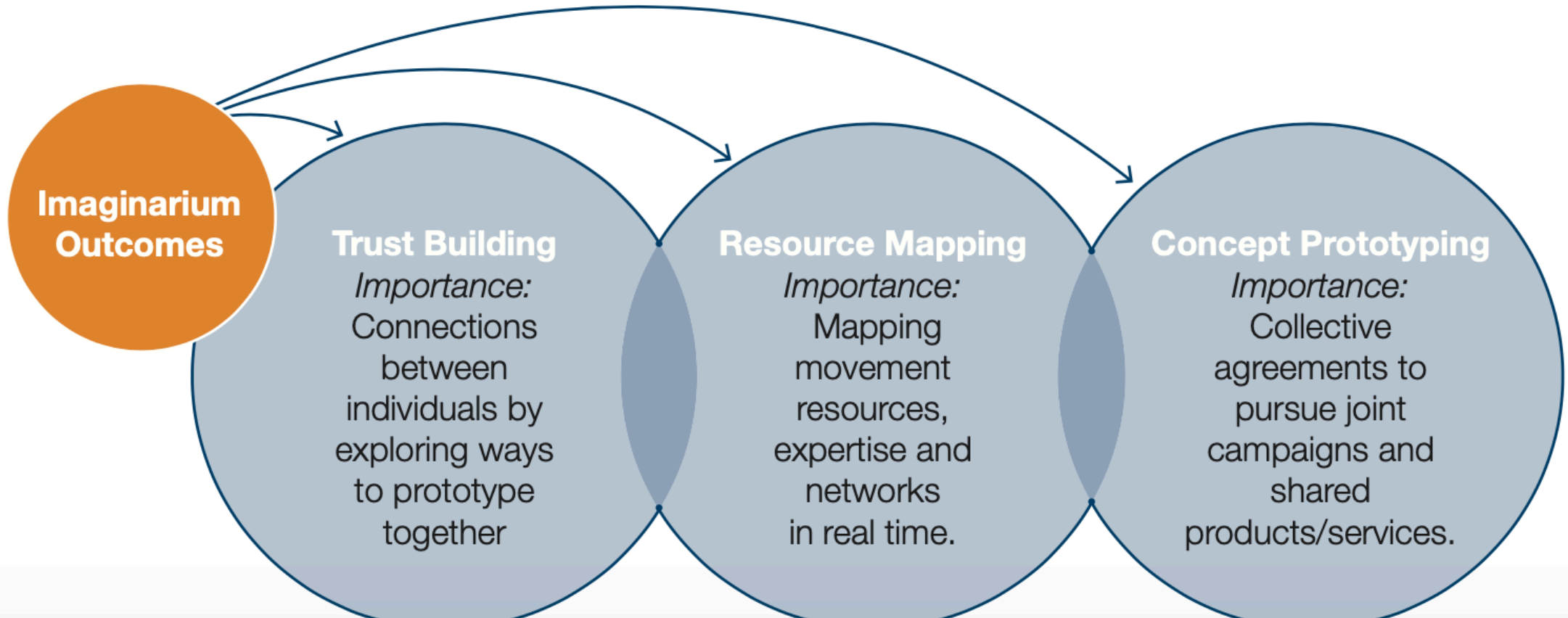
Tool #3:
Imaginariums

Imaginariums

Why do we need Imaginariums?

Imaginariums allow us to come together and **build trust**, **map resources** and **prototype collaboration**.

This tool includes resources on:

- How to Run an Imaginarium

- Setting the Scene

- Facilitation Guide

- Convening Principles

- Big Idea Follow-Up Templates

- Top 10 Things We've Learned So Far

Imaginariums

Imaginarium Outcomes

Trust Building
Importance:
Connections between individuals by exploring ways to prototype together

Resource Mapping
Importance:
Mapping movement resources, expertise and networks in real time.

Concept Prototyping
Importance:
Collective agreements to pursue joint campaigns and shared products/services.

How to run an Imaginarium

- Set a Clear and Simple Agenda
- Circulate Bios in Advance
- Develop Key Principles for the Day
- Share Purpose and Goals upfront
- Follow-up with 'Big Ideas'
- Summarise Meeting Momentum

Example: Imaginarium Scene-Setting

Purpose of the Day

We believe that addressing the complex and interconnected challenges facing our world today will require unprecedented levels of collaboration between social, environmental and new economic movements.

We also believe that by working together we can go further, faster.

The Oxford 'Movement of Movements' Imaginarium is a day to imagine, explore and begin to build concepts which we can take forward as a collective. **If not us, who? If not now, when?**

Objectives

Trust. Build connections and deepen trust between people in movement organisations - with an appreciation that trust is a critical ingredient in meaningful collaboration.

Learn. Share and learn about the work different movement organisations are focussed on driving forward in order to understand where there are areas of complementarity and opportunities to work together.

Create. Begin to design areas where a 'movement of movements' can work together to deliver more than the sum of its parts.

Example: Imaginarium Facilitation Guide

- **Set the Tone.** Share the purpose and objectives of the Imaginarium.

- **Show and Tell.** 5 minutes of 'sharing' what each participant currently does and what they'd like to doing (ask people to prepare in advance).

- **Principles.** Co-develop 'Principles' for the day.

- **Gaps.** Work as a group to identify gaps in the market.

- **Opportunities.** Based on these gaps, work together to identify opportunities where these gaps can be filled.

- **Working in Teams**. Divide into small groups to identify ways to work together on the identified opportunities.

- **Report Back and Next Steps.** Provide plenty of time for teams to come back together and share their plans as well as commit to next steps.

Example: Imaginarium Principles

- Today's social issues require immediate action with verifiable progress. Only systemic change can achieve long-term social progress.

- Focusing our energies via collaboration is critical to system-level change. As cause advocates, we serve change over any single organization's needs. We have no time or space for egos.

- Resources are precious, and we respect the time, work, ideas and assets of others as vital to creating the greatest possible solutions and efficiencies.

- Movements must transparently and publicly show how stakeholders, leaders, partners and resources are used ethically toward achieving change.

- We value bundles, or groupings, of movements.

- We believe movement leaders will benefit from identifying partnership opportunities and potential collaborations with nearby movements

Example: Imaginarium '3 Big Ideas' Follow-Up

The London Declaration

- What would the Paris Convention for business look like?

Citizenship Engagement

- Build an unbranded open-source campaign that organisations will be inspired to get behind and that makes steps towards action very clear.

Green New Deal (Positive Vision for the Future)

- Build a powerful consensus around a positive vision of the future.

Example: Imaginarium '3 Big Ideas' Follow-Up

The London Declaration

- Bring together a committee to create an exploratory committee to mobilise the ecosystem linked to the four working groups.
- Develop clear message co-created from stakeholders and based on a clear idea of what leaders want.
- *What is needed to make this happen*? Time and funding to create a strategy

Citizenship Engagement

- Co-design idea by hosting a 'Citizens Imaginarium' to bring together movement organisations looking at how to engage and mobilise people in the lead up to 2020. Ensure this is a radically inclusive group.
- Map what is already being planned by other groups and align with these initiatives.
- *What is needed to make this happen?* Access to networks of young people and funding.

Green New Deal (Positive Vision for the Future)

- Form an analytical alliance (that goes beyond the green sector)/
- Build out the visions and examples so people can experience what the future could be.
- What is needed to make this happen? Time of people to work together and guidance from those who have experience in engaging with Brexit towns.

What We've Learned: Top 10 Insights

Personal relationships matter.

Focus on personalities not roles.

Agree broad brush goals

Keep everyone together.

Expect the unexpected – and foster emergence

Respect the natural energy cycles

Make sure there is food

Give people time to share.
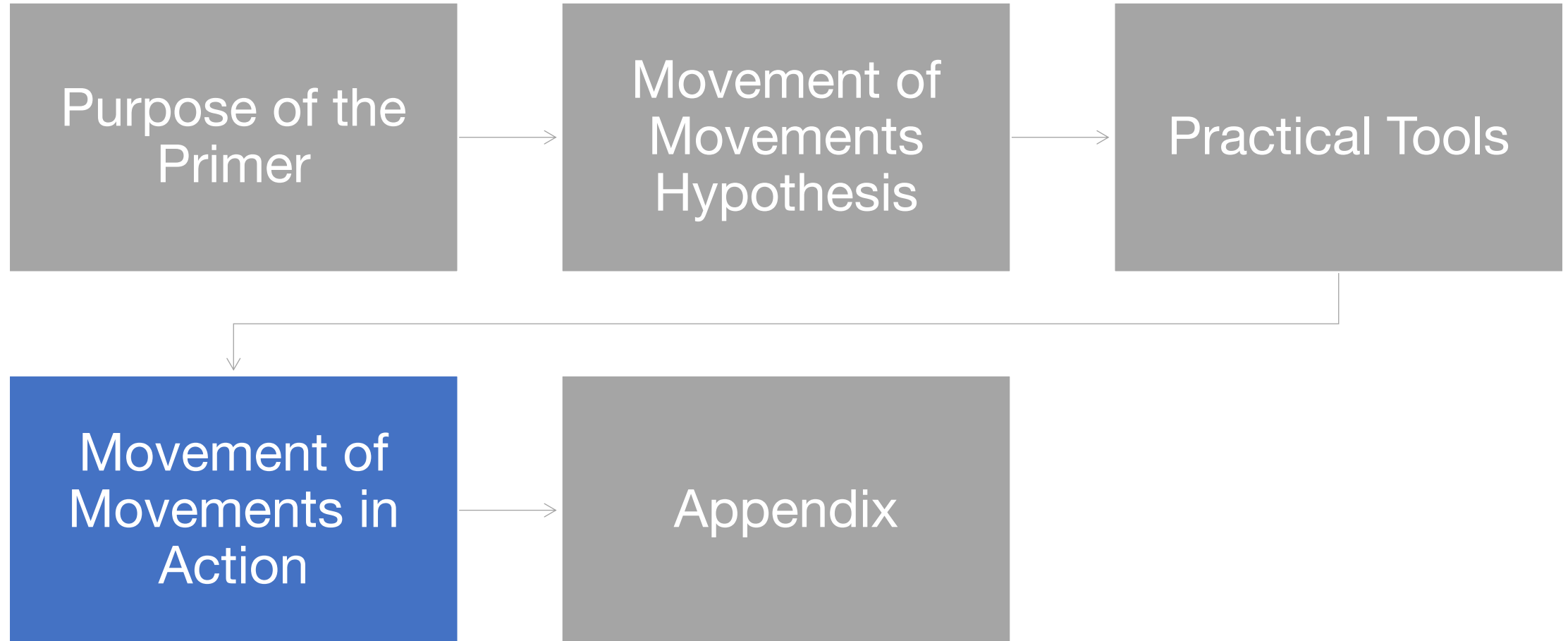
Use metaphors where possible

Rapid follow-up with next steps

Movement of Movements in Action

Impact Management Project

Origin of collaboration: Radical inclusion, so anyone and everyone who had ever thought about or was interested in the concept of "impact" was welcome to join small conference calls.

Key activities: Started with virtual drop-ins via conference calls, then small side events at relevant events. It evolved into a consensus-building effort of thousands of practitioners across academia, investment, business, non-profits, government and evaluation. The goal was *not* to find the lowest common denominator, but the unspoken norms that most people agreed should be commonly understood by all – giving every effort the chance to shine.

Support needed to keep collaboration happening: Early risky funding for a small team was required, and from there, momentum could be built based on trust. At the end of the day, just a few people needed to do a lot of homework to bring different voices together – and a clear movement, goal, definition and direction started to become clear.

Outcomes of collaboration: Institutional and cultural change, driven by a shared definition of impact that everyone can understand; data categories behind the simple definition that allow for deeper analysis and judgment; a higher-level classification of impact that can be used at the investor or policymaker level; a feeling of shared mission and understanding; a way to meaningfully discuss progress against the Sustainable Development Goals for any effort in the world.

Read more at: www.impactmanagementproject.com

What is the vision?

Since 2016, the Impact Management Project (IMP) has brought together more than 2,000 diverse practitioners – from across the value chain – to agree on the dimensions of performance that matter for ESG and impact measurement, management and reporting. This included social scientists, evaluators, policymakers, consultants, funders, investment professionals and entrepreneurs of all shapes and sizes.

The norms provide a logic for sharing information about impact goals and performance across value chains – from people and planet experiencing impact, to enterprises, to investment intermediaries, to advisors, to asset owners.

All enterprises and investors have **processes** to…

Measure their positive and negative impacts that matter most to people and the planet and…

Disclose data on those impacts in a comparable way, whenever possible and appropriate, so that they can…

Compare impacts to understand where they could be better, with the result that they…

Improve performance by mitigating/minimising negative impacts and increasing positive impacts

Read more at: www.impactmanagementproject.com

An opportunity for a Movement of Movements

This has evolved into the IMP Structured Network – an unprecedented collaboration of organisations that, through their specific and complementary expertise, are coordinating efforts to provide complete standards for impact measurement and management based on the project's consensus.

Families Belong Together

Origin of collaboration: In April of 2018, the Trump administration [announced](#) an anti-immigrant ["zero-tolerance" policy](#) of criminalizing all adults who cross the U.S.-Mexico border without papers, and tearing them from their children [regardless](#) of age, criminal record, or finding of unfitness. "Zero-tolerance" sent these adults into criminal custody while their children were [falsely reclassified](#) as "unaccompanied" minors and sent to the Health and Human Services Department (HHS) through the Office of Refugee Resettlement. As a result, thousands of children were separated from their families, including "tender age" children under 5-years-old.   As a result of this 'moment' a group of 250 organizations came together to create a shared narrative and campaign.

Key activities: Led by the National Domestic Workers Alliance, Women's Refugee Commission, MomsRising, FWD.us, United We Dream, People's Action, ACLU, Leadership Conference on Civil and Human Rights, MoveOn and others, Families Belong Together first came onto the scene when they organized nationwide protests in summer 2018 to demand the end of the Trump administration's family separation policy. Families Belong Together works to permanently end family separation and detention, seek accountability for the harm that's been done, and immediately reunite all families who remain torn apart. The organization also draws attention to the inhumane conditions of family detention, especially the recent deaths of children after coming into US immigration custody.

Outcomes of collaboration: The coalition has raised millions of dollars for immigrant children and families, mobilized hundreds of thousands of people in all 50 states to take action, and helped to reunite thousands of families.

Extinction Rebellion

Origin of collaboration: Recognising that to make change happen requires 3.5% of the population to engage (about 2 million people in the UK), Extinction Rebellion (XR) organisers built "a movement of movements", with animal rights activists, faith groups, medics and peace and anti-war groups joining the protests. This was in order to reach a new scale of 'Rebellion' to get several times more people out on the streets and ready and aligned on the focus of creating non-violent civil disobedience.

Key activities: XR developed a public MOU to make sure the terms of the alignment were clear. This included an upfront agreement to co-operate in solidarity in agreement of 4 key principles and the 'Rebel Code' and clear guidance on agreed messages, messages that express the points of view of independent movements and those that violate the principles of the rebellion.

Support needed to keep collaboration happening: Regular communications with 'affinity groups' (also known as the 'rebel alliance'). Clear targets to unite around – in this case the economic and financial system.

Outcomes of collaboration: Following the October 2019 'Rebellion' XR has reported that the campaign drew over 30,000 activists London.1,768 were arrested. The movement was mentioned more than 70,000 times in online media reports.

A Movement of Movements for the October Rebellion

August 29, 2019 by Extinction Rebellion

Extinction Rebellion

What is the movement about? **Extinction Rebellion (XR)** is an international movement that uses non-violent civil disobedience in an attempt to halt mass extinction and minimise the risk of social collapse. XR is organised in small, autonomous groups distributed around the world. These groups are connected in a complex web that is constantly evolving as we grow and learn. XR is working to build a movement that is participatory, decentralised, and inclusive.

Why this structure? The structure aims to empower anybody to act as part of XR, so long as they agree to follow the ten core principles. XR is seeking a balance between being able to act quickly in response to fast-changing situations and being able to integrate the collective wisdom of multiple perspectives when needed.

What diverse movements did it manage to bring together? XR convened a range of fellow travellers – existing activists groups – but also attracted new people and created space for the formation of affinity groups clustered by a range of professional areas of focus (XR Lawyers, Doctors for XR, XR Farmers).

Where are they now? XR is continuing to mobilise communities of people to join and take action. Currently in a period of 'ReGen' many activists are now focussing on their local communities.

Looking Back: Canadian Coalition on Acid Rain

Origin of collaboration: Formed in 1981, the Canadian Coalition on Acid Rain started out with 12 core organisations which eventually became 58 member groups representing over 2 million Canadians. In the words of Adele Hurley, co-founder of CCAR, building a coalition 'was critical, as it contained varied strengths that you could pivot and draw on at any given time. You could pull in tourism outfitters at certain points, forestry people, environmentalists, health experts, First Nations, cottagers, etc.'
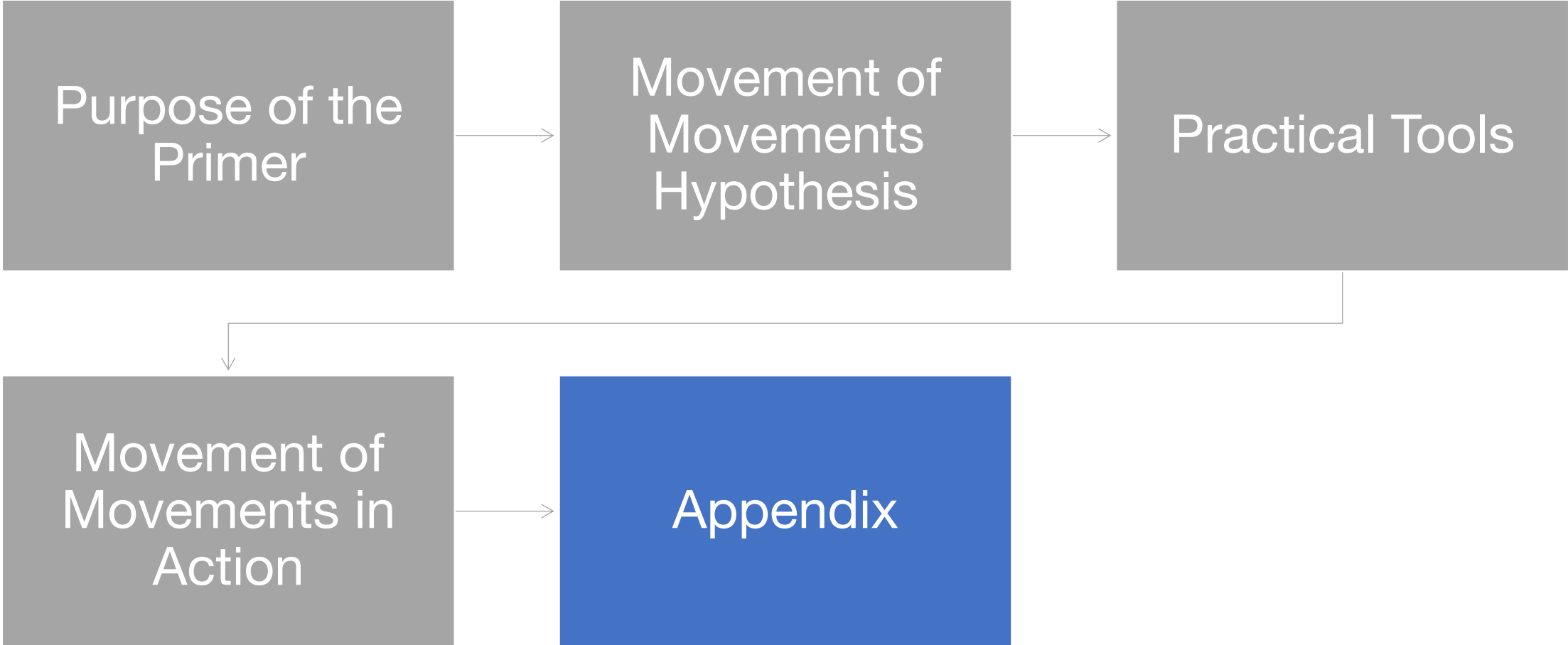
Key activities: Raising awareness of data and convincing politicians and journalists of the seriousness of the problem. Working together to 'speak as a coalition' and learning how to engage with Congress (ie focussing on swing votes rather than those that would never vote in favour of what was being proposed). Building relationships (with 'staffers' after 6pm) and looking for strategic opportunities (such as convening American cottagers in Muskoka many of whom were influential senior Republicans).

Support needed to keep collaboration happening: Funding was critical to help CCAR comply with foreign agent legislation in the US which required private fundraising rather than government funding. Keeping the focus on the important components of the campaign.
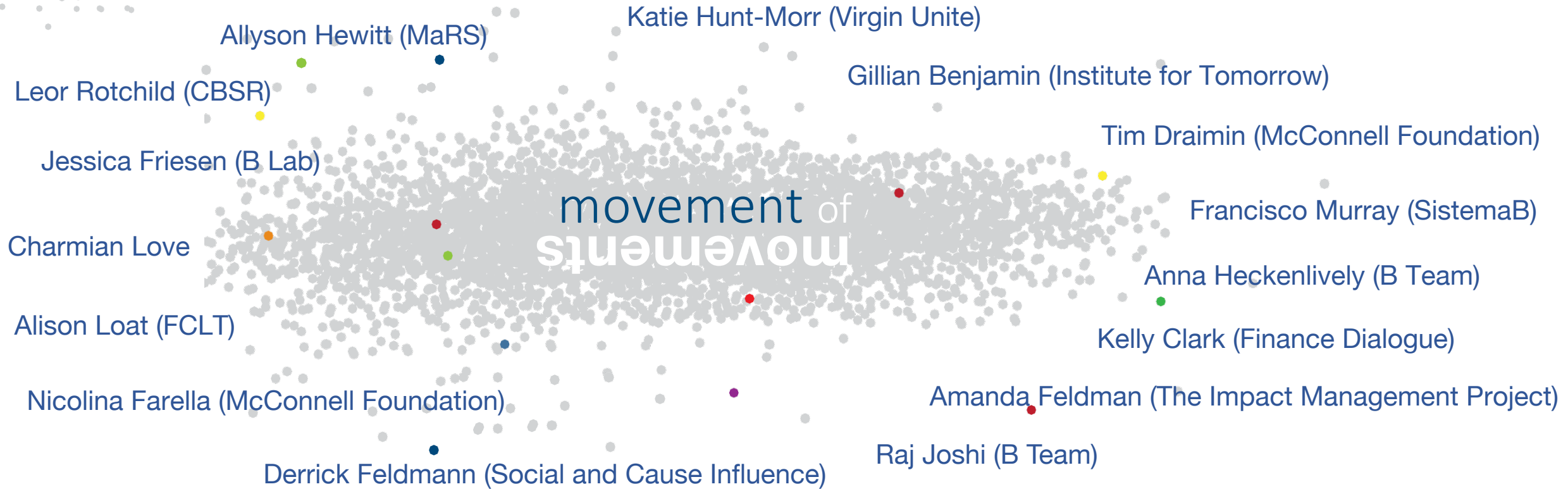
Outcomes of collaboration: CCAR played a key role in lobbying the Canadian and US government to pass legislation to restrict acid-rain causing emissions. This included the US Clean Air Act in November 1990 and the Acid Rain Program in Canada.

Appendix

Wasan Imaginarium Participants August 2018

Katie Hunt-Morr (Virgin Unite)

Allyson Hewitt (MaRS)

Leor Rotchild (CBSR)

Gillian Benjamin (Institute for Tomorrow)

Jessica Friesen (B Lab)

Tim Draimin (McConnell Foundation)

Francisco Murray (SistemaB)

Charmian Love

Anna Heckenlively (B Team)

Alison Loat (FCLT)

Kelly Clark (Finance Dialogue)

Nicolina Farella (McConnell Foundation)

Amanda Feldman (The Impact Management Project)

Raj Joshi (B Team)

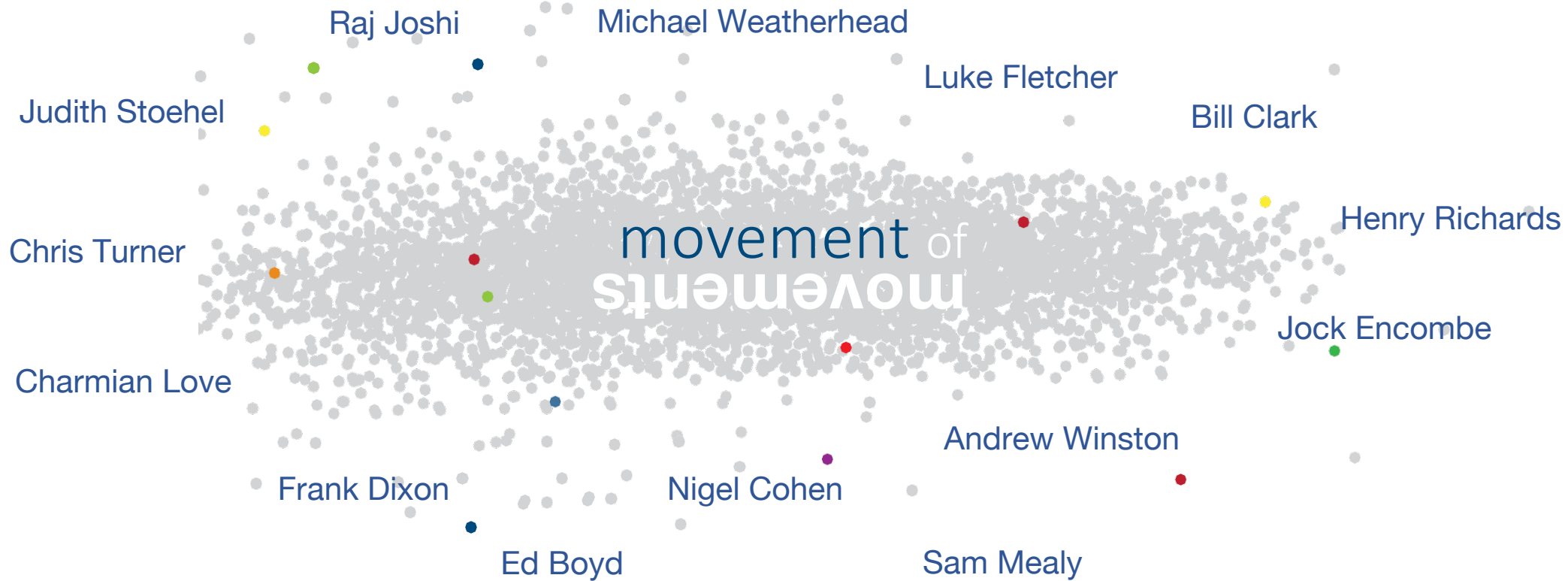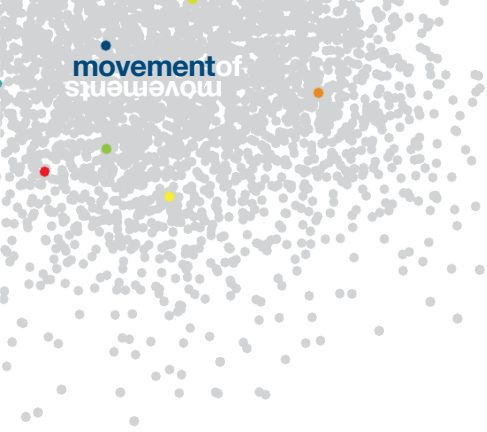Derrick Feldmann (Social and Cause Influence)

movement of movements

McConnell

London Declaration: Participants
June 2019

Appendix:
Movement of Movements
Mapping Methodology

Methodology

approach: Mixed-method, crowdsourced approach to capture, validate and update global movement data. Through publicly available movement data validated by movements themselves and supported with ongoing analysis and observation, movement maps illustrate and illuminate social issue systems, collaborations or lack thereof, and opportunities for new partnerships.

phases: Mapping each movement is a six-tier process that incorporates the talents of aspiring and interested researchers with validation by professionally trained applied and academic researchers and data from movements.

Phase 1: Desktop Research and Environmental Scan
Phase 2: Data Validation Level 1 – Desktop Research and Environmental Scan
Phase 3: Qualitative Interview – Movement Leadership
Phase 4: Data Validation Level 2 – Data Provided by Movement
Phase 5: Movement Observation and Ethnography
Phase 6: Data Validation Level 3 - Movement Observation and Ethnography

Phases

Observation & Ethnography

Phase 5: Movement Observation and Ethnography
Phase 6: Data Validation Level 3 - Movement Observation and Ethnography

Qualitative Interviews

Phase 4: Data Validation Level 2 – Data Provided by Movement
Phase 3: Qualitative Interview – Movement Leadership

Desktop Research

Phase 2: Data Validation Level 1 – Desktop Research and Environmental Scan
Phase 1: Desktop Research and Environmental Scan

Phases 1 and 2
Desktop Research, Environmental Scan and Validation

approach: Aspiring and interested researchers, leaders and students perform desktop research to complete a questionnaire (approx. 50 questions) that seeks specific information about the infrastructure, approach, reach, strategy and focus of the movement that can be obtained through public sources. These volunteer research contributors are provided with guides and materials to support their data-gathering efforts.

Captured and completed data is validated by a trained professional staff member or volunteer researcher. The information is reviewed and validated for clarity, integrity and thoroughness. Once the data is validated, the movement is added into a dynamic online movement-map environment.

Desktop Research

Phase 2: Data Validation Level 1 – Desktop Research and Environmental Scan
Phase 1: Desktop Research and Environmental Scan

Phases 3 and 4
Qualitative Interviews and Validation

approach: Professionally trained researchers and students perform qualitative interviews with movement leaders to review the captured data, document current and future approaches and clarify potential for collaborative work among other movements and stakeholders.

A member of the Movement of Movements research team reviews interview notes and key informant data to determine which, if any, additional information is added to the movement profile currently on the website. Approved new informant data is uploaded and searchable via the online Movement of Movements platform.

Qualitative Interviews

Phase 4: Data Validation Level 2 – Data Provided by Movement
Phase 3: Qualitative Interview – Movement Leadership

Phases 5 and 6
Movement Observation, Ethnography and Validation

approach: Trained and experienced researchers (staff/students) observe activity within and outside the movement to fully document and provide case studies on movement theory, trends and approaches. This immersive opportunity provides unique exposure points to movement strategy development and execution.

From artifacts, observation notes and data gathered, professional researchers will analyze, validate and develop new, in-depth case studies to present on the Movement of Movements website.

Observation & Ethnography

Phase 5: Movement Observation and Ethnography
Phase 6: Data Validation Level 3 - Movement Observation
      and Ethnography