# Take action drive change

Shaved Monkey × rewired



A roadmap on how we can all get unstuck & make the change we want to see happen.





# About us

Shaved Monkey - a strategic and creative agency that empowers organizations to make a positive impact on the world by helping them to envision the future, tell their story in the most appealing way, and create movement together.



Visit *shavedmonkey.be* 



**Rewired** - a resource library and inspirational platform for creative professionals who want to understand better how business and design can contribute to positive change and get access to the content they need to drive action.



Visit projectrewired.co



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# Never doubt that a small group of thoughtful, committed people can change the world. Indeed, it is the only thing that the base of the second s Mead

CHANGE MAKERS GUIDE



# The start

# What to expect from this guide

CHANGE MAKERS GUIDE Learn more about what change is and how it happens.

Be inspired by original stories of untold change makers.

Equip yourself with 10 strategies to navigate change.

Get the boost you need to believe you can make that change happen.







# This guide is for the un-conformists

For those who know that if we ever want to get to a world *that works for all of life*, we must be **bold** and **brave** and start to make change happen today.

CHANGE MAKERS GUIDE This guide is about shaking minds, raising confidence, and sharing tips, resources, and inspiration to help all well-intended and purpose-driven individuals who have decided to start their change journey.

It is the result of interesting conversations, creative explorations, and the humble desire of the people who constitute Shaved Monkey and Rewired to share their lived experiences and bring their contribution to a topic they deeply care about: driving positive change. We owe it to ourselves to give each other agency and encourage ourselves to take the leap, and gradually unleash our full potential to be shapers and designers of the world we want.

Creating this guide is our invitation to join us on this journey of how we can collectively and more intentionally turn energy into action, thinking into doing, and purpose into personal fulfillment and positive system change.



# See the change

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# What do we need for *change*?



# **Key Characteristics of change**

Change is defined as the act or process of moving from one state to another. As Greek philosopher Heraclitus taught us over 2000 years ago, there is nothing permanent in life except change – and it's in changing that humans find purpose.

**Change starts with imagination.** Humans are capable of a unique trick: We can create new realities in our minds, even before they exist in the real world. This dream becomes an invisible force that pulls us forward. Once that dream becomes a collective belief, more and more people start to act toward it.

Change happens in a nonlinear way. In most cases, the start of the journey seems agonizingly slow, as if nothing is happening. Until, suddenly, a tipping point is reached, and the established change becomes a new reality.

Change is about people. Change can not be dictated; people will resist. The more you push, the more pushback you'll get. Instead, create the conditions for new behaviors to arise.

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We're excited you decided to join us on this fascinating change journey. In this chapter we share the fundamentals about change we learned along the way. Let's consider it "getting" on the same page" about what we're talking about.

First of all, and we'll repeat ourselves here often, change is not simple. And that means, it's also not simple to write about it. Especially not as systems thinkers, who see the world as one big interconnected chaos. So, forgive us if we're making it messy. We promise that we tried, really hard, to make it look simple.



# We need collective bravery.

# Let's start with the start of change: Imagination.

Change will happen, that's a given. And we can play a role in determining which change that will be. We need people that take a bold position and have the courage to drive the change that creates a world that is safe for all of life, now and in the future. Even if that gap between now and the dream is dark, unknown, and seemingly impossible to cross.

# LEAP OF

WHATWEARE

Change demands a Big Leap of Faith

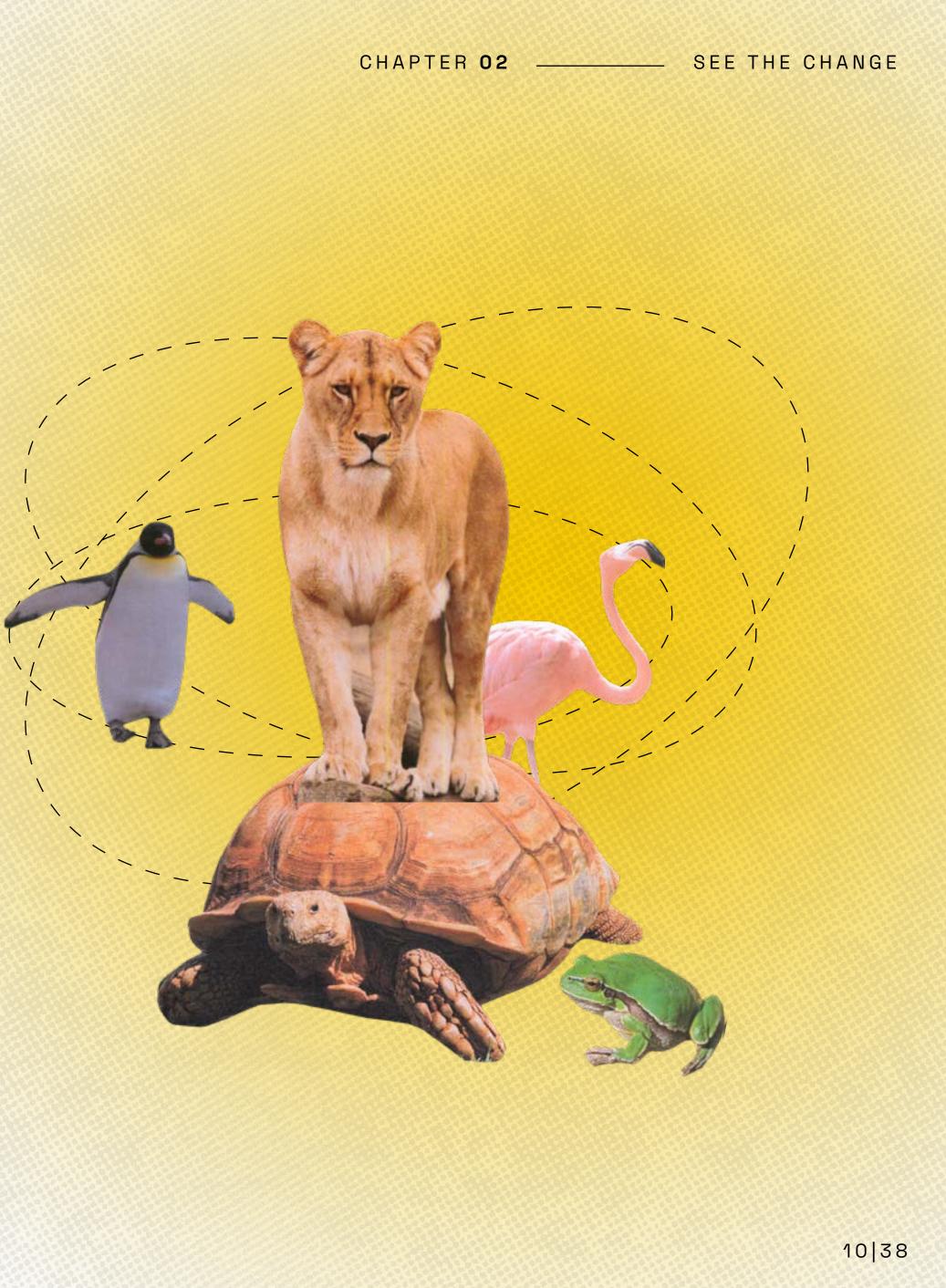


# We need collective *action*.

# Change often starts painfully slow. We need others to get the momentum going. And the rest will follow.

Change is the result of little transformations that happen at different scales and speeds, therefore making it nonlinear. Some transformations might be a dead-end, and some the kickstart of a waterfall of new events that trigger real transformations. In most cases, it takes a long while before a tipping point is reached. Let's take the "evolution of sustainability movement" as an example.

The Limits to Growth, commissioned by the Club of Rome 50 years ago, is seen as a book that set much of the sustainability agenda for the following 5 decades. Today, we've finally reached a point (sure, climate change deniers aside) in which even businesses are changing their course in order to address some of our world's biggest climate challenges.



# (The pace of change is ramping up

#### **Conceptualization of** Earth as a valuable, limited resource

- **1970** First Earth Day
- **1971** Greenpeace is founded
- 1972 First UN Conference on Environment, The Limits To Growth Report is published

#### Introduction of the concept of sustainability

**1987** The Brundtland Report is published, sustainability is defined **1988** The IPCC is founded 1995 First COP meeting

#### Climate change becomes a topic

- **1997** First treaty on climate, the Kyoto Protocol
- 2000 UN Millennium Declaration
- 2006 Release of the documentary An Inconvenient Truth, by Al Gore





#### Redefining the purpose of business beyond simply profit generation

- **2006** B Lab is founded, B Corp movement starts
- **2009** The Ellen MacArthur Foundation is born
- 2015 The Paris Agreement, and Science Based Targets Initiative is established
- 2016 UN Sustainable Development Goals comes into place
- 2017 The Doughnut Economics book is published

#### **Collective movement**

- **2018** Fridays for Future movement starts, instigated by Greta Thunberg
- **2019** European Green Deal is presented
- 2020 Amsterdam adopts doughnut model
- 2021 The Net Positive movement started by Unilever's ex-CEO
- **2022** Patagonia gives away all of its shares to planet Earth
- **2022** COP 15 resulted in the adoption of the Kunming-Montreal Global Biodiversity Framework (GBF): Restoring 30% of degraded areas by 2030
- **2023** Salesforce goes for Nature Positive
- **2023** EU Corporate Sustainability Reporting Directive comes into force





# Have you ever changed a habit because someone told you should?

We take our bets: you've heard the following before: "People are afraid of change, they resist it!"

We're not here to deny this statement, however, we'd like to propose a twist to it. People aren't actually afraid of the change itself but rather keep doing what they've been doing before. It's easier. They know how to do it. So, here's your hack. You will need a critical mass of people to adopt a new behavior to drive change. Do not, we repeat, NOT, tell them what to do. Instead, create the conditions in which the new behavior emerges. Nudge them in ways that the new behavior becomes easier than the old one. Put yourself in their shoes, and create ways that support your change while making their lives easier (or at least not more difficult).

# Storytime\*

In 2002, the Danish Deposit and Return System was established as a non-profit organization to build-up and operate a new, circular deposit system for cans and bottles. Today, a world record of 93% of bottles and cans are returned. The trick? Denmark has more than 3,000 reverse vending machines and deposit stations distributed across the country. If the nearest grocery store or gas station does not have a reverse vending machine, bottles or cans may be handed over to the staff.



#### Read the entire story *here*





"Solving climate change is not your responsibility — because that's outside of your control. What you are responsible for is the thing inside your control. Indeed, the only thing that has ever been in your control - your mindset."

# Clover Hogan,

TEDxLondonWomen, What to do when climate change feels unstoppable

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# Be the change

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# "You don't have to be great to start, but you do have to start to be great."

- Zig Ziglar





# Change is hard.

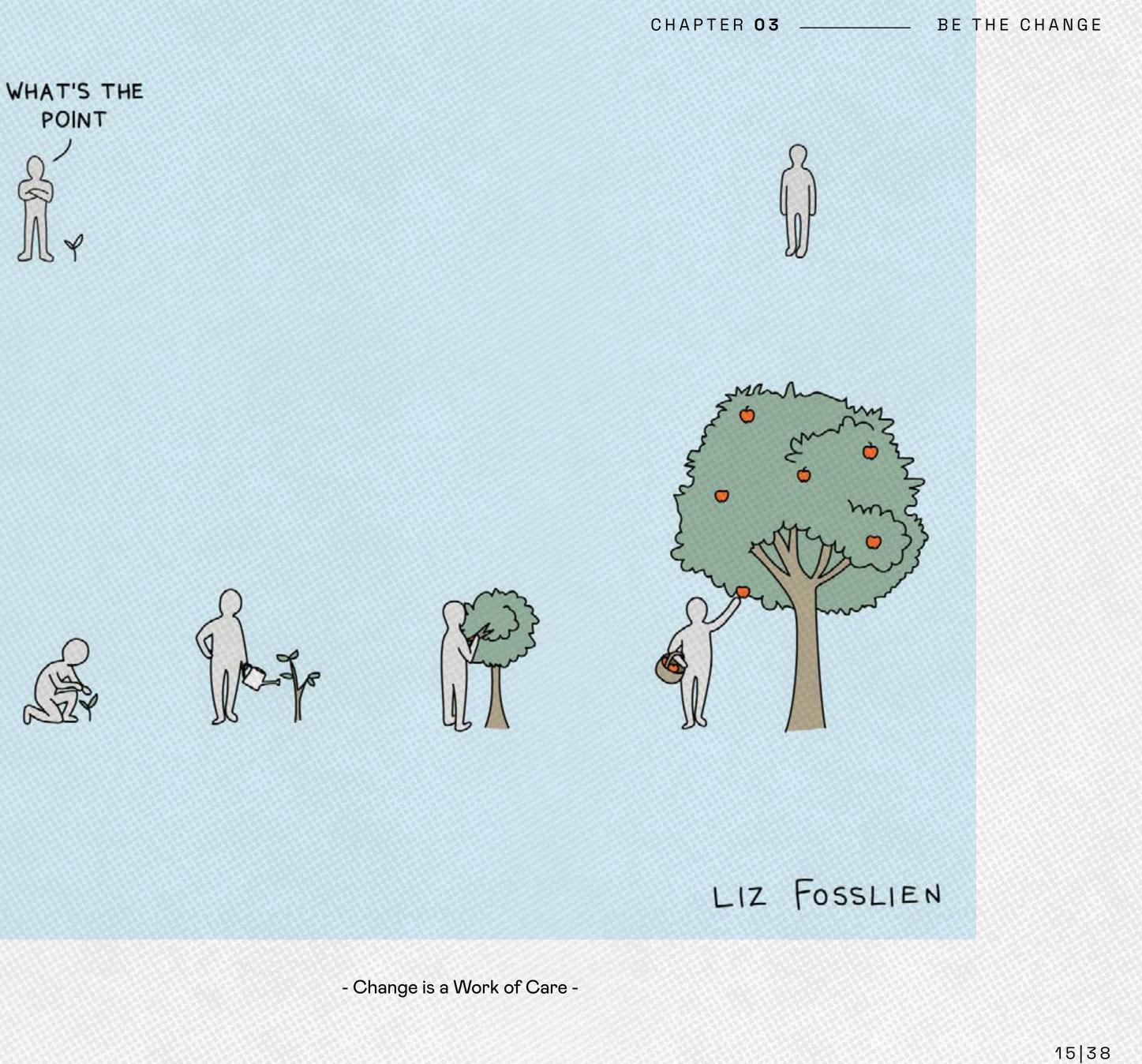
In fact, if it was not, we would not have felt the need to write this piece, nor would we be thinking that there is still a lot in both business and society worth some reimagining and remaking. Yet, hardship should not become our excuse for inaction.

This is why, this chapter is all about how to get that positive fire going, build resilience, and make change happen. No matter the type of change you are after, the following pages exist to offer you a practical and experience-based roadmap to help you navigate, and hopefully succeed in your change making journey.

The unsung heroes exist, and this is what we learned from them.









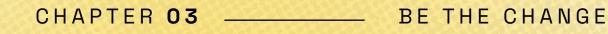
# 10 strategies for *action*

Read us in one go or consume us in bits and pieces: we are meant to be helpful anyway!

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Make it relevant Identify your role Find your sponsors Start small Collaborate Be flexible Make it easy Tell the right story Build resilience **Celebrate wins** 





# Make it *relevant*.

To make change sustainable, it needs to be desirable for the audience and system you want to change. What we observed is that successful change-makers do not fall in love with their first idea, but rather with the problem they want to solve. They are willing to invest time to understand their context and adapt their solution to make it truly fit for purpose.

It's only when you get clarity on the problem that you want to solve and where you want to solve it that you can effectively accelerate the pace of change. As much as this may make you - and many of us - feel restless, the truth is that we should never be afraid to slow down to observe how things are to unpack the real levers for change inside the reality we want to shake up.

Ultimately, what matters is solving the problem, and it's only when we decode the context and dynamics where this needs to be solved that we increase our likelihood of success.



<sup>-</sup> Change Needs To Matter to The People Affected By It -



"If I had an hour to solve a problem, I'd spend 55 minutes thinking about *the problem* and five minutes thinking about *solutions*."

- Albert Einstein

CHANGE MAKERS GUIDE CHAPTER 03 \_\_\_\_\_ BE THE CHANGE



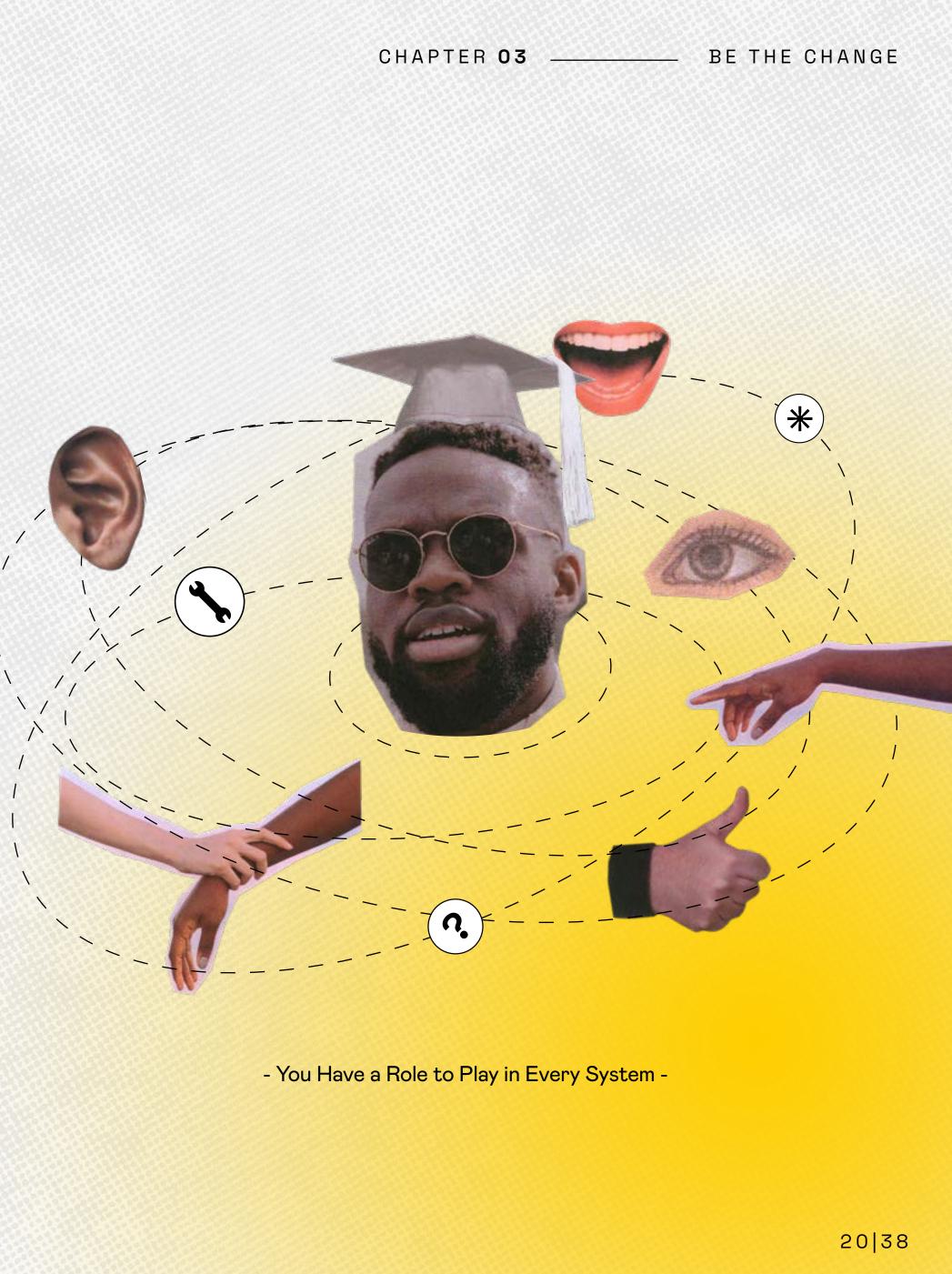
# Identify your role.

The exciting part is that no matter who you are, your place inside the system you want to change and how big the challenge you want to address, we all can do something.

It's called agency; and it's the inner ability we have as individuals or entities to act, make decisions, and influence our own lives and surroundings.

When you find yourself wanting to bring an initiative forward and feeling stuck, or powerless, or simply lost, what can help is to take the time to reflect on the specific role you can play in the system you want to change. What are the unique skills, resources, and assets that you can bring to the table? What are areas that you can control or influence? What can this mean for your strategy and action plan?

This is where your agency can truly flourish, and the best work eventually emerges.

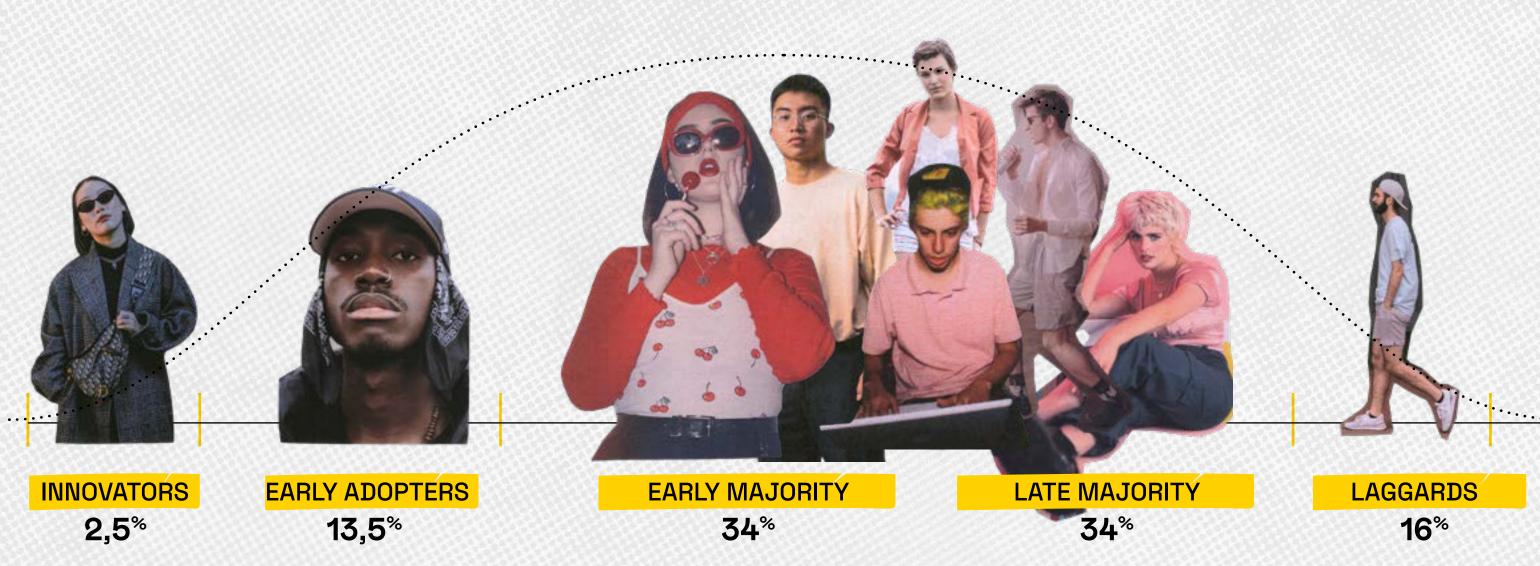


# Find your sponsors.

If we think about change as the process of moving from one state to a new one, we can see a lot of analogies with the world of innovation - that is the process of developing and bringing a new product, service, or business to the market that did not exist before.

According to organizational theorist and author Geoffrey A. Moore, the first thing we want to do to help our innovation take hold in the market is to find its early adopters. These are the risk-takers and trendsetters who will use the solution before most people and that play a critical role in determining the final success of the innovation in the market.

When it comes to change, there is no difference.



As early as possible, it is important for you to identify those people who can easily become your allies and change ambassadors (read: sponsors). These are usually people and organizations who do not need convincing about the value of the change you want to bring and have the potential to amplify your sphere of influence whenever needed.

CHANGE MAKERS GUIDE As inconsiderate as this may sound, power matters when choosing our ambassadors. This is why you want to play it smart and attract individuals that have gained authority inside the circles required for the change to happen. This may be early customers, recognized thought leaders, or simply colleagues that may be able to do the convincing and influencing work for you anytime you do not necessarily have the legitimacy needed to do it effectively.



# Storytime

# The Pioneer Co-operators of Stadsmakersfonds

A few years back, Miss Miyagi, a group of Belgian architects grew increasingly disheartened by the urban development unfolding before their eyes. It felt as though the sole purpose of construction had become profit generation, resulting in neighborhoods growing increasingly monotonous and lackluster.

Out of this frustration, they founded Stadsmakersfonds in 2021: a cooperative investment fund dedicated to forging a new kind of real estate, one infused with greater societal significance.

Fast forward to today. Thanks to the financial prowess of Stadsmakersfonds, four projects are taking tangible shape and multiple others are in the pipeline. But what's truly remarkable is Stadsmakersfonds' ability to attract a slew of additional investors through an expansive campaign.

This launch would not have been possible without the unwavering support of the early believers: 100 co-operators collectively crossed the significant threshold of 2 million euros in capital in 2022.

Rather than casting a wide net, these co-operators were purposefully sought within the founders' personal networks. It was a pivotal choice, for this tightknit group of passionate friends bestowed confidence upon a broader audience yearning for greater certainty... and thus, the ball truly began to roll.

CHANGE MAKERS GUIDE 140 coöperants (and counting) have now raised 3.5 million ( and counting) for this unique city-makers initiative.

Triggered? Want to become a part of this collective?

\* Visit their website here



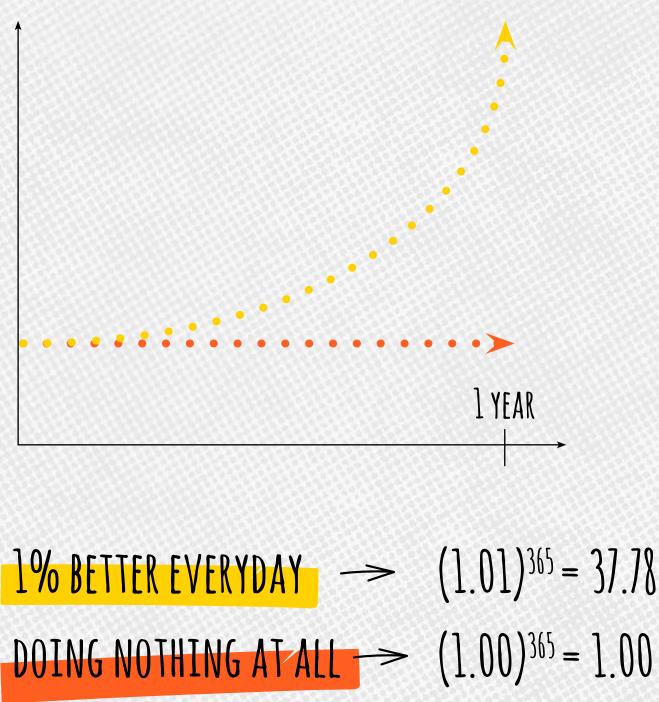
Start small.

Once you know where you want to go, where you stand, what you can do, and have found your change-making allies, it's time to move from good intentions to action on the ground.

Take this as the first seed of change that you want to bring to the world. This is very likely the leap of faith most of us fear the most - but it shouldn't be this way. The trick is to start small. As James Clear reminds us, there is an incredible value in all of us making small consistent efforts towards a clear goal rather than doing nothing at all.

When you start small, your focus is higher, and the stakes lower too - enabling you to feel more comfortable with experimenting, learning, and even demanding things from others.





- Your Small Yet Consistent Efforts Can Have a Big Impact In The Long Run -

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# THE POWER OF TINY GAINS

By making it real, you not only learn, grow your confidence, and make tangible the positive change you are here to drive but you also collect the proof points to show why you need to deliver the next thing. It's by gathering small and consistent wins that you can build the trust and desire in others to further contribute to the change you put in motion.

It's only by showing that change is within reach that we can make change happen.



# Storytime \*

## How a spreadsheet took over the mentorship world

ADPList's success story starts with two friends and a humble approach. During the pandemic, now that they had a little extra time, they created a simple Excel spreadsheet for people to put in their names in one of two columns: Mentor or Mentee. They gathered 30 mentors and 200 mentees, interested in building a mentorship community for design challenges.

Today, this million dollar company grew to over 18,000 mentors, the largest global design mentorship community in the world - in less than 3 years. The co-founder's personal take on it? A living proof of one of the best advice he had ever received:

problem.

solve.

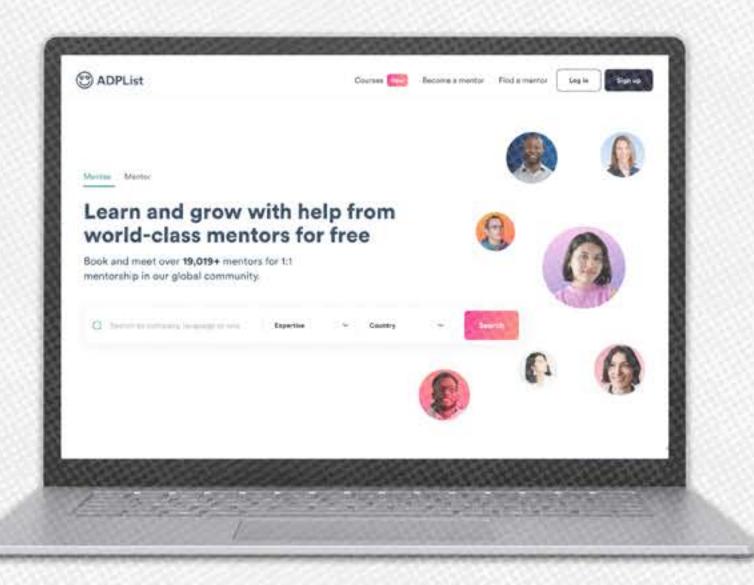
\*

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The best approach to design is to first identify and understand a fundamental problem that is worth solving. And then, have design serve as a solution to that

Rather than first designing a beautiful website or app, ADPList instead used a simple spreadsheet to help define a clear goal and a legitimate problem to









The easiest way to strangle a change effort is to keep it siloed within one person or team. As much as you may have days where you feel you know better than others, where you feel you do not have time to waste, or that you should be the one getting the praise, the reality is that you cannot, and should not do it all on your own.

Change is not a single-headed effort, it is a collective one, and it is a liberating feeling when you realize that not all the burden should lie on your shoulders. Change is a polycentric and inclusive effort, and your success will greatly depend on your ability to trust the system and bring the right people together at the right time to reach your desired outcomes. It can be about expertise, influence, budget, you name it. Ultimately, different people have different roles to play but all are critical to building our ultimate North Star. Your role then should be to become the bridge builder, the leader, and the motivator that unites action against a shared goal.

CHANGE MAKERS GUIDE "There is a slight boldness in being more open and collaborative in tackling complex problems that really do not have a single owner. System leadership is no place for heroes: lots of people have to act, lots of people have to do lots of things. Collaborative work requires people who are a little bit less attached to their own prominence within something. When I meet those people, I know I am in the right place for system change."

- Dr. Kate Simpson,

Director of the Institute of SystemCraft, Wasafiri



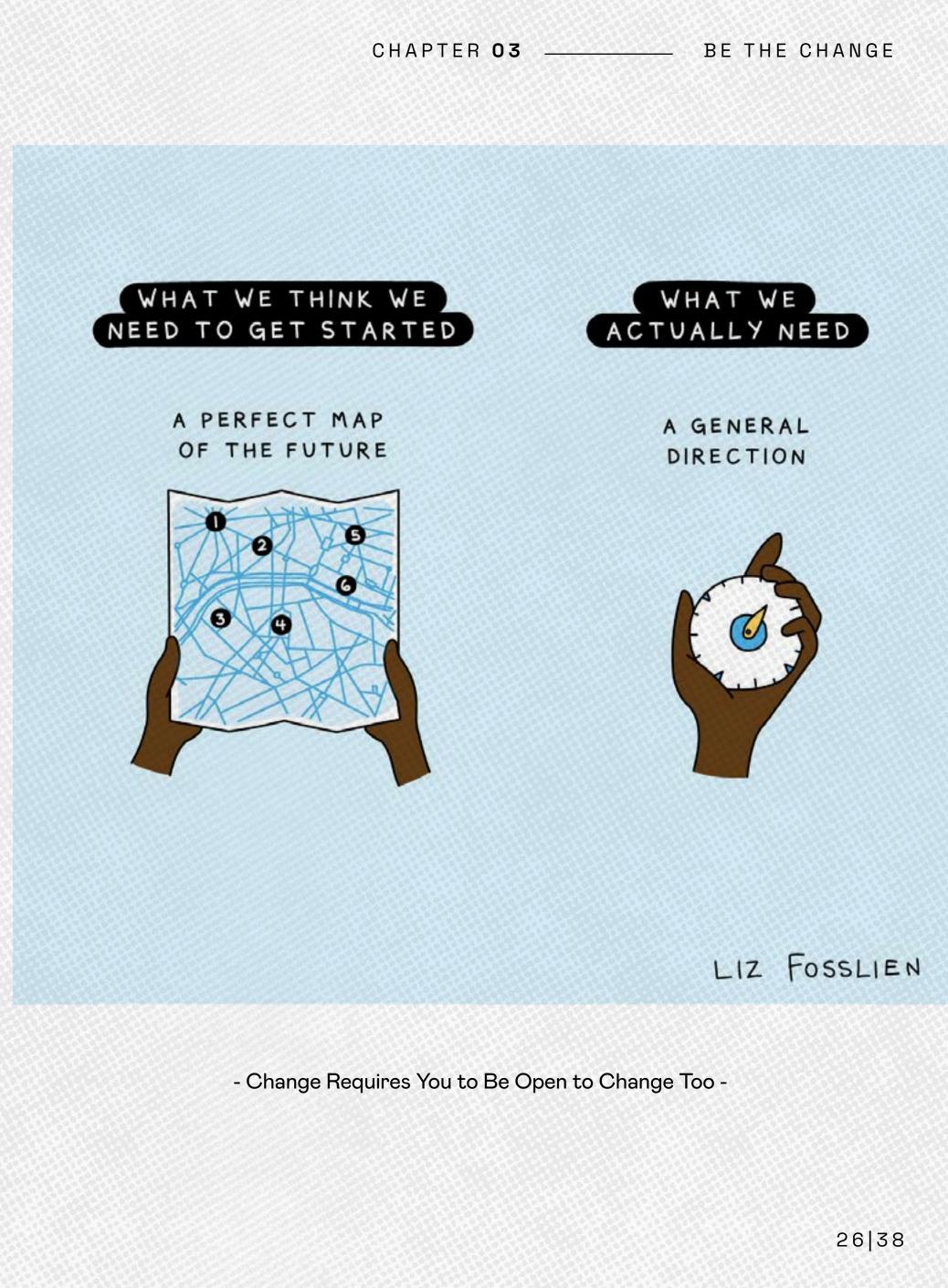


When driving change forward, what you need to get comfortable with is change itself. In fact, we could bet that there is no transformative initiative, ground up movement, or impact venture for which the path did not experience some level of change since its inception.

The most successful change makers are those unafraid to try things out, and pivot when things do not work out as planned. They immerse themselves in the space they want to affect, welcome feedback, and see setbacks as opportunities to learn. They have a growth mindset and are obsessed about solving the problem they identified in the first place - no matter how tumultuous the journey to get there may become.

So, if there is one strategy that can literally do wonders when pushing forward your own initiatives is to never take things personally, be curious and sharp about the end-goal, and definitely be open to do U-turns whenever the reality calls for them.

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# Make it easy.

Let's be honest, people are lazy. The worst thing to do when pulling forward a new initiative is to ask and expect people to change behaviors overnight. People resist change.

This is not because they don't want to change but because with change comes uncertainty, and likely the demand for new or different efforts. That's why when designing any change effort, you want to plan for the so-called "path of least resistance".

This may mean you doing the legwork at the start to prove your point and create excitement, or proposing strategies that use existing resources to minimize burden, or even tapping into the tricks of behavioral science to help you reduce people's cognitive overload and encourage stakeholders to make the choices that best support your goals.

You start by asking just enough, you make it convenient, and aim for consistent incremental changes that, with time, can ultimately bring forward the transformation you are after.

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# "People say nothing is impossible, but I do nothing every day."

- Winnie The Pooh



# Tell the *right story*.

# "In order to win a man to your cause, you must first reach his heart, the great high road to his reason."

- Abraham Lincoln



An often-overlooked ingredient for effective change is storytelling. Crafting a compelling narrative that resonates with the hearts and minds of your target audience almost always turns out to be a crucial key to success. In fact, if numbers and data points are often fundamental to back a case, it's the story around them that makes them meaningful.

However, to achieve this, a deep understanding of the people affecting and being affected by the change you are driving is paramount. Be it your leaders, colleagues on the ground, partners, or customers, it is only by comprehending their perspectives, needs, motivations, and desires that you can build stories that strike a chord with them.

And here the trick is to recognize that no single story holds all the power. It is when you tailor diverse narratives to engage and inspire your different audiences, that you can truly set people in motion and trigger the collective action needed to achieve system change.



# Storytime

# Behind the scenes at Bolt: on the importance of telling the right story

In 2019, Pieterjan Verhaeghen and Rens Van Haute launched the **sustainable energy platform Bolt**. Three years later, an impressive 50,000 Belgians joined Bolt, and the organization has 36 employees. We spoke to Pieterjan about Bolt's success story.

Pieterjan: "Many entrepreneurs focus on their product, but what truly captivates people is understanding what drives you. A compelling story that stems from your 'why' makes all the difference. Especially when, like us, you're entering a market where you're up against players with much larger media budgets. With Bolt, we truly had to earn our spotlight: stand out in the press, spark discussions. This is achievable only if your story resonates with people. I would even say that your story is at least as important as your financial plan." "To get our story right, we did a thorough exercise on defining our why-how-what, our values, and so on. Although such an exercise may seem daunting, it has proven to be incredibly valuable. **All our communication originates from the core document we created together**. Putting our essence on paper allows us to determine very quickly whether an action or idea aligns with our identity. It shifts us from 'what I think' to 'how the brand thinks.' This document acts as our compass, not only for communication discussions but for every decision we make."

"Of course, your story evolves over time. At our launch, Bolt's core values—'personal,' 'transparent,' and 'fun'—were present, but the 'fun' aspect wasn't as prominent as it is now. Initially, we needed to win the trust of our customers, which led to more serious communication in the early days. So, don't hesitate to **introduce adjustments and additional dimensions to your story**. Ensure you can tell it in 10 different ways. This builds multi-layeredness, allowing your story to evolve alongside you."

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#### Pieterjan's Tip:

### Beware of the 'Mommy Syndrome'

"For novice entrepreneurs, it's essential not to rely solely on feedback from your immediate circle. It is a well-known fact that people like your mother simply love you too much to be sufficiently critical. To avoid this pitfall, we presented Bolt's story to strangers on the train multiple times before our launch. Their reactions provided us with valuable insights; that honesty was crucial."



#### Visit their website *here*



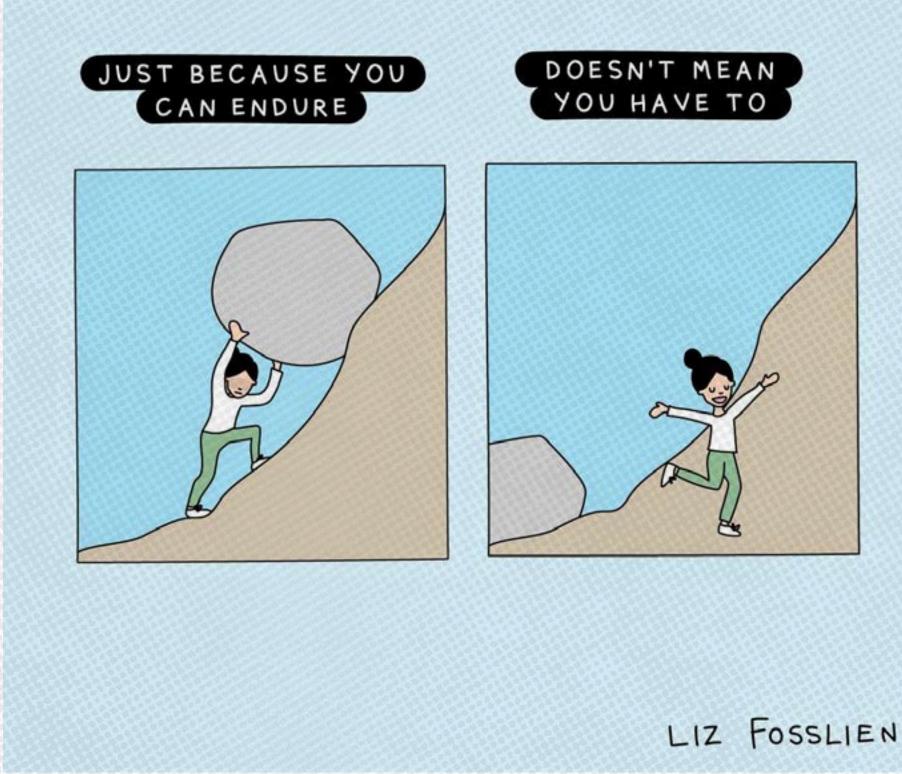
Build *resilience*.

People who care about the most, burn out the fastest.

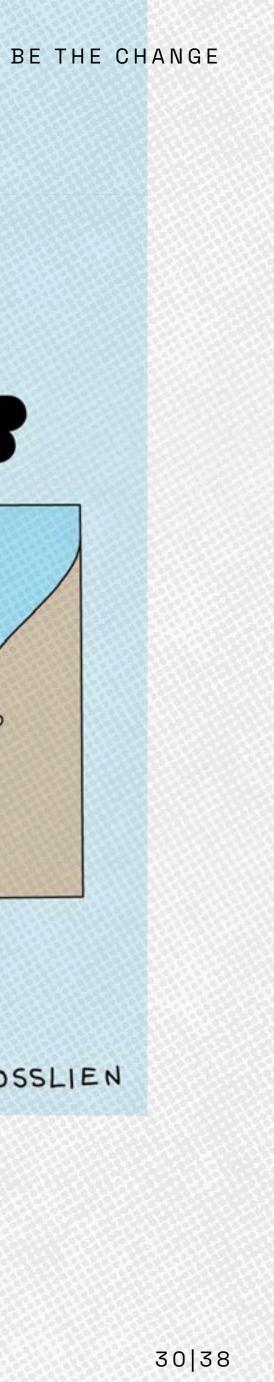
This is because we tend to give all we have in our quest to make change happen, and many times this comes to the detriment of our personal well-being. As much as it is great and needed to be an idealist and dream big about what you want to achieve; it is also important to understand that change is a long-term, non-linear, imperfect journey and you need to take care of yourself if you ever want to reach the finish line with your sanity in check. Most of it comes down to learning to be pragmatic about how you can get to the final destination, develop your ability to be peaky about the battles you want to take on, and definitely never underestimate the importance of building a support network around you. These are the people who are there to hold your back whenever things feel shitty and are the same who will cheer you up when things feel like heaven. So, no shame in taking breaks, saying no, and spending time with people you love.

Ultimately, these are the things that will enable you to withstand this incredibly complex, yet fascinating journey of change making.

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- You Can Make Change and Say No Too -





Finally, in the process of driving change, you cannot forget the importance of taking the time to look back at all that you have done and be proud of your achievements.

In our society, it seems we have been made to believe that only the BIG things are worth celebrating, but all big things are the results of many little steps. And it's these little steps that need your recognition because those are the real fuel and energy for your next move. So, take a pen and piece of paper now, list out 3-5 things you have achieved this past month. Do not be harsh with yourself, be honest. Look at them, reflect, be proud, and celebrate yourself, and anyone who contributed to make them happen. You deserve it! You are f\*ing heroes, and we need you more than ever.

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## Storytime

## Create your own WoW - Wall of Wins

However big or small, virtual or handwritten, more and more companies are introducing the concept of a wall of wins. Making little achievements visible to each other acts as a positive reinforcement and promotes positive change. Be it a plug in for your team's Slack channel, or simply a dedicated space with sticky notes, sharing compliments openly has shown to greatly boost performance, satisfaction, and feeling connected. How easy can it be?



# So ....

... by now, you probably know that change is no easy thing, but it is an inevitable condition of the world we live in. No matter who we are, we all contribute to system change. Yet, the big difference lies in how we choose to deal with it.

We can be passive or active, we can resist it or embrace it - and it's exactly when we choose to drive change that we realize how hard this can get.

The beauty though is that because of the many beautiful minds, and passionate individuals who chose to put themselves on the driver's seat, practice grit, and share their learnings, we humans have been able to achieve unbelievable things since we were born.

Today, we have the possibility to choose the other thousands of unbelievable things we want to bring forward. Today, we can choose to be catalysts for a world that works better.

And we can choose to do it as a collective because it's only by inviting people to be part of the change, rather than pushing change onto them that we can reach our shared ambitions.

So, what is the change you are going to keep advocating for today? And who will you bring along on this journey? We'd love to hear your story!



Want to witness what real leadership is about? This 3 min video shows you how it only takes convincing 1 other person to join you, to create a movement. It's one of this videos that is a true treasure, so we wanted to be sure you saw it (again). It takes two!



See the video here



# Off you go!

# You can be the *leader* the world needs

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If you reached this point, it's time for you to get going. It's time for you to take that dream you may have, that initiative that you may have started, and turn it into something awesome.

We hope that you found value in the stories and lessons we shared, and that you now feel have some extra tools to go back to help you take action, and drive change forward.

As Solitaire Townsend well argues, what we need today is solutionists working to fix the future. And the truth is that we can be the solutionists, you can be the solutionist.

You can be the leader the world needs.

So be the movement builder, make change, shape the world you want - and remember that change changes change. There is no end goal in living systems. So, keep it going, and never shut your inner fire. Because if you win, we all win. We need you; we need us.

Together, we can make change happen.



# Resources Hitlist

A curated list of resources we love to help you continue this exploratory journey on how we can collectively and more intentionally turn our good intentions into consistent actions for positive system change. Enjoy!

## **BOOKS TO LEARN MORE ABOUT CHANGE**

From what is to what if (Rob Hopkins)

a book on the power of rescuing a critical skill we all have and have forgotten, imagination, to help us envision the future we want.

**Systems thinking for social change** (David Peter Stroh) a reference book and guide to help us understand complex problems and what it takes to solve them.

Switch: how to change things when change is hard.

(Chip & Dan Heath) – a moving book that shows how everyday people made change happen and got great results.

Atomic habits (James Clear) – a practical book on how we can change our habits and become one percent better every day; a great reminder that change starts with us.

# TOOLS TO GO STRAIGHT INTO ACTION

#### Stakeholder map

an exercise to identify the wide network of people or entities who may have a direct or indirect stake in our work, and that we should be aware of and consider when designing our strategies and action plans. Empathy map

a canvas to help us empathize with our stakeholders by surfacing their needs, motivations, values, and context, and ultimately serve them better.

#### **RACI matrix**

a framework to identify roles and responsibilities within a project, and most of all help us lay out a stakeholder engagement strategy for a change effort.

#### **Power map**

a simple yet powerful reflection exercise to uncover our sphere of influence and outline how to best catalyse our agency as change makers.

#### Theory of change

a strategic framework to help us identify our goals and desired outcomes and how we plan to achieve them in the short-, mid-, and long-term.

#### Questionstorming

a great exercise to help us get moving anytime we may feel stuck in our journey; it's the counterpart to brainstorming - sure we all love throwing out some crazy ideas - but it actually should start with asking the right questions.

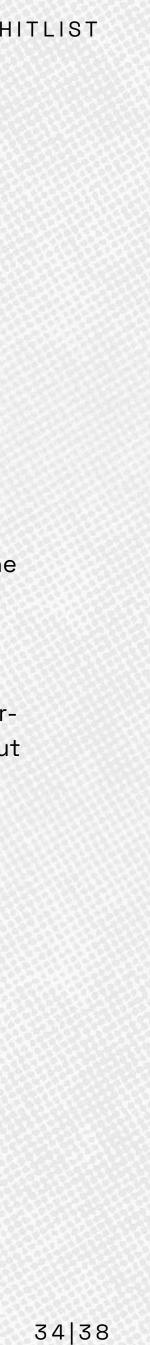
## PODCASTS TO GET INSPIRED BY THE HEROES OF OUR TIMES

#### Leave Looking Up (In English)

a podcast about the stories and learnings of diverse changemakers to help all of us keep looking up and stay optimistic about the future.

#### Change Inc. (In Dutch)

a podcast and website that shares stories and news about how to accelerate a sustainable world through business.





We, Olga, Daphne and Shaved Monkey, went through lots of peaks (That works, I like that, ..., we did it!) and valleys (Ooh no, one more thing, what about that,...) creating this piece of content. Seeing it come to life feels like a big win, and remember, we should celebrate them! We hope it brings positive vibes in your life, and the more you read and share it, the more lives it touches.

If you enjoyed this mini-guide, or even just a mini piece of it, you would make us so proud and happy if you would start following us.

## rewired

Subscribe to our *newsletter* Every month we share our favorite resources and hope to inspire you on turning your efforts into something good.

CHANGE MAKERS GUIDE

# A personal closing note.

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