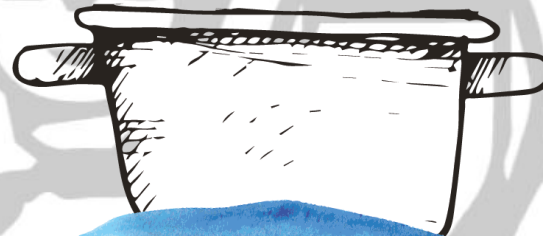


# The **MOBILISATION COOKBOOK**

**A GREENPEACE GUIDE  
TO COOKING UP  
PEOPLE POWERED  
CAMPAIGNS**



**PRODUCED BY  
MOBILISATION LAB AT GREENPEACE &  
INTERNATIONAL VOLUNTEERING LAB AT GREENPEACE**

**WITH SUPPORT FROM  
GLOBAL ENGAGEMENT DEPARTMENT OF GREENPEACE INTERNATIONAL**

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## GREENPEACE

**Greenpeace** is a global campaigning organisation that acts to change attitudes and behaviour, to protect and conserve the environment and to promote peace.

Greenpeace International's **Global Engagement Department** supports Greenpeace's national and regional offices in delivering a billion acts of courage, liaising with them across mobilisation, fundraising and communications and providing specialist advice within these areas.



**The Mobilisation Lab** exists to transform how campaigns are fought and won, pioneering a powerful new era of “people-powered” strategies that amplify campaign impact and create positive change.



**The International Volunteering Lab** is an international project at Greenpeace designed to rapidly boost the volunteer community's capacity for on-the-ground and online-to-offline mobilisation.



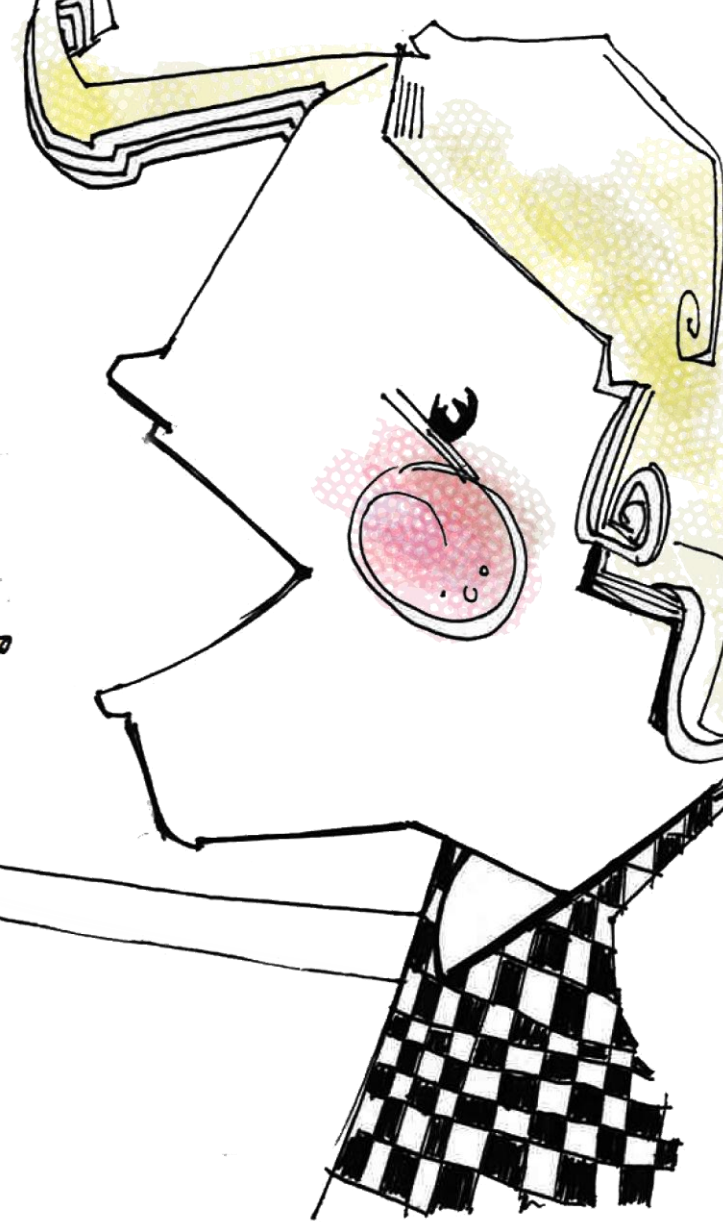
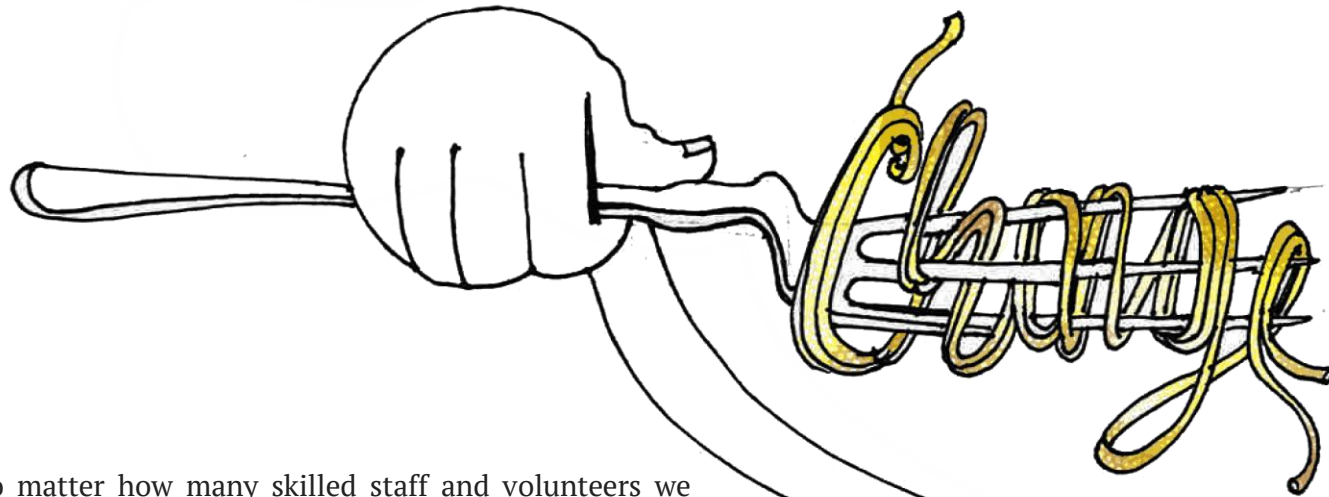
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## WHY SHOULD THIS WHET YOUR APPETITE?



No matter how many skilled staff and volunteers we claim, it will take more than Greenpeace alone to create and sustain the change the world demands of us. Today, nearly everyone has tools for change in the palm of their hands.

Greenpeace is increasingly putting people at the centre of campaigns, inviting them to use these tools to initiate or fuel campaigns, become champions for a cause, recruit others, and more. Collectively we are working to empower billions of change-agents to make full use of new technologies, and one another, to transform the world.

When people-powered campaigns triumph, Greenpeace emerges as “a hero among heroes” rather than a lone champion. Our success becomes a collective victory story with all who campaigned for change. That’s the stuff movements are made of and how Greenpeace as a movement got started.

# OUR HISTORY: THE POWER OF PEOPLE

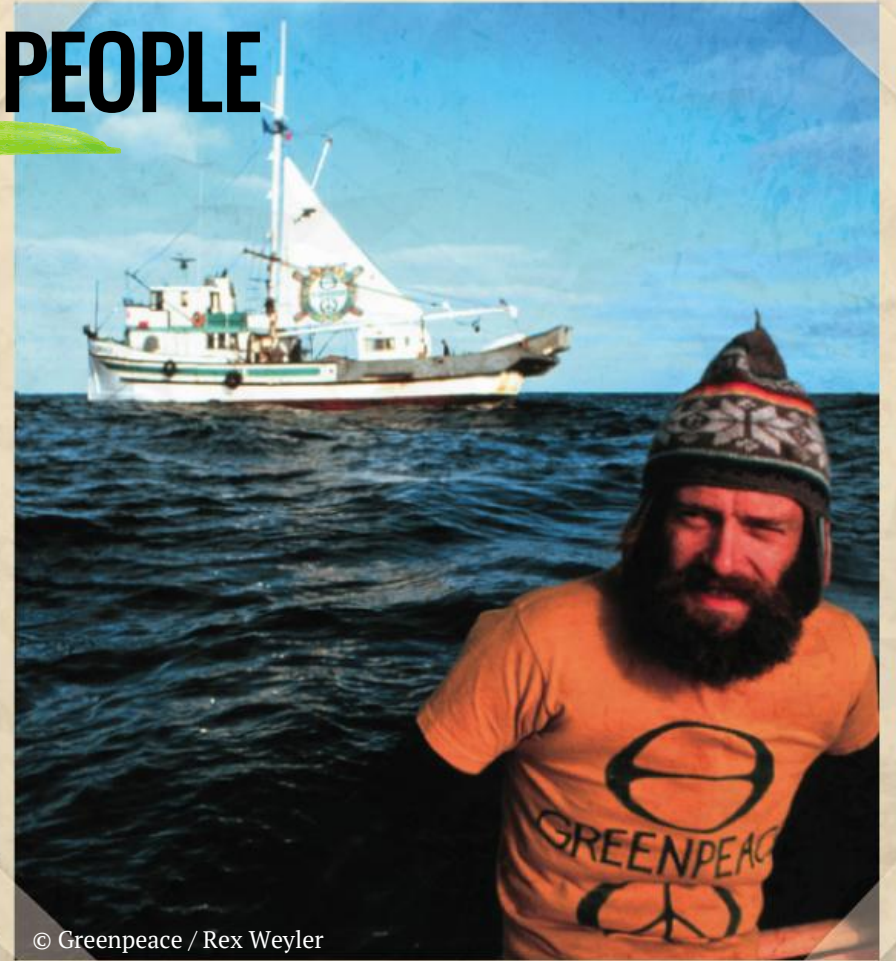


There are no heroes,  
only opportunities.

- Robert Hunter, first President of the Greenpeace Foundation

Greenpeace was started in 1971 by a group of friends with a nutty idea: put themselves on a ship, sail into a nuclear test zone, and stop President Richard Nixon's atomic bomb test on Alaska's Amchitka Island. They were a loose group of Canadian hippies, journalists, photographers, musicians, scientists and U.S. draft dodgers hell-bent on stopping the bomb. They had little idea at the time that they were setting off a different kind of bomb—a "mind bomb" in 1970's youth culture.

Greenpeace has since worked with people around the world to support a modern environmental movement. Together, we've fought and won high-stakes campaigns including stopping nuclear testing, winning a moratorium on commercial whaling, banning the dumping of toxic waste in the ocean and, more recently, detoxing companies like Adidas and driving Royal Dutch Shell out of the Arctic.



© Greenpeace / Rex Weyler

We've never done it alone, though: people around the world join in every day to make it happen.

It's important to remember that a small group of people with courage to act sparked an idea that grew into what we know today as Greenpeace. Their actions showed how ordinary people can do the extraordinary to make positive change for our planet. What we now call "**people power**" is an idea with deep roots.

# OUR CHALLENGE: EMPOWERING PEOPLE



© Yunus Emre Aydin / Greenpeace



A billion acts of courage are critically needed to create a better and just future.

- Kumi Naidoo, Greenpeace International Executive Director

Greenpeace is now a **people powered** organisation (40 million strong and counting) with 26 national and regional offices in over 55 countries. We are ending dirty energy's stronghold on our politics while driving a clean energy revolution, protecting ancient forests while protecting sacred oceans, detoxifying ecosystems by detoxifying industries, and much more.

We're winning impressive battles all the time, "but we're losing the war," said Kumi Naidoo, our former International Executive Director. Winning corporate, legislative and policy changes is just the start.

To change behaviour, culture and systems at the scale of the global challenges we face, we'll need to inspire "a billion acts of courage" from many more change-makers than we currently count among our staff, volunteers, and allies. People with guidance, inspiration, support and resources can become leaders that take individual and collective actions that triumph over the status quo.



## THIS IS WHERE YOU COME IN...

Imagine billions of people realizing that a better world is not just possible, but that they're the ones to make it happen. That brave individual and collective action can triumph over the status quo. That people have the power to change the world — and always have.

By building strong and effective mobilisation strategies into our campaigns and projects, we can enable countless individuals to take an active role in change-making. The result: more campaigns, more wins, bigger victories and sustained movements that can scale to take on the enormous challenges our planet faces.

Many of us have unique stories about fighting for a cause. Our collective experiences, relationships and skills—when integrated into the global Greenpeace network—make us more powerful campaigners and volunteers. Similarly, by engaging more people and helping others integrate their own experience and skills into the Greenpeace network, we give people more opportunities and tools to be effective activists, leaders and volunteers.

**The new story of Greenpeace is about helping people find and use their unique talents and strengths to change the world for the better.**

There is no single story; no one hero. Every person is a hero in a story that is just now being written—a story of how billions of interconnected individuals are part of a movement transforming our selves, our organisations, and our world.



# THE KEY INGREDIENTS

The background features a collection of light blue, hand-drawn style illustrations. On the left, there are several circular icons resembling social media or campaign symbols. In the center and right, there are various kitchen items: a jar, a glass, a bowl of fruit, a whisk, and a container labeled 'Campaigns'. The overall theme is a blend of cooking and social engagement.

There are many ways to build “**people power**.” New examples surface almost daily. But what is “**people power**,” anyway? More importantly, why does it matter to you?

Let’s start with six of the most commonly used terms in the world of engagement campaigning. These are your base ingredients for cooking up people power.

There are no hard-and-fast rules with these ingredients—you can use one or any mixture of them, and they are not necessarily mutually exclusive. Use these ingredients as your starting point for developing your *cooking* knowledge and creating your own campaign recipes.

## THE KEY INGREDIENTS

**PEOPLE POWER:** People, acting individually and collectively, have the power to create positive change in the world. A “people powered” campaign or NGO organises, mobilises and supports people to create and lead change by providing the training, opportunities and tools needed to be successful change-makers. When more people have the resources to take smart risks and act courageously, we build broader, more powerful movements together. *To learn more Chapter 1.*

**ENGAGEMENT:** This broad term encompasses the full spectrum of activities we invite people to participate in, from fundraising to volunteering, signing petitions to leading direct actions, and much more. Engagement also refers to the communication and storytelling work we do to continuously build trust and stronger relationships with people. We often characterize “engagement” as a journey people take from being uninvolved in an issue to becoming more active or committed, often by taking easier and then more difficult forms of action. *To learn more, read Chapter 2.*

**ORGANISING:** Successful organising builds power and leadership over the long-term by investing in the skills and capacity of individuals other than staff — including volunteers, communities and allied groups. Organising may involve building relationships with leaders and influencers, holding events, and providing the training, tools and resources people need to take a campaign or cause into their own hands. This work tends to involve high-touch or in-person work with relevant audiences — supporters, influencers, media and others. Organising brings people together and builds trust and connections that can be called upon later. *To learn more, read Chapter 3.*

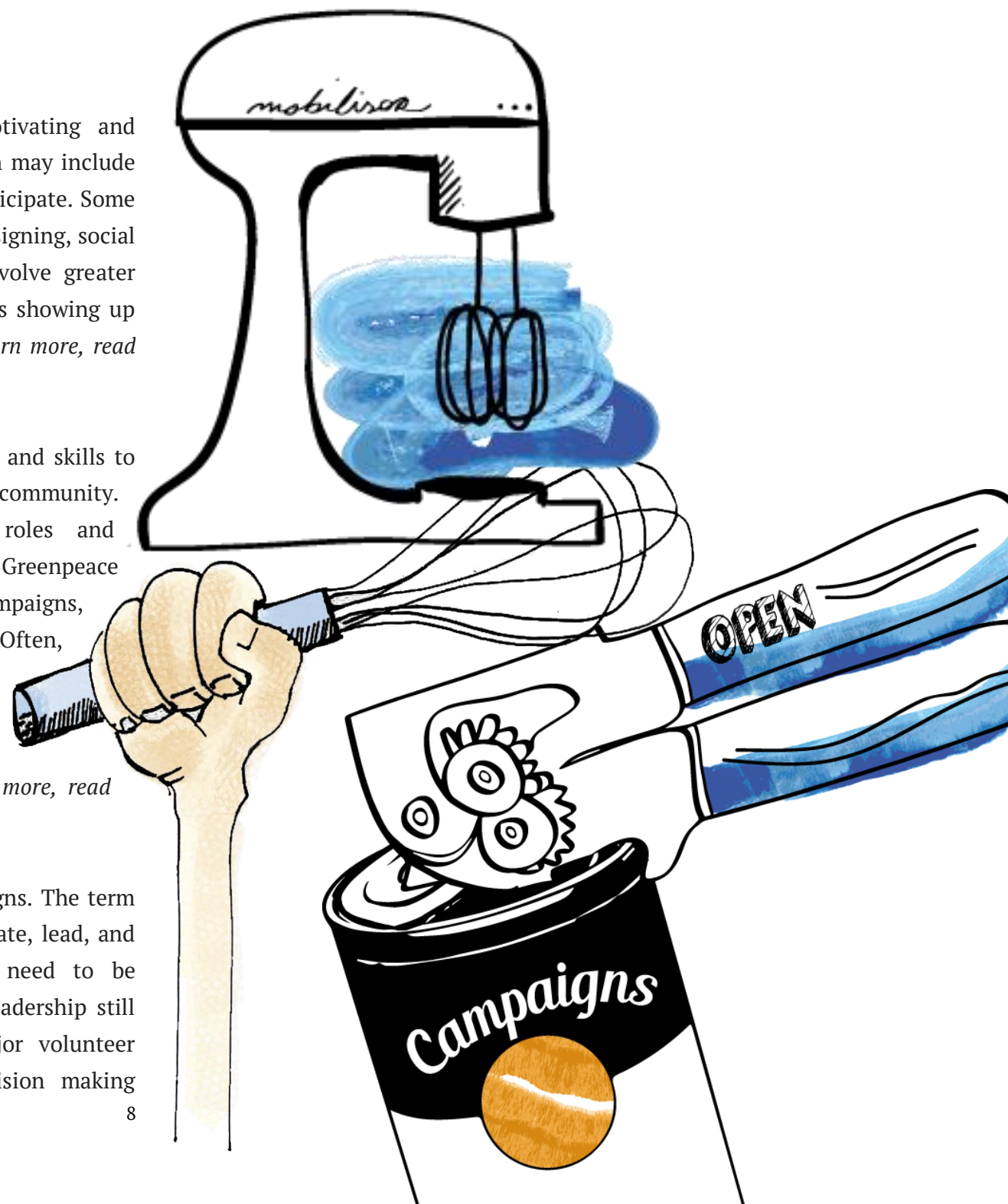


## THE KEY INGREDIENTS

**MOBILISING:** Effective mobilisation catalyzes power by motivating and enabling critical masses to act in key moments. Mobilisation may include communicating messages and providing opportunities to participate. Some mobilisations include low-risk engagements such as petition signing, social media sharing, content creation and donations. Others involve greater investments of a person's time and/or social capital, such as showing up to—or even leading or speaking at—an event or rally. *To learn more, read Chapter 3.*

**VOLUNTEERING:** People around the world dedicate time, energy and skills to help win campaigns, support organisations and help their community. Dedicated volunteers and activists take on critical roles and responsibilities without financial compensation. Increasingly, Greenpeace invites volunteers and activists to initiate their own campaigns, leveraging their own power and local networks toward a goal. Often, volunteers turn our global mission and vision as an organisation into local realities by championing causes, speaking with people on-the-ground and building communities of support for our issues and work. *To learn more, read Chapter 4.*

**OPEN CAMPAIGNS:** There is no single definition of open campaigns. The term includes a variety of ways people (other than staff) can initiate, lead, and power campaign activities. A strong campaign doesn't need to be completely open (or closed), and roles for organisational leadership still exist. Examples range from campaigns that rely on major volunteer commitments to participatory campaign design and decision making processes. *To learn more, read Chapter 5.*



# CHAPTER 1. TEN TYPES OF PEOPLE POWER



It seems like it is easier than ever to get people engaged in the twenty-first century, and the political process seems more open to citizen input. People power, perhaps, is on the rise.

- Hahrie Han, author of the book *“How Organizations Develop Activists.”*



The world is facing numerous interconnected crises that call for systemic change. Yet we are also witnessing a rising tide of people powered movements that are transforming cultures around the globe. People are making their mark on politics and society through pro-democracy protests in Tunisia, the Black Lives Matter movement in the U.S., Umbrella protests in Hong Kong and much more. These are just a few of most notable places people power is making a mark on nations.

Still, some might ask “does people power **really** change anything?” We believe it does. People power can take many forms depending on what kind of change you’re looking to achieve and who has the power to make that change happen — whether it’s a government, company, community or individuals.

To prove our case, we’ve come up with this list. We’re hoping it will help you define your strategy and generate ideas for tactics to harness this powerful force for good.

## 10 WAYS TO CHANGE THE WORLD

1. Consumer Pressure
2. Corporate Pressure
3. Political Pressure
4. Raising Awareness
5. Organising
6. Volunteering
7. Crowdsourcing
8. Donating
9. Behavior Change
10. Non-Violent Direct Action (NVDA)

# 10 WAYS PEOPLE POWER IS CHANGING THE WORLD

## CONSUMER PRESSURE

Companies and the brands they own are very responsive to people power in the digital age. [Studies show](#) people prefer brands they know and trust. As a result, brands are sensitive to public pressure and will go to great lengths to protect their reputation.

**Boycotts:** People can put economic pressure on a company or brand by refusing to buy products or services, as happened during protests of [Shell's involvement in executions in Nigeria](#) or, famously, in the United States [civil rights movement](#).



© Tim Lambon / Greenpeace

## CORPORATE PRESSURE

People can directly influence companies by asking for the help of shareholders, employees, investors or partners of the company. Anybody who has the potential to pressure a company's investors, leaders or even employees has the ability to influence corporate behavior.

**Investment/Divestment:** Encouraging investors to move their money towards better options (or simply away from bad options) is a powerful tactic. The [Fossil Free](#) campaign is a global effort to promote divestment from fossil fuels. To date, hundreds of companies have joined a movement that has [pulled investments worth trillions of dollars](#) from oil, coal and fossil fuels.

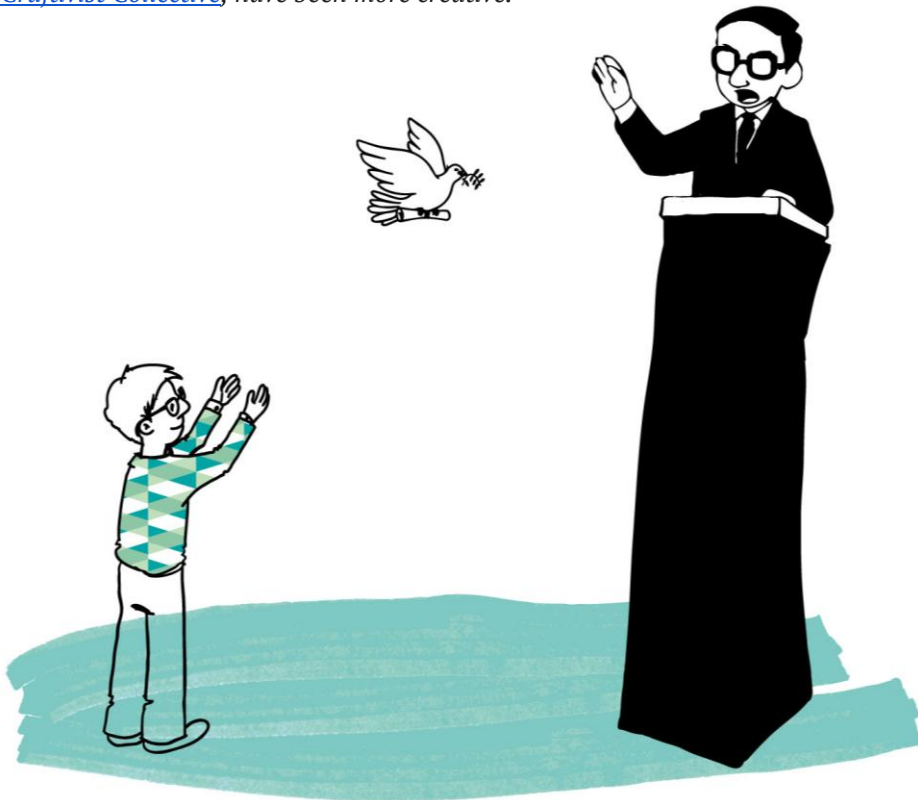


# 10 WAYS PEOPLE POWER IS CHANGING THE WORLD

## POLITICAL PRESSURE

There are many ways to influence governments and politicians, all of which can shift laws, policies and regulations. But of course, governmental and political structures are complex and vary widely across the globe and local laws can restrict the ability of organisations to engage in politics.

**Messages to politicians:** In many countries, people can directly contact politicians and government officials with emails, letters, telephone calls, and social media. Some campaigns, like the hand sewn messages created by the [Craftivist Collective](#), have been more creative.



## RAISING AWARENESS

Exposing a problem is often the first step to harnessing people power. People will only invest energy and time in a campaign when they understand why it's important, the solution, and how they can help. Awareness campaigns are often combined with other people powered change strategies that give people ways to act.

**Hashtag advocacy:** If enough people share campaign messages on Twitter or Facebook with a hashtag, the message may 'trend' and receive even more attention via media outlets and apps that highlight trending topics. Some campaigns and social movements, like [#BlackLivesMatter](#), come to be known by their hashtag.



# 10 WAYS PEOPLE POWER IS CHANGING THE WORLD

## ORGANISING

Organising is a form of leadership. Identifying, recruiting and developing skills that help others act and become leaders themselves builds a community's ability to control the forces that affect it. Large-scale change is possible when organising is coordinated across many communities at the same time.

**Political campaigns:** In 2014, a year of organising in response to Beijing's increasing controls on Hong Kong's local government [resulted in mass protests](#). Perhaps the most famous political organising effort in recent memory is the 2008 U.S. presidential election. People nationwide organised to knock on doors and campaign in their neighborhoods for Obama.



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## VOLUNTEERING

Volunteers bring new skills, energy and ideas to a campaign or organisation (and may also increase how much you can get done). The benefit goes both ways: volunteers give skills, knowledge and time while receiving experience, new friends and satisfaction.

**Campaigning:** Volunteers can lobby elected officials, handle local media or even run their own campaigns. There is a growing field of online volunteering options including posting to social media, creating online campaigns, organising online for events and activities, blogging and much more.



© Greenpeace / Jane Castle



# 10 WAYS PEOPLE POWER IS CHANGING THE WORLD

## CROWDSOURCING

The Internet is enabling large groups of people to take on tasks, get involved in decision making, and contribute to solving specific problems. Crowdsourced campaigns organise efforts across communities, social networks and groups to draw on a deeper pool of creativity, knowledge and resources.

**Data collection:** Fifty local volunteers helped the [School of Data map garment factories](#) in Bangladesh following the Rana Plaza collapse in 2013.



## DONATING

Donations allow campaigns and organisations to conduct sustained research, investigations, education, pay for equipment and much more. People can also donate goods that can be used or sold. Donations offer a way for the donor to connect with a cause they are passionate about and see the good their money, goods or services can do out in the world.

**Peer-to-peer fundraising:** A variety of online tools make it easier than ever for people to run their own fundraising campaigns on behalf of an organisation or campaign. Individuals may hold events or take on a challenge such as running a marathon.



# 10 WAYS PEOPLE POWER IS CHANGING THE WORLD

## BEHAVIOUR CHANGE

Behaviour change has been (and remains) a goal of many advocacy campaigns. Online platforms and social networks are rewriting the role people play in behaviour change campaigns. People can quickly learn what family, friends and colleagues believe through social media like Facebook, Twitter, or even text messages. Increasingly, people are making decisions based on the influence of peers and people like them while trust in big institutions like corporations, mass media and government plummets.

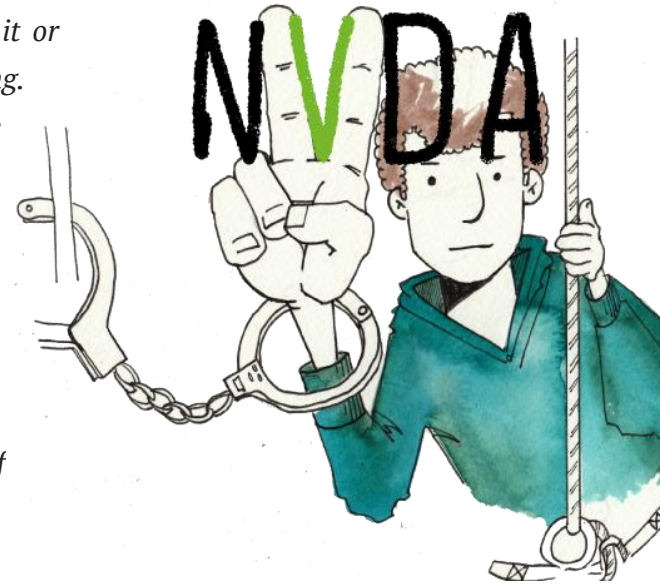
**Social Proof:** *Buying a fair trade or organic product is one way of showing social proof and influencing the behaviour of friends and family. Groups like Hollaback!, which campaigns to end street harassment around the world, builds social proof into well supported people-led public actions. One example are “Chalk Walks” where people share their personal stories by writing them on sidewalks.*



## NON-VIOLENT DIRECT ACTION

Individuals and groups of people can disrupt or stop the work of companies, governments and other actors causing harm. These non-violent direct actions can raise the level and quality of public debate, engage people and provoke action from those with the power to change law and policy. The works of Gandhi and Martin Luther King, Jr. are perhaps the best known examples of NVDA but it has a long history around the globe and many more actions, big and small, happen each year.

**Occupying or blockading:** *People can physically block an unwanted activity to stop it or future activities like it from happening. In the U.S., for example, Greenpeace activists and hundreds of locals temporarily [blocked a Shell oil vessel from leaving the harbor in Portland, Oregon](#). The action, streamed live globally via social media, generated extensive media attention and increased awareness of Shell’s arctic drilling plans.*



# Recipe:

## # 01: PEOPLE POWER IN LEBANON

Greenpeace Mediterranean staff in Lebanon knew they had a problem on their hands when they saw industrial pollution peaking along the Mediterranean coast. They also didn't have the resources, people or data to mount a successful campaign to curb the pollution. Greenpeace staff looked to the people and engaged thousands of new supporters in meaningful campaign roles.

### Here was their unique recipe for people power:

They recruited 4,000 "Secret Agents" for a variety of campaign activities, including:

- Identifying polluted coastal locations
- Speaking with factory owners and employees
- Collecting environmental samples, along with documentation (photos & video)

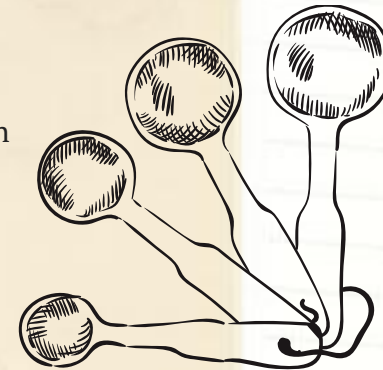
These activities helped gather the necessary data for a new report titled *"Lebanon's Toxic Waste: An Overview of Threats, Problems and Solutions."*

The report was championed by the 'agents' and gained far more media attention than anticipated.



© Photo courtesy The Daily Star/Hasan Shaaban

Marchers call for protection of the coast near the Tripoli shore of Lebanon.



Read the full case study on our [website](https://www.greenpeace.org/lebanon/website/bit.do/Recipe1) ([bit.do/Recipe1](https://www.greenpeace.org/lebanon/website/bit.do/Recipe1))

# CHAPTER 2. BECOMING ENGAGEMENT-CENTRIC

## WORKING IN AN ENGAGEMENT MODEL



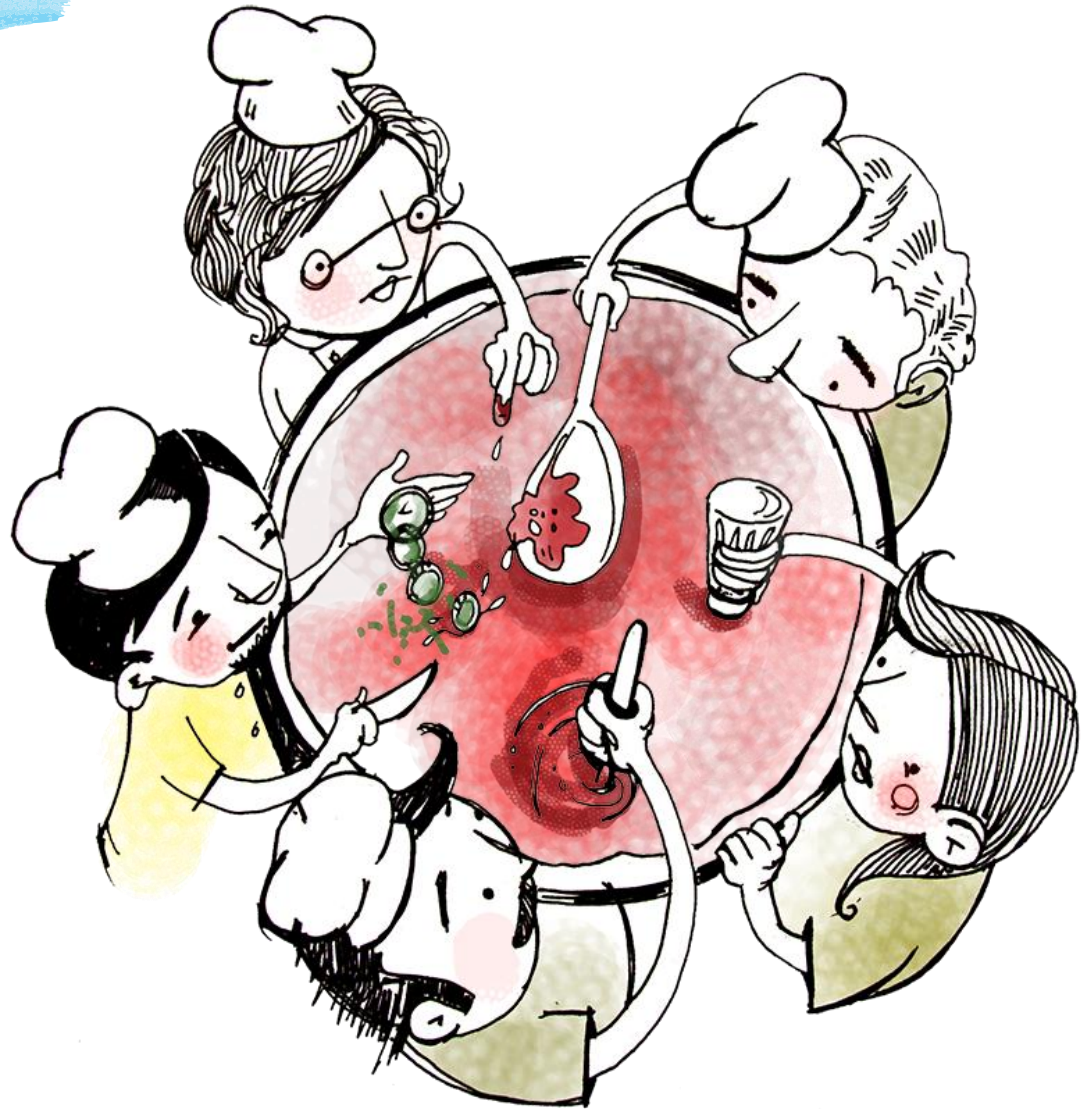
If environmentalism is to be an agent of necessary social transformation, it will have to first transform itself.

- Philip Shabecoff, *A Fierce Green Fire* (2003)

Here at Greenpeace, the term “**engagement**” gets as much use as our smartphones. More than a buzzword or a new department, engagement is a way of thinking and working for the entire organisation. It is the framework that encapsulates everything we do to ensure that people and allies are at the centre of campaign communications, fundraising, actions and more.

Recognizing that we need to scale our **engagement** to activate millions, even billions, of people, means shifting how we work. We have made tremendous strides towards being engagement-centric but we still need to dig deep and plant these roots in many more areas of our work.

Here’s how we can put engagement thinking into our everyday work:



# DESIGNING “PEOPLE-CENTERED” PROJECTS

People-centered campaign design reflects a theory of change in which people, acting individually or collectively, have the power to create change in their community, culture or systems.

The traditional campaign model typically has us identifying the decision-makers we as staff can influence in order to win (with the support of additional voices). But the people-centered project broadens that model by asking how staff can enable and move *people* to influence decision-makers and the system in which they work.

Here are four key elements for **people powered** campaigns:



## **Beating Heart:** *The story*

Greenpeace supporters are the heroes of our campaigns, embarking on journeys to truly impact issues over time.



## **Many Hands:** *Real work*

People-powered campaigns can only succeed with strategic contributions by individuals, activists, and volunteers—online and offline—that shift the balance of power in our favor.



## **Wide Eyes, Open Ears:** *Data*

We use all available data to make our campaigns smarter and to build better relationships with supporters, activists, and new audiences.



## **Fast Feet:** *Iterative*

We run our campaigns at the speed of the internet—responding to real world events as they occur, and adapting to changing times to meet people where they're at.



For more, see [The Anatomy of People Powered Campaigns: MobilisationLab.org/anatomy](https://MobilisationLab.org/anatomy)

# INTEGRATING TEAMS

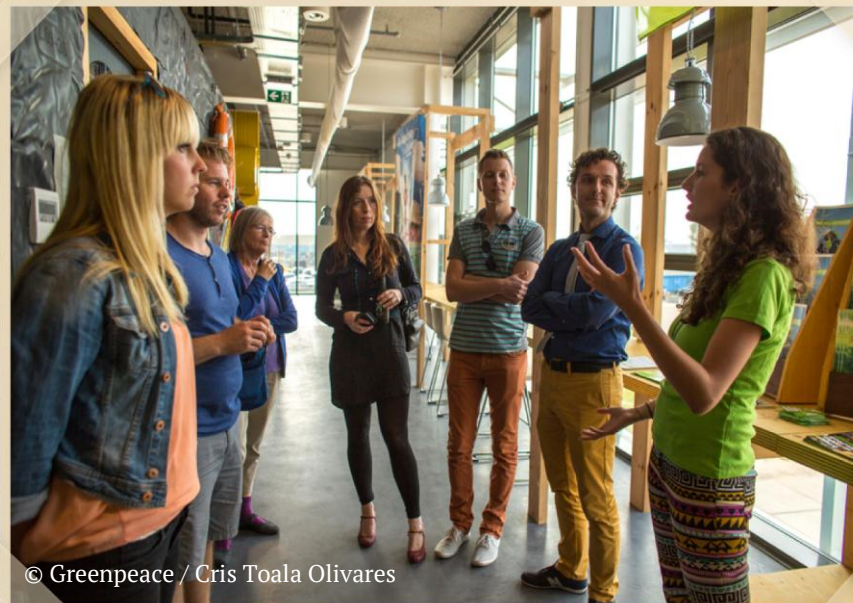
Integrated campaign teams are significantly more effective than homogeneous teams: they tend to be more creative, solve problems more quickly, and bring a better collective understanding of what it takes to engage people.

By bringing campaigners, digital mobilisers, fundraisers, communications leads, volunteer coordinators, actions coordinators and others around the same table, we can more easily (and rapidly) build upon one another's skills and collaboratively focus on strategies with people at their heart.

We've found that high performing integrated teams employ many of the following practices in order to thrive (see Integration Toolkit, below, for more):

- Sharing a vision
- Constant cross-pollination
- Valuing diverse expertise
- Executing with autonomy
- Establishing and measuring metrics together
- Coordinating during campaigns

We've also learned that integration happens best when it begins at a senior level so that teams can operate with shared organisational goals and objectives.



© Greenpeace / Cris Toala Olivares



For tools and practices that help teams work together better, check out the Integration Toolkit, [MobilisationLab.org/integration-toolkit](https://MobilisationLab.org/integration-toolkit)

## WORKING WITH ALLIES, COALITIONS & GRASSROOTS

Collaborating with allies makes our organisations stronger, helps grow movements and can make groups more relevant to the people we wish to engage. However, finding common ground and meeting collective goals can be tricky.

At Greenpeace, we have sometimes taken risks and moved beyond our brand to build larger movements. One example of alliance building is with Clyde River, a small Nunavut community, and Greenpeace Canada that combined forces in a legal battle to stop oil companies from launching seismic oil testing in the Canadian Arctic.

Another example of coalition building is with Greenpeace USA's Movement Support Hub, as they are building relationships within the climate justice and social justice movements by finding ways to support one another's work (i.e. funding, research, training, social media).



© Greenpeace / Emily Hunter

*Audrey Siegl, a Musqueam woman from British Columbia, Canada, stands in a Greenpeace rhib launched holding her arm out defiantly signalling Shell's oil rig, the Polar Pioneer, to stop.*



To learn more about the Clyde River case, read [Greenpeace Canada's blog](#)  
To learn more about USA's Movement Support Hub, read [Greenpeace USA's blog](#)

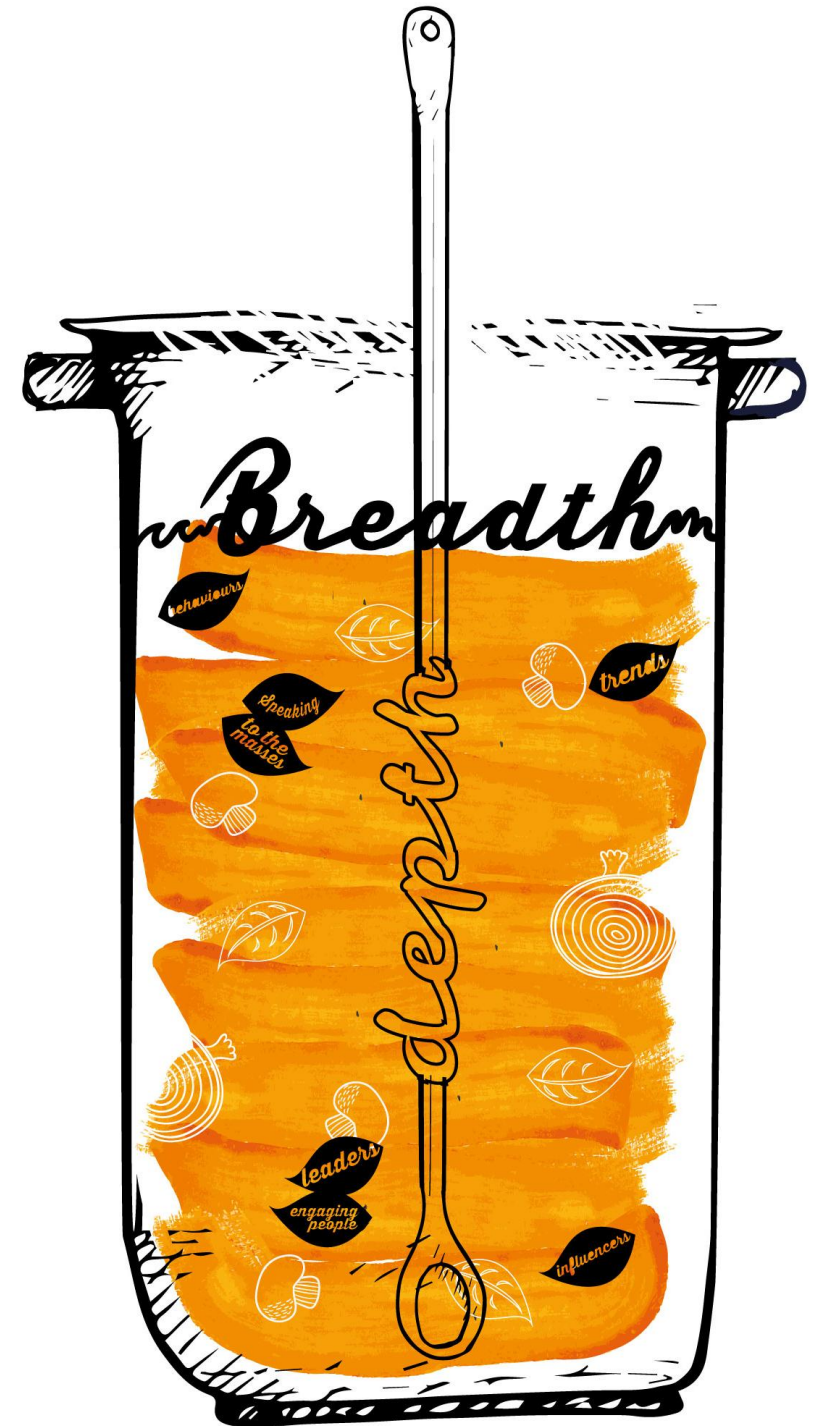
## BREADTH & DEPTH OF ENGAGEMENT

Lasting, radical change requires broad and deep engagement. **Deep engagement** supports people in becoming leaders and influencers who take on significant roles and responsibilities, such as organising their own campaign or investing their time in an organisation-led project.

Meanwhile, **broad engagement** touching many people can establish trends, alter behaviours and shift public opinion with an idea or call-to-action that cannot be ignored. Broad but engaging work moves a campaign away from singing to the choir towards a more mainstream audience.

Breadth and depth are two sides of the same coin. Without deep engagement our victories could be short lived or superficial. Without breadth we cannot achieve the scale of change needed to tackle the root causes of our problems.

The Greenpeace vision for “a billion acts of courage” is a vision of broad and deep engagement. In this vision, there is a wide spectrum of roles and responsibilities for people to play within the movement, from leaders to followers and everything in-between.



For more on building breadth and depth, see *The Engagement Pyramid* in Chapter 3.



# TELLING BIGGER STORIES

Stories shape our lives. They help us make sense of why we are here, what's important and where we are headed. Stories have the ability to shift attitudes, values, behaviors and the social norms. If we want to change the world, we need to change the stories we use to make sense of the world.

We need to replace old, fear-based stories that define humanity as greedy, selfish, short-termist and apathetic with those that reignite a set of core values burning bright in us all - values like empathy, hope, generosity and creativity.



## Old Story Vs. New Story

### Damaging Old Myths

- Infinite Growth
- The American Dream
- Black Friday
- Koch Brothers
- Throw it away
- Fossil Fuelled
- Greed

### New Stories

- Circular Economies
- Looking after the 99%
- Buy Nothing Day
- Elon Musk
- Make, fix, recycle, buy for life
- Renewably powered
- Sharing Economy

GREENPEACE

The stories we tell should inspire agency and courage, tackling the root causes of the problems we face and presenting a positive vision of the future.

This chart (opposite) contrasts old stories with examples of new stories that reinforce the world we are building, based on the pioneering work of the Story Team at Greenpeace.



For more on the new Greenpeace story, check out the [“Seven Shifts.”](#)

# Recipe:

## #02: ENGAGING IN THE ARCTIC'S NEW STORY

By virtue of being the first oil rig headed for the Arctic Ocean, Shell's "Polar Pioneer" presented a towering symbol of global energy policy headed in the wrong direction.

Greenpeace campaigners took full advantage of the opportunity to defeat this "old story," by integrating a new narrative into campaign planning and early strategy. Here's some highlights from their new story recipe:

- ✓ **Target becomes a broadcasting platform:** Six activists scaled and occupied the Polar Pioneer for a week, using the oil rig to tell the world about Shell's Arctic plans.
- ✓ **Personifying the activists:** Inviting people to identify with the six activists by taking a 'courage quiz' which discovers an individual's courage type and would be similar to one of the activists.
- ✓ **Livestreaming an action:** Activists were trained to livestream and narrate an action using mobile apps. The public was able to watch and ask questions as events were happening.
- ✓ **Crowdsourced messaging:** People were invited to write a message (via Google docs) to the target and share the news of delivering that message.
- ✓ **Sharing personal stories:** Activists, volunteers and people who joined protests in Seattle were encouraged to share their story through online messaging, photos, social networks and video, exemplifying 'hero amongst heroes' narrative.

In the end, Shell backed out of drilling in the Chukchi Sea near Alaska for the indefinite future. While they may not credit Greenpeace or any other NGO for it, these actions sparked a new story of people-empowerment and stained the oil giant's brand. That's call for celebration!



*As part of a global wave of action, 65 'Kayaktivists' in Denmark, protest against Shells' plan to drill for oil in the Arctic.*



Read the full case study on our  
[website: \(bit.do/Recipe2\)](https://bit.do/Recipe2)

# CHAPTER 3. ORGANISING, MOBILISING, AND EVERYTHING IN-BETWEEN



New power models are enabled by peer coordination and the agency of the crowd - without participation, they are just empty.

- Jeremy Heimans and Henry Timms, *Understanding New Power* (2014)



Organising and mobilising, like engagement, are essential elements to building, leveraging and growing people power.

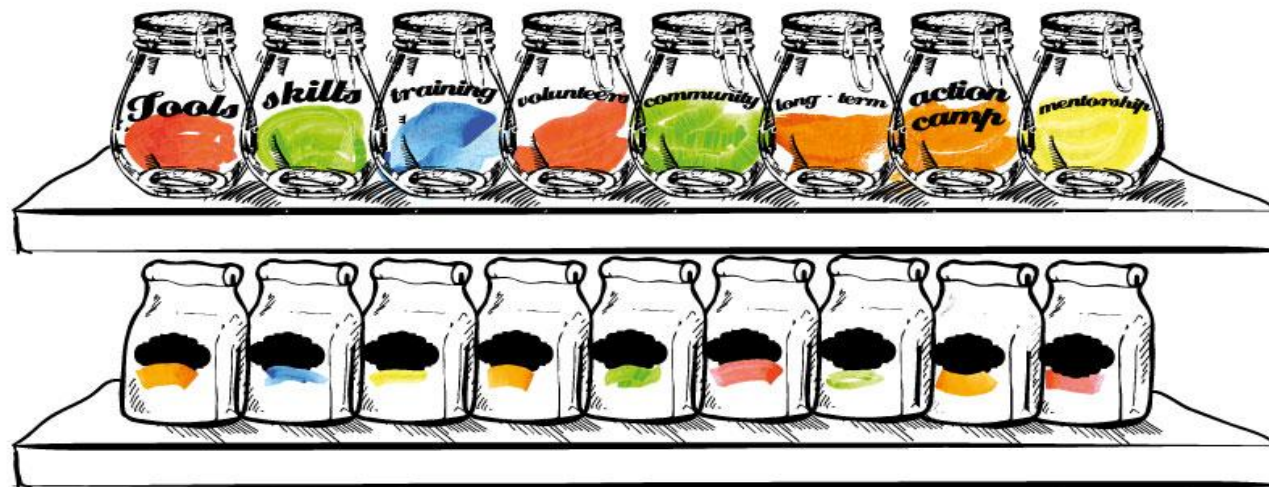
**Organising** is an investment in people that builds the “depth” of committed volunteers and leaders.

**Mobilising**, on the other hand, activates and grows our audience so that we can build “breadth” and leverage the power of many.

Mobilising and organising can be mutually reinforcing approaches, depending on your campaign.

Organising	Mobilising
<ul style="list-style-type: none"> <li>• Building relationships and power</li> <li>• Sustaining over long-term</li> <li>• Structured, builds organisation</li> <li>• Focused on leadership development</li> </ul> <p><i>Examples: recruitment, training, building/supporting local groups, building allies and coalitions</i></p>	<ul style="list-style-type: none"> <li>• Catalyzing power</li> <li>• Responding to key moments</li> <li>• Mass engagement</li> <li>• Action focused</li> </ul> <p><i>Examples: online petition, rapid response campaigns, distributed day of action</i></p>

# ORGANISING: BUILDING POWER WITH LEADERSHIP



Organising builds leadership and power in a movement. Organisers identify, recruit and develop others as leaders—volunteers, group leaders, etc. This capacity building work requires significant investments of time and resources, but when done effectively, it builds trust and gives people the connections, tools, and agency they need to solve problems and take on even greater leadership roles.

Organising activities take many forms: planning community meetings, providing training, supplying tools and resources, identifying skills and relationships between people, making calls and sending emails, and solving problems. When coordinated across many communities, organising efforts create conditions that make large-scale change possible.

The work of cultivating and building capacity is essential in transforming people, communities and ultimately society—but it's not easy. Developing relationships with members, strengthening their motivations, and equipping them with their own community organising skills takes precious time and resources; and developing leaders and wading through group dynamics has nuances and complexities that can be difficult to navigate. That said, organising is powerful work that can support a movement of capable activists and volunteers for the long term.

The people served by good organising can become change-makers with strong personal stakes in their community who take on increasingly meaningful roles—from leading projects that support Greenpeace campaigns to starting and leading their own campaigns.

# MOBILISING: CATALYZING POWER WITH THE CROWD

Mobilisation catalyses people into action in strategic or key moments. By maximising the number of people involved in a campaign and catalyzing that power into a collective response or “tipping point” event, people may successfully push decision makers to act. Mobilisation campaigns are often best known for high profile actions like petitions and protests.

But in the lead up to these big moments, a lot of work happens behind the scenes: campaign teams are monitoring current events and online conversations, conducting investigations, speaking with experts, building alliances, and testing messages to identify activities that will maximise the impact people can have.

However, the drawback of this approach is that people “stay where they are,” since members are not offered opportunities to build their skills or engage more deeply in civic activism. While many battles are won with mobilising in key moments, long-term transformational change is still far away. That’s where both **mobilising** and **organising** come into play.



© Jonas Gratzler / Greenpeace

*Over one thousand people from Thailand mobilised for the Energy Revolution in August 2011, block the strategic highway of Phetkasem road linking Thailand's southern provinces to Bangkok.*



*For a good look at how organising and mobilising applies to organizations, read: Hahrie Han's book [“How Organizations Develop Activists”](#) (2014) or various [publications](#) by Marshall Ganz*

# THE ENGAGEMENT PYRAMID

When we think about engaging more people more deeply – creating movement breadth and depth – it’s important to know how to “meet people where they are” and craft appropriate messages and calls to action. Deep engagement also means having a process for stewarding people toward higher levels of engagement.

The “Engagement Pyramid” is a framework for mapping levels of involvement in a campaign or organisation. The pyramid is designed to help us think holistically about the range of engagement strategies and tactics at our disposal. It also provides a framework for matching engagement opportunities with those constituents most likely to carry them out.

Greenpeace pyramids today tend to be heavy at the bottom and heavy at the top. That is, we are really good at attracting people to our campaigns and engaging them in one-click actions; and we invest in training small groups of activists for nonviolent direct action. But we often overlook the opportunities in-between. Designing a holistic approach to engagement with roles in the middle of the pyramid can include everything from opportunities to help collect or analyze data (often referred to as crowdsourcing or citizen science) to attending a local event as part of a global day of action.

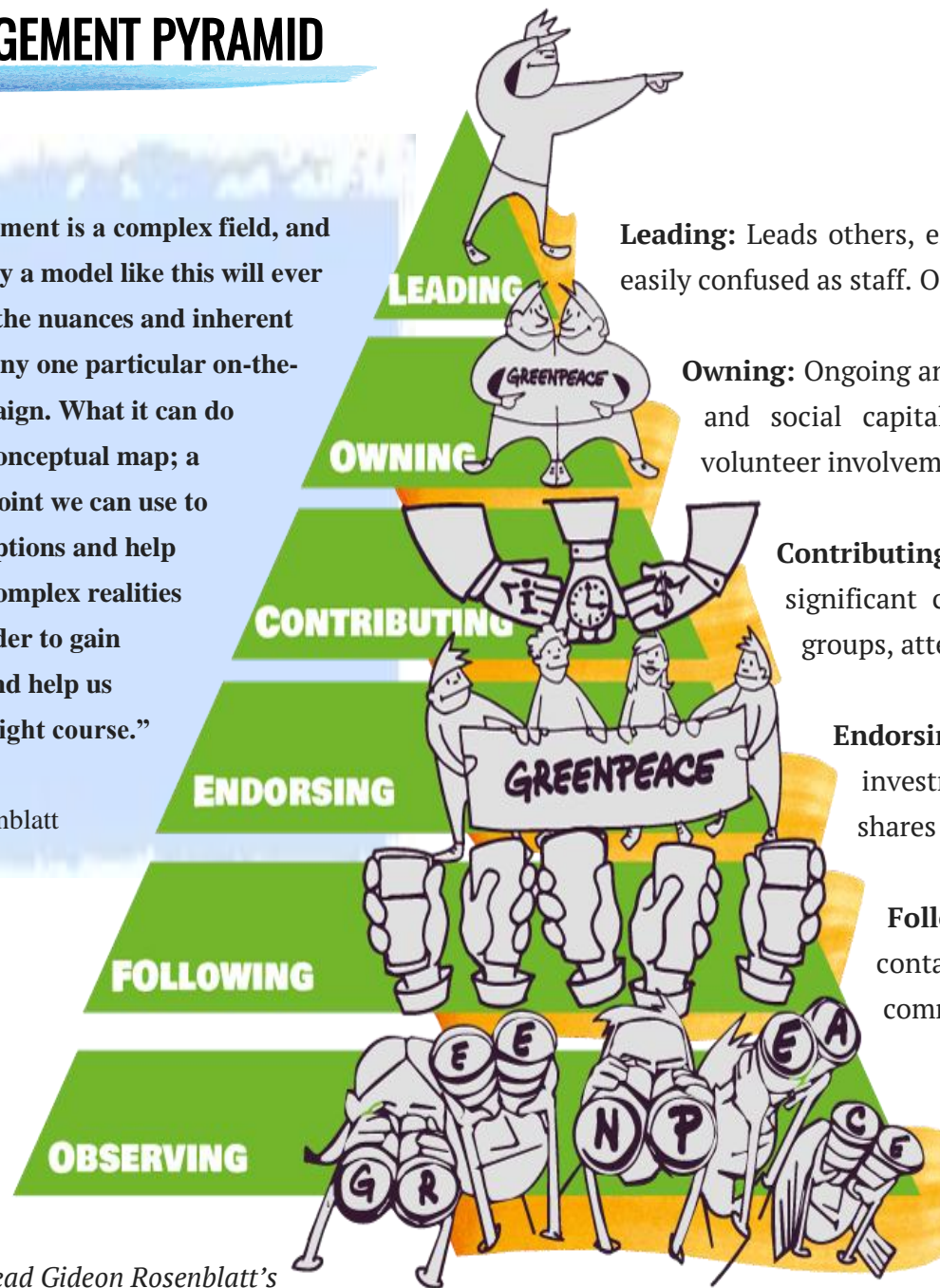
*While some prefer to visualise an engagement ladder, funnel, or steps along a continuum, we prefer the pyramid because it shows the differences in numbers you’re likely to have at each level of engagement.*



# THE ENGAGEMENT PYRAMID

“Civic engagement is a complex field, and there is no way a model like this will ever fully capture the nuances and inherent messiness of any one particular on-the-ground campaign. What it can do is serve as a conceptual map; a jumping off point we can use to clarify assumptions and help simplify the complex realities we face, in order to gain perspective and help us navigate the right course.”

- Gideon Rosenblatt



**Leading:** Leads others, engaged becomes the engager. Focuses on training others, easily confused as staff. Organising others, recruiting donors, serving on a board.

**Owning:** Ongoing and collaborative actions; major investments of time, money and social capital. Publishing about campaigns, public speaking, deep volunteer involvement.

**Contributing:** Multi-step assignments or actions, representing significant contribution of time, money and/or social capital. Joins groups, attends events, makes large donation.

**Endorsing:** Single-step or straightforward action with low risk or investment. Signs petition, makes one-time/ small donation & shares content.

**Following:** Agrees to receive information from us; provides contact info or subscribes. Reading and watching direct communications.

**Observing:** Interested in cause; aware of the organization: learning more via friends, media and social media. Visits website, sees news story or social media, attends an event – but we do not have a way to contact this person directly.

To learn more, read Gideon Rosenblatt's [“Engagement Pyramid: Six Levels of Connecting People and Social Change,”](#) Here is a [Greenpeace specific worksheet for building your own engagement pyramid](#)

# Recipe:

## #03: ORGANISING AND MOBILISING FOR TURKEY'S OLIVE FARMS

Olive growing is the primary livelihood for people in the Turkish village of Yırca. When the Kolin Group of Companies planned to build a coal power plant on Yırca's olive groves in 2014, it seemed that passing a national law legalizing the taking of land for power plants was a foregone conclusion. But Greenpeace Turkey partnered with villagers to organise and mobilise community members to fight for the olive groves. The campaign moved more people to oppose dirty coal power and the methods coal companies use to support their industry.

Here was their recipe for organizing and mobilising success:

- ✓ **Leadership:** Identified leaders in Yırca seeking to block the law being pushed by Kolin.
- ✓ **Shared values:** Greenpeace Turkey focused on shared cultural values: olives and protecting Turkey's olive farmers.
- ✓ **Relationship building:** Campaigners focused on building relationships with people that could organize the village and amplify local voices.
- ✓ **Incident:** When the Kolin Group sent bulldozers that cut 6,000 olive trees down, the campaign was catalyzed into a national issue.
- ✓ **Mobilising:** Local member of parliament and the national media put a spotlight on the fight over Yırca's olive grove, including a powerful interview on CNN Turkey that turned public pressure against Kolin.

Since these events, the proposed law was tabled and never brought to a vote. Today, Kolin cannot build the proposed plant in Yırca.



© Umut Vedat / Greenpeace.

*Yırca villagers hold olives picked from trees bulldozed by Kolin Group.*



Read the full case study  
on our [website](https://www.greenpeace.org/usa/recipe3) ([bit.do/Recipe3](https://bit.do/Recipe3))



# CHAPTER 4. VOLUNTEERS: THE MANY FACES OF GREENPEACE



How wonderful it is that nobody need wait a single moment before starting to improve the world.

- Anne Frank

**Volunteers** give our campaigns a face around the world, multiply our actions and organise people on a local level. Greenpeace volunteers represent the organisation in almost 200 regions worldwide. Volunteers add power to every step Greenpeace takes.

In return, volunteers receive new experience, skills, even friends while being a part of a Greenpeace campaign. Volunteers do this without financial compensation as they are motivated to make a difference in the world and have a high level of commitment for a cause. The partnership between the organisation and volunteers is critical to our success.

Volunteers are active change agents—many lead their own campaigns. There are over 25,000 Greenpeace volunteers contributing to campaigns today.



© Ulet Ifansasti / Greenpeace

Volunteer leaders are often found championing causes in local communities where Greenpeace may be lacking capacity.

To support this work, the International Volunteering Lab and regional staff have developed, structured and organised networks of volunteers, providing them the support, trainings and tools to be successful. One such tool is Greenwire, an online network for volunteer organising. Greenwire helps volunteers find each other, build networks and co-create campaigns and projects.



Read about the [International Volunteering Lab](#).

For details on Greenwire, see “Greenpeace Tools” at the end of this guidebook.

# THE MANY EXAMPLES OF VOLUNTEERING

Volunteers bring education, experience and professional skills to an organisation. This may mean anything from legal experience to graphic design, musical talents or even performing arts skills. Volunteer roles and tasks can (and do) vary greatly by person, country and organisation. Here are a few examples of the many examples of volunteering at Greenpeace:

- **HIGHLY SKILLED INDIVIDUALS:** Highly skilled individuals like lawyers, scientists and artists, often travel long distances to provide knowledge and labour to support a cause.
- **CAMPAIGNING:** Tapped into a local community or region, volunteers might lobby politicians, help build a coalition with local organisations, handle the local media or run their own local or national campaigns.
- **ORGANIZING:** Volunteers organise street activities, marches, festivals and events.
- **NVDA:** Volunteers are often on the front lines of non-violent direct actions (NVDA), offering specialized skills in communications or technology, for example, but all of them put their bodies on the line, often risking arrest, to help end destructive practices.
- **ONLINE ORGANISING:** There are a growing number of online volunteering options, including posting to social media, creating online campaigns, organising events and activities, blogging and more.
- **CAMPAIGN STRATEGY:** Volunteers contribute ideas and strategic thinking to create effective activities and communications. Many have the sort of deep experience with an issue or community that's invaluable to strategy planning.
- **CAMPAIGN RESEARCH:** With a network of 25,000 volunteers around the world, Greenpeace has many opportunities for collaborative research. Ongoing projects include "citizen science," research conducted in part by amateur or nonprofessional scientists.
- **BEHIND-THE-SCENES:** Volunteers often do less glamorous but essential and behind-the-scenes work like administration, coordination, logistics, training, recruitment and logistical support.



© Veejay Villafranca / Greenpeace

# Recipe:

## #04: VOLUNTEER FIREFIGHTERS CHANGING ATTITUDES IN RUSSIA

**Volunteer** firefighters are changing the way Russians feel about Greenpeace, helping transform the group from “foreign bullies” to “community allies.” The Wildland Fire Program, which has been running with Greenpeace Russia since 2010 and before then with smaller groups, sends volunteer firefighters to put out peat bog fires.

In 2014, these highly-skilled volunteers worked across the country - including in Astrakhan, Chita, Moscow, Saint-Petersburg, Ladoga lake, Smolensk, Tver, and Ryazan. **Volunteers** worked on vast and difficult terrain.

### Here is their recipe for volunteering success:

- ✓ 200 volunteers trained, and 30 professional firefighters
- ✓ Every fire fought opened up the possibility for conversation with affected community members
- ✓ Education was critical: 90 percent of wildfires in Russia area caused by humans

In the short-term, Greenpeace Russia hopes to see fewer fires by educating people about the dangers of dry vegetation burning. The relationships built with local communities create opportunities to engage on other environmental issues over the long term.



© Igor Podgorny / Greenpeace



# CHAPTER 5: OPEN CAMPAIGNS



A knotty puzzle may hold a scientist up for a century, when it may be that a colleague has the solution already and is not even aware of the puzzle that it might solve.

- Isaac Asimov, *The Robots of Dawn*

Much of this guidebook is about “**opening up**” campaigns and projects to include more roles for more people, which in turn helps to build movement power.

Opening up campaigns might mean participating in a coalition, empowering volunteers to become leaders, empowering people to mobilise others at key moments, or providing a resource toolkit that helps individuals champion a cause online. We approach open campaigning from the perspective that organisations can’t build movements, but they can support movement *building* by creating space and capacity for others.



There are no set rules or definitions for open campaigns, but there are a number of different ways in which a campaign or organisation can be “open.” Participants of [Open Campaigns Camp](#) surfaced six key questions to help guide your thinking about open campaigns and strategies.

Consider these factors when building or analysing your campaign. (But don’t worry if you find that your campaign is on many varying points along the spectrums; this is designed to facilitate discussion, not serve as a wish list or must-haves.)

# 6 ELEMENTS OF OPEN CAMPAIGNS

How can you open up your campaign or strategy for wider ownership, leadership, and participation? Here are six elements to consider:



# Recipe:

## #05: OPEN CAMPAIGNING WITH DETOX OUTDOORS

The [Detox Outdoor](#) campaign, a global effort to push great outdoor brands to become champions of clean production, decided to be bold and open up its campaign planning process. The campaign engaged outdoor enthusiasts and adventurers early on by asking them to help research outdoor brands, share key documents, co-create tactics that would influence outdoor brands and generally including them in the decision making processes.

This greater openness is creating a more engaged community of people who more intimately understand campaign goals, players and processes. Campaigners found that people became more willing to share their time and creativity. Opening up campaign plans may expose Greenpeace

strategies and tactics to the outdoor brands that are being targeted but, to date, campaigners say the benefits have outweighed any potential (and largely unrealized) negative impacts.

**Here are six ways the Detox Outdoor team are opening up their campaign:**

1. **Being open is a stated objective** of this project in order to experiment, learn and detox outdoor brands with outdoor communities.
2. **Sharing the theory of change / strategy** by communicating answers to questions like:  
What is the change we are looking for? How does this campaign intend to Detox the great outdoors?  
What is my role as a supporter/outdoor lover?
3. **Researching the outdoor brands** by inviting people to contact their favourite outdoor brands and asking them whether their products contain certain hazardous chemicals and sharing company responses publicly.
4. **Consulting outdoor gear users on campaign orientation:** People get to choose the brands and products to be tested for hazardous chemicals.
5. **Co-creating tactics with the outdoor communities** by crowdsourcing tactical ideas, in face-to-face workshops organised with outdoor audiences in 10 different countries and through a website that allows anyone to post a campaign idea.
6. **Accepting inputs into decision making processes** on global tactics by having the community vote for the ideas they like best.



© Roman Zaykovskiy / Greenpeace

*Expedition to Macun Lakes in Switzerland to Detox  
the Great Outdoors.*



Read the full case study on our  
[website \(bit.do/Recipe5\)](https://bit.do/Recipe5)

# CONCLUSION: HERO AMONG HEROES

## THE FOLLOWING PASSAGE IS FROM THE “SEVEN SHIFTS” BY THE STORY TEAM AT GREENPEACE:

Climate Change. Ocean Acidification. Deforestation.

These are not a single hero's problems.

These are not “Greenpeace's problems.”

These are everybody's problems, and they won't be addressed if we continue to treat people as “Supporters.”

“Supporters” stand below something, holding it up.

“Supporters” sit in the stands, cheering from the sidelines.

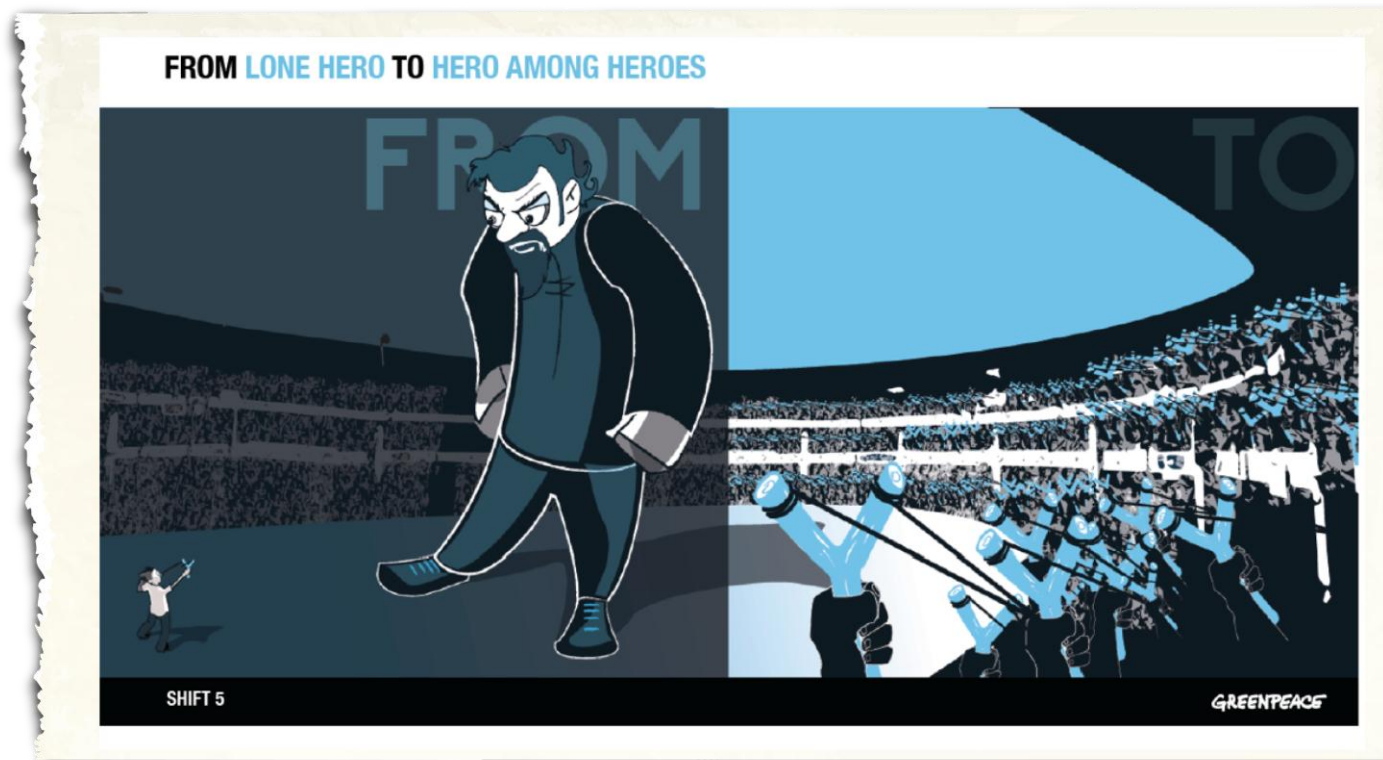
The future of this planet demands a more active relationship.

It demands more people who see their own actions as actively shaping the future. More people applying their skills and passions to the challenge of human survival. More people involved in discussions and debates about the future of our planet and species.

More people operating at the edge of their comfort zones and in doing so igniting a spark in others.

The era of the lone hero is over.

Command and control is dead. It's time to unleash.



# NOTES: GREENPEACE TOOLS

Many tools help us engage, organise and mobilise more people more quickly and more directly than ever before. There are two platforms designed specifically to help Greenpeace build breadth and depth in our engagement work — **Greenwire** and **Greenpeace X**.

## GREENWIRE

**Greenwire** is a web platform and network for developing local Greenpeace volunteer communities. The platform connects volunteers with one another, similar to a social network but for people with shared environmental (and Greenpeace) interests. Greenwire users can organize their own activities and events with others using the platform. It's a place to have conversations, exchange ideas, collaborate, and build relationships.

Greenwire includes the basic tools that supporters need to share ideas, interact, start campaigns and realise those efforts with each other.

For more, visit: [Greenwire.Greenpeace.org](http://Greenwire.Greenpeace.org)

At the time of publication, Greenwire was live in 14 countries and regions. In addition, Greenwire is set to launch in two more nations and there is an international release planned in 2016.



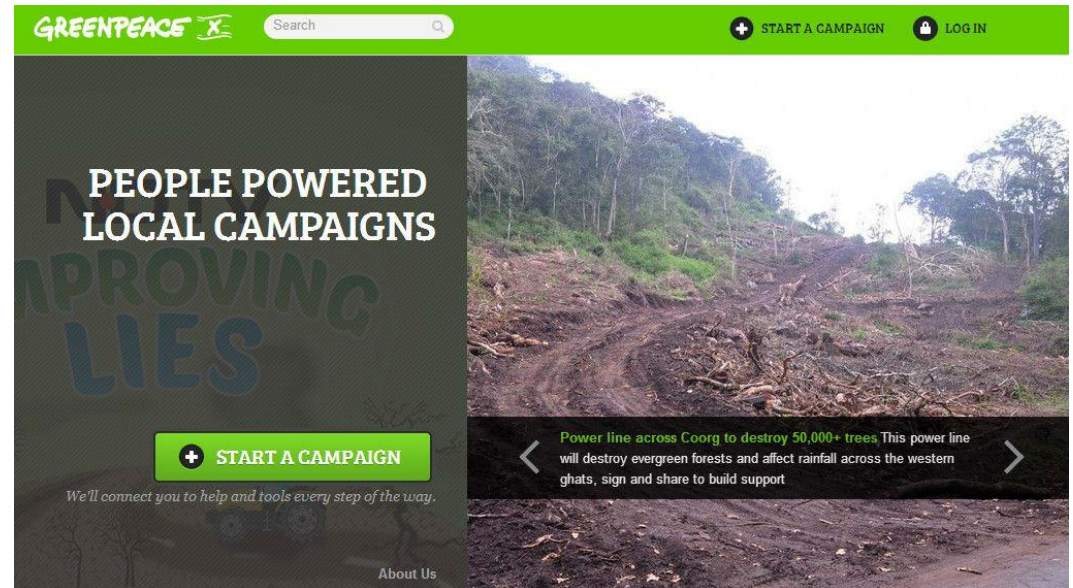


# GREENPEACE X

[Greenpeace X \(GPx\)](#) or Greenpeace Extra, is a grassroots-led petition platform that enables anyone to start, run, and deliver his/her own campaign on almost any issue. Like other online petition platforms (Avaaz.org and Change.org), GPx allows petition creators to specify a target and a call to action; unlike other platforms, campaigns on GPx carry the Greenpeace brand.

Grassroots campaign leaders can update their campaigns, send email updates to supporters, print signatures for delivery, organise offline events, and create groups. At Greenpeace India, activists claimed six local and national campaign victories in the first year following the platform's launch. GPx also helped Greenpeace India identify and support new leaders, grow their email list by 60 percent, and develop new local allies.

GPx is currently live in [India](#), [Africa](#), [Andino](#), and [New Zealand](#). Brazil, Australia, Greece, Japan, Philippines, Canada, Nordic, and Greenpeace Mediterranean are at various stages of planning and implementation. Greenpeace USA also has a petitions platform through a [partnership with MoveOn.org](#).



Read the full case study of GPx and Greenpeace India's victories on our [website](#)

## CHECKLIST: HOW MOD IS YOUR MOB

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How can we build high performing mobilisation teams and strong engagement cultures in our offices in order to win bigger?

This checklist is a tool to help leaders, managers and practitioners tackle this question by identifying opportunities for growth and development across the following areas:

- **The Role of Mobilisation**
- **Strategy**
- **Storytelling**
- **Acts of Courage**
- **Appetite for Experimentation and Innovation**
- **Our Channels**
- **Role of Data**
- **Digital and Data Infrastructure**
- **Mobilisation Capacity and Culture**

*Get the Checklist here:*

[www.MobilisationLab.org/How-Mod-Is-Your-Mob](http://www.MobilisationLab.org/How-Mod-Is-Your-Mob)

## CREDITS & THANKS



*The Mobilisation Cookbook* was co-created by the **Mobilisation Lab** at Greenpeace and the **International Volunteering Lab**, with support from the **Global Engagement Department** of Greenpeace International and in collaboration with many change agents within Greenpeace and beyond.

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If you would like to provide further input or feedback on the content please get in touch with the MobLab team by sending us an email: [moblab@greenpeace.org](mailto:moblab@greenpeace.org).

If you would like to share your appreciation for the illustrations then please direct your love to Iris Maertens.

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