



Leadership and Organization in the Movement for the Right to Health

Reading: Leading Change: Leadership, Organization, and Social Movements, (focus on p. 1 – 8 and p. 33-38), Marshall Ganz

Discussion Guide

Goal: Grasp the magnitude of a social movement and contextualize the actions of PIH Engage in the movement for the right to health.

Suggested Discussion Questions:

1. When you hear the term social movement, what do you think? How is a social movement different from a fashion, style, fad or interest group? What are some of the key social movements that have defined our country?
2. In the text, Ganz states that because of the uncertainty of what is desired from social movements is daunting, maintaining access to a source of hope is essential. Where do you find hope? Has PIH given you, your community, or the field of global health hope?
3. What is your vision for the changes that the social movement for global health equity will accomplish and how will you get there?

Key Quotes:

“Social movements emerge as a result of the efforts of purposeful actors... to assert new public values, form new relationships rooted in those values, and mobilize the political, economic, and cultural power to translate these values into action. They differ from fashions, styles, or fads... They differ from interest groups... In the United States, they have been the major drivers of social and political reform since the American Revolution” (1).

“A deep desire for change must be coupled with the capacity to make change. Structures must be created that create the space within which growth, creativity, and action can flourish... and leaders must be recruited, trained, and developed on a scale required to build the relationships, sustain the motivation, do the strategizing, and carry out the action required to achieve success” (4).

“Psychologists showed that grievance leads to action only if combined with efficacy, or hope. Thus, action on a grievance becomes more likely when it is experienced as an injustice, coupled with the presence of the sense of efficacy, solidarity, and hopefulness required to undertake the sacrifice... and take the risks that acting to create change entails. The... challenge, then, is not only to articulate grievances but also to muster the moral energy, especially the hope, to drive the whole project” (7-8).

Lesson Plan

Goal: Grasp the magnitude of a social movement and contextualize the actions of PIH Engage in the movement for the right to health.

Warm Up: When you hear the term *social movement*, what do you think? What are some of the key social movements that have defined our country? What are social movements that are currently developing?

Diagnostic: What is a fashion, style, or fad? What is an interest group? How is a social movement different from all of these?

Teaching Bit: Teach how social movements enact change and discuss how PIH Engage will push forward the movement for the right to health:

- **Social Movements must be intentional and strategic:** Social movements often respond to deep-seated discontent and have the potential to be the key driving force in social and political reform. This change, however, must come from intentional, strategic, and purposeful organization. Ganz states: “Strategy is how actors translate their resources into power to get more bang for the buck” (21). With organization, our individual goals can coalesce and become a much more powerful movement. This organization must begin by harnessing deep-seated emotions and values.
- **Social Movements must have sources of hope:** Ganz also states that because the uncertainty of what is desired from social movements is daunting, maintaining access to a source of hope is essential (15). Without hope of what is possible, actions lack purpose and direction.
- **PIH Engage will call on the work and history of PIH to give hope:** PIH Engage must call heavily on the work of PIH to push forward the movement for health equity. PIH has spent decades proving what is possible. PIH Engage must take these lessons and use them to echo and amplify the hopeful message that health equity can be a reality.

Guided Practice: As a group, construct a vision for what the social movement for global health equity will accomplish. Make a list of changes on the board. Start broad, but also push each other to think specifically about policies, institutions, systems, and beliefs that could change.

Independent Practice: In partners or small groups, outline the steps that would build the momentum and movement needed to accomplish these changes. (Hint: start with one-on-one meetings to build personal relationships, end with large-scale political actions or beyond.)

Assessment: Ganz writes, “A campaign is a strategic and motivational way to organize change activity” (31). As a group, discuss how your chapter is engaging or could be engaging in the steps needed to organize a successful campaign: building relationships, telling a story, developing a strategy, taking action.

Closer: The text states, “action on a grievance becomes more likely when it is experienced as an injustice, coupled with... efficacy, solidarity, and hopefulness” (7-8). Have each person answer this question: What is one source of feelings of efficacy, solidarity, or hopefulness in this fight for global health equity?