

The Status Quo Sabotage Field Manual

A call to action: Learn from the past, take action in the present, create a better future



“Make sure your
worst enemy is not
living between your
own two ears.”

- Laird Hamilton



Prolog

On April 2nd, 2008, the Chief/DRRB CIA Declassification Center gave guidance to declassify a document called "Simple Sabotage Field Manual". You can read the original document [here](#)

It's an old CIA (then called OSS - Office of Strategic Services) manual on how to sabotage an enemy or the productivity of an organization that is supporting the enemy. It was distributed by the Allies in WWII to guide sympathetic citizens. It gave the rebellious people instructions on how to weaken their country (it's support to the enemy) by reducing productivity in the workplace.

In the introduction of this of the 17th of January 1944, William J. Donovan, the then Director of the OSS, writes:

This Simple Sabotage Field Manual - Strategic Services (Provisional) - is published for the information and guidance of all concerned and will be used as the basic doctrine for Strategic Services training for this subject.

The contents of this Manual should be carefully controlled and should not be allowed to come into unauthorized hands.

The instruction may be placed in separate pamphlets or leaflets according to categories of operations but should be distributed with care and not broadly. They should be used as a basis of radio broadcasts only for local and special cases, and as directed by the theater commander. AR 330-5, pertaining to handling of secret documents, will be complied with in the handling of this Manual.

I like some articles that have appeared lately, for example [this Corporate Rebels article](#), cherry picking on what are considered timeless instructions or suggestions for malfunctioning workplaces.

However, I believe we can do much more with this document. The field manual as I read it is an instruction booklet on how to fight a common enemy. Sabotaging the workplace wasn't the underlying objective. The objective was to give instructions on how somebody, almost in a 'natural' way, could deregulate their workplace so that it was of less use, or no use at all to the enemy.

Nowadays, in a world subject to an ever increasing pace of change, the common enemy has become "The Status Quo". Why? Because...

Our Status Quo **prevents true workplace equality** in gender, race, payment, etc.

Our Status Quo **destroys our planet** for the benefit (read 'profit') of a few.

Our Status Quo **lowers tolerance between people**, resulting in increased levels of extremism and violence all over the world.

Our Status Quo **causes huge streams of people to flee their homes** due to war, hunger, draught, or other humanitarian crises.

I've been following a number of these themes for several years. The issue I find is that these topics are too often explained by scientists using language which is hard to understand for large groups of people. That is an issue, because it means that the percentage of people that truly understands the explanations and can become truly participative in changing the status quo is limited.



To change the status quo and start working on a better world for all living things that share one planet, earth, we need as many people as possible to ask questions and act.

We need a simpler language to reach the masses. Pull these important topics out of scientific conversations. Bring the exemplary initiatives to a broader audience. One person I believe is doing this in an impactful way is [Javier Peña](#) (check out his videos, in Spanish, they've had over 600 million views). We need more initiatives like that to create and maintain awareness of the Status Quo, it's impacts, and what actions are already being taken around the world.

I hope to contribute a little to that with this field guide...

I've re-written relevant parts of the Simple Sabotage Field Manual so that we can use it as a 'Simple Sabotage Change Manual' to fight our common enemy, the "Status Quo". Of course, I won't promote violent actions of destruction, I won't give you tips to sabotage the cars of your executives, or how to break down a production line. Of course, **this field guide will not solve all problems caused by the Status Quo. But if we don't start to ask questions, create attention under the masses, and start acting NOTHING will happen. And that's unacceptable!**

What I've tried to do is convert chapters and instructions so that they become options, ideas, experiments you can deploy to nudge, hack or fight the status quo of your direct environment, company, or maybe a (local) government. To help making the world a little better.

None of the actions described will have effect if only one person acts, destruction of the Status Quo will only be possible if the masses step-up and remain persistent in their sabotage.

If we want to leave a livable world for many generations to come, we must do something **now**.

Here's a first 'act'. The black background of this paper is deliberate. **It asks you to please, do NOT print this on paper!** (It'll consume a huge amount of ink and probable will be unreadable). If you want to sabotage the useless printing of documents in your company, follow this example.

Welcome to the **Status Quo Sabotage Field Manual**.



Introduction

“When we see resistance. Get
curious, no furious.”

– Jason Little

- a) Sabotage varies from highly complex acts that require detailed planning and the use of specially trained people, to innumerable simple acts which the ordinary individual employee-saboteur (or citizen-saboteur) can perform.
 - The first might require preparing and updating your CV in advance, and therefore is not part of this paper.
 - This paper is primarily concerned with the latter type.
- b) The purpose of this paper is to characterize simple sabotage, to outline its possible effects, and to present suggestions for inciting and executing it.
- c) Simple sabotage does not require specially prepared tools or equipment. It is executed by an ordinary employee who may or may not act individually and without the necessity for active connection with an organized group. It is carried out in such a way as to involve a minimum danger of injury and reprisal though a maximum impact and visibility.
- d) The weapons of the employee-saboteurs are whiteboards, smartphones, meeting rooms, paper/flipcharts, markers, or any other materials these persons might normally be expected to use as employees in their particular occupation. Their arsenal is the workplace, the commute, their own usual kit of tools and actions. The targets of the sabotage are usually topics that are inconspicuous because the employee is dealing with them in everyday life.
- e) A second type of simple sabotage requires no tools whatsoever and produces conversations, friction, or even social (media) interaction. It is based on universal opportunities to signal faulty decisions, to put a spotlight on Status Quo supporting attitudes, and to induce others to follow suit. Signaling a faulty decision may be simply a matter of consulting in advance the person responsible for the decision to take. Putting a spotlight on a Status Quo supporting attitude may involve nothing more than creating an uncomfortable situation among one's fellow workers.

This type of activity, sometimes referred to as the “human element,” will frequently fail, provoke wake-up calls, or resolve obstruction, even under normal conditions. The potential saboteurs should discover what types of decisions and attitudes are normally found in their kind of work and should then devise their sabotage to enlarge that “margin for improvement.”



Possible Effects

“Do your little bit of good where you are; it is those little bits of good put together that overwhelm the world.”

– Archbishop Desmond Tutu

- a) Acts of simple sabotage are occurring throughout the world. An effort should be made to add to their efficiency, visibility, and increase their number. Acts of simple sabotage, multiplied by thousands of employee-saboteurs, can be an effective weapon against the enemy. Adding solar panels to budgets, requests for free public transportation tickets, setting up a car sharing bulletin board in the central entrance of the office, demanding charging points for electrical cars in the company parking, switching off lights and unplugging machinery not being used, setting up (internal) social media messages and focus groups, widely announcing volunteering activities and demonstration participations, will create awareness, followers, and conversation. Occurring on a wide scale, simple sabotage will be a constant and tangible drag on the conservation effort of the enemy.
- b) Simple sabotage may also have secondary results of more, or less value.
 - Widespread practice of simple sabotage will annoy and demoralize enemy administrators and supporters.
 - Further success may embolden the employee-saboteur eventually to find colleagues who can assist him in sabotage of greater dimensions.
 - Finally, the very practice of simple sabotage by natives in Status Quo territory may make these individuals identify themselves actively with corporate social responsibility departments and labor unions and encourage them to assist openly in sustainability projects and public initiatives and manifestations.



Motivating the Saboteur

“Optimism doesn’t mean that you are blind to the reality of the situation. It means that you remain motivated to seek a solution to whatever problems arise.”

– The Dalai Lama

To encourage employees to the active practice of simple sabotage and to keep them practicing that sabotage over sustained periods is a special problem.

Simple sabotage is often an act which employees perform according to their own initiative and inclination. Acts of rebellion do not bring them any (direct) personal gain and may be completely foreign to their habitually conservationist attitude towards their workplace. Purposeful action without personal gain is (often, unfortunately) contrary to human nature. They frequently need a little push, stimulation or assurance and information and suggestions regarding feasible methods of simple sabotage.

Personal Motives

- a) The ordinary citizen very probably has no immediate personal motive for committing simple sabotage. Instead, he must be made to anticipate direct personal gain, such as might come with cracks in the Status Quo or removal of a person/group that tries to maintain the Status Quo for personal gain. Employee-saboteur gains should be stated as specifically as possible for the area addressed: simple sabotage will improve the Status Quo when X and his deputies Y and Z will take this action, when particularly intolerable rules and policies will be abolished, when healthy food will arrive in the company restaurant, when clean air can be inhaled, and so on. Abstract verbalizations about personal liberty, freedom of the press, and so on, will not be convincing in parts of the world. In many areas they will not even be comprehensible.
- b) Since the effect of their own acts is limited, the saboteurs may become discouraged unless they feel that they are a member of a larger, though maybe still unseen, group of saboteurs operating against the enemy, the Status Quo supporters in the company, or the government of his own region/country and elsewhere. This can be conveyed indirectly: suggestions which they read and hear can include observations that a particular activity or technique has been successful in this or that company or region. Even if it is not applicable to their surroundings, another’s success will encourage them to attempt similar acts. It also can be conveyed directly: statements praising the effectiveness of simple sabotage can be contrived which will be published by internal and external social media, newsletter, and maybe even local or national press. Estimates of the proportion of the population engaged in sabotage can be disseminated. Instances of successful



sabotage already are being broadcasted on several social media platforms by a range on institutions, and this should be continued and expanded as broadly as possible.

- c) More important than (a) or (b) would be to create a situation in which the employee-saboteur acquires a sense of responsibility and begins to educate others in simple sabotage.

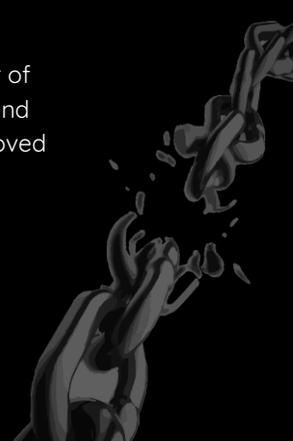
Encouraging 'Destructiveness' (of the Status Quo, not of people, buildings or machinery, please...)

It should be pointed out to the saboteurs where the circumstances are suitable, that they are acting in self-defense against the enemy, or reacting against the enemy for other acts of destruction. A reasonable amount of humor in the presentation of suggestions for simple sabotage will relax tensions of fear.

- a) The saboteurs may have to reverse their thinking and should be told this in so many words. Where they formerly thought of following orders, they should now learn to say no; rules that were followed, should now be questioned; normally diligent, they should now think about the contribution of their activity to fight against the enemy; and so on. Once they are encouraged to think backwards about themselves and the actions of their everyday life, the saboteurs will see many opportunities in their immediate environment which cannot possibly be seen from a distance. A state of mind should be encouraged that the Status Quo **can** be sabotaged.
- b) Among the potential employee-saboteurs who are to engage in Status Quo destruction, two extreme types may be distinguished. On the one hand, there are the masses, persons who are not in jobs or positions through which the Status Quo can be attacked directly. They may be employed or not. These people need suggestions as to how and what part of the Status Quo can and may be destroyed as well as details regarding the tools by means of which destruction is accomplished.
- c) At the other extreme are the people who are occupying influential functions, such as YouTubers, Social Media influencers, architects, designers, (landscape/software) developers, or civil engineers. Presumably these people would be able to devise methods of simple sabotage which would be appropriate to their own facilities. However, these persons need to be stimulated to re-orient their thinking in the direction of 'destruction' (in order to pave the way for 'reconstruction'). Providing these people with specific examples, which need not be from their own field, could accomplish this.
- d) Various media may be used to disseminate suggestions and information regarding simple sabotage. Among the media which may be used, as the immediate situation dictates, are social media, video platforms, podcasts, internal communication channels. Broadcasts or written communication may be directed toward specific geographic or occupational areas, or they may be general in scope. Finally, agents may be trained in the art of simple sabotage, in anticipation of a time when they may be able to use this information directly.

Safety Measures

- a) The amount of activity carried on by the saboteurs will be governed not only by the number of opportunities they see, but also by the amount of danger they feel. 'Bad news' travels fast, and simple sabotage will be discouraged if too many simple saboteurs are reprimanded or removed from their positions.



b) It should not be difficult to prepare information or infographics and other media for the saboteur about the choice of actions, time, and targets which will insure the saboteur against retaliation and maximize (publicly visible) impact. Among such suggestions might be the following:

- Use materials which appear to be innocent a smartphone or post-its can be carried normally on your person, either is a multi-purpose instrument for creating awareness. Whiteboard markers, scissors, tape, paperclips, sharpies, and dozens of other agents can be carried or kept in your work post or living quarters without exciting any suspicion whatever.
- Try to commit acts which large numbers of people could see and replicate. For instance, tape an article on the office's front door describing child labor in the factory of one of your suppliers, almost everybody will see it and anybody can replicate it.
- Do not be afraid to commit acts for which you might be blamed, so long as you do so rarely, and in such manner that it doesn't turn into a confirmation of the existence of the Status Quo: act with respect, in conversation, transparent, etc. Always be prepared to explain and when you've over pushed limits, to apologies. Frequently you can "get away" with such acts under the cover of experimentation, ignorance about certain company policies or existing cultural norms (good or bad ones).
- After you have committed an act of easy sabotage, resist any temptation to step out of the spotlight. Make sure as many people as possible are aware about what happened. Of course, there are circumstances when it would be unwise for you not to leave. If you participate in a peaceful demonstration that turns violent (beyond your doing), you should naturally leave.



Tools, Targets, and Timing

“The world is more malleable than you think, and it’s waiting for you to hammer it into shape.”

– Bono

The employee-saboteur cannot be closely controlled. Nor is it reasonable to expect that simple sabotage can be precisely concentrated on specific types of targets to resolve a concrete Status Quo situation.

Attempts to control simple sabotage according to developing Status Quo factors, moreover, might provide the supporters of the Status Quo with intelligence of more or less value in anticipating the date and area of notably intensified or notably slackened employee-saboteur activity.

- a. Sabotage suggestions, of course, should be adapted to fit the area where they are to be practiced. Target priorities for general types of situations likewise can be specified, for emphasis at the proper time by, for example, a (global) community of practice, local or global social media groups and pages, and pod- and videocasts.
 - *Under General Conditions*
 - i. Simple sabotage is more than playful intent, and it should always consist of acts whose results will be unfavorable to the enemy (the Status Quo).
 - ii. The saboteurs should be ingenious in using their every-day equipment. All sorts or weapons will present themselves if they look at their surroundings in a different light. For example, smartphone – a powerful weapon – may at first seem harmless, but if the saboteurs, for example, were to record scenes of workplace inequality, they would find themselves with powerful signaling messages.
 - iii. The saboteurs should never ‘attack’ targets beyond their capacity or the capacity of their instruments. Inexperienced persons should not, for example, attempt to edit long video recordings, but should confine themselves to the use of short, concrete recorded messages.
 - iv. The saboteurs should try to damage only topics and situations known to be maintaining the Status Quo or to be destined to become beneficial for it. It will be safe for them to assume that many products of heavy industry, fuels and lubricants are destined for enemy support. Without special knowledge, however, it would be undesirable for them to attempt to convince others to increase the growing of sustainable food crops or production of sustainable food products.
 - v. Although the employee-saboteurs may rarely have direct access to the sources or root causes of the Status Quo (many of which events take place far away from their workplace, or are the results of complex situations), they should give these preference above all others.

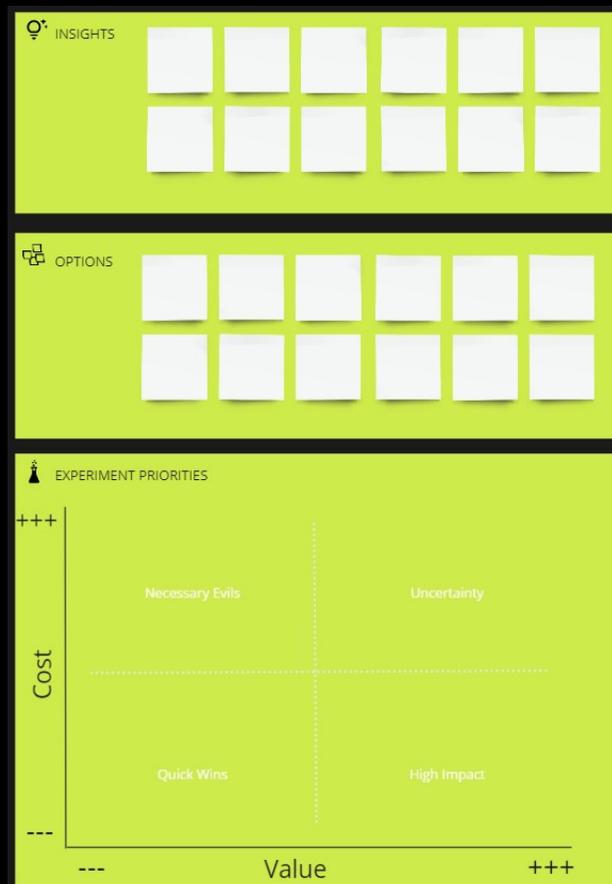


- *Prior to a Status Quo exposure*
 - i. During periods in which there is less attention for one of the propositions of the Status Quo that a saboteur is targeting, emphasis can be given to simple sabotage centering on any of the others, to lessen the desire to fall back to the Status Quo. Retargeting an article or a newsletter, sharing recently discovered situations with other people or groups, recording of positive messages to show what will change if the Status Quo gets beaten are acts of high value.
- *During a Status Quo exposure*
 - i. Most significant sabotage is that whose effects will be direct and immediate. Even if the effects are relatively minor and localized, this type of sabotage is to be preferred to activities whose effects, while widespread, are indirect and delayed.
 1. The saboteur should be encouraged to ‘attack’ industries that are most clear contributors to the maintenance of the Status Quo. For example, though not limited by, such facilities are coal-fired power plants, oil refineries, crop pesticide factories, and arms factories.
 2. Any communications facilities which can be used by the employee-saboteurs to transmit instructions or morale material should be used to amplify the act of simple sabotage. These include smartphones, radio, video platforms, newspapers, posters, and public notices.
 3. Critical materials, valuable in themselves or necessary to the efficient functioning of the Status Quo, also should become sources for the citizen-saboteur. These may include governmental databases, the internet, political party programs, global or local associations.
 - b. Apart from an employee-saboteur’s own abilities to communicate and take physical actions there are several simple tools that can be learned without much effort. These tools can help create awareness about the (impact of the) Status Quo, signal situations where support of the Status Quo may not be obvious and identify conventional and unconventional actions employee-saboteurs can experiment with.

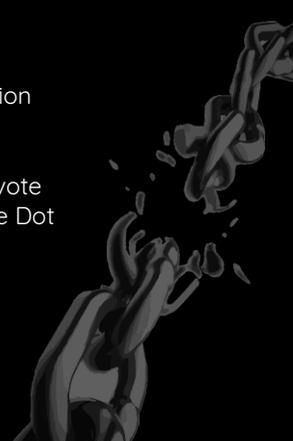


Hot Seat

- a. This exercise is designed to teach what it's like to progress, by using an Insights > Options > Experiments loop.
- b. When to use this:
 - If there's a group of people volunteering to 'sabotage' the Status Quo, to work on contributing to a better world.
 - If a person, believes there are specific problems with the Status Quo they'd like to talk about and take action on.
 - If there's clear evidence of maintaining the Status Quo in an organization and the organization has shown willingness to work on breaking it down.
- c. Template.



- d. How to run it:
 - Have people write down specific problems with the Status Quo they'd like to find a solution for on sticky notes.
 - Use Democratic Dot Voting (write a number on each sticky produced and have people vote by writing the number(s) they want to vote for on a sticky. This shows people how to use Dot



Voting when they suspect there might be influencer bias at the beginning of the voting, or when they suspect the person that goes last is going to decide on the topic.

- Whoever's problem is chosen sits in the Hot Seat (bring them up to the front of the class, have them face the group).
- Collect Insights
 - i. Set a timebox.
 - ii. Have the group ask questions to clarify the problem.
 - iii. Participants volunteer to take short notes.
- Collect Options .
 - i. Split the entire room in table groups after doing the 'Insights' part.
 - ii. Set a timebox.
 - iii. Do a silent brainstorm.
 - iv. Have each table group present their Options.
 - v. See what's similar or different about the Options they came up with.
 - vi. There is no debating the ideas.
- Explain the Cost/Value chart.
 - i. Draw out the Value/Cost chart and take one of the Options that is actionable.
 - ii. Ask the owning table group how impactful it might be to resolve the chosen problem with the Status Quo.
 - iii. Then ask how much it would 'cost' (Cost is \$\$\$, effort, risk, and uncertainty). IE: if the Option requires you to get 200 people in a room and as a consequence you think you'll have to polish your CV it's costly!).
 - iv. Let the table groups classify their Options.
- Pulling Experiments.
 - i. The goal is to get to a couple of Experiments that we'd actually work on.
 - ii. Draw an Experiments Kanban board using with "Backlog, Next, Prepare, Introduce, Review, Done" columns.
 - iii. Demonstrate how you would pull Experiments through the Kanban.
 - iv. Let the whole group decide priority of optional actions.

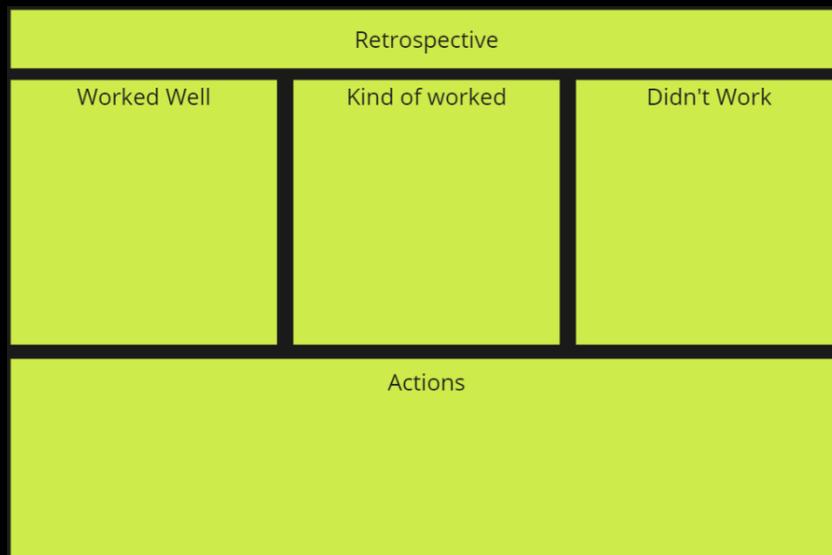


- v. Pull all options to be experimented with into the “Backlog” in the agreed priority (if no consensus can be reached, re-use the dot-voting to come to a priority list).
- Defining Experiments.
 - i. Pull the first experiments into the “Next” column (how many will depend on the size of the group and the effort estimated for these experiments).
 - ii. Pull 1 or 2 into the “Prepare” column and ask for an ‘experiment lead volunteer’.
- Get the group back together at regular times to keep people motivated, understand progress, results, and decide on next experiments to run.



Retrospectives

- a. This exercise is designed to identify how to improve by reflecting on what worked, what didn't, and why. If you chose to use this tool, it is recommended to run a Retrospective with your group every couple of weeks.
- b. When to use this:
 - If there are initiatives to 'sabotage' the Status Quo running in your company, but not resulting (yet) in the desired outcomes.
 - To review the outcome of (a series of) experiments from the Hot Seat exercise and understand if there are improvements (in the process) possible.
- c. Template - there are many other formats you can use, find some examples [here](#).



- d. How to run it:
 - For remote teams, start by creating a new collaboration document, like a Miro or Mural Frame or use a template in [Metro Retro](#).
 - For in-person teams, find a whiteboard or large paper, and set out Post-It notes and markers in a meeting room.
 - On the page, board, paper, or whiteboard, re-create the template in this document. "What worked well", "Kind of worked", "Didn't work", and a space to note "improvement actions" (the more experienced users can add the first three to "Insights" for the Hot Seat" and the actions into the "Options" of the Hot Seat).
 - If possible, get a neutral third party to help facilitate the meeting. This will encourage greater participation and uncover more insights.
 - Set the stage.
 - i. Don't make it personal, don't take it personally.

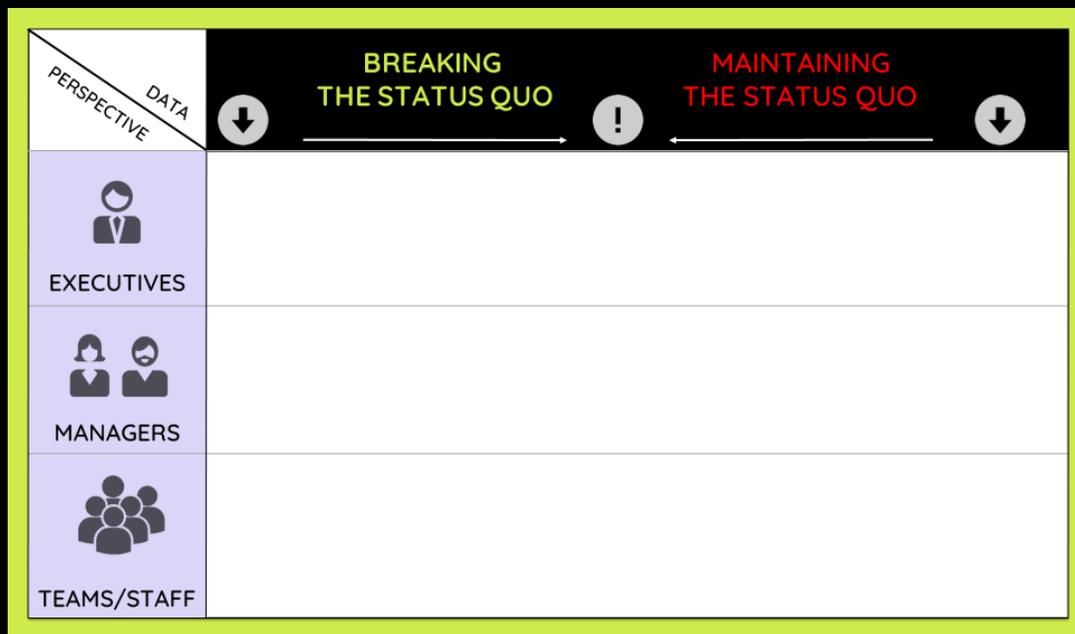


- ii. Listen with an open mind.
 - iii. Everyone's experience is valid.
 - iv. Agree on the period you're discussing (last month, quarter, year, or any other dimension).
 - v. Focus on improvement, rather than placing blame.
 - vi. If you've run a Retrospective previously, quickly revisit the themes and actions from last time to build a sense of continuity.
 - vii. Define how the information will be discussed after the Retrospective. Will it be shared with other groups, leadership, other stakeholders?
- What worked well.
 - i. Have each group member write down what worked well, one idea per note. Post the notes, and group similar or duplicate thoughts together. Discuss each one briefly as a team.
 - What sort of worked.
 - i. Have each group member write down thoughts about point they believe can move to "What worked well" but need some changed experimentation, one idea per note. Post the notes, and group similar or duplicate thoughts together. Discuss each one briefly as a team.
 - What didn't work.
 - i. Have each group member write down what didn't work, one idea per note. Post the notes, and group similar or duplicate thoughts together. Discuss each one briefly as a team.
 - Actions
 - i. Have everyone brainstorm actions that can be taken to improve problem areas, one idea per note.
 1. How can we increase impact from activities that worked well?
 2. How can we do to improve on items that sort of worked, should we do something, should we pause them?
 3. What do we do with those activities that didn't work? Pause or Pivot?
 - ii. Post the notes and group similar or duplicate ideas. Discuss each idea as a team and assign owners to these actions and due dates as necessary.



Perspective Mapping

- a. This exercise is designed to create alignment for change. It's important to understand what the change means from a variety of perspectives because, as much as we don't want to believe this, change is an exercise in compromise.
- b. When to use this:
 - Gather insights from different perspectives and explore what's similar, and what's different. Once you have this information, generate options for moving forward and turn the best options into experiments (run a Hot Seat).
 - If we sense that the perspective on maintaining and breaking down the Status Quo is different between the layer or between groups in the company.
- c. Template.

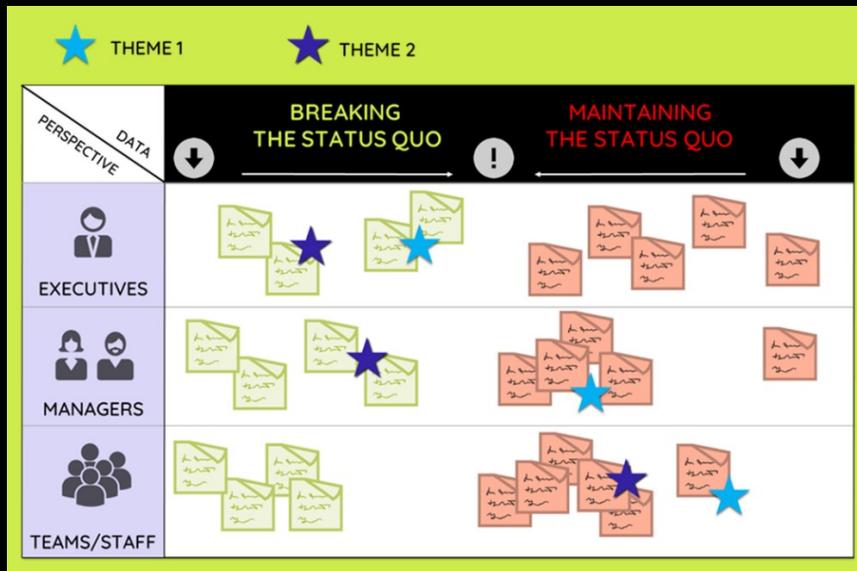


- d. How to run this.
 - Run this either in sequential in-person sessions, or a parallel digital exercise.
 - Present this as a force field analysis throughout the layers or the organization using two simple questions:
 - i. “What will help break down the Status Quo?”
 - ii. “What will maintain the Status Quo?”
 - Run this first with the Executives.
 - i. Typically, leaders want to maintain something because it is personally beneficial for them. That might mean business results are where they want them, bonuses are being generated, and they feel in control.



- ii. Perspective Executives, Board Members etc. bring forward are usually related to:
 1. The organizational perspective.
 2. Self-interest.
 3. Shareholder value.
- Second, run this with the middle layers, but only reveal the results of the Executives exercise at the end.
 - i. This group brings perspectives related to:
 1. Protecting their turf.
 2. Protecting their people.
 3. Personal safety.
- Third, run this with the rest of the staff (or a representation of them), only at the end you should reveal the results of the first two runs.
 - i. Their perspectives add insights on:
 1. What changes for me day-to-day?
 2. Personal safety.
 3. Relationships.
- When you do this digitally simply send the two questions out via a Google form, though add an indicator (1-5) of the impact a person assigns to their items.
 - i. 1 = low impact, which will be placed more to the outside of the table in the template (below the arrow icons).
 - ii. 5 = high impact, which will be place more to the center of the table in the template (below the exclamation mark).
- Organize a workshop in which you present the overall results.



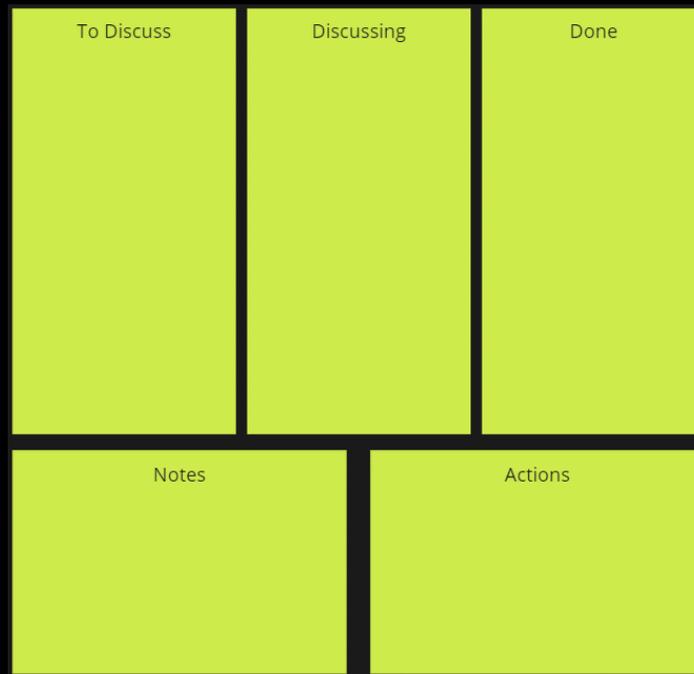


- Facilitate a dialogue around the themes that have surged and what actions can be taken to break down the Status Quo or improve on positive situations.
- Why use this tool:
 - More effective conversations.
 - Faster feedback.
 - Can speed up alignment.
 - Easier to schedule for larger organizations.
 - Safer if you suspect trust issues.
 - Scalable.
- Whatever the reason for using this tool, the perspective about why the change is important and different for different people. We personify the organization to include everybody's perspectives.

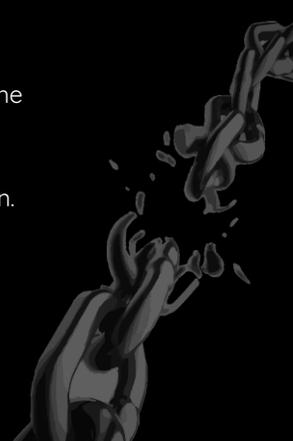


Lean Coffee

- a. This exercise is designed to help you create meaningful dialogue with people versus broadcasting information at people.
- b. When to use this:
 - If there's a group of people volunteering to 'sabotage' the Status Quo, but you have no idea what their perspectives and questions are.
 - If you want to understand what the most important questions are from the people affected by the Status Quo.
- c. Template.



- d. How to run it:
 - For remote teams, start by creating a new collaboration document, like a Miro or Mural Frame or use a template in [Metro Retro](#).
 - Setting the stage:
 - i. Make a simple Kanban available to the participants aligned with the template example.
 - ii. Explain that there is no agenda, they will construct the agenda.
 - iii. Explain they can write important point to remember on Stickies and place them in the "Notes" section.
 - iv. Explain they can note down potential actions and place them in the "Actions" section.



- Have attendees write questions on sticky notes (or virtual sticky notes!), place those in the “To Discuss” column.
 - Attendees vote on the questions.
 - i. Typically, each attendee has 3 votes to distribute however they want, you can decide the number of votes based on the number of attendees and topics.
 - ii. Reorganize the questions to show the priority chosen by the participants.
 - Drag the most voted question in the “Discussing” column.
 - i. Start discussing for a short time-box (typically 5 to 7 minutes)
 - ii. When time runs out, use the ‘Decider Protocol’ and have people decide if they want to keep discussing the topic:
 1. Thumbs-up: yes, let’s keep talking about it.
 2. Thumbs-sideways: I’m indifferent.
 3. Thumbs-down: let’s move on.
 - iii. If the group wants to continue, set a shorter time box.
 - iv. When the discussion is finished, drag the question to the “Done” column.
 - Repeat until the allocated time for this part of the session done, or there are no more questions to discuss.
 - Make sure to have time allocated to go over the “Notes” and “Actions”.
 - i. Go over all “Notes”, make sure they are clear and make sense to all participants.
 - ii. Give the people 5 minutes to add any additional actions, discuss (and agree if possible/needed).
 - If Lean Coffee is used as one many tools, the action items may, for example, be added to the list of Options generated in the Hot Seat exercise, or to the improvement actions from the retrospective exercise.
 - Repeat Lean Coffee’s at a regular interval. Situations evolve and people will always have more questions.
- e. Some tips.
- i. To find time in busy schedules of people for Lean Coffee’s, **replace** regular meetings with Lean Coffee sessions.
 - ii. **Do not pre-seed any questions!** The objective is to understand what the participants find important to talk about, seeding a question influences that process.



Open Space

- a. Open Space makes it possible to include everybody in constructing agendas and addressing issues that are important to them. Having co-created the agenda and free to follow their passion, people will take responsibility very quickly for solving problems and moving into action.
- b. Letting go of central control (i.e., the agenda and assignments) and putting it in the hands of all the participants generates commitment, action, innovation, and follow-through. You can use Open Space with groups as large as a couple of thousand people!
- c. When to use this:
 - If you want people to tackle a common complex challenge by unleashing self-organization.
 - If you want to generate action and build energy, commitment, and shared leadership.
 - If you seek to make sure that all the issues that are most important to the participants are raised, included in the agenda, and given opportunity to be addressed.
 - When there is a desire from participants to take responsibility for tackling the issues that they care about and for what does or doesn't happen.
- d. Template example.

	1 Table by window	2 Table with flowers on	3 Side room	4 Room Upstairs	5 Dining room
Opening	The Event all Together			9.15 -	10
10am - 11.30am					
11:30am - 1pm					
Lunch break					
2pm - 3.30pm					
Closing	session all together			3.30 -	4.30

- e. Setting the stage:
 - Announce the Open Space widely making clear that the topic is about “Sabotaging the Status Quo” – **and what that specifically means** (you’d want to avoid people showing up with guns and Molotov cocktails...).
 - Open Space has Four Rules and One Law (the Law of Two Feet), and two insects, and a coffee/tea area.
 - The Four Rules state:
 - i. Whoever come are the right people.
 - ii. Whatever happens is the only thing that could have.
 - iii. Whenever it starts is the right time.
 - iv. When it’s over, it’s over.



- The Law of Two Feet states that:
 - v. “If, during the course of the gathering, any person finds themselves in a situation where they are neither learning nor contributing, they can go to some more productive place.”
- The insects are:
 - vi. Butterflies.
 1. These people hang out, maybe drinking tea, and don’t appear to do much.
 2. However, they may just be involved with the most important discussions of the day.
 - vii. Bees.
 1. They flit from conversation to conversation bring new ideas, and fresh eyes to the table.
 2. They can also encourage mingling for those for whom the Law of Two Feet feels a bit rude.
- You will need the following materials:
 - i. Lots of marker pens.
 - ii. Lots of pieces of paper to write questions on.
 - iii. Big pieces of flipchart paper to record discussions.
- f. How to run it.
 - Setup a circle of chairs so when people arrive, they take a seat in the circle (maybe after a cup of tea).
 - i. In the center of the circle is a pile of sheets of A4 paper and pens, and on the wall or floor have an empty timetable with the timings of the different sessions on left and the various discussion areas on the top like in the template example.
 - Explain to people the four rules, the Law of Two Feet, the insects and how to record discussions. You also might include a bit about how to facilitate at the tables. For instance, making sure one or two voices don’t always dominate discussions, or the art of making people feel safe and welcome so they have the confidence to take part.
 - Then offer people the opportunity to write their name on a sheet of paper together with a topic, problem, question they like to talk about.
 - Explain them that if they do this and place it on the timetable, then they must:
 - i. Host that discussion.
 - ii. Record the conversation themselves or arrange someone else to do it for the benefit of anyone unable to participate.



- Then say “Go!”. This is the nerve-racking bit. You may worry that no one will come forward, but then one person does and often loads more then follow. Then the following needs to happen:
 - i. Ten minutes of people proposing questions and sticking them up on the timetable.
 - ii. You may well end up with more questions than you have slots available, in which case put those on similar topics together.
 - iii. Once your timetable is full, allow people a few minutes to look at it and work out what they want to go to, and then ring a bell, or something similar, to announce the start of the first session.
 - iv. People then go to the space where their question is being hosted and the discussions begin.
- In theory, the rest of the day will organize itself as long as you do the following:
 - i. Ensure each break-out space has plenty of flip-chart paper and pens.
 - ii. Tell people when each session starts and remind them about the Law of Two Feet.
 - iii. At the end of each session, ring a bell to let people know it is finished.
 - iv. Go round and collect up the note filled sheets.
 - v. Put them up on the wall in the area you have pre-designated as the ‘Market Place’.
 - vi. You may also choose to have someone typing up the sheets, if you are posting the proceedings live on the web or if you want it typed up to send out quickly.
 - vii. Leave 30-40 minutes or so at the end to allow one person to feedback from each discussion and for everyone to feedback on the process.
 - viii. The notes generated can be typed up and circulated to everyone who attended.
- Harvesting and Completion.
 - i. The objective of using Open Space for simple sabotage is to harvest ideas and actions.
 - ii. Future activities should emerge from the session, and you want actions to be agreed and taken forward.
 - iii. Make sure you have time left in the day to come to a more specific planning, setting up working groups or anything else that needs to happen.
 - iv. If no ideas or actions have emerged, the experiment might not be worth repeating, in such case end with be a brief “thank you and hope you had a good time”.
- Get the group back together at regular times to keep people motivated, understand each other, address newly raised questions or themes, and share success stories and failures.



Culture Hacking

- a. This exercise is useful when your change is stuck or when you identify a "crack" or some dysfunction that others in the organization don't see. A 'hack' exposes the dysfunction to the system so it can self-correct or identifies a disruptive option to get your change 'unstuck'.
- b. Use as a 'last resort' tool when nothing else worked to expose the dark sides of the Status Quo through actions of employee-saboteurs.

Warning: People may get carried away in this, laughter and fun may be a consequence, use at own risk!

- c. When to use this:
 - When none of the other tools are leading to tangible change, you can use this one to blow off steam, and re-find some motivation.
 - When you feel like all you have are crazy ideas. Crazy ideas don't sound so crazy after a while.
 - When you want fresh ideas about attacking the Status Quo; think 'outside the box' when you're living inside the box.
- d. Template.



- e. Set the stage:
- On a flipchart paper or a digital collaboration space (Miro, Mural), draw the circles as indicated in the template. Prepare one Flipchart/Frame per table group.
 - Explain culture hacking:
 - i. There is a 'crack' or some dysfunction you see that the organization doesn't.
 - ii. The 'hack' exposes the dysfunction to the system so it can self-correct.
 - There are 3 zones:
 - i. **Green:** Safe zone. Think of this as a gentle nudge or jiggle.
 - ii. **Yellow:** Gentle Disruption. Think of this as a kick in the organizational ass.
 - iii. **Red:** Polish your Resume Zone. Stuff that is highly disruptive and might destroy your credibility or get you fired.
- f. How to run it.
- Divide the group in table groups.
 - Each table group first decides on a specific problem to tackle. Be as specific as possible.
 - Use all your resources (rumors, coffee corner talks, the intranet, internet, etc...) to come to an 'as actual as possible' understanding of the problem at this time.
 - In the existing table groups, take 10 minutes and write down hacks to expose the problem: what can you do so that more and other people become aware of the problem? How do we make the crack visible?
 - Plot these hacks on your flipchart/frame in the appropriate zone.
 - Hand over the work your team's hacking chart to another table group (when running this in-person, physically bring the flipchart to another table-group).
 - The second table will try to 'break the machine' (try to come up with Red Zone hacks only).
- g. Debrief.
- Go over the end result of each of the table groups.
 - Discuss if any of the hack can be converted into an experiment immediately. If so, do it!
 - Are there any Red Zone hacks from the second round that can be 'rationalized' into actions or experiments? If so, agree on follow-up actions.
- h. Tips
- Use topics brought forward during the use of the other tools which haven't led to any concrete actions so far. The Culture Hacking exercise can break such themes open once more and give them a new impulse.



Specific Suggestions for Simple Sabotage

The battle against the **Workplace Inequality** Status Quo

“Most of my important lessons about life have come from recognizing how others from different culture view things.”

– Professor Ed Schein, *Humble Inquiry* (2013)

- a. **Awareness** about workplace equality
 - There are many sources to learn about small initiatives and examples from all over the world with regards to improving workplace equality.
 - i. **The World Economic Forum** has a list of 5 ways to improve gender equality in the workplace, including making a longer shortlist when recruiting and offering flexible work arrangements.
 - ii. **The Chartered Institute of Personnel and Development (CIPD)** has a factsheet on equality, diversity, and inclusion in the workplace, which includes using employee surveys and marginalized employee lived experience to evaluate initiatives.
 - iii. **The World Bank** has a page on SME Finance, which includes information on how small and medium-sized enterprises (SMEs) account for the majority of businesses worldwide and are important contributors to job creation and global economic development.
 - To work continuously on self-awareness through easily accessible sources close to you:
 - i. **Local news outlets:** Check out news websites, newspapers, and magazines in your area or region. They often feature stories about small businesses or organizations that are implementing workplace equality initiatives.
 - ii. **Social media:** Follow hashtags related to workplace equality on social media platforms like Twitter, Instagram, and LinkedIn. You can also join online groups or communities focused on diversity and inclusion.
 - iii. **Diversity and inclusion blogs:** Many blogs focus on diversity and inclusion issues in the workplace, and they often highlight small initiatives and examples. Some popular ones include Catalyst, DiversityInc, and Forbes Diversity & Inclusion.



- iv. **Podcasts:** There are several podcasts that focus on workplace equality and inclusion, such as Harvard Business Review's Women at Work and The Diversity Gap.
 - v. **Business case studies:** Look for business case studies related to workplace equality initiatives. Many universities and business schools publish case studies that feature small initiatives and examples.
 - vi. **Professional organizations:** Check out professional organizations related to your industry or field. Many of them have resources and information related to diversity and inclusion in the workplace.
 - vii. **Government agencies:** Check out the websites of government agencies focused on workplace equality and civil rights. They often have resources and information related to small initiatives and examples.
- Organizations that help people and companies to actively work on workplace equality:
 - i. **Diversity Best Practices:** A leading organization that provides resources and solutions for workplace diversity, equity, and inclusion. Their website offers articles, webinars, and research on a wide range of diversity topics, including gender, race, and LGBT+ issues.
 - ii. **Catalyst:** A global nonprofit that helps organizations create more inclusive workplaces for women. Their website offers research, tools, and training on gender equity and inclusion, as well as resources for diverse women in the workforce.
 - iii. **The Center for Workplace Diversity and Inclusion:** An organization dedicated to promoting diversity and inclusion in the workplace. Their website offers a range of resources, including articles, webinars, and toolkits on topics such as unconscious bias, microaggressions, and workplace culture.
 - iv. **The Society for Human Resource Management (SHRM):** The world's largest HR professional society, SHRM offers a range of resources and training on diversity, equity, and inclusion. Their website features articles, webcasts, and research on topics such as diversity metrics, bias training, and inclusive hiring practices.
 - v. **Lean In:** A nonprofit founded by Facebook COO Sheryl Sandberg, Lean In offers resources and training to help women achieve their career goals and create more equal workplaces. Their website features articles, podcasts, and webinars on topics such as salary negotiation, mentorship, and inclusive leadership.
 - vi. **Women in the Workplace:** A research-based initiative launched by McKinsey & Company and Lean In to study the state of women in corporate America. Their website offers data-driven insights, resources, and best practices for creating more inclusive workplaces for women.
 - vii. **The National Center for Women & Information Technology (NCWIT):** An organization that aims to increase diversity in computing and technology fields. Their website offers research, tools, and resources for creating more inclusive workplaces for women and underrepresented groups in tech.
 - viii. **The Global Diversity Council:** A nonprofit organization that promotes diversity and inclusion in the workplace. Their website offers resources, training, and research on a range of diversity topics, including race, gender, and age.
 - ix. **The Inclusion Solution:** An organization that offers training and consulting services to help companies create more inclusive workplaces. Their website offers a range of resources,



including articles, webinars, and workshops on topics such as allyship, inclusive leadership, and building diverse teams.

- Examples of organizations that actively work on equality:
 - i. **Salesforce** has been recognized for its efforts in gender equality and diversity, including implementing pay equity and promoting women to leadership positions. Salesforce has a number of initiatives to promote equality, including the Women’s Network, which provides a forum for women to connect, learn, and grow, and the Equality Group, which is dedicated to promoting equality for all, which includes women, people of color, and members of the LGBTQ+ community.
 - ii. **Intel** has made a commitment to diversity and inclusion in its workforce. The company has implemented several programs to support women, people of color, and members of the LGBTQ+ community, including a Diversity in Technology Initiative.
 - iii. **Accenture** has been recognized for its efforts to promote workplace equality. The company has a diverse workforce and has implemented programs to support women, people of color, and members of the LGBTQ+ community. Accenture also has a goal to achieve gender parity in its workforce by 2025.
 - iv. **Patagonia** has been recognized for its efforts to promote workplace equality. The company has implemented a number of programs to support women, including a paid parental leave policy and a child care center at its headquarters.
 - v. **Airbnb** has implemented a number of programs to promote workplace equality, including unconscious bias training for employees and a commitment to hiring a diverse workforce. The company also has a goal to achieve gender parity in its workforce by 2025.
 - vi. **Unilever** has made a commitment to increasing diversity in its workforce and leadership, and has also implemented policies such as flexible working arrangements to support work-life balance.
 - vii. **Adobe** has made a concerted effort to promote gender equality and diversity, including implementing a global pay parity program and increasing representation of women and underrepresented minorities in leadership positions.
 - viii. **Marriott International** has a strong commitment to diversity and inclusion, with programs such as mentoring, diversity councils, and partnerships with organizations that support underrepresented groups. The company has also implemented policies such as flexible working arrangements and parental leave.
 - ix. **DocuSign** has three robust ERGs dedicated to their female employees, including DocuSign Women, the first Employee Resource Group established at the organization.
 - x. **Juniper Networks** is dedicated to enabling women to fill representation gaps in the workforce through their WeTech Scholarship program.
- Websites to consult:
 - i. Diversity Best Practices: <https://www.diversitybestpractices.com/>
 - ii. Catalyst: <https://www.catalyst.org/>
 - iii. Workplace Gender Equality Agency: <https://www.wgea.gov.au/>



- iv. DiversityInc: <https://www.diversityinc.com/>
- v. The Glasshammer: <https://theglasshammer.com/>
- vi. The National Diversity Council: <https://nationaldiversitycouncil.org/>
- vii. Human Rights Campaign: <https://www.hrc.org/resources/Corporate-Equality-Index>
- viii. Lean In: <https://leanin.org/>
- ix. National Partnership for Women & Families: <https://www.nationalpartnership.org/>
- x. Women in the Workplace: <https://womenintheworkplace.com/>

b. **Signaling the presence** of the Status Quo

- It is important that an employee-saboteur can recognize both the clear and hidden signs of a company's status quo that may prevent true workplace equality. By addressing these issues and making a conscious effort to promote diversity, equity, and inclusion, employee-saboteurs can contribute to the creation of companies with a more equal and inclusive workplace culture.
- There are several signs that a company's status quo prevents true workplace equality in gender, race, payment, etc. These signs may be obvious or more hidden. It'll be up to the employee-saboteur to recognize these and take action.

i. Clear Signs include:

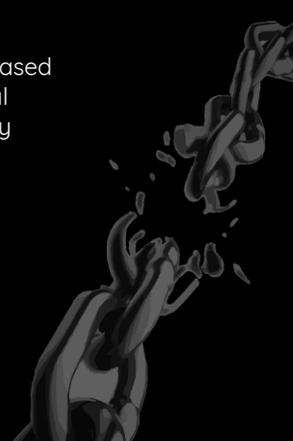
1. **Lack of diversity:** A lack of diversity in the workplace, especially in leadership positions, can be a clear sign that a company is not promoting workplace equality. This can be a sign that the company is not actively seeking out and promoting individuals from underrepresented groups.
2. **Unequal pay:** If women and people of color are consistently paid less than their white, male counterparts, it is a clear sign that the company is not committed to workplace equality.
3. **Lack of accommodations for diverse needs:** If the company does not provide accommodations for diverse needs, such as language barriers, physical disabilities, or religious observances, it is a clear sign that the company is not taking workplace equality seriously.
4. **Discrimination complaints:** If there are multiple discrimination complaints from employees, especially if these complaints are not addressed in a timely and effective manner, it is a clear sign that the company is not committed to workplace equality.

ii. Hidden signs include:

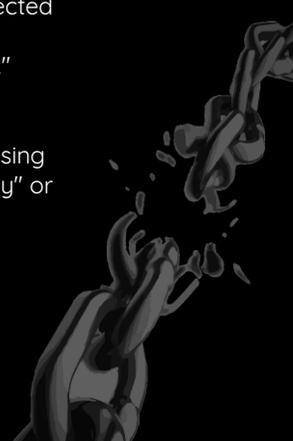
1. **Unequal promotion opportunities:** If women and people of color are not being promoted to leadership positions, despite having the qualifications and experience, it may be a hidden sign that the company's status quo is preventing true workplace equality.
2. **Microaggressions and biased language:** If employees consistently experience microaggressions or biased language, even if it is not overtly discriminatory, it may be a hidden sign that the company's culture is not promoting workplace equality.



3. **Lack of diversity in hiring:** If the company is not actively seeking out and hiring individuals from diverse backgrounds, it may be a hidden sign that the company is not truly committed to workplace equality.
 4. **Non-inclusive company policies:** If company policies are not inclusive of all employees, such as parental leave policies that only apply to heterosexual couples, it may be a hidden sign that the company's status quo is preventing true workplace equality.
- c. **General advice** for more equal workplaces.
- A workplace encouraging equality, diversity and inclusion can help make it more successful, keep employees happy and motivated, prevent serious or legal issues arising, such as bullying, harassment and discrimination, to better serve a diverse range of customers, improve ideas and problem-solving, and attract and keep good staff.
 - Remember that creating a more equal workplace requires ongoing effort and commitment from everyone involved. By educating, inspiring, and motivating people to take action, we can create a workplace culture that is more inclusive, equitable, and supportive for everyone.
 - i. **Educate people about the benefits of workplace equality:** It's important to help people understand that workplace equality benefits everyone, not just underrepresented groups. For example, studies have shown that diverse teams are more innovative and perform better than homogeneous teams.
 - ii. **Highlight the costs of workplace inequality:** Make people aware of the negative consequences of workplace inequality, such as increased turnover, reduced productivity, and damage to the company's reputation. This can help create a sense of urgency and motivate people to take action.
 - iii. **Encourage empathy and understanding:** Encourage people to put themselves in the shoes of others and consider how workplace inequality might impact them if they were in a different situation. This can help promote empathy and understanding and motivate people to take action to promote workplace equality.
 - iv. **Provide opportunities for education and training:** Offer workshops, seminars, or training sessions that help people understand the impact of unconscious bias and provide tools for reducing it. This can help people recognize their own biases and take action to reduce them.
 - v. **Celebrate successes:** Celebrate successes and progress made towards workplace equality and recognize those who have contributed to these achievements. This can help reinforce the importance of workplace equality and inspire others to get involved.
- d. Start with **yourself**, as **a human being** in everyday life.
- Treating everybody equally involves a commitment to examining **your own** biases, avoiding stereotypes, using inclusive language, listening and learning, and advocating for equal treatment. By taking these actions, **you can promote a more inclusive and respectful world** where everybody is treated with dignity and respect.
 - Treating everybody equally involves a conscious effort to avoid discrimination or bias based on factors such as race, gender, ethnicity, religion, sexual orientation, and other personal characteristics. Here are some actions a person can take to ensure they treat everybody equally.



- i. **Examine Your Own Biases:** Everyone has biases, which are often based on unconscious beliefs and attitudes. To treat everybody equally, examine your own beliefs and attitudes, and challenge any biases that you may have. Recognizing and addressing your own biases is an important step towards treating everybody equally.
 - ii. **Avoid Stereotyping:** Stereotyping involves making assumptions about individuals based on group identity, which can lead to discrimination and unequal treatment. To treat everybody equally, avoid stereotyping by seeking out diverse perspectives and experiences, and avoiding making assumptions about individuals based on their group identity.
 - iii. **Use Inclusive Language:** Language can be a powerful tool for promoting equality and inclusion. To treat everybody equally, use inclusive language that avoids stereotypes and respects individual identities. This can involve using gender-neutral language, avoiding racial or ethnic slurs, and respecting individuals' preferred pronouns.
 - iv. **Listen and Learn:** Treating everybody equally involves actively listening to others and learning from their experiences. This can involve seeking out diverse perspectives, engaging in difficult conversations, and being open to feedback and criticism.
 - v. **Advocate for Equal Treatment:** If you witness any discriminatory behavior or practices, speak up and advocate for equal treatment. This can involve reporting discrimination or bias to the appropriate authorities, advocating for policies that promote equal treatment, and supporting individuals who may be facing discrimination.
- e. Actions an **employee** can take.
- Workplace equality is everyone's responsibility, and even small actions can make a big difference. There are several simple actions that employees can take to call out issues with workplace equality. Here are some examples:
 - i. **Look out for signs** of discrimination, inequality and exclusion, and address them as soon as possible.
 - ii. **Promote inclusive events and activities** such as Black History Month, LGBT History Month, and Mental Health Awareness Week.
 - iii. **Make job descriptions accessible** by having transparency around the wage range for different positions, as well as providing a variety of avenues through which talent may access application materials (including non-web-based channels).
 - iv. **Understand and promote the importance of equity.** Collect data to support the need for equity measures and talk to experts in the field.
 - v. **Challenge bias and stereotypes:** If you hear a colleague or manager making a biased or stereotypical comment, don't be afraid to challenge it respectfully. For example, you might say something like, "I don't think that's fair to say. Let's focus on the person's qualifications and abilities, not their gender/race/age/etc."
 - vi. **Speak up for others:** If you witness a colleague being treated unfairly or being subjected to discrimination or harassment, speak up and offer your support. You could say something like, "That's not okay. I'm here for you and I'll support you however I can."
 - vii. **Use inclusive language:** Be mindful of the language you use and try to use inclusive language that is welcoming to people of all backgrounds. For example, instead of using "he" or "she" to refer to someone whose gender you don't know, you could use "they" or "them".



- viii. **Challenge unequal policies:** If you notice policies or practices in your workplace that seem to unfairly affect certain groups of people, bring it up with your manager or HR department. For example, if your workplace requires everyone to work late hours but doesn't offer flexible scheduling for parents, bring up the issue and suggest possible solutions.
 - ix. **Amplify marginalized voices:** If you are in a meeting or brainstorming session and notice that someone is being talked over or ignored, speak up and make sure their voice is heard. You could say something like, "I think [person's name] had a great idea earlier. Can we hear more about that?"
- f. Actions a **manager or executive** can take.
- As a manager or executive, you have the power to create meaningful change in your workplace. By taking these and other actions, you can help promote workplace equality and create a more inclusive and equitable workplace for everyone. Here are some examples on how you might get started:
 - i. **Collect data** to support the need for equity measures, and talk to experts in the field. Present the importance of this initiative to your management team to secure buy-in and resources.
 - ii. **Embrace the input of employees** whose backgrounds or expertise differ from their own, and foster collaboration among diverse staff, ask questions of all members of the team, facilitate....
 - iii. **Letting women mentor men** can prove invaluable in helping an employee progress their career. The benefits of junior business women having a mentor to help break the barriers they face are well documented.
 - iv. **Create a diverse interview panel:** When hiring for a new position, make sure to include a diverse set of interviewers. This can help reduce unconscious bias and increase the chances of hiring a diverse candidate.
 - v. **Offer equitable opportunities for professional development:** Make sure that everyone on your team has equal access to professional development opportunities such as training, conferences, and mentorship programs. This can help ensure that everyone has an equal chance to advance in their careers.
 - vi. **Implement a flexible work policy:** Consider implementing a flexible work policy that allows employees to work from home, adjust their schedules, or take time off when needed. This can help reduce the burden on employees with caregiving responsibilities and promote work-life balance.
 - vii. **Offer unconscious bias training:** Provide training to help employees recognize and reduce unconscious bias. This can help promote a more inclusive workplace and reduce the impact of biases on decision-making.
 - viii. **Promote pay equity:** Conduct a pay equity analysis to ensure that employees are being paid fairly for their work regardless of their gender, race, or other protected characteristics. Take action to address any discrepancies that are identified.
- g. Actions a **company** can take.



- The responsibility of a company is to set up the support system for employees, managers and all stakeholders to report and take actions on all observed signs of workplace inequality. Here are some examples on how companies might get started:
 - i. **Conduct a diversity audit:** Conduct a comprehensive audit of your company's hiring practices, employee demographics, and workplace culture to identify areas where there may be disparities in representation and opportunities. Use this information to develop an action plan for improving diversity and inclusion within the company.
 - ii. **Offer mentorship programs:** Implement mentorship programs that connect employees from underrepresented groups with more experienced mentors within the company. This can help build a stronger sense of community within the company and provide opportunities for professional development and career advancement.
 - iii. **Implement blind hiring practices:** Implement blind hiring practices that remove identifying information from resumes and job applications to reduce unconscious bias in the hiring process. This can help ensure that candidates are evaluated solely on their qualifications and abilities.
 - iv. **Create employee resource groups:** Create employee resource groups that provide a space for employees from underrepresented groups to connect with one another, share experiences, and provide support. These groups can also provide a valuable source of feedback and insight for the company as it seeks to improve diversity and inclusion.
 - v. **Offer equitable parental leave policies:** Offer parental leave policies that are equitable for all employees, regardless of gender or caregiver status. This can help reduce the burden on employees with caregiving responsibilities and promote work-life balance.
 - vi. Some other **quick tips to give thought** include, though are not limited to:
 1. Recognize and address the existence of discrimination.
 2. Begin with the hiring procedure.
 3. Clearly show that your organization supports equality and fosters a culture that encourages it.
 4. Perform activities to promote gender equality.
 5. Establish and promote a safe working environment.
 6. Assist staff with self-education.
 7. Discuss bigger challenges with your staff.
 8. Maintain a healthy work-life balance.



The battle against the **Ecosystems Destruction** Status Quo

“By caring for the Earth
and all of life, we care
for ourselves.”

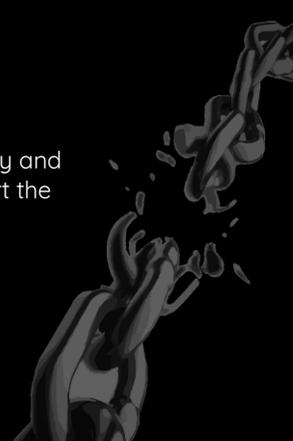
– Daniel Christian Wahl, in *Designing Regenerative Cultures*

a. **Awareness** about ecosystem regeneration

- There are many sources to learn about small initiatives and examples from all over the world with regards to increased biodiversity and ecosystem regeneration.
 - i. **Biodiversity for a Livable Climate** (<https://bio4climate.org/>): This organization is dedicated to promoting the restoration of ecosystems to reverse global warming, and their website includes resources and information on biodiversity and regenerative agriculture.
 - ii. **Climate CoLab** (<https://www.climatecolab.org/>): This website is an open platform where people from all over the world can share and collaborate on innovative ideas to address climate change.
 - iii. **The Nature Conservancy** (<https://www.nature.org/en-us/>): This organization works to protect the natural world and the biodiversity that sustains it, and their website includes information on their conservation projects around the world.
 - iv. **Global Environmental Institute** (<https://www.geichina.org/>): This non-profit organization is dedicated to promoting environmental protection and sustainable development in China and other countries, and their website includes resources and information on climate change and biodiversity conservation.
 - v. **Ecosystem Marketplace** (<https://www.ecosystemmarketplace.com/>): This website provides news and information on market-based approaches to conservation and sustainability, including articles and reports on biodiversity and climate change.
 - vi. **Sustainable Brands** (<https://sustainablebrands.com/>): On this website you can find loads of actual initiatives of companies that care for sustainability.
 - vii. **UpLink** (<https://uplink.weforum.org/uplink/s/>): This World Economic Forum open innovation platform targets to build bridges and foster an innovation ecosystem with a focus on the UN Sustainable Development Goals.
- To work continuously on self-awareness through easily accessible sources close to you:



- i. **Social media:** Follow hashtags related to ecosystem regeneration and sustainability on social media platforms like Twitter, Instagram, and LinkedIn. You can also join online groups or communities focused on these themes.
 - ii. **Climate change and Regeneration blogs:** Many blogs focus on climate change and ecosystem regeneration, and they often highlight small initiatives and examples.
 - iii. **Podcasts:** There are several podcasts that focus on biodiversity and ecosystem regeneration, such as The RegenNarration and Regenerative Rising.
 - iv. **Business case studies:** Look for business case studies related to biodiversity and ecosystem regeneration. Many universities and business schools publish case studies that feature small initiatives and examples.
 - v. **Professional organizations:** Check out professional organizations related to your industry or field. Many of them have resources and information related to biodiversity and ecosystem regeneration.
 - vi. **Government agencies:** Check out the websites of government agencies focused on fighting climate change. They often have resources and information related to small initiatives and examples. For example <https://www.consilium.europa.eu/en/policies/climate-change/>
- Term that are representing trending and upcoming activities that improve the environment:
 - i. **Ecomimicry:** Ecomimicry is a design and innovation methodology that looks to nature for inspiration on how to create more sustainable products, buildings, and systems. It offers a unique perspective on how to contribute to ecosystem regeneration and is a great way to learn about sustainable practices that can be applied in various settings.
 - ii. **Urban Farming and Community Gardens:** Urban farming and community gardens are excellent examples of grassroots initiatives that contribute to increased biodiversity in cities. They provide habitat for pollinators, increase green space, and help to reduce carbon emissions by providing fresh, locally grown produce.
 - iii. **Bioregionalism:** Bioregionalism is an approach to sustainable living that focuses on building relationships with the local environment and communities. It involves understanding the unique ecological systems and resources of a region and working to create sustainable practices that support the health of the ecosystem.
 - iv. **Rewilding:** Rewilding is a conservation approach that involves restoring natural habitats and reintroducing native species to areas where they have been lost. It is a way to support biodiversity and ecosystem regeneration while also creating opportunities for nature-based tourism and recreation.
 - v. **Citizen Science Projects:** Citizen science projects are initiatives that engage the public in scientific research and data collection. They provide opportunities for individuals to contribute to biodiversity conservation and ecosystem regeneration by collecting data on species populations, habitat conditions, and other ecological factors. Many citizen science projects can be done remotely, making them accessible to anyone with an internet connection.
 - Examples of organizations that actively work on environmental sustainability:
 - i. **Patagonia:** The outdoor clothing company has made a commitment to sustainability and reducing its environmental impact. They have launched various initiatives to support the



restoration of biodiversity, such as using regenerative organic farming practices to grow cotton for their clothing.

- ii. **Interface:** This global flooring company has set a goal to have zero negative impact on the environment by 2020. They have implemented sustainable practices in their manufacturing process and have also launched a program to plant trees and restore ecosystems in areas where they operate.
- iii. **Dow Chemical:** Dow has implemented a biodiversity program that aims to protect and enhance biodiversity in the areas where they operate. The company has also partnered with NGOs and local communities to support conservation and restoration efforts.
- iv. **Nestle:** The food and beverage company has set a goal to achieve zero net deforestation in their supply chains by 2020. They have also launched a program to restore forests and other ecosystems in areas where they source their raw materials.
- v. **The Body Shop:** The cosmetics company has launched various initiatives to support the restoration of biodiversity, including sourcing ingredients from sustainable sources and supporting local communities in conservation efforts. They have also implemented a program to reduce their environmental impact and use of plastics.
- vi. **Danone:** This food and beverage company has implemented a biodiversity program that aims to restore degraded ecosystems and protect biodiversity in the areas where they source their raw materials. They have also partnered with NGOs and other organizations to support conservation efforts.
- vii. **Timberland:** The outdoor clothing and footwear company has made a commitment to using sustainable materials and reducing their environmental impact. They have launched various initiatives to support the restoration of biodiversity, such as planting trees and restoring ecosystems in areas where they operate.
- viii. **Coca-Cola:** The beverage company has launched a program to replenish water in the areas where they operate, which includes supporting the restoration of watersheds and wetlands. They have also implemented sustainable practices in their manufacturing process to reduce their environmental impact.
- ix. **Unilever:** This consumer goods company has set a goal to achieve zero net deforestation in their supply chains by 2023. They have also launched various initiatives to support the restoration of biodiversity, such as sourcing sustainable palm oil and implementing sustainable agriculture practices.
- x. **IKEA:** The furniture retailer has launched a program to promote sustainable forestry practices and increase the use of renewable materials in their products. They have also partnered with NGOs and other organizations to support the restoration of forests and other ecosystems in areas where they source their materials.

- Websites to consult:

Biodiversity International: <https://www.biodiversityinternational.org/>

Cool Effect: <https://www.cooleffect.org/>

Conservation International: <https://www.conservation.org/>

1% for the Planet: <https://www.onepercentfortheplanet.org/>

Rainforest Alliance: <https://www.rainforest-alliance.org/>



b. **Signaling the presence** of the Status Quo

- It is important to recognize both the clear and hidden signs of a company's status quo that may be contributing to the destruction of the planet. By addressing these issues and making a conscious effort to prioritize sustainability and reduce their environmental impact, employee-saboteurs can contribute to a healthier planet for all.
- There are several signs that a company's status quo works against the regeneration of the environment. These signs may be obvious or more hidden. It'll be up to the employee-saboteur to recognize these and take action.

iii. Clear Signs include:

1. **High levels of pollution:** If a company is consistently emitting high levels of pollutants into the environment, such as greenhouse gases, toxic chemicals, or plastic waste, it is a clear sign that the company is contributing to the destruction of the planet.
2. **Environmental violations:** If a company has a history of environmental violations, such as dumping waste illegally or failing to comply with regulations, it is a clear sign that the company is prioritizing profits over the health of the planet. These companies often show a lack of accountability for environmental damage done.
3. **Exploitative practices:** If a company is engaged in practices that exploit natural resources or harm ecosystems, such as clear-cutting forests or overfishing, it is a clear sign that the company is contributing to the destruction of the planet.
4. **Lack of transparency (in environmental impact reports):** If a company is not transparent about its environmental impact, it may be a clear sign that the company is not prioritizing sustainability.

iv. Hidden signs include:

1. **Greenwashing:** If a company uses misleading or false claims about its environmental impact or sustainability practices, it may be a hidden sign that the company is not truly committed to reducing its environmental footprint.
2. **Lobbying against environmental protections:** If a company lobbies against environmental protections, such as regulations or carbon taxes, it may be a hidden sign that the company is more concerned with profits than with the health of the planet.
3. **Lack of investment in sustainability:** If a company does not invest in sustainable technologies or practices, it may be a hidden sign that the company is not taking a long-term view of its impact on the planet, this includes, for example, a lack of investment in renewable energy.
4. **Disregard for stakeholder concerns:** If a company disregards concerns from stakeholders, such as local communities or environmental groups, it may be a hidden sign that the company is not prioritizing sustainability.

c. **General advice** to increase motivation of people to restore (local) biodiversity.

- Increasing motivation for restoring local biodiversity requires a multifaceted approach that addresses the social, economic, and environmental factors that influence people's behavior.



- By combining different strategies and engaging with a range of stakeholders, it is possible to increase motivation and build support for restoration efforts. Strategies can include:
 - i. **Raise Awareness:** Many people may not be aware of the importance of biodiversity or the threats facing local ecosystems. Increasing awareness through education and outreach programs can be an effective way to motivate individuals to take action. This could include workshops, community events, and social media campaigns.
 - ii. **Highlight Benefits:** Restoring local biodiversity can bring a range of benefits, from improved air and water quality to increased opportunities for outdoor recreation. Emphasizing these benefits and how they can positively impact people's lives can help to increase motivation.
 - iii. **Make it Personal:** People may be more motivated to take action when they feel a personal connection to the issue. For example, emphasizing how a restoration project will benefit a specific local species or ecosystem that is important to individuals can increase motivation.
 - iv. **Provide Opportunities for Participation:** Giving people opportunities to participate in restoration efforts, such as volunteering or joining a local conservation group, can help to increase motivation. It allows people to feel like they are making a tangible difference and contributing to the restoration of local ecosystems.
 - v. **Collaborate and Build Relationships:** Building partnerships and collaborations between different stakeholders, such as community groups, local government, and businesses, can help to increase motivation and support for restoration efforts. This can also help to increase the resources available for restoration projects.

- d. Start with **yourself**, as **a human being** in everyday life.
 - Increasing local biodiversity requires a commitment to taking action and promoting awareness. By planting native species, reducing chemical use, creating habitats, reducing waste, supporting conservation efforts, and educating others, you can help to promote a more diverse and resilient local ecosystem.
 - i. **Plant Native Species:** Planting native species in your garden, backyard, or community can provide habitat for local wildlife and support the local ecosystem. Native plants are adapted to the local climate and soil conditions and provide food and shelter for native insects, birds, and mammals.
 - ii. **Reduce Chemical Use:** Pesticides and herbicides can harm local wildlife and disrupt the local ecosystem. To increase local biodiversity, reduce your use of chemicals in your garden or yard, and opt for organic or natural alternatives.
 - iii. **Create Habitat:** Creating habitats for local wildlife can increase local biodiversity. This can involve installing bird feeders, bat boxes, insect hotels, and other structures that provide shelter and food for local wildlife.
 - iv. **Reduce Waste:** Reducing waste can help to reduce the impact of human activity on the local ecosystem. This can involve composting, recycling, and reducing the use of single-use plastics.
 - v. **Support Conservation Efforts:** Supporting local conservation efforts can help to protect and restore local biodiversity. This can involve volunteering with local conservation groups, donating to conservation organizations, or advocating for policies that protect local wildlife and their habitats.



- vi. **Educate Others:** Educating others about the importance of biodiversity and the actions they can take to support it can help to increase awareness and promote action. This can involve organizing community events, giving presentations, or sharing information on social media.
- e. Actions an **employee** can take.
- Anybody can propose initiatives for ecosystem improvements at work. Some offices may be better or worse 'equipped' for these initiatives, but keep in mind that any small (simple) action counts! Here are some examples:
 - i. **Start a Green Roof or Wall Project:** If your workplace has access to a roof or wall space, you could start a green roof or wall project. These projects involve planting native plants, which can help to reduce the urban heat island effect, improve air quality, and provide habitats for pollinators and other wildlife.
 - ii. **Create a Composting Program:** If your workplace has a cafeteria or kitchen, you could start a composting program. This would involve collecting food waste and other organic materials and composting them to create a nutrient-rich soil amendment that can be used in local gardens or landscaping projects.
 - iii. **Install Bird Boxes or Bee Hotels:** Installing bird boxes or bee hotels on your workplace grounds can provide much-needed nesting sites for birds and bees. These structures can be made from recycled materials and can be installed in a variety of locations, such as on trees, walls, or even on the roof.
 - iv. **Plant Native Species:** If your workplace has any green space, you could suggest planting native species. Native plants are adapted to local conditions and provide food and habitat for native wildlife. You could also suggest removing any invasive species that are present.
 - v. **Reduce Chemical Use:** Chemicals such as pesticides, herbicides, and fertilizers can harm wildlife and pollute local waterways. You could suggest reducing or eliminating the use of these chemicals in your workplace landscaping and instead using natural alternatives.
 - vi. **Encourage Sustainable Transportation:** Encouraging your colleagues to use sustainable transportation, such as biking, walking, or carpooling, can help to reduce the carbon footprint of your workplace and improve air quality.
- f. Actions a **manager or executive** can take.
- As a manager or executive, you have the opportunity to help demonstrate your company's commitment to sustainability and contribute to increased local biodiversity initiatives. By taking a leadership role in these efforts, you can inspire others to follow your lead and make a positive impact on the environment.
 - i. **Implement Sustainable Landscaping Practices:** Encourage your landscaping team to adopt sustainable landscaping practices, such as using native plants, reducing chemical use, and using compost instead of synthetic fertilizers. These practices can help to support local ecosystems and reduce pollution.
 - ii. **Provide Opportunities for Employee Volunteering:** Organize opportunities for employees to volunteer for local biodiversity initiatives, such as participating in a tree-planting event or joining a cleanup effort. This can help to build employee engagement and improve your company's social and environmental impact.



- iii. **Support Local Conservation Organizations:** Partner with local conservation organizations to support their work. This could include providing financial support or offering in-kind donations such as office space or volunteer time. Supporting these organizations can help to protect local ecosystems and wildlife.
 - iv. **Reduce Your Company's Carbon Footprint:** Work to reduce your company's carbon footprint by implementing energy-efficient practices, such as using LED lighting, reducing paper use, and encouraging employees to use sustainable transportation options. This can help to reduce the impact of your company on the environment and support local biodiversity.
 - v. **Provide diverse green spaces for staff to enjoy:** Establish wildflower meadows to provide food sources for bees and add a dash of color to offices and sites.
 - vi. **Team building:** Incorporate any of the suggestions above in team building days. Doing something together increases the feeling of being in it together, and the probability people will look for simple actions to take in their domestic environments.
- g. Actions a **company** can take.
- Companies should address footprint management goals along a spectrum known as the mitigation hierarchy. First, they should try to avoid any interference with biodiversity. Where avoiding interference is impossible, reduce the negative impact, and seek ways to compensate for such impact by restoring ecosystems or supporting their natural regeneration.
 - The responsibility of a company includes as well the creation of a support system for employees, managers and all stakeholders to take actions in favor of sustainability. Here are some examples on how companies might get started:
 - i. **Create a Biodiversity Action Plan:** Develop a biodiversity action plan that outlines your company's commitment to supporting local biodiversity initiatives. This could include goals and targets related to reducing your company's impact on the environment, supporting local conservation organizations, and engaging with local communities. Include customers and providers in this plan.
 - ii. **Support Employee Volunteering:** Encourage and support employee volunteering for local biodiversity initiatives, such as participating in a tree-planting event or joining a cleanup effort. Offer paid time off or other incentives to encourage employee participation.
 - iii. **Implement Sustainable Landscaping Practices:** Adopt sustainable landscaping practices in your company's grounds, such as using native plants, reducing chemical use, and using compost instead of synthetic fertilizers. This can help to support local ecosystems and reduce pollution.
 - iv. **Partner with Local Conservation Organizations:** Partner with local conservation organizations to support their work. This could include providing financial support or offering in-kind donations such as office space or volunteer time. Supporting these organizations can help to protect local ecosystems and wildlife.
 - v. **Use Sustainable Products and Materials:** Use sustainable products and materials in your company's operations, such as recycled paper, energy-efficient appliances, and eco-friendly cleaning products. This can help to reduce your company's impact on the environment and support local biodiversity.



- vi. **Provide Sustainable Food and Beverages:** Offer employees sustainable food and beverages from local producers in the cafeteria. Select options for vending machines from companies that commit to sustainability targets.
- vii. **Encourage Sustainable Transportation:** Encourage your employees and customers to use sustainable transportation options, such as biking, walking, or public transit. Provide bike racks, transit passes, or other incentives to encourage sustainable transportation.



The battle against the **Intolerance between People** Status Quo

“We must peacefully use the power of our voices and the strength of our numbers to demand changes in the judicial system so that brutality doesn’t ever go unpunished.”

– Kim Kardashian

a. **Awareness** about tolerance issues

- A short list of sources that may be helpful in learning about small initiatives and examples from all over the world with regards to increasing tolerance between people.
 - i. **The Institute for Economics and Peace:** This non-profit organization conducts research and publishes reports on topics such as peace, violence, and terrorism. Their website includes a resources section with articles, infographics, and other materials on these topics. (<https://www.economicsandpeace.org/resources/>)
 - ii. **The Peace and Collaborative Development Network:** This online community is dedicated to sharing knowledge and resources related to peacebuilding, conflict resolution, and development. Members can access a variety of resources, including job listings, funding opportunities, and discussion forums. (<https://pcdnetwork.org/>)
 - iii. **The United Nations Alliance of Civilizations:** This UN initiative promotes intercultural dialogue and understanding in order to reduce polarization and extremism. Their website includes a news section, a library of publications, and information on their programs and initiatives. (<https://www.unaoc.org/>)
 - iv. **Life in My Shoes:** This UK-based organization uses storytelling and workshops to promote empathy and understanding between people from different backgrounds. Their website includes a blog, resources for teachers, and information on their programs. (<https://www.lifeinmyshoes.org/>)
 - v. **The Strong Cities Network:** This global network of cities and local authorities is dedicated to preventing and countering violent extremism at the local level. Their website includes a library of resources, information on their events and initiatives, and a blog. (<https://strongcitiesnetwork.org/>)
- Organizations that help people and companies to actively fight against intolerance in society:
 - i. **World Economic Forum:** They suggest that businesses and organizations are taking action – by supporting the Black Lives Matter movement, tackling inequality in their own workplaces, donating to social justice organizations and using their platforms to promote racial diversity, inclusion and equity in the business community.



- ii. **Office of the United Nations High Commissioner for Human Rights:** They suggest that it is vital to address intolerance, negative stereotyping and stigmatization of, and discrimination, incitement to violence and violence against, persons based on religion or belief with a human rights-based approach.
 - iii. **National Association for the Advancement of Colored People (NAACP):** They are the largest civil rights organization in the nation with over 2 million activists involved in its 2,200 units across the country. Their mission is to secure the political, educational, social, and economic rights of Black people and to eliminate race-based discrimination.
 - iv. **Anti-Defamation League (ADL):** They are an international Jewish non-governmental organization that fights against antisemitism and all forms of hate¹.
 - v. **Southern Poverty Law Center (SPLC):** They are an American nonprofit legal advocacy organization specializing in civil rights and public interest litigation. They are known for their legal victories against white supremacist groups².
 - vi. **Human Rights Campaign (HRC):** They are the largest LGBTQ advocacy group and political lobbying organization in the United States³.
 - vii. **The Trevor Project:** They are an American non-profit organization founded in 1998 focused on suicide prevention efforts among lesbian, gay, bisexual, transgender, queer, and questioning youth⁴.
 - viii. **The Council on American-Islamic Relations (CAIR):** They are a Muslim civil rights and advocacy group in the United States.
- Some example companies that are actively taking action against intolerance in society:
 - i. **Starbucks:** Starbucks launched a nationwide campaign in response to an incident where two black men were arrested in one of their stores. The company closed more than 8,000 stores for an afternoon to conduct racial bias training for all employees.
 - ii. **Airbnb:** Airbnb has implemented a "Community Commitment" that requires all users to agree to treat everyone in the Airbnb community with respect and without judgment or bias. The company has also launched a "Belong Anywhere" campaign to promote diversity and inclusivity.
 - iii. **Patagonia:** Patagonia has taken a stance on social and environmental issues, including speaking out against discriminatory laws and policies. The company also supports grassroots organizations working to promote social and environmental change.
 - iv. **Ben & Jerry's:** Ben & Jerry's has a long history of supporting social justice causes, including marriage equality, racial justice, and climate justice. The company has also created a program called "Join Our Core" that encourages social entrepreneurs to start their own businesses that benefit their communities.
 - Websites to consult:
 - i. **Understood** (<https://www.understood.org/>): A website that helps people with learning and thinking differences anticipate the challenges, barriers, or opportunities in life and confidently reach their potential.
 - ii. **SkillsYouNeed** (<https://www.skillsyouneed.com/ips/understanding-others.html>): A website that provides information on how to understand others.



- iii. **The Conversation** (<https://theconversation.com/explainer-how-we-understand-people-and-why-its-important-26897>): A website that provides information on how we understand people and why it's important.
- iv. **The Greater Good Science Center** (<https://ggsc.berkeley.edu/>): A website that provides information on the science of a meaningful life.
- v. **The Center for Nonviolent Communication** (<https://www.cnvc.org/>): A website that provides information on nonviolent communication.
- vi. **The National Institute for Civil Discourse** (<https://nicd.arizona.edu/>): A website that provides information on civil discourse.
- vii. **The International Association for Human Values** (<https://www.iahv.org/us-en/>): A website that provides information on human values.
- viii. **The Center for Compassion and Altruism Research and Education** (<https://ccare.stanford.edu/>): A website that provides information on compassion and altruism.

b. **Signaling the presence** of the Status Quo

- It is important that an employee-saboteur can recognize both the clear and hidden signs of a company's status quo tolerance between people. By addressing these issues and making a conscious effort to promote mutual understanding and dialogue employee-saboteurs can contribute to the creation of companies with high tolerance levels.
- There are several signs that a company's status quo prevents true workplace tolerance in the ways people listen, communicate, and are open to different opinions. These signs may be obvious or more hidden. It'll be up to the employee-saboteur to recognize these and take action.
 - i. Clear Signs include:
 1. **Discrimination**: If a company discriminates against certain groups of people, such as through hiring practices or promotion opportunities, it can create a culture of intolerance and division.
 2. **Hostile work environment**: If a company allows or even fosters a hostile work environment, such as through bullying, harassment, or microaggressions, it can lead to increased tension and conflict between employees.
 3. **Lack of diversity and inclusion**: If a company lacks diversity and does not actively work to promote inclusion, it can perpetuate biases and stereotypes that contribute to intolerance.
 4. **Public statements and actions**: If a company's public statements or actions, such as supporting discriminatory policies or aligning with extremist groups, are divisive and harmful, they can contribute to increased levels of extremism and violence.
 - ii. Hidden signs include:
 1. **Lack of accountability**: If a company does not hold individuals accountable for discriminatory behavior or actions, it can create a culture of impunity that reinforces intolerance and division.



2. **Workplace culture:** If a company's workplace culture is insular or closed off, it can make it difficult for employees to engage with diverse perspectives and experiences, leading to a lack of empathy and understanding.
 3. **Lack of communication:** If a company does not prioritize open and transparent communication, it can lead to misunderstandings and misperceptions that fuel intolerance and extremism.
 4. **Political influence:** If a company uses its political influence to support policies that are harmful or discriminatory, it can contribute to a broader culture of intolerance and division.
- c. **General advice** for more tolerant workplaces.
- A workplace encouraging equality, diversity and inclusion can help make it more successful, keep employees happy and motivated, prevent serious or legal issues arising, such as bullying, harassment and discrimination, to better serve a diverse range of customers, improve ideas and problem-solving, and attract and keep good staff.
 - Remember that creating a more equal workplace requires ongoing effort and commitment from everyone involved. By educating, inspiring, and motivating people to take action, we can create a workplace culture that is more inclusive, equitable, and supportive for everyone.
 - i. **Establish a diversity policy.** A diversity policy is a statement of commitment and intention to promote and support diversity and inclusion in the workplace. It should outline the goals, values, benefits, and expectations of diversity and inclusion, as well as the roles and responsibilities of everyone involved. A diversity policy can help communicate the importance of tolerance and respect to all employees and stakeholders.
 - ii. **Lead by example.** Leaders play a crucial role in modeling and influencing tolerant behaviors and attitudes in the workplace. Leaders should demonstrate sensitivity, empathy, openness, fairness, and appreciation for different perspectives and backgrounds. They should also challenge any inappropriate, disrespectful, or biased behaviors or comments, and provide feedback and coaching to improve tolerance skills.
 - iii. **Educate and train.** Education and training can help raise awareness and understanding of diversity and inclusion issues, as well as develop tolerance competencies among employees. Education and training can cover topics such as cultural awareness, unconscious bias, communication styles, conflict resolution, teamwork, and problem-solving. They can also provide opportunities for employees to share their experiences, learn from each other, and practice tolerance in different scenarios.
 - iv. **Create a space for self-expression.** One of the organizational systems practices that drive workplace inclusion is creating a space for all employees to express themselves in ways that are personally meaningful. This can include allowing employees to dress according to their preferences or beliefs, share their opinions or ideas freely, celebrate their cultural or religious events or traditions, or participate in affinity groups or networks. Creating a space for self-expression can help employees feel valued, respected, and included.
 - v. **Encourage collaboration and feedback.** Collaboration and feedback are essential for building trust, understanding, and tolerance among employees. Collaboration can involve creating diverse teams or groups that work on projects or tasks together, leveraging their different strengths and perspectives. Feedback can involve soliciting input from employees on how to improve diversity and inclusion practices or policies, as well as providing recognition or appreciation for their contributions or achievements.



Encouraging collaboration and feedback can help employees learn from each other, appreciate their differences, and improve their performance.

- d. Start with **yourself**, as **a human being** in everyday life.
- Tolerance is an important value that helps people to coexist peacefully and respect each other's differences. Adopting a more open-minded outlook and exposing yourself to views and cultures that are different from your own can help you to become more tolerant. Talk to people you don't know, and read newspapers or websites that you don't normally look at. Talk to people of a variety of ages and cultures.
 - Raising your levels of tolerance involves a conscious effort to listen to and accept different perspectives on life that come with culture, equality (race, gender, ethnicity, religion, sexual orientation), and other personality characteristics. Here are some actions a person can take to improve their levels of tolerance for other people.
 - i. **Recognize that change is inevitable and embrace diversity:** The world is constantly evolving and people have different opinions, beliefs, cultures, and lifestyles. Instead of resisting or rejecting these differences, we can learn to appreciate them and see them as opportunities for growth and enrichment.
 - ii. **Practice meditation or other mindfulness techniques:** Meditation can help us calm our minds and emotions, and reduce stress, anger, or fear. It can also help us develop empathy and compassion for others, and understand their perspectives better.
 - iii. **Be patient and avoid impulsive reactions:** Sometimes we may encounter situations or people that challenge our tolerance level. Instead of reacting impulsively or aggressively, we can take a moment to pause and breathe deeply. We can also try to understand the reasons behind their actions or words, and avoid making assumptions or judgments.
 - iv. **Reverse roles and put yourself in someone else's shoes:** A good way to increase tolerance is to imagine how we would feel if we were in someone else's situation. How would we want to be treated? What challenges or struggles would we face? This can help us develop empathy and understanding for others, and reduce prejudice or stereotypes.
 - v. **Remember your power and responsibility:** We have the power to choose how we respond to others, and how we influence the world around us. We can use this power positively by being kind, respectful, and supportive of others, regardless of their differences. We can also take responsibility for our actions and words, and apologize if we hurt someone unintentionally.
 - vi. **Practice Empathy:** To increase tolerance between people, it's important to practice empathy by putting yourself in someone else's shoes and understanding their perspective. This involves actively listening to others and acknowledging their experiences and emotions.
 - vii. **Educate Yourself:** Educating yourself about different cultures, beliefs, and lifestyles can help you to better understand and appreciate diversity. This can involve reading books, watching documentaries, or attending cultural events.
 - viii. **Challenge Your Own Biases:** Everyone has biases, which can lead to intolerance and discrimination. To increase tolerance, it's important to challenge your own biases and recognize when you may be making assumptions or judgments based on stereotypes or prejudices.



- ix. **Speak Up:** If you witness intolerance or discrimination, speak up and address it in a respectful and constructive manner. This can involve confronting biased language or behavior, and advocating for inclusion and equality.
 - x. **Build Bridges:** Building bridges between different groups can help to increase understanding and tolerance. This can involve participating in interfaith or intercultural dialogues, volunteering for community events, or reaching out to people from different backgrounds to build connections.
 - xi. **Practice Respectful Communication:** Using respectful communication can help to foster tolerance and understanding between people. This involves avoiding derogatory or offensive language, actively listening to others, and engaging in constructive dialogue
- e. Actions an **employee** can take.
- An employee-saboteur can take a variety of actions to increase tolerance between people in the workplace. It requires a commitment to empathy, education, challenging biases, speaking up, building bridges, and practicing respectful communication. By taking these actions, they can help to create a more inclusive and respectful world where everyone is valued and appreciated:
 - i. **Organize a Diversity Potluck:** Encourage colleagues to bring in a dish that represents their cultural background or heritage. This can be a fun and tasty way to celebrate diversity and learn more about each other's backgrounds.
 - ii. **Start a Diversity Book Club:** Choose a book that focuses on diversity, inclusion, or social justice, and invite colleagues to read it together. This can provide a platform for open and respectful discussions about different perspectives and experiences.
 - iii. **Host a Lunch and Learn:** Invite colleagues from different departments or backgrounds to present on a topic related to diversity and inclusion. This can be an opportunity to learn from each other and explore different perspectives.
 - iv. **Advocate for Inclusive Policies:** Take action to advocate for policies that promote diversity and inclusion in the workplace. This can involve speaking up in meetings, submitting proposals, or engaging with HR or management.
 - v. **Participate in Cultural Celebrations:** Attend cultural events or celebrations within your workplace or community. This can provide an opportunity to learn about different cultures and traditions and show support for colleagues from diverse backgrounds.
 - vi. **Use Inclusive Language:** Be mindful of your language and avoid using language that may be exclusionary or offensive. This can involve using gender-neutral pronouns, avoiding stereotypes, and being respectful of different cultures and beliefs.
 - vii. Personality traits: Adopting several personality traits will help employees to increase their own tolerance levels. Some of these traits are:
 1. Be respectful of others' opinions and beliefs.
 2. Listen actively to others.
 3. Avoid making assumptions about others.
 4. Be open to feedback.
 5. Be willing to learn from others.



- f. Actions a **manager or executive** can take.
- As a manager or executive, you can help to create a more inclusive and respectful workplace culture where everyone feels valued and respected. Here are some examples on how you might get started:
 - vi. **Implement Diversity Training:** Provide diversity and inclusion training to employees to increase awareness and understanding of different cultures, beliefs, and lifestyles. This can involve workshops, seminars, or online training modules.
 - vii. **Create a Diversity Committee:** Form a committee of employees from different backgrounds to help promote diversity and inclusion in the workplace. This can involve organizing events, reviewing policies, and providing feedback to management.
 - viii. **Host a Diversity Day:** Dedicate a day or week to celebrate diversity in the workplace. This can involve inviting guest speakers, organizing cultural events, or showcasing different cuisines.
 - ix. **Encourage Employee Resource Groups:** Encourage employees to form resource groups based on shared interests, backgrounds, or experiences. This can provide a platform for employees to connect with each other and share ideas.
 - x. **Review and Update Policies:** Review company policies and procedures to ensure they promote diversity and inclusion. This can involve revising language, removing bias, and ensuring fair and equal treatment for all employees.
 - xi. **Practice Active Listening:** Practice active listening with employees to ensure that all perspectives are heard and valued. This can involve holding regular one-on-one meetings, soliciting feedback, and creating a culture of open communication.
 - xii. **Encouragement:** As managers or executive many employees will reflect on encouragements from you. Some themes which you can encourage to increase workplace tolerance include:
 - 1. Open communication.
 - 2. A culture of respect and inclusion.
 - 3. Equal opportunities for professional development.
 - 4. Collaboration and teamwork.
 - 5. Lead by example for everyone.
- g. Actions a **company** can take.
- The responsibility of a company is to set up the support system for employees, managers and all stakeholders to create a more inclusive and respectful workplace culture where everyone feels valued and respected. Here are some suggestions on how companies might get started:
 - i. **Sponsor Cultural Events:** Sponsor or host cultural events to celebrate diversity and bring employees together. This can involve music, dance, or art performances, as well as food tastings and other cultural activities.



- ii. **Implement Blind Hiring:** Implement blind hiring practices to eliminate bias in the hiring process. This can involve removing identifying information such as name, age, or gender from resumes and applications.
- iii. **Offer Diversity Scholarships:** Offer scholarships to employees or community members from diverse backgrounds to promote education and career development. This can provide opportunities for underrepresented groups to succeed and contribute to the company's success.
- iv. **Encourage Mentorship Programs:** Encourage mentorship programs to help employees from diverse backgrounds succeed and advance within the company. This can involve pairing employees with mentors who can provide guidance and support.
- v. **Promote Inclusive Language:** Promote the use of inclusive language within the company to avoid exclusionary language or stereotypes. This can involve providing training on inclusive language and promoting the use of gender-neutral pronouns.
- vi. **Support Diversity and Inclusion Research:** Support research and development of diversity and inclusion initiatives within the company. This can involve partnering with universities or research institutions to gather data and insights on best practices.



The battle against the **Humanitarian Crises** Status Quo

“We live in a world in which we need to share responsibility. It’s easy to say, ‘It’s not my child, not my community, not my world, not my problem.’ Then there are those who see the need and respond. I consider those people my heroes.”

– Fred Rogers

a. **Awareness** about humanitarian crises

- There are many sources to learn about small initiatives and examples from all over the world with contributions to prevent humanitarian crises. Here’s a short selection:
 - i. **United Nations Office for the Coordination of Humanitarian Affairs (OCHA)**: The OCHA provides regular updates and reports on humanitarian crises and the efforts made to prevent them. Their website also contains a wealth of information on initiatives and best practices from all over the world.
 - ii. **The Humanitarian Forum**: The Humanitarian Forum is a non-profit organization that works to improve the effectiveness of humanitarian aid. Their website provides resources and information on initiatives and best practices for preventing and responding to humanitarian crises.
 - iii. **The Humanitarian Coalition**: The Humanitarian Coalition is a group of Canadian humanitarian organizations that work together to address crises around the world. Their website provides updates on current crises and the efforts being made to prevent them.
 - iv. **ReliefWeb**: ReliefWeb is a humanitarian information portal that provides updates and reports on humanitarian crises around the world. Their website also contains information on initiatives and best practices for preventing and responding to crises.
 - v. **InterAction**: InterAction is a coalition of US-based non-profit organizations that work on humanitarian and development issues. Their website provides resources and information on initiatives and best practices for preventing and responding to humanitarian crises.
- Some examples of organizations that actively respond to humanitarian crises:
 - i. **Airbnb**: In response to the Syrian refugee crisis, Airbnb created a program called “Open Homes” that allows hosts to offer free temporary housing to refugees and other displaced people around the world.



- ii. **Google:** Google has launched several initiatives to address the humanitarian crisis, including the Google Crisis Response program, which provides up-to-date information during natural disasters and other emergencies. Through the program they support nonprofits working on the frontlines of global disaster response by providing funding, innovation, and technical expertise.
 - iii. **Microsoft:** Microsoft has partnered with the United Nations and other organizations to launch a program called AI for Humanitarian Action, which uses artificial intelligence to support disaster response, refugees, displaced people, human rights, and the needs of women and children.
 - iv. **Unilever:** Unilever has launched several initiatives to address the humanitarian crisis, including the "Bright Future" program, which provides education, job training, and other support to people in need around the world.
 - v. **UPS:** UPS partnered with the United Nations World Food Program to help deliver emergency food aid to countries affected by conflict and natural disasters.
 - vi. **Ikea:** Ikea Foundation has partnered with the United Nations High Commissioner for Refugees (UNHCR) to provide solar-powered lighting to refugee camps, helping to improve safety and quality of life for refugees. The Foundation as well partners with several organizations to support children's rights and access to education, refugee and migrant rights, and improved livelihoods for families living in poverty.
 - vii. **Procter & Gamble:** P&G has a corporate social responsibility program that aims to improve the lives of people in need around the world. Through partnerships with organizations such as Save the Children and CARE, P&G has supported disaster relief efforts, provided access to clean water, and helped improve hygiene and sanitation in developing countries.
 - viii. **Coca-Cola:** Coca-Cola has a sustainability initiative called "Water for the World" that aims to provide safe drinking water and sanitation to communities in need around the world. The company also partners with organizations such as the International Federation of Red Cross and Red Crescent Societies to provide disaster relief and support community development programs.
 - ix. **Mastercard:** Mastercard has a program called "Mastercard Aid Network" that uses the company's technology to help distribute aid and resources to people in need during humanitarian crises. The program has been used to provide support during natural disasters and other emergencies around the world. The company as well partnered with several organizations to provide financial assistance to refugees and asylum seekers, including a program that provides pre-paid debit cards that can be used to purchase food and other essential items.
- To work on self-awareness about humanitarian crises and the **prevention** of streams of refugees there are several easily accessible sources close to you:
 - i. **The UN Refugee Agency (UNHCR, <https://www.unhcr.org/>):** UNHCR provides information and resources on the causes and effects of displacement, as well as strategies for preventing displacement and supporting refugees.
 - ii. **International Organization for Migration (IOM, <https://www.iom.int/>):** IOM provides information and resources on migration and displacement, including strategies for preventing displacement and supporting refugees.



- iii. **The World Bank** (<https://www.worldbank.org/en/topic/forceddisplacement>): The World Bank provides information and resources on forced displacement and refugee crises, as well as strategies for prevention and response.
 - iv. **The United States Institute of Peace (USIP)**, (<https://www.usip.org/>): USIP provides research and analysis on conflict prevention and resolution, including strategies for preventing displacement and supporting refugees.
 - v. **The Refugee Studies Centre at the University of Oxford** (<https://www.rsc.ox.ac.uk/>): The Refugee Studies Centre provides research, teaching, and outreach on refugee and forced migration issues, including strategies for preventing displacement and supporting refugees.
- Additional websites to consult:
 - i. Global Citizen: <https://www.globalcitizen.org/en/content/solutions-to-humanitarian-crises/>
 - ii. UNHCR Innovation: <https://www.unhcr.org/innovation/humanitarian-innovation-stories/>
 - iii. Humanitarian Innovation Fund: <https://www.elrha.org/hif/projects/>
 - iv. ReliefWeb: <https://reliefweb.int/topics/humanitarian-innovation>
 - v. Humanitarian Coalition: <https://humanitariancoalition.ca/humanitarian-impact-innovation-fund/>
 - vi. The Global Journal: <https://www.theglobaljournal.net/>
 - vii. GlobalGiving: <https://www.globalgiving.org/>
 - viii. The Humanitarian Times: <https://www.humanitarianimes.org/>
 - ix. Devex: <https://www.devex.com/>

b. Signaling the presence of the Status Quo

- it is important for companies to be aware of how their operations and practices may contribute to displacement and humanitarian crises. They can take steps to address these issues, such as by implementing responsible supply chain practices, supporting local communities, and prioritizing the well-being of people and the environment over profits.
 - There are several signs that a company's status quo contributes (directly or indirectly) to humanitarian crises. It'll be up to the employee-saboteur to recognize these and take action.
- iii. Clear Signs include:
 1. **Direct involvement in conflict:** If a company is directly involved in a conflict, such as by providing weapons or other resources, it can contribute to the displacement of people and exacerbate humanitarian crises.
 2. **Environmental impact:** If a company's operations have a significant negative impact on the environment, such as by polluting water sources or causing deforestation, it can contribute to food insecurity and displacement.



3. **Exploitative labor practices:** If a company engages in exploitative labor practices, such as paying workers unfairly or subjecting them to unsafe working conditions, it can contribute to poverty and displacement.
 4. **Political influence:** If a company uses its political influence to support policies that are harmful to communities, such as policies that favor large corporations over local communities, it can contribute to displacement.
- iv. Hidden signs include:
1. **Supply chain practices:** If a company's supply chain practices involve exploiting natural resources or human labor in ways that contribute to displacement or exacerbate humanitarian crises, it can be a hidden driver of displacement.
 2. **Lack of transparency:** If a company is not transparent about its operations and impacts, it can be difficult to identify how its actions may be contributing to displacement.
 3. **Inadequate corporate social responsibility practices:** If a company's corporate social responsibility practices do not prioritize the well-being of communities and the environment, it can contribute to displacement and exacerbate humanitarian crises.
 4. **Economic policies:** If a company's economic policies prioritize profit over the well-being of communities, it can contribute to poverty and displacement.
- c. **General advice** for more action to resolve and prevent humanitarian crisis.
- Encouraging people to be active in the resolution and prevention of humanitarian crisis brings together the other Status Quo themes treated earlier in this Field Manual.
 - Additionally, it requires a comprehensive and coordinated effort to raise awareness, provide clear information, and create a sense of connection and purpose. By taking these steps, people can be inspired and motivated to contribute to solving humanitarian crisis and make a positive impact on the world.
- i. **Raise Awareness:** Educate people about the humanitarian crisis, its causes, and its impact on affected individuals and communities. Use various communication channels such as social media, email, flyers, and posters to reach a wider audience.
 - ii. **Share Personal Stories:** Share personal stories of individuals or communities affected by the crisis to create empathy and emotional connection with people. This can help to humanize the crisis and inspire people to take action.
 - iii. **Provide Clear Information:** Provide clear and concise information about how people can contribute to solving the crisis, including the different types of support needed such as financial, volunteer, or advocacy support.
 - iv. **Highlight Success Stories:** Highlight success stories of people or organizations who have contributed to solving the crisis. This can inspire others to take similar actions and create a positive impact.
 - v. **Collaborate with Others:** Collaborate with other individuals or organizations who share the same goal of solving the crisis. This can help to create a larger impact and reach a wider audience.



- vi. **Recognize Contributions:** Recognize and appreciate the contributions of people who have supported the crisis, regardless of the scale of their contribution. This can create a sense of fulfillment and encourage further involvement.
 - vii. **Provide Feedback and Updates:** Provide feedback and updates on the progress of solving the crisis to keep people informed and engaged. This can also help to create transparency and build trust with supporters.
- d. Start with **yourself**, as a **human being** in everyday life.
- There are many ways people can contribute to solving humanitarian crises. Whether through donating, volunteering, advocating, or supporting local businesses, **every action counts** towards making a positive impact on affected communities.
 - i. **Donate:** One of the most direct ways to support humanitarian crises is by donating money to organizations that provide aid and support to affected communities. This can help to provide essential resources such as food, water, shelter, medical care, and education.
 - ii. **Volunteer:** Many organizations rely on volunteers to support their efforts in providing aid and relief to affected communities. This can involve working on the ground in the affected areas, assisting with administrative tasks, or fundraising.
 - iii. **Advocate:** By using their voice and platforms, people can advocate for the rights and needs of affected communities. This can involve sharing information about the crisis, calling on governments to take action, or raising awareness on social media.
 - iv. **Support local businesses:** When possible, support local businesses in affected areas by purchasing their products or services. This can help to stimulate local economies and promote long-term sustainability. **One way to get involved 'from a distance' is to make a loan to local businesses via Kiva (<https://www.kiva.org/>)**
 - v. **Educate others:** Educate others about the humanitarian crisis and the impact it has on affected communities. This can involve sharing information on social media, participating in discussions with friends and family, or organizing events to raise awareness.
 - vi. **Volunteer skills and expertise:** People can also volunteer their skills and expertise to support humanitarian crisis efforts. This can include providing medical care, counseling, or other specialized services.
 - vii. **Host fundraisers:** Host fundraisers to support humanitarian crisis efforts. This can involve organizing events such as bake sales, auctions, or concerts to raise money for relief organizations.
- e. Actions an **employee** can take.
- Though most of the general, personal actions count as well for employees, there are a number of workplace specific actions one can take that create additional impact. Here are some examples:
 - viii. **Raise awareness:** Organize a lunch and learn session or a presentation to share information about the humanitarian crisis situation and how it is affecting people in affected countries. This can help to raise awareness among colleagues and encourage them to take action.
 - ix. **Host a fundraiser:** Organize a fundraiser at your workplace to raise money for a humanitarian organization that is providing aid and support in affected countries. This



can involve setting up a donation box, selling baked goods, or organizing a charity auction.

- x. **Lobby your employer:** Encourage your employer to focus on ethical purchases (from the pens, paper, to the food in the cafeteria), donate money or resources to organizations that are providing aid and support in affected countries. You can also suggest that they provide opportunities for employees to volunteer their time or skills to support humanitarian efforts.
 - xi. **Use your skills:** If you have skills or expertise that can be useful in addressing humanitarian crises, consider offering your services on a voluntary basis. This can involve providing medical or technical support, counseling, or other forms of assistance.
 - xii. **Buy ethical products:** Look for products that are certified as being ethically produced or sourced. This can help to ensure that your purchases are not contributing to the exploitation of vulnerable people in affected countries. Signal the purchase of unethical products by your company.
 - xiii. **Support fair trade:** Buy products that are certified as fair trade, which means that the people who produced them were paid a fair wage and treated fairly. This can help to support sustainable development and economic growth in affected countries.
 - xiv. **Advocate for change:** Use your voice to advocate for policies that address the root causes of humanitarian crises, such as poverty, inequality, and conflict. This can involve writing to your elected representatives about unethical practices or purchases of your company you've signaled.
- f. Actions a **manager or executive** can take.
- As a manager or executive, you have a lot of influence and resources at their disposal to support humanitarian efforts in affected countries. By partnering with humanitarian organizations, offering support to employees, and implementing sustainable practices, they can help to make a positive impact on the lives of people affected by crises.
 - Above anything else you have to power and position to create the support structure for employees to contribute to resolution and prevention of humanitarian crises. Here are some examples on how you might get started:
 - i. **Support employee volunteering:** Encourage employees to volunteer their time and skills to support humanitarian efforts in affected countries. Offer paid time off for volunteering or organize company-sponsored volunteer trips to support humanitarian organizations.
 - ii. **Match employee donations:** Consider matching employee donations to humanitarian organizations that are providing aid and support in affected countries. This can help to incentivize employees to donate and can demonstrate the company's commitment to supporting humanitarian efforts.
 - iii. **Offer pro-bono services:** If your company provides services that could be useful in addressing humanitarian crises, consider offering those services on a pro-bono basis to organizations working in affected countries.
 - iv. **Partner with humanitarian organizations:** Identify and partner with humanitarian organizations that are working in affected countries. This can involve providing funding, resources, or other forms of support to help those organizations carry out their work more effectively.



- v. **Host awareness events:** Host events at your workplace to raise awareness about humanitarian crises and how people can get involved to support those affected. This can involve organizing speakers, films, or exhibitions related to the crisis.
 - vi. **Offer flexible working arrangements:** Offer flexible working arrangements to employees who want to get involved in supporting humanitarian efforts. This can include allowing employees to work remotely or take extended periods of unpaid leave to support relief efforts in affected countries.
 - vii. **Implement sustainable practices:** Implement sustainable business practices in your workplace, such as reducing waste and carbon emissions. This can help to address some of the underlying causes of humanitarian crises, such as climate change and environmental degradation.
- g. Actions a **company** can take.
- Companies have a lot of resources and influence that can be leveraged to support humanitarian efforts in affected countries. By donating profits, providing training and resources, using their platforms to raise awareness, and supporting education and skills development, companies can make a meaningful difference in the lives of people affected by crises. Here are some examples on how companies might get started:
 - i. **Donate a portion of profits:** Consider donating a portion of your company's profits to organizations working in affected countries. This can demonstrate your company's commitment to supporting humanitarian efforts and can make a significant impact.
 - ii. **Provide training and resources:** If your company has expertise or resources that could be useful in addressing humanitarian crises, consider providing training or resources to organizations working in affected countries. This can include providing access to technology, tools, or other resources to help those organizations carry out their work more effectively.
 - iii. **Use your platform to raise awareness:** Use your company's platform to raise awareness about humanitarian crises and how people can get involved to support those affected. This can involve using social media, email newsletters, or other communication channels to spread the word.
 - iv. **Encourage employee fundraising:** Encourage employees to fundraise for humanitarian organizations working in affected countries. This can include organizing charity events or setting up employee-led fundraising campaigns.
 - v. **Offer in-kind donations:** Consider offering in-kind donations to organizations working in affected countries. This can include donating surplus supplies, equipment, or other resources that could be useful in providing aid and support to those affected.
 - vi. **Partner with local organizations:** Partner with local organizations in affected countries to provide support and resources. This can include providing funding, resources, or other forms of support to help those organizations carry out their work more effectively.
 - vii. **Support education and skills development:** Support education and skills development initiatives in affected countries to help build resilience and improve the long-term outlook for affected communities. This can include providing funding for schools, training programs, or other initiatives aimed at developing skills and building capacity.



Sabotage, Disruption or Rebellion?

“When the whole world is
silent, even one voice becomes
powerful.”

- Malala Yousafzai

On LinkedIn a person I respect hugely wrote that she prefers to talk about rebellion rather than sabotage.

I get that, but does it really matter?

We all have our associations with language and specific words. All negativity on so many fronts has led me to use the term sabotage. Over the past few years it seems like human kind is almost willingly working on its own apocalypse.

Societies and communities have seem to have accepted their 'faith', in spite of many good, small pockets of initiatives that are starting all over the world. If we accept the (sustainment of) the Status Quo we lose the opportunity to contribute to a better world -in all its aspects-for ourselves, our children and generations to come.

Now history teaches us people act, as always with impactful change, when they:

- Believe change brings them more benefit than the Status Quo (they want to change).
- The pain to holding on to the Status Quo is bigger than the pain of changing (they must change)

I believe that nudging against the Status Quo with small acts of 'sabotage' (or rebellion, or disruption) when done by many can make a difference.

For sure some critical readers will claim that many actions are similar, they are repeated, you're trying to fill pages.

I get that, but does it really matter?

The objective isn't to create a list with the largest number of unique actions a person can take. The objective is to move the largest number of people into action.

On a topic they have close at heart (hopefully). Regardless if that action can be 'repeated' for the fight against another part of the Status Quo we collectively have pushed this world into.

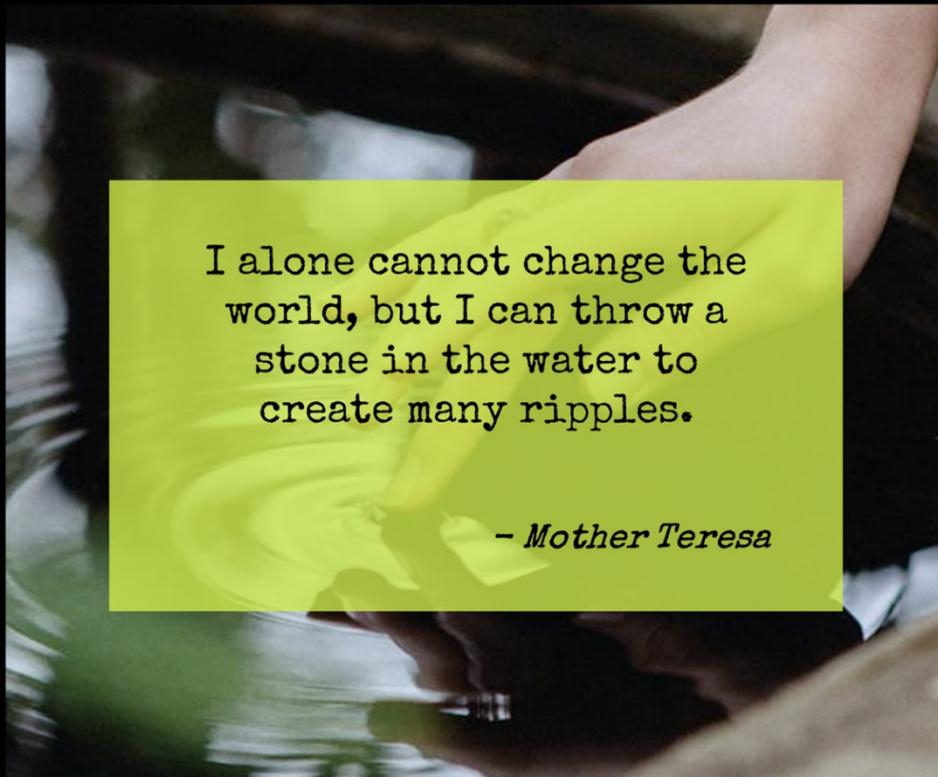
I know that:

- Because there a wild grow of information available on these topics people are hesitant to submerge themselves in the world of potential action.
- Change starts with oneself, and although I do act on many of the points in this document, there's always room for more.



With this Field Manual I have tried to put in your hands a document in which I hope you recognize small opportunities for yourself to take action. Action to help to improve ourselves, our social and biological environment, our planet.

We have a common enemy, all of us, all over the world. We should stand up, take our tools, identify the moments, and take the actions. Whenever we can, wherever we are, whoever we are.



I alone cannot change the world, but I can throw a stone in the water to create many ripples.

- Mother Teresa

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