**Leadership for Feminist Movement Building: An Intergenerational Conversation on Theory, Practice and Philanthropy**

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Michelle R. Clayman Institute for Gender Research

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[Monitor Institute, *Working Wikily: How Networks Are Changing Social Change*. 41](#_Toc313921894)

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[Peter Plastrik and Madeleine Taylor, *Net Gains: a Handbook for Network Builders Seeking Social Change* 42](#_Toc313921898)

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# Articles about Intergenerational Feminism (Synopses)

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| Deborah Abowitz, *The Campus "F" Word: Feminist Self-Identification (and not) among Undergraduates*, 34 International Journal of Sociology of the Family 43 (Spring 2008).Available at:http://www.serialspublications.com/images/upload/3-Deborah%20A%20Abowitz.pdf | Results from a survey demonstrate the persistence of the feminist paradox among Gen Y undergraduates. "Feminist” has become the campus “f” word. Despite low levels of self-identification among “third wave” (post- Baby Boom) feminists, we can successfully predict those who do and do not consider themselves feminist by examining key variables, including their concern for women’s rights, gender, traditional gender ideology, levels of maternal education and maternal labor force participation. |
| Hokulni Aikau, Karla A. Erickson, and Jennifer L. Pierce, Feminist Waves, Feminist Generations: Life Stories from the Academy (Univ. Of Minnesota Press 2007).  | Based on life stories from contemporary feminist scholars, this volume emphasizes how feminism develops unevenly over time and across institutions and, ultimately, offers a new paradigm for theorizing the intersections between generations and feminist waves of thought. |
| Rita Alfonso and Jo Trigilio, *Surfing the Third Wave: A Dialogue Between Two Third Wave Feminists*, 12 Hypatia 7 (Summer 1997).Available at: http://www.jstor.org/stable/3810219 | E-mail discussion on third wave feminism and the subjects of postmodernism, the relationship between theory and practice, the generation gap, and the power relations associated with feminist philosophy as an established part of  the academy. |
| Pamela Aronson, *Feminists or Postfeminists: Young Women's Attitudes toward Feminism and Gender Relations*, 17 Gender and Society 903 (Dec. 2003).Available at: http://www.jstor.org/stable/3594676 | Survey reveals support for feminist goals, coupled with ambiguity about the concept of feminism among young women. |
| Cathryn Bailey, *Making Waves and Drawing Lines: The Politics of Defining the Vicissitudes of Feminism*, 12 Hyptia 17 (Summer 1997).Available at:http://www.jstor.org/stable/3810220 | If there actually is a third wave of feminism, it is too close to the second wave for its definition to be clear and uncontroversial, a fact which emphasizes the political nature of declaring the existence of this third wave. |
| Baumgardner and Richards, Manifesta: Young Women, Feminism, and the Future (Farrar, Straus and Giroux 2000). | Young women live by feminism's goals, yet feminism itself is undeniably at a crossroads; "girl power" feminists appear to be obsessed with personal empowerment at the expense of politics while political institutions such as *Ms*. and NOW are so battle weary they've lost their ability to speak to a new generation. Jennifer Baumgardner and Amy Richards show the snags in each feminist hub--from the dissolution of riot grrrls into the likes of the Spice Girls, to older women's hawking of young girls' imperiled self-esteem, to the hyped hatred of feminist thorns like Katie Roiphe and Naomi Wolf--and prove that these snags have not, in fact, torn feminism asunder. They apply Third Wave confidence to Second Wave consciousness, all the while maintaining that the answer to feminism's problems is still feminism. |
| Catherine I. Bolzendahl and Daniel J. Myers, *Feminist Attitudes and Support for Gender Equality: Opinion Change in Women and Men, 1974 – 1998*, 83 Social Forces 759 (Dec. 2004).Available at:http://www.jstor.org/stable/3598347 | Examines changing attitudes related to feminism and gender inequality and finds determinants of feminist opinions. |
| Bondoc and Meg Daly, Letters of Intent: Women Cross the Generations to Talk about Family, Work, Sex, Love and the Future of Feminism (Free Press 1999). | Frustrated by the standoff between both camps of the feminist generation gap, twenty-somethings Anna Bondoc and Meg Daly decided that it was time to bring women of all ages together. What could young women learn from their foremothers, who had fought for sexual freedom, educational opportunity, and equality in the workplace? What did older women need to hear from the young women who now struggle with the day-to-day difficulties of life after the sexual revolution and the women's liberation movement? In order to find out, Bondoc and Daly invited twenty of their "third-wave" peers to identify an admired older woman and, in the form of a letter, pose the question she has always wanted to ask. The older "second-wave" women then responded in kind. |
| Ann Braithwaite, *The Personal, the Political, Third Wave and Postfeminisms*, 3 Feminist Theory 335 (2002).Available at:http://fty.sagepub.com/content/3/3/335.full.pdf | Argues that the intersections and overlaps between postfeminism and the third wave point to the centrality of multiplicity, plurality, contradiction and conflict in all current feminist thinking. |
| LuAnn Cooley, *Transformational Learning and Third-Wave Feminism*, 5 Journal of Transformative Education 304 (2007).Available at:http://jtd.sagepub.com/content/5/4/304.full.pdf | Considers women’s participation in enclaves as sites for transformational learning such that a potential outcome is a third-wave feminist consciousness. |
| Madelyn Deltoff, *Mean Spirits: The Politics of Contempt between Feminist Generations*, 12 Hypatia : Third Wave Feminisms 76 (Summer, 1997.Available at:http://www.jstor.org/stable/3810223 | Current models for individuation in academe exacerbate generational tensions between second and third wave feminists. Feminist pedagogues must be wary of getting caught in the "vicious circle of contempt." Instead, they must be willing to mourn the wounds we have received at the hands of a contemptuous culture and to acknowledge same-gender attachments that are disavowed in dialectical models of subject production. Stems from author's stems own observations of conflict at the 1995 National Women's Studies Association conference. |
| Dicker and Piepmeier, Catching a Wave: Reclaiming Feminism for the 21st Century (Northeastern 2003). | Young women today have benefited from the strides made by grassroots social activists in the 1960s and 1970s, yet they are hesitant to identify themselves as feminists and seem apathetic about carrying the torch of older generations to redress persistent sexism and gender-based barriers. Contesting the notion that we are in a post-feminist age, this collection of original essays identifies a third wave of feminism. The contributors argue that the next generation needs to develop a politicized, collective feminism that both builds on the strategies of second wave feminists and is grounded in the material realities and culture of the twenty-first century.  |
| Harde and Harde, “Voices and Visions: A Mother and Daughter Discuss Coming to Feminism and Being Feminist.” In Catching a Wave, pp. 116-137. |  |
| Astrid Henry, “Feminism's Family Problem: Feminist Generations and the Mother Daughter Trope.” In Catching a Wave, pp. 209-231. |  |
| Susan Faludi, *American Electra: Feminism's Ritual Matricide*, Harper's Magazine, October 2010.Available at:http://harpers.org/archive/2010/10/0083140 |  |
| Suzanne Ferriss and Mallory Young, *Chicks, Girls and Choice: Redefining Feminism*, 6 Junctures 87 (June 2006)Available at:http://www.junctures.org.nz/junctures/index.php/junctures/article/view/121/125 | "The words chick, girl, and choice represent and register generational redefinitions of womanhood and women’s rights, femininity and feminism. More than simple linguistic changes, they trace shifts in ideas and ideology." Explanation of third wave ideals. |
| Barbara Findlen, Listen up: Voices from the Next Feminist Generation (Seal Press 1995). | This collection of writings, featuring the voices of today's young feminists, the "Third Wave", explores and reveals their lives. Their impassioned essays take on such topics as racism, AIDS, sex, identity, revolution, and abortion. |
| Estelle Freedman, No Turning Back: the History of Feminism and the Future of Women (Ballantine Books 2003). | Freedman argues feminism has reached a critical momentum from which there is no turning back. Freedman examines the historical forces that have fueled the feminist movement over the past two hundred years–and explores how women today are looking to feminism for new approaches to issues of work, family, sexuality, and creativity. |
| Estelle Freedman, The Essential Feminist Reader (Modern Library 2007). | This collection features primary source material from around the globe, including short works of fiction and drama, political manifestos, and the work of less well-known writers.  |
| Ednie K. Garrison, *U.S. Feminism-Grrrl Style! Youth (Sub)Cultures and the Technologics of the Third Wave*, 26 Feminist Studies 141 (Spring 2000). Available at:http://www.jstor.org/stable/3178596 | “As part of a larger project explaining why the name "Third Wave feminism" is so attractive to myself and others, this article considers specifically the role of democratized technologies, the media, subcultural movements and networks, and differential oppositional consciousness in the formation of feminist consciousness among young women in the historical/cultural milieu of the United States in the 1990s." Discusses identity, technology, and networking among the third wave.” |
| Stacy Gillis and Rebecca Munford, *Genealogies and Generations: the Politics and Praxis of Third Wave Feminism*, 13 Women's History Review 165 (2004). Available at:http://www.tandfonline.com/doi/pdf/10.1080/09612020400200388 | This article interrogates the ways in which post-feminism and third wave feminism are used interchangeably, both within the academy and in the media. As it identifies the ways in which third wave feminism seeks to define itself as a non-academic discourse, it points up the tensions implicit in the contemporary feminist project. Gillis and Munford argue that the wave paradigm paralyses feminism, pitting generations against one another. |
| Stacy Gillis, Gillian Howie and Rebecca Munford, Third Wave Feminism: A Critical Exploration (Palgrave Macmillan 2007). | This collection explores the current period in feminism, known by many as the "third wave". Four sections--genealogies, sex and gender, popular culture, and challenges--interrogate the wave metaphor and, through questioning the generational account of feminism, move feminist theory beyond the present impasse between modernism and postmodernism and indicate possible future trajectories for the feminist movement. |
| Stephanie Gilmore, Feminist Coalitions: Historical Perspectives on Second-Wave Feminism in the United States (University of Illinois Press 2008). | Much of the scholarship on second-wave feminism has focused on divisions within the women's movement and its narrow conception of race and class, but the contributors to this volume remind readers that feminists in the 1960s and 1970s also formed many strong partnerships, often allying themselves with a diverse range of social justice efforts on a local grassroots level. These essays focus on coalitions and alliances in which feminists and other activists joined forces to address crucial social justice issues. |
| Anita Harris, All about the Girl: Culture, Power, and Identity (Routledge 2004). | This collection offers a complicated portrait of girls in the 21st Century. These are the riot grrls and the Spice Girls, the good girls and the bad girls who are creating their own "girl" culture and giving a whole new meaning to "grrl" power. Featuring essays from Michelle Fine, Angela McRobbie, Valerie Walkerdine, Nancy Lesko, Niobe Way and Deborah Tolman, this work brings to life the ever-changing identities of today's young women. |
| Astrid Henry, Not My Mother’s Sister: Generational Conflict and Third-Wave Feminism (Indiana University Press 2004).  | "An intervention in the oft-cited conflict between second- and third-wave feminists in the United States. Not merely another agenda or manifesto, Astrid Henry's book provides a striking historical and rhetorical analysis of feminist generational talk, past and present. Henry argues that ‘the mother-daughter relationship is the central trope in depicting the relationship between the so-called second and third waves of U.S. feminism’ and shows that ‘this metaphor has far-reaching implications for contemporary feminism.’ Henry's book provides incisive analysis of the so-called feminist waves. Henry's goal is to create opportunities for ‘a more expansive vision of generational dialogue and exchange.’” |
| Astrid Henry, *Enviously Grateful, Gratefully Envious: The Dynamics of Generational Relationships in U.S. Feminism*, 34 Women's Studies Quarterly 140 (Fall - Winter 2006).Available at: http://www.jstor.org/stable/40003530 | "In this essay, I wish to think through the relationship between apparently contradictory emotions to understand the complexity of contemporary relationships between generations of feminists." |
| Daisy Hernández and Bushra Rehman, Colonize This! : Young Women of Color on Today's Feminism (Seal Press 2002). | Collection of first-person accounts to add a fresh dimension to the ongoing dialogue between race and gender, and to give voice to the women who are creating and shaping the feminism of the future. |
| Leslie Heywood and Jennifer Drake, Third Wave Agenda: Being Feminist, Doing Feminism (Univ. of Minnesota Press 1997). | Feminists born between the years 1964 and 1973 discuss the things that matter now, both in looking back at the accomplishments and failures of the past--and in planning for the challenges of the future. |
| Leslie Heywood, The Women's Movement Today: an Encyclopedia of Third-Wave Feminism (Greenwood Press 2006). | Introduces the third wave's key issues, members, visions, writings, and more through more than 200 encyclopedia entries that are multidisciplinary and multicultural, inclusive of diverse gender orientations and sexualities, with a focus primarily on the movement in the United States. |
| Lisa Hogeland, *Against Generational Thinking, or, Some Things That “Third Wave” Feminism Isn't*, 24 Women's Studies in Communication 107 (Spring 2001).Available at: http://www.tandfonline.com/doi/pdf/10.1080/07491409.2001.10162429 | "The rhetoric of generational differences in feminism works to mask real political differences- fundamental differences in our visions of feminism's tasks and accomplishments. Feminists are differently situated in relation to what feminist movement has (and has not) accomplished, and generation is perhaps the least powerful explanatory factor for our different situations." Focuses instead on the changing relationship between consciousness and social change. |
| Paula Kamen, Feminist Fatale: Voices from the ‘Twentysomething’ Generation Explore the Future of the “Women's Movement” (Plume 1991).  | Journalist/feminist Paula Kamen traveled all over the country to interview people about that elusive word "feminism" and what it meant to people her age (the "twentysomething" generation).  |
| Amber Kinser, *Negotiating Spaces For/Through Third-Wave Feminism*, 16 NWSA Journal 124 (Fall 2004).Available at: http://www.jstor.org/stable/4317084?seq=1 | This essay examines the challenge confronting young feminists of finding their place and creating their space in the political landscape. It argues that the conceptual leverage of a “third wave” helps young women articulate a feminism that responds to the political, economic, technological, and cultural circumstances that are unique to the current era. Asks what are the unique contributions that third-wave rhetoric can make? |
| Marta Lamas, Feminism: Transmissions and Retransmissions (Palgrave Macmillan 2011).  | With the goal of opening up dialogue and debate, *Feminism* presents a history of Mexican feminism in the last thirty five years. Drawing from her many years of activism and anthropological scholarship, Lamas covers topics such as the political development of the feminist movement, affirmative action in the workplace, conceptual advances in regard to gender, and the nuances of disagreements among feminists. |
| Looser and Kaplan, Generations: Academic Feminists in Dialogue (Univ. of Minnesota Press 1997).  | A compilation of articles about generational difficulties and talking between generations within the movement.  |
| Colleen Mack-Canty, *Third-Wave Feminism and the Need to Reweave the Nature/Culture Duality*, 16 NWSA Journal 154 (Fall 2004).Available at: http://www.jstor.org/stable/10.2307/4317085 | "In this work, I address the uneven movement from second-wave to third-wave feminism. I discuss three feminisms: youth feminism, postcolonial feminism, and ecofeminism, and the importance of each, in their current expression, to the present form of third-wave feminism. I suggest that while all these feminisms begin to reweave the nature/culture duality by theorizing from the notion of embodiment, ecofeminism is able to make a significant additional contribution in this regard." |
| Martin and Sullivan, Click: When We Knew We Were Feminists (Seal Press 2010). | Martin and Sullivan bring us a range of women—including Jessica Valenti, Amy Richards, Shelby Knox, Winter Miller, and Jennifer Baumgardner—who share stories about the moment they knew they were feminists.  |
| Janice McCabe, *What's in a Label? The Relationship between Feminist Self-Identification and ‘Feminist’ Attitudes among U.S. Women and Men*, 19 Gender and Society 480 (Aug. 2005). Available at: http://www.jstor.org/stable/10.2307/30044613 | This article examines the relationships between feminist self-identification, sociodemographics, political orientation, and a range of gender-related attitudes using data from the 1996 General Society Survey. These findings point to more multifaceted and heterogeneous meanings of feminist identity among the U.S. public than most research acknowledge. |
| Catherine Orr, *Charting the Currents of the Third Wave*, 12 Hypatia: Third Wave Feminisms 29 (Summer 1997).Available at: http://www.jstor.org/stable/3810221 | Many third wave discourses constitute themselves as a break with both second wave and academic feminisms; a break problematic for both generations of feminists. The emergence of third wave feminism offers academic feminists an opportunity to rethink the context of knowledge production and the mediums through which we disseminate our work. |
| Pia Peltola, Melissa A. Milkie, Stanley Presser, *The “Feminist” Mystique: Feminist Identity in Three Generations of Women*, 18 Gender and Society 122 (Feb. 2004).Available at: http://www.jstor.org/stable/4149377 | Using two national surveys, the authors show that the most recent generation is no less likely than prior cohorts to identify as feminist. However, Baby Bust women are less apt to identify as feminist than are older women. Analysis suggests this reluctance is not due to an aversion to feminism but reflects the “off” timing of the feminist movement in the lives of Baby Bust women. The relationships of political ideology and gender attitudes to feminist identity are stronger among Baby Boom women, who came of age during the feminist movement’s second wave, than amongolder and younger women. |
| Jennifer Purvis, *Grrrls and Women Together in the Third Wave: Embracing the Challenges of Intergenerational Feminism(s)*, 16 NWSA Journal 93 (Fall 2004).Available at: http://www.jstor.org/stable/4317083 | This essay asks: If current third-wave controversy continues to reify oppositions between the second and third waves of feminism, largely based on caricatures, or "straw feminisms, " how can the grrrls and women who occupy the space of a "third-wave political moment," or a "third-wave feminist consciousness,." accomplish the formidable tasks of feminisms? By addressing the primacy and pitfalls of dominant generational rhetoric and applying an alternative Kristevan framework, this piece examines the potentiality entailed in such a moment and challenges the limits of existing debates. |
| Jo Reger, Different Wavelengths: Studies of the Contemporary Women's Movement (Routledge 2005). | The contributors define and examine the complexity of the Third Wave by answering questions like: how appropriate is a "third wave" label for contemporary feminism; are the agendas of contemporary feminism and the "second wave" really all that different; does the wave metaphor accurately describe the difference between contemporary feminists and their predecessors; how do women of color fit into this notion of contemporary feminism; and what are the future directions of the feminist movement? |
| Susanne Beechey, “When Feminism is Your Job: Age and Power in Women’s Policy Organizations.” In Different Wavelengths, pp. 117-136.  |  |
| Barbara Duncan, “Searching for a Home Place: Online in the Third Wave.” In Different Wavelengths, pp. 161-178. |  |
| Stephanie Gilmore, “Bridging the Waves: Sex and Sexuality in a Second Wave Organization.”In Different Wavelengths, pp. 97-116. |  |
| Astrid Henry, “Solidarity Sisterhood: Individualism Meets Collectivity in Feminism’s Third Wave.” In Different Wavelengths, pp. 81-96. |  |
| Ednie Kaeh Garrison, “Are We on the Same Wavelength Yet?” In Different Wavelengths, pp. 237-256. |  |
| Nancy Naples, "Confronting the Future, Learning from the Past: Feminist Praxis in the Twenty-First Century." In Different Wavelengths, pp. 215-236. |  |
| Leila Rupp, *Is Feminism the Province of Old (or Middle-Aged) Women?*, 12 Journal of Women's History 164 (Winter 2001).Available at:  | "Age is an important category of analysis in thinking about feminism and, no doubt, much else. In addition, a historical understanding of age and feminism might help us to understand better the young women we older feminists hope will carry on when we are gone. If nothing else, we need to learn from those older women who longed for young hands to help out but insisted that the younger generation change nothing about the way the struggle was waged." |
| Jason Schnittker, Jeremy Freese, Brian Powell, *Who Are Feminists and What Do They Believe? The Role of Generations*, 68 American Sociological Review 607 (Aug. 2003).Available at: http://www.jstor.org/stable/1519741 | The antecedents of feminist self-identification and their link to gender-related social attitudes are explored. Although most socio-demographic variables show either no relationship or a weak relationship with feminist self-identification, there are strong differences across cohorts. Males and females who were young adults during the "second wave" of feminism (birth years 1936 to 1955) are more likely to identify as feminists than are those younger or older. In addition, the link between feminist self-identification and some social attitudes is cohort specific: Seemingly profeminist positions distinguish self-identified feminists from nonfeminists only among members of the "second-wave" generation. These results reinforce the importance of political generation and suggest increasing heterogeneity in public conceptions of feminism. |
| Helene Shugart, *Isn’t It Ironic:* *The Intersection of Third-Wave Feminism and Generation X*, 24 Women's Studies in Communication 131 (Fall 2001). Available at: http://www.tandfonline.com/doi/pdf/10.1080/07491409.2001.10162432 | Analyzes how gender is constructed and communicated by women of Generation X in order to assess the relationship between Gen X and third wave feminism. Argues the overlap between "third wavers" and Gen X is great and that third wave feminism is more appropriately understood as a Gen X subculture than as an evolutionary phase of feminism. |
| Deborah Siegel, Sisterhood, Interrupted: From Radical Women to Grrls Gone Wild (Palgrave Macmillan 2007). | *Sisterhood, Interrupted* exposes the key issues still at stake, outlining how a twenty-first century feminist can reconcile the personal with the political and combat long-standing inequalities that continue today. |
| Roberta S. Sigel and John V. Reynolds, *Generational Differences and the Women's Movement*, 94 Political Science Quarterly 635 (Winter 1979-1980).Available at: http://www.jstor.org/stable/2149630 | This article examines the dispositions toward the contemporary women's movement and its goals of two generations of similarly educated women. Specifically it is a comparison of mothers and daughters who have attended (or are attending) the same college. Two competing hypotheses will be offered to explain the basis of support. One hypothesis identifies the social position of women as the key variable. The other hypothesis is the generational hypothesis. |
| Claire Snyder, *What Is Third‐Wave Feminism? A New Directions Essay*, 34 Signs 175 (Autumn 2008).Available at:http://www.jstor.org/stable/10.1086/588436 | "This essay explores a wide array of popular and academic literature on third-wave feminism in an attempt to make sense of a movement that on its face may seem like a confusing hodgepodge of personal anecdotes and individualistic claims, in which the whole is less than the sum of its parts. While third-wave feminists do not have an entirely different set of issues or solutions to long-standing dilemmas, the movement does constitute, I would argue, more than simply a rebellion against second-wave mothers. What really differentiates the third wave from the second is the tactical approach it offers to some of the impasses that developed within feminist theory in the 1980s" |
| Christina Sommers, Who Stole Feminism? How Women have Betrayed Women (Simon & Schuster 1995).  | Sommers has exposed a disturbing development: how a group of zealots, claiming to speak for all women, are promoting a dangerous new agenda that threatens our most cherished ideals and sets women against men in all spheres of life. Despite its current dominance, Sommers maintains, such a breed of feminism is at odds with the real aspirations and values of most American women and undermines the cause of true equality. |
| Kimberly Springer, *Third Wave Black Feminism?*, 27 Signs 1059 (Summer 2002).Available at: http://www.jstor.org/stable/3175944 | This article evokes three central questions about contemporary young Black women’s views on gender and race: Is there a third wave Black feminist politic? What issues are contemporary young Black feminists prioritizing? How do these young women contextualize their experiences and their politics? |
| Jessica Valenti, Full frontal Feminism : A Young Woman's Guide to Why Feminism Matters (Seal Press 2007).  |  *Full Frontal Feminism* embodies the forward-looking messages that Jessica Valenti propagates on her popular website, Feministing.com. Covering a range of topics, including pop culture, health, reproductive rights, violence, education, relationships, and more, Valenti provides young women a primer on why feminism matters.  |
| Rebecca Walker, To be Real: Telling the Truth and Changing the Face of Feminism (Anchor Books 1995). | An anthology of essays by up-and-coming feminist and gay writers reevaluates the objectives and philosophy of the feminist movement, calling for more emphasis on liberating women than guarding their sexual behavior. |
| Justyna Wlodarczyk, Ungrateful Daughters: Third Wave Feminist Writings (Cambridge Scholars Pub. 2010). | Using tools of literary criticism to analyze the literary output of third wave feminism in the United States, Ungrateful Daughters looks at the main anthologies of third wave writings, paying attention to their structure, production process and narrative forms used in the individual pieces. It also attempts to define third wave fiction and analyze the memoirs and novels coming from writers who could be classified as third wave (specifically, Rebecca Walker, Danzy Senna and Michelle Tea), tracing how these books exhibit 'third wave sensibility' and reflect generational experiences of third wave writers.  |
| Naomi Zack, Inclusive Feminism: A Third Wave Theory of Women's Commonality (Rowman & Littlefield Publishers 2005).  | Zack shows ongoing segregations make it impossible for women to unite politically and they have not ended exclusion and discrimination among women, especially in the academy. Zack provides a universal, relational definition of women, critically engages both Anglo and French feminists and shows how women can become a united historical force |

# Articles about Intergenerational Leadership

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| Paul Arsenault, *Validating Generational Differences: A Legitimate Diversity and Leadership Issue*, 25 The Leadership & Organization Development Journal 124 (2004). Available at:http://www.emeraldinsight.com/journals.htm?articleid=1410717&show=abstract. | Today's workforce is more diverse that ever. One diversity issue that has not been generally recognized is generational differences. Defined as a shared tradition and culture by a group of people that is lifelong, differences in generations have been plagued by erroneous misconceptions. The principal reason has been a lack of research to validate the significance of these differences. This extensive study validates that generations create their own traditions and culture by a shared collective field of emotions, attitudes, preferences, and dispositions. In addition, the study illustrates significant differences in how these generations rank admired leadership characteristics, which correlates to their preferred leadership style and favorite leaders. The conclusion is that generational differences are a legitimate diversity issue that organizations need to recognize and understand and an issue that needs to be addressed in developing current and future leaders. |
| Peter Brinckerhoff, “Generations: the Challenge of a Lifetime for your Nonprofit” (Fieldstone Alliance 2007).  | This guide addresses how the upcoming retirement of baby boomers will affect nonprofit organizations in terms of leadership and service populations. Gives steps to deal with generational differences in human resources, marketing, programming, technology, and management. Each chapter ends with a summary and discussion questions. With bibliographical references and index.  |
| Maria Cornelius, Patrick Corvington and Albert Ruesga, *Ready to Lead? Next Generation Leaders Speak Out* (2008).Available at: http://www.aecf.org/~/media/Pubs/Other/R/ReadytoLeadNextGenerationLeadersSpeakOut/ready\_to\_lead.pdf | Recent studies suggest that the charitable sector will be increasingly drawn into an all-out “war for talent” with the government and business sectors. As the Baby Boomers retire from their leadership positions over the coming decades and the labor market grows ever tighter, how will the nonprofit sector attract the most committed and talentedleaders? What would draw Generation Xers and Generation Yers to positions that typically offer long hours for short pay? This paper examines the survey results of emerging nonprofit leaders. |
| Dorothy A. Johnson Center for Philanthropy and Nonprofit Leadership, *Issues and Answers from the Next Generation* (2007).Available at: http://np2020.wikispaces.com/file/view/NP2020\_Web.pdf | Identifies main issues of the leadership deficit in nonprofits and reports on answers discussed at an intergenerational non-profit conference. |
| Kris Downing, *Next Generation: What Leaders Need to Know about the Millennials*, 26 Leadership in Action 3 (Sept. 2006). Available at: http://onlinelibrary.wiley.com/doi/10.1002/lia.1161/pdf | It's a unique time in the workplace as four generations of workers are intermingling. As the most recent generation enters the workforce, the challenge for leaders is not only to understand the differences between the generations but also to embrace their different perspectives and find ways to bring out the best in everyone. |
| Rodney Fong, *Retaining Generation X’ers in a Baby Boomer Firm*, 29 CAPITAL U. L. REV. 911 (2002).Available at: http://digitalcommons.law.ggu.edu/cgi/viewcontent.cgi?article=1004&context=pubs&sei-redir=1#search=%22Rodney+Fong+ggu%22 | One major challenge in law firms is retaining associates. The focus of this paper is on the associates themselves, many of whom are Generation X’ers. This paper will introduce Generation X and explain who they are, what they do, how they view the world, and some of their characteristics. Further, it will explain how one can interact, work with, and retain Generation X’ers. |
| Frances Kunreuther, Patrick A. Corvington, Annie E. Casey Foundation, *Next Shift: Beyond the Nonprofit Leadership Crisis* (2007).Available at:http://buildingmovement.org/pdf/Next\_Shift.pdf | During the past six years, there has been a rising sense of alarm in the nonprofit sector about the future of its leadership, and this author believes a broad view of the issue is appropriate and needed. As Baby-Boom-age leaders leave, the sector will approach an important turning point ripe with both challenges and opportunities. It is critical that as a whole, the sector musters its broadest, most creative, and most incisive thinking to understand and respond to this particular historical moment. Too many nonprofit agencies, and particularly the human services organizations that serve children and families, operate today under crushing political and resource stresses. Many larger agencies founded in flusher eras are struggling to adapt to an increasingly austere funding environment with demands for increasing accountability. Smaller grassroots groups fight to survive from grant to grant. At stake are the lives and life chances of tens of thousands of children, families, and individuals who receive support and services from these groups. This troubling prospect will hopefully motivate younger and older leaders to come together to chart common and effective strategies for the future. |
| Frances Kunreuther, Association for Research on Nonprofit Organizations and Voluntary Action, *The Changing of the Guard: What Generational Differences Tell Us About Social-Change Organizations* 32 Nonprofit and Voluntary Sector Quarterly 450 (Sept. 2003).Available at: http://nvs.sagepub.com/content/32/3/450.full.pdf+html | Accounts by executive directors and staff working in progressive social change organizations allude to generation-gap problems in the nonprofit sector that threaten the future work of these groups as they attempt to change ―the system‖. To see how generational issues might be affecting social-change nonprofits, the authors conducted a series of in-depth interviews with executive directors (falling into two age groups) and with young staff (under 40 years old). The findings of the study refute the notion of large generational differences. Both older and younger people involved in these organizations have many of the same qualities: commitment, concern, energy, interest, and a strong belief in justice. However, differences are evident between those born in the Baby Boom generation and those who identify with Generation X in respect to their motivations to enter social change work, their concerns about the work/personal life divide, and their views of the future. Understanding these differences can help build strong leadership for the future. |
| Helen S. Kim, Frances Kunreuther, Annie E. Casey Foundation, *What’s Next? Baby Boom-Age Leaders in Social Change Nonprofits* (2007).Available at: http://www.aecf.org/upload/PublicationFiles/LD3622H1409.pdf | This paper reports on how twenty-seven social change nonprofit leaders in the baby boom generation view their work and the contributions they have made during the past 30 years. The leaders come from diverse backgrounds and are involved in a wide range of issues. All have helped to build strong nonprofit organizations that have made major contributions to social change. The goal of the paper was first to hear what these leaders thought of the future of their work, their organizations, and their own lives. The authors also listened to the leader’s perspectives about the future of nonprofit sector leadership and identified areas that could assist the leadership transition from older to younger generation leaders. |
| Robert I. Kabacoff and Ronald W. Stoffey, *Age Differences in Organizational Leadership* (2001).Available at:http://www.mrg.com/documents/Age\_and\_Leadership.pdf | In order to investigate possible age differences in organizational leadership behavior, a diverse sample of younger (25-35 years) and older (45-55 years) mid-level North American department and unit managers matched for industry, job function, and gender were compared on 22 leadership behaviors and 3 effectiveness measures. |
| Frances Kunreuther, Helen Kim, and Robby Rodriguez, Working Across Generations: Defining the Future of Nonprofit Leadership(John Wiley & Sons, Inc.2008).  | Working Across Generations presents ideas and gives practical advice on how to approach generational changes in leadership so that the contributions of long-time leaders are valued, new and younger leaders’ talent is recognized, and groups are better prepared to work across generational divides. |
| Caroline McAndrews, “Millennials in the Workplace,” Social Citizens Blog (June 8, 2006). Available at: http://www.socialcitizens.org/blog/millennials-workplace | Keeping these traits in mind, when we look at what Millennials are asking for in the workplace, they are characteristics that respondents in our national survey (from all generations) named as important to doing good work and building a positive workplace. |
| Caroline McAndrews, Building Movement Project, *What Works: Developing Successful Multigenerational Leadership* (2010).Available at: http://buildingmovement.org/pdf/what\_works.pdf | Since the beginning of the new millennium, there has been growing concern about the breadth and depth of new leadership in the nonprofit sector. This study looks at the key factors that build leadership and commitment across generations. While it is true that generations differ in how they approach their work, there are remarkable similarities in what people want out of their work and workplaces. Rather than focus on well-documented differences, this study examines what helps potential leaders do their best work, what constitutes a good workplace, and how to improve the ability to retain, support, and promote staff across generations. This report also offers a roadmap for how nonprofits can create dedicated staff, build their capacity to lead, and deepen their commitment to the nonprofit sector at little to no cost. |
| Jeanne Meister and Karie Willyerd, “Mentoring Millennials,” Harvard Business Review (May 2010). Available at:http://epowerment.eqmentor.com/docs/Mentoring%20Millenials.pdf | Delivering the feedback Gen Y craves is easier than you think. |
| Carol Mithers, *Workplace Wars*, Ladies Home Journal, May 2009.Available at: https://www.marycrane.com/press/65-Ladies'%20Home%20Journal%20-%20Workplace%20Wars.pdf | In offices around the country, Millennials, Gen Xers, and Baby Boomers are trying to figure out how to get along. Sure, they all feel lucky to have a job in a bad economy, but that doesn't make the culture clash any easier. |
| Sonia Ospina and Erica Foldy, *Toward a Framework of Social Change Leadership* (Sept. 2005).Available at:http://ssrn.com/abstract=1532332 | This paper presents and describes an emergent framework of social change leadership, based on a multi-year, multi-modal, qualitative study of social change organizations. The framework poses that the consistent use of a set of leadership drivers, anchored in a set of assumptions and core values of social justice, helps members of these organizations engage in practices and activities that build collective power, which is then leveraged to produce long-term outcomes for social change. The authors suggest the study of social change leadership has implications for broader work on leadership, in two ways. First, it helps illuminate social constructionist understandings of leadership that see it as shared or collective rather than inherent in one or more visible individuals. Secondly, it highlights the importance of both beliefs and behaviors -- worldview and action – and the interaction between them as fundamental to leadership. |
| Carol Sanford, *Now What? Young Leaders Are Changing the World by Working for Themselves*, Stanford Social Innovation Review Blog, June 14, 2011.Available at: http://www.ssireview.org/opinion/entry/now\_what\_young\_leaders\_are\_changing\_the\_world\_by\_working\_for\_themselves/ | An analysis of Gen Next leaders creating their own jobs. |
| L. Jeff Seaton and Michael Boyd, *The Organizational Leadership of The Post Baby Boom Generation: An Upper Echelon Theory Approach*, 13 Acad. of Entrepreneurship J. 69 (2007).Available at http://www.alliedacademies.org/Publications/Papers/AEJ%20Vol%2013%20No%202%202007.pdf#page=79. | Organizations entering into the new global economy of the 21st century face challenges and threats never before experienced. Researchers have predicted that the key to success in this new era of globalization lies in the organizational leaders' ability to provide strategic leadership. The upper echelon theory suggests that leaders of organizations are subconsciously bounded by psychological factors within the leaders' personal criteria which they have been socialized to in their lifetimes. This paper will use an upper echelon theory approach to explain how the ethical and entrepreneur perspective differences of the newer generation of leaders will affect the strategic leadership of the 21st century. |
| Rosetta Thurman, “Fighting the War for Talent: Retaining Generation Y in the Nonprofit Sector” (Nov. 19, 2007).Available at: http://www.rosettathurman.com/2007/11/fighting-the-war-for-talent-retaining-generation-y-in-the-nonprofit-sector/ | We already have a great pool, but we really need to fix the marketing problem we have in the sector if we want to win the war for talent and convince young people to enter and remain in the nonprofit field. |
| Rosetta Thurman, *Does Generation Y Discriminate against Baby Boomers or is it the Other Way Around?*, Stanford Social Innovation Review Blog, Nov. 19, 2009. Available at: http://www.ssireview.org/opinion/entry/does\_generation\_y\_discriminate\_against\_baby\_boomers\_or\_is\_it\_the\_other\_way\_/ | Many issues compound the complexity of intergenerational relationships and make it difficult to share leadership. |
| Rosetta Thurman, *Preparing the Next Generation of Nonprofit Leaders*, Stanford Social Innovation Review Blog, Dec. 19, 2007. Available at: http://www.ssireview.org/opinion/entry/preparing\_the\_next\_generation\_of\_nonprofit\_leaders/ | Nonprofits need to be proactive in preparing their younger workforce for future leadership positions. |
| Rosetta Thurman, *Coming to Terms with the Future of Nonprofit Leadership*, Stanford Social Innovation Review Blog, Jan. 30, 2008.Available at: http://www.ssireview.org/opinion/entry/coming\_to\_terms\_with\_the\_future\_of\_nonprofit\_leadership/ | There are four concepts we need to consider in thinking about how the next generation will come to the work differently in shaping social change. |
| Rosetta Thurman, *Does Generation Y Really Want Change?*, Stanford Social Innovation Review Blog, July 20, 2009.Available at: http://www.ssireview.org/opinion/entry/does\_generation\_y\_really\_want\_change/ | Does Generation Y really want change? If the answer is yes, then we’re going to have to prove it. |
| Thomas Tierney, *The Leadership Deficit*, Stanford Social Innovation Review 26 (Summer 2006).Available at: http://www.ssireview.org/pdf/2006SU\_feature\_Tierney.pdf | One of the biggest challenges facing nonprofits today is their dearth of strong leaders – a problem that’s only going to get worse as the sector expands and baby boom executives retire. Over the next decade nonprofits will need to find some 640,000 new executives, nearly two and a half times the number currently employed. To meet the growing demand for talent, the author offers creative ways of finding and recruiting new leaders from a wide range of groups, including business, the military, and the growing pool of retirees. |
| Jean E. Wallace, *Work Commitment in the Legal Profession: A Study of Baby Boomers and Generation Xers*, 13 International Journal of the Legal Profession 137 (2006).Available at: http://www.tandfonline.com/doi/full/10.1080/09695950600961293. | This paper empirically addresses two questions: (1) are Generation X lawyers less committed to their work than Baby Boomer lawyers?; and (2) do the factors related to work commitment differ for Generation X lawyers and Baby Boomer lawyers? The regression results show there is no significant generational difference in work commitment. The generations do differ in the factors that are related to their work commitment however. Work effort and extrinsic rewards are generally more highly related to Baby Boomers' commitment and intrinsic rewards to Generation Xers' work commitment. |
| Mary Ann Wisniewski, *Leadership and the Millennials: Transforming Today’s Technological Teens into Tomorrow’s Leaders*, 9 J. of Leadership Educ. 53 (2010).Available at: http://www.fhsu.edu/jole/issues/JOLE\_9\_1.pdf#page=66 | Although older and younger generations unfailingly tend to disagree on values and are inclined to perceive one another with a degree of skepticism and disapproval, it is an unmistakable reality that because of technology today’s youth are approaching life differently than previous generations. It is also clear that today’s Millennials are tomorrow’s leaders. How then do we help facilitate the leadership capacity of today’s youth? This article documents a year-long research study of university students’ perceptions of the factors that characterize effective teaching and learning, in general, and more specifically, leadership education. The data suggests that traditional approaches to teaching will likely be met with resistance. A leadership education model for the Millennials detailing the purposes and content, along with strategies for teaching and learning is presented. |

# Articles about New Models for Philanthropy

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| Achieve, *Millennial Donor Report 2011*Available at: http://millennialdonors.com/wp-content/uploads/2011/05/MD11\_Report1411.pdf | For the 2011 Millennial Donors Study, Achieve and Johnson, Grossnickle and Associates (JGA) received survey responses from nearly 3,000 people between the ages of 20 and 35 from across the United States about their giving habits and volunteer preferences. The results of this year’s survey support last year’s thesis that, in many ways, Millennial donors want to be approached differently than their predecessors and yet with the same level of respect and the same kind of connections to leadership. |
| Laura Arrillaga-Andreesen, Giving 2.0: Transform Your Giving and Our World (Jossey-Bass 2012). | Through dozens of real-world stories, Giving 2.0 shows how everyone can find innovative and powerful methods to give their time, money, and expertise-whether volunteering and fundraising, leveraging technology and social media, creating social innovation. or starting a giving circle, fund, foundation, nonprofit, or advocacy group. |
| Suzie Boss, *What's Next: Tweets for Change*, Stanford Social Innovation Review (Summer 2009)Available at: http://www.ssireview.org/articles/entry/whats\_next\_tweets\_for\_change/ | Tweeters come together for spontaneous gatherings of like-minded philanthropists. |
| Paul Brest, *The Power of Theories of Change*, Stanford Social Innovation Review (Spring 2010).Available at: http://www.ssireview.org/articles/entry/the\_power\_of\_theories\_of\_change/ | Improving the lives of disadvantaged populations—whether through better schools, after-school programs, or teen pregnancy prevention clinics—requires proven theories of change. The very development of a field depends on their diffusion, replication, critique, and modification. Yet some organizations refuse to articulate a theory of change and some funders think it would be intrusive to demand that they do so. The interests of all concerned are served by a developmental approach to creating and evaluating theories of change. |
| Elayne Clift, Women, Philanthropy, and Social Change: Visions for a Just Society (University Press of New England 2005). | A collection of essays designed to show the hidden history of women's involvement in the nonprofit world and discusses how women are using philanthropy to achieve social change. |
| Crutchfield and Grant, Forces for Good: The Six Practices of High-Impact Nonprofits (Jossey-Bass 2008) | Explores the practices of high-impact nonprofits through twelve organizations, and their impact on social change. |
| Eisner, Grimm, Maynard and Washburn, *The New Volunteer Workforce*, Stanford Social Innovation Review (Winter 2009).Available at: http://www.ssireview.org/articles/entry/the\_new\_volunteer\_workforce/ | "A new generation of young professionals raised with community service as part of their everyday life will create a broad pool of potential volunteers — a tremendous opportunity for the sector, but only if it learns to successfully engage them." |
| Allison Fine, Momentum: Igniting Social Change in the Connected Age (Jossey-Bass 2006). | Fine chronicles the ways that social media are facilitating more connected and effective activism. |
| James Irvine Foundation, *Convergence Report: How Five Trends will Reshape the Social Sector* (2009). Available at: http://www.irvine.org/images/stories/pdf/eval/convergencereport.pdf | This report highlights five key trends and how their coming together will shape the social sector of the future. Based on extensive review of existing research and in-depth interviews with thought leaders and nonprofit leaders and activists, it explores the trends (Demographic Shifts; Technological Advances; Networks Enabling Work to be Organized in New Ways; Rising Interest in Civic Engagement and Volunteerism; and Blurring of Sector Boundaries) and looks at the ways nonprofits can successfully navigate the changes. |
| Mark Kramer, *Catalytic Philanthropy* Stanford Social Innovation Review (Fall 2009).Available at: http://www.ssireview.org/articles/entry/catalytic\_philanthropy/ | Despite spending vast amounts of money and helping to create the world’s largest nonprofit sector, philanthropists have fallen far short of solving America’s most pressing problems. What the nation needs is “catalytic philanthropy”—a new approach that is already being practiced by some of the most innovative donors. |
| Monitor Institute, *What's Next for Philanthropy: Acting Bigger and Adapting Better in a Networked World* (2010).Available at: http://www.monitorinstitute.com/whatsnext/ | It highlights the changing context in which funders now operate, and identifies ten emerging next practices that can help funders of all sorts increase their impact over the coming decade. What's Next for Philanthropy argues that while the cutting edge of philanthropic innovation over the last decade has been mostly about improving the effectiveness, efficiency, and responsiveness of individual organizations, the next practices of the coming 10 years will have to build on those efforts to include an additional focus on coordination and adaption—acting bigger and adapting better. |
| Monitor Institute, *Investing for Social & Environmental Impact: A Design for Catalyzing an Emerging Industry* (2009).Available at: http://www.monitorinstitute.com/impactinvesting/ | The report examines how impact investing has developed and how it might evolve. It also provides a blueprint of initiatives that could help catalyze impact investing so the industry delivers on its promise for addressing global challenges. |
| Monitor Institute, *Intentional Innovation: How Getting More Systematic about Innovation Could Improve Philanthropy and Increase Social Impact* (2008).Available at: http://www.monitorinstitute.com/downloads/IntentionalInnovation-FullReport.pdf | The report shares the findings of a year-long project with the Kellogg Foundation that aimed to understand the growing body of literature and practice on innovation processes and to help funders and activists more systematically and deliberately nurture innovation in the social sector. |
| Monitor Institute, *Cultivating Change in Philanthropy* (2005). Available at: http://www.monitorinstitute.com/downloads/Cultivating\_Change\_in\_Philanthropy.pdf | Examines the barriers to change in philanthropy and why the current moment holds new possibility for improving the field. |
| Monitor Institute, *Looking out for the Future: An Orientation for Twenty-first Century Philanthropists* (2005). Available at: http://www.monitorinstitute.com/downloads/Looking\_Out\_for\_th\_%20Future.pdf | Global trends, from new technologies to dramatic demographic shifts, are combining to create a new context for philanthropy. This book—the culmination of a five-year exploration of the future of philanthropy—aims to help philanthropists understand what it means to give in a rapidly changing global and philanthropic landscape. |
| Deborah Puntenney, Women’s Funding Network, *Measuring Social Change Investments* (2002). Available at: http://www.womensfundingnetwork.org/sites/wfnet.org/files/measuringsocialchangeinvestments\_paper.pdf | This work examined how a sample of 18 foundations support public policy and advocacy work and how they measure progress in terms of social change achieved as a result of their investments. |
| Shaw, Sondra C. & Taylor, Martha, Reinventing Fundraising: Realizing the Potential of Women's Philanthropy (Jossey-Bass 1995). | Reinventing Fundraising rejects the notion that women make unenlightened philanthropists. Shaw and Taylor draw from interviews, focus groups, and discussion with more than 150 women philanthropists and scores of development professionals to identify model programs that focus on women's giving. Besides showing the rich history of American women's philanthropy, the authors outline new program models that organizations can tailor to their own female constituents. |
| Straus, Tamara, *Five-Digit Giving* Stanford Social Innovation Review (Summer 2010).Available at: http://www.ssireview.org/articles/entry/five-digit\_giving/ | How texting became young donors’ preferred way to make charitable donations. |
| Catherine Walker, Joseph Rowntree Foundation, *Growing into Giving: Young People's Engagement with Charity* (2002).Available at: http://www.jrf.org.uk/sites/files/jrf/n22.pdf | Over the last 20 years there has been a worrying decline in younger people’s participation in volunteering and giving money to good causes. Despite this evidence and the ensuing ‘bad press’, there has been little empirical research into how young people relate to giving and charity. This research, carried out by researchers at the Charities Aid Foundation, uses both qualitative andquantitative survey techniques to explore the views of a range of young people. |

# Articles about New Models for Social Change

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| John Kania and Mark Kramer, *Collective Impact*, Stanford Social Innovation Review (Winter 2011).  | Large-scale social change requires broad cross-sector coordination, yet the social sector remains focused on the isolated intervention of individual organizations. |
| Beth Kanter and Allison Fine, The Networked Nonprofit: Connecting with Social Media to Drive Social Change (Jossey-Bass 2010). | Offers rich insight about working with networks in an organizational context and examples of how nonprofits are using social media to “power social networks for change.” |
| Marty Kearns, Green Media Toolshed “Network-Centric Advocacy.”Available at: http://activist.blogs.com/networkcentricadvocacypaper.pdf | Kearns outlines the changing landscape for activism and, in this context, presents his network-centric advocacy model. |
| Monitor Institute, *Working Wikily: How Networks Are Changing Social Change*.Available at: http://www.workingwikily.net/Working\_Wikily.pdf | The article explores the use of online and offline networks for social change, and examines how social media tools are driving more connected ways of working—what we call “working wikily”—characterized by principles of greater openness, transparency, distributed effort and collective action. |
| Monitor Institute, *Working Wikily 2.0: Social Change with a Network Mindset* (2009).Available at: http://www.monitorinstitute.com/documents/WorkingWikily2.0hires.pdf | This report updates the original version of Working Wikily and explores how networks are changing philanthropy and social change. This iteration of the report, emerging from the Monitor Institute's two-year Philanthropy and Networks Exploration with the Packard Foundation, goes beyond the basic description of networks and social media tools from the first piece to provide helpful advice on how to start working wikily. |
| Monitor Institute, *Catalyzing Networks for Social Change: A Funder’s Guide* (2Available at: http://www.monitorinstitute.com/downloads/Catalyzing\_Networks\_for\_Social\_Change.pdf | This guide is an early attempt to create a rough map for the many individuals and foundations that are catalyzing networks in order to build and boost the impact of their philanthropy. |
| Monitor Institute, Knight Foundation, *Connected Citizens: The Power, Peril, and Potential of Networks* (2011). Available at: http://www.knightfoundation.org/publications/connected-citizens-power-potential-and-peril-netwo | This report addresses the dilemma that we now face as a result of becoming increasingly connected and better able to share information: that people can more easily coordinate and mobilize social action, yet false information can spread like wildfire and network connections can be used toward harmful ends. The report offers case studies of what's working, scenarios for how the world could unfold through 2015, and pragmatic near-term recommendations for grantmakers. |
| Peter Plastrik and Madeleine Taylor, *Net Gains: a Handbook for Network Builders Seeking Social Change* Available at: http://www.arborcp.com/articles/NetGainsHandbookVersion1.pdf?lt=net\_gains\_download | Covers the basics on networks — including their common attributes, leveraging them for social impact, evaluating them and analyzing social networks. |
| Clay Shirky, *Here Comes Everybody: The Power of Organizing Without Organizations* (Penguin Press 2008).  | A examination of how the wildfirelike spread of new forms of social interaction enabled by technology is changing the way humans form groups and exist within them, with profound long-term economic and social effects for good. |