BRIAN REICH

Foreword by **JEAN CASE**
The Case Foundation

SHIFT & RESET

STRATEGIES *for* ADDRESSING SERIOUS ISSUES *in a* CONNECTED SOCIETY

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*To Henry and Lucy . . . my motivation
for wanting to change the world.*

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Foreword

We live in an unprecedented period of time when almost any individual or organization can be left feeling somewhat unsettled by the changes taking shape in our society. Many years ago when helping to build AOL, I saw firsthand how change could be a positive force as the Internet truly leveled the playing field in terms of access to information and empowering individuals through interactive communications. Today, we are witnessing further advancements in technology that are going so far as to change the social fabric and the kind of networks that define our world.

The Web has changed dramatically from a place full of content "destinations" that one would seek out, to content and information that is broadly shared and delivered on an instantaneous, distributed basis. Where and how we consume information, how we engage with brands, organizations, people, and issues we care about are all shifting. But what's more, if you're not shifting with them, then you're running the risk of falling behind. To better enable keeping up, tools that used to be out of reach are now easily accessible. Technology that used to cost thousands is now low cost or available for free and easily accessible. One person can do the job of two, three, or in some cases an entire department. Tasks that seemed impossible just a few short years ago are becoming more reasonable today.

The same holds true as we look at our "offline" world—we're no longer limited to our old networks and ways of interacting. We've expanded our circles and are more informed as consumers, as activists, and that offers each of us an unprecedented opportunity to become influencers—to each other and to brands and organizations themselves. While millions of individuals have adapted to changes over recent years, what remains to be answered is how organizations ultimately respond to this new influence. Many are still working in an old world mentality of "if you build it, they will

come,"—having a web site and waiting around for people to find them—when what they really need to be thinking about is how to reach new audiences and harness this new influence and energy into real action.

As we look across sectors and assess how the transition to the new reality is taking shape, we find that some companies really "get it" and have taken bold steps to fully leverage this new world of digital possibilities. Same is true with some nonprofits, and even in the public sector, such as with the White House, where citizen engagement has risen to an entirely new level thanks to the Web. But for the most part, no matter the sector, organizations and businesses are still in the business of just figuring it out, and this is particularly true in the philanthropy, nonprofit, and small business.

But can this new reality represent new hope for the way we work together or, more important, the way we address complex social challenges? Just as Brian shares in the chapters that follow, even with the newfound openness and transparency that exists today on the Web, there's an equal amount of frustration with the siloed nature of public, private, and nonprofit work. Given the rich opportunities the new technology advancements can bring, nonprofits and small organizations have a truly unique opportunity to compete and fully leverage new opportunities to establish brands, reach audiences, and advocate for ideas they care about. As Brian makes clear in the book, "The digital tools available today make it relatively easy, in fact, for organizations to deliver unique experiences customized to each individual user." The sheer size and scale of social networks ensures that there's plenty of audience for everyone, but it compels organizations to be quick to the game, understand the tools, and fully leverage opportunities where they exist.

Perhaps to get a vision of where we need to go we should turn to the young. Young people often don't see the world in same old silos that many of us were raised with; they have a desire to change the world, and they don't necessarily care whether they do that through business, nonprofit, or the government. But to truly move beyond these silos we will likely have to move out of our comfort zone and take risks. In the new world we're living in, we've found that experimentation isn't a luxury—it's a must.

At the Case Foundation, we've embraced experimentation in this new world as our way of "figuring it out." Some might say we're willing to risk failing fast so that we can learn faster and, hopefully,

succeed faster. In our own efforts to make an impact, we came to the realization that beyond granting money to respected organizations, we might be more impactful if we worked with other sectors, if we more fully leveraged our skills and experiences working side by side with partners, and if we found a way for technology to expand our reach and impact. What that meant is that we *had* to experiment—we were walking into uncharted territory. Some of our experiments were great successes while others were humbling failures that taught us valuable lessons that we then set about to share with others. However, the most valuable lesson we learned was that if we had hung on to our fear, and not been willing to experiment, we never would have innovated.

Change is scary. Change is exhilarating. Change is exhausting. Change is humbling. But change is also inevitable. As I've said before, we are in an unprecedented period of significant change, fueled in part by technology but also by people. What remains to be seen is whether we—as individuals, brands, and organizations—can truly embrace that change, and acknowledge that "the way we're working isn't working," to truly *create* change. I believe we can.

JEAN CASE
CEO, The Case Foundation

Preface

I originally proposed to write two books at the same time. The first book was designed to address the critical challenges facing our society today, and how apathy, lack of understanding, and broad inconsistencies of organizational commitment were a kind of perfect storm, critically impairing our capacity to solve them. What I wanted to do, in the final analysis, was reenvision how we support causes and address serious issues in the digital age.

The second book would have addressed the challenges being faced by individuals and organizations of all stripes (brands and retailers, political organizations and government, foundations and educational institutions, news media and entertainment, new start-ups and established institutions, etc.) in today's connected society. I wanted to rethink the ways these organizations ought to operate, interact, and communicate in order to survive (never mind thrive).

In the end, of course, I realized that there is no difference between the set of challenges facing the cause/philanthropy community specifically and those facing society generally.

We Are All in This Together

Addressing serious issues is a team effort. Our shared challenges are pretty clear:

- Technology and the Internet are driving significant changes to our society, and these changes are being felt by everyone. The nonprofit community isn't isolated from everyone else; causes don't exist in a vacuum. No product, service, idea, campaign, executive, agency, or leader can operate without an understanding of, and appreciation for, people's lives and the interests they have in the things that are happening all around us.

- In a connected society, it is simply not possible for any one organization, or type of organization, to bring about lasting or meaningful change on its own. Quite frankly, almost everything needs to change, and that will require coordination and collaboration across all sectors to be successful.

It is obvious that we need to work collectively, and in decisively new ways, to address these issues. And we must broaden the scope of our concerns beyond the "isolated" needs of a single organization, market, or sector and instead address these challenges on a global level.

Why I Wrote This Book

I wrote this book to get people thinking. Differently. About these great challenges and many more like it. My mission is to make you uncomfortable. I want you to feel excited about the new opportunities that are available, and frustrated that you haven't made more progress toward your goals. I don't have specific answers, a plan for you to follow step by step. But I have stories and examples to show how what you are doing isn't working anymore, and why you need to change how you do everything.

Here's what I can tell you about myself, how I think, and what that means for your reading experience.

I am a (little m) media junkie. By (little m) media, of course, I mean the information, experiences, and stuff that fuel our brains and power our conversations. The broad definition of media includes the hundreds and thousands of articles, shows, events, books, toys, ads, gadgets, and everything else that we consume and consider every day.

Personally, I read a dozen newspapers each day (mostly online), subscribe to 27 different magazines (all in print), and have more than 1,100 blogs in my reader. I am constantly surfing across new web sites and connecting with other interactive platforms hoping to tap into the vast community of smart people who share their ideas and insights from around, and about what is happening in, the world.

I am just as active when it comes to consuming and processing information offline as well. I write. I speak. I teach. I blog. I update my status and share my location. I host a regular podcast show.

I am that annoying guy who starts up a conversation in the elevator about something I heard you say. I can easily turn a casual dinner conversation with friends into a spirited debate about a pressing issue. And when I don't have any actual knowledge, you can be confident that I have lots of questions to ask. On a really good day, I can listen and make sense of what other people say as well, or find ways to relate my own experiences to the ones that others have to offer.

More than anything, I try to make sense of all the different media that are available, and the stories and insights they might apply to my life, my work, and what's happening all around me. I love to learn new things, the very process of consuming (little m) media—and, when I get the opportunity, sharing what I think is interesting with others and getting their thoughts in return.

I spend my time looking at how people get and share information and what it takes to motivate behavior, especially in the context of serious and complex issues. My professional life has been spent getting people to do something—to show up at events, vote, donate, buy something, tell someone, volunteer, read, watch, anything. My passion is behavior change—getting people to think and act differently.

I have poured my experiences from a lifetime of personal and professional commitment to serious issues into this book. I have a perspective that has been honed over years of writing, teaching, and discussing what is happening in the world, and how we can all impact that work. And I have a set of deeply held beliefs, and my sense of personal responsibility, to doing something important in the world, hopefully with a positive and meaningful impact.

How To Read This Book

The book you are about to read begins with an overview of how the Internet and technology are reshaping our world; it addresses the implications for individuals, organizations, and global society; and it articulates a set of principles for how to approach the challenges of today differently. Each successive chapter turns to specific challenges that need to be addressed, and introduces actionable strategies and solutions for how we can shift and reset our thinking and action.

Overall, this book promotes the idea that we need to reshape policies, build capacity, develop talent, improve marketing and

promotion (including storytelling, media relations, outreach and engagement, advertising, etc.), and revisit our methods for fundraising and partnerships/collaboration. The focus (or onus) is placed equally across sectors—government and political organizations, news and media, entertainment, sports, marketers and advertisers, educational institutions, thought leaders, brands and corporations, as well as nonprofits, foundations, and charities. All of us, individually, are called to task as well.

I conducted interviews with more than two dozen organizational leaders, subject matter experts, and practitioners whose experiences and insights provide powerful evidence to support these important calls to action. I have also weaved together media coverage, research, and personal experiences. And to whatever extent possible, my analysis includes recent events, such as the upheavals in Tunisia and Egypt, some of whose outcomes were far from certain as we went to print.

To help balance the big thinking with practical insights and actions that anyone could take, this book also includes the following:

- *Principles.* At the beginning of the chapter, these principles are designed to summarize broader opportunities and challenge you to think about your next set of actions in a different way.
- *Solutions.* Toward the end of the chapter, you will find one or two short essays contributed by innovators and practitioners that offer some additional perspective and expertise around the issues being discussed.
- *Must-Reads.* Following the Solutions section is a list of relevant, timely, compelling, interesting, or fun information worth considering at the end of the chapter. A must-read could be a book or an article, but also a video, podcast, event, and so on. (There are no limits to the format by which you consume it.)

In addition, I am committed to providing specific action items that relate to the broad recommendations that are provided throughout the book. But I want those action items to be timely and relevant, so in most cases I will make them available online. Be sure to visit www.shiftandreset.com as you read the book, for

more details. And I love hearing from my readers (e-mail is brian@ shiftandreset.com)—so please share your own ideas or ask questions as you proceed through the book as well.

I invite and encourage you to read this book cover to cover, every page, every detail, but it's not written with that expectation in mind. That's not how I read books. The books I have on my desk, keep next to my bed, and carry around with me remain relevant over time. They are not just informative and interesting, they are useful and adaptable. I expect that each person who reads this book will bring his or her own experiences and perspectives. I hope—dare I say expect—that everyone will find sections in the pages of this book that they find valuable. And I trust that after reading some or all of the book, you will be motivated to continue the conversation—online and offline.

This book reflects how my brain works. It will be helpful to anyone looking for inspiration, answers, direction, permission, and more. The stories, interviews, examples, facts, quotes, numbers, snarky comments, and personal experiences that you find in these pages—this is what flows in and out of my head, across my desk, and through everything that I do. This is a snapshot of how I am thinking and what I believe others will benefit from knowing and understanding. More than anything, I wrote this book to be a resource that you can have on your desk, keep next to your bed, or carry around with you in your bag. If you prefer to keep a copy on your smartphone or tablet, I'm okay with that, too.

My hope is that you squirm a bit when reading this book. When you understand that feeling; when you sit with it; when you consider how your individual behaviors could change . . . your approaches might be altered. That's when things will change. That's when the real fun begins and we really start to make something happen.

Oh, and one more thing: I don't have all the answers. Not even close. There is no shortage of incredible books, brilliant minds, inspirational stories, and exciting organizations to look to for guidance and insight on how to solve serious issues. I have read more than I can count. In fact, I am overwhelmed every day by the volume of people who want to do more, do better, try harder, work smarter, explore new things, and solve real problems.

But I also know from experience that many of the best efforts go unfinished. The best practices and strategies that are outlined in best-selling and highly regarded books, and by the most brilliant

of scholars, activists, educators, and practitioners, are never fully embraced. My hope is that through this book I can call attention to the incredible ideas that these and many other amazing people offer each day. *Shift & Reset* wasn't created to compete with these books, but rather to help unlock the amazing insights that they offer in new and powerful ways.

A Shift in Thinking: Learning from the Blame Game

Trust me, I want to think positively and be excited about all the options that could be explored. I am a glass-half-full kind of person at my core. But there are real, pressing, critical needs to be addressed in our society. There is huge potential that has not yet been unlocked and a lot of problems that need to be fixed, and having a rosy outlook all the time isn't going to get the job done.

Thus, I have tried to take a different approach with this book. I have decided that the positive and aspirational/inspirational approach to meeting the challenges that exist today—personally and in the larger context of the world in which I live and work—is simply not something I can endorse. There are plenty of people taking that approach. It isn't working for me. I followed other people's paths in hopes of finding my own success for a long time and more recently have realized that was probably not a good fit for my personality, and it doesn't offer anyone else a set of examples they might learn from, either.

I wrote this book because I know we can solve real problems, we can address complex issues and embrace life to the fullest at a point in history that is riper with potential than any ever imagined. But that's not enough. The important stuff is not happening right now. Not enough is getting done. But why not? Well, there is plenty of blame to go around.

I blame the media for telling the wrong story—promoting what drives attention and delivers ratings, instead of helping people to understand and take action.

I blame politicians for making promises—but not living up to them, and sending a message that politics is more important than public service.

I blame government for passing laws and promoting policies that don't do enough to help people, instead of connecting and serving the needs and interests of the community.

I blame corporations for saying they care, but not changing (enough about) how they act—when they could serve their customers, contribute to the world, and make money.

I blame nonnprofits for not doing enough to advance their causes—for mistaking awareness for action, and tools for answers; for being afraid to try new things when they have the great potential to educate, engage, and mobilize people to action.

I blame the people who fund projects, invest in ideas, and promote new ventures for maintaining the status quo and sticking to old ways of doing things, instead of making it possible for new things to happen.

I blame our elementary schools, high schools, colleges, and graduate schools for not teaching people differently—for not adapting quickly enough to changing times, and preparing the next generation of leaders, innovators, and activists.

Most of all, I blame you. If we used our individual and collective power, for purchasing and advocating, for organizing and educating, none of the other institutions and organizations could resist the call to change. I blame you for not using your creativity, your passion, your technology prowess, your business acumen, your experience, your insights, your vast networks, your significant influence, and your bold ideas to do more, to fix the problems that exist in the world and address the challenges that continue to challenge our society.

And, of course, I blame myself for not thinking differently and using the channels and platforms that are available to me—and emerging every day—to promote new ideas, ask tough questions, challenge assumptions, ask for help, work differently, change my behavior . . . and more.

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I can, however, also take responsibility for the better role I can play, the bigger contribution I can make, and fully embrace what I know I can help to create. This is most important because it represents a *shift in thinking*. Helping to foster a greater appreciation for the need to shift and reset our thinking when we address serious issues is why I wrote this book. I am confident in our ability, individually and collectively, to address serious issues—but not in the ways we are currently organized. To make a difference in the world, we

need to change the way we approach this challenge. That may not seem all that original, but it is a different way of thinking. I wrote this book to get you to do the same—to shift and reset your ways of operating, communicating, organizing, educating, mobilizing, and everything else. The more people who embrace this, the faster change will happen.

Resetting Your Mind: Committing to Doing Better

I am angry. There are real problems facing the world, and we, as a society, are not doing enough to address them in the right ways, not the ways we know are possible. The old way isn't working, and we know it.

We continue to reward the same behaviors we have rewarded in the past while expecting different results. We profess interest in really doing things differently but settle into routines that are comfortable and safe, and we are fooling ourselves. There are lots of excuses for not making real, demonstrable changes in the way we live, work, and how we interact as individuals and engage in groups/communities. I have heard them all. I have used many of them myself. But they are bullshit. All excuses are. A person either truly, deeply, genuinely cares about changing things or he doesn't. You can step up and do what it takes, in whatever way you can, or you need to acknowledge your limits and accept the results.

What might be possible if we were really committed, as individuals and as a society? I've thought a lot about this, and instead of remaining angry, I choose to embrace the question and figure out how I can use the anger to make things happen.

I won't apologize for making my opinions known. That may not be the best business strategy—to dispense tough love—but I think it is necessary. I don't have any more tolerance left for people who suggest they are interested in changing, exploring, experimenting, and innovating but aren't willing to stay committed when things get bumpy. I have no interest in working with people who want to do the same old boring stuff. I refuse to keep quiet when I see something that I believe is important—and needs to change—heading in the wrong direction. There will always be compromises, sacrifices, and choices to be made, but there is no need to settle.

So, while nobody wants to hear that they are failing—myself included—sometimes it has to be said. Failing isn't a bad thing;

making mistakes is, in fact, a very important part of learning. There is so much that we can achieve, so much potential that can be realized, when we have the guts to point out when there is more to accomplish and push for that change to occur—and I won't apologize later for not having done my part to push a little harder and demand a little more.

I am unyielding. I expect a lot from myself and from others. I know change is hard and exhausting, but we can achieve more. We can break out of old patterns. We can blow up the systems and structures that hold us back, but it will take real commitment: every day and all the time.

I am committed, more than ever, to doing my part, and I realize I need to keep pushing myself to stay committed. The challenge of getting people to think differently and try new things seems to grow in me every day and there is no excuse to give up when things get tough. There are no days off—no holidays or weekends away—from trying to be awesome or do awesome things.

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In order to break cycles of inaction, organizational structures and approaches that are currently in place to support ventures and foster innovation must be abandoned. Instead of measuring success by attracting a mass audience for a simple offering, we should look to build ventures that benefit from the unique and powerful commitments that small, dedicated, passionate audiences can make. We should look at how to shift and adapt the commitments that organizations are making, and how they share them with the world. We should examine how the reach and influence of the crowd can help individual companies, as well as communities, to achieve their desired results. We should look for more opportunities to bring together disparate ideas, across sectors and disciplines, so the silos that exist within organizations and sectors (and the self-reinforcing beliefs that stifle true creativity and change) can finally be abandoned. If we do this—if we think bigger and stay committed—we can make innovation a shared interest and common opportunity and not just the domain of a handful of people and groups.

As I noted earlier, this book promotes the idea that we need to reshape policies, build capacity, develop talent, improve marketing and promotion (including storytelling, media relations, outreach

and engagement, advertising, etc.), and revisit our methods for fund-raising and partnerships/collaboration. Chapter by chapter, I outline what isn't working with our current approach and what options exist and evidence proves that a different way of addressing serious issues is both possible and necessary.

And after you read the book and have those insights, I hope you will find yourself in a position to shift and reset the way you operate, as an individual and in relation to the organizations you work for, or with, regarding the issues you care about and the problems you work to solve every day.

Of course, this book is just the beginning of the conversation. As you read, and especially when you finish reading, log on to www .shiftandreset.com for more information and to continue the learning. And again, I love hearing from my readers (e-mail is brian@ shiftandreset.com)—feel free to disagree or shower me with affection, share your own ideas, or ask a question.

Knocking the Meteorite Off Its Course

Close your eyes . . . okay, well, open them so you can keep reading, but pretend they are closed for effect.

I want you to imagine that you are standing outside on a beautiful, warm, sunny day. You've been working hard to raise awareness about a pressing issue or promote the good work of your organization on behalf of an important cause. Suddenly, the sky begins to darken. An ominous-looking shadow blankets you and your surroundings. The ground beneath you begins to shake. A giant meteorite is approaching. If it hits, everything you know will be affected. Everything you know will change—and not in a good way.

The meteorite in this story represents all the challenges that you face in addressing serious issues in today's connected age. For brands and marketers, the meteorite represents the control that customers now have over their information experience—the knowledge that there are other products besides yours that meet their needs. For political organizers, the meteorite represents all the anger and frustration felt by citizens and the apathy toward voting and activism that it fosters. For nonprofit organizations and charities, the meteorite is the lack of resources and interest that potential

supporters are willing to give to your efforts. If we don't do something, that meteorite is going to strike the planet, and everything it hits will be destroyed. Your organization will fold. Your customers will disappear. Your job will no longer be necessary.

What Are the Chances?

The meteorite isn't actually going to hit the earth (we hope). It's usually just a baseball-size piece of our solar system that finds its way through our atmosphere, anyway. A hundred tons of material from space enters the atmosphere every day, but the vast majority is small, weighing only a few milligrams apiece, and they are usually broken apart or burn up during their trip. And most meteorites aren't very dangerous. The handful that have hit the earth have left giant craters in the spot where they landed, but no human in the past 1,000 years is known to have been killed by a meteorite or by the effects of its impact.

The possibility is there, of course, but in 2010, the Pew Center for the People and Press, along with the Smithsonian, conducted a survey that measured people's faith in the future of the world and found that fewer than one-third (31 percent) say an asteroid (the term for a meteorite before it enters Earth's atmosphere) will definitely or probably hit Earth.[1] In fact, the public sees many potential dangers looming in the decades ahead, but very few were concerned about the possibility that an asteroid will collide with Earth.

While a giant piece of rock from outer space might not hit the Earth anytime soon, the metaphor is useful because the problems are real. People face unconventional threats every day and must continually find solutions to altogether new challenges.

Solving these new challenges will require not only unprecedented efforts but also enlisting new actors, and Gallup's 2010 Confidence in Institutions Poll makes abundantly clear that we have the *least* faith in the very institution constitutionally tasked with social change. Indeed, a record low 11 percent of Americans have "quite a lot" or "a great deal" of confidence in Congress to solve problems—and that number only slightly hedges out the previous record (set back in 2008) for mistrust. It is astonishing how in decline our faith appears to be across the board. How many of us today trust the criminal justice system? Twenty-seven percent. That's more than the percentage of us who trust newspapers (25 percent;

television news registers an even lower 22 percent). And these abysmal numbers only get bleaker when it comes to banks (23 percent), organized labor (20 percent), big business (19 percent) and HMOs (19 percent).[2] The cover story for the 2011 January/February edition of *Foreign Policy* magazine captures the essence of this sentiment with its headline "American Decline: This Time It's for Real."

What is paradoxical—and, in fact, disturbing—is the fact that even though individuals going through today's recession trust Congress less, they also rely on it more.[3] It is precisely this finding that Paul Guiliano and Antonio Spilimbergo detail in the core of their National Bureau of Economic Research working paper, "Growing Up in a Recession: Beliefs and the Macroeconomy." As Guiliano and Spilimbergo note, it is only one of several ways in which individuals today find themselves in limbo:

> On the one hand, recession-hit individuals believe that the government should intervene more, so they lean more to the left. On the other hand, these individuals distrust institutions, believing them to be ineffective, therefore leaning more to the right.[4]

Where does that leave them? Where does that leave *us*? And to whom can we turn for leadership and guidance?

We have begun to realize that our institutions—government, nonprofits and charities, foundations, media, corporations, even our educational institutions—are too slow to embrace the need for change (or, worse, not up to the task at all).

While these problems seem insurmountable, they are not. We actually have all the tools we need. Our education and experiences have prepared us to help redirect the future and improve society. Most importantly, we share something very important—a belief and determination to give back more to the world than we take and to achieve more than the generations that came before us.

Instigating the Change

You see, we can knock this situation (our proverbial meteorite) off course, even just a little, and see dramatic effects. And if we knock the meteorite off course by just one degree, just a tiny little shift, two things happen that are really exciting. First, we save the planet; crisis averted. Your organization is saved, your job is safe, and there

is once again a possibility that we can address the issues in a meaningful and measurable way.

Now consider the second benefit of knocking the meteorite off course, and keep in mind that before a meteorite finds its way through the atmosphere, it is just a piece of rock moving through space (albeit at speeds upwards of 30,000 miles per hour). It is a rock is being propelled by a series of wonderful gravitational pulls and when that giant piece of space rock is knocked off its course, even just a little, new and powerful things happen. Its gravitational forces start to spin in different ways, opening up all new sorts of possibilities.

Similarly, when you expend energy toward changing a situation, new markets can be created, new solutions can be forged, new ideas can be developed, and new partnerships can be explored. Countless game-changing opportunities are created when a meteorite is thrown off course. Eliminating the fear of the impending strike and the hesitation that comes from the fear can provide you with the ability to radically change how you think about everything from marketing and communications to operations and funding, as well as the way you engage and support your customers and audiences and the way you behave as individuals and interact in communities. *Everything* can change.

So how can we incite these changes? We can convene the best experts and most successful practitioners and seek their input. We can avoid locking ourselves into one platform and commit to constantly changing and innovating. We can build and rebuild, and make adjustments to everything we do in real time.

But even before those things, we need to adjust to thinking differently. We need to *shift* the way we communicate, organize, operate, and interact before the opportunity for change materializes. We need to embrace and establish new roles and responsibilities for ourselves and for the institutions that govern and lead our society. Once we shift our way of thinking, we then need to *reset* everything we know about how to address serious issues in a connected society and act.

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The situation you are in currently demands that you become more involved. It demands that you establish your own views and

demonstrate your own passion instead of repeating the slogans and case studies promoted by others. It demands that you do a better job listening to other viewpoints and leave open the possibility of trying new things. It demands that you seek out knowledge and thirst for information to become part of an informed majority that helps to shape the course of your nation.

Shifting and resetting everything you know is not an easy task. By the time you finish reading this book, though, you should have new ideas, examples, data, inspiration, and encouragement to shift and reset something, if not everything, you know about and give you the inspiration to address the serious issues you are facing.

Good luck.