



Jeremy Heimans



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**welcome  
to the club!**

**INSIDE THE BIG IDEAS**  
**New Power**  
Jeremy Heimans & Henry Timms



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CEO of the 92nd Street Y, a visiting fellow at Stanford, and co-founder of #GivingTuesday, an international day of philanthropy.

## Dear Next Big Idea Club Member,

The surest sign that I've encountered a big idea isn't what that idea does to my brain. It's what it does to my eyes. When an idea is sufficiently compelling, it changes the very way I see.

That's what happened to me with our latest NBIC selection, *New Power*.

I live in Washington, DC. But my work often takes me to New York City, which means that several times a month, I travel via Amtrak in and out of Union Station, the majestic 111-year-old train station that sits just north of the U.S. Capitol.

One Saturday in March, I arrived back in Union Station from a trip to New York. Ordinarily on such returns, I wade through clusters of tourists searching for the Chipotle. (Insider tip: It's upstairs, not in the basement food court.) But this time what greeted me was something more remarkable: thousands upon thousands of people who'd assembled in nearby streets for the March for Our Lives.

Now, marches are no big deal to us Washingtonians. Our city has several each year. But this one was different. It was organized by students at Marjory Stoneman Douglas High School in Florida in response to the slaying of 17 of their classmates the previous month.

Think about that for a moment. A group of high school students—16- and 17-year-olds—had led a protest that was clogging the nation's capital with a half-million people. They'd created the event to oppose one of the most powerful interest groups in the country, the National Rifle Association, a *147-year-old institution that spends hundreds of millions of dollars a year* to advance its agenda. Their efforts were being replicated in a few hundred other cities around the world. And these teenagers, few of them old enough to vote, had put it all together in *less than a month*.

It was new power in action.

I'd read *New Power* a few weeks before—and suddenly I was seeing its principles unfold before me. This wasn't an old-fashioned march. It was an informal, networked, crowd-run enterprise whose members weren't complying with bosses, but instead were actively constructing the movement itself. It was almost as if they were operating straight from the Heimans and Timms playbook.

Or take another, less stirring Union Station example. Last week, I had a ticket on a 9 PM train from New York City that was slated to arrive in Washington around 11:45 PM. Alas, this train—like roughly 30 percent of all Amtrak trains—was late. Really late. It didn't arrive until 4 AM. (Amtrak, with its rigid institutionalism and near-monopoly hold on the Northeast corridor, is an exemplar of old power.)

At Union Station in the hours before dawn, taxis were nonexistent, and the subway was closed. But travelers seeking a way home were unperturbed. They gathered on a parking island outside the station, their faces illuminated by their smartphones, and waited for a pickup from Uber or Lyft. Through my sleep-strained eyes, I was seeing precisely what Heimans and Timms had described. The current of ride-sharing was proving more powerful than the currency of a taxi medallion. New power in action.

Experiences like the two I had at Union Station will happen to you, too, once you read this book. You'll begin to observe events both dramatic (a historic protest) and quotidian (a late train) through a new filter. Like the best ideas, this one will alter your vision.

Best,

Daniel H. Pink



## OVERVIEW

When the news broke that film producer Harvey Weinstein had been sexually abusing women for years, actress Alyssa Milano had had enough. She shared the hashtag #MeToo on Twitter, encouraging women to speak up about their own experiences with sexual harassment and assault. In the next forty-eight hours, the hashtag turned into a movement: nearly one million tweets included #MeToo, and in a single day, twelve million Facebook comments, posts, and reactions occurred.

Shortly thereafter, the once untouchable producer was kicked out of both his own company and the Academy of Motion Picture Arts and Sciences.

So how did a simple hashtag inspire millions of women to raise their voices, start rallies from Paris to Vancouver and spark a global reckoning? This mass movement displays **new power** at its finest: empowering, decentralized, adaptable. It crashed over Harvey Weinstein like a wave, toppling a beacon of **old power**, which is inaccessible, individualized, and jealously guarded.

This age of unprecedented connectivity is an age of new power. **And if you want to tell a story that matters, fight for what's right, and maybe even change the world, you'll need to know about how new power works**, and how to cultivate it yourself.

*Read on for 9 Big Ideas from New Power: How Power Works in Our Hyperconnected World—and How to Make It Work for You. And be sure to visit [nextbigideaclub.com](http://nextbigideaclub.com) to view exclusive video insights featuring co-author Henry Timms, plus a fascinating conversation between Henry Timms and Daniel Pink.*

## 9 BIG IDEAS FROM “NEW POWER”

### 1. We are now living in a new power world

Not long ago, we lived in a world ruled by **old power**. Society was shaped primarily by a handful of powerful politicians, businessmen, and cultural figureheads, whose power was like a *currency*—jealously guarded by each individual, and inaccessible to anyone outside the circles of the elite.

But the world is more connected now than ever before, opening the door to **new power**. New power operates less like a *currency* and more like a *current*. It is peer-driven, participatory, and open to anyone, and is strongest when it surges. It even has a history of besting old power—just look at how the #MeToo movement exposed Harvey Weinstein.

## 9 BIG IDEAS FROM “NEW POWER” (CONTINUED)

### 2. To make an idea spread, remember ACE

It's one thing to make an idea stick in someone's mind, but how do you make an idea spread in today's new power world? From the rise of BuzzFeed to the runaway success of #GivingTuesday to the famous Ice Bucket Challenge, it's clear that people are no longer content to simply sit back and consume ideas—they want to play a role in shaping and propagating them. So ideas tend to find a large audience if they are **Actionable**, **Connected**, and **Extensible (ACE)**.

**Actionable:** The idea involves a call to action, encouraging everyone to do something beyond passively absorbing information.

**Connected:** The idea promotes sharing and connection with your peers and community, creating a network effect.

**Extensible:** The idea allows for ready customization, allowing each person to put a unique twist on a unifying theme or concept.

### 3. How to become a new power leader

In a new power world full of large, influential groups of people, how do we think about leadership? We could all take a lesson from the single most popular leader in the world—Pope Francis. He knows that being a leader today means leading not just within an institution, but as part of a larger participatory ecosystem. Here are the three new power leadership capabilities:

**Signaling** is the way a leader uses speech, gestures, or actions to make a crowd feel more powerful. On the famous balcony of St. Peter's Basilica, rather than blessing the crowd as past popes have done, Pope Francis empowers the crowd by asking them to bless him.

**Structuring** is the way a leader establishes structures and practices that encourage mass participation and agency. Pope Francis has consulted the laity by sending out the first questionnaire in the history of the Catholic Church, directly asking the people for their input regarding the Church's direction.

**Shaping** is the way a leader sets a crowd's norms and direction, especially in ways that go beyond formal authority. While the Church has previously focused on what it is against—abortion, homosexuality, and the like—Pope Francis shapes the conversation by shifting attention toward mercy, not negative judgments.



## 9 BIG IDEAS FROM “NEW POWER” (CONTINUED)

### 4. A four-step guide to when you should turn to new power

Living in a new power world doesn't mean that old power is obsolete, or that new power is the best solution to every problem. So how do you know if you should turn to new power, in business or in life? Ask yourself the following questions to help you figure it out:

**Strategy:** Do you need the involvement of the crowd to get a better outcome? Does the crowd need you? If so, think about...

**Legitimacy:** Do you have enough “street cred” with the people you're trying to engage? If so, think about...

**Control:** Are you willing to cede some control to the crowd within the parameters you set, and accept outcomes that are unexpected or suboptimal? If so, think about...

**Commitment:** Are you prepared and able to sustain the engagement of the crowd and feed their agency over the longer term?

If you answered “yes” to all of the above, it sounds like the perfect time to try new power.

### 5. Raise your game by blending power styles

Old and new power don't always have to conflict. In fact, many organizations have learned to combine the two into a harmonious, highly effective hybrid. The tricky part is figuring out when to dial each one up.

Take, for example, the TED organization. It started off as a small group of people talking about new ideas at exclusive conferences. But it later built **three new power communities** around its original old power model:

First, TED began posting its talks online—and for free—which created a worldwide community of viewers and TED fans. Today, an astonishing seventeen people start watching a TED Talk every second of every day.

Second, TED introduced TEDx, which allows organizers everywhere to host their own local, TED-approved conferences. Thus far, over 30,000 TEDx talks have been delivered in 130 countries.

Third, people around the world started asking if they could translate their favorite talks into their native languages, so TED launched its Open Translation Project. This program encouraged polyglots everywhere to translate talks and review one another's

work, culminating in almost 100,000 translations published in over 100 languages by over 20,000 volunteers.

By blending these participatory, peer-driven, new power communities with its old power model, TED has become one of the world's most influential media giants.

### 6. How do you manage professionals? You don't.

With the rise of social media and the ubiquity of startup success stories, more and more people are drawn to the idea of being the leaders of their own communities and the stars of their own shows. People yearn for greater agency at work—they want to feel like a founder. But what does that mean exactly?

- a. **Founders build things.** Overseeing someone else's work isn't enough.
- b. **Founders feel real ownership.** They share in the value created by the organization, and there are no (or few) higher-level managers to scold them.
- c. **Founders experience the joys (and terrors) of transparency.** They know everything about the organization, even its financial status.
- d. **Founders do many jobs.** People are no longer content to play a single, repetitive role. In fact, a recent survey showed that almost a third of millennials have an extra job on the side.
- e. **Founders are all-in and always on.** The line between work and life is blurry at best.

### 7. Harness the three storms to support your cause

To change the world, sometimes you've got to look to the skies. When a storm is brewing—that is, when a moment of widespread drama and urgency is imminent—you have an opportunity to galvanize your existing supporters and rally many new ones to your cause.

To harness a storm on behalf of your cause or business, try one of these three strategies:

**Storm creating:** Creating a widespread “moment” out of thin air

Example: When a Brazilian high school was condemned for demolition to make way for a parking lot, activists set up a website with a twenty-four-hour live video stream of the school, asking others to monitor the feed around the clock for signs of bulldozers. “Citizen Guardians” who registered their mobile phone numbers would then be urged by text to rush to the school to form a human barrier to protect it, forming a circle of defiance. Within seventy-two hours of the launch of the live stream, the governor canceled the demolition until a new school could be built.



## 9 BIG IDEAS FROM “NEW POWER” (CONTINUED)

**Storm chasing:** When a moment caused by some outside force is already underway, and you chase it down and harness its power.

Example: When a power outage caused the stadium lights to go out for more than thirty minutes during the 2013 Super Bowl, the cookie brand Oreo quickly tweeted a picture of an Oreo and the caption “You can still dunk in the dark.” The tweet went viral, “won the Super Bowl,” and became the stuff of legends in marketing circles.

**Storm embracing:** A storm is already at your doorstep, so why not let yourself get swept up in it?

Example: In 2015, a donor made a \$100,000 contribution to the Girl Scouts of Western Washington, targeted for financial aid to poorer scouts—but with a stipulation that the funds not be used to benefit transgender girls. The Girl Scouts returned the funds and launched #forEVERYGirl, a crowdfunding effort to make up the difference in the budget. The scouts raised \$338,000, gained a big new following, and spread a powerful message of inclusivity.

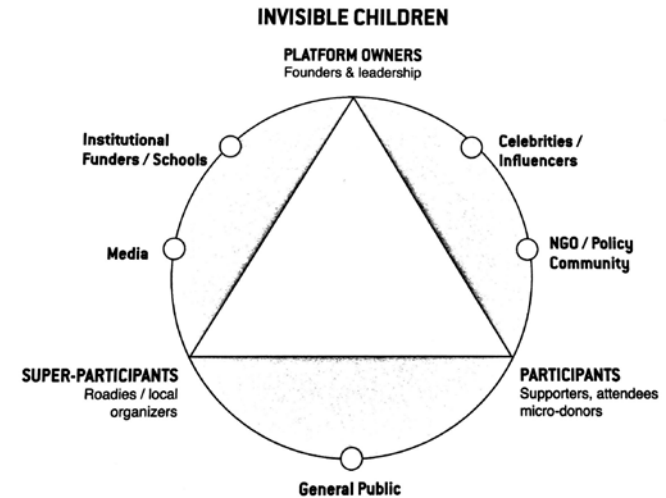
### 8. Use the circle test to investigate new power platforms

Successful new power organizations have a wide influence, but are they using it to enact positive change, or to do harm? By looking at the people immediately involved in the organization, and also those who feel the ripple effects, the “circle test” helps us determine what effect a new power platform has on the world, and whether or not it is a movement worth supporting. The test also paints a full picture of everyone we must keep in mind while building or maintaining our own new power organizations.

Most platforms have a core “triangle” of the platform owner(s), the super-participants, and the participants. In the case of Uber, for example, this would be the owners/executives, the Uber drivers, and the Uber passengers/patrons, respectively.

The wider “circle” would be everyone outside the triangle who is still affected—including, in this case, taxi drivers, whose livelihoods are threatened by the spread of Uber.

As another example, on the next page you’ll find the triangle and circle of the organization Invisible Children:



### 9. Boost your power with the “participation premium”

Roberts Space Industries raised \$100 million for its PC game Star Citizen—a world record for crowdfunding. This success is the perfect demonstration of the “participation premium,” a phenomenon that dramatically increases the value of a product, service, or community. It looks a little something like this:

$$(\text{Something in Return} + \text{Higher Purpose}) \times \text{Participation} = \text{Participation Premium}$$

**Something in Return:** RSI promised that all donors would later receive major bonuses and power-ups within the game.

**Higher Purpose:** RSI positioned the creation of this new game as a call to action, a mission to revive an entire genre of PC games that had been falling out of favor.

**Participation:** RSI fostered an entire community of Star Citizen donors and enthusiasts, where everyone could let their voice be heard. They even offered people the chance to make suggestions for improving the game itself.

When these three components combine, material value becomes decoupled from price. RSI raised \$100 million not because they were making a \$100 million game, but because they were creating a \$100 million experience.



## TELL YOUR FRIENDS

Here are some of our favorite stories, facts, and statistics from *New Power*—intriguing moments and ideas that we couldn't wait to share with you, and that you can share with everyone!

- What makes something go truly “viral” online? Former BuzzFeed president Jon Steinberg says that, surprisingly, celebrities and other internet influencers have only a short-lived impact. Content really gets shared when it becomes a personalized expression of identity among peers. In other words, **you probably have more influence over your friends than Kim Kardashian does!**
- In 2016, the UK government was building a \$300 million polar research vessel that was to be the UK's largest and most advanced research ship yet. To generate nationwide excitement, they allowed the public to vote on—and even suggest—a name for the ship. The contest reached millions of people, and one name soon emerged as the clear favorite: “**Boaty McBoatFace**”. Ultimately, the government stepped in to overrule the absurd result, but the public still proved that new power can have a sense of humor.
- Have you ever woken up to a bunch of missed calls? However many there were, Indian activist Kisan “Anna” Baburao Hazare has probably received more. Leaving a missed call in India is totally free, unlike texting or talking on the phone. So when Hazare went on a hunger strike to support a national anti-corruption bill, he asked citizens to leave a missed call for him as a way of measuring the country's support. After giving out his number to the public, **he soon received 35 million missed calls, resulting in what was perhaps the single largest coordinated act of protest in human history.**
- Don't underestimate the power of crowdfunding. In just a little over three years, Roberts Space Industries raised \$100 million from over a million people to support their new PC game, *Star Citizen*. **It smashed the world record for crowdfunding—and the game isn't even available yet.**
- If you think that's a little ridiculous, in 2014 Zack “Danger” Brown launched a tongue-in-cheek Kickstarter campaign to help him raise money to make potato salad. His goal? A modest \$10. The donation total? \$55,000. That's right—nearly **7,000 people willingly forked over their hard-earned money so that they could keep tabs on Zack's potato salad.**

## QUIZ

Quiz time! Studies show that tests and quizzes can boost your recall of what you've studied. Get ready to lock in your learning about living and thriving in a new power world!

1. New power moves like a current, and is most powerful when it surges with the force of a mass movement. But it's only a movement if \_\_\_\_\_
  - a. it involves more than 15 people.
  - b. it moves without you.
  - c. it creates lasting change.
  - d. you can dance to it.
2. Old power tells you to consume and comply. New power encourages you to \_\_\_\_\_
  - a. Participate
  - b. Connect with your peers
  - c. Netflix and chill
  - d. A and B
3. Which of the following leaders combines old power values with a new power model?
  - a. Kim Jong-Un
  - b. The founders of #BlackLivesMatter
  - c. Uber's Travis Kalanick
  - d. Iron Man
4. New Power co-author Henry Timms is behind the now-famous #GivingTuesday campaign, which has been called “the most successful civic tech culture hack of the decade.” Which of the following is discussed in *New Power* as a key reason why #GivingTuesday spread so far?
  - a. It pairs nicely with “Taco Tuesdays.”
  - b. #GivingTuesday is “ownerless,” allowing it to adapt to fit the needs of different communities around the world.
  - c. Henry and his colleagues at the 92nd Street Y used social media perfectly to their advantage.
  - d. #GivingTuesday taps into the values that were already present in the culture, rather than proposing new ones.

**QUIZ (CONTINUED)**

5. New Power co-author Jeremy Heimans is a co-founder of GetUp, an Australian political organization with more members than all of Australia's political parties combined. Which of the following is one reason why so many passionate people joined the cause in 2005?
- Using a simple online tool instead of snail mail, GetUp made it easier than ever for people to write to politicians.
  - Using guerrilla marketing tactics, GetUp became visible to millions of people.
  - Using giant foam fingers, GetUp waved its way into popularity.
  - Using endorsements from the country's most popular politicians, GetUp earned the trust of Australian citizens.
6. Airbnb's Create tool, which allows hosts to remix and personalize the Airbnb logo, has something in common with the Ice Bucket Challenge and Lady Gaga's Little Monsters community. What is it?
- All three are playful gateways leading to a deeper, more important message.
  - All three cultivate "optimal distinctiveness"—a healthy balance between feeling unique and feeling similar to everyone else.
  - All three are popular with beachgoers.
  - All three are great ways to spread creativity through old power networks.
7. Which organization has surprisingly (and unfortunately) created an effective new power recruitment campaign?
- Boko Haram
  - Neo-Nazis
  - ISIS
  - Nickelback 4ever fan club
8. Jeremy and Henry hope for a world in which all major social and economic institutions are designed so that people can more meaningfully shape every aspect of their lives. They refer to this world as a \_\_\_\_\_.
- New power utopia
  - Full-stack society
  - Head-first world
  - Land of awesome possum-bility
9. Kickstarter isn't much of a "unicorn" organization, but it makes for a great "camel." What is the difference between the two?
- Unicorn organizations are what Silicon Valley seeks out, like a startup that quickly delivers magically large returns on investment. Camels are a bit more commonplace, but sustain investors and society for the long term.
  - Unicorn organizations find creative but outlandish solutions to problems, while camels focus on practical, down-to-earth strategies.
  - Unicorn organizations aren't too resilient when times get tough, but camels can weather any storm.
  - Unicorn organizations give out free T-shirts, while camels give out pens.
10. NASA's Johnson Space Center has something in common with unconventional car company Local Motors. What is it?
- They both demonstrate how the "best practices" of the past usually still apply to the present.
  - They both demonstrate the perils of using new power without an old power counterbalance.
  - They both quote Star Wars films way too much.
  - They both enlist a large crowd of non-employees to help solve complex problems.



## INTERACTIVE

### Build a Crowd

Jeremy Heimans and Henry Timms' *New Power* examines how to spread ideas and build movements in our rapidly changing, hyper-connected world. To help apply their findings to your life, try the following exercise:

**Build a Crowd:** Imagine that you could snap your fingers, and one widespread positive change would happen in the world. What would you want it to be? More access to clean water, zero illiteracy, better vaccinations? Or maybe something more local to your community—a better playground in the neighborhood, for example, or better funding and more space for homeless shelters?

Now do some brainstorming about how you could build a crowd around your cause. Jeremy Heimans and Henry Timms lay out 5 steps for doing so:

**1. Find your “connected connectors,”** or people who are connected to one another, share a worldview, and are influential in their reach. For Jeremy’s renowned GetUp campaign, he initially focused on reaching educated baby boomer women. And he always encouraged new supporters to “tell a friend.”

Who are your connected connectors? Write down some ideas below.

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**2. Build a new power brand.** The way your organization looks, sounds, and feels to people will speak volumes about your values and goals, and will help rally people around a common “voice.” Consider the benefits of making the brand “ownerless,” as Henry did with #GivingTuesday.

What might your band look, sound, and feel like? Would it have a logo? How do you want to make people feel when you reach out to them for support?

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**3. Lower the barrier, flatten the path.** Countless other causes are vying for your target audience’s attention and support. To win them over, a potent message isn’t enough—you need to make the act of joining your cause one that is easy and “frictionless.” For example, the signup process should be as simple as can be—no complicated forms to fill out. Just their name and email address might be a great place to start.

How can you quickly and easily get potential supporters in the door?

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**4. Move people up the participation scale.** As discussed in the section on participation premiums and the IKEA effect, people place more value on whatever they help create. So rather than asking people to simply comply with your vision, the goal is to empower them to play a more active role.

Now that your supporters are in the door, how can you keep them engaged?

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**5. Harness the three storms.** The most successful movements build not only in small, steady increments, but also off the backs of dramatic, urgent moments that rally large numbers of people to their cause. You can either create a large-scale moment yourself (“storm creating”), pursue an existing moment and use it to your advantage (“storm chasing”), or allow yourself to get swept up in a moment that has already found you (“storm embracing”).

Think about recent current events. Would any of them have been a good opportunity to spread the word about your cause? Will you be ready to recognize an opportune storm when the next one arrives on the horizon? Might you be able to create your own?

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