




Building the Will to Thrive Together

A Playbook for Establishing the Vital Conditions
Everyone Needs for Well-Being





Our ability to redress the harms of our past and move forward to a thriving future depends in part on the everyday people who choose to be stewards of that future. It depends on you.

Shared stewardship, by its very nature, requires us to make a strong case for that future, building the energy, momentum, and optimism of a wide range of people who choose to join us on the journey to get there.

CONTENTS

- *A Moment of Clarity* (7)
- *The Call to Shared Stewardship* (13)
- *The Call to Strategic CaseMaking* (25)
- *Bringing It All Together* (47)



Becky Payne
President & CEO,
The Rippel Foundation

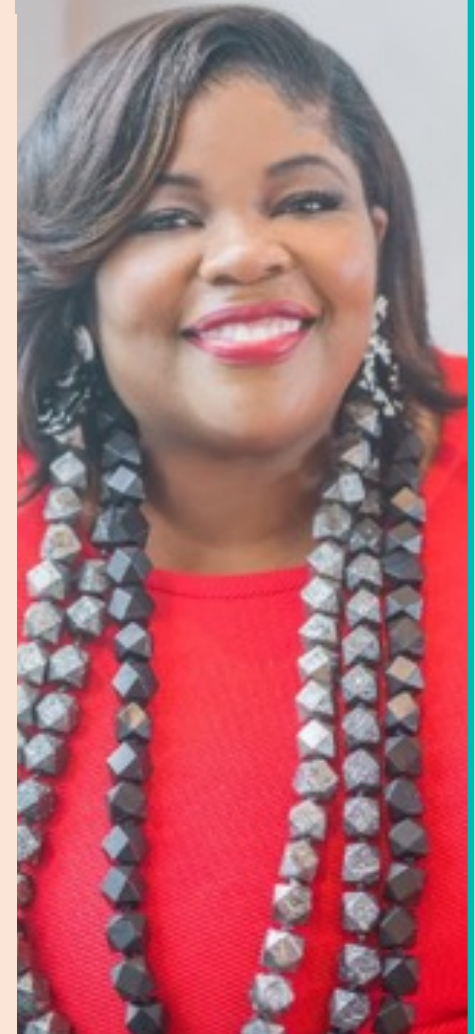
The Movement to Thrive Together

Imagine if we could inspire all kinds of people—including those who have been sidelined and largely untapped—to join us in advancing a growing movement to thrive together.

The Rippel Foundation and TheCaseMade are committed to creating a world where all people can thrive together, with no exceptions—where everyone has the vital conditions for health and well-being that they and future generations need to prosper and reach their full potential. That is why we are partnering to equip changemakers like you with Shared Stewardship and Strategic CaseMaking™ skill sets, which are essential for bridging differences, growing collective power, and creating a thriving future.

The future we want to create won't be possible unless we break from business-as-usual and make decisive shifts toward an inclusive, multiracial democracy, a well-being economy, and a healthcare industry reoriented toward equitable population health and well-being. It is at the intersection of these movements—the place where they share common ground—that we will gain the traction we need to make lasting, meaningful change.

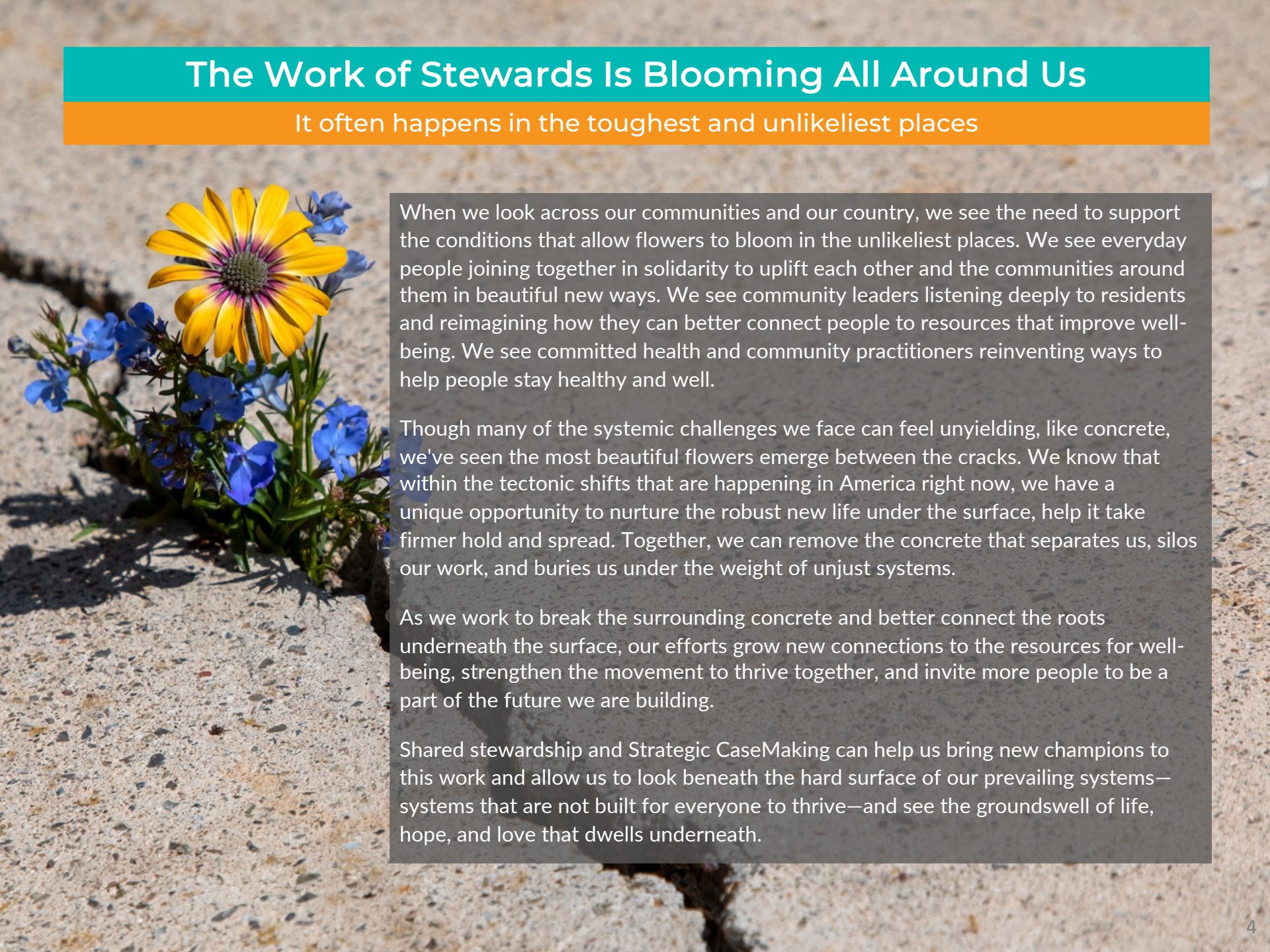
Thank you for your commitment to an equitable and thriving future. We're so glad you're here.



Tiffany Manuel
President & CEO,
TheCaseMade

The Work of Stewards Is Blooming All Around Us

It often happens in the toughest and unlikeliest places

A photograph of a concrete surface with a crack. A large, vibrant yellow and purple flower is in full bloom, surrounded by several smaller blue flowers. The scene is brightly lit, casting shadows on the concrete.

When we look across our communities and our country, we see the need to support the conditions that allow flowers to bloom in the unlikeliest places. We see everyday people joining together in solidarity to uplift each other and the communities around them in beautiful new ways. We see community leaders listening deeply to residents and reimagining how they can better connect people to resources that improve well-being. We see committed health and community practitioners reinventing ways to help people stay healthy and well.

Though many of the systemic challenges we face can feel unyielding, like concrete, we've seen the most beautiful flowers emerge between the cracks. We know that within the tectonic shifts that are happening in America right now, we have a unique opportunity to nurture the robust new life under the surface, help it take firmer hold and spread. Together, we can remove the concrete that separates us, silos our work, and buries us under the weight of unjust systems.

As we work to break the surrounding concrete and better connect the roots underneath the surface, our efforts grow new connections to the resources for well-being, strengthen the movement to thrive together, and invite more people to be a part of the future we are building.

Shared stewardship and Strategic CaseMaking can help us bring new champions to this work and allow us to look beneath the hard surface of our prevailing systems—systems that are not built for everyone to thrive—and see the groundswell of life, hope, and love that dwells underneath.

To Grow a Movement, Create the Conditions

Turn isolated flowers into a flourishing ecosystem

In this playbook, we outline what shared stewardship and Strategic CaseMaking are, why they are important at a time such as this one, and how our work to seed those practices in every community is essential to a thriving future.

The goal is simple—to grow the skills of the people who have been called to this work so that they can nurture the environments where more of the things that keep us healthy, thriving, and connected can flourish.

- In some places, that means we'll need to break up the hard surfaces that make it difficult to grow and scale more resources for well-being.
- In other places, it means planting new life in pastures that have been long forgotten, are underused, or are under-resourced.
- In still other places, it means bringing more seeds and more gardeners to our existing fields, so that we can scale what is already growing.

Wherever your community is on the journey to the thriving future we all deserve, success depends on intentional stewardship with strong strategic casemaking.



This playbook reflects the input of more than 60 contributors who are working to grow a fully inclusive, multiracial democracy, a well-being economy, and a healthcare industry that works for all. The pages that follow are a testament to their expertise, persistence, and power. They are also a call for solidarity and curiosity about what more we can accomplish together. As you dive in, keep in mind:

This playbook is a starting point, not an end game.

This resource is an invitation to a learning journey that requires ongoing practice. We invite you to join one of many communities of practice that The Rippel Foundation and TheCaseMade, along with fellow co-investors, will be facilitating across the country to deepen our skills together.

The playbook uses multiple overlapping frameworks

that can inform your work. No one framework can capture all the multisolving that our communities need or the many ways we must adapt in a rapidly changing world. Use any frameworks that resonate and evolve them to support the work you are doing in your community.

We focus on vital conditions

to make greater progress on the social determinants of health. The framework is built to guide communities in creating the conditions that support well-being. It brings attention to the assets we need to invest in further to allow our communities to grow a full and healthy garden.

Our democracy, economy, and healthcare system are linked and ripe for change.

We can make choices now that move all three toward connection, shared prosperity, and healing. Working at their intersection gives us an even bigger opportunity to break through the “pavement” of outdated systems and make way for a new flourishing future.

This playbook is about the “how,” not the “what.”

It doesn't elevate any single position, policy, or investment. Stewards, working in alignment with their community stakeholders, are best positioned to understand their soil and decide what ideas are ripe for planting to get us to the just future we know is possible.

There are many ways to create vital conditions in communities across America, and the principles of equity, inclusion, and racial justice must fertilize the soil.

Our goal is to let a thousand flowers bloom wherever they are planted, as long as the roots are grounded in justice.

*"We The
People..."*
**MEANS
EVERYONE**

A Moment of Clarity



Every generation has its defining moments, and this one is ours. The choices we make today will determine whether we thrive together or continue forward in division. No matter which direction we choose, we cannot deny that this moment will define who we are, want to be, and will become.



A Moment of Clarity

Toward a multiracial democracy, a well-being economy, and a healthcare system for all

If you watch the news on any given night, you'll see a steady stream of stories reminding us of all the ways we seem to be divided.

Our democracy on the brink of destruction? Our workforce falling behind, unable to make ends meet, and exhausted? Our healthcare system driven by profit rather than patient well-being?


If the news were your primary source of information, you'd likely miss the exciting solidarity movements at the intersection of those issues that are rising to meet this defining moment. Those small, often isolated flowers in the cracks of the pavement are challenging us to raise our voices, giving us powerful opportunities to redefine our systems, and needing our help to flourish.



To gain the traction we have always needed to make lasting, meaningful change, let's ask ourselves: *How do we find and support the movements in our communities that are giving rise to new ways of working across systems, new opportunities to seek common ground, and new faces at the decision-making tables that are reshaping our world?*

A Moment of Clarity

Building a multiracial democracy



State of Play: Shifting demographics are causing friction and opening cracks in a nationwide landscape that for centuries has been divided into whites vs. others in order to reinforce advantage. As the challenges facing our increasingly multiracial nation mount, trust in institutions—as well as each other—is faltering.

Leveraging the Opportunity in This Moment: Let's lift up and amplify those who remind us we have always been a nation of difference. The racial, demographic, and cultural shifts happening today are offering us the opportunity to reignite our fundamental belief in a larger WE—one that truly honors our differences, gives us the space to be honest about our shared racial history, and genuinely makes room for all our voices in writing the next chapter in America's unfinished story.

Shared Stewardship: Let's invest in our shared stewardship of the institutions that shape life in America and work harder than ever to establish the vital conditions that everyone needs to thrive together.

A Moment of Clarity

Fostering a well-being economy



State of Play: Economic inequality has grown dramatically over many decades as a result of conscious decisions by leaders across all sectors to move resources from the common good to the private hands of few. As a result, most Americans are working harder than ever than to keep food on the table and roofs over their families, to stay healthy and find the time to enjoy the simple everyday experiences that life in a nation as prosperous as ours should bring.

Leveraging the Opportunity in This Moment: Let's lift up the voices of those who remind us that the economic challenges we face today were not made by invisible hands but by deliberate decisions that can be changed through the solidarity of everyday Americans working together. Together, we have the power to create a new well-being economy that is just and regenerative, that safeguards workers and the environment, and that allows wealth to be shared with those whose labor produced it, so that we build prosperity and wealth for generations to come.

Shared Stewardship: Let's invest in our shared stewardship of the institutions that shape our economic lives. We can reorient our markets, corporate practices, and public policies to align with widely held American values for well-being and justice. We can reject the idea that it is enough to deliver urgent services to people who are struggling and suffering. Instead of today's adversity economy, we can create a well-being economy that invests in the vital conditions everyone needs to thrive together.

A Moment of Clarity

Designing a healthcare system for all

State of Play: The overall health of our people is getting worse in many ways even though our spending on healthcare is soaring. Affordable, quality care feels out of reach for many Americans, right at the very moment when technological advancements are making it possible to treat, heal, and prevent all manner of human afflictions.

Leveraging the Opportunity in This Moment: Let's lift up voices that remind us that healthcare is a human right and investments in the health and well-being of our communities should always be at the top of a national to-do list. The financial incentives embedded in our economy, and in health institutions specifically, have to ensure that population health outcomes are rising alongside other indicators of national well-being. Coming out of the most significant public health threat that we have seen in decades, we now know that we have the power to lift up health as a national priority and to do so with urgency and immediacy.

Shared Stewardship: Let's invest in our shared stewardship of the institutions that shape our nation and work harder than ever to ensure that we are measuring our nation's success on the basis of broader indicators of population health, vitality, and well-being alongside the more traditional financial indicators of wealth and prosperity.



A woman with dark dreadlocks and glasses is smiling warmly at the camera. She is wearing a grey textured sweater and a grey lanyard with a white badge that says "VOLUNTEER". She is holding a clipboard with a white sheet of paper featuring a gold arrow pattern and a gold clip. A pen is tucked into the clipboard. The background is a blurred indoor setting with warm lighting.

The Call to Shared Stewardship



This moment calls for people, organizations, and networks to work with others to break up the concrete of unjust systems and create conditions that everyone needs to thrive together, giving priority to those most in need. That is the practice of shared stewardship.

Stewards Work to Unlock the Full Potential of All People

They play a leading role in bringing the vision of a vibrant garden to life

Traditional definitions of leadership emphasize advancing narrow interests. Leaders “succeed” when they increase the impact and influence of their own organization or issue, deepening our environment of competitiveness and reinforcing false notions of scarcity in the richest country in the world.

Stewardship is different. Stewards define success in terms of driving shared action and values. They look for common interests, mutual benefits, and opportunities to connect across boundaries.

Instead of striving for small victories within an unjust and dysfunctional system, they join with others to transform the system itself, because they know that we can—and we must—thrive together.



Stewards Affirm That No One Will Be Left Behind

They coalesce around a set of shared values and expectations

We can thrive together: When we translate that aspiration into local and nationwide action, it becomes a commitment to create communities where all people, now and in the future, have a fair chance to participate, prosper, and reach their full potential.

Justice makes us all stronger: Structural racism and all forms of social exclusion are toxic forces that destroy lives and dehumanize us all. Our national ideals of justice and democracy are strengthened when we celebrate human differences and diverse cultures—and recognize that these are assets.

We can join each other in shared stewardship and stronger casemaking: Ordinary people in every walk of life, along with organizations in every sector and industry, can move into meaningful roles as shared stewards of well-being and justice, working together to advance equitable system change.

Shared Stewardship Is How We Thrive Together

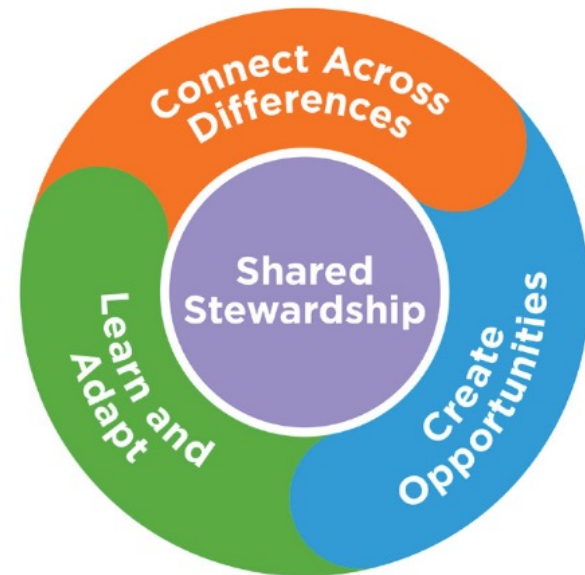
Stewards intentionally join with others to make progress on shared values

Stewardship is never a solo endeavor—it is about sharing and strengthening values, priorities, and practices for advancing equitable system change with others.

Connect Across Differences: Stewardship is not a solitary act. It becomes increasingly powerful as more people and organizations are drawn into the work together.

Create Opportunities: Our progress depends on actively breaking from the status quo by continually creating opportunities for a different future to take hold.

Learn and Adapt: Adaptive approaches will help us to move forward together, even in the face of uncertainty and ever-changing circumstances.



Stewards Develop Many Essential Practices Over Time

And they bring these practices into their shared stewardship

Connect Across Differences

Weave Vested Interests: Actively seek to understand the values and priorities of others. Emphasize curiosity, vulnerability, and deliberative dialogue in shaping a way forward.

Value Unheard Voices: Develop authentic working relationships with residents. Ensure that all change efforts are done with, not to those they are meant to support.

Earn Trust: Prioritize transparency through continual, authentic communication. Repair harm through honesty and reconciliation. Build and honor mechanisms for mutual accountability.

Strengthen Interdependence: Distinguish the unique contribution that each steward can make. Create just enough structure for ongoing and emergent forms of collaboration. Nurture alignment.

Build Shared Power: Build capacity, energy, and power for shared action across individuals and institutions. Draw others into stewardship and help them to deepen their practice so it becomes the de-facto way of working together.

Create Opportunities

Expand Aspirations: See the “whole system,” not just isolated pieces. Orient all strategies towards the north star of thriving together.

Change the Story: Cultivate stories of hope, shared humanity, and mutual strength. Change expectations about what is possible.

Commit to Multisolving: Choose solutions that advance multiple goals at once, are mutually reinforcing, and have many co-benefits.

Bridge Timescales: Work over the short- and long-term simultaneously. Appreciate the decades-long nature of the work at hand and the need to make decisions now that bring a different future to life.

Align Investments: Align financial incentives with community health and well-being. Develop and support funding sources and financing mechanisms that align organizational interests with broader goals for thriving together.

Learn and Adapt

Embrace Complexity: Appreciate that the work of social change is messy, unpredictable, and always evolving. Cultivate comfort with the unknown.

Promote Abundance: Eschew zero-sum thinking. See tensions and differences as opportunities to create new understanding and possibility. Solve problems by being creative with existing resources, rather than first seeking more resources.

Habituate Action Learning: Create a culture of continuous shared learning. Integrate multiple points of view along the way. Regularly adapt to new information and perspectives. Minimize risk by testing small-scale prototypes.

Consider Legacies Past and Future: Explore positive and negative legacies with candor. Articulate those that need to be left in the past and those that need to emerge to create a different future.

Use Data to Chart Progress: Actively find ways to share and integrate data. Use that data to support coordination and track shared progress towards the north star of thriving together and the path for getting there.

Stewards Work With Others to Advance Vital Conditions

Building a future where everyone can reach their full potential

Vital Conditions for Health and Well-Being



Belonging & Civic Muscle is at the center because it is both a vital condition and a practical capacity that is necessary for equitable success in every other kind of work.

The Vital Conditions for Health and Well-Being are the properties of places and institutions that we all need to reach our full potential. Together, they represent a flourishing ecosystem where people and communities have what they need to prosper and thrive.

The Vital Conditions framework was designed to help stewards build consensus around specific factors that can be turned into measurable plans of action.

The framework is meant to guide us as we build shared power for well-being and justice. Investments in these conditions are essential to create an equitable, thriving future for ourselves and for generations to come.

[Learn About Vital Conditions](#)

[Organizing Around Vital Conditions Moves The Social Determinants Agenda Into Wider Action](#)

There Are Many Areas Where Stewards Can Target Change

The vital conditions framework lifts up opportunities for communities to flourish

Vital Conditions for Health and Well-Being



THRIVING NATURAL WORLD

Sustainable resources, contact with nature, freedom from hazards

Clean air, water, soil; healthy ecosystems able to sustainably provide necessary resources; accessible natural spaces; freedom from the extreme heat, flooding, wind, radiation, earthquakes, pathogens



BASIC NEEDS FOR HEALTH + SAFETY

Basic requirements for health and safety

Nutritious food, safe drinking water; fresh air; sufficient sleep; routine physical activity; safe, satisfying sexuality and reproduction; freedom from trauma, violence, addiction and crime; routine care for physical and behavioral health



HUMANE HOUSING

Humane, consistent housing

Adequate space per person; safe structures; affordable costs; diverse neighborhoods (without gentrification, segregation, concentrated poverty); close to work, school, food, recreation, and nature



MEANINGFUL WORK + WEALTH

Rewarding work, careers, and standards of living

Job training/retraining; good-paying and fulfilling jobs; family and community wealth; savings and limited debt



LIFELONG LEARNING

Continuous learning, education, and literacy

Continuous development of cognitive, social, emotional abilities; early childhood experiences; elementary, high school, and higher education; career and adult education



RELIABLE TRANSPORTATION

Reliable, safe, and accessible transportation

Close to work, school, food, leisure; safe transport; active transport; efficient energy use; few environmental hazards



BELONGING + CIVIC MUSCLE

Sense of belonging and power to shape a common world

Social support; civic association; freedom from stigma, discrimination, oppression; support for civil rights, human rights; civic agency; collective efficacy; vibrant arts, culture, and spiritual life; equitable access to information; many opportunities for civic engagement (voting, volunteering, public work)

Stewards Find and Use Points of Leverage

They see old concrete that can be broken apart to make space for thriving



It can be tough to undo systems that aren't working well and reimagine them so that they work better. Good stewards often start with a strong assessment of the leverage points in front of them—places where the concrete is already cracking and where some thoughtful pressure would open up a whole new or different set of possibilities.

Leverage points often look like:

- *New funding sources that require us to work differently or that open up new lanes of partnership*
- *New partners or community leadership open to different ideas*
- *Technological or social disruptions that make it possible to do our work differently, more efficiently, or more impactfully than ever before*
- *New legislative or court decisions that make it implausible to go back to "business as usual"*

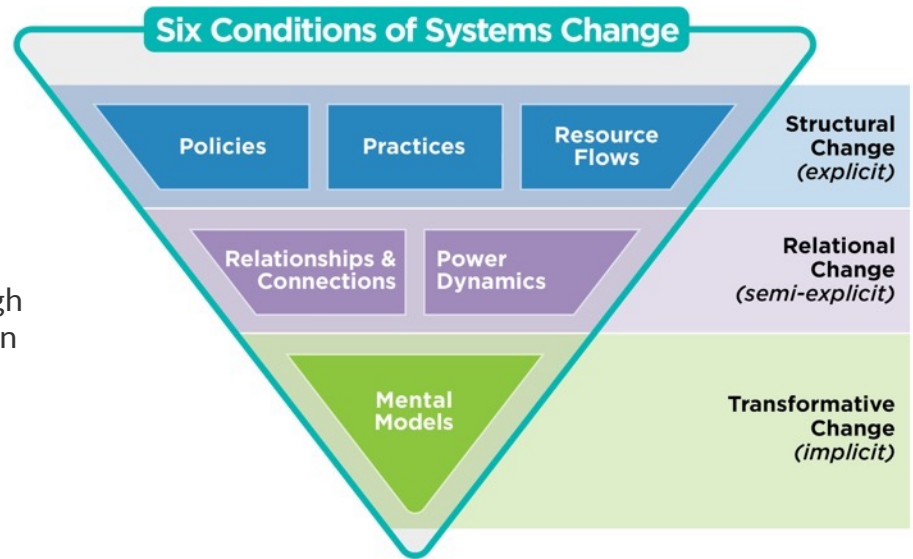
Stewards learn to assess and capitalize on each new leverage point over time, systematically breaking up small parts of the concrete until new ideas can be planted and take root. Each new piece of broken concrete is a downpayment on the future, building energy among our stakeholders, encouraging bystanders to join us, and allowing us to share the stewardship of the future with others.

Where Do Stewards Look for Leverage?

Stewards balance competing interests over time and in context

As stewards break through and dismantle old systems, they can strategically target different leverage points, including *policies, practices, resources, relationships, power dynamics, and/or mental models*.

The practice of shared stewardship requires making tough decisions about which conditions to focus on at any given moment, how to align this work with other community stakeholders who may be focusing on other community conditions, and how to simultaneously provide mutual support for stakeholders doing work on other related or adjacent issue areas.



Source: [The Water of Systems Change](#), John Kania, Mark Kramer, Peter Senge, June 2018, FSG

Stewards Shift Narratives and Mindsets

Reframing old beliefs, mental models, and dominant narratives

In our listening sessions, stewards working at the intersection of democracy, economy, and healthcare highlighted shifts that are beginning to gain traction and help them measure progress.

We work for the economy



The economy works for us

Increasing productivity is our priority



Well-being is our priority; it helps us grow, have balance, AND be more productive

I'm better off on my own



We are stronger together, with no one left behind

Whether I'm healthy is my choice



Free choices depend on everyone having fair opportunities

The government is broken



Our government is ours to make work for us

There's not enough to go around



We have abundant assets and can grow the pie together

I deserve all that I have earned



Everyone deserves enough

The past is behind us - we look to the future



To thrive together, we have to maintain past gains and repair harms

Stewards Move at the Speed of Trust and Bring Others

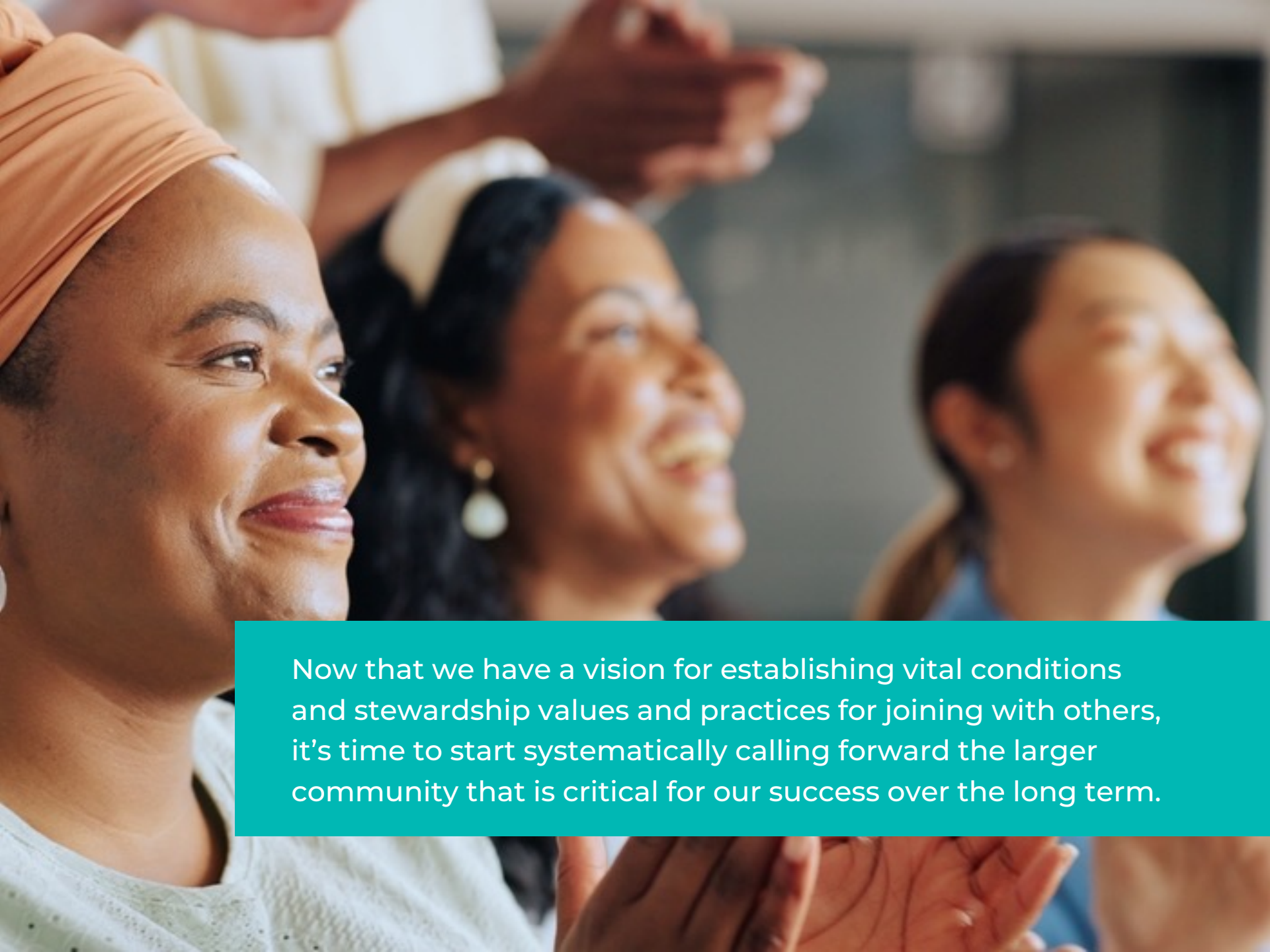
They must continually ask these and other core questions

- Who trusts whom already? Who can help to build stronger trust networks?
- Who can help us think through how racism and bias have shaped our systems today and the deep structural work to repair the damage this has caused?
- Who can help us figure out how we want to talk about our history as part of our work?
- Who can help us understand the structural and relational forces in our community that need to change to create the conditions for our success?
- Who can help us strategize solutions around the vital conditions rather than just crisis response?
- Who can help us design an organizing strategy to call people to action around changing the conditions so our solutions can succeed?
- Who can help us decentralize decision-making in our community so more residents from all walks of life are invited to and included in decisions?





The Call to Strategic CaseMaking



Now that we have a vision for establishing vital conditions and stewardship values and practices for joining with others, it's time to start systematically calling forward the larger community that is critical for our success over the long term.

Assess the Challenge, Develop the Tools

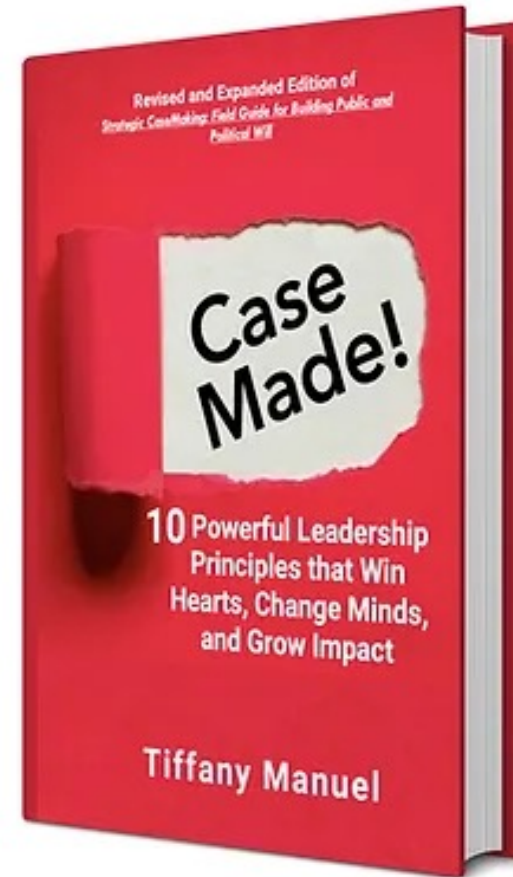
Making the case to new champions requires thoughtful strategy and new skills

The 10 principles of Strategic CaseMaking make up a skillset that all leaders need to make the strongest case for breaking up the concrete that is standing in the way of our better future and seeding new flowers to grow.

Like any set of tools, they should be deployed selectively and strategically, based on the task at hand. To dig a hole to plant an oak, you'd select a spade, not a trowel.

On the pages that follow, we've provided an assessment of the landscape, based on listening to many leaders like you who are doing the work. We've given suggestions for building the skills you need to deploy each principle. And we offer some sample language so you can begin to recognize and think about strong casemaking.

Strategic CaseMaking is an alternative to yelling into the void. Let's not expect people to use logic to reason themselves and their communities out of decisions that they didn't use logic to reason themselves into in the first place.



Stewards Invite Bystanders to Become Champions

And they strengthen the relationships between stakeholders with different roles

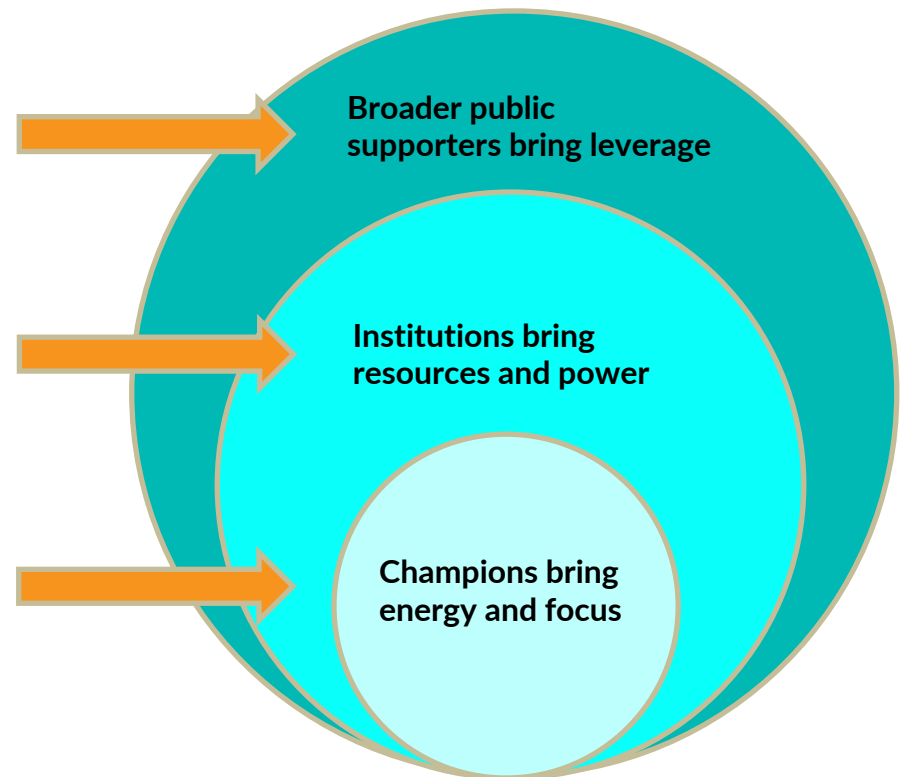
Our Potential Champions

Neighborhood associations, civic groups, environmental groups, social media groups, homeowner or tenant groups, senior groups, student groups, parishioners, immigrant groups, veterans' groups, etc.

Elected boards, government agencies, healthcare institutions, large employers, faith-based institutions, unions, community foundations, financial institutions, real estate agents and housing developers, school districts, universities, chambers of commerce, etc.

Your staff and board, key elected officials, key business leaders, key faith leaders, key health leaders, respected community elders or neighborhood leaders, school superintendents or university chancellors, key youth leaders, key advocates or organizers, key social media influencers, the people who attend public meetings, etc.

The Roles They Play



First, Investigate People's Aspirations for Their Lives

Connecting with people means listening to what matters to them in their own words

- *"At my age, I just want my grandkids to be able to afford to live close to me, like I did with my grandparents."*
- *"I want to be able take my kids to the doctor and not even think about the co-pay or whether I can pay the bill if something is really wrong."*
- *"I want to stop seeing all those negative ads on television every election year. And I want to be able to trust that whomever I choose to vote for is actually listening to what I need and can deliver on their promises."*
- *"I just want to get the chance to retire and spend more time outdoors, enjoying time fishing, at the park, or watching the kids run around the playground."*
- *"I've always loved to dance. I don't know exactly what my life holds but I sure hope it includes dancing and that I can still do it when I'm 80."*
- *"I'm so thankful that we have walking trails. We built those together as a community, and I want us to use and protect them."*
- *"I'd love for the amazing support we saw during COVID be the way we always operate. Neighbors who never spoke to each other before helped each other. And organizations that didn't collaborate started working differently together. We need that all the time!"*
- *"I grew up riding my bike all over town. I would love to feel safe enough for my kids to have that freedom now."*
- *"It's a struggle for me to make a living here. I often work a double shift, and I'm not around a lot for my kids, which breaks my heart. I want to earn more money so that I can spend time with my kids, and I want them to have an easier time of it."*
- *"I grew up in another country, where going to the market was something we did every day—not only to get food but to connect with our neighbors. I miss that a lot. I would love to live in a community where people go to the grocery store to get food AND talk to each other!"*

Next, Build Those Aspirations Into a Shared “We”

Mirror the essence and energy of what you heard

No matter where we come from or what part of the country we live in, we all want to experience joy—to raise our families in a place that is thriving and that offers hope that our future is bright. We always want to feel connected to the resources for well-being that help us to get through the tough times and to feel entitled to experience the best of what our nation offers. We all want to be listened to, to have our voices matter, to do meaningful work that pays, and to swing big at the possibilities of life.





Even as we age, we want to experience wonder and possibility. We want to enjoy nature, dance, laugh, bike, and play together. We want our friends and neighbors (even those we haven't met yet) to show up for us when times are hard and to keep a watchful eye over the younger and older ones among us. And we want to feel welcomed in our communities, regardless of our racial or ethnic background, our country of origin, points of view, or other parts of our rich diverse backgrounds.

To build the world of our dreams and to captain our shared future, we have to work together in spite of the differences that make it easy to retreat to our separate corners of our country. Because, whether we like it not, whether we choose to acknowledge it or not, our fates are inextricably connected with everyone and everything around us—the people, the businesses, the institutions, and the natural environment around us. All of it, connected.

Inspire People By Speaking to How They're Feeling

Some basic framing tips for your Strategic CaseMaking work ahead

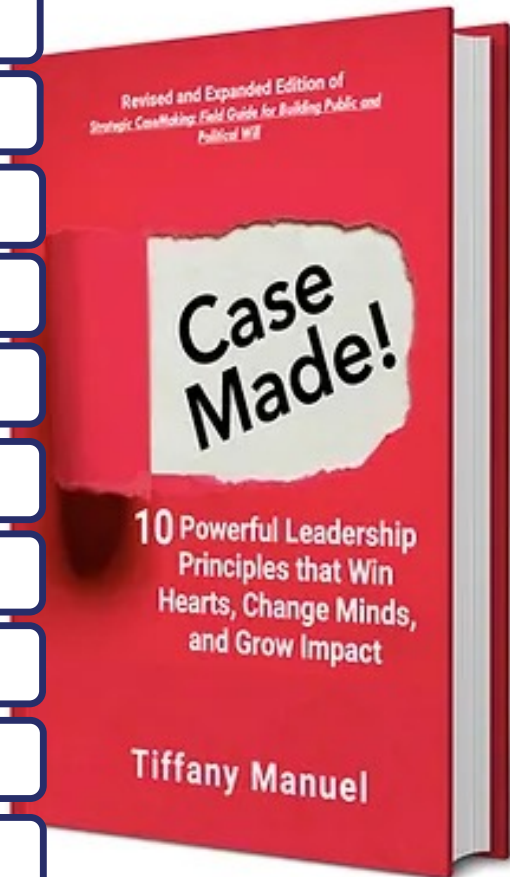
On the following pages, you won't find the terms "*multiracial democracy*," "*well-being economy*," or "*a healthcare industry reoriented toward equitable population health and well-being*," even though those are the terms we use to define the intersection of systems that we are working to reimagine. That's because most Americans don't use these terms to talk about what is troubling them or what gives them hope for the future. To connect with people, we have to use language that reflects how they understand what's happening around them.

- | | | |
|---|---|--|
| A multiracial democracy |  | <ul style="list-style-type: none">• Having a voice in the decisions that shape our lives, our communities, our jobs and our healthcare decisions.• No matter your background, race or ethnicity, newcomer or long-time resident, you belong here and are valued for what you bring. |
| A well-being economy |  | <ul style="list-style-type: none">• Having enough money to make ends meet and to set our kids up for an easier life.• Having enough time to earn a good living, take care of our families, and get the rest and recreation we need to be relaxed and happy.• The economy is good for people and the planet so that both flourish together into the future. |
| A healthcare industry reoriented toward health and well-being |  | <ul style="list-style-type: none">• A healthcare system that actually keeps everyone healthy.• Connecting people to all the different kinds of resources they need to be truly well.• Having easy access to trustworthy providers of high quality, affordable, equitable care that helps people live longer, easier lives. |
| Equitable community |  | <ul style="list-style-type: none">• Everyone thrives, with no exceptions.• Ensuring those who need it the most get connected first to the resources they need to be truly well. |

Now Deploy the 10 Principles of Strategic CaseMaking™

Making the case to new champions means learning new leadership skills

- 1 Connect your work to people's aspirations
- 2 Name the power of the moment to shape the future
- 3 Tell people what they lose if they sit on the sidelines
- 4 Navigate dominant narratives and negative disruptors
- 5 Anchor and credential solutions, not problems
- 6 Make inequitable systems the villain
- 7 Tell the 'story of us'
- 8 Foster collective ownership
- 9 Reimagine your value proposition
- 10 Share your roadmap & metrics for success



Discerning When to Use the CaseMaking Principles

If you don't hear ...	Then ...
<ul style="list-style-type: none"> • An appreciation of a bigger "We" • A shared stake in the future • A collective identity 	<p>Principle #1: Help people make the connection between your work and their own aspirations for themselves, their families, and their communities.</p>
<ul style="list-style-type: none"> • A focus on the future • Urgency to act • Power to make change 	<p>Principle #2: Help people understand why they must activate right now to get to the future they want.</p>
<ul style="list-style-type: none"> • Activated bystanders • Fear of loss from inaction 	<p>Principle #3: Help people understand what they will lose in their own lives if they don't join your work now.</p>
<ul style="list-style-type: none"> • Helpful narratives • Energy and momentum 	<p>Principle #4: Carefully prepare for the dominant narratives and negative disrupters that you know will come up in conversation about your work.</p>
<ul style="list-style-type: none"> • Proven solutions being elevated • Proof points being widely circulated 	<p>Principle #5: Lead with solutions rather than giving time and energy to naming well-known problems. Use all the creativity of your data and storytelling to show the benefits of your solution.</p>
<ul style="list-style-type: none"> • An understanding of and focus on systems 	<p>Principle #6: Highlight how racial and economic inequities have been built into our man-made systems and how we can redesign them.</p>
<ul style="list-style-type: none"> • Storytelling that highlights our interdependence 	<p>Principle #7: Make sure the people you need are heroes in the stories you tell about the challenges you are solving.</p>
<ul style="list-style-type: none"> • Confidence in collective problem solving 	<p>Principle #8: Talk people back into their power and their ownership over solutions by lifting up community successes.</p>
<ul style="list-style-type: none"> • Trust in your leadership 	<p>Principle #9: Be clear about your coalition's value proposition and the track record of success that you have individually and/or collectively.</p>
<ul style="list-style-type: none"> • An understanding of how to get to success • Clarity around each actor's role 	<p>Principle #10: Share your roadmap for change, how you'll measure success along the way, and what people can do to help.</p>

What We Heard

For those of us in mission-driven organizations, it's pretty easy to talk in broad strokes about the world we are trying to create. That's so important! And we often use words like *democracy* and *thriving* and *well-being* to describe that future. While those words mean something to us intellectually, they don't often connect to the visceral ways most people imagine their own future and the futures of their families and communities.

What That Means

To call forward the people we need, we have to practice connecting to them using the language and imagery they use to describe their own aspirations. That means actively listening to the people we are trying to persuade, asking them questions about their own hopes and dreams, and connecting those aspirations to our work. Here are two skills you should practice:

- ❖ **Appreciative inquiry:** Ask questions that help people appreciate what works now and focus them on what they want to carry into the future.
- ❖ **Mirroring:** Build connection by listening and mirroring back the positive images, identities, behaviors, and language that reflects their aspirations. Then connect them to yours for a bigger "we."

Read more: [Listening Differently to Build Broader Support](#)

What That Sounds Like

I've been listening to a lot of folks here, and I'm hearing that there are a lot of things we need to solve for. The good news is we have so many things in place that we can build on to solve them. People generally look out for each other and help when we can. We genuinely try to honor our traditions and welcome different points of view, even when our ideas collide. That's a great start, but we can do much more to ensure that this is an inclusive and welcoming place today and into the future. Because no matter where you come from, your racial or ethnic background, or even what teams you root for, everyone deserves the opportunity to find a welcoming place here. Our big city with a small-town heart should allow people from every walk of life to have a say in the decisions that affect us and to help shape our future together. Unfortunately, our institutions are insular, and it's too hard for everyday people to meaningfully participate in the work we are doing to shape our economy and our resources for health and well-being. Let's work together to create a town where people from all walks of life not only have a say in the decisions that affect our future, but we've opened up more opportunities for them to do so!

Principle #1

Connect your work to people's aspirations

We're Solving For:

- An appreciation of a bigger "We"
- A shared stake in the future
- A collective identity

What We Heard

As part of the work that you do, you may have a strong sense of urgency around the many systemic changes we need to avert worsening crises and ensure we have a thriving future for everyone. Naming that urgency is so important! And we need to be careful that our calls for urgency aren't delivered so negatively that they backfire, deepening people's sense of powerlessness and hopelessness. We need to convey opportunity and to help people connect to their own power to help us get there.

What That Means

To get people to join us, we have to pull them—and ourselves!—out of the crisis mode that causes all of us to hunker down or burn out. That means helping them see the opportunity we have right now to set ourselves on a path to the bright future that we started building a collective vision for earlier in this guide. Here are two skills you should practice:

- ❖ **Future pacing:** Help people envision the future they want and the steps that it is going to take to get there.
- ❖ **Building agency:** Help people recognize that they are the agents of change—that we don't have to wait for anyone else to get this done.

Read more: [Building the Will: What's on the Horizon?](#)

What That Sounds Like

We are at a critical moment in our community's future. With new local leadership on the city council, new federal funding helping us invest in our infrastructure, and new partnerships coming out of the pandemic, we are more poised than ever to make some meaningful advances for our community. The challenges we face won't go away on their own—so what we do NOW to take advantage of the opportunities in our hands matters! It's our responsibility and opportunity to shape the future we want—to define it and make it conform to the vision we have for thriving here. Let's take advantage of the brilliance of our people and the momentum under our feet to make sure that all of our families can build successful lives here. We can move toward a better future together or decide to sit this one out, leaving our future to fate. It's up to us to decide.

Principle #2

Name the power of the moment to shape the future

We're Solving For:

- A focus on the future
- Urgency to act
- Power to make change

What We Heard

You have a deep understanding of what this country and every community stands to lose if we continue to let our systemic challenges go unsolved. Our health. Our wealth. Perhaps our democracy itself. Naming loss is crucial to persuasion, but we usually do it in ways that depress engagement in our causes rather than build momentum for change. We need to make sure we are describing loss in ways that speak to the everyday concerns of the people we are hoping to call forward and in ways that compel them to action. Otherwise, it doesn't have the power it could.

What That Means

Research shows that we are twice as likely to feel pain from loss than pleasure from gain. That means we tend to make decisions based on minimizing our losses. To use loss aversion to our advantage, we need to focus people on the losses we'll all incur if we don't work together now to shore up our democracy and our collective health.

Here are two skills you should practice:

- ❖ **Name the “two tomorrows”:** Describe what the two futures will look like if we decide to take action on our biggest challenges and if we decide to do nothing.
- ❖ **Calculate the cost of inaction:** Use your data to show people what it will cost us all, financially and socially, if we do nothing.

Read more: [Make CaseMaking a Daily Habit](#)

What That Sounds Like

If we don't work together now to build and support a stronger pipeline of well-trained healthcare professionals who can earn living wages and who have a voice in how care is delivered in this community, it's going to be harder to get our parents' medications at the pharmacy, ambulances will take longer to get to our loved ones, turnover in our institutions will get even worse, and we'll all have to figure out how to navigate all the extra sick days we're going to need to take off work. But that's a future that we can avert by doing the work now to plan for what we need to be healthy. Work with us to prepare for a future that gives us a fighting chance at something better, for all of us. Are you with me?

Principle #3

Tell people what they lose if they sit on the sidelines

We're Solving For:

- Activated bystanders
- Fear of loss from inaction

What We Heard

You feel your progress being stymied by mindsets that make it difficult for people to connect to the value of your work. Both in public and inside your coalitions, you face narratives like “*I had to make it on my own. Others should, too.*” Or statements of resignation like: “*Everyone’s too overburdened*” or “*We tried that already—didn’t work.*” The negativity is draining your energy and burning out the people around you.

What That Means

To keep our momentum going, we as coalitions need to get good at recognizing harmful mindsets and negative disruptors, neutralizing them, and redirecting energy and attention back to the better future we are working toward together. Here are two skills you should practice:

- ❖ **Reframing dominant narratives:** Learn to spot the harmful mindsets that can derail progress and introduce alternate narratives that reframe the conversation.
- ❖ **Pivoting away from disruptors:** Learn to recognize when disruptive comments pull energy away from your work and build a pivot strategy to keep people focused on the task at hand.

Read more: [Building a Pivot Strategy](#)

What That Sounds Like

Thank you so much for taking the time to comment. Your concern for the well-being of our community is obvious, and I absolutely share that concern. We all know it's getting harder for everyday people to feel connected to the vital resources we need in our communities, to feel like we can fully participate in the decision-making that shapes our communities, and to earn enough money from our jobs that we have a sense of security. The fact that this is a shared concern gives us a great opportunity to engage our leaders and our neighbors to start solving these issues—from the bottom up! That's why we need you. This won't be a full community effort without you and others in this community who care. Let's get after it, together, working in stronger alignment and with more conviction than we ever have!

Principle #4

Navigate the dominant narratives

We're Solving For:

- Helpful narratives
- Energy and momentum

What We Heard

You're working on many of the solutions we need—basic income, baby bonds, telehealth, citizen assemblies, reparations—to build a better future for everyone. You are literally growing flowers in the cracks in the concrete. But it's hard to break through to more fertile ground when the people you need are stuck in the crises of the moment. You need their energy focused on your solutions, so they can spread.

What That Means

We have to anchor people firmly in the value of our solutions, using a variety of proof points to show that they'll get us closer to the future we want. Here are two skills you should practice:

- ❖ **Anchoring solutions:** Capitalize on the cognitive bias of anchoring, by learning to start your case with information or data about the solution you are working toward.
- ❖ **Credentialing solutions:** Build support for your solutions by using all your data and storytelling to prove the impact they are having on people's lives across the entire community.

Read more: [Anchoring Your Solutions with Positive Data](#)

What That Sounds Like

When people have access to a universal basic income, we know that whole communities benefit. Pilots that are underway across the country show us that parents are able to afford rent and keep their kids connected to their classrooms and their friends. Older people are able to pay for their medication and food, meaning we get to keep them around for many more birthdays and family reunions. And young people have some breathing room to stay in school and build careers that will last a lifetime. Universal basic income is a win all around! Let's talk about what it will take to enact, implement, and benefit from this idea here in our community. Let's get this done while we have the momentum to do it!

Principle #5

Anchor and credential solutions, not problems

We're Solving For:

- Proven solutions being elevated
- Proof points being widely circulated

What We Heard

You know that our solutions need to go well below the surface to get at the systemic drivers that harm people and keep them from thriving. You are working on many of those solutions. But systems are complicated and hard to understand, much less reimagine. So, most people spend their time and resources on charity. Or they may want to go deeper, but they give up because they don't know how.

What That Means

To move people beyond charitable giving, we need to help them understand the root cause of what ails us—inequitable, disconnected systems that are badly in need of repair, reimagination, and redesign. Here are two skills you should practice:

- ❖ **Repositioning equity as a systems issue:** Counter our natural tendency to think of equity as an individual issue by consistently talking about it in terms of systems.
- ❖ **Deploying metaphors to explain systems change:** Cut through the jargon that locks people out of conversations about systems by deploying metaphors that connect to the day-to-day lives of your audiences.

Read more: [Making Your Case with Systems Storytelling](#)

What That Sounds Like

Everywhere I go these days, I hear people telling me that the system is rigged against us. That is, it was meant to produce the inequitable outcomes we see in our communities in terms of who has the power and authority to make community defining decisions, how those decisions are made, what kind of wellness resources are made available and affordable to people here, and how jobs are structured. Well, it's time to rethink all of that. You know what I say to that? Bring it on! Because if the system was rigged by some folks long, long ago, that means we have the power to re-rig it in a different way—in a way that produces more just outcomes. Will you help me rig it in the right direction?

Principle #6

Make inequitable systems the villain

We're Solving For:

- An understanding of and focus on systems

Principle #7

Tell the “story of us”

We’re Solving For:

- Storytelling that highlights our interdependence

What We Heard

You know that it’s important to leave space for people who are closest to the challenges we are trying to solve to tell their stories. We’ve come a long way in listening to and lifting up those life experiences. But we are still working on diversifying who tells stories and how we deliver them, so that a larger group of people see themselves in our solutions and want to help.

What That Means

We need to create the conditions for many different kinds of people in our communities to tell stories about their experiences, the future they want to build, and the strengths we all bring to the solutions. Here are two skills you should practice:

- ❖ **Diversify how we tell stories:** To get people’s attention, we need to be more creative than press releases and our own websites. We need art, comedy, music, photography, TV. movies, and yes, TikTok.
- ❖ **Shares stories of interdependence:** We need to neutralize individualism by telling stories that help people see the value of working together for the good of all. That includes organizations and people that we may not always agree with!

Read more: [Making Your Case at Public Meetings](#)

What That Sounds Like

It doesn't matter whether you are a hospital administrator, mom, small business owner, school teacher, corporate executive, or policymaker, we all have a stake in the well-being of this community. What happens in our hospitals affects our schools, our coffee shops, our law enforcement agencies, our homes, our business community, and more. More than ever, we've got to remember that our health and well-being are deeply connected to the health and well-being of every other person in this community. Let's ensure our systems are designed to operate that way, and let's carry that acknowledgement with us no matter where we find ourselves in this community.

Principle #8

Foster collective ownership

We're Solving For:

- Confidence in collective problem-solving

What We Heard

Few Americans feel it's their responsibility to solve the social and economic issues that threaten the livelihoods of our communities. Over time, we've given that responsibility almost exclusively to government—which is foolhardy. Government was never meant to be the sole driver of the things that shape thriving communities. We have to help people remember that government leaders are our delegates and that we own the real solutions to fix what ails our communities. When we do that, we can foster a kind of collective ownership that calls people into their power as problem-solvers. Broader problem-solving and shared ownership of solutions reinforce shared values, interdependent roles, and the abundant assets that can be generated from a wider trust network.

What That Means

We must focus on shifting people out of bystander mode by reminding them of their power as problem-solvers. Here are two skills you should practice:

- ❖ **Power shifting:** We need to turn over as many decisions as possible about how we make, implement, and evaluate our solutions to the broader collective, and nurture the everyday leaders that emerge.
- ❖ **Crowding out government:** To keep people from laying every problem at the feet of government, which can't possibly solve them in isolation, we must redirect the ownership of the solutions back to the community. We own how this is solved!

Read more: [Talking All Kinds of People Into Their Power](#)

What That Sounds Like

Do you remember what happened when COVID hit our community? We were worried about people living on the street and in shelters as well as how to get meals to families traditionally served by schools or local government agencies. Local leaders hadn't quite figured out how to get these resources out, but together, working side-by-side with our neighbors, we got everyone housed and meals delivered. Families were also struggling when daycare centers closed, so we got in-home providers licensed and running really quickly. And we ramped up telehealth so older people could still see their doctors. We did so many things during COVID we thought were impossible. Let's keep going! There's so much more we can do!

What We Heard

You are noticing that the people around you—inside your own organizations and coalitions—are getting demoralized by their inability to solve problems in systems that seem too big to fail AND too big to manage well. They are losing faith in the value they bring to the table, individually and collectively, as leaders, which means they are having a hard time mobilizing others to follow.

What That Means

If we expect anyone to join us, we must remind ourselves and others of the value that we bring to the challenges we are working to solve. Here are two skills you should practice:

- ❖ **Communicating your unique theory of change:** We need to be clear why we, and the coalition we are building, are the change agents that are needed right now to get to the outcomes we are working toward.
- ❖ **Credentialing your track record:** People naturally want to align themselves with “winners” who deliver on the promises they make. Share your successes, even if they are incremental.

Read more: [Defining a Strong Theory of Change](#) and [Reimagine Your Value Proposition](#)

What That Sounds Like

Over the last 5 years, we've brought together an incredible coalition of organizations across the county who have listened deeply to the needs of their constituents. Centering their voices, we built a bold plan for community thriving together. And now we're turning to the collective expertise of those amazing organizations—which represent more than 100 years of results in our community—to get it done. Our work to date is a downpayment on the deep work we need to get done together.

Principle #9

Reimagine your value proposition

We're Solving For:

- Trust in your leadership

Principle #10

Share your roadmap
and metrics for
success

We're Solving For:

- An understanding of how to get to success
- Clarity around each actor's role

What We Heard

Even when people are excited to join us on the journey to improve our communities, they may not know what the finish line looks like or even what might constitute a win along the way. And we'll encounter skepticism from people who simply don't believe we will ever be able to succeed because the ways we measure and talk about success don't often square with what people think of as success in their own lives.

What That Means

In a world where people hold little trust in leaders who promise a lot and don't deliver, we need to build and communicate a clear results framework that shows we are serious about driving toward the outcomes the community cares about and building a groundswell of support along the way. Here are two skills you should practice:

- ❖ **Tracking meaningful metrics:** Prioritize metrics that feel like success to people in the community—health, leisure, equity, public will. The vital conditions can be a start and ask people how they want to measure outcomes within those categories. Start by asking them what matters most!
- ❖ **Calling our stakeholders to action:** Be prepared with immediate, tangible, tailored actions that people can take to help move solutions forward. Think beyond asking people to join a mailing list or sign a petition!

Read more: [First, Chart a Route to Success](#)

What That Sounds Like

As we work toward an economy that supports our well-being, a healthcare system that takes care of us, and opportunities for participating in community decision-making, we'll be measuring our success against the things that matter to you. And we'll ask you all to help us track metrics that you can see right here in your neighborhoods, jobs, healthcare providers, and government agencies. We're going to succeed, and you'll be our partners in tracking metrics to make sure that we're always headed in the right direction!

Deploying All the CaseMaking Principles

Your case will be stronger as you practice putting the principles together

There are not many places in the world like ours, where you'll find so many people in one place striving for a better life, working hard to design a better future for their own lives, and determined to build community with the people they meet here. In the arts, entertainment, technology, environment—heck, in all parts of our lives—our creativity and innovation are matched only by our ambition to keep pushing forward to something better.

There's never been a more important moment to secure our future by investing in local one-stop health/food pharmacies—where community residents have walking distance access to fresh fruits and vegetables, can get their medications, and can be seen briefly by a nurse practitioner or doctor without an appointment or formal health insurance. During the pandemic, we were able to establish quite a few of these one-stop sites across the city, and the initial data on their impacts is quite promising—we saved money and saved lives. COVID may have weakened the vitality of our neighborhoods and people's connection to each other generally, but our ability to pivot quickly to deliver food, medications, and health care in places most convenient to residents who needed it most was nothing short of amazing. Now, with the urgency of the pandemic behind us, we have to find ways of retaining what we learned and decide how we want to bring that forward with us, to ensure our community continues to thrive. If we choose not to continue this work, the danger of our inaction will be felt across our entire city but most acutely by our Black and brown neighbors, who have too often been left behind as we offered life-saving health investments for others. Our one-stop sites have given voice to residents about their health and connected them to the resources for well-being right in their own neighborhoods.

How we show up now matters. Will we look back in 5 or 10 years knowing that we took decisive action to connect our neighbors and loved ones to the resources they need for well-being? Or will we ignore their needs and resign them to long-term hardship? We have the power to decide. The traditional health system in our community was designed long ago to serve different interests, but we can redesign it to ensure abundant health opportunities that move us confidently into the future. The decision is ours to make!

Tap into aspirations

Anchor solutions

Name the power of the moment

Introduce equity

Tell people what they will lose

Foster collective responsibility

Deploying All the CaseMaking Principles

Your case will be stronger as you practice putting the principles together

The truth is, our democracy, economy, and healthcare systems work better if you are high-income and white than if you are low-income and Black or brown (and for a whole lot of other folks who deserve better). That means the promise of a better life remains out of reach for too many. Some would say that's unfair, some would say that's discrimination at play, and others would simply say that it was racist and was designed that way from the beginning to exclude the people who need it most. Whatever you call it, let's not take this into our future. Let's redesign our systems so that they work for everybody.

Let our community be one of many that are leading the way in innovative solutions. Our one-stop sites not only offer access to the resources for well-being but they also give our residents a stronger voice in deciding how they will access care. These sites are already working well, but without the resources to continue their operations and to scale them to meet the full need, we are only scratching the surface when we really need to do so much more.

We should be serving those with the most acute needs first. Through our collaboration and partnerships, we're turning the tide and working hard to figure out how to provide even more abundant options to address the acute needs of our seniors, those who lack shelter, and LGBTQ+ youth. We're strengthening our response to these groups because we know their health outcomes are most in jeopardy without our intervention and we know that we can have the strongest impacts by intentionally working to meet their needs. Slightly revamped to meet the needs of these groups, our one-stop sites will include a strong, coordinated response system for families with immediate medical needs, housing supports, intensive assistance for those who are most vulnerable, and connections to services, employment, and income.

Healthcare today needs to be more than treating diseases. By leaning into our one-stop sites, we are making a downpayment on our future. No one-stop policy or investment of resources can solve it all, but we'll get a lot closer to rebuilding our health system in the service of those who need it most when we start here.

Join us! Learn more, advocate, and help us make more progress faster!

Make systems visible,
make them the villain

Anchor solutions

Reimagine your value
proposition

Tell the "story of us"

Show your roadmap

Foster collective
responsibility



Bringing It All Together

Now that you are beginning to familiarize yourself with Shared Stewardship and Strategic CaseMaking, it's time to start working them intentionally into your community.



An Invitation to Practice Stewardship + CaseMaking

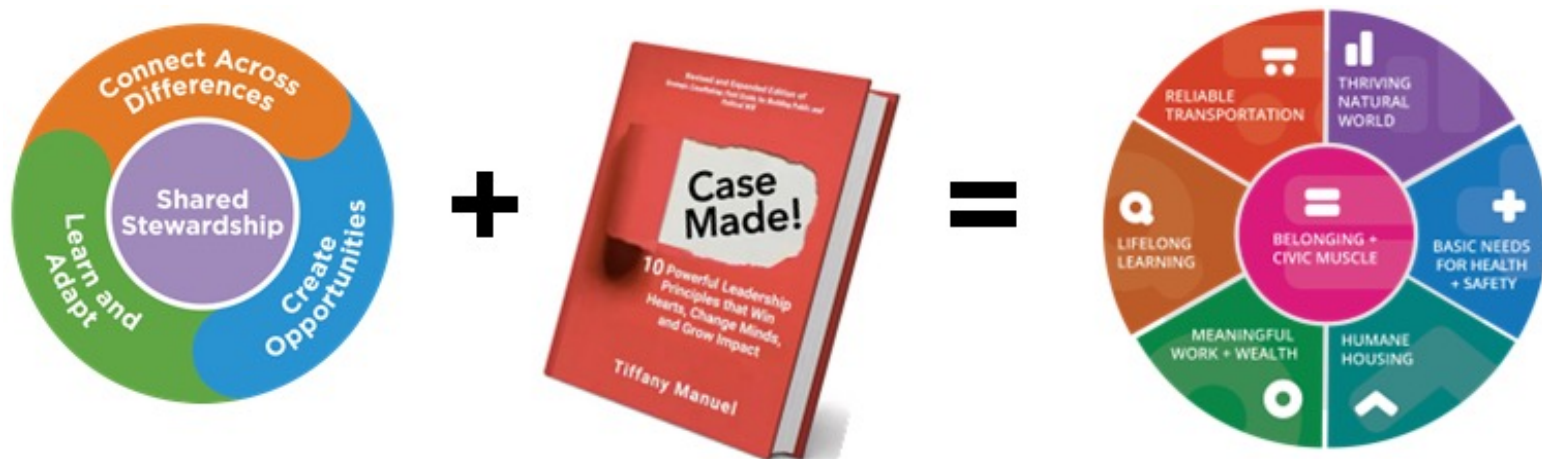
To build a multiracial democracy, well-being economy and healthcare system for all

We invite you to partner with Rippel and TheCaseMade to equip cohorts of changemakers and innovators from around the nation to implement a new playbook to transform their communities and expand the movement to thrive together.

Cohort members will become part of Thriving Together communities of practice that will implement this work in their own communities. They will receive training and coaching from Rippel and TheCaseMade to use the tools and approaches of the playbook, tailored to their local opportunities and needs.

Rippel and TheCaseMade have invested resources to initiate this work. We seek to collaborate with organizations and co-investors committed to building a just society that advances well-being and equity across race, class, gender, and other differences.

There are many opportunities for collaboration and co-investment that will deepen and build momentum for this work.



This playbook was created through a collaboration between The Rippel Foundation and TheCaseMade. It combines Rippel’s focus on shared stewardship across vital conditions with the Strategic CaseMaking™ framework.

About The Rippel Foundation

The Rippel Foundation and its flagship initiative ReThink Health are committed to fostering equitable health and well-being.

We believe in the power of shared stewardship—people, organizations, and networks coming together to create a future in which everyone has the vital conditions they need to thrive together, with no exceptions.



About TheCaseMade

TheCaseMade was founded by Dr. Tiffany Manuel in 2019 to transform communities by training leaders to build public will for reimagining and rebuilding systems with justice at the center.

We work across sectors like housing, health, education, economic development, and climate to help leaders learn the principles of Strategic CaseMaking™ and use them as tools for activating more people behind the cause of justice.



A Note about Copyright

This playbook is a joint work created by TheCaseMade and The Rippel Foundation. It uses some of the pre-existing intellectual property of each organization.

For clarity, the sections for The Call to Shared Stewardship contains the intellectual property of The Rippel Foundation.

The section for The Call to Strategic CaseMaking, including its Strategic CaseMaking™ framework, remains the sole property of TheCaseMade.

You may freely use, reproduce, and distribute this playbook for educational (i.e., non-commercial) purposes only, as long as this Copyright Notice remains intact.

You may not: (i) use, reproduce, or distribute this playbook for monetary purposes, and/or (ii) edit or change the playbook in any way without prior written permission from TheCaseMade and The Rippel Foundation.



www.rippel.org



www.TheCaseMade.com