

CONNECTIONING

Theory of Change

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connectioning.io

Mission & Vision

Connectioning is the coordination layer for wellbeing economies. Our mission is to make community wealth and wellbeing economies mainstream — by connecting the people, stories, and networks that are already building a world that works for everyone, not just the super rich.

Our vision is a world where connection over extraction is the cultural default. Where people at every level — healing personally, creating locally, reforming policy, building enterprises — see themselves as part of the same transformation. Where the alternatives to extractive economics are so visible, so proven, and so accessible that participation becomes the obvious choice.

The infrastructure for wellbeing economies already exists across 300+ movements and a \$2.3 trillion global social economy. What's missing is the coordination and cultural transmission to make these solutions visible and achievable for ordinary people.

Our Principles

Everything Connectioning builds operates from five foundational principles. They are not abstract values — each one is a strategic choice that determines what we build, how we communicate, and who we serve.

1. Abundance over Scarcity

The extractive economy runs on scarcity logic. There isn't enough. Someone wins so someone loses. Hold what you have. Trust no one outside your tribe. It is a lie — and a self-fulfilling one.

Wellbeing economies run on abundance logic. Cooperation makes the pie bigger. Sharing knowledge multiplies it. The more people participate, the more powerful the network becomes. This is not naivety — it is how cooperative systems actually work, and the evidence is everywhere once you know where to look.

Everything we build operates from abundance. The alternatives already exist. The capacity is already here. The only question is how fast it goes mainstream.

2. Alignment Beyond Agreement

300+ movements are building the same thing in different languages. They do not need to agree on frameworks, ideology, or terminology to move in the same direction.

We do not require consensus before coordination. We do not ask people to adopt our language before they can participate. We find the shared direction underneath the different words and work from there.

A cooperative economist and a libertarian who believes in voluntary association can build the same credit union without ever agreeing on why it works. That is not a compromise. That is a bigger tent.

3. Transformation over Resistance

What you centre is what you give your energy to. What you give your energy to grows.

People get stuck in problem focus — talking about what is broken, fighting what is wrong, defined by what they are against. The mind does not think in the negative. Tell someone not to think of an elephant and that is all they see.

We do not fight the extractive economy. We build the alternative and make it so visible, so proven, so accessible that the old thing becomes irrelevant. Route around. Build the better thing. Direct all energy toward what is already working and needs to scale.

The goal is not to defeat extraction. It is to make cooperation the obvious choice.

4. The Door-Opening Principle

Every choice we make — every piece of content, every partnership, every word — either opens doors or closes them.

Wellbeing economies are the broadest possible category. They work for people across the political spectrum, for entirely different reasons, and that is a feature. The moment we require ideological agreement before participation, we have narrowed the tent. Half the people leave. Nothing gets built.

No prerequisites. No political tests. No fights we do not need to have. If it opens doors, we do it. If it closes them, we do not.

5. The Capability Principle

The goal is not to make people feel safe. It is to make people feel capable. Safe is passive. Capable is active.

People are not as fragile as a culture of careful handling implies. They can do hard things. They have done hard things. What they are missing is not more protection — it is permission, proof, and a door to walk through.

This is not hustle culture. Rest is real. Limits are real. The question is whether we are hitting a genuine limit or a culturally installed belief about what we are capable of. The journey is learning the difference.

Joy, play, a little rebellion — these are not aesthetic choices. They are the right register for transformation. People change through agency and connection, not through being managed carefully toward a decision they were already ready to make.

We show up strong because the people we are building with are strong. That is the respect.

The Problem We're Solving

The Tower of Babel Effect

More than 300 documented movements globally are working on the same fundamental challenge: building economic systems that distribute wealth and power more equitably. Cooperatives, community wealth builders, social enterprises, regenerative economy projects, circular economy advocates, mutual aid networks — they share goals but speak different languages, operate in silos, and cannot coordinate effectively.

The result is that brilliant, working alternatives to extractive economics remain culturally invisible. People who are desperate for alternatives do not know they exist. Movements that could amplify each other do not connect. And the story that 'there is no alternative' continues to dominate — not because it is true, but because coordination infrastructure for the true story is missing.

The Coordination Gap Is Cultural, Not Technical

Extractive economic systems maintain dominance not primarily through force or superior economics, but through coordinated cultural narrative — a strategy deployed deliberately since Edward Bernays and the 1971 Powell Memo. For over 70 years, coordinated storytelling has made extraction and competition feel natural, inevitable, and normal.

The Powell Memo is the proof of concept, in reverse. It called for long-term, coordinated investment in think tanks, academic institutions, courts, and media to make free-market ideology feel inevitable. It worked — not because the ideas were superior, but because the coordination infrastructure was built and sustained over decades.

The civil rights movement is the counter-proof: the same mechanism used for liberation. Call-and-response in the civil rights movement was not incidental — it was a deliberate, trained coordination strategy. Within SNCC, activists organised specifically to learn and practice

freedom songs, then took them back to the communities they were leading. The familiar rhythms of Black gospel and spiritual traditions lowered the activation energy for participation. Leaders like Bernice Johnson Reagon and Fannie Lou Hamer used song to coordinate mass action, sustain courage under threat, and give direction when formal leadership was denied. MLK's speeches operated on the same principle: the rhythm and call-and-response cadences drew from traditions audiences recognised in their bones. In Albany, Georgia, activists deliberately re-engineered "We Shall Overcome" — syncopating the rhythms, slowing the tempo, opening it to spontaneous participation. Shared framework, individual expression, no central control.

The lineage: Bernays (extraction engineered) — Powell Memo (extraction institutionalised) — Civil Rights Movement (liberation through coordinated rhythm) — Connectioning (liberation at the coordination layer for economics).

Wellbeing economy movements have largely failed to match this at the cultural layer. They optimise for ideological precision over broad accessibility, academic credibility over parasocial trust, and movement-to-movement coordination over movement-to-people transmission. The result: solutions that work remain unknown to the people who need them most.

The Media Gap Is Misdiagnosed

Most approaches to this visibility problem focus on journalism, documentation, and broadcast media. This misses the actual mechanism of cultural transmission in 2026. People do not adopt new economic behaviours because they read an article. They adopt them because someone they trust makes those behaviours feel normal, achievable, and worth doing.

The real gap is not media — it is parasocial trust. The wellbeing economy needs the equivalent of what Alex Hormozi did for business education and Simon Squibb did for social enterprise: not explaining theory, but making ordinary people believe they can do it. Creators who generate this kind of trust and then route it into coordinated action are the missing layer.

What People Say

The following responses emerged organically — from content with no specific call to action — and represent the demand signal Connectioning is designed to channel into coordinated action.

"Hope for humanity." "Are you the ONLY one talking about this? THIS IS THE GAME CHANGER." "This whole project has the potential to be one of the most impactful tools modern humans will have." "My soul thirsts for this definition of economy." "The further your message gets, the better the world becomes." "What she's saying is such a bigger and more important fix than anyone realises. THIS IS THE FIX." — Katie Patrick, Environmental Engineer & Behaviour Designer, Hello World Labs "Your efforts have provided us with the brightest beacon of hope in a very dark world right now." [Followed by action taken to inform political leaders] Repeatedly, on content with no call to action: "How can I get started?"

Theory of Change validated, endorsed, and found novel by industry experts. 4M+ view video cited at the passing of the historic Community Wealth Building Bill in Scottish Parliament, February 2026 — and Scottish people found out from us, not their own newspapers. That is the Tower of Babel problem made concrete, and the proof that coordinated storytelling can close it. All of this generated by a solo founder working through housing insecurity.

Root Causes

- Cultural programming that presents extraction and competition as natural and inevitable, leaving people without a framework to recognise working alternatives when they encounter them.
 - Fragmented movement infrastructure — 300+ organisations with overlapping goals but incompatible terminology, unable to present a coherent, accessible narrative to mainstream audiences.
 - Absence of mainstream translation — most wellbeing economy communication is optimised for existing believers rather than the uninitiated majority.
 - Conversion infrastructure gap — creators and movements can generate awareness but lack systems to move people from passive consumption into active participation and coordinated action.
 - Isolation as a feature of extractive systems — individualism, overwhelm, and disconnection from community keep people from discovering and joining alternatives that already exist around them.
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Our Theory of Change

Culture Is the Coordination Infrastructure

Our foundational premise, grounded in culture science (Hartley & Potts, 2014) and coordination research, is that cultural transmission is not supplementary to economic change — it is the primary mechanism through which economic alternatives become possible at scale.

When people see regenerative economies working, they believe they can participate. When they believe they can participate, they act. When enough people act in coordinated ways, systems change. The chain is: Stories → Beliefs → Actions → Cascade Effects → Systems Transformation.

This is not awareness work. It is reality engineering — using the same cultural transmission tools that have maintained extractive norms for 70 years, but in service of demonstrating and spreading working alternatives.

Donella Meadows' leverage points research identifies culture and paradigm as the highest leverage point in any system — higher than policy, higher than technology, higher than economic incentives. Everything downstream changes when the paradigm shifts. This is why we operate at the cultural layer first.

Two Types of Contagion, Two Stages of Change

Building on Damon Centola's research on complex contagions (Science, 2018), our model distinguishes between two necessary stages of cultural change:

Stage 1: Viral Reach (Simple Contagion) Prosocial, concrete storytelling reaches people through weak ties. Proof points ("driver co-ops pay workers 80% vs Uber's 50%") spread awareness and curiosity across networks. Necessary but not sufficient for behaviour change.

Stage 2: Community Conversion (Complex Contagion) Behaviour change requires social reinforcement from multiple trusted sources within clustered communities. Connectioning converts viral attention into strong-tie community infrastructure, enabling actual participation in wellbeing economy practices.

MIT research (Vosoughi et al., 2018) confirms that constructive, true content spreads more slowly than outrage content. Our response is not to compete on virality alone, but to use viral reach to identify receptive people, then convert them through community infrastructure that disinformation cannot replicate: disinformation has no community.

Rhythmic Coordination as the Mechanism

The civil rights movement did not coordinate through policy papers or broadcast media. It coordinated through rhythm — through call-and-response song structures that every participant already knew how to respond to, through six-week campaign arcs that built from personal resonance to collective action, through weekly mass meetings that created shared tempo across dispersed communities.

This capacity is not cultural. It is biological. Ellen Dissanayake's evolutionary research establishes that rhythmic-modal coordination originates in the mother-infant bond — the first and most fundamental human coordination mechanism — and scales up through ceremony, ritual, and collective art to coordinate entire communities. Humans are born predisposed to respond to rhythmic signals. Societies everywhere have elaborated this into music, dance, and display as the primary mechanism for instilling and reinforcing shared cultural beliefs. Just as rhythms and modes coordinate and unify the mother-infant pair, in ceremonies they coordinate and unify members of a group. This is not metaphor. It is the evolutionary function of collective rhythm.

Critically, this coordination does not require physical presence. Research on mental simulation shows that imagining synchronised action with others produces similar prosocial outcomes to physical synchrony — cooperative behaviour, social bonding, shared motivation. This is the bridge between laboratory entrainment research and distributed online coordination: the mechanism works across distance because it operates at the level of imagination and belief, not just physical co-presence. A wellbeing economy that does not yet fully exist can be made real in the imagination first — and shared imagination is how new realities become culturally possible before they become materially inevitable. The arts evolved precisely as a technology for making the imagined real: shared ritual creates shared belief in things that do not yet exist. That is the mechanism Connectioning operates.

This is the model Connectioning operationalises for economic transformation. Rhythmic coordination — synchronised content windows, shared weekly themes, the call-and-response between creators and communities — creates what researchers call cultural entrainment: the emergence of shared rhythm across a distributed network that cannot be achieved through central direction.

A critical distinction: this is not uniform synchrony. Research by Wood, Caldwell-Harris and Stopa (2018) found that lockstep synchrony — everyone performing the same action in the same way — actually impedes complex coordination. It lowers psychological barriers between people in ways that help simple cooperation but hurt the interdependent, role-differentiated work that real coordination requires. When everyone marches in lockstep, distinct roles collapse. Conflict increases. Performance drops.

The "In C" model is the opposite of lockstep. Multiple creators post coordinated themes in synchronised windows, each in their own voice, each serving their own audience, each playing a distinct role in the network. Shared framework, individual expression, no conductor. This is closer to what the research calls complementary coordination — the condition under which synchrony's benefits emerge without its costs.

The civil rights parallel holds for exactly this reason. Freedom songs were call-and-response, not unison chanting. "We Shall Overcome" was deliberately re-engineered to open up to spontaneous individual vocal participation within a shared structure. The rhythm created the container. Individual expression filled it.

The result is a frequency illusion — the sense that this idea is everywhere, that this is the direction things are moving, that participation is natural and inevitable. Research suggests 4–8x reach multiplication from just 5–12 creators coordinating this way.

This is also the mechanism that produces emergent self-organisation. When readers of Connectioning's Substack independently created the Wellbeing Economy Directory — infrastructure we did not request or have capacity to build — they were responding to the rhythm, not to instructions. That is the model: a cultural framework generative enough that aligned people self-organise around it.

The 25% Tipping Point

Centola's 2018 Science paper identified a threshold effect in cultural change: below 25% committed minority, change efforts fail; at 25%, an abrupt shift occurs and majority adoption follows rapidly. Critically, communities close to the tipping point have no way of knowing it — just below the threshold, efforts appear to fail; just above it, rapid success follows.

Key Implication: Consistent, rhythmic coordination — even when results appear slow — builds capacity for non-linear breakthroughs. The Move Your Money movement illustrates this: one viral moment at the right conditions. Connectioning builds the conditions repeatedly, week after week, so we are never dependent on a single moment landing correctly.

Parasocial Trust as the Transmission Mechanism

Our content strategy is built around a specific type of cultural leader: not experts explaining theory, but practitioners and storytellers who make wellbeing economics feel normal and achievable for ordinary people. This determines whether content generates awareness or generates behaviour change.

Validated in practice: content consistently reaching 100K+ views; one video achieving 4M+ views and citation in Scottish Parliament; nearly 100,000 new followers from a single video;

reaching #18 Rising in World Politics & Culture on Substack without funding or team. The emergence of the Wellbeing Economy Directory — created organically by Substack readers without any request — demonstrates that the right cultural transmission produces emergent, self-organising action beyond what any single creator can generate.

The strongest external proof of this mechanism at mass scale is HelpBnk, created by Simon Squibb. With over 20 million followers, HelpBnk is built on the premise of 'help each other for free' — getting millionaires and billionaires to give away knowledge, funding people to build social enterprises, and giving all profits away. This is mutual aid operating at mainstream scale in language with zero political friction.

Crucially, Squibb has stated that he built this entirely on intuition — with no knowledge of regenerative economics, cooperative theory, or the culture science that explains why it works. The fact that the mechanism produces these results without being deliberately deployed is strong evidence that it is robust and replicable by anyone who understands the theory.

HelpBnk demonstrates Stage 1: viral reach through parasocial trust. Connectioning provides Stage 2: the cooperative ownership structures, ecosystem coordination, and conversion infrastructure that transforms millions of inspired individuals into a coordinated regenerative economy. HelpBnk proves the cultural transmission works. Connectioning is the layer that compounds it.

The Six-Week Cultural Cycle

Coordinated content follows a six-week narrative arc that mirrors the rhythm of news cycles and the call-and-response cadence of historic social movements. Each week builds on the last, moving audiences from personal resonance to systemic understanding:

- **Week 1 — Personal Transformation:** "We can transcend the paradigm." Meets people where they are — in overwhelm, searching for meaning.
- **Week 2 — Community:** "We already take care of each other." Reveals mutual aid and connection that already exists.
- **Week 3 — Democratic Participation:** "We already make decisions together." Shows working models of collective governance.
- **Week 4 — Cooperative & Social Enterprise:** "We already create value together." Concrete economic proof points — co-ops, social enterprise, worker ownership.
- **Week 5 — Community Wealth Building:** "We already coordinate geographically." Local and regional examples of working alternatives.
- **Week 6 — Systems Coordination:** "Look what happens when this all aligns." The emergent picture — a coherent, coordinated economy becoming visible.

The cycle repeats, deepens, and onboards new participants continuously. Each rotation brings in people at earlier stages while advancing those already in motion.

The Connect / Share / Act / Grow / Ground Framework

Our theory of change is embodied in a non-linear, repeating cycle that operates at the individual, community, and network level simultaneously. It is not a funnel — it is a rhythm. People enter at any point, move non-linearly, and the cycle repeats and deepens over time.

Connect Connection is the foundation of all change. Connectioning creates two distinct pathways into community: through media, storytelling, and narrative change — taking people from overwhelm and passive consumption into curiosity and small actions; and through network weaving and coordinated storytelling rhythms — inviting people to see themselves as part of networks they are already in.

Share Sharing is a specific, intentional practice — not passive amplification but active gifting. Participants share stories, knowledge, and resources with their networks. This is the primary mechanism by which the network grows and by which cultural transmission compounds across communities.

Act Action is always one small, specific step — with an emphasis on experimentation over perfection. Small actions, done consistently and collectively, create non-linear change. The Move Your Money movement illustrates the mechanism: one coordinated action, done together, at the right moment, with data collected afterward.

Grow Grow is the reflection and learning stage — examining what actions produced, what data shows, and what wisdom from others can inform next steps. This is where education lives: not as passive consumption but as active learning grounded in real experiment results.

Ground Ground is the reminder that rest is not the absence of action — it is essential to the cycle. This stage asks participants to do whatever their practice is: rest, get outside, reconnect with nature, reconnect with themselves. Life is not endless productivity. The wellbeing economy begins with our own wellbeing.

Strategic Hypotheses

Hypothesis 1: Cultural Transmission Is the Coordination Gap

The primary obstacle to mainstream adoption of wellbeing economics is not lack of working models, political will, or financial capital — it is the absence of cultural transmission infrastructure that makes alternatives visible and achievable to mainstream audiences. Solving this at the cultural layer unlocks everything downstream: policy, investment, and systems change follow cultural normalisation, not precede it.

Strategy: Coordinated creator networks using the 'In C' musical model — shared weekly themes, individual creator expression, staggered but synchronised posting — create the frequency illusion effect that makes wellbeing economics feel omnipresent and normal. Research shows 4–8x reach multiplication through coordinated posting across just 5–12 creators.

Hypothesis 2: Ordinary People Are the Agents of Change

The wellbeing economy transition is not top-down policy reform, nor bottom-up grassroots uprising alone — it is middle-out cultural change, happening simultaneously at every level. Someone on a personal healing journey, a cooperative founder, a policy reformer, and a community organiser are all part of the same transformation. The framework that connects them does not require ideological agreement — only alignment of direction.

Strategy: Content and community design that makes everyone the protagonist of their own story. The discovery-permission-agency-freedom pathway moves people from overwhelm to participation through their own experience of working alternatives.

Hypothesis 3: Emergent Coordination Outperforms Designed Coordination

The most powerful evidence for our model is what we did not plan. When we began publishing wellbeing economy content on Substack, readers independently adopted the term and began building the Wellbeing Economy Directory — infrastructure we did not have capacity to build ourselves. This emergent co-creation is the model: not a central organisation directing activity, but a cultural framework generative enough that aligned people self-organise around it.

Strategy: Open-source frameworks, replicable methodologies, and community infrastructure designed for distributed ownership rather than central control.

Hypothesis 4: Conversion Infrastructure Is the Critical Bottleneck

The demand for wellbeing economy alternatives is proven and growing. The creators and movements generating awareness are not the constraint. The constraint is the pathway from viral attention to coordinated community participation. Without conversion infrastructure, every successful piece of content generates awareness that dissipates rather than compounds.

Strategy: The Connectioning platform moves people sequentially and non-linearly through creator funnels into a flywheel of coordinated action across the entire network.

Who We Serve

Three Interconnected Groups

Connectioning serves three interconnected groups who together form the network's flywheel:

Creators, Leaders & Founders — practitioners and storytellers who generate parasocial trust with mainstream audiences. We provide frameworks for mass cultural adoption through applied culture science, memetics, and behavioural economics, enabling any creator in the network to amplify their individual reach and the collective progression of wellbeing economy adoption.

Project Builders — people running initiatives from ideation through to established organisations. Smaller projects receive incubation and acceleration support. Larger organisations use Connectioning to coordinate with the wider network and onboard new participants into their work.

Newcomers — people who are new to wellbeing economics and want to start or join something. They connect with both creators and project builders. Connectioning provides the on-ramp: clear, accessible pathways from curiosity to contribution.

The goal of onboarding is not to make people feel safe. It is to make people feel capable. We meet people where they are — we do not stay in the overwhelm with them. The pathway is: Discovery → Permission → Agency → Freedom. When you reveal "this is already happening, here are the numbers," you release people from the impossible task of inventing a new economy. They do not have to build from scratch. They can join.

Movement partners — the 300+ organisations working on wellbeing economy alternatives — are served across all three groups. We do not compete with them; we complete them.

Movement Prioritisation: A Strategic Sequence

Tier	Category	Approach	Rationale
Tier 1	Culture & Narrative Architects	Coordinate First	Highest leverage — changes the paradigm that enables all other changes.
Tier 2	System Builders	Primary Target	~60% of mapped movements. Actually creating measurable economic infrastructure.
Tier 3	Framework Providers	Translate for Them	Strong theory, need implementation pathway.
Tier 4	Policy & Advocacy	Let Them Come	Cultural momentum makes their work easier; they follow, not lead.
Tier 5	Input-Dependent (Charity Model)	Transition Candidates	Can migrate to regenerative models.

Goals & Metrics

Cultural Transmission Metrics

- 100M+ coordinated views across storytelling campaigns within 6 months of full network activation
- 25% threshold reached within target demographic communities
- Mainstream media pickup of wellbeing economy narrative
- Policy engagement driven by cultural pressure rather than lobbying alone

Community Conversion Metrics

- Member-to-member connections formed
- Local movement connections made through Connectioning platform
- Offers and needs exchanged within community
- Community-created content and initiatives launched independently
- Cluster density: are members connecting to each other before we scale to the next community?

Action & Learning Metrics

- Weekly coordinated actions completed across the network, with data collected
- Number of people who have completed at least one CSAGG cycle
- Revenue generated through storytelling cycles (validated: \$3,000 from a single cycle under significant personal constraints)

Long-term Indicators

- Wellbeing economy terminology adopted in mainstream economic conversation
 - Place-based projects incubated through Connectioning community
 - Network replication: other coordinators running the framework independently
 - Policy adoption accelerated by cultural normalisation (Scotland's Community Wealth Building legislation as proof of concept, February 2026)
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What Makes This Different

Most approaches to economic transformation operate at one layer: policy advocacy, business model innovation, community organising, or media production. Connectioning operates at the intersection of all of them — not by doing each, but by providing the coordination infrastructure that connects people working at every layer.

The distinction from broadcast media approaches: we are not making content about the wellbeing economy. We are building the cultural transmission infrastructure that makes coordinated, compounding, evidence-based participation in wellbeing economy practices the natural next step for anyone who encounters our network.

The distinction from platform-building approaches: we are not building an audience. We are building capacity — the kind that generates non-linear breakthroughs from small, consistent, collective actions, week after week, regardless of whether any single piece of content goes viral.

"The infrastructure for wellbeing economies already exists. The stories already exist. The people ready to act already exist. What's missing is connection. That connection starts here."

Theoretical Foundations

Connectioning is a deliberate synthesis across six bodies of research. The frameworks below are not influences — they are load-bearing elements of the strategy. Each cluster maps directly onto a specific mechanism in the theory of change.

Behavioural Science & Cognitive Psychology

Why people change behaviour — and why rational argument alone does not produce it.

- **Kahneman, D. (2011).** Thinking, Fast and Slow. Farrar, Straus and Giroux. — System 1/System 2 theory: emotional, narrative-driven cognition activates behaviour where analytical argument does not.
- **Thaler, R. & Sunstein, C. (2008).** Nudge. Yale University Press. — Behavioural economics applied to choice architecture. Underpins the CSAGG cycle design.
- **Cialdini, R. (1984).** Influence: The Psychology of Persuasion. Harper Business. — Social proof, reciprocity, and authority as influence mechanisms.
- **Berger, J. (2013).** Contagious: Why Things Catch On. Simon & Schuster. — Six STEPPS framework explaining what makes ideas spread socially.
- **Deci, E.L. & Ryan, R.M. (1985).** Intrinsic Motivation and Self-Determination in Human Behavior. Plenum. — Self-Determination Theory: autonomy, competence, and relatedness are the three drivers of genuine wellbeing. Over-protection undermines all three. The research foundation for the Capability Principle.
- **Tedeschi, R.G. & Calhoun, L.G. (1996).** The Posttraumatic Growth Inventory. Journal of Traumatic Stress, 9(3), 455–471. — The pathway through trauma is meaning-making, action, and connection to something larger than yourself. People grow through engagement, not through being handled carefully.
- **Brown, B. (2012).** Daring Greatly. Gotham Books. — Vulnerability requires courage, not safety. People are capable of hard things when they feel genuinely seen.
- **Brown, S. (2009).** Play: How It Shapes the Brain, Opens the Imagination, and Invigorates the Soul. Avery. — The neurological case that play is not frivolous. It is how humans learn, adapt, and build resilience. Joy and playfulness are the correct register for transformation.

- **McGonigal, J. (2011).** Reality Is Broken. Penguin Press. — Games give people the direct experience of agency, growth, and connection that the current economy systematically denies. Gamification as genuine motivation, not manipulation.

Network Science & Cultural Transmission

How behaviour and beliefs spread through populations — and what infrastructure is required to move from awareness to action.

- **Centola, D. (2018).** Experimental Evidence for Tipping Points in Social Convention. *Science*, 360(6393), 1116–1119. — The 25% committed minority threshold.
- **Centola, D. (2018).** How Behavior Spreads: The Science of Complex Contagions. Princeton University Press. — Simple contagion vs. complex contagion. The theoretical foundation for the two-stage viral-to-community model.
- **Guilbeault, D., Becker, J., & Centola, D. (2018).** Complex Contagions: A Decade in Review. In *Spreading Dynamics in Social Systems*. Springer.
- **Vosoughi, S., Roy, D., & Aral, S. (2018).** The Spread of True and False News Online. *Science*, 359(6380), 1146–1151.
- **Aral, S. (2020).** The Hype Machine. Currency.
- **Rogers, E. (1962).** Diffusion of Innovations. Free Press.
- **Tufekci, Z. (2017).** Twitter and Tear Gas. Yale University Press. — Networked movements achieve reach without organisational durability. The precise problem Connectioning's conversion infrastructure solves.
- **Phillips-Silver, J., Aktipis, C.A., & Bryant, G.A. (2010).** The Ecology of Entrainment: Foundations of Coordinated Rhythmic Movement. *Music Perception*, 28(1), 3–14. — The foundational theoretical framework for entrainment as a coordination mechanism. Defines collective social entrainment — where a group of individuals each use rhythmic output from one another as input for their own rhythm processing — as distinct from simple synchrony. The biological basis for the "In C" model.
- **Farrera, A. & Ramos-Fernández, G. (2022).** Collective Rhythm as an Emergent Property During Human Social Coordination. *Frontiers in Psychology*, 12:772262. — Establishes the neurobiological basis for rhythmic coordination in groups: synchrony creates collective effervescence, shared mental models, and prosocial bonding. The paper explicitly calls for further research at larger scales and distributed networks — the gap Connectioning's practice is filling.
- **Wood, C., Caldwell-Harris, C., & Stopa, A. (2018).** The Rhythms of Discontent: Synchrony Impedes Performance and Group Functioning in an Interdependent Coordination Task. *Journal of Cognition and Culture*, 18, 154–179. — Critical nuance: lockstep synchrony impedes complex coordination by collapsing distinct roles. Confirms that the "In C" model — shared rhythm, individual expression, distinct roles — is the correct coordination structure, not uniform synchrony.

Narrative Change & Communication

How stories shape beliefs, frames shape perception, and coordinated narrative creates cultural change.

- **Lakoff, G. (2004).** Don't Think of an Elephant. Chelsea Green. — Cognitive framing theory. The theoretical basis for why "wellbeing economy" outperforms "degrowth" neurologically, not just aesthetically.
- **Ganz, M. (2010).** Leading Change. In Handbook of Leadership Theory and Practice. Harvard Business Press. — Public narrative framework: Story of Self, Story of Us, Story of Now.
- **Dawkins, R. (1976).** The Selfish Gene. Oxford University Press. — Original memetics concept.
- **Hartley, J. & Potts, J. (2014).** Cultural Science. Bloomsbury. — Culture science framework: cultural activity creates knowledge-making communities whose interaction generates new knowledge.
- **Balkin, J. (1998).** Cultural Software: A Theory of Ideology. Yale University Press.
- **FrameWorks Institute.** Strategic Frame Analysis. frameworksinstitute.org

Systems Theory & Organisational Design

How systems change, how organisations scale without losing coherence, and where leverage lives.

- **Meadows, D. (1999).** Leverage Points: Places to Intervene in a System. Sustainability Institute. [Available free at donellameadows.org] — Names culture and paradigm as the highest leverage point in any system — above policy, technology, and economic incentives. The core justification for operating at the cultural layer first. This paper is more directly load-bearing than the book.
- **Meadows, D. (2008).** Thinking in Systems. Chelsea Green.
- **Fuller, R.B. (1981).** Critical Path. St. Martin's Press. — Trim tab theory.
- **Collins, J. (2001).** Good to Great. HarperBusiness. — Flywheel effect.
- **McChrystal, S. (2015).** Team of Teams. Portfolio. — Autonomous teams with shared consciousness. The organisational model for the pod structure and 'In C' coordination.
- **Wheatley, M. & Frieze, D. (2011).** Walk Out Walk On. Berrett-Koehler. — Berkana 2-loop model.
- **Osterwalder, A. & Pigneur, Y. (2010).** Business Model Generation. Wiley.

Cultural Evolution & Collective Intelligence

How cultures evolve, how collective intelligence emerges, and what makes cooperative systems resilient.

- **Dissanayake, E. (2000).** Art and Intimacy: How the Arts Began. University of Washington Press. — Rhythmic-modal coordination originates in the mother-infant bond and scales to ceremony, ritual, and collective art as the primary biological mechanism for coordinating and unifying groups around shared beliefs. The deepest evolutionary grounding for why rhythmic coordination works. Humans are not culturally trained to respond to rhythm — they are born predisposed to it.
- **Henrich, J. (2015).** The Secret of Our Success. Princeton University Press. — Cultural learning as the primary driver of collective human capability.
- **Ostrom, E. (1990).** Governing the Commons. Cambridge University Press. — Nobel Prize in Economics 2009. Empirical evidence that communities can self-govern shared resources through democratic ownership.

- **Putnam, R. (2000).** Bowling Alone. Simon & Schuster.
- **Surowiecki, J. (2004).** The Wisdom of Crowds. Doubleday.
- **Tomasello, M. (2009).** Why We Cooperate. MIT Press. — Shared intentionality: synchronized activities create common goals.
- **Graeber, D. (2011).** Debt: The First 5,000 Years. Melville House.
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