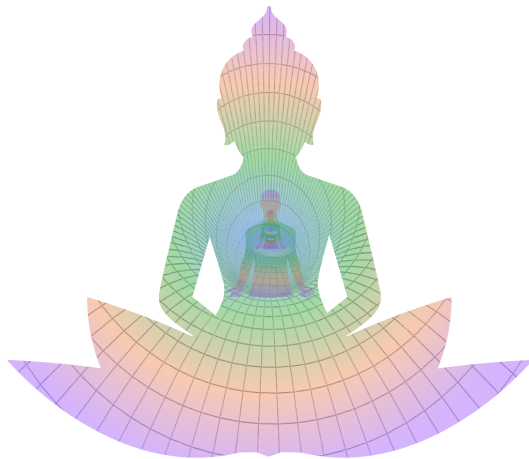
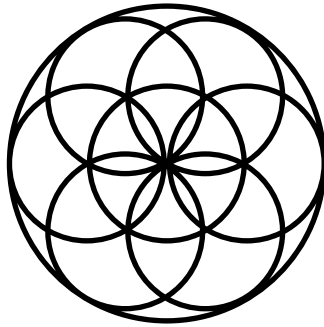


Workshop Praxis Guide

**From Theory to Action: A Workbook for
Strategic Change**



SolarPunk Sangha



This workbook provides a framework for understanding power, mapping your ecosystem, and choosing strategic actions to create sustainable change.

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@SolarPunkSangha

Email: ravi@solarpunksangha.com

Scan the QR code to visit our website for additional information



<https://www.solarpunksangha.com/>

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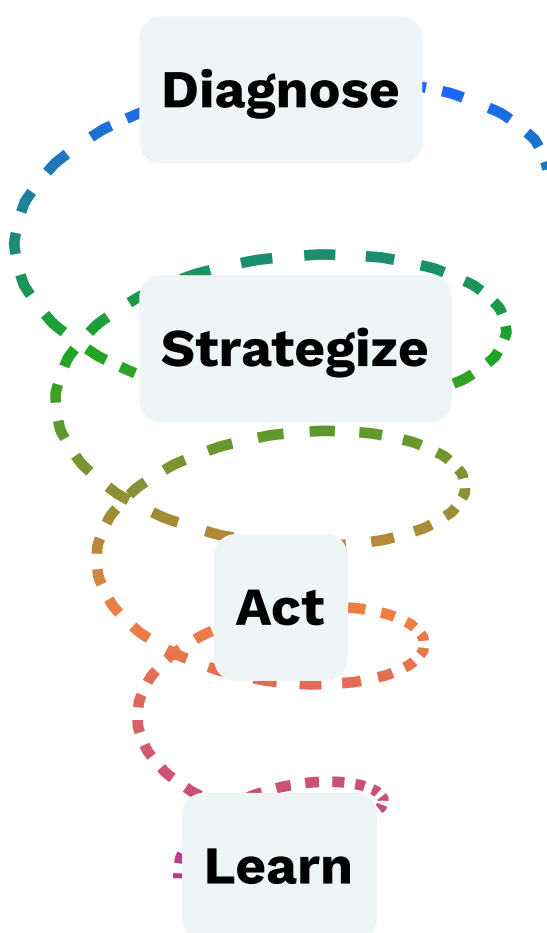
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Introduction

Welcome. This playbook is designed for teams, organizations, and coalitions who want to move from reacting to problems to strategically shaping their world. It combines insights from game theory, community organizing, and critical sociology into a single, actionable framework.

You can use this playbook to: Plan a campaign, analyze your opponents, assess your resources, make strategic decisions, and learn from your actions. The key takeaway from this workshop is establishing an action plan as the foundation for strategic change.

How it works: We will guide you through understanding the 'game board' (the forms of capital), the 'players' (the cohorts), and the 'moves' (the pathways and actions). You will then use the provided worksheets to build your own strategy. See Appendix for all printed materials.



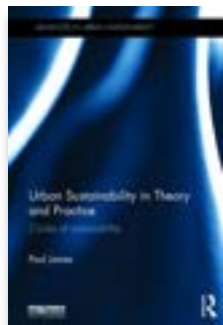
Core Concepts

The Framework: How Change Happens



Circles of Sustainability

Circles of Sustainability is a method for understanding and assessing sustainability, and for project management directed towards socially sustainable outcomes.



Teaching and Training

Urban Sustainability in Theory and Practice: Circles of Sustainability

Paul James  Australia

2015

The Circles method consists of four domains that encircle our social life: **Politics**, **Economics**, **Culture**, and **Ecology**. Each circle contains subdomains and topics that will aid in organizing content for this workbook.

By understanding these domains, we can better address complex sustainability challenges. Through each Circle, we can profile our lived experience through wide reaching engagement circles: **Civil Society**, **Governance**, **Businesses**, and **Research Institutions**.

The Sangha utilizes the Circles method and built a library of media recommendations including books, video playlists, music, and bookmarks that you can browse from the website below.



<https://www.solarpunksangha.com/academy/library/directory>

Core Concepts

The Framework: Spheres of Influence

Circles of Sustainability

Politics

The political is defined as the practices and meanings associated with basic issues of social power, such as organization, authorization, legitimation and regulation

						
Organization and Governance	Law and Justice	Communication and Critique	Representation and Negotiation	Security and Accord	Dialogue and Reconciliation	Ethics and Accountability

Economics

The economic domain is defined as the practices and meanings associated with the production, use, and management of resources, where the concept of 'resources' is used in the broadest sense of that word.

						
Production and Resourcing	Exchange and Transfer	Accounting and Regulation	Consumption and Use	Labor and Welfare	Technology and Infrastructure	Wealth and Distribution

Culture

The cultural domain is defined as the practices, discourses, and material expressions, which, over time, express continuities and discontinuities of social meaning.

						
Identity and Engagement	Creativity and Recreation	Memory and Projection	Beliefs and Ideas	Gender and Generations	Enquiry and Learning	Wellbeing and Health

Ecology

The ecological domain is defined as the practices and meanings that occur across the intersection between the social and the natural realms, focusing on the important dimension of human engagement with and within nature, but also including the built-environment.

						
Materials and Energy	Water and Air	Flora and Fauna	Habitat and Settlements	Built-Form and Transport	Embodiment and Sustenance	Emission and Waste

Core Concepts

The Framework: Key Cohorts



Engagement Circles

Civil Society

Civil society is defined as the many forms of public associational life that exist beyond the spheres of the state or the market, not including personal and familial relations.

**Individuals &
Communities**

**Community &
Faith-based Orgs**

**Social Movements
& Networks**

**NGOs &
Foundations**

Governance Institutions

Governance institutions are defined as the many different forms of legitimated bodies that have a designated responsibility in relation to a defined territory, constituency, community, and/or regime of activity.

**Elders &
Councils**

**Municipal &
Provincial
Govs**

**States &
Government Orgs**

**International &
Global Governance
Orgs**

Business Organizations

Business organizations are defined as bodies that operate with their primary base in the economic domain and have a significant proportion of their activities directed towards a market of some kind.

**Small & Medium
Enterprises**

**Corporations &
Large Enterprises**

**Co-Ops & State-
Run Enterprises**

**Non-Profit & Social
Enterprises**

Research Institutions

Research-based entities are defined as those bodies that have enquiry and learning as their primary purpose. Such entities can be based in institutions and organizations across any of the other three spheres of public engagement.

**Individual
Researchers &
Research Groups**

**Research Centers &
Institutions**

**Universities &
Colleges**

**Think Tanks &
Research
Foundations**

Core Concepts

The Currency of Change: Forms of Capital



Forms of Capital

You can not play the game of life without resources. Forms of capital focalize the domains of sustainability to tangible, “rules of the game” determining who can play, what moves are available, and the payoffs for actions.



Politics

Deals with capital that shapes power dynamics and collective action problems.

Political

Credibility & Reputation

Informational

Shared & Leveraged Knowledge

Organizational

Systemic & Capabilities



Economics

Deals with the classic resources that are leveraged in strategic competition & cooperation.

Natural

Planetary Resources

Physical

Land & Tools

Worker

Labor Transforming Capital



Culture

Deals with the how the game is perceived and how the game is played.

Symbolic

Socially Generated Illusions

Field

Social Environs

Disposition

Socially Conditioned Responses



Ecology

This category grounds the game in the human body and mind.

Biological

Anatomy & Physiology

Personhood

Autonomy & Relatedness

Agency

Emancipation & Enlightenment

Core Concepts

Game Theory: Your Strategic Pathways



Game Theory Stratagems

In game theory, rational agents are players who make decisions to maximize their own payoffs based on the information available and their expectations of others' behavior. The strategies mentioned are employed by these agents in various ways to achieve favorable outcomes.

Control

Mechanism Design

A rational agent (often in a position of authority or design) sets the rules, incentives, and structure of the game to influence other players' decisions.

Relationality

Repeated Games

A rational agent focuses on long-term interactions and reputation building.

Commitment

Strategic Irrationality

A rational agent makes a binding commitment to a strategy that appears irrational in the short term but alters the game's dynamics by influencing others' expectations.

Acceptance

Optimization within Constraints

A rational agent recognizes the constraints of the game and other players' strategies and optimizes their own payoff within those limits.

Deception

Information Asymmetry

A rational agent manipulates other players' perceptions by hiding or distorting information.

Randomization

Mixed Strategies

A rational agent introduces uncertainty by randomizing their actions according to a calculated probability distribution.

Correlation

Shared Signals

Rational agents use a common, observable signal to coordinate their actions without direct communication.

Innovation

Creating New Games

A rational agent escapes an unfavorable game by inventing a new game with different rules, players, or payoffs.

Core Concepts

Game Theory: Formula for Strategic Force



Strategic Diagnostic

A simple way to measure any player's potential for effective action.

$$F = M \times E \times C$$

Strategic Force

Your Strategic Potential

How much power do we have to act?

Mass

The Resources You Control

What do we have?

Energy

The Will to Act

Why will we do it?

Coordination

Ability to Act Together

How will we get it done?



Corporation

High M

Money, Lobbyists, Property

Medium E

Drive for Profit

High C

Hierarchy, Command Structure



Grass Roots Org

Low M

Little Money

High E

Fury, passion for justice

Low C

Chaotic, decentralized



Why Multiplication Matters

The formula is multiplicative, not additive. If any component is zero, your total force is zero.

$$10 (M) \times 0 (E) \times 10 (C) = 0 \text{ Force}$$

All the **Money** (M) and **Passion** (E) in the world means nothing without **Coordination** (C).

Perfect **Coordination** (C) and vast **Resources** (M) are useless without the **Will** (E) to act.

How will you use your Force?

In the next section, you will audit your capital to find your **Mass**, assess your coalition's morale to find your **Energy**, and analyze your decision-making to find your **Coordination**. You will calculate your Force and then choose a strategic pathway that matches it.

Draft Model Legislation



Politics



Law and Justice



Relationality

Preview: Strategic Action Card

The Workshop

Your Strategic Action Workshop



Preparation

A successful workshop requires both practical tools and the right mindset. This isn't just a meeting; it's a strategic incubation session. Come prepared to think critically, collaborate openly, and challenge assumptions.

The Team

Right People

Invite a diverse group of 5-8 people with different perspectives on the issue

The Facilitator

Assign one person to guide the process, keep time, and ensure everyone is heard. This person should be neutral and process-oriented.

The Clerk

A separate person to capture key insights and manage the clock.

The Place

Time

Block up to 3 hours for uninterrupted time.

Space

A room with a large central table or clear wall space.

Wall or Desk Space

Essential to hang or arrange maps and worksheets.

Physical Materials

Workbook Copies

Printed copies of this workbook (or worksheets).

Large Canvas

Large whiteboards, large sheets of paper, or improvise the canvas to collect info.

Office Supplies

Colored markers, sharpies, sticky notes, and timers are essential for the canvas.

Mental Materials

Pre-Work

If possible, ask participants to come with 2-3 thoughts on: (1) The biggest challenge they face, and (2) The coalition's greatest strength.

Ground Rules

Agree to start with a "Beginner's Mind," assume good intent, and focus on solving the problem, not being right.

Color Theory

Stick to the Circles color scheme (**Blue**, **Green**, **Orange**, **Pink**) with supporting colors (Black, Red, Yellow, etc.).

The Workshop

Map Your Ecosystem



Objective

To visually identify all the key players in your strategic landscape and understand their relationships.

Instructions

Write your core ISSUE or GOAL in the center circle.

On individual sticky notes, write the names of key COHORTS (organizations, groups, institutions, influential people). Use one sticky note per cohort. Match cohorts to their appropriate Sustainability domain and if available, use a color coded sticky note.

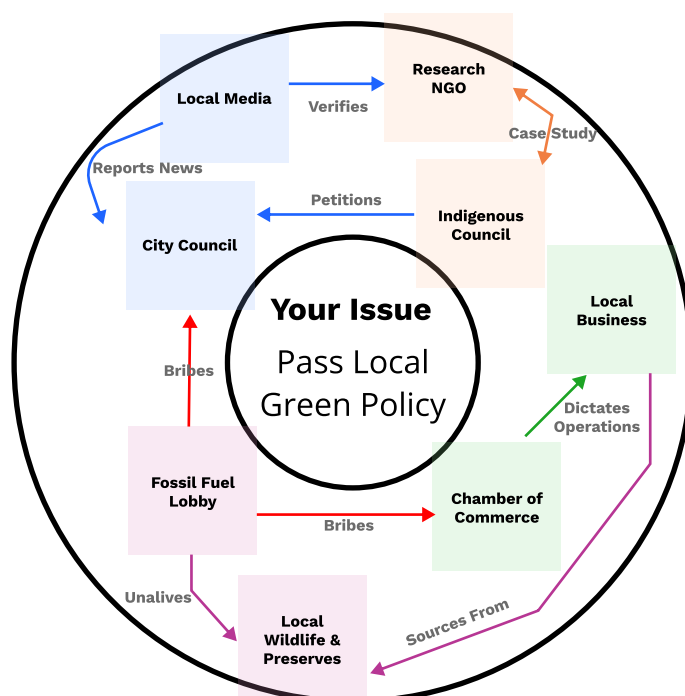
Place them on the map. Distance from the center indicates their importance/influence on your issue. Your issue

Draw SOLID LINES to connect them. Use colors or styles to show their relationship:

- **Blue** for Politics.
- **Green** for Economics.
- **Orange** for Culture.
- **Pink** for Ecology.
- **Red** for Opponent / Antagonistic Relationship
- **Black** for Neutral / Unclear Relationship

Arrows can show the direction of influence or pressure. Dotted lines can demonstrate unexplored connections or contradictions. Red and Black can be used in parallel to the other colors.

Example



The Workshop

The Capital Audit

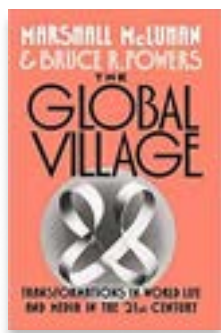
Tetrad of Media Effects

We'll use a powerful framework called the **Tetrad of Media Effects**, coined by theorist Marshall McLuhan. It doesn't just ask what a technology does, but what it undoes and rekindles. We'll apply it to our Forms of Capital to get a deeper, more strategic understanding of our resources.

How It Works in the Workbook: For each type of capital, ask these four questions. This reveals not just your assets, but the hidden trade-offs and opportunities they create.

First, complete the **Capital Audit** (using the Tetrad table) to understand your **Mass** (M).

Then, complete the Strategic Force Worksheet to score your **Energy** (E) and **Coordination** (C) and get your Strategic Force number.



Research and Application

The Global Village

Marshall McLuhan  Canada

Bruce R. Powers  Canada

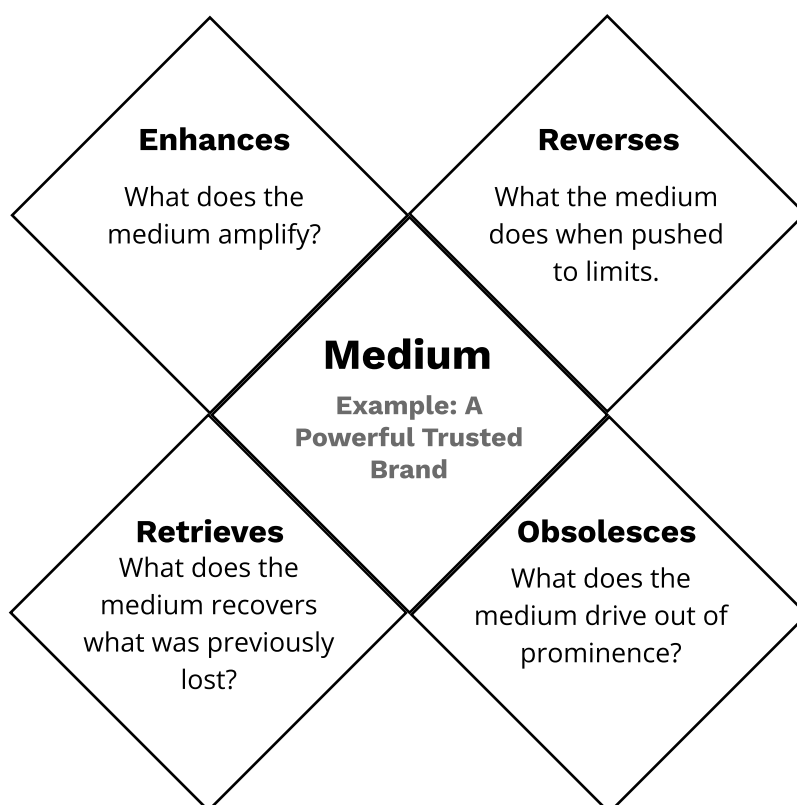
1989

The Medium is the Message

Media are infused in every act and action in society. Media fix our perceptions and organize our experiences.

Our ability to be heard and believed.

A sense of legacy and tradition that people trust.



Brittleness: If we have a scandal, the fall is much harder because we are so trusted. It can also make us risk-averse.

The need to spend excessive time building credibility for every new campaign.

The Workshop

The Action Forge



Action Components

Your Capital Audit reveals your resources. Now, design a custom action tailored to your specific context, opponents, and goals. Use the components below to forge your strategy.

Define Your Objective

What is the specific, measurable thing we want to achieve?

Example: Force the city council to hold a public vote on Issue X by Date Y.

Choose Your Pathway

- ☐ **Control**
- ☐ **Deception**
- ☐ **Relationality**
- ☐ **Other:** _____

Calculate Action Cost

What capitals will this require? Be specific. Refer to your Audit.

Note: List the 🍷 Forms of Capital with your Mass score. Take the M-Score and multiply it against the Action Weight to determine the Action Cost.

Use the space below to math it out for your Praxis Worksheet.

Gauge Action Weight

If this succeeds, how big is the win?

- ☐ Light (1) - A tactical shift. temporary advantage.
- ☐ Medium (2 to 3) - An operational win. changes local rules.
- ☐ Heavy (4 to 5) - A strategic victory. alters the entire game.

Compare Diagnostics

Low Cost, Low Weight	→	Easy, low-impact actions.
High Cost, Low Weight	→	Resource-intensive, little payoff.
Low Cost, High Weight	→	The "perfect" action. High leverage.
High Cost, High Weight	→	Major campaigns or gambits.

Maintenance
Traps
Silver Bullets
Gambits

The Workshop

Group Praxis Worksheet



Workshop Handoff

Complete your plan, then prepare for hand off to your operational teams.

Action Name: Primary Pathway:	Date:
Phase 1: Diagnose & Define 1.1 - The Core Issue: 1.2- The Objective 1.3- Strategic Weight ☐ Light ☐ Medium ☐ Heavy	
Phase 2: Resource & Risk The Capital Budget 2.1 - 🍷 Capital Type 2.2- 🍷 Invested Capital 2.3- Risk (S/A/F) ☐ Strong ☐ Adequate ☐ Fragile	
Phase 3: Execute & Manage 3.1 - Project Lead: _____ 3.2 - Timeline: 3.3 - Milestones:	Phase 4: Learn & Adapt 4.1 - Success Metrics: 4.2 - Contingency Plan:
Phase 5: Handoff to Operations 5.1 - 🧩 First Task: Lead: _____ Due: _____ Review: _____ Get our Work Systems Template to coordinate project tasks for your campaign on Gumroad. 	

Appendix A

The Action Catalogue

Strategic Action Card

The Action Catalogues are menus of potential moves, sorted by the dimension of sustainability they operate in. You don't need to read them all. **Start with the dimension that matches your primary strategy** (e.g., if your goal is political, start there). Look for actions that align with your chosen Pathway and that you have the capital to attempt.

Public Narrative Campaign

 Culture

 Beliefs and Ideas

 Relationality

Capital Demand:

Mass: Medium
Energy: High
Coordination: Low

Objective

To shift public opinion on an issue by collecting and sharing powerful personal stories that connect to shared values.

Tetradic Analysis

Enhances Public awareness, moral authority, community solidarity.	Obsolesces Abstract debating points; opponent's control of the narrative.
Retrieves The ancient power of storytelling as a tool for cultural change.	Reverses Into If stories feel curated or dishonest, can create cynicism and damage credibility.

Prerequisites:
Access to community members willing to share their experiences.

Steps:

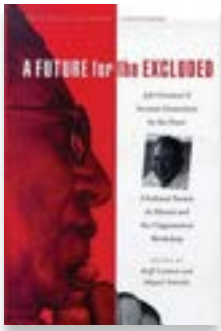
- Story Collection:** Host community circles or interviews to gather personal testimonies.
- Thematic Analysis:** Identify the common values and emotions in the stories.
- Packaging:** Craft the stories into shareable formats (videos, written testimonials, social media posts).
- Amplification:** Share them through owned channels and pitch them to sympathetic media.

Appendix B

The Capacitation Guide

Building Power, Not Dependency

This guide is for facilitators and organizers. The previous sections helped you plan a single action. This appendix provides the theory and tools to ensure your coalition gets stronger over time—more strategic, more resilient, and more capable. This is the work of **Capacitation**.



 **Connection and Vocation**

A Future for the Excluded
Clodomir Santos de Morais  Brazil
2000

Clodomir's Formula: $C = (i + t + ES - ADE) \times K$

This formula by Clodomir Santos de Morais, is a blueprint for designing learning that builds genuine agency.

The Goal	The Engine	The Poison	The Environment
C	(i + t + ES)	ADE	K
Capacitation	i = Instruction t = Training ES = Educational Strategy	ADE = Assistentialism	External Factors
True capacity. The power for a group to autonomously analyze their world and act to change it.	<u>Instruction</u> : Transferring Knowledge <u>Training</u> : Developing Skills <u>Educational Strategy</u> : The method that combines i and t.	The “savior complex” or top-down charity.	The conditions in the Political, Economic, Cultural, and Ecological domains that can enable or strangle the learning process.

Capacitation Questions

The Capacity Gap: What specific skill, knowledge, or capability does our coalition need to grow? (e.g., "We need better Coordination (C) to run effective meetings.")

The Learning Design: Instruction: What knowledge will we transfer? Training: What skill will we practice? Educational Strategy: What is our methodology?

The Anti-Assistentialism Check: How will we ensure we are not doing the thinking or acting for the group?

- ☐ The session is facilitated, not lectured.
- ☐ Participants generate the solutions.
- ☐ The activity is based on a real, unsolved problem we face.

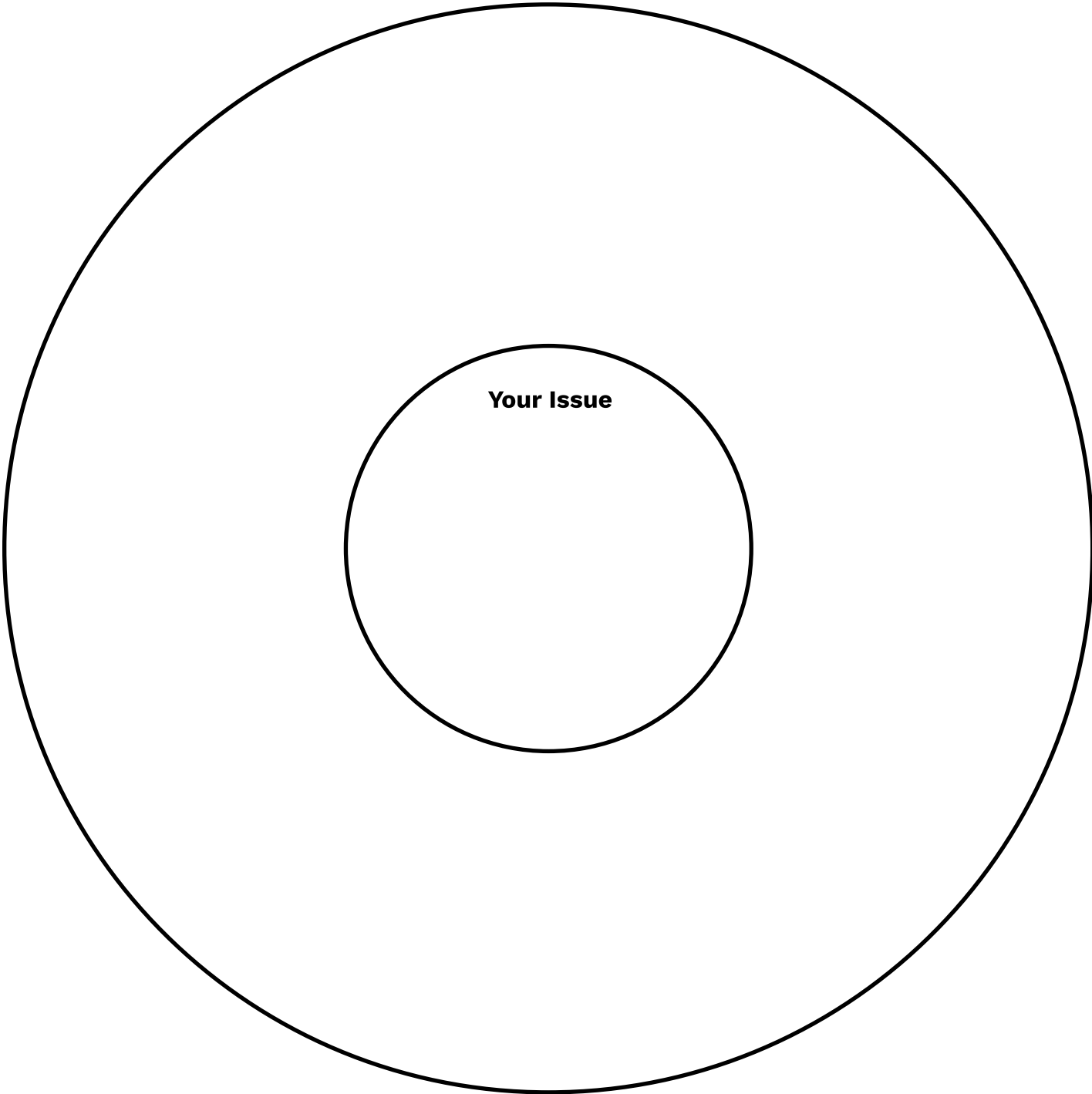
The Environmental Scan:

- Political: Will anyone feel threatened by us building this skill?
- Economic: Do we have the resources (space, materials) for this session?
- Cultural: Does our group's culture support honest learning and mistake-making?
- Ecological: Is everyone well-rested and focused enough for this work?

Appendix C

Ecosystem Map

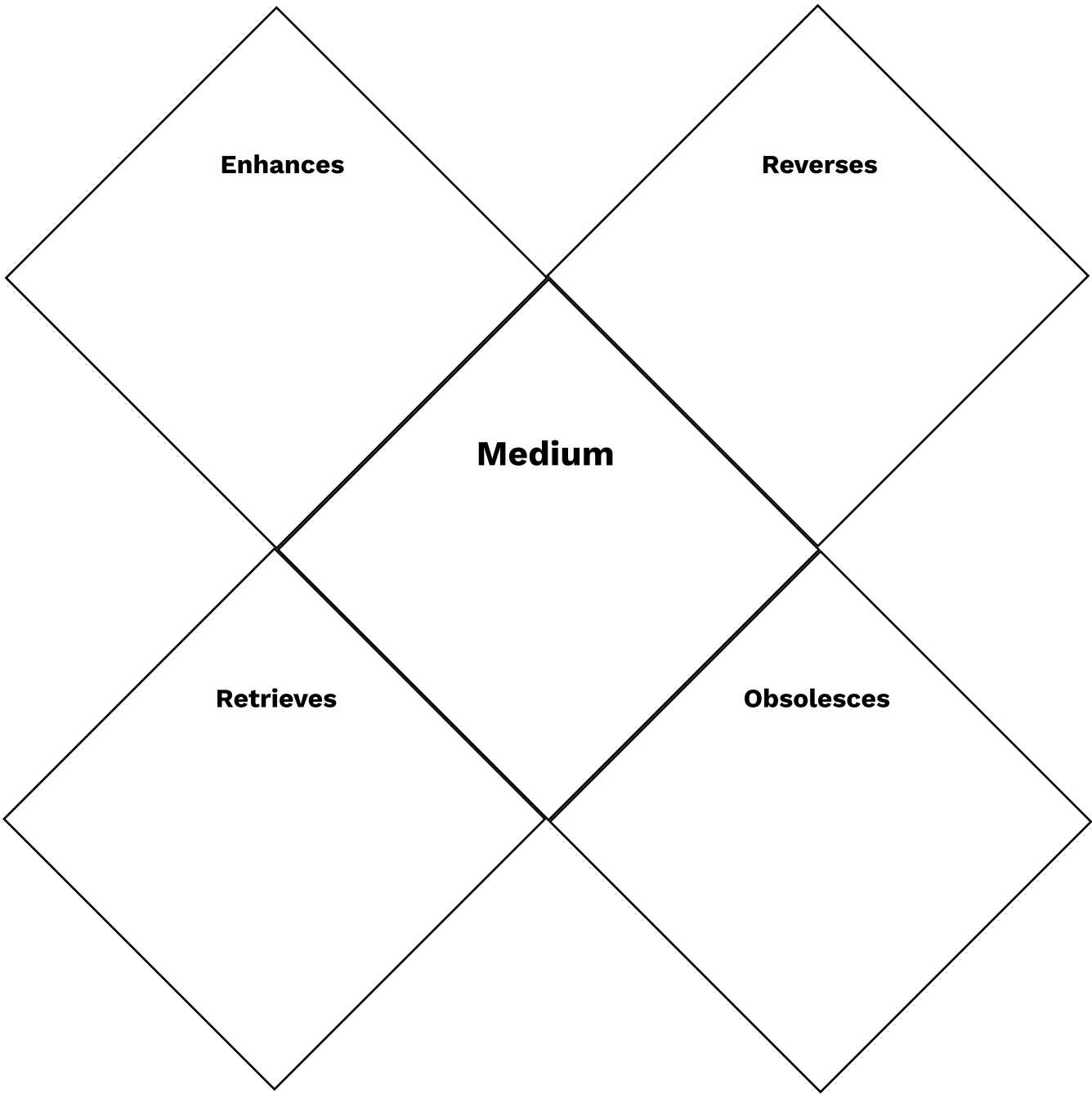
Use this first to visually plot all players in your strategic landscape.



Appendix C

Capital Audit

Use second to inventory your resources and calculate your Strategic Force.



Calculate Action Cost

Appendix C

Praxis Worksheet

Use third to build a detailed plan for your chosen action.

Action Name:		Date:
Primary Pathway:		
Phase 1: Diagnose & Define		
1.1 - The Core Issue:	1.2- The Objective	1.3- Strategic Weight ☐ Light ☐ Medium ☐ Heavy
Phase 2: Resource & Risk The Capital Budget		
2.1 - 🍷 Capital Type	2.2- 🍷 Invested Capital	2.3- Risk (S/A/F) ☐ Strong ☐ Adequate ☐ Fragile
Phase 3: Execute & Manage		Phase 4: Learn & Adapt
3.1 - Project Lead: _____		4.1 - Success Metrics:
3.2 - Timeline:		
3.3 - Milestones:		4.2 - Contingency Plan:
Phase 5: Handoff to Operations		
5.1 - 🧑 First Task:		
Lead: _____		
Due:	Review:	

Thank You!

Now go change the world!

You now hold a toolkit for changing worlds.

This workbook isn't a finished product; it is a seed. And a seed only grows with water, sunlight, and good soil.

You are now part of a community of practice, experimenting with new ways to organize, resist, and build. Here's how you can help this seed grow into a forest.

Share Your Harvest

The best ideas are passed on. Run a strategy session with your collective. Test these frameworks in your own context. Share what you learn. Tag us @SolarpunkSangha with your creations—we celebrate every experiment.

Help Us Improve

This is a living document, version 1.0. Your experience is its most vital nutrient.

- What clicked? What felt confusing?
- What actions would you add to the catalogue?
- What did we miss?

Send your feedback, stories, and ideas to: feedback@solarpunksangha.org

Support the Ecosystem

Solarpunk Sangha is a community-powered project. Your financial support is direct sunlight—it helps us:

- Maintain and update this free workbook.
- Host the digital Action Catalogue for everyone.
- Offer pro-bono facilitations for grassroots groups.
- Grow this ecosystem of tools for liberation.

If this workbook has been valuable to you, please consider making a donation.



<https://www.solarpunksangha.com/about/donate>