LEADERSHIP AND PERSUASION THROUGH SOCIAL MEDIA TO GENERATE POSITIVE COMMUNITY CHANGE

A Dissertation by

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LEADERSHIP AND PERSUASION THROUGH SOCIAL MEDIA TO GENERATE POSITIVE COMMUNITY CHANGE

The following faculty members have examined the final copy of this dissertation for form and content, and recommended that it be accepted in partial fulfillment of the requirement for the degree of Doctor of Philosophy with a major in Psychology.

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To my family, my friends, and my mentors. Especially those who are all three.
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I would like to thank my advisor, Greg Meissen, for his many years of friendship, guidance, and support. I would also like to thank my family for helping me through my many journeys and my wife for encouraging me through this process. Finally, I want to thank my friends who have been in the program with me, especially Sharon Hakim for her support in this dissertation.
ABSTRACT

In the last decade, social media platforms have emerged to provide individuals and organizations with unprecedented access to each other and the rest of the world. The potential for influencing positive community change through the use of these platforms is great. However, despite this potential for change, the process of persuasion and behavior change through social media is complex. The purpose of this research was to provide a broad overview of how success in influencing behavior change might be achieved. This was done through an analysis of intensive interviews with individuals who have had extensive experience working with social media platforms and success at creating positive community change through these platforms. Results were combined into eight categories which were broken down into more specific themes and sub themes to provide a better understanding of success in using social media to generate positive community change.
PREFACE

The social media environment is full of potential for furthering the work of practitioners in the field of leadership. It is my hope that this work will begin to uncover new opportunities for exploration and understanding in the relationship between persuasion through social media and positive community change.
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CHAPTER 1

INTRODUCTION

Leadership is about creating change, and the concept of leadership is one that has been prevalent throughout history. From earliest recorded history, people have been trying to understand the relationship between the individuals engaged in the leadership relationship. Much of the past work on understanding leadership has been through the observations and writings of individuals who thought critically on the issue. The work of these individuals is often reflected in many of the more contemporary theories and approaches to leadership.

In the early 1900s, the field of leadership became an academic discipline and the approaches to understanding the phenomenon became more theoretical and research oriented (Crawford, Brungardt, & Maughan, 2005). These contemporary leadership theories focused on the individuals involved in the leadership relationship and the processes that they went through. Early approaches focused primarily on trait and individual differences of the leader. Later approaches shifted the focus from trait to skill factors, to behaviors, to situational factors, to contingency factors, to motivation factors. The understanding of leadership benefited greatly from this time of intense scholarly work. Currently, the theory of transformational leadership is one of primary interest, and focuses on the balance between the goals and motivations of the followers (Burns, 1978).

The relationship side of leadership needs the interaction between the leader and the followers, and this interaction has traditionally relied on face to face communication. However, with the emergence of the internet, new ways of communicating have become available through computer mediated communication (CMC). Early tools and technologies offered by the internet provided opportunities for communication through virtual communities such as email, bulletin
board systems, and multiuser domains (Wood & Smith, 2001). As the internet evolved, however, the emergence of social media offered new ways to interact. In his book *Socialnomics*, Erik Qualman (2009) discusses how social media is changing the way individuals live by allowing people to connect and stay connected in ways never before possible. He discusses how we no longer look for news because news finds us and how social media allows individuals to stay aware of and in touch with their social circles. These social media such as Facebook, Twitter, YouTube, LinkedIn and more are creating large flexible networks of people who share similar interests.

The emergence of social media marked a change in the way individuals stay in touch. At the same time, social media has also provided a new opportunity for persuasion. BJ Fogg, founder and director of the Persuasive Technology Lab at Stanford University, has coined the term “captology” to refer to persuasive technology (Fogg, 2003). Fogg suggests that social media can be used to persuade others to engage in a specific behavior. Unfortunately, there is a gap in the leadership research concerning social media and leadership.

The purpose of this research is to examine leadership and persuasion through social media. History has demonstrated that leadership is about creating change, and understanding this change has been attempted in many different ways from trait and individual differences to more contemporary transformational leadership. At the same time, the emergence of new opportunities through technology offered by persuasion through social media creates a new avenue for change. However, both of these processes are complex and challenging. Leadership through persuasive social media is not something that has been extensively reviewed and there is a gap in the literature concerning this approach. Learning from those that have had success using social
media to influence change, can begin a framework for understanding leadership and persuasion through social media.

Historical Overview of the Concept of Leadership

Leadership has been defined as, “... a process whereby an individual influences a group of individuals to achieve a common goal.” (Northouse, 2010, p. 2). Leadership may seem like a buzz word that has only recently been the focus of intense study and debate, but the concept of leadership goes back to earliest recorded history. The historical perspectives on leadership offers insight into how these views of leadership have been integrated into more contemporary perspectives on leadership.

Lao Tzu

In sixth century B.C., the Chinese philosopher Lao Tzu wrote a famous book of wisdom called Tao Te Ching which translates into “How Things Work” (Heider & Laozi, 1985). The book, originally written for a political ruler, focuses on issues of nature, life, and methods of leadership. Lao Tzu suggested that individuals in positions of influence should focus on serving others not serving themselves. His focus on selflessness included emphasis on equal treatment, working to be authentic, earning power, following the group, and recognizing the consequences of action. His work suggests that greatness comes from a low position rather than a high one and that, “Enlightened leadership is service, not selfishness.” (Heider & Laozi, 1985, p. 13).

Lao Tzu proposed concepts similar to the writings and works of individuals in recent history. For example, Mahatma Gandhi and Martin Luther King focused on non-violent tactics that fit well with Lao Tzu’s approach. In particular, the work of Robert Greenleaf (1977) on servant leadership suggests that leaders should view themselves as servants first before seeking
to lead. Greenleaf suggests that individuals can be both leaders and servants with great success. From this perspective, the individual is a servant first and the desire to lead stems from the desire to serve and the emphasis of leadership is to help the followers become healthier, wiser, freer, and more autonomous (Greenleaf, 1977). Similarly, Lao Tzu’s perspective incorporates reciprocity and the ideal of treating others as one would want to be treated. His theory suggests that if an individual hopes to lead, they must first show that they are willing to serve.

Plato and Aristotle

Plato (428-347 B.C.), wrote The Republic in which he proposed a framework for an ideal society (Plato & Cornford, 1945). Aristotle (384-322 B.C.) was one of Plato’s students and, with the same philosophical intentions, wrote A Treatise on Government (Aristotle & Ellis, 1888). Plato and Aristotle both wrote about leadership, but had differing viewpoints. Plato suggested that the ideal “leader” be recognized as an individual of great wisdom (Plato & Cornford, 1945). This individual would be a distinct person who should be separated from others and to whom others should follow without question. This individual, however, would not be free to do what he wanted but, in his wisdom, be constrained by the needs of the followers. Aristotle, on the other hand, believed that no one was perfect and that the attainment of an ideal society would require different leaders for different situations (Aristotle & Ellis, 1888). Since everyone had a different skill set they would each need to be ready at any given time to be a leader or a follower.

Plato and Aristotle provide a historical foundation for what would, in later time, comparatively be the difference between trait and individual skill leadership theories and theories that focused on the context and environment. The idea of the “great man” has long been a part of leadership thinking and much work has been done to identify specific traits that make an individual successful in leadership. However, much work has also been conducted to understand
the leadership process in terms of situational and contingency factors. The works of Plato and Aristotle demonstrate a desire to understand how the individual impacts the leadership process and also how the leadership process is shaped by the context of the situation.

Machiavelli

Niccolo Machiavelli (1469-1527) was famous for his work The Prince (Machiavelli, Skinner, & Price, 1988). In his writings, Machiavelli disagrees with the basic premise set forth by Lao Tzu. His perspective on leadership acknowledges that there is a good and ideal way in which to live, but that such an ideal is impossible due to human nature. He suggests that the good in people will lose to selfishness and that rulers who are loved or considered to be generous will soon be brought to ruin because they are generous. For this reason, he notes that it is always preferred for rulers to appear good, but that they should be willing and ready to switch to immoral and corrupt ways if it will help maintain their power. He also suggests that it is better to be feared than loved and that it is acceptable to break the law to accomplish what must be done especially when there is no one to hold the actions accountable.

Machiavelli’s approach brings out the darker side of the leadership relationship. While many contemporary scholars write about the need for trust and transparency in the leadership relationship, Machiavelli’s principles influence contemporary leaders. In fact, a survey of college presidents still found that they believe Machiavelli’s work was applicable and relevant (Stogdill & Bass, 1981). Power and influence play a large role in change and in the leadership process.

Carlyle

Thomas Carlyle (1795-1881) was a public lecturer who, in 1840, delivered a series of lectures entitled On Heroes, Hero-Worship, and the Heroic in History (Carlyle, Goldberg,
Brattin, & Engel, 1993). Carlyle was the first to coin the term “great man”\(^1\), which he used to describe individuals he considered to be inspired by God and a gift of heaven. He believed that these great men were the ones who brought about great change and progress throughout history and included Mahomet, Shakespeare, Napoleon, and Burns. In his mind, these individuals were not to be considered with other men, but set apart from them and followed without question. Throughout his writings, Carlyle (1993) refers to these great men:

> They were the leaders of men, these great ones; the modelers, patterns, and in a wide sense creators, of whatsoever the general mass of men contrived to do or to attain; all things that we see standing accomplished in the world are properly the outer material result, the practical realization and embodiment, of Thoughts that dwelt in the Great Men sent into the world: soul of the whole world’s history, it may justly be considered, were the history of these. (p. 3)

Carlyle’s work may seem extreme, but his focus on the traits of the individual was popular and influenced much of the early work in leadership as the academic discipline which started to emerge in the 1900s. While the “great man” theory has not persisted in full, the work of Stogdill (Stogdill, 1948, 1974) and others have shown that the idea of the “great man” provided a foundation for understanding some of the qualities that make some successful in leadership over others who don’t share those same traits.

**Tolstoy**

Leo Tolstoy’s (1828-1910) perspective on leadership takes an ecological and situational approach. He suggests that rulers are not “great men” but that these men are products of a larger and complex system of circumstances. Tolstoy proposes that leaders/rulers are individuals who

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\(^1\) There will be a number of historic theories the focus more on men than women. This research is focused on men and women and contemporary leadership attempts to be gender neutral.
have many connections with people and understand the people, and that it is this very understanding that allows them to get into positions of power. However, through this process, a decision made by the leader become less and less what they believe is their free will and more and more what they were destined to do. Tolstoy suggests that these individuals are “slaves to history”. “No one thing is the cause. All this is only the coincidence of conditions under which ever organic, elemental event of life is accomplished.” (Tolstoy, Pevear, & Volokhonsky, 2007, p. 606). Tolstoy’s perspectives on leadership would later influence a branch of leadership research on situational approaches (Hersey & Blanchard, 1969) as well contingency approaches (Fiedler, 1964). Tolstoy brought into consideration the environmental/contextual approach to the leadership process.

Lao Tzu, Plato, Aristotle, Machiavelli, Carlyle, and Tolstoy took different perspectives on leadership, attempting to make sense of the complex process of leadership. These historical works are evident in contemporary leadership theories and scholars and researchers in the field of leadership studies have integrated relevant components of these theories into a more comprehensive approach to understanding leadership.

Understanding Contemporary Leadership Thinking

While the history of leadership is quite far reaching, the academic study of leadership is not. Starting in the early 1900s, leadership became the focus of a small number of scholars in different academic disciplines who studies a wide range of topics from trait and individual theories to situational and transformation theories (Crawford, et al., 2005). This theory and research has done much for our understanding of leadership as an academic discipline. A review of contemporary leadership theory provides an overview of the theories on leadership that have and continue to influence current work in the field.
Trait Theory

One of the earliest systematic studies of leadership came in the form of trait theory. No doubt influenced by the thinking of Thomas Carlyle (1993), trait theory sought to explain success in leadership by understanding what individual and personality characteristics would make a person a great leader. Stogdill (1948) compiled an extensive literature review of work that had been done and theorized that individuals in leadership positions were above average in respect to others in intelligence, scholarship, dependability in exercising responsibility, activity and social participation and socioeconomic status. However, throughout his analysis, he could find no consistent set of traits that made an individual consistently successful in leadership. Instead, he suggested that leadership was, “…not a matter of passive status, or of the mere possession of some combination of traits. It appears rather to be a working relationship among members of a group…” (Stogdill, 1948, p. 66). Despite these findings, work continued on trying to understand leadership from a trait perspective. Stogdill (1974) again conducted a review of the literature in an attempt to understand the traits that lead to successful leadership, and the findings of this second review provided additional refinements to the initial study. Stogdill maintained that understanding various leadership traits including intelligence, alertness, achievement, persistence, insight, initiative, self-confidence, responsibility, cooperativeness, tolerance, influence, and sociability in combination could be helpful in a leadership process, but did not fully account for success in leadership.

Mann (Mann, 1959) also studied the role of personality in small groups and suggested that individuals who would do well in a leadership role were especially high on intelligence, adjustment, and extroversion as well as dominance, masculinity, and interpersonal sensitivity. A follow up quantitative study of Mann’s work was conducted by Lord, DeVader, and Alliger
(1986) who suggested that only intelligence, masculinity, and dominance were significantly correlated with leadership.

Despite the general consensus that specific traits do not ensure success in leadership, there are still those who believe that leaders are different from other individuals. Kirkpatrick and Locke (1991) suggest that an individual does not have to fit the “great man” ideal but that they do have to have a significant number of traits in order to be effective in leadership. Trait theory provided a beginning for the academic study of leadership, but did not fully explain the relationship between individuals that took place in a leadership process. Therefore, researchers turned their focus away from the traits of individuals and began to focus on the behaviors that were used to accomplish the change.

**Skills Theory**

Trait theory provided some insight into the leadership process but, as researchers began to think outside the trait perspective, the idea of leadership behaviors instead of personality traits became the focus of research. One approach looked at the skills of the leader. This push for a focus on skill was started by Katz (1955) who took an organizational approach to leadership and proposed that success was not so much related to who a person was but what they could do. He argued that certain skills were able to be developed and that leadership traits were not sufficient in and of themselves to produce success. Katz argued that there were three different types of skills that included technical skill, human skill, and conceptual skill.

When discussing technical skill, Katz (1955) described the actual knowledge of understanding the individual in different contexts. This type of skill can be referred to as expert skill such as the type of skill that a doctor would have in medicine or a webmaster would have in web design. Technical skills comprise are important at the lower level or “hands on” work of the
organization. However, as individuals move up in the organization and become farther removed from the technical aspects of the organization, their need for technical skill diminishes.

Human skill, conversely, involves the ability to work well with others (Katz, 1955). When examining the realm of human skill, the idea of emotional intelligence comes to the forefront. While from a trait approach this might be characterized as charisma or some other trait, it is characterized here as an understanding of relationships that can be learned and adjusted to meet the needs of the individuals involved. However, this human skill must be authentic to be successfully used and is important at every level of the process (Katz, 1955).

The third skill proposed is that of conceptual skill, which focuses on the ability to see all aspects of the process and make sense of it (Katz, 1955). These conceptual skills are most important for individuals who will be responsible for making critical decisions that will affect the outcomes of change. Often, these individuals are the CEOs, Presidents, Directors, Mayors, and others in positions of authority that are commonly thought of when the word leader is used. The work conducted by Katz sought to understand different levels of skills that an individual might hope to acquire before beginning a leadership process, and the emergence of the skills approach added to the understanding of the leadership process.

Behavior Theories

Another avenue of research was the study of leadership behavior. Some of the earliest work done on behavior was by Lewin, Lippit and White (1939) who suggested that autocratic, democratic, and laissez-faire were three dominant types of behaviors in leadership. The researchers designed an experiment to be conducted with children working on a group task in which each of the styles would be used. In the autocratic situation, the leader was top down with all the decisions being made by the individual determined to be the leader. Every aspect of the
task was “micromanaged” by the leader and the leader came across as friendly but removed from the group. The democratic situation involved collaboration, discussion, and group decision making with all the children and they were free to work with whoever they wanted. The leader attempted to work within the group and do an equal share of the work. Finally, in the laissez-faire group, the children had complete freedom to complete the work of the group and the leader only got involved when asked a question. The leader made no attempt to participate with the exception of asking questions. The results of this work suggested that the democratic group experienced productivity higher than the laissez-faire group and similar to the autocratic group but with more cohesion, intrinsic motivation, and less aggression (Lewin, et al., 1939). This early study suggested that a democratic approach could be best for group work particularly over time.

Building upon this work in leadership behavior, Likert (1961) developed four systems of relationships that included exploitative autocratic, benevolent autocratic, consultative and democratic. The autocratic approaches were characterized by a top down control structure with decisions and directions being made by the leader. In the exploitative system, the use of fear and punishment was primary whereas in the benevolent system the use of positive reinforcement was most prevalent. The consultative and democratic systems were characterized more by collaboration and cooperation. Likert (1961) proposed that moving away from autocratic and towards democratic would increase productivity and satisfaction. Over the next several years, over 500 studies were conducted in a variety of organizations and settings influenced by the theoretical work of Rensis Likert. Overall, the results suggested that democratic organizations experienced better long-term results and satisfaction than autocratic organizations (Stogdill & Bass, 1981).
Behavioral theories of leadership were not limited, however, to just the difference between autocratic and democratic styles. The personnel research board at Ohio State University, directed by Dr. Carroll Shartle, designed the Leader Behavior Description Questionnaire (LBDQ), which focused on the behaviors of initiating structure and consideration with structure focusing on technical skills and consideration focusing on emotional skills (Stogdill, 1974). Additionally, Blake and Mouton (1964) developed the managerial grid which focused on concern for people on one axis and concern for results on the other and suggested that effective leaders would rate highly on both. Ultimately, however, the limitations of behavioral theories were that they were overly simplistic and didn’t take into account situations in which the style not preferred by the model may actually be most appropriate.

**Situational Theory**

Building on trait and behavioral theories, situational leadership theory attempted to explain the nature of the leadership relationship by focusing on the situation rather than the individual. Hersey and Blanchard (1969) created a model which suggested that in order to be effective in leadership, the leader would need to change their approach based on the needs of the follower. The situational leadership model is based on a continuum that included four different styles including directing, coaching, supporting, and delegating (Hersey & Blanchard, 1969). The directing style is used when the follower is new and needs increased direction and supervision. The second style, coaching, is utilized when the follower begins to display increased understanding. In this situation, the leader may seek input from the follower but still make the final decision. Next, supporting style is characterized by additional input from the follower and some responsibility. Finally, in delegating, major responsibility is handed over to the follower who has developed and demonstrated the capacity to perform.
The situational leadership model was attractive because it took into consideration the changing needs of the followers and began to address some of the complexity associated with the process of leadership. However, the model was meant to be a continuum in that there was not necessarily a definite progression from directing to delegating. The situational theory also expected a great deal from the leader in terms of adjusting continually to the changing needs of the followers.

Contingency Theory

A different approach that sought to take the situational nature of the process into account without forcing the leader to constantly change their behavior was contingency theory. Contingency theorists suggested that it was best to fit the leader’s style with the appropriate context. Ultimately, finding the best fit between the behavior and setting would lead to the best outcome when the two were aligned.

Fiedler (1964) was one of the most famous contingency theorists and developed the Least Preferred Coworker (LPC) scale in which a high score would indicate an orientation towards relationship style and a low score would indicate an orientation towards task style. The contingency model created by Fiedler (1964) suggested that the style of the leader combined with leader-member relations, task structure, and position power would predict the success in a leadership process. His model indicated that individuals with low LPC scores would thrive in situations that were out of control as well as situations that were going well and that individuals with high LPC scores would do well in situations that were in between the extremes of calm and chaotic.

The contingency model provided a way of examining the situational nature of leadership with realistic expectations regarding the leader. Situational and contingency approaches led the
field of leadership further away from trait and individual approaches by taking into consideration the environmental and contextual nature of the process and the influence they had on the outcomes. Unlike the situational theory, the contingency theory doesn’t propose that there is one right way to engage in leadership and allows for failure if the style and context don’t fit. This transition began a shift away from the leader and towards the relationship between the individuals engaged in the process.

**Path Goal Theory**

While situational theorists focused on adaptation and contingency theorists focused on matching, a new approach began to emerge. The path-goal theory proposed by House and Mitchell (1974) focused on the style of the leader as well as the expectations of the followers. Derived from the Vroom (1964) expectancy model, which suggests that motivation is dependent on followers believing they can do the work and that the work is worthwhile, path-goal theory introduced a motivational aspect to the study of the leadership process. Path-goal theory suggests that the leader behavior must be acceptable and that it must also be motivational in order to be effective. House and Mitchell (1974) discussed several behavioral styles that a leader might choose including directive, supportive, participative, and achievement oriented. By combining the behavioral style with expectations and desires of the followers, the leader could work to support the follower while actively eliminating obstacles that would prevent the attainment of goals.

The path-goal theory provided for the needs and expectations of the followers in a way that early theories, such as trait and skill theories, did not. It also took motivation into consideration, which made the theory more practical. However, the path-goal theory was complicated and suggested, much like the situational theory, that the leader would need to
change their approach to different individuals in different situations. It also did not explain the connection between behavior and motivation.

Contemporary Leadership

While extensive research on trait and individual differences, skills, behaviors, situations, and motivations have led to the present understanding of leadership, there are many unanswered questions regarding leadership. However, as the field continues to advance, much work is being conducted, and the importance and complexity of leadership in government, business, nonprofit, faith and other sectors has been identified as critical to positive change. One interesting approach from the field of psychology focuses on leadership derailment. Hogan and Hogan (2001) take a reverse approach to trait theory and seek to identify dysfunctional personality traits and the consequences associated with bad leaders who display these traits. This knowledge can be used to prevent individuals who would be a bad fit from being placed in a leadership position.

Another approach that has received a great deal of attention and research is the transformational leadership theory which will be one of the theoretical bases for this research.

Transformational Leadership Theory

James MacGregor Burns (1978) was one of the first leadership scholars to write on the topic of transformational leadership in which he described leadership as a balance between goals and motivation. His analysis included an examination of the difference between transactional and transformational. Transactional referred to the actual exchange between the members engaged in the process. Many of the leadership theories examined above focused on this transactional approach and suggested that some sort of an exchange needed to occur in order to accomplish a task. Transactional leadership examples would include promotions for outstanding performance,
promise of recognition for work on a project, or recommendations for future work for help on a task. Transactional approaches make logical sense because they take into account extrinsic motivation associated with the involvement or completion of a task. Followers engaged with the leader because they believe they can get something out of the relationship that will be of benefit or value.

Transformational leadership, on the other hand, focuses on connecting to the intrinsic motivation of the follower and heightening motivation and morality for both the leader and the follower at the same time (Burns, 1978). In this approach, the role of the leader is to help the followers recognize their full potential, which creates a necessity to focus on the needs of the followers instead of just the needs of the leader as the focus shifts from the individual to the collective good. One of the most famous examples of transformational leadership is Mahatma Gandhi and his work in the Indian independence movement. Through the use of non-violent tactics, Gandhi changed the minds of millions and, at the same time, was also personally changed through the process. Followers in this type of relationship engage because they believe in what the leader stands for and are driven by the values of the person leading the process.

Transformational leadership was studied by Bass (1985) who suggested that transformational leaders were those who inspired others to do more than expected and that transformational change was brought about by raising awareness, transcending self interest, and altering the need level for change. In his research, Bass attempted to determine the factors that characterized transformational leadership. A factor analysis of his data suggested that transformation was influenced by charisma, contingent reward, individualized consideration, management-by-exception, and intellectual stimulation (Bass, 1985). Later, Bass and Avolio
(1990) suggested that transactional leadership factors could account for expected outcomes and transformational leadership factors could account for performance beyond expectations.

More recent work on transformational leadership by Kouzes and Posner (2002) suggested that transformational leadership is characterized by five practices including 1) modeling the way, 2) inspiring a shared vision, 3) challenging the process, 4) enabling others to act, and 5) encouraging the heart. Modeling the way refers to the authenticity of the leader and the idea that they would not ask others to do something they were not willing to do themselves. From this frame, what the leader actually does speaks louder than what they say. Transformational leaders must also inspire a shared vision, which focuses on the ability to connect with the passion(s) of the followers and create support for what could happen if change were successful. Challenging the process refers to the need to do something different than the way things are currently done, which could apply to any number of settings or contexts. Enabling others to act involves empowering followers to create the change and, in the process, building a trusting relationship. Finally, encouraging the heart involves showing appreciation and celebrating the small wins that happen along the way.

One of the most current reviews of the topic of transformational leadership was by Bass and Riggio (2006) in which they narrowed the primary components of transformational leadership to idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These components, similar to the practices described by Kouzes and Posner, describe an individual who acts as a role model, motivates the followers, encourages creativity and questioning of the status quo, and provide individualized attention. The authors suggest that these primary components are part of a larger model called the Full Range of Leadership Model (see Figure 1) which includes laissez-faire, management by exception passive,
management by exception active, contingent reward, and the four I’s of transformational leadership described above. The basic premise is that each leader will display all the styles with the most successful individuals displaying principally the four primary components of transformational leadership.

![Diagram](image)

**Figure 1.** The full range of leadership model describing optimal and sub optimal profiles based on styles most used.

The transformational approach to leadership has been examined in a number of different context and settings. In one study, Howell and Avolio (1993) examined the 78 managers in a successful Canadian organization to determine the relationship between leadership and performance using transformational and transactional leadership. They found that individuals in a leadership position who utilized transformational over transactional leadership were more likely to achieve their goals. Leithwood and Jantzi (1999) explored the effects of transformational leadership on organizational conditions and student engagement with schools. Through an analysis of survey information obtained from thousands of teachers and students, they were able to show significant effects of transformational leadership on both. Howell and Higgins (1990) studied personality, behavior, and influence differences between technological champions (individuals who make
critical contributions to the organization through the adoption of technology) and non-champions in 28 organizations. Their results showed that the champions of technological innovation displayed more transformational behaviors and that transformational leadership is linked to innovation promotion.

One longitudinal field experiment conducted by Eden, Avolio, and Shamir (2002) evaluated the impact of transformational leadership in a sample that included 54 military leaders and their direct and indirect followers. In the experiment, the researchers trained the experimental group in transformational leadership and the control group in eclectic leadership. The experiment was broken into two phases with the first phase focused on leadership training. In the second phase, the subjects were placed into various roles and studied. Their findings suggested that those individuals who received the transformational leadership training had a more positive impact on both direct and indirect follower performance than those who received the eclectic leadership training. Bass, Avolio, Jung, & Berson (2003) also conducted a study of transactional and transformational leadership with 72 military platoon leaders in high stress situations, and found that both transactional and transformational leadership had a positive impact on performance.

Transformational leadership is also applicable outside of the organizational setting. Lowe, Kroeck, and Sivasubramaniam (1996) conducted a meta-analytic review of transformational leadership and found that transformational leadership was effective in both public and private organizations. Additionally, Egri and Herman (2000) demonstrated that nonprofit organizations were especially good contexts for transformational leadership. Using information from the GLOBE study, Hartog, House, Hanges, Antonio, & Dorfman (1999) suggested that certain aspects of transformational leadership are universally accepted as
contributing to outstanding leadership characteristics including motivational, trustworthy, communicative, positive, and motive arousing.

Theories of transformational leadership illustrate the progression of leadership understanding from the original trait and individual theories to more contemporary understandings that take into account aspects of relationship dynamics and motivations. Transformational leadership theory provides an opportunity to understand the potential of success beyond normal expectation and hope for meaningful change.

Social Media and Persuasion

Since the emergence of the internet and the personal computer in the late 1900s, social media has been a growing part of everyday life. In the early stages, the internet was used to create new ways to communicate. Through the use of computer mediated communication (CMC), individuals were able to send electronic mail, post in electronic bulletin boards, chat instantly, and browse the world wide web for information (Wood & Smith, 2001). CMC increased access to information and communication technologies and offered people ways to communicate at a distance other than just by phone. From a leadership perspective, CMC technologies offered ways to increase communication between leaders and followers and opened new channels of sharing information. However, technology advancement did not end with the emergence of CMC but evolved to include more social and relational aspects as seen in some of the more popular social media tools (e.g. Facebook, Twitter, Google+, and YouTube).

Human-Computer Interaction

The idea of computers being used as a persuasive tool has been studied for some time by BJ Fogg. In his early work, Fogg explored the possibilities of human and computer relationships.
Nass, Moon, Fogg, Reeves, & Dryer (1995) approached the idea that computer personalities could be human personalities. By studying 48 Stanford undergraduate students, the researchers matched the students with either dominant or submissive computers and asked to complete a problem solving task. The dominance or submission of the “computer personality” was displayed in a number of different ways including the phrasing of the text, the name of the computer, the order of interaction, and the confidence expressed by the computer. In their work, they demonstrated that computer personalities could be easily created and would be responded to in much the same way as human personalities. This finding suggested that personality could easily be extended over great distance with powerful effects. The key finding was that “…personality is powerful and easy to manipulate; even in its simplest form, it can provide the cues for complex social behavior.” (Nass, et al., 1995, p. 234).

Shortly after this study, Nass, Fogg, & Moon (1996) sought to understand if humans would be on teams with computers. In this study 56 undergraduates were paired with computers and asked to complete a problem solving task. Participants were told that the computer did not necessarily have all the information, and students who had interdependence with the computer viewed it as part of their team. What was most interesting was that students who viewed themselves as teammates with the computer showed similar reactions to the computer that they would show another human. These students were open to influence from the computer and believed that the information coming from the computer was higher quality. Additional work on human-computer interaction by Takeuchi, Katagiri, Nass, & Fogg (2000) suggested that human-computer interaction included the same dynamics as human-human interaction. Results of their experiment suggested that participants viewed computers as social actors and treated them like
real people. They also suggest human-computer interaction is treated with implicit social norms based on the cultural background of the individual.

**Persuasive Technology and Social Media**

Fogg, Cuellar, & Danielson (2008) describe the major waves of computing and explain how computers have moved from functionality in the 1950s to entertainment in the 1970s to ease of use in the 1980s and finally to persuasion in the late 1990s. Fogg (2003) coined the term “captology” or computers as persuasive technologies and suggested that social media could be used as a tool, a medium, or a social actor to persuade people to engage in some type of action. Fogg proposed that when social media provided increased capability, an experience, or a relationship, it had the potential to persuade or influence individuals. There are many ways in which this can be done such as simplifying a process, providing customized experiences, creating simulated environments and objects, modeling a target behavior and others.

Locton, Harrison, and Stanton (2008) discuss persuasive technology with reference to design with intent, which includes an analysis of the strategies that will be used in designing and implementing the digital system. These systems focus on persuasion for both social and commercial benefit, and technology as a persuasive tool is being studied in a number of different contexts. Kraft, Schjelderup-Lund, and Brendryen (2007) discuss how technology can be used to provide cost-effective means for therapy and psychological behavior change. They created a specific tool that was used in their clinical trials to create customized digital programs to address individual issues. Intille (2004) discusses how work is being done at MIT to create technologies designed to motivate healthy behavior as people age. In another example, Bang, Torstensson, and Katzef (2006) from the Interactive Institute in Sweden created a computer game called the PowerHouse designed to increase interest of energy issues among teenagers. All of these
examples include reference to changing behavior in some way using technology as a means of communication and persuasion.

For leadership, the emergence of social media tools for the internet has given rise to new possibilities without the need for intensive and time consuming program development. Social media brings about the possibility of “virtual influence”, and the opportunities for widespread influence have never been greater. Fogg (2008) describes how in 2007 a new form of persuasion emerged that he calls mass interpersonal persuasion (MIP), which involves persuasive experience, automated structure, social distribution, rapid cycle, huge social graph (the ability to reach millions of people at once), and measured impact. For example, a video on YouTube might “go viral”, receive millions of views in just a few days, and change the way people behave. MIP starts with an experience designed to create change and structured by digital technology. This digital structure, in this example social media, allows the experience to be passed through the digital structure rapidly to millions of people with some observable change stemming from the experience. Tools such as Facebook, Twitter, Google+, YouTube, and others are providing ways to do this that were previously not possible. Ellison, Steinfield, and Lampe (2007) conducted a survey of undergraduate students and found that social networking sites not only provided a way for individuals to say in contact as they moved from place to place in the offline world, but that they also assisted in the building of relationships. Additionally, Joinson (2008) suggested that people use social networking sites for reasons other than just computer mediated communication including social connection, shared identities, content, and social investigation. What these studies point towards is a shift from using computers solely for the purpose of basic communication and towards a more dynamic relationship.
The key to understanding how social media and the individual interact is realizing that persuasion and influence can be built into the process. One theory on how to address the issue of human and social media interaction is the Fogg Behavior Model (FBM) which suggests that behavior is a function of motivation, ability, and triggers (Fogg, 2009).

According to the model, it is not enough to have one or even two of the three factors, but that all three are required to effectively create change in behavior. So, if the individual has a high ability to engage in a behavior but no motivation, it is unlikely that the behavior will occur. In the same way, if the individual is high in motivation but low in ability, the effective behavior is also unlikely to occur. Fogg proposes a tradeoff between motivation and ability, but notes that if either one is high enough then an individual might be willing to acquire the other in “extreme circumstances”. He offers the example buying a car and suggests that he may have low motivation to buy a car but if someone offered him a car for one dollar he would do it because his ability to pay one dollar for a car is high even if his motivation is low (Fogg, 2009).
However, there is rarely a situation in which extremes are present. Therefore, Fogg suggests that motivation and ability are often present to some degree and that what is missing is a trigger. A trigger, in this case, would be a catalyst for action.

Fogg goes into more depth on each of the three factors that he suggests influence behavior in his behavior model of persuasion and change. When discussing motivation, he describes three core motivators including pleasure/pain, hope/fear, and social acceptance/rejection (Fogg, 2009). The model offers these as suggestions for thinking about the design of an intervention and notes that each of these motivators impacts an individual’s desire to engage in behavior. The model currently does not go into detail concerning the right or wrong approach or which is more powerful, it merely suggests that these motivational factors be taken into consideration.

When focusing on issues of ability, Fogg suggests that it is a mistake to focus on teaching new abilities and that the designer should instead focus on making aspects of the desired behavior simpler to complete. He includes six elements of simplicity that he views as a chain to be linked. These elements include time, money, physical effort, brain cycles, social deviance, and non-routine (Fogg, 2009). If we don’t have the time and/or the money to engage in a behavior then it is unlikely to happen. If the behavior requires more work than what is simple or if it makes us think too hard, it is also unlikely to happen. Finally, if the behavior goes against societal norms or pushes us to do something outside of our routine it is hard to accommodate. He suggests that these elements will vary both by individual as well as context and situation. The weakest link in this chain at the time of the desired behavior will influence the decision to engage in that behavior or not. By taking into account each of these elements of ability, designers can reduce barriers that might otherwise prevent a desired behavior.
In addition to motivation and ability, there needs to be a trigger. Triggers are things that activate behavior and serve as a catalyst for certain behaviors. According to Fogg (2009) triggers are noticed, associated with a behavior, and presented at a time when the individual has both the ability and the motivation to respond to the trigger with the targeted behavior. In any given situation, the timing of the trigger is the key. Fogg suggests that triggers presented at the wrong time fail to activate the behavior and that triggers can take three different forms including a spark as a trigger, a facilitator as a trigger and a signal as a trigger (Fogg, 2009). The spark trigger refers to an event that inspires or engages an emotion in the individual that stirs motivation to engage in a behavior. For example, an individual might watch a compelling video on YouTube or read a powerful story on Facebook that compelled them to take action on an issue. The facilitator trigger serves the role of simplifying a process so that the work required is lower and the individual may be more likely to engage. This might include organizing an event or action on Facebook and providing logistical details so that others just have to accept the invitation and show up. Finally, the signal as a trigger refers to a signal that simply reminds the individual to complete the behavior for which they already have the motivation and ability. This could be as simple as an automated reminder about the action that the person has committed to such as the time or date of an activity.

Leadership and Persuasive Social Media

Currently there is a gap in the literature concerning leadership and persuasion through social media. Yet, despite the lack of academic study, the practice of this phenomenon is evident in a wide variety of diverse communities. One prime example of the power of social media to persuade and influence behavior change is the Egyptian revolution that began in January of 2011. For a variety of legal and political reasons, the citizens of Egypt demanded that their
president step down. What made this revolution attempt different from others that had taken place before it was the way in which social media was utilized to organize and empower the citizens of Egypt. Through social media tools, including Facebook and Twitter, millions of citizens were informed of issues and 85,000 pledged to attend “Revolution Day” (Ali, 2011). This widespread communication resulted in the President turning off the nation’s Internet for five days in a desperate attempt to prevent actions being coordinated through social media. Ultimately, the President stepped down shortly after. The example provided by the Egyptian revolution demonstrates the power of social media to influence behavior change in simple and powerful ways by taking advantage of established social media networks.

Summary and Purpose of the Research

The historical context of leadership has demonstrated that leadership is about creating change. Many different approaches from trait and individual differences to the more contemporary transformational leadership have deepened our understanding of the relationship between the leader and the followers. The transformational approach focuses on the ability of the leader to meet the needs of the followers while motivating them to accomplish something they might not have ordinarily accomplished on their own. One important aspect of transformational leadership, that all of these approaches share, is the desire to create and sustain a change in behavior that will lead to positive results for the individual followers as well as their communities.

At the same time, advances in social media are creating new opportunities for engagement and action through technology. From a leadership perspective, these opportunities come in the form of social media as a vehicle for positive social change. The availability of these social media tools, however, presents a unique challenge. There is a gap in the research regarding
leadership and the use of social media technologies, and joining the two effectively is not a simple process. Given the complexity of the leadership process, it would be overly simplistic to suggest that technological tools simply be added to leadership processes. In addition, the process of creating change in the Fogg Behavior Model is also complex and requires the aspects of motivation and ability to be joined at the right moment with the appropriate trigger. As the complexities of both begin to surface, however, there are individuals and groups who have successfully joined together the practices of leadership and the power of social media. The purpose of this research is to seek out these individuals and learn from them with the intent of developing a framework for understanding the intersection of leadership and social media. More specifically the research questions to do this include:

1) What mechanisms of persuasion through social media produced greater involvement and community change?

2) What worked well and what were the barriers in using social media to create change?

3) What was important for the participants and what motivated them to action?
Understanding the Context of Leadership and Social Media

Leadership and social media are two different fields and, in the early stages of the internet, when it was used primarily for a communication medium, the role of computer mediated communication in leadership was similar to other fields and disciplines. However, as technology evolved, social media tools that could be used to build relationships and exert influence began to emerge. As a result, the potential for using social media to create change began to increase. Unfortunately the complex nature of the leadership process and the additional complexity of trying to determine the right way to use social media in the process make the union of leadership and social media quite difficult. Many individuals and organizations who have tried to integrate social media into a change effort have failed despite much effort. Amid these difficulties and failures, however, there are those who have been quite successful in using social media to create and sustain change in their communities, states, and nations. For the purposes of this study, the term social media will include the following classifications set forth by Kaplan and Haenlein (2010): collaborative projects with a significant online component, blogs, content communities, social networking sites, virtual game worlds (e.g. World of Warcraft), and virtual social worlds (e.g. Second Life). Additionally, leadership was generally defined earlier as “... a process whereby an individual influences a group of individuals to achieve a common goal.”(Northouse, 2010, p. 2). For the purposes of this study, leadership will refer to the process and the actions that resulted in behavior change and not on the person of authority.
Participants

The participants in this study were selected using criterion sampling. The criteria to be met required that individuals had been successful in influencing community change through the use of social media. Participants were identified through internet searches and through a snowball sampling technique in which participants are identified through people who know people that are generating positive community change through the use of social media (Creswell, 2007). While their backgrounds are diverse, they are united in the idea that they are seeking to influence a group of individuals to achieve a common goal. Participants were interviewed until the data reached saturation, and the study included 15 participants (Table 1) who were purposefully identified because of the success they had in their efforts to influence change using social media.

**TABLE 1**

**LIST OF INTERVIEWEES IN ALPHABETICAL ORDER**

<table>
<thead>
<tr>
<th>Interviewee</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anna Cramer</td>
<td>Alex’s Lemonade Stand Foundation</td>
</tr>
<tr>
<td>Calvin Stowell</td>
<td>DoSomething.org</td>
</tr>
<tr>
<td>Clay Dunn</td>
<td>Share Our Strength</td>
</tr>
<tr>
<td>Curt Brungardt</td>
<td>Center for Civic Leadership</td>
</tr>
<tr>
<td>David Corson-Knowles</td>
<td>Slow Money</td>
</tr>
<tr>
<td>Jared Brickman</td>
<td>ROK ICT</td>
</tr>
<tr>
<td>Jason Inman</td>
<td>Convoy of Hope</td>
</tr>
<tr>
<td>John Silliphant</td>
<td>Friends Without Borders</td>
</tr>
<tr>
<td>Jon Dunn</td>
<td>Best Friends Animal Society</td>
</tr>
</tbody>
</table>
TABLE 1 (continued)

<table>
<thead>
<tr>
<th>Interviewee</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lyndsay Booth</td>
<td>Women for Women International</td>
</tr>
<tr>
<td>Margarita Quihuis</td>
<td>Stanford University</td>
</tr>
<tr>
<td>Saba Hamaou</td>
<td>Masrawyya</td>
</tr>
<tr>
<td>Stephanie Crouch</td>
<td>Love Without Borders Foundation</td>
</tr>
<tr>
<td>Tim Mikulski</td>
<td>Americans for the Arts</td>
</tr>
<tr>
<td>Victoria McMurchie</td>
<td>Surfrider Foundation</td>
</tr>
</tbody>
</table>

Detailed Description of Participants

- Anna Cramer: Social Media Specialist for Alex’s Lemonade Stand Foundation. This foundation began as a grassroots movement to find a cure for childhood cancer and evolved into a national organization.

- Calvin Stowell: Social Media Strategist at DoSomething.org. Calvin works through social media to call young people to take action on a variety of issues without asking for money, adult supervision, or cars.

- Clay Dunn: Director of Online Community at Share our Strength. Clay works with Share or Strength through social media to connect and engage with individuals who are interested in helping end childhood hunger.

- Curt Brungardt: Director of the Center for Civic Leadership at Fort Hays State University in Hays, KS. His change effort focuses on domestic violence and he was the originator of
the 1100torches campaign and Jana’s Campaign. Social media was and is used in a variety of ways to raise awareness and encourage action on domestic violence.

- David Corson-Knowles: Associate Director at Slow Money. The Slow Money Alliance is a national network and a family of local networks organized around the slow money principles, regional events, national gatherings, and financial products and services. David uses social media to engage, educate, and connect individuals interested in this movement.

- Jared Brickman: marketing strategist and the founder of ROK ICT, which is a movement focused on arts, entertainment, and night life in Wichita. Jared utilized social media to bring people together for art and entertainment.

- Jason Inman: New Media and Production Coordinator at Convoy of Hope. Jason works with social media to engage individuals interested in providing help and hope to people in need in the United States and around the world through children’s feeding initiatives, community outreaches, disaster response, and partner resourcing.

- John Silliphant: Founder of the organization Friends Without Borders. This global peace building organization uses a variety of social media to promote peace in India, Pakistan, and the world.

- Jon Dunn: Senior Manager of Online Strategy at Best Friends Animal Society. Jon successfully uses social media to help drive the organizational mission of no more homeless pets.

- Lyndsay Booth: Online and Media Coordinator at Women for Women International (WFWI). Lyndsay uses social media to further the mission of WFWI of providing tools
and resources to help women move from crisis and poverty to stability and self-sufficiency.

- Margarita Quihuis: Director of the Peace Innovation team and a member of the Persuasive Technology Lab at Stanford University. She uses social media to connect those interested in peace and peace creation.
- Saba Hamaou: Founder and CEO of Masrawyya, a social media startup in Cairo, Egypt. Saba is an activist who was engaged through social media during, before, and after the Egyptian revolution of 2011.
- Stephanie Crouch: Outreach Liaison at Love Without Boundaries Foundation (LWBF). Stephanie works with the social media aspect of LWBF to help improve the lives of orphaned and impoverished children in China.
- Tim Mikulski: Communications and Content Manager at Americans for the Arts. Tim uses social media in this nonprofit organization to carry out their mission of advancing the arts and arts education.
- Victoria McMurchie: Community and Events Manager for the Surfrider Foundation, a foundation that seeks to protect oceans, waves, and beaches through a powerful activist network. This network includes several social media platforms.

**Design**

The research design used in this study was based on transcendental phenomenology (Creswell, 2007). This approach seeks to bracket out the experiences of the researcher and collect data from several individuals who have experienced a phenomena; in this case the phenomena was the use of social media to successfully influence community change. Data collection was conducted through intensive interviews with the identified participants. These
interviews typically lasted approximately one hour with the option of a follow up interview not to exceed 1 hour.

This qualitative research approach was chosen for several reasons. First, the methodology was well suited for understanding the phenomenon. Any number of people can and have used social media in a number of different combinations and situations to try and affect change. Understanding what ultimately made the individuals in the study successful required a qualitative approach that could provide a rich description of these individuals’ experiences in the context of their lived environment. Second, seeking to understand the larger themes and commonalities that exist between individuals who have successfully utilized social media to influence change could provide insights for others hoping to use social media for similar methods. Finally, given that little work has been conducted on the intersection of leadership and social media, this qualitative methodology could provide a foundation for a framework for understanding the potential relationships between using social media and leadership.

Instruments

Participant Interviews

The interviews were guided by key questions that were designed to illuminate ways in which the participants were able to use social media to influence change. Following the recommendations of Creswell (2007), the questions were broken down into three domains 1) the central question 2) issue sub-questions 3) procedural sub-questions (see Appendix A).

The central research question was designed to provide a broad overview of the purpose of the interview. It was designed to help participants begin thinking about the process they went through in attempting to create change in their community. The issue sub-questions were
designed to follow the central question and focused on understanding the role the social media played in the process. These questions were intended to break down the central question into more specific and understandable components to see why people chose to influence change through social media. Finally, the procedural sub-questions were designed to demonstrate the process of using social media to create change. The understanding of these approaches would be used to create a framework for understanding the process.

Procedure

Participant Interviews

The phenomenon of interest being studied was how individuals are able to influence others through the use of social media. At the beginning of the process, an attempt was made to identify and bracket out the experiences and perceptions of leadership and social media held by the primary researcher. Participants were interviewed over the internet using the Skype voice-over-IP program. This was done for a number of reasons. First, Skype provided a simple and cost effective way to interview participants over vast geographic distance. Second, Skype allowed for visual “face to face” communication that enriched the interview experience. Finally, Skype provided a means to capture the conversation portion of the interview for transcription and analysis after the interview was complete.

Early in the study, potential participants were identified and contacted to determine whether the individual would be an appropriate contact for the proposed research. Upon initial identification and tentative acceptance, participants were sent information describing the study as well as a copy of the informed consent (see Appendix B). Data was collected from the identified individuals through intensive interviews and, following the recommendations for
phenomenological research set forth by Moustakas (1994), participants were viewed as co-researchers to help validate the data. This was accomplished by sending the textural meanings that were extracted by the researcher to the participants for review and requesting that they be checked for accuracy and any changes that would more fully present the experience.

Data Analysis

To ensure reliability a second coder was added to help analyze the data. Each coder reviewed and developed themes independently from the transcripts. After the transcripts had been reviewed, themes were discussed until an agreement was reached. Analysis of the data was conducted through a five step process outlined by Creswell (2007) in which the data was analyzed, grouped, described, structured and explained. First, the data was analyzed for significant statements that provided an understanding of how the individuals in the study used social media to influence change through the process. Next, the data collected from all the interviews was grouped into clusters of meaning. These clusters of meanings provided themes that emerged from the various interviews. Third, textual descriptions were developed to explain what the participants experienced. These textual descriptions are designed to demonstrate how the participants successfully influenced change by using social media. Next, structural descriptions of the experienced phenomenon were developed. This was done in an attempt to understand how the experience happened. Finally, these textual descriptions and structural descriptions were used to determine the essence of the participant’s experiences. This combined information was intended to provide a foundation for understanding the role of social media in leadership.
CHAPTER 3

RESULTS

The primary focus of this research was to understand how social media and leadership might intersect to create persuasion to engage in positive community change. This was accomplished through a phenomenological study that included 15 interviews of individuals who have had and continue to have success in using social media to generate positive community change. The participants included 9 men and 6 women and, as described above in Table 1, varied greatly in age, background, purpose for engaging, and the followership they attracted. Despite the diverse nature of the participants, multiple similar findings emerged from the interviews that provided important insights into the nature of the relationship between social media and positive community change. The interviews were evaluated by two coders to provide reliability and 558 significant statements were extracted from the 15 interviews. From those 558 significant statements, 8 categories were developed that provided broad and general themes that emerged from the discussions with the interviewees. Those 8 categories divided into more specific themes that included 32 codes in an effort to provide more detail about what went into each of the categories. Finally, 100 subcodes were developed from the 32 codes to provide a much more detailed level of understanding regarding the codes and the categories they represent. A summary of the categories has been provided in Table 2 below. Following the table is a more detailed breakdown of each section by category with selected quotes to help provide insight as to why the statements were categorized the way they were.
TABLE 2

CATEGORIES OF LEADERSHIP AND PERSUASION THROUGH SOCIAL MEDIA

<table>
<thead>
<tr>
<th>Category</th>
<th>Theme</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Use Existing Social Networks</td>
</tr>
<tr>
<td>2</td>
<td>Nature of Social Media</td>
</tr>
<tr>
<td>3</td>
<td>Online/Offline Action</td>
</tr>
<tr>
<td>4</td>
<td>Social Media is Social</td>
</tr>
<tr>
<td>5</td>
<td>Broad Reach of Social Media</td>
</tr>
<tr>
<td>6</td>
<td>Strategic/Data Driven</td>
</tr>
<tr>
<td>7</td>
<td>Authentic</td>
</tr>
<tr>
<td>8</td>
<td>Power of the Story</td>
</tr>
</tbody>
</table>

Category 1: Use Existing Social Networks

The first category to be discussed is labeled “Use Existing Social Networks” (see Table 3) and is composed of 38 mentions. The mentions in this category follow similar trends in the comments from participants as they described the efforts they took to find and engage with people in the social media environment.

TABLE 3

CATEGORY 1 CODES AND SUBCODES OF LEADERSHIP AND PERSUASION THROUGH SOCIAL MEDIA

<table>
<thead>
<tr>
<th>Category 1</th>
<th>Codes</th>
<th>Subcodes</th>
<th>$f$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use Existing Social Networks</td>
<td>Respect the Medium (9/38)</td>
<td>Respect the Medium (9/9)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Go Where the People Are (16/38)</td>
<td>Engage Where Your Followers Engage (12/16)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Don’t Try to Recreate Social Media Platforms (4//16)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Variety of Uses (13/38)</td>
<td>Different People Prefer Different Social Media Platforms (8/13)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Social Media can be Integrated into Established Websites (5/13)</td>
<td></td>
</tr>
</tbody>
</table>
Respect the Medium

Under the first code of “respect the medium” (9/38 mentions), one subcode was identified. Participants described a need to understand the explicit and implicit norms associated with the use of various social media platforms and respect them.

Respect the Medium

All of the subcodes of this code focused on respecting the medium. These subcodes emerged as participants attempted to describe the way in which they utilized various social media networks. In all of the 15 interviews, the participants used a variety of social media tools (e.g. Facebook, Twitter, YouTube). In regards to respecting the medium, participants described how the way they approached each of the social media sites was different. This adaptation was critical for them as they sought to not only engage on different networks but to stay engaged with their followers and supporters. The selected quotes below demonstrate the nature of the subcode:

“On Twitter I can blast about a million things in one day and you know the average life of a tweet is like five minutes. So unless one of your active users saw it in like five minutes it’s like you know no one really cares and the world moves on you can keep on messaging. But on Facebook now your shelf life is a lot longer and more popular so if I’m posting on Facebook every 10 minutes like I could do on Twitter and get away with it people are going to be like oh my god this guy is so annoying he’s spamming my feed.”

“...you have to respect each medium and treat it differently and you know we have a different strategy for something on Pinterest than we would on Facebook.”

“...we’ve developed different voices for both of those networks. So Facebook is more informative, we like to switch up the messaging between funny or media like pictures and videos and then more informative and thought provoking. And then Twitter we use more as like your neighbor or someone you already know and we’re a lot more relaxed on that network and we’re a little bit more sassy and more jokey. Obviously still informative but it’s as if your talking to your friend vs. having someone telling you information.”
Go Where the People Are

Under the second code of “go where the people are” (16/38 mentions), two subcodes were identified. Participants described the need to use the social media platforms that their audiences were using if they wanted to connect with them in the social media environment.

Engage Where Your Followers Engage

The subcode “engage where your followers engage” included 12 of the 16 mentions for its code. The interview participants were in agreement that in order to be effective, they had to go where the people were and when they were around. The comments centered on the idea of connecting with people where they are already engaging in social media.

“Show up where people are showing up. I still see people showing up on Google+ spinning their wheels and posting a whole bunch of shit on it. They don’t even have an active community interacting with them. It’s like they’re not thereeee.”

“...there’s so many different social networks out there to get involved with and just having a good sense of what you think is worth your time and what the return on investment is. Like Pinterest probably sounded really stupid to people a couple months ago but obviously it’s the biggest thing ever now...”

“Facebook you know just kind of made sense. It was the largest, that’s kind of a must. Twitter was the fastest growing at the time and that was kind of a must. Um, and the strategy we took was let’s start here and you know, I knew it was going to work, just because I’d seen it work uh for other organizations.”

“...we’re primarily on Facebook and Twitter, those are our two big ones as I’m sure for most people.”

“We did have a MySpace account which we just deactivated a couple months ago because I did not feel it was worth the effort to maintain it.”
Don’t Try to Recreate Social Media Platforms

The subcode “don’t try to recreate social media platforms” included 4 of the 16 mentions for its code. Participants discussed the futility of trying to create a new social media platform or engage on one that lacked membership.

“...it’s really freaking stupid to try and create your own social network when there’s Facebook and Twitter and they’re totally dominate in that space and you really, I mean, it’s obviously classic, you know social media doctrine now, you gotta go where they are.”

“People don’t want to sign up for another thing. I don’t hardly use Google+. I’m there but I’m not actively doing anything with it because it doesn’t really matter to in the big scheme of things. So trying to recreate a tool that is already being used is kind of unnecessary...”

“...to try to create a whole other set of social media tools is a bunch of work for nothin because nobody is going to use it...”

“Yeah it’s a danger [trying to create your own network] and in fact with our animating democracy website that we just launched there is a Facebookey quality to it. People can sign up to make a profile and sort of they’re tying to, it’s a loose social network I guess.”

Variety of Uses

Under the third code of “variety of uses” (13/38 mentions), two subcodes were identified. Participants described a number of different ways people choose to use social media and how they adapted to connect with people in those different ways.

Different People Prefer Different Social Media Platforms

The subcode “different people prefer different social media platforms” included 8 of the 13 mentions for its code. Within this subcode, it became apparent that individuals seeking to engage on social media needed to match their efforts with the social media networks that their audience was most likely to use. So in addition to going where people are and respecting the medium, they needed to understand the habits of the users that they most wanted to interact with.
“They [are] divided over many things but one of them which uh preferred social media tools many people prefer Twitter others prefer Facebook.”

“...all these tools are great you know I think that uh Twitter is good for some things, that can be really powerful I mean YouTube is fantastic for what it does in terms of like you know the community nature of it. I mean their all very different...”

“I think just thinking about our supporter base is generally a little older, skews a little older than the typical social media user so Facebook is kind of universal but Twitter not so much.”

“We utilize videos as much as possible...[it’s] a great way to connect with our sponsors.”

**Social Media can be Integrated into Established Websites**

The subcode “social media can be integrated into established websites” included 5 of the 13 mentions for its code. The thoughts from these statements led to the realization that social media platforms are limited in type and amount of information that can be shared. Therefore, it was recommended that individuals/organizations who are interested in creating change in the digital space would benefit greatly from having an individual website that could be maintained in addition to the social media network presence. It was also noted that aspects of social media could be integrated into existing website to link the two together and maximize the benefits of having both a website and a social media presence.

“I’m gonna balance what I said with the fact that I think it was still important, if I had to do it all over again, to fundamentally have a website.”

“So I think for an organization like us, we have so many layers and so many different little things you can be doing to support, that that website would never be able, never be able to go away. There’s just no way we would be able to cram everything in on Facebook, and I wouldn’t necessarily want to. You know I like keeping them separate, because again we have a very wide range of supporters and I think there’s that you know subset that will never be on Facebook, that will never go over to that side.”

“I think that that’s the best place to really put explanations of things cause like on Facebook and those other places there’s not really a place where you can actually explain to people in detail what you are, what you do. Um, and I think the website is the best place for that. Um, so I think that because you want to give the bigger picture that the
social media places are just kind of a snapshot to get some ongoing basic attention but you still need the website to give all the details.”

Category 2: Nature of Social Media

The second category to be discussed is labeled “Nature of Social Media” (see Table 4) and is composed of 147 mentions. The mentions in this category provide critical insights into the intricacies of working within the social media environment. This understanding provides a foundation for understanding work in the social media environment as well as what should be expected from attempts to engage online. This area of focus also evaluates some of the ways in which social media tool have, and continue to, influence and impact our way of life.
TABLE 4
CATEGORY 2 CODES AND SUBCODES OF LEADERSHIP AND PERSUASION THROUGH SOCIAL MEDIA

<table>
<thead>
<tr>
<th>Category 2</th>
<th>Codes</th>
<th>Subcodes</th>
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<tbody>
<tr>
<td>Nature of Social Media</td>
<td>Low Cost/High Impact (16/147)</td>
<td>Low Cost/High Impact (12/16) People Want Social Media (4//16)</td>
</tr>
<tr>
<td>Social Media is Empowering (10/147)</td>
<td>Social Media Gives Everyone a Voice (6/10) Social Media can Actively Help Organizations (2/10) There is Great Potential for Positive Community Change (1/10) Everyone Can Contribute (1/10)</td>
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<tr>
<td>Social Media Changes Quickly (27/147)</td>
<td>Social Media is Constantly Evolving (23/27) Social Media can be Difficult to Understand (1/27) Change Spreads Naturally on Social Networks (1/27) Focus of Attention Changes Quickly (2/27)</td>
<td></td>
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<tr>
<td>Social Media Amplifies Messages and Makes them More Accessible (10/147)</td>
<td>Personal Actions are Amplified (1/10) Social Media can Amplify Community Change Efforts (4/10) Ideas can be Amplified (2/10) Social Media Offers Instant Communication and Criticism (3/10)</td>
<td></td>
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<tr>
<td>The Social Media Environment is Volatile (48/147)</td>
<td>Lots of Attempts Fail in the Digital Space (5/48) The Social Media Environment can be Volatile (18/48) Reactions in Social Media are Hard to Predict (11/48) Loss of Control in Social Media (7/48) Social Media has Room for Improvement (5/48) There are No Social Media Experts (2/48)</td>
<td></td>
</tr>
<tr>
<td>Social Media vs. Traditional Media (16/147)</td>
<td>Social Media is Changing the Way We Interact (7/16) Social Media Provides New Avenues for Traditional Media (7/16) Younger Individuals are Engaging in Non-Traditional Ways (2/16)</td>
<td></td>
</tr>
<tr>
<td>Social Media Influence/Impact (20/147)</td>
<td>Social Media is Changing Our Way of Life (10/20) Social Media is Creating New Knowledge (1/20) Social Media Meets the Human Need for Connection (2/20)</td>
<td></td>
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</table>
Low Cost/High Impact

Under the code of “low cost/high impact” (16/147 mentions), two subcodes were identified. Participants described the benefit of having such a large audience of people who want to be there at such a low cost to the individual or organization.

Low Cost/High Impact

The subcode “low cost/high impact” included 12 of the 16 mentions for its code. In describing the nature of social media, interview participants described the relatively ease with which they could connect with their followers. At the same time, however, they spent little to no money on these efforts. This aspect of social media makes it cost effective for individuals and nonprofits to actively engage in a way that won’t require large startup costs.

“...we were so freaking low budget, I mean like band aid low budget, uhhh social media was free! And it really just took a little elbow grease as far as like friending people and like you know writing status updates and stuff like that and so that was really one of the few tools that we had I mean there’s tons of marketing outlets but a lot of em have this barrier to entrance...money, ya know.”

“We have the technology that exists today that can move people with pennies on the dollar that it used to take and that’s what became obvious to me especially during this time watching uh the Obama administration and how he used social media and the other forms of media to uh get the story out...We don’t have to have an ABC news and hope or cross your fingers that they do a story on us so we can get reach. We are our own media network right, we can share this story to anybody who will listen so.”

“This all can be done by a handful of people...with very few dollars. And so it’s not like you have to have tens of thousands of boots on the ground like we did in the 60s you know. It can be done by a handful of people with very few dollars and a little technology you know.”
“And so there’s an interesting process of, it’s sorta like this lean startup crummy trial kind of activity that goes on so there’s a lot of things that you can test very quickly without spending any money and without spending a lot of time and also putting people at risk.”

People Want Social Media

The subcode “people want social media” included 4 of the 16 mentions for its code. When discussing the nature of social media, participants discussed how people want social media because it gives them a freedom that they have come to desire and demand. It’s also a way for people to connect in a way that feels comfortable for them.

“...I think the desire for freedom in human beings is pretty powerful and I think it’s just like it’s only a matter of time before people demand it.”

“You can’t hold em back [from using social media] it’s gonna be really hard to you know. And there’s other workarounds and I think as long as there are other work arounds you know I think that people are gonna you know exploit those workarounds and really just still get access.”

“I think number one it’s easy. It's where people are already and I think especially millennial donors, that’s where, they want to be met where they are.”

Social Media is Empowering

Under the code of “social media is empowering” (10/147 mentions), four subcodes were identified. Participants described how because social media was so open and unrestricted it empowered users and allowed everyone to have a voice.

Social Media Gives Everyone a Voice

The subcode “social media gives everyone a voice” included 6 of the 10 mentions for its code. Interview participants commented on the unprecedented ability of people to really make their voice heard without the fear of traditional consequences. They talked about the idea that
social media gives freedom to many individuals who, prior to social media, either couldn’t or wouldn’t speak out.

“...whatever the social norms were face to face it was just stuff that you didn’t talk about cause you could get in trouble. Right it might be taboo or you know I don’t want to get involved in politics ya know whatever the thing is that restrained people from doing it face to face that inhibition was taken away through these social platforms.”

“...the power in social is really in people.”

“And their much more likely to open up and tell you what’s really going on when their at home kinda behind the computer screen.”

“I think people are so empowered right now, they feel that social media empowers them and they are bought into making change in some way. Whatever that might be that they won’t want to lose that right.”

**Social Media can Actively Help Organizations**

The subcode “social media can actively help organizations” included 2 of the 10 mentions for its code. While some of the participants and their organizations did not use social media for fundraising, all of them used social media to further the mission and vision of their organizations. Some even used social media as a way to bring revenue into the organization.

“I think last year we raised about $50,000 total that was from different contests online, Facebook, Causes, Crowdrisde, Nonprofit Shopping Mall etc. so that’s helped us a lot we also use it a lot for petitions.”

**There is Great Potential for Positive Community Change**

The subcode “there is great potential for positive community change” included 1 of the 10 mentions for its code. Most of the participants talked implicitly about the potential for social media to create positive community change. With enough thought and strategy and the right conditions, the potential for social media to create change is unprecedented.

“...I think Facebook has shown just how important the tool is you know. It’s like when we were doing our huge push in India and Pakistan, you know like nobody was on Facebook in India and Pakistan it’s like before that. Had Facebook been at the stage
where it is now like we would have turned those two countries inside out and things would never have been the same.”

**Everyone Can Contribute**

The subcode “everyone can contribute” included 1 of the 10 mentions for its code. One of the interesting aspects of the nature of social media is that it often allows everyone to contribute. Whether it is comments on a social networking site or collaboration on open source projects, everyone has the ability to contribute.

“...it’s [social media] open for everybody so its members are not only people who are working at [the organization] it’s open for everybody to like it and to participate and to share.”

**Social Media Changes Quickly**

Under the code of “social media changes quickly” (27/147 mentions), four subcodes were identified. Participants discussed the rapid evolution of social media and noted the constant changes both in the networks and the users.

**Social Media is Constantly Evolving**

The subcode “social media is constantly evolving” included 23 of the 27 mentions for its code. This aspect of the nature of social media was prominent. One of the biggest challenges facing the participants was the ever changing nature of the social media environment. This included both staying informed about changes in the social media platforms on which they were currently working and being aware of the newest and most popular platforms that were coming out.

“...Facebook has this algorithm now that is complicated but essentially the less engaged your audience and the less the audience cares about you the less the audience sees what you post so like you might like some brands but think right now how often do you see
things that they post. You’re not always seeing what they post because Facebook says you know we’re going to show things that are pertinent to you.”

“I mean we’re in kinda like the wild west right now...there’s no way what we’re doing now will continue in like a year.”

“...so it’s one of those things like how are you going to adapt to whatever platform your on. And you also have to be receptive to everyday like a hundred new social media sites you know pop out of the ground right?”

“I just had to do a three year plan for social media and it’s kind of a joke because obviously Facebook changes its layout and its rules every three months. And the same thing with Twitter it’s all constantly evolving and so it’s really hard to make plans more than three to six months in advance because something I think is gonna be awesome might not even be an option next month.”

“...the problem with Facebook was we were in pretty early from what I understand. And so we had first we were a group and then we were this and then we were that and as they kept evolving we just kept falling into their other traps.”

“...it’s definitely going to continue to change and evolve. You know even just like Facebook’s move to the timeline interface is gonna change the kinds of posts that people make and the frequency and how they interact. And it’s made certainly, it’s made content a little more ephemeral. You know like your average interaction time on Facebook post now is up to three hours.”

“I mentioned to you we’re talking about or we’re starting a Pinterest profile and one of my concerns in starting a Pinterest profile is we’re gonna, it’s very very time consuming to do something like that to sort of build up a library of content so you can just post regularly, understand the ins and outs, how to work it, what not to do, tips and tricks. So it’s a very time consuming process and with social media uh, I call it shiny object syndrome where everybody gets really really excited about the newest social media feature or site that comes onboard and then six months later nobody’s talking about it.”

**Social Media can be Difficult to Understand**

The subcode “social media can be difficult to understand” included 1 of the 27 mentions for its code. Much of the work that is done in the social media environment is new and difficult to understand.

“Um, the important participants are your first followers and you have no way of identifying who their going to be.”
**Change Spreads Naturally on Social Networks**

The subcode “*change spreads naturally on social networks*” included 1 of the 27 mentions for its code. In some cases, change in social media can happen without being driven. If it is something that people already care about, that can be enough to drive the change and all it takes is someone to put it online.

“...I think it’s doing what we wanted to do without anyone even you know needing to be there to guide it. It’s just like it and automatic process like when you start connecting the world together it’s just like it starts happening. People want to be friends and it’s just an organic process. So in a way there doesn’t almost need to be anybody guiding it.”

**Focus of Attention Changes Quickly**

The subcode “*focus of attention changes quickly*” included 2 of the 27 mentions for its code. When trying to engage on social media it is important to remember not only the speed with which topics can spread but also the speed with which people can lose interest. It is very difficult to hold the attention of a massive audience for long.

“...we’re talking about Kony right now because that’s what’s fresh in everyone’s mind even though it was not you know, in the space of the internet, you know everything is only over in like a day...even when their having huge huge people put their weight behind them.

“...the interaction on social media is generally shorter right these are all kind of quicker interactions then if you're in a room with someone.”

**Social Media Amplifies Messages and Makes them More Accessible**

Under the code of “*social media amplifies messages and makes them more accessible*” (10/147 mentions), four subcodes were identified. Participants described how social media often acts as a tool to intensify both actions and messages that are introduced to the social media environment.
Personal Actions are Amplified

Actions of individuals who are driving the change efforts are often amplified whether they are working inside the context of the organization or not. If people associate an individual with an organization, that person’s actions online will reflect how people view the organization.

“People came after me personally but they also came after me like you’re a representative of our community and you’re a community leader and you know this reflects poorly on [the organization].”

Social Media can Amplify Community Change Efforts

When considering work on social media, the content that fuels the engagement with the followers does not have to be created uniquely and originally for the social media environment. Finding ways to adapt current community efforts for the social media environment can take that work to a larger audience.

“And so there is kind of, the full internet in my opinion it wasn’t as much a challenge as it was an opportunity to us to show that we are connected.”

“So again I’d love to take credit and say all the things I’ve done on social media for us are unique and I’ve done all of this but you know basically everything that everybody else does in the organization to help us be successful, I just piggyback off that and put it on social media.”

Ideas can be Amplified

Social media platforms provide a place where ideas and topics can become exponentially shared around the world. While it’s hard to say what will and will not take off, the potential is there especially if you can connect with people and make them want to share the message.
“...it’s kind of like a tender box it’s like you know things, the potential for things to go viral and to just catch on is really, is really there and just you know so whatever you do can just become amplified in major ways so just by design there’s an incredible potentiality there.”

“You know invisible children didn’t come and say like you know whenever you talk about us on Facebook whenever you post on Twitter you have to say this. They just made people feel empowered enough in the video to kind of pick that up on their own and you know filter their own thoughts and this is another thing where hash tags are kind of the big deal now where everyone at the campaign wants a turning topic that’s their specific hash tag. Like I said 99% of the time it doesn’t work then when it does and you do get something turning you have to kind of let Twitter take it over.”

**Social Media Offers Instant Communication and Criticism**

The subcode “social media offers instant communication and criticism” included 3 of the 10 mentions for its code. Social media allows individuals to instantly connect with a broad audience and engage them. However, it also opens the door for instant criticism from a broad audience. While it is true that it is important to be aware of what is posted on social networks, it is also important to not get bogged down with a few critics because there are always going to be critics.

“...there’s always like that one contrary person on the internet who after every comment if I post something about penguins their like well what about world hunger people. Like there’s always like that person and you know you’ll have people that will come and be like oh well I’m not used to seeing stuff like this why are you posting this?”

“Sometimes it feels like everything you do is wrong but your never gonna make everybody happy you know.”

“...while 14 people might be complaining and harping on you and it feels like the worst thing in the world in a crisis in reality you have 171,000 Facebook fans. So 14 people that are pissed, it’s not that bad.”

**The Social Media Environment is Volatile**

Under the code of “social media changes quickly” (48/147 mentions), six subcodes were identified. Participants discussed how, despite best efforts, many attempts to create change fail.
They also described how social media can be hard to predict and how they lost control of messages once they were on social media.

**Lots of Attempts Fail in the Digital Space**

The subcode “lots of attempts fail in the digital space” included 5 of the 48 mentions for its code. Many attempts to create positive change in the digital space fail. It is unrealistic to expect most of what you do to be extremely successful.

“...in what works what doesn’t work I can tell you of the things we do many more things don’t work than do work. But you just keep plugging away...”

“Cause you have to have something that people will carry on and is organic and that’s not gonna happen with everything it’s not even gonna happen with 99% of things. So it’s a real hit or miss game...”

**The Social Media Environment can be Volatile**

The subcode “the social media environment can be volatile” included 18 of the 48 mentions for its code. There are multiple aspects of social media that make it volatile in nature. From not knowing what the future holds to competing interests of individuals, organizations, and social media organizations. It is important to be flexible when working within this type of environment.

“...my CEO asked me if I would get up and talk about what uh the digital space would be like in 25 years right (haha). And I said look if I knew that I wouldn’t be sitting here I’d be sitting on a beach rolling in money right. Like I couldn’t even tell you what it’s going to be like in 5 years right.”

“Like who owns the data cause if the individual owns their own social data that means that you and I can get into a legal contract but if I don’t own the data then I can’t do that and then of course for a corporation if they if their to heavy handed about owing the data then people all the people who are creating the content and the value of the company which are not the employees but the community they will flee right.”
“I think very addictive you know and I think people are gonna burn out from that and realize that it’s important to shut it down and live a life out in nature or whatever you know just like not be totally glued and addicted to this all the time.”

“... if anyone ever tells you something went viral that’s just their way of telling you they don’t know what happened.”

“...yes we can have a plan for that but in six months there may be a brand new technology that we can utilize to make something that somebody wants to do much better. So you can’t plan that far out but I guess as long as you sort of know what direction you need to go in or want to go in I guess that’s helpful if you can’t get that actual plan together.”

Because Facebook is so worried about going the way of MySpace where it’s like people left because it got overtaken by brands and by advertising and the reason you joined MySpace to begin with was to talk to your friends, communicate with your friends, or make new friends not to be blasted by like you know these giant corporations that like are hoping you’ll go buy like a new soda or a new pair of shoes or whatever. Um so Facebook has kinda put the hammer down on brands and I’m ok with it.

“...if a two way street develops, that’s great but if it doesn’t, there's nothing you can really do about it.”

Reactions in Social Media are Hard to Predict

The subcode “reactions in social media are hard to predict” included 11 of the 48 mentions for its code. It is hard to predict what is going to take off and what is not. Some sites have large groups of people who won’t engage while others have large groups of people that do engage. Social media success tends to hinge around trial and error.

“...they [movements] seem to be started by some random event that really catalyzes people and give people a lot of motivation to act. And you can’t predict that. They are almost like social epiphanies that happen right? And it’s very hard to design those.”

“You’ll see so many people uh go on Twitter and think that they can start something to trend or think that they are going to you know make real impact happen and I would say like totally 99% failure rate.”

“...that website is probably the most frustrating because there’s so much potential there but, just no way to get the people to engage.”

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Loss of Control in Social Media

The subcode “loss of control in social media” included 7 of the 48 mentions for its code. Content posted on social media is no longer controlled by the individuals or organization that created it originally. Instead, it becomes controlled by the social media environment and what people choose to do with it once it goes online.

“...what happens when some kid from Brazil sees it? What the hell are they gonna do with it? Like they’re gonna take it over and then someone is gonna click on it and see all these tweets and be like well what the hell are they talking about. You know like you can’t force one specific narrative. People forget that when it comes to social like all the power is in the hands of the people itself.”

“...there’s this huge kind of you know they’re very reluctant to hand over that power back to the people. Their so used to controlling the narrative like controlling the narrative is a very old school way of thinking that you can somehow on the internet these days tell people you know this is how its gonna be and it’s like wake up. You can’t do that anymore the power is with them now. Um you know social can make or break something you know social made Kony and then a day later social broke Kony.”

“...the thing about social is its going to go so far outside of your preset member audience. Um because if you run anything and its effective, the worlds gonna see it. Not just you know your core little group.”

“Yeah I think you tend to lose control right away. Um there’s you have no idea what’s gonna happen and that one sentence that you may not have realized was a problem ends up being a problem. So yeah I think you lose control the second it goes away.”

Social Media has Room for Improvement

The subcode “social media has room for improvement” included 5 of the 48 mentions for its code. Social media platforms are limited in what they can do. Additional functionality may be available in the future, but specific organizational or individual goals may not align with the capabilities of the social media platforms.

“...a lot of these different things to try to connect classrooms and essentially there isn’t really a great tool there yet for this.”
“Facebook is great in that you can connect older people particularly like college age crowd. But really anybody you know. Um but yeah so there’s we have used a lot of thing but it’s like imperfect right now.”

“I would just say the hard thing would probably be you know Facebook by design is very limited. You know like all you can really do is post comments that get buried over time and replaced with new comments so if you want to really create some page which is like I always want this to be in the top right corner and I always want this to be the call to action and I always want this…you know if you want to design it in some kind of a way sort of exacerbate what you want to accomplish. There’s real limitations in the design of Facebook.”

*There are No Social Media Experts*

The subcode “there are no social media experts” included 2 of the 48 mentions for its code. Social media is still new enough and changes constantly enough that there are no established social media experts. Anyone who claims to be an expert is likely not as many of the people who work in social media as a profession did not end up in that position on purpose.

“Everybody's followers are so different and engaging on different levels that it's just, it's kind of BS to be like I’m an expert. Anyone that tells you they're a social media expert, you shouldn’t trust them because they probably never, besides consulting or doing anything that, they probably never worked in social media. So that’s my advice to you.”

“So uh I think they didn’t really know what to do with me when I first started cause I had such a sort of, it’s not a unique background but in certainly relating to nonprofits, a radio guy like what am I gonna do you know.”

*Social Media vs. Traditional Media*

Under the code of “social media vs. traditional media” (16/147 mentions), three subcodes were identified. Participants described how social media differs from traditional media and noted that it was changing the way we interact, especially in the younger generations.
**Social Media is Changing the Way We Interact**

The subcode “social media is changing the way we interact” included 7 of the 16 mentions for its code. Traditional media is dominated by advertising and communication that is one way the communicator pushing a message hopes it will stick. Social media, conversely, is characterized by the ability to interact with followers and create two way communication between the sender of the message and the recipient.

“...figuring out what’s happening with social media and social data is that it’s shifting the power structure so instead of it being dominant in one direction or another its, lateral.”

“...historically you know direct mail, we still do direct mail, and we still do all those things uh you know a nonprofit historically would do. You know buy a list right. They go out and buy a list and spend uh ridiculous amounts of money on a list and then send out a ridiculously expensive mailer to this uh set of people who are based on the list that we bought. And that’s fine. And that works and people still do it and that’s great. But you know it’s that sort of peer to peer thing as well. So it’s not [the organization] asking this random unknown person hey will you support us? You know we empower our supporters to go out and ask that very same question from them right. So whether it’s fundraising or simply just friendraising...you know you going and asking your network of friends is far more powerful in terms of support or fundraising for us then if we go ask unsolicited you same group of friends.”

“I think though that uh you know what you’re doing in social media does have a different kind of value than what you’re doing in like a PSA because it does allow you to be much more interactive with people and just sort of engage them more in the cause.”

**Social Media Provides New Avenues for Traditional Media**

The subcode “social media provides new avenues for traditional media” included 7 of the 16 mentions for its code. Social media provides new ways of connecting with individuals through the digital space. At the same time social media and traditional media can be used in complementary ways to maximize the benefits of both mediums.

“...people like to talk about social media like it’s some special thing. It’s just another platform, it’s just a newer version of a platform for you to be able to get things done.”
“we have a lot of amazing things going on at [our organization] and these are just tools to share them with the folks who have already said they're interested.

“...they don’t use it [traditional media] for, they use it more to connect with the people that are already sponsoring not necessarily to, not as propaganda to bring people in.”

**Younger Individuals are Engaging in Non-Traditional Ways**

The subcode “younger individuals are engaging in non-traditional ways” included 2 of the 16 mentions for its code. Many of the participants felt that the social media environment was especially well received by the younger generation. Discussion around the nature of their engagement pointed towards non-traditional pathways leading to engagement.

“I think this year they’ve pretty much eliminated all print media advertising because they don’t have to. Because their audience lives online. Their average age of a person that interacts with [the organization] is 17 or 17 and a half.”

“...I still think there's kind of a comfortable space between myself and whoever it is that’s commenting on us that would not be there if they had to necessarily pick up the phone and ask us questions and I think number one it’s easy. It's where people are already and I think especially millennial donors, that’s where, they want to be met where they are.”

**Social Media Influence/Impact**

Under the code of “social media vs. traditional media” (20/147 mentions), six subcodes were identified. Participants described how social media is influencing our lives in a variety of ways from meeting emotional needs to changing the way we learn and interact.

**Social Media is Changing Our Way of Life**

The subcode “social media is changing our way of life” included 10 of the 20 mentions for its code. The new opportunities that are being opened up by social media are affecting our way of life. Some of these changes are obvious and easy to understand while others are more profound and will likely not be able to be understood until well into the future.
“...there’s some things that we can see that are happening and there’s much more that we can’t even anticipate. Um all these unintended consequences that will become apparent in 50, 100, and 150 years in terms of governance communication, and so on.”

“...people are losing sense of what should be confidential what should be like sacred and what should be shared and you know it’s like so I don’t know if that’s a good thing or a bad thing. And maybe it’s great because we’re just becoming like open and transparent or maybe it’s not good maybe we’re losing something. I don’t know.”

“I mean social media is kind of groundbreaking in the way that it’s changed how we sort of live our lives right. I mean who would have thought the first thing we would do in the morning is not check your email but check your Facebook right? Like that’s pretty crazy the way that Facebook has become woven into our lives and what it means for us in our social circles and how we identify with brands and all that stuff.”

“So all the people coming up now, this is going to be normal for them. It’s going to be common. Um, and so I think it’s going to turn into uh a much larger, larger platform where that’s gonna probably be the main way that you are able to connect and communicate with, with your supporters.”

**Social Media is Creating New Knowledge**

The subcode “**social media is creating new knowledge**” included 1 of the 20 mentions for its code. The content generated by users on social networks is itself a new form of knowledge. Whereas in history only those who had the means could record information, that ability is now widely accessible and easy to utilize.

“And now we have the ability to capture everyone’s stories and we have the ability to get kinda meta about what we do because so much of humanity has been invisible and so now it will all become visible. And that’s going to change your perception because all of a sudden we have more data and we have to make more sense of it.”

**Social Media Meets the Human Need for Connection**

The subcode “**social media meets the human need for connection**” included 2 of the 20 mentions for its code. Social media helps to fulfill an innate human desire to be connected.

Interview participants suggested that regardless of what direction social media platforms take in the future, they will continue to focus on bringing people together.
“...I think it’s gonna be, human beings are social creatures by just nature. So I think however it evolves, whatever the platform is, it’ll still be a way for us to get even closer.”

Social Media can be a Threat to Established Authority

The subcode “social media can be a threat to established authority” included 1 of the 20 mentions for its code. Due in part to the nature of social media empowering individuals and connecting them together, social media poses a threat to established authority.

“...it really does represent a threat you know it’s like a threat in the sense of change you know it’s like the whole Arab Spring the whole like you know even occupy wall street I mean all these things you now have sort of grown because of Facebook or because of social media you know and because of feeling what it feels like to be free you know.”

Social Media is Change Oriented

The subcode “social media is change oriented” included 3 of the 20 mentions for its code. The nature of social media is such that it allows for multiple causes to be spread easily. In addition, once content is added, social media makes it simple for that content to be spread to a large audience.

“...we are cause agnostic and there’s not a single cause. So, you know some organizations might be just about breast cancer or you know animal welfare or homelessness or hunger or something like that. Um, we do everything...”

“...there’s this coveted critical mass out there where eventually you reach a point where you got so many people engaged that there’s so much activity going on that just more and more people start you know paying attention and you hit critical mass and you don’t even have to worry about the growth of your audience...”

Social Media has Many Different Uses

The subcode “social media has many different uses” included 3 of the 20 mentions for its code. In addition to connecting people, social media can also help in accomplishing a number of other individual/organizational goals and objectives.
“...I would add is [social media] is you know pushing force because it’s kind of very great tool of education and at least two initiatives have happened in using YouTube channels of nontraditional education platform.”

“...most of our advertising, and soliciting of funds is done through web...”

Category 3: Online/Offline Action

The third category to be discussed is labeled “Online/Offline Action” (see Table 5) and is composed of 36 mentions. The mentions in this category focus on the relationship between how online actions can influence offline actions and vice versa. The mentions also explore the nature of the relationship between online/offline engagements.

TABLE 5

CATEGORY 3 CODES AND SUBCODES OF LEADERSHIP AND PERSUASION THROUGH SOCIAL MEDIA

<table>
<thead>
<tr>
<th>Category 3</th>
<th>Codes</th>
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<tbody>
<tr>
<td>Online / Offline Action</td>
<td>Online Action can Influence Offline Action (14/36)</td>
<td>Well Thought Through Social Media Efforts can Motivate Offline Action (7/14)</td>
<td>36</td>
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<td>Social Media can Serve as a Call to Action (3/14)</td>
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<td>Social Media Provides New Ways of Creating Change (3/14)</td>
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<td>Online Action can have Offline Consequences (1/14)</td>
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<td>Offline Action can Influence Online Action (6/36)</td>
<td>Offline Action can be an Example for Online Action (2/6)</td>
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<td>Offline Action can Inspire Online Action (2/6)</td>
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<td>Real World Events can Lead People to Engage Online (2/6)</td>
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<td>Online/Offline Engagement (16/36)</td>
<td>Offline and Online can Complement Each Other (3/16)</td>
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<td>Followership Doesn’t Ensure Offline Action (1/16)</td>
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<td>Different Levels of Engagement Should be Recognized and Encouraged (5/16)</td>
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<td>Treat Offline and Online Members as Equals (2/16)</td>
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<td>Do Something That’s not Being Done (3/16)</td>
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<td>Make it Easy for Individuals to Engage (2/16)</td>
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Online Action can Influence Offline Action

Under the code of “online action can influence offline action” (14/36), four subcodes were identified. Participants described how it was possible to use social media to influence action in the offline environment especially when the social media influence was well thought through and designed.

Well Thought Through Social Media Efforts can Motivate Offline Action

The subcode “well thought through social media efforts can motivate offline action” included 7 of the 14 mentions for its code. When discussion motivation to engage offline, it became apparent that individuals and organizations who had thought through their plan for engagement and already had an established follower base were successful at engaging their followers in offline action. This success was due, in part, to the participant’s ability to engage with followers in ways that were important/convenient for them.

“So, there was the website aspect and it originally started as that but it very quickly grew into a six channel program. And that was education, it was umm production so like actually getting hands on producing shows, government advocacy, and so that was like we actually had we had speaking engagements not only at the city council but we also had the mayor ask us to advocate…”

“...then the overall mission cause [the organization] was more than just the website. We tried to create an entire organization like an entire mission.”

“Well what we did with our followers through Facebook and email and our website is please show up and show your support. Pack that conference room with supporters of [the organization] to uh to uh show that the uh legislators that this bill matters.”

“...most of how we motivate people is ask em to something at their computer you know…a lot of what people can do is through the airways in a sense and so, and it’s hard to say well I have to spend my 4 hours tonight on Facebook but while I’m spending my four hours I can be doing some of this advocacy work.”

“But you know our kind of bigger goal with YouTube is kind of driving action through the videos so we do overlays on the videos and whether that’s a donation call to action or adoption or volunteer or whatever those things are in that video...”
Social Media can Serve as a Call to Action

The subcode “social media can serve as a call to action” included 3 of the 14 mentions for its code. Individuals and organizations with established follower bases can call upon that resource to take action in offline issues.

“Clearly and one of the things that really illustrate how it put boots on the ground as I call it is one of our first projects was to get [state legislative bill] passed. It’s the most comprehensive [bill related to the organization] ever passed in [the state] and so for four previous years that bill never got out of committee before [the interview participants] got involved. And so we started the network of people we had on email and started following us on Facebook.”

“...we just recently did a kind of a letter writing campaign but we used Facebook, Twitter, action words etc. and we asked for certain members of the congress to support the reinstating or support the [act related to the organization] and we encouraged them to basically reinstate that funding. And so actually 19 of those senators they took that letter and added their names to it and submitted it.”

Social Media Provides New Ways of Creating Change

The subcode “social media provides new ways of creating change” included 3 of the 14 mentions for its code. Social media platforms serve as a resource for individuals and organizations seeking to create positive community change. It does this through providing a unique way to organize issues, ideas and causes which had been unorganized.

“You know I think the basic core of leadership is about change, it’s about influencing others to make positive change. And through all the social media stuff that has not changed. The way you go about persuading is different. There’s some new advantages, there’s some new pitfalls you know.”

“The whole thing changes from unorganized activity to become organized activity.”

Online Action can have Offline Consequences

The subcode “online action can have offline consequences” included 1 of the 14 mentions for its code. The work done on social media space is open for the world to see. If an
individual or an organization posts content that may be controversial they need to realize that their online content can have offline consequences.

“So and also because we are journalists so maybe have some experience of the content so we I mean since then we put hours of looking for information and documents and share it always on this uh on this page and we got suspended from work.”

**Offline Action can Influence Online Action**

Under the code of “offline action can influence online action” (6/36), three subcodes were identified. Participants also discussed how events in the world can inspire people to take action online.

*Offline Action can be an Example for Online Action*

The subcode “offline action can be an example for online action” included 2 of the 6 mentions for its code. Individuals seeking to engage in the online environment can both learn from and develop content based on actions that are taking place offline in groups that are doing the same work locally but haven’t gone online.

“...you know there’s an army of people across this country who are doing the very same work that we’re doing in their locals all that kind of stuff. So you know we like to promote them and we like to hear from them and help them where we can and we’ve got some pretty unique programming...”

*Offline Action can Inspire Online Action*

The subcode “offline action can inspire online action” included 2 of the 6 mentions for its code. There are effective ways to inspire engagement outside of social media networks. Remember, social media serves as a medium for sharing content. If the work of the individual or organization is inspiring, it can make for great content.

“...so that’s what we did and we began to create a, we created a website, we created a uh not initially but we eventually created a board of directors with the 501c3 and did all that.
But one of the first things we did was we started getting involved in public policy and advocacy work. Started pushing for legislation in [the state] and was successful at that. Started giving public presentations around the country and it just started to snowball doing all kinds of stuff related to [work in the organization].”

**Real World Events can Lead People to Engage Online**

The subcode “real world events can lead people to engage online” included 2 of the 6 mentions for its code. Real world events can drive people, who would have otherwise have no reason to connect, to come together online.

“...my Facebook profile some all the clicks of mine who happened to be at this point out of the country in US or in the Gulf, I soon found out they were following whatever was happening [in the organization] through my profile. And the first step to change anything is to know that something wrong is happening. So they knew, and they got involved, and they started sharing...”

**Online/Offline Engagement**

Under the code of “online/offline engagement” (16/36), six subcodes were identified. Participants discussed how the online and offline environments influence each other and discussed aspects of engagement that were important to remember for creating successful change.

**Offline and Online can Complement Each Other**

The subcode “offline and online can complement each other” included 3 of the 16 mentions for its code. Work done on social media can serve as a way to enhance both offline and online action in a synergistic relationship.

“So we start doing some stuff in the square when we went to back our places, we continued doing other stuff.”

“So I kind of see those as you can almost picture those as like a venn diagram. Or just concentric circles right. So like as the program activity grows awareness about it grows
and the community discussing it grows and as the community discussing it grows, more people get involved and more people are able to take action steps.”

Followership Doesn’t Ensure Offline Action

The subcode “followership doesn’t ensure offline action” included 1 of the 16 mentions for its code. Simply having someone like or follow you on social media does not ensure that they will take action.

“I think you know one of the biggest misconceptions is that you know that if you have these people that like you or follow you or you know added you on whatever social media service you think. I mean like there’s a new one every single day so you know they’re gonna convert automatically and that’s definitely not the case.”

Different Levels of Engagement Should be Recognized and Encouraged

The subcode “different levels of engagement should be recognized and encouraged” included 5 of the 16 mentions for its code. There are a variety of ways for people to engage in social media, it is important to recognize and encourage all type of engagement.

“Obviously we love that and the ultimate goal is to get you to attend a meeting and to become a superactivist but at the same time we know that there are several different levels of engagement and we’re really happy to have people plug into the mission in any way that they can.”

“...so we really want to engage with people, get to know them get them to plug in. If they donate that’s great, if they show up to an event that’s greater. Um it’s any form of activism or engagement possible.”

“You want both yourself and your network to be engaging with, you know the broader sloth of humanity. So the fact that anybody who's like sharing or interacting with a post on Facebook can be talking with any of their friends about it is useful in kind of movement building.”

“...we try to encourage all of our staff members to go to as many events as you can. Because it takes you away from the office and you go into the world and you realize what you’re working for and what, why you’re here.”
**Treat Offline and Online Members as Equal**

The subcode “treat offline and online members as equal” included 2 of the 16 mentions for its code. It can be easy to forget about connecting with online members when dealing with face to face members, but online members interact in many of the same ways as face to face members.

“...basically from 25-35 is our audience which maybe just reflects social media in general vs. offline donors. Um you know our average gift offline is pretty on par with what we get online.”

“So it’s just trying to motivate, we’re trying to hit those followers at home where it hurts in [the organization] and make sure that we connect with them in some way.”

**Do Something That’s not Being Done**

The subcode “do something that’s not being done” included 3 of the 16 mentions for its code. Many social media efforts fail. They are even more likely to fail if the attempt to create change is already being done and especially if it is being done well. Don’t try to recreate what someone else has already done in social media.

“There was a massive opportunity here in that nobody was in the space.”

“Now if there’s somebody already doing exactly what your trying to do and their doin it pretty well you’re not going to be successful.”

**Make it Easy for Individuals to Engage**

The subcode “make it easy for individuals to engage” included 2 of the 16 mentions for its code. One of the barriers to engagement, offline and online, is the amount of effort required to engage. As discussed above, there are a variety of levels in which individuals can engage online and the simpler it is, the more likely they are to engage.

“...understanding behavior very well and providing action that you know people, the average person doesn’t have to change very much to act on.”
“...you gotta make it dead simple...”

Category 4: Social Media is Social

The fourth category to be discussed is labeled “Connect with People” (see Table 6) and is composed of 84 mentions. The mentions in this category focus on the idea that social media is about connecting with people in meaningful ways. Participants discussed the importance of creating meaningful connections and also the challenges of remaining active without abusing your connections to your audience.

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<tr>
<th>Category 4</th>
<th>Codes</th>
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<td>Social Media is Social</td>
<td>Connect with People (38/84)</td>
<td>Connect with What Others Care About (10/38)</td>
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<td>Create a Two-Way Street with Followers (13/38)</td>
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<td>Build Relationships with Followers (15/38)</td>
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<td>Make Engagements Meaningful (28/84)</td>
<td>Make Followers Feel Like Part of the Group (7/28)</td>
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<td>Connect on a Personal Level (12/28)</td>
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<td>Reward Engagement (1/28)</td>
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<td>Cultivate Friendships (7/28)</td>
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<td>Don’t get Distracted by Small Groups of Critics (1/28)</td>
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<td>Don’t Do All the Talking (2/8)</td>
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Connect with People

Under the code “connect with people” (38/84), three subcodes were identified. Participants described how it was important to not do all the talking on social media and focused on the building of relationships as a key component of success.

Connect with What Others Care About

The subcode “connect with what others care about” included 10 of the 38 mentions for its code. People go on social media to find things which they care about passionately. If the content you’re posting is not something to which they can resonate or be inspired they will have no reason to connect with you.

“What regular people post are things that are inspirational, that are funny, and that invoke beauty. That’s what I observed sort of roughly. And so they’ll do the things that proliferate.”

“...welfare I think our supporters are very special people and theirs, it all centers around that bond that people have with [organizational focus] right.”

“...so the individual has to be motivated enough to share what's happened to them so that they can try to see if other people are either interested in doing that or replicate that or just see a kernel of that and want to do what they can do.”

“Yeah, I think as personal as you can make it. People want to feel connected; they want to feel like they’re a part of what you’re doing.”

Create a Two-Way Street with Followers

The subcode “create a two-way street with followers” included 13 of the 38 mentions for its code. In order to engage people online you have to actually engage them in a reciprocal way. Just pushing information without having any conversation is not engaging in the social media environment.

“I think that beyond just using social media as a listening tool it’s the greatest opportunity to engage your people and learn more about your audience and what their interested in
and how you can really related to them and make what you’re saying on your networks even better.”

“Um we try to balance our conversation, our @ replies vs. our just actual tweets. Uh you know if we can keep our @ replies in the sort of 40-50% range I think we’re doing very well. Um and that tells me that we’re having conversations with those things.”

“So I just think it's having, well I mean our whole focus is to bring people together so whether or not we’re bringing people together in an online discussion or in a face to face discussion you know we're achieving that were achieving that you know step towards our goals.”

“...often our job is to instigate discussion.”

“...being socially connected, engaging with, our supporter base, people interested in the work we do, and then engaging with our peers, other nonprofits in a social network setting...”

**Build Relationships with Followers**

The subcode “build relationships with followers” included 15 of the 38 mentions for its code. If you want to persuade people to take action, they will need to see you as more than just another page on the internet. Building a relationship with followers takes time but is necessary for persuasion through social media.

“...but I think it’s also uh like being sure that you’re listening to what your supporters are saying online about your brand and your issue and your organization and uh you know and when you need to be, being responsive to those, uh to those comments.”

“I think being as personal as you can be, ask questions, ask them to respond, ask them to take an action. Um, that’s probably the best way to keep them involved with you.”

“...we have quite a large following out there, a large community. But we try to respond to every single person.”

“That you know you always say thank you when someone retweets you or mentions you. You, you know, it’s just, it’s common courtesy, there’s certain things that you follow people back and that’s what we do at [our organization] is we follow everyone back. You know everyone matters to us...”
“I mean again, people are going to slip through the cracks, but I think that’s one of our biggest goals is to respond to every single person and make sure that their questions are answered and if I can’t answer their questions to pass them off to someone else here.”

**Make Engagements Meaningful**

Under the code “*make engagements meaningful*” (28/84), five subcodes were identified. Participants discussed the importance of connecting with people in meaningful ways so that they felt like a part of the change effort.

**Make Followers Feel Like Part of the Group**

The subcode “*make followers feel like part of the group*” included 7 of the 28 mentions for its code. Make an effort to help followers feel like they are genuinely a part of the movement or organization you are promoting will make them not only feel part of the group but, for some, part of the positive change online and/or offline on the issues upon which they care.

“So we had this email list of maybe 4000 or 5000 people and we have 1800 follow us on Facebook and so we had this kind of collective group of their groupies that are following what we’re doing but their also people that can be spurred to action. So one of the things to do is we had to keep the updated on what we’re doing.”

“I mean I think the key is probably like to really do it. Not just pretend to do it. Not just like create a page and just like put a couple updates once in awhile just to try to do it but to really like be in there like communicating and interacting with the community and just having it be a vibrant place. I think that’s when people really connect with it and start engaging more.”

“We just want to have a conversation and I think that makes people trust us a lot more which gets them to then feel comfortable...”

“Um, I think following the social media rule don’t talk about yourself or don’t promote yourself to much definitely helps us out in terms of increasing that engagement.”
Connect on a Personal Level

The subcode “connect on a personal level” included 12 of the 28 mentions for its code. People want to be engaged but they want to believe that their engagement was their choice and not someone else’s. This personal level strengthened their connection and appeared to generate greater online and/or offline activity.

“You know I’m really unhappy with this government, I know you uh I’m really unhappy with whatever oh I feel like a fraud, whatever those things are in terms of the, the human psyche, they tend to be hidden away. So when you crack that open and other people confess to that as well it becomes this really powerful energy.”

“So part of the thing about mass movements is how you engage people to do things for you and so then and because the interesting thing is that for a lot of these nonprofits, really they see the public as a piggy bank right?”

“[Discussing Wal-Mart as an example] What they’ll do is post like a recipe and of course the ingredients, you can buy them at Wal-Mart but they’ll never say go buy these at Wal-Mart they’ll just say here’s a recipe from the Wal-Mart kitchen you know here’s a picture of some fresh flowers for spring and their flowers you can buy at Wal-Mart but they’ll never tell you go to Wal-Mart to buy this you know. And you know you’re going to have so much more interaction if you push flowers and say happy spring than if you say ok these flowers are on sale go to Wal-Mart. And you know someone with as many likes as them their still going to see like really good engagement because they have that many people that they’ve worked to build but Wal-Mart’s you know ratio of people that are actually engaged with their brand it’s pretty incredible…”

“I think the most important thing that we learned is that people want to know that there’s someone behind the curtain. You know like people like to be talked to and their engaging with your brand because they really like you and because they believe in what you do.”

“So something like that you know a little emotional, very timely, not any way related to the work that we do but it's definitely going to increase our engagement.”

“Or we’re spurring our community to action around something that might be anything from like a more traditional advocacy campaign uh where we’re asking them to you know send a letter to their elected representatives uh or it could be around you know more, like getting them to share something with us like as an action. Like uh, something about their own childhoods, uh something about you know hunger that they see in their communities.”
**Reward Engagement**

The subcode “reward engagement” included 1 of the 28 mentions for its code. One way to help participants engage is to reward them for participation. These rewards do not necessarily need to be tangible in nature.

“I think people are getting much more savvy to that and so you need to create some sort of value for them in order to get this engagement and have different types of engagement where, that satisfies some intrinsic need for the people who are going to participate in this social movement. Um so you need to give them things to do it needs to be more like a game.”

**Cultivate Friendships**

The subcode “cultivate friendships” included 7 of the 28 mentions for its code. Referent power provides a source of power that is easier to tap into with less consequence. Building friendships in the social media environment is an important step to engagement.

“So you know my idea going into this and it has been very successful but you know instead of being a brand us just shooting all these you know do this do this do this do this do this, it’s actually being a friend.”

“...if a friend asks you to take action your four times more likely to take action so that’s why I wanted to be the friend instead of right now it’s just this big black and white logo saying do this do this do this.”

“...unless someone feels a bond to you their probably not going to do anything.”

**Don’t get Distracted by Small Groups of Critics**

The subcode “don’t get distracted by small groups of critics” included 1 of the 28 mentions for its code. Given the massive audience that engages with social media there is likely to always be a critic somewhere for anything you post. As long as it is just a small minority it’s probably not worth worrying about.
“So you just have to balance it and know that while 14 people might be complaining and harping on you and it feels like the worst thing in the world in a crisis in reality you have 171,000 Facebook fans. So 14 people that are pissed, it’s not that bad.”

**Remain Active**

Under the code “*remain active*” (10/84), two subcodes were identified. Participants described how their audiences lost interest quickly on social media unless they were consistently engaging with them.

**People Will Lose Interest Without Action**

The subcode “*people will lose interest without action*” included 4 of the 10 mentions for its code. If you want followers to engage with you on social media you have to do something that they can engage with.

“My main point is to convert so you know from that point on it's like what I’m gonna do is I’m gonna keep posting questions that are cause related I’m gonna keep posting content that’s cause related but I’m also going to post things you know that will just make people laugh and make people cry. Because the thing about social is it’s all about connection.”

“I think you can but it think it’s really hard to continue to engage interests when the campaign’s not active.”

“In a way the nature of Facebook is if you don’t do anything nobody really notices you know.”

**Consistently Engage Audience**

The subcode “*consistently engage audience*” included 6 of the 10 mentions for its code. Social media users typically have short attention spans. Inaction or content that is too time consuming will quickly lead to boredom for followers.

“I think the majority of your followers have an expiration date on em. Depending on what you’re doing it may be longer than others. But people’s attention spans are so short and you only got em for awhile. When they first sign up, they’re really into you. Their
supporting what you’re doing, they love interacting with you. I mean they get bored with you within a couple days they might get bored with you in a couple weeks.”

“So do something unique do something valuable. Something that a lot of people are going to find interesting or a lot of people are going to get value from frequently engaging with cause that, you know social media is not like it’s not a single transaction. It’s an ongoing organism and if you don’t constantly have something new and engaging for people to get with it’s going to fade into the past you know in a couple days.”

“You know in terms of keeping people engaged it’s just a matter of really you know putting out comments putting out engaging little tidbits and you know kinda pulling people into the page every now and then. And so just doing that sort of routine maintenance of keeping people engaged but I think that’s mostly what it’s been.”

“And if you're gonna maintain that kind of community people expect, you know and you're gonna offer that messaging, you can’t turn it off right.”

“I mean literally if I continued to answer questions and ask questions and participate in the conversation as a community manager then a massive amount of our community continued to interact.”

Don’t Abuse the Connection

Under the code “don’t abuse the connection” (8/84), two subcodes were identified. Participants also discussed the need to find a balance between staying consistently engaged and not abusing their connections to their audiences.

Abusing Your Connection Leads to a Loss of Followers

The subcode “abusing your connection leads to a loss of followers” included 6 of the 8 mentions for its code. In social media, it’s really easy to disconnect from someone who is abusive. Whether its overwhelming people or manipulating them in some way they don’t like, abusing your followers is a quick way to lose them.

“...if someone is on Facebook it’s because they want to talk to their friends not because to hear about your new soda or your new pair of shoes and if those people really do want to know about it than those people will be engaging with you anyway.”
“I mean Facebook, Facebook we post once or twice a day and usually once because we don’t want to annoy people to much but twice if there’s something really important going on...Twitter we try to post about four to six times a day. Sometimes less if there’s not a lot going on or we know that we’ve been posting a lot we kind of take a break a little bit cause we don’t want people to get sick of us.”

“I think you know you have to be careful especially online that you’re not overwhelming people...And you want to be careful that you’re not filling up their news feed constantly with things but you want to keep them engaged.”

*Don’t Do All the Talking*

The subcode “*don’t do all the talking*” included 2 of the 8 mentions for its code. Just as in face to face conversations, social media conversations need to include opportunities for contributions from the followers.

“So if uh if you were at a cocktail party and you know you went up to talk to someone, obviously what you would expect is to say hi I’m Justin, uh I’m a student at this university and I’m working on this thing do you have any experience in this. And you have this nice conversation and this person would say oh I did something similar over here and back and forth. Um but you wouldn’t go into the cocktail party and stand on the couch and just yell ya know uh HI I’M JUSTIN AND I’M DOING THIS THING! Right, cause that would be really annoying so that’s kind of the same thing. If we think about it as a cocktail party it’s about conversation. It’s you know that’s the bottom line.”

Category 5: Broad Reach of Social Media

The fifth category to be discussed is labeled “*Broad Reach of Social Media*” (see Table 7) and is composed of 33 mentions. The mentions in this category focus on the far reaching and global audience of social media. Social media allows individuals and organizations to connect with this massive audience as well as audiences that had been previously unreached before social media.
TABLE 7
CATEGORY 5 CODES AND SUBCODES OF LEADERSHIP AND PERSUASION THROUGH SOCIAL MEDIA

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<thead>
<tr>
<th>Category 5</th>
<th>Codes</th>
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<tr>
<td>Broad Reach of Social Media</td>
<td>Expands Potential (10/33)</td>
<td>Expands Potential through Extending Reach (4/10)</td>
<td>Creates New Opportunities (4/10)</td>
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<td>Massive Audience (9/33)</td>
<td>Global Audience (8/9)</td>
<td>Open Dialogue Across Countries (1/9)</td>
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<td></td>
<td>Connect Unreached Audiences (14/33)</td>
<td>Engage Individuals Previously Not Available (9/14)</td>
<td>Connect with Individuals Without Them Seeking You Out (2/14)</td>
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Expands Potential

Under the code “expands potential” (10/33), three subcodes were identified. Participants discussed how social media enhanced the potential of their change effort by creating new opportunities.

Expands Potential through Extending Reach

The subcode “expands potential through extending reach” included 4 of the 10 mentions for its code. Social media expands the potential for positive change because it gives individuals and organizations the ability to reach audiences over vast geographical locations.

“I mean without Twitter or Facebook I wouldn’t have made 75% of the connections that I did after the thing got started.”

“They used to talk about 6 degrees of separation now its maybe 3-4 degrees of separation now. It is, and I don’t, that’s just going to continue and that social movements are going to be and are going to be less defined by borders, less defined by boundaries, less defined by location than ever before.”
**Creates New Opportunities**

The subcode *creates new opportunities* included 4 of the 10 mentions for its code. Social media enables individuals and organizations to do things that previously would have not been feasible. The opportunities enabled the participants to promote and create change outside of their local audiences.

“But I remember as we created 1100 torches and then Jana’s campaign and primarily Jana’s campaign that the world had changed in the sense when it comes to community organizing when it comes to social movements, when it comes to social justice, when it comes to how tos in addressing social issues that we don’t have to have big organizations with lots of money to mobilize people to do things.”

**Extend Local Expertise to Broad Audience**

The subcode *extend local expertise to broad audience* included 2 of the 10 mentions for its code. Social media allows for specialized skill that is typically found only locally to be spread and shared across an almost unlimited and broad audience that is tuned into social media.

“...[we] specialize in civic leadership...we have a skill set we have a skill set very unique and different from parents of most parents...”

**Massive Audience**

Under the code *massive audience* (9/33), two subcodes were identified. Participants discussed how the sheer number of people who are on social media creates a global audience for messages shared in the social media environment.

**Global Audience**

The subcode *global audience* included 8 of the 9 mentions for its code. There are hundreds of millions of users on Facebook, Twitter, YouTube, LinkedIn, and others from around
the world. They are all able to view the content that is available on various social media networks.

“It just lets it spread like wildfire and you create, everyone has the ability to put that out you know with two clicks and a like it’s up and you know everyone in your social pack can see it.”

“...how would you reach 92 countries for gods sakes on a video you know were getting emails from around the world that would never ever have happened ten years ya know even 10-15 years ago...social movements are going to be and are going to be less defined by borders, less defined by boundaries, less defined by location than ever before.”

“Yeah, definitely, I mean uh I’m always shocked to learn our audiences on our social networks like our third most popular city that interacts with us is Paris, France. And I just wouldn’t expect that at all you know. And we actually get a lot of comments from Brazil and Turkey and you know countries that we don’t even have chapters in.”

*Open Dialogue Across Countries*

The subcode “open dialogue across countries” included 1 of the 9 mentions for its code. Social media brings opportunities for simple or complex or conflictual but powerful discourse between countries on a wide variety of topics.

“...creating these video competitions around different areas of conflict. And uh created you know, chosen, these peace champions who can represent their countries and that’s so that’s really been the primary work on the page so far but I think I see it as really just the beginning I think there’s so much potential there to really bring the world together in a major way right now.”

*Connect Unreached Audiences*

Under the code “connect unreached audiences” (14/33), four subcodes were identified. Participants described how social media allowed them to gain access to individuals in that they previously had no way of connecting with.
Engage Individuals Previously Not Available

The subcode “engage individuals previously not available” included 9 of the 14 mentions for its code. By opening channels of communication that were not previously available, social media enables individuals and organizations to connect with others that they previously did not have access to or even know they exist.

“...you know obviously and that is the power of social right. That we’ve got the ability to reach uh a much bigger audience in a much quicker way.”

“...in terms of creating a community of change, we just look to get people on social media uh, sort of excited about the work we do and the global women’s movement in general, educate people about what’s going on in the countries that we work in. Especially ones that aren’t in the media.”

“I don’t think the people that I get comments from or uh tweet at me would be looking in any way to engage with our organization if it wasn’t quite so easy to do. If they had to look on our website and try to track down an email address or a phone number for us.”

“I think social media is a good thing because it helps you, gives you another way to tell your story and is introducing you to people who you otherwise wouldn’t meet.”

Connect with Individuals Without Them Seeking You Out

The subcode “connect with individuals without them seeking you out” included 2 of the 14 mentions for its code. Social media allows information to be pushed to users through the digital space without them actually going out and looking for the information or knowing those promoting a particular cause.

“We used Twitter and a Facebook page to communicate to the citizens for just mundane things so the task for local government is you know most people when they wake up in the morning their not saying gee I should check out the city of Wichita you know webpage to see what’s going on you know. You just don’t care. So what they did was they started pushing the information out where people already are.”
Provides New Outlets for Information

The subcode “provides new outlets for information” included 2 of the 14 mentions for its code. Social media allows information to be spread and shared in ways that were previously not possible in an almost unlimited way through almost unlimited inlets.

“...look at, disasters like Katrina vs. Haiti and the proliferation of social media used to allow individuals to organize to provide aid in Haiti and also in Japan. It was totally different because individuals could communicate from those regions and say exactly what they needed you know. In Katrina everyone was locked up in a dam super dome ya know. Uh there was no way to get the word out. And so people didn’t have a social graph in place where if they got the word out then that graph could push it you know find the resources or amplify that message.”

Bring People with Common Goals Together

The subcode “bring people with common goals together” included 1 of the 14 mentions for its code. Social media allows for the cooperation, communication, partnership, and collaboration of individuals with common goals and objectives.

“I mean our whole focus is to bring people together so whether or not we’re bringing people together in an online discussion or in a face to face discussion uh you know we're achieving that were achieving that you know step towards our goals.”

Category 6: Strategic/Data Driven

The sixth category to be discussed is labeled “Strategic/Data Driven” (see Table 8) and is composed of 152 mentions. The mentions in this category focus on the need for social media to be implemented strategically. This includes gaining support of key individuals when possible, having someone dedicated to work with social media and using available information to make good decisions regarding the use of social media.
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<th>Category 6</th>
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<td>Engage High Profile Social Networkers When Possible (10/13)</td>
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<td>Dedicated Support for Social Media (11/152)</td>
<td>It is Important to have Someone Dedicated to Social Media Efforts (10/11)</td>
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<td>Support for Social Media within Organizations is Valuable (1/11)</td>
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<td>Think Through Social Media Actions (72/152)</td>
<td>Have a Strategy for Engaging Your Followers (48/72)</td>
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<td>Produce Content with People Outside of Your Primary Audience in Mind (9/72)</td>
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<td>Content can Bridge Social Media Platforms when Well Designed (5/72)</td>
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<td>Stay Informed about Social Media (6/72)</td>
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<td>Focus on the User (36/152)</td>
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<td>Data Driven (20/152)</td>
<td>Social Media Efforts Should be Guided by Data (9/20)</td>
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<td>Monitor Activity (7/20)</td>
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<td>Use Multiple Resources to Stay Informed (4/20)</td>
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**Support of Key Individuals**

Under the code “support of key individuals” (13/152), two subcodes were identified. Participants described the benefit of having highly influential social media users associated with their change efforts.
**Connect with Established Individuals in Your Work**

The subcode “connect with established individuals in your work” included 3 of the 13 mentions for its code. Participants discussed how connecting with individuals who were established in the areas in which they were working could be beneficial for furthering the work.

“I had playing for my team some very influential people in the community. And early on I got the support from those people.”

“... real life connections really helped to make it happen.”

**Engage High Profile Social Networks When Possible**

The subcode “engage high profile social networks when possible” included 10 of the 13 mentions for its code. Finding celebrities or individuals who are really well connected in social media circles and support the work of the individual or organization can drive up the credibility which drives up the quantity of followers.

“I don’t want to say that celebrities are more important than anyone else but they help us to spread the message a lot easier.”

“...we have a couple vip tweeters or Facebook commenters who comment a lot or retweet a lot and we make sure to take special effort to reply to them and engage them in conversation. Um, because we know they’re going to increase the conversation...”

“Definitely around events we’ll do a push out to our celebrity supporters, especially on Twitter and just say you know, hey would you mind just sharing this information?”

**Dedicated Support for Social Media**

Under the code “dedicated support for social media” (11/152), two subcodes were identified. Participants described the value of having at least one person who was dedicated to the management of social media platforms for the cause as this allowed for someone to maintain the social media presence.
It is Important to have Someone Dedicated to Social Media Efforts

The subcode “it is important to have someone dedicated to social media efforts” included 10 of the 11 mentions for its code. The amount of effort required to be successful in social media is significant. Participants described large time requirements in attending to the needs of their followers on social networks.

“I would say I’m responsible for like 90% of all of the content that goes onto Facebook and Twitter and all of our other networks.”

“...we’ve tried to narrow it down into you know only one or two people are posting and so, the voice of it is the same and we’re touching all the different areas. Um, which I think has helped uh engage a larger audience cause there’s people that are interested in the different areas that we do.”

“I’m fortunate enough to be the online voice for [the organization]. So that in everything I write whether it’s a little tweet or something like that or it’s a comment I take that serious.”

Support for Social Media within Organizations is Valuable

The subcode “support for social media within organizations is valuable” included 1 of the 11 mentions for its code. The content posted on social media benefits from having the support of everyone in the organization even if there is just a couple people who work primarily with the social media networks.

“I’m sort of the intermediary to, in addition to all the social media stuff, playing the internal reporter. So I’m also trying to connect dots where people may not from one department be talking to each other but then I realize there’s a combination. So kind of getting in between there and saying ok what can we do to leverage this.”

Think Through Social Media Actions

Under the code “think through social media actions” (72/152), five subcodes were identified. Participants described how, especially given the nature of social media, it was important to think through social media actions prior to posting the content online.
**Have a Strategy for Engaging Your Followers**

The subcode “have a strategy for engaging your followers” included 48 of the 72 mentions for its code. One of the most prominent themes that emerged was the need to have a strategy for engaging the followers and further engaging them in positive change. The strategy the participants used was often well thought out and complex as it considered interaction from various levels.

“And then like the added layer is ok so you have a video and it’s great to have everyone watch it but then what. Like you know what happens next? Are you trying to raise awareness, are you trying to raise money, are you trying to get people to take action and how does that convert and how much of that is causing them convert.”

“Well of course we have to have a Facebook account, everyone has a Facebook. But if that’s your answer then you’re not really thinking about what you want to do with Facebook because everyone has a different purpose behind it.”

“So it goes from an online conversation to an email conversation to then like personal relations where you’re talking on the phone etc. Bringing them down that funnel, the funnel of engagement but you know.”

“...lets actually sit down and strategize, understand what our goals would be with Pinterest before we run off and do it. Um and decided whether or not it’s even a good idea.”

“...one of the things that’s holding up being able to do these movements very well is like say you want to do it in a very intentional way.”

“It’s the voice of the organization and making sure that everything always goes back to what we stand for and that if its ever read in a way that we weren’t intending it to be read as or it was interpreted in a different way, that it always comes back to what we’re here to do. So I think it’s just being careful in every single word you write to make sure to never offend anyone.”

“...you just have to think about a mile down the road and see what kind of consequences whatever you're going to do might have.”
Produce Content with People Outside of Your Primary Audience in Mind

The subcode “produce content with people outside of your primary audience in mind” included 9 of the 72 mentions for its code. Given that social media is open to anyone, it makes sense that the content should not be presented in a way that would not be suitable for a much broader audience than staff and the most fervent believers.

“...for something that was as well known as invisible children like for someone with their brand equity, they didn’t have that many Twitter followers, they didn’t have that many on Facebook. Um and you saw that it wasn’t about them having the equity of all 100k followers on Twitter, it was putting together something that could go beyond your immediate network. Um and you know work in a much larger digital space.”

“The thing about the internet is now that you may have a specific audience set in mind and you always try to craft that message for that original audience but you also have to make your message so that when your member base carries on your message, which is what you want them to do. You want everyone to be a brand ambassador that when they post it on their Facebooks or they post it on their Twitters it’ll be able to resonate on a much much larger base.”

“And then I think also it’s just knowing how to communicate well to you know the larger group, the, I think it’s like 11,000 people follow us. Um knowing how to communicate to them in a way to get them to reshare information so.”

Content can Bridge Social Media Platforms when Well Designed

The subcode “content can bridge social media platforms when well designed” included 5 of the 72 mentions for its code. Participants discussed how content could be designed for use on multiple different social media platforms at the same time if done well and intentionally which produces a bigger impact.

“...the things that I might post on Twitter are definitely you know some things that I’ll post on Facebook or Tumblr or Pinterest or YouTube or whatever because every site has a very specific personality and every site has differences of people that are likely to follow what you do so.”

“...what it did was it streamlined the process so prior to that, the citizens would you know, fill out a form and it would go through you know, the process in public works and instead with their phone app just by documenting the photo and having it geo-located and
commenting on it, it would go straight into the database of things that needed to be fixed. And then when it got fixed in the database it was integrated with this app to push out and send an SMS message to the citizen that had reported it saying it was fixed.”

**Give Up Control**

The subcode “give up control” included 4 of the 72 mentions for its code. Once the content is released into the social media environment it is futile to try and maintain control of the posted content. Part of the art of using social media for positive change is to know one cannot have a high level of control and to accept selectively giving up that control.

“...we’re not like over their shoulder monitoring every single thing that they do but you know...we check in with them like hey these events coming up what are you guys planning. So it’s, we work really well together but it’s definitely not like us dictating what they have to do.”

“I mean I hate the idea of piracy as much as I hate the idea uh of closing down the ability to share. But you know there’s gotta be a happy medium there right.”

**Stay Informed about Social Media**

The subcode “stay informed about social media” included 6 of the 72 mentions for its code. Staying informed of the most recent changes and advances in social media can provide a significant advantage in utilizing social media effectively and these things change daily and change massively over a short period of time.

“...all these little opportunities that have come up are exactly how I have gotten ahead in social media and it’s always just been like ready to jump and put the time into the thing that actually works rather than spinning my wheels...”

**Focus on the User**

Under the code “focus on the user” (36/152), five subcodes were identified. Participants discussed the need to focus on the needs of the users they were engaging with and designing efforts around those needs.
Keep Information Fresh

The subcode “keep information fresh” included 7 of the 36 mentions for its code. Regardless of what your cause or purpose is, it is important to keep the content being posted fresh and interesting which means updating information numerous times per month.

“...if your messaging your base about the kind of thing over and over and over again, more likely than not their just going to end up tuning you out after about a week of paying attention to you which really sucks for not for profits because you know you’re so passionate about the cause your behind you have to find that balance between how do I message you know my tribe and how do I utilize them and at the same time not burn them out and you know.”

“...all people kind of like a diversity of things to engage with.”

Set Expectations for the Audience

The subcode “set expectations for the audience” included 12 of the 36 mentions for its code. Setting the expectations of followers is an important step in social media success. Setting engagement expectations that can be maintained and being careful with sensitive information is critical for continued engagement.

“...when it comes to the internet you have to kind of train your audience to expect certain things from you.”

“And they create these posts that are, you have to respond, if you see it you have to either respond to it in your head or on Facebook you know, and either one you have to you’re forced to make a decision about what they’ve said you know.”

“And as a person I wouldn’t want all of my personal things out there on the internet. Um and so we try to be respectful of that as well...”

Try New Things

The subcode “try new things” included 6 of the 36 mentions for its code. The social media environment is relatively new and uncharted. Openness to change and a willingness to try
new things can lead to success. The cost of trying new things is low, if these new things do not work little is lost but if they do attract attention much can be gained.

“I think too like one thing I like about this organization and uh you know our sort of approach is you know we’re just, we’re not afraid to experiment with things and to see you know if something, just try something to see if it works or not.”

“So the small tests that we’ve run have been really positive but we’ve never actually done it before in the actual environment. So this is going to be a big make or break. If it works I think we’ll be doing it with pretty much every campaign in the future and if that doesn’t work then we’ll have to think of something else.”

Sponsored Exposure can Increase Quantity

The subcode “sponsored exposure can increase quantity” included 2 of the 36 mentions for its code. Participants described how exposure that is driven by advertisement or reward can increase the quantity of the followers.

“You know if you want to talk about Twitter for a second we had like I said we were on a suggested list. Twitter back in the day had a suggest list of charities and not for profits people could follow. But most of users came from that list so they weren’t organic followers.”

“I think moving forward we’re gonna start doing like creating exclusive content for our online supports and saying you know support this initiative and we can send you this or if you donate for this you’ll be entered into a chance to win such and such you know it’s kind of bribery but it works.”

Make it Easy to Engage

The subcode “make it easy to engage” included 9 of the 36 mentions for its code. Success in social media is more likely if it is easy for followers to engage regardless of the task that they are being asked to do.

“...you gotta make it dead simple so uh we know just looking at you know the 2.0 analytics every time you make someone click an angel loses its wings...”

“People taking these really simple easy actions, you know right there on Facebook you don’t even have to get off Facebook to do it. We’re not asking you for any money we’re
not really asking you for more than two or three minutes of your Facebook time. Which what were you doing with your Facebook time anyway? You were spending it on Facebook, you know.”

“...you know we’re here in eastern time but we have a lot of supporters in the Midwest, a lot of supporters in LA, so making sure that things occur at the correct time.”

Data Driven

Under the code “data driven” (20/152), three subcodes were identified. Participants discussed how easy and also how important it was to monitor social media actions and use that information to inform future work.

**Social Media Efforts Should be Guided by Data**

The subcode “social media efforts should be guided by data” included 9 of the 20 mentions for its code. Strategic efforts in social media should be data driven. Especially since data is so readily available at low to no cost through social media analysis tools.

“...we have a bitly so we can constantly track it and we can track it from year to year which is great too. We also use bitly for our QR codes which is amazing cause you can track everything. And when we do a video from year to year you know, to see the different stats, it’s a great tool. Other than that I mean you know using the new facebook analytics, I think are great for the new brand timelines. They’ve been really helpful especially when you can kind of dive into where people are looking at it, what their gender is, what the age is, super helpful.”

“So you know but things like analytics even just visits to our website and our donation forms like we can track those things pretty easily even with just Google analytics.”

**Monitor Activity**

The subcode “monitor activity” included 7 of the 20 mentions for its code. Be aware of what is happening on your social networks on a regular basis. The social media environment
moves and changes quickly so it is important to be aware of what people are saying about your cause.

“So it just to really kind of feel it out and see we can monitor how many people have unfollowed us that day vs. our follows and wage whether we think it is worth it to keep posting etc.”

“Um, so and really when I’m looking at metrics I’m looking at engagement more than followers. Followers is definitely something I still include but I’m looking more for retweets, @ mentions on Twitter, uh on Facebook its comments, likes, and shares essentially.”

“...from setting up some really simple feeds and a monitoring tool you know see a lot of things that people are saying...”

Use Multiple Resources to Stay Informed

The subcode “use multiple resources to stay informed” included 4 of the 20 mentions for its code. There are a variety of free and low cost sources of information including Google Alerts, Mashable, Facebook analytics, Google analytics, Bitly, and others regarding current events about your social media networks and social media in general. Pulling together the right combination to stay informed can have a powerful impact.

“I’m always looking at mashable more than anyone just to make sure we’re doing what we should be doing or if there’s new pieces of information out there that I’m just not aware of right now.”

“...with like Pinterest and LinkedIn, er uh Causes they actually have their own trackers within that so you can see how many people took that picture and reposted it on causes you can see how many people actually viewed the thing that you posted. Um, so they have their own internal tracking there too.”

Category 7: Authentic

The seventh category to be discussed is labeled “Authentic” (see Table 9) and is composed of 40 mentions. The mentions in this category focus on the need for consistent and quality interactions on social media that are both inspiring and real.
Be Consistent

Under the code “be consistent” (4/40), two subcodes were identified. Participants discussed the importance of maintaining the expectations of their audience by, in part, remaining consistent in their approach.

**Be Consistent in Your Approach to Social Media**

The subcode “be consistent in your approach to social media” included 3 of the 4 mentions for its code. When people connect on social media they begin to build an image of you. If you change constantly, authenticity is reduced and people will disengage.

“...I feel like a lot of people in the social space have come to expect a certain kind of behavior based on your current behavior...”
“...social media strategies are pretty consistent in terms of kind of what I refer to as like the big two or three. No self promotion, engage people in conversation and I think even looking at Pinterest cause that’s kind of our next big foray into a new social media environment, it’s gonna be the same its just gonna be slightly different content.”

**Treat Social Media Similar to Face to Face**

The subcode “treat social media similar to face to face” included 1 of the 4 mentions for its code. In many ways the rules that govern face to face communication are replicated in the social media environment.

“The way that we work is by connecting investors and entrepreneurs and building that network and that trust among people to, you know the transactions that happen through the [organizational] network are built off of the relationships. So social media is a good way of getting that message out there and then finding, everybody in our network can then find other folks in our network who are also interested and then we build that community and the project work like flows from there.”

**Be Inspiring**

Under the code “be inspiring” (4/40) two subcodes were identified. Participants described how their passion often translated into action on the part of their followers.

**Be Passionate**

The subcode “be passionate” included 2 of the 4 mentions for its code. In order to motivate others to action, it is helpful for you to first be motivated about the issue with which you are trying to get them to engage.

“We have a skill set, we have a skill set very unique and different from parents of most parents I don’t know that most parents that find themselves in this situation. And we also have tremendous motivation, that trigger that you call it to do something about it.”

“I feel like a huge part of any, any community managers job is to like just like an actor, not that you faking it, but a really great actor really gets into the character. And so to really get into the character of the organization, and understand the mission but also the voice...”
Inspire Others Through Action

The subcode “inspire others through action” included 2 of the 4 mentions for its code. Sometimes the best way to inspire others is to do the work yourself and then tell the story through social media.

“...we’re giving examples of what we’re doing, we’re trying to be a best practice.”

“You know its kinda like you have a hundred people and they each [have] evidence of it or you know there’s a thousand people let me show you and really pan so that way you can really see so there’s this naïve storytelling that goes on that’s actually more authentic.”

Real

Under the code “real” (18/40) three subcodes were identified. Participants described the keen ability of social media users to know when something is not authentic. They also discussed how negative the reaction was for anyone who tried to do something that was inauthentic.

Transparent

The subcode “transparent” included 4 of the 18 mentions for its code. Trying to hide information on social media destroys trust while being transparent can build trust. While this notion is straightforward with social media it is critical because there is often not the personal history or ever really meeting many followers.

“Don’t ever assume that you’re doing something that nobody can discover.”

So it’s something that we are working on being more transparent and showing people just how their donations are used.
Uncensored

The subcode “uncensored” included 5 of the 18 mentions for its code. Social media is uncensored and people will fight to keep it that way, in fact being uncensored is one of the cornerstones of social media.

“...you can post whatever you want there’s no limits.”

“...you know in terms of kind of like with SOPA [Stop Online Piracy Act] and stuff like that I don’t think anything that intense will ever truly go through.”

Authentic

The subcode “authentic” included 9 of the 18 mentions for its code. People want things posted on social media to be authentic and resent what they find that is not authentic. They are less likely to connect with content that is not authentic.

“I don’t think the idea of manipulating anybody really works in social media. I think it’s really just like when something really does resonate with people and your friends start liking it and stuff like that. That’s when things really happen.”

“...McDonalds is notorious for this and it blows up in their face all the time these sponsored messages that try to tell a McDonalds story. They have this tweet that says something specific like you know their call to action and its gonna blow up in your face because you know A something like that would never turn on its own.”

“I mean yeah, I think you know I think we’ve been very focused on not being too formal in social media. Like you know I see a lot of nonprofits fall into this, this like very formal very wonky uh way of speaking a lot and I think that you can be just as effective talking to people very casually.”

Quality vs. Quantity

Under the code “quality vs. quantity” (14/40) two subcodes were identified. Participants described how the quality of the relationship was ultimately more important than the quantity of the followers if the individual or organization is seeking real change.
Quality Relationships are more Valuable than Quantity of Followers

The subcode “quality of relationships are more valuable than quantity of followers” included 10 of the 14 mentions for its code. In social media it isn’t hard to get followers if you have money but it takes work to build quality relationships. Quality followers, those followers you have spent time building a relationship with, are more likely to engage with requests for positive change. Quantity followers, those who liked or followed because of a tangible reward or something similar, won’t engage with these requests because there is not relationship.

“Are we actually bridging hearts and expanding minds? And like if we are then I don’t think the numbers matter you know if it’s one person or if it’s like 100 million because it doesn’t really matter it’s the fact that we’re doing something right that matters.”

“Theyir giving away like a million dollars so you would think that of course everyone’s going to see it like we built these emotional connections and people want to win. The truth is that no one was emotionally connected to any of the people who were up for the money because no one organically cared and you can’t force people to care.”

“I do think that some promotions like that and even sweepstakes can help drive your overall number but it, you know they won’t necessarily be as valuable to you as you know the person who read an article about [organizational issues] or got really inspired and wanted to go find an organization to follow uh to get involved with.”

Organic/Quality Growth is Slow and Steady

The subcode “organic/quality growth is slow and steady” included 4 of the 14 mentions for its code. The majority of sustainable and successful growth in social media is slow and steady over time. Quality relationships often form over time as individuals become connected with and involved in the change effort. Therefore, quality growth is typically slow and steady instead of the result of a fancy marketing campaign.

“The majority of our growth has been slow and steady...”

“...it’s been pretty slow and steady. I mean we get somewhere between 10-20 likes a week.”
Category 8: Power of the Story

The eighth category to be discussed is labeled “Power of the Story” (see Table 10) and is composed of 28 mentions. The mentions in this category focus the power of stories and the ability of stories to motivate and personalize issues in social media.

**TABLE 10**

**CATEGORY 8 CODES AND SUBCODES OF LEADERSHIP AND PERSUASION THROUGH SOCIAL MEDIA**

<table>
<thead>
<tr>
<th>Category 8</th>
<th>Codes</th>
<th>Subcodes</th>
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<tbody>
<tr>
<td>Power of the Story</td>
<td>Motivation Through Story (5/28)</td>
<td>Action is Often Based on Powerful Stories (5/5)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Powerful Stories Thrive in Social Media (14/28)</td>
<td>Social Media Rewards Powerful Stories (1/14)</td>
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<td>Stories in Social Media can be Powerful (12/14)</td>
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<td>Powerful Stories Spread Quickly (1/14)</td>
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<td></td>
<td>Powerful Stories Personalize Larger Issues (9/28)</td>
<td>People Have to Connect with Stories to be Impacted (7/9)</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Powerful Stories Gain Attention (2/9)</td>
<td>28</td>
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</tbody>
</table>

**Motivation Through Story**

Under the code “motivation through story” (5/28), one subcode was identified. Participants described how stories are often sources of powerful motivation in the social media environment.

**Action is Often Based on Powerful Stories**

The subcode “action is based on powerful stories” included 5 of the 5 mentions for its code. Powerful stories can serve as calls to action if they are well told and motivating. Several of the participants described using the story of a single individual or event as an example for change.
“What we still have to this day is we have a story and I truly believe in the power of the story. I keep coming back to that phrase, the power of the story. Um many great social movements are driven and motivated based on a series of stories or one single story or a series of stories and that’s what we have.”

“I think stories are an important way to engage with people.”

**Powerful Stories Thrive in Social Media**

Under the code “*powerful stories thrive in social media*” (14/28), three subcodes were identified. Participants described how the social media environment was especially receptive to well crafted stories and often spread them quickly.

**Social Media Rewards Powerful Stories**

The subcode “*social media rewards powerful stories*” included 1 of the 14 mentions for its code. The social media environment is open and receptive to stories that are well told especially when they fit the media.

“...what the technology does is takes all the friction out of organizing, it takes all the friction out of communicating and it rewards uh, people who are very skilled at telling a story.”

**Stories in Social Media can be Powerful**

The subcode “*stories in social media can be powerful*” included 12 of the 14 mentions for its code. Stories that are well told and meaningful are a powerful way to connect with large audiences in social media. Stories often serve as symbols that people can connect with and rally around while generating motivation to create change.

“So, if you don’t have the -- the person of archetype that you can identify with- a hero or a heroine in the story, then you’re not going to be compelled to move.”

“I think being able to tell a story...to put a face to the name and making people really relate to it.”
“I definitely think that stories need to be integrated into your approach as one of those, one of those things that people, cause you know people have been retelling each other stories around campfires since, since we were calling each other people.”

*Powerful Stories Spread Quickly*

The subcode “*powerful stories spread quickly*” included 1 of the 14 mentions for its code. Stories have the ability to spread quickly regardless of who posts them especially when those stories are powerful, connect with people and catch people’s attention.

“So if it doesn’t matter if you’re a famous writer or not if you put you know your word on every anywhere it would be heard by everybody."

*Powerful Stories Personalize Larger Issues*

Under the code “*powerful stories personalize larger issues*” (9/28), two subcodes were identified. Participants described how powerful stories can personalize larger issues so long as they are something that others can connect with.

*People Have to Connect with Stories to be Impacted*

The subcode “*people have to connect with stories to be impacted*” included 7 of the 9 mentions for its code. In order for a story to be powerful it has to connect with the individual reading it in some way. When preparing a story for the social media environment you have to consider how people will relate to the story. If they can’t relate, they won’t be impacted.

“...you can’t create a movement unless there’s a person. So when you look at the civil rights movement it is dominated by characters. You know Rosa Parks it’s like you know it’s not like she was the first person to refuse to move on a bus but she encapsulated she was this idea archetype.”

“So you know but one person gets killed it’s a tragedy if a million get killed it’s a statistic. So you always want to bring it back down to the specific because as soon as you get the scale of the problem. People feel overwhelmed they feel like you know I, it’s a drop in the bucket. I have no impact on that.”
“You know to hear what [the organization] was able to accomplish it really, it reaches everyone. And it reaches everyone on a new level.”

**Powerful Stories Gain Attention**

The subcode “powerful stories gain attention” included 2 of the 9 mentions for its code. Stories provide an influential way of garnering attention in the social media space. They not only spread quickly but people take notice of them and want to share them.

“I think story plays amazing role for change.”

“But if you tell that story of that one person in Africa who needs water or received water uh and the fact that it was your support that got that and you can put a face to that issue. Uh I think that’s really where the success lies in that sort of nonprofit messaging.”

The results to this point have provided a straightforward and simple display of the research findings. However, no attempt has been made to provide a deeper analysis or interpretation of the findings. This was done intentionally to allow for the results to be displayed in a concise manner. What follows is an analysis of the findings that is intended to provide a more comprehensive examination of the eight categories identified in this study.

Analysis of the Findings

The findings in the results align well with some of the current theories of leadership and behavior change, particularly Transformational Leadership and Fogg’s Model of Behavior Change. The results also provide a much more detailed picture of the nature of leadership and persuasion through social media to generate positive community change. The categories, codes, and subcodes above have been provided in an effort to establish a detailed explanation of the findings. The following is an analysis of each of the major categories in an attempt to provide deeper understanding of each.
Use Existing Social Networks

Looking more closely at the first category of “use existing social networks” participants described respecting the medium, going where the people are, and the variety of uses for social media. First, as far as respecting the medium, interview participants discussed at length the importance of treating each social media platform as a unique and separate entity from other social media platforms. To this end, the way that content is structured on each of the different platforms will vary depending on the nature of the social media platform. For example, participants described the nature of twitter as being quick and short lived so they felt comfortable posting more frequently whereas with Facebook they would post more lengthy content less often.

When discussion shifted to going where the people are, participants described the need to engage with followers in ways that they were already engaging. Several of the participants described efforts to recreate the social media environment on platforms that they controlled and managed. The end result of these efforts was an extensive amount of time and effort with little to no interaction from the target audience. Participants believed that the reason for this lack of success depended on a number of issues but primarily because people were already engaging on established social media platforms and didn’t want to bother signing up for another custom platform when all of their friends were already on the mainstream social media sites.

While it was important to respect the medium and go where the people were, participants were able to use a variety of social media platforms in a variety of ways to engage with their audiences. Participants described how certain populations and groups of people engage more with specific social media platforms than others while some groups utilized several at once. What became apparent through the interviews was not that the participants were using every social media platform, but that they were using the ones that the people they wanted to connect
with used. In addition, participants described how they were able to integrate existing social media platforms into their websites to provide more customized content and opportunities for their target audiences.

**Nature of Social Media**

The second category that emerged from the interviews was a focus on the “nature of social media”. This category showed strong connections in a variety of ways to the transformational leadership theory (Bass & Riggio, 2006) as well as the Fogg Behavior Model (Fogg, 2009). Within this category, participants described various aspects about the nature of social media and how those aspects provided opportunities, strengths, and weaknesses to using social media tools to promote positive community change. One of these aspects was the low cost and high impact of social media. Participants described opportunities to spread their message and get the word out about what they were doing in ways that had never before been possible. Equally important, however, was that these new methods afforded by social media were provided at little to no charge. Additionally, because people want social media, these platforms become a medium for reaching a huge audience.

Social media also empowered the participants and the people who followed them in a number of different ways. Because social media is incredibly open to the public it gives everyone a voice and anyone can say anything they want without the fear of traditional consequences that were associated with face to face interactions. Social media also empowers organizations by opening new avenues for engagement and potential for community change. Part of this is due to the fact that everyone can contribute in some way whether that is simply liking a status or organizing a local effort.
Another aspect of social media that was discussed by participants was how quickly the social media environment changed. This was true for both the social media platforms and the users that engaged on these platforms. From the platform side it became apparent that new social media tools were emerging on a nearly daily basis. This made it difficult to stay informed and aware of what were the most recent and effective social media tools. In addition, the existing social media platforms also changed on a regular basis making it challenging for individuals to continually use them effectively. Also, the users of the social media platforms shifted and changed attention quickly. This made the work of social media strategists quite difficult and complex.

The way that social media amplified the message also became an important component of understanding the nature of social media. In this respect, social media had a beneficial and detrimental side. From the beneficial side, social media allowed for the bolstering and emphasizing of important organizational ideas and offered instant communication which was incredibly useful and helpful for the participants and their organizations. However, their personal actions were under a new level of scrutiny and criticism seemed inevitable regardless of how careful they were.

Another component of the nature of social media was the volatility that seemed to surround the social media environment. In addition to changing quickly, many attempts to create change failed in the social media environment despite best efforts of the participants. What became evident was that reactions in social media were hard to predict. Several participants commented on the term “going viral” and being asked or told to make the organization go viral. All agreed that this was not something that could be controlled or even planned for and that any content placed on social media was no longer under the control of the person who posted it but
by the people who viewed the content. This aspect of the nature of social media is further complicated by the fact that none of the participants thought of themselves as social media experts which is a commonly held conception. Many of the participants had success through trial and error and strongly believed that anyone claiming to be a social media expert would have to be a fraud because social media can’t be understood at that level yet.

Many of the participants compared social media to traditional media. Several described it as just a different medium but one that opened new opportunities to interact. Whereas traditional media is reliant on interruption advertising (e.g. television commercial), social media provided an opportunity to interact with the user in a way that traditional media is unable to accomplish. These new avenues change the way that the users interact with the sender of the message. It was noted that much of the younger generation are engaging in non-traditional ways and several participants described the lack of necessity for traditional media in reaching their audience because their audience was completely online.

The final aspect discussed in relation to the nature of social media was the influence and impact that social media continues to have on the lives of people. This discussion considered how individuals are more connected now, locally and globally, than ever before. This connection is allowing us to share, learn and create new knowledge that was never before available. At the same time, these social media networks appear to be meeting a human need for connection and in many ways represents a threat to established authority (such as President Mubarak in the Egyptian revolution). The participants agreed that social media is change oriented and has many different uses. This was also evidenced by the diversity of the participants who took part in this research.
Online/Offline Action

The category of “online/offline action” emerged as the discussion turned towards the potential to use social media to influence offline action and vice versa. This in turn resulted in a further analysis of the relationship between the two. In conversations about online action influencing offline action, participants discussed their experiences in using social media in a variety of ways to engage people offline. This included using social media to get the word out about important issues and as a call to action. Additionally, social media was used to organize and communicate across factions when working to accomplish change, which related to the idea of triggers proposed by the Fogg Behavior Model (Fogg, 2009). It was also noted, however, that online actions don’t exist in a vacuum and that online actions could have real world consequences such as the threat of losing a job in one participant’s example.

As conversations around this topic continued, it became clear that the influence of social media was not just one way, connecting it to the individualized consideration component of transformational leadership theory (Bass & Riggio, 2006). This was revealed in a number of ways. First, offline action can serve as an example of online action. Many participants discussed how they used work they were doing in their communities as sources for content in the online environment. Second, work being done on a specific topic or issue could be utilized to engage others especially if that work was inspiring. Finally, real world events play a role in the mobilization of individuals through social media. Some movements or change efforts occur online solely out of reaction to a real world event.

Participants described how offline and online action were not mutually exclusive processes. This, in turn, led to a discussion of how the two might be best utilized together. Several participants described how they used online and offline action in complementary ways
such as using the work done by local chapters to generate content and then using that content to spread the word about the organization around the world. It also became apparent that followership online didn’t ensure offline action and that different people would engage in different ways but should still be treated with the same respect and consideration that face to face individuals would receive. Finally, in an effort to create a beneficial relationship between the online and offline action, participants described how it was important to do something that was not already being done while making it easy for individuals to engage by providing a range in levels of engagement.

Social Media is Social

In order to understand persuasion through social media, it must be understood that “social media is social” in nature. This has a number of implications for individuals who would seek to create change in the social media space. This primarily included connecting with people in meaningful ways while remaining active but not abusing the connection to the followers. Participants first described the need to connect with people. This included conversations regarding the danger in only pushing information out and never taking in information, connecting with the need for intellectual stimulation in transformational leadership (Bass & Riggio, 2006). This ultimately resulted in a loss of followership because individuals who engaged with the participants needed to feel like they had a relationship with them in which there was a two way street for communication.

Part of building the relationship with the followers included making the engagements meaningful. This included remembering important dates that followers cared about, creating content that was relevant to them, and rewarding engagement in some way whether it was tangible or intangible. This was often described as being work intensive, but critical in
maintaining support from the follower base. This also meant that not all of the content posted was specific to the organization or the cause that the participant was working towards. In fact some content had nothing to do with the cause, but was posted because people would connect with a funny picture or a compelling statement or story.

While connecting with people and making it meaningful to them is important, that is only half the battle. The other half is finding ways to remain active without abusing the connection to the audience. Participants described how it was vital to post content on a regular basis in efforts to consistently engage with followers. At the same time, many of the participants targeted specific campaigns to targeted audiences as much as possible to prevent overloading the pages of users who might not be impacted in fear of them losing their interest.

**Broad Reach of Social Media**

Discussion around the “broad reach of social media” demonstrated the potential of social media to reach a massive audience and connect previously unreached audiences, which demonstrates the potential for simplicity according to the Fogg Behavior Model (Fogg, 2009). Participants described how often the work they were doing prior to social media still existed, it was just more difficult to raise awareness and garner support for the cause. Social media worked as a tool to reach new audiences and create new opportunities while simultaneously extending local expertise. Participants described how they would never have been able to have the kind of reach that they now have without social media and often cited unprecedented support from individuals in various countries around the world.
Strategic/Data Driven

One of the major themes that came from discussions with the participants was the need to be “strategic/data driven” when developing content for the online environment. Part of this strategy often included finding individuals with high influence to support the cause. Different participants had access to different individuals, but whether they were local heroes or worldwide celebrities, their endorsements often provided helpful spikes in followership and spreading of the message.

It was also important for the social media efforts to have someone who was dedicated to the support of the social media networks, which was often one of the primary roles of the interview participants. Having these individuals dedicated to the social media networks not only allowed the necessary time for cultivating relationships but also helped create a singular voice for the cause or organization that others could connect to and put a face to the name. It also allowed the participants to continually focus on new ways to engage the users and try new things.

In addition to being dedicated to social media, the participants were also the ones who carefully thought through the content that went on their social media networks, creating a connection between the idealized influence component of transformational leadership (Bass & Riggio, 2006). Knowing that once they posted the content, they would lose control, they carefully designed the content to be useable for their audience as well as audiences that were outside their target demographic. This was often accomplished by using a variety of free or low cost monitoring tools such as Google Analytics, HootSuite, or something similar which allowed them to see the effects of their current content and adjust to make it better in the future. While all
participants had unique strategies for tracking their users they all did it in some way and most used a variety of monitoring tools.

**Authentic**

The category of “authentic” came out of discussions about the need to be consistent, inspiring and real when working in social media. Related to the nature of social media, the need for authenticity stood out because of the persuasion in social media is based on the ability of the relationship to inspire others through action while being consistent in the way you approach your audience. Participants described how it was their passion or the passion of a group of people that motivated others to get involved. At the same time, however, as they developed relationships with their followers, the followers came to know and appreciate them for who they were, which links authenticity to the motivation factor of the Fogg Behavior Model (Fogg, 2009). If they tried to change their online personality at some point this became an issue because participants believe people can tell if someone is being fake. Part of this authenticity also came from the trust that was developed in the relationship. This trust was dependent on the relationship and the transparency of the work being done.

Another important component of authenticity dealt with the issue of quality vs. quantity in relation to the followers. Participants agreed that authentic growth was slow and steady over time and that quality relationships are more valuable than the quantity of the followers. Participants gave several examples of corporate sponsored campaigns that were highly successful at gathering millions of likes, follows, etc. only to see that when they asked for engagement there was no one there because they never developed a relationship with any of these people. They were just engaging because there was some tangible reward for an action that they were willing to take and then never engage with the organization again.
Power of the Story

The final important topic to be discussed that emerged from this research is the topic of the “power of the story”. In discussion with participants there was strong agreement that stories play a special role in the social media environment. Stories that were well constructed and powerful not only thrived in social media, but could often be used to motivate people to take action. Several individuals who were interviewed, and the organizations they represented, were built upon the story of a singular person or event. Even participants who did not have one primary story for the foundation of their cause found and utilized powerful stories within their work.

These stories were powerful in a number of ways. First, powerful stories spread easily over social media networks. In addition, because these stories are so easily shared and spread, they gain attention of large numbers of users. Finally, and most importantly, these stories are impactful and often serve to narrow broad problems to something more relatable to the followers. One participant even went as far as to suggest that efforts in social media can’t be successful without a powerful story.
CHAPTER 4
Discussion

At the beginning of this research endeavor, the question, “Can you tell me about your experience with social media in creating this change?” was the primary research question. Throughout the study it became apparent that the participants both understood their experience and could articulate what happened. The rich descriptions they provided resulted in the development of the eight categories that effectively answered the question of how social media might be used to create change.

The purpose of this dissertation was to explore the phenomenon of leadership and persuasion through social media to generate positive community change. This was done through a series of intensive interviews with individuals who had been and continue to be successful at utilizing social media to influence positive change in their communities. The study was driven by current theories in the field and throughout the interviews, participants described the strengths and weaknesses of work in social media and shared key insights into the nature of success in the use of social media.

Results in Relation to Current Theories

Prior to the beginning of the study, two theoretical models were used to establish a foundation for understanding the approach that would be taken to the research. The first was transformational leadership theory (Bass & Riggio, 2006) which proposed that the primary components of leadership included idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The second was the Fogg Behavior Model (Fogg, 2009), which suggested that behavior was a function of motivation, ability, and triggers. The
results of the intensive interviews support these theories in a number of ways in helping explain how leadership using social media can explain positive community change.

**Transformational Leadership Theory**

The four components of transformational leadership align with various aspects of the results from this study. The connections between the components of transformational leadership and the findings of this study suggest that the transformational leadership approach would provide a good strategy for success in creating change through social media networks. Each of the four components fit with the findings in a different way.

**Idealized Influence**

Idealized influence is described as the ability to serve as role models for followers. The leader acts to ensure that the followers believe that the change is possible and influence them to action. This involves the leader’s behavior as well as elements that are attributed to the leader by the followers (Bass & Riggio, 2006). Idealized influence aligns with the themes that emerged from the results of the interviews.

Under the category, “nature of social media”, there are a number of different codes and subcodes that align with the concept of idealized influence. The first is that social media is “low cost/high impact”. To have idealized influence, there must be a way to connect with the followers to assert influence. As participants described, social media provides that connection at a low cost with a high impact.

Another code within this category that aligns well with the idea of idealized influence is the code “social media amplifies messages and makes them more accessible”. The nature of social media allows for personal actions, community change efforts, and ideas to be amplified all
while offering instant communication and criticism. This greatly affects an individual or organizations ability to be a role model for followers.

A third code under this category that aligns with the idea of idealized influence is the code “social media influence/impact”. According to participants, social media is changing our way of life and creating new knowledge. Individuals and organizations could improve their ability to practice idealized influence if they understood and utilized social media influence.

A second category that aligns with the idea of idealized influence is “online/offline action”. In addition to having access to followers, idealized influence is dependent on the actions of the individual or the organization as well as the actions that are attributed to them by the followers (Bass & Riggio, 2006). Participants in the study described how social media was used to influence both online and offline action. The first code that aligns with idealized influence is the code “online action can influence offline action”. Participants described how well thought out social media efforts can motivate and serve as a call to action while providing new ways of creating change.

A second code in this category that aligns well with idealized influence is the code “offline action can influence online action”. Participants described how offline action can serve as an example for online action and influence others to engage, which has relevance to the role model aspect of idealized influence in the transformational leadership theory. Use of real life events or actions as an example can be used to influence online action.

**Inspirational Motivation**

The second component of transformational leadership theory, inspirational motivation, focuses on motivating and inspiring others. According to the transformational theory, this is
accomplished by providing meaning and clearly communicating expectations that followers want while arousing enthusiasm and optimism for the cause (Bass & Riggio, 2006).

Within the category “authentic”, there were two codes that aligned well with the idea of inspirational motivation. The first code was “be inspiring” as it connected with the need for the individual or organization to be passionate and inspire others. This aligned well with the need of inspirational motivation to arouse enthusiasm and optimism.

A second code under “authentic” that fits with inspirational motivation is the code “real”. In addition to being inspiring, inspirational motivation also addresses the expectations of the followers. Participants in the study described how successful change through social media required transparent, uncensored, and authentic interaction, which aligns with the need to manage follower expectations.

A second category that aligned well with the inspirational motivation component of transformational theory was the category “power of the story”. Participants described how powerful stories not only thrived in the social media environment but motivated people and gave them something to connect with. This fits well with the notion of inspirational motivation related to arousing enthusiasm for the cause. The first code, “motivation through story” focused on how powerful stories can motivate people to action.

A second code under “power of the story” that aligned with inspirational motivation was the code “powerful stories personalize larger issues”. Participants described how powerful stories gained attention but that they have to be impactful with significant outcomes to connect with people. This aligns well with the need of inspirational motivation to inspire others.
Intellectual Stimulation

Intellectual stimulation refers to the leader’s ability to be innovative and creative in finding ways to engage while being willing to try new things (Bass & Riggio, 2006). This process involves stimulation of the followers in an effort to engage them in finding ways to address the area(s) of concern. This component of transformational leadership theory aligned well with certain findings from this study. For example under the category “broad reach of social media”, participants described the ability of social media to expand potential for communication and connect unreached audiences. The code “expands potential” under this category aligns with intellectual stimulation in that it discusses how social media is creating new opportunities through extending the reach of the individual or organization.

A second code within “broad reach of social media” that connects with the tenants of intellectual stimulation is the code “connect unreached audiences”. This fits with the need to find innovative and creative ways to engage others. Participants described how social media allowed them to connect with individuals not previously available, find new outlets for information, and bring people with common goals together.

A second category that matches the intellectual stimulation component of transformational leadership theory is the “strategic/data driven” category. Participants described the need for thinking through social media actions while focusing on the followers and intellectual stimulation is based on innovation, creativity and being willing to try new things. Within this category, one of the codes that aligned well with intellectual stimulation was the code “focus on the user”. This code focused on keeping information fresh while setting expectations for the followers while trying new things. It also focused on the need to make it easy to engage which aligns with the need of finding ways to simulate the followers to action.
A second code from this category that makes sense in relation to intellectual stimulation is the code “data driven”. Participants described the need to be data driven by suggesting that individuals and organizations working to create change should be guided by data, monitor activity, and use multiple resources to stay informed. This matches the need to remain innovative and creative in finding data supported ways to stimulate followers.

**Individualized Consideration**

Individualized consideration refers to giving attention to the needs of individual followers. This involves creating a two-way exchange in communication along with personalized interaction and consideration for each individual (Bass & Riggio, 2006). This aspect of transformational leadership could be connected to most of the categories, but most closely aligns with two specific categories. The first category is “social media is social”. Under this category, the code “connect with people” was relevant. Participants described the need to connect with what others care about, create a two-way street with followers, and build relationships. This code aligns well with the concept of individualized consideration.

Another code in this category that fits well with the concept of individualized consideration is the code “make engagements meaningful”. Participants described the need to make followers feel like part of the group while connecting on a personal level. At the same time, they discussed the need to cultivate friendships and reward engagements. These all align with the idea of fostering and developing the personal interaction that is part of individualized consideration.

The third code in this category that fits the framework of individualized consideration is the code “remain active”. Participants described the need to constantly engage with the audience.
because they will lose interest without action. This aligned with the need to give attention to the followers in the individualized consideration component of the transformational theory.

The fourth and final code in this category that aligns with individualized consideration is the code “don't abuse the connection”. Participants described this as not doing all the talking but also about not over using the connection with the followers. This code aligns with the need for individual consideration, which is the primary emphasis of this component of transformational leadership theory.

A second category that fits within the aspect of individualized consideration is the “authentic” category. Specifically, the code “quality vs. quantity” becomes relevant as it is within this code that the important difference between quality relationships and loose/weak connections becomes apparent. Individualized consideration focuses on giving special attention to followers and meeting their needs. This aligns with what participants described when they talked about the need to create quality relationships over a quantity of relationships.

The four components of transformational leadership, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration match well with the reports from the participants in the study. Each of the four components aligns in unique and complementary ways with the codes and categories that emerged from the research, which suggests that the potential for leadership and persuasion to create positive community change is present in the social media environment. This idea is further supported by the way the current research findings align with research that has been done on the nature of behavior in the social media environment by BJ Fogg and the Persuasive Technology Lab at Stanford University.
Fogg Behavior Model

The Fogg Behavior Model has three primary components, ability, motivation, and triggers (Fogg, 2009). As mentioned earlier, this model provides a model for understanding behavior and the reasons why people engage. Generally, ability refers to how simple a process is for a person to engage, motivation refers to what might drive them to engage and triggers refer to the catalysts between motivation and ability that spark action. All of these components were acknowledged in some way throughout this study.

Ability

First, from the perspective of ability, Fogg (2009) discusses factors related to simplicity including time, money, physical effort, brain cycles, social deviance, and non-routine with the basic premise being the easier it is to engage the better. Whatever the weakest of these factors is at the time of the call to action will determine whether the user engages in the behavior. From the perspective of ability, there are several different categories, codes, and subcodes that align. First, under the category “nature of social media”, the code “low cost/high impact” aligns with the concept of ability. Participants in the study described how social media not only provides low cost/high impact but also that people want social media. This addresses the barriers to change of money and social deviance because it is cheap and well accepted. Additionally, under the codes “social media vs. traditional media” and “social media influence/impact”, we see that social media is changing the way we interact and that younger individuals are engaging in non-traditional ways (social media vs. traditional media). We also see that social media is changing our way of life (social media influence/impact). This aligns with the need for simplicity in that it makes social media routine and simple to interact with.
A second category that relates well with the idea of ability is the category “broad reach of social media”. Within this category, the code “connect unreached audiences” makes sense as participants described how they were able to engage individuals previously not available and especially how they were able to connect with individuals without them seeking out the individual or organization creating the change. This helps to address the issue of time and physical effort on the part of the follower. If the individual or organization is coming to them instead of the follower seeking them out it makes the process that much simpler for the follower.

A third category that aligned with the concept of ability was the category “strategic/data driven”. Codes in this category that made sense when thinking about ability included “think through social media actions”, “dedicated support for social media” and “focus on the user”. From the perspective of thinking through social media actions, participants described the benefit of having a plan for engaging with followers. This plan should take into consideration the aspects of simplicity as they relate to ability. Additionally, having dedicated support for social media allows for that support person to do some of the non simple work that will make the tasks easier for the followers such as researching an issue or doing some of the more time consuming tasks related to the change. Finally, from the perspective of focusing on the user, participants described the importance of making it easy to engage, which fits with the need for simplicity.

Motivation

In addition to ability, Fogg (2009) discusses three core aspects of motivation including pleasure/pain, hope/fear and social acceptance/rejection. The first motivator, pleasure/pain, refers to how people are feeling in the moment, the second, hope/fear, refers to anticipation of what will come, and the third, social acceptance/rejection, refers to an individual’s desire to be
accepted instead of rejected (Fogg, 2009). These motivators can be linked to the findings that emerged from this study.

Within the category of “nature of social media”, code “social media is empowering”, participants discussed how social media gives everyone a voice and lets everyone contribute. This aligns with the pleasure, hope, and social acceptance sides of motivation because people like to feel empowered and free to contribute in ways that are meaningful to them. The empowering nature of social media can serve as a motivating factor for people to engage.

In addition, under the category “social media is social” codes “connect with people” and “make engagements meaningful” have relevance to the topic of motivation. Participants in the study described the need to build a relationship with the followers, connect on a personal level, make followers feel like part of the group, and cultivate friendships. These actions, when taken by the individual or organization, can help to increase motivation through the creation of a pleasurable experience that has hope for continued positive engagement while maintaining social acceptance of the individual.

A third area of connection to motivation can be found in the category “authentic” under the code “real”. Participants from the study discussed the need for the individual or organization seeking to create the change to be transparent, uncensored, and authentic. Part of reducing fear and increasing acceptance is building a trustworthy relationship with the followers and this is easier to do if the process is open.

The final connection to motivation comes under the category “power of the story” under the codes “motivation through story”, “powerful stories thrive in social media” and “powerful stories personalize larger issues”. Powerful stories address the first two issues of motivation. First, stories that are done well are pleasurable to experience. Second, powerful stories provide
hope and motivation. Participants discussed how action was often based on powerful stories and how these stories were rewarded by social media networks and spread quickly.

**Triggers**

Finally, from the perspective of triggers, we see that triggers refer to some sort of event or action that serves as a catalyst for behavior change. Triggers can come in the form of sparks (e.g. an event or action that occurs), facilitators (e.g. someone prompting the behavior change), or signals (e.g. a reminder to engage in a behavior) (Fogg, 2009). As with ability and motivation, aspects of triggers were found in the results of the interviews that were conducted.

First, under the category of “online/offline action” within the code of “offline action can influence online action” participants described how real world events can lead people to engage online. Also under the code “well thought through social media efforts can motivate offline action” we see that the reverse is also true. This aligns with the idea of triggers as a spark. Events such as these are often not planned and emerge spontaneously which also aligns with the code “the social media environment is volatile” under the category “nature of social media”.

Next, under the category of “strategic/data driven” within the code “focus on the user”, we see that participants described a need to set expectations for the audience and try new things while keeping the information fresh. This matches the idea of the facilitator trigger. Other codes in this category that also aligned with this concept include “think through social media actions” and “data driven” as they focused on issues of using strategy to help facilitate triggers for change. Additionally, the code “powerful stories thrive in social media” under the category “power of the story” suggest that stories might also serve as facilitator triggers.

Finally, triggers as signals aligned well with the category “strategic/data driven” and specifically under the codes “dedicated support for social media”, “think through social media
actions”, “focus on the user” and “data driven”. Participants discussed how it was important to have an individual dedicated to social media efforts who could develop a strategy for engaging users. This was done in a variety of ways from managing expectations to using data to stay informed about activity on social media. These discussions aligned with the idea of a signal as a trigger as these individuals were able to not only send out reminders for engagement but also track statistics and formulate strategies for doing so successfully.

The categories that emerged from this research support the current theories in a number of different ways as described above. However, it is also important to note that the information provided from this research went beyond either of the theories in terms of explaining how success might be obtained in using social media to generate positive community change. The rich detail provided by this research offers a more comprehensive overview of the ways in which change might be created through social media. When combined with current theories this research provides a deeper understanding of both the theoretical and practical side of change through social media.

Limitations of the Study

As with any research, there are limitations to the current study. One of the more significant limitations of the study was also one of the themes that came out of the research; the fact that social media changes quickly. Although the themes and ideas that were presented in this research provide a comprehensive understanding of the current nature of social media, these findings are subject to change as social media platforms continue to evolve. Consequently some of the findings from this study will likely remain consistent throughout future changes (e.g. social media is social), while others may be more susceptible to the quickly changing nature of social media (e.g. nature of social media).
Another limitation of this study is that certain individuals and organizations were identified as exemplary examples but were unable to participate in the study. One example would be the organization charitywater.org. Several interview participants recommended charitywater.org and suggested that the organization really understood change through social media at a deep level. This was due in part because they utilized social media so successfully but also because the organization started after social media was available and they integrated it into their organization from the onset. Unfortunately, the individuals who worked with the social media in this organization, and several others similar to them (e.g. invisiblechildren.com, Simran Sethi of the University of Kansas, and Wael Ghonim from the Egyptian revolution) were unavailable to participate in the study for various reasons primarily related to time and availability of staff.

Finally, the fact that the research participants knew that their name and organization was going to be included in the study could have influenced the way in which they answered the questions. However, once the interviews began, it became apparent that the individuals felt very comfortable sharing about their experiences in using social media and no personal information or direct references were associated with any of the participants. Additionally, participants were given the chance to review the transcripts and evaluate them before they were integrated into the study.

Future Research

The purpose of this research was to develop an understanding of the phenomenon of leadership and persuasion through social media to generate positive community change. The foundational understanding provided by this work opens the doors to several other avenues of research both qualitatively and quantitatively. For example, one next step for future research may
be seeking to understand what types of content with which people are most likely to engage on social media. This may be different for different platforms or it may be similar. This type of work would align well with power of the story that was identified and understanding how best to present the story in the social media environment.

Another avenue of future research that makes sense from this study would be seeking a more intimate understanding of the nature of the relationship that is formed between the change agent and the followers. This might include an analysis of social media norms and how they are similar or different from norms that govern face to face interaction. This would also align well with deepening the understanding of the theme that emerged of social media is social as well as the theme authentic.

Additionally, future research might focus on cross cultural interpretations of messages and how the global environment influences the original intent of the message. Understanding how different cultures react and respond to specific content would align well with the strategic data driven theme that emerged from this research. It might also help to reduce the unpredictability of the nature of social media as further work in this area could help provide an understanding of whether the apparent volatility of social media is truly random or based on predictable cultural norms.

Implications of the Findings

The findings presented here have several implications for those who would seek to create positive community change through the use of social media. First, think through your strategy for using social media prior to and during engagement. When well designed, social media can provide efforts with a broad and global reach. Social media strategy should include an analysis of the existing social networks that are most suited to the goals and objectives of the work to be
done. It is important to be familiar with the nature of social media. This includes understanding the benefits of social media such as low cost and high impact but also being aware of some of the pitfalls associated with work in the social media environment. Next, it is important to think through how work done in the online environment and work done in the offline environment can complement each other and be used to create synergy for the benefit of the change effort.

In addition to being strategic about engagement, individuals seeking to create positive community change through social media should also be mindful of the need to create and maintain social connections. This comes back to the idea that social media is primarily social and that people want to connect in meaningful ways on a regular basis. It also implies that work done in the social media environment needs to be consistent, authentic, and inspiring. Finally, it is recommended that individuals work to establish a connection with the intended target audience through the creation and sharing of a powerful story that is well designed for the social media environment.

Leadership theories and behavior change theories will increasingly become part of the strategic thinking of change agents. The combination of Transformational Leadership Theory and the Fogg Behavior Model provided in this research offer an example of combining the theory of change and the art of practice. As researchers continue to become involved in this avenue of research, it will enhance the impact of those who seek to create positive changes in their communities. Future work on the part of the researcher will focus on creating a straightforward step by step guide. This will be done with the intention of providing practitioners with a practical and useable guide for getting started in efforts to create change using social media.
Conclusions

Wilson, Gosling, and Graham (2012) describe how much research on social media platforms has been conducted but that much remains to be done. This research has provided many insights into the nature of leadership and persuasion through social media to generate positive community change and there are several conclusions that have been drawn in relation to the current work. One main conclusion is that social media is both global and powerful. Social media networks have connected us in a way that our world has never before known. This vast network of social media, in its current form, truly empowers people to create significant change from the local to the worldwide level. From the Egypt revolution to the Occupy Wall Street movement, social media is providing networks for creating sustainable and widespread change that would not have been possible 10 years ago and not likely even 5 years ago. It is hard to predict how powerful leadership using social media for positive change will be impacting important issues online and offline in the next 5 or 10 years.

At the same time social media is creating fundamental changes that we can’t even begin to understand yet. For example, Miller (2012) describes how telcom service providers are producing billions of smartphones and suggests that the question is not if but how these phones will change the way we live. In another example, one interview participant described how with Facebook’s timeline everyone’s history is now being recorded whereas in the past we only had the recorded history of the few who had the means and the time to record their history.

In addition to being global and powerful, social media is also highly complex and delicate. Participants from the interviews often described how even well thought out attempts failed miserably in the social media environment. While social media networks may provide access to millions of people around the globe, finding ways to connect with even a small number
of those individuals in a way that results in behavior change is a huge undertaking. It would be naïve to think that change in social media is a simple task that can be accomplished easily through a few content pieces every once in a while.

Finally, despite the power of social media and the complexity associated with change creation, social media is fundamentally about relationships in which a much broader, larger and growing number of people can participate. Whether you want to create change, raise awareness, fundraise, or issue a call to action, you have to have a connection with the people you want to engage. Inorganic, sponsored, growth of followership in social media is without value if it is not based in relationship. Despite the rapidly changing nature of social media, true change through social media is more often than not a result of leadership and relationships that have been cultivated over time and often slowly.

The use of social media to create change aligns well with the ecological model that guides the work of community psychologists. Social media networks are some of the most powerful systems ever created and the potential for change is great. We are entering an age of a global community and the degrees of separation between individuals are shrinking at a rapid rate. At the same time, in the same way social media brings about new opportunities, it also brings about new challenges. This research is the first step in understanding change through social media, but it is just the beginning. As individuals and organizations continue to use social media to bridge boundaries and build relationships, the potential for positive change will continue to grow.
REFERENCES


APPENDICIES
APPENDIX A

INSTITUTIONAL REVIEW BOARD APPROVAL

Date: February 16th, 2012

Principal Investigator: Greg Meissen

Co-Principal Investigator: Justin Greenleaf

Department: Psychology, Box 34

IRB Number: 2608

The University Institutional Review Board (IRB) has reviewed your research project application entitled:

“Leadership and persuasion through social media to generate positive social change”

and approved the project according to the Federal Policy for the Protection of Human Subjects. As described, the project also complies with all the requirements and policies established by the University for protection of human subjects in research. Unless renewed, approval lapses one year after approval date.

Please keep in mind the following:

1. Any significant change in the experimental procedure as described should be reviewed by the IRB prior to altering the project.
2. When signed consent documents are required, the principal investigator must retain the signed consent documents for at least three years past completion of the research activity.
3. At the completion of the project, the principal investigator is expected to submit a final report; the form is attached.

Thank you for your cooperation. If you have any questions, please contact me at ext. 6945.

Sincerely,

Terry Behrendt, Ed.D.
Chairperson, IRB
APPENDIX B

INFORMED CONSENT

WICHITA STATE UNIVERSITY
Fairmount College of Liberal Arts and Sciences
Department of Psychology

**Purpose:** You are invited to participate in a study of leadership and persuasion through social media to generate positive community change. We hope to learn how social media can be successfully be used to create change.

**Participant Selection:** This study is anticipated to include 10-15 individuals. You were selected as a possible participant in this study because you have been identified as someone who has successfully utilized social media to create change in your community.

**Explanation of Procedures:** If you decide to participate, you will be contacted via Skype by the researchers for the purposes of an interview. This interview will be no longer than two hours and focus on the change you created using social media. If necessary, a follow up interview will be conducted for no longer than one hour.

**Discomfort/Risks:** The only expected discomfort/inconvenience would be the time it takes to complete the interview process.

**Benefits:** There are no direct benefits for participation in this study other than the opportunity to share your knowledge with others who desire to create similar changes in their communities.

**Confidentiality:** The interviews will be recorded and transcribed and the information will be retained by the research team until it is no longer needed at which time it will be destroyed. Any personal information obtained in this study in which you can be identified will remain confidential and will be disclosed only with your permission. Your name, the organization you are associated with, and a brief description of the change you created using social media will be included in the final report with your permission.
Refusal/Withdrawal: Participation in this study is entirely voluntary. Your decision whether or not to participate will not affect your future relations with Wichita State University. If you agree to participate in this study, you are free to withdraw from the study at any time without penalty.

Contact: If you have any questions about this research, you can contact Greg Meissen or Justin Greenleaf at, 1845 Fairmount Box 34, Department of Psychology, Wichita State University, Wichita, KS, 67260. You can also contact us via email at greg.meissen@wichita.edu or jpgreenleaf@wichita.edu. If you have questions pertaining to your rights as a research subject, or about research-related injury, you can contact the Office of Research Administration at Wichita State University, Wichita, KS 67260-0007, telephone (316) 978-3285.

You are under no obligation to participate in this study. Your signature indicates that you have read the information provided above and have voluntarily decided to participate.

You will be able to save a copy of this consent form to keep.

________________________________________________________________________

Signature of Subject
APPENDIX C

QUALITATIVE INTERVIEW GUIDE

INTERVIEW INSTRUMENT

Participant interviews for leadership and persuasion through social media.

1. Name of Project/Organization/Program: ________________________________

2. Participants Role in the Project/Organization/Program: ____________________

3. Date of Interview: _____________________________________________________

Project/Organization/Program Information

The following central question is being asked to gain a broad perspective of the work that was done to create social change in your community.

1. Can you tell me about your experience with social media in creating this change?

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**Issue Sub-Questions**

The following questions are designed to help provide a better understanding of the types of issues you faced in implementing this change.

1. Why did you choose to use social media?
2. What social media tools did you use and why?
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3. What worked in moving people to action on this issue?
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4. What was difficult or easy about trying to create this change?

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Procedural Sub-Questions

The following questions are designed to help provide a better understanding of the procedural methods that led to successful change.

1. How do you view your leadership role in the use of social media?

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2. What lessons did you learn in utilizing social media to influence change?

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3. How did the change process unfold?

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4. What were the major events or benchmarks in the process?

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5. What were the obstacles to change?

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6. Who were the important participants?

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7. What were the outcomes?