



## M54 THEORY OF CHANGE

### INTRODUCTION

The reality of life in the second decade of the 21st century is such that individuals are overwhelmed by technological demands, the structure of family and the nature of work, needing constantly to pay attention to their external surroundings. This reduces their ability to pay attention to their internal world resulting in a dimming of the light in their eyes. A strong internal world allows people to be present to themselves and engage with others in ways that energize and align with their best selves. Developing a solid internal world can be achieved by dedication to acquiring and strengthening the right skills and a supportive community of fellow travelers.

M54's Theory of Change is founded on the concept of "Avoda Pnimis"—internal work—which we also refer to as "insourcing." Insourcing posits that as we journey through life's stages, we must transition our decision-making from relying on external sources such as societal norms, expectations, or texts (outsourcing) to our internal mechanisms of agency and soul. This transition is all the more challenging when we are surrounded by a cultural and traditional context that strongly emphasizes outsourcing.

M54 offers people a framework and pedagogy that connects to their external world and guides them into the language of inner discovery. This process builds their inner world, offering a way to make this a lifelong journey with clear guidelines that facilitate the application of this inner voice into their lives. Each individual's journey is supported by a network of fellow travelers, ultimately influencing others in their personal orbit.

### M54 VISION

Our vision is a world where individuals are deeply connected to their spiritual roots, continuously engaged in personal development, and actively contributing to vibrant communities that support and nurture flourishing Jewish life.

### M54 MISSION

Our mission is to empower individuals through educational programs that foster personal growth, community involvement, and a deeper application of Chassidic principles. By offering transformative experiences that inspire lifelong learning and meaningful action, we aspire to cultivate leaders who positively impact society.



## THEORY OF CHANGE

### CURRENTLY

As people enter adulthood, they face new responsibilities (families, jobs, decisions) often navigated through personal experience and the advice of others. A healthy transition into adulthood, with the consequent abilities for growth, coping, and ownership of decisions, is best done by acquiring the following two types of skills:

1. The ability to learn from life's experiences in a thoughtful and intentional way.
2. The ability to make decisions from a place of agency and accountability, resulting from a healthy, inner-directed sense of self rather than external decision-making.

M54 was founded on the belief that these skills should be taught to empower individuals to face life's challenges with vitality and purpose. Without these skills, the ability to build a strong inner world diminishes, leading to unhealthy decisions, burnout, and lethargy—conditions from which recovery is difficult. The constant demands on time and attention further erode one's capacity to develop this inner strength, severely impacting the ability to live a healthy, purpose-driven life.

A strong internal world enables individuals to be present with themselves, engage with others meaningfully, and align with their best selves. Developing this internal world is a critical skill in meeting life's challenges with a mindset of growth, clarity, and ownership of outcomes. This shift from being an outer-directed individual (outsourcing) to an inner-directed individual (insourcing) defines M54's educational mission and vision.

### IF

- **Framework Development:** We develop a structured framework that helps people connect with their ongoing experiences and demands.
- **Language of Discovery:** This framework provides a common language of inner discovery that builds their internal world.
- **Skill Acquisition:** People acquire skills that facilitate a lifelong journey of meaning and growth.
- **Alignment:** This process is aligned with their worldviews and values.



- **Support Network:** Each individual journey is supported by a network of fellow travelers.
- **Scalability:** The framework is universally applicable, and can be effectively shared with others within their sphere of influence.

## THEN

- **Awareness and Engagement:** People will cultivate presence and awareness in various areas of their lives, equipped with the tools to engage with their insights and develop a healthy internal dialogue.
- **Comfort with Growth:** People will be comfortable with thinking, changing and growing.
- **Meaningful Interactions:** People will be present and able to engage meaningfully with their families, communities and colleagues.
- **Vibrant Living:** People will live vibrant, joyful and fulfilling lives.
- **Ripple Effect:** This experience and skill set can be passed on to others, creating a ripple effect.