

ATI

August 8, 2009

Organizing, Leadership

&

Base Building

8/6/09 draft

The People are the Makers of History

Agenda

1. Agenda, Learning Objectives, & Group Values Review
2. Review of Retreat Themes & Sharing retreat “take-aways”
3. Social Movements & Organizing
4. Leaders for social change
5. Base Building
 - a. constituency map
 - b. outreach
6. Evaluation & Next steps

Learning Objectives

Participants will...

1. Discuss the relationship between social movements and organizing
2. Examine some of the components of organizing
3. Identify some principles of good organizing
4. Identify motivators and barriers to activism
5. Explore leadership definitions and roles for social change
6. Explore the “people” part of organizing by
 - a. looking at a definition of base-building
 - b. developing a constituency map
 - c. practicing doing outreach

GROUP VALUES

We agree...

1. to respect one another
2. to be fully present and engaged
3. that we all come with good intentions
4. to be responsible for our own and others' personal growth.

ATI RETREAT REVIEW

Retreat topics:

- Vision of a better world
- AA History, Race in the US
- AA Today
- 4 I's
- Learning Styles
- Social Movements
- Organizing

What is one thing from the Retreat that you used / discussed in this past month? What, if anything, changed for you as a result of the retreat?

Social Movement:

A large-scale sustained mobilization of masses of individuals and organizations united in common action by a common issue or vision against the status quo.

Organizing is

a powerful strategy that mobilizes the collective strength and wisdom of people to address grievances and make change. It is long-term in its orientation and systemic in its potential impact.

WHAT IS ORGANIZING?

Organizing is a *process* that builds the collective power of the people. It includes:

- a. working with *people*
 - bringing them together
 - forming networks based on shared values & mutual support
 - developing leadership

- b. developing an *analysis* of society and of how to make change
 - promoting this analysis
 - collectively determining issues and plans

- c. engaging in *collective action* to realize change

- d. building *organizations*
 - that are democratic and accountable institutions that embody people power

DRAWING FROM EXPERIENCE

1. Think about your own organizing experiences. Work with your small group to identify activities you've been part of that are examples of each component of organizing.
2. Write each activity on post-its and place it on the appropriate component.

Take 15 minutes.

3. Be prepared to share.

ACT / DON'T ACT

1. Individually, think about a social change action, organization, or campaign you got involved in. Why did you get involved?

Then think about an instance when you did not get involved. Why didn't you get involved?

Take 5 minutes.

2. In small groups, briefly share your stories. Look for a) factors in why people get involved and b) barriers to involvement.

Take 15 minutes.

3. In your small group, create a visual presentation about why people do and don't get involved.

Take 10 minutes.



Learning from Geese

As each goose flaps its wings, it creates an “uplift” for the bird following. By flying in a “V” formation, the whole flock adds 71% more flying range than if each bird flew alone.

When the lead goose gets tired, it rotates back into the formation and another goose flies at the point position.

The geese in formation honk from behind to encourage those up front to keep up their speed.

When a goose gets sick or wounded or shot down, two geese drop out of formation and follow it down to help and protect him. They stay with the goose until it is either able to fly again or dies. Then they launch out on their own with another formation or catch up with the flock.

What do Leaders Do?

Leaders accept responsibility for creating the conditions that enable others to achieve shared purposes in the face of uncertainty.

-Marshall Gantz

Leadership needs to be defined ... by the stand that people take in close relationship to their constituency base.

- Boston Chinese Progressive Association

Leaders are not extraordinary people but rather ordinary people who learn to do extraordinary things and who enable other ordinary people also to do extraordinary things.

- Glenn Omatsu

Leadership & Learning Styles

GOLDEN RETRIEVER - *people person*

- Makes sure everyone is contributing / participating
 - Noncompetitive, a team player
 - Values relationships over end goal
 - Goes more by intuition
- May lose focus on deadlines and end goal
 - Avoids conflict
 - Has trouble saying no
 - Has feelings hurt easily

BEAVER - *practical*

- Practical & organized
- Focuses on whether something makes sense, is realistic
 - A steady & hard worker
- Can get caught up in details and lose track of big picture
 - Can seem unfriendly because so focused on work
- Has hard time seeing alternatives to usual way of doing things

Leadership & Learning Styles

LION - *assertive*

- Likes to have a lot of projects at one time
- Moves fast, makes decisions quickly
- End product is most important
- Likes to be at the front
- Motivated by progress & things getting done
- Can seem critical of those who don't move as quickly
- Can lose patience
- Can be seen as a bully and not a team player
- May jump into things too quickly without thinking through consequences

HAWK - *Strategic*

- Looks at big picture
- Enjoys problem solving
- Thinks of creative ideas & options
- Likes to experiment & explore different possibilities
- May lose track of task at hand, forget about deadlines
- Lose steam when brainstorming period is over
- May not see a project through to the end

What is Base-Building?

Reaching out to and educating members of your constituency in order to engage them in organizational activities and recruit them to become members of your organization. Base-building differs from public education in that it moves beyond beyond the level of educating people to the level of engaging people in social change work.

The People and Groups

- **Constituency:** An organization's constituency is the people who are most directly affected by the work of the organization. For organizing to be authentic, the constituency must be directly involved in identifying the issue, establishing goals or demands, and leading the campaign.
- **Base:** The members of your constituency who are engaged with your organization in some concrete way. An organization's base is the group of people an organization can readily mobilize for organizational actions, events, meetings.
- **Member:** A person who is part of the organization's constituency, who meets the organization's criteria for membership. Members should remain actively involved in an organization's work to maintain their membership.
- **Leader-Organizer:** A member who is responsible for ensuring growth of an organization by developing members to build the organization themselves.

Constituency Map

- 1) Determine Org/Issue Groups for Exercise
- 2) Divide into Issue Groups and Design Constituency Map
 - 1) Organizer=You!
 - 2) People = Constituency: Characteristics and/or Groupings of People
 - 3) Hexagon = Issue Focus: Issues Your Constituency Care About
 - 4) Triangle = Places: Where You Find Your Constituents
 - 5) Arrows = Outreach Methods: Ways to Reach Your Constituents
- 3) Report Back

Base-Building Plan

People Goals: People reached, Base, Members,
Leaders

Outreach: When, How Often, How
Ex. Tabling in main quad every Friday

Follow-Up: When, How
*Ex. Call all people from tabling sign-in sheet
within a week about upcoming activities*

Events/Activities: What, How Often, When
Ex. Boba Night every Friday

Plug-Ins: What
Ex. Help make signs for next action

Cold Contact Outreach

Talking to or contacting people from your constituency for the first time. Outreach is a key activity for organizing groups, representing the fundamental tool in building a large and representative base for the organization's work

Doing Outreach: The Rap

Introduction: Who are you? What organization are you with? Why are you talking to the person?

The Problem: Identify the problem you're fighting against. Don't overwhelm with details. Ask questions related to problem to gather more info about the person's life.

Vision/Solution: Talk about your organization's plan to win on this issue.

Crunch: Get a commitment from the person for a specific action.

Tips:

- The 40/60 Rule: The organizer should talk less than the person they are outreaching to (who should talk at least 60% of time)
- Try to draw on people's experience and connect it to the issue you're fighting for.