



# Course 1: How Social Transformation Occurs

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## 8. Tools for Movements

In this class, we discuss the basics of organizing and describe a variety of tools that can be used to develop strategy and to evaluate tactics

**WATCH THE VIDEO HERE:** <https://youtu.be/6hz37yz5w1w>

**Slides:**

### Goals of lecture

After this lecture, you will be able to:

- Understand the basics of organizing.
- Be familiar with tools for developing strategy.
- Understand how to evaluate and choose tactics.



### Identify an injustice

Identify the injustice.

Research it individually or as a group.

Identify your mission and short and long term goals.

Define both the **negative** – what needs to end – and the **positive** – what needs to be created.

Begin to educate others about the issue and recruit people to join the work on that injustice.



## Build the movement

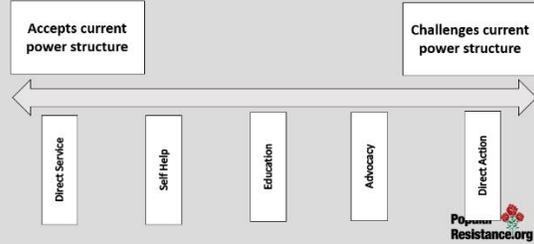
Identify potential allies and reach out to them.

Plan outreach events – canvassing, flyering, tabling, visibility actions, surveys.

Plan educational events – speakers, teach-ins, movie nights, speak outs.

Always collect contact information of those who are interested in the issue and follow up with them quickly.

## Types of Organizations



## Engage people

Plan regular meetings – choose a frequency that fits the urgency of the situation and people’s needs.

Plan gatherings to build relationships – pot lucks, social hours, art builds.

Volunteer assessments – find out what skills exist within your group and organize people based on their skills/interest.

Create a structure that fits the values of the group.

## Develop a Strategy

Use the following tools to develop a strategy for your group.

Spectrum of Allies  
 SWOT Analysis  
 Power Mapping  
 Pillars of Power  
 Strategy Chart

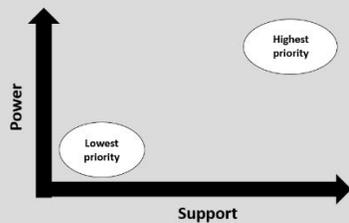
## Spectrum of Allies



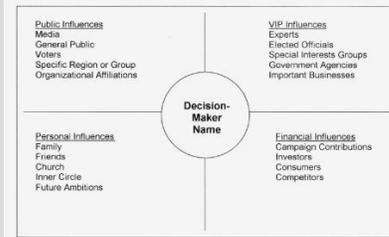
## SWOT Analysis

		EXTERNAL FACTORS	
		OPPORTUNITIES	THREATS
INTERNAL FACTORS	STRENGTHS	Best case	Mobilization
	WEAKNESSES	Missed opportunities	Worst case

## Power Mapping



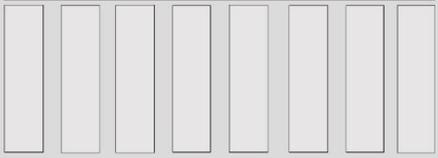
## Power Mapping Individuals



## Pillars of Power

ISSUE

Pillars of support



How can the pillars be weakened? How can people from the pillars be drawn to support the movement?



## Strategy Chart

Goals	Organizational considerations	Constituencies	Targets	Strategy
Long term	Resources	Allies	Primary	How will you achieve your long term, intermediate and short term goals?
Intermediate	Structure	Opponents	Secondary	
Short term	Growing the organization	Prioritize key allies and key opponents that you need to move.	Influence the decision makers	



## Types of Actions

**Methods of Protests and Persuasion**  
Demonstrations, petitions

**Methods of Non-cooperation**  
Boycott, strike, refuse to obey orders, refuse to obey laws/rules

**Methods of Nonviolent Intervention**  
Blockade, protect, dismantle

See <https://www.aeinstein.org/nonviolentaction/198-methods-of-nonviolent-action/> for list of actions.



## Choosing Tactics

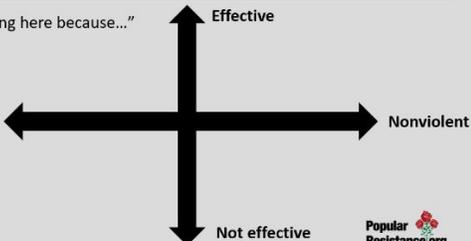
**What is your capacity?**  
Do you need new skills?  
Cross Spectrum Exercise to determine opinions of your group  
Matrix Exercise

**Create a time line of escalating actions.**  
Remember the OODA Loop.



## Cross-Spectrum Exercise

"I am standing here because..."





## Matrix Exercise

		GOALS			
		Recruit more people	Improve our message	More media coverage	Increase our internal cohesion
TACTICS	Flash mob in the park				
	Canvassing				
	Banner drop				
	Petition				

[https://www.warresisters.org/sites/default/files/resources/matrix\\_exercise.pdf](https://www.warresisters.org/sites/default/files/resources/matrix_exercise.pdf)



## Grand Strategy



**Strategizing for civil resistance**



## Planning an Action

**Roles in an action**

**Pre-action**  
Research, scouting, legal, outreach, logistics, funds, transportation, art, media

**During the action**  
Arrestees, direct support, police liaison, media, photography/videography, streaming, communication, medic, worker liaison, de-escalator, rallier, handouts, organizer, art, gear, facilitators, runners, deciders, legal, jail support

**Post-action**  
Legal, media, funds, debrief, celebrate



## Planning an Action

Evaluating your action with the Tactic Star:



## Basics of Organizing (by Kevin Zeese):

### Community Organizing

**Form a core group:** Identify people committed to improving conditions or ending an injustice. Build on common self-interests. Build unity as you grow. Seek diverse backgrounds, experiences and skills.

**Identify an issue:** Come together around an issue, identify and define the issue. Advocate for a positive solution as well as a negative (something that needs to stop), i.e. stop the machine, create a new world. Frame issues so people will agree with you and will ask questions to understand more. Education is the first step to building a movement.

**Identify a mission and goals:** Develop long-term and short-term goals that define purpose and mission. Create a narrative for your campaign.

**Build out from core group:** Like a circle with your core group in the center, build outward with concentric circles based on people's ability to participate, skills, interests. Build people-power to achieve the goal.

**Recruiting:** Getting people involved should be ongoing with each action having recruiting people as a goal, e.g. forums, tabling, petitions, flyering, surveying, canvassing. Recruit people directly impacted by the issue. Let people know what you need, give them a menu of tasks that are needed. Gather contact information (phone, email) and get in contact quickly, thank people for attending events, engage them. Support new leaders especially from impacted groups. Find out who will volunteer, i.e. make phone calls, organize others.

**Engage people:** Hold regular meetings or conference calls, welcome new people, act more and talk less, work in pairs, limit time commitment, hold social activities, conduct skill-building, art-making events, make it fun. Contact or call new people within a week, find out their interests, concerns, and recontact them regularly.

**Identify allies:** Identify individuals and organizations that share your goal and involve them.

**Identify opposition:** How do you move them to supporters, neutralize them, limit their influence, divide them?

**Develop a strategy and plan:** Strategy comes from your goal, what steps do you need to get there. Tactics serve the strategy and make-up a general plan to support strategy. Identify tactics that will achieve your short, medium and long term goals e.g. demonstrations, events, contacting elected representatives, website, social media.

**Develop a Timeline:** Working backward from the end of the campaign examine each stage toward your goal, imagine the moment before victory and what needs to be in place.

**Develop specific activities:** Set goals for very specific actions, e.g. contacts with government representatives, public events, phone call campaign, media events. Simple is better than complex.

**Evaluate:** Learn from success and failure. Debrief after events. Evaluate strategy, tactics and activities to improve them.

**Celebrate wins:** There will be many steps to your overall goal and wins along the way. Small victories should be celebrated, both internal organizational goals as well as external policy changes.

### **Suggested Reading:**

[Steps in a Campaign](#), War Resisters International

[Organizing for Power - Resources](#)

[Beautiful Rising Toolbox](#)

[War Resisters International](#)

[How to Create a Strategy Chart](#), Greenlining

[Forms of Nonviolent Action](#), War Resisters International

[Swarthmore Nonviolent Database](#) (more than 200 tactics)

[Organizing Toolkit](#) from the Backbone Campaign

[Action Planning checklist](#)