



unite

A PRACTICAL GUIDE FOR
USING SOCIAL MEDIA TO BUILD
GROUPS FOR ACTION

WHO WROTE THIS ORGANIZING GUIDE? WHO SHOULD USE IT?

We are social movement architects who have mobilized groups to affect change through action. Aided by seasoned community organizers, we put together this guide. We see the desire of ordinary citizens to take action in groups with like-minded people in their communities.

Do you want to start a group of like-minded people in your area, but don't know how to get started? Use this guide, share it, add to it, and help us build this movement.



This guide was organized by Andrea M. Catone and designed by Allie Rossignol. An A Team Production.

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Dear Fellow Organizer,

You might not feel like an organizer yet, but you are already on the path. Your first step was thinking about how to engage and empower your neighbors to act together to do something about the issues that concern you. Welcome! You are in the right place.

We developed this organizing guide to help you build groups successfully. This guide describes the steps we took and those we determined were the most important in the early stages of development.

Our goal, in making this guide, is to serve you and our greater movement – not the goals of a particular individual or group. We have different experiences, ideas, and beliefs. Despite our differences, we've found a constructive way to work together in groups on efforts we all want to accomplish. We are the power of our network: the skills we bring, the issues that motivate us, the connections that make us stronger. It is through this that we learn from each other and grow.

Most of the contributors to this guide helped capture momentum during the surge before and after the U.S. presidential election on November 9, 2016. We see another surge approaching with the upcoming inauguration and the marches scheduled around the U.S. on the 21st of January. We want to help you build along with that surge.

It is our belief that this toolkit will be valuable for groups like ours and groups yet to be formed. We encourage you to document your own process as you build and take the time to write down ideas as instructions for others.

With your help, this collaborative guide will be an asset to the growth of our movement. Please share this guide widely ... and wisely.

In solidarity,

UNITE Organizers

www.uniteguide.com

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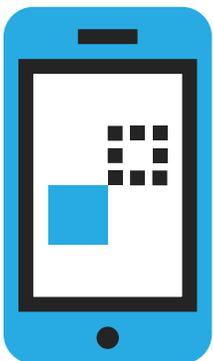
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USING FACEBOOK TO START YOUR GROUP

Facebook is a tool you can use to get a group started. It is not an ideal tool for organizing long-term, but it is useful for building an initial base membership. It is not necessary to use Facebook to start a group – other tools and platforms are available, such as: wdtmplatform.net

NAME: Choose a group name that relates to your location and areas of interest and concern. It will make it easier for members to find you.

PRIVACY SETTING: Choose a privacy setting for your group. Many groups start as “Closed,” which means they are searchable, but only members can see what is posted. After they increase their membership size, many groups then decide to become a “Secret” group. However, once this setting is changed from Closed to Secret, the group will no longer be able to be found when someone searches for your group name.



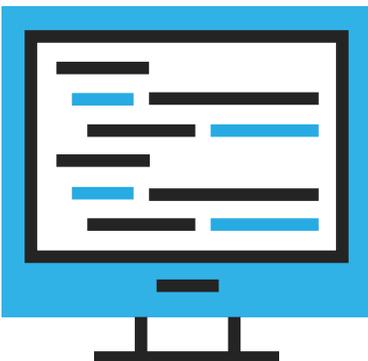
PUBLIC LANDING PAGES: Many Secret groups have created public administration landing pages so people looking for the group can find them and join. Here are instructions how to create one:

1. Create the Facebook page with timeline images and profile picture to reflect the organization. Photos and images need to be created by you or have permission to use.
2. Go to 'Page Roles' and add three administrators and editors - they will be able to respond to incoming messages and admit new members to the secret groups.
3. In settings, go to the messaging tab and select the "Send Instant Replies to anyone who messages your Page."
4. Create the auto reply message. This message should contain clear directions for the potential new member. Characters are limited so be concise: "Autoreply: Message us with the email address used for FB to be added to state/county groups."
5. Create a new post on the page wall itself that gives clear directions to message the page for admittance:

"If you are looking for the Action Together secret group send us a message through this page. We have many requests and are doing our best to verify each one and add new members. Please have patience and bear with us! NOTE: Please CHECK YOUR EMAIL for an invite once we've added you. Do NOT use the comment box to ask for an add. Please use the "Send Message" button. If you are using Gmail or a like email system, this invite may route itself to your spam/junk mail folder."

ADDING GROUP MEMBERS: Add members to your group by adding your like-minded friends and encouraging others to do the same. Try to find people whose networks are outside of your own, where you are the only connection. Be mindful of who gets added and who you encourage others to add.

CHOOSE AN "ADMIN" TEAM: Have only a small number of trusted people be full Facebook administrators (admins), while giving others the role of moderator. An administrator on Facebook has the ability to delete and block other administrators, so be thoughtful with these choices.

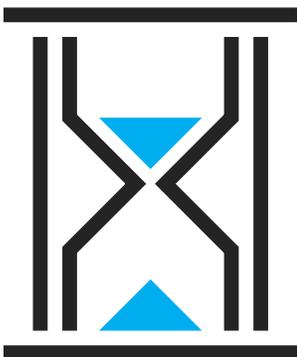


CREATING AN ADMIN TEAM: THE FIRST 48 HOURS

“We began as five regional/city Pantsuit Nation groups, with anywhere from 40 to 300 members in each. We connected and merged within the first 30 hours following creating our groups. The five leaders began the leadership team. We then started taking on moderators, anyone who **stuck out as being on their game, thoughtful, asked lots of questions, were engaging in healthy conversations, and giving unique insight and perspective** have been tapped. It’s not who your friends are, though peeking at them as possibilities helps, **it’s really the diversity of the group that’s helped us bring together an amazing team.**”

BUILDING AND GROWING YOUR ADMIN TEAM

The choices you make building your admin team will affect the tone and effectiveness of your group. Because of the amount of time they will spend in the group, these admins and moderators will fall into leadership roles in the eyes of the membership, regardless of your internal organizational structure. Choose wisely. Look for members within your group are already taking on the roles you are looking for: moderating posts and threads that are tense or contentious, standing up for the group, and people who frequently post or contribute. Stay away from those with big egos.



“In the beginning, I took anyone willing to contribute. Being open to people who reach out to us is important, as they typically feel more invested in what we are trying to do. However, due to some internal disruptions with a couple of eager (but ultimately very domineering and disrespectful) members, we have developed a formal vetting process.”

VETTING NEW ADDITIONS AND ONBOARDING FOR PANTSUIT REPUBLIC LEADERSHIP:

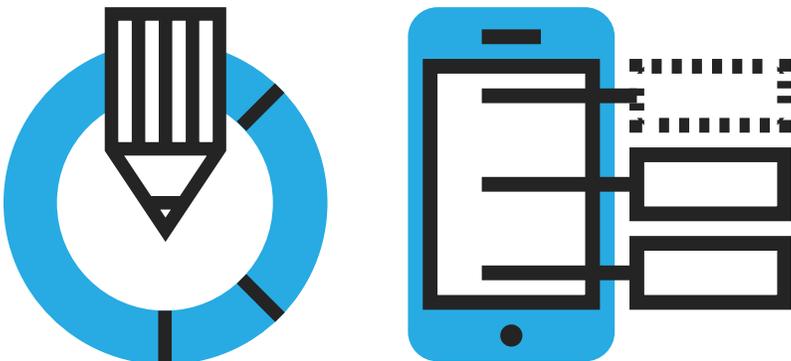
- If someone should reach out to any of the current leadership team about joining leadership, inquire about interest area, skillset/experience, and availability.
- Introduce them to the member of the core team who would be most relevant for the person’s interest area, skillset/experience. This team member will be responsible for determining if (s)he can use this potential new addition.
- Prior to nomination of a new member to the Pantsuit Republic **Slack team***, the person bringing them in will need to present reasons for adding this person.
- Any new additions to the Slack team should be (co-) facilitators for existing or new projects approved by change of control in #coreteam (#coreteam is a private channel of 9 core members representing various Areas of Responsibility (AOR) and a broader leadership currently of ~20).
- Any new additions to #coreteam will need to be approved by our change management process. As we grow, we have to circle back to ensure that a sufficient number and diversity of voices among our many facilitators is represented in #coreteam.
- Once approved, the person who brought the new addition in will be responsible for orientation and introducing her/him on #general.
- Vetting of recruits for committees (i.e. four issues areas, psr candidates team, podcast team, campaigns) that may or may not operate in new Slack environments will be the responsibility of (co-) facilitators and will not require change of control.
- Please consider those that are passionate but not divisive in tone and vision. Red Flags include splitting (telling one person on the team one thing, and another a different thing to essentially split up the team member relationships), fear mongering (using fear to make rash decisions, or corner someone into a decision or school of thought), lying, a completely different vision than our current one of inclusiveness and progressive change in Texas, and alternate reality (their version of events is vastly different than others’ versions).

***Slack is a free communication app that is enables categorization of information, search, and archiving utilities. Documents can also be shared and searched, and private messaging is also possible.**

CREATING GROUP GUIDELINES

Whether you use Facebook, Slack, WDTM, or another service to connect your membership and have them communicate and work together, you will need group guidelines. Group guidelines will tell members what they are allowed to post where and what types of behavior will not be tolerated. When using Facebook, use your group's pinned post to list your guidelines.

“As with everything we have created, **creating group guidelines has been an interactive and iterative group process** – through exchanges on Slack and many conference calls and in person meetings. We try to keep things very **transparent and democratic**. We typically keep all discussions on open channels on Slack and only move to the private #coreteam channel for decision making on issues discussed publicly. Coreteam are the voting members, but we constantly circle back with broader leadership and membership.”



#BESTPRACTICES: Many groups have had success overcoming Facebook's limitations of having only one pinned post by creating a photo album whose captions list important information like guidelines, tips for searching the group using hashtags, vision/mission statements, etc.

NOTES

STRONGER TOGETHER WESTERN NEW YORK'S TOP TWO GUIDELINES

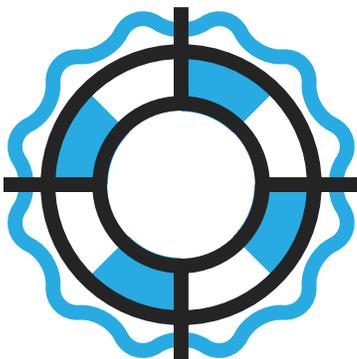
1) USE #HASHTAGS OR TITLES AND CONNECT YOUR POST WITH WNY

Posts are often overlooked and people miss out on connecting with one another on similar issues in groups of this size. To help prevent confusion or missing out on all the good stuff, please use titles or #___ in your post, it doesn't matter where you place it in your post. For example: If you're writing about education, write #education, if you're writing about calling a politician, write #callapolitician so it'll catch people's attention. It makes looking for a specific type of post a snap to find. #HASHTAGS or titles and clarifying how your post connects with WNYers draws in even more members who will do more than give a thumbs up or scroll right past.

2) SELF CARE AND LOVING YOUR NEIGHBOR

There are a WHOLE LOT of people here now. We are not all going to agree on everything. If it starts to get snippy or makes you really upset, do the following.

1. Take a breath.
2. Get some water.
3. Take a break. Stop engaging online until you feel calmer.
4. Take it out of the group and into private messenger. We're asking that you handle it, if you don't, we will be deleting whole comments or booting people. Don't let it get to that point. You're better than that.



EXAMPLE FACEBOOK GUIDELINES FROM ACTION TOGETHER NEW JERSEY

1. RESPECT

Respect, courtesy and kindness are not only encouraged here, but they are also expected. Remember to always Go High. Don't be mean. When in doubt, think back to the old adage; "treat others the way you would wish to be treated."

2. DISCUSSION

"Great minds discuss ideas. Average minds discuss events. And small minds discuss others." –Eleanor Roosevelt. Let's strive to be the great minds that we truly are. Let's discuss the ideas, the hard and difficult topics, and the things that will make us strive to be better. Discussing the hard stuff is how we grow and expand. But let's remember that we are a rather large group and that we're not monolithic. While most of us are here because we have a great deal in common when it comes to our social and political beliefs, we will not all have every ideal or opinion in common. You do not have to agree with everyone here, but you do have to be polite, kind and respectful.

3. FACTS

Facts are important. Fact checking is important as well. Yes, we have fact checkers on the admin team. Yes, we try to do our best to check all things that are posted for validity and verification. However, we also encourage you to be proactive and fact check your own posts before you share them. Verify or validate links, petitions, articles, and/or resources (to the best of your ability) before sharing. Is this source reliable? Is this news outlet reputable? Can I find anything else supporting this claim anywhere else? And of course, if you need help, tag one of your admin fact checkers

4. COUNTY GROUPS

County groups: We urge each of you to get involved with your Action Together county group. Being involved with the county groups will allow you to connect locally to people and things that matter within your town; including but not limited to, local calls to actions, petitions, meet ups, and votes. We will be updating county groups with important information, which may directly affect you, as they arise.

5. SHARING

Sharing is disabled on personal posts made here within the group. However, you may notice that the "share" button still remains when an article/link is shared within our group. Long story short, if an article/link is posted publically by the original poster (CNN, The Wall Street Journal, etc) we do not control the option to disable sharing on that post, even within a secret group. If you wish to share something to your own page, we ask that you kindly refrain from pushing that magical "share" button. Instead please share directly from the link, article or source. This will help ensure that no one's private information (a name or comment attached to a thread) will be shared as well. As a side note, the failsafe

with this is as follows: Sam is a member here. He shares Anne's post by hitting the share button instead of sharing directly from the source. However, his friend Emma is not a member here, so all Emma will see is "Attachment/Article Unavailable" on Sam's personal Facebook page.

6. SCREENSHOTS/PHOTOS

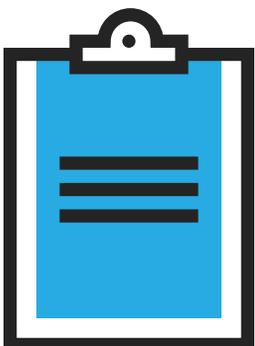
No screenshots of anything in this group should be posted anywhere else. Period. Along with that, no pictures should be shared here unless they are your own, or you are doing so with consent of the person(s) in said photos. Please do not share pictures that contain such things as the following: license plate numbers, people who did not give consent for the photo to be taken/used, house numbers/addresses, or pictures containing anything that would be personal information.

7. PERSONAL ATTACKS

Here at Action Together, we understand that this is a politically charged group. We understand discussions may, at times, get rather intense. However, if you veer into personal attacks, the use of cuss words towards other members (or sometimes in general), ridiculing, making derogatory statements, mocking or belittling the comment of any other member, you will be warned. If deemed appropriate, administration will delete comments that are in direct violation of any of the above. You may be asked to leave a conversation by administration as well. Please note however, that it is never our goal to stifle or censor you. But we will intervene if we feel the need to do so.

8. REPORTING TO ADMIN

Lastly, if you are part of a comment thread or you see a post where someone is violating any of these guidelines, please report to the admin/moderator. To do this, please tag one of your administration team members on the post/thread in question. You may also send us a private message if you wish to remain anonymous in reporting. Please note that your administration team is made up of a rag-tag group of volunteers who also have jobs, families, and other commitments. We are transparent and have different levels of activism ourselves. We are always around and will do our very best to help you in any way we can!



EMPOWERING NEW MEMBERS, INSTILLING AGENCY, AND RELIEVING STRAIN ON EXISTING MEMBERS

Empowering new members cultivates involvement and retention of group members and relieves strain on other members who are doing the work. The following suggestions from group leads have helped them not only grow membership, but also keep other members from experiencing burn-out and exhaustion. Since we are all volunteers, we need to be mindful of the workload on individuals in order to keep our groups successful.

USING SURVEYS AS A TOOL. Use a survey or Google form to find out who your membership is, what skills they have, their level of interest, desired involvement, as well as what they are interested in. Using a survey to collect this information is one way groups have taken the first step to engage new members. This survey will help you reach out to your membership and figure out what things they can and want to work on.

ACTION TOGETHER MONMOUTH COUNTY ON THE VALUE OF SURVEYS FOR UNDERSTANDING AND EMPOWERING YOUR MEMBERSHIP

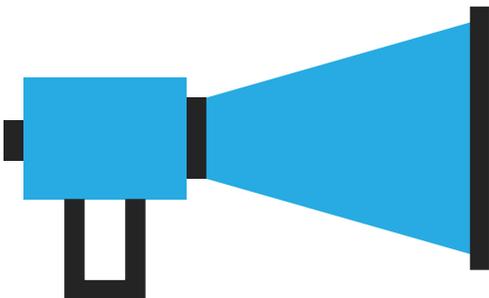
“Before our first in-person meeting, we sent out a survey to understand the interests of the membership. I sent the link to the members repeatedly as did other admins. As a result, we had a very good response rate, and it facilitated the discussion and engagement of the members. This not only helped build more momentum (‘we care about what you think’), but also provided input to set the tone and start off discussion at the meet-up. The survey was so well received that a modified version is being conducted to include other counties. ”

WE NEED TO HAVE EVERYONE ENGAGED AND NOT SIT ON THE SIDELINES.

“It all comes down to the **basics of human decency and kindness**, how would you want to be treated? Everything we do circles back to delegating, using empowering language, asking wondering questions, calling people out on poor decisions, reactions, and words - **but always giving them an opportunity to figure out healthier ways to respond and making room for funny moments**. We all want to succeed at this, reminding people that despite our diversity, **we are stronger together because we take action together.**”

EMPOWERING MEMBERS AND INSTILLING AGENCY: REFLECTIONS AND LESSONS LEARNED

“I fell short in this area, as I expect many beginning organizers do. I believed that as long as I had a clear sense of direction, and could succinctly communicate actions to volunteers, I was doing good work. Later I realized that a top-down approach like this is doomed. **People will enjoy being part of a group where their input is valued and everyone gets to speak. The best group leaders are great facilitators of discussions where no one dominates and everyone contributes.**”

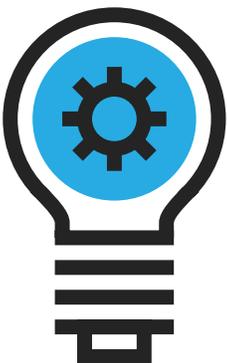


FOLLOWING UP WITH MEMBER INTERESTS AND REQUESTS. Use the survey results to craft meeting agendas where action plans can begin taking formation. Find concrete ways to plug members into the work they want to do. Do not recreate the wheel and replicate work unnecessarily. Do your homework and see if existing organizations and groups have resources, actions, and events your group can plug into.

GET YOUR MEMBERS TRAINED. Membership training is one of the most important ways to empower new members. By finding or organizing trainings that provide them with the leadership tools and particular skills they need to accomplish their goals, group members will feel more confident and will be more effective. Once again, see if existing organizations have trainings you want to attend and use that as a relationship building opportunity.

FOLLOWING UP WITH MEMBERS' INTERESTS

“Based on our membership survey, about 1/5 of the people are interested in running for public office. We contacted our county democrats and asked them to join our next meeting to discuss open positions and to answer questions about running for office. We will meet with them before the meeting to make sure we are all aligned on what we want to accomplish at the meeting. In addition, we asked two women who were recently elected to public office to speak at the meeting about their experiences. Finally, we will have someone speaking specifically about our congressional district and how to win the US Congressional seat.”



ENCOURAGE PEOPLE TO GET INVOLVED WITH WHATEVER THEY CAN

“We have tried to create a culture of mutual support, such that leaders do not feel overwhelmed. **It is okay to say no.** We do also state up front the expectations for time and availability to avoid bloating leadership with people who are not contributing (enough). We encourage people to get involved with whatever they can. We believe in the creative power of men and women when afforded this kind of autonomy. We also recognize that some need more direction than others.”

USING CROWDSOURCING TO EMPOWER MEMBERS

“We also try often to outsource/crowdsource. We do this at all levels – members who have previously indicated they want to help (we have a talent list of members who have indicated they would be willing to generously offer their skills/talents to helping our cause), members who may not know that we are always open to their help (i.e. just crowdsourced to members a request that those interested sign up to research and follow specific Texas lawmakers during our 85th state legislative session – their upcoming schedules, town hall meetings, open offices, lobby days, key staffers, committees and bills they are sponsoring – about 100 people signed up in less than 12 hours). We stay organized. We collect contact information for all volunteers”

INSTILLING AGENCY. A common issue that new groups and groups with members who are new to organizing face is that members often think they need a “leader’s permission” to start a project or even post in the group (even if that is not in the guidelines). People in leadership positions (whether real or perceived) need to actively instill agency in their membership. Many of the tips for empowering new members apply here as well. But, this need to instill agency is not limited to new members.

DO SOME LEGWORK ... DON'T SEND YOUR MEMBERS ON A WILD GOOSE CHASE

“Provide concrete actions for them to follow up, and help with the action if it is a large effort requiring sustained leadership. Do some leg work to vet the idea for the action and set up rudimentary building blocks, then let the group leap forward and own it. Don’t send your members on a wild goose chase by, say, telling them to contact org xyz when xyz doesn’t have a good track record of responding to cold calls.”

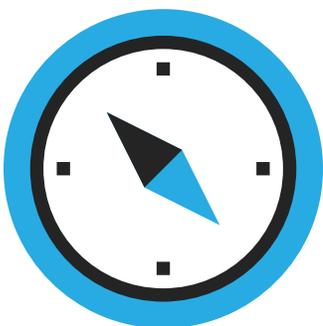
“WONDERING QUESTIONS” FROM STRONGER TOGETHER WEST NEW YORK

“We have, right now, one person in leadership for every two hundred forty people in the main group. One of our administrators, devised a schedule so that there is always one admin and two moderators ‘on’ the group. This is our first week using the schedule and it’s a sanity saver. We also have taken to asking ‘wondering’ questions. ‘I wonder if members will step up to help this project be successful?’ ‘I wonder if we could do a postcard avalanche?’ ‘I am so thankful _____ politician stepped up to support _____ group in _____ state. I wonder if we can call in our thanks?’ Starting the questions and then assigning the first few people who respond to take charge encourages other to do the same. They start looking out for each other, encourage other members to make healthier decisions, etcetera.”

LISTENING TO YOUR MEMBERS

NOTES

“When we were about 22,000 members, we did a poll to set our agenda for legislative priorities. We poll on various items for their input. Otherwise, we listen often and well to the Facebook chatter. For instance, a member thread asking for people to share their favorite charitable orgs revealed that our members really cherish PP and ACLU. Those happen to be ally orgs with us already. But this demonstrates that **by listening carefully we can gather what our members desire**. We also empower our members through crowdsourcing some of the resources above. We have created various threads calling for members to offer their skills/talents for grassroots organizing or in looking for employment/sharing their small business enterprises. We have also created a thread on members looking for employees. All of this, we push as related to economic justice as critical to social change. Also as part of this, we featured a members’ Facebook live feed videos on the Safety Pin Box. We have stated since inception on November 6 that we deliberately approve potentially controversial posts and moderate aggressively to ensure people learn respectfully from each other on a variety of topics (urban elitism, intersectionality, abortion). We also produce many educational posts for directed campaigns as well as in general, i.e. about media literacy. These may be their own posts or in comments of threads where we see people posting biased sources, for instance.”



HOW TO ENCOURAGE MEMBERS OF YOUR GROUP TO BECOME MORE ACTIVE

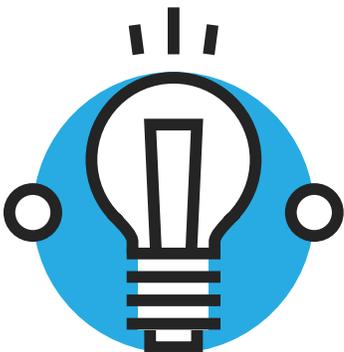
BY ASHLEY RAYMOND AND ANNA DILLULIO

“WE REALLY BELIEVE THAT WHEN ATTEMPTING TO PULL OFF SOMETHING GREAT, YOU SHOULD START WHERE YOU ARE, USE WHAT YOU HAVE, AND DO WHAT YOU CAN.”

After the election, we noticed that our PSNNJ group was ready to act. We toyed around with the idea of setting up a local meeting, but grassroots activism isn't our wheelhouse. Building websites, work flows, and managing digital engagement is where we thrive. So we built and donated a custom web app to our local county in NJ. However, our NJ state group quickly adopted the use of our platform. They shared our resource with groups all over the country and since then, we've been pouring blood, sweat, and tears into improving it on a daily basis. The entire thing is being built around this moment and the groups that we work with everyday. It is the best way that we know how to help. We weren't commissioned to do this work, we didn't ask permission to get started. In the beginning, things were very much "all hands on deck" and we ran with that. Our initiative was met with excitement, gratitude and support by our leadership. Our contribution was embraced and our platform has since been developed in a climate of collaboration.

“YOU WANT MEMBERS TO FEEL LIKE THEY CAN COME TO LEADERSHIP WITH A BRILLIANT IDEA.”

Anytime a member takes it upon themselves to do anything, it should be encouraged. Leadership should trust that if someone comes up with an idea and a way to implement it, that they can handle its execution. They should be encouraged to form a team to make sure that they don't get overwhelmed, but guidance and support should never be a veiled attempt at confiscating control of someone's work.

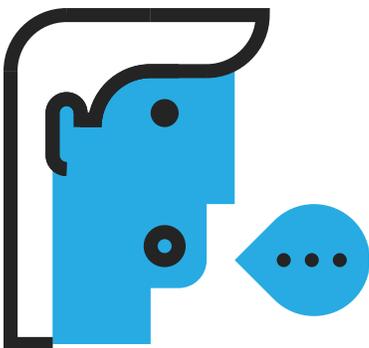


“WE HAVE TRIED TO BUILD ON THE LEADERSHIP SUPPORT THAT WE HAVE BENEFITTED FROM.”

Instead of holding on too tight, we have welcomed help. When someone with 30 years of experience in user roles and network engineering came to us and offered to spearhead testing, we said go for it. She created scripts, assembled a team, and tested our environment. We trust that she can handle it and we appreciate that she is helping the cause in the best way that she knows how. We let her do her thing, we evaluate her team’s feedback, and we don’t feel the need to micromanage her process. Additionally, we have created a webmaster role for each instance of the wdtm platform. We have mandated that the platform webmaster cannot be a group administrator. Obviously, admins are overworking themselves, but we really wanted to create a space for people who can’t (for whatever reason) take on more traditional organizing roles. When you have people volunteer for things that they enjoy doing, things that they excel at doing ... it is empowering to them. We couldn’t ever afford to pay for the quality of work we are getting from volunteers who act with full agency.

“THE EASIEST WAY TO TURN A MEMBER INTO AN ACTIVE VOLUNTEER, IS TO ASK.”

There are a lot of people who want to get involved. Our general populations are overwhelmed by calls to action, under-informed about what goes on behind the scenes, and grossly underutilized. When you put out a call for help, it has to be specific and it has to be supported by explicit follow up actions. You need to know exactly what you are asking for help with and then, and this is the most important part to remember, you need to trust that your members will be able to execute a project or task just as well as an established member of your admin team. It sounds so silly, but leaders need to actively remind themselves of this before they take on more work.



HOLDING YOUR FIRST IN-PERSON MEETING

Meeting in-person or face-to-face via video conferencing is a critical to developing a sense of community within your group. It also allows members to avoid the pitfalls of only “texting” each other via social media. Relying only on Facebook, Slack, or email to talk with your membership or admin team will lead to misinterpretations and conflict – it is very easy for people’s perceptions and biases to affect how they read others’ writing and intentions.

CHOOSING A TIME AND LOCATION. Use tools like Facebook surveys, Google forms, or Doodle polls to find the best time and location to meet for your membership. Try to find locations that are free for your group to meet. You can use this opportunity to get to know existing groups and organizations in your area that members might also belong to, whose space you can use.

SET AN AGENDA WITH A TEAM. Use the results of surveying and getting to know your members to set an agenda with your team of admins. As your group grows, the team that sets the agenda will also grow. Have different people take the lead in each agenda point if it relates to their interest and skills. These people can moderate or facilitate the discussion of that agenda point during the meeting.

INVITE YOUR MEMBERS. Use your Facebook group, Slack team, or WDTM project to create an event. Invite your members using your chosen platform’s tools. If you feel comfortable, advertise your meeting locally in places where you would find like-minded individuals.

A COUNTY GROUP’S FIRST IN-PERSON MEETING...

“Essentially, I posted an event invite though the state site to people in our county. I decided to have the meeting at my house as I didn’t know how many people would show up. As it turned out, there were about 60 people in attendance so it was a ‘cozy’ gathering. The second meeting, which will be in mid-January, will be at a local church. A county group member offered the church as a meeting place.”

HOLDING MEETINGS IN LARGE STATES

NOTES

“At the state level, we do not plan in-person meetings. Texas is enormous, so in person meet-ups are best planned through local chapters and affiliates. We have planned a couple of live fundraising events and that was in close collaboration with members and local chapter/affiliate leaders. Several of our members have offered their venues to host. Headcounts by creating events on FB are useful. We are also working on various ways in which our members can engage across geography (some are rural/remote) – exploring Google Hangouts for book club, moderated video conference discussions on difficult issues (which are fraught on Facebook), including radical inclusion, intersectionality, urban elitism.”

GIVE YOURSELVES A SECOND CHANCE...

“Our first meeting was a tiny gathering of desperate and very sad people. We came up with our 5 core Calls to Action in the meeting but it was really the 2nd meeting that I like to think of as our first meeting since it had the broadest range of members who were eager to get started. **I delegated as soon as someone made a suggestion.** That was how our 2nd, and largest, meeting came about. I said we should have a second meeting. A whole lot more people wanted to go and I couldn't find a location. I asked for suggestions, one person made a few suggestions and I told her she sounded confident she could make it happen and I set her loose on it, and she found us a super location that welcomed us with open arms and lots of hot coffee!”

#BESTPRACTICES FROM PANTSUIT REPUBLIC

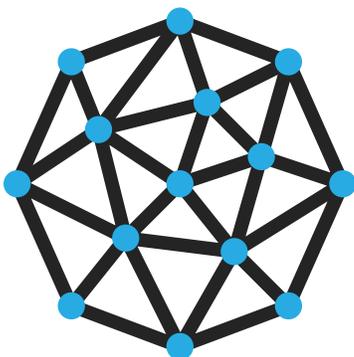
NOTES

MEET IN PERSON. When that is not possible, GOOGLE HANGOUTS or ZOOM or other video conferencing call! Weekly video conferencing is essential.

We put out a Sunday evening post that communicates to our members what our accomplishments have been over the prior week. We will now produce this post after our weekly call, such that the (rotating) author of it (from coreteam) can typically just draw from the weekly meeting for highlights to the membership.

CREATE a local chapter map using <https://fusiontables.googleusercontent.com>

CONNECTING in person has everything to do with the robustness of local chapters/ affiliates. For state level groups, recognize that the direction you provide should be only as much as your local groups require. Some people (groups) require more direction than others. Communicate often and well with your local group leaders. State leadership should also be members in local groups on FB. This allows them to participate in local events rather than just sitting at the computer all day everyday engaging inevitably the less fulfilling meta-activism. Also, it allows the state team to keep a pulse on how things are going with local groups (to bolster them). Allow anyone to start local chapters, but you may want to consider some of the bullet points on the Vetting instructions above. To safeguard against the rare opportunist who does not have her/his heart in the right place or otherwise may be troublesome for the group as a local chapter leader, make sure anyone who wants to start a group is asked to make at least 1-2 others admins with them. It may be reasonable to ask that one of the state level group be one of those admins. We have not done this last piece of it in Texas, because we really cherish autonomy... We have so far been pretty lucky, but, allowing for autonomy comes at a price. We are willing to pay that price in Texas.



SUSTAINING GROUP GROWTH AND MOVING FORWARD

HOW TO GROW YOUR MEMBERSHIP. Have your members and admin team reach out to various groups and organizations. Join their groups and ask them to join your group. Keep encouraging your members to add more like-minded people into the group.

SUGGESTIONS FROM PANTSUIT REPUBLIC FOR SUSTAINING GROUP GROWTH

“We occasionally check Pantsuit Nation for keywords : Texas, Houston, Austin, Dallas, San Antonio. We reach out to people posting on PSN from Texas in comments or through FB messaging. We maintain close relationship with major networks – Action Together Network, Together We Will, SuitUp Action Network. Local chapter leaders are inviting members of Dem / Progressive clubs to join us. We have partnerships with Code Blue, Indivisible, and various strong strategic alliances with all Planned Parenthood entities in Texas, ACLU Texas, Annie’s List, and are working on collaborations with Sister District, She Should Run, Our Revolution Texas (Bernie Sanders’s group), and Brand New Congress. None of these provides a Texas (women) centric focus on political action. We offer to be a curated clearinghouse or repository for action by any other activist groups (members often suggest these to us), so that our members do not have to be members of 10,000 organizations.”

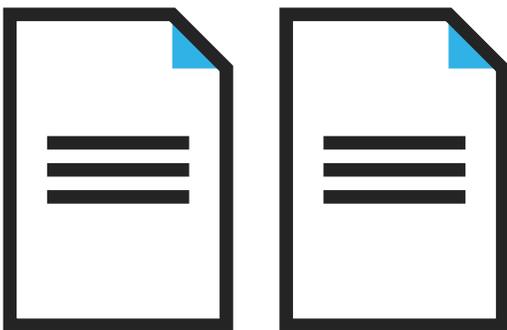
“We have made people aware of our organization by having a public landing page, writing op-eds, and having a real life presence.”

“LIVING DOCUMENTS” BY STRONGER TOGETHER WESTERN NEW YORK

During our first meeting we identified the people and areas most likely to be adversely affected by Mr. Trump’s Administration. They are: Racial Justice, Reproductive Rights, Rural Community Supports and Outreach Programs, Urban Community Supports and Outreach Programs, Environmental Concerns, Women’s Rights, LGBTQ+ Rights, Disability Rights, Gun Violence, Immigration, Education, Healthcare and Social Services, Criminal Justice Reform, Electoral Reform, Finance and Economic Reform, Workers’ Rights, Civil Rights Protection and Expansion, and Military and Veteran Issues.

We then zeroed in on five major concerns that our group would need to cover in order to be able to do the most good for these identified groups and areas, which we now refer to as our core Calls to Action. They are :#1 Developing Resource Materials, #2 News & Media, #3 Outreach Target Groups, #4 Education Statement and Resources, and #5 Increasing Women in Leadership Roles (beyond just politics).

We set up an opportunity for the growing group to meet a second time to start developing and fleshing these actions out. Through meetings, these Calls to Action have become living things, which is what we call our completed Call to Actions: “Living Documents.” The first Living Document is #3, Outreach Targeted Groups. It’s leader, and now museum-like curator, will be in charge of being it’s caretaker. Our goal is to make this new Living Document something folks start looking forward to accessing and utilizing.



DEVELOPING A TIMELINE BY ACTION TOGETHER NEW YORK CAPITAL REGION

Developing a shared timeline is a helpful way to keep all group members on the same page and to monitor progress. Think about the concrete steps needed to reach your long term goals and list them out in the order they need to be completed – and check them off as you go.

The specifics of the timeline you create will be guided by the unique goals of your group, but there are some general “housekeeping” items all groups need to think about. For example, how will you recruit members? What channels of internal and external communication will you use? What kind of structure will you create? What roles are needed? How will you stay organized?

Below is an example of a “getting started” timeline created by the Action Together New York Capital Region Group. We are working toward becoming a trustworthy source of information and coordinated actions for a region of our state – so our steps begin with the basics (recruitment of members, creation of basic charter documents, and assignment of roles) and progress toward our longer term goals of publishing a blog and tackling issues with specific actions. We will develop another timeline document when we finish checking off the boxes in this one.

ACTION TOGETHER NY CAPITAL REGION TIMELINE

PHASE 1 – BUILDING A FOUNDATION

- Recruitment of members to the Closed Facebook page
- Charter, Platform, and Code of Conduct are completed
- Website, public facing Facebook Page go live
- Facebook group goes Secret
- Leadership Committee meets to plan Membership Meeting
- Begin soliciting members to join committees and/or take on formal roles in group
- Hold Membership Meeting to foster community and welcome all members to group, as well as present and recruit for all open roles
- Finalize roster of active participants
- Leadership Committee meets to flesh out Leadership roles and election process
- Committees meet and flesh out their mission, scope, and goals
- Monitor Coordinator meets with all potential Monitors to organize communications and what information will be tracked

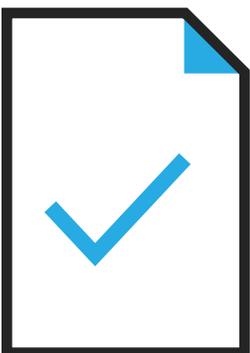
PHASE 2 – GETTING OUR FEET WET

- Leadership group begins meeting at least monthly, producing weekly calls to action, and identifying community partners
- Monitors begin their work, including presenting monthly reports at the Leadership meetings
- Committees begin their work, including developing/scheduling actions, liaising with outside groups, and presenting monthly reports at the Leadership Meetings

PHASE 3 – MAKING A DIFFERENCE

- Committees begin soliciting blog article proposals and content from group members and partners
- Committees schedule and complete actions
- Blog goes live
- Marketing, PR, and Outreach committee begins work promoting the group's public actions and the blog
- Sally forth!

NOTES



BUILDING RELATIONSHIPS WITH OTHER GROUPS

PARTNERSHIPS AND COALITION BUILDING. Although using social networks to organize is an excellent strategy, its weakness is its relative inability to cross community boundaries. Remember that crossing historically-established social boundaries can be difficult, but it is important to the success of any good movement.

Be open and upfront with potential coalition partners. Be clear on what you are asking them to commit to and why you want them to commit. Also, emphasize that the coalition relationship is one of equality, not hierarchy. People and groups join coalitions as equal partners, not as subordinates.

KEEP THE FOLLOWING POINTS IN MIND WHEN BUILDING PARTNERSHIPS:

- Your statement of purpose is a collective organizing tool. Use it to explain to groups what you stand for and what you are doing. Work to see if the demands of your coalition partners fall within opposed to forcing them to only adopt your agenda. Remember that different groups have different concerns.
- When groups are participating equally and having their concerns integrated into the network, this is when a true coalition is formed and each group becomes just as invested into the event as the core organizers. In fact, eventually, the goal is for the coalition members to become core organizers within the network.

— Adapted from the *Tent State University Organizing Model*

“We have 5 sub-groups. They bring together community members to discuss, create, build, and help each other find local projects related to the topics they are most passionate about in their respective cities or regions.”

THINGS TO DO BEFORE REACHING OUT TO GROUPS TO WORK WITH:

- Create a presentable packet about your group that includes your group’s history, what you have accomplished, mission/vision/goals statement, and requirements for partnership
- Establish a process for choosing groups and organizations to approach
- Establish a process for building partnerships. Will new partners be listed on your website? What can you do for them?

“Identify areas of common interests and reach out to other county groups that share your Congressional District for cross-county actions.”

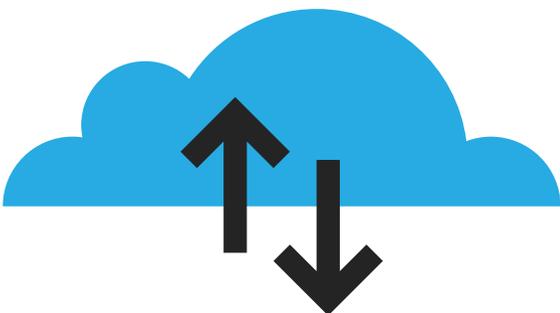
“We offer our resources and share freely.”

MUTUALLY REWARDING RELATIONSHIPS ARE ALWAYS THE BEST

“We try to participate as much as possible in many groups and networks as possible, but the practical reality is that we have a ton to do in our red state. **We give and receive in these relationships**, which is really how it should always be. Ideally, it would be a balance between giving and receiving, without one overwhelming the other. Mutually rewarding relationships are always the best. The exception is when we have groups in blue states reach out to red states to help us.”

THE VALUE IN ATTENDING CONFERENCES

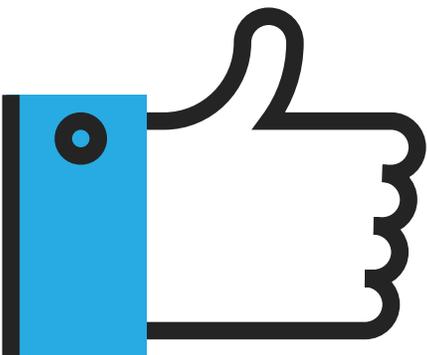
“Sharing one another’s memes and articles was a step, but **it wasn’t until I was able to be in the same room with partner grassroots organizers that I really felt a sense of camaraderie and shared purpose**. This is why I’ll always make an effort to attend conferences. When ad-hoc discussion happen with people from other grassroots groups, I feel such a lift in energy. This happened for me at the People’s Summit in Chicago and the People’s Convention prior to the DNC in Philadelphia. It can happen in conference calls also, but **face-to-face interaction is gold**.”



THE ROLE OF SMALL, CONCRETE WINS. We are facing an uphill battle. Our fight will not be easy. We need to give our group members ways to overcome getting discouraged when things are challenging. Some groups have found regular, local actions that get them more involved with the community and causes their groups are interested in, like helping local food banks and groups assisting recently settled refugees in their area.

LISTEN AND TALK TO YOUR GROUP. The best way to know how your group is feeling is to ask and listen. Then, address their concerns. Be transparent with your group about the strategy, the fight we are up against, and why we are still here together doing this. Be clear with the group about how your group is structured and who is the point of contact for various areas. Knowing who to go to for help will allow you to help your members more effectively when they are having problems, concerns, or worries.

“There are many issues where we will face defeat. We have to have victories, even small ones to celebrate.”

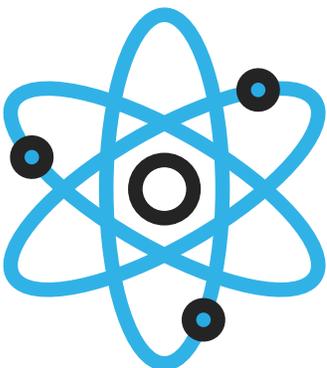


SUGGESTIONS FROM PANTSUIT REPUBLIC FOR SUSTAINING MOMENTUM IN YOUR GROUP

“We try to continually remind those we recruit into leadership to have the cognitive flexibility with the uncertainty of what we are doing and always to be open to evolution. Part of this has to do with taking advantage of opportunities to fill in on other tasks when your particular area may be quiet for the moment. The coreteam functions like a board, and we expect these individuals to get involved in multiple aspects of the group and to rotate into serving as the public face for Pantsuit Republic. For members, we make explicit in describing PSR to everyone that we welcome all levels of interest in activism. Our calls to action resource allows people to engage at the lightest level (calling their reps).

We also frequently put out posts for member input on resources we are creating that will be of great benefit to the group and the progressive movement in general. These run the gamut in terms of interest, skillset, time commitment, and acuity:

- 1) A guide of all state level reps, their town hall meetings, contact info, social media accounts, staff contact info, their bill authorship and voting history, their donors, etc.
- 2) Information on Texas counties and where to find information online about voting/ elections in each of our over 200 counties.
- 3) Committees for our legislative advocacy. We have found that a more specific ask for a few people who have the skillset is more useful than gathering tons of well-meaning people who may accidentally compromise the quality of the resources we are generating.”



CONFLICT AND COMMUNICATION WITHIN LEADERSHIP AND WORK TEAMS

As your group grows and begins projects and actions, the people doing the most work (who will be perceived as leaders by members even if you have a flat structure) will be spending a lot of time together - whether online, on the phone, or in person. The tips, stories, and processes in this section help people leading groups talk to each other, handle conflict, and make major changes.

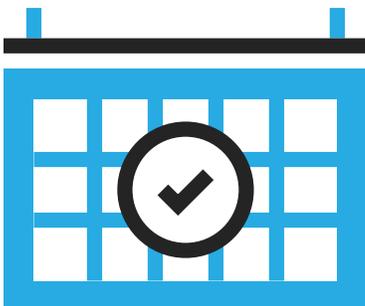
TOGETHER WE WILL USA'S LEADERSHIP TEAM ON MANAGING CONFLICT AND COMMUNICATION

STEP ONE: One of the things that kept our group the most grounded as we worked to build our organization, was **the acknowledgment that we weren't the first ones to undergo this process.** There are clear cycles that an organization goes through in the beginning stages. We have seasoned activists and people advising us who have worked with non-profits in the creation stages. Knowing and identifying which stage our organization was in at any given moment was calming – it reduced the fears that we were doing something wrong. There are 5 stages, the Forming stage, the Storming Stage, the Norming Stage, the Performing Stage and finally the Adjourning Stage.

STEP TWO: Pick up the phone! Creating organizations in such an emotionally charged environment makes for typed word conversations that easily derail and cause unintended conflict. Jumping on a phone call not only saves time, but reduces the chance for miscommunication that can result in conflict.

STEP THREE: Build rapport. You are bound to those you are building this organization with. Like them, you will spend a lot of time working with them. The more they know about you (and vice versa), the easier it will be to navigate those disagreements.

STEP FOUR: Accept that sometimes there are people that just aren't a good fit for the organization. The leadership will shift as it finds its balance. Never EVER forget why we are all here. Keep your eye on the prize and remember we need each other. Don't let the little details derail what you are working to build. We each have a role to play and we each have our talents, and each is just as valuable as the other.



PANTSUIT REPUBLIC'S CHANGE MANAGEMENT PROCESS

Initial Proposal for changes in:

- Website Functionality
- Fundraising Campaigns
- Logo/Branding
- Volunteer Coordination
- Use of Identifiable Information
- Changes to Areas Of Responsibility
- Social Media management (FB Posts, etc)
- Use of funds
- Changes to IT infrastructure, hosting, email, server, etc.
- Changes to 4 core principles
- Organizational level changes

1) We will have a spreadsheet/database of all changes to be proposed, based on the categories above.

2) All core team members will present changes on Wednesday and Friday (via conference call or email to core team).

3) All members must sign off on changes within 24 hours of CC presentation.

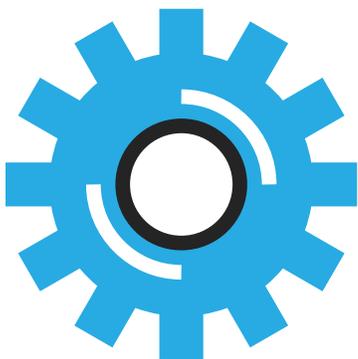
4) Changes will move forward with 75% approval of core team.

5) Changes must be clearly explained, including reasons, budgetary impact, and fall back plans.

For Technology changes, a full action plan, Design and Test review must be provided.

6) Post change, an explanation of impact must be conducted, and presented within one week of the change.

7) We will host this via Google docs for now. Participation in this is mandatory.



MOLLY GROVER ON COMMUNICATION AMONG GROUP LEADERS

NOTES

“Regular conference calls or Skype sessions are essential if leaders are far away from one another. Meeting agendas need to be set by everyone in the group. Meetings work best when group members take turns facilitating. **The emotional well-being of group members is important to the overall functioning of the group, so when one member is upset or angry about the group’s direction, it’s worth taking time to sort through the problem.**

Everyone will be in the group for similar reasons, but this doesn’t mean that everyone has the same views. A range of perspectives and opinions enriches the group and should be encouraged. **A perfectly cohesive, like-minded grassroots group is nearly impossible.”**



ATTRIBUTES AND FAILURES OF LEADERSHIP: ADAPTED FROM NAPOLEON HILL (PUBLIC DOMAIN)

THE MAJOR ATTRIBUTES OF LEADERSHIP

The following are important factors of leadership: ---

UNWAVERING COURAGE based upon knowledge of self, and of one's occupation. No follower wishes to be dominated by a leader who lacks self-confidence and courage. No intelligent follower will be dominated by such a leader very long.

SELF-CONTROL. The person who cannot control themselves can never control others. Self-control sets a mighty example for one's followers, which the more intelligent will emulate.

A KEEN SENSE OF JUSTICE. Without a sense of fairness and justice, no leader can command and retain the respect of his followers.

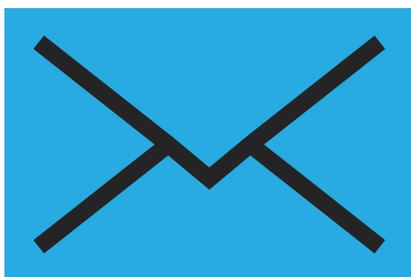
DEFINITENESS OF DECISION. The person who wavers in their decisions, shows that they are not sure of themselves. They cannot lead others successfully.

DEFINITENESS OF PLANS. The successful leader must plan their work and work their plan. A leader who moves by guesswork, without practical, definite plans, is comparable to a ship without a rudder. Sooner or later they will land on the rocks.

THE HABIT OF DOING MORE THAN PAID FOR. One of the penalties of leadership is the necessity of willingness, upon the part of the leader, to do more than they require of their followers.

A PLEASING PERSONALITY. No slovenly, careless person can become a successful leader. Leadership calls for respect. Followers will not respect a leader who does not grade high on all of the factors of a Pleasing Personality.

SYMPATHY AND UNDERSTANDING. The successful leader must be in sympathy with



their followers. Moreover, they must understand them and their problems.

MASTERY OF DETAIL. Successful leadership calls for mastery of details of the leader's position.

WILLINGNESS TO ASSUME FULL RESPONSIBILITY. The successful leader must be willing to assume responsibility for the mistakes and the shortcomings of their followers. If they try to shift this responsibility, they will not remain the leader. If one of their followers makes a mistake, and shows themselves incompetent, the leader must consider that it is they who failed.

COOPERATION. The successful leader must understand and apply the principle of cooperative effort and be able to induce their followers to do the same. Leadership calls for POWER, and power calls for COOPERATION.

THE 10 MAJOR CAUSES OF FAILURE IN LEADERSHIP

We come now to the major faults of leaders who fail, because it is just as essential to know WHAT NOT TO DO as it is to know what to do.

INABILITY TO ORGANIZE DETAILS. Efficient leadership calls for ability to organize and to master details. No genuine leader is ever "too busy" to do anything which may be required of them in his capacity as leader. When a person, whether they are a leader or follower, admits that they are "too busy" to change their plans, or to give attention to any emergency, they admit their inefficiency. The successful leader must be the master of all details connected with their position. That means, of course, that they must acquire the habit of relegating details to capable lieutenants.

UNWILLINGNESS TO RENDER HUMBLE SERVICE. Truly great leaders are willing, when occasion demands, to perform any sort of labor which they would ask another to perform. "The greatest among ye shall be the servant of all" is a truth which all able leaders observe and respect.

EXPECTATION OF PAY FOR WHAT THEY "KNOW" INSTEAD OF WHAT THEY DO WITH THAT WHICH THEY KNOW. The world does not pay people for that which they "know." It pays them for what they DO, or induce others to do.

FEAR OF COMPETITION FROM FOLLOWERS. The leader who fears that one of his followers may take their position is practically sure to realize that fear sooner or later. The able leader trains understudies to whom they may delegate, at will, any of the details of his position. Only in this way may a leader multiply themselves and prepare themselves to be at many places, and give attention to many things at one time. It is an eternal truth that people receive more pay for their ABILITY TO GET OTHERS TO PERFORM, than they could possibly earn by their own efforts. An efficient leader may, through their knowledge of their job and the magnetism of their personality, greatly increase the efficiency of others, and induce them to render more service and better service than they could render without their aid.

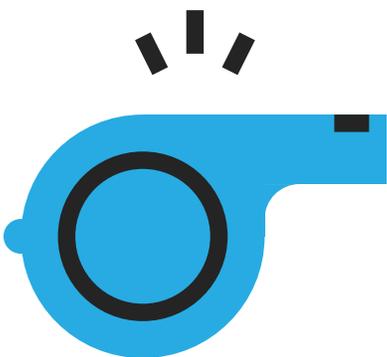
LACK OF IMAGINATION. Without imagination, the leader is incapable of meeting emergencies and of creating plans by which to guide their followers efficiently.

SELFISHNESS. The leader who claims all the honor for the work of their followers is sure to be met by resentment. The really great leader CLAIMS NONE OF THE HONORS. They are contented to see the honors, when there are any, go to their followers because they know that most people will work harder for commendation and recognition than they will for money alone.

DISLOYALTY. Perhaps this should have come at the head of the list. The leader who is not loyal to their trust, and to their associates, those above them, and those below them, cannot long maintain their leadership. Disloyalty marks one as being less than the dust of the earth, and brings down on one's head the contempt they deserve. Lack of loyalty is one of the major causes of failure in every walk of life.

EMPHASIS OF THE "AUTHORITY" OF LEADERSHIP. The efficient leader leads by encouraging and not by trying to instill fear in the hearts of their followers. The leader who tries to impress their followers with their "authority" comes within the category of leadership through FORCE. If a leader is a REAL LEADER, they will have no need to advertise that fact except by their conduct --- their sympathy, understanding, fairness, and a demonstration that they know their job.

EMPHASIS OF TITLE. The competent leader requires no "title" to give them the respect of their followers. The person who makes too much over their title generally has little else to emphasize. The doors to the office of the real leader are open to all who wish to enter, and their working quarters are free from formality or ostentation.



PAIN POINTS FROM OUR CONVERSATIONS WITH ADMINS ACROSS THE COUNTRY

PROBLEM

We do not have an organizational culture. Or to amend that statement, we do, but it is reactionary and based on fear. Our groups were formed as a reaction to the election. We have been working nonstop to organize ourselves out of fear for the future. Everyone feels like we are behind. There is an unwillingness to commit to a course of action because tomorrow is uncertain and we cannot anticipate Donald Trump's next move.

SOLUTION

A clear mission statement, a defined order of operations, and an emergency plan of action and communication. We might not know WHAT will happen in the days to come, but we can focus on our core values and decide HOW we plan to defend actions taken against their interest.

.....

PROBLEM

Storytelling vs Ego Stroking. "Storytelling" was an integral part of the early iterations of our groups. However not all storytelling is equal. Instead of providing a personal narrative and attaching a human face to an issue at hand, members of our groups are sharing personal anecdotes expounding their good deeds or open minds and asking for a thumbs up or public pat on the back. While well intentioned, these stories, often (self identified as) heroic in nature, can be seen as microaggressions towards people in different socioeconomic classes or minority groups.

SOLUTION

Provide members of our general population with a storytelling template. When they choose to share their stories, they should follow a content outline. They should also know that they aren't telling these stories to a void but that their narratives will be used to convey the real world repercussions of political actions. Personal stories should be a way for members of the government to get to know their constituencies and not a way for people to feel good about themselves.

PROBLEM

Trust and Stranger Danger. Nobody knows anybody in real life. We are mostly strangers on the internet. Therefore it is hard to build trust and foster accountability. Admins and members aren't necessarily acting out of self interest, but out of self preservation. Everyone has their guard up.

SOLUTION

Advice from a sociologist (would like to remain anonymous) "It can absolutely be a positive thing that everyone you are working with is essentially a stranger from the internet. With most social media, the reason you belong is because everyone you know is there. Everyone signs onto facebook because it is their own personal platform for self expression. The difficulty comes when someone else's self expression comes to blows with your own. You have to field replies to your posts from your racist uncle. Your actions on social media have real world implications. Your ACTUAL relationships can suffer because you aren't all on facebook for the same reason. But everyone in your group knows why they are a part of your group. If their values are misaligned with your group's values, they should leave your group. No harm, no foul, no real world repercussions. The most important thing is for your group to have a strong and concise mission statement. If everyone can agree on the reason why they are working together, and more importantly what they are working towards than you all have something to rally behind. When members of your group start to suffer from mission creep, and projects or conversations start to become misaligned with your core mission, you should always have something to refer to, that grounds your members. If you all agree on the same thing, that should be the foundation of trust that you need moving forward. That trust should be taken for granted until the actions of an individual prove otherwise. Always assume that a member of your group is working for the same cause. Otherwise what is the point of having these groups at all?"

NOTES



RECOMMENDED READING

NOTES

We asked our contributors and seasoned organizers to recommend books and articles for you. The following list is by no means exhaustive, but we hope it is a good start. Learning and training yourself is one of the best things you can do to prepare for the coming weeks and months. Let the experiences and ideas of those who came before be your guide.

BOOKS

No More Heroes: Grassroots Challenges to the Savior Mentality by Jordan Flahertys

Emerging Strategy by Adrienne Maree Brown

Rules for Revolutionaries: How Big Organizing Can Change Everything by Becky Bond and Zack Exley

Women in Politics: Gender, Power, and Development Editor, Mariz Tadros

Difficult Conversations by The Harvard Negotiation Project

Rules for Radicals: A Pragmatic Primer for Realistic Radicals by Saul Alinsky

The Art of Power by Thich Nhat Hahn

Freedom is an Endless Meeting by Francesca Polletta

The Speed of Trust by Stephen M. R. Covey

Tribal Leadership: Leveraging Natural Groups to Build a Thriving Organization by Dave Logan, John King, and Halee Fischer-Wright

The Servant: A Simple Story About the True Essence of Leadership by James C. Hunter

Enchantment: The Art of Changing Hearts, Minds, and Actions by Guy Kawasaki

The Art of the Start 2.0: The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything by Guy Kawasaki

StrengthsFinder 2.0 by Tom Rath

Drive: The Surprising Truth About What Motivates Us by Daniel H. Pink

Steal Like an Artist: 10 Things Nobody Told You About Being Creative by Austin Kleon

This Is an Uprising: How Nonviolent Revolt Is Shaping the Twenty-First Century by Mark Engler and Paul Angle

Freedom Is a Constant Struggle: Ferguson, Palestine, and the Foundations of a Movement by Angela Y. Davis

Don't Leave Your Friends Behind: Concrete Ways to Support Families in Social Justice Movements and Communities by Victoria Law and China Martens

BrainScripts for Sales Success: 21 Hidden Principles of Consumer Psychology for Winning New Customers by Drew Eric Whitman

The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change by Stephen M. R. Covey

How to Win Friends & Influence People by Dale Carnegie

ARTICLES

Marshall Ganz's Public Narrative Approach

workingnarratives.org/article/public-narrative/

Managing Up, Down, and Sideways by The Leadership Project

tlpny.com/managing-up/

Handling Difficult Conversations: 11 Questions to Ask Yourself by The Leadership Project

tlpny.com/handling-difficult-conversations/

TED TALKS

Simon Sinek

ted.com/talks/simon_sinek_how_great_leaders_inspire_action?language=en

Save the Shoes

ted.com/talks/mark_bezos_a_life_lesson_from_a_volunteer_firefighter

OTHER RESOURCES

AORTA is a worker-owned cooperative devoted to strengthening movements for social justice and a solidarity economy.

aorta.coop

Indivisible: A Practical Guide for Resisting the Trump Agenda

Indivisibleguide.com

