



Organizing ESP

UNISERV FOCUS ACADEMY

Feedback on Feedback

Yesterday's feedback was still in the 4 and 5 range for all areas with the exception of one set of responses that were all 1 and 2 ratings. There were a few 3's in the area related to the "design of the day"

Of those with additional responses - the "plus" was being put into random groups, time to talk, the coaching section was the most highly reported.

Of those with additional responses- the "misses" there was some feedback about being in a group that just didn't click, and the challenge of "too much content talk" in one section and "not enough content talk in another"

We noticed and have changed for next time – moving the coaching to follow the leadership section, making the financialization more closely connected to the living wage campaign



Agenda Review - Today

Purposeful Recruiting
Responding to Tough Talk
Final Team Planning
Sharing Practices
Adjourn 1:00 PM



Community Agreements p. 2

Using Self-Awareness and Self-Knowledge

Listening for Understanding

Being Gracious

Staying Engaged

Being Open and Suspend Judgment

Saying "I"- tell your truth

Seeking Discomfort

Reaching Empathy

Expecting Non-Resolution and Non-Closure

*Adapted from "Embracing equity and inclusion", Annie E. Casey Foundation



Ellen and Hedy

Building Engaged Leaders



“Social scientists have found that tasks designed to yield “intrinsic” (inherently satisfying) rewards by overcoming some level of risk produces great motivation, commitment, and adaptive learning more than tasks that only yield financial, recognition or status rewards.”

-Hackman and Olham, 1980

Building Engaged Leaders

The best way to grow leaders is to give them meaningful, challenging (risky) tasks (tests), and see if they can achieve them. Then give them another task to do . . .



Conditions of Motivational Task Design

Meaningfulness

Responsibility

Results

1

Experience meaningfulness: the task is important in the overall scheme of things and is big enough that it will be a challenge to achieve.

2

Experience responsibility: how well the task gets done is up to me.

3

Experience results: as I attempt to do the work I can see whether or not I am doing well.

Conditions of Motivational Task Design are Achieved When

Task Significance (Why) – understand and recognize the impact of the work on the world and the risks involved

Task Identity – one's own contribution, from start to finish, is clear in the final result

Skill Variety – engaging a variety of skills, including heart, hands, and head.

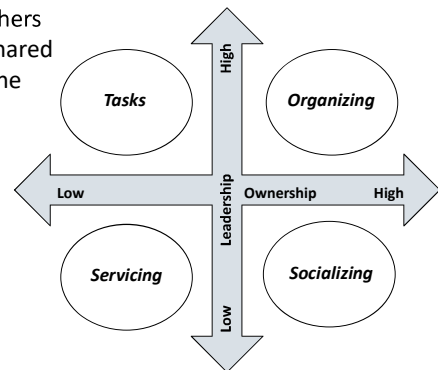
Feedback – results are visible to the person performing the task as they perform it.

Autonomy – having the space to make competent choices about how to do the work.

Nothing is meaningful if you aren't expected to be accountable



“enabling others to achieve shared purpose in the face of uncertainty” (Ganz) p.87



Key Points



Tasks must be meaningful and members need to own them.

Our job is to look for opportunities to increase ownership and leadership whenever possible.

Seleste and Katrina



Transformational
Conversations

**Why do we want to
build relationships?**



Organizing is leadership that enables people to turn the resources they have into the power they need to make the change they want.

Power comes from our **commitment** to work together to achieve common purpose, and commitment is developed through our

Relationships

“Organizing is a fancy word for relationship building.”
– Mary Beth Rogers

Relationships are

Built Around Shared Values
Long Term
Mutual Commitment
Involve Consistent Attention and Work

How we Build Relationships:



One to Ones



House Meetings



Organizational Mtgs



Team Meetings

Basics of One on Ones

We listen to relate to our people

Listen 80%; talk 20%

Use open ended questions

Not about winning an argument or interrogating

Learning where our stories connect



We listen to identify Issues

Use probing questions

What's not right?

What would they change?

How could our schools be even better for us and our students?



We ask for commitment

Use direct and specific language

Stress the shared values you have exchanged

Frame it so that the person IS the solution to the ask



We ask to identify leaders

Who is trusted and respected

To objectively identify
leaders, we must ask our
people

3 Types of One on Ones

Recruitment

Escalation

Maintenance

Power of Positive Messaging

- Transformational vs. Transactional
- Strength in numbers
- Magical wand conversation

Responding to Recruitment Objections-
pg. 58-67

A-Affirm

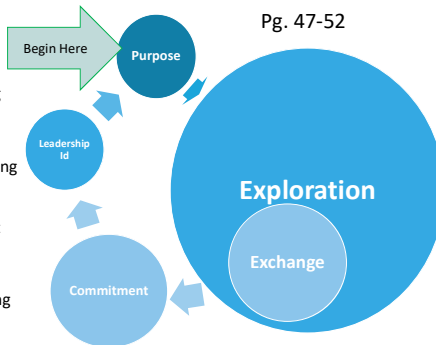
A-Answer

R-Redirect



Conversation Wheel

- **Purpose**
 - Let them know why you are meeting even before you get there.
- **Exploration and Exchange**
 - Most of the 1 on 1 is devoted to asking probing questions
 - So that we can exchange resources, stories, information, support, insight
- **Commitment**
 - We end with a commitment to start working together or continue working together.
- **Leadership ID**
 - Who here is trusted and respected



Practicing One on One's

Triads

1. Organizer – Asks questions
2. Worker – Answers
3. Observer – Coaches

pg. 126-127



Debrief

What did you learn?
What did you notice?

Resource: p. 47-67

Key Points



Organizers listen and ask questions!

We want our workers to realize:

- They care about a problem
- There is a decision-maker who has the power to fix this problem
- The decision-maker won't fix it until someone pushes them to
- To really solve the problem they need to join their colleagues, share their resources and take action together



Naomi and Hedy

Targets, Tactics & Escalation



When making
a demand ...

A demand is the
outcome that
addresses the issue
that you are *making of*
a *target*

- Measurable
- Achievable



Targets:

A single person:
- a name, face, & address

Has the power to give you
what you are demanding



Scenario Work! (Charts)

Identifying Issues, Demands, and Targets

In your groups, return to your scenario and decide the:

- Issue

Keep in mind what makes a good issue!

- Demand

What do you want to win to solve your issue?

- Target

Who has the power to give you your demand?



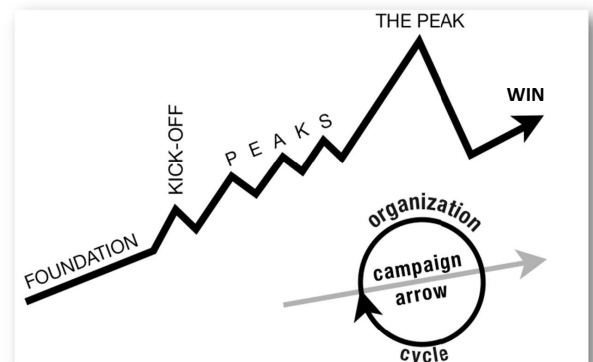
Key Points

- A well thought out campaign has a strong issue, with an identifiable target and a strategic demand.
- A target is a specific person!
- We don't choose the issues! We identify the issues from talking to members!



BREAK

Structure of a Campaign



Tactics



Tactic – Actions you to take as a part of an escalation plan that increases pressure on your target to try to win your demand.

A TACTIC SHOULD:



Scenario Work!

Tactics Brainstorm

+++YOU HAVE 5 MINUTES!+++

Brainstorm AS MANY tactics as you can on 1 chart.

- Be creative!
- You are NOT evaluating right now! Everything goes on the board!



Evaluating Tactics (pg. 111)

- Does the action relate to your issue?
- Will it increase the pressure on the decision-maker?
- Is it visible?
- Is it timed for effect?
- Is it new and different—or tried and true?
- Are enough people ready to do it?
- Will it unify people?
- How will management react?
- Does it violate the law? (If so, are we prepared for the consequences?)
- Will it be fun?

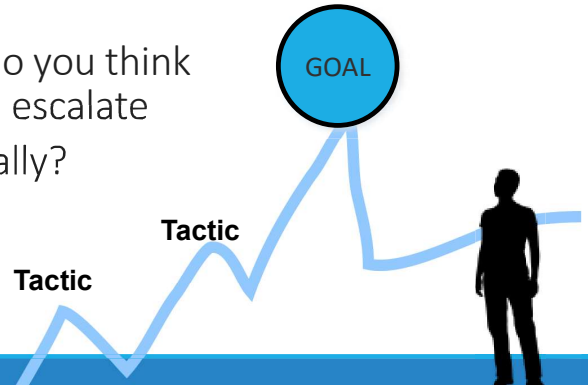
Compression Points

Points on the calendar where you celebrate short term wins or escalate your tactics based on how you have assessed your readiness to escalate.

- Naturally occurring deadlines
- Artificial deadlines
- Help us build urgency and crisis

Building an Escalation Plan 112-114

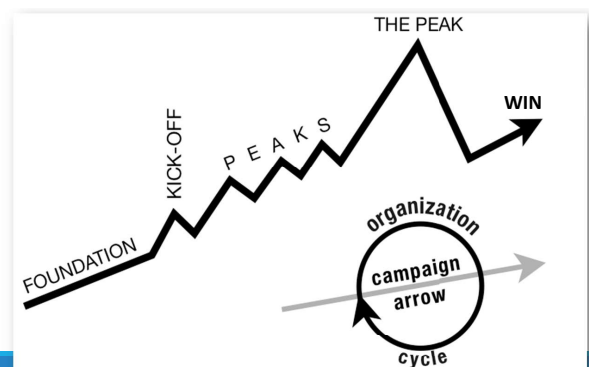
Why do you think tactics escalate gradually?



Each escalation is more public, more visible, and has more risk. WE transform members to activists, activists to leaders by asking them to take bigger risks.



ORGANIZE TACTICS INTO... A CAMPAIGN Timeline



Building your Escalation Campaign

(Use the evaluation questions on Pg. 111)

STEP 3: Build your tactics into an escalation campaign



Key Points

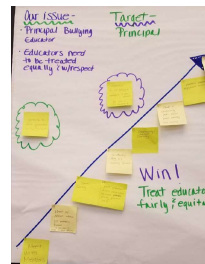
Strategy without tactics is simply a collection of good ideas and big dreams.

Tactics without strategy are a random collection of activities and wasted resources.

The bigger the win you want, the more resource you need.

Good tactics actually result in more resources – relationships, skills, hope and trust.

Ben and Ginny



Team Work Time

Daria



Team Presentation
and Coaching Time

Feedback Questions

- What specific elements of the plan stood out to you?
- How did the plan engage others around the values they share?
- How did the plan address finding and developing leaders to help implement the plan?
- In what ways does the plan use opportunities to build structure and power?

Ellen



Ending it Right

Choice Networking
Housekeeping
Plus and Delta at the Door

Lunch

