

Sample Agenda for a Strategy Workshop

<u>Time</u>	<u>Item</u>	<u>Topic</u>
10	Presentation — Introduction to the Workshop	<ul style="list-style-type: none">• Who we (the facilitators) are• Literature• Who are students? How many new to social change, 1-5 years, 5+ years? How many planned a campaign?• Around the circle — each person says name
5	Game — Mwaaa	
5	Decision — Agenda Review — Wallchart	<ul style="list-style-type: none">• Review the agenda• Pick a timekeeper• Circulate a list to get names, addresses, phone numbers (if necessary)

Organizing for Nonviolent Social Change

- 20 **Presentation — Organizing Campaigns for Nonviolent Social Change**
- Types of social change: personal persuasion, media, organization building, lawsuits, nonviolent struggle
 - Ways to win a campaign: conversion, acquiescence, accommodation, incapacitation, nonviolent emotional coercion, nonviolent physical coercion — see paper titled “Dynamics of a Direct Action Campaign”
 - Strategizing for change (very briefly), choosing far-reaching, yet realistic goals
 - Preparing for a change campaign (see paper with this title)
 - Steps in a nonviolent campaign (see paper with this title)
 - An example of a good campaign (SCRIP 1977, Abalone Alliance 1977 - 81, other)
- 10 **Questions**
- 10 **Presentation — Building Social Change Organizations and Movements**
- Building an organization (basic outreach and education, also see paper titled “Organizational Structures for Cooperative Groups”)
 - What to do when a new person comes to a meeting (greet, skills assessment, interest assessment, plug-in, mentor, support)
 - Building a movement (federations, coalitions, steps in a movement, different kinds of activists — Professional Change Organizations, cutting edge iconoclasts, grassroots educators, grassroots activists, organization builders) — see Moyer’s “Eight Stages of Successful Social Movements”
- 5 **Questions**
- 15 **Small Group Discussion — Your Thoughts about Organizing for Nonviolent Social Change**
- Break into groups of 3 or 4
 - Give each person a chance to talk
 - Discuss your ideas about Organizing for Nonviolent Social Change and Building Organizations
 - **Topics**
 - Campaigns you’ve seen — effective and ineffective
 - Did they win? How?
 - Did they develop a strategic plan? How? What?
 - What makes them effective?
 - Did they build a powerful organization? How?
 - Were they part of a movement?

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- 10 •• **Stretch break**
- Backrubs, game of knots, jelly roll, sitting in laps, mwaaa, song
 - Collect list of participants (if applicable)
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Strategic Planning

- 5 **Presentation — Why Strategy is Important**
- Example of Public Relations industry strategy — opponents do extensive strategic planning
 - Other things being equal, the best strategy wins
 - A good strategy helps focus limited resources; less waste, more effective
 - Counters movement trashers: burnout, squandering vital resources, infighting, hopelessness
- 5 **Presentation — Overview of Five Levels of Strategic Planning (with emphasis on three levels)**
- Policy (goals), Strategy, Operational Planning, Tactics, Logistics — *Wallchart*
 - Mantra: “Goals, strategy, tactics. They are not the same. Goals should drive strategy, strategy should drive tactics, not the reverse.”

5 Presentation — Policy (Goals) — What you hope to accomplish, the “Ends”

- Criteria for choosing good overall goals
- Steps: (1) Brainstorm possible goals, (2) weed out those that are vague, not measurable, don’t attract support, or difficult to implement, or those that are actually strategies or tactics, (3) choose best remaining goals

5 Questions

20 Exercise — Goals — Wallchart

- 5 Brainstorm goals for a particular campaign
- 15 Evaluate the brainstorm. Weed out those that are vague, not measurable, don’t attract support, or difficult to implement, or those that are actually strategies or tactics.

5 Presentation — Other Policy-Level Decisions

- Bottom-line positions, when to begin and stop, costs willing to bear, overall form of struggle

5 Questions

10 Presentation — Strategy — Why you will accomplish your goals, the “Ways”

- Forces contributing to success or failure (especially opponent’s weaknesses and your strengths)
- Steps: (1) Brainstorm a list of opponents, (2) brainstorm a list of supporters, (3) brainstorm opponents’ weaknesses, (4) brainstorm supporters’ strengths, (5) find matches and assess most important factors (especially opponents’ critical vulnerability), (6) brainstorm opponents’ strengths, (7) brainstorm supporters’ weaknesses, (8) choose strategies that rely on supporters’ strengths and challenge opponents’ weaknesses while also, if possible, protect or avoid supporters’ weaknesses and undercut opponents’ strengths.

5 Questions

20 Exercise — Force Field Analysis — Wallchart

- 2 Explain exercise
- 2 Brainstorm — Who are opponents?
- 2 Brainstorm — Who are supporters?
- 2 Brainstorm — Opponents’ weaknesses
- 2 Brainstorm — Supporters’ strengths
- 4 Analyze — Find matches between opponents’ weaknesses and supporters’ strengths
- 2 Brainstorm — Opponents’ strengths
- 2 Brainstorm — Supporters’ weaknesses
- 2 Analyze — Choose main strategies

5 Presentation — Other Strategy-Level Decisions

- Ebb and flow of campaign, when to begin, timeline, initial methods, later methods, who will execute all aspects, how decisions will be made, opponent’s likely actions and how to respond, how to respond to repression

5 Questions

10 •• Stretch break

- Backrubs, game of knots, jelly roll, sitting in laps, mwaaa, song
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10 Presentation — Tactics — How you will enact your strategies, the “Means”

- Particular action in a specific location and time with a specific goal
- Must match strategy and goals
- Myth-breaking demonstration displayed in a picture; dilemma tactic; give opponent a graceful out
- Nine main categories of nonviolent action methods and examples — *Wallchart*
- For each tactic, fill out this influence sentence: “This action is designed to influence _____ to do _____ by using _____ because we have determined this is the most efficient and effective use of our resources toward achieving our goals.” — *Wallchart*

5 Questions

15 Small Group Exercise — Specify a Tactic

- 2 Break into groups of about 5 people; explain exercise
 - 10 For a particular strategy, choose a tactic and fill in the blanks in influence statement. For this exercise, assume news media will not cover your event and you cannot hang a banner, blockade, march, or rally.
 - 3 Each group reads back its statement
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3 Presentation — Decision Making and Coordination

- Single hierarchical organization: top decides and tells rest
- Coordinating Council of autonomous groups
 - Strategy committee prepares specifics to be ratified by CC

2 Questions**10 Evaluation — Goods, bads, improvements****Closing Circle — Group mwaaa**

4 hours, 0 minutes

Alternate Agendas for Different Occasions

4 Hr.	5 Hr.	3 Hr.	2 Hr.	
10	10	10	5	Presentation — Introduction to the Workshop
5	5	—	—	Game
5	5	5	—	Decision — Agenda Review
				Organizing for Nonviolent Social Change
20	20	20	15	Presentation — Organizing Campaigns for Nonviolent Social Change
10	10	—	—	Questions
10	15	10	10	Presentation — Building Social Change Organizations and Movements
5	10	5	5	Questions
15	20	—	—	Small Group Discussion — Your Thoughts about Organizing for Change
10	10	—	—	<i>Stretch break</i>
				Strategic Planning
5	5	3	3	Presentation — Why Strategy is Important
5	5	2	2	Presentation — Overview of Five Levels of Strategic Planning
5	10	5	5	Presentation — Policy (Goals)
5	5	5	5	Questions
20	25	20	—	Exercise — Goals
5	5	5	—	Presentation — Other Policy-Level Decisions
5	5	5	—	Questions
—	—	10	—	<i>Stretch break</i>
10	15	10	10	Presentation — Strategy
5	10	5	5	Questions
20	30	20	20	Exercise — Force Field Analysis
5	5	5	5	Presentation — Other Strategy-Level Decisions
5	5	5	5	Questions
10	10	—	—	<i>Stretch break</i>
10	15	10	10	Presentation — Tactics
5	5	5	5	Questions
15	20	—	—	Small Group Exercise — Specify a Tactic
3	5	3	—	Presentation — Decision Making and Coordination
2	5	2	—	Questions
10	10	10	10	Evaluation — Goods, bads, improvements
4 hr	5 hr	3 hr	2 hr	

— Prepared by Randy Schutt, P.O. Box 608867, Cleveland, OH 44108 <<http://www.vernalproject.org>>. I revise this paper every few years and appreciate your comments and criticisms. OK to copy for non-commercial purposes.