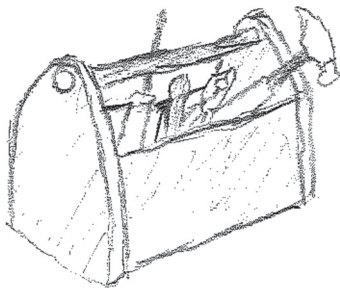


How to Organize Hampshire



#3 Toolbox

AKA: how to be effective

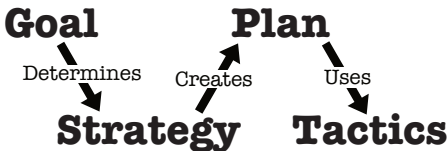
by Violet Henriques

We've talked about **tactics**, specific actions that an organizer can take. However, we have yet to contextualize those tactics within a framework that articulates the role they play in organizing.



Using tactics without understanding this framework is like using a philips screwdriver on everything you encounter; sometimes it's effective, but usually it's just frustrating.

The Framework!



Goal

- A goal is what you want to do.

Strategy

- A strategy is the path you are using to achieve your goal. Strategies are general and can be used to achieve many different goals.

Plans

- A plan is a strategy that is made for a specific situation. As such, it can only be used in that situation.

Tactics

- Tactics are the pieces of a plan.

If a tactic is a drillbit, a plan is the drill, a strategy is the blueprint for the drill, and a goal is why you are even building a drill.

Goals:

Organizers use goals in 3 ways: As **targets** as **unifying principles**, and as **calls to urgency**.

Understanding each of these facets of goals is crucial to good organizing, but for now we are going to focus on **targets**.

Good targets **have a fail state**,* a point at which your goal fails. If your goal fails you pick (or make) a new one. Targets are built around failure and they use it as a cue to change. So you'd best get comfortable failing and failing a lot. Constant failure is the one thing all organizers have in common so you're in good company.

Strategies & Plans:

Strategies and Plans are deeply linked but they are distinct! **Strategies** can be applied anywhere but **Plans** are only applicable to one context. * *

So what are some examples of strategies?

The Hooligan's Flowchart of course! (From Zine #1). The flowchart is a strategy because it tells you **a. how to view the world** (in terms of things you can do and what might get in your way), **b. what to do** (whatever you want), and **c. when to do it** (whenever you can). The guide to Slow System Change (Zine #2) is also a strategy.

Strategies invoke plans. For example, if I am creating a system for student-taught classes and I am using Hooligantry as my strategy I would create the plan: “I can teach classes on my own, but I need to make a deal with admin if I want them to appear on the hub or I need to make a deal with faculty to make a class sized independent study.”

Plans are specific, actionable and can be converted into a series of steps. Eg:

1. Talk to admin to add my classes to the hub.
2. If that fails, talk to faculty to let them know I'll be making a big independent study (this is to give people course credit).
3. Teach my classes!

In Zine #1 I said that hooligantry is a mnemonic that is meant to be instinctual. This is true of all strategies! The more you use a strategy the more you grow accustomed to its tactics and **its analysis** (we'll talk more about what this means in the next zine). But sometimes the plans that a specific strategy invokes won't help you achieve your goal...

This is when you change strategies! If your strategy consistently makes plans that do not achieve your goal you are doing something wrong and need to step back and reevaluate.

Every aspect of the framework; goals, strategies, plans, and tactics is changeable. **Use this!**

* 'I will take less than 9 classes' has a fail state: taking 9 or more classes. 'I will drop classes until I like my schedule' also has a fail state however it is **much looser** because what a person likes changes rapidly. Know how sturdy your fail states are, loose fail states are fails one hour and successes the next, sturdy fail states will make your life easier.

* * Plans are specific strategies and strategies are generalized plans. Therefore you can generalize a plan to make a new strategy, just like you can specify a strategy to make a new plan.

Someday you will make a plan that is not associated with an existing strategy. This is a way to make new strategies!