

# Steering Diverse Partners Toward Cohesive Action

Session 3 | May 06, 2020



Section 1

# WELCOME



We're so happy to see you!

Thank you for joining us.



# Talking Today



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Founder & Executive Director



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Senior Program Associate



# Hi! We're Reboot.

**Who We Are:** We were founded to **tackle structural inequity and injustice**. We primarily work in the global development, good governance, and civic & media innovation spaces.

**How We Work:** We advance our mission in over 40 countries in collaboration with partners – social movements, community groups, civil society, media, companies, governments, and international agencies - **to drive transformative collaborations for courageous change**.

**Our Perspective:** Our thinking and methods are informed by our backgrounds as **ethnographers, organizers, facilitators, and designers**.



# Why We're Here

**The Need:** Tackling systemic challenges require systemic approaches.

**The Challenge:** Radical collaboration is hard. There's mistrust, there's fear, there's cultural differences, and there's good ol' logistics.

But **advancing structural systems change** is more important than ever.



Photo by Callum Shaw on Unsplash



# A window of profound peril?



Photo by Hannah McKay (Reuters)



Photo by Rodolfo Buhrer (Reuters)



Photo by Marko Djurica (Reuters)

The new possible

https://thenewpossible.space

ECONOMY | 4/12/20

## SPAIN DISCUSSES BASIC INCOME FOR POOREST

No, Spain will not become the first European country to [roll out a universal basic income to mitigate the impact of coronavirus](#). Instead, the government will introduce a "minimum vital income" for vulnerable single-parent households. Up to 100,000 households will be eligible, but that's still far-off from the idea of a universal basic income, which, by definition, is universal and not dependent on need.

[Read More](#)

ENVIRONMENT | 4/12/20

## GLOBAL CARBON EMISSIONS DROP - FOR NOW

The coronavirus pandemic could result in a 5% fall in global carbon emissions, [The Guardian reports](#). But as the climate activists Luisa Neubauer cautioned: "if a pandemic destroys entire industries and emissions decrease as a result, that's not textbook climate protection, it's the involuntary consequence of a catastrophe. Sustainable climate action is the very opposite: predictable, transformative and just." [translation by us]

[Read More](#)

MIGRATION | 4/8/20

## FAST-TRACKED IMMIGRATION - BUT ONLY FOR MEDICAL WORKERS

Several governments across Europe and the Americas have [relaxed immigration restrictions to allow doctors, nurses and other key workers from refugee and migrant communities to join efforts against coronavirus](#). The UK still prevents medically-trained asylum seekers from working. NHS staff have been granted free visa extensions, but only for a year, and the same doesn't apply to non-British care workers.

[Read More](#)

ECONOMY | 4/8/20

## AMSTERDAM DITCHES ECONOMIC GROWTH MODEL

Amsterdam became the first city in the world to formally embrace 'doughnut' model of economics. The model, a visual framework for

HEALTH | 4/7/20

## TURNS OUT INSULIN CAN BE AFFORDABLE IN THE U.S.

An American pharmaceutical company [caps insulin costs at \\$35](#) to help diabetes patients during pandemic. In the United States, the cost of the

TECHNOLOGY | 4/1/20

## TECH COMPANY PRIORITISES SAFETY, PRIVACY AND SECURITY OVER GROWTH



# A window of profound opportunity

THE DAILY GAZETTE | Tuesday, April 28, 2020

# NEWS

## Cuomo calls for societal changes in wake of COVID-19

Reimagine NY Task Force will look at social equity, housing, technology, transportation, mainly downstate

John Croley | April 20, 2020



Gov. Andrew Cuomo briefs the media Monday at the state Capitol.

PHOTOGRAPHER: GOVERNOR'S OFFICE

SHARE

ALBANY — With COVID-19 hospitalizations and deaths down several days in a row in New York, Gov. Andrew Cuomo spent part of his daily public briefing Monday discussing how the state will return from shutdown, now that the

HELP FUND LOCAL COVID-19



# We must rebuild together.

	Artists	Activists	Researchers	Grassroots Groups	Civil Society	Companies	Governments	Journalists & Media
Role, as commonly understood	Imagine futures that honours each person's dignity	protest unjust systems, practices, institutions	assess different possible paths to a better future.	care for communities to ensure critical needs are met.	builds movements that holds us accountable to the greater good	produce goods and services to meet people's needs	set & deliver policies and services to serve their people	monitors institutions and society for violations of our social contract
... and as it must evolve.	and advocate for these new realities.. .	and help define paths to dismantling them.	and shape discourse & policy towards them.	and push for needs being sustainably met.	and embeds them within institutions & ecosystems.	and do so via ethical, sustainable practices.	and protect against corrupting interests.	and combats narratives that fuel fear, divisiveness, and hate.
We need ALL these superpowers	Radical Imaginations	Moral Clarity & Courage	Intellectual Rigour	Generosity, Agility, Creativity	Power to Compel Action	Production Distribution Capacity	Resources, Scale & Durability	Ability to Shape Public Agendas



# Our 3-Part Series

## Session 1: Why & Who

*Designing Collaborations for Urgent, Courageous Change*

How to:

- Create a compelling rallying cry
- Bring together unlikely partners
- Overcome mistrust & establish a strong foundation for success

## Session 2: How, Pt 1.

*Aligning on Priorities When Everything is Important*

How to:

- Identify and set priorities for our collaborative efforts
- Reach decision points together
- Navigate disagreement
- Synthesize discussions

## Session 3: How, Pt 2.

*Steering Diverse Partners Toward Cohesive Action*

How to:

- Guide your progress through the ups and downs of collaboration
- Troubleshoot and respond to the inevitable challenges and tensions that will arise



# For an A+ Experience

Be:



Present



Constructive

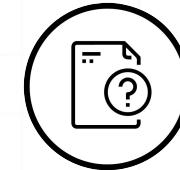
Online Etiquette:



Mics will be muted!

See anything inappropriate?  
Please chat Kisha.

Collaborative:



Ask us questions in Q&A function.



Share your reflections in chat. Make sure to send to all!



Quick Recap

# Building a Coalition & The Arc of Alignment

*Recording & Slides at [reboot.org](http://reboot.org)*



# Engage the right humans.

- Start with people that share the **same worldview, values, and motivations**. This is priceless and critical at the outset.
- **Don't reach for status:** the biggest name organizations, the highest titles, the most prominent thinkers. (Those can often be more trouble!)
- **Start with trusted relationships**, develop a core, and work "up and out".
- Appeal to **personal incentives**.





# Diverse perspectives are key.

Pay attention to often overlooked profiles and perspectives that are critical to creating, executing, sustaining, and adapting collaborative efforts.

Take an **expansive view of “expertise”**.

**Technical Experts:** *Less is more*

**Living Experts:** *More than you think, but maybe differently*

**Decision Makers:** *Early, avoid weeds*

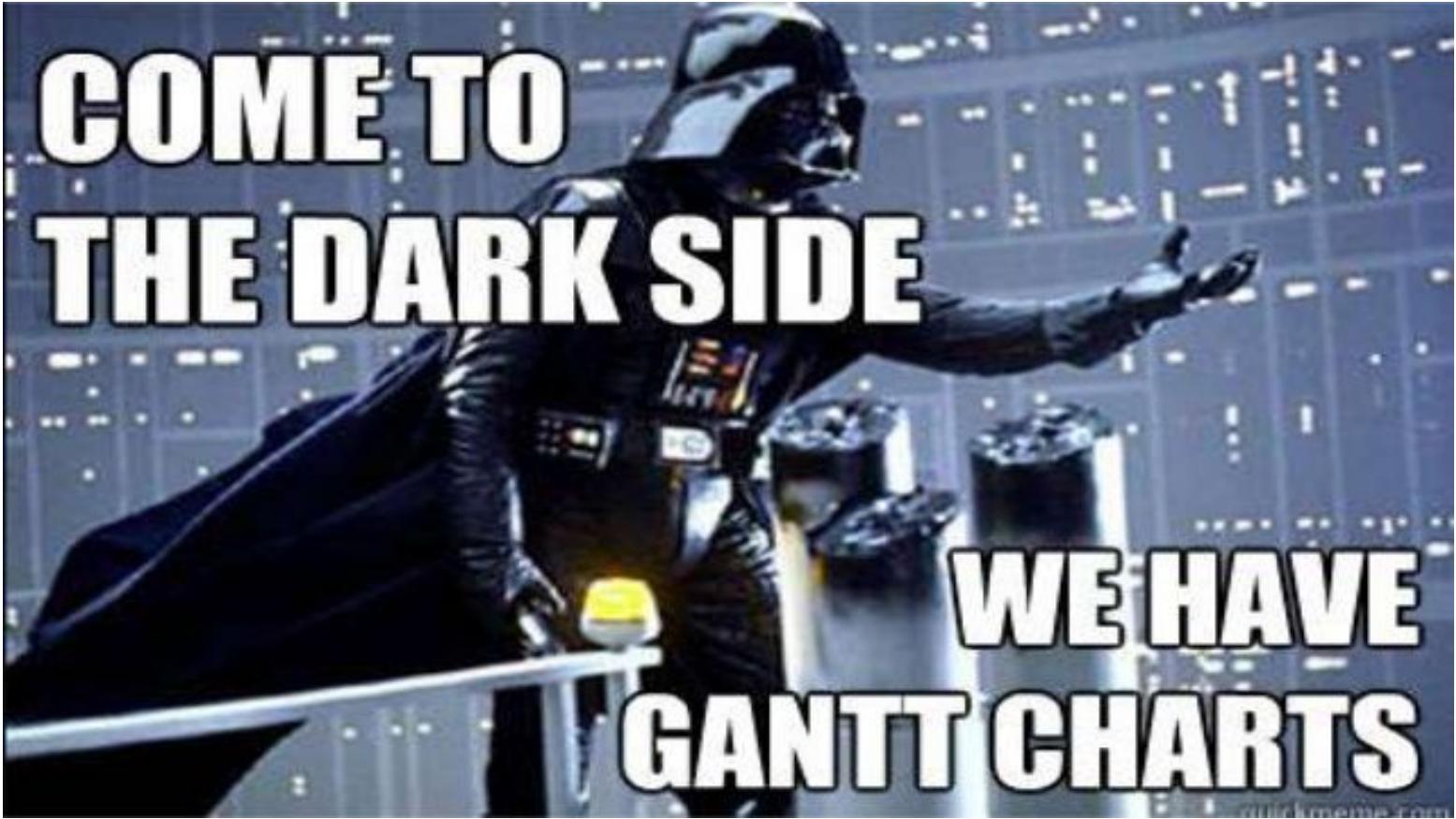
**Implementers:** *Far more than you think—always*

**Allies:** *Early, at strategic points*



# Give partners a compelling reason to show up.

- **Be as precise as you can** about your interests and concerns. Avoid jargon like “innovation”, “empowerment”, “revolutionize”.
- **Avoid pointing fingers.** Blame is the fastest way to turn potential partners into likely adversaries.
- **Craft an invitation that sparks imagination - think “what if?” not “what about...”.** Invite partners to think with you. Don’t state the solution - it gives them an excuse to say “why not” or “not for me”.

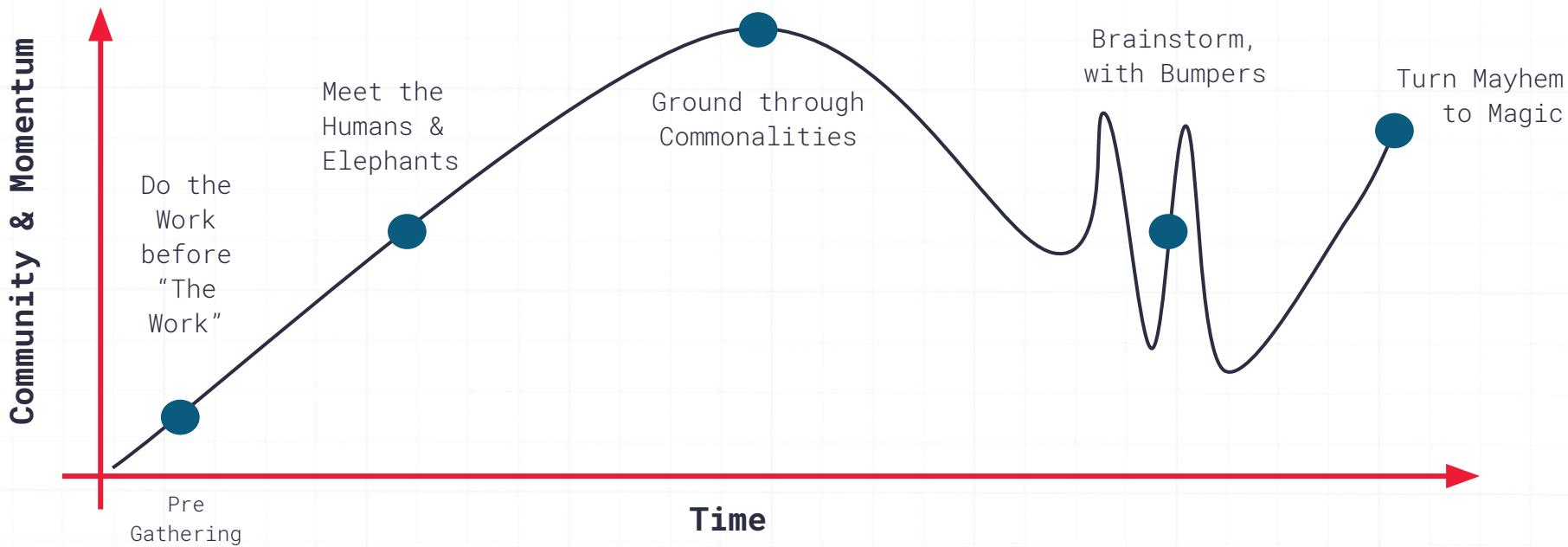


**COME TO  
THE DARK SIDE**

**WE HAVE  
GANTT CHARTS**



# The Arc of Alignment





# The Building Blocks of Cohesive Action

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Principles & Practices



# Your Toolbox for Action

1. Think in Systems
2. Convince the Cheerleaders
3. Navigate Conflict
4. Organize through the “Physics of Transformation”
5. Create Space for Courageous Change



Part I:

# Think in Systems



# Show strength in systems

**Guide partners to move beyond scarcity mindsets**, aka  
“If we do that idea, there will be less space for my  
idea. *I must advocate for my idea.*”

**A successful coalition sees how all the pieces fit together, and the strength in diversity.** This  
doesn't mean everything happens at once, at the same  
intensity, with the same level of investment.

**Visual frameworks & portfolio approaches are key.**  
They show how different initiatives connect, and  
where each actor / activity fits.



*Photo by Toa Heftiba on Unsplash*



# Map the Portfolio

- **Craft frameworks that help collaborators:**
  - Separate goals, strategies, methods, activities
  - Articulate the relationship between / sequence of different ideas
  - Understand dependencies & synergies
- **Define the portfolio across which the group will collaborate.** Show the logic and coherence of connected activities, and define the “core vs experimental”, “now vs later”, and % allocations across them.
- **Articulate connections, relationships, and coherence** between elements, and show that every activity / collaborator has its place. Taken in sum, the portfolio shows we are stronger together.



# Example: Reboot's Portfolio

## Tensions --> Assets:

- Inside vs outside?
- % investment in advocacy / radical generosity?
- Global vs Africa?

	FROM THE Inside	FROM THE Outside
<b>Propose</b>	Pioneer new spaces to enable impacted communities, civil society, and responsible institutions to co-create bold proposals to tackle structural inequity and injustice.	<b>Labs</b>
<b>Influence</b>	Call out powerful institutions when they fall short of their stated values (aka engage in hypocrisy)—and offer them paths to do better.	<b>Labs</b>
<b>Design</b>	Support major multi-stakeholder efforts to co-design strategies, initiatives, and programs to tackle systemic challenges.	<b>Anchor</b>
<b>Implement</b>	Help partners run programs that are innovative and agile, where decisions i) are grounded in community needs, ii) build on institutional capabilities, and iii) respond to lesson and results from implementation.	

**Develop Bold Proposals for Equity & Justice**

15% OF 2020 PORTFOLIO

TARGETS OF CHANGE: Any related challenge that has public attention urgency, but inadequate solutions

**Build Broad Momentum for Courageous Change**

15% OF 2020 PORTFOLIO

TARGETS OF CHANGE: Popular attitudes, cultural norms, movement strategies, institutional norms, institutional policies

**Lead Transformative Co-Design Processes**

50% OF 2020 PORTFOLIO

TARGETS OF CHANGE: Systems effects (e.g. multi-stakeholder partnerships, strategies, initiatives)

**Coach Partners in Effective Design**

10% OF 2020 PORTFOLIO

TARGETS OF CHANGE: Initiatives (e.g. programs, services, products)

**Support Partners to Deliver Impact**

10% OF 2020 PORTFOLIO

TARGETS OF CHANGE: Programs, services, products



# Iterate the Portfolio

- **Portfolio serves multiple purposes**
  - Strategic planning tool
  - Communications framework
  - Progress tracking framework
  - Learning framework
  - Tool for role definition
- **Define points to revisit and iterate.** Don't get too precious about it.  
Setting expectations as hypothesis and learning framework are key.



# Help Each Partner Find & Own Their Role (& Stretch)

	Artists	Activists	Researchers	Grassroots Groups	Civil Society	Companies	Governments	Journalists & Media
Typical Role	Imagine futures that honours each person's dignity	protest unjust systems, practices, institutions	assess different possible paths to a better future.	care for communities to ensure critical needs are met.	builds movements that holds us accountable to the greater good	produce goods and services to meet people's needs	set & deliver policies and services to serve their people	monitors institutions and society for violations of our social contract
Stretch Goals	and advocate for these new realities..	and help define paths to dismantling them.	and shape discourse & policy towards them.	and push for needs being sustainably met.	and embeds them within institutions & ecosystems.	and do so via ethical, sustainable practices.	and protect against corrupting interests.	and combats narratives that fuel fear, divisiveness, and hate.

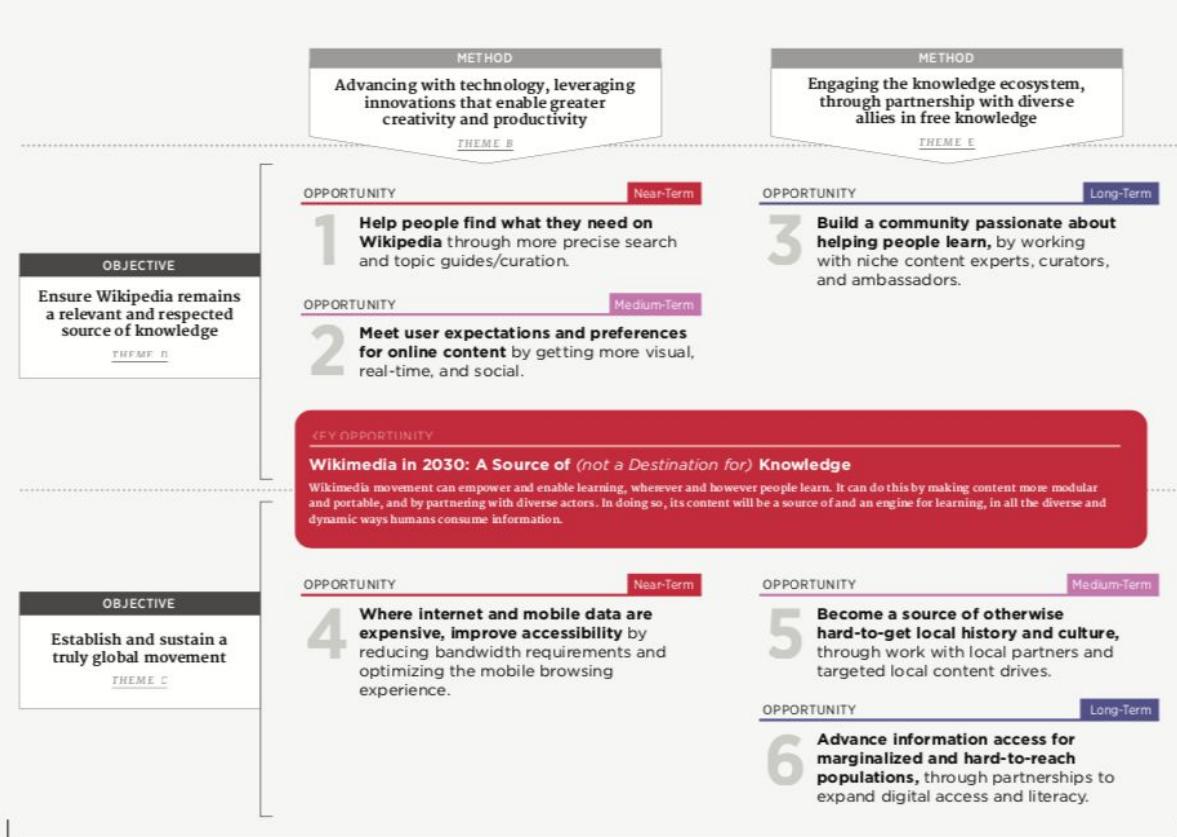


Wikimedia Movement Strategy:  
New Voices (Track D) Research

## Opportunities to Grow Impact

This framework maps opportunities for Wikimedia surfaced through New Voices research in Indonesia and Brazil—and, to a lesser extent, New Readers work in Nigeria and India—against Movement Strategy themes. Opportunities to advance Theme A have been left blank, as they will come from other tracks.

# Start with what should we do... .



SUPPORTED BY HEALTHY, INCLUSIVE COMMUNITIES (THEME A)

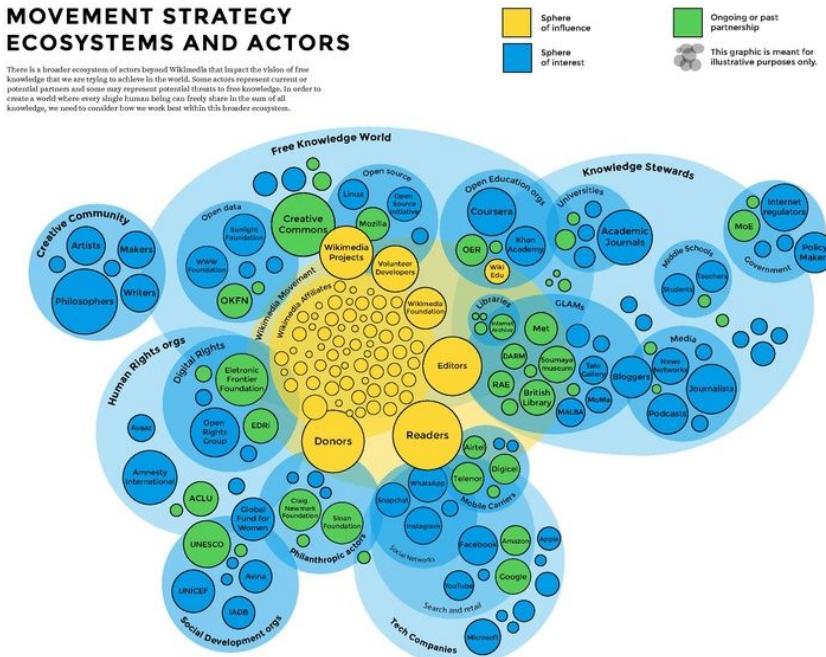


# ...then who should do what?



## MOVEMENT STRATEGY ECOSYSTEMS AND ACTORS

There is a broader ecosystem of actors beyond Wikimedia that support the vision of free knowledge that we are trying to achieve in the world. Some actors require current or potential collaboration with Wikimedia, others are known to us in order to create a world where every single human being can freely share. In the sum of all knowledge, we need to consider how we work best within this broader ecosystem.





Part II:

# Convincing The Cheerleaders



# From locker room to field.

Once you have turned your great idea into a solid concept, it is tempting to dive right in and start laying out the details that will make your vision a reality. But **before you get too far, you must gather wider support.**



Photo by Chris Teller on Unsplash



# You're an exclusive club that needs more members.

You have the momentum and buy-in from the allies you convened, but you don't have that same investment from those outside of this group.

**Our goal? To convince them that this is something worth getting involved in** (whether that's time, resources, personnel, a signature, or otherwise!) We want more people in this club, because the stronger your support system, the better chance you have for implementing bold change.



# Take a note from advocates:

1. Identify who needs to be engaged, and how.
2. Have key messaging to support your ask.
3. Make it easy for targets to say yes
4. Build relationships, not transactions



*Photo by Shelagh Murphy on Unsplash*



# Things we <sup>tend to!</sup> forget when getting others on board:

- **Speaking their language.** Look at what people do, to understand what they care about. Be precise and avoid jargon.
- **Each audience has its own needs.** Often you need both official approval and informal buy in. What will resonate for one might not for another!
- **Aligning your work** with supporting policies, initiatives, and/or political priorities. Think about both high level and on the ground plans, and the various calendars involved.



## Example:

# Cross team buy-in for bold government change.

We partnered with a coalition made up of those working in government accountability, public spending, and transparency to help them lead their teams to impact.

1

Teams **came to the first workshop with assumptions** of who needed to be there. → Went back to their teams and realized that not having members of other teams left their work incomplete and unable to implement. → **Returned with a wider collaboration to increase buy in**

2

A team **came prepared with plans that were only tangentially related to wider work** → They brought their workplan back to the city and had trouble getting uptake from leadership → They **realigned to match the Mayor's mandate more explicitly** to ensure small businesses were highlighted in their work, **and were able to secure people and funding**



“If you want to build a ship, don’t drum up people to collect wood and don’t assign them tasks and work, but rather **teach them to long for the endless immensity of the sea.**”

- *Antoine de Saint-Exupery*



Part III:

# Navigating Conflicts



# Stop! Collaborate & Listen

Embarking on radical collaboration means accepting that conflicts and **tensions will inevitably arise.**

Anticipating and preparing for them enables you to address them well.

As always, approach them from a listening posture and **probe for the core issues, not the manifestation.**





# Leaning into tension

- **Conflicts can be healthy.** Debates help us to examine assumptions, tensions, and challenges that can strengthen our work. If it exists in the group, it will exist outside the group, too.
- **Unaddressed, they will manifest in dysfunction.** Show it is normal and expected to talk about difficult issues. Getting out ahead of them means preventing them from surfacing in unexpected ways (e.g. factions, outside the group, etc)
- **Navigating conflict well can strengthen coalitions and initiatives.** The long tail of implementation is plagued with difficult decisions; build your muscle for resolving / depersonalizing tensions now.



# Ways to manage conflict

1. Let form follow function
2. Ground in data & principles
3. Find the right forum
4. Throw controversy (literally) into the space



# Let form follow function

- **Discussions should always start with concrete problems.** From there, understand how the capabilities, interests, and roles of different partners will play in. Do this before conversations on governance / structure.
- **Governance / structure discussions should be grounded in concrete scenarios and issues.** Examine multiple scenarios and anticipated challenges challenges, discuss how they should be addressed THEN synthesize themes, define roles.
- **As the activities / functions evolve, so too should governance / form.** Set this expectation early on, and define points for revisiting.

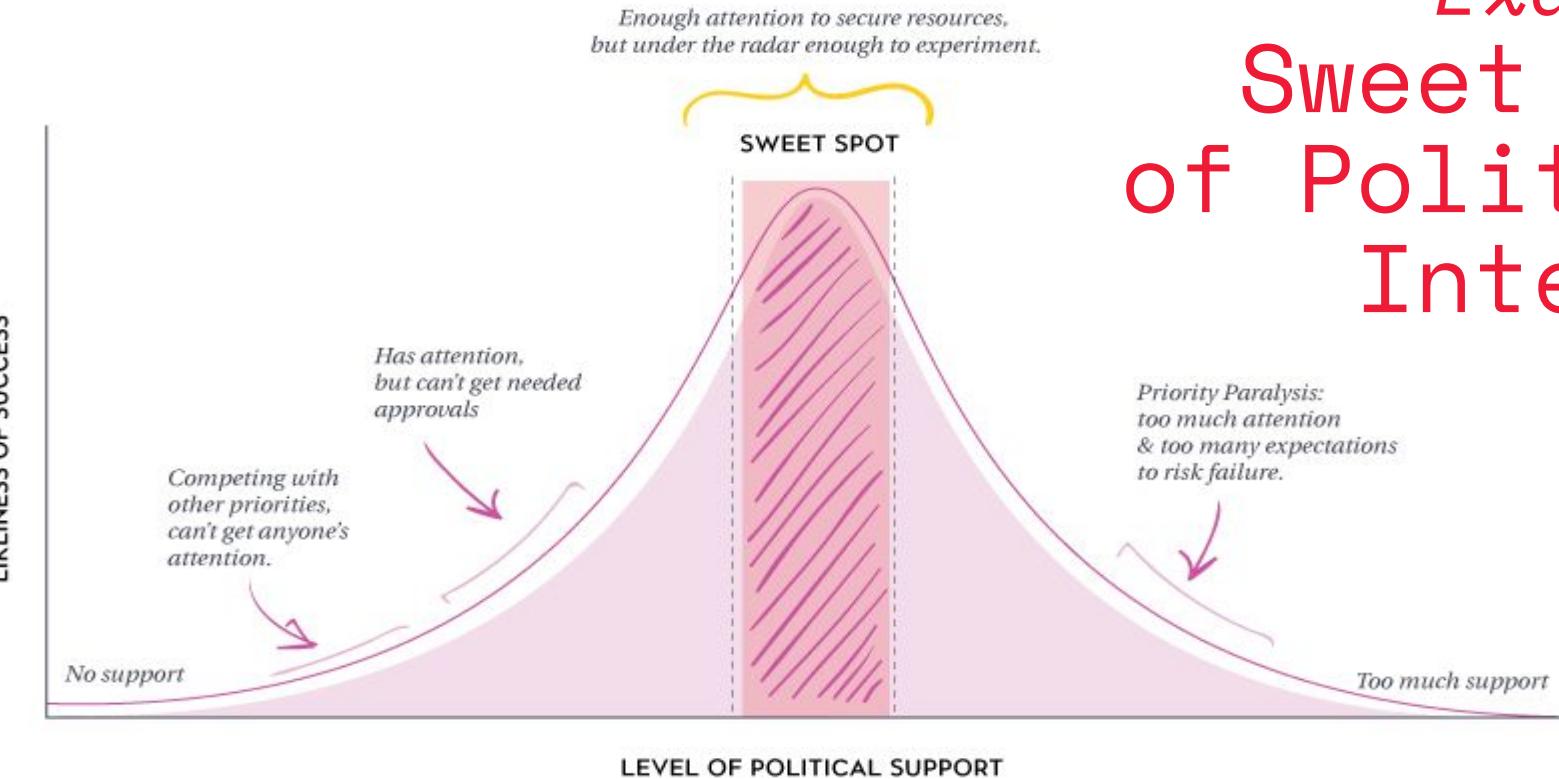


# Ground in data & principles

- **Research and data are your friends.** Opinions and feelings are useful, but tricky. Introduce research and data to inform discussions about possible paths forward, with an emphasis on primary research and user experience.
- **Return to the success criteria defined by the group.** Always keep your success criteria / design principles close at hand. Remind the group what it aligned on.
- **Develop visual frameworks to present data and principles, to help locate individual scenarios / conflicts within them.** This can also mitigate future tension.



# Example: Sweet Spot of Political Interest





# Find the right forum

- **Find the right format for each tension.** Consider what is most conducive for each human / group dynamic. General guidelines :
  - **Plenary:** “Big ticket items” e.g. success criteria, roles -- but as synthesis, after details worked through; requires skilled facilitation
  - **Breakout:** Specific issues / granular details that merit deeper discussion, with a smaller set of actors; requires guidelines for “feeding back in”.
  - **Private:** Individual tensions or challenges; requires individualized attention / support.
- **Give extreme disruptors a separate task.** Allow them the space to work out their ideas to bring back, but under common framework.



# Throw controversy in

- **Find ways for everyone to speak to the contentious issues.** Loud voices and opinions tend to dominate, find ways for everyone to participate.
- **Build the confidence of “the silent majority”, so they can be more vocal in future.** These tend to be “living experts” and implementers whose expertise is not traditionally celebrated, but absolutely essential.
- **Surface the underlying tension between different ideas, and throw it to the room.** Don’t debate the principles / values -- translate them into approaches, and debate the trade-offs.



# Example: New Media Collaborative

## DON'T ASK: What should we do?

such as:

- Tackle structural challenges
- Be innovative
- Be bold
- Be experimental
- "Change moves at the speed of trust"
- Diversity, equity, inclusion

## ASK: What are the tradeoffs?

<b>Focus</b>	Tackle historical, structural challenges	Seize new, exciting opportunities
<b>Approach</b>	Make a few big bets	Try many things, see what "sticks"
<b>Community</b>	Strengthen the core	Expand the circle



Part IV:

# The Physics of Transformation



# Physics and Cohesive Action?



Kanin

*"Hey, Sisyphus, when you've got a minute I'd like to discuss this progress report with you."*



The moment you  
realize  
transformation  
is less about  
the idea and  
more about how  
you do it...



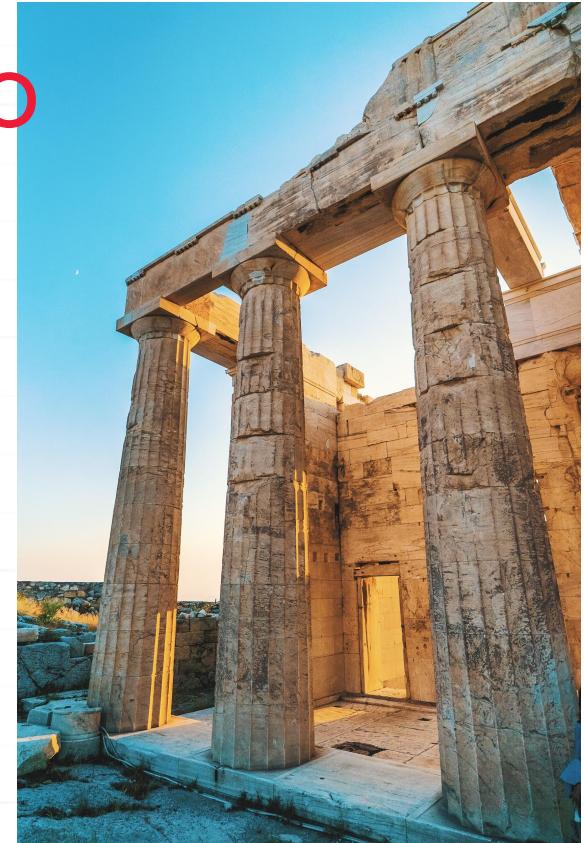


# Add Transparency to Structure.

A collaboration has the pillars in place ahead of time -- **a successful one is clear about how they do**

**so.** Sharing process and being open across stakeholders allows for an underlying support system that creates the foundation for which the inherent messiness of the work can build from.

**We do this because transparency is the practice and behavior that we want to instill across the work.**



*Photo by Evan Wise on Unsplash*



# Allow for human nature.

**Defining and understanding roles in advance can prevent headaches.** Clarity in roles & responsibilities can help your work move forward without tension between coalitions.

**Roles and responsibilities may evolve over time.**

Sometimes you don't realize the "superpower" of someone (or group) until you're neck deep in the work. Your projects can become better when you allow them to do what they do best.

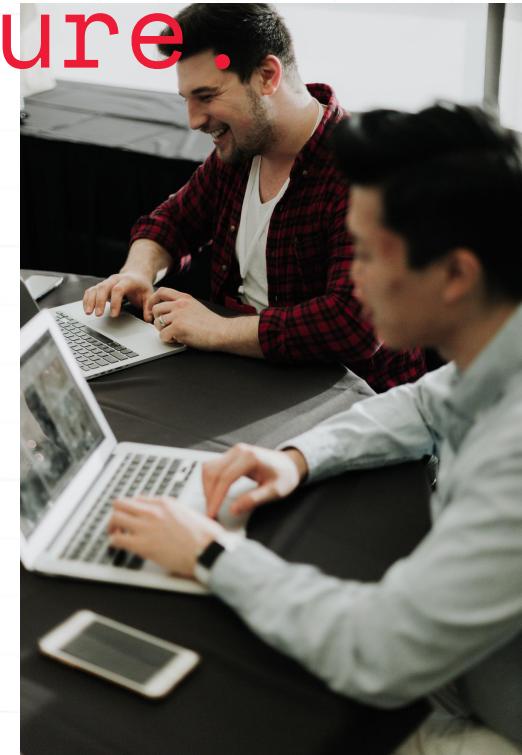


Photo by Priscilla Du Preez on Unsplash



# Be artful in the pivot.

**Being flexible and easy to adapt will be crucial during new, bold projects.** Even the smallest broken or forgotten protocol can drain time and energy from your colleagues. Knowing when and how to change process is a key skill.

This might look like: adapting the roles of team members to better suit their strengths; reconfiguring the final deliverable; adding something new based on testing.

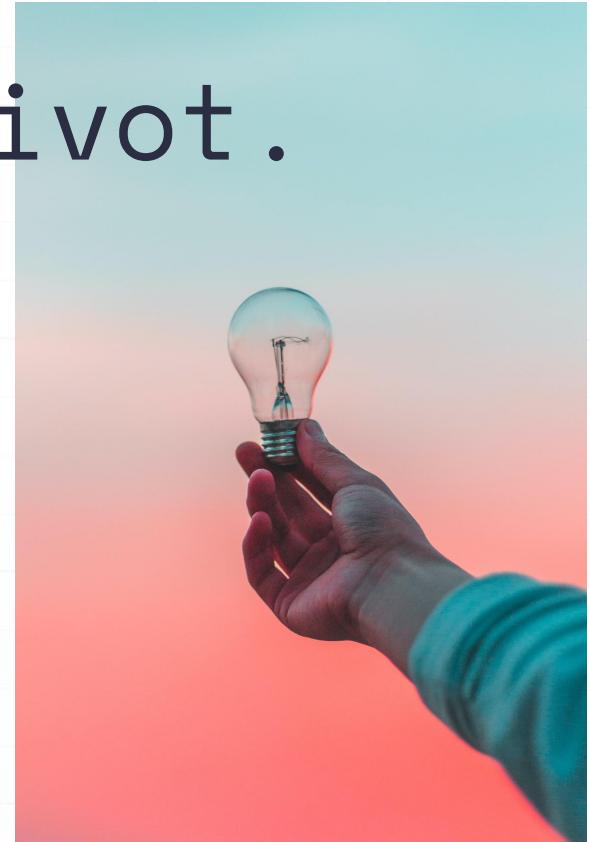


Photo by Diego PH on Unsplash



# Conquering our love/hate relationship with documentation.

**We document to understand and to share, not to make more work.** That said, often our methods of documentation aren't aligned with what we are intentionally trying to capture.

What should a radical collaborator do?

**Be creative in our approach.**



# Organization is the process that leads to bold change.

- Clarity in the process allows for alignment, endorsement, and structure
- Practical steps lead you one step closer to change
- The “steering towards cohesive action” relies on people being invested. PMing can get them there.



Part V:

# Creating Spaces for Courageous Change



# Where do we do this?

- **There are insufficient spaces for transformative collaboration.** Most are created by institutions, where the “acceptable solution set” is therefore defined by them.
- **Promising examples** where this is happening:
  - Coalitions / collaborations supported by multi-donor funds
  - Co-creation of global public goods
  - Progressive / innovative institutions with convening power
  - Others?



# We must create the spaces we yearn for

- **Power likes to hold onto power. Don't wait for institutionally created spaces to tackle structural injustice.** The change there will always be more incremental, narrow, slow.
- **Institutional allies crave sophisticated outside pressure.** It helps them do the work they want to do, but struggle to push from the inside.
- **Build the spaces we deserve.** Don't wait to be invited. Claim our seats at the table. Get powerful interests to join on our terms.

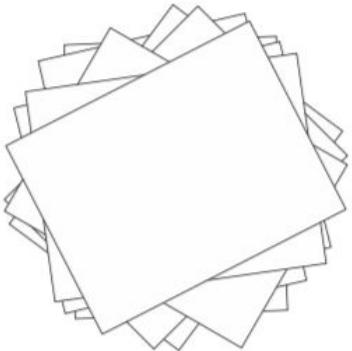


OCT 2018

MONUMENTLAB

FREE

# REPORT TO THE CITY



monumentlab

www.monumentlab.com

## II CRAVING REPRESENTATION

**T**he majority of statues in Philadelphia honor the legacies of figures who are white and male. This is true both in the context of monumental history and the present. That same can be said of most American cities. The Monument Lab research collective is challenging this dominant vision of history through a multitude of critical and creative approaches to this profound imbalance. A movement has emerged to demand that the measure reflect change on it, while thousands of monuments widely called for and around the country. This includes considerations for public memory, representation, and commemoration that genders, class, sexuality, gender identity, ability, and other intersectional identifications. Participants include individuals, organizations, and institutions that have a deep interest in the city's history but weren't represented in its traditional commemoration. These groups have called for recognition of teachers because "They put a school teacher in the category of 'hero' is like saying that the end of slavery was the birth of the republic," or the end of racism stage fifteen women on the cards of Princetonians, not Jim Frasier, a great African American who was a key figure in the civil rights movement, or even an actual statue of his city in Springfield.

Craving representation and acknowledgement can greatly influence the city's path forward. The Monument Lab is one of the first groups to take this approach. The group has a platform for the proposals and began with additional calls for nominations. The group has also developed a frequently updated document, the Monument Lab Research paper, offering definitions and questions, as well as a list of partners and links to news on the issue of the proposed participants.



Photo © The Trust for Public Land 2017. Photo: Tom Williams/CQ Roll Call

S MONUMENT LAB

15 | PROPOSALS FOR A STATUE OF MALCOLM X IN PHILADELPHIA | 16 | PROPOSALS VARIOUS LOCATIONS | 209 | PROPOSALS FOR MONUMENTS TO WOMEN

### MONUMENT LAB

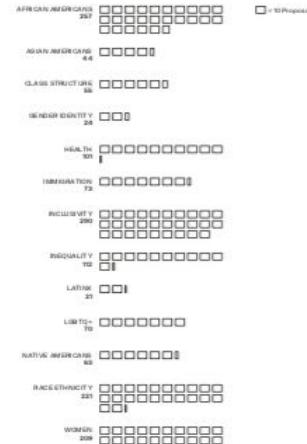
Anything But a Dead White Guy, Malcolm X Park

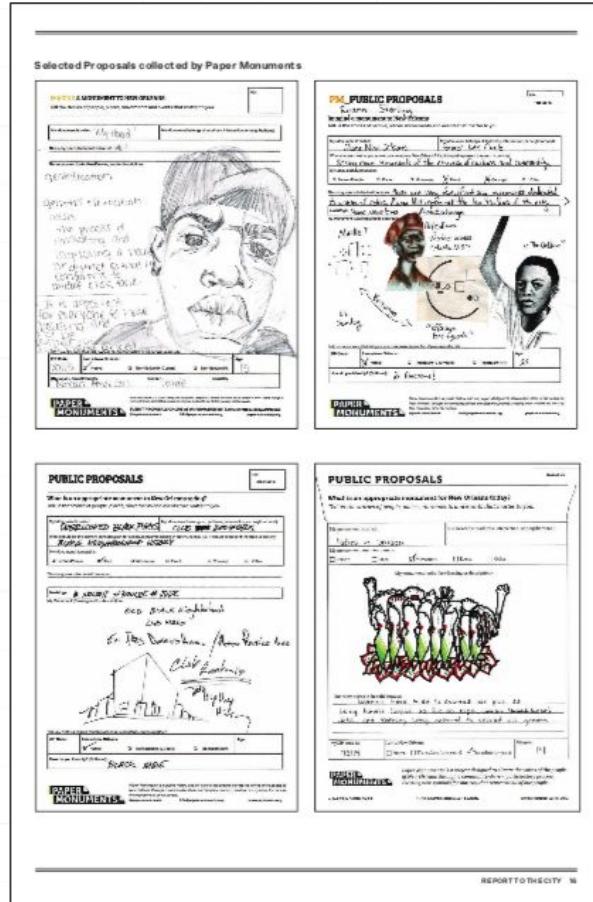
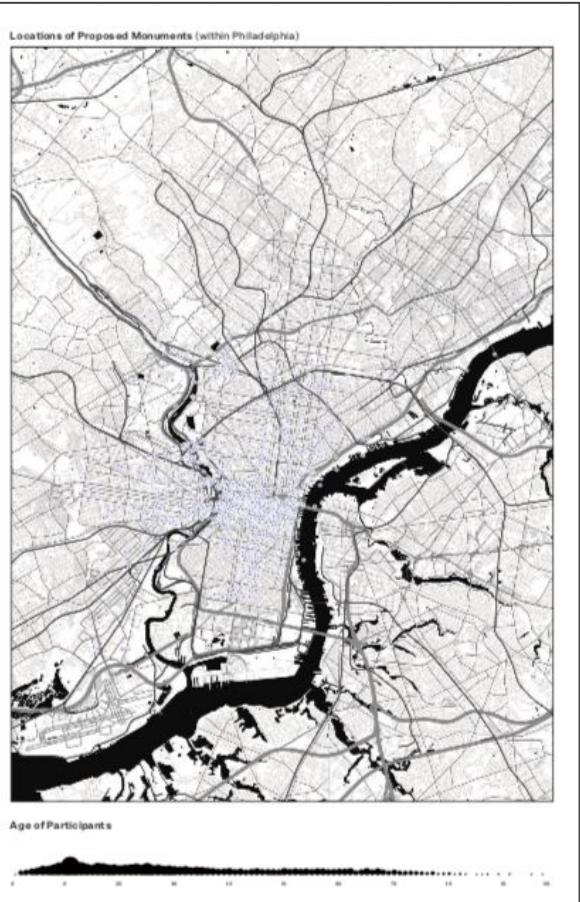
We have a plethora of Bronze Monuments Dedicated to dead white guys. Time to have a Monument to show that Philadelphia owes its existence to role models of all colors, genders, and religions. Grouply Malcolm X, Caroline LeCount, Cecil B. Moore, & Marcus Foster. Good Luck!

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### Proposals by Topic







Recap

# Building Blocks of Cohesive Action



# Key Takeaways

**This is a toolbox of blocks for you to choose from.** The tips and ideas from today may not work for each collaboration or coalition you work towards, but those you choose can help you move from idea to action.

- Think in systems to build strength through diversity
- Strong buy-in will help your project reach impact faster, but be prepared to navigate conflict in diverse ways
- Be radical, empathetic, and creative in your organizing and planning
- Find spaces for change, or be courageous enough to create them.



Looking Forward

#RadicalCollab for  
Social Transformation



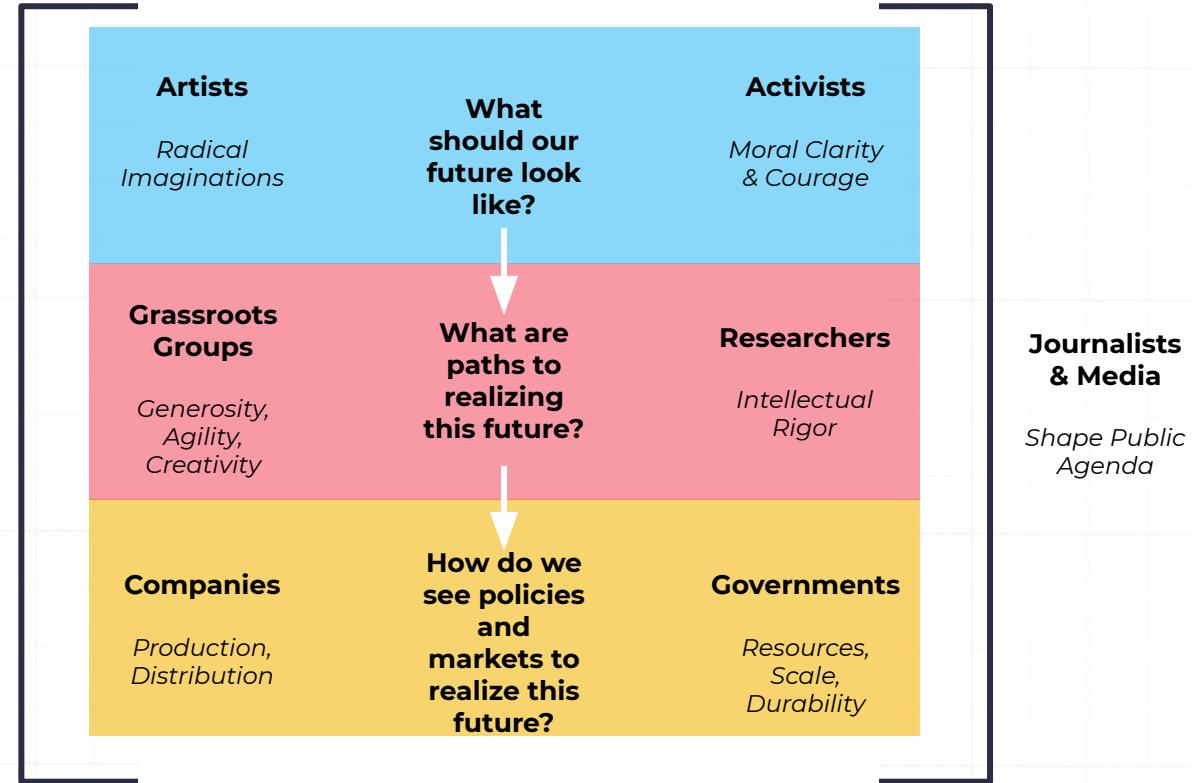
# Rethink roles.

# Embrace radical collaboration.

Civil Society

Compel Action

# Create a future that centers equity & justice.





We want your thoughts. Please answer these 5 quick questions:

<https://bit.ly/RC3Survey>

# Q&A

*Questions? Ideas? Get in touch:*

*urgentnow@reboot.org*

*@theReboot @PantheaLee #RadicalCollab*

**May 06, 12PM EDT**

**Session 3: The How  
Facilitating &  
Troubleshooting**

**Please take our  
survey!**

<https://bit.ly/RC2Survey>

# Thank you!

*Questions? Ideas? Get in touch:*

*urgentnow@reboot.org*

*@theReboot @PantheaLee #RadicalCollab*