

In Pursuit of Liberatory Organizing

Organizational Strategy of re:power
and re:power Fund

2023–2027

EXECUTIVE SUMMARY

Executive Summary

We summarize below the core logic of re:power’s strategy and the key strategic decisions that clarify why we’re here (our purpose), how we understand our challenge and the opportunity to overcome it (our diagnosis), how we will show up in the world to “move the needle” on change (our identity), and what path we must take over the next five years to do so (our roadmap).

OUR PURPOSE

VISION

Our vision upholds the idea that a multiracial democracy is the “north star” toward which the Progressive Movement should be striving, and it names our conviction that such a democracy is premised on liberation from white supremacy and patriarchy:

We seek a liberated, multiracial democracy, free from the oppressive systems of white supremacy and patriarchy.

MISSION

Social justice movements are the vehicles for progress toward that vision. Yet, even as those movements fight for a liberated, multiracial democracy, they are inadvertently reinforcing white supremacy and patriarchy by working according to the norms, mental models, and tools of the dominant white supremacist, patriarchal system.

Because white supremacy and patriarchy are sustained on anti-Blackness and the values of individualism, competition and scarcity, we believe they can only be fully dismantled by the converse of these values: strategies and tactics for building and wielding power that are pro-Black and grounded in the values of community, collective action, and abundance. We call this response “liberatory organizing.” This, therefore, is our mission:

re:power exists to build a critical mass of social justice movements and their leaders who embody the ideology and practice of liberatory organizing, an organizing practice that is pro-Black and grounded in community, collective action, and abundance.

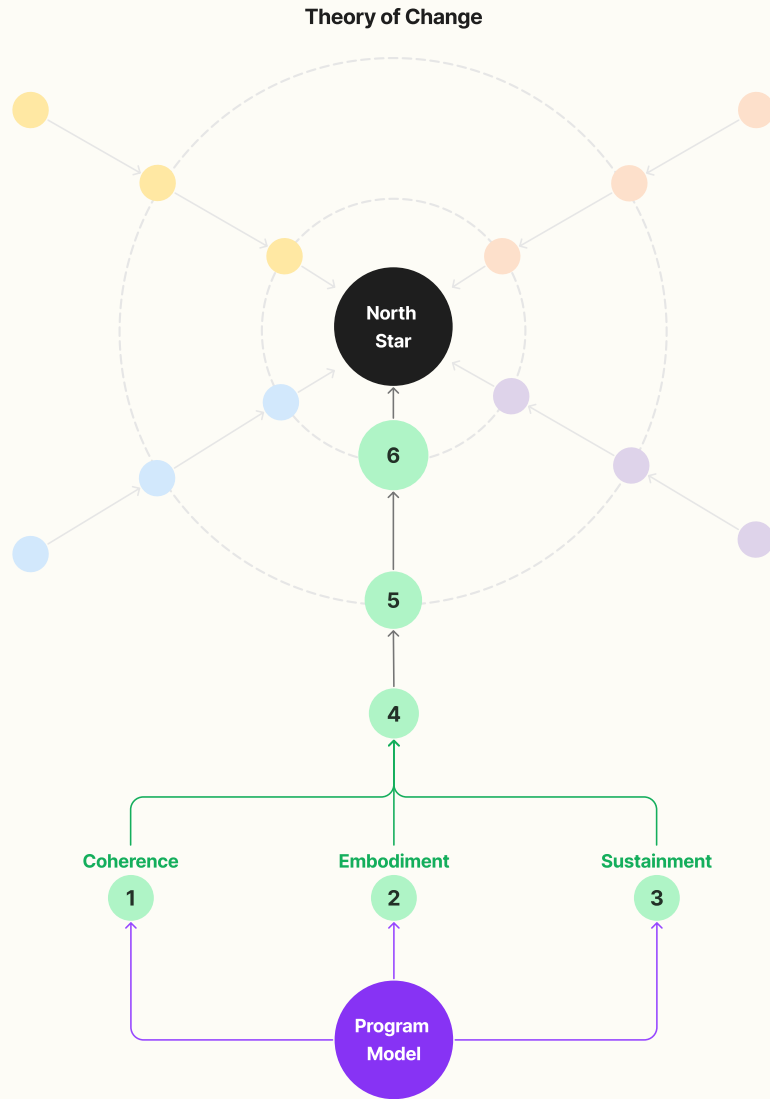
OUR DIAGNOSIS

PROBLEM-TO-SOLVE

Over the centuries, communities with the least power to use the prevailing systems to their advantage have had to learn to fight in their own ways. In our white supremacist and patriarchal system, the most marginalized individuals have been women of color and trans and gender-expansive people of color. Out of necessity, these communities have developed organizing practice that is pro-Black and grounded in community, collective action and abundance. Thus far, however, a broad-based shift in ideology and practice from traditional organizing to liberatory organizing has not occurred.

The challenge has three dimensions: First, a lack of investment in women leaders of color and trans and gender-expansive leaders of color, and capacity building and leadership development that is rooted in the dominant culture, have together prevented a critical mass of aligned co-conspirators of liberatory organizing from arising. Second, these leaders have lacked the support they need to successfully change deeply entrenched ways of working within an organization. Third, women of color and trans and gender-expansive people of color experience high rates of burnout amidst the extremely taxing job of organizing within a hostile system. The result is continued self-perpetuation of the status quo.

THEORY OF CHANGE



We believe that IF...

- 1 Women of color and trans and gender-expansive people of color build a community of co-conspirators who are deeply aligned in their knowledge of and skills in liberatory organizing,
- 2 Co-conspirators put the theories of liberatory organizing into action within their organizations and formations, and
- 3 Co-conspirators are honored and respected as their whole selves, and can access the support they need to sustain them in their leadership...

... AND IF this happens at scale...

- 4 ... THEN a critical mass of co-conspirators will catalyze a broad-based shift from traditional to liberatory organizing...
- 5 ... AND THEN the ideology and practice of liberatory organizing will become the “new normal” among social justice movements and their leaders...
- 6 ... AND THEN social justice movements will succeed in their efforts to dismantle white supremacy and patriarchy, thereby rebalancing power for their communities...

... AND ULTIMATELY we will witness the emergence of a multiracial democracy, liberated from the oppressive systems of white supremacy and patriarchy.

OUR IDENTITY

SUPERPOWER

re:power's superpower is to deliver transformative capacity building and leadership development programming, specifically for women of color and trans-and-gender-expansive people of color, positioning us to grow these leaders into co-conspirators of liberatory organizing. This power flows from our unique approach to the experiences we create, our pedagogy, and our curriculum.

We create safe, affirming *experiences* for women of color and trans-and-gender-expansive people of color, which is a necessary condition for participants to explore and embrace the liberatory political ideology that re:power promotes.

Our *pedagogy* fosters collective, team-based learning in the context of their organizing efforts, which helps participants recognize, embrace and harness the leadership power within themselves, and prepares them to wield this leadership within oppressive systems.

Finally, our *curriculum* builds capacity in ways of building and wielding power that are pro-Black and based in community, collective action and abundance, which is the style of organizing they must adopt to dismantle white supremacy and patriarchy.

VALUE PROPOSITION

re:power has two primary target stakeholder audiences: (i) movement leaders who are women of color or are trans-gender-expansive people of color, and (ii) social justice organizations and organizing formations.

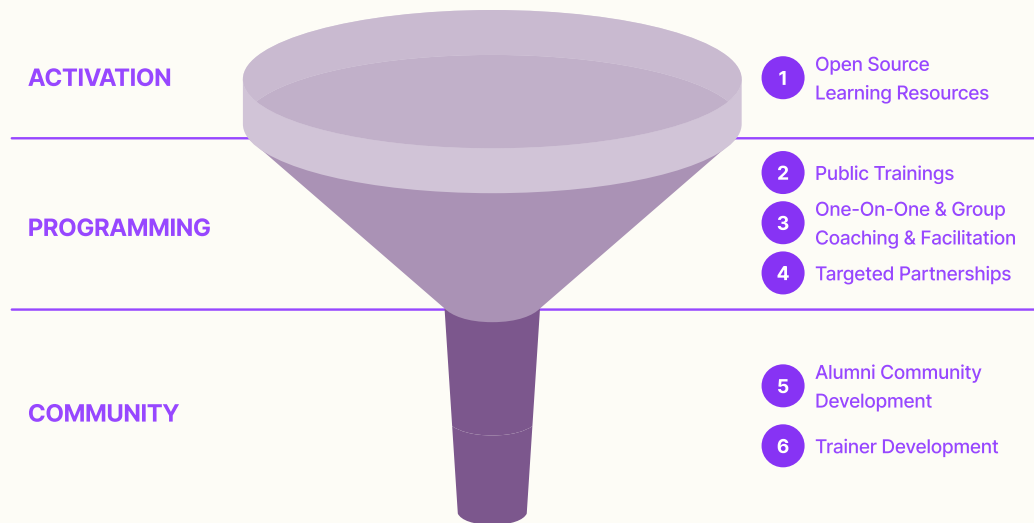
Our target movement leaders are women of color and trans-and-gender-expansive people of color who seek both learning opportunities centering their experiences—as opposed to those of the dominant culture—and a sense of community as they pursue the grueling work of organizing within a hostile system. re:power (i) helps these leaders achieve their goals through highly respected capacity building and leadership development programming, (ii) delivers programming through viscerally relevant, safe and affirming experiences, and (iii) welcomes participants into a community of co-conspirators holding one another through the difficult work of organizing.

Our target social justice organizations and organizing formations are those whose leadership shares our north star—their aspiration, if not their current organizational reality, is to be pro-Black and to eliminate the patterns of white supremacy and patriarchy in how they build and wield power. In service of their long-arc organizing goals, these organizations and formations are seeking to develop the organizing capacity of their staff, and they recognize that the best way to do this is in deep relationship with an organizing partner, as opposed to a transactional engagement with a “training service provider.” For these organizations and organizing formations, re:power is that organizing partner, helping to develop the skills, knowledge and attitudes of their people through deep, values-aligned partnership.

PROGRAM MODEL

We deliver this value through six programmatic avenues tailored to different stages in a leader's engagement with liberatory organizing.

Program Model



Activation

Programming for newly activated and/or newly politicized individuals, including **1 Open Source Learning Resources** (free online tools, guides, videos and webinars that introduce the ideology and practice of liberatory organizing).

Programming

Programming for active movement leaders and organizations who share re:power's north star, tailored to the context of their organizing work, including:

- 2 Public Trainings** (structured, intensive skills development as well as the right environments for deep relationship-building and collaboration);
- 3 One-on-One and Group Coaching and Facilitation** (providing personalized support to individuals and groups, giving them space to share their specific challenges, to receive direct feedback and guidance, and to identify pathways and strategies that advance them towards their goals);
- 4 Targeted partnerships** (deeper partnerships with movement partners to come together to skill-up their people and to strategize and plan together).

Community

Programming for individuals who have participated in re:power's programming and who embrace the ideology and practice of liberatory organizing, including **5 Alumni Community Development** (nurturing a strong alumni network/community) and **6 Trainer Development** (funneling alumni with an aptitude for training into roles as re:power trainers themselves, helping to enrich and refine our curriculum and expand our reach.)

OUR ROADMAP

Our roadmap describes the actions we will take over the next five years to live into our identity.

Strategic Priority 1: Build out, test and refine our next-gen program model

Goal 1.1: Specify our next-gen program model in further detail

Goal 1.2: Build out our online learning resources for newly activated and/or newly politicized individuals

Goal 1.3: Evolve our suite of public trainings for movement leaders and organizations

Goal 1.4: Build out one-on-one and group coaching and facilitation services for movement leaders and organizations

Goal 1.5: Evolve how we partner with movement organizations

Goal 1.6: Build out alumni community development programming

Goal 1.7: Build out trainer recruitment and development programming

Strategic Priority 2: Build the internal infrastructure required to support our impact

Goal 2.1: Align the organization to support re:power's evolution

Goal 2.2: Design our operating model (structure, process, culture) to support our evolved program model

Goal 2.3: Establish an ability to collect and learn from strategically relevant data

CONCLUSION

This strategy clarifies both for ourselves and for our external stakeholders who we are, why we matter and how we approach our work. By articulating coherent decisions across our purpose, our diagnosis, our identity and our roadmap, it establishes a clarity in intent and direction that will enable us to be bolder, more effective and more efficient in our fight for a liberated, multiracial democracy, free from the oppressive systems of white supremacy and patriarchy.