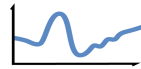


MAKING WAVES, RIDING THE CYCLE



Using The Movement Cycle as a framework, the following worksheet is to help you determine (a) what phase you currently are in The Movement Cycle, and (b) what are some of the most important activities you can be engaging in at this critical moment.

HOW TO USE THIS WORKSHEET

Take a minute to look at the Movement Cycle diagram.

Step 1: Identify your current phase of The Movement Cycle using the matrix on page 2.

Step 2: Find your chosen Area of Work or role(s) using the matrix on page 3,.

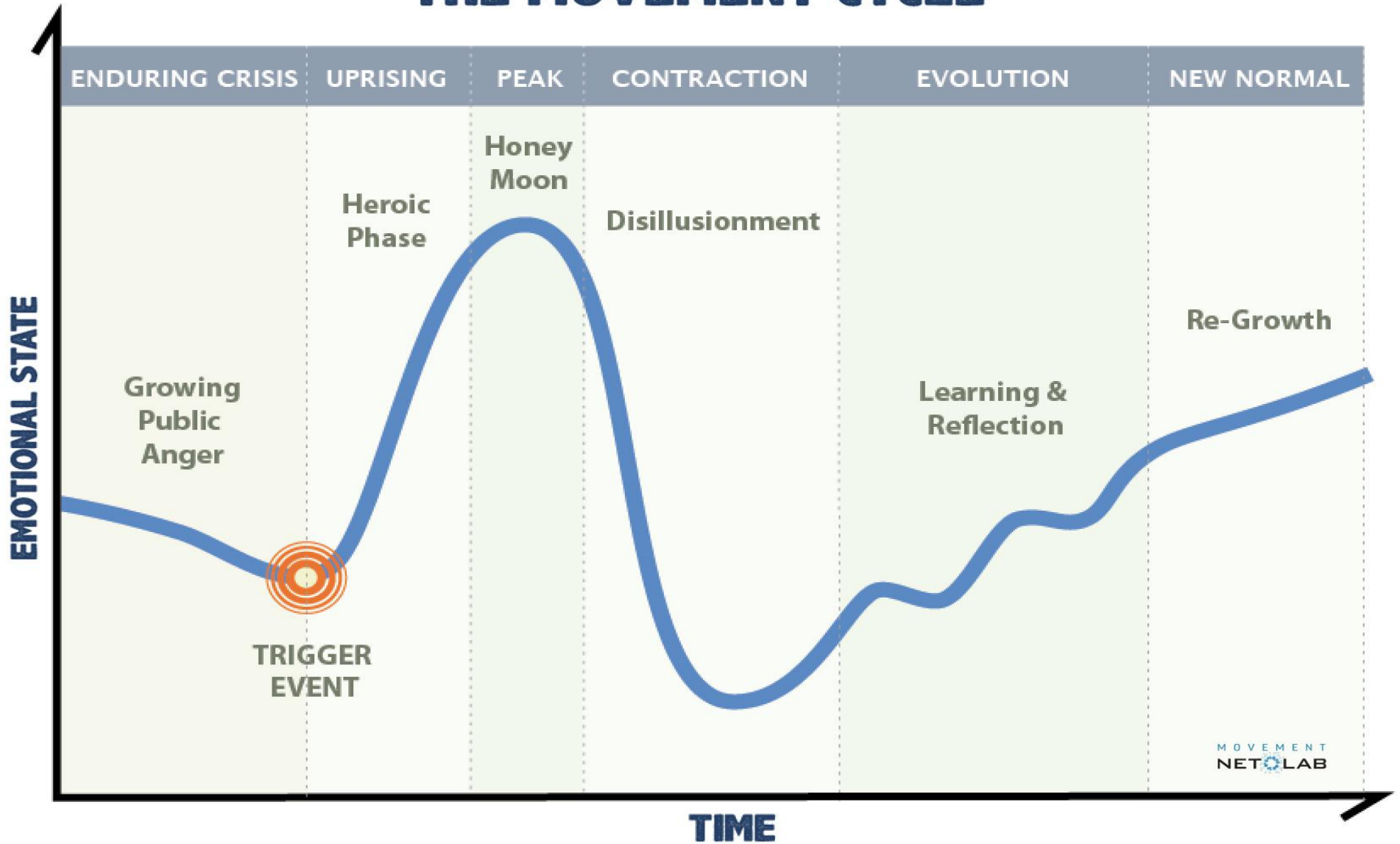
Step 3: Find where your role intersects the phase you are in. At this intersection you will find some helpful suggestions about what the most important activities you, your team or your organization can focus on at this moment.

Why is this useful?

Social movements are complex systems. In order to be successful, thousands of people must be doing different types of work in relation to each other. *What's more, all this work must also shift and change over time.* As a result, it can be hard to know what to do and when... much less to plan for anything in advance. So, how can we make sense of something so complicated? The following is a framework to help think through and plan for your movement as one, dynamic system.

Note: The following are just recommendations. As always, create a plan that is relevant for you.

THE MOVEMENT CYCLE



MOVEMENT CYCLE PHASES: *Can you identify which phase you are currently in?*

First look over at the diagram above. Second, read the “what’s happening” category in the chart below. What best describes where your movement is right now?

	ENDURING CRISIS	TRIGGER EVENT	UPRISING	PEAK	CONTRACTION	EVOLUTION	NEW NORMAL
WHAT'S HAPPENING?	Persistent and declining conditions of injustice; Widespread emotions of anger & frustration	Dramatic event causing unleashing of anger	Massive numbers of people are mobilized, looking for opportunities for action, others to collaborate with, and structures to participate in	The Movement is widely recognized; arguments are penetrating mainstream discourse; leaders regarded as having a lot of power	Backlash by State, Mainstream Media and reactionary elements within public; Decline in numbers of people participating; Burnout among key organizers; Internal disagreement, fighting, disillusionment	Movement builds back up. Longer term projects start to take hold. Reflection allows for important lessons.	More public awareness, some changes have occurred, new organizations and new policies may be in place, movement is better prepared for next peak.
HOW DO WE SET THE RIGHT EXPECTATIONS?	<i>Plant the seeds!</i>	<i>Wake everyone up!</i>	<i>All hands on deck!</i> Build as much as you can, bring new people in, raise hell!	<i>Own your power!</i>	<i>Take Inventory!</i> Reflect, learn, strategize and heal.	<i>Build for the Long Haul!</i>	<i>Sew the seeds!</i>
WHAT ARE THE HIGHEST PRIORITIES?	Consistent political education and skills based trainings. Build and strengthen existing movement infrastructure; Plan actions that could be the next trigger point	Get the word out: blast the public via communications platforms. Calls to action, create face-to-face gatherings to form networks,	Absorption and On-boarding; Self Organizing; Mass Trainings; Build Infrastructure; Funding overdrive; (and try to get some sleep)	Take advantage of the attention the power structure is giving you. Make radical, transformative, systemic demands.	Analyze successes and failures; See who remains most committed to continue the work; Continue supporting self-organizing locally; Healing and Self Care	Build new projects and institutions, Trainings and Skillshares.	Consistent political education and skills based trainings. Build and strengthen existing movement infrastructure.
HOW DO WE PREPARE FOR THE NEXT PHASE?	Plan creative, bold direct, actions and inspiring mobilizations - try to create the trigger event ourselves.	Create absorption mechanisms and set up communication systems	Make sure to provide emotional support and healing to yourself and others	This won't last forever. Celebrate your victories, and let people know that transition is not failure, merely a new phase. .	Hold tight! Celebrate our victories, mourn your losses, move resources to potential longer term projects, careful of internal conflict and toxic blaming, organize for the long haul.	Strengthen skills. Deepen relationship. Capacity and leadership development. Prepare emotionally. The next peak is coming.	Plan creative, bold direct, actions and inspiring mobilizations - try to create the trigger moment ourselves.

AREAS OF WORK: *What are some of the most effective things you can be doing right now?*

To find your answer, connect the two axis. Find your Area of Work in the left column, then see where it intersects your current phase listed along the top row.

AREA OF WORK	ENDURING CRISIS	TRIGGER EVENT	UPRISING	PEAK	CONTRACTION	EVOLUTION	NEW NORMAL
Outreach & Absorption	Persistent and declining conditions of injustice; Widespread emotions of anger & frustration	Dramatic event causes public unleashing of anger	Massive numbers of people are mobilized, looking for opportunities for action, others to collaborate with, and structures to participate in	The Movement is widely recognized; arguments are penetrating mainstream discourse; leaders regarded as having a lot of power	Backlash by State, Mainstream Media and reactionary elements within public; Decline in numbers of people participating; Burnout among key organizers; Internal conflict & in-fighting; Personal disillusionment	Movement builds back up. Longer term projects start to take hold. Reflection allows for important lessons.	More public awareness, some changes have occurred, new organizations and new policies may be in place; movement is better prepared for next peak.
Communication Systems	Set up virtual communications platforms that are interactive and engaging, and onboard people, provide training in using communications tools like text loops	Help onboard people at gatherings so that no not a single person leaves without being connected into a larger network; identify people who will be tech stewards and help others; Create tech working groups to integrate and connect people with skills	Onboard people at gatherings, identify people who will be tech stewards and help others; have conference calls, hangouts or video conferences to share communication, get support for challenges, coordinate efforts; make sure people are learning from what they are doing; look for synergies and new insights	Use the communication systems you have in place to the best of your ability. Maestro calls are good for bringing nat'l networks together; text loops are great for local action networks; every face-to-face network should have a digital counterpart	As in-person attendance declines, use digital platforms to keep movement thriving and alive online; Provide in-depth training to those providing technical support that remain active	Communication systems are refined and expanded, used for new system development and ongoing policy and advocacy work; special emphasis on linking different issue networks to find synergies and ways they can work together	Work on developing new digital platforms to support self-organizing.. This 'in between' period is the ideal moment to build tools for the next wave.
Support for Self-Organizing	Help people connect with those with similar interests, encourage them to form self-organized collaborative projects so they know how to do this during actions; train in basic skills like facilitation and running small group meetings	Rapidly direct all incoming members into working groups. At gatherings, frame the importance of self-organizing and taking initiative with others, provide training in the tools, platforms and skills of group facilitation and inter-group coordination.	Continue supporting new working groups as they emerge. Use platforms and gatherings to ID collaborative efforts as they arise so people know where and how to plug in to actions and support efforts	Remind people they should take initiative. There is so much to do right now! Encourage people to fill in the gaps while working with similar or connected groups.	Help thriving and highest functioning clusters formalize into longer term projects. Chart long term opportunities: policy initiatives, advocacy, or new system structures such as co-ops, community art, etc	Share across communities, movements and issues; Self organizing projects should lead to deep support for networked movements; self-organizing projects become large policy and advocacy campaigns	Hopefully, greater infrastructure is being built and funded to support further self-organizing.
Acquiring Resources	Set up pools of funds for projects, needs such as bail funds, do crowd funding training	Model setting up a crowdfunding ask; provide training; have non-profit fiscal agents prepared; have people skilled in organizing and strategy available	Make sure there are ways to vet or validate crowdfunding efforts from fraudsters	Use in kind donations as much as possible. Collect as many resources as possible while they are coming in.	Move resources to potential long term projects that will help build up toward the next peak	Large pools of funds are now in place to support many movements as well as new system development	
Collective Healing	Make the need for healing spaces and infrastructure	Call upon that network to mobilize, as the need will be	Help facilitators assess and manage the many needs of	Make sure people are doing ok. Remind	Provide communal spaces for healing and reflection.	Collective healing practices and spaces are	

	clear beforehand. Maintain a list of potential caregivers in different areas.	significant. Bring them into gathering spaces and make their presence known. Immediate attention to those experiencing grief and anger may be required.	people coming through the door. Look for people who are struggling to provide extra attention.	yourself and others to breathe, eat, sleep. Keep an eye out for people reacting to stress, trauma and burnout.	Create opportunities for one on one conversations. Remind folks that slowing down is ok.	embedded in every aspect of life, ready to be drawn on for any movement event.	
Relationship Building	At all gatherings spend time helping people who don't know each other build relationship, do trust building activities	Have Network Weavers look for opportunities to connect people	Orientations, create spaces where people can make connections, build trust and find people with whom to take initiative	Help people build new relationships and deepen existing relationships at all movement events.	New relationships continue even in downturn.	Strengthen trust through longer term relationships.	
Capacity Building/Learning	Set up virtual and FTF Communities of Practice so people understand network strategies, values, approaches and structures, and can support each other when challenges arise	Lots of just-in-time pop-up training as needed in communications, messaging, tactics, collaborative skills, peacekeeping/safety	Continue lots of just-in-time pop-up training as needed in communications, messaging, tactics, collaborative skills, peacekeeping/safety; start training new trainers	Train yourselves out of a job as quickly as possible.	Discuss how new capacities can be used in new system building; Provide space for reflection and learning	Continue to develop opportunities for people to build skills and support each other; make sure learning and reflection are part of all activities and that insights gained are shared broadly.	
Arts and Culture	Provide artists with succinct, useful analysis and facts about the issues as raw material for them to work with; Artists craft meaningful narratives that connect everyday experience to systemic injustice as a form of political education	Support artists in creating tools for mobilization & direct action (banners, silkscreens, music, etc); Assist artists in setting up arts production spaces; Bring in arts-specific funding to support production. Use art events to get the word out.	Employ art as an <i>organizing strategy</i> to: build new networks of relationships, develop new intersectional narratives that connect issues and movements, give life and visibility to voices within movements; Locate and support artists in impacted communities.	Support the creation, production and dissemination of art everywhere. Cultural ubiquity is the key to taking hold of the public discourse. Enlist well known pop culture makers in the fight.	Art is a great healer and means to celebrate, mourn, regenerate. Employ the power of public ritual to address grief and burnout, and to build strength for the long haul.	Train artists and non-artists alike in the tools and tactics of art-making, creative strategy, narrative development and creative direct action. Support the formation of artist-run community spaces.	
System Understanding	Analyze the system to understand issues and problems in largest context ; this will improve framing during trigger events	Frame the action in terms of the larger system and need for system change	Frame the action in terms of the larger system and need for system change	Expand the discussion by talking about expansive system change	Analyze the system and look for new opportunities for policy and system change, building alternatives, etc	Reanalyze the system frequently to see leverage points for shifting the system and use those for the basis of new actions	
Policy research and analysis	Do research about potential demands	Highlight how broken policies are a part of a larger, unjust system.	Make radical, transformative, systemic demands. Offer bold policy changes that reset the debate.	Use increased power to demand (or reject) conversations with decision-makers.		Look to most committed participants for potential new candidates	
What else?							