

# Leadership & Organizing

Public Narrative Workshop Participant Guide

February 23, 2024



## Acknowledgements

We welcome your suggestions for improving this guide further for future trainings. We also welcome you to use it and adapt it for your own trainings, subject to the restrictions below.

This workshop guide has been developed over the course of many trainings by Liz Pallatto, Joy Cushman, Jake Waxman, Devon Anderson, Rachel Anderson, Adam Yalowitz, Kate Hilton, Lenore Palladino, New Organizing Institute staff, Leading Change Network, MoveOn Organizers, Center for Community Change staff, Jose Luis Morantes, Carlos Saavedra, Esther Handy, Lucia Moritz, Zac Willette, Matt Lewis, Tiffany Steinwert, Rachel Goldstein, Meredith Mira, Inbal ben Ezer, Sean Thomas-Breitfeld, Shuya Ohno, Petra Falcon, Michele Rudy, Hope Wood, Vandinika Shukla, Josh Daneshforooz, Melanie Vant, Uyen Doan, Abel R. Cano, Nisreen Haj Ahmad, Mais Irqsusi, Sarah El Raheb, Rawan Zeine, Art Reyes II, Dan Grandone, Aprajita Pandey, Emily S Lin, Junko Yoda, Noorulain Masood, Rosi Greenberg, Helen “Hui” Huang, Voop de Vulpillieres, Ana Babovic, Kate O’Gorman, Tanvi Girotra, Roohi Rustum, Anita Krishnan, Céline Lebrun Shaath, Anjali Rodrigues, Noa Yammer, Celina Barrios-Millner, Shivani Kumar, Xiaodi Chen, Jeff Rousset, Nneka Akubeze, Pedja Stojicic, Robert Martin, Benedict Hugosson, Jens Kristian Rasmussen and many others.

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# AGENDA

*Friday, February 23, 2024*

WELCOME & INTRODUCTION TO PUBLIC NARRATIVE		
08:30	Registration & Breakfast	
09:00	Welcome & Why We're Here	Keely Quinn
09:05	Welcome, Introductions & Overview (25 mins)	Abel R. Cano
09:30	Introduction to Public Narrative (50 mins)	Pg. 16
10:20	Break + Energizer (10 mins)	
STORY OF SELF		
10:30	Introduction to Story of Self & Coaching (40 mins)	Pg. 25
11:10	Teamwork (45 mins)	Pg. 28
11:55	Debrief Stories of Self & Review Key Learnings (25 mins)	
12:20	Lunch (40 mins)	
STORY OF US		
1:00	Group Photo 📷 (5 mins)	
1:05	Introduction to Story of Us (25 mins)	Pg. 33
1:30	Teamwork (40 mins)	Pg. 38
2:10	Debrief Stories of Us & Review Key Learnings (20 mins)	
2:30	Break (10 mins)	
STORY OF NOW		
2:40	Introduction to Story of Now (25 mins)	Pg. 44
3:05	Teamwork (40 mins)	Pg. 48
3:45	Debrief Stories of Now & Review Key Learnings (20 mins)	
4:05	Break + Energizer (15 mins)	
LINKING SELF/US/NOW		
4:20	Introduction to Linking Self/Us/Now (20 mins)	Pg. 51
4:40	Teamwork (45 mins)	Pg. 56
5:25	Debrief Linked Narratives & Review Key Learnings (20 mins)	
5:45	Closing: Review Workshop Key Learnings & Evaluation (15 mins)	
6:00	End of Workshop	

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# Why we're here & workshop goals

What is the purpose of this training?



## Why we're here & workshop goals

Welcome! The goal of this workshop is to introduce you to a key organizing practice: sharing stories through Public Narrative. We view organizing as a leadership practice based on accepting responsibility for enabling others to achieve purpose under conditions of uncertainty: identifying, recruiting and developing leadership, building a constituency around that leadership, and transforming the resources of that constituency into a source of the power they need to achieve their purposes. This practice developed to translate voluntary effort, based on real commitment, into capacity to create change. We hope it will be useful.

**Each participant will learn to craft their Public Narrative, a story that communicates:**

1. Why **they** have been called to lead,
2. Why they need the **people in the room**, and
3. What they can do, **together**, to take action and address an urgent need in the world.

You will see that most sessions follow a pattern: we introduce new material, we work on it in teams, and we debrief our work. This way you can begin to work with others, putting your skills to work right now and learning from your experience to be more effective.

Please bring an “exploratory” spirit to this workshop—try new things, take some risks, ask new questions.

# Personal goals

What are your hopes for this workshop?

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What kinds of skills are you interested in learning?

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What contributions do you see yourself making?

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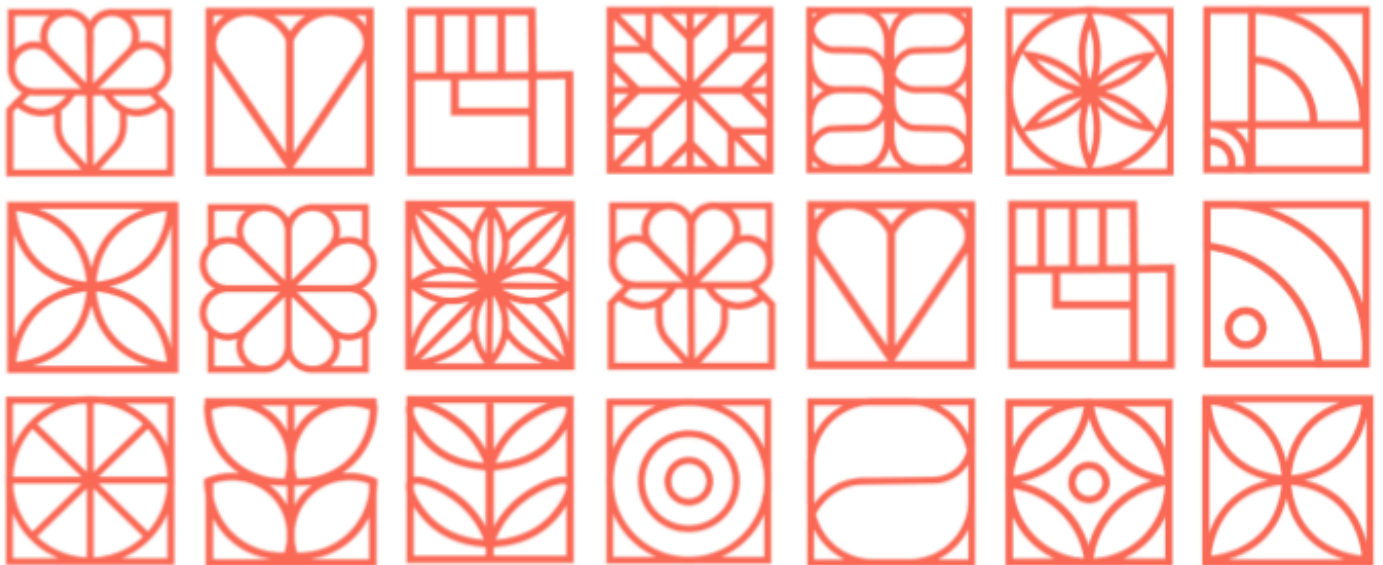
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# People, power & change

What are the core leadership practices for organizing?



## Goals for this session

- To introduce our approach to leadership, organizing and learning
  - To introduce 5 key organizing practices on which we will focus
  - To focus on the relationship among people, power, and change

### What is leadership?

Leadership is taking responsibility for enabling others to achieve shared purpose under conditions of uncertainty. The strength of a movement grows out of its commitment to develop leadership.

### What is organizing?

Organizing is a form of leadership that enables a constituency to turn its resources into the power to make change based on the recruitment, training, and development of leaders. In short, it is about equipping people (constituency) with the power (resources) to make change (real outcomes).

### People: Organizing a constituency

The first question an organizer asks is not “What is my issue?” but “Who are my people?” Who is my constituency? A constituency is a group of people who are “standing together” to assert their own goals. Organizing is not only about solving problems. It is about the people with problem mobilizing their own resources to solve it.

### Power: what is it, where does it come from, how does it work?

Rev. Martin Luther King described power as the “ability to achieve purpose.” It is the capacity we can create by combining our resources and using them creatively to achieve a common purpose.

So power is not a thing, quality, or trait—it is the influence created by the relationship between interests and resources. You can “track down the power” by asking—and getting the answers to—four questions:

1. What are the interests of your constituency?
2. Who holds the resources needed to address these interests?
3. What are the interests of the individuals or organizations who hold these resources?

4. What resources does your constituency hold which the other individuals or organizations need to address their interests?

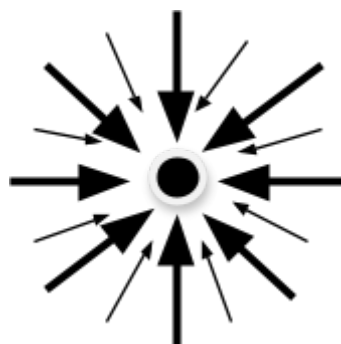
The unique role of organizing is to enable the people who need/want the change to be the authors of the change, because that changes the causes of the problem (powerlessness in one form or another), not only the problem.

So organizing is not only a commitment to identify more leaders, but a commitment to engage those leaders in a particular type of fight building the power to create the change we need. Organizing power begins with the commitment by the first person who wants to make it happen. Without this commitment, there are no resources with which to begin. Commitment is observable as action. The work of organizers begins with their acceptance of the responsibility to challenge others to do the same.

### Change: what kind of change can organizing make?

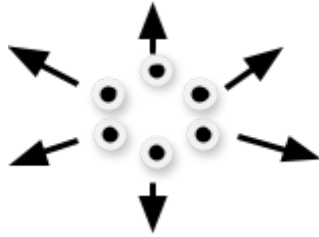
Change is specific, concrete, and significant. It requires focus on goals that will make a real difference that we can see. It is not about “creating awareness,” having a meaningful conversation, or giving a great speech, although those may contribute to an organizing campaign. It is about specifying a clearly visible goal, then mobilizing your resources to achieve it.

We also take a particular approach to structuring leadership, a structure that enables us to develop the leadership of others, even as we exercise our own. Sometimes we think leadership is about being the person that everyone goes to:



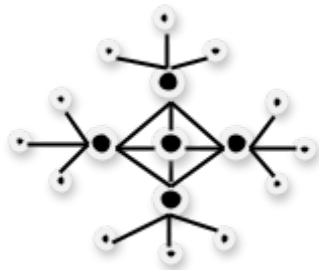
How does it feel to be the dot in the middle of all those arrows? How does it feel to be one of the arrows that can't even get through? And what happens if the “dot” in the middle should disappear?

Sometimes we think we don't need leadership at all because “we're all leaders”, but that looks like this:



Who's responsible for coordinating everyone? And who's responsible for focusing on the good of the whole, not just one particular part? With whom does the "buck stop"?

Another way to practice leadership is like this "snowflake": leadership practices by developing other leaders who, in turn, develop other leaders, all the way "down". Although you may be the "dot" in the middle, your success depends on developing the leadership of others.



## Five Organizing Practices

Learning how to organize people to build the power they need to make change begins with learning five key leadership practices.

DISORGANIZATION	LEADERSHIP	ORGANIZATION
Passive	Shared Story	Active
Divided	Relational Commitment	United
Drift	Clear Structure	Purpose
Reactive	Creative Strategy	Initiative
Demobilized	Effective Action	Mobilized

## 1. Creating Shared Story:

Organizing is motivated by shared values expressed through public narrative. By learning the craft of public narrative, we can access our shared values for the emotional resources we need to respond to challenges with courage rather than reacting to them with fear. By learning to tell stories of sources of our own values, a “story of self”, we enable people to “get us”. By telling stories of the sources of values we share, a “story of us”, we enable people to “get” each other. By recognizing the current moment as one of urgent choice and proposing a hopeful way forward, a “story of now”, we motivate action. Values-based organizing—in contrast to issue-based organizing—invites people to escape their “issue silos” and come together so that their diversity becomes an asset, rather than an obstacle. By learning how to tell a public narrative that bridges the self, us, and now, organizers enhance their own efficacy and create trust and solidarity within their campaign, equipping them to engage others far more effectively.

## 2. Creating Shared Relational Commitment:

Organizing is based on relationships and creating mutual commitments to work together. It is the process of association—not simply aggregation—that makes a whole greater than the sum of its parts. Through association we can learn to recast our individual interests as common interests, identify values we share, and envision objectives that we can use our combined resources to achieve. And because it makes us more likely to act to assert those interests, relationship building goes far beyond delivering a message, extracting a contribution, or soliciting a vote. Relationships built as a result of one-on-one meetings create the foundation of local campaign teams, and they are rooted in commitments people make to each other, not simply commitment to an idea, task, or issue.

## 3. Creating Shared Structure

A team leadership structure can enable organizing that grows stronger through collaborative and cascading leadership development. Volunteer efforts often flounder due to a failure to develop reliable, consistent, and creative individual leaders. Structured leadership teams encourage stability, motivation, creativity, and accountability—and use volunteer time, skills, and effort effectively. They create a structure within which energized volunteers can accomplish challenging work. Real teams can achieve the goals they set for themselves, grow more effective as a team over time, and enable the growth, development and learning of their individual members. Effective leadership teams must be bounded, stable, and diverse. They must agree on a shared purpose, clear norms, and specific roles.

## 4. Creating Shared Strategy

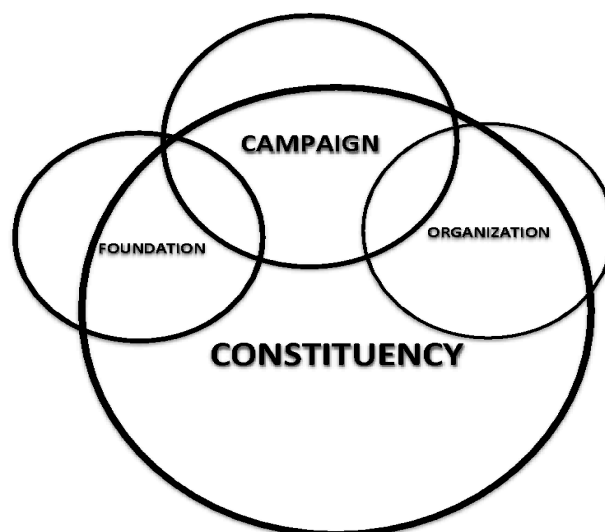
Although based on broad values, effective organizing campaigns focus on a clear strategic objective, a way to turn those values into action; e.g., desegregate buses in Montgomery, Alabama; getting to 100% clean electricity; etc. Trans-local campaigns locate responsibility for strategy at the top (or at the center), but are able to “chunk out” strategic objectives in time (deadlines) and space (local areas) as a campaign, allowing significant local responsibility for figuring out how to achieve those objectives. Responsibility for strategizing local objectives empowers, motivates and invests local teams.

## 5. Creating Shared Measurable Action

Organizing outcomes must be clear, measurable, and specific if progress is to be evaluated, accountability practiced, and strategy adapted based on experience. Measures may include volunteers recruited, money raised, people at a meeting, voters contacted, pledge cards signed, laws passed, etc. Although electoral campaigns enjoy the advantage of very clear outcome measures, any effective organizing drive must come up with the equivalent. Regular reporting of progress to goal creates opportunity for feedback, learning, and adaptation. Training must be provided for all skills (e.g., holding house meetings, phone banking, etc.) to carry out the program. Social media may help enable reporting, feedback, coordination. Transparency must exist as to how individuals, groups, and the campaign as a whole are doing with regard to their progress toward their goal.

## Organizing Your Constituency

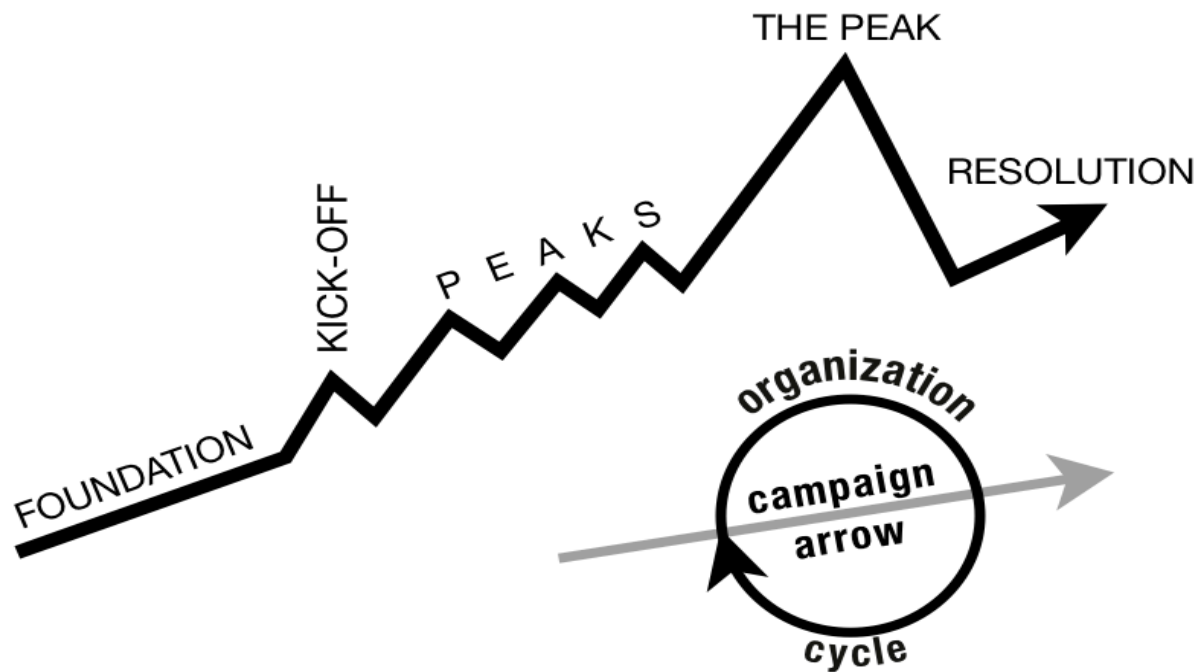
This workshop focuses on the design of an organizing campaign, but the real work of organizing is done with one’s constituency. As the chart below shows, organizing is about enabling a constituency to develop the power it needs to assert its interests



effectively, not only in this moment, but also in the future. Organizers begin by building a foundation within their constituency.

This usually requires one-on-one meetings to learn of people's real concerns, discern real sources of their problems, figure out power dynamics, and identify, recruit and develop leadership.

A campaign is a process through which a constituency can organize itself to create the power it needs to achieve its goals. And by turning their campaign efforts into an organization, they will have the capacity to build on their successes into the future.



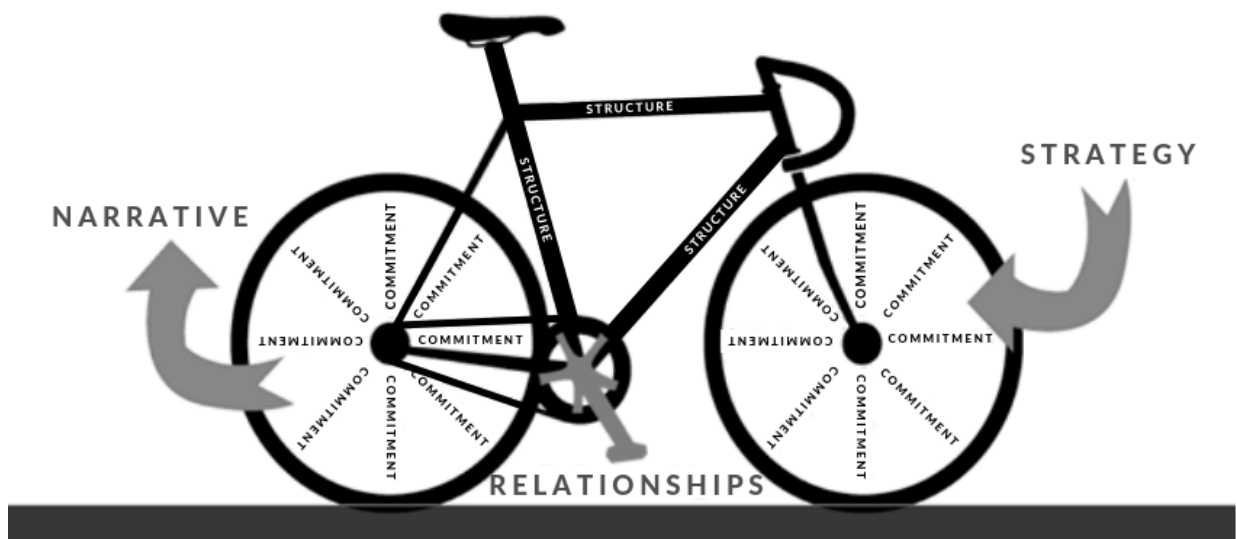
Our workshop is also organized as a campaign: a way of mobilizing time, resources, and energy to achieve an outcome and treat time as an "arrow," rather than a "cycle." Thinking of time as a "cycle" helps to maintain routines, normal procedures, our annual budgets, etc. Thinking of time as an "arrow" focuses on making change, on achieving specific outcomes, on focusing our efforts. A campaign is time as an "arrow". It is an intense stream of activity that begins with a foundational period, builds to a kick-off, builds to periodic peaks, and culminates in a final peak, followed by a resolution. Our workshop will follow the same pattern, each practice, building on what went before, and creating a foundation for what comes next.

## Learning Organizing

Organizing is a practice—a way of doing things. It’s like learning to ride a bike. No matter how many books you read about bike riding, they are of little use when it comes to getting on the bike.

And when you get on the first thing that will happen is that you will fall. And that’s where the “heart” comes in. Either you give up and go home or you find the courage to get back on, knowing you will fall, because that’s the only way to learn to keep your balance.

Each of our sessions will follow the same pattern: First we explain concepts, then we see an example, then we try it out in practice, and lastly, we debrief what we have learned.



# Introduction to Public Narrative

Motivate others to move into action



## Goals for this session

- Learn WHY Public Narrative is an essential leadership skill
- Learn HOW Public Narrative works: values, emotion & story structure
- Learn HOW to tell your public narrative

*"If I am not for myself, who will be for me?*

*When I am only for myself, what am I?*

*If not now, when?"*

**- Hillel, 1<sup>st</sup> century Jerusalem sage**

Crafting a complete public narrative is a way to connect three core elements of leadership practice: story (why we must act now, heart), strategy (how we can act now, head), and action (what we must do to act now, hands). As Rabbi Hillel's powerful words suggest, to stand for yourself is a first but insufficient step. You must also construct the community with whom you stand and move that community to act together now. To combine stories of self, us and now, find common threads in values that call you to your mission, values shared by your community, and challenges to those values that demand action now. You may want to begin with a Story of Now, working backward through the Story of the Us with whom you are working to the Story of Self in which your calling is grounded.



## Public narrative as a leadership practice

Leadership is about accepting responsibility for enabling others to achieve shared purpose in the face of uncertainty. Narrative is how we learn to access the moral resources – the courage – to make the choices that shape our identities – as individuals, as communities, as nations.

## Each of us has a compelling story to tell

Each of us can learn to tell a story that can move others to action. We each have stories of challenge, or we wouldn't think the world needed changing. And we each have stories of hope, or we wouldn't think we could change it. As you learn this skill, you will learn to tell a story about yourself (story of self), the community whom you are organizing (story of us), and the action required to create change (story of now). You will learn to tell, to listen, and to coach others.

## Learning Public Narrative

We are all natural storytellers. We are “hard wired” for it. Although you may not have learned how to tell stories “explicitly” (their structure, the techniques), you have learned “implicitly” (imitating others, responding to the way others react to you, etc.). In this workshop you will learn the tools to make the implicit explicit. We will use a four-stage pedagogy: explain, model, practice and debrief. We will explain how story works, you will observe a model of storytelling, you will then want to practice your own story, and you will then debrief your practice with others.

You will learn this practice the way we learn any practice: the same way we learn to ride a bike. Whatever we read, watch, or are told about bike riding, sooner or later we have to get on. And the first thing that usually happens is that you fall off. Then, and this is the key moment, you either give up or find the courage to get back up on the bike, knowing you will continue to fall, until, eventually you learn to keep your balance. In this workshop you'll have the support of your written materials, peers and coaches.

You will also learn to coach others in telling their stories. We are all “fish” so to speak in the “water” of our own stories. We have lived in them all our lives and so we often need others to ask us probing questions, challenge us to explain why, and make connections we may have forgotten about so we can tell our stories in ways others can learn from them.

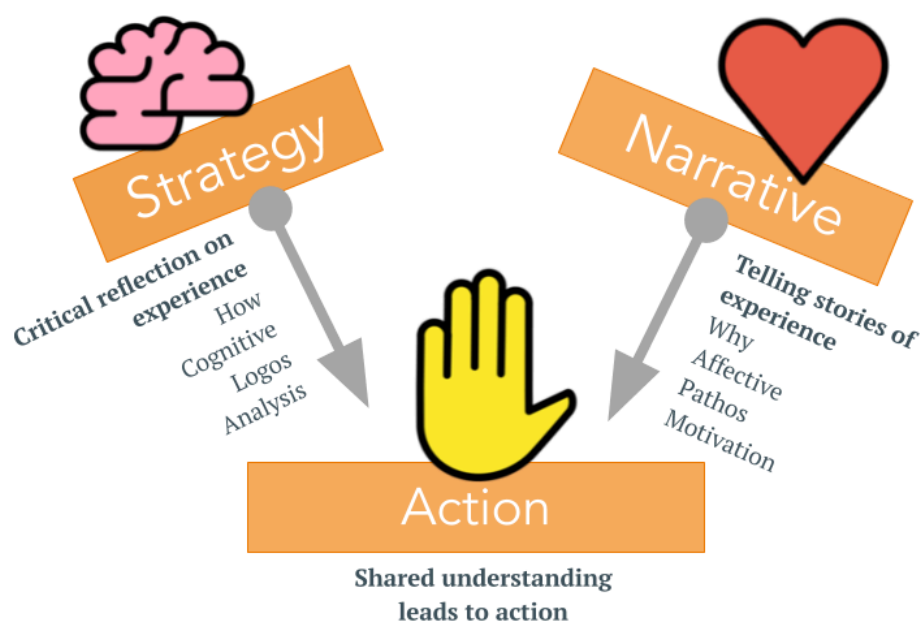
We all live rich, complex lives with many challenges, choices, and outcomes of both failure and success. We can never tell our whole life story in two minutes. We are learning to tell a two-minute story as the first step in mastering the craft of public

narrative. The time limit focuses on getting to the point, offering images rather than lots of words, and choosing choice points strategically.

## How Public Narrative Works

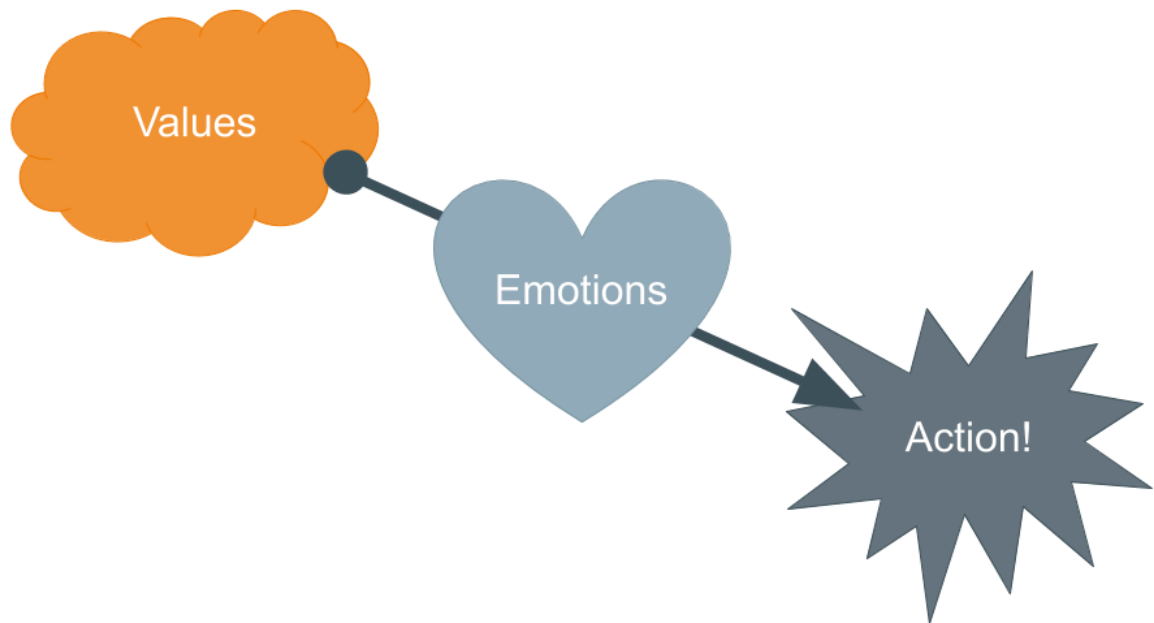
### *Why use public narrative?*

Leadership requires engaging the “head” and the “heart” to engage the “hands”—mobilizing others to act together purposefully. Leaders engage people in interpreting why they should change their world—their motivation—and how they can act to change it—their strategy. Public narrative is the “why”—the art of translating values into action through stories.



### *Values inspire action through emotion*

Emotions inform us of what we value in ourselves, in others, and in the world, and enable us to express the motivational content of our values to others. Stories draw on our emotions and show our values in action, helping us feel what matters, rather than just thinking about or telling others what matters. Because stories allow us to express our values not as abstract principles, but as a lived experience, they have the power to move others.



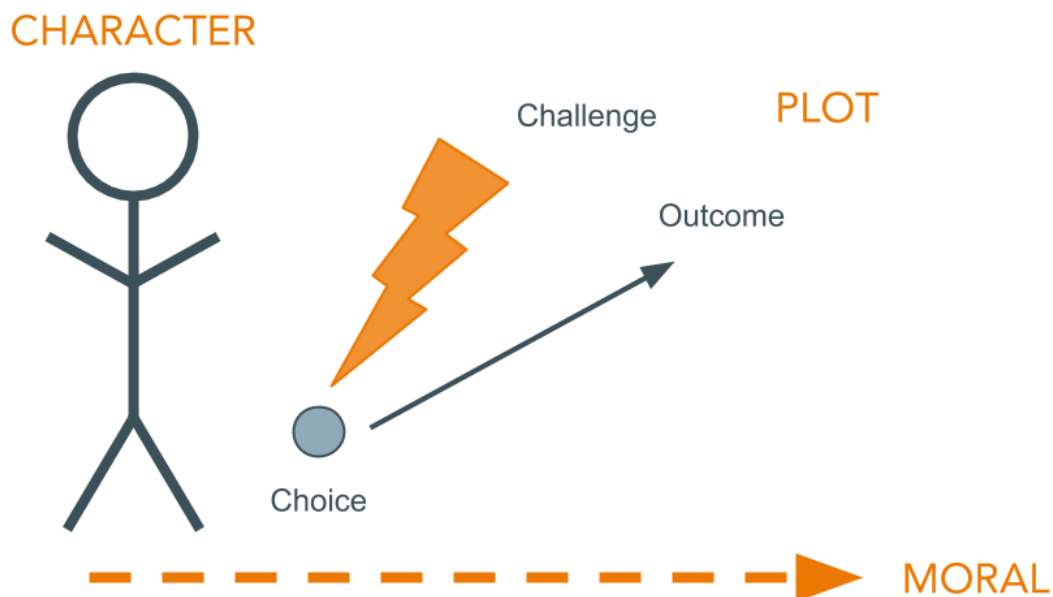
*Emotions facilitate or inhibit action*

The language of emotion is the language of movement, sharing the same root word. Mindful action is inhibited by inertia and apathy, on the one hand, and fear, isolation and self-doubt on the other. It can be facilitated by urgency and anger, on one hand, and hope, solidarity, and YCMAD (you can make a difference) on the other. Stories can mobilize emotions enabling mindful action to overcome emotions that inhibit it.

Action inhibitors	Overcomes	Action motivators
Inertia	←	Urgency
Apathy	←	Anger
Fear	←	Hope
Isolation	←	Solidarity
Self-doubt	←	You can make a difference!

## Public Narrative Structure

A plot begins with an unexpected challenge that confronts a character with an urgent need to pay attention, to make a choice, a choice for which s/he is unprepared. The choice yields an outcome—and the outcome teaches a moral.



Because we can empathetically identify with the character, we can “feel” the moral. We not only hear “about” someone’s courage; we can also be inspired by it. The story of the character and their effort to make choices encourages listeners to think about their own values, and challenges, and inspires them with new ways of thinking about how to make choices in their own lives.

## Story of self, us, and now.



### *Urgent challenges calling your community to act now*

A story of now requires telling stories that bring the urgency of the challenge you face alive – urgent because of a need for change that cannot be denied, urgent because of a moment of opportunity to make change that may not return. At the intersection of the urgency of the challenge and the promise of hope is a choice that must be made – to act, or not to act; to act in this way, or in that. The hope resides not somewhere in a distant future but in the sense of possibility in a pathway to action. Telling a good story of now requires the courage of imagination, or as Walter Brueggemann named it, a prophetic imagination, in which you call attention both to the pain of the world and also to the possibility for a better future.

### *Shared values that anchor your community*

We tell more “stories of us” in our daily lives than any other kind of story: “do you remember when” moments at a family dinner, “what about the time that” moments after an exciting athletic event, or simply exchanging stories with friends. Just like any good story, stories of us recount moments when individuals, a group, a community, an organization, a nation experienced a challenge, choice, and outcome, expressive of shared values. They may be founding moments, moments of crisis, of triumph, disaster, of resilience, of humor. The key is to focus on telling specific stories about specific people at specific times that can remind everyone of—or call everyone’s attention to—the values that you share against which challenges in the world can be measured. A “story

of us”, however, is “experiential” in that it creates an experience of shared values, rather than “categorical”, described by certain traits, characteristics, or identity markers. Telling a good story of us requires the courage of empathy – to consider the experience of others deeply enough to take a chance of articulating that experience.

### *The values that call you to lead*

Each of us has compelling stories to tell. In some cases, our values have been shaped by choices others – parents, friends, and teachers – have made. And we have chosen how to deal with loss, even as we have found access to hope. Our choices have shaped our own life path: we dealt with challenges as children, found our way to a calling, responded to needs, demands, and the gifts of others; confronted leadership challenges in places of worship, schools, communities, work.



## Video Review: story of Public Narrative

James Croft

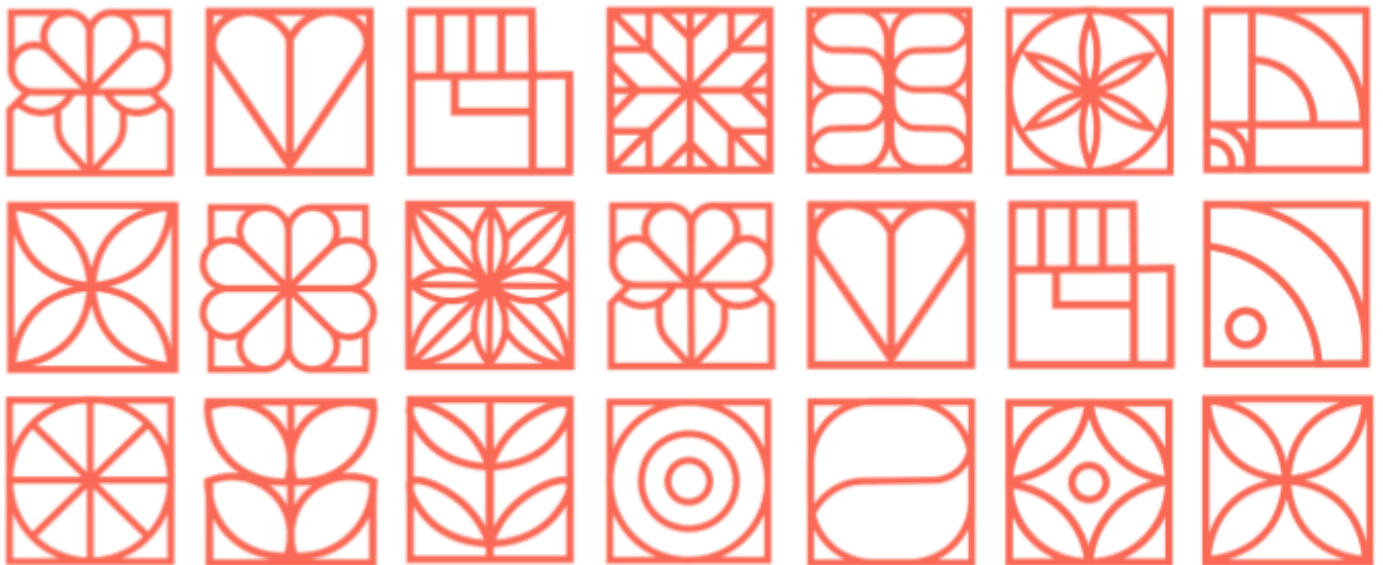
We'll be watching five minutes of James Croft's Linked Public Narrative. As you watch it, focus on the elements of SELF – US – NOW that you hear in his story.

<i>Self</i>	<i>Us</i>	<i>Now</i>
What experiences shaped his values? Whose choices were they? Why are they stories?	Who is the "us" to whom he appeals? What moments of choice does he recall? What are the values?	What challenges to those values does he describe? What's the source of hope? In what action does he ask us to join?

- 1) Why does James Croft begin as he does?
- 2) What challenge, choice, and outcome are at the core of each story he tells?
- 3) What details, images, moments do these stories bring alive?
- 4) What values do these stories communicate?

# Story of self

What am I called to lead others?



## Goals for this session

- Learn how to tell a story of SELF in a way that communicates your values.
- Learn how to coach others by giving feedback on their story of SELF.

### What is a Story of Self?

You tell a story of self to enable others to “get you” – to enable them to experience the values that call you to serve the cause you serve AND to have accepted responsibility to lead. The key is to focus on choice points: moments when your values influenced choices you made in response to challenges you faced. When did you first need to be heard and believe that you could be? When did you have to care for someone else and found out you could? When did you have to stand up to someone bigger than you? Where did you find the courage? Or did you? What were the circumstances? What makes a story of self powerful is not “high drama” or “tragedy” but the extent to which you allow yourself to be vulnerable, to let others see something real about your sources of caring and of courage.

### Incorporating Challenge, Choice, and Outcome in Your Own Story

Ask yourself questions to focus on choices you made along the way that brought you to this point in time as a leader. Once you identify a specific choice point, dig deeper by trying to answer the following questions.

- Challenge: Why did you feel it was a challenge? What was so challenging about it? Why was it your challenge?
- Choice: Why did you make the choice you did? Where did you get the courage (or not)? Where did you get the hope (or not)? Did your parents', grandparents' or others' life stories teach you how to act in that moment? How did it feel?
- Outcome: How did the outcome feel? Why did it feel that way? What did it teach you? What do you want to teach us? How do you want us to feel?

### A word about challenge

Sometimes people see the word challenge and think that they need to describe the misfortunes of their lives. A struggle may be of your own choosing – a high mountain you decided to climb, not only a valley you managed to climb out of. Any number of things may have been a challenge to you and be the source of a good story to inspire others.



## Video review: story of self

Amal Beydoun

We'll be watching two minutes of Amal Beydoun's Story of Self. As you watch it, focus on the elements of story of self that you hear in her story.

<i>Challenge</i>	<i>Choice</i>	<i>Outcome</i>
We'll be watching two minutes of Amal Beydoun's Story of Self. As you watch it, focus on the elements of Story of Self that you hear in her story.	What moments of choice does she recall? What are the values?	Where does she locate the source of hope? What is the outcome of her choices?

- 1) Why does Amal Beydoun begin as she does?
- 2) What details, images and moments bring her story alive?
- 3) What values does her story communicate?



## TEAMWORK SESSION

Story of self practice session

### Goals for this session

- Practice telling your Story of Self and get good, constructive feedback
- Learn to coach others' stories so they become better storytellers: constructive critical and affirmative feedback.

### AGENDA

TOTAL TIME: **45 mins of teamwork** (includes 5 mins transition time)

1. Review the agenda. Choose a timekeeper, 5 mins
2. Your coach will tell their 2-minute story of self as a model. 2 mins
3. Take some time as individuals to silently develop your story of self. Use the worksheet that follows. 5 mins
4. As a team, go around the group and tell your story one by one. 25 mins
  - a. Each person has 2 minutes to tell their story
  - b. 3 minutes for coaching from the group.
5. Return to the large group. 3 min

**\*\* NOTE:** You have 2 minutes to tell your story. Stick to this limit. Make sure the timekeeper cuts you off. It encourages focus and ensures everyone has a chance.



## Worksheet 1

### Developing your story of self

Before you decide what part of your story to tell, think about these questions:

- Why am I called to lead others?
- What values move me to act? How might they inspire others to similar action?
- What stories can I tell from my own life about specific people or events that would show (rather than tell) how I learned or acted on those values?

What are the experiences in your life that have shaped the values that call you to leadership?

<i>FAMILY &amp; CHILDHOOD</i>	<i>LIFE CHOICES</i>	<i>ORGANIZING EXPERIENCE</i>
<ul style="list-style-type: none"> <li>★ Parents/Family</li> <li>★ Growing Up Experiences</li> <li>★ Your Community</li> <li>★ Role Models</li> <li>★ School</li> </ul>	<ul style="list-style-type: none"> <li>★ School</li> <li>★ Career</li> <li>★ Partner/Family</li> <li>★ Hobbies/Interests/Talents</li> <li>★ Experiences Finding Passion</li> <li>★ Experiences Overcoming Challenge</li> </ul>	<ul style="list-style-type: none"> <li>★ First Experience of organizing</li> <li>★ Connection to key books or people</li> <li>★ Role Models</li> </ul>

Think about the challenge, choice and outcome in your story. The outcome might be what you learned, in addition to what happened. Try drawing pictures here instead of words. Powerful stories leave your listeners with images in their minds that shape their understanding of you and your calling. Remember, articulating the decisions you make in the face of challenges ultimately communicates your values.

<i>Challenge</i>	<i>Choice</i>	<i>Outcome</i>



## Coaching tips

### Coaching your teammates' stories of self

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Remember to START with positive feedback, balancing it with constructive critical feedback. You are coaching to facilitate the other person's learning by asking them questions, rather than giving them advice, with a focus on improving storytelling craft, rather than content.

DON'T simply offer vague "feel good" comments. ("That was a really great story!")

DO coach each other on the following points:

- THE CHALLENGE: What were the specific challenges the storyteller faced? Did the storyteller paint a vivid picture of those challenges?
  - "When you described \_\_\_\_\_, I got a clear picture of the challenge."
  - "I understood the challenge to be \_\_\_\_\_. Is that what you intended?"
  - "The challenge wasn't clear. How would you describe \_\_\_\_\_?"
- THE CHOICE: Was there a clear choice that was made in response to each challenge? How did the choice make you feel? (Hopeful? Angry?)
  - "To me, the choice you made was \_\_\_\_\_, and it made me feel \_\_\_\_\_."
  - "It would be helpful if you focused on the moment you made a choice."
- THE OUTCOME: What was the specific outcome that resulted from each choice? What does that outcome teach us?
  - "I understood the outcome to be \_\_\_\_\_, and it teaches me \_\_\_\_\_. But how does it relate to your work now?"
- THE VALUES: Could you identify what this person's values are and where they came from? How? How did the story make you feel?
  - "Your story made me feel \_\_\_\_\_ because \_\_\_\_\_."
  - "It's clear from your story that you value \_\_\_\_\_; but it could be even clearer if you told a story about where that value comes from."
- DETAILS: Were there sections of the story that had especially good details or images (e.g. sights, sounds, smells, or emotions of the moment)?
  - "The image of \_\_\_\_\_ really helped me identify with what you were feeling."
  - "Try telling more details about \_\_\_\_\_ so we can imagine what you were experiencing."



## Worksheet 2

### Coaching your teammates' stories of self

*Record Feedback/Comments from Your Team Members Here:*

#### *Coaching Your Team's Story of SELF*

As you hear each other's story of SELF, keeping track of the details of each person's story will help you to provide feedback and remember details about people on your team later. Use the grid below to track your team's public narratives.

<i>Name</i>	<i>Values</i>	<i>Challenge</i>	<i>Choice</i>	<i>Outcome</i>

## For Further Reflection

We all live very rich and complex lives with many challenges, many choices, and many outcomes of both failure and success. That means we can never tell our whole life story in 2 minutes. The challenge is to learn to interpret our life stories as a practice, so that we can teach others based on reflection and interpretation of our own experiences, and choose stories to tell from our own lives based on what's appropriate in each unique situation.

Take time to reflect on your own public story, beginning with your story of self. You may go back as far as your parents or grandparents, or you may start with your most recent organizing and keep asking yourself why in particular you got involved when you did. Focus on challenges you had to face, the choices you made about how to deal with those challenges, and the satisfactions – or frustrations—you experienced. Why did you make those choices? Why did you do this and not that? Keep asking yourself why. What did you learn from reflecting on these moments of challenge, choice, and outcome? How do they feel? Do they teach you anything about yourself, about your family, your peers, your community, your nation, your world around you—about what really matters to you? What about these stories was so intriguing? Which elements offered real perspective into your own life?

What brings you to this campaign? When did you decide to work on improving education, for instance? Why? When did you decide to volunteer? Why? When did you decide to give up a week to come to this workshop? Why?

Many of us active in public leadership have stories of both loss and hope. If we did not have stories of loss, we would not understand that loss is a part of the world; we would have no reason to try to fix it. But we also have stories of hope. Otherwise we wouldn't be trying to fix it.

A good public story is drawn from the series of choice points that structure the “plot” of your life – the challenges you faced, choices you made, and outcomes you experienced.

- Challenge: Why did you feel it was a challenge? What was so challenging about it? Why was it your challenge?
- Choice: Why did you make the choice you did? Where did you get the courage – or not? Where did you get the hope – or not? How did it feel?
- Outcome: How did the outcome feel? Why did it feel that way? What did it teach you? What do you want to teach us? How do you want us to feel?

# Story of us

Who is this community and what are we called to do?



## Goals for this session

- To learn how to tell the story of our community in a way that reflects our shared values, hopes, and experiences
- Each participant will practice telling a Story of Us and gets feedback on their story

## What is a Story of Us?

You tell a story of self to enable others to “get you” – to experience the values that call you to public life. You tell a “story of us” to enable them to “get each other”- to experience the values they share that can inspire them to act together, find courage in each other, and find hope in their solidarity. In other words, the “us” that the storyteller brings alive is based less on what “category” describes them (race, gender, language, etc.), a “categorical us”, than values the share rooted in common experience, an “experiential us.” By learning to tell a story of us you can bring those values alive as a source of solidarity, hope, and the motivation to act.



## Crafting a Story of Us.

One way people develop their sense of “usness” is by sharing stories that celebrate values they share. They may share stories of family, community, faith tradition, school

life, profession, movements, organizational happenings, national experience, generational moments, cultural events, or even global occurrences. But, as stories, they're about our experience of these moments, challenges we faced, obstacles we overcame, or didn't, values we tested, or that tested us, and lessons we learned that made us who we are.

### **The character in the story of us is the people you are motivating to act.**

Our story of self is interwoven with stories we share with others through communities we are a part of, which have stories of their own. These include stories of our family, community, faith tradition, school, profession, movements, organizations, nations and, perhaps world. It is through shared stories that we establish the identities and express the values of the communities in which we participate (family, faith, nation) and of new communities we are forming (new social movements, new organizations, new neighborhoods).

Telling a "story of us" requires learning how to put into narrative form experiences the "us" in the room share, that "lift up" the values on which you will be challenging them to act. This story of us may well reach beyond the people in the room, drawing in a wider range of experience, and larger stories of us, but to be effective it must be rooted in the experience of the people in the room.

### **The Story of Us in the Room**

Although the reach of a story of us may extend far beyond "people in the room" it becomes real only in the experience of the "people in the room" – or not. The test is simple. As we heard this story did we begin to feel like an us? The experience of shared values may grow out of stories of historic moments we remember, or have heard of; they might be stories of life events like having children, stories of finding out you were accepted to this program; stories of what happened the first time you met, or last night, or this morning. And, like all stories, the more detailed, the more specific, and the more visual they are, the more effective they will be. What were the names of the people involved? What did they look like? How were they different? Sometimes stories of us emphasize obvious differences in race, religion, gender, age, for example, may actually highlight commonality of values or common purpose.

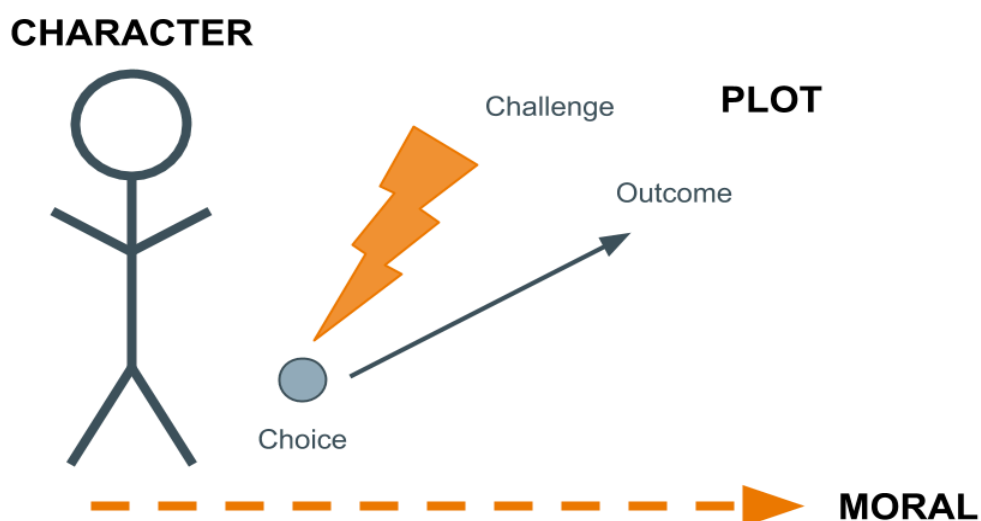
### **Linking Story of Self and Story of Us**

A story of self tells people who you are and why you are called to do the work that you are doing. The goal is for them to "get you", to connect with you. Since organizing is about building power with others for shared action, your public narrative also needs to tell a story of the values shared by those whom you hope to move to collective action. The test of a story of us is whether or not they "get" their connection with each other.

## Narrative Structure: Challenge, Choice, Outcome

Remember the story structure we introduced in telling your Story of Self?

Just like in your Story of Self, your Story of Us has a clear challenge, choice and outcome.



- **The Challenge:** The challenges your community has faced in the past, or faces now (made real with stories, images, and details, not statistics).
- **The Outcome (hope):** Stories with vivid images that remind your community of what you've achieved. Your own experiences of hope, experiences that point to your future.
- **The Choice:** For a story to be a story, it centers on a "choice". In a story of us, that choice is one that meets that challenge with action, and thus can be a source of hope. Founding stories recount choices made by those who initiated the community, enabling us to experience the values that motivated them. Choices made by people in the course of the workshop – to take risks, to be open to learning, etc. – can become part of the 'story of us' of the workshop.

## Stories of us can begin to shift power relationships by building new community and new capacity

Often after we've heard others' stories of self and we've started building relationships together we discover that we face similar challenges that are rooted in very deep systems of power inequality. Learning to tell stories of Us is a way to begin to join our stories together and acknowledge those shared challenges and the roots of the problem as a community. However a good story of us doesn't just convey the root of our challenges, but also lifts up our heroes, and stories of even small successes. Those stories give us hope that if we come together and take action as a community we can uproot some of the underlying causes of our suffering.



## Video review: story of us

Susan Christopher

We'll be watching a three-minute speech from a Camp Obama participant, Susan. While you watch it, think about the elements of Challenge – Choice – Outcome that you hear in her story of US.

<i>Challenge</i>	<i>Choice</i>	<i>Outcome</i>
What experiences have shaped the values of Susan's US? What are the challenges to those values?	What moments of choice does she recall? Who's moments of choice are they and how do they relate to each other?	How have these choices influenced the US. What does it say about the US? In what action does Susan ask us to do?

**1) Who is Susan's community? Why does she begin as she does?**

**2) What challenge, choice, and outcome are at the core of Susan's story of US?**

**3) What details, images, moments does her story of US bring alive?**

**4) What values does Susan's story communicate? What values does her community share?**



## TEAMWORK SESSION

Story of us practice session

### Goals for this session

- Develop a story of “us” by using clear, specific examples of the challenges, choices, and outcomes experienced by this community: the people in this room.
- Learn to coach others’ stories so they become better storytellers: constructive critical and affirmative feedback.

### AGENDA – TOTAL TIME: 40 mins of teamwork

1. Review the agenda. Nominate one person to be a timekeeper. 2 mins
2. Take some time as a group to brainstorm the “Us.” Use the worksheet that follows. 5 mins
3. Take some time as individuals to silently develop your “Story of Us.” Use the worksheet below. 5 mins
4. As a team, go around the group and tell your story one by one. 25 mins
  - a. Each person has 2 minutes to tell their story
  - b. 3 minutes for coaching from the group.
5. Return to the large group. 3 mins

\*\* NOTE: You have 2 minutes to tell your story. Stick to this limit. Make sure the timekeeper cuts you off. It encourages focus and ensures everyone has a chance.



## Worksheet 1

### Story of US

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The purpose of the story of us is to create a sense of community among individuals who may or may not yet see themselves as a community and to give them hope that they can make a difference. It builds on shared experiences and outcomes of previous actions to establish the context in which to take future action. Your goal here is to tell a story that evokes our shared values as your audience, and shows why we in particular are called to take responsibility for action now.

Your story of us may be a story of what we've already done together (common experiences), challenges we've already faced and outcomes we've achieved. Or it may be a story of some of our shared heroes, challenges they faced and outcomes they've achieved. Hearing how we've met challenges in the past gives us hope that we can face new challenges together.

Brainstorm all the stories you know about your audience and your collective story and experience. Your story of us may change each time you are talking to a different group of people as you create a new community with them.

Brainstorm through the following questions **(5 min)**:

Which specific **shared experiences** has this community experienced as meaningful moments? These should be events (not characteristics) that your group feels connected around, whether they occurred before or during this workshop.

Which specific **shared values** are expressed in these shared experiences? Around which shared values do you hope to build a public narrative?

What are the **challenges** in these stories?

What are the sources of **hope** in these stories?

### *Construct your Story of Us*

Choose a few of the stories you brainstormed above to flesh out in vivid detail. Remember, you can use this space to draw pictures instead of writing words, to help you think about where to add detail and nuance in your story. (5 min.)

<i>Challenge</i>	<i>Choice</i>	<i>Outcome</i>
What was the challenge we faced? What's the root of that challenge?	What specific choice did we make? What action did we take?	What happened as a result of our choice? What hope can it give us?

### *Each story teller should*

- **SELF** – Start your story in a couple of sentences (Examples of sentences that could create the space for an US- I care about because of my own lived experience, before I came here, I thought I was alone)
- **US – TAKE TWO MINUTES** to tell your story of US as it relates to the people you are talking with that connects to your shared values. Create the space for an ASK by evoking a shared value, experience, urgency



## Coaching tips

Coaching your teammates' stories of self

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Remember to START with positive feedback, balancing it with constructive critical feedback. You are coaching to facilitate the other person's learning by asking them questions, rather than giving them advice, with a focus on improving storytelling craft, rather than content.

**DON'T** simply offer vague "feel good" comments. ("That was a really great story!"). **DO** coach each other on the following points:

- **INTERWEAVING SELF AND US:** Did the story of self relate to the story of us? If so, what was the common thread?
- **THE US:** Who is the "us" in the story? Do you feel included in the "us"?
  - "Could you focus more on the experiences we as a small group shared today that reflect our values? For instance, \_\_\_\_\_."
- **THE CHALLENGE:** What were the specific challenges the storyteller articulated? How were those challenges made vivid?
  - "I understood the challenge to be \_\_\_\_\_. Is that what you intended?"
- **THE CHOICE:** Was there a choice made in response to those challenges? By whom?
  - "To me, the choice was \_\_\_\_\_, by \_\_\_\_\_(whom)."
- **THE OUTCOME:** What outcomes resulted from this choice? What do these outcomes teach us?
  - "I understood the outcome to be \_\_\_\_\_, and it taught us \_\_\_\_\_."
- **THE VALUES:** Could you identify what this community's values are? How have they acted on them in the past?
  - "Your story made see that we value \_\_\_\_\_ because \_\_\_\_\_."
- **DETAILS:** Were there sections of the story that had especially good details or images (e.g. sights, sounds, smells, or emotions of the moment)?
  - "The image of \_\_\_\_\_ really helped us feel what you were feeling."



## Worksheet 2

Coaching your teammates's stories of US

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*Record Feedback/Comments from Your Team Members on Your Story Here:*

### *Coaching Your Team's "Story of Us "*

As you hear each other's stories, keeping track of the details of each person's story will help you to provide feedback. Use the grid below to track your team's stories.

<i>Name</i>	<i>Values</i>	<i>Challenge</i>	<i>Choice</i>	<i>Outcome</i>

# Story of now

The fierce urgency of now



## Goals for this session

- Learn how to tell an urgent story of now.
- Learn how to coach others in telling an effective story of now.

### What is a story of now?

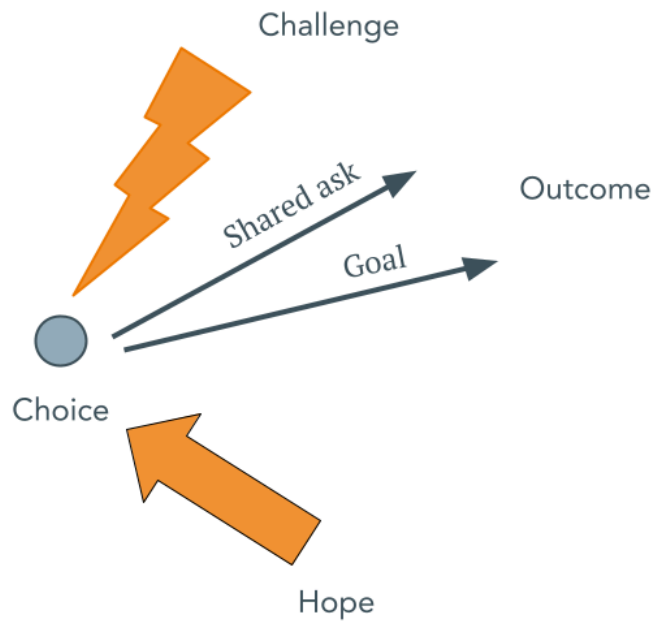
The Story of Now describes an urgent choice faced by the “us” whom you hope to mobilize to act: a challenging vision of what will happen if it does not act, a hopeful vision of what could be if it does act, and a call to commit to the action required. In this way a story of now makes the bridge from story – why we should act – to strategy – how we can act effectively.

Now we know why you’ve been called to your mission. We also know who the “us” is that you will call on to join you in that mission. A story of now articulates the urgent choice faced by that “us” that requires action: a challenging vision of what will happen if they do not act, a hopeful vision of what could be if they do act, and a call to choose commitment to the action required. The “character” in a story of now is you, the people in the room with you, and the broader community whom you hope to engage in action.

In Washington DC, August 23, 1963, Dr. Martin Luther King told a story of what he called the “fierce urgency of now.” Although we all recall his vision of what America could be, his dream, we often forget that action was urgent because of the “nightmare” of racial oppression, the result of white America’s failure to make good on its “promissory note” to African Americans. This debt, he argued, could no longer be postponed. If we did not act now, we could never realize the dream.

In a story of now, story and strategy overlap because a key element in hope is a strategy – a credible vision of how to get from here to there. And a key element in strategy is a source of hope – a sense of possibility. The “choice” we offer must be more than “we must all choose to be better people” or “choose to do any one of this list of 53 things” (which makes each of them trivial) or “go to x website and click”. A meaningful choice requires action we can take now, action we can take together, and an outcome we could achieve.

The “character” in a story of now is you, the people in the room with you, and the broader community whom you hope to engage in action.



## The Elements of a Story of Now

The Story of NOW retains the elements of challenge, choice and outcome.

- **Challenge:** The challenge we are facing now (made real through stories, not just statistics).
- **Choice:** A choice to commit to that pathway to action that each person in your audience can make right now.
- **Outcome:** A plausible pathway to action, a sense of the “possible”, of what “could be” if we act now.

A story of now concludes with: Will you join me in \_\_\_\_\_?

## Why It Matters

The choice we’re called on to make is to act now. Leaders who only describe problems, but fail to identify a way to act altogether to address the problem, aren’t very good leaders. If you are called to address a real challenge, a challenge so urgent you have motivated us to face it as well, then you also have a responsibility to invite us to join you in action that has some chance of success. A “story of now” is not simply a call to make a choice to act – it is a call to “hopeful” action.



## Video review: story of now Gandhi

We'll be watching a video of Gandhi telling a story of now. While you watch it, think about the elements of the Story of Now that make up his call to action.

Challenge	Choice	Outcome
How does he confront his audience with a real, urgent challenge? What images does he create?	Where does he locate the source of hope? What could be different if the community chooses to act together?	Where does he locate the source of hope? What could be different if the community chooses to act together?

**1) Why does Gandhi begin as he does?**

**2) What details, images, moments do these stories bring alive?**

**3) What values does he draw upon and challenge his audience to live up to?**



## TEAMWORK SESSION

Story of now practice session

### Goals for this session

- Develop a story of now with a clear and urgent challenge, a vision of a possible future, and the specific choice your audience must make.
- Learn to coach others' stories so they become better storytellers: constructive critical and affirmative feedback.

### AGENDA – TOTAL TIME: 40 mins of teamwork

- |  |         |
|--|---------|
| 6. Review the agenda. Nominate one person to be a timekeeper.  | 2 mins  |
| 7. Take some time as a group to brainstorm the resources in the room.  | 5 mins  |
| 8. Take some time as individuals to silently develop your "Story of Now." Use the worksheet below.   | 5 mins  |
| 9. As a team, go around the group and tell your story one by one.<br>a. Each person has 2 minutes to tell their story<br>b. 3 minutes for coaching from the group. | 25 mins |
| 10. Return to the large group.   | 3 mins  |

\*\* NOTE: You have 2 minutes to tell your story. Stick to this limit. Make sure the timekeeper cuts you off. It encourages focus and ensures everyone has a chance.



## Worksheet 1

Story of now

Use these questions to help you to develop your story of now:

**Why is it urgent to act now? What will happen if we *fail* to act? What experiences can you share that can make this challenge urgent for this community?**

**How do you know? What's the source of hope? What makes it plausible? What makes success possible?**

**What choice are you asking each person to join you in making right now? Why will it add up? How could it achieve the desired outcome?**



## Coaching tips

Coaching your teammates' stories of now

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Remember to START with positive feedback, balancing it with constructive critical feedback. You are coaching to facilitate the other person's learning by asking them questions, rather than giving them advice, with a focus on improving storytelling craft, rather than content.

**DON'T** simply offer vague "feel good" comments. ("That was a really great story!")

**DO** coach each other on the following points:

- **THE CHALLENGE:** What is the specific challenge we face now? Did the storyteller paint a vivid and urgent picture of it? What details might make it even more vivid and urgent?
  - "The challenge wasn't urgent enough. Why not mention \_\_\_\_\_?"
- **THE OUTCOME:** What is the specific outcome if we act together? Is there a clear and hopeful vision of how the future can be different if we act now?
  - "The outcome could be even more hopeful if you described \_\_\_\_\_."
- **THE CHOICE:** Is there a clear choice that we are being asked to make in response to the challenge? How did the choice make you feel? (Hopeful?)
  - "What exactly are you asking us to do? When should we do it? Where?"
- **VALUES:** What values do you share with the storyteller? Does the story of now appeal to those values?
  - "Instead of telling us to care, it would be more effective if you showed us the choice to be made by illustrating the way in which you value\_\_"
- **DETAILS:** Were there sections of the story that had especially vivid details or images (e.g. sights, sounds, smells, or emotions)?
  - "The image of \_\_\_\_\_ really helped me feel what you were feeling."
  - "Try telling more details about \_\_\_\_\_ so we can relate to this shared experience."

# Linking self, us & now

How do we bring our values, strategy and action together?



## Goals for this session

- Learn how to tell an urgent story of now.
- Learn how to coach others in telling an effective story of now.

## Putting it all together

*If I am not for myself, who will be for me?*

*When I am only for myself, what am I?*

*If not now, when?*

— **Hillel, 1<sup>st</sup> century Jerusalem sage**

Crafting a complete public narrative is a way to connect three core elements of leadership practice: story (why we must act now, heart), strategy (how we can act now, head), and action (what we must do to act now, hands). As Rabbi Hillel's powerful words suggest, to stand for yourself is the first step, but insufficient on its own. You must also find or create a community to stand with, and that community must begin acting now. To combine the stories of self, us and now, you have to find the link between why you are called to this mission, why we as a community are called to this mission, and what our mission calls on us to do now. That linking may require you to continually rethink the stories of self, us, and now that you are working on.



## Creating A Public Narrative: Linking Self, Us, and Now

Now it's time to put all three stories together in your public narrative: self, us, now. What are the values that link your self, us, and now? What theme links your self, us, and now? Are there particular images that link your self, us and now? You may begin your public narrative with a story of now, to call attention to your cause, move to a story of self, to explain why this cause is your cause, move to a story of us, to remind them why this cause is their cause, and back to a story of now to call on them to join you in action. You may also begin, as Obama did, with a story of self. And you could even begin with a story of us. There is no formula, but an effective public narrative will link all three elements.

## Your Public Narrative is Always a "Work in Progress"

The goal of your work in this class is not to leave with a final "script" of your public narrative that you will use over and over again. The goal is to enable you to begin learning a process you can use to adapt your narrative over and over and over again, when, where, and how you need to in order to strengthen your own capacity – and that of others – for purposeful leadership and action.

## Storytelling takes practice

Our goal is not to leave with a final "script" of your public narrative that you will use over and over again. The goal is to help you learn a process by which you can generate your narrative over and over and over again, when, where, and how you need to in order to motivate yourself and others to specific, strategic action.



## Video review: Public Narrative

Maung Nyeu

We'll be watching five minutes of Maung Nyeu's Linked Public Narrative. As you watch it, focus on the elements of SELF – US – NOW that you hear in her story.

Self	Us	Now
What experiences shaped my values? Whose choices were they? Why are they stories?	Who is the "us" to whom he appeals? What moments of choice does he recall? What are the values?	What challenges to those values does he describe? What's the source of hope? In what action does he ask us to join?

**1) Why does Maung Nyeu begin as he does?**

**2) What challenge, choice, and outcome are at the core of each story he tells?**

**3) What details, images and moments do these stories bring alive?**

**4) What values do these stories communicate?**

linking :  
**VALUES**  
**THREAD**

**PUBLIC narrative**

story **MOMENTS**

**SELF**

WHEN DID I  
**LEARN** TO CARE?  
 WHEN DID I FIND **HOPE**?



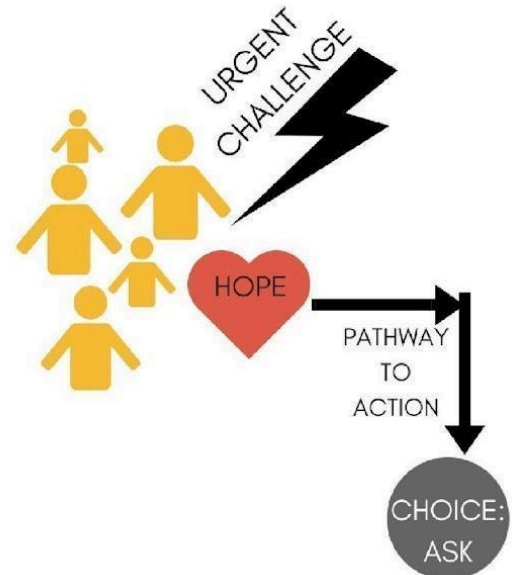
**US**

WHEN DID WE LEARN  
**WE CARE**? WHEN DID WE  
 FIND OUR **HOPE**?



**NOW**

WHY ARE WE AT **URGENT**  
**RISK**? WHY ARE WE  
**HOPEFUL**? WHAT ARE WE  
 GOING TO **DO**?





## TEAMWORK SESSION

Linking practice session

### Goals for this session

- Practice telling a public narrative in which self, us, and now are strategically and motivationally linked.
- Practice telling a public narrative to ask for a specific commitment from others to join in collective action.

### AGENDA – TOTAL TIME: 45 mins of teamwork

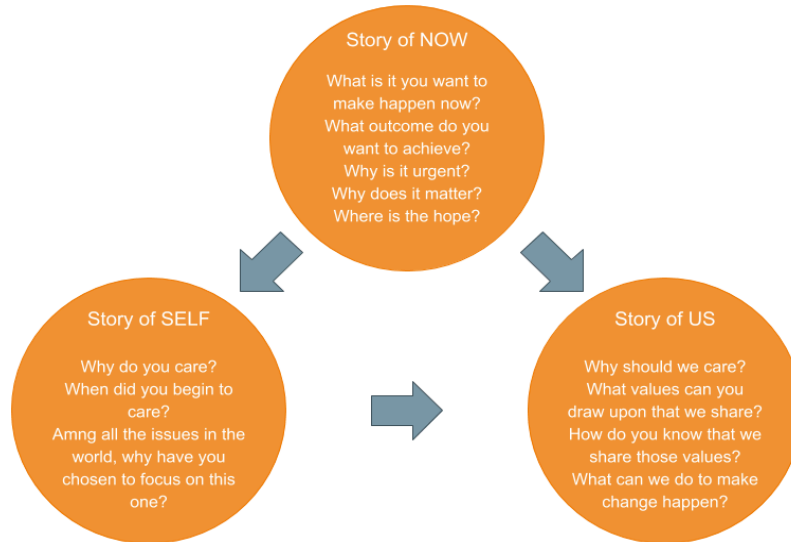
1. Review the agenda. Nominate one person to be a timekeeper. 3 mins
2. Take some time as individuals to silently link your stories of Self, Us, and Now to create a full Public Narrative. Use the following worksheets. 5 mins
3. As a team, go around your group to practice your full public narrative. 25 mins
  - a. Each person has 3 minutes to tell their public narrative
  - b. 2 minutes for feedback from the group.
4. Share appreciations for your small group. 5 mins
5. Return to the large group. 2 mins

**\*\* NOTE:** You have 3 minutes to tell your story. Stick to this limit. Make sure the timekeeper cuts you off. It encourages focus and ensures everyone has a chance.



## Worksheet 1

### Self/Us/Now linking chart



### Linking Chart

As you begin developing your linked public narrative, remember that your values are what link the different pieces of your story together so make sure you communicate clear and consistent values throughout. Also be sure to include self, us and now as well as challenge, choice, and outcome. Once you've crafted your linked narrative, you should be able to mark an "X" in each box below.

	<i>Challenge</i>	<i>Choice</i>	<i>Outcome</i>
Self			
Us			
Now			
Clear & consistent values? <input type="checkbox"/> Are values present throughout? <input type="checkbox"/>			



## Worksheet 2

Link Self, Us, and Now

### *Story of Now*

What stories communicate the urgent challenges that your community faces?

What stories can offer your community a sense of hope?

### *Story of Self*

What stories can you tell about the experiences and/or values that call you to take leadership? Think of particular challenges you faced, choices you made, and the outcomes in those experiences.

### *Story of Us*

What stories highlight the shared values and experiences of the people to whom you're speaking? Think of specific collective challenges you faced as a community, the collective choices you made, and the outcomes of those experiences.

*What specific "ask" are you making to others to join you in meaningful action?*



## Coaching tips

### Public Narrative

DON'T simply offer vague “feel good” comments. (“That was a really great story!”)

DO coach each other on the following points:

- **THE CHALLENGE:** What is the specific challenge we face now? Did the storyteller paint a vivid and urgent picture of it? What details might make it even more vivid and urgent?
  - “The challenge wasn’t urgent enough. Why not mention \_\_\_\_\_?”
- **THE OUTCOME:** What is the specific outcome if we act together? Is there a clear and hopeful vision of how the future can be different if we act now?
  - “The outcome could be even more hopeful if you described \_\_\_\_\_.”
- **THE CHOICE:** Is there a clear choice that we are being asked to make in response to the challenge? How did the choice make you feel? (Hopeful?)
  - “What exactly are you asking us to do? When should we do it? Where?”
- **VALUES:** What values do you share with the storyteller? Does the story of now appeal to those values?
  - “Instead of telling us to care, it would be more effective if you showed us the choice to be made by illustrating the way in which you value.”
- **DETAILS:** Were there sections of the story that had especially vivid details or images (e.g. sights, sounds, smells, or emotions)?
  - “The image of \_\_\_\_\_ really helped me feel what you were feeling.”
  - “Try telling more details about \_\_\_\_\_ so we can relate to this shared experience.”
- **INTERWEAVING SELF, US AND NOW:** Did the story of self and the story of us relate to the story of now? If so, what was the common thread? If not, what thread could the storyteller use to rethink the connections between self, us and now



### Worksheet 3

Coaching your teammates' public narrative

*Record Feedback/Comments from Your Team Members Here:*

#### *Coaching Your Team's Public Narrative*

As you hear each other's public narratives, keeping track of the details of each person's story will help you to provide feedback on your team later.

<i>Name</i>	<i>Self</i>	<i>Us</i>	<i>Now</i>	<i>Commitment</i>

Thank you for your participation in this organizing workshop.

We had a pleasure learning with and from you.

Leading Change Network is a global community of organizers, educators and researchers committed to developing leadership, building organizing capacity and supporting campaigns for social change.

Join us to continue your learning and become a part of our global community.



Visit [leadingchangenetwork.org/join-us](https://leadingchangenetwork.org/join-us) to become a member of our network.

For any information please contact us at [info@leadingchangenetwork.org](mailto:info@leadingchangenetwork.org)

In solidarity,

