

Annual Report 2022



Executive Summary



The Leading Change Network (LCN) had an amazing year in 2022. Our global network of friends and partners demonstrated yet again that harsh realities are no match when people act together in unity yielding more power than authorities that try to oppress humanity.

It is truly inspiring and encouraging to hear stories of hope and witness the impact of our members leading innovative and transformative organizing across the world.

The LCN community has been growing and strengthening, harnessing the voices and resources of local and global networks to support communities worldwide. This has been crucial in leveraging our strengths: fostering meaningful connections, equipping individuals, and building collective power.

This year, we strengthened our organization's pillars and foundations as we moved forward in response to life post-pandemic. We continued to be focused on our mission of building learning spaces and nurturing relationships that create organized people power. "We achieved this by relaunching in-person meetings, including our first LCN team retreat, Marshall's book tour in Mexico, and an Orientation to Organizing in Cambodia."

We also launched our new website and Resource Center, co-lead a Pedagogy Convening in collaboration with the Practicing Democracy Project at the Harvard Kennedy School, and hosted a Hubs and Affiliate Organizations Meet up, among many

other learning spaces to showcase and learn from the work our members are leading across the world. Additionally, we piloted two major signature virtual programs: the Training of Trainers and the Public Narrative Coach Training Program.

As we close out one year and step into another, we remain dedicated to this learning journey striving for growth and leadership development. We invite you to read this report in a spirit of curiosity and celebration as we share milestones, insights and challenges from our 2022 journey.

We are grateful for the commitment and engagement of our members and partner organizations, and we look forward to continuing to work with you across borders and generations to create a more just, sustainable, and democratic world.

Keep fighting. Keep organizing.

Mais Ivogusisi

Table of Contents

Executive Summary

Letter from Marshall Ganz

Iconography

Leading Change Network

The Beginnings

The LCN Journey

Our Vision

Our Mission

Our Strategy: Theories of Change

LCN Programs

LCN 2022 In Numbers

Program Reports

Team and Collaborators

Financial Overview

Our Donors

Our Partners and Member Organizations

Contact us

Letter from Marshall Ganz



Dear friends,

It is a pleasure to join in celebrating the publication of the 2022 Leading Change Network Annual Report. It is a testament not only to the imaginative, committed, and dynamic leadership of Mais Irsusi and her team but, more importantly, to the leadership of people with whom we work around the globe, who are enabling others to come together to create the power we all need to change the world.

This is also how the Leading Change Network came to be. The growth of this network is due less to a master plan than to the initiative of particular individuals who wanted to share practices they found useful with their communities. It is a process of cascaded learning in which learners become teachers, communities become constituencies, and leadership becomes distributed.

This is perhaps the only way for our contributions to take root in so many distinct cultures, communities, institutions, and nations. It is the opposite of what some call parachute style (professional experts who descend upon a community thinking they have figured out solutions to every problem if only the people would fit into them).

As Samar Dudin put it, our approach has been not to offer a blueprint but a road map - a way to find sources of hope, power, and change within their cultures, communities, and identities.

Finally, the heart of our teaching is in the five key leadership practices of relationship building, storytelling, strategizing, acting, and team structuring.

As most of us know, we are living in a time of such intense change that creates painful challenges every day. But it also creates opportunities if we have the hope to see them, a time in which our choices really matter. We look forward to working with all of you to turn the resources we do have into the power we need to create a world into which we want to enable our children to grow and thrive.

Marshall Ganz

Iconography

Our iconography is an array of meticulously designed icons, where each curve, arch, and edge embodies one of our shared concepts and values.

Though understanding the icons is not essential to understand the report, we do hope that the magnificent ways in which they connect together in bigger concepts, or move apart to symbolize fundamental values, would stimulate the wonder of the work we do as a community of organizers, conveying countless meanings and messages where words fall short.



Leadership



Head



Heart



Hand



Coaching



Relationships



Strategy



Snowflake



Action



Seeding



Growing



Learning



Teaching



Pedagogy



1:1



Listening



Community
of Practice



Bicycle



Vision



Mission



Values



Purpose



Impact



Development



Glocal



Community

Leading Change Network

The Leading Change Network (LCN) is a global community of organizers, educators, researchers, and organizations committed to freedom and justice.

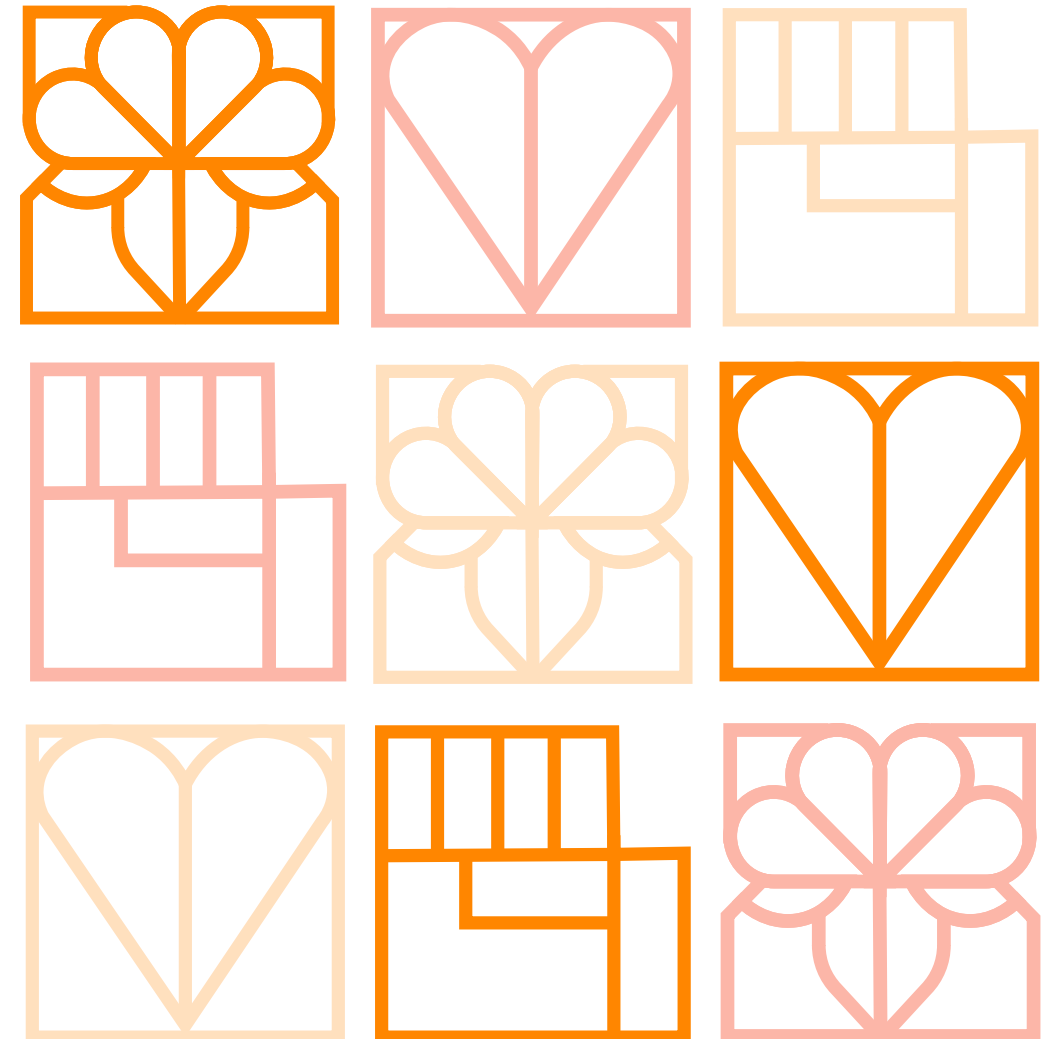
LCN enables members to learn from one another, improve their Public Narrative and Organizing practices, and build their leadership capacity.

LCN emerged from the work of Marshall Ganz, a Harvard University professor and leading thinker and practitioner in the field of community organizing. Together with many collaborators, their students and others, they cultivated a global community deeply rooted in community organizing, social movements and civic traditions.

The LCN community remains committed to a culture of craft, evaluation and learning across institutional, cultural and geographical boundaries, in the pursuit of building people's ability to lead change.

It achieves this by cultivating engagement with thousands of participants across multiple learning spaces which has resulted in community-membership growth across 44 countries and conducting training in 30 different languages.

LCN is a 501(c)(3) organization founded and incorporated in 2012.



The Beginnings

A year before his graduation, Marshall Ganz left Harvard University to volunteer in a project that aimed to support African American organizers fighting for the right to vote across the south of the U.S.”



It was in this tangle of race, power, and politics in America that Marshall absorbed the essence of organizing: collective, trained leadership mobilizing communities to act together in solidarity by providing people under adversity with the necessary resources and tools to empower them to effect change.

Marshall returned home to Bakersfield, California, able through his new 'Mississippi eyes' to see another community of people of color who lacked political rights and economic protection - evidence of California's own rich history of racial discrimination. Mississippi turned out not to be an exception in America, but an aspect of America that needed to change.

After 28 years of organizing communities, unions, and electoral campaigns, Marshall returned to Harvard to complete his undergraduate degree, earn an MPA at the Kennedy School, and a PhD in sociology.

While working on his doctorate, he was asked to develop a course on organizing. The request finally presented him with the opportunity to merge his life experience with social science, producing a pedagogical approach to organizing.

This approach of empowering people by teaching them how to translate their values into effective action stirred a lot of interest across many fields,

such as education, healthcare, environmental action, and immigration reform.

Three collaborations, in particular, with the DREAMer movement, the New Organizing Institute (NOI), and the Institute for Healthcare Improvement (IHI), anchored the US-based work of the budding network.

Simultaneously, Marshall's students and collaborators went on to adapt the organizing pedagogy in communities around the world, such as Ahel in Jordan and Serbia on the Move in the Balkans.

In the same year, Marshall launched an online course at Harvard called Leadership, Organizing, and Action: Leading Change to share this approach with emerging leaders around the world.

The LCN Journey



• 2009

Leading Change Network seeded

• 2012 - 2014

Global gatherings create diverse learning environments for leaders and organizers.

• 2015

Global Affiliates Gathering (Andrevlje, Serbia)

• 2018

Online conference relaunches LCN and membership becomes official

• 2020

Online activity increases in response to pandemic

• 2021

Strategizing and revamping of programs with leadership from LCN community 2022

• 2022

Implementation of strategy results in exponential and intentional growth including launch of new programs

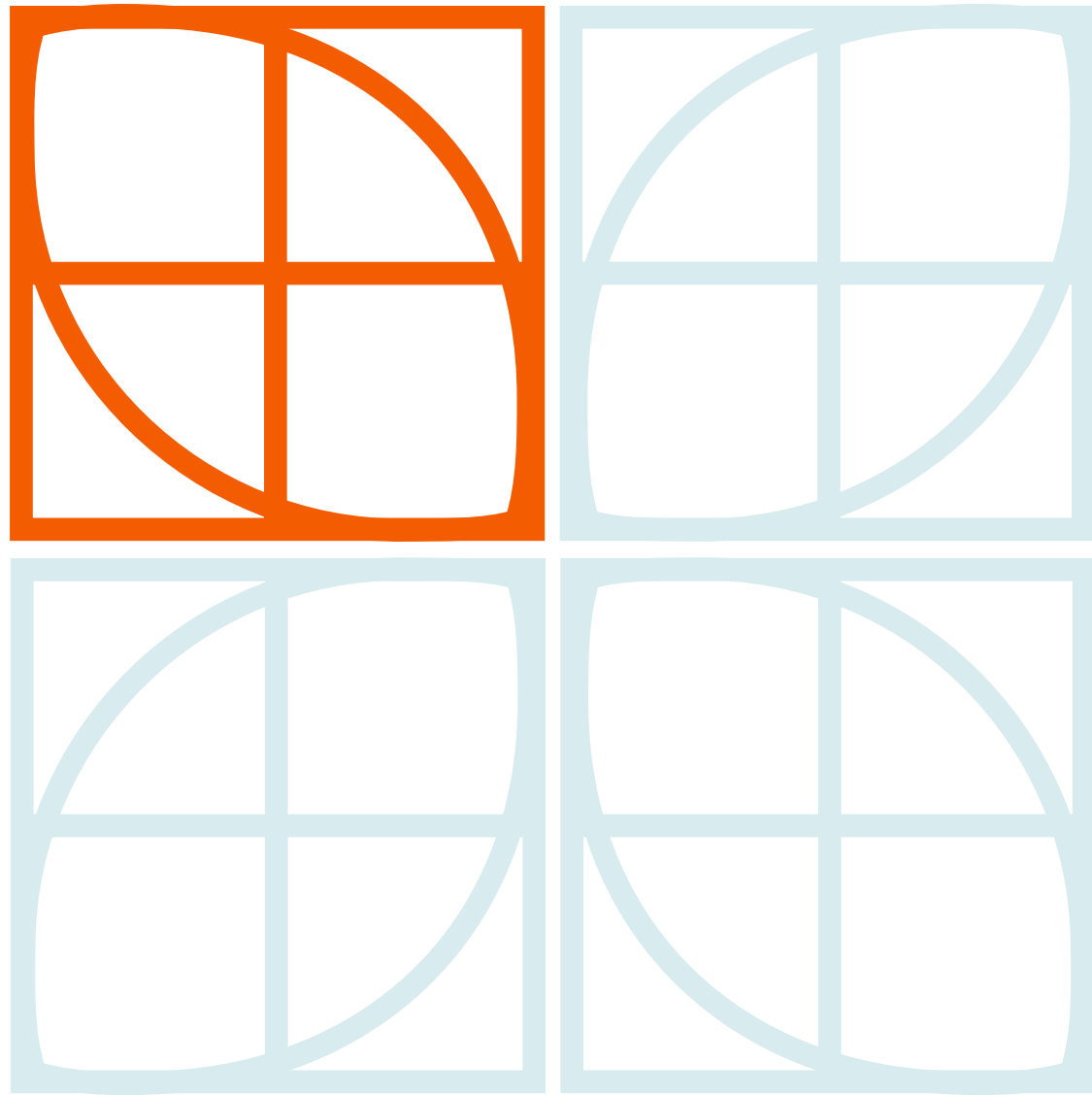
• 2023 onwards

Continue building people power and strengthening the LCN network

The inception of the Leading Change Network dates back to 2009 when the first seed was planted. Over the years, the idea gained momentum through conversations with leaders worldwide who recognized the need for a global community of practice that fosters knowledge exchange and engagement among organizers, educators, and researchers.

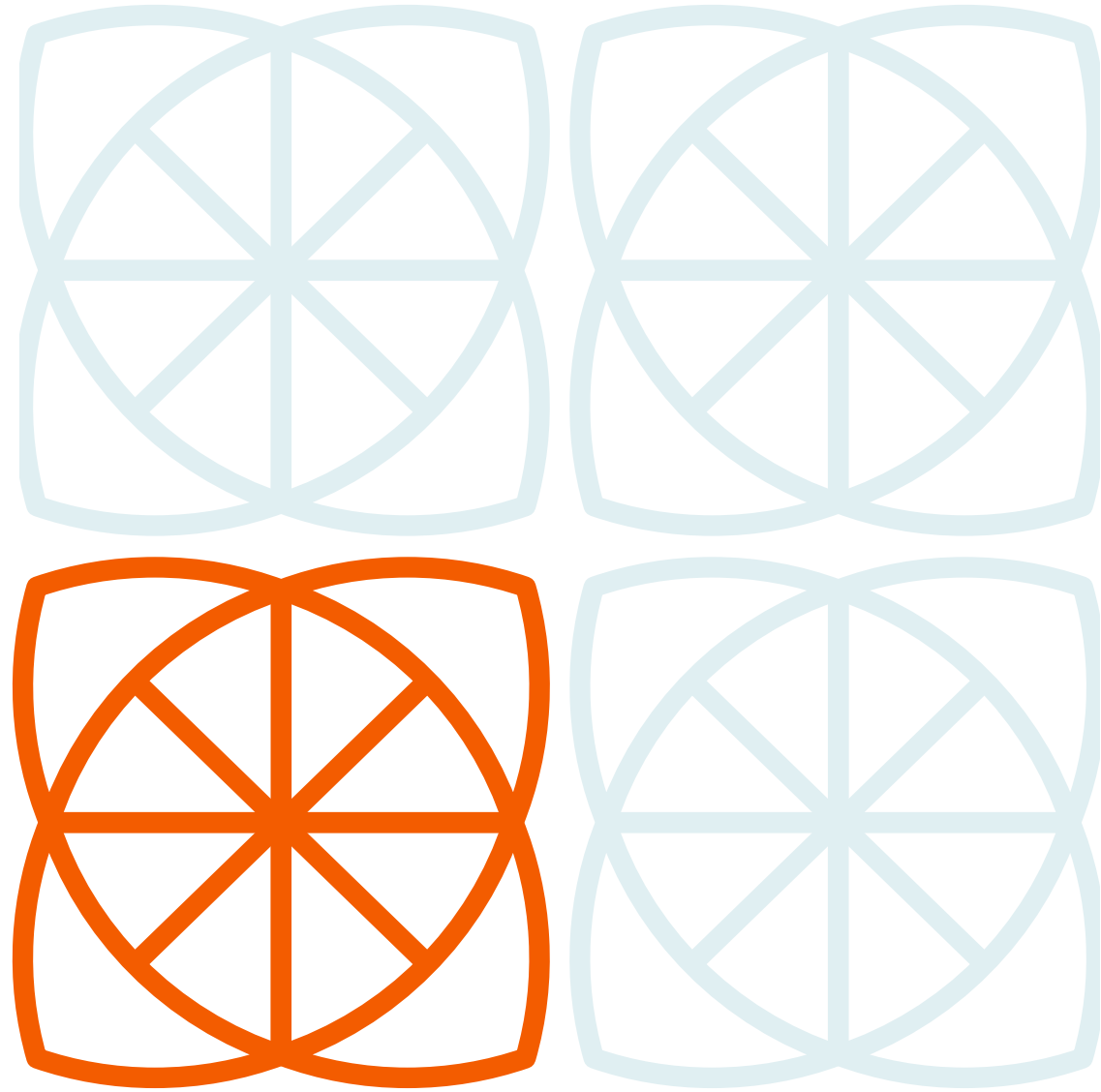
In 2022, building on the robust measures implemented in 2021 to revamp the LCN strategy, we continued to grow our network, partnering with diverse organizations, to advance program development towards empowering our members. We launched new training pilot programs, including the Training for Trainers and the Public Narrative Coach Training Program.

Our global community remains at the heart of our mission and vision. Looking ahead, we will continue to work closely with our members and affiliates, as we remain committed to continuous learning, adaptation to challenges, and nurturing the growth of leaders who drive change worldwide.



Our Vision

A vibrant global community of organizing practice and learning that develops leadership across borders and generations to build the power of the people towards a far more just, sustainable and democratic world.



Our Mission

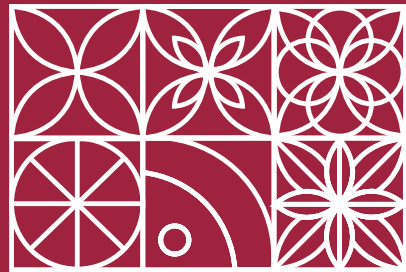
We further the knowledge, capacity and leadership of community organizers by connecting ideas, building learning spaces and developing relationships towards organized people power.

Our Strategy: Theories of Change

Our theories of change bridge the intellectual work of envisioning change and the relational work of mobilizing people to build structures that support and sustain long-term progress.



LCN Programs



Teaching Organizing and Increasing Teaching Capacity

Learning offerings that introduce the leadership practices and builds trainers and coaches



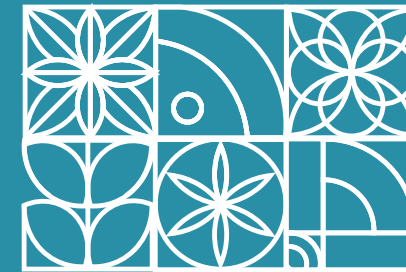
Coaching and Support

Direct support coaching leaders, campaigns, movements and organizations in their work



Community of Practice

A globally-connected community that actively learns from, and supports, each other



Advancing Leadership Practices

Create proof of framework success and opportunities of evaluating it, advancing it, and learning from adaptations



Strengthening and Seeding Global Structures

Strengthening and seeding the leadership and development of member-led groups and affiliate organizations that are rooted in specific thematic areas or geographies, in bringing the practice to their people, towards winning campaigns

LCN 2022 in Numbers

5

Global Hubs

42

Organizational
Members

59

Reach Across
Countries

297

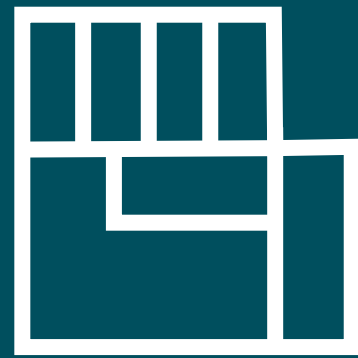
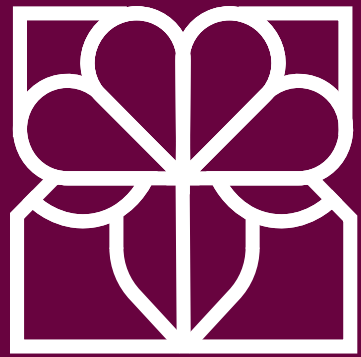
Active
Members

1090+

Community of
Practice Attendees

1511

Participants in Public
Narrative and Organizing
Workshops



Program Reports

LCN Team Retreat 2022

It's no surprise that when the LCN staff and leadership gathered in Tunisia for the first-ever team retreat, each day was filled with stories, reflection, and strategy.

After working together virtually for over two years through the pandemic, across multiple time zones, and other challenges, our team enjoyed five productive days together in person.

Our mentor and board member, Marshall Ganz, joined us for the retreat as we unpacked common organizational challenges, connected with each other, shared our dreams for the organization, and worked on programming and strategy for the coming year.

During our stay, we had the privilege of meeting 15 inspiring Tunisian leaders, alumni of Marshall's classes at HKS and the Arabic organizing course led by our organizational member Ahel. The Tunisian leaders, who are all organizing diverse projects, exchanged stories of hope, and we explored how to create sustainable movements to build people's power.

The retreat wasn't without hiccups. A couple of our team members had challenges in obtaining the necessary visas and joined late, or could not join at all. We adapted, and continued our work together in a hybrid in-person and virtual space, yet the incident reminded us of the very real boundaries that exist and have to be overcome to lead the change we desire in our world.



LCN leadership team and Marshall Ganz during 2022 team retreat (from left) Mariana, Mais, Marshall, Jafrin and Sachiko



LCN Team with Tunisian leaders and organizers.

“Our team fell in love with Tunisia as it embraced the retreat for an entire week. We unpacked common organizational challenges, connected with each other, and grew our potential as we worked toward a collective dream we all share. Crossing that virtual boundary and collaborating in person opened up new horizons of learning, reflection and strategizing for the future.”

Mais Irsusi, LCN Executive Director



LCN Team with Tunisian leaders and organizers.



LCN team in the middle of a planning and strategizing session during the team retreat.

Marshall's Book Launch in Mexico



More than four decades after his last visit, in December 2022 Marshall Ganz returned to Mexico to continue his work and lifelong commitment to creating opportunities to respect people's rights.

Marshall's last visit to Mexico City was 45 years ago, alongside César Chávez. This most recent visit was with a new book in his hands: ¡Sí se puede!: Estrategias para organizarse y cambiar el mundo (Yes, we can! Strategies to organize and change the world, edited by Grano de Sal).

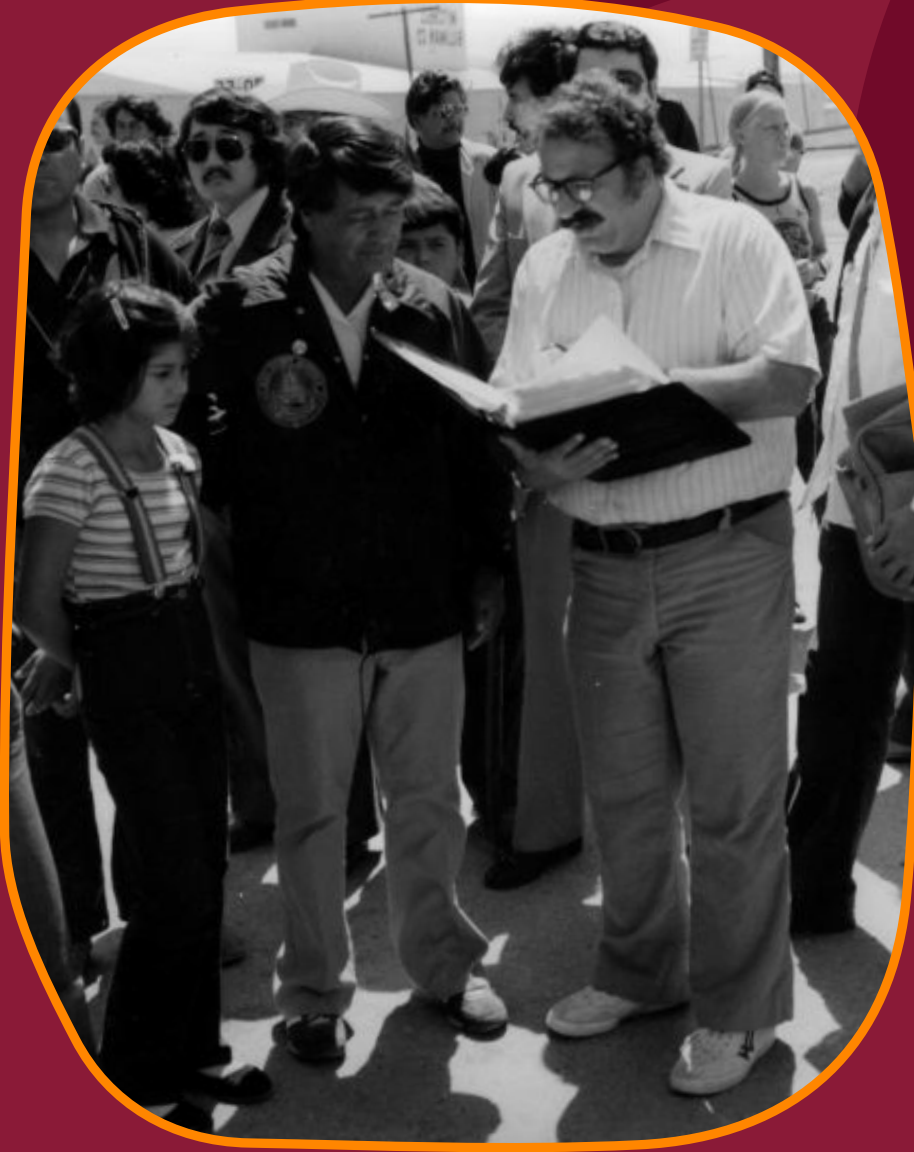
Marshall's arrival at the Mexico City airport on December 11 was a dream that had begun four years before. Carlos Quintero had asked him to publish a book in Spanish to make his teachings accessible to more people looking to develop leadership, community, and build people's power for transformational change.

Behind the scenes, a wonderful team of LCN members based in Mexico: Mariali Cardenas, Santiago Crehueras, Mariana Garza, Sam Gonzalez, Olmo Juarez, Sandra Pereztoxqui and Carlos Quintero, alongside Mais Irqsusi from the LCN team and Alyssa Ashcraft from the Practicing Democracy Project (PDP) at Harvard Kennedy School (HKS), worked together to coordinate Marshall's visit.

During the one-week tour to Mexico City and Monterrey, Marshall did what he does best. He touched the lives of people he met with warmth, humor, simplicity, and generosity. He shared his lifelong learning and experiences, exchanged ideas from different perspectives of current community organizing, and explored applicable lessons for grassroots movements in Mexico. More than 350 people listened to Marshall at seven different events that ranged from organizing seminars for grassroots movements and activists to coaching and dialogue spaces for community leaders.

Marshall's visit and the book launch are a celebrated success that generated strong energy. We can't wait to see what the future holds for all the new and strengthened relationships that are being built, with the confidence that despite the challenges and uncertainty, "yes, we can!"

Special thanks to Grano de Sal, Via Educacion, Ibero, Harvard Club of Mexico, and David Rockefeller Center for Latin American Studies in Mexico City for partnering up to make this happen.

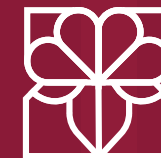


“Since he left for Boston again, the name Marshall Ganz continues to sound in conversations from those of us who had the opportunity to listen to him; in work meetings, in neighborhood campaigns, in organizations that work for a transcendent change it is heard: ‘just as Marshall Ganz said...’ and then continue with some idea that they heard and that continues to illuminate what they do. We realize that Marshall is still here, we have the book’s teachings in our minds, hope in our hearts, and the energy to act in our hands.”

Mariali Cárdenas, co-founder of Via Educacion

“It was moving to reconnect with the culture in which I lived for so many years and learned so much of what I’ve learned not only of the organizing craft but also of who I am.”

Marshall Ganz





Leadership Team that coordinated Marshall's visit and events (from left) Carlos Quintero, Sandra Pereztoxqui, Mariali Cárdenas, Marshall Ganz, Santiago Crehueras, Mariana Garza and Sam Gonzalez.



Marshall Ganz leading the Organizing seminar in Mexico City.



Marshall Ganz and participants from the Organizing Seminar in Monterrey, Mexico.



Mariana, our Communications Coordinator, visited Harvard Kennedy School and worked with Marshall and the Practicing Democracy Project (PDP) team for six weeks. During her visit, she helped Marshall prepare for his trip and built relationships with the PDP team.



Marshall Ganz and his alebrije, a whimsical and brightly colored Mexican folk art sculpture fantastical creature.

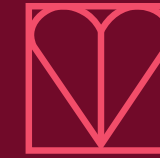
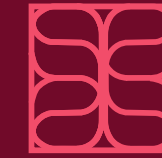
Annual Community Meet Manifests Magical Learning

A strong community manifests itself through a blend of warmth, solidarity, and unconditional support; and the occasional push outside the comfort zone where all the magical learning happens. That is what we got to experience in our first Annual Community Meet in June 2022.

From the community voices of growth and success, to the invaluable reflections in breakout rooms, and all the moments and stories collectively generated by the "us" in the room, our Annual Community Meet embodied all the values LCN represents, and we cherished every moment of it with our people.

Over 150 members, supporters, and friends joined us across two events to accommodate different time zones, a further testament to our global community. Marshall Ganz joined us for both meetings and reminisced about the journey that LCN has taken so far and the community we have built. We heard from different community members about their organizing and leadership work and delved deeper into the specific programs that LCN has launched and structured over the last few years. We worked on a collective poem and got curious about how to work together. The Annual Community Meet was a token of appreciation for all the connections and opportunities that emerge as we get together, and we are excited to carry this annual tradition forward in the coming years.

[Relive the experience through the videos along with the songs of celebration.](#)



“As someone relatively new to LCN, it was helpful to get your history and hear from a cross-section of people you work with. It was a great mix and pace of information-sharing, vignettes, and the discussion groups.”

Brian Lin, USA

“Concise program with a good dose of heart! I enjoyed getting that personal connection in the breakout rooms. I learned from / am inspired by / felt a jolt of energy from the presentations!”

Masjaliza Hamzah, Malaysia



Annual Community Meet Speakers

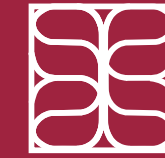
- Katherine Passley, Beyond the Bars (USA)
- David Oyaga, Tatua (Kenya)
- Janna Willems, Amnesty International (Netherlands)
- Prathicksha, Haiyya (India)
- Kazue Suzuki, Greenpeace Japan (Japan)
- Anthony Naus, Victorian Labor Party (Australia)

“Meet, Connect, Reflect” Boosts Growth

Connection lies at the heart of what we do, so it made perfect sense to create an online space for the broader community to meet up and make new connections. There were many expectations for the Meet and Connect and Meet and Reflect activities but it was the exponential membership growth in 2022 that was a surprising outcome. We held gatherings in March, July, and December, with a total of 63 people joining from around the world.

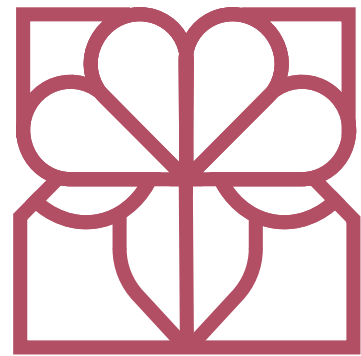
We are excited that our Meet and Connect space has developed since 2020. This year, we organized a meetup with a specific theme to give more depth to the connections that were built in previous sessions. Together with Sheila Keller from Mothers Out Front, we held our very first Climate Justice Meet and Connect in April, with 20 organizers from five countries. We had nine organizations present about their work, what they’re proud of, and the challenges they want to explore with others. This became the seed for an emerging Climate Justice Group that is now being built at LCN.

Another development that emerged was Meet and Reflect. We realized that there was an opportunity to explore and experiment with the existing Meet and Connect format that enables people not just to connect but also to learn and grow together in the process. Knowing that organizers often get too busy to pause and reflect, and in the spirit of celebrating ongoing reflection and learning that is so key to our work, we launched Meet and Reflect. This is a space for the community to reflect on their experiences around organizing and leadership

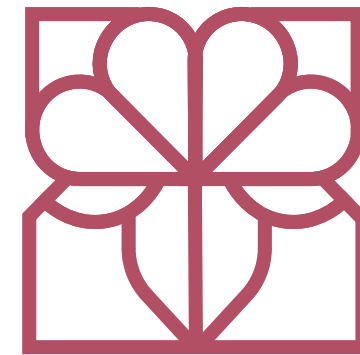
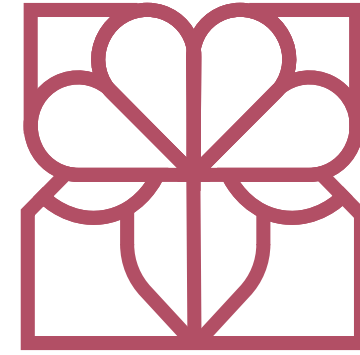
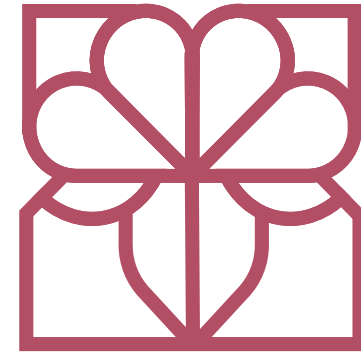
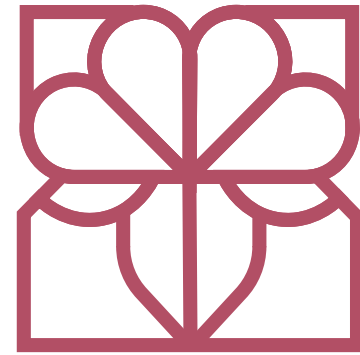
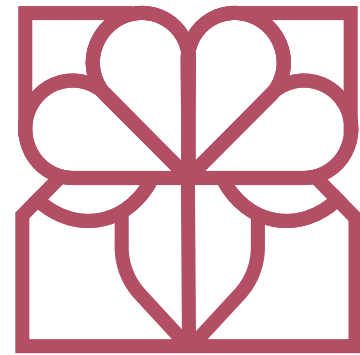
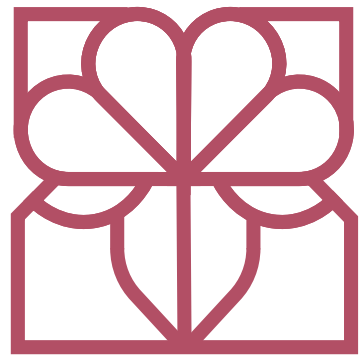
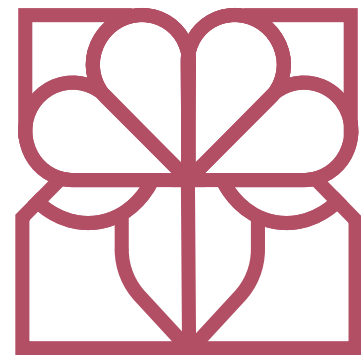
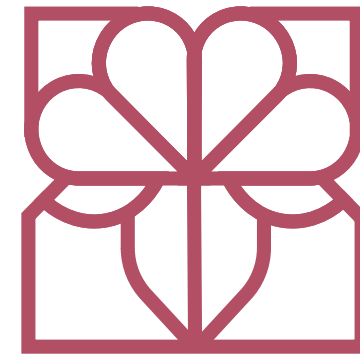
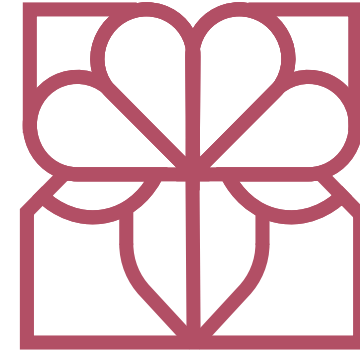
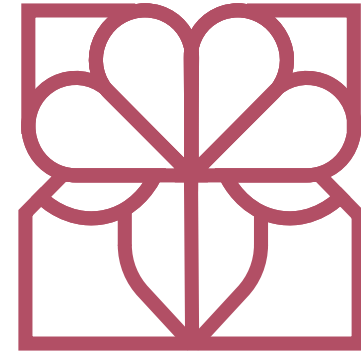
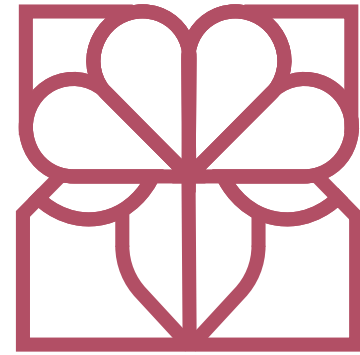
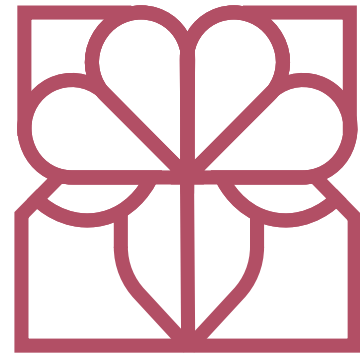
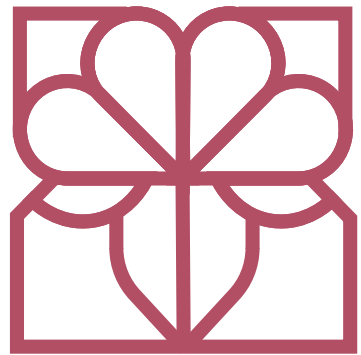
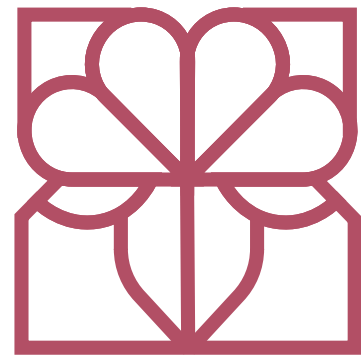
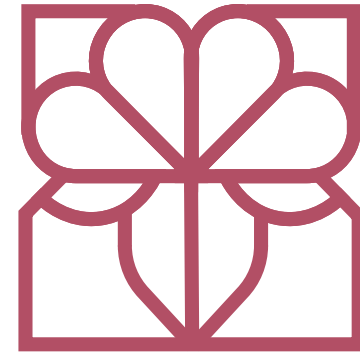
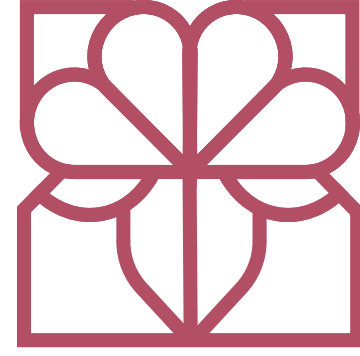
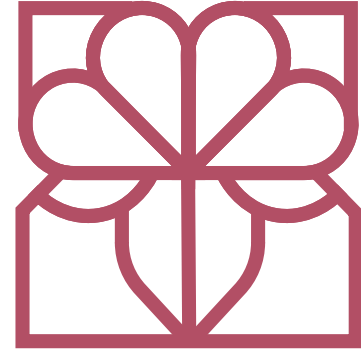
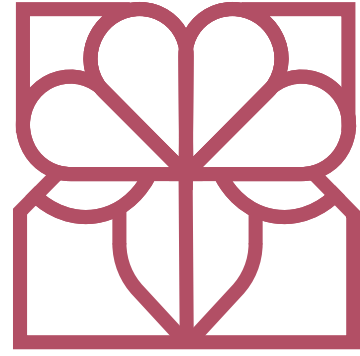
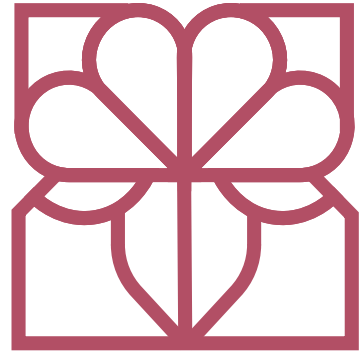


and share their lessons with others. We held Meet and Reflect gatherings in March, July, and December.

We also responded to a growing demand from our community members living in the Asia-Pacific and West Coast, U.S. time zones to host Meet and Connect at a time that worked for them. The first gathering was in September and was a great success, with many new people attending and plans to host more gatherings in 2023.



Head



Pedagogy Convening Supports Democratic Leadership



On March 19-20, the Practicing Democracy Project and the Leading Change Network collaborated to host the first online convening of 68 community organizing and public narrative educators, practitioners, and researchers from 13 countries. They came together to share, explore, and integrate methods of teaching, coaching, and practice. The event was catalyzed recently due to the urgent need to adapt to online learning in response to the COVID-19 pandemic. The convening also created an opportunity for the cultivation of deeper and diverse relationships.

A full report from the convening was produced and can be viewed [here](#). The report compiled key learnings from five presentations on innovation in the Public Narrative practice, leadership development, and team-based organizing practice. The presentations covered the following topics:

- A micro-workshop to teach the use of empathetic bridge and narrative in moments of disruptive challenge: Loss, Difference, Power, and Change.
- Exploring how Public Narrative training can be scaled using digital micro-learning platforms.
- Adapting the Organizing pedagogy to build practice-centered programs for leadership development with the Formerly Incarcerated People (FIP) Fellowship.
- Using data analysis to learn how to facilitate a team-based organizing project in the HKS graduate course MLD-377.
- Ahel's pedagogy for stronger teams and collective leadership in Amman, Jordan.

“I am re-energized about this approach to the massive problems we all face scaling up to address the sad state of the practice of democracy. As we discussed, this work could not be more important right now.”

Pedagogy Convening Participant

“Teaching can happen in community - just like organizing happens in community.”

Pedagogy Convening Participant

“Democracy is not something you have, but something you do. It is a verb. And we are creating it, or un-creating it, all the time.”

Marshall Ganz



Pedagogy Convening

Share, explore, integrate, and generate learnings on how to teach, coach and practice leadership, organizing, action, and public narrative

March 19-20th, 2022

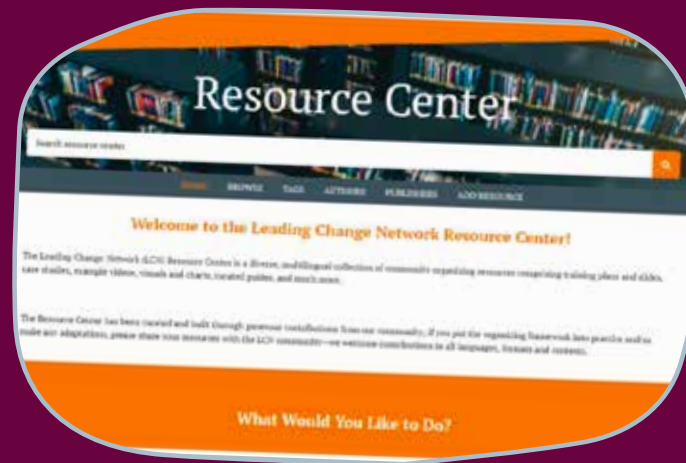
Resource Center Equipping Leaders

The LCN Resource Center is an exciting new addition that underpins our efforts and equips us to lead change.

We launched The LCN Resource Center in January 2022 as a collection that represents the growth and expansion of the work done in past adaptations and innovations of organizing using the organizing pedagogy of Marshall Ganz. The LCN Resource Center acts as a major pillar for enhancing the pedagogy of organizing and increasing the accessibility of the organizing framework worldwide. It also offers leaders from all over the world a better understanding of organizing and tools to start leading change.

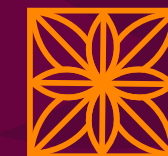
The center currently has more than 250 resources in 16 languages. While the majority of resources are in English, significant resources such as guides and manuals are available in Spanish, Arabic, and other languages. Towards the end of 2022, five volunteers translated the main resources into five different languages.

In May, a committee of experienced organizers and leaders in the community of organizing was formed to enhance the quality of the resources and guide the strategy. The committee members are Holly Hammond, Junko Yoda, Jean-Michel Knusten, Antje Dun, Samuel Gonzalez, and Steve Hughes. We thank each of the committee members for giving their time and expertise to support the pathway thinking of the center.



“One of the unique things I think about this network is that it is very generative. It is not only taking this thing and doing it over and over again, they adapt, they innovate, they change, they put it in different languages. It is very generative about what we do, the challenge was to keep up with it, this resource center is a big step towards making this happen.”

**Marshall Ganz, 11th January 2022,
Celebration of the Launch of the
resource center**



Our community is building and leading change in every corner of the world.

The Community of Practice program aims to capture these various adaptations, innovations, explorations and bring together the global community to enable ongoing learning and practice. In the past 12 months, over 1090 people from 43 countries attended our learning events.

We organized a total of 25 events, across diverse topics that reflected the growing interest of our community members. Some of these topics were related to organizational challenges people faced, such as building effective campaign teams and structures or seeding the organizing approach in large NGOs. Others showcased stories and lessons of organizing around issues ranging from climate justice to disability rights to politics. Some sessions focused on pedagogical innovations happening in the

community, such as programs to develop upfront trainers and campaign coaches.

Almost all of these sessions featured speakers and facilitators drawn from the LCN community, a testament to the wealth of knowledge, experience, and learning that is happening in our community every day. We had 49 speakers representing 24 organizations and campaigns from 13 countries.

To strengthen our learning spaces, in Autumn 2022 we launched a community survey to identify and understand the needs, interests, and ideas of our community members.

We're excited to create more spaces that are closely aligned with the challenges and experiences faced by our community in the coming year.



Screenshot from session on movement structure with Sunrise Movement on December 6th, 2022

Community of Practice Enables Global Learning

List of speakers/facilitators

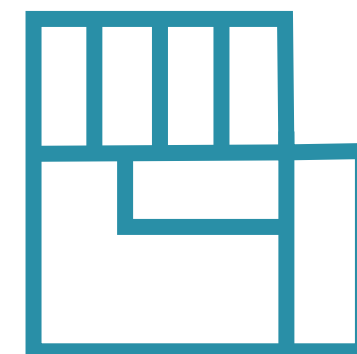
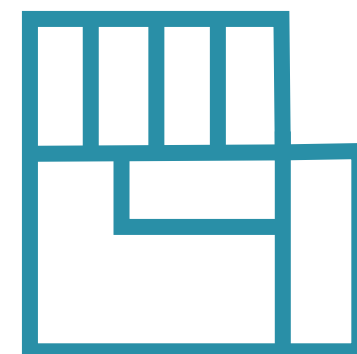
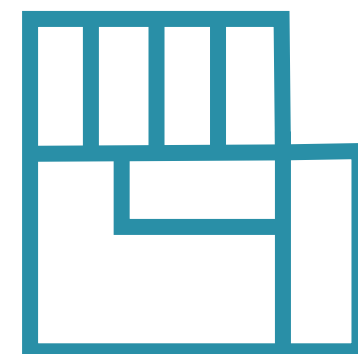
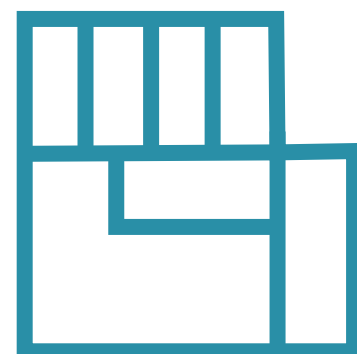
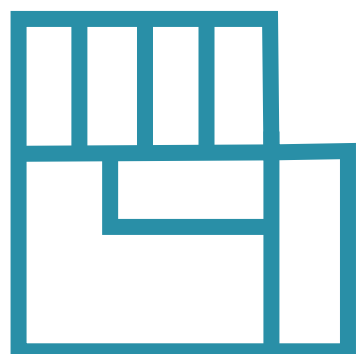
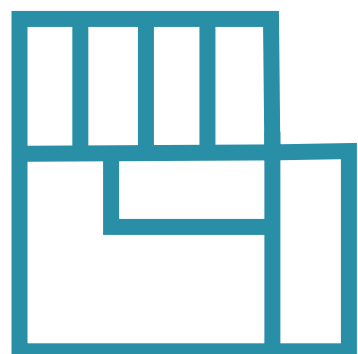
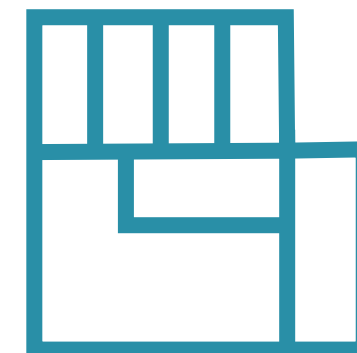
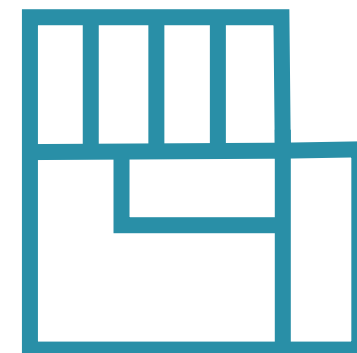
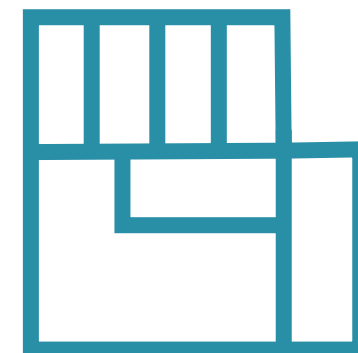
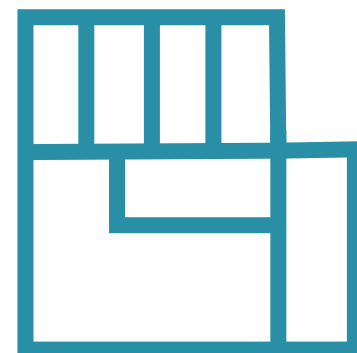
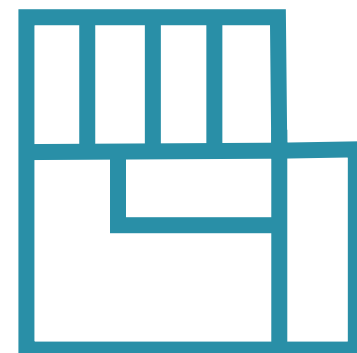
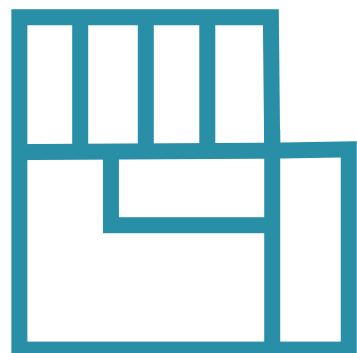
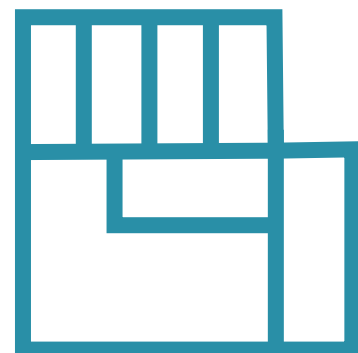
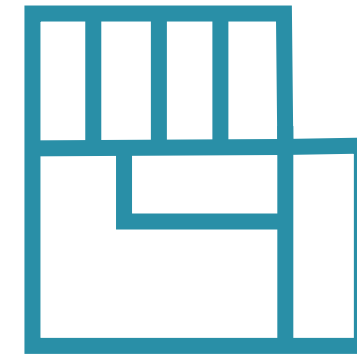
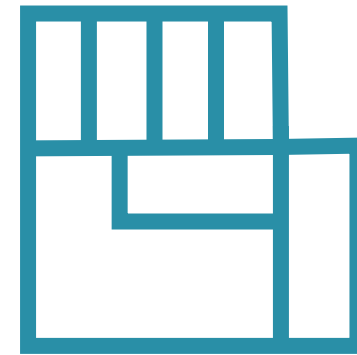
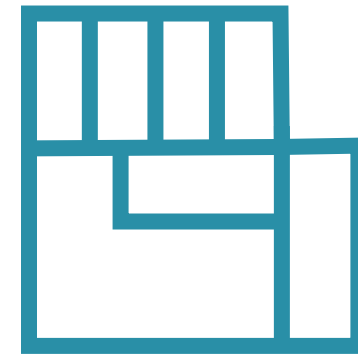
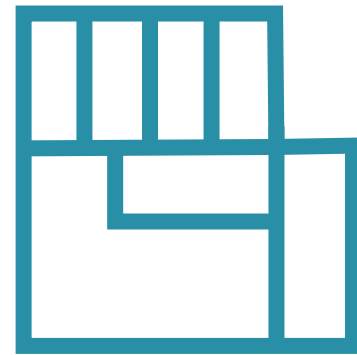
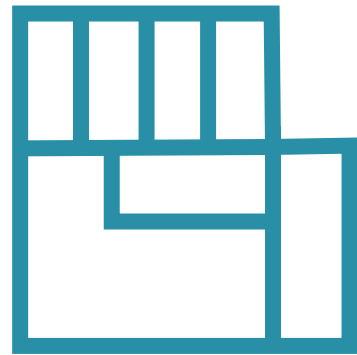
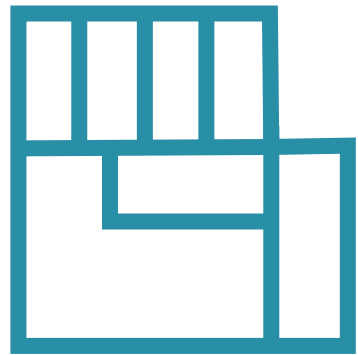
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Panelists from the Organizing in Politics session held on October 12th, 2022.

(from left, clockwise): Dan Firth, UK; Stephen Donnelly, Australia; Ben Hugosson, Sweden; Federica Vinci, Italy

Hands



Orientation to Organizing Rises to New Level

In 2022, our Orientation to Organizing sessions reached a new level.

The previous year, we launched Orientation to Organizing as a quarterly introductory session on community organizing practices. The sessions drew on a real campaign example to illustrate the five key leadership practices (Public Narrative, Relationship Building, Team Structure, Strategy, and Action) of our organizing approach, weaving theory and practical examples into a three-hour session.

For the first two sessions of 2022, we partnered with the LCN Health Justice Community, a group that came together with the intention of building organizing capacity within the health justice field. The sessions used the Voice for Health campaign by Serbia on the Move and a campaign for voter registration in Pennsylvania by Vot-ER as case studies. With support from LCN, members Pedja Stojicic, Jon Shaffer, Steph Aines, Sreejani Malakar, and Brian Archie led the sessions, drawing on their own experiences and stories as they taught the foundations of the organizing

practices—a true example of commitment and teamwork in action.

For the third and fourth sessions, we partnered with Art Reyes III, Executive Director from

We the People Michigan, to learn from their state-wide campaign to protect democracy in Michigan in the wake of the 2020 Presidential elections in the U.S. There was heightened interest and urgency in this topic, especially as many organizations in the U.S. were gearing up towards the midterm elections in November.

Across the four sessions, we had 547 attendees from 29 countries. Organizers and activists from all levels of experience came together to learn and experience the power of organizing.

Additionally, in partnership with Equity Initiative Fellows, our first in-person Orientation to Organizing was held in Cambodia. LCN trainers Shivani Kumar and Noorulain Masood led a four-hour session for 26 health justice professionals and leaders from 10 countries across Southeast Asia on the fundamentals of community organizing.



“Coming along to this training, while I'm really only beginning on my organizer journey, was just the inspiration I needed to keep me going!! Sometimes it can feel lonely and that we aren't moving forward fast enough, but it's great to meet with others on the same journey and hear about their adventures.”

Sara Walsh, United Kingdom

“The orientation was amazing and it inspired me to start my organizing journey after learning about the organizing practices and hearing Art's incredible story of how We the People Michigan put them into powerful, meaningful, and effective action.”

Patricio Provencio, Mexico

“The Leading Change Network's Orientation to Organizing was a masterful three-hour introduction to a deeply-grounded and well-tested approach to community organizing -- easily understandable without oversimplifying; clear universal principles while also stressing the crucial importance of adapting their application to fit local contextual realities; and most of all a welcoming, mutual-learning, energy-generating spirit throughout.”

Lachlan Forrow, United States

“As organizers, we often default to mobilizing which might help us win in the moment, but rarely builds power, capacity or lasting change. The LCN Introduction to Organizing challenges us to deeply invest in ourselves and each other through organizing to build power, capacity and change for the long term”

Flannery Hauck, United States

Training of Trainers Building Capacity

In Spring 2022, we ran our very first Training of Trainers program for organizing and public narrative coaches to expand their teaching and training skills and learn how to effectively train and build capacity of new leaders on the ground.

The program was designed for experienced coaches who wish to become up front trainers and teachers in public narrative and organizing. Over the course of several months, 13 trainers came together to develop their teaching, training, and facilitation skills.

Led by Sarah ElRaheb and Mais Irqusi, and under the coordination of Celine Lebrun Shaath, the six-month program took place between February and June. We started by engaging experienced trainers from our community to support us with designing the program. In the post-program phase, we conducted a showcase to share our key learnings with the organizations and individuals that joined us, creating a warm space where the program graduates facilitated mini-reflections for each skill session along with their favorite quotes.

We then opened the floor for the leadership team to engage the participants in conversation around the growth edges and critical questions arising from the program. The team emerged with a firm resolution to design future training

to equip trainers to facilitate upfront sessions and have a better understanding of the framework.

Through bi-weekly sessions, peer coaching, coaching from expert trainers, and readings, the training of trainers honed their skills in teaching the five leadership practices of organizing, as well as facilitating participation, designing learning objectives, and developing their own instincts and engaging their experiences into their teaching. The program graduated 11 trainers from nine different countries who were matched with mentors to help continue their growth journey in the community.



What most inspired you from your time in the training?

“What inspired me the most is the commitment of Mais, Sarah, Celine and all the organizers' stories, different styles of facilitation and training. As part of my role in Haiyya, I design and lead various training spaces, and the way this ToT was organized, the session flows, content and quality of engagement is a learning for me to constantly use these in my designing of training and teaching spaces.”

Sreejani, India

“The safe and brave space that allowed us to ride the bike, innovate and meet us where we are.”

Salma, Egypt

“The upfront learning and breakdown (questions, debrief, key takeaways). There were so many light bulb moments. It's empowering to see all the details and nuances that go into facilitating.”

Andrea, USA

Public Narrative Coaching Training Program Exceeds Expectations



We launched our first-ever Public Narrative Coach Training Program in the summer, and it exceeded all expectations, becoming a permanent fixture due to the incredible impact it had on participants and their communities worldwide.

A diverse group of 30 leading activists, educators, and organizers from 12 countries participated in the seven-week course from August to September. The program aimed to strengthen the practice of coaching by taking a deep dive into the craft of Public Narrative, with the additional benefit of refining their stories as they coached each other.

The intensive program required participants to learn the craft of coaching through a structured pathway of lectures by LCN trainers, practice in small groups with a meta-coach, evaluation through peer-coaching sessions, and recapping with feedback from their small group coaches. This rigorous process built a brave community of practice and learning with a combination of peer-led coaching, real-world experience, and community support.

Participants grew exponentially in their leadership development and walked away with increased confidence in the craft. The learning space was tailored to encourage vulnerability, authentic storytelling, fun, deep listening, and heartfelt engagement in the practice of coaching Public Narrative.

This pilot program was led by Rosi Greenberg (Lead Trainer) and Noa Yammer (Program Manager), along with an amazing and global team of passionate meta-coaches who guided participants on their coaching journey: Tanvi Girotra, Sadie Dean, Jake Waxman, Andy Ornelas, and Noor Masood. The team was supported by Sakher Mahmoud (Tech Coordinator) and Mariana Garza (LCN Communications).

Participants said the program was life-changing and transformational, creating an "enhanced sense of calling" for those in their work. It offered "technical skills and toolkits, but also (gave me a) deeper faith in seeing myself as a coach," one participant reported, while another found a "global community of people who shared an incredible journey of growth, challenge, and hope."

The additional highlight was when this wonderful bunch of new coaches got to try out their skills in real-time during the annual Harvard Kennedy School Public Narrative Weekend Workshop. They seamlessly joined the HKS team and coached more than 250 students in Public Narrative.

We are energized witnessing this group's growth as they each continue to work in their own communities and organizations with a spirit of collaborative learning and community building through coaching. We are thrilled to see the global cohort transcending this program and using their craft to create an impact in their organizations and communities.

Stay tuned for how you can join next year's cohort, or email us to be placed on an early notification list.

“This may be very personal to me but I have a really hard time with online learning and this is probably the first time I have been able to stick with something all the way through. So huge gratitude and appreciation for that even if it’s only me.”

Aamina Ahmed, Jordan

“This Public Narrative Community that we have, in my experience as an Indigenous Australian, is the first time I have ever felt not only safe, but brave in a community of people who do not look like me. So I just want to acknowledge, this is unique, what we have right here. You won’t find this in many places in the world.”

Katrina Johnson, Australia

“A classmate, Jose Luis Marantes, said it more beautifully than I ever could: ‘I entered thinking I’m helping people polish 2-min stories and left realizing I can coach leaders to unlock their truth and lend voice to their deepest values to lead’. This has truly been even more rewarding, moving, and beautifully challenging than I imagined. There is more personal development (not only on my own public narrative) than I thought would be part of a course on coaching OTHERS on their leadership. This is so much more than a course - it is personal growth, joining a global powerful, empathetic community, and an emotional ride.”

Ru’a Al-Abweh, Jordan

“I am so, so over Zoom in so many ways and honestly didn’t think this level of both deep learning and also deep global community building was possible to do 100% virtually, but you all/we did it!”

Nada Zohdy, United States

Coaching and Support Offers Expertise



Our Coaching and Support program offers expert coaching for organizations and individuals on their campaigns, leadership challenges, public narrative, curriculum and framework adaptation, and building upfront teaching capacity.

The revamped program was launched in April in an effort to better support the coaching needs of our community and grow our coaches' network. The new setup offers individual and organizational members access to free 1:1 coaching sessions, as well as opportunities for longer-term coaching partnerships.

On April 11, LCN coaches Jake Waxman, Ashraf Hamzah, Celine Lebrun Shaath, Rosi Greenberg, Shivani Kumar, and Reem Khashman convened the team kickoff. From April to December, our coaches held 25 short-term coaching sessions for 16 individuals from 11 countries, providing coaching on diverse challenges, including developing their coaching skills for their team, improving their public narrative, base building for their electoral campaigns, among others.

The program also supported two longer-term coaching partnerships.

Samah Elous coached Mille Vittrup Rasmussen from Denmark on adopting organizing practices, particularly Public Narrative, in their organization's education preparing program for young people in vulnerable positions.

In the U.S., Miya Cain worked with our member organization Voice of the Experienced, supporting their organizing team to develop their coaching and relationship-building skills for their organizing campaigns to restore and expand the rights of communities impacted by the criminal justice system.

We are grateful to the coaches who were part of this: Jake Waxman, Ashraf Hamzah, Celine Lebrun Shaath, Shivani Kumar, Reem Khashman, Rosi Greenberg, Lacey Connelly, Samah Elous, and Miya Cain.

“Talking to Reem has been extremely helpful; it is constructive to spend time with a professional who helps you think hard about the issues I face with my campaign. I find this time with Reem to be so valuable as you are honestly investing in not just developing yourself to have clarity in your values and thoughts but also in developing your narrative that fits your constituency. For the first time, I have felt that I am spending time on the campaign that really matters to me and tightening all the nuts and bolts of my narrative effectively.”

Hamza Haroon, Pakistan

“Through the LCN Coaching and Support program I was stimulated to critically evaluate how I currently apply the organizing principles in my work. This allowed me to gain new insights and come up with concrete improvements. The individual attention you receive makes it a great addition to training and workshop sessions.”

Nikki, The Netherlands

Skills Practice Sessions Upskill Organizers



Our community of practice is grounded in getting on the bike to become better organizers; this is the reason our Skills Practice sessions is a space dedicated for our members to get on the bike and practice their organizing skills.

We started off the year with a Skills Practice on Coaching, where participants got a refresher on the concept of coaching, and practiced coaching each other in breakout rooms. In May, LCN member Samah Elous from Sweden led the Skill Practice Session on Story of Self, a space for others to develop and brush up on their stories and practice sharing it with others as well as get feedback.

Our third Skill Practice Session took place in October, facilitated by LCN member Sadie Dean from the U.S., to explore the craft and practical application of relationship building in-depth and practice doing relational I: I's with each other.

Both Samah and Sadie are alumni of the pilot Training of Trainers program held in the Summer. It was exciting to see them put their teaching and facilitation skills to action in these sessions.





LCN members are committed to building people's power in their communities. They understand their people, and they adapt the organizing pedagogy and practice according to the specific context. Their work continues to expand our reach and develop, leverage and build leadership.

Global Hubs and Affiliate Organizations Increase Impact

Over the last few years, LCN Global Hubs and Affiliate Organizations have emerged, bringing together members from our community (individuals as well as organizations) who share a commitment and focus on a specific region or theme. As a network organization, these structures play a critical role in our theory of change, enabling LCN to fulfill its mission.

LCN Global Hubs, which have either geographic or thematic focus, are voluntary groups formed by LCN members, many of whom have evolved into leadership teams.

Affiliate Organizations are LCN member organizations that have their work deeply rooted in the community organizing framework developed by Marshall Ganz. Both Global Hubs and Affiliate Organizations use the community organizing framework and are committed to building capacity and leadership in a specific constituency, growing their own snowflakes and creating scalability, and adapting the organizing framework for their specific context.

Our goal is for these entities to become spaces for relational organizing, coaching

and training that support building leadership and capacity of their teams to help them snowflake to second and third tiers. They also contribute directly to building, supporting, and actualizing campaigns and share learning and cross-pollinating ideas across the network.

LCN Europe has been working with grassroots leaders in Europe since 2020 to build a community organizing infrastructure. The voluntary team has conducted training and provided key resources, such as a [House Meeting Guide](#) and a Public Narrative Lab Playbook, which have been used by facilitators to host more than 80 gatherings around Europe, building leadership and community at scale.

In the coming years, the team plans to build more people power and organize communities transnationally, to build resilient, creative, diverse, caring, and powerful movements that win climate protection and enhance policies at local, national, and European levels.

The LCN Health Justice Community was formed from an initial idea of LCN member, Pedja Stojicic, in early 2021 to

bring together organizers invested in Health Justice. The team now consists of six members (Pedja Stojcic, Stephanie Aines, Jon Shaffer, Brian Archie, Flannery Hauck and Sreejani Malakar) who are committed to shared values and the purpose to build a powerful sustainable structure of health justice workers, and enabling leaders to organize and win campaigns bringing change in the global health narrative.

Over the course of 2022, the team has conducted two Orientation to Organizing sessions specifically for health professionals and delivered two weekend workshops, diving into story, structure, and strategy for health justice campaigns.



LCN Europe members Masha Burina and Jens Kristian Vittrup at the Citizens Participatory University organized by ECON in Kunbábony, Hungary.

Global Hubs and Affiliate Organizations Meet Up

On November 29, 2022, we held the first LCN Hubs and Affiliate Organizations community meetup. The exceptional group of organizers and educators who attended represented the core of our globally-connected and locally-rooted community.

This community comprises regional and thematic groups led by LCN members and independent organizations committed to community organizing, building leadership and power through relationships, and bringing the organizing framework to their specific contexts. With current and upcoming hubs joining the discussion and connecting with each other, we couldn't contain our excitement about the hope, joy, and potential of this community.

The LCN Health Justice Community, LCN Europe, and LCN Australia teams shared their challenges and successes in building and sustaining leadership teams and shared how they implemented different programs and tools for their communities, such as the Community Organizing Workshop for Health Justice held earlier this year and the Public Narrative Labs Playbook developed by LCN Europe. Haiyya and Community Organizing Japan shared specific insights from their work with communities in India and Japan, respectively, and the impact of bringing an organizing approach to mobilizing their people and building leadership.



“The meeting gave a sense of connection, solidarity, but also it helped to imagine so many possibilities of organizing locally and connecting with others globally.”

Mariali Cardenas, Via Educacion, Mexico

“There is so much incredible organizing work happening around us, and we have the community that we can reach out to learn from and support.”

Abhishek Desai, Haiyya, India

LCN Active Hubs in 2022

LCN Europe

Working with grassroots leaders in Europe since 2020 to build a community organizing infrastructure of resilient, creative, diverse, caring, and powerful movements that win climate protection and enhance policies at local, national and levels.

Major Highlights

- Conducted Public Narrative Training for leaders across Europe.
- Developed key resources such as a House Meeting Guide and a Public Narrative Lab Playbook, which have been used by facilitators to host 80+ gatherings around Europe, building leadership and community at scale.



Masha Burina



Jens Kristian Vittrup Rasmussen

LCN Health Justice Community

Building a powerful sustainable structure of health justice workers, and enabling leaders to organize and win campaigns bringing change in the global health narrative.

Major Highlights

- Conducted two Orientation to Organizing sessions specifically for health professionals.
- Led two workshops for health justice campaigns diving into story, structure, and strategy.



Pedja Stojicic



Stepanie Anies



Jon Shaffer



Flannery Hauck



Sreejani Malakar



Brian Archie

LCN Australia

Building a community of practice in Australia for organizers working across diverse fields and campaigns, with the aim to build deeper capacity of organizers to lead, build networks, and take the organizing practice forward in the Australian context.

Major Highlights

- Kicked off with an extensive in-person organizing workshop with Marshall Ganz in 2020.
- Regular meet-ups and gatherings with the community to coach specific campaign challenges, build community, and share learnings on the organizing practice.



Anita Tang



Alex Ryan



Eleisha Mullane



Emma Lowe

Data Project Maps Organizing Work Worldwide

The Data Project initiative arose from LCN's responsibility to connect members and highlight the impact of the outstanding work done by trainers and organizations on the ground. It also demonstrates the expansion and innovation that accompanies the work done by organizations.

This project builds on multiple efforts to collect data that helps in understanding the breadth of the organizing work underway globally. In 2016, Nick Hayes mapped organizations from around the world that use organizing, and in 2020, Dr. Emilia Aiello and her team conducted research on the spread and uses of Public Narrative around the world.

By the end of 2022, more than 25 organizations registered their interest in being part of the Data Project questionnaire to build on the existing data and research. Data and story collection will continue into 2023. The questionnaires and one-on-one interviews assisted in gathering data from 2020 to 2022 and also explored how to further the project.

Leading Change Forum Tackles Leadership Response

The second half of the year saw the launch of yet another new LCN initiative that emerged from our strategic goals and planning.

On July 26th, a group of 12 organizers, researchers, educators and practitioners who were eager to dig deeper together into organizing launched the Leading Change Forum.

At the monthly forum gatherings, the shared purpose is to collaborate, cross-pollinate, and learn in community about the teaching, research, and practice of leadership and organizing, by committing to one session a month for 12 months, and sharing our experience, resources, and curiosity, so we can effectively and intentionally respond to moments of political urgency and institutional crisis.

The forum members include Markella Los, Emily Lin, Marshall Ganz, Mais Irsqusi, Alyssa Ashcraft, Dan Grandone, Noor Masood, Pedja Stojic, Rune Baastrup, Sarah ElRaheb, Tanvi Girotra and Vandinika Shukla.



Successful Website and Resource Center Launch

We kicked off 2022 with a great start: a community celebration to launch the new LCN website and resource center.

With the global expansion of the Community Organizing framework, more educators and practitioners are innovating, coaching, and adapting the organizing practices across cultures, languages, faith traditions, politics, and institutions every day. Within this sphere of organizing, we often ask the question, “I wonder if anyone has done this before?” The answer is “yes,” either a little or a lot.

A resource center was one of the top requests that came in from the Spring 2021 drive we conducted to listen to the needs within our global community. Based on the feedback, during 2021 we embarked on a project to revamp our website, upgrade backend systems

to reflect our vision and strategy, automate and streamline as many procedures as possible, and implement anything we could to add value to the LCN membership and resource center.

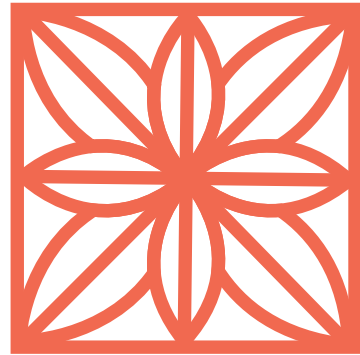
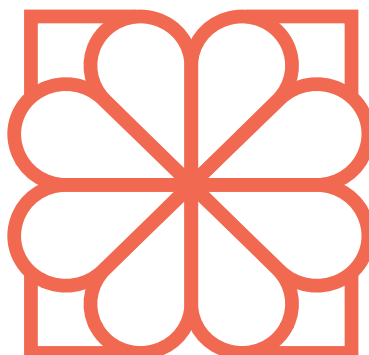
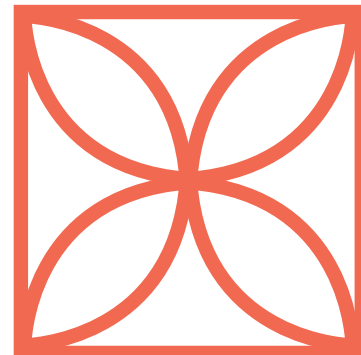
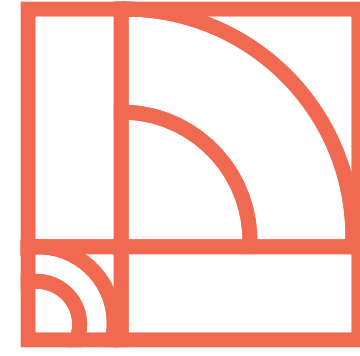
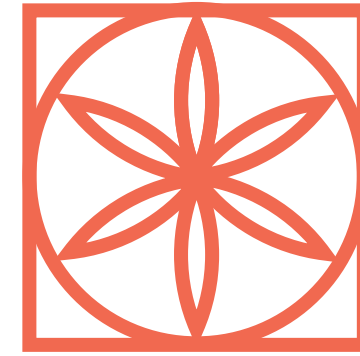
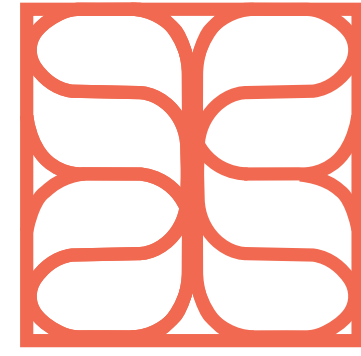
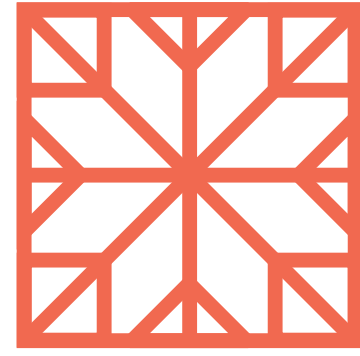
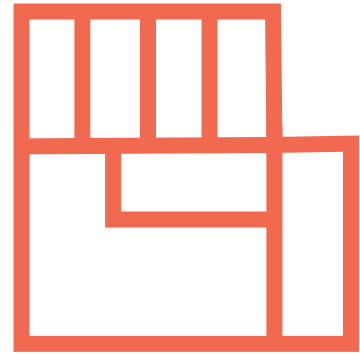
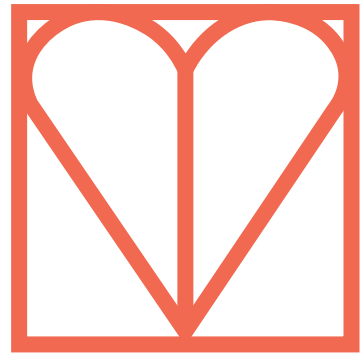
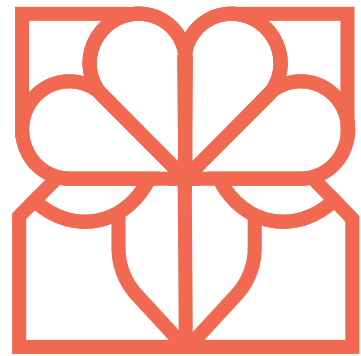
Our new website is designed to be a platform for the LCN community to connect, share, and learn valuable lessons from each other’s leadership and organizing experiences.

The added bonus is that this is now the home of a continuously growing online resource center with a diverse, multilingual collection of community organizing and public narrative resources comprising training plans and slides, case studies, example videos, visuals and charts, curated guides, and more.

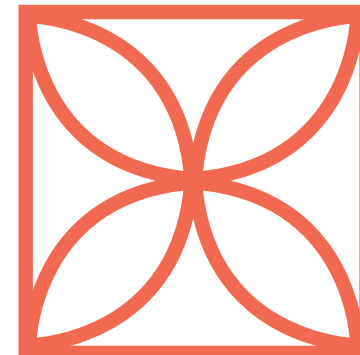
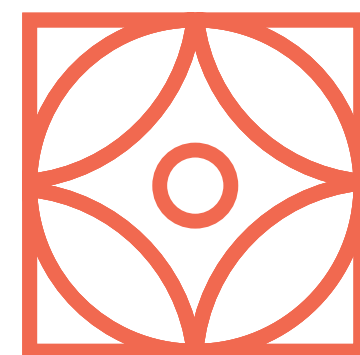
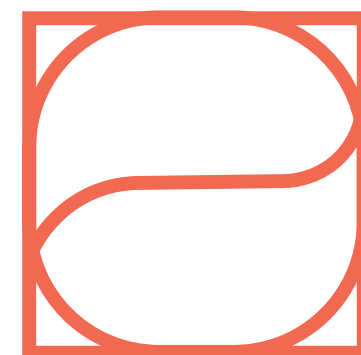
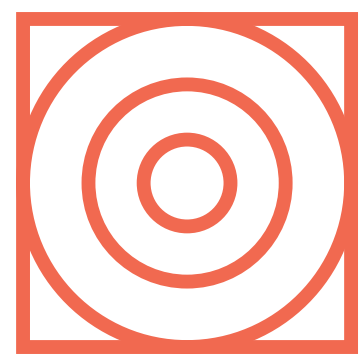
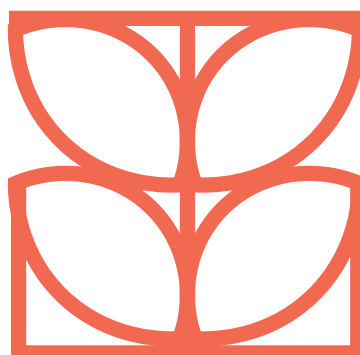
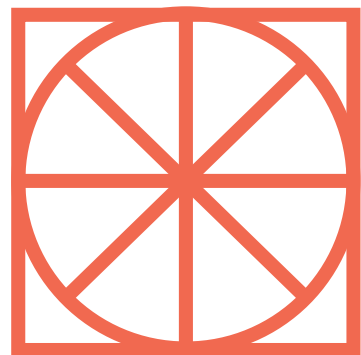
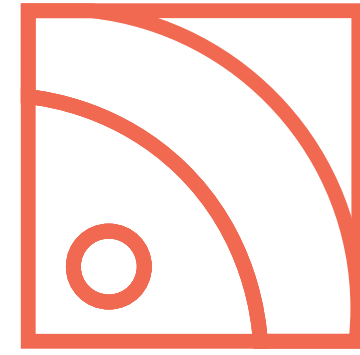
If you missed our resource center launch celebration and tour, you can watch the recording [here](#).

[Click here](#) to explore the resource center or add your contributions.





Team and Collaborators



The LCN Team



Mais Irqsusi
Executive Director



Alyssa Constant
Accountant



Reem Khashman
Resource Center
Coordinator



Sachiko Osawa
Membership Engagement
& Cop Coordinator



Imran Sarwar
Head of
Expansion



Mariana Garza
Communications
Coordinator



Jafrin Akthar
Administrative Assistant &
Social Media Coordinator

LCN Team Increase Internal Capacity

Mariana Garza took part in Marshall Ganz's online organizing class, Leadership, Organizing, and Action at Harvard Kennedy School. "I am very grateful for this opportunity to connect with such an amazing cohort of organizers and leaders, and for this journey full of learning to get on the bike myself. I continue to develop my craft through my work at LCN in a much more intentional and transformative way."

Jafrin Akthar participated in the Public Narrative Coaching Training Course run by LCN. "This opportunity has been unbelievably grounding and reflective for me for being able to witness diverse kinds of coaching from meta-coaches, trainers to fellow participants. The unfathomable amount of learnings from the leadership and narratives of everyone involved in this journey, while finding myself anchored in the practice of coaching and developing a newfound confidence has transformed my understanding of relationship building and adds a lot of depth and meaning to the work I do at LCN."

Reem Khashman learned how to take a more strategic approach to the LCN Resource Center and positioning LCN in the digital sphere during the Google Ads project. "Leading the Resource Center at LCN is an opportunity to always wear the organizer hat, and thinking about the needs of organizers to build our capacity and enhance our leadership. This is why I always think of the resource center as the first place to go when anyone looks for continuing their learning and building their leadership and this is what the Google Ads grant helped us to do."

Our leadership team's growth also plays a very important role in our work. We want to share with you some important milestones and highlights from this year.

Imran Sarwar "The work that I have done at LCN over the last year with our global Hubs and Affiliate Organizations has reaffirmed the importance and centrality of relations in any work that espouses to build leadership and communities. It's been an opportunity to hone my own relational skills, connect with a global community, and build together for a hopeful and ambitious future."

Mais Irqsusi was part of a diverse group of organizing scholars and practitioners who formed the Community Organizing from the U.S. to Europe panel at the Società Italiana di Scienza Politica conference at Sapienza University of Rome in September. "It was my first experience being on an academic panel bringing the practice lens of organizing in Europe. It was a great opportunity to create intentional dialogue between the world of academia and practice. I enjoyed it and learned a lot."

Sachiko Osawa took on a new role as the coordinator of the newly relaunched Coaching and Support program. "In addition to the Community of Practice program, leading the Coaching and Support program has been an exciting opportunity to explore different ways of building capacity and leadership, and further deepen my connection to our community. Bringing together a team of powerful coaches, and learning alongside them as they coached our community members on their various challenges, has been a highlight in my own journey of leadership growth as well."

LCN Collaborators

Céline Lebrun Shaat
Training of Trainers
Program Coordinator



Thaer Zuriekat
IT Infrastructure
Manager and
Web Development



Katrina Johnson
Annual Report
Producer



Sarah Elraheb
Pedagogy
and Learning



Abdelrahman ElGendy
Content Writer
and Editor



Sakher Ghaben
Data Analyst



Catalina Villanueva
Research and
Mapping



Coaches that worked in LCN 2022

Abhishek Desai | Aditi Parekh | Andrea Ornelas | Anita Krishnan | Aprajita Pandey | Benedict Hugosson | Céline Lebrun Shaat | Charlotte Geneser | Emma Lowe | Jake Waxman | Jayati Doshi | Jens Kristian Vittrup | Junko Yoda | Kortni Malone | Madhura Dasgupta | Marina Pavlic | Masha Burina | Megan Bock | Ngan Tran | Nicholas Hayes-Mota | Nneka Akubeze | Noa Yammer | Noorulain Masood | Pedja Stojici | Reem Khashman | Rosi Greenberg | Sadie Dean | Samah Elous | Sarah ElRaheb | Shivani Kumar | Sreejani Malakar | Tanvi Girotra | Toya Vick | Yunqi Zhang

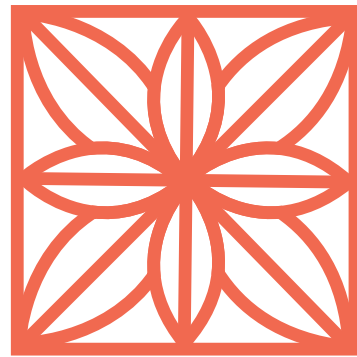
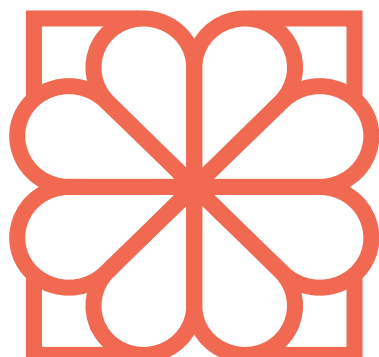
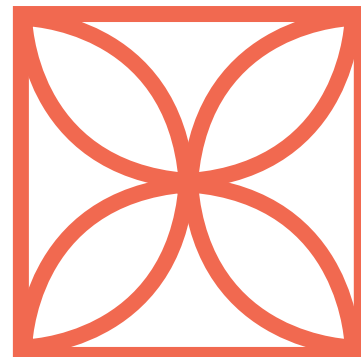
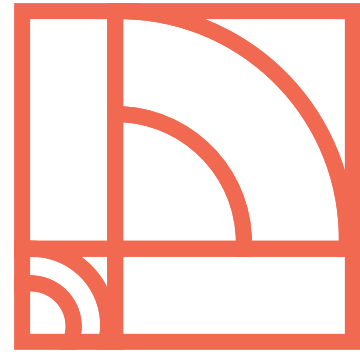
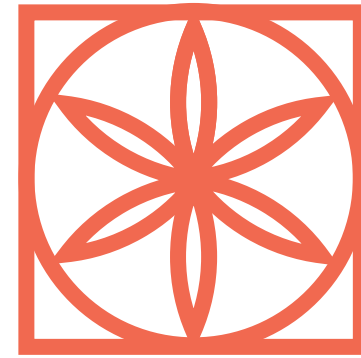
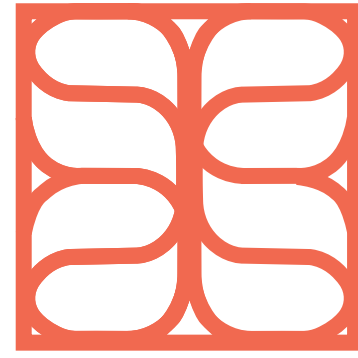
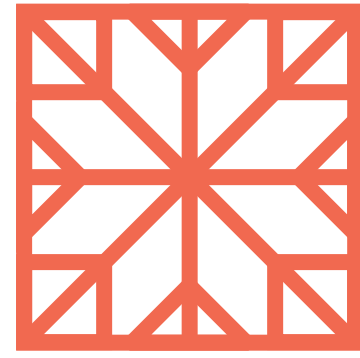
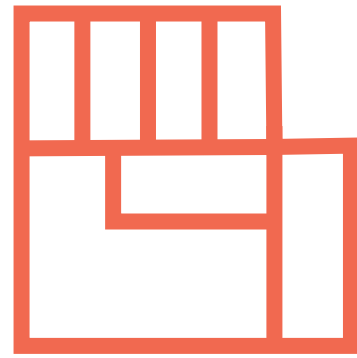
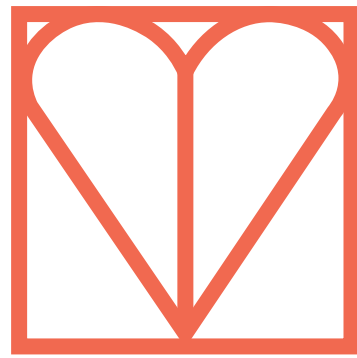
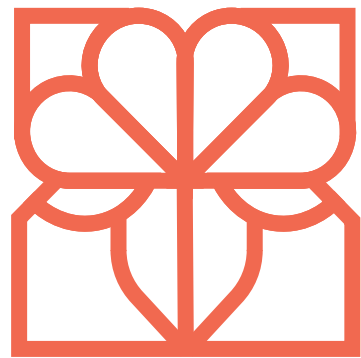


Organizations that collaborated with LCN in 2022

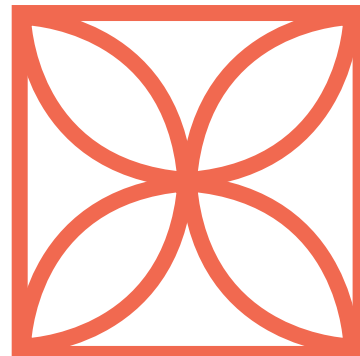
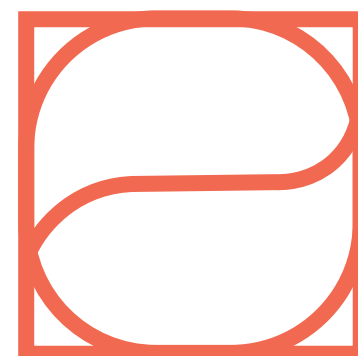
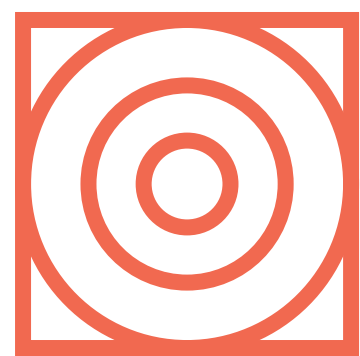
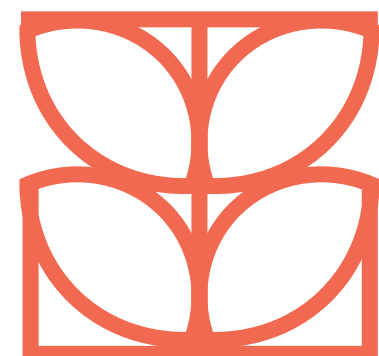
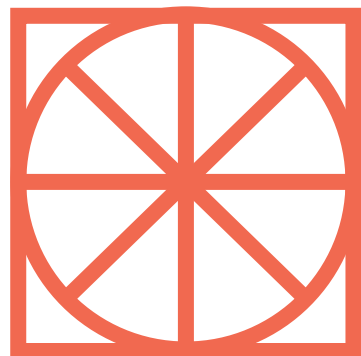
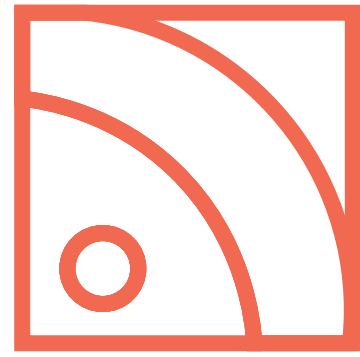
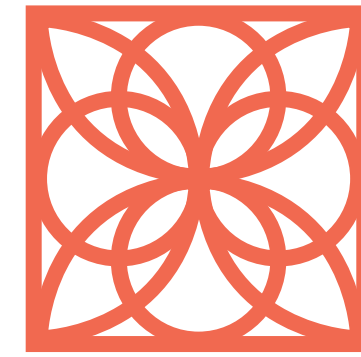
Common Social Change Library - Resource Center

Workshop PoV - Design

Chazin and Company - Finance

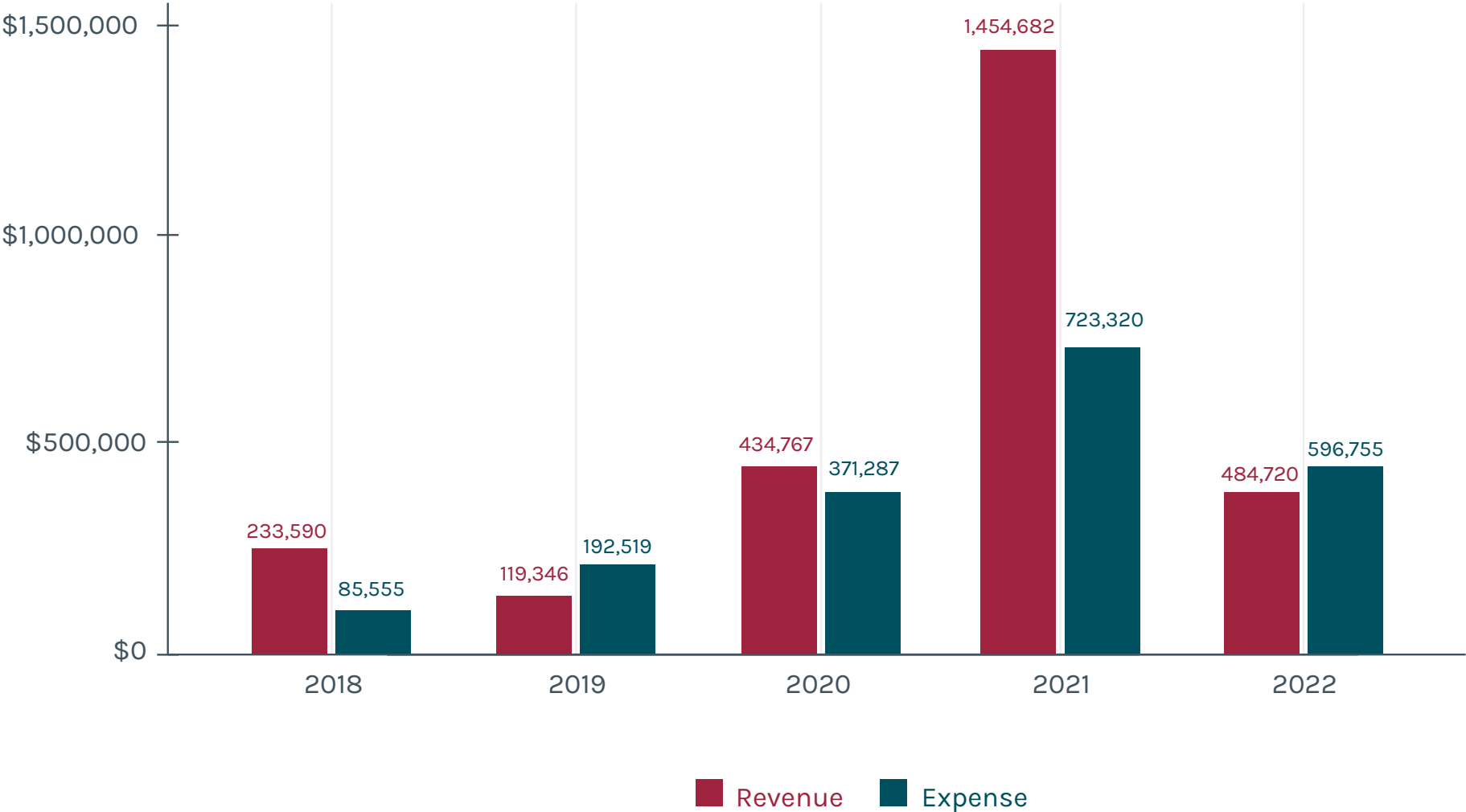


**Financial
Overview**

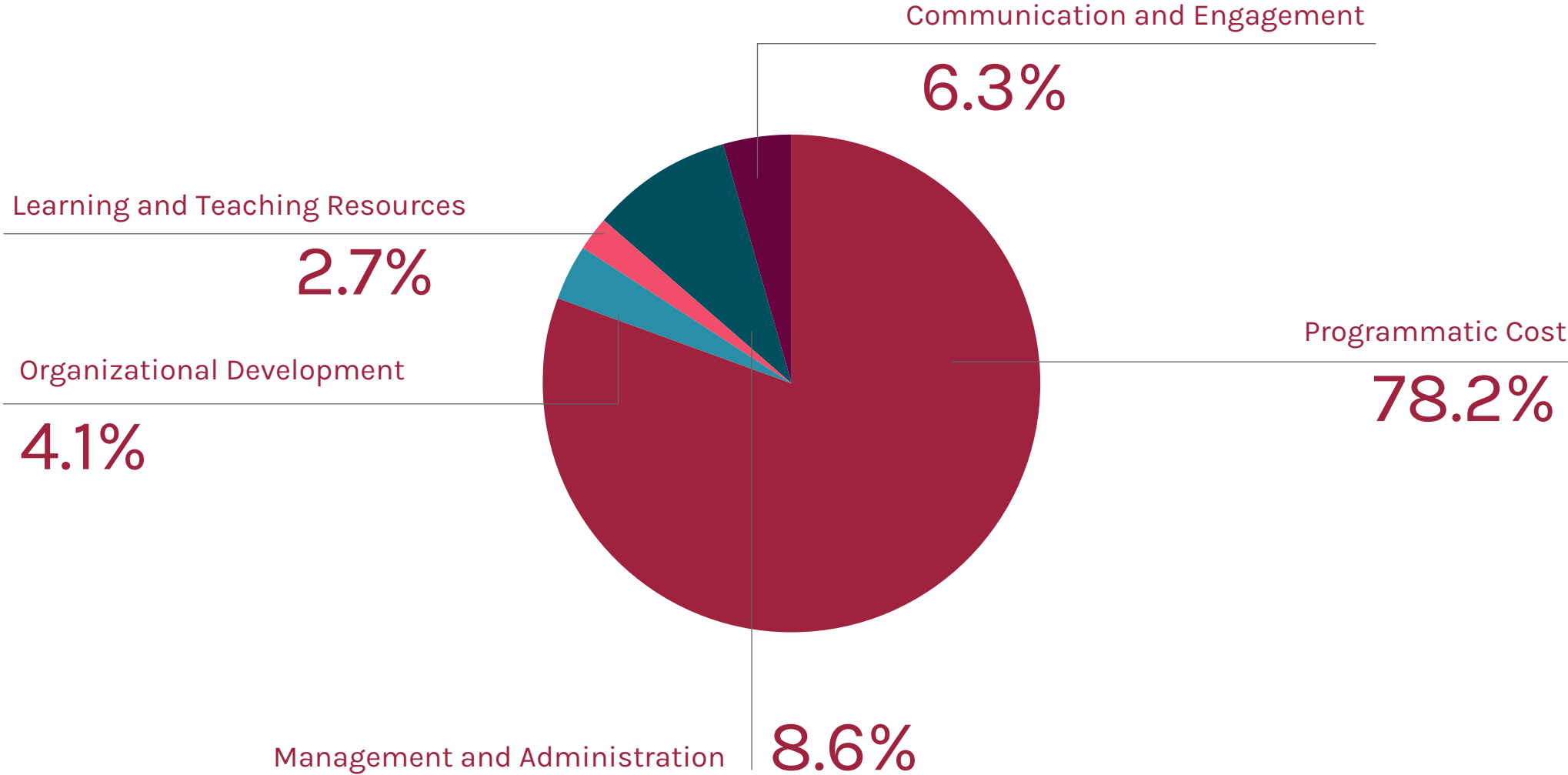


Revenue and Expense Growth

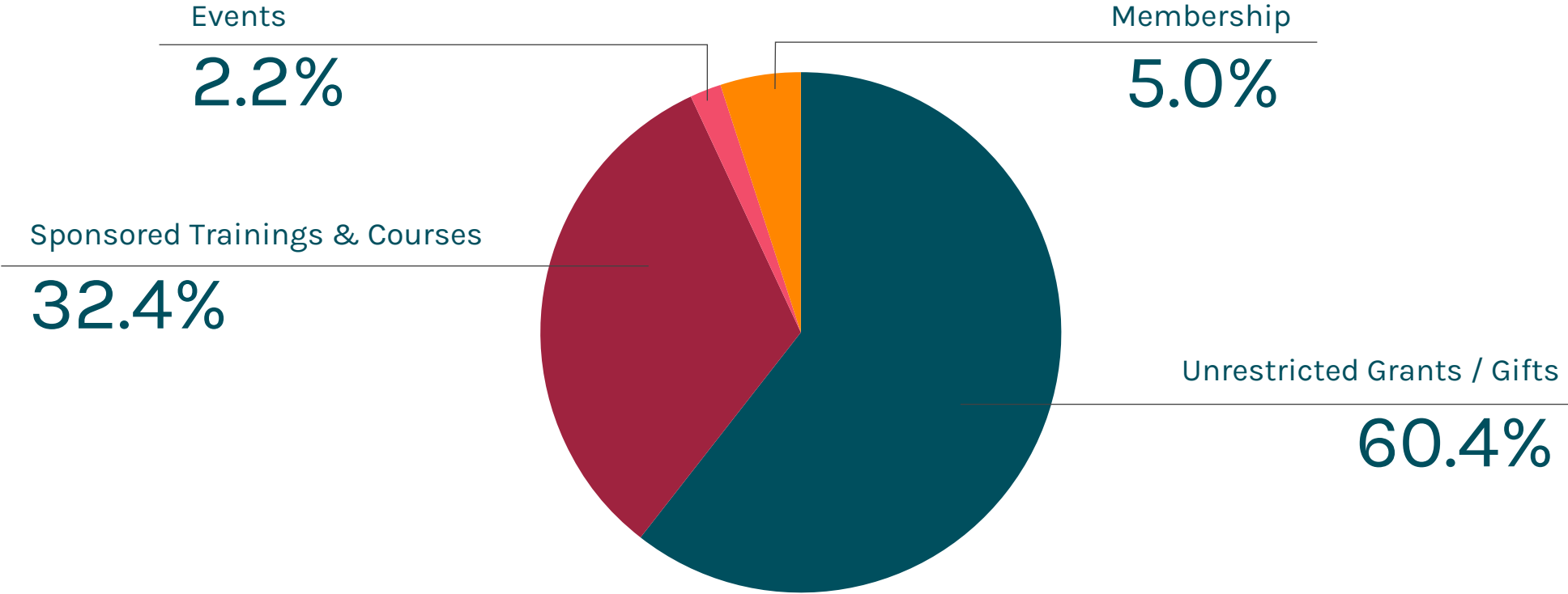
Part of the revenue received in 2021 is for projects and work that extends until 2022



Expenses Breakdown 2022



Revenue Sources 2022



Our Donors

The work of LCN would not be possible without the generous support from our donors. Your contributions build capacity within the organization so we can continue to grow leadership and organizing globally.

- The Chan Zuckerberg Initiative (CZI)
- Jennifer McCrea
- Ian Simmons via Impact Assets
- Kelsey Wirth & Samuel Myers
- Lisa Renstrom & Robert Perkowitz



Our Partners and Member Organizations



Thank You

This is a collective success - yours and ours!

We continue to be deeply grateful to everyone who contributes to this community from our generous donors resourcing our work and our global partners who adopt and implement the organizing framework inspiring others to do the same, to our committed and engaged members, and the LCN dream team that embodies our values in everything they do.

Together, we carry the mission forward with a brilliant combination of dedication and innovation.

We say a heartfelt “thank you” to all.



We'd love to hear from you

Let's continue to build people's power for a more just and sustainable world!



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