Strategy Building to Win *3.0

A draft Strategy-Planning-and-Action Framework, with respect to the *"Third American Revolution" and the *"Third Reconstruction" – both 2026-tbd
GOALS: Build a coordinated, sustainable movement capable of achieving the Universal Transformational Justice agenda through shared vision, values, strategy, tactics, connection, coordination, tools and skills.

"A genuine leader is not a searcher of consensus but a molder of consensus."
-- Martin Luther King, Jr., November 11, 1967, "The Domestic Impact of the War in America" address delivered to the National Labor Leadership Assembly for Peace, Chicago, Illinois.

Phase 1: Establish the Vision and Strategic Direction

1. Define What Victory Looks Like

Strategic Objective: establish a future vision of Universal Transformational Justice and the conditions necessary to achieve it.
Action steps:

- Facilitate collective visioning sessions to describe what success looks like.
- Develop a written vision statement that participating organizations can support.
- Identify the social, political, economic, and institutional changes that would constitute victory.
- Work backward from the desired outcome to identify major milestones.

Expected Outcome: a shared vision of future success and a preliminary roadmap for achieving it in the immediate-, short-, mid-, and longer-term.

2. Develop a Winning Strategy

Strategic Objective: establish a coherent strategy that guides campaign priorities and tactical decisions.
Action steps:

- Distinguish strategy (why an approach will succeed) from tactics (how it will be implemented); strategy is to a recipe as tactics are to the ingredients.
- Reverse-engineer successful and relevant movement-building and political campaigns.
- Identify the conditions, resources, relationships, and decisions necessary for success.
- Establish criteria for selecting strategic tactics that support strategic objectives.

Expected Outcome: A documented strategic framework that connects goals, strategy, and tactics.

3. Conduct a Strategic SWOT Analysis

Strategic Objective: Understand the movement's strengths (and capabilities), weaknesses (and vulnerabilities), opportunities (and openings), threats (and opposition forces and factors).
Action steps via power-mapping and brain-storming:

- Identify internal strengths and weaknesses.
- Evaluate external opportunities and challenges.
- Conduct a corresponding analysis of opposing organizations and interests.
- Clarify strategic advantages that can be cultivated and leveraged.
- Prioritize challenges requiring immediate attention.

Expected Outcome: A SWOT assessment that informs strategic priorities and resource allocation.

Phase 2: Build People Power and Organizational Relationships

4. Establish Relationships Based on Trust and Solidarity

Strategic Objective: build lasting relationships that strengthen collective organizing power.
Action Steps:

- Identify organizations, community leaders, and constituencies with shared values.
- Establish consistent relationship-building and outreach practices.
- Participate in allied organizations' activities, including labor strikes and community events.
- Develop methods for intentional understanding and addressing allies' concerns.
- Demonstrate solidarity through coordinated planning and deployment.

Expected Outcome: a growing network of trusted relationships, collective power and collaborative partnerships.

5. Expand Horizontal Organizing

Strategic Objective: unite organizations and communities across all issues, sectors, and demographic boundaries: race, age, class, gender, geography, religion/non-religion, cultures, backgrounds, etc.
Action Steps:

- Develop an infrastructure to build community and coordinate among and between social and economic justice organizations and associations.
- Expand relationships with labor, faith, business, civic, political, and neighborhood groups.
- Establish social and political opportunities for cross-organizational collaboration.
- Create communication and coordination structures that respect organizational autonomy.
- Expand participation and leadership development across all demographic lines.

Expected Outcome: A broad-based organizing network with the capacity to sustain, mobilize and deploy multiple constituencies in support of the Universal Justice agenda.

6. Connect Policy Campaigns to “Everyday” Justice

Strategic Objective: make systemic justice issues relevant to people's everyday experiences, e.g., Center for Common Ground’s “Five Pillars of Affordability.".
Action Steps:

- Identify connections between major policy campaigns and daily community concerns.
- Link healthcare reform to food security, housing, debt, education, environmental conditions, and personal safety.
- Develop coordinated campaigns around overlapping issues.
- Collect community experiences that demonstrate the practical effects of policy decisions.
- Create opportunities for organizations to support one another's campaigns.

Expected Outcome: integrated and intersectional campaigns that connect grand policy goals with immediate community needs.

Phase 3: Develop Leadership and Organizational Capacity

7. Build a Sustainable Leadership Pipeline and Bench

Strategic Objective: develop new leaders and distribute responsibility throughout the movement.
Action Steps:

- Establish recruitment and mentoring programs.
- Identify emerging leaders across participating organizations and communities.
- Create opportunities for structured decision-making and leadership development.
- Encourage experimentation, reflection, and learning from failures.
- Use storytelling and multilevel communication to share experiences and institutional knowledge.

Expected Outcome: a stronger, more diverse leadership network capable of sustaining long-term organizing.

8. Establish Effective Organizational Structures

Strategic Objective: Create a structure that supports coordination, accountability, and timely decisions.
Action Steps:

- Define organizational roles, responsibilities, and working groups.
- Determine appropriate staffing and volunteer requirements.
- Establish bottom-up, top-down, and hybrid decision-making procedures as circumstances require.
- Create processes for resolving disagreements and coordinating joint activities.
- Document responsibilities and systems of reporting and accountability.

Expected Outcome: an organizational model that cultivates collaboration without sacrificing effectiveness.

9. Develop and Manage Resources

Strategic Objective: secure the financial, human, and material resources needed for sustained campaigns.
Action Steps:

- Establish fundraising priorities and potential funding sources.
- Identify opportunities and develop systems for mutual aid/in-kind contributions.
- Develop volunteer recruitment, training, and retention practices.
- Create procedures for distributing and managing shared resources.
- Align resource allocation with agreed strategic priorities.

Expected Outcome: a resource development plan that supports organizational stability and campaign implementation.

Phase 4: Strengthen Communications and Public Engagement

10. Establish Internal Communication Systems

Strategic Objective: strengthen trust, coordination, information sharing, and organizational alignment.
Action Steps:

- Identify secure, accessible communications platforms.
- Establish expectations for transparent, accurate, and respectful communication.
- Create consistent procedures for sharing decisions and campaign updates.
- Incorporate intentional listening, empathy, validation, and constructive feedback practices.
- Reinforce shared vision, values, goals, and commitments through regular communication.

Expected Outcome: reliable internal communications that improve participation and coordination.

11. Develop an External Communications Strategy

Strategic Objective: Build public understanding, engagement, and support for the movement's goals.
Action Steps:

- Develop messaging grounded in shared human values and experiences.
- Use personal stories to connect policy issues with real-world consequences.
- Coordinate earned media, paid media, social media, and cross-organization communications.
- Incorporate non-media outreach, including door-to-door engagement, public events, and rallies.
- Develop messaging that emphasizes common interests beyond activist communities.
- Establish consistent language and communications guidelines relevant to the target audience and audiences.
- Practice peer-to-peer communication (worker-to-worker, neighbor-to neighbor) wherever possible.

Expected Outcome: a coordinated public communications program that expands awareness, participation, and support.

12. Map Stakeholders, Allies, and Opposition

Strategic Objective: Understand the interests and influence of groups that can support, resist, or affect campaign outcomes.
Action Steps:

- Identify supporters, potential allies, non-supporters, competitors, and opponents.
- Evaluate each group's interests, influence, and relationship to campaign objectives.
- Develop engagement strategies for persuadable groups.
- Establish approaches for responding to organized opposition.
- Reassess stakeholder relationships as campaigns evolve.

Expected Outcome: a stakeholder engagement plan that strengthens alliances, neutralizes opposition, coopts new partners, and improves strategic decision-making.

Phase 5: Implement, Measure, and Adapt

13. Establish Strategic Timelines

Strategic Objective: translate long-term ambitions into manageable stages of progress.
Action Steps:

- Establish short-term, mid-term, and long-term goals.
- Define milestones for each strategic priority.
- Coordinate between organizing, communications, resource development, and policy objectives.
- Assign responsibilities and target completion dates.
- Review progress regularly and revise schedules when necessary.
- Remain nimble and vigilant in pursuit of goals.

Expected Outcome: an implementation timeline with clearly defined milestones.

14. Define Measures of Success

Strategic Objective: establish meaningful methods for evaluating progress and campaign effectiveness.
Action Steps:

- Define quantitative and qualitative indicators.
- Establish baseline measurements where possible.
- Track organizational growth, partnerships, engagement, leadership development, and campaign outcomes.
- Determine how information will be collected, reviewed, and reported.
- Evaluate both immediate results and progress toward longer-term systemic change.

Expected Outcome: a measurement framework that makes progress visible and supports accountability.

15. Create Accountability and Continuous Improvement Processes

Strategic Objective: ensure that the movement learns, adapts, and remains aligned with its goals.
Action Steps:

- Conduct recurring strategic assessments.
- Establish feedback loops between leadership, participating organizations, and community members.
- Evaluate successful and unsuccessful strategies and tactics for regular recalibration.
- Use scenario planning to anticipate changing political and organizational conditions.
- Adjust strategies and tactics based on evidence and lessons learned.

Expected Outcome: An adaptive planning process that supports continuous improvement.

Phase 6: Coordinate Collective Action for Victory

16. Develop and Synchronize Inside and Outside Strategies

Strategic Objective: coordinate grassroots organizing with institutional engagement, where possible, to advance shared goals.
Action Points:

- Connect community mobilization with legislative, administrative, and institutional advocacy.
- Coordinate actions in public and private spaces, government institutions, and organizational settings.
- Integrate online and offline campaign activities.
- Develop electoral and legislative strategies appropriate to demographics and geography, surveys and findings.
- Coordinate local, state, regional and national initiatives.
- Identify opportunities where combined organizational action can create greater influence.

Expected Outcome: a coordinated movement capable of advancing change through public mobilization and institutional engagement.

Respectfully submitted for consideration to be adopted at the "Justice, Solidarity and Strategy Summit," November 13-14, 2006, Philadelphia, PA

Chuck

Chuck Pennacchio, Ph.D.
Co-founder, Arc of Justice Network (.net)
Co-Founder, Arc of Justice Alliance (.com)
President, One Payer States (.org)

See also:

George Lakey, et al., On-line Non-violent Database Archive: https://nvdatabase.swarthmore.edu

Martin Luther King, Jr., "The Domestic Impact of the War in America," November 11, 1967, https://okra.stanford.edu/link/document671111-000

Chuck Pennacchio, November 4, 2026 *Newsweek* essay: "America's Future Will Be Decided by Whether We Can Build Together," November 4, 2026, *Newsweek*. https://.newsweek.com/america-future-will-be-decided-whether-we-can-build-together-12664043