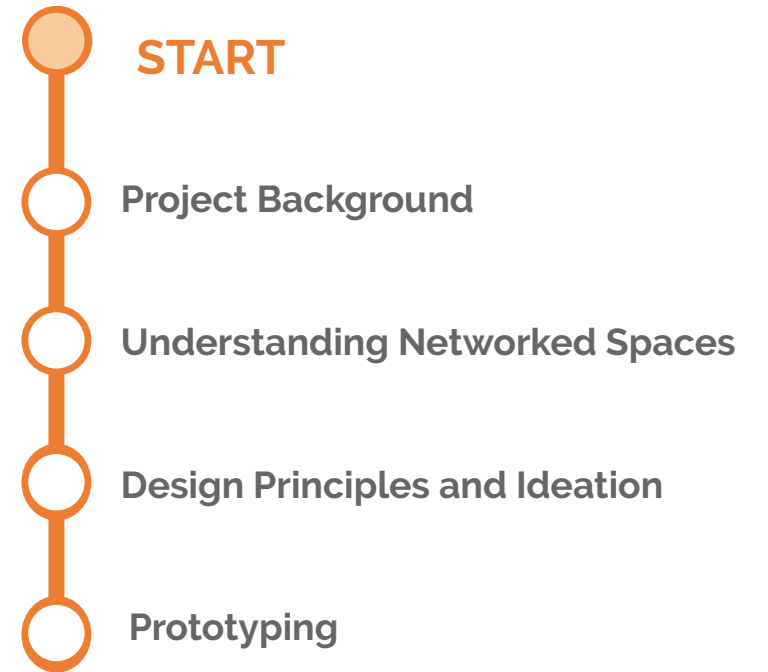


# Feasibility Study>

*findings and prototyping for network spaces in movement  
to end relationship-based violence in California*

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# Project Background>

HISTORY  
INITIAL FINDINGS  
& GLOSSARY OF TERMS



# About the Network Weaver Learning Lab

The Lab was co-created to deepen and expand our understanding of what it takes to be a successful network leader, spread those learnings throughout the DV field in California, and evolve our common understanding of leadership at the individual, organizational, and networked levels. The Network Weaver Learning Lab (NWLL) launched in May of 2017 and is comprised of Strong Field Project LDP alumni and key anti oppression/anti-violence allies in the state who are exploring what it would take to create a network leadership pipeline for the California DV field that is 1) better at network weaving, and 2) better equipped to be networked leadership hubs or lead those hubs.

**Leaders working to end domestic and sexual violence in California began to transcend their organizational roles and ask questions of themselves and one another. Questions like:**

- What does it take to work in networked ways (mindsets, habits, practices) and what does it require of my leadership and that of others in our organizations and communities?
- How can we transform conventional approaches to leadership development to better serve our networks, while still ensuring healthy organizations?
- How can we become a networked domestic violence field that works across and at the intersection of issues?
- What structure/infrastructure will be needed in order to support our network's experiments and work going forward?

These questions led to expressed interest in deepening strategic conversations (that would lead to informed action) about intersectionality, culturally specific and trauma-informed care models, changing the narrative of what is needed to end intimate partner violence, funding for sustainability, and engaging men in the movement.



# About the Network Weaver Learning Lab

(continued)

To support this evolution, CompassPoint—which had designed and run the Strong Field leadership development program (SFP) for Domestic Violence leaders—and the Management Assistance Group—which had created and run the Network Leadership Innovation Lab (NLIL) to support the work of justice leaders building long term, collaborative, movement networks to achieve common goals—proposed a Network Weaver Learning Lab (NWLL) to work within and across networks and movements in order to address intimate partner violence in intersectional and systemic ways.

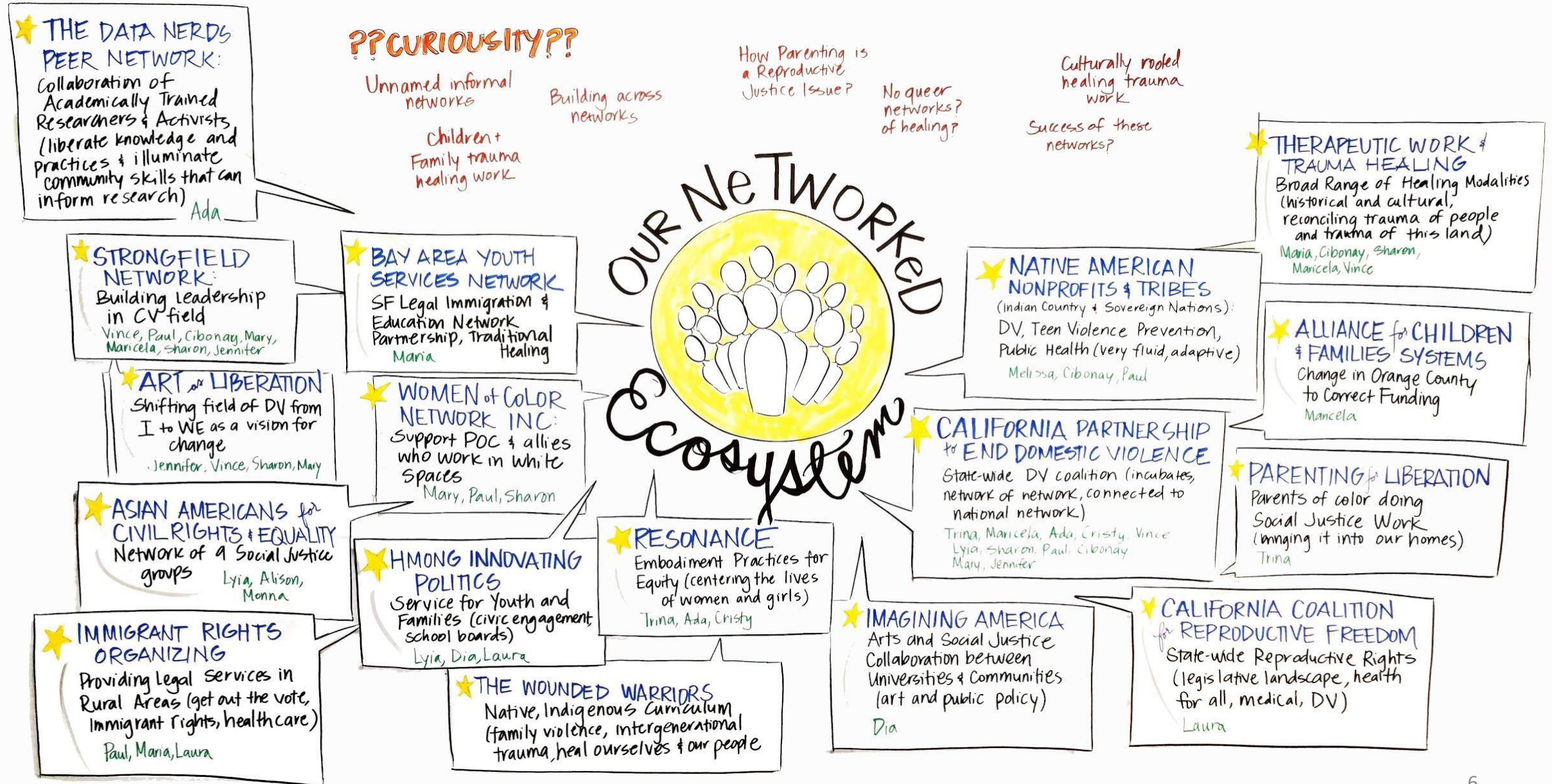
## **We came together...**

From different types of movement work in different communities in California on several interconnected issues all related to intimate partner violence (racial and gender justice, immigrant rights, mental health advocacy, food and climate justice) to experiment with and evolve our leadership and ways of being and doing.

## **We discovered that...**

Drawing on network weaver mindsets—such as Multiple Ways of Knowing; Systems and Complexity Perspective; Balancing the “Being” and “Doing”; and Race, Class, Power and Privilege—we could build trust and deepen our sense of our mutual interdependence. As the program progressed, the mindsets evolved into the five elements—advancing deep equity, cultivating leaderful ecosystems, valuing multiple ways of knowing, influencing complex systems change, and creating space for inner work—which enabled us to create a sacred container for engaging in shared approaches to healing and transformation. For our network weaving to be successful—and moving in the direction of our shared vision—**we needed a liberatory approach to addressing systemic violence**, one that engages with people who are addressing a number of related social ills, one that focuses on relationship, trust, and the individual and collective innerwork and healing. Such an approach is essential for enabling us to hold and engage productively and generatively with tension as we work within and attempt to create relationships that do not replicate the legacies of extraction, domination, and exploitation. For these are the legacies that often create the conditions for, or exacerbate the prevalence of, intimate partner violence. And, these are the legacies that make networked ways of working difficult.

## Example of a Networked Ecosystem from Network Weaver Learning Lab:



# About the Feasibility Study

While the Network Weaver Learning Lab is about amplifying and deepening the abilities of those leaders who are already working in and across networks and creating conditions in the field for greater success, the **Feasibility Study** was created to identify backbone support or scaffolding needed for continued experimentation, co-creation, and collaboration among leaders and partners that are doing the work. Additionally, it would galvanize funding support and technical resources for the work, and support bringing the work and ‘what’s working’ to scale.

## Study Purpose

- To **research a design that would be the backbone support for continued experimentation, co-creation and collaboration** for the NWLL and other projects in the movement to end relationship-based violence in California

## Study Outcome

- A **prototype of the needed infrastructure for continued experimentation, co-creation and collaboration** for the NWLL and other projects in the movement to end relationship-based violence in California

This could be a space that would provide some infrastructure and support for various projects taking root across the state. **A place for ideas, promising practices, reliable research, tools, and resources.** NWLL and other projects in the movement to end relationship-based violence would cluster within the space to get connected to funding, gain assistance in selecting and implementing the right practices, and get access to new ideas to successfully implement their work. The space would also **cultivate relationships between funders and partners to help scale the work.** This might be a digital and physical space where other projects can live, such as the Network Weaver Learning Lab, Thought Innovation Lab, Movement Mobilization Institute, etc. It is about deepening readiness and providing a scaffolding and anchor/”home” for that work. While the Network Weaver Learning Lab is a verb (**about doing and being together**), this space is a noun (**a place for these events to be happening**).

In order to maximize the efficacy of the space, we are recommending that it not be housed solely in one organization, in order to **avoid territorialism and unnecessarily solidifying a seat of power.** Rather, we see it as something that exists beyond any one organization and supports its partners to work more effectively and sustainably.



# Online Findings & Interviews

List of researched and interviewed networks:

- **Art as Liberation Project (SFP)**
- **Bee Space**
- **Cancer Free Economy Network**
- **Center for Care Innovation**
- **Climate Hub**
- **Energy for All Network**
- **Funder's Network for Reproductive Health**
- **Impact Hub**
- **Kellogg Truth, Racial Healing, and Transformation**
- **Movement Mobilization Institute (SFP)**
- **Movement Net Lab**
- **Movement Strategy Center Transitions Lab**
- **Netcentric Network Guide for Managers**
- **Northstar Network**
- **Resonance Network**
- **Social Transformation Project**
- **Thought Innovation Lab (SFP)**
- **Women's Funding Network**

## Methodology

Two online scans and seven curiosity interviews were conducted in 2018.

Using a design thinking framework, an advisory group and network weavers met to identify and lift up the bright spots of network spaces, identify participating projects, potential partners, and funders, and develop a prototype for the needed infrastructure for scaling

A core team from CompassPoint and Management Assistance Group supported the process

**Explore all findings here>**

<https://docs.google.com/document/d/1wos4T90nA3xzArNvp3olqQsqiExe3iVMr-D6luE87IE/e/dit#>

# Glossary of Terms

## Containers

Organizing structures that literally and figuratively hold the space for the work of a network. This can include organizations, committees, working agreements, or values.

## Free Radical

Individual weavers and social justice consultants who work in deep partnership with the network and outside traditional organizational entities.

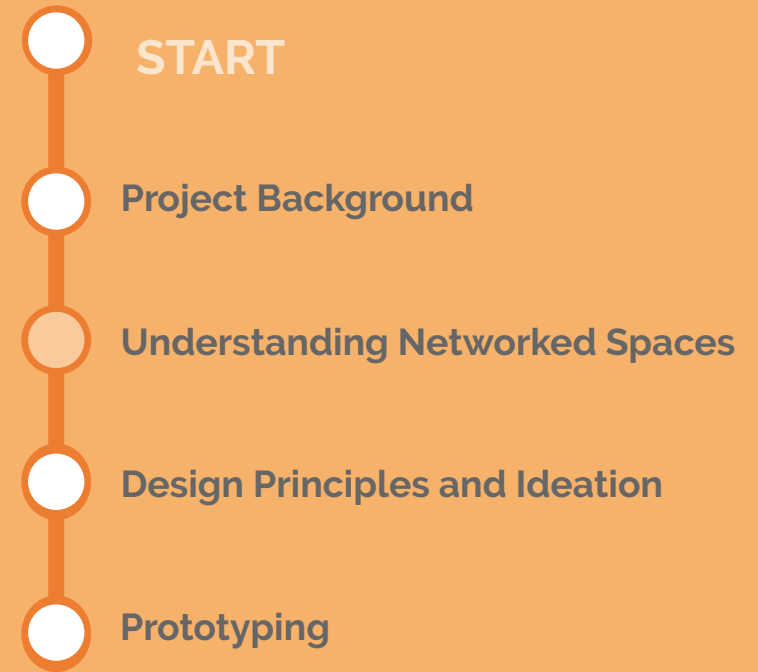
## Ideation

A process used for generating new ideas and often more questions related to a posed question. In ideation creativity and divergent thinking are encouraged. The focus is on more ideas rather than one “right” idea.

## Prototype

An early sketch or model of an idea. A prototype focuses on testing key parts of an idea. Through developing a prototype, you can gain quick insight and feedback that serves to inform another iteration and/or future designs.

# Understanding Networked Spaces>



# What is the PURPOSE of this potential networked space?

While the ultimate purpose of this particular networked space is to **end relationship-based violence in California**, it's important to recognize **purpose must be explored at multiple levels with the members of networks in an emergent way**. Shawn Johnson at Center for Natural Resources & Environmental Policy says that while he used to think about purpose in networks as a matter of framing a specific, shared vision, he now thinks complex networks that comprise a wide diversity of interests and actors must have multiple purposes... he says there is “motivational” purpose (what motivates people to work together) and “substantive” purpose (the substance of that collaborative work). Members are aligned on the visionary “what,” but the purposeful “how” is in a constant state of co-creation.

“Over time...members have increasingly understood that the network is a tool to help them accomplish multiple goals. The network didn't start out with a shared plan; it had to go through **a process of discovery** to figure out how to work together. The ambiguity of the collaborative process in a network means results aren't always obvious”. Shawn Johnson CNREP

Source: SSIR: Navigating Purpose and Collaboration in Social Impact Networks



Source: Liquefy Network Gathering Boise, Idaho 2017  
Artist: Kristin Zimmerman

# What is the PURPOSE of this potential networked space?

## → Deep change on a systemic level

When it comes to purpose, transformation, boldness, and big impact were prominent themes in all of the networks we looked at.

Many of these networks aim for **deep change on the systemic level** to tackle some of society's most complex and unwieldy issues, like climate change, global poverty, community health issues, and racism.

Building Movement Project (BMP) does a lot of inquiry into what it takes for organizations to collaborate – especially across issues. Over the last two years, after listening to leaders in the reproductive justice, economic justice and LGBTQ movements, BMP identified a few distinct approaches to collaboration. Some groups take a “transactional” stance and focus on winning specific changes in the short-term by figuring out what each partner can bring to the table to move a shared target or policy. Other groups come to cross-movement work with a “transformational” orientation that is about shifting power over the long term. In the middle, between those two poles, there's a “collaborative” approach of aligning groups through a strategy of integrating the issues, goals and missions of the partners. **THIS networked space is about transformation.** See next slide for example of cross-movement approaches.

## Deep Change

“ This moment is catalyzing big vision, unprecedented collaboration, fresh experimentation, and deep exploration of the ways individuals and our social movements need to transform.

**MSC Transition Lab**

“ Our purpose is to reimagine and practice what is possible and necessary to transform society from a culture of violence to one of interdependent worthiness and thriving. Transforming the culture of violence into a culture that supports us all to thrive, will likely take millions consciously working to transform ourselves individually at the same time as we work to transform families, communities, and society overall.

**Resonance Network**



# A Framework for Deep Change

FRAMEWORK OF CROSS-MOVEMENT APPROACHES

	TRANSACTIONAL	COLLABORATIVE	TRANSFORMATIONAL
Purpose	Protect Rights	Advance Justice	Shift Power
Basis of Alliance	Common Targets	Common Issues	Common Analysis
Principles	Shared Interests	Shared Goals	Shared Values
Motivation	Mutual Gain	Joint Mission	Integrated Vision
Strategy	Exchange	Integration	Intersectionality
Relationship	Support	Respect	Interdependence
Process	What Groups Bring to the Table	How Groups Align Around an Issue	What Groups Create Together
Outcome	Issue Wins	Raise All Boats	Systems Change
Timeframe	Short/Medium Term	Medium/Long Term	Long Term



2018

Source: Sean Thomas-Breitfeld, *Building Movement Project*

# What is the WORK of a networked space?

If deep change on a systemic level is the purpose, we were curious to know the strategies existing networks engage in to get them there. Each of the networks we spoke with focus their work on the following:

- Bringing together ideas and thought partnership from diverse individuals and entities that work at the “intersections” of and collaborate across issue areas (such as racial justice, reproductive justice, criminal justice, ending relationship-based violence, for example)
- Identifying some form of shared purpose or collective agenda
- Emphasizing relationship-building and deep trust building
- Facilitating creativity and collaboration in both physical and online spaces
- Creating space for continued experimentation, co-creation and collaboration among partners that are doing the work
- Galvanizing additional funding support and technical resources for the work
- Lifting up the work and the ‘what’s working’ and help bring it to scale

→ See next slide for example of how this type of work might manifest as components of network spaces.

To Pivot From ...	Towards ...
→ Control	→ Adaptability
→ Credentials	→ Contribution
→ Taking	→ Giving first
→ Rock Stardom	→ Resilience & Redundancy
→ Usual Suspects & Forced Agreement	→ Diversity & Divergence
→ Bottlenecks & Hoarding	→ Intricacy and Flow
→ Permission & Perfection	→ Self Organization & Emergence
→ Core	→ Periphery
→ Working in Isolation	→ Working with Others
→ “Who is the Leader?”	→ “We’re the Leaders”

Source: Curtis Ogden - Thinking Like a Network 2.0

# 7 Components of an Advocacy Network



Source: Netcentric Campaigns  
[<https://www.netcentriccampaigns.org/7-elements>]

- Building and reinforcing **social ties** among the people in the network, both online and in person. This creates trust among network participants, allowing them to collaborate and making it easier to overcome potential strategy disagreements.
- Creating open **communication** channels where network participants can have conversations with one another. As simple as a WhatsApp group or an email listserv.
- Developing a **common language** that reinforces the identity of the network and works to resolve any conflict.
- Working with network participants to define a **clear vision** and helping participants understand the advantages of being a part of the network. This vision guides the network culture and helps participants focus their activities.
- Creating **shared resources** that allow participants to pool their skills, talents, experiences, expertise, services and funding streams. This strengthens social ties and also saves individual members of the network time and money.
- Identifying **actors who drive the activities of the network [roles]**, including monitoring resources, creating messaging, outlining participant responsibilities, and receiving feedback.
- Creating **mechanisms to provide feedback** on network activity, which helps leaders and other participants understand the trends, resources and needs of the entire network.

# Promising Practices for Creating Networked Spaces



Image from Network Weaver Learning Lab courtesy of Tracy Nguyen, [hellaflly.graphics](https://hellaflly.graphics)

- **PURPOSE: Providing space for people to make sense of their experience and unify around a shared purpose or vision is critical.**
  - ◆ Shared vision and purpose is co-created with all members
  - ◆ Time for reflection and shared meaning making is essential to help the network evolve.
  
- **RELATIONSHIP & POWER: Spending time building trust and relationships as networks launch and grow.**
  - ◆ The basis of networks are people and relationships.
  - ◆ Networks without this may become transactional and not sustainable.
  - ◆ Systems of accountability to move commitments forward towards tangible results may arise organically or be created through relationship.
  
- **ENERGY & EXPERIMENTATION: Creating opportunities for experiential or action learning.**
  - ◆ Network action follows members energy and interest towards network purpose.
  - ◆ Structured experiments can offer a pathway for action and learning.
  
- **ROLES & CONTAINERS: Remaining flexible with roles and structures.**
  - ◆ Co-creating core values, competencies and mindsets to ground network development during the design stage.
  - ◆ Purpose may remain stable but allow for direction and activities to change allows networks to be nimble and responsive.
  - ◆ Begin with theories of change and revisit to adjust at regular intervals.

# Purpose

- Providing space for people to make sense of their experience and unify around a shared vision or purpose is critical.

Shared vision and purpose is co-created with all members. Time for reflection and shared meaning making is essential to help the network evolve.

The most networked results come when a common population result is created. **“Beginning with the result, a sense of common purpose is born and creates a forward energy that captivates leaders and is the point of initiation into the work.** It provides a platform that over time scaffold leaders’ commitment from a narrower agency focus to a results focus for a whole population.”

*[Theory of Aligned Contributions, pg. 6]*



*Image from Network Weaver Learning Lab courtesy of Tracy Nguyen, [hellafly.graphics](https://hellafly.graphics)*



# Relationships & Power

**“It is the relationships that create  
the [network] culture”**

- Allen Frimpong

## COLLABORATION

To get to this type of deep, systemic change, almost every network cited collaboration among many different stakeholders (many of them organizations rather than individuals) as a key part of their strategy.

## INTIMACY & VULNERABILITY

- Devoting time to intimacy
- When we made the most progress was when we allowed ourselves to feel emotionally. There were brave words, thoughts, actions.
- We built enough play into agenda (cooking together, sharing food, music). Helped us unlock our minds and play. Perhaps led us into focusing in on art.

## CONNECTION & COLLECTIVISM

- Valuing collectivism and collective work in the dominant US culture of individualism

## INCLUSION

Effective collaboration efforts require engagement of a diverse group of stakeholders to get “all the right eyes on the problem and the benefits of multiple perspectives.”

*[Leadership and Large Scale Change, P. 18]*



*Image from Network Weaver Learning Lab courtesy of Michelle Gislason*

# Relationships & Power

## → DEAL WITH POWER HEAD ON

Issues of power must also be addressed. “Bridgespan points out in their research that strong collaboratives ‘must **work to create and maintain an inclusive table where large and small organizations have voice.**’ In the Building Healthy Communities initiative, they found that you cannot erase power differentials but you can find ways to equalize standing, voice, and influence. Cultivating a strong power lens and strategies for engaging and equalizing power differentials is an important part of leadership work in most contexts.”

*[Leadership and Large Scale Change, P. 20]*

## TAKE -AWAY

“ Having gone through the Strong Field Project (SFP) process together and knowing we were building on legacy gave us a lot more trust and comfort with each other than normally a group of people would have had. We spent a lot of intense time together. At one point or another, we all upset and annoyed each other. I was never worried that the planning team didn’t want to continue working together.

*-- Interviews with Network Weavers on  
Movement Mobilization Institute and Art as  
Liberation Projects*

# Relationships & Power

“ Effective movement network spaces create a shared culture and mindset among their members, and leaders play an important role in modeling that mindset...while each network culture is unique, all of the effective networks we have studied **do two things very well: build trust and embrace change**... a bedrock foundation of trust and an openness to change can help movement networks navigate (if not resolve) the many challenges inherent in movement building.

*[Creating Culture: Promising Practices of Movement Networks, p. 19]*



*Image from Network Weaver Learning Lab courtesy of Tracy Nguyen, [hellafly.graphics](https://hellafly.graphics)*



# Energy & Experimentation

## → Creating opportunities for experiential or action learning.

- ◆ Network action follows members energy and interest towards network purpose.
- ◆ Structured experiments can offer a pathway for action and learning. For example, TIL's experiment with participation stipends (see take-away example).



Image from Network Weaver Learning Lab courtesy of Tracy Nguyen, [hellaflly.graphics](https://hellaflly.graphics)

## TAKE -AWAY

“ We had a steadfast commitment to equity and justice in our experiment and wanted to explore equity as both a means and an ends.

Our ends was equity in DV organizations. Our means to get there was a process of experimenting with the division of stipends for TIL participants as a way to test the pursuit of equity in DV organizations.

-- Interviews with Network Weavers on Thought Innovation Lab (TIL)

# Roles & Containers

The technical elements for network administration and coordination included at least one dedicated staff person. Staff roles ranged from providing financial and administrative support to managing or coordinating network communication and in-person convenings.

Participants in networks had many different names: founders/incubees (Bee Space), members (Women's Funding Network, Funders for Reproductive Equity), practitioners (Energy for All Network), and refer to both individual players and organizations. In most (but not all), these roles were compensated.

**The infrastructure for engagement in the networks we looked at varied, but generally fell into three categories:**

- Information sharing via databases, online resources, directories, and other tools
- Live virtual and in-person learning opportunities, such as: trainings, coaching, skills workshops, webinars
- Larger scale and/or longer term opportunities for deeper engagement via In-person convenings, conferences, and collaborative projects

## Network

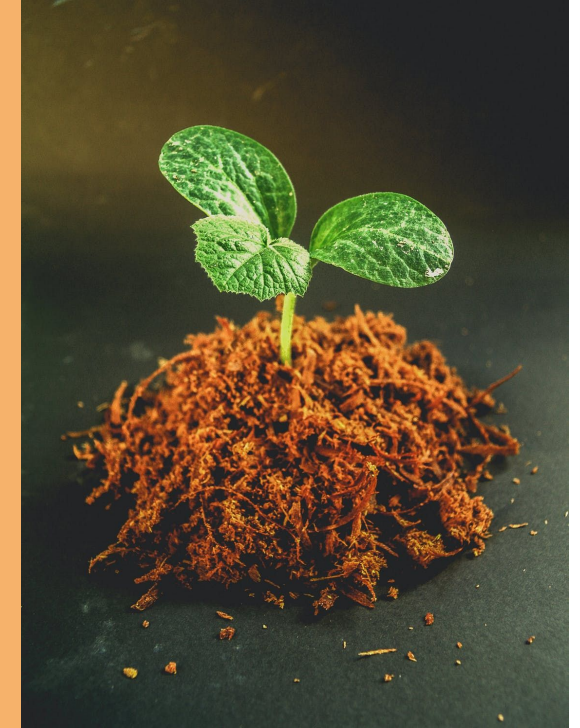
## Elements

**Key technical elements these groups identified as foundational for sustaining a strong networked space:**

- **Dedicated staff**
- **Technical assistance**
- **Opportunities for education and learning (through webinars, workshops, trainings, and in-person)**
- **Sharing space (via in-person convenings, or in some cases, physical office space)**
- **Providing capacity and administration, and centering innovation**
- **Access to financial and HR resources and support**
- **Sometimes geographic and or/long-term commitment**
- **Informational resources (like toolkits, factsheets, and access to databases)**

# Roles in a Developed Network

- Build trusted relationships between multiple sectors and communities
- Convene partners across state and sectors
- Generate conversation among diverse partners
- Identify newly arising (systemic) barriers so they can be addressed
- Provide greater access to technical assistance providers
- Facilitate access to relevant expertise (including lived experience), information and resources
- Disseminate information about innovative approaches and policy priorities
- Disrupt the status quo in the name of creating system change (ex. support litigation)
- Contribute to movement; use innovation and creativity to inspire people to action
- Curate relevant data, information, planning documents and other resources, and ensure community input is reflected



Source: Curtis Ogden <http://interactioninstitute.org/whats-our-job-getting-clear-on-network-functions/>

# What GAPS exist in networked spaces to end relationship-based violence in California?

## Central Organizing Body

- Projects often had no institutional home -- and therefore, needed more scaffolding to support the work overall. Either there was not money budgeted for this type of support or weavers had trouble taking full advantage of the support due to challenges with aligned support, role clarity, and/or power (see below).
- Projects needed a central organizer or shepherd of the work. Someone who could hold the thread of the work and ensure things moved forward.

## Aligned Support

- People supporting projects (usually consultants) often brought their own agendas into the picture, which prevented true centering and grounding in the work.
- Need criteria for how to evaluate/choose project managers and consultants.
- Need funders who are aligned with and truly understand the work of networked leadership and how it is distinct from organizational leadership. A willingness to explore new territory.

## Role Clarity & Power

- Projects need ways to get clear around roles and what kind of network weaver they need (eg. logistics, EQ, facilitation, content expert).
- Conveners have a lot of control and power (eg how you set the agenda, gathering reading material).

## TAKE -AWAY

“ This work isn’t our main source of income/job. Result was burnout, arguments, exhaustion. It was our hearts, brains, souls feeling depleted. Project was something else on top of other things. Some individuals carried a lot of the weight.

*It’s an extra. It’s not the basics for the role (eg essential or critical to org role). When we are already in jobs where we feel like we don’t have enough time to do the job, that “extra” feels extra heavy.*

*Support folks often came with their own goals that were unspoken. We felt frustration on planning team calls as we intuited someone else’s agenda in trying to drive the project.*

**-- Interviews with network weavers on  
Movement Mobilization Institute and  
Thought Innovation Lab**



## How are networks responding to needs and filling those gaps?

While there are indeed core needs and gaps in California networks to end relationship-based violence, there are also networks employing comprehensive systems approaches—with sharing resources (space, money, knowledge/tools), building relationships, and improving communication as primary areas of focus—that fill in gaps, harness strengths, and amplify work already being done.

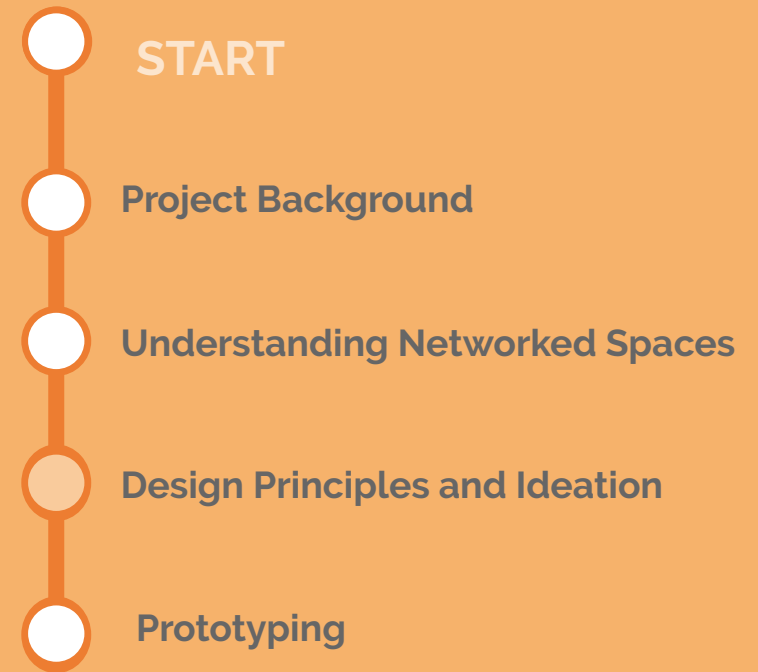
The following slides provide what influenced the weavers during the ideation process and what design principles to call upon.

“ We define innovation in transformative terms — transforming both for the people who engage in it and for the systems that are subjected to it.

- Bee Space

# Design Principles & Ideation>

WHAT WE WERE INFLUENCED BY  
AND EXPERIMENTED WITH





# Guiding Questions

## These were the questions we started out with:

- Is this type of space perceived as important in the field as it surfaced in our design of the NWLL?
- What is appetite/alignment of alumni and key stakeholders to actively engage in a space like this?
- How to provide an infrastructure that allows network leaders to engage and emerge?
- What structure supports a decentralized, self organizing network; that supports experiments and collaboration, and learning through diversity?
- How to best hold space and redistribute power without becoming a seat of power?
- What roles are needed and what support do those roles need?
- How much of this is a physical space, a virtual space or some combination of both?
- Who are the key people and organizations whose participation is crucial for success?
- Who (if anyone) should hold anchor roles-- an organization or a group of individuals who have network weaving strengths and would simply need a sponsor?

# Ideation and Prototyping >

**How might we build a home,  
not a fortress for a thriving network space\*?**

- Purpose
- Relationships & Power
- Energy & Experimentation
- Roles & Containers
- Funding

The feasibility study sought to answer this and other questions using a design process of ideation followed by prototyping with a subset of our advisory team and the NWLL participants.



# 5 Elements of Thriving Justice Ecosystem

This framework developed by Management Assistance Group and tested in NWLL is a design cornerstone of the prototypes

## ELEMENTS of a THRIVING JUSTICE ECOSYSTEM

### THE PATHWAYS TO JUSTICE

Transformative change requires significant shifts in what we do, how we do it, and who we are while we are doing it. That means tending to five overlapping, and mutually supportive elements critical to shifting all levels of systems toward love, dignity, and justice. It is in the interplay of these five elements that we find the roots of a thriving justice ecosystem.

#### ADVANCING DEEP EQUITY

Deep equity is being in the continuous and ongoing practices necessary for people and the planet to experience love, dignity, and justice. It is not a destination. Deep equity draws on recognizing and healing the negative impacts of our identities, stepping into the positive impacts of our identities, as well as the power of difference to access deeper understandings, approaches, and ways of being to transform people, institutions, and systems.

#### EMBEDDING MULTIPLE WAYS OF KNOWING

Multiple ways of knowing include the many ways we understand and engage with the world such as through our experiences, art, ancestral wisdom, learnings from the natural world as well as more rationalist approaches often overprivileged by U.S. dominant culture.

#### CULTIVATING LEADERFUL ECOSYSTEMS

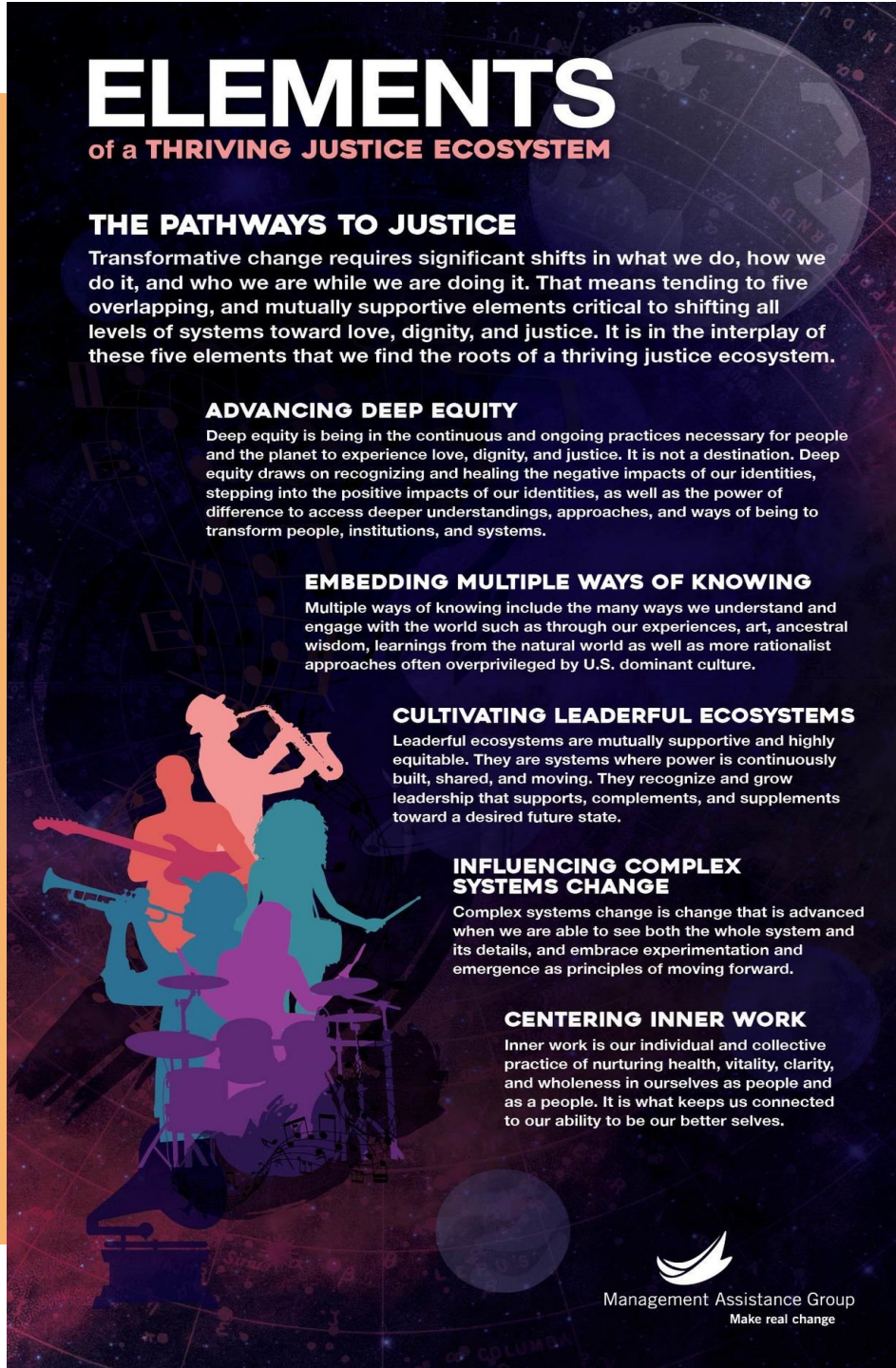
Leaderful ecosystems are mutually supportive and highly equitable. They are systems where power is continuously built, shared, and moving. They recognize and grow leadership that supports, complements, and supplements toward a desired future state.

#### INFLUENCING COMPLEX SYSTEMS CHANGE

Complex systems change is change that is advanced when we are able to see both the whole system and its details, and embrace experimentation and emergence as principles of moving forward.

#### CENTERING INNER WORK

Inner work is our individual and collective practice of nurturing health, vitality, clarity, and wholeness in ourselves as people and as a people. It is what keeps us connected to our ability to be our better selves.



Management Assistance Group  
Make real change

# PURPOSE & VALUES

The purpose of this particular networked space is to **end relationship-based violence in California**. How might we center liberatory and transformative practices in this space? The possibilities are endless when we **CREATE CONDITIONS** for critical connections, boundless creativity, and self-organizing systems from which we can imagine “visionary fictions” and collaboratively ideate, using our diversity and differences to fuel our innovation.

## KEY VALUES:

**Intentional Practice of Stepping Outside of Dominant Paradigms.** This practice is applied to all aspects of the project, including funding, staffing/structure/roles, and operations.

**Power sharing** – including the interchanging of roles of participant and facilitator to engender a collective responsibility for maintaining the sacredness of the space we create;

**Total transparency** around finances and resources available to the project and a collectively determined process for how those resources get allocated and used;

**Intergenerational healing** -- inviting participants from a diversity of age groups, ranging from youth to elders, into both the sacred space, and into the cohort experience;

**Increased diversity of participants** -- in addition to continue to empower the voices of women and people of color, opening up to embrace participants who: have used violence or who have harmed others in the past; who are genderqueer, gender nonconforming, or gender fluid; and who identify as men, and specifically men of color; and finally, and perhaps most importantly, the use of a wide range of **integral healing practices**, focusing on mind, body and spirit—including mindfulness, meditation, somatic grounding practices, visual, literary and performing art, cultural offerings, etc.

# RELATIONSHIPS & POWER

## Trust

Cooking and breaking bread together. Collective action with clarity of purpose/intentions/strategies. Balance relationship and forward momentum with one another.

## Time

Allowing relationships to take shape over the course time, giving attention to the changes that happen. Additionally, allowing time to develop shared understanding.

## Radical Inclusivity

Honoring the wholeness of each person at the table in whatever capacity they are able to be there.

## De-center Whiteness

A commitment to de-center whiteness and interrupt habits of white dominant culture

## Shared Language/Shared Purpose

Common understanding of some shared language and a shared purpose horizon.



## Generative Tension

Understanding the foundation/accumulation of experiences that came before you and what you're bringing into the room. (being willing to participate in individual healing as it relates to the collective). Agreeing to a process for when generative tension arises. We explore the tension between what we want to build and what we want to deconstruct. Then we will each be able to move deeper into liberated practice in the ways that make sense for each of us.

## Intentional Discomfort

Individual willingness to interrupt the white dominant habit of "right to comfort" and to enter and stay in discomfort and tension as a practice that contributes to generative space.

## Key Question

*How might we cultivate liberated relationships with self and others?*



# ENERGY & EXPERIMENTATION

## Autonomy and Self Direction

Experimentation allows people to go and take action where there is energy and collaborate with others.

## Leaderful Space

Since there is little formal hierarchy network members must negotiate together the relationships and power dynamics present.

## Fractal Approach

Starting with small experiments that are a reflection of larger problems and inquiries allows network members to get unstuck and risk failure.

## Sharing Learnings

In the spirit of collective growth and that not everyone in a network has to do everything, having regular places either virtual or in person to share learnings and make meaning is important

## Rigor and Documentation

Developing an inquiry question, an assumption/hypothesis and measures for success before experimentation allows members to have a shared understanding of the experiment and provides touchpoints for reflection and assessing if the experiment failed. Documentation of this design as well as the outcomes and learnings ensures that learnings can be shared across the network.

## Reflection

Most leaders are constantly trying new things. Having a frame for experimentation that includes reflection ensures that meaning can be made together and encourages slowing down in order to integrate learnings into new iterations or other areas of work.

## Key Question

*Given the network's energy, how might practice liberation now?*

# ROLES & CONTAINERS

## Importance of emergence

- Specific roles will emerge through a shared process, both to answer the question of WHO would fill roles and especially the question of WHAT the roles are needed to benefit the whole (see *Sociocracy and Leadership and Self-Organization*: <https://www.sociocracy.info/category/history-theory/leadership-self-organization/>)
- We envision the leadership group engaging in a process to identify strengths (through strengths mapping) and naming the roles/activities that are needed for each of the prototype projects.
- There are pitfalls to using a flexible structure to name roles -- for example, tasks falling through the cracks, resentment from some who feel the load is not being shared, different tasks being valued over others (operation work versus visioning work). The process of collectively mapping strengths, talking through shared leadership, and exploring stepping outside of white dominant leadership will be essential to avoiding pitfalls. It should include a process for responsibility, feedback and accountability.



## Key Question

*How might we create shared leadership, responsibility and ownership of this space?*

# ROLES & CONTAINERS

- Roles have to be flexible. Everyone gets opportunity to assume leadership and move between roles.
- Roles should reflect the fluidity of networks.
- Roles also need to be clear and understood by everyone.
- Along with clarity around roles, we need clarity around decision making.

## Who Might We Need Cooking With Us?

**Drivers** move the work along.

**Principles** hold the boundaries and protocols of the group and make high-level decisions.

**Weavers** connect the dots and make-meaning, and facilitate the whole being more than the sum of the parts.

**Operationalists** attend to logistics and infrastructure.

**Supporters** show and do what needs to be done, contribute to the work and its progress, and help make meaning without a formal role.

**Storytellers and memory keepers** helps us document progress, holds the throughline, tells our story.

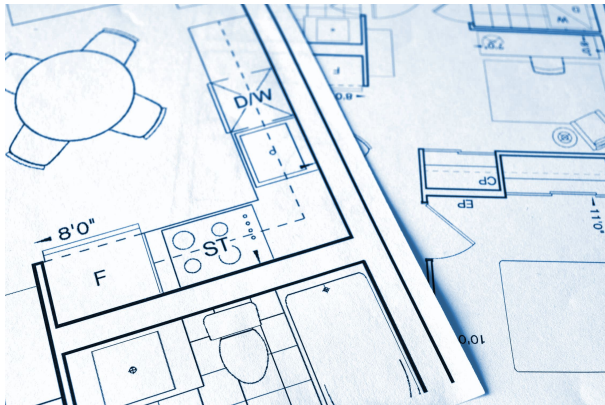
**“Special forces” or “special ops”** can be called into the work on an “as needed” basis to bring their speciality to the table.

*Inspired by Netcentric Campaigns, June Holley, Norma Wong, and MAG.*

# CONTAINERS

## What kind of kitchens should we build?

**Emergence** -- Answers to many of the questions around roles, structure, space, funding, compensation, are an **INTEGRAL PART** of the experimentation process, meaning that the value that we are committed to is that “we” (the people who happen to be working on this on the front end/behind the scenes) are not the ones deciding how all of this works, but rather we are engaging in partnership with all participants to co-create the experience. Having a traditional leadership team create a structure would mean neglecting one of the other main values of lifting up existing strengths in our network, and a deep understanding that none of us knows everything about anything.



## A Vision:

“ *Let’s create an ecosystem base for free radicals to thrive that has the basics of what people need with things like:*

- *healthcare,*
- *working and meeting spaces,*
- *pools of money and fiscal sponsorship.*

## Key Questions

- *Who **owns** the kitchens? Are they co-ops?*
- *What does **equity** look like in a network?*



# CONTAINERS

## How should kitchens be equipped?

# Move money to move power.

Let go of 501c3 container and have money live in a location that can be accessed easily without a lot of funder hoops.

**Communication systems** that people can tap in and out of with a goal of tender transparency, that involves operating in a way that is easy for others to see what is happening, even if the process or product is not yet complete. This often requires some coordination or synthesis, as well as vulnerability.

**Porous and liberating structures** that invite people to flow in and out of the house. Structures that acknowledge what people have to figure out to get in the room and honors various forms of participation. And that provide “just enough” of specific accountabilities and power to specific individuals for specific tasks by democratic procedures, requiring those to whom power has been delegated to be responsible to those who selected them. Distribution of authority among as many people as is reasonably possible to prevent monopoly of power and realistic rotation of tasks among individuals so that responsibilities are not seen as someone’s “property” or domain\*.





# FUNDING

How do we power the kitchen(s)?

## A Vision:

“ *How might we hold gift or solidarity economies at the center of funding?*

- *creating an economy where everyone thrives*
- *exploring existing solidarity economies,*
- *interrupting our habits of capitalism.*



# FUNDING

## How should we tend to the fire?

### Burning Questions:

- How can we **move past “what funders want”** to be truly innovative?
- How can networks be funded in a way that centers **network collaborations as urgent and essential**?
- How can funding also recognize that for active network members **it’s an extra on top of other organizational work**?
- How can we house (but not centralize) **free flowing resources**?
- Can we create new practices around money/resources to make sure we **don’t replicate the competition and scarcity habits that show up around funding**?



# FUNDING

Can funders and networks work in the spirit of an “Honorable Harvest”?



## HONORABLE HARVEST

*Ask permission...Abide by the answer.*

*Never take the first. Never take the last.*

*Harvest in a way that minimizes harm.*

*Take only what you need and leave some for others.*

*Use everything that you take.*

*Take only that which is given to you.*

*Share it, as the Earth has shared with you.*

*Be grateful.*

*Reciprocate the gift.*

*Sustain the ones who sustain you, and the Earth will last forever.*

[ Robin Wall Kimmerer |

<https://www.yesmagazine.org/issues/good-health/the-honorable-harvest-lessons-from-an-indigenous-tradition-of-giving-thanks-20151126> ]

# Prototyping>

WHAT WE WE ARE PROPOSING





# ABOUT THE PROTOYPES

As the previous slides demonstrate, the ideation process came up with many ideas and even more questions to consider. This was a messy, meandering, generative process. **Our intention was to give you a taste of the process.**

A prototyping team then took these ideas and questions into consideration along with the online and interview findings and their own experience in networks and **proposed two prototypes for a network space** that would be the backbone support for continued experimentation, co-creation, and collaboration for the NWLL and other network projects in the movement to end relationship-based violence in California.

We began by posing the question “**How might we support healing, experimentation, collaboration and emergence?**” A good deal of planning and ideation was integrated with the process of literally cooking a meal together, which allowed us to center into the heart and connection of the work. It allowed a certain humanity to the process and enabled us to continue to think outside the dominant narrative. **We are proposing a science lab and a community kitchen** that include different possibilities in the way they can both play out individually and in harmony with each other. For example, the science lab could be a combined virtual and in-person Lab space, and a community kitchen could be an incubator model of a social enterprise that supports different projects to take off and grow.

The prototypes focus directly on **Relationships and Power as well as Roles and Containers**, while inherently including how energy and experimentation plus purpose and values would manifest. The scenarios that follow take into consideration more technical aspects of container and directly addresses funding. Note that these are sketches of prototypes, not a proposal.



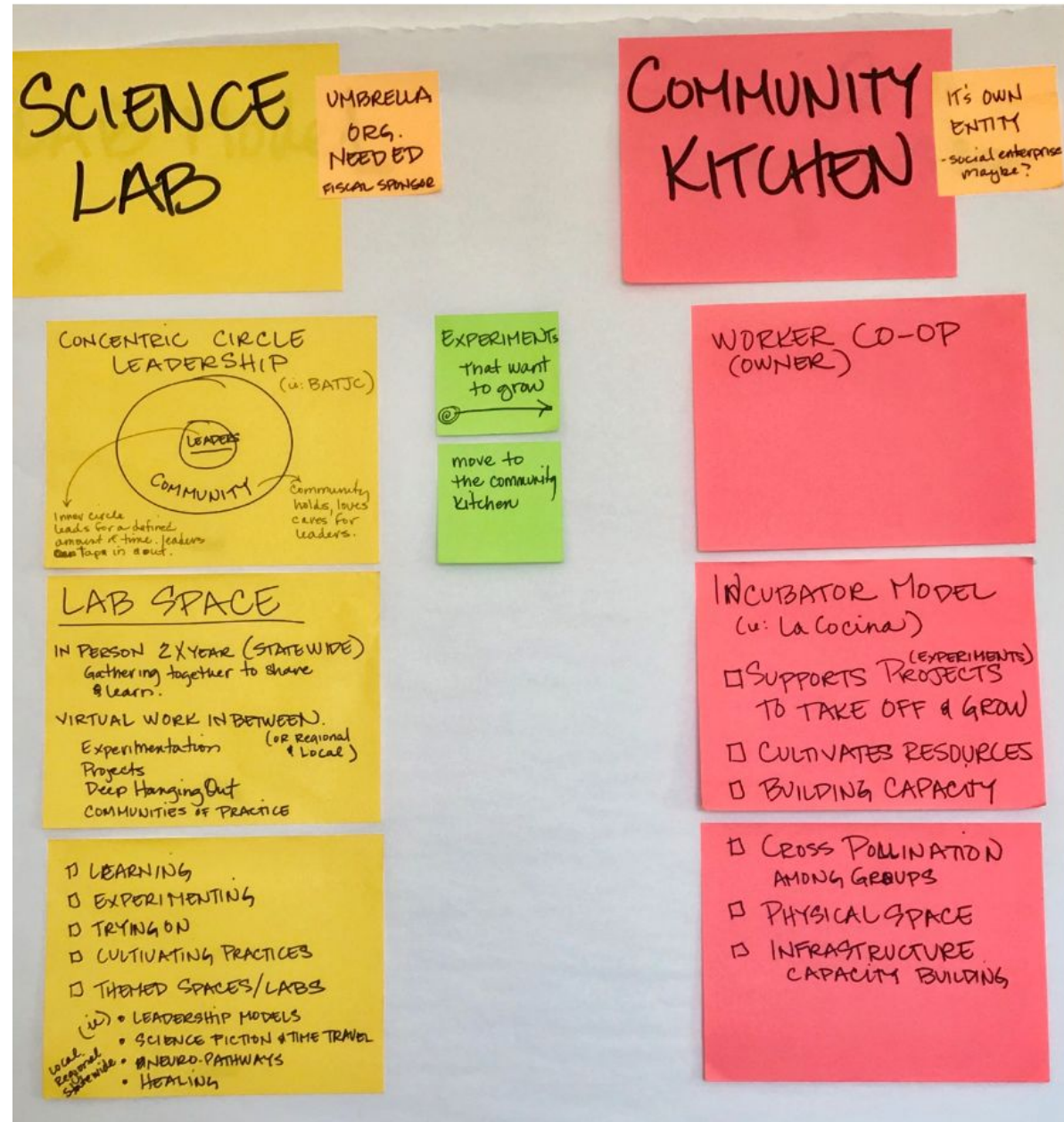
*Image from Network Weaver Learning Lab courtesy of Tracy Nguyen, [hellafly.graphics](https://hellafly.graphics)*



# PROTOTYPING MODELS FOR LIBERATED NETWORKS

## Two Visions:

1. Science Lab
2. Community Kitchen



# SCIENCE LAB

The idea for the Science Lab emerged as a 2.0 version of Network Weaver Learning Lab (NWLL). A lab space where weavers meet in person two times a year and virtually during in between times. It is a space for learning, trying on, and cultivating practices. A space where relationship-building, healing, and generative conversations continue amongst weavers across the state. What makes this lab different from NWLL is that it tests a different form of shared leadership as well as what is needed for us to hold learning lab and experimentation space with each other on a continuous and ongoing basis.

inspired by...



# COMMUNITY KITCHEN

The community kitchen is an incubator or free radical workspace for projects that pursue systems change in pursuit of a liberated world. Experiments that might live here would be Art as Liberation, Movement Mobilization Institute, Thought Innovation Lab, Connection to Land, Lettuce Explore Our Roots, Habit Dashery. We are testing how a worker-owned cooperative model can support radical networked leadership.

inspired by...





# SCIENCE LAB: RELATIONSHIPS & POWER

## Participant Experience and outcomes based in Values and Purpose

- **Cultivate beloved community**
  - Participants will be able to identify, share experiences and cultivate allies
  - Participants will practice suspending guilt and shame in order to do the work of transformation
  - Participants will establish a greater social connection that deepens trust, collective responsibility, readiness for risk taking,
- **Deepen intersectional and racial equity**
  - Participants will exam the historical accumulation of anti-blackness that exists in communities of color
  - Participants will uncover the ways in which we uphold the culture of oppression and dominance
- **Integrate and advance transformative leadership**
  - Participants will practice cross disciplinary collaboration
  - Participants will experiment, fail, and pivot to support learning from discomfort.
  - Participants will practice adaptive processes to meet challenges in the moment
  - Participants will engage in rotating and shared facilitation and cultivate collective responsibility
  - Participants will develop and practice new ways of being to develop conditions for change
- **Healing from harm inflicted by oppression**
  - Participants will practice awareness and connection to their bodies and our planet, grounding in a physical practice and acknowledging tension
  - Participants will reflect and put voice to stories of oppression as well as resilience
  - Participants will explore connection to spirit and share spiritual traditions
  - Participants will practice action rather than reaction, by identifying and expressing emotions with rather than at one another
- **Community Impact (both network AND individual spheres of influence)**
  - Develop a practice for liberation and connection
  - Creating conditions to cultivate collective responsibility, moving from accountability to sacred duty
  - Practicing models that make finance decisions and resource sharing transparent
  - Co-create, co-learn and collaborate across generations
  - Practice multiple ways of knowing, and lean into “both/and” thinking
  - Integrating healing practices for the mind, body and spirit—including mindfulness, meditation, somatic grounding practices, visual, literary and performing art, cultural offerings, etc.

# SCIENCE LAB ROLES & CONTAINER

## Experimenting with Concentric Circle (shared) Leadership:

The science lab is an opportunity to try on a more fluid and emergent leadership structure.

It starts with a small group of 5-6 people that will initially energize the roles that are required to launch the lab (drivers, weavers, operationalists, memory keepers). They may also uphold the values/intentions of the space as the principles. Participants or community members can tap in and out of roles in an ongoing way. Anyone in the community can be part of the leadership circle.

### The core leadership circle...

- Is primarily responsible for holding the first two years to initiate the pace and rhythm of activities.
- Sets up teams to plan the first two convenings and four to six virtual sessions
- Brings together teams who help to make gatherings happen. For example, they might bring together a team of people excited about convening a group of peers for the purpose of ideating and experimenting around Food As a Pathway to Healing. **They** would be responsible for planning and coordinating the first gathering. Decisions would be made with the consent of those delegated to implement them.

### The participant circle...

- contributes to the work and its progress and helps make meaning without a formal role. Anyone in the community can be part of the participant circle.

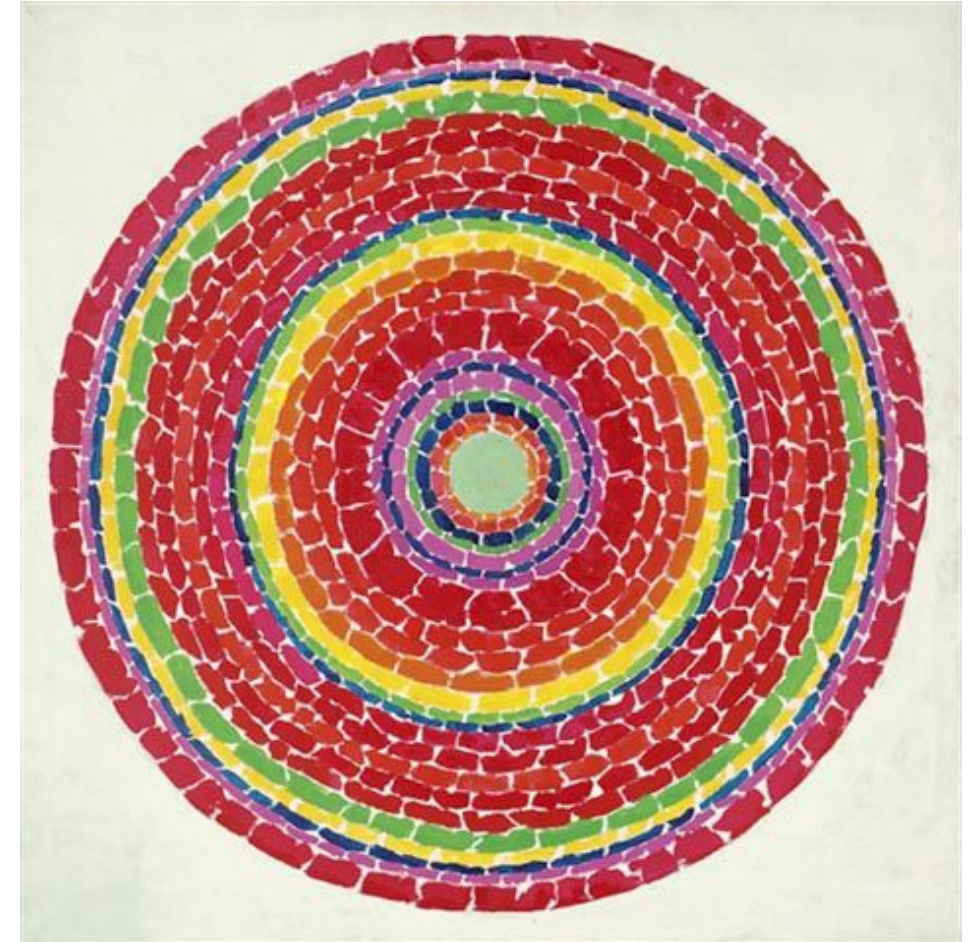


Image:

<https://www.wikiart.org/en/alma-woodsey-thomas/springtime-in-washington-1971>



# SCIENCE LAB ROLES & CONTAINERS

## Containers for Gathering in Person and Virtually:

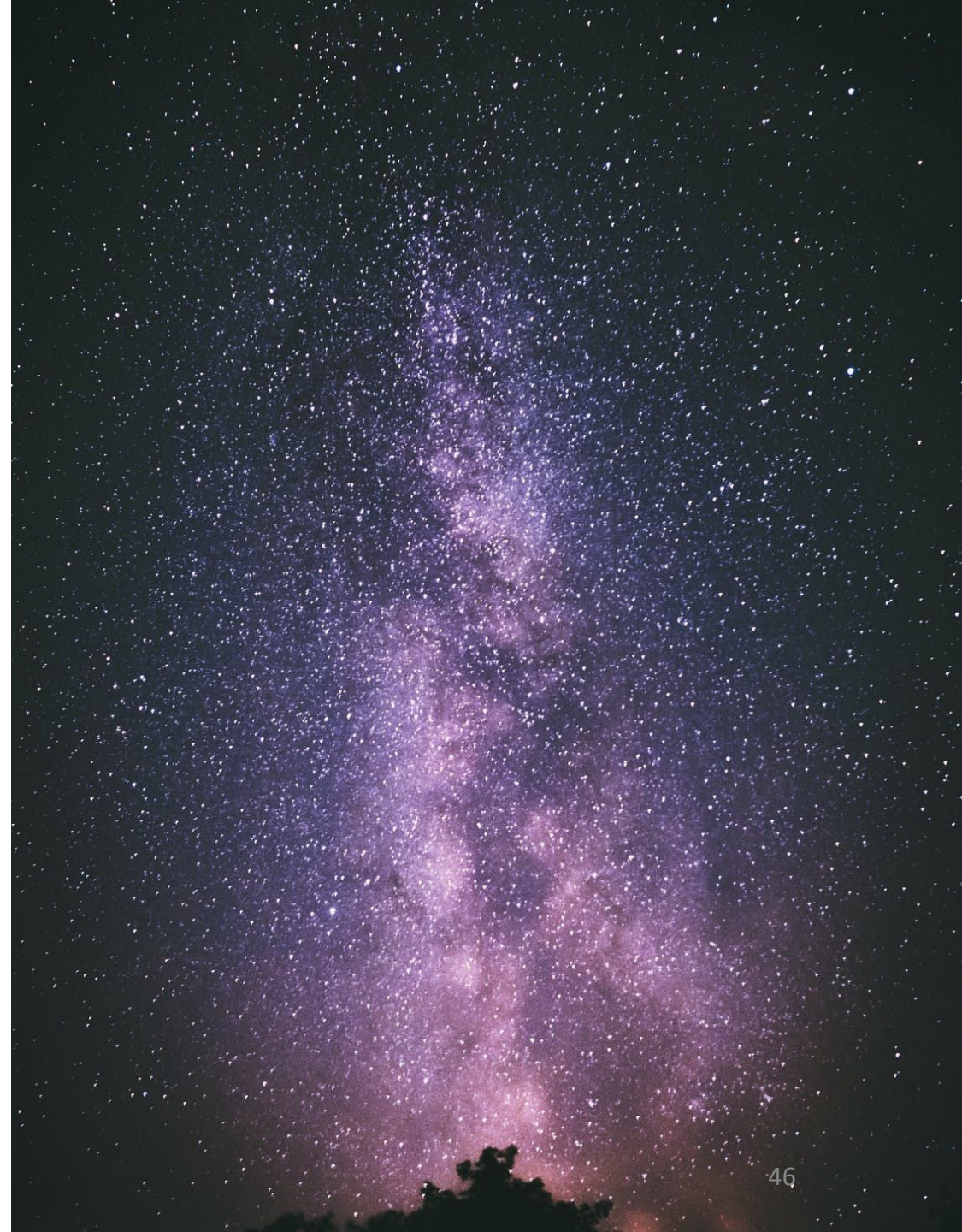
The lab would plan two convenings and four to six virtual sessions in first two years for learning, trying on, and cultivating practices. Gatherings would take place at hosted sites. Virtual sessions would take place via Zoom video platform. Co-working spaces in Northern and Southern California would be identified for regional meetings.

## Containers for Circle Work:

- Leadership and participant circles would meet quarterly via Zoom platform
- GoogleDrive and Slack platforms would be engaged for virtual collaboration

## Compensation would be considered for all levels of participation:

- Core leadership circle and participants would be compensated
- Tiered compensation would be considered — “participant circle” at one tier, “leadership circle” at another tier, based on level of participation and capacity to participate.
- Circle members would receive benefits via fiscal agency





# COMMUNITY KITCHEN: ROLES

## Roles

- The worker Co-op Leadership Circle
  - Works to Identify the collective needs of the co-op:
    - Health Care (potential idea: co-op members put in money to funding pool for sick time)
    - Securing and maintaining a shared workspace
    - Other needs
  - Nurtures the conversation and connection between projects, opportunities for cross collaborations



## Approach to creating Roles Across the Co-Op:

- The approach to creating roles should consider: how do we do this without being another seat of power? The approach should reflect the groups values and acknowledge that there are universal “roles” and “needs” that any network/project needs to have.

We want to hold a value of emergence by inviting any participant to fill any role, based on appetite, capacity, and skill set, and avoid these roles becoming staff positions or gatekeepers that start to hold more value, or feel more permanent than roles on project teams.

We also want to hold the value of not naming these roles in a traditional or dominant culture way, so as not to get mired in a dominant culture way of thinking or being.

## Examples of potential roles:

- “Space Keepers”: Traditionally known as “operations” or “facilities maintenance”
- Members who keep eye for potential funding opportunities
- Members keeping an eye out for potential collaboration across projects so we’re not reinventing the wheel
- Members who manage accounting / paying the rent / bills
- Evaluator(s)

# COMMUNITY KITCHEN: ROLES

- **Leadership Circle** = every project housed in the Co-Op has 1-2 representatives who participate in the leadership circle who support the Co-Op generally and the specific projects. Every member has a vote/voice.
- **Project Members** = These are leaders from existing projects who want to be part of a worker Co-Op. These could be network members leading experiments created in the Science Lab who are ready to grow, find funding, and become more established. This would be to build and to scale it into a larger reality. You would bring your own money and your own team. There is conversation and connection between.



# COMMUNITY KITCHEN:

## Examples of previous experiment inquiries that could grow

### **Writing Our Connection to the Land:**

How might we explore the practice of healing ourselves and giving medicine back to the earth as a parallel or metaphor for healing our families and communities?

### **Habit Dashery:**

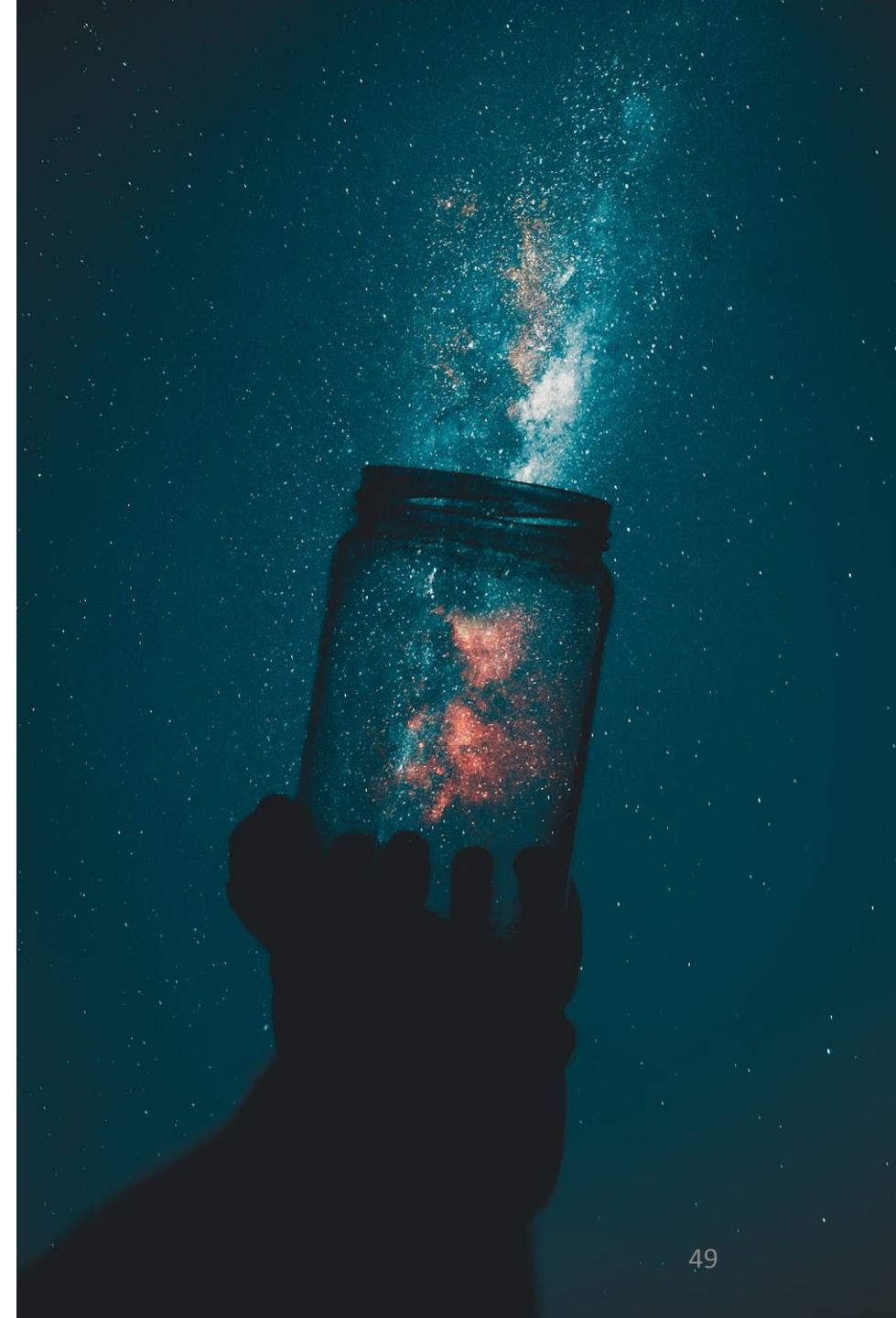
How might liberated relationships with self and others de-center whiteness and interrupt white dominant culture habits?

### **Flip the Script/Script Flipped:**

How might we catalyze cross movement dynamics and relationships that accelerate an integrated approach to collective liberation?

### **Lettuce Taco 'Bout Our Roots**

How might we center food as a vehicle for our individual and collective liberation?





# COMMUNITY KITCHEN CONTAINER

## *Background on Cooperatives*

### Worker Cooperative Information

“Worker cooperatives are business entities that are owned and controlled by their members, the people who work in them. All cooperatives operate in accordance with the Cooperative Principles and Values. The two central characteristics of worker cooperatives are: (1) worker-members invest in and own the business together, and it distributes surplus to them and (2) decision-making is democratic, adhering to the general principle of one member-one vote. The international worker cooperative federation CICOPA established basic standards for worker cooperatives in the World Declaration on Cooperative Worker Ownership (also known as the Oslo Declaration) at a meeting in Oslo, Norway in 2003. The US Federation of Worker Cooperatives has signed on to this document.”

### Legal forms

“The corporate form for cooperatives varies. In states where there are cooperative incorporation statutes, businesses can incorporate as worker cooperatives. In states where there are no such statutes, democratic workplaces can take a variety of forms: S or C corporations, LLCs, etc. Whatever its incorporation status, a worker cooperative must create, in policy and practice, mechanisms for workers to make the decisions that affect the functioning and governance of the business.”



*Source and Inspiration:*  
*Cooperation Richmond*  
<https://cooperationrichmond.wordpress.com>

# RELATIONSHIP BETWEEN SCIENCE LAB AND COMMUNITY KITCHEN

## How could these prototypes connect?

- Potentially a cyclical relationship: if an experiment in the Science Lab is ready to become a more established entity, those leaders could become members of the Community Kitchen, but there is no expectation for experiments to become part of the Community Kitchen.
- There could be overlap in leadership between Community Kitchen and Science Lab. Perspective of people who are looking at both things would be valuable.
- They could also be independent from one another
- The Science Lab could also be a project member within the Community Kitchen worker Co-Operative.
- The group running the Science Lab experiments could decide to be an established entity of the Co-Op but this is not expected at this time.





# SCENARIO 1: CALIFORNIA NETWORK SPACE

This scenario would experiment with both the science lab and community kitchen (incubator) for California network weavers. Funding would be provided by an anchor funder (like Blue Shield of California Foundation) along with California funders investing in gender justice and a fiscal sponsor would be identified by the group (Tides, MAG, MSC Innovation Center as identified possibilities).

- Co-working spaces in Northern and Southern California would be identified for regional meetings.
- Weavers would meet virtually using web-based platform
- Group would self organize around key areas
- Leadership circle would meet quarterly
- Circle members would be compensated and receive benefits via fiscal agency. While members would be compensated differently at different levels of participation, elements of livelihood would be accessible to all

## Proposed Budget\*

**\$500,000** for one year to self-organize and launch

**\$1,000,000** for each year of continuation

## Key funding considerations:

- If funding requires a fiscal sponsor, the project will approach agencies that would be a good fit with that funding source. This will be done while holding the central idea that this is one way to structure funding, but not the only way.
- Consider some kind of funding pool (model from worker/owner coops) and create an exploratory funding taskforce that explores cooperative models and equity infused investment opportunities
- People could apply for their own grants to support individual projects
- There could be an initial grant to kickstart, and then subsequent grants to support.

*\*Informed by operating budgets of interviewed networks*



## SCENARIO 2: CONNECT TO NATIONAL NETWORK

Scenario 2 would explore a *potential partnership* with the [Resonance Network](#), which is the national network that emerged in the scan as the most similar (and potentially aligned) with the work in California. The purpose of this partnership would be to align with a networked space that already exists; incubate experiments within a larger infrastructure; and connect to movement work beyond California.

In this scenario, the Science Lab components might explore how to connect into Resonance's umbrella network, which currently self-organizes around 5 main areas (emerging world view, collective agenda, beloved community, healing, and experimentation). In this way, weavers would be tapping into the broader "WE" of transforming a culture of violence.

Resonance is currently seeking to diversify its funding source beyond Novo Foundation. There are several national funders who see 2020 as a pivotal year to work towards and are potentially seeking to invest deeply in some key states. Each state could run an experiment around network spaces and California would be the state to **experiment the cooperative model of the Community Kitchen**. The intention would be for the work in California to stay as de-centralized as possible, while also aligning towards shared purpose with a national network.

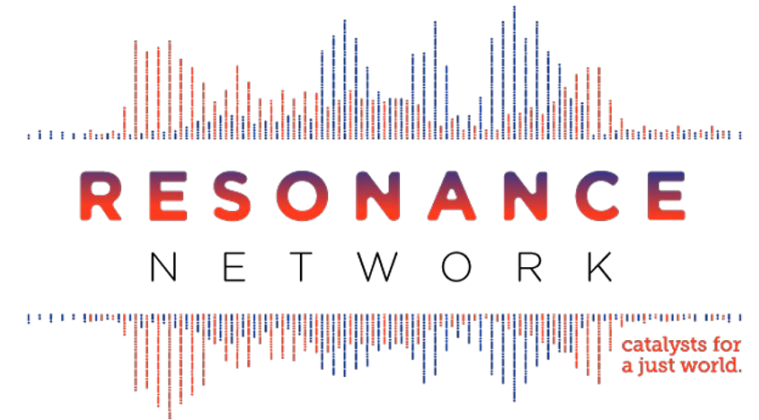
### Proposed Budget\*

**\$1,000,000** for one year to self-organize and launch partnership

**\$2,500,000** for each year of continuation

Note that Resonance Network is interested in exploring this option AND there are important considerations for both networks. See next slide.

\*Informed by operating budgets of interviewed networks



“ Resonance Network exists for folks that want to figure this new world out; to experiment, learn and move together towards a world where violence is not an expected and inevitable part of our lives. Our purpose is to reimagine and practice what is possible and necessary to transform society from a culture of violence to one of interdependent worthiness and thriving.

<https://www.resonance-network.org/about/>

## SCENARIO 2: CONNECT TO NATIONAL NETWORK

Where Resonance and CA Network Weavers Align	What Needs Further Exploration
<ul style="list-style-type: none"> <li>→ Resonance is a network of individuals (not an organizational entity)</li> <li>→ About the broader WE and anyone who has appetite is part of the network</li> <li>→ Purpose is about practice and experimentation to transform the world of violence</li> <li>→ Strategies live between larger “what’s possible” questions and on-the-ground tactics -- embracing a “let’s try it” energy;</li> <li>→ Catalyzes and self-organizes around 5 key areas similar to the work that’s emerged in California (emerging world view, collective agenda, beloved community, healing, and experimentation)</li> <li>→ Is experimenting with <b>sociocracy</b> framework (see sidebar) and has a circle of individuals doing similar work to what is proposed in Science Lab prototype</li> </ul>	<ul style="list-style-type: none"> <li>→ What, if anything, gets lost at the statewide organizing level when national entities partner?</li> <li>→ Would a national network (and funders) support a cooperative model experiment in California that is deeply de-centralized from any seat of power?</li> <li>→ Are national networks in general working all that differently from organizations? Networked leadership is currently grappling with this question as work scales. Kayla Reed, leading organizer of Ferguson October, points out that national stipulations can hamstring or coop local work.</li> <li>→ What governance structure makes the most sense for the network?</li> </ul>

### Sociocracy

A social ideal that values equality and the rights of people to decide the conditions under which they live and work

An effective method of organizing collaborative

Sociocracy is a whole systems approach to designing and leading organizations.

Based on principles, methods, and a structure that creates a resilient and coherent system,. It uses transparency, inclusiveness, and accountability to increase harmony, effectiveness, and productivity.

<https://www.sociocracy.info/about-sociocracy/what-is-sociocracy/>

**“History will tell you there is no one organization that sparks a movement”**

— Kayla Reed

Black, queer, activist and leading organizer of Ferguson October. Prior to the killing of Michael Brown Jr in August 2014, Kayla worked as a pharmacy technician. The Ferguson Uprising catapulted Kayla into activism. <http://kaylamreed.com/about/>



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