



THE POWER 50 EVALUATION REPORT

PRESENTED TO COMMUNITY CHANGE, JULY 2019



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POWER 50'S PURPOSE

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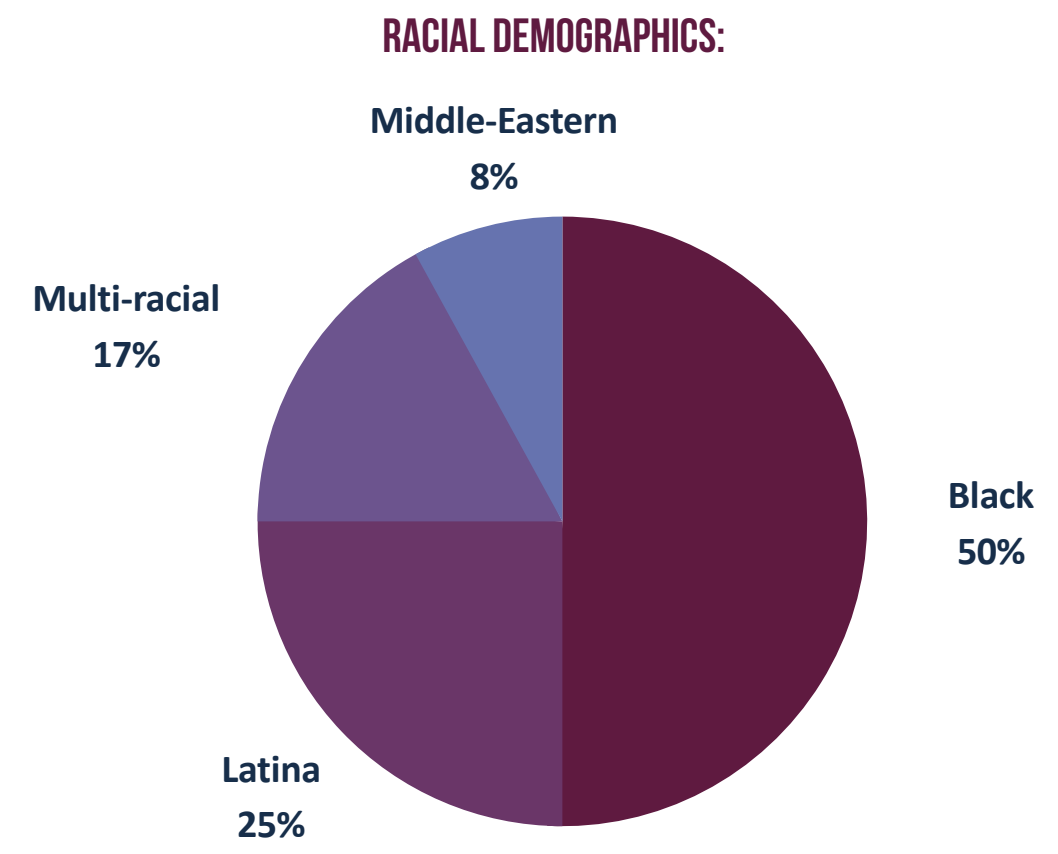
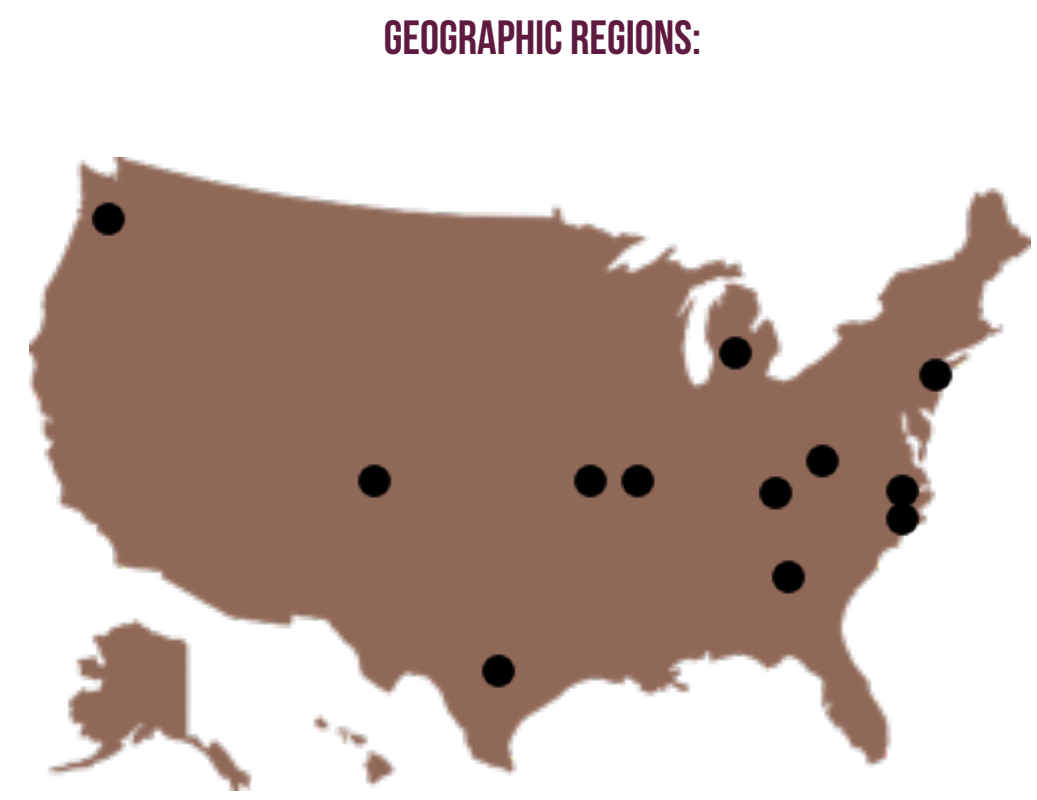
“OUR PROGRAM SET OUT TO PROVIDE WOMEN OF COLOR WHO WERE ALREADY STEEPED IN BASIC LEADERSHIP, ORGANIZING AND MANAGEMENT SKILLS, THE DEEP GROUNDING THAT THEY WOULD NEED TO STAY THE COURSE OF THEIR CONVICTIONS DESPITE RESISTANCE FROM THE OUTSIDE AND, AT TIMES, WITHIN THEIR OWN RANKS. WE WORKED TO MAKE SURE THAT DESPITE WHAT THEY WERE PRESENTED WITH, THEY WOULD BE ABLE TO PROVIDE THE SORT OF LEADERSHIP THE PROGRESSIVE MOVEMENT NEEDS RIGHT NOW TO ACHIEVE ITS LOFTY GOALS OF BUILDING AN AMERICA WHERE EVERYONE CAN THRIVE.”

-TRISH TCHUME, Power 50 program director

PROGRAM PARTICIPANTS

12
WOMEN
OF COLOR

- COMMUNITY CHANGE CAMPAIGNS REPRESENTED:**
-  CLEAN ENERGY (3 - WIN, KFTC, ONEAMERICA)
 -  GEOGRAPHIES (5 - WIN, KFTC, COPA, TOP, ONEAMERICA)
 -  SAFETY NET (2 - COPA, CCO)
 -  ELECTORAL (4 - COPA, CCO, PLAN, ONEAMERICA)
 -  BLACK FREEDOM COLLECTIVE (2 - WIN, 9T05)
 -  IMMIGRATION (3 - TOP, PLAN, ONEAMERICA)
 -  CHILDCARE (5 - MOJUS, 9T05, CCO, WVHKFC, ONEAMERICA)
 -  HOUSING TRUST FUND (1 - TOPEKA JUMP)



EVALUATION METHODS

THIS EVALUATION WAS CONDUCTED BY ZURI MURPHY AND THE SOCIAL INSIGHTS RESEARCH TEAM. SOCIAL INSIGHTS PARTNERED WITH COMMUNITY CHANGE TO:

1. DEVELOP MEASURABLE OUTCOMES CONGRUENT WITH THE PROGRAM'S PEDAGOGY, AND
2. CONDUCT A PROGRAM EVALUATION DURING POWER 50'S IMPLEMENTATION.

TRADITIONAL TRANSACTIONAL METRICS WERE ILL-SUITED TO CAPTURE THE OUTCOMES OF POWER 50. MEASURING CHANGES IN AREAS SUCH AS CONSCIOUSNESS, LEADERSHIP DEVELOPMENT, AND ATTITUDE ARE COMPLEX YET VITAL TO UNDERSTANDING THE INFLUENCE OF THESE TYPES OF PROGRAMS. SOCIAL INSIGHTS UTILIZED MIXED-METHODS, INCLUDING SURVEYS WITH EVALUATIVE VIGNETTES, ETHNOGRAPHIC OBSERVATION, INTERVIEWS, AND FOCUS GROUPS TO CAPTURE WHAT SOCIOLOGISTS CALL "THICK DESCRIPTION".

THE SOCIAL INSIGHTS TEAM USED A RIGOROUS SOCIAL-SCIENTIFIC APPROACH TO ANALYZE THE DATA, USING CODING AND STATISTICAL ANALYSES, WHEN APPROPRIATE. THE RESULTING METRICS AND TOOLS CAPTURED THE DEPTH AND NUANCE OF CHANGE IN THE PROGRAM PARTICIPANTS.

DATA WERE COLLECTED AT OR AFTER EACH LEADERSHIP TRAINING AND PRE AND POST FOCUS GROUPS WERE CONDUCTED WITH THE PARTICIPANTS; SEVERAL WERE ALSO INTERVIEWED. ADDITIONALLY, THE ENTIRE GROUP COMPLETED AN IN-DEPTH QUESTIONNAIRE AT THE END OF THE PROGRAM.

ADDITIONALLY, AS A PART OF THE FINAL SURVEY, A VIGNETTE DESCRIBING A LEADERSHIP CHALLENGE AND QUESTIONS ABOUT HOW TO RESPOND WERE CREATED TO ASSESS THE PARTICIPANTS' APPROACH AND MINDSET.



PROGRAM DESIGN ELEMENTS

THE STRATEGY DEVELOPED TO ACCOMPLISH THESE OUTCOMES WAS MULTIFACETED. THE PROGRAM WAS BUILT ON **5 FOUNDATIONAL ELEMENTS**:

- **WOMEN OF COLOR (WOC) SPACE**
- **VERTICAL LEADERSHIP DEVELOPMENT**
- **IN-PERSON RETREATS**
- **PEER COACHING**
- **A DIGITAL COMMUNICATION GROUP**

WOMEN OF COLOR (WOC) SPACE

THE DIVERSE PARTICIPANTS ALL IDENTIFIED AS WOMEN OF COLOR WHO WERE SOCIAL JUSTICE LEADERS. THE LEADERSHIP TEAM WAS MULTI-GENERATIONAL, MULTI-RACIAL, AND MULTI-LINGUAL.

VERTICAL LEADERSHIP DEVELOPMENT

THE CURRICULUM DREW FROM THE VERTICAL LEADERSHIP DEVELOPMENT MODEL AND WAS DESIGNED TO DISRUPT THE “TEACHER-LEARNER” DYNAMIC AND INSTILL PRACTICE OF REFLECTION AND ABILITY TO HOLD COMPLEXITY. THIS WAS IMPLEMENTED BY MAKING SPACE IN THE AGENDA

FOR TEACHBACKS (PARTICIPANTS INSTRUCT THEIR PEERS ON PROGRAM COMPONENTS) AND MAKING SITE VISITS TO ORGANIZATIONS.

IN-PERSON RETREATS

RETREATS WERE HELD FOUR TIMES OVER NINE MONTHS. RETREATS PROVIDED OPPORTUNITY FOR RELATIONSHIP-BUILDING, SITE VISITS, AND CREATING A “LIBERATED ZONE.” THE FACILITATION TEAM CREATED AN ENVIRONMENT WHERE THE WOMEN’S HISTORY, CULTURE, AND IDENTITIES WERE WELCOMED. THE “I AM” POEM, FOR EXAMPLE, WAS INTRODUCED BY AIDA CUADRADO-BOZZO TO OFFER EACH LEADER A CREATIVE WAY TO DESCRIBE THEIR IDENTITY AND THEIR CONNECTION TO ANCESTRY.

PEER COACHING

BETWEEN IN-PERSON RETREATS, THE WOMEN LEARNED HOW TO PROVIDE SEMI-STRUCTURED SUPPORT WITHIN A SMALL GROUP CONTEXT. THEY ENGAGED IN REGULAR CALLS THAT WERE INITIALLY LED BY STAFF AND THEN TRANSITIONED TO PARTICIPANTS-ONLY.

A DIGITAL COMMUNICATION GROUP

PARTICIPANTS WERE ENCOURAGED TO SIGN UP FOR A WHATSAPP GROUP CHAT USING THEIR SMARTPHONES TO MAINTAIN A PERSONAL CONNECTION AMONG THE COHORT. EACH WOMAN SIGNED UP AND PARTICIPATED OVER THE NINE MONTH PROGRAM PERIOD. PARTICIPANTS SHARED PERSONAL JOYS & STRUGGLES, INFORMATION AND BENEFICIAL LEADERSHIP RESOURCES.

PROGRAM DESIGN CONTENT

THE PROGRAMMING WAS GROUPED INTO **FOUR AREAS OF CONTENT**:

- **TRANSFORMATIVE ORGANIZING**
- **POLITICAL ANALYSIS**
- **GROUNDING IN STRENGTHS/VISION/PURPOSE**
- **RESILIENCY PRACTICES**

TRANSFORMATIVE ORGANIZING

THE PROGRAM CURRICULUM FOLLOWED THE ARC OF TRANSFORMATIVE ORGANIZING: SELF → ORGANIZATIONS → COMMUNITY/SOCIETY. THIS APPROACH FOCUSES ON DISMANTLING SYSTEMIC OPPRESSION WHILE TRANSFORMING THE SELF AND RELATIONSHIPS IN THE PROCESS.

POLITICAL ANALYSIS

THE PHYSICAL AMBIANCE WAS DESIGNED TO ENCOURAGE THE PRACTICES OF TRUST, ACCOUNTABILITY, SHARED KNOWLEDGE, AND INTERDEPENDENCE AMONG THE GROUP. THIS SETTING WAS OPTIMAL FOR REFLECTING ON THEIR PURPOSE AND VISION AS WELL AS EXPLORING COMPLEX CONVERSATIONS TOGETHER. THESE INCLUDED HOW INTERNALIZED WHITE SUPREMACY, PATRIARCHY AND CAPITALISM DISORGANIZE LEADERS OF COLOR AND REQUIRE PRACTICES TO HEAL AND BUILD RESILIENCE.

GROUNDING IN STRENGTHS/VISION/PURPOSE

PARTICIPANTS WORKED THROUGH LEADERSHIP DEVELOPMENT EXERCISES OVER THE COURSE OF THE PROGRAM THAT CLARIFIED THEIR STRENGTHS (I.E. STRENGTHSFINDER), VISION (I.E. VISION STANDS), AND PURPOSE (I.E. IMMUNITY TO CHANGE).

RESILIENCY PRACTICES

PARTICIPANTS WERE INTRODUCED TO SEVERAL PRACTICES AIMED AT HELPING THEM TO CENTER AND RETURN TO THEIR STRENGTHS, VISION, AND PURPOSE.



“POWER 50 HAS HELPED ME REALIZE THAT IT IS OKAY TO LEAD WITH MY AUTHENTIC SELF & THAT INCLUDES CREATING RATHER THAN JUST APPLYING EXISTING SYSTEMS.”

PROGRAM OUTCOMES

DEVELOPING OUTCOMES AND METRICS FOR PROGRAM PARTICIPANTS HAPPENED OVER SEVERAL MONTHS OF MEETINGS AND REVISIONS. THIS PROCESS OCCURRED ALONGSIDE AND IN CONCERT WITH PROGRAM CURRICULUM DEVELOPMENT TO ENSURE THE PROGRAM COMPONENTS WOULD BE MEASURABLE.

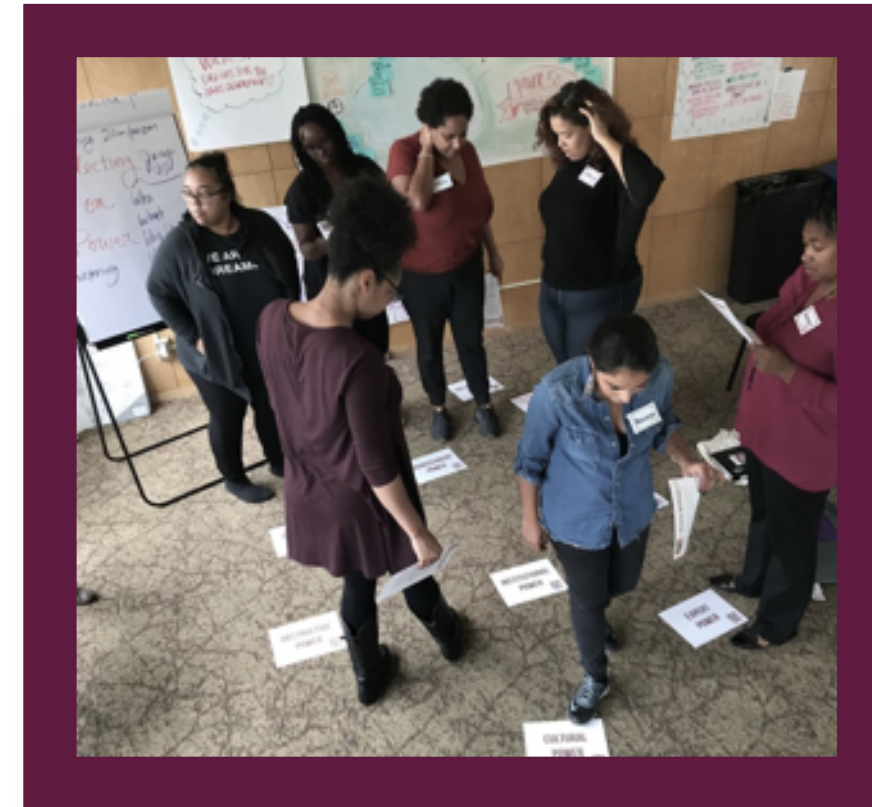
THE SIX OUTCOMES ARE:

AFTER COMPLETING POWER 50 THE PARTICIPANTS WILL:

1. BE GROUNDED IN THEIR AUTHENTIC PURPOSE
2. BE ABLE TO THINK AND OPERATE FROM A DEEP SENSE OF INTERDEPENDENCE
3. HAVE EXPANDED THEIR STRATEGIC IMAGINATION & IMPLEMENTATION OF TRANSFORMATIONAL ALTERNATIVES
4. HAVE A SHARED POLITICAL ANALYSIS
5. BE ABLE TO IDENTIFY SKILLS NECESSARY TO ADVANCE THEIR VISION AS WELL AS WHERE AND HOW TO DEVELOP THOSE SKILLS;
6. HAVE ACCESS TO KEY ASPECTS OF THE PROGRESSIVE MOVEMENT LANDSCAPE.

A SAMPLE OF THE METRICS FOR THESE OUTCOMES INCLUDE:

- DO THE LEADERS UNDERSTAND THEIR GIFTS, STRENGTHS AND UNIQUE CONTRIBUTION?
- ARE PARTICIPANTS ENGAGED IN CULTIVATION OF OTHER LEADERS?
- HOW DO THE WOMEN WIELD POWER IN THEIR HOME ORGS/COMMUNITIES? (STRATEGY, POLICY, ELECTORAL, BASE BUILDING)
- DO PARTICIPANTS SHARE AN ANALYSIS OF SYSTEMIC ROOTS OF PREVALENT ISSUES?
- HOW ARE PARTICIPANTS THINKING DIFFERENTLY ABOUT POWER, INFLUENCE, AND RESOURCES IN RELATION TO THE MOVEMENT VISION?



KEY FINDINGS

ABOUT PROGRAM ELEMENTS

THE FINAL SURVEY LISTED PROGRAM COMPONENTS AND CONTENT AND PARTICIPANTS WERE ASKED “HOW IMPACTFUL WERE THE FOLLOWING COMPONENTS/CONTENT ON YOUR LEADERSHIP DEVELOPMENT? THE COMPONENTS WERE ALL RATED HIGHLY.

100% RATED THE WOMEN OF COLOR SPACE AND THE TEACHBACKS (PART OF VERTICAL LEADERSHIP DEVELOPMENT) AS THE MOST IMPACTFUL.

WHEN CONSIDERING THE EFFICACY OF A RACIAL AFFINITY SPACE, IT IS NECESSARY TO ACKNOWLEDGE HOW DOMINANT RACIAL FRAMEWORKS OFTEN BECOME “MASTER FRAMEWORKS” THAT NEGATIVELY IMPACT HOW NON-MAJORITY GROUPS AND THEIR PERSPECTIVES ARE VIEWED. WOMEN OF COLOR (WOC) ONLY PROGRAMS PROVIDE A SPACE WHERE THE LEADERS EXPERIENCE SUPPORT FOR THEIR KNOWLEDGE AND PERSPECTIVES. THE ALTERNATE FRAMES THAT WOC HOLD CAN ILLUMINATE DYSFUNCTIONAL IDEOLOGIES IN ORGANIZATIONS AND PROVIDE MORE FLEXIBLE AND EFFECTIVE STRATEGIES FOR MOVEMENT WORK. WHEN THEIR STRATEGIES ARE EMBRACED, SYSTEMS CAN SHIFT AND ORGANIZATIONS CAN BE SHAPED TO BE MORE EFFECTIVE.

TEACHBACKS WERE A SLEEPER HIT FROM THE FACILITATORS’ PERSPECTIVE. IT BECAME CLEAR THAT THEY WERE UNIVERSALLY LOVED BECAUSE **THESE LEADERS DEEPLY VALUE LEARNING FROM EACH OTHER,**

AND THE FACILITATORS AGREED THAT A LESSON TAUGHT FROM STORIES OF THE WOMEN’S PERSONAL AND APPLIED EXPERIENCE ANIMATES THE CONCEPTS IN AN EFFECTIVE WAY THAT ACCELERATED THE GROUP’S UNDERSTANDING.

100% RATED TRANSFORMATIVE ORGANIZING AND THE EXPLORATION OF INTERNALIZED /INJECTED RACIALIZED OPPRESSION (A PART OF THE POLITICAL ANALYSIS) AS THE MOST IMPACTFUL.

POWER 50 USED THE BRANCH OF TRANSFORMATIVE ORGANIZING THEORY DEVELOPED BY NG’ETHE MAINA. THIS APPROACH DESCRIBES PRINCIPLES AND PRACTICES TO TRANSFORM THE SELF AND SYSTEMIC OPPRESSION WHILE MAINTAINING PERSONAL AND COMMUNITY WELLBEING. ONE LEADER DESCRIBED THEIR EXPERIENCE THIS WAY: **“POWER 50 HAS EXPOSED ANOTHER WAY OF ORGANIZING THAT BUILDS THE BRIDGE BETWEEN THE TENSION OF THE CURRENT MODEL OF ALINSKY ORGANIZING AND WHAT MY GUT, AS A WOMAN OF COLOR, SAYS.”** ADDITIONALLY, THE LEADERS BRAVELY CONSIDERED HOW RACIAL AND GENDER OPPRESSION COULD BE REPLICATED IN THEIR WORK AND RELATIONSHIPS. THE SURVEY RESULTS SHOW THAT THE LEADERS FOUND IT CHALLENGING YET INSTRUCTIVE FOR LEADING OTHER PEOPLE OF COLOR AT THEIR HOME ORGANIZATIONS.

“BEING IN A WOMEN OF COLOR SPACE WAS EVERYTHING! I WAS SO MOVED BY THIS HUGE AND NECESSARY COMPONENT OF THIS FELLOWSHIP. THIS SHOULD NOT BE CHANGED. THIS SPACE TAUGHT ME THAT I MUST STAY GROUNDED IN THE FACT THAT OUR VOICES MATTER!”

ABOUT AREAS FOR GROWTH

THE LEADERS MADE SUGGESTIONS FOR ADDITIONAL PROGRAM ELEMENTS AND SHARED WHAT THEY NEED FROM POWER 50:

“GIVE A LITTLE MORE TIME FOR THE COHORT TO IDENTIFY HOW THEY HAVE BEEN IMPLEMENTING THE AREAS ABOVE AND GROWING... BEFORE THE FINAL RETREAT.”

“MORE FUNDRAISING RESOURCES & STRATEGIES.”

“HELP AROUND INTEGRATING TRANSFORMATIVE ORGANIZING PRACTICES TO OUR CURRENT ROBUST ORGANIZER TRAINING MODEL FOR OUR MEMBERS AND STAFF, ALSO RESOURCES ON HOW TO CHANGE STAFF AND TEAM CULTURE.”

“MORE RESOURCES TO TRAIN OUR RESPECTIVE STAFFS ON POWER 50 CONCEPTS.”

“MORE TRAINING AROUND HOW TO DO VERTICAL DEVELOPMENT, STORIES SHARED ABOUT HOW VERTICAL DEVELOPMENT USED.”

ABOUT THE LEADERS' EXPERIENCE

THE PROGRAM WAS EXPERIENCED DIFFERENTLY BY EACH INDIVIDUAL. THE WOMEN WERE AT DIFFERENT ORGANIZATIONS AND HELD VARIED LEVELS OF RESPONSIBILITY. THE FOCUS GROUPS AND INTERVIEWS PROVIDE THE BEST INSIGHTS INTO COMMON THREADS AND DIVERGENT PROCESSES THAT THE WOMEN EXPERIENCED AS THEY PARTICIPATED IN POWER 50.

THE PROGRAM WAS TIMELY FOR PARTICIPANTS' PROFESSIONAL TRAJECTORY. OVER THE COURSE OF THE YEAR, TWO WOMEN MOVED INTO EXECUTIVE LEADERSHIP OF ORGANIZATIONS FOUNDED AND PREVIOUSLY LED BY WHITE MEN. ANOTHER PARTICIPANT ADVOCATED TO BECOME THE DIRECTOR OF ORGANIZING OF A NATIONAL ORGANIZATION, BECOMING ONE OF FIRST WOMEN OF COLOR ON THE EXECUTIVE TEAM, AND ANOTHER LAUNCHED A PAC OUTSIDE OF HER ORGANIZATION TO SUPPORT WOMEN OF COLOR RUNNING FOR LOCAL OFFICE.

THE EVALUATION ALSO DOCUMENTED THE **KNOWLEDGE CREATION PROCESSES** THAT THESE LEADERS WERE ENGAGED IN DURING TRAINING. IN ONE OF THE FINAL RETREAT SESSIONS, CALLED “BOLD IDEAS,” THEY CREATED A LIST OF VISIONARY CONCEPTS THAT HAD BEEN RIPENING OVER THEIR TIME IN THE PROGRAM. **STRATEGYS FOR DECOLONIZATION (OF THE FUNDING SPACE & OF ORGANIZATIONAL MODELS) AND THEORY ON THE ACTIONS NEEDED TO SHIFT POWER WERE ABUNDANT.** IT IS NOTABLE THAT PARTICIPANTS CLEARLY DEMONSTRATED THEIR ABILITY TO EXERCISE STRATEGIC IMAGINATION WITHIN THE SPACE.

UPON RETURNING HOME THE LEADERS ALL FELT SOME LEVEL OF POST-RETREAT CULTURE SHOCK AFTER THEY RETURNED TO THEIR ORGANIZATIONS. THAT EXPERIENCE VARIED AS SOME WERE THE ONLY WOC IN LEADERSHIP, WHILE OTHERS WERE SURROUNDED BY A DIVERSE STAFF. THEY ALL EXPRESSED FEELING A SENSE OF BRAVERY AND CONFIDENCE ACROSS THE BOARD, EXPLAINING THAT “BEING IN **POWER 50 GAVE THEM THE STRENGTH TO STEP INTO PURPOSE AND MAKE THEIR VOICE HEARD,**” EVEN WHEN IT WASN’T APPRECIATED OR EXPECTED.

THE PRACTICES THAT WERE INTRODUCED AND MODELED THROUGHOUT THE TRAINING WERE HIGHLY VALUED. THE MEDITATION, CENTERING AND SOMATIC PRACTICES RESONATED THROUGHOUT THE GROUP. HOW THEY WERE USED BEYOND THE TRAINING VARIED. SOME LEADERS WENT ON TO INTEGRATE NEW LEARNINGS WITH THEIR STAFF, WHILE OTHERS STRUGGLED WITH GUILT FOR A LACK OF CONSISTENCY IN THEIR PERSONAL PRACTICE.

THE PARTICIPANTS CREATED COMMUNITY FROM THE FIRST RETREAT. THEY DESCRIBED HOW BEING IN POWER 50 GAVE THEM THE SPACE TO DEVELOP RELATIONSHIPS WITH LEADERS THEY OTHERWISE WOULD NOT HAVE, DESPITE BEING WITHIN THE COMMUNITY CHANGE NETWORK. ONE PARTICIPANT DESCRIBED THE EXPERIENCE OF HAVING A COHORT OF FELLOW LEADERS; “VALIDATION, JOYFUL REBELLION, FEELING LIKE YOU GOT CHEERLEADERS WHO GOT YOUR BACK, BEING ABLE TO SEE

OTHER WOC BE BADASSES, LEARNING TO CELEBRATE OUR OWN WINS AND THE IMPORTANCE OF CELEBRATING AND VALIDATING OTHERS.”



ABOUT PROGRAM FACILITATION

THE FINAL PIECE OF DATA COLLECTION WAS A DEBRIEF SESSION WITH THE PROGRAM CO-CREATORS AND FACILITATORS, TRISH TCHUME, VIVEKA CHEN, AND AIDA CUADRADO-BOZZO. WHAT EMERGED FROM OUR CONVERSATION WAS THAT POWER 50 WAS A REFLEXIVE PROCESS FOR THIS GROUP. NOT ONLY DID THE PARTICIPANTS LEARN FROM THEM, BUT THEY WERE PROFOUNDLY IMPACTED BY THE POWERFUL COHORT OF WOMEN AND THE PROCESS OF SHAPING THE PROGRAM. TRISH AND AIDA REFLECTED THAT THE EXPERIENCE OF FACILITATION SET THE BAR FOR HOW THEY WANT TO DO ALL OF THEIR WORK GOING FORWARD, AND AIDA DESCRIBED FEELING “FULFILLMENT IN MY LEADERSHIP... IN THIS SPACE I ALWAYS LED WITH MY FULL SELF.” VIVEKA HAS DECADES OF EXPERIENCE LEADING GROUPS YET POWER 50 WAS UNIQUE, “I JUST FELT LIKE A LEARNER... I REALLY **TREASURE THAT IN THIS COLLABORATION.**” AND TRISH REFLECTED ON HOW A POWER 50 OUTCOME SHOWED UP IN HER OWN LIFE, “MY EXPECTATION WAS THAT WE WOULD BUILD A PROGRAM WHERE WOMEN FELT LIKE THEIR FIRST JOB WAS TO FIGURE OUT AND ROOT IN THEIR MOST AUTHENTIC SELF.” WHILE BUILDING THIS PROGRAM FROM IDEA TO IMPLEMENTATION SHE LEARNED NOT TO QUESTION HER OWN LEADERSHIP AND THAT “IT'S JUST ALWAYS BETTER TO GO DEEPER INTO THE AUTHENTIC VERSION OF YOURSELF, EVEN IN A PLACE THAT IT FEELS IMPOSSIBLE, YOU CAN MOVE SOMETHING.

THE TEAM ASPECT WAS SALIENT FOR EACH FACILITATOR AND THEY DIDN'T TAKE IT FOR GRANTED. TRISH EXPLAINED, “BEING ABLE TO CONTRIBUTE WHAT I KNEW AND HAVING THAT BE ENOUGH, THAT WAS THE PART THAT FELT LIKE I'D NEVER EXPERIENCED BEFORE.” VIVEKA FELT THAT THE MAGIC WAS IN CREATING THE RIGHT SPACE AND THEN IDENTIFYING THE RIGHT PEOPLE. AND AIDA EXPLAINED THAT TRISH HELD THE SPACE TOGETHER AND CREATED THE BOUNDARIES THAT MADE IT WHAT SOME OF THE WOMEN DESCRIBED AS SACRED.

THREE PRIMARY PROGRAM LEARNINGS FOR THE LEADERSHIP TEAM INCLUDE: 1) THE IMPORTANCE OF CO-CREATION & THE VALUE OF COLLABORATION WHEN TRYING TO ACCOMPLISH A BIG VISION. 2) THE VALUE OF MODELING OF TRUST AND VULNERABILITY BY THE LEADERSHIP TEAM, AND 3) ALLOWING THE “STUDENTS” TO TEACH THEIR PEERS WAS A HIGHLY EFFECTIVE LEARNING STRATEGY & VALUED AMONG THE GROUP.

GOING FORWARD THE FACILITATION TEAM IDENTIFIED QUESTIONS THAT STILL REMAIN TO BE ANSWERED: WHAT IS THE STORY WE TELL? HOW DO PEOPLE SEE AND EXPERIENCE POWER 50? HOW DO THEY ENGAGE WITH POWER 50? AND HOW DO WE CREATE POWER 50 EVERYWHERE?

RESULTS

POST SURVEY

100% REPORT THEY HAVE IMPROVED THEIR LEADERSHIP SKILLS.

"[I GAINED] CLARITY ON MY VISION FOR MYSELF AS IT RELATES TO MY CURRENT ORGANIZING WORK AS WELL AS BEYOND MY CURRENT ORG AND POSITION. THIS WAS VITAL AND WHAT I WAS MOST LACKING IN."

"[I STARTED] KNOWING MY CORE STRENGTHS, BEING ABLE TO STATE A VISION THAT MOVES FROM MY CENTER."

100% REPORT THAT THEY ARE MENTORING OTHER LEADERS

"SINCE POWER 50, I'VE BEEN PUSHING MYSELF TO THINK MORE OPENLY ABOUT HOW TO SUPPORT THE GROWTH OF STAFF BY ASKING THEM TO ID THEIR OWN SOLUTIONS TO AN ISSUE OR STRATEGY INSTEAD OF TELLING THEM WHAT I WANT TO HAPPEN."

"I AM A BETTER LISTENER AND LESS EAGER TO SIMPLY GIVE ADVICE AND WAIT FOR RESULTS. PEER COACHING AND TRANSFORMATIONAL ORGANIZING ARE MOST IMPORTANT."

75% REPORT INCREASED ACCESS TO RESOURCES TO GROW THEIR INFLUENCE.

"PARTICIPATING IN LARGER COMMUNITY CHANGE NETWORKING EVENTS ALLOWED US TO PUT OUR LEADERSHIP SKILLS INTO PRACTICE AND TO EXPAND OUR NETWORK. THIS ALSO ALLOWED FOR POTENTIAL ACCESS TO VARIED RESOURCES."

"I HAVE MOVED INTO A NEW LEADERSHIP ROLE AND P50 OCCURRED AT THE MOST PERFECT TIME FOR ME, AS I WAS NOT AWARE THAT THIS WOULD OCCUR PRIOR TO COMMENCING THIS FELLOWSHIP. P50 LITERALLY HELPED GUIDE ME THROUGH THIS MOVE."



75% REPORT BEING ABLE IDENTIFY WHAT THEY NEED TO GROW THEIR INFLUENCE.

“I NEED TO SHARE MORE WITH FELLOW ORGANIZERS OTHER WAYS OF DOING THINGS AND GET THEM ON BOARD SO TOGETHER WE CAN PUSH THE ORGANIZATION TO DO THINGS DIFFERENTLY. I ALSO NEED TO LISTEN TO MY GUT MORE AND KEEP PUSHING BACK WHEN THE PRACTICES WE ARE USING EITHER AREN'T SERVING US OR WHEN WE NEED TO DO THINGS DIFFERENTLY.”

“I WANT TO CONTINUE TO GROW MY EXPERTISE IN PUBLIC POLICY ISSUES, ACCESS TO MEDIA, PUBLIC SPEAKING TRAINING, MEDIA TRAINING, ETC.”

92% REPORT THEY HAVE SHARPENED THEIR POLITICAL ANALYSIS.

“SIMPLY PUT, I JUST DIDN'T KNOW A LOT ABOUT HOW INTERNALIZED OPPRESSION IMPACTS ME AND HOW DEEP AN ISSUE IT IS. THIS [PROGRAM] REVEALED WAYS THAT IT SHOWS UP IN MY LIFE.”

“I LEARNED TO PUT RELATIONSHIPS BEFORE GOALS AND WORK. WHICH I ALWAYS KIND OF KNEW I NEEDED TO DO, BUT NOW I KNOW THERE IS A VERY STRATEGIC WAY TO BOTH ACHIEVE YOUR GOALS AND BUILD A SOLID BASE OF RELATIONSHIPS.”

THE SURVEY INCLUDED THE FOLLOWING EVALUATIVE VIGNETTE:

“RAINA WORKS IN A SMALL NON-PROFIT WITH A STAFF OF 12 AND 400 MEMBERS. SHE HAS TO PLAN AN ACTION IN LESS THAN A WEEK IN RESPONSE TO A POLICE RAID ON A COMMUNITY EVENT THAT RESULTED IN UNNECESSARY ARRESTS, SEVERAL INJURIES AND TRAUMATIZED FAMILIES. HER DIRECT SUPERVISOR IS OUT ON MATERNITY LEAVE, YET A PRESS RELEASE HAS TO BE DRAFTED, THE ACTION HAS TO BE PROMOTED, MATERIALS HAVE TO BE GATHERED, AND RESOURCES FOR BAIL AND HOSPITAL SUPPORT NEED TO BE ORGANIZED AMONG OTHER TASKS”.

- “WHAT ARE THE FIRST STEPS RAINA SHOULD TAKE TO LEAD A SUCCESSFUL RESPONSE TO THIS INCIDENT?”
- “WHAT RESOURCES MIGHT RAINA GATHER/PROVIDE?”

10 OUT OF 12 PARTICIPANTS GAVE RESPONSES THAT REFLECTED TRANSFORMATIVE ORGANIZING AND VERTICAL LEADERSHIP PRINCIPLES*.

“RAINA MUST CONSIDER BOTH HOW HER STAFF TEAM IS FEELING AND DOING AS WELL AS HOW THEY WILL BE ABLE TO SUPPORT THE FAMILIES AND PEOPLE WHO EXPERIENCED AND WERE IMPACTED BY THE RAID. EFFORTS SHOULD BE MADE TO LET THE STAFF CARE FOR THEMSELVES AND EACH OTHER (PUT THEIR OXYGEN MASKS ON FIRST) AND THEN THINK ABOUT HOW THEY WILL OFFER SUPPORT TO THE IMPACTED FOLKS. IMPACTED FOLKS SHOULD BE INVITED TO PARTICIPATE IN A CONVERSATION ABOUT WHAT SHOULD HAPPEN NEXT. THEY CAN DECIDE WHAT CAPACITY THEY HAVE AND HOW THEY WANT THE NEXT STEPS TO LOOK. RAINA MIGHT ALSO CONSIDER REACHING OUT TO ALLIES TO BE THE ONES WHO REALLY TURN OUT FOR THE ACTION SO HER MEMBERS DON'T FEEL ISOLATED...”

*INCLUDING CONSIDERING COMMUNITY TRAUMA AND NEEDS, WORKING INTERDEPENDENTLY, CONSIDERING TEAM STRENGTHS, AND MAKING ALLOWANCES FOR SELF CARE.

“THERE IS A FIRST TIME FOR EVERYTHING, HER LEADERSHIP IS NEEDED AND THE TEAM IS LOOKING TO HER FOR GUIDANCE. IT'S OK TO NOT HAVE ALL THE ANSWERS BUT TO FOCUS ON THE THINGS SHE IS STRONG IN AND ASK FOR HELP IN THE AREAS SHE NEEDS SUPPORT. DELEGATION WILL BE KEY AND MAKING SURE ALL THE TEAM MEMBERS ARE ON THE SAME PAGE AND THERE IS A MASTER PLAN WILL BE IMPORTANT.”

“WHO IS A PART OF HER TEAM WHICH SHE CAN DELEGATE TO? WHAT DO THE LEADERS WANT TO DO? HOW ARE ALL RELATED PARTIES FEELING AND DEALING WITH THE TRAUMA?”

PROGRAM OUTCOMES

THE DATA COLLECTED PROVIDE EVIDENCE THAT 5 OF THE 6 PROGRAM OUTCOMES WERE FULLY MET AND ONE WAS PARTIALLY MET. THE FOLLOWING SECTION SUMMARIZES THE PROGRESS PARTICIPANTS SHOWED ON EACH OF THE 6 PROGRAM OUTCOMES.

1. ARE THE LEADERS GROUNDED IN THEIR AUTHENTIC PURPOSE?

THIS OUTCOME WAS MET.

ONE EXAMPLE OF THIS EMERGED FROM FOCUS GROUP CONVERSATION: PARTICIPANTS STATED THAT POWER 50'S GREATEST IMPACT ON PROGRESSIVE MOVEMENTS IS ITS IMPACT ON INDIVIDUAL ORGANIZERS. FIRST BY STRENGTHENING WOC'S CONFIDENCE IN AND KNOWLEDGE OF TRANSFORMATIVE ORGANIZING AND SECONDLY, BY FORGING UNAPOLOGETIC LEADERS WHO WILL TRANSFORM THEIR ORGANIZATIONS, THEIR COMMUNITIES, AND THEIR MOVEMENTS. THE LEADERS STATED THEY WERE PROUD OF EACH OTHER FOR BECOMING MORE UNAPOLOGETICALLY THEMSELVES.

2. ARE THE LEADERS ABLE TO THINK AND OPERATE FROM A DEEP SENSE OF INTERDEPENDENCE?

THIS OUTCOME WAS MET.

FOR THE PURPOSES OF THIS EVALUATION, INTERDEPENDENCE WAS MEASURED BY WHETHER OR NOT PARTICIPANTS DEMONSTRATED A FOCUS ON THE CULTIVATION OF OTHER LEADERS. THE PARTICIPANTS DESCRIBED WANTING TO CONTINUE THE COMMUNITY THEY BUILT IN THE PROGRAM AND REALIZING POINTS OF CONNECTIONS IN THEIR WORK WHERE THEY CAN EXPAND EACH OTHER'S KNOWLEDGE. THEY ALSO RECOGNIZE THE NEED TO MAINTAIN STRONG CONNECTIONS WITH THEIR COMMUNITIES AND EXTERNAL ORGANIZATIONS THAT PROVIDE THE RESOURCES TO SERVE THOSE COMMUNITIES. LASTLY, SEVERAL EXPRESSED A DESIRE TO BECOME TRAINERS FOR THE 2ND COHORT AND TO PROVIDE SUPPORT FOR THE LEADERSHIP TEAM MOVING FORWARD.

3. HAVE THE LEADERS EXPANDED THEIR ABILITY TO IMAGINE STRATEGICALLY AND LEAD THEIR COMMUNITIES IN IMPLEMENTING TRANSFORMATIONAL ALTERNATIVES?

THIS OUTCOME WAS MET.

THE WOMEN CREDIT POWER 50 FOR TEACHING THEM THE IMPORTANCE OF TRANSFORMATIVE ORGANIZING AND MANY HAVE SPREAD THIS KNOWLEDGE TO THEIR ORGANIZATIONS BY TRAINING THEIR COWORKERS ON FOSTERING DEEP AND AUTHENTIC RELATIONSHIPS WITH THE COMMUNITY. THEY SPOKE OF SPECIFIC LEADERSHIP EXAMPLES SUCH AS ENGAGING FUNDERS STRATEGICALLY WHILE PROTECTING THEIR COMMUNITIES FROM POTENTIALLY DAMAGING INVESTMENTS AND NON-TRANSFORMATIVE PRACTICES.

4. DO THE LEADERS HAVE A SHARED POLITICAL ANALYSIS?

THIS OUTCOME WAS MET.

THE PROGRAM INCLUDED FACILITATION AND DISCUSSION OF INTERNALIZED RACIAL AND GENDER OPPRESSION, COMPETITION VS. INTERDEPENDENCE, AND ECONOMIC INJUSTICE. BY THE PROGRAM'S CONCLUSION, LEADERS SHARED COMMON UNDERSTANDINGS OF THESE CONCEPTS AND COULD ARTICULATE HOW THEY PLAYED OUT IN COMMUNITY AND ORGANIZATIONAL SETTINGS. ONE PARTICIPANT SUGGESTED DEVELOPING A POLITICAL EDUCATION AROUND POWER 50 AND COMMUNITY CHANGE, TO SUPPORT WOC WHO IDENTIFY WITH CC'S MISSION.

5. ARE THE LEADERS ABLE TO IDENTIFY THE ADDED SKILLS NECESSARY TO ADVANCE THEIR VISION AS WELL AS WHERE AND HOW TO DEVELOP THOSE SKILLS?

THIS OUTCOME WAS MET.

POWER 50 USED TOOLS LIKE STRENGTHSFINDER AND THEIR PERSONAL LEADERSHIP DEVELOPMENT PLANS TO HELP PARTICIPANTS ID THEIR STRENGTHS AND AREAS NEEDING DEVELOPMENT. WHEN COLLECTIVE LEADERSHIP SKILL GAPS WERE IDENTIFIED (IE. MANAGING STAFF CONFLICT, PARTICULARLY BETWEEN WOMEN OF COLOR) THEY FACILITATED GROUP TRAININGS DURING THE RETREAT AND/OR MEMBERS RECEIVED COACHING FROM PEERS, THE CORE TEAM, OR OTHER EXPERTS IN THE FIELD. PARTICIPANTS ALSO REPORT THAT

POWER 50 HAS CONNECTED THEM WITH A NETWORK OF ORGANIZERS ACROSS THE COUNTRY WHO SHARE A STRONG BOND AND ARE ENGAGING IN PEER MENTORSHIP AND SHARING RESOURCES.

6. ARE THE LEADERS LEAVING WITH A MAP OF AND ACCESS TO KEY ASPECTS OF THE PROGRESSIVE MOVEMENT LANDSCAPE?

THIS OUTCOME WAS PARTIALLY MET.

PARTICIPANTS INDICATE THAT THEY NEED MORE ACCESS TO FUNDING RESOURCES AND DEVELOPMENT SKILLS, WHICH FOR THE PURPOSES OF THIS EVALUATION ARE CONSIDERED KEY ASPECTS OF THE MOVEMENT LANDSCAPE. THEY ALSO SAID THAT MEETING & NETWORKING WITH PROGRESSIVE LEADERS OUTSIDE OF POWER 50 AND PARTICIPATING IN LARGER COMMUNITY CHANGE EVENTS "EXPANDED [THEIR] POLITICAL APTITUDE" AND "ALLOWED FOR POTENTIAL ACCESS TO VARIED RESOURCES." THE MIXED FEEDBACK INDICATES THAT THIS OUTCOME WAS PARTIALLY MET.

CONCLUSION

POWER 50 WAS CONCEIVED SHORTLY AFTER 4.6 MILLION AMERICANS PARTICIPATED IN THE WOMEN'S MARCH IN 2017. IT WAS IMPLEMENTED AS THE FIRST TWO MUSLIM WOMEN, TWO NATIVE AMERICAN WOMEN, AND THE FIRST BLACK CONGRESSWOMEN FOR CONNECTICUT AND MASSACHUSETTS ENTERED THE 116th CONGRESS. AT THIS CRITICAL TIME, POWER 50 EMERGED AS A RESOURCE FOR VISIONARY WOMEN ORGANIZING FOR SOCIAL CHANGE. THE APPROACH DID NOT SET OUT TO INCREASE THE CAPABILITIES OF THE PARTICIPANTS BUT TO PROVIDE THE OPTIMAL CONDITIONS FOR THE RIPENING OF THEIR VISIONS.

THE FACILITATORS UNDERSTOOD THAT THE PRESENCE OF DIVERSE AND SKILLED LEADERS OF COLOR IS NOT NEW; WOMEN SUCH AS SHIRLEY CHISOLM, ELLA BAKER, ELIZA BURTON "LYDA" CONLEY, MARSHA P. JOHNSON AND DOLORES HUERTA WERE EXAMPLES OF WHAT THEY CAN DO WHEN GIVEN JUST A MODICUM OF OPPORTUNITY. THEY CHALLENGED SYSTEMS, LED THOUSANDS, AND FOUGHT FOR JUSTICE DESPITE THE FORMIDABLE BARRIERS OF SYSTEMATIC OPPRESSION, RACISM, SEXISM, BIAS, AND PREJUDICE.

NEW RESEARCH HAS SHOWN THAT PROGRESSIVE ORGANIZATIONS IN THIS COUNTRY FAIL TO INVEST IN BLACK AND BROWN WOMEN¹ WHO ARE JUST AS QUALIFIED AND MORE WILLING TO TAKE ON LEADERSHIP THAN THEIR WHITE PEERS.

THE POWER 50 TEAM AND COMMUNITY CHANGE HAVE COMMITTED TO SUPPORT THESE WOMEN WHO WORK IN THE RICH LEGACIES OF THEIR SOCIAL JUSTICE FOREMOTHERS. THE PROGRAM EVALUATION PROVIDES EVIDENCE THAT THIS COMMITMENT WAS JUSTIFIED AND HAD A TRANSFORMATIVE IMPACT ON THE WOMEN SERVED AND AS A RESULT, THE ORGANIZATIONS AND COMMUNITIES THEY LEAD.

¹ Race to Lead: Women of Color in the Nonprofit Sector, <http://racetolead.org/women-of-color/>

