

# Enlace Frameworks

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# Basic Level Frameworks



## Evaluation Star

### Teamwork Analysis and Evaluation

Rather than assigning blame, the Evaluation Star sheds light on areas a team needs to address in future plans. It is grounded in measuring the depth and growth of the organization's base, while at the same time analyzing the quality of the group's operations, internal coordination, strategy, and the effectiveness of its work.



## Strategic Direction

### Obstacle Management Planning

Strategic Direction is valuable in a situation when a team is experiencing doubt or frustration in accomplishing an objective or when a team is in a rut or lacks focus or a clear priority. A group of almost any size can use this process to improve or to create a new strategy when the current one is not moving the team closer to its objective.

# Basic Level Frameworks



## Organizing Cycle

### Short Term Planning

A team can use the Organizing Cycle to plan a single event, action, or program for a period of up to three months. This process clarifies the team's objective and takes into account the key people the organization wants to impact, multiple goals, the organization's capacity, and any potential challenges or obstacles to success.



## The Rap

### Structured Commitment Conversation

The Rap is the basic process for motivating and recruiting. It is used to persuade people in any role in the organization to commit to something new or to recruit new people to participate in one of the organization's activities or campaigns. The legendary Fred Ross developed the Rap and taught it to hundreds of organizers, including those who built the United Farm Workers.

# Intermediate Level Frameworks



## Proactive Plan

### Proactive Strategic Planning or New Campaign Creation

Using Proactive Plan, the team identifies a fundamental change that it must make to achieve a significant objective and then creates a strategy to achieve this change. The results inoculate the team from falling into a reactive mode. This process is used to make a plan for up to one year. An individual can also use this framework on their own.



## Team Meeting

### Campaign Team Meeting

Both supervisors and lead staff learn to use this process to focus their team on its top priority work. Its purpose is to ensure quality internal communication, mutual responsibility, and a supportive, respectful team. Through this process the team makes a detailed plan for its most important work and brainstorms strategies to deal with ongoing challenges.

# Intermediate Level Frameworks



## Power Analysis

### Campaign Strategy Development

Power Analysis is a comprehensive process that can be used by a team or by an individual to identify strategic targets and alliance potential in campaigns in order to create or modify the overall strategy. Anthony Thigpenn of Strategic Concepts in Organizing and Policy Education (SCOPE) developed the process.

# Advanced Frameworks



## Arrow Through the Apple

### Long-Term Strategic Plan, Founding Plan

Both individual leaders and leadership teams can use Arrow Through the Apple to make an initial plan when starting an organization or program, or for developing a strategic plan of 3 to 5 years. It can also be used to create a 5 year plan for an individual leader that is aligned to the needs of the organization. It is a modification of a strategic planning process developed by corporate consultant Charles Krone.



## Levels of Energy

### Morale and Commitment Improvement

Levels of Energy is used by small teams of leaders within organizations to create a different and better standard of work for the whole organization. It can be used when there is something damaging happening within the organization, when there is low motivation, or when your organization is not having the impact it wants to have. The framework gets everybody on board to view the organization differently and do their work differently.

# Advanced Frameworks



## Four Sages

### Crisis Management Planning

Four Sages is a collaborative brainstorming process that is useful specifically for top leadership teams when the group is confronting a crisis with the potential to destabilize the whole organization or facing an unanticipated barrier to its strategy. This framework organizes thinking from four perspectives that must be considered to ensure the survival and/or continuing viability of any group or organization.

# Supervision Series



## One-on One Meeting

### Supervision and Support Conversation

The one-on-one meeting is a process for mentoring, training, giving direction, individual problem-solving, work plans, and specific personnel matters. It is useful for supervisors and lead workers as well as organizers and researchers to use with members and interns. It helps both the supervisor and the employee to stay focused on the work and its impact on the organization.



## Conflict Management

### Managing Conflict within the Organization

Staff leadership follow this process to manage conflicts that arise between two or more staff members and threaten the quality of work in the organization. This framework differs from mediation in that it focuses on supporting the organization and all the people within it, rather than merely resolving differences between two people.