



A GOOD ORGANIZING ISSUE

- **Is widely felt.** How common is the problem? How many workers face this situation? Many people must feel that this is a real problem and agree with the solution you're pursuing.
- **Is deeply felt.** Is this an issue that people feel strongly enough about to actually do something? It's not enough that many people agree, if none are really hot under the collar.
- **Is winnable.** It's hard to know for sure whether you *will* win, but it's possible to have a good idea whether you *can*. Your group should match your demand to the power you've already got.

To win, you'll need to make it harder for the decision-maker to keep saying no than to say yes. The more pressure you can bring to bear, the more issues will become winnable.

- **Builds the union and builds leaders.** Consider how this fight will build your capacity for future fights. Will the issue attract leaders or groups who haven't been very involved? Will it build solidarity between groups? Will it give you the chance to try an action that's one step beyond what you've done before? Will the solution lay the groundwork for future improvements?

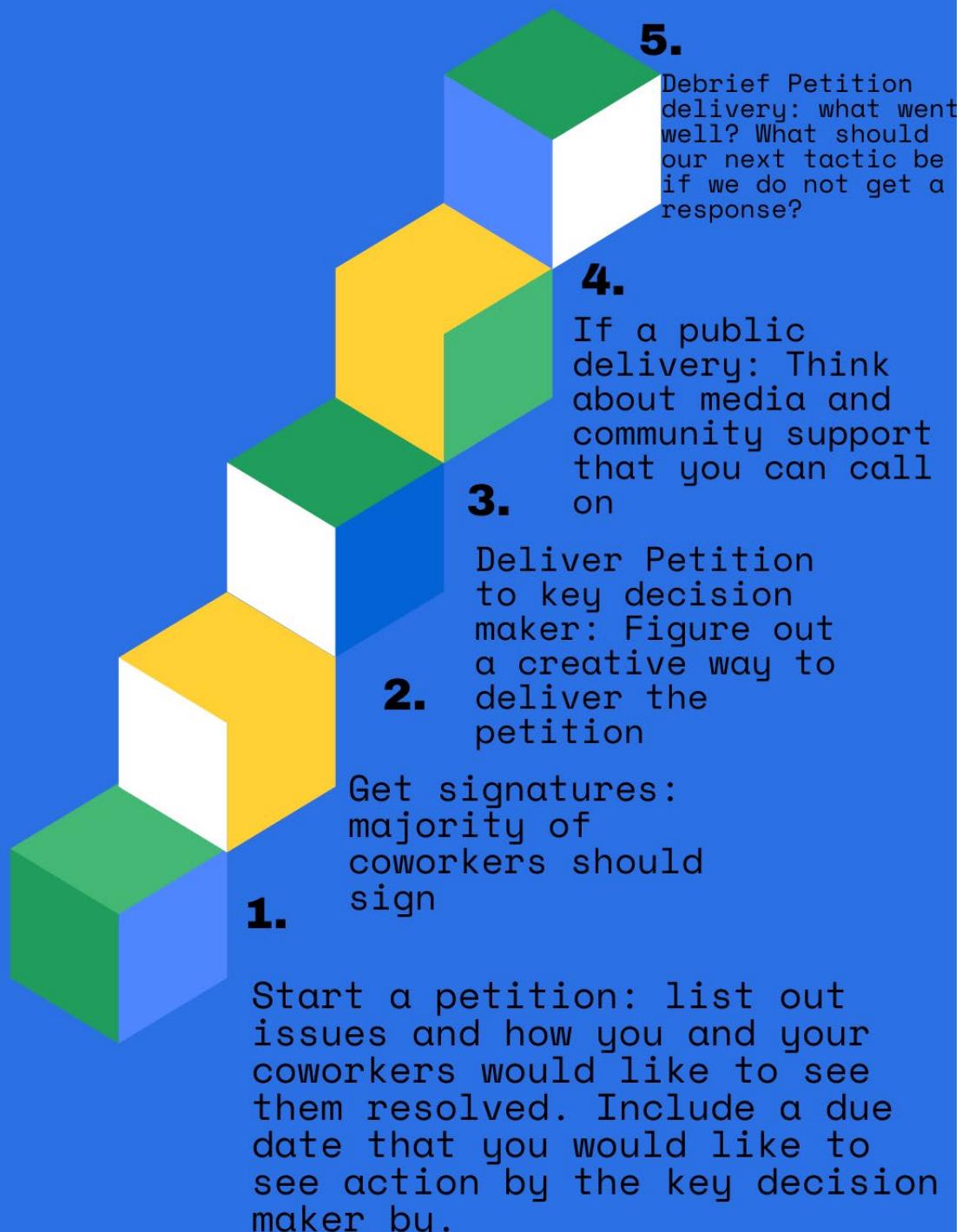
Each fight should build off the last. It often happens that we don't win the concrete gain wanted, but we do come out smarter and better organized—which makes it more likely we can win next time.



Steps of Escalation



An example of Escalation Tactics



Strategic Campaigns

Think-List for MAT

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Questions to answer with your MAT for an effective and stress-free (mostly!) campaign:

1. What is/are the issues?
2. Who in the workplace is impacted by the issues?
3. What has been done about the issue so far?
4. What is/are the demands? Are they SMART (Specific, Measurable, Attainable, Relevant, Time-Bound)?
5. Why are you deciding to take collective action (escalate) towards resolving these issues?
6. Who is the key decision maker (the person with power to resolve these issues) at your workplace?
7. How do you know that they are the key decision maker?
8. Do you have the majority of your coworkers on board to participate in taking collective action?
 - a. If so, how do you know that you have the majority of your coworkers on board to participate in collective action?
 - b. If not, how are you planning on bringing the majority of your coworkers on board?
9. What is the first tactic (action) your MAT is choosing to do? (Repeat this question for every action done in the campaign.)
 - a. Will it make decision makers feel pressure?
 - b. Will it make our coworkers feel strong?
 - c. What's the next step in your strategy? Will this get you closer to it?
 - d. What's the goal of the action? Making a demand? Testing strength?
 - e. If you are making a demand, when do you want the issue to be resolved by?
When do you want a response from the key decision maker?
 - f. Does your council representative know about your tactic/action?
 - g. Do you have a date for the action?:
 - i. Does it allow your team...
 1. ...to have time to prepare the materials needed for the action?
 2. ...to set turnout assignments?
 3. ...to roleplay organizing conversations?
 4. ...to practice speaking roles if the tactic (action) has them?
 5. ...to inoculate your coworkers and team: prepare members for the boss's reaction?
 6. ...to roleplay against the boss's reaction?
 7. ...to have a debrief date closely after the action?

Planning Worksheet

Using Question 9:

Create a timeline with assignments with your MAT based on the questions above.

These can be benchmarks, and you can write ranges of dates.

Task	Date	Assigned to/Done by	Notes
MAT leaders have discussed widely and deeply felt issues			
Demand(s) are identified			<i>Are they SMART (Specific, Measurable, Attainable, Relevant, Time-Bound)?</i>
Key decision makers have been identified			
Goal of escalation or collective action has been decided on			
A tactic has been chosen that puts pressure on the decision maker or provides something to your movement			
A plan to talk to coworkers about the tactic has been created			
Date(s) of actions have been decided			

Majority of coworkers are on board for the action			<i>How do you know that the majority are on board?</i>
Materials are prepared for the action			
Leaders have role-played turnout conversations for the action			
Set turnout assignments for action			
Leaders have practiced speaking roles if the tactic (action) has them			
Leaders have role-played with members for the boss's reaction			
Debrief date is chosen			
The action has been debriefed			