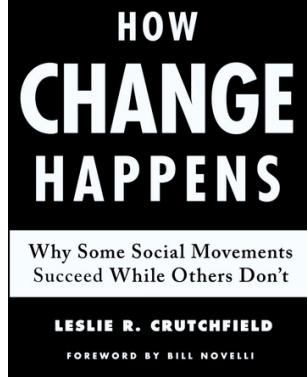


# Highlights

## RECKON WITH ADVERSARIAL ALLIES



### Social Change Can Be Contentious and Emotional

- Social movements can often get crippled by “disagreements, personality conflicts, territory fights, or scraps over which organization gets the credit.”
- The difference in winning movements is that leaders manage to put their egos and organizational identities to the side (if only temporarily) so disparate factions can come together around a common agenda.
- Mobilize around common goals, initiatives, and voices that are working on specific areas of focus.
- By taking the time to improve their internal relationships, movements dramatically increase their chances of success.
- The best movement leaders focus on how to get the various parts of their fields working in alignment. It’s an extremely difficult feat, but some have figured out how to make it work.

### Social Change is Complex

- The stuff of social change is complex – messy, conflict-ridden, and shape-shifting. All sides genuinely believe they are right.
- Find a way to trust one another and work collaboratively rather than competitively.

### Networked Leadership

- Think of a networked leadership structure as a suspension bridge. Unlike traditional board bridges which are rigid and can crack or implode under pressure, suspension bridges are designed with flexibility in mind.
- Like a well-designed suspension bridge, the best movements have some slack built into the system. This helps them absorb shocks coming from within and outside the field and even sometimes channel some of that excess energy toward a common goal.
- A common mistake struggling movement leaders make is to reject their adversarial allies by either discounting them as unimportant or ignoring them altogether.
- Other problems arise when movement leaders attempt to force consensus where none can be reached.



*If you want to go fast, go alone. If you want to go far, go together.*

*African Proverb*