



enlace

Enlace Institute

ANCHOR PROGRAM

Alternative, Nourishing, Caring,
Holistic Organizational Replenishment



Frameworks for Low-Wage Worker Organizations

The Enlace Institute was founded in 2000 to put advanced organizational technology resources within reach of organizations that serve the working poor.

The Enlace Institute is a resource for organizations ready to grow and adapt to the rapidly changing social, economic, and political situation in local, national, and international communities. These collaborative brainstorming processes are useful for virtually all base-building organizations.

"For more than 10 years I have received training from Enlace. The frameworks that I learned have given me the ability to start my own organization, lead campaigns, organize marches and press conferences, among many other skills."

-Eva Padilla Carrera former maquiladora worker, founder and director El Centro de Apoyo a la Mujer de las Maquilas de la Laguna, Torreon, Mexico

Tornel: A Case Study in Strengthening Unions

From 2009 to 2011 Enlace worked with independent union TORNEL on a campaign that won a national contract renewal for all Mexican tire workers. India-based company JK Tyre was negotiating an agreement with the Mexican government to buy out all tire plants in Mexico and dismantle the union workforce. The only obstacle to the agreement was TORNEL's national union agreement overseeing the rubber industry, which had a looming expiration date.

Enlace trained the newly elected rank & file union leadership in how to facilitate meetings, take meeting notes, delegate work, develop team work plans, conduct corporate research, and develop new worker leaders. With the new skills and team leadership that Enlace honed in TORNEL, they successfully renewed their national contract in 2011 and avoided complete foreign buyout of the tire industry.

Enlace continues to train worker leaders from TORNEL in our Enlace Institute programs.



“Because of the new era of financial realities and the rising anti-immigrant movement we are all going to have to learn how to operate leaner in terms of staff while moving to scale. That means we’re all going to have to have a stronger, more systematic and more coherent organized base to advance anything in our work. The Enlace Institute is giving us the skills to do so.” - Jon Liss, Executive Director Tenants and Workers United Virginia

Trainings for Strategic Organizational and Leadership Development

SINTTIM: A Case Study in Developing Worker Led Organizations

From 2005 to 2009 Enlace partnered with SINTTIM (Sindicato Independiente de Trabajadoras y Trabajadores de la Industria de la Maquila) in the Seafood Worker Justice Campaign. The North American Free Trade Agreement (NAFTA) worsened working conditions in Baja California Sur, Mexico. Worker cooperatives were replaced with foreign owned maquiladoras, creating more slave labor and dangerous working conditions. Workers at the plants

finally had enough, and organized. Enlace began working with SINTTIM, an independent union of women maquiladora workers. The workers had no prior union organizing experience, but were committed to the fight and justice. Enlace developed curriculum that included worker leadership development, internal organizational structure, recruitment and development for newly identified leaders, field corporate research, international campaigning, health and safety, and environmental safety training. With a strong team of leaders SINTTIM was able to launch an international campaign with Enlace. In 2009, after campaign escalation in Mexico, U.S., and South Korea, the maquiladora owners sat down to negotiate with SINTTIM leaders over union recognition and worker rights.

“Participating in Enlace’s workshops has been a truly valuable experience for me as an organizer. The spirit of popular education livens the workshops, the small group work clarifies questions, and the relationships we build are nourishing and motivating.” - Rocio Villalobos, Texans United for Families



Crisis

Management

Crises come in all forms, whether they are external or internal, deriving from a campaign or personal differences— they impact the organizations work.

Enlace has experience working with organizations to manage conflicts and crises

Danny Park, Executive Director, Koreatown Immigrant Workers Alliance "Enlace brings a unique understanding of our work as well as a long-term strategic vision for the Market Workers Justice Campaign...The experience of Enlace staff, especially Peter Cervantes-Gautschi, was particularly important. His objective input helped those of us immersed in the day-to-day work of the campaign broaden our vision and think and plan more strategically. The session on strengthening and improving internal communication, KIWA's decision-making structure, supervision structure, and creating internal reciprocal accountability shifted the ownership of the organization to all the staff and ownership of the campaign to the workers. This ownership is giving staff and workers revived energy to create new and innovative strategies and the courage necessary to tackle new areas of the campaign."

"The Enlace Institute is one of the few opportunities for Spanish-speaking base-building organizations to learn practical frameworks for strategic planning that is rooted in community organizing." - Angeline Echeverria, El Pueblo, Inc



Long-Term Planning

Enlace facilitates a long term planning process, which includes organizational assessment, strategic campaign development, creating a year plan, and identifying capacities and capabilities needed in order for the organization to accomplish the plan. Enlace provides follow-up training for staff and member leaders, support during the implementation of the year work plan, and a mid-year evaluation.

Enlace has facilitated long term planning for hundreds of low-wage worker organizations since 2000. In 2014- 2015, Enlace facilitated long term planning for VOZ in Portland, NICE in New York, and STRACC in Mexico.



"I highly recommend Enlace's training pro-gram. We used Enlace techniques to transform our San Francisco local from a chaotic union threatened with near collapse because of employer assaults and internal divisions, to what has become one of the most effective organizing locals in our movement today." - Sherri Chiesa, Executive Vice President, Western Director, UNITE HERE!

"I found the Enlace instructors to be excellent at tailoring their process for different types of organizations and people. Enlace's staff has realworld experience to share, and they provided an excellent manual that I was able to take with me and refer to afterwards."

- Anne Pernick, Project Director Business Ethnics Network Portland, Oregon



Management & Supervisor Training

Enlace works with low-wage worker organizations to train new and experienced supervisors and managers.

Our Supervision and Planning Trainings help new executive directors, newly promoted supervisors, and experienced managers better lead and direct organizations. Both supervisors and lead workers learn to use our frameworks to focus their team on the organization's top priority work. The purpose of the Supervision and Planning Trainings 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.

"I have attended both sections of [Enlace's] supervisory training over the last few years. Their model is thorough, detailed, and flexible, and the training itself was invaluable for me in thinking through my goals as a lead organizer. Clearly the models have developed over a long period of time, through many types of organizing campaigns. I found the trainers' support and openness to everyone in the training to be refreshing and rare." – Lenore Palladino, former lead organizer with Civil Service Employees Association, Local 1000

"Several people have complimented me recently on how I have gotten much better at supervising staff over the past few years, and I realized (and told them) that it was all due to my Enlace training. I am like a missionary, loaning out my Enlace binder to people, and using the one-on-one process to help people develop their leadership skills." -Matt Alexander, Co-Director, June Jordan School for Equity, San Francisco "I found the Enlace instructors to be excellent at tailoring their process for different types of organizations and people. Enlace's staff has realworld experience to share, and they provided an excellent manual that I was able to take with me and refer to afterwards." - Anne Pernick, Project Director Business Ethnics Network Portland, Oregon





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Enlace is a strategic alliance comprised of low-wage worker centers, unions and community organizing groups in the U.S. and in Mexico.

Our members are worker centers serving low-wage immigrants and people of color and unions engaged in base-building through campaigns for economic and social justice.

Our Integrated Organizing Approach (IOA) creates unique campaign strategies, builds new alliances to carry out those strategies, and develops new structures that strengthen

These frameworks are collaborative brainstorming processes that are useful for virtually all work groups in base-building organizations, including top staff leadership teams, strategy groups, organizing teams, boards of directors, and teams that include volunteers, unless otherwise noted.

A few can be used by an individual. Enlace founding director Peter Cervantes-Gautschi first developed the frameworks in the 1980s. Enlace began to use them in the Enlace Institute and since then they have been built upon and improved over the past 15 years by Enlace trainers and participants from more than 800 organizations.



Contact us for more information

Portland Office: PO Box 33167, Portland, OR 97292 | (503) 295-6466

New York Office: 16 E. 34th Street, 4th Floor, New York, NY 10016 | (646) 741-7490

Los Angeles Office: 3055 Wilshire Blvd, Suite 1050, Los Angeles, CA 90010

info@enlaceintl.org
www.enlaceintl.org