



FROM SOLIDARITY WEDGES TO BRIDGES DISCERNMENT TOOLKIT



Building Movement Project
Activating Nonprofits | Fueling Change



SOLIDARITY IS



CONTENTS

3 About this tool

6 What is a solidarity wedge?

7 Naming the wedge

12 Clarifying the wedge

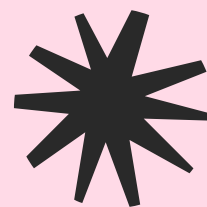
22 Discerning the root of the wedge

28 What might transform the wedge?

40 Moving towards solidarity

42 Glossary





ABOUT THIS TOOL

Building Movement Project's [SolidarityIs](#) team created the Solidarity Wedge Discernment Tool for organizations, leaders, and activists engaged in solidarity practice in their communities. It is rooted in BMP's decade-long work on transformative solidarity practice and in our learnings from the [State of Solidarity conversation](#) held in partnership with the Transgender Law Center in May 2026, as well as the Solidarity Wedges and Opportunities Intensive that we facilitated in June 2026.

If you would like additional support applying this framework, facilitating conversations, working through a specific wedge, or exploring transformative solidarity practices more deeply, we welcome you to reach out to us at solidarityis@buildingmovement.org.

How to use this tool

We encourage you to use this discernment tool individually or with your organization, coalition, campaign, or movement community. As new tensions emerge and existing challenges evolve, you can return to it again and again as a resource for reflection, discernment, and collective learning.

This tool is not meant to assign blame or diagnose problems; rather, it is an invitation to cultivate curiosity and support intentional action.

This tool is designed to help you:

- **Identify** the solidarity wedge(s) you are experiencing
- **Understand** the root causes, contributing conditions, and what may be sustaining it
- **Reflect** on what the wedge(s) may be revealing about your organization, coalition, or movement
- **Discern** what transformative solidarity might require and where there may be opportunities to transform wedges into bridges

As you move through the discernment tool, whether on your own or with others, consider the following:

- **Create conditions for honesty:** We can only answer these questions as honestly as we are willing and able to. In groups, honesty is often shaped by trust and safety. What might make it easier or harder for people to speak openly? What conditions allow for people to reveal what needs to be seen, and what might keep things hidden?
- **Seek consent:** If engaging with others, make sure people are consenting to enter a potentially tender and/or complicated conversation. Make room to pause, pass, or return to a question later, if needed.
- **Take your time:** You do not need to answer every question at once. Move through the tool in ways that allow enough time for reflection and what emerges to land. Resist rushing toward an answer or solution and notice what and who might be rushing you.
- **Notice assumptions:** Pay attention to the difference between what you know, what you don't know, and what you are assuming and/or interpreting. Whose perspectives are informing your responses? Whose might be missing?
- **Notice power and positionality:** Consider how your role, identity, relationships, and access to power shape what you can see, what may be harder to see, and whose perspectives carry weight.
- **Listen to your body:** Notice sensations, emotions, impulses, tension, or ease. Let your body's responses be information to explore alongside what you know, not conclusions in themselves.
- **Make room for complexity:** Multiple truths can coexist. You may not arrive at clarity immediately, and that is okay. Let what emerges deepen your understanding before determining what comes next.
- **Return and revisit:** Discernment is an ongoing practice. As you listen, learn, and gather more information, your understanding may shift. Give yourself permission to revisit and change your responses as needed.



WHAT IS A SOLIDARITY WEDGE?

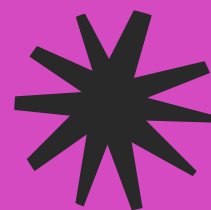
A solidarity wedge is a tension, contradiction, conflict, and/or rupture that emerges within and across people, organizations, coalitions, and movements.

Solidarity wedges often weaken trust, test values alignment, and hinder our individual and collective capacity to connect and build power together. At the same time, solidarity wedges are a natural part of movement building and collective work. They arise wherever people are building together across difference.

While wedges can create disconnection and fragmentation, they also offer insight into the conditions shaping our collective work. They reveal where relationships need repair, power dynamics need attention, and infrastructure need strengthening. Naming and understanding wedges creates an opportunity to strengthen the practices and commitments that allow solidarity to endure through conflict, difference, scarcity, and change.



NAMING THE WEDGE



NAMING THE WEDGE

Consider a tension, contradiction, conflict, and/or rupture you are experiencing within your organization, coalition, movement space, and/or campaign.

What does this current tension, contradiction, conflict, and/or rupture look like?

How long has this been building?

Who is involved, directly or indirectly?

Where is the wedge located? Check all that apply:

☐

Within my organization

☐

Within a coalition or network

☐

Across racial or generational lines

☐

Between organizations

☐

Between seasoned organizers and newly activated people

☐

Between staff and executive leadership

☐

Other:

How intense does this feel right now?

1

Barely felt

Something is off, but it hasn't been named. Maybe only you or a few people are sensing it.

2

Named, but not yet affecting the work

Wedge is known by more people and can be spoken about; people are still able to move together and the work is intact.

3

Showing up in how we work together

The wedge is now shaping interactions, conversations, decisions, meetings regularly. The work is shifting around it.

4

Wearing on people and the work

It's costing something more now - people's capacity, well-being or trust - and the work is slowing or strained.

5

Active rupture

The relationship or collaboration has ruptured. People are withdrawing, taking sides, or the work has stalled.

What are the various impacts of this tension, contradiction, conflict, and/or rupture on your organization's staff, base, and/or partners? Consider the impact on the work as well as relationships.



What has been tried?

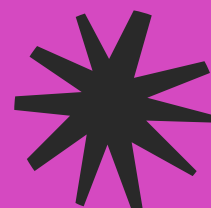
What attempts have been made to address or repair this wedge? If no one has yet attempted to address or repair the wedge, why do you think that is?

What existing power dynamics need to be addressed before and/or as you work through the wedge?

What shifted? What didn't shift?



CLARIFYING THE WEDGE



CLARIFYING THE WEDGE

The next few pages contain descriptions of a few types of solidarity wedges and examples of how they may emerge within and across organizations, coalitions, and movements. You may see yourself and/or organization clearly in one of these wedges, recognize elements of several, or find that what you're experiencing doesn't fit neatly into any single category. That's okay.

The goal is not about arriving at a perfect understanding of the tension, but about staying curious enough to learn what it is asking of us.

The patterns you notice can reveal what is sustaining the wedge and what may be needed to move toward deeper solidarity.

Solidarity wedges are not always created intentionally. They often emerge from the histories, conditions, and pressures shaping collective work. Naming and understanding them creates an opportunity to respond with greater care, clarity, and intention.

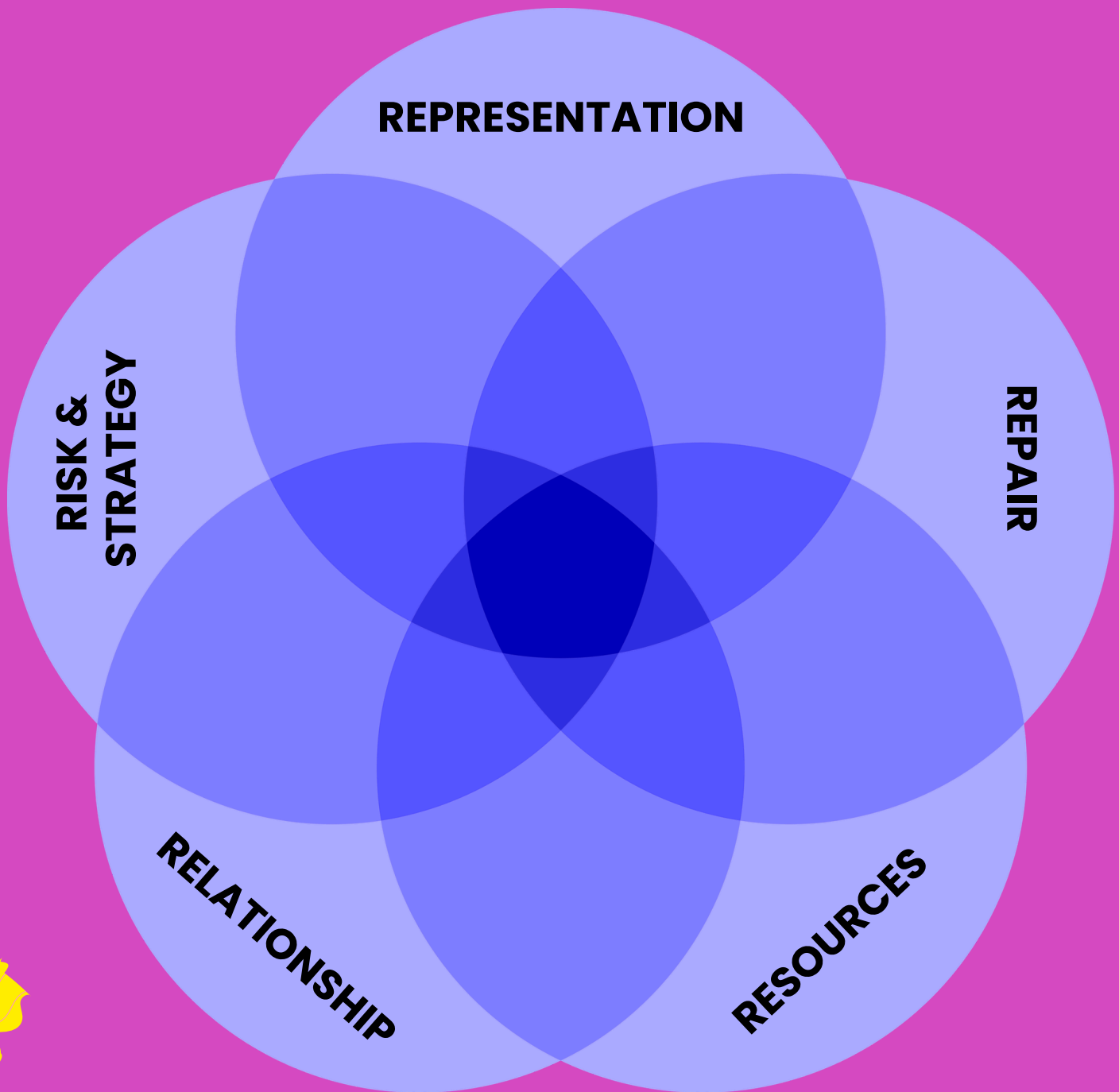
Power is present in every wedge. As you reflect, consider how authority, access, resources, influence, and decision-making are distributed. Notice where power is visible, where it is contested, and where it remains unspoken.

Attending to power can illuminate what is happening beneath the surface, including:

- Hidden hierarchies
- Informal sources of authority
- Gaps between values and governance
- Barriers to deeper solidarity

WHAT KIND OF WEDGE IS THIS?

Solidarity wedges often fall into one of five types: Representation, Repair, Resources, Relationship, and Risk & Strategy.



WHAT KIND OF WEDGE IS THIS?

Representation wedge: tension, contradiction, conflict, and/or rupture that emerges around whose stories get told, whose experiences are treated as credible, whose analysis gets centered, and whose framing shapes collective action. These wedges are often struggles over legitimacy, visibility, narrative power, and meaning-making.

Common questions beneath the wedge

- Who gets to define what is happening?
- Whose political analysis shapes decisions?
- What perspectives are considered essential vs. optional?

What this wedge often reveals

- Hidden assumptions about expertise and legitimacy
- Whose realities are considered politically convenient
- Gaps between stated values and actual practice

If you are navigating this kind of wedge, what else would you add? What questions are emerging? What does this wedge reveal?

WHAT KIND OF WEDGE IS THIS?

Resource wedge: tension, contradiction, conflict, and/or rupture over funding, staff capacity, organizational visibility, access to relationships, decision-making authority, and other resources needed to survive and sustain movement work. These are often fueled by scarcity conditions that reward competition over collaboration.

Common questions beneath the wedge

- Who has access to resources?
- How are opportunities shared?
- What happens when organizational survival and movement goals collide?

What this wedge often reveals

- Scarcity dynamics
- Unequal access to institutional power
- Lack of agreements around transparency and resource sharing

If you are navigating this kind of wedge, what else would you add? What questions are emerging? What does this wedge reveal?

WHAT KIND OF WEDGE IS THIS?

Repair wedge: tension, contradiction, conflict, and/or rupture that surfaces when harm has occurred and people disagree about accountability, repair, consequences, safety, forgiveness, and/or protection. These wedges often reflect competing beliefs about justice, responsibility, and what sustains organizations and movements over time.

Common questions beneath the wedge

- What is needed for repair?
- What does healing and accountability require?
- How do we balance care, safety, and organizational/movement sustainability?

What this wedge often reveals

- Different understandings of repair, safety, and accountability
- Lack of infrastructure for addressing conflict and harm
- Unresolved tensions between protection and transformation

If you are navigating this kind of wedge, what else would you add? What questions are emerging? What does this wedge reveal?

WHAT KIND OF WEDGE IS THIS?

Risk and strategy: tension, contradiction, conflict, and/or rupture that emerges around tactics, priorities, timelines, risk tolerance, and theories of change, particularly when people disagree about what is necessary, effective, and/or politically possible.

Common questions beneath the wedge

- How much risk are we willing to take?
- What compromises are acceptable?
- Who bears the consequences of strategic decisions?

What this wedge often reveals

- Different theories of change
- Unequal exposure to risk
- Competing definitions of success

If you are navigating this kind of wedge, what else would you add? What questions are emerging? What does this wedge reveal?

WHAT KIND OF WEDGE IS THIS?

Relationship wedge: tension, contradiction, conflict, and/or rupture that emerges from unequal relationships, differences in pace, uneven capacity, communication breakdowns, and/or leadership and/or work styles.

Common questions beneath the wedge

- What expectations were never clarified?
- Where has trust weakened?
- What relationship needs attention?

What this wedge often reveals

- Erosion of trust
- Capacity imbalances
- Over-dependence on goodwill rather than intentional relationship-building

If you are navigating this kind of wedge, what else would you add? What questions are emerging? What does this wedge reveal?

SOLIDARITY WEDGES

RELATIONSHIP

wedges around unequal relationships, differences in pace, uneven capacity, communication breakdowns, and/or leadership and/or work styles.

REPRESENTATION

wedges around whose stories get told, whose experiences are treated as credible, whose analysis gets centered, and whose framing shapes collective action.

REPAIR

wedges emerge when harm has occurred and people disagree about accountability, repair, consequences, safety, forgiveness, and/or protection

RESOURCE

wedges around funding, staff capacity, organizational visibility, access to relationships, decision-making authority, and more

RISK & STRATEGY

wedges around tactics, priorities, timelines, risk tolerance, coalition partners, and theories of change

WHAT IF WE DON'T AGREE ON WHAT THE WEDGE IS?

People may experience the same conditions in different ways because they are positioned differently within an organization, coalition or movement. Our identities, experiences, relationships, political analysis, and influences also shape what we notice, what we experience as most urgent, and how we make meaning of what is happening.

Rather than trying to determine who is “right,” we can approach these differences with curiosity and ask:

- What are the different perspectives noticing?
- What experiences are leading people and/or organizations to name the wedge differently?
- What does each interpretation help us see?
- Are differences in power, access, or proximity to the issue shaping how people understand the wedge?
- What might each interpretation leave out?
- Is the disagreement itself revealing another layer of the wedge?

People may also recognize elements of several wedges at the same time. Multiple wedges can be present and interacting with one another, and what appears to be one kind of wedge on the surface may be shaped by deeper dynamics elsewhere.

The goal is not to arrive at one “correct” category, but to develop enough shared understanding to identify what needs attention and what might help transform the wedge.



DISCERNING THE ROOT: WHAT IS DRIVING THE WEDGE?



Structural conditions



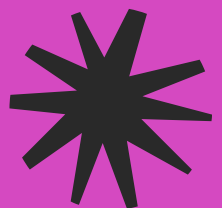
Movement conditions



Relational dynamics



Individual conditions



DISCERNING THE ROOT: WHAT IS DRIVING THE WEDGE?

Structural conditions: Which of these structural conditions are shaping the wedge?
Check all that apply.

- ☐ scarcity of funding
- ☐ unequal access to power or resources
- ☐ organizational silos or isolation
- ☐ absence of shared governance structures
- ☐ other:

- ☐ funder imposed competition
- ☐ political repression or crisis conditions
- ☐ identity hierarchies
- ☐ external pressure demanding speed
- ☐ other:

DISCERNING THE ROOT: WHAT IS DRIVING THE WEDGE?

Movement conditions: Which broader movement dynamics are shaping how this wedge is playing out? Check all that apply.

- ☐ fractured trust across generations
- ☐ tension between inside/outside strategies
- ☐ absorbing mainstream liberal energy
- ☐ exhaustion from sustained crisis conditions
- ☐ other:

- ☐ racial fractures in multiracial spaces
- ☐ lack of a shared vision or theory of change
- ☐ absence of political education
- ☐ lack of models for solidarity across difference
- ☐ other:

DISCERNING THE ROOT: WHAT IS DRIVING THE WEDGE?

Relationship dynamics: Which patterns are present in the relationships involved? Check all that apply.

- ☐ broken or missing trust
- ☐ unaddressed harm
- ☐ competing loyalties
- ☐ assumptions made without checking
- ☐ other:

- ☐ unspoken resentment
- ☐ communication gaps
- ☐ withdrawal and isolation
- ☐ people taking sides publicly
- ☐ other:

DISCERNING THE ROOT: WHAT IS DRIVING THE WEDGE?

Individual conditions: Which personal and interpersonal patterns might be present in yourself or in others involved? Check all that apply.

- ☐ burnout or capacity depletion
- ☐ fear of conflict or difficult conversation
- ☐ grief or loss not yet processed
- ☐ isolation, not enough support or care
- ☐ rigidity, difficulty holding complexity
- ☐ other:

- ☐ unhealed personal trauma
- ☐ ego or identity tied to being right
- ☐ internalized oppression showing up
- ☐ loss of hope or political despair
- ☐ perfectionism or all or nothing thinking
- ☐ other:



“

You do not have to be me in order for us to fight alongside each other. I do not have to be you to recognize that our wars are the same.

What we must do is commit ourselves to some future that can include each other and to work toward that future with the particular strengths of our individual identities.

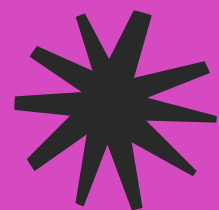
And in order to do this, we must allow each other our differences at the same time as we recognize our sameness.

– AUDRE LORDE

from “Learning from the 60s,” delivered in February 1982 as part of the celebration of the Malcolm X weekend at Harvard University.



TRANSFORMING THE WEDGE





While working through this discernment tool, you may uncover many things that need to change. You might notice different possibilities for moving from wedges towards bridges.

At the same time, not everything will be within your control or sphere of influence. Consider where you have agency, where you have power, and where you need others to act alongside you.

- **Individual:** what can shift in your own practices, choices, relationships, and ways of showing up?
- **Interpersonal:** what can shift in team norms, meetings, communication workflows and shared practices?
- **Organizational:** what requires changes to policies, resources, staffing, decision making, or the distribution of power?
- **Movement:** what extends beyond any one organization and requires collective action around funding conditions, movement infrastructure, political realities, or broader systemic conditions?

For each sphere, consider asking:

What can I influence or change from where I stand? What requires others to act with me? Where do I need additional support, resources, or relationships? What is mine to act on and what is mine to move with others?

WHAT IS SUSTAINING THE WEDGE?

Check all that apply.



the conflict has not been directly named



leadership is protecting the status quo



power dynamics are not being discussed openly



external crisis is creating pressure to move on before the wedge can be tended



trust has been damaged and/or non-existent



the current system rewards fragmentation over collaboration



people are working from assumptions or competing accounts of what happened



ideological purity standards leave little room for repair



there are unresolved harms and fear of what accountability might require



saviorism or paternalism is shaping the dynamic



there is no shared process for working through conflict, contradiction, or rupture



other:



scarcity is shaping behaviors
(not only scarcity of resources, but of empathy, trust, generosity, time, safety, and belonging.)

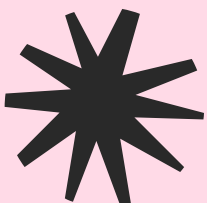
WHAT MIGHT TRANSFORM THE WEDGE?

Transformation does not necessarily mean agreement, perfect alignment, or resolution.

At the Building Movement Project, we believe transformation means creating conditions that allow for people to remain accountable, principled, and connected while working through conflict, tension, contradiction and/or rupture.

Transforming solidarity wedges to bridges is more possible when we build transformative solidarity infrastructure - skills, spaces, structures, and scaffolding:

- **Skills:** capacities and competences that sustain trust, strategy, care, and safety over time
- **Spaces:** containers where relationships, learning, and collective action grow
- **Scaffolding:** tools and systems that align groups to move together
- **Structures:** agreements and governance that make long-term collaboration durable and accountable



Each type of wedge often calls for a different combination of interventions. The following sections explore what skills, spaces, scaffolding, and structures may help transform each type of wedge and strengthen solidarity over time.

For each wedge, we also offer a handful of resources related to transforming that wedge. We invite you to share your suggestions with us so we might co-create this growing list of resources.

These examples are not intended to be prescriptive or exhaustive. Rather, they are offered as prompts to help identify where attention may be needed, what conditions could support transformation, and what kinds of investments might strengthen relationships, accountability, alignment, and collective capacity. You may find that multiple wedges are present at the same time and that more than one intervention is needed.

WHAT MIGHT TRANSFORM THIS WEDGE?

Representation wedge: tension, contradiction, conflict, and/or rupture that emerges around whose stories get told, whose experiences are treated as credible, whose analysis gets centered, and whose framing shapes collective action. These wedges are often struggles over legitimacy, visibility, narrative power, and meaning-making.

- **Skills:** Develop skills in active listening across difference and power and narrative analysis that supports shared understanding and participation.
- **Spaces :** Create story-sharing and community-led strategy conversations where directly impacted people can shape priorities and influence decisions.
- **Scaffolding:** Integrate stakeholder mapping and representation audits to ensure diverse perspectives are gathered and reflected in strategy.
- **Structures:** Establish representative decision-making bodies and community accountability processes that strengthen shared governance and redistribute power.

Related Resources

- [PeoplesHub](#): popular education trainings for sharing analysis across constituencies
- [Center for Story-Based Strategy](#): tools and trainings for narrative power analysis and shifting whose story shapes the fight
- [Power and Power Mapping](#): a "start here" guide to analyzing and mapping power in your context
- [Solidarity Stories](#): video and discussion stories of solidarity practice from AAPI community leaders, for sparking reflection and dialogue
- [Social Change Ecosystem Map](#): a framework that can help individuals, networks, and organizations align with social change values, individual roles, and the broader ecosystem

WHAT MIGHT TRANSFORM THIS WEDGE?

Resource wedge: tension, contradiction, conflict, and/or rupture over funding, staff capacity, organizational visibility, access to relationships, decision-making authority, and other resources needed to survive and sustain movement work. These are often fueled by scarcity conditions that reward competition over collaboration.

- **Skills:** Develop skills in transparent communication about resources and navigating scarcity without competition.
- **Spaces:** Create regular opportunities for honest conversations about funding and organizational needs; coordinate joint coalition resource-planning sessions.
- **Scaffolding:** Integrate resource maps and funding flow analyses to identify gaps, concentrations, and opportunities for shared investment.
- **Structures:** Establish transparent resource allocation processes and participatory budgeting practices to ensure resources are distributed equitably.

Related Resources

- [Justice Funders: A framework for Philanthropic Transformation](#): for moving philanthropy from extraction toward redistribution and shared power
- [Community Centric Fundraising](#): principles and resources for fundraising rooted in equity and collaboration
- [Right Relations Collaborative](#): Auntiedotes to White Supremacy Worksheet, Resources for Ethical and Generous Engagement of Indigenous Speakers, and more
- [Community Guide for Grassroots Groups: Fiscal Sponsorship, Bail Funds, and Mutual Aid Basics](#): a resource designed by Muslims for Just Futures
- [The Movement Pantry](#): a tool for taking stock of the frameworks, practices, and relationships you already hold, and shaping them toward shared goals

WHAT MIGHT TRANSFORM THIS WEDGE?

Repair wedge: tension, contradiction, conflict, and/or rupture that surfaces when harm has occurred and people disagree about accountability, repair, consequences, safety, forgiveness, or protection. These wedges often reflect competing beliefs about justice, responsibility, and what sustains movements over time.

- **Skills:** Develop skills in conflict transformation rooted in transformative justice and facilitating difficult conversations with accountability, feedback, and harm acknowledgment.
- **Spaces:** Create restorative circles and mediated dialogues where affected parties can be heard, supported, and participate in repair.
- **Scaffolding:** Integrate conflict transformation frameworks and accountability pathways to guide responses to harm and support meaningful repair.
- **Structures:** Create clear conflict transformation processes and standing bodies responsible for accountability, mediation, and repair.

Related Resources

- [Creative Interventions Toolkit](#): a community-based guide to addressing interpersonal harm without relying on police or prisons
- [Pods and Pod mapping worksheet](#): a mapping exercise for naming the people you'd turn to for support, accountability, and safety
- [Transform Harm Resource Hub](#): a clearinghouse of readings, tools, and curricula on transformative justice, community accountability, and healing
- [Bay Area Transformative Justice Collective \(BATJC\)](#): foundational TJ practice and resources

WHAT MIGHT TRANSFORM THIS WEDGE?

Risk and strategy: tension, contradiction, conflict, and/or rupture that emerges around tactics, priorities, timelines, risk tolerance, coalition partners, and theories of change, particularly when people disagree about what is necessary, effective, or politically possible.

- **Skills:** Develop skills in strategic analysis and scenario planning to support principled disagreement, risk assessment, and alignment between values and tactics.
- **Spaces:** Create political education spaces and cross-organizational planning sessions where partners can explore theories of change and engage in principled struggle.
- **Scaffolding:** Integrate shared theories of change and strategic decision-making frameworks to support collective analysis and adaptive strategy.
- **Structures:** Establish coalition governance agreements and clear decision-making processes for strategic pivots, escalation, and de-escalation.

Related Resources

- [Seeds for Change](#): Consensus decision-making, skills for working in groups, and more
- [Block and Build](#): Left Strategy in the MAGA era
- [Beautiful Trouble](#): toolbox of tactics, principles, and strategy frameworks
- [Ayni Institute](#): movement strategy and the "DNA of social movements"
- [Solidarity Stances](#): seven strategic stances organizations and networks can use in times of heightened chaos and crisis to build deeper, more aligned forms of solidarity

WHAT MIGHT TRANSFORM THIS WEDGE?

Relationship wedge: tension, contradiction, conflict, and/or rupture that emerge from unequal relationships, differences in pace, uneven capacity, communication breakdowns, and/or leadership styles.

- **Skills:** Develop skills in trust-building and relational organizing, including expectation setting, boundary setting, and giving, receiving, and integrating feedback.
- **Spaces:** Create relationship-building spaces and facilitated trust-building sessions where partners can strengthen connection, reflect, and align expectations.
- **Scaffolding:** Integrate trust assessments and partnership health check-ins to support reflection, accountability, and stronger relationships.
- **Structures:** Develop communication protocols and leadership accountability practices that sustain trust through transitions and change.

Related Resources

- [Turning Towards Each Other](#): a conflict workbook from Interrupting Criminalization
- [Training for Change](#): trust-building and group-dynamics tools
- [Interaction Institute for Social Change \(IISC\)](#): facilitative leadership and collaboration
- [Relational Uprising](#): relational organizing and connective practice

WHAT MIGHT TRANSFORM THE WEDGE?

What conversations need to happen?

What repair, acknowledgment, or accountability may be needed?

What structures, agreements, or practices might help?

What resources, support, or learning may be needed?

WHAT MIGHT TRANSFORM THE WEDGE?

Is this a moment that calls for:

☐ Repair

☐ Resource sharing

☐ Accountability

☐ Boundary setting

☐ Redistribution of power

☐ Changed partnership

☐ Greater transparency

☐ Release of partnership

☐ Political education

☐ Other:

☐ Relationship building

Notes:



MOVING TOWARD SOLIDARITY

What is one insight you are taking from these reflections?

What is one shift you can make personally?

What is one shift your organization, coalition, or group could experiment with?

What would transformative solidarity require in this situation?

(Transformative solidarity is a set of intentional and consistent practices that deepen relationships, transform ourselves and our institutions, and strengthen the infrastructure connecting our organizations and movements over time. It builds our collective capacity to respond to changing conditions - and to shape the policies, culture, and systems needed for liberation).

Any other thoughts, notes, or questions you have:

GLOSSARY



These are our evolving definitions, shaped by our ongoing practice and learning with frontline leaders and communities we work with. How do you and your organization understand and define these terms. What resonates? What feels missing, incomplete, or different from your experience?

Here are some resources that have shaped our own definitions

- [How to De-Escalate Conflict & Build Stronger Movements](#) by Kai Cheng Thom
- [Fumbling Towards Repair: A Workbook for Community Accountability Facilitators](#) by Mariame Kaba and Shira Hassan
- [No one is disposable](#) series featuring Dean Spade + Tourmaline
- [We Will Not Cancel us](#) by adrienne maree brown

Transformative solidarity: a set of intentional and consistent practices that deepen relationships, transform ourselves and our institutions, and strengthen the infrastructure connecting our organizations and movements over time. It builds our collective capacity to respond to changing conditions and to shape the policies, culture, and systems needed for liberation.

Solidarity wedge: a tension, contradiction, conflict, and/or rupture that weakens trust, alignment, or collective capacity within and across movements, organizations and movements, solidarity wedges can reveal the state and quality of relationships, accountability, political clarity, and where infrastructure is needed to sustain transformative solidarity.

Tension: a felt sense that something is not fully aligned, settled or coherent, even if it has not yet been explicitly named. Tension often emerges before, during or after conflict and may manifest as frustration, unease, uncertainty, confusion, avoidance. Tension is not inherently negative. It is information that may signal differences, competing needs or unresolved issues that requires attention.

Contradiction: The coexistence of two or more truths, values, commitments, needs, or realities that appear to be in tension with one another. Contradictions cannot and should not always be solved or eliminated. Often they must be held, navigated, and worked through.

Conflict: A disagreement, misalignment, or clash of perspectives, interests, values, needs, strategies, or experiences. Conflict is a normal and inevitable part of collective work and has the capacity to be generative and/or destructive.

Rupture: A significant breakdown in trust, relationship, communication, legitimacy, or collective functioning. Rupture occurs when tensions, conflicts, contradictions, or harms reach a point where existing ways of relating can no longer hold the strain. A rupture often signals that something fundamental requires attention and transformation before meaningful movement can continue. Rupture is not necessarily the end of a relationship, coalition, or effort. It is often a crossroads.

Harm: Injury or negative impact—relational, emotional, material, historical, political, or collective—caused by actions, decisions, behaviors, omissions, policies, patterns, or the misuse of power. Harm can be intentional or unintentional, immediate or cumulative, and is often experienced unevenly across differences in power. While not all conflict causes harm, unresolved tensions, conflicts, or ruptures can lead to harm.

Repair: The process of responding to conflict, tension, or harm by addressing its impact, rebuilding trust, restoring relationship, and creating conditions for generative connection moving forward. Repair may involve acknowledgment, apology, restitution, behavioral or structural change, and new agreements and practices.

Accountability : the practice of taking responsibility for one's own actions, decisions, impacts, and obligations to others. It often asks for openness to feedback, self-awareness, and humility: a willingness to be called in, to sit with discomfort, and to actually change. Accountability is relational, mutual, and ongoing, not a single act of apology.

Transforming the wedge: The ongoing practice of engaging tensions, conflicts, contradictions, harms, and/or ruptures in ways that deepen understanding, accountability, trust, and solidarity. Transforming the wedge is not simply about disappearing or resolving conflict, but using it as an opportunity for learning, growth, and stronger solidarity.

ABOUT BUILDING MOVEMENT PROJECT AND SOLIDARITY IS

The [Building Movement Project](#) supports and pushes the nonprofit sector to tackle the most significant social issues of our times by developing research, creating tools and training materials, providing guidance, and facilitating networks for social change.

An initiative of the Building Movement Project, [Solidarity Is](#) generates tools, trainings, and narratives to facilitate transformative solidarity practices for movement building organizations and activists who are invested in meaningful social change.



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