

More in Common 2026-2030 Strategy



More in
Common

Executive Summary

More in Common's vision is democratic societies in which people believe that they have more in common than what divides them. Our mission is to understand the forces driving us apart and find common ground to tackle our most pressing challenges.

More in Common was born out of tragedy after British MP Jo Cox was murdered for her beliefs in June 2016. The words she spoke in her first parliamentary speech in the House of Commons capture our ethos: **“we are far more united and have more in common than that which divides us.”**

Nearly ten years later, our societies are experiencing great uncertainty, deepening disconnection, eroding trust in institutions, algorithmic amplification of division, and the rise of authoritarian forces exploiting public frustration: a new “age of rage”. And yet More in Common operates from a place of hopeful realism. Every month, we engage with thousands of people in our research and these conversations consistently show us that despite profound challenges, our societies are less polarized than suggested by the distorting mirror of social media and politics. Indeed, many yearn to re-engage across lines of difference.

Our focus is **social cohesion**: strengthening the sense of belonging and inclusion in our societies. Social cohesion is the ‘glue’ that binds people together. When all people in a society experience a sense of belonging and connection to others in their everyday lives, societies are better able to tackle real-world challenges, defuse conflict, and resist polarizing “us versus them” dynamics. We help build healthy pluralistic democracies, where debate and disagreement flourish and everyone can feel that their voice is heard and that they truly belong.

The golden thread running through our work is putting **people at the center** of everything we do – understanding their values, beliefs, and psychology so that we can know not just *what* they think, but *why* they think it. In an age of machine learning, we are **doubling down on learning about humans**. We bring a people-centered lens to our societies and to the most divisive issues. As an organization, we put curiosity, trust, humility and ambition at the heart of our team culture, while remaining rooted in our distinctive national identities.

As we began this 2026-2030 phase, we were a team of over seventy people working in seven countries (Brazil, France, Germany, Poland, Spain, U.K and U.S). This strategic plan offers a shared ‘north star’ for More in Common and for each of our teams, to be operationalized in ways tailored to each country’s context.

Our four strategic priorities



Producing insights and thought leadership

We create tools and resources to better understand public attitudes. Those tools and insights are now being used by hundreds of partners across government, civil society, media, business, and philanthropy. This equips leaders and decision-makers to make better sense of how people think and view the world around them.



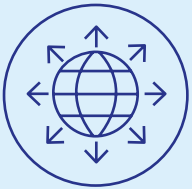
Accompanying partners and leaders

Real impact happens when we join forces with leaders across sectors — people with different worldviews but shared potential to reshape society. We act as honest brokers and critical friends, delivering hard truths when needed, and providing actionable frameworks and tools, not just interesting insights.



Joining and building networks and ecosystems

We support individual leaders while also connecting them to each other. Across sectors, leaders are already building societal resilience, but they are often working in isolation, unaware of their collective power to tackle major threats. We leverage existing networks when possible and create new ones when necessary.



Expanding our reach

We will explore:

- Geographic expansion through new country teams (focusing on the Global South) and "More in Common light" approaches
- Audience diversification, reaching younger, broader, less elite audiences
- New partnerships and vehicles: engaging businesses, influencers, and professional associations, through new paths to impact.

Informed by a decade of work, we have refined our strategy, our priorities, our culture, our organizational design, and the way we measure success. The urgency of our work demands that we prioritize high impact work over the comfortable cadence of business as usual. **We aim to be both sense-makers and change-makers** who help our societies navigate the immense challenges ahead. At a time when people are questioning the future of democracy, we are profoundly committed to ensuring that forces of connection prove stronger than forces of division.

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A. Introduction

At More in Common, we have a fire in our belly: a determination to help our societies step back from a spiral of division and decline. Social fracturing is one of the defining crises of our generation. It transcends any single issue, country, or simple solution. It exacerbates nearly every other societal problem and hinders progress on them all.

More in Common was born out of tragedy after Jo Cox, a young British Member of Parliament, was murdered for her beliefs in June 2016. Jo was a personal friend to More in Common's founders, and the words she spoke in her first parliamentary speech in the House of Commons capture our ethos: **"we are far more united and have more in common than that which divides us."** Jo held a clear-eyed conviction about the threats we face, coupled with a deep confidence in people's ability to come together — and her spirit is in our DNA.

This strategic plan for the years to 2030 comes nearly a decade after we started this work. It offers a **shared 'north star'** for More in Common and for each of our teams, to be operationalized in ways tailored to each country's context. At the outset of this period, we were a team of over seventy people working across Brazil, France, Germany, Poland, Spain, U.K and U.S. In no two countries does More in Common look the same. Each country has its own history, systems and institutions, culture, and sense of identity. While the countries in which we operate face similar forces of fracture, each must find how best to build greater cohesion and flourishing. Yet each country can also benefit from insights and lessons that are drawn from others. More in Common's structure and organizational culture encourages country teams to rapidly test and adapt approaches that are proving effective in making societies more resilient to the forces of division.

B. Meeting the moment

In many countries, democracy is under strain. Trust in democratic systems has eroded, and both internal and external threats have intensified — from economic uncertainty and geopolitical threats to accelerating climate change and the disruptive impact of artificial intelligence. These are widening fault lines in our societies. While these challenges are complex, powerful new insights and paths forward are unlocked when we examine them through **the lens of people**.

Every month, More in Common engages with thousands of people through surveys, interviews, focus groups, and large-scale online panels and by working with our partners in local communities. We consistently hear from people about a deepening sense of disconnection, a breakdown in social trust, a sense of cultural decline, and a feeling that it's increasingly "everyone for themselves." Many people feel unheard and disrespected, powerless over their own lives, and detached from a society in which they no longer feel they have a meaningful stake. A new generation is coming of age feeling frustrated by injustices, disconnected from friends and family, skeptical towards the social contract, and lacking hope for their future. This widespread alienation is fueling a growing willingness to break norms and upend systems.

This personal disconnection is compounded by the growing influence of AI and of algorithmic social media platforms which have become the primary source of news and information for much of the public. The social media platforms that were meant to connect and inform are doing more to amplify threats, turn us against each other and cocoon us in echo chambers. Unable to regulate themselves and unwilling to be regulated, these platforms thrive on outrage, fear, and extremism — emotions that drive engagement and revenue but deepen the perception of incurable division. While some in tech, media, and politics are profiting from these dynamics, many in the exhausted majority are withdrawing from civic engagement and public debate online and off.

AI has emerged as a new and potentially even more significant threat to social cohesion and human connection. While it brings the prospect of real progress in a variety of fields, from healthcare to weather forecasting, it is also rapidly and profoundly reshaping work, education, friendship, and even love. As AI increasingly dictates what people see and believe, disconnection, tribalism, disinformation, and conspiracy theories are likely to intensify.

Institutions that once commanded loyalty and stood above partisan conflict are now frequently drawn into polarizing debates or appear incapacitated. Even relatively minor issues are often cast as existential battles in which there must be clear winners and losers. Many people feel, often with good reason, that the institutions and leaders of their societies only serve their own narrow interests rather than the common good — and that they are increasingly incapable of addressing the major challenges of our time. Leaders find themselves shocked when the public turns against the status quo. Yet if they were to listen to people outside of their in-groups, they might see the disconnect between what they as leaders see and what the public actually thinks. Most leaders struggle to articulate unifying visions or to de-escalate tensions, let alone rally people around a shared sense of purpose. Forces of division are also intensifying in geopolitics, as longstanding rules that have governed relations between states are being undermined and broken.

Polarization fuels a self-reinforcing cycle that weakens democratic resilience. Political institutions both reflect and amplify social divides. While the public sometimes wants sweeping policy changes, more often they want governments to combine an agenda of change with building on previous governments' work. But in the current environment, political leaders struggle to distinguish between what should be preserved and what should be undone, resulting in policies whipsawing from one government to the next. When the public sees little action on issues they care about, they become more cynical and disillusioned. Leaders committed to pluralism and democracy often find themselves defending a discredited status quo, appearing ineffective as they rely on outdated strategies. Meanwhile, authoritarian figures from the left, right and center are capitalizing on public frustration—stoking division, pitting one group against another, and using polarization to entrench their own power.

Historians may mark this decade as democracy's inflection point — when the arc of nations either bent toward freedom or away from it. By 2030, the world may well be more volatile, uncertain, and dangerous than it is today. Building democracies based on shared values rather than tribal divisions requires confronting daunting obstacles at every turn.

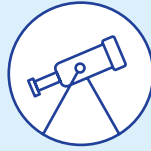
But the reflex to paint this moment only in dark hues should be resisted. Our societies have faced moments of profound uncertainty, instability, and conflict in the past. It is not inevitable that the forces of division will prove stronger than the forces holding us together. There are plenty of reasons not to give up hope. New technologies in AI, clean energy, medicine, and many other areas also open the possibility of extraordinary advances. More in Common's work shows that people's deep sense of disconnection is also creating powerful countercurrents: many are yearning to re-engage with others across lines of difference. We see many people surprised when they discover how their society is far less polarized than social media and cable news had led them to believe. Even on the most seemingly hot-button issues, people can find that they share common ground alongside their differences.

Nothing about the future is a foregone conclusion, and in the years to come our societies will be confronted with many moments of choice. As individuals, as communities, as leaders, organizations, and as societies we can choose to give up and give in to the forces seeking to divide us, or we can do the hard work of standing against those forces, while strengthening the forces that bring our societies together.

More in Common aspires to be **both a sense-maker of this moment and a change-maker that influences these moments of choice**. We act from a place of hopeful realism, grounded in a decade of experience and drawing from an evidence-based understanding of our societies. We believe that when people feel heard and valued, when their power of agency is restored, and when institutions engage them on their own terms, we can stem the spiral of polarization.

We harbor no illusions about the scale of this challenge. Reversing the tide of disconnection, distrust, and anger across democratic societies is an existential challenge that demands urgency, boldness, and a clear-eyed assessment of both the problems we face and the solutions we can offer. More in Common's job is not to pretend that things are not broken, nor to exaggerate that sense of breakdown. Rather, we aim to help people face reality, and act constructively. We choose hope, and when we look back at our work in years to come, we want to say with pride that this was how we met this moment.

More in Common's vision and mission



More in Common's vision is democratic societies in which people believe that they have more in common than what divides them.



More in Common's mission is to understand the forces driving us apart, and find common ground to tackle our most pressing challenges.

Our central focus is social cohesion: strengthening the sense of belonging and inclusion among people. Social cohesion is the 'glue' that binds people together. When all people in a society experience a sense of connection to others and belonging in their everyday lives, societies are better able to tackle real-world challenges, defuse conflict, and resist polarizing "us versus them" dynamics. The pursuit of social cohesion should not imply that we deny our differences, but rather that we disagree well and recognize that we have *both* differences *and* also much that is in common. More in Common's vision is for healthy pluralistic democracies, where debate and disagreement flourish and everyone can feel that their voice is heard and that they truly belong.

C. — Our people-centered lens

The golden thread that runs through the fabric of More in Common – our story, our strategy, and our culture – is **putting people at the center of everything we do** and how we do it. We seek to make sense of the world by understanding people's values, beliefs, behavior, and psychology. **In an age of machine learning and AI, we are doubling down on learning about humans.** In a world of ever more powerful data and algorithms, we are drawn to understanding people, their lives, and their stories. We know that ultimately people, more than institutions, determine whether a sense of social solidarity grows and feelings of belonging prevail. Our people-centered lens influences how we look at society, who we work with, and what we do.

1 A people-centered lens on society

We believe that the most effective engagement strategies start by meeting people where they are. This means understanding their relationships, fears, aspirations, values, and layers of identity, and how they experience the world around them.

We have built a rigorous base of evidence and data about **people and audiences**. We use complex research methodologies, but they are animated by a simple curiosity about people. In any given year, our country teams each listen to tens of thousands of people – through conversations, surveys and focus groups, and online communities and through the work of our partners on the ground. Our research draws from a decade of experience and multiple inspirations including from academic research in the fields of social psychology, political science, and behavioral science. We try to shift the focus from understanding not just **what** people think but also the deeper belief structures and values that shape **why** people think what they do. We do that first and foremost by listening to people.

We look at society as a whole but we pay **special attention to certain key groups and segments** and to how they interact with one another. Those groups include highly-engaged segments on the left, right and center who, while small, tend to dominate the national conversation, the media, politics, and the work of civil society. We also focus on understanding disengaged groups for whom politics is not central to their identity – groups we have called the 'invisibles' or the 'exhausted majority'. They often feel unheard and powerless, and in some cases, increasingly angry. For many, increased loneliness and isolation makes them more vulnerable to disinformation and fear, while elites often ignore, overlook or struggle to understand their starting points. Bringing their voices to the attention of leaders and partners is a significant focus of More in Common's work. We also draw on our insights to map the emergence of new groups, including online, who may not fit traditional categories but who are reshaping our societies and our democracies in important ways.

2 A people-centered lens on issues

We work on many issues but **first and foremost we are people-centered**. We know that most people do not see the world through the lens of any single issue. Rather, it is how those issues and opinions connect to people's everyday lives which shapes their evolving values and identity. We find that placing a single issue within the wider context of people's orientation to the world unlocks new potential for insight and impact. Our approach complements that of issue-specific advocates and policy specialists. Governments, civil society, and philanthropy often organize their work by issue area, and by partnering we can help them unlock breakthroughs that despite their expertise are not always obvious to issue specialists. By starting where people are at, partners can be more effective on their issues: creating more powerful campaigns, starting or broadening coalitions, or making governments better serve citizens.

3 A people-centered lens on leadership

Organizations are composed of and led by people and, increasingly, we are turning our attention to **the role of leaders**. We define leaders as individuals who align groups in a collective direction and get them working together towards shared goals. Some are in institutional roles such as CEOs, senior elected leaders, and government officials and spokespeople, while others are in non-institutional roles such as influencers, small group leaders, and community organizers. **Leading is no easy task in the current context**. Culture wars, identity politics, hot-button issues, polarized workforces, and attacks on free speech all amount to a minefield for leaders. We are convinced that in the years ahead, the most effective leaders will be those who can find unexpected common ground between groups despite their differences, and focus them on common goals.

This moment presents new challenges to leaders in every field, from politics, media, and business to the arts, civil society, philanthropy, faith, and education. Many of these require new skills rarely taught in formal education. The insights generated through More in Common's research can help leaders avoid echo chambers and open up a deeper understanding of public perspectives in all of their nuance and complexity. Understanding them better helps leaders identify how to best deliver on the public's demand for change. Our work shows how change is best achieved not by a pitting one group against another and polarizing society, but by building on common ground.

Experts sometimes speak of how authoritarian leaders in different settings are drawing upon a common 'authoritarian playbook' for their tactics and strategies. Part of our role is to inspire and equip leaders with a 'More in Common playbook' that incorporates strategies, practical insights, and leadership tools that have proved effective in building democratic resilience. Equipped with this non-partisan playbook, leaders will be better able to rebuild trust, bridge divides, accomplish their own mission, and forge ahead in tackling larger societal challenges.

4 Our people-centered culture

The people-centric lens also shapes who we are and how we work together. More in Common intentionally invests time, energy, and resources in nurturing a strong, values-driven culture. This culture is defined by a distinctive combination of values, qualities, and aspirations that shape how we work together as a team and with others:

- Humble and ambitious
- Rigor and excellence in everything we do
- Deep curiosity about people, and a commitment to elevating others' views, particularly those whose voices are largely unheard
- Valuing courage and risk-taking
- Driven by the common good, not by ideology or partisanship
- Embracing learning and innovation. Looking for new paths to make a difference
- Engaging others from a starting point of trust
- Cultivating a spirit of generosity
- Valuing diversity of thought, allowing our own beliefs to be challenged and embracing healthy disagreement
- Drawing from a wide range of backgrounds, worldviews, identities and life experiences
- Embracing a dual role as both sense-makers and change-makers
- Firmly rooted in each of our national contexts but curious about the world beyond
- Believing in the power of a good laugh
- Continuously ensuring More in Common is a great place to work.

Culture is among our most valuable assets and we nurture it thoughtfully, through careful recruitment, team development, learning, and gatherings at national and global levels, whenever possible in person. A defining part of our culture is that every person in every role at More in Common engages with the public through individual or group conversations multiple times per year – through real conversations, not artificial intelligence. Our culture informs both how we work with one another on the team, and how we engage with partners, funders, and the wider public.

D. Programmatic Priorities

More in Common has **four programmatic priorities** that each of our countries will implement in distinctive ways that reflect their national context:

- Producing insights and thought-leadership
- Accompanying partners and leaders
- Joining and building networks and ecosystems
- Expanding our reach.

1 Producing insights and thought leadership

In an era of disputed truths and deepening divisions, effective bridge-building must go beyond instinct to engage seriously with the actual beliefs and values people hold. That is why More in Common conducts rigorous research — **to equip leaders and decision-makers with insights to make better sense of how people think and view the world around them.** High quality research helps identify what approaches are no longer working, and can lead to better strategies and more powerful storytelling. It can also function as an early warning system, identifying significant shifts in public attitudes before most leaders are aware of them.

Our research upholds the highest standards of data integrity, using large, nationally representative samples and deploying new tools, approaches, and methods. Wherever suitable, we are accredited by national polling councils or equivalent national authority. Drawing from a range of disciplines, we explore the upstream values and identities that shape downstream views on day-to-day issues. We also diligently look for new and innovative methods to achieve our research goals.

In every country, we publish detailed ‘maps’ of the public based on worldviews and social orientation. We find that this approach often explains attitudes in ways that traditional demographics or voting patterns may not. These segmentation maps have become widely used reference tools and help partners across issues areas identify better starting points for engagement, and become better advocates and communicators. Our national models are applied by hundreds of partners across government, civil society, the media, business, and philanthropy.

Building on our past work, we hope to generate many new examples of our insights achieving impact:

- Helping to spark new organizations, initiatives, and programs, such as through our work on the ‘invisible third’ in Germany, ‘perception gaps’ in the United States, and the ‘respect agenda’ in the UK
- Responding quickly to new opportunities or threats, which has led to some of our most influential work such as on war in Ukraine, the COVID-19 pandemic, and moments of civil unrest in individual countries
- Engaging with difficult issues that others avoid, but which are critically important if we are to change the dynamics of polarization
- Generating comparative insights that help leaders to understand their own society within the context of other nations
- Highlighting the potential for drawing lessons from other countries and collaborating to solve similar problems
- Making our research and thought leadership more widely available and applied, both among leaders across the political spectrum, and through newer distribution channels in a changing attention economy.

2 Accompanying partners and leaders

We are not a think tank in the traditional sense in that we are *both* sense-makers *and* change-makers. Our best research is not just interesting — it's practical and applied. Clear frameworks, actionable tools, and pointed guidance help partners turn complex insights into action. Real impact happens when we join forces with leaders across sectors — people in a wide range of fields with different worldviews but shared potential to reshape society:

- Government department and leaders across issue areas and portfolios, including cabinet ministers and senior officials, and state or national leaders' offices
- Nonprofit and civil society partners, membership organizations, professional associations, unions, advocacy, and campaigning groups
- Philanthropic networks and individual foundations
- Journalists and senior media executives
- Social media influencers
- Filmmakers, documentary producers, and screenwriters
- Companies, entrepreneurs, tech innovators, business networks, industry groups, and leadership forums
- Leaders of faith communities and interfaith networks
- Place-based civic groups, libraries, volunteer groups, conservation groups, sports clubs, refugee sponsorship networks, and neighborhood associations
- Museums, heritage, arts, and cultural organizations
- School leaders, teachers, military veterans, farmers, mutual groups, and other community organizations.
- Universities, academics, research institutes, think tanks, and statistical agencies
- Multilateral organizations and international networks.

In some cases, partners come to us to work on a specific campaign or issue they are facing. In others we assist national institutions undergoing internal change to better respond to the broader societal dynamics of polarization. In yet others, we work with institutions that serve large and diverse communities such as members, visitors, customers, and patients — helping them navigate the complexities of 'culture war' issues and avoid unintended divisions.

Often, we design bespoke research to inform our partners' strategies, ensuring their efforts are grounded in evidence and tailored to their specific context and audiences (including internal audiences). In these collaborations, we bring a '*both/and*' mindset — supporting our partners' missions while also providing a broader societal perspective. We act as an honest broker, which means we sometimes become critical friends, delivering hard truths — something that partners greatly value.

3 Joining and building networks and ecosystems

Achieving our vision requires More in Common to operate across different sectors – not only through individual partnerships and leaders, but also by supporting and connecting leaders and organizations that can play catalytic roles in uniting communities and building resilience against social fragmentation.

Throughout our work, we are struck by how many people, leaders, organizations across issues and localities – from the village library to the corporate boardroom and national parliament – share a vision and aspiration to bring people together. But too often those who lead these efforts do not feel equal to the task, and do not see themselves as part of a larger collective effort. In working with partners and leaders, we aim both to support them individually, and to connect them with each other.

More in Common has always had a strong culture of partnerships and we believe opportunities to strengthen and build networks emerge in a variety of contexts. Within government, this might involve working with different central agencies to train senior officials, embed measures of social cohesion, or integrate a polarization-aware lens into policy design and implementation across departments. In the philanthropic sector, it might mean supporting the creation of new funding collaboratives focused on pluralism, democracy, or countering polarization. In civil society, our role might be to provide insights and data to existing collectives or to create new ones, such as the ecosystems we have helped shape on climate, pluralism, and democracy or immigration.

We do not wish to reinvent the wheel by trying to build separate networks where they already exist. Wherever possible we join forces with established networks. But where we cannot identify existing networks, we will convene them ourselves. Across sectors, many leaders are already contributing to societal resilience. Yet too often, they are disconnected from one another – and unaware of the full potential they hold to address the growing threats of division together. We help leaders recognize their shared sense of purpose, build connections across fields, and develop the insights and skills needed to meet the moment.

4 Expanding our reach

To be more effective in a rapidly changing environment, we plan to expand our reach in three important ways.

- First, we are **extending our geographic presence**. We will do this in two ways. We will explore opening a small number of new More in Common country teams over the next strategy cycle, with a focus on the Global South. We will continue to do this prudently and patiently, aware that the nature of our work does not lend itself to quick ‘copy-paste’ expansion and without compromising the quality of our work and our strong team culture in the countries where we already operate. We will also explore new models for engaging in countries where we do not intend to establish permanent national teams – through a ‘More in Common light’ approach. We recognize that many of the world’s largest democracies are facing dynamics that resonate with our work. We will explore how best to identify broad principles and points of connections to help leaders, organizations and established networks learn and draw from More in Common’s work and navigate those dynamics in a way that is best suited to these complex and different national contexts. In addition, we will draw on our growing geographic footprint to engage in cross-country comparative work where this can be helpful.

- Second, we are **broadening the audiences we are trying to reach** to include younger, broader, less elite and formally structured groups and audiences. Public discourse and the crucible of ideas are changing. The rise of AI, social media influencers, and new formats (including new video formats) are each changing our media environment and reshaping the attention economy. Our models of reach, influence, and impact will therefore evolve to better understand these new emerging agoras and reach people of all ages and backgrounds where they are.
- Third, we intend to **extend our reach by serving new partners** for whom our current model and organization are ill-suited or unfamiliar. That is particularly true of those outside civil society, such as individual leaders and influencers, businesses (including media, investors, and tech companies), or professional associations. Engaging these new partners could yield important results but might require the creation of new legal vehicles within More in Common to better deliver analysis, consulting and advisory services, and leadership training.

Theory of Change



Our societies are increasingly fractured. People feel disconnected. Conflict entrepreneurs and social media drive polarization. AI risks making things worse.

Polarization and disconnection feed a **double crisis of trust:** in one another and in our institutions. This is most strongly felt by groups More in Common calls the **'Invisibles' or the 'Exhausted Majority'**.

Polarization, disconnection, and distrust **weaken social cohesion, the glue that holds us together**, amplify extreme voices, and hinder progress on our most pressing challenges.

By looking at society through the **lens of people's values, beliefs, and identities**, More in Common contributes to a deeper understanding of our societies, shining a light not just on **what** people think, but **why**.

We **apply those insights with partners** to navigate change, build common ground, and strengthen resilience against the forces of division. We are both **sense-makers and change-makers**.

Building on common ground enables **society to function better for everyone**, enables healthy disagreement and pluralism, reduces conflict, and opens new ways to make tangible progress on the issues that matter most to people.

Trust increases, and solutions are implemented. People feel a greater sense of belonging, leading to **more united and cohesive democratic societies**.

E. — How we measure success

The urgency of our work demands that we **prioritize high impact work over the comfortable cadence of business as usual**. Over the next strategy cycle, we will ambitiously expand what is working, deliberately stop what is not working well and be innovative and original in trying new approaches.

To do so requires better impact measurement. While it is often difficult to accurately measure the full impact of More in Common's work (a challenge shared by organizations with social goals largely shaped by forces outside of their control), we track precise metrics to help us measure our success in the short, medium and long term, and adapt as needed. This is an area where we will be making investments in the next strategy cycle, in order to help inform "Start, Stop, Continue" decisions.

Short term indicators include:

- Number and reach of reports published by More in Common and reach
- Number, diversity, reach, and nature of media mentions
- Volume, nature, and diversity of social media reach across platforms (including video-based platforms)
- Number, nature, and mix of briefings and speaking engagements delivered
- Number and nature of in-depth training sessions delivered to partners
- Number and impact of campaigns launched by partners drawing directly on our work
- Number and nature of incoming requests for collaboration with existing partners
- Number and nature of requests for collaboration from new (as opposed to returning) partners
- Organizational milestones including hiring and retaining top talent, team development and welfare, learning sessions and retreats (in person, at country and global level), team diversity, type and diversity and volume of funding secured (new and renewals), financial reserves, legal compliance, functioning governance, and Board engagement.

Medium term indicators include:

- Number, nature, and diversity of partnerships established
- Nature, diversity, and scale of the target audiences reached through our partners
- Changes undertaken by partners (internal or external; policies, programs, initiatives, funding decisions) drawing directly on our work
- Improved outcomes as partners develop and apply approaches based on More in Common's insights and partnerships
- Third party endorsement of the originality and utility of More in Common's insights
- Adoption of More in Common's concepts, framing in the wider public conversation
- Impact on government policies and legislation, party manifestos, and strategies
- References and citations of our work in books and academic research
- Instances of risks reduced, or damage avoided or as a result of actions *not taken* by partners as a result of our work (ex: bad outcomes avoided)

- Evidence of new initiatives, partner and funder tables, ecosystems, foundation programs, government departments and policies, and other organizations created thanks (at least in part) to More in Common's contribution
- Secondary adoption of More in Common methodologies, approaches, and insights by other organizations outside of our partner networks and the countries where we work
- Research methods and outcomes improved as a result of innovative approaches adopted
- Organizational milestones: long-term financial sustainability of More in Common country offices and overall structure, availability of long-term unrestricted funding, team retention and well being, succession planning, expansion to new geographies.

Long term indicators we track include (but recognizing these are mainly driven by factors beyond More in Common's control or influence):

- Improvement in society-wide measures of social cohesion, belonging, and trust (as measured, for example, by national and comparative barometers / trackers)
- Ambitious, sustained long-term and wide-reaching new initiatives launched that foster social cohesion and reduce polarization
- Reduction in threats and incidences of political violence, harassment and discrimination
- Reduction in conflict around previously polarized issues.

F. More in Common's organization

The essential operational work of putting strategy into practice will be done through national and thematic plans. The main features of those plans include:

Leadership and decision making: More in Common is currently led globally by two co-founders, one of whom serves as More in Common's CEO. They are assisted by Executive Directors who lead each More in Common country team as well as a CFO, Research Director, and a Director of People and Learning. The Directors' group meets regularly, including in person, to exchange learnings, decide on key common projects and provide input on strategic and operational issues related to More in Common as a whole.

Structure and governance: Each national team at More in Common is registered as a separate non-profit legal entity. These legal entities are connected through a Cooperation Agreement which outlines roles and responsibilities of each entity and of the whole, and how national entities and our global functions work together. Executive Directors lead each country team and report to our CEO but, in line with our value of being firmly rooted in national contexts, they are given substantial autonomy over the work and direction of the country team. That model has worked well, providing a healthy mix of latitude and guidance and has enabled us to attract entrepreneurially minded leaders for our country organizations. It means that not all teams do all the things that More in Common does: instead, they look for the most effective approaches within their country's context.

Our 'global hub' is legally registered in the UK. It is overseen by a Global Board whose members are drawn from every country where we are present. Our Global Board has fiduciary and legal responsibility over the organization as a whole. It advises More in Common's leadership on strategy, approves our annual budget, oversees the solvency and overall performance of the organization, maintains our reputation and good standing and it appoints, dismisses, advises, and evaluates the organization's CEO and co-founders.

Among More in Common's national entities, some (but at this stage, not all) have national boards or advisory boards. These boards provide advice into national strategies and plans and reflect a wide range of national expertise.

Funding: We are driven by our mission first and foremost, and not by the objective of expanding our budget or headcount. Our budget more than doubled from about \$6 million to about \$13 million over the period of 2021 to 2025. At the start of this strategic cycle, most of that funding came from grants from philanthropic organizations, mainly at the country level and through some multi-country and core unrestricted grants. Our priorities over the next phase will be to increase our core funding from philanthropy, including through larger cross-country core grants, to increase the share of national funding and to continue to diversify our funding sources including through earned revenue.

Mitigating risks: Like all non-profits, we are acutely aware that our macro operating environment has become more volatile and uncertain. To map risks and mitigating strategies, we maintain a risk register which is regularly updated. This risk register addresses finances and financial assets, our legal exposure, the potential of political attacks, team-related risks (such as turnover and welfare) and those related to our information systems and cyber security.

**“We are far more
united and have
more in common
than that which
divides us.”**

—— *Jo Cox*



**More in
Common**