



To: Interested Parties
Fr: Worthy Strategy Group & Campaign for a Family Friendly Economy PAC
Dt: September 26, 2024
Sb: Applying the American Leadership Project and Winning Jobs Narrative to Create a Winning Formula

In a time when Americans are looking for leaders who care about, understand, and ultimately deliver for people like them, the *Winning Jobs Narrative Project* and the *American Leadership Project* have each been working to identify strategic messaging that connects deeply with what Americans most want and need. When applied in tandem, their approaches can be used to help more women leaders be positioned for success by emphasizing critical leadership characteristics and an economic agenda/narrative on the campaign trail and once in office.

The Winning Jobs Narrative and the American Leadership Project bring a comprehensive understanding of American voter sentiment and leadership perception to the table. Together, these initiatives help public officials communicate in ways that resonate with voters' deepest concerns while maintaining authenticity and forward-looking optimism.

This resource provides messaging that the Campaign for a Family Friendly Economy PAC and Worthy Strategy Group believe will be incredibly impactful in the 2024 cycle and beyond. With elements of both projects in alignment with how the Harris-Walz campaign is talking about the issues facing us in November, Democrats have a chance to further optimize their messaging efforts, ensuring that voters see these values reflected in every aspect of leadership and governance.

ABOUT THE PROJECTS

The **American Leadership Project**, a project of Worthy Strategy Group, seeks to uncover what qualities Americans desire in their leaders and how those leaders can effectively communicate that they embody those traits. By connecting leadership qualities to voters' core values, needs, and aspirations, the project helps leaders lean into the kind of communication and leadership qualities that will establish trust and credibility with the public. This work has been used to successfully position candidates at every level of government and has expanded the palette of stories we tell about leaders – especially women leaders – to better message why a leader should be elected into office.

The **Winning Jobs Narrative Project** is a working people-centered narrative architecture for talking about jobs, work, and the economy in ways that resonate across race, geography, and issues. The project's research established a proven formula that emphasizes the importance of growing our economy by raising incomes and lowering costs so working people have the tools and opportunities needed to build a good life. This narrative has successfully shaped the discourse around economic issues and continues to serve as a touchstone for future campaigns.

In the halls of power, the **Campaign for a Family Friendly Economy**, a project of Family Friendly Action Fund, builds grassroots support for solutions that would transform the lives of American families, like paid family and medical leave, lower cost prescription drugs, and affordable elder and childcare. At the ballot box, **CFFE PAC** helps elect candidates who fight for working families and who support policies including paid leave, affordable child care, earned sick days, and liveable wages.

THE FRAMEWORKS

The **Winning Jobs Narrative Project** was formed to explore how Americans relate to jobs and work, identifying the core values that resonate with voters. Through WJN's work, the team identified several core economic messaging keys:

FOCUS ON WORKING PEOPLE	Center hardworking Americans as the heroes of our story, focusing on how they're bringing our economy back.
FOCUS ON LOWERING COSTS	Costs are by far the top concern of most Americans. We need to emphasize what we're doing to lower costs while also telling the real story of why costs are rising—corporate greed—illustrated with compelling examples.
EXPLICITLY CONNECT LOWERING COSTS TO ECONOMIC GROWTH	The backers of neoliberal "trickle-down" economics argue that growth comes with tax cuts and deregulation for the wealthy and corporations. In reality, it's our work, spending, and unpaid activities like caregiving that drive growth. We are reclaiming economic growth as a progressive, middle-out priority rooted in the daily lives of working Americans.
SET GOVERNMENT IN A SUPPORTING (NOT STARRING) ROLE	Instead of making the government the hero, we respect and center working people's personal agency. Government and policies are getting things done for hard-working Americans—the heroes of our story—by providing <i>tools and opportunities</i> that equip and empower them to grow our economy.
FOCUS ON MAKING THE WEALTHY AND CORPORATIONS PAY THEIR FAIR SHARE	Cutting taxes for the rich is unpopular, including because those tax cuts shift the burden from corporations to working people. In fact, a strong majority supports the wealthy and corporations paying more in taxes. We need to keep talking about the importance of making corporations and the wealthy pay their fair share.
FOCUS FORWARD, NOT BACKWARD	It can be tempting to talk about accomplishments, but that positions us in the past and ignores the financial strain Americans are still feeling. Instead, focus on what we're doing now and will do into the future. It's about acknowledging the financial strain people are feeling and emphasizing our broader ongoing fight to lower costs and raise incomes to grow the economy for everyone.

THE FRAMEWORKS (cont'd.)

The **American Leadership Project** identified six critical qualities during its deep dive into what Americans are looking for in their leaders. These qualities were identified by nearly 1,000 voters across America who brought in over 1,000 images representing their ideal leader. The American Leadership Project identified that Americans are looking for leaders who embody the following qualities:

THE CRITICAL SIX	HOW WE SIGNAL THIS	QUALITY DESCRIPTIONS
STRONG, STABLE, & VISIBLE	<ul style="list-style-type: none"> ● Strong and caring ● Tough but fair ● Americans can see that... ● Let me be clear... 	Is strong—physically and mentally— enough to take down mountains and help others up. Balance of hard and soft, of justice with compassion. A fearless, clear communicator, who is transparent and forthright.
CHALLENGER	<ul style="list-style-type: none"> ● Fighting for you ● Challenging the systems that... ● Will take on... ● Brings people together/references to teamwork/coach 	Is calm and brave while breaking rules to stand up to power or change the status quo. Sees, expects, and draws out the best in others. Holds themselves to the highest standard and inspires those around them to bring their A-game.
MEET THE MOMENT	<ul style="list-style-type: none"> ● Dedicated her career to helping everyday/hard-working Americans. ● Brings people together/references to teamwork/coach 	Is a reluctant leader—history calls them —and is charismatic, value-driven, and self-sacrificial. Has the ability to unite people, does what’s best for the team, and has deep experience. Exhibits a “been through it” factor.
FUNDAMENTALLY AMERICAN	<ul style="list-style-type: none"> ● Dedicated her career to helping everyday, hard-working Americans ● References to the American dream, respect, optimism 	The earnest, American decency: Work hard, be nice, look out for the little guy, be the American dream; Optimism.
NURTURER	<ul style="list-style-type: none"> ● Cares about you, knows what it’s like ● Investment (infers Americans are worth it) 	Has the peacemaking, calming, and wise qualities of a monk or Mr. Rogers. Portrays shepherd energy. Has the sacrificial love, devotion to, caring for, and attentiveness to people. They see you, they care about you—YOU are their mission.
INNOVATOR	<ul style="list-style-type: none"> ● Knows what it takes to fix it ● Can deliver, can get it done ● Has the skills, experience, and temperament to make the decisions we need ● Has a plan, has a vision to deliver 	Has the innovative & visionary brilliance of Steve Jobs, Jean Luc Picard, or Paul McCartney. Has the get ‘er done at all costs quality of any military guy.

This memo from Worthy Strategy Group and CFFE PAC applies messaging and framing from the Winning Jobs Narrative Project and adapts principles from the American Leadership Project.

What's notable from ALP's research is that women are thought of far too little when it comes to leadership. When asked to think of an ideal leader, women are only thought of 22% of the time (data taken from a sample of n=1150 ideal leader images/text sourced from a socio-demographically representative sample of "Gettable" Democratic and Independent voters across the United States from 12 individual studies). Importantly, race plays a factor as well, though not as dramatic as sex; Black leaders are considered at nearly twice the rate of the population size as ideal leaders and are considered to be especially strong (which reflects a deeply problematic stereotype and reductionist tropes, yet is helpful in the context of candidacy for public office).

Additionally, one of the most important qualities Americans are looking for is the *Fundamentally American* quality, yet women are considered to embody this quality only 7% of the time, and Black leaders are associated with this quality only 4% of the time. There are further disparities that exist – with women not associated at an equal rate with being visionaries, with meeting the moment, and more. But what we've found is that by tapping into these qualities via messaging, we can craft more expansive messaging that addresses the deeper unconscious needs Americans hold about leadership.

LAYERING THE MESSAGING FOR A WINNING COMBO

The following message examples developed by Worthy Strategy Group and CFFE PAC apply messaging and framing from the Winning Jobs Narrative and adapt principles from the American Leadership Project to show how the two projects' approaches can be combined in an electoral context. In the examples below, the focus is on Kamala Harris—but we can also imagine how this could apply to other women candidates this cycle.

Messaging Key:

Adapted from **Winning Jobs Narrative** Applying Findings from **American Leadership Project**

Kamala Harris **is fighting to grow our economy by raising Americans' incomes and lowering costs so working people have the tools and opportunities needed to build a good life. For too long, the U.S. has imported products and exported jobs.** Harris **has the skills, experience and temperament to make the decisions we need to get businesses manufacturing things in America again.** She'll **create tough and fair policies** that **hold giant corporations accountable and grow our economy by creating quality, good-paying jobs here at home.**

Kamala Harris **knows** that **working families are the engines of our economy,** and **she's dedicated her career to supporting everyday Americans.** But **large corporations are making record profits and still raising prices, while many working Americans struggle to pay their bills and feed their families.** Kamala Harris **is challenging that system** with **tough and fair policies** that will **put working families, small businesses, and labor union workers ahead of big corporations.** And **she has a plan** to **lower costs for families by taking on corporate price gouging from prescription drugs, to groceries, to gasoline, to housing.** Kamala Harris **knows** that **when we can support our families, educate our children, afford our healthcare, shop in our neighborhoods, and retire in security, we grow the economy and build thriving communities.**

Let's talk about budgets. Trump ran up the national debt by more than \$8 trillion—and the Wharton School of Economics says he'll explode it by trillions more. But Kamala Harris **is fighting for your family**—and **looking out for your budget**. **She knows what it takes to build an opportunity economy focused on raising incomes and lowering costs for working people—and she has a plan: first-time home-buyer assistance, restoring the child tax credit, and investments in new small businesses**. Kamala Harris **is bringing people together**, and she's **going to work to deliver** a budget that **gets things done for working Americans**.

WHY THIS MATTERS

We know that we live in a time where Americans don't feel like they're in control, they don't feel like they matter, **and they want to be the hero of the story**. Messaging in a way that meets Americans at their heart (and pocket-book level) while doing so as someone who matches their ideal leadership qualities is why adapting the work from Winning Jobs Narrative and the American Leadership Project is so powerful.

For more information:

Worthy Strategy Group:

<https://worthystrategygroup.com/>

Campaign for a Family Friendly Economy PAC:

<https://familyfriendlyeconomy.org/>

To learn more about the projects cited in this guidance:

American Leadership Project:

<https://americanleadershipproject.org/>

Winning Jobs Narrative Project:

<https://winningjobsnarrative.org/>

APPENDIX

Below is an assortment of messages that incorporate research-based approaches from the organizations and projects referenced in this document.

WJN MESSAGING

Core Message: Democrats are working to fight inflation so working people have the tools and opportunities needed to build a good life. Hardworking Americans are bringing our economy back, and Democrats are getting things done for them by creating record numbers of good-paying jobs, lowering costs (like a \$35-per-month insulin price cap), fighting outsourcing, and bringing our supply chains home.

Putting Working Families First. *Democrats are working to grow our economy by raising Americans' incomes and lowering costs.* That means putting working families, small businesses, and labor union workers ahead of big corporations. By making giant corporations pay the taxes they owe, Democrats are bringing down costs for healthcare, medicine, and energy bills— without raising taxes on anyone making less than \$400,000 a year.

Child Care: Working parents need accessible, affordable child care. Democrats are working to make child care affordable so working parents can provide for their family, build a good life, and contribute to keeping America competitive globally. Child care is one of the essential foundations of our economy – it's the workforce behind our workforce, and it holds up every sector of our economy. We need to do more to ensure it's affordable for the parents who need it.

Housing: Every family deserves a place to call home, but homes that working people can afford have become hard to find. That's why Democrats are proposing a tax cut to provide \$400 a month for the next two years for people looking to buy their first home or trade up for a little more space. To bring down costs, we have to build more housing that working families can afford.

Manufacturing: *Democrats are working to grow our economy by raising Americans' incomes and lowering costs.* Increasing manufacturing here at home is part of how we make our supply chains more resistant to disruptions—whether it's a pandemic, climate change, or cyberattacks. Under

WORTHY/CFFE PAC MESSAGING

She's Good at Immigration (Indicates Stability):

Kamala Harris is committed to tackling the complex issue of immigration with both strength and compassion. As a former attorney general of a border state, she has a proven track record of going after transnational gangs, drug cartels, and human traffickers, winning case after case. Harris supports legislation that strengthens border security while also creating a pathway to citizenship for undocumented immigrants, criticizing Donald Trump for prioritizing electoral politics over real solutions. She recognizes that our immigration system is broken and knows what it takes to fix it, advocating for reforms that are both tough and fair.”

She's a Fearless/Clear Communicator: As a former lawyer and prosecutor, Kamala Harris has a remarkable ability to take complex information, break it down, and make it understandable for everyone. She grounds her arguments in facts and isn't afraid to tell the truth, even when others rely on lies and misinformation. In a time when honesty is in short supply, Kamala Harris stands out as a leader who speaks the truth and holds others accountable.

She's a Nurturer: Kamala Harris has dedicated her career to helping everyday Americans. As Vice President, she has cast more votes to support an agenda for working Americans than any other Vice President in history. She understands Americans are struggling with costs, and will fight to restore the American Dream.

She's Led the Fight for our Freedoms: As Vice President, Kamala Harris has led the fight for our freedoms: the freedom of women to make decisions about their own bodies, the freedom to live safe from gun violence, the freedom to vote, the freedom to marry who you want, and the freedom to drink clean water and breathe clean air.

WJN MESSAGING

President Biden's administration, we are increasing domestic manufacturing and bringing supply chains home, creating nearly 800,000 manufacturing jobs.

Small Businesses: *Democrats are working to grow our economy by raising Americans' incomes and lowering costs.* Small businesses need access to high-quality, affordable healthcare, and rising costs are limiting their potential. The Biden Administration capped insulin prices at \$35 per month for seniors and wants to lower drug prices for everyone. Congress needs to take action on healthcare costs so small businesses can grow and offer coverage to their employees..

Investment: *Democrats are working to grow our economy by raising Americans' incomes and lowering costs.* President Biden has proposed a new federal budget that will invest in the middle class, bring down costs on drugs, housing, child care, healthcare, reduce poverty, protect Social Security and Medicare and put the budget on a responsible course. The key to getting those done is ensuring the rich pay their fair share in taxes.

Food Prices: Democrats will hold corporations accountable for raking in record profits while ripping off working Americans. Corporations' costs have dropped, but they're keeping prices high. For example, Tyson Foods recently raised prices \$2 billion over three months even though Tysons' costs only went up 1.5 billion dollars. That's \$500 million in corporate profits paid from American families' pockets. Democrats will increase competition and make corporations pay their fair share.

Labor Unions: *Democrats are working to grow our economy by raising Americans' incomes and lowering costs.* Democrats support workers' freedom to join a union to make their workplaces better and negotiate for the wages and benefits they deserve. Working-class people have the power to change the world. Right now, workers in unions are fighting for work-life balance, good affordable health care, a better life for your family, and a better life for all. When unions win, all workers win.

Climate Economy: *Democrats are working to grow our economy by raising Americans' incomes and lowering costs* so working people have the tools and

WORTHY/CFFE PAC MESSAGING

She Fights for Americans' Rights: Kamala Harris believes in freedoms, especially when it comes to reproductive rights. She respects bodily autonomy and is willing to fight for Americans' right to make decisions about our own bodies, without the government telling us what to do.

She Protects Americans' Freedoms: Kamala Harris believes in freedom, and after *Roe v. Wade* was reversed – taking away the fundamental freedom to make decisions about our own bodies – she's ready to take on any threat and protect Americans' freedom.

She Gets Things Done: Kamala Harris gets things done. While in office, she worked hard to cap the cost of insulin at \$35 a month for hardworking seniors, cut prescription prices for everyday Americans, and improved maternal health across the board by expanding postpartum care through Medicaid. She worked to pass the first meaningful gun safety law in three decades, and working to invest in America's future, she worked on a bipartisan basis to pass the infrastructure bill to remove every lead pipe in America and make the most significant investment in public transit, repairing bridges, and high-speed Internet in history.

She Gets Things Passed/Team: In a divided Congress, Kamala Harris gets legislation passed. A total team player, she is known as the person who can bring people together and shepherd legislation through to the finish line when no one else can, delivering for hard-working Americans.

She Fights for Your American Way of Life: Kamala Harris understands that freedom is not free. As a senator, she was on the judiciary committee and Senate Select Committee on intelligence and worked in a bipartisan manner to protect the American way of life and make sure freedom isn't taken away by foreign adversaries who would do us harm.

She's Fundamentally American: What is Kamala Harris' vision for America? It's about a love for country, a belief in the promise of

WJN MESSAGING

opportunities needed to build a good life. They're also working to cut energy costs for families by an average of \$500 per year by transforming our economy to run on reliable clean energy—part of a plan to boost energy independence and create millions of good-paying manufacturing jobs.

Social Security: Social Security is a promise we have to keep. Hardworking Americans earn the opportunity for retirement security. Republicans have tried to cut Social Security. Donald Trump proposed cuts to Social Security so that he can give another big tax cut that benefits the rich and giant corporations. Democrats are fighting to protect Social Security and Medicare so working Americans can retire with dignity and security.

WORTHY/CFFE PAC MESSAGING

America. A belief in doing what might seem impossible to others, but is possible when come together and be unburdened by what has been. It's about foundational principles - the promise of freedom and liberty and equality and justice - and the belief in the unlimited potential of Americans.

We Have a Clear Choice/Contrast:

We have a clear choice this year. Kamala Harris will continue working for the American people, to bring Americans from all walks of life together for a better life. Donald Trump's campaign is about ripping us apart and taking away our freedoms.