

MAKE CHANGE HAPPEN

MANUAL FOR CHANGE





our environment *it's a living thing*

THANK YOU.

"If I have seen further it is by standing on the shoulders of giants."

-- Sir Isaac Newton

The *Make Change Happen* tool kit comprises the best of the best from some of Australia's leading change makers to allow you to be more effective on the issues you care about. We are indebted to Robin Clayfield, Les Robinson, Kate Harris and James Whelan for being such an active and amazing braintrust. We are truly grateful for the openness and generosity with which the tools have been shared, and are humbled by the depth of wisdom and support we have received.

We also greatly appreciate the input of many other friends and supporters of *Make Change Happen*. We offer our sincere thanks to former team members and co-founders of *Make Change Happen*, Frances Myles and Andrea Pape, and to former team member Tim Rayner, for their passion, enthusiasm and input.

Heartfelt thanks go to Dan Halldorsson, for the care, insight and generosity with which he provided the graphic design; to Jeremy Mah for his diligent editing and kindness; to Alex Serpo for helping write the media tools and advising on writing processes; to Jean and Anthony Ogilvie for their support in developing our team processes, and to Scott Lawrie and the XXVI team for their generosity in developing the *Make Change Happen* brand. We remain deeply grateful to the Centre for Sustainability Leadership for bringing us together through the Sydney Fellowship Program. JP would like to thank Paul Rogat Loeb for writing 'Soul of a Citizen: Living with Conviction in Challenging Times', the book that inspired him and catalysed the idea for Make Change Happen.

We'd like to acknowledge you too. By coming to *Make Change Happen* you are stepping up to walk your talk, act from your heart and your conscience, and be the change you want to see in this world. That is a wonderful thing.

Congratulations!

Jen Halldorsson, Emma Wasson and JP Williamson
The Make Change Happen Team



CONTENTS

Hello	1
How to join your <i>Make Change Happen</i> Group	3
Values and ground rules	3
How to run your <i>Make Change Happen</i> Group	5
Overview	5
Group roles	6
Chair	6
Crowdsourcer	6
Tool Sharer	7
Timekeeper	7
Host	8
Meeting format	9
How to use your <i>Make Change Happen</i> tools	10
Using your <i>Make Change Happen</i> tool kit	10
Choosing your tools	10
Power Within (ourselves)	11
Power With (each other)	11
Power To (change the world)	12
The <i>Make Change Happen</i> toolkit	13
Tick your tool kit	14
Power Within	15
Grow Your Vision Tree	17
Write Your Legacy	19
Pack for Your Hike	21
Refresh Your Vision	23
Get Group Clarity with O.R.I.D.	25
Decide with Plus Minus Interesting	27

Power With	29
Colours of Empowerment	31
Pool Your Ideas	33
Plan Your Actions	35
Decide with Dotmocracy	37
Decide with Consensus	39
Give and Receive Feedback	41
Design a Team Charter	43
Map Your Stakeholders	45
Create Your Brainstrust	47
Power To	49
Hone Your Key Messages	51
Elevator Pitch Your Project	53
Set S.M.A.R.T. Objectives	55
Be Strategic	57
Cut Your Issue	59
Set Forces for Success	61
Harness Your Strengths with S.O.A.R.	63
Map Your Political Power	65
Plan an Advocacy Campaign	67
Write a News Release	69
Prepare for Media Interviews	71
Know Your Audience	73
Go forth and discover	75

HELLO.

*Our mission is to help you Make Change Happen -
by fostering your passion and skill for making a
difference in your world.*

"Be the change you wish to see in the world..."



We can't say it better than Gandhi did. And with these words in mind, our goal is clear – to help you, a fellow change maker, discover the power within yourself, the power to share with others, and ultimately, the power to change the world.

What do you stand for?



You might be passionate about saving your local park. You might be looking to create a more diverse and fair workplace. You might be lobbying with your community for stronger climate change policy. Or you might be a business person wanting to make your company greener.

Whoever you are, and whatever you have in mind, Make Change Happen is here to help you do it better, so your project becomes more than just a vision.

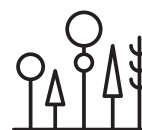
Come together



We believe that one person CAN make a difference, but we're excited about uniting like-minded people too. We've created Make Change Happen groups, where you can bring your ideas, inspiration and questions. And it's here you can start the ball rolling on your project.

Come to us with an open mind, and in return, we'll give you support with your mission. We've put together helpful "how to" tools including how to communicate, negotiate, collaborate and use media to your advantage. We've done this with the help of some of Australia's best change makers.

Be open to new ways





How it works

Make Change Happen helps you put a new vision into action, or do even better in a project you're already working on.

Perhaps you've been volunteering to improve your community but you feel things can be done better or you need to stay inspired. Then you can join your local Make Change Happen group where you'll gain new ideas, perspectives and networks from others in your local area. The Make Change Happen tools facilitate this process so your project becomes more strategic and effective, and you feel more supported and refreshed.

Or perhaps you want to do something good for the world but you don't quite know what or how. Then you can join your local Make Change Happen group where you can be inspired by others already acting on things they care about. You can use the tools to create a vision and plans for action, and collaborate and network with like-minded people in your community.

Now you have the tools and support to make a difference.

An evolving program



Just as we are here to help you change the world, you can help us too. Get in touch about improvements to the Make Change Happen program. Send your feedback and innovations to us at mch.hello@gmail.com

HOW TO JOIN YOUR MAKE CHANGE HAPPEN GROUP

Anyone can visit a Make Change Happen group and check it out.

Make Change Happen is when people get together and grow, so they can make a bigger difference to issues they care about. Anyone can visit a *Make Change Happen* group and check it out. But to stick around, participate fully and get access to the *Make Change Happen* Tool Cards and Manual for Change, you have to agree to these values and ground rules.

VALUES AND GROUND RULES

1 Participate

We work together because we acknowledge this Make Change Happen Group is an investment in the future of ourselves and others, and the social and environmental worlds in which we can make a difference. We are working together to build something worthwhile and maintain a willingness to contribute. We encourage others to join so they too can become better at being the change they want to see.

2 Value contributions

We value contributions by listening and seeking to understand before being understood. This practice shows respect for others. We encourage each other to value our own contributions as well as others and be open to alternative perspectives. We respond positively to people's contributions, and add feedback and alternatives generously as assistance.

3 Communicate Honestly

We are straight with each other, transparent and objective. We speak to each other with kind non-aggressive communication to establish the best way forward for the group, each other and our projects. Critical thinking and evaluation of ourselves and the group is encouraged to help each other develop and grow. This is done with kindness and respect.

4 Negotiate Synergy

In making decisions we choose options that best align with our strengths and passions as individuals that contribute to the group. We acknowledge that we may not always be passionate about all things that need to be done, but wherever possible we seek synergy in our role/niche. We strive for balance and outsource our weaknesses as needed. One change makers' weakness is another's passion and strength.

5 Celebrate Diversity

We welcome people from all walks of life. We learn more from difference than sameness. We value the fresh perspectives this brings.

6 Resolve Conflict

We don't let things fester or get out of hand. Once conscious of a problem, we have the bravery to raise it, and the mindfulness to find the kindest way and most appropriate time for doing so. It's everyone's responsibility to maintain harmony with the group. We overcome conflict with reason and emotional intelligence, solving the problem and not simply by compromise. We keep group meetings fun and enjoyable, and don't create conflict with others in order to solve problems.

7 Celebrate Achievements

We share what we have achieved and celebrate as a group. Our ultimate achievement will be the success of our fellow change makers' projects that make a positive difference to the world. To maintain energy and momentum within the group, ourselves and our projects, we set goals and celebrate each other's milestones and achievements along the way.

8 Live Integrity

We walk our talk. To put all the values above into action, we apply the Make Change Happen tools in our Make Change Happen group as well as in our own projects. We use visioning tools to identify our values, maximise the emotional intelligence and integrity we bring to the group, and to build group agreement and a shared vision. We Give and Receive Feedback in our communication. We Get Group Clarity with O.R.I.D. We Pool Our Ideas and Decide with Dotmocracy. Whether these tools or others, we use the best we've got and do the best we can to make a better, fairer world for all (including at our Make Change Happen group).

Participant sign-off

Date



HOW TO RUN YOUR MAKE CHANGE HAPPEN GROUP

A Make Change Happen group will run itself as long as all the roles are filled.

If you've been to a few Make Change Happen group meetings you'll have a pretty good idea how to run one, and have probably helped out once or twice already. But in case you are starting a new group on your own, or you're the kind of person that likes to read, we've laid it all down as a reference. Below you'll find an overview, full details of the roles people need to play and the standard Make Change Happen meeting format.

OVERVIEW

Keeping a group running smoothly can be a lot of work, however it's made easier by the allocation of different roles to participants. A Make Change Happen group will run itself as long as all the roles are filled and people fulfil their roles. There are different roles, each one specific and easy to carry out. This gives everyone a chance to participate, grow and keep your Make Change Happen groups running smoothly.

Be sure that:

- you promote your Make Change Happen group through local community networks, in particular, any environmental and socially conscious groups or organisations
- at the start of each meeting you welcome new people, buddy them up with someone who can help them find their feet (a good job for the Host)
- at the end of each meeting there is plenty of time and enthusiasm for volunteering for roles for the next meeting
- between meetings the Chair for an upcoming meeting checks in with people to make sure they are ready to do their segments or roles as agreed
- everybody has a good time and is getting a lot out of your local Make Change Happen group.

The standard Make Change Happen group roles and meeting format are versatile so they work for groups from 5 to 30 people with an optimal format of 10 to 20 people. At this size everyone gets to participate and there is no pressure on individuals to act in a role every meeting. Don't let this stop you working with smaller or bigger numbers. If you have a smaller group you can be less formal and skip on roles like Host and segments like Ice Breaker, and even combine roles like Chair and Tool Sharer. In large groups it is important for the Chair to play an advising role, making sure everyone can hear and potentially breaking into smaller groups to run multiple Crowdsourcing segments concurrently.

GROUP ROLES

Here is an overview of the roles that keep a Make Change Happen Group running. Playing a role in a Make Change Happen meeting is a great opportunity to practice your facilitation and leadership skills. For this reason participants share the roles, taking turns to chair different meeting. It is OK for someone to do certain roles a few times in a row. This can help develop skills and refine style but we recommend sharing this role if you have done it three times in a row.



Chair

The Chair directs the meeting, wrapping up one segment and introducing the next. They may also need to make quick decisions to keep the meeting fair and on track. It is handy to have good facilitation skills and techniques up your sleeve when you are Chair but this is also a great way to develop these skills.

As Chair, you need to:

1. Ensure you have the contact details for those who have volunteered for roles/segments in your next meeting.
2. Contact volunteers in between meetings to touch base and check how they are going.
3. Ensure all roles, like Crowdsourcer, etc., are filled at the start of the meeting.
4. Organise time on the agenda.
5. Work through the agenda, keep to time and respond to group dynamics; you can use the Colours of Empowerment tool to help you facilitate.
7. Organise volunteers for roles for the next meeting.

Crowdsourcer

Crowdsourcers ask the group for their answers, ideas and help on their project or vision. This is your chance to practice and get feedback so you can learn and be supported in the good work you are doing.



As Crowdsourcer, you need to:

1. Identify anything you may need for your project you would like to crowd source (e.g. brainstorming a name, where to get funding, what to do about an issue etc).
2. Volunteer for a spot in the Crowdsourcing segment at the start of the meeting.
3. Ask brief questions (e.g. does anyone know some good grants that are available?). You'll want to leave plenty of time for feedback from the group.
4. Prepare/practice how you plan to share with the group. Remember, it's OK to improvise, play and have fun.
5. Remember that when reporting back or practicing your tool in the meeting you don't need to get everything right - this is a learning experience.
6. Learn from the group's feedback and support.

Tool Sharer



The Tool Sharer's job is to make sure fellow participants know which tools and frameworks can help them make change better.

As Tool Sharer, you need to:

1. Choose a tool you'd like to share. It could be one that you've used before or one you're keen to learn. It could be from one of the Make Change Happen tool decks, or from elsewhere. Either way you and the group will have a better understanding of it when you're done.
2. Prepare an exercise or activity (such as a presentation, creative experience etc.) (5 mins) that will help people understand the 'what', 'why' and 'how' of the tool. Whether you want to do a straight 'chalk and talk' presentation using the information straight from the manual, or if you want to present the exercise through interpretive dance or a game, it's up to you.
3. Run your Tool Sharer activity with the group.
4. Know the deck of tools. During the Crowdsourcing segment in particular listen carefully to people's projects, goals and needs. Recommend tools that could help.

Timekeeper *(optional)*



Timekeepers keep the meeting to time. They signal reminders to each speaker about the time and keep the Chair informed about how the overall meeting is tracking for time.

As Timekeeper, you need to:

1. Use a clock or timepiece that is visible to everyone in the room. This way you won't need to remind people of the time as often.
2. Provide 'time left' alerts at two minutes and one minute to the Chair and any other participants running segments including the whole group during feedback segments.
3. Suggest ways the Chair can make up time if the meeting is running behind.



Host

The Host looks out for everyone's comfort. This may include organising refreshments, signage for venues (if necessary), making sure toilets are available etc. If people turn up late to meetings the Host lets them in, finds them a seat, and brings them up to speed in a way that doesn't distract from the meeting. As Host you also keep an eye on the group atmosphere and can suggest to the chair a quick process to break a mood or keep people energised and focused .

As Host, you need to:

1. Ensure all the logistics (i.e. venue, catering etc.) are taken care of for the meeting.
2. Welcome people as they arrive and make sure any new people feel comfortable. Buddy them up with a more experienced participant if possible.
3. Keep an eye, ear and heart out for the group dynamics. Try and sense peoples' needs and 'where they are at' in the process. For example, sometimes the group might feel flat after a heavy segment and needs a quick energiser. Other times a segment might run over but it feels like the group would like to keep going so you could let the Chair know, and the Chair can decide whether or not to stay on time or run over. It could help to sit next to the Chair to make this easier.
4. Mediate any conflicts that may arise and ensure the meeting keeps running as smoothly as possible. Remember to consider the needs of other members of the group not involved in the conflict.
5. Chat (at the end of the meeting) to any new participants or anyone who may have had a hard time, to ask how they feel the meeting went or offer support or answer any questions.

MEETING FORMAT

Below you'll find a standard meeting structure to make it easy for *Make Change Happen* to get together and grow. It aims to welcome and inspire, share tools and experience with projects, obtain feedback and crowdsource from your fellow Make Change Happen participants.

People arrive	
1 Ice Breaker Chair (or another volunteer) runs a simple game or ice breaker activity.	 10 mins
2 Inspiration round Chair welcomes and sums up the spirit of Make Change Happens. Each person briefly says their name and one thing that inspires them to make change happen.	 10 mins
3 Roles for this meeting The Chair explains the Crowdsourcing segment and takes the names of participants wishing to take part in this session. Timekeeper role allocated (if other than Chair).	 10 mins
4 Crowdsourcing (10-20 mins per person depending on numbers) People source answers and feedback from the group, get support and workshop their real life projects they are working on.	 30 mins
5 Gift round Each person briefly says one thing that could help them make change happen better in their project right now and one thing they have to offer that could help someone else make change happen (e.g. a specific opportunity, resource, skill or network).	 10 mins
6 Break - time & catering may vary with each local group	
7 Crowdsourcing continued (10 - 20 minutes per person depending on numbers)	 40 mins
8 Tool share Someone shares their favourite Make Change Happen tool with the group.	 10 mins
9 Choose roles for the next meeting The Chair explains the Tool Sharer, Host and Chair roles and participants sign up for the next meeting.	 10 mins
10 Gratitude Round Each person briefly describes their most useful learning or favourite aspect they'll take away from the session.	 10 mins
People help pack up and leave	

Note:

Sticking to this structure keeps your *Make Change Happen* group meetings simple, quick and effective. But who knows what might eventuate in your sessions. Be open, be flexible – things might go in a different direction and that might be a great thing. We encourage you and your *Make Change Happen* group to play and innovate new ways of getting great things out of your time together.

HOW TO USE YOUR MAKE CHANGE HAPPEN TOOLS

USING YOUR MAKE CHANGE HAPPEN TOOL KIT

To Make Change Happen at your best, you need 'Power Within' yourself and 'Power With' each other, so that you have the 'Power To' change the world. We have selected and refined some powerful tools and put them into three decks as cards for easy access wherever you need them. Any time you need a little extra 'Power Within', 'Power With' or 'Power To' you can grab your cards and pick a tool right for your situation.

Each tool card in has enough instruction to apply to your project. You can also use the full version of each tool in this Manual for Change. The full versions have extra detail and tips and are really useful when you practice your tools with your *Make Change Happen* Group.

CHOOSING YOUR TOOLS

To get started, answer the questions on the following page to see which tools and decks you'll gain most benefit from. Each question helps you identify how much you need a given tool at this stage of your project and of your own growth. If you score highly on a question, try the tool written there in *italics*. Similarly, an overall high score relating to a particular deck shows you may want to focus on the tools in that deck first.

Make Change Happen is not about preparing now for action later. *Make Change Happen* is about learning by acting now, supported by your fellows and the Make Change Happen tools. These questions aren't necessarily about your abilities or for personal improvement. You don't have to be an expert in everything. You can collaborate with people who love doing the work you don't feel confident in. These questions are just as much about the needs of your real life projects right now. So keep both of these questions in mind when choosing your tools:



Power Within (ourselves)

On a scale of 1-10, how much would it help to:

- 1 identify your core values and why you work for change?
Tools to try: *Write Your Legacy, Grow Your Vision Tree*
- 2 integrate your values, joys, passions and strengths with your desired learnings, tactics, projects and actions?
Tools to try: *Grow Your Vision Tree*
- 3 clarify a vision of what you want to achieve?
Tools to try: *Write Your Legacy, Grow Your Vision Tree*
- 4 know what type of journey you want your mission to be?
Tools to try: *Pack for Your Hike*
- 5 process facts and emotions after an event, supporting decisions?
Tools to try: *Get Group Clarity with O.R.I.D.*
- 6 weigh up the pros and cons to be more decisive?
Tools to try: *Decide with Plus Minus Interesting*

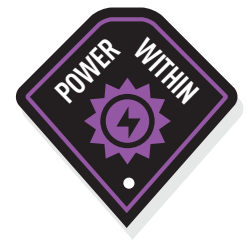
Total your score and divide by 6: _____

Power With (each other)

On a scale of 1-10, how much would it help to:

- 1 give and receive feedback constructively?
Tools to try: *Give & Receive Feedback, Know Your Audience*
- 2 generate and pool ideas from a group into a cohesive whole?
Tools to try: *Pool Your Ideas*
- 3 make good, fair and quick group decisions?
Tools to try: *Decide with Dotmocracy, Decide with Consensus*
- 4 agree to group working style, values and procedures?
Tools to try: *Design a Team Charter*
- 5 describe your project so people will want to support or join your project?
Tools to try: *Elevator Pitch Your Project*

Total your score and divide by 5: _____



Power To (change the world)

On a scale of 1-10, how much would it help to:

- 1 break broad issues into smaller pieces and select the most strategic bits to work on?
Tools to try: *Cut Your Issue*
- 2 review your project's Strengths, Opportunities, Aspirations and Results?
Tools to try: *Harness Your Strengths with S.O.A.R.*
- 3 maximise the forces for and minimise the forces against your project?
Tools to try: *Set Forces for Success*
- 4 understand good strategy and create an entire project plan?
Tools to try: *Be Strategic*
- 5 create objectives that are Specific Measurable Achievable Relevant and Timely?
Tools to try: *Set S.M.A.R.T. Objectives*
- 6 write an action plan of what needs to be done when, by whom and with what resources?
Tools to try: *Plan Your Actions*
- 7 identify allies, opponents, targets and constituents and use this social and political context to inform strategy for your project?
Tools to try: *Map Your Political Power*
- 8 identify key decision makers, what they need to hear, from who and how?
Tools to try: *Plan an Advocacy Campaign*
- 9 craft your message into three brief points you can pull out and use at the drop of a hat?
Tools to try: *Hone Your Key Messages*
- 10 get your message across in a way that your audience will listen to?
Tools to try: *Know Your Audience*
- 11 work effectively with TV, radio or print?
Tools to try: *Write a News Release, Prepare for Media Interviews*

Total your score and divide by 11: _____



THE MAKE CHANGE HAPPEN TOOLKIT

The tools in this Manual for Change are extended versions of the tools in the 'Power Within', 'Power With' and 'Power To' card decks. These versions have extra detail, advice on how to share tools with your *Make Change Happen* group, and how to combine multiple tools. The tool card decks are more tactile, streamlined and agile. Feel free to use either or any combination that works for you.

TICK YOUR TOOL KIT

We all need a little encouragement to try new things from time to time. Use the following checklist as a way of keeping track of which tools you've tried out at your Make Change Happen group, and those tools which may be undiscovered opportunities for growth.




Power Within

- ☐ Grow Your Vision Tree
- ☐ Write Your Legacy
- ☐ Pack for Your Hike
- ☐ Refresh Your Vision
- ☐ Get Group Clarity with O.R.I.D.
- ☐ Decide with Plus Minus Interesting



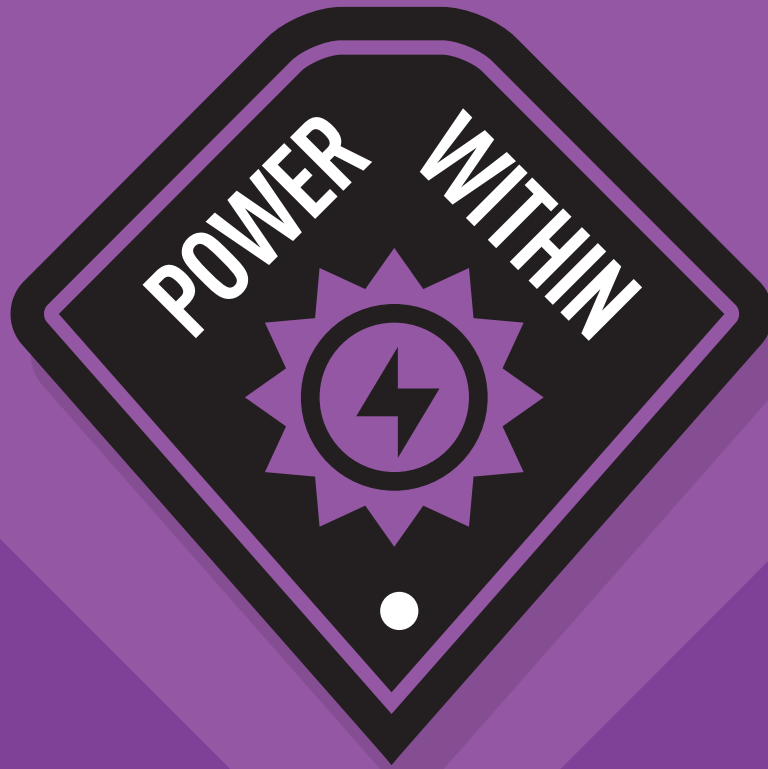
Power With

- ☐ Colours of Empowerment
- ☐ Pool Your Ideas
- ☐ Plan Your Actions
- ☐ Decide with Dotmocracy
- ☐ Decide with Consensus
- ☐ Give and Receive Feedback
- ☐ Design a Team Charter
- ☐ Map Your Stakeholders
- ☐ Create Your Brainstrust



Power To

- ☐ Hone Your Key Messages
- ☐ Elevator Pitch Your Project
- ☐ Set S.M.A.R.T. Objectives
- ☐ Be Strategic
- ☐ Cut Your Issue
- ☐ Set Forces for Success
- ☐ Harness Your Strengths with S.O.A.R.
- ☐ Map Your Political Power
- ☐ Plan an Advocacy Campaign
- ☐ Write a News Release
- ☐ Prepare for Media Interviews
- ☐ Know Your Audience



**WHAT IS YOUR
SECRET POWER?**

DO YOU HAVE POWER WITHIN YOURSELF?

WHAT DRIVES YOU TO ACHIEVE GREAT THINGS THAT HELP TO PROTECT THE WORLD?

WHAT IS YOUR STRENGTH, YOUR MOTIVATION, YOUR MISSION?

DEEP SELF-KNOWLEDGE AND A CLEAR VISION MAKES EVERY CHANGE MAKER STRONGER.

POWER WITHIN NOTES:

GROW YOUR VISION TREE

VISIONING AND CREATING IDEAS

THIS TOOL WILL HELP YOU TO:

- ★ identify projects you are passionate about
- ★ identify how you want to work and how this integrates with your own growth
- ★ combine your values, projects and tactics into a holistic vision.

HOW TO:

Your vision tree works a bit like a mind map, but different. You start with your root values, work up to your trunk of tactics and strengths, then branch out into your projects and actions.

- 1 Fold an A4 or bigger sheet of paper in thirds, forming a top, middle and bottom.
- 2 Draw the outline of a trunk in the middle third, roots in the bottom third and branches at the top third. Leave plenty of space to write.
- 3 Write your values around the roots. You can include other things that nurture and support you. Think of the sort of things that are important to you as they are your source of power and support.
- 4 Write the kind of tactics or techniques you'd like to use around the trunk, such as:

facilitation
inspiration
strategy

storytelling
creativity
research

collaboration
analysis

direct action
knowledge

Try and focus on your strengths and joys, but you can include areas you'd like to develop new skills in too.

- 5 Write issues you're passionate about around your branches. Then branching off these issues write projects you'd like to work on. Finally add actions you can take to create these projects. Draw these as leaves.
- 6 Reflect on your Vision Tree. To make your vision come true, simply keep your roots well fed and start doing some of your actions.

Note: Grow Your Vision Tree can also be used in groups to develop common vision, values and collaborative projects. Follow the same procedure on larger pieces of paper or on a whiteboard. If your group's tree is very large and needs more focus, use Decide with Dotmocracy to prioritise your branches or the whole tree.



BRING IT TO A MAKE CHANGE HAPPEN MEETING

Report back

Share your Vision Tree with your Make Change Happen group. Talk them through the process you used by answering these questions:

- What are your roots?
- What makes up your trunk?
- What issues and projects are you branching into?
- Have you completed any of the actions in your leaves?
- Is there anything you'd like support or advice on?
- Do you have any tips on using this tool for your Make Change Happen group?

Practice run

Grow Your Vision Tree is an effective tool for personal use. However you can also use Grow Your Vision Tree to develop a group vision.

To practice leading this as a group process, simply follow the steps above to guide your Make Change Happen group as they brainstorm the roots, trunks and branches. You could even facilitate the brainstorm using the Pool Your Ideas and Decide with Dotmocracy.

GROW YOUR VISION TREE

MAKE YOUR VISION COME TRUE. START DOING SOME OF YOUR ACTIONS.

COMBINE THIS TOOL WITH:

- Write Your Legacy
- Pack for Your Hike
- Decide with Dotmocracy*
- Pool Your Ideas*

* if using Grow Your Vision Tree in a group.

NOTES

Adapted from: Kate Harris, Centre for Sustainability Leadership (www.csl.org.au)

WRITE YOUR LEGACY

VISIONING AND CREATING IDEAS

THIS TOOL WILL HELP YOU TO:

- ★ identify your key values, and develop greater personal authenticity and purpose
- ★ think about what you want to be remembered for
- ★ consider what, if anything, needs to change in your life
- ★ set goals to plan and create the legacy you'd like to leave.

HOW TO:

- 1 Imagine you've lived a good life and you are now very old. Picture what you've done during your life. This is your life as you hope to have lived it. You can use the following questions to guide you.

What did you enjoy doing?

What was most memorable about you?

What did you do for work?

What did you accomplish?

Do you have any regrets?

What really matters to you in the end?

What was the most important thing to you in your life?

What advice would you share with someone younger?

What did people admire in you the most?

What kind of relationships did you have?

What was your greatest passion?

What legacy will you leave behind you?

What are you proudest of?

- 2 Write a letter to your 'current' self (or some imaginary grandchildren), sharing your memories, your advice and the legacy you will leave behind you.
- 3 Set out some goals on how you intend to achieve your legacy. Then, make it real!

If you'd like to use the tool on a less personal project or organisational level, you can imagine a project completion party or a farewell from a group or organisation. Swap the idea of the letter to a thank you speech.

If you are using this tool with a group, individuals should work separately then come together to present their legacies. You can do this by comparing legacies with someone in the group, and taking note of the key elements you value and want to achieve. These elements could help to create your project vision.

Note: There are some great variations on this visioning tool. For example, you may like to imagine there are five significant people talking about your life at your 90th birthday party. Who do you hope would be there? What do you hope they would say about your life? If you feel safe enough, imagine it's your funeral instead of your birthday party.



BRING IT TO A MAKE CHANGE HAPPEN MEETING

Report back

While your vision may be personal, publicly affirming your values and vision can kickstart a deep process of bringing your vision into reality. Explain the tool and how you found using it. What worked? What might you like help with? You may read out your letter or notes to the group.

Practice run

If you plan to use this tool for group visioning, you might like some practice and support from your Make Change Happen group. Explain the purpose of the tool and describe the context they are to imagine (e.g. a celebration speech at your Make Change Happen group's end of year party). Follow the variation for groups with a few minutes for individual writing and a few minutes to share and draw out themes.

WRITE YOUR LEGACY

IMAGINE YOU LIVED A GOOD LIFE. PICTURE WHAT YOU WILL LEAVE BEHIND.

COMBINE THIS TOOL WITH:

- Grow your Vision Tree
- Pool Your Ideas

NOTES

Adapted from: Kate Harris, Centre for Sustainability Leadership (www.csl.org.au)

PACK FOR YOUR HIKE

VISIONING AND CREATING IDEAS

THIS TOOL WILL HELP YOU TO:

- ★ consider your project or personal development process as a journey
 - ★ conduct a stocktake of what you have and what you need to help get you where you're going
 - ★ prepare you for reaching your vision.
-
-

HOW TO:

This tool uses the idea of a 'hike' as an analogy for a journey on which you will need to embark upon as a change maker. It's not always easy, sometimes it can be a matter of survival, tough going or seem like an uphill battle. However, if you are prepared and have packed well with all the essentials, your journey will be a lot easier. This tool is best applied when you have a clear direction and vision toward which you are trekking.

- 1 Define your vision or goal, the oasis at the end of your long hike.
- 2 Use the following questions to plot out your journey and make a list of things you will take with you or pick up along the way. The narrative you create informs your project plan (and vice versa) and helps you see your process as a journey.

Where is base camp? The place you can always come back to.

Will you need a compass? What values will guide you if you lose your way?

What paths or options are there in reaching your destination safely?

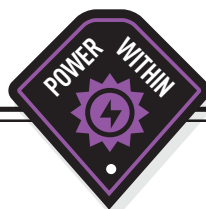
Are you willing to take risks and be adventurous?

What places or milestones will you reach along the way?

What challenges might you face? Consider the potential weakness, threats or barriers to reaching your end goal.

How will you overcome these challenges?

Who will you walk with? Why, what skills do they have, what would they bring on the walk?



BRING IT TO A MAKE CHANGE HAPPEN MEETING

Report back

Create the narrative of your journey and share it with your Make Change Happen group. This tool is great to share with the group as an introduction to yourself and your project. You may even find that some of the resources you need on your journey can be found amongst your Make Change Happen group.

Practice run

Pack for Your Hike is usually a tool used by individuals. However, you can also use it in a group at the start of a project. To practice leading this as a group process, simply follow the steps above to guide your Make Change Happen group as they brainstorm the destination, experiences, path equipment first aid etc. You could even facilitate the brainstorm using the Pool Your Ideas and Decide with Dotmocracy tools.

PACK FOR YOUR HIKE

IF YOU PACK ALL THE ESSENTIALS, YOUR JOURNEY WILL BE A LOT EASIER.

COMBINE THIS TOOL WITH:

- Plan your Actions
- Harness your Strengths with S.O.A.R

NOTES

Adapted from: Kate Harris, Centre for Sustainability Leadership (www.csl.org.au)

REFRESH YOUR VISION

VISIONING AND CREATING IDEAS

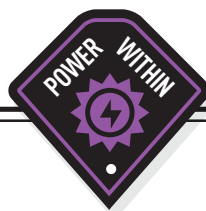
THIS TOOL WILL HELP YOU TO:

- ★ revitalise your vision with an existing project and group
 - ★ review, celebrate and learn from your shared past
 - ★ identify key values and how you like to work
 - ★ create a shared vision for your mission
 - ★ create an action plan to get there together.
-
-

HOW TO:

- 1 Review your project's past to create a 'shared appreciation'.
- 2 Identify what is and what is not working. Brainstorm and create two lists, 'prouds' (i.e. what you are proud of) and 'learnings' (i.e. from what you can draw value).
- 3 Identify values and beliefs underlying both lists, and discuss which ones to keep, refine and abandon.
- 4 Identify potential events, developments and trends that may have an impact on moving forward.
- 5 Create a refreshed vision that is clear, detailed and commonly understood. Draw on the results of steps 2, 3 and 4. All participants should feel a sense of ownership of the vision.
- 6 Translate your refreshed visions into objectives (use the Set S.M.A.R.T. Objectives tool).
- 7 Plan for action - build specific steps with accountabilities, time frames and resources for each action.
- 8 Create a structure for implementing the plan, with midcourse corrections, celebrations, and publicising of successes.

While intended for groups, this tool can also be used by individuals hoping to learn from their experience, and checking in to review and reinvigorate their mission.



BRING IT TO A MAKE CHANGE HAPPEN MEETING

Report back

If you are going to run a Refresh Your Vision session you might want to practice it first. Book the longest slot in a Make Change Happen meeting you can. A Refresh Your Vision session can take from 2 hours to a full day, so you won't be able to practice the whole thing. Think about which sections you most want to practice, and design an abridged version.

Ask other Make Change Happen participants to role play with you. Brief them on your group and project. Let them know any particulars you want to practice. You could even give some of them set characters, perhaps a difficult member of your group.

Run through an abridged version of the session. Make sure you've thought about timing, both for the real session and for your abridged practice session. The support and feedback you'll get will make it all worthwhile.

Practice run

After a brief introduction on the group and project, note some 'prouds', 'learnings', values/beliefs maintained, and values/beliefs dropped. Outline your groups refreshed vision and your action plan for getting there.

Note how the process felt, what worked, what didn't, and what you'd like to crowdsource and receive feedback on.

REFRESH YOUR VISION

HAVE YOU LOST SIGHT OF THE VISION? CHECK IN, RECOMMIT AND REFRESH.

COMBINE THIS TOOL WITH:

- Give and Receive Feedback
- Cut Your Issue
- Set S.M.A.R.T. Objectives
- Plan Your Actions

NOTES

GET GROUP CLARITY WITH O.R.I.D

FACILITATION

THIS TOOL WILL HELP YOU TO:

- ★ give your group discussion a simple but powerful structure
- ★ consider the facts and varied experiences
- ★ elicit and honour emotional responses
- ★ discover underlying common values and meanings
- ★ come to informed group decisions and actions.

HOW TO:

O.R.I.D. is a four step strategic questioning process that follows the natural sequence of human thinking: processing sense information, feelings and ideas to make decisions about what to do.

- 1 Get to know the four stages of O.R.I.D.: Objective, Reflective, Interpretive, Decisional

Objective discussion enables the group to draw out facts and observations about an experience, issue or event. Ask questions like: What did you see, hear, sense or smell? What have you heard OR read about OR seen (whichever is appropriate)? What facts do we have about it?

This phase aims to explore facts, experiences and observations, not opinions or analysis.

Interpretive discussion enables the group to consider the meaning and value of the topic, its significance and usefulness to the group.

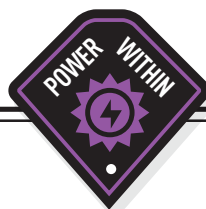
Ask interpretive questions like: What if...?, What would it mean if...?, What would that do if...? What are key points or values? What is important about it? What are we learning?

Reflective discussion enables the group to discuss how they feel about an event or situation. Ask questions like: How did it feel? What did you appreciate? What was interesting? What was surprising? What was painful? What was difficult? What was puzzling?

This phase aims to identify the multitude of feelings involved in any matter of consideration.

Decisional discussion enables the group to look at options and make a decision in response to the matter being discussed so far.

Ask questions like: What could we do about it? (Consider all options). What will we do, both now and later? What would be achievable, positive outcomes?



- 2 Clarify the topic and guide the discussion through the four stages, one question at a time. The careful phrasing of questions and affirmative statements by the facilitator help focus the discussion.
- 3 Encourage many different responses to questions and active listening. On the O level, make especially sure questions can be easily answered by everyone and move quickly (possibly using a round robin).
- 4 If people bring up feelings, theories or solutions too early, accept their contribution and ask them to 'hold that thought' for later.

When O.R.I.D. is facilitated well it feels like a natural discussion. In the end you'll have shared everyone's feelings, ideas and opinions in a structured way that enables listening, connections and good decisions.

BRING IT TO A MAKE CHANGE HAPPEN MEETING

Practice run

Perhaps you've recently used this tool in a project. Reflect on what you actually did and what happened, what responses you got, what worked well, and what didn't. Share this with the group so you can learn from each others feedback. You could even pre-prepare an O.R.I.D. on your O.R.I.D. experience (with plenty of O). Then present this to the group and take their contributions to the I and D phases (and R if they are up to it).

Report back

Run a quick O.R.I.D. session with your Make Change Happen group. This could go for 15 to 20 minutes. To work, it must be on a event or topic most of your Make Change Happen group have experienced e.g. a recent event in the media, or a common experience in a recent Make Change Happen meeting.

GET GROUP CLARITY WITH O.R.I.D

WHEN O.R.I.D IS FACILITATED WELL IT FEELS LIKE A NATURAL DISCUSSION.

COMBINE THIS TOOL WITH:

- Give and Receive Feedback
- Plan your Actions

NOTES

This process is called 'Focused conversation' in the Technology of Participation (ToP) of the Institute of Cultural Affairs and documented in several books. Adapted from Unfolding Futures (www.unfoldingfutures.net). For more information or support please contact Richard and Maria Maguire from Unfolding Futures on +61 2 9896 3839.

DECIDE WITH PLUS MINUS INTERESTING

DECISION MAKING

THIS TOOL WILL HELP YOU TO:

- ★ weigh up pros, cons and implications of an option
- ★ check that a course of action is worth taking.

HOW TO:

- 1 Draw up three columns on a piece of paper with the headings: Plus, Minus and Interesting.
- 2 Think of a specific option, action or decision you would like to implement.
In the Plus column, list all the positive results of taking the action.
In the Minus column, list all the negative effects.
In the Interesting column, list the implications and possible outcomes of taking the action, whether positive, negative or uncertain.

Plus	Minus	Interesting
Total score:	Total score:	Total score:

By this stage it may already be clear whether or not you should implement your action. If it is not clear, consider each of the points you have written down and assign a positive or negative score to it. The scores you assign may be quite subjective.

- 3** Add up the score. A strongly positive score shows that an action should be taken, a strongly negative score indicates that it should not be taken.



BRING IT TO A MAKE CHANGE HAPPEN MEETING

Report back

Describe the process of using this tool on your project. What insights did you gain? What changes will you make to your project as a result? Did you have any difficulties your Make Change Happen group could advise on? What tips on the tool do you have for your Make Change Happen group?

Practice run

Choose an option, action or decision to use Decide with Plus Minus Interesting with. It's best to use an action from your project. However, your Make Change Happen group need to know your project well enough so they can contribute meaningful insights. An alternative topic could be as simple as 'Shall we all go to dinner after this Make Change Happen group?'. You'll need a whiteboard or large piece of butchers paper. Follow the steps and capture any insights generated.

DECIDE WITH PLUS MINUS INTERESTING

WHAT CHANGES WOULD YOU MAKE AS A RESULT OF APPLYING PMI?

COMBINE THIS TOOL WITH:

- Harness your Strengths with S.O.A.R
- Get Group Clarity with O.R.I.D
- Pool your Ideas

NOTES

We acknowledge Edward de Bono in developing the PMI tool, first published in his 1982 book De Bono's Thinking Course. See <http://edwdebono.com/> and www.mindtools.com/pages/article/newTED_05.htm for more information.



**WHO ARE YOUR
HERO BUDDIES?**

WHO DO YOU WORK WITH? HOW DO YOU GET ALONG?

WHAT ROLES DO YOU PLAY? HOW DO YOU MAKE DECISIONS?

POWER WITH NOTES:

COLOURS OF EMPOWERMENT

FACILITATION

THIS TOOL WILL HELP YOU TO:

- ★ support people within a group to participate equally
 - ★ manage the facilitation process while the group focuses on content and decision making
 - ★ manage the flow of the discussion process
 - ★ acknowledge emotional issues.
-

HOW TO:

When you have a large group of 12 or more people discussing a subject, raising a hand is usually considered a fair way to allow participation. However, this is not always the most fair or effective way to encourage participation. It can also lead to an unfocused discussion.

By using the Colours of Empowerment, you acknowledge the different categories and order of input from participants. This helps to facilitate the dynamics and flow of the group conversation. Using and experimenting with these cards can help develop meaning within a group and assist in group decision making.

- 1 Hand out a set of coloured cards to each participant and describe the purpose and use for each. You might like to factor in some time to do a practice run so participants can get used to the cards.
 - The **YELLOW** card empowers people to ask for information they need to participate in the discussion and to make informed decisions
 - The **GREEN** card empowers people to respond to the yellow card and provide missing information or suggestions to support greater understanding
 - The **RED** card empowers participants to help facilitate the meeting by focusing on outcomes or asking suggestions regarding process.
 - The **ORANGE** card can be used to show agreement and appreciation of others comments or opinions. This card can also be used to stop the process and acknowledge someone's underlying concern by asking what is bothering them, until it is understood.
 - The **BLUE** card allows people to be recognised and heard to ensure contribution to the discussion.



BRING IT TO A MAKE CHANGE HAPPEN MEETING

Report back

If you haven't facilitated discussions before, this is a great tool to practice your facilitation skills and have a visual reminder of the dynamics of group discussion. This tool is particularly useful in large groups of more than 12, however, it can be used in smaller groups if you want to use it as a practice run.

Practice run

Arrange with the Make Change Happen Chair the topic you want to discuss and use this tool within an allocated time slot. To make the discussion productive, pick a topic you'd like to explore and develop further understanding and clarification on.

COLOURS OF EMPOWERMENT

DEVELOP MEANING WITHIN A GROUP AND ASSIST IN GROUP DECISION MAKING.

COMBINE THIS TOOL WITH:

Give and Receive Feedback

Decide with Consensus

Decide with Dotmocracy

NOTES

Adapted from: The Process Sheet from the 'Creative Community Governance and Decision Making Resource Kit' by Robin Clayfield www.dynamicgroups.com.au with the idea gleaned from the Co-Housing Handbook.

POOL YOUR IDEAS

FACILITATION

THIS TOOL WILL HELP YOU TO:

- ★ pool your group's ideas
 - ★ build consensus and ownership around a common understanding
 - ★ unite everyone's input into a coherent whole.
-

HOW TO:

- 1 Set the stage:**

Highlight the topic or the question for the group (why or how it is relevant) and clarify the intent or the hoped-for outcome - you are in charge of the process.
Outline the process and how long it will take.
- 2 Brainstorm:**

Ask each member to brainstorm individually using small cards (A6 coloured paper). Ask them to think of many different ideas, and write each individual idea on a card. It is important that they use a thick marker, writing 3-5 words in large letters on each card so that people can read them from the back of the room. Use A5 or A4 cards for larger groups.
Reiterate this through the brainstorming session - one idea per card, 3-5 words.
Ask everyone to choose their best three ideas; all different cards will be integrated at the end. Collect them one by one from group members, ask them to read their ideas out as you collect them and stick them onto a wall or whiteboard. It's usually helpful to put cards on the left side of the wall and once grouping starts then group them towards the right.
Ask people to clarify what they mean if their wording is unclear.
- 3 Organise** - this step is about discovering relationships:

Ask the group to pair cards with similar ideas to start the grouping process.
Develop clusters of ideas by adding cards to pairs.
Give each cluster a preliminary working title and write it above the cluster.
Read the cluster column aloud and clarify everyone agrees the cards belong where they are placed. Allow for last minute changes if the group calls for it. Check that all angles are covered and encourage additions if the group thinks that something important has been left out.
- 4 Name** - this step is where the group figures out the meaning of each cluster or key insight and develops consensus about that meaning. Can be done in small groups as long as consensus is assured at the end.

Talk the group through each cluster: What are we saying here? or What is our insight?
Give the cluster a name of 3-5 words that captures the essence of all the cards.
Repeat for the remaining clusters, and check for improvement and consensus along the way.



5

Reflect:

Confirm the resolve of the group by describing the components & how they relate to each other, possibly expressed as an image or a diagram - even a song!
Discuss the significance of the results with the group.
Ask the group about next steps: What if? What now? What next?

BRING IT TO A MAKE CHANGE HAPPEN MEETING

Report back

Describe the process of using this tool on your project. What insights did you gain? What changes will you make to your project as a result? Did you have any difficulties your Make Change Happen group could advise on? What tips on the tool do you have for your Make Change Happen group?

Practice run

Choose a topic to Pool Your Ideas around. It's best to use an action from your project. However, your Make Change Happen group needs to know your enough about your project so they can contribute meaningful insights. An alternative topic could be as simple as 'What are the best ingredients for a birthday party?' or 'How can we grow Make Change Happen?'. You'll need a whiteboard or large piece of butchers paper. Follow the steps and capture any insights generated.

POOL YOUR IDEAS

ASK THE GROUP TO PAIR CARDS WITH SIMILAR IDEAS TO START THE GROUPING PROCESS.

COMBINE THIS TOOL WITH:

Decide with Dotmocracy

Get Group Clarity with O.R.I.D.

Decide with Plus Minus Interesting

NOTES

This process is called 'Consensus workshop' in the Technology of Participation (ToP) of the Institute of Cultural Affairs and documented in several books. Adapted from Unfolding Futures (www.unfoldingfutures.net). For more information or support please contact Richard and Maria Maguire from Unfolding Futures on +61 2 9896 3839.

PLAN YOUR ACTIONS

FACILITATION

THIS TOOL WILL HELP YOU TO:

- ★ plan for a start-up project
- ★ guarantee the successful launch and execution of a project.

HOW TO:

If working in a group you will need a flip chart, thick markers and A5 or A6 cards.

- 1 Create the Context:** Commit to making a concrete Action Plan for your project. Discuss what has already been decided about the project (who, what, why, when, how etc).
- 2 Decide the Victory:** Visualise the future and the ideal completion of the project. What would be wonderful if it could happen as part of it? What do you see, hear, feel? Write responses onto a flipchart inside a big circle.
- 3 Reality Check and Commitment:** List the current strengths and weaknesses, and future benefits and dangers of the Victory. Make notes on the flip chart in four quadrants. At the end, read the quadrants and the Victory aloud and ask what are we committed to bringing about? Write 3 - 5 brief statements of intent or outcome inside a circle on another flipchart. Does it need altering at all? Write a statement that summarises the group's commitment to achieve the final Victory.
- 4 Identify Key Actions and Implementation Steps:** Brainstorm actions that need to be done to carry out the commitment. Get at least 2 practical actions from each group member. Organise actions into action clusters and name their area (e.g. finances, policy etc). These are different sections or taskforces of your project. Each taskforce start with naming one major accomplishment their team needs to deliver in order for the whole commitment to be achieved. Write this on a card and put at the end of the relevant row on the common timeline. Each taskforce then writes the many stepping stones that need to be done on smaller separate cards.
- 5 Creating Implementation Timeline and Assignments:** Post butchers paper across a wall and draw a calendar across it - starting in the left with the current date, and ending in project completion at the right. Divide the calendar with horizontal lines into sections for each taskforce of your project. Stick all actions on the calendar in their section, against the dates that the actions need to be done. Assign all actions resources needed, deadlines, and people responsible. Make adjustments between the different taskforces if needed.



- 6 Reflection:** What stands out from this process? Where do you sense you've had a breakthrough? What are you looking forward to? Create a catchy title or visual image of the task ahead. What will be the significance of accomplishing these actions? What you need to do next to make it all happen?

BRING IT TO A MAKE CHANGE HAPPEN MEETING

Report back

Describe the process of using the this tool on your project. What insights did you gain? What changes will you make to your project as a result? Did you have any difficulties your Make Change Happen group could advise on? What tips on the tool do you have for your Make Change Happen group?

Practice run

If you are going to run a Plan Your Actions session you might want to practice it first.

Book the longest slot in a Make Change Happen meeting you can (approximately 20mins). A Plan Your Actions session can take from 4 hours to a full day, so you won't be able to practice the whole thing. Think about which sections you most want to practice, and design an abridged version.

Ask other Make Change Happen participants to role play with you. Brief them on your group and project. Let them know any particulars you want to practice. You could even give some of them set characters, perhaps a difficult member of your project group you are concerned about.

Run through an abridged version of the session. Make sure you've thought about timing, both for the real session and for your abridged practice session. The support and feedback you'll get will make it all worthwhile.

PLAN YOUR ACTIONS

**VISUALISE THE FUTURE AND THE IDEAL COMPLETION OF THE PROJECT.
WHAT DO YOU SEE, HEAR, FEEL?**

COMBINE THIS TOOL WITH:

Give and Receive Feedback

Cut Your Issue

Set S.M.A.R.T. Objectives

Decide with Dotmocracy

Decide with Plus Minus Interesting

This process is called 'Participatory action planning' in the Technology of Participation (ToP) of the Institute of Cultural Affairs and documented in several books. Adapted from Unfolding Futures (www.unfoldingfutures.net). For more information or support please contact Richard and Maria Maguire from Unfolding Futures on +61 2 9896 3839.

DECIDE WITH DOTMOCRACY

COLLABORATION AND WORKING IN GROUPS

THIS TOOL WILL HELP YOU TO:

- ★ identify collective points of agreement, priorities and themes
 - ★ recognise agreement on unique and specific ideas
 - ★ give an equal voice to all participants
 - ★ support friendly discussions while efficiently leading to practical conclusions.
-

HOW TO:

Dotmocracy is a decision making tool that helps you to tap into group wisdom and prioritise a brainstormed list of ideas in a way that is transparent, equal and participatory. Dotmocracy is a popular term for 'range voting'. Range voting is statistically proven to achieve better results than normal voting.

As a facilitator of dotmocracy you will be authoritative and responsible for the process, but will maintain neutral opinions on the session's content. By following these steps, you will build trust with participants and observers, and in yourself as a facilitator. These rules will also help you keep the process reliable, accountable and fair for all participants.

- 1 Write out the list of ideas. It can help to use a large sheet of butchers paper or a whiteboard. There are no changes to ideas once dotting has started.
- 2 Allocate an equal number of dots to each person in the group.
- 3 Ask participants to 'vote' with their dots, distributing their dots according to how strongly they feel about an idea. Participants may dot as many or as few ideas as they wish. There are no changes to ideas once dotting has started.
- 4 Keep marking dots next to ideas until all of the participants dots have been used.
- 5 Tally up the number of dots next to each idea.
- 6 The idea/s with the most dots are the ones the group has collectively prioritised.

Note that participants may wish to keep their dotting choices secret and their comments anonymous. To facilitate this, dotting could be coordinated using a ballot paper system.



BRING IT TO A MAKE CHANGE HAPPEN MEETING

Report back

Describe the process of using the Decide with Dotmocracy tool on your project. What insights did you gain? What changes will you make to your project as a result? Did you have any difficulties your fellow change makers could advise on? What tips on the tool do you have for your fellow change makers?

Practice run

Think of some competing ideas or options people could vote on. It's best to use your project you are working on. However, your Make Change Happen group will have to understand it enough so that they can contribute meaningful insights. An alternate topic could be as simple as 'what are the most important ingredients in a soup?'. You'll need a whiteboard or large piece of butchers paper. Follow the 'How to' and capture any insights generated. If you do this practice run on your real project, these insights from the group will be very valuable. Use them.

DECIDE WITH DOTMOCRACY

TAP INTO GROUP WISDOM.

COMBINE THIS TOOL WITH:

Pool Your Ideas

Decide with Consensus

Give and Receive Feedback

NOTES

We acknowledge Jason Diceman and dotmocracy.org in developing this tool - if you'd like to explore Dotmocracy in more detail check out: dotmocracy.org/what_is and www.idearatingsheets.org

DECIDE WITH CONSENSUS

COLLABORATION AND WORKING IN GROUPS

THIS TOOL WILL HELP YOU TO:

- ★ make group decisions with support from as many people as possible
- ★ refine project proposals based on input from everyone
- ★ reach a fair decision without getting stuck in disagreement.

HOW TO:

What do you do when your group wants to develop a project proposal? Going straight with the proposal that has the majority may miss a better alternative. The Decide with Consensus tool helps you develop a proposal that everyone supports.

- 1 Discuss a proposal that has been made.
- 2 See if the others in the group support the proposal.

People's answers are more complex than a simple 'yes' or 'no'. They may be supportive, indifferent, tolerant or opposed to a proposal. If someone is opposed, or significant numbers are indifferent, continue with Step 3. Otherwise you can adopt the proposal.

- 3 Everyone in the group needs to explain their reasons for opposing or being indifferent to the proposal.
- 4 Revise the proposal based on everyone's concerns, using group suggestions.
- 5 Repeat Steps 1 to 3 for the revised proposal.
- 6 If consensus on a proposal is not achieved after a reasonable time or several attempts, use the Decide with Dotmocracy tool to choose the most popular proposal from the range that emerged from your attempts at consensus. Or you could use a majority vote.

Active listening, clear thinking, clear speech, an ability to empathise and creativity are important for effective consensus decision making.

In smaller groups consensus doesn't need to be formal. Bouncing an idea around and evolving it to meet everyone's needs through discussion can come naturally.

When you have a large group it helps to use the steps more formally. Pre-determine when to move to Decide with Dotmocracy or voting, and use techniques to ensure all people are heard and their opinions understood.



Does consensus suit your project, group and the situation at hand?

Consensus can be difficult or unneeded if:

- your group doesn't share a vision or values. You may need to create smaller groups.
- you need a decision fast. Use Decide with Dotmocracy or vote sooner.
- the issue is not that important. Don't spend 40 minutes deciding whether lunch should go for 20 or 30 minutes. Flip a coin.
- the group has insufficient information. Obtain more information first.
- the decision doesn't need consensus. We don't always need to do the same thing. Let individuals or subgroups go their own way.
- a group isn't willing or able to communicate and grow. Some groups have underlying tensions and issues that block the empathy, creativity and clarity needed for consensus.

BRING IT TO A MAKE CHANGE HAPPEN MEETING

Report back

Describe the process of using this tool on your project. What insights did you gain? What changes will you make to your project as a result? Did you have any difficulties your Make Change Happen group could advise on? What tips on the tool do you have for your Make Change Happen group?

Practice run

Choose a topic and proposal use Decide with Consensus on. It's best to use an action from your project. However, your Make Change Happen group need to know your enough so they can contribute meaningful insights. An alternative topic could be as simple as 'What restaurant shall we go to?'. You'll need a whiteboard or large piece of butchers paper. Follow the steps and capture any insights generated.

DECIDE WITH CONSENSUS

ACTIVE LISTENING, CLEAR THINKING, CLEAR SPEECH, AN ABILITY TO EMPATHISE AND CREATIVITY ARE IMPORTANT FOR EFFECTIVE CONSENSUS DECISION MAKING.

COMBINE THIS TOOL WITH:

Decide with Dotmocracy

Design a Team Charter

Colours of Empowerment

Give and Receive Feedback

Adapted from: The Change Agency (www.thechangeagency.org)

GIVE AND RECEIVE FEEDBACK

COLLABORATION AND WORKING IN GROUPS

THIS TOOL WILL HELP YOU TO:

- ★ give feedback kindly
 - ★ receive feedback graciously
 - ★ help and learn from others more effectively and enjoyably.
-

HOW TO:

Giving and receiving feedback is one of the key skills practiced in Make Change Happen Groups. Receiving feedback graciously is pivotal to how much you get out of the Make Change Happen process.

Giving feedback kindly is critical to a strong harmonious group. In Make Change Happen, giving and receiving feedback is the sharing that helps us grow faster, and become stronger and more rounded than we could on our own.

Giving feedback kindly

- 1 Check that the person is ready to receive feedback.
- 2 Comment only on observable behaviour (things the person does) not on personality or attitudes (things the person seems to be).
- 3 Be specific - talk about actual examples of behaviour that you have noticed in particular situations.
- 4 Be personal - talk about what you yourself have noticed, rather than what you hear from others.
- 5 Be clear as to why you are giving the feedback and what outcomes you are looking for.
- 6 Give feedback to support, not to correct.
- 7 Give the person the opportunity to respond.

Receiving feedback graciously

- 1 Treat the feedback as useful information, not criticism.
- 2 Listen attentively to see what you can learn from it.
- 3 Decide how you want to use the information.
- 4 Thank the person giving you the feedback for the useful information.
- 5 Try to refrain (as much as possible) from justifying or explaining.



BRING IT TO A MAKE CHANGE HAPPEN MEETING

Report back

In a Make Change Happen meeting, we give each other feedback when we contribute such as through Report back or crowdsourcing. Remember how to give feedback kindly and to receive it graciously. Practice this in every Make Change Happen meeting and take this skill with you everywhere you go.



GIVE AND RECEIVE FEEDBACK

GIVE FEEDBACK TO SUPPORT, NOT TO CORRECT.

COMBINE THIS TOOL WITH:

Decide with Consensus

Decide with Plus Minus Interesting

Get Group Clarity with O.R.I.D.

Colours of Empowerment

Pool Your Ideas

Harness Your Strengths with S.O.A.R.

NOTES

DESIGN A TEAM CHARTER

PROJECT MANAGEMENT

THIS TOOL WILL HELP YOU TO:

- ★ develop a strong foundation with team members on your project
- ★ build commitment and alignment within your team
- ★ have a place of reference to come back to when the team is faced with challenges
- ★ establish a process for good governance and direction within the team.

HOW TO:

A team charter is best developed early during the formation of the team. The charter helps to clarify direction while also establishing boundaries, norms and expectations of team members. While not always necessary, it may be useful to arrange an external facilitator to help manage the process of team charter development so the team can focus on content.

Investing the required time to develop a charter reduces confusion about the group's objectives and boundaries. The charter also provides the information needed to reduce the risk of disagreement, conflict and rework, enabling the team to get it right the first time.

The following framework can be utilised to establish the groundwork for building your team charter.

- 1 Define the teams mission or purpose.
- 2 List all team members contact details.
- 3 List each team members preferred and least preferred method of communication.
- 4 Establish a routine time for when the team will meet, outlining how often it is acceptable to miss a meeting and under what circumstances.
- 5 Develop a set of values and ground rules for respect.
- 6 Outline how the team will make decisions and what the process will be.
- 7 Define team roles and responsibilities.
- 8 Sign off by all team members as a statement of commitment when all steps agreed.



BRING IT TO A MAKE CHANGE HAPPEN MEETING

Report back

Design a Team Charter with your group and report back on the process and learnings that came out of the session. Was this a useful tool? How has your team benefited? What elements of the process were challenging and how did you overcome these?

Practice run

It is difficult to practice making a team charter in a Make Change Happen meeting. You could find a way to do it as a role play if you really want practice with this tool. Otherwise just get together with your project team and do it.

DESIGN A TEAM CHARTER

THE CHARTER HELPS TO CLARIFY DIRECTION WHILE ALSO ESTABLISHING BOUNDARIES, NORMS AND EXPECTATIONS OF TEAM MEMBERS.

COMBINE THIS TOOL WITH:

Pack for Your Hike
Write Your Legacy
Grow Your Vision Tree
Refresh Your Vision
Pool Your Ideas
Set S.M.A.R.T. Objectives

NOTES

MAP YOUR STAKEHOLDERS

COLLABORATION AND WORKING IN GROUPS

THIS TOOL WILL HELP YOU TO:

- ★ build your networks, sphere of influence and pool of knowledge
- ★ categorise and understand your market or network and how to approach them
- ★ keep track of your communications and networking
- ★ strategically tailor communications to your stakeholders.

HOW TO:

A stakeholder map helps you plan out and organise who you are going to contact, about what and when.

- 1 Brainstorm a list of stakeholders into a spreadsheet or table. Stakeholders are those that may have a current or potential interest in, offer value to, benefit from, affect or are affected by your project.
- 2 Adapt the table below to suit your needs to identify and document your contact list. You can make it as detailed as necessary. Record primary contacts, contact details etc.

Stakeholder	Organisation	Current/potential interest in project	Contact details	Relationship with project
JP	Make Change Happen	To enable change	Phone: _____ Email: _____	Mentor and promoter

- 3 Categorise your list of stakeholders by ordering them into groups such as: supportive/ friend of the project, competition, client, mentor etc.
- 4 Identify which stakeholders you should contact and how you might work with them.
- 5 Plan how you intend to engage and manage the relationship and delegate a specific contact person from your team to each stakeholder. You can then use the spreadsheet to track who is communicating with whom and what the level of contact is.



BRING IT TO A MAKE CHANGE HAPPEN MEETING

Report back

If you have a prepared stakeholder map that you've worked on in a group, bring it to a Make Change Happen meeting to share and seek some further input such as categorising stakeholders or tailoring the communications plan to each stakeholder. Use your Make Change Happen group to help build on what you've already achieved.

Practice run

Use your Make Change Happen meeting as an opportunity to brainstorm your stakeholder list so you can map it later. You will be surprised with the amount of knowledge in the room and who may eventually become your braintrust!

MAP YOUR STAKEHOLDERS

STAKEHOLDERS ARE THOSE THAT MAY HAVE A CURRENT OR POTENTIAL INTEREST IN, OFFER VALUE TO, BENEFIT FROM, AFFECT OR ARE AFFECTED BY YOUR PROJECT.

COMBINE THIS TOOL WITH:

Pool Your Ideas

Elevator Pitch Your Project

Know Your Audience

Set Forces for Success

Map Your Political Power

Harness Your Strengths with S.O.A.R.

NOTES

CREATE YOUR BRAINTRUST

COLLABORATION AND WORKING IN GROUPS

THIS TOOL WILL HELP YOU TO:

- ★ create a braintrust of experts to draw input and inspirations from
- ★ create a better project than you or your team could do alone.

HOW TO:

Like it or not, no one knows everything. We all have biases, assumptions and there are 'unknown unknowns' that limit our perspectives on the task at hand. By harnessing the insight of well chosen experts and stakeholders, you can make your project better. Two heads are better than one. But a braintrust is even better.

Choosing your braintrust

- 1 Ask the following questions:
 - Who can help with this project?
 - Who does this project affect?
 - What experience and knowledge do we need?
 - Who is an expert in this field?
 - Who are the key stakeholders?
- 2 Based on your above answers, brainstorm a list of people who would have useful insights for your project.
- 3 From your brainstormed list of people, use the Decide with Dotmocracy tool to pick the top 10 people.

Contacting your braintrust

- 1 Contact each braintrustee via your chosen medium. Email with a follow up call is often good. Explain why you are contacting them and that you would value their expertise, suggestions and guidance on this project.
- 2 Concisely describe the what, why and how of your project. Elevator Pitch Your Project. Attach a project brief, flyer or website, if suitable.
- 3 Explain what you are asking from them and what is involved such as meetings, informal chats, expected frequency of contact etc. If you want you can leave this open to them, suggesting you check in with a frequency and manner to suit their needs.

Using your braintrust

You'll need to consult at various times throughout your project with these people, either individually or as a group. Figure out the most strategic times to draw on your braintrust's expertise. This may be early on in formative stage of the project, or it may be timed around specific tasks you want their input on. Be sure to update you braintrust from time to time if contact is rare. Always let them know your value them and show how you are using their input.



BRING IT TO A MAKE CHANGE HAPPEN MEETING

Report back

Describe the process of using this tool on your project. What insights did you gain? What changes will you make to your project as a result? Did you have any difficulties your Make Change Happen group could advise on? What tips on the tool do you have for your Make Change Happen group?

Practice run

Use your Make Change Happen meeting as an opportunity to crowdsource suggestions for a few 'braintrustees' and the best way to contact them. Role play contacting the person you would like most in the braintrust.

Perhaps you start with an email, then phone and then meet face-to-face. No matter how you contact them, or who is chosen to progress the relationship, role play out loud so your Make Change Happen group can give you feedback.

CREATE YOUR BRAINTRUST

BY HARNESSING THE INSIGHT OF WELL CHOSEN EXPERTS AND STAKEHOLDERS, YOU CAN MAKE YOUR PROJECT BETTER.

COMBINE THIS TOOL WITH:

Decide with Dotmocracy
Elevator Pitch Your Project
Map Your Stakeholders
Set Forces for Success
Map Your Political Power

NOTES

Inspired by: Les Robinson, Enabling Change (www.enablingchange.com.au).



ACTION TIME

KAAAAPOOWW!!

**IT'S TIME FOR ACTION! THE BIT WHERE YOU GET TO SEE THE CHANGE
YOU WANT TO HAPPEN IN THE WORLD.**

HERE ARE SOME TRICKS TO KEEP UP YOUR SLEEVE.

POWER TO NOTES:

HONE YOUR KEY MESSAGES

PUBLIC SPEAKING

THIS TOOL WILL HELP YOU TO:

- ★ define your key messages
 - ★ clearly and effectively communicate to a broad audience.
-

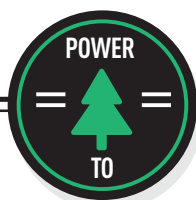
HOW TO:

Key messages are the pieces of information you most want people to remember. Creating a key message is a process of distilling information into clear and accessible points.

- 1 Ask - who is your audience? How can they help you achieve your objectives? Consider what your audience will pay attention to and what you would like them to do.
- 2 Engaging your audience will often be the hardest part. So some of your key messages may just be about grabbing their attention.
- 3 Brainstorm all the points you'd like to communicate to this audience.
- 4 Prioritise your three most important points. These are your key messages. Prioritise based on the considerations made in step 1. You can have a fourth 'supplementary' message that adds an extra angle of interest or is for use in specific situations.

The process of distilling ideas may cause some disagreement and take time if working in a group. Consider using a formal process like Decide with Dotmocracy and give yourself a time limit to bring out your key ideas.

- 5 Make your key messages clear and compelling. Write your key messages in plain English and is unambiguous. You don't want your messages to be misunderstood or misreported. Create concise, catchy sentences that sound natural and convincing.
- 6 Become familiar with your messages and start using them in conversations and written communication. You can pull them out anytime you need to clearly and effectively make a point.



BRING IT TO A MAKE CHANGE HAPPEN MEETING

Report back

If you've developed or have been using key messages, you may like to receive feedback on them or share your learnings with your Make Change Happen group.

Book a spot in an upcoming Make Change Happen meeting. What is your project and how did you use the tool? Who is your audience? What are your key messages? What worked? What could you do differently? Are there any specific things you'd like help with or feedback from your Make Change Happen group?

Practice run

You may like to practice your key messages in a supportive environment before using them in the broader world.

Book a short time slot in an upcoming Make Change Happen meeting. Find some fellow Make Change Happen participants to role play the audience you would like to use your key messages on. For example, they may pretend to be a journalist, or they could simply have a conversation and ask you questions about your project. Draw on your key messages and practice dropping them into the conversation as much as you can.

HONE YOUR KEY MESSAGES

MAKE YOUR KEY MESSAGES CLEAR AND COMPELLING.

COMBINE THIS TOOL WITH:

Prepare for Media Interviews

Know Your Audience

Write a News Release

Decide with Dotmocracy

NOTES

ELEVATOR PITCH YOUR PROJECT

COLLABORATION

THIS TOOL WILL HELP YOU TO:

- ★ explain what you do and why
 - ★ make an impression and get your point across quickly
 - ★ win support for your project when given a brief window of opportunity.
-

HOW TO:

What would you do if you had a captive audience with your dream collaborator, client, mentor or hero? Your 'Elevator Pitch' is a short and snappy description of who you are, what you do and why you do it.

- 1** What you do and why?
Write this in as many catchy ways possible:
What's the essence of your project?
Can you give concrete examples or personal stories?
Is your project similar to something that is well known?
Be vivid and visual with your words. Don't hold back. You'll edit this later.
- 2** What do you want your audience to do and why?
Write down you 'call to action' by answering:
What do you want the person you are pitching to to do?
Why them and how can they help you project?
- 3** Record yourself. Highlight the phrases that grab you and evoke a response. What makes you or your idea different? Think about what makes your project or yourself interesting.
What is your 'hook'? This is the phrase that strikes a chord with your listener. Be targeted. Aim it at a specific audience. This might involve having several different pitches for different potential audiences.
- 4** Compile your favourite phrases and edit as many unnecessary words as possible. Play around with it until it sounds just right. Your pitch should be from 30 to 60 seconds or about 150 – 225 words. So be concise!
- 5** Practice practice practice! Run it by your friends, family, colleagues and anyone who'll listen. Memorise your pitch and practice until it sounds natural and, ironically, unrehearsed. Show your passion. Be engaging. Present your message with enthusiasm and sincerity.



BRING IT TO A MAKE CHANGE HAPPEN MEETING

Report back

Have you pitched your Elevator Pitch to someone?

Organise a spot in a Make Change Happen meeting to share your learnings and receive feedback. Where, when and to whom did you pitch? Why did you want them to understand and support your project? How did you prepare your pitch? How did it go? How did you feel? What worked best? What could be improved?

Practice run

Would you like some practice pitching to someone?

Organise a spot in a Make Change Happen meeting. Prepare your pitch using this tool. At the meeting find one or two people to role play your pitch with. You could pretend to be in an elevator, at a conference etc. You'll need to approach them, then once you've connected, seize the moment to pitch. Don't just read a speech to them, they'll ask questions and show reactions. Adapt and go with it.

ELEVATOR PITCH YOUR PROJECT

MAKE AN IMPRESSION AND GET YOUR POINT ACROSS QUICKLY.

COMBINE THIS TOOL WITH:

Know Your Audience

Hone Your Key Messages

Prepare for Media Interviews

Give and Receive Feedback

NOTES

Adapted from: Kris Stone (<http://lifelearningtoday.com>).

SET S.M.A.R.T. OBJECTIVES

PROJECT MANAGEMENT

THIS TOOL WILL HELP YOU TO:

- ★ turn your group's goals into objectives that are Specific and Strategic, Measurable, Achievable, Realistic and Time-framed.

HOW TO:

What outcomes do you aim to achieve in your project? These are your objectives. Objectives work best when they are Specific, Measurable, Achievable, Relevant and Time-bound (S.M.A.R.T.).

- 1 Write down what you want to achieve in your project. What will be different when you succeed?
- 2 Break this down into specific or tangible objectives.
- 3 Ensure each of your objectives is S.M.A.R.T., using the following questions:

Specific

Are your objectives clear?
Do they answer the who, what, where and when?
Could any wording be misinterpreted?

Measurable

How will you know your objectives have been achieved?
How will you measure this?

Achievable

Could you really achieve these objectives?
Do you need to establish both long term and shorter term objectives?
Do your objectives push your comfort zone and drive you to grow and improve?
Is this the right time or are you the right person to deliver?

Relevant

Do your objectives go far enough towards achieving your ultimate goal and vision?

Time-bound

Have you specified a timeframe for achieving your objectives?
When would be the most strategic time to reach your objectives?
With your capacity, when would you be able to reach this objective if things go well?



BRING IT TO A MAKE CHANGE HAPPEN MEETING

Report back

Have you Set S.M.A.R.T. Objectives? If you'd like feedback and to share your learnings, book a spot in a Make Change Happen meeting. What is your project's overall vision and goal? How have you broken this down into S.M.A.R.T. objectives? What worked well? What would you do differently? Is there anything specific you would like feedback on or help with?

Practice run

Set S.M.A.R.T. Objectives is a planning and preparation tool. It doesn't make sense to plan your objectives by yourself while your Make Change Happen group watches on. However, if you plan to lead a group through the S.M.A.R.T. objectives process, you may like to practice first.

Choose a few goals or a broad vision. It's best to use your own project but an alternative goal to practice on could be 'Hosting the best Make Change Happen meeting ever'. Then lead the group through the steps, explaining the method and using the prompting questions to facilitate group input.

SET S.M.A.R.T. OBJECTIVES

WHAT WILL BE DIFFERENT WHEN YOU SUCCEED?

COMBINE THIS TOOL WITH:

Grow Your Vision Tree
Cut Your Issue
Set Forces for Success
Be Strategic

NOTES

Adapted from: The Change Agency (www.thechangeagency.org). We acknowledge Peter Drucker and George T. Doran for their original work in creating S.M.A.R.T. objectives.

BE STRATEGIC

PROJECT MANAGEMENT

THIS TOOL WILL HELP YOU TO:

- ★ combine other tools to create a complete strategy
- ★ set a clear direction with your vision and objectives
- ★ respond to changes in your project's context
- ★ increase the likelihood effectiveness of action
- ★ stay on track with your chosen goals.

HOW TO:

It's important that your strategy encompasses every facet of your project. Like nature, good strategy should have four elements:

Air - Set direction

Define a clear vision of the outcomes you want and the type of journey you'd take to get there.

- 1 Include everyone who is already in your project to build ownership and motivation. This can be easier with less people. It's OK to set direction before inviting new people to come with you.
- 2 Define one clear overall vision and objective. Try Grow Your Vision Tree and Set S.M.A.R.T. Objectives.
- 3 Develop values for how you want to work together. Try Design a Team Charter, Pool Your Ideas, Write Your Legacy and Pack for Your Hike.

Water - Be responsive

To reach your goal you'll need to respond to your environment and make adjustments.

- 1 Survey your context. Try Map Your Political Power, Cut Your Issue, Set Forces for Success and Harness Your Strengths with S.O.A.R..
- 2 Create intermediate objectives that you'll need to meet your overall objective and vision. Try Set S.M.A.R.T. Objectives and Pack for Your Hike.
- 3 Commit to maintaining innovation and fresh thinking in your project. Embed this into your team culture. Try Design a Team Charter.

Fire - Drive action

- 1 Choose 'good wood'. Ensure all actions are assessed against the extent to which they help to achieve your specific objectives and vision. Try Decide with Plus Minus Interesting.
- 2 Stack your wood. Turn your overall and intermediate objectives into a timeline, Gantt chart or action plan. Try Plan Your Actions. Ensure all actions are delegated, resourced and have timeframes.
- 3 Stoke the fire. Encourage people to work in line with their passions and preferred working styles, and play to their strengths or desired learnings. Ensure those assigned actions have ownership, motivation and the ability to carry out their tasks. Try Design a Team Charter and Decide with Consensus.

...continued over page



Earth - Stay on track

Without consistency your project will continually change direction. You don't want to flit like a butterfly from one project to another and never see something through.

- 1 Set timeframes and methods to check measurables (e.g. annually) and respond to context (i.e. repeat 'Water - Be responsive').
- 2 Monitor your progress against your S.M.A.R.T. objectives and vision. What will you measure to know you've met your objectives?.
- 3 Update your intermediate objectives as needed, yet never stray from your overall objective and vision.

BRING IT TO A MAKE CHANGE HAPPEN MEETING

Report back

Describe the process of using this tool on your project. What insights did you gain? What changes will you make to your project as a result? Did you have any difficulties your Make Change Happen group could advise on? What tips on the tool do you have for your fellow change makers?

Practice run

This tool takes too long to practice within one Make Change Happen meeting. You can practice run sections of the tool.

BE STRATEGIC

LIKE NATURE, GOOD STRATEGY SHOULD HAVE FOUR ELEMENTS.

COMBINE THIS TOOL WITH:

This tool combines many other Make Change Happen tools. See the tools recommended in each step of the 'How To' section.

NOTES

Adapted from: The Change Agency (www.thechangeagency.org). The original four elements of strategy are from Strategy in Action: Strategic thinking, understanding and practise by Gordon Pearson (Financial Times: Prentice Hall, 1999).

CUT YOUR ISSUE

STRATEGIC PLANNING

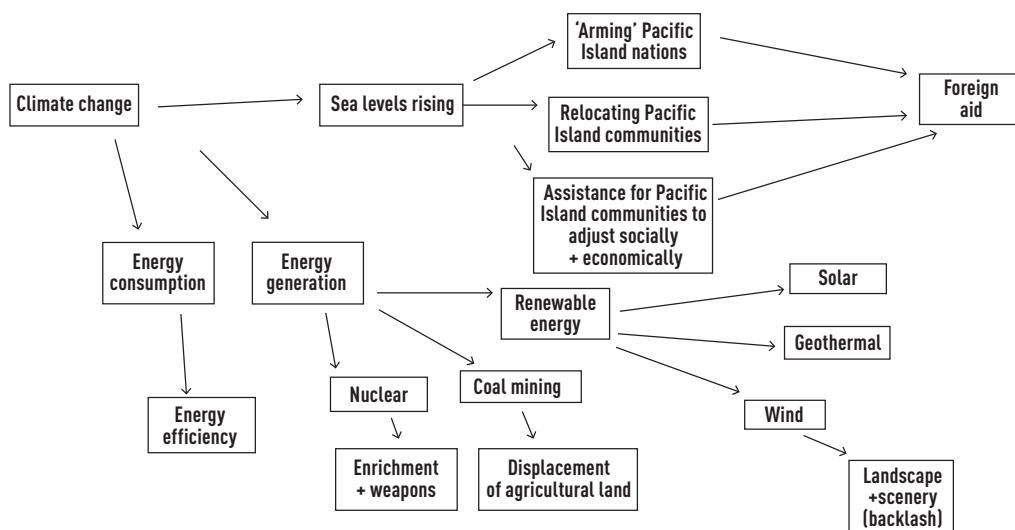
THIS TOOL WILL HELP YOU TO:

- ★ reduce the scope of broad projects
- ★ consider the pros and cons of working on different parts of a problem
- ★ focus efforts where change can really be achieved
- ★ divide and conquer.

HOW TO:

Cutting your issue can be a helpful way to translate a daunting and complex problem into one or more 'bite-sized' issues. You can reduce the size of a problem by using creative brainstorming techniques that help your group consider the relative merits of various approaches to a problem.

- 1 Think of a significant social or environmental issue/problem you'd like to address.
- 2 Consider how to cut this big issue into smaller issues.
- 3 How do these smaller issues appeal to different audiences, community groups etc. What are some ways that people interpret, respond to or campaign around the problem? This is illustrated in the following diagram, which cuts the issue of climate change:



- 4 Experiment with different ways of cutting issues to create a logic that works for you and your group. Here's where post-it notes come in handy. Can you cluster things?
- 5 Commit to focusing on the parts that will give your and your team the most influence in achieving your vision



BRING IT TO A MAKE CHANGE HAPPEN MEETING

Report back

Describe the process of using the this tool on your project. What insights did you gain? What changes will you make to your project as a result? Did you have any difficulties your Make Change Happen group could advise on? What tips on the tool do you have for your Make Change Happen group?

Practice run

Choose a broad issue to "cut". It's best to use your project you are working on. An alternative topic could be something people know about like climate change or discrimination in the workplace. You'll need a whiteboard or large piece of butchers paper. Follow the steps and capture any insights generated.

CUT YOUR ISSUE

FOCUS EFFORTS WHERE CHANGE CAN REALLY BE ACHIEVED.

COMBINE THIS TOOL WITH:

Set Forces for Success
Map Your Political Power
Hone Your Key Messages
Be Strategic
Set S.M.A.R.T. objectives

NOTES

Adapted from: The Change Agency (<http://www.thechangeagency.org>)

SET FORCES FOR SUCCESS

STRATEGIC PLANNING

THIS TOOL WILL HELP YOU TO:

- ★ identify forces supporting and undermining your project
- ★ identify areas of growth for your project
- ★ identify different perspectives within your group.

HOW TO:

Setting forces for success helps you think about the external and internal forces affecting your project. These may include media biases, cultural values, political context, internal division, psychological power struggles and blocks. Through discussion with others, this tool will help you tease out differences of opinion within your team. This can help to identify areas of growth for your project.

- 1 Identify your project vision.
- 2 Identify forces contributing to and forces against success. Use the following table.

Forces for success (+)	Forces against success (-)

- 3 Rate the impact/strength of each force from 1 to 10 relative to the impact of the force on your project. Discuss this as a group.
- 4 Think about how to maximise the forces for success and how to minimize the forces against success. What are tactics (currently being used and especially those not being used) that can maximise your success?



BRING IT TO A MAKE CHANGE HAPPEN MEETING

Report back

Describe the process of using this tool on your project. What insights did you gain? What changes will you make to your project as a result? Did you have any difficulties your Make Change Happen group could advise on? What tips on the tool do you have for your Make Change Happen group?

Practice run

Choose a project to use Set Forces for Success on. It's best to use your project. An alternative project could be something well known like 100% Renewable Energy or Same Sex Marriage.

You'll need a whiteboard or large piece of butchers paper. Follow the steps and capture any insights generated.

SET FORCES FOR SUCCESS

MAXIMISE FORCES FOR SUCCESS, MINIMISE FORCES FOR FAILURE.

COMBINE THIS TOOL WITH:

Cut Your Issue

Map Your Political Power

Harness Your Strengths with S.O.A.R.

Be Strategic

Plan an Advocacy Campaign

NOTES

Adapted from: The Change Agency (<http://www.thechangeagency.org>) and George Lakey, Training for Change (www.TrainingForChange.org).

HARNESS YOUR STRENGTHS WITH S.O.A.R.

STRATEGIC PLANNING

THIS TOOL WILL HELP YOU TO:

- ★ identify and tap into your core strengths, assets, aspirations and opportunities to make an
- ★ impact and achieve measurable results
- ★ use creativity, out-of-the-box thinking and innovation to guide your strategy development
- ★ maintain a constructive, growth-oriented and possibility-focused brainstorming environment.

HOW TO:

Strengths, Opportunities, Aspirations, Results (S.O.A.R.) is an analytical framework that can be used for strategic planning and visioning.

- 1 Draw a 2 x 2 grid on a whiteboard or piece of butchers paper.
- 2 Start by brainstorming and listing your project's strengths.
- 3 Build upon each strength listed by asking 'What is our preferred future with each of these strengths?'. List these in the aspirations quadrant.
- 4 Consider any opportunities that may arise for your project.
- 5 Finish by listing what you need to achieve measurable results.

1. Strengths What are our greatest assets? Why are others helping you? What factors are helping you succeed?	3. Opportunities What are the best possible opportunities? What funding opportunities might you pursue?
2. Aspirations What is our preferred future? How do you want others to perceive your project?	4. Results What are the measurable results and impact? What difference will you make?

If working in a group, allocate time for each quadrant. Watch out for any negative thinking. Keep the energy up to stay inspired and constructive in order to maximise creativity and innovation.

S.O.A.R. is an alternative to S.W.O.T. analysis (Strengths, Weaknesses, Opportunities and Threats) in that it focuses on the positive elements of possibilities and inspiration, rather than negative thinking associated with weaknesses and threats. However, you may wish to use SWOT sometimes.



BRING IT TO A MAKE CHANGE HAPPEN MEETING

Report back

Describe the process of using this tool on your project. What insights did you gain? What changes will you make to your project as a result? Did you have any difficulties your Make Change Happen group could advise on? What tips on the tool do you have for your Make Change Happen group?

Practice run

Choose a topic for S.O.A.R. analysis. It's best to use your project. An alternative topic could be 'Our Make Change Happen group'. You'll need a whiteboard or large piece of butchers paper. Follow the steps and capture any insights generated.

You'll need a whiteboard or large piece of butchers paper. Follow the steps and capture any insights generated.

HARNESS YOUR STRENGTHS WITH S.O.A.R.

TAP INTO YOUR CORE STRENGTHS, ASSETS AND ASPIRATIONS.

COMBINE THIS TOOL WITH:

Map Your Political Power
Set Forces for Success
Cut Your Issue
Decide with Dotmocracy
Set S.M.A.R.T. objectives

NOTES

We acknowledge Jackie Stavros and her colleagues in developing the S.O.A.R. framework. For more information visit soar-strategy.com or contact John Loty, Appreciative Inquiry (www.appreciativeinquiry.net.au).

MAP YOUR POLITICAL POWER

NEGOTIATING & INFLUENCING

THIS TOOL WILL HELP YOU TO:

- ★ consider the social and political context within which you are developing a strategy for your project
- ★ creatively identify allies, opponents, targets and constituents
- ★ serve as a framework for revising your strategy.

HOW TO:

- 1 Define your projects vision and objectives.
 - 2 Write the names of organisations and people you need to engage in order to achieve this outcome on separate post-it notes. Start with yourself and the main decision-maker/s. These may be community groups, government representatives, media, experts, professionals, local indigenous people, industry and business, voters and consumers. Be as specific as possible
- Draw a map with a horizontal and vertical axis. The vertical axis indicates the level of influence or power each person or organisation has to give your group what you are asking for. The people or organisations with the most power or influence at the top.
- 3 The horizontal axis indicates whether people support your group's specific objectives or if they are opposed to these objectives. The people who are most opposed to your objectives are to the far left and the people who support your objectives most strongly are to the far right.
 - 4 Place each post-it note on the map, starting with your own organisation and the individual with the most influence on your desired outcome. As you place them down, say something about how they are related to your organisation and other stakeholders. How much influence do they hold? Do they cooperate with each other or are they in conflict? Do you have a relationship with these people? Are they likely to agree with your position?
 - 5 Position the notes according to the relationships that exist between them, considering the relative power of the stakeholders in your project. Move them around until it feels right.
 - 6 When your map is complete, identify the two or three locations within the map where you feel your project might have the greatest influence. Are there people or organisations who hold power and who you might successfully influence or build strategic relationships with?

Remember you don't always need everyone's support. Perhaps you can achieve a 'majority' by swaying a few key groups or people your way.



BRING IT TO A MAKE CHANGE HAPPEN MEETING

Report back

Have you mapped the political power for your project? You might like to receive feedback and share your learnings with your Make Change Happen group. What is the primary outcome of your project you want to achieve? What groups and individuals featured on your map? How do they relate? How did you find the tool? What worked? What could you do differently? Are there any specific things you would like support or feedback on from your Make Change Happen group?

Practice run

Choose a project or issue to Map Your Political Power for. It's best to use your project. Another topic could be something like 100% Renewable Energy or Kids out of Detention Centres. You'll need a whiteboard or large piece of butchers paper. Follow the steps and capture any insights generated.

MAP YOUR POLITICAL POWER

IDENTIFY ALLIES, OPPONENTS, TARGETS AND CONSTITUENTS.

COMBINE THIS TOOL WITH:

Hone Your Key Messages
Elevator Pitch Your Project
Plan an Advocacy Campaign
Create Your Braintrust
Be Strategic
Cut Your Issue
Set Forces for Success

NOTES

Adapted from: The Change Agency (www.thechangeagency.org).

PLAN AN ADVOCACY CAMPAIGN

NEGOTIATING & INFLUENCING

THIS TOOL WILL HELP YOU TO:

- ★ target your decision makers and audience
 - ★ develop key messages strategically
 - ★ pick the best people and method for delivering your message.
-
-

HOW TO:

What kinds of questions do you need to ask to form a great advocacy strategy?

The Democracy Centre recommends nine questions to plan advocacy campaigns. You can develop each element of your strategy by answering the following questions:

- 1 What do we want? (goals)
- 2 Who can give it to us? (audiences)
- 3 What do they need to hear? (messages)
- 4 Who do they need to hear it from? (messengers)
- 5 How do we get them to hear it? (delivery)
- 6 What have we got? (resources, strengths)
- 7 What do we need to develop? (challenges, gaps)
- 8 How do we begin? (first steps)
- 9 How will we know it's working or not working? (evaluation)



BRING IT TO A MAKE CHANGE HAPPEN MEETING

Report back

Describe the process of using this tool on your project. What insights did you gain? What changes will you make to your project as a result? Did you have any difficulties your Make Change Happen group could advise on? What tips on the tool do you have for your Make Change Happen group?

Practice run

Choose an issue to Plan an Advocacy Campaign for. It's best to use your project. However, an alternative issue could be 'How will we convince the chair of this Make Change Happen meeting to sing bar bar black sheep?'. You'll need a whiteboard or large piece of butchers paper. Follow the steps and capture any insights generated.

PLAN AN ADVOCACY CAMPAIGN

WHAT DO DECISION MAKERS AND AUDIENCES NEED TO HEAR?

COMBINE THIS TOOL WITH:

Set S.M.A.R.T. Objectives
Prepare for Media Interviews
Harness Your Strengths with S.O.A.R.
Know Your Audience

NOTES

Adapted from: The Democracy Centre, via The Change Agency (Creative Commons).

WRITE A NEWS RELEASE

MEDIA

THIS TOOL WILL HELP YOU TO:

- ★ draft targeted and professional news releases
- ★ access new audiences through established reader communities.

HOW TO:

News releases are the conventional means of communicating with large media outlets. News releases allow companies, community groups and governments to communicate a piece of news to a large media outlet in a formal way - thus the release is the official view of an organisation on an event or topic. Corporations often use news releases as a means of marketing.

Be aware that journalists and editors will often receive many news releases. Large newspaper journalists may receive 100 or more per day. You need to find a way to make your news release stand out.

Be aware of the publication or publications you are pitching to - does your release fit with their usual sections or content? It's worth reading the publications you're submitting to. Also, be aware of the section you're aiming at.

Newspapers and magazines usually write different article types such as news, features, profiles and editorials. Most news releases are pitched at the news section. Remember news is something that has happened.

Target

- 1 Make a list of media outlets or publishers who write for an audience you're trying to reach.
- 2 Take your time with this research - there are more publications than you may think. There are guides which list all of the publications in Australia such as Margaret Gee's Media Guide. Remember that spamming many publications with the same release is a poor tool for success.

Content

- 1 Include a high resolution picture to go with the release.
- 2 Decide the sequence of information in your planning.
- 3 Choose the most interesting or significant element for the lead.
- 4 Establish a central theme and discard unrelated facts and information.
- 5 News releases are typically one page long and never more than three. News releases pitched for news should include who, what, where, why, when and how.

continued over page...



Style and presentation

- 1 Prioritise clarity over colour.
- 2 Use active voice, not passive voice (i.e. 'The Minister said', not 'It was said by the Minister').
- 3 Include a contact person, phone number and email address - this is very important!

BRING IT TO A MAKE CHANGE HAPPEN MEETING

Report back

Describe the process of using this tool on your project. What insights did you gain? What changes will you make to your project as a result? Did you have any difficulties your Make Change Happen group could advise on? What tips on the tool do you have for your Make Change Happen group?

Practice run

Write a News Release and bring it for feedback at your Make Change Happen meeting before you send it to the media.

WRITE A NEWS RELEASE

FIND A WAY TO MAKE YOUR NEWS RELEASE STAND OUT.

COMBINE THIS TOOL WITH:

Prepare for Media Interviews
Hone Your Key Messages
Map Your Political Power
Cut Your Issue
Know Your Audience

NOTES

Adapted from: Alex Serpo (editor Inside Waste Weekly) and The Change Agency (www.thechangeagency.org).

PREPARE FOR MEDIA INTERVIEWS

MEDIA

THIS TOOL WILL HELP YOU TO:

- ★ think like a journalist and be media savvy
 - ★ learn some tricks of the trade
 - ★ maximise the effectiveness of every interview you undertake.
-

HOW TO:

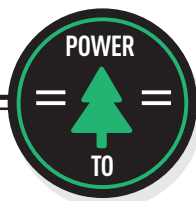
Journalists and editors have a job to do and are often busy. Ensure you provide them with all the information they need in order to create a news item. Treat journalists with politeness, friendliness and respect.

Before the day

- 1 Know Your Audience: The person you are pitching to is your first audience. Their audience is the second. Use the Know Your Audience tool to understand both the journalist and their audience.
- 2 Know your messages: Use Hone Your Key Messages to develop three main messages and one 'extra' message per interview. Write your messages in plain English and in a way that cannot be misinterpreted. Pitch your message at the level of a 15 year old for general media.
- 3 Create engaging mind pictures: Create punchy sound bites and concrete examples for your key messages. Be visual and vivid. Use tone and imagery. A journalist's job is to keep their audience engaged between commercials. So they'll be looking for punchy sound bites suitable to their audience. Keep your sound bites, images and examples stand alone so you can throw these in one by one as you need them.

On the day

- 1 Dress to impress: The media sells impressions. The way you dress communicates a message to the broader public. Dress to impress the mainstream or specific target audience.
- 2 Be brief: The average news story is 1 - 2 minutes. The local news has only 8 - 12 minutes. The weather forecast is 3 minutes. We all speak at about 3 words per second which equals roughly 20 - 30 words per minute. Three seconds can make a huge difference to a message. No matter what the question, connect it to your pre-prepared key messages.
- 3 Power of the pause: The pause is a powerful device when used effectively and can buy you time to get your point across. Don't underestimate the deliberate use of the pause. Practice the pause when you're practicing your key messages.
- 4 Take control: Always remain friendly and responsive to the interviewer but don't just wait for the right question to get your message across. Take control of your interview. Always think about who else the media might be talking to. It is OK to ask who else they are speaking to.



BRING IT TO A MAKE CHANGE HAPPEN MEETING

Report back

Describe the process of using this tool on your project. What insights did you gain? What changes will you make to your project as a result? Did you have any difficulties your Make Change Happen group could advise on? What tips on the tool do you have for your Make Change Happen group?

Practice run

Choose a topic to be interviewed on. It's best to use your project. Write a brief or news release for the group. Organise someone to role play the reporter and interview you. Follow the steps and capture any insights generated.

PREPARE FOR MEDIA INTERVIEWS

THINK LIKE A JOURNALIST AND BE MEDIA SAVVY.

COMBINE THIS TOOL WITH:

Know Your Audience

Hone Your Key Messages

Write a News Release

Cut Your Issue

NOTES

KNOW YOUR AUDIENCE

PUBLIC SPEAKING

THIS TOOL WILL HELP YOU TO:

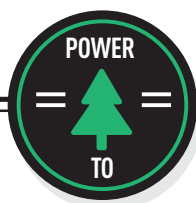
- ★ communicate in a way that your target audience will listen to
 - ★ make sure your message is heard.
-
-

HOW TO:

This tool will help you plan a speech, sales pitch or for a difficult conversation.

- 1 Down the left hand side of a piece of paper write three rows:

I want to say
They would hear
I should say
- 2 Across the top of the page create three columns headed: What, Why and How. This part is optional but is great if you haven't already fleshed out what you want to say.
- 3 Start from the top and work your way down. First fill in the top row with what you want to say. You can also think of this as 'What you want people to hear'.
- 4 In the second row. Consider your audience and reflect on how they might interpret, misinterpret or react to what you've just written. What will they really hear? What are their biases, desires, beliefs, worries?
- 5 Reflect on how the top two rows go together. Write what you should say in the last row, so that your audience hears how you want to be heard.



BRING IT TO A MAKE CHANGE HAPPEN MEETING

Report back

Whether you've had success or mixed results with this tool, you'll have something to learn and share with your Make Change Happen group. Book a 5-15 minute 'Project Prep' slot in a Make Change Happen meeting. Explain your context and target audience. Outline your 'I want to say', 'They would hear' and 'I should say' rows. Describe your audiences reaction. You could even share samples of your speech or communication that you would most like feedback on. Leave plenty of time for feedback.

Practice run

If you are about to give a speech or launch a communication campaign, it's a good idea to test it out first. Book a 5-15 minute 'Project Prep' slot in a Make Change Happen meeting. Explain your context and target audience. Outline your 'I want to say', 'They would hear' and 'I should say' rows. Then deliver your speech or give samples of your communication campaign. Leave plenty of time for feedback.

KNOW YOUR AUDIENCE

WHAT WILL THEY REALLY HEAR?

COMBINE THIS TOOL WITH:

Hone Your Key Messages
Plan an Advocacy Campaign
Elevator Pitch Your Project
Write a News Release

NOTES

Adapted from: Jason Clarke, Minds at Work (www.mindsatwork.com.au) via the Centre for Sustainability Leadership (www.csl.org.au).

GO FORTH AND DISCOVER

RESOURCES AND WHERE TO FIND MORE INFORMATION

Our good fortune is yours too. Make Change Happen has been inspired by some of the leading minds and programs in the sustainability and behaviour change space. The resources below contain a wealth of information to help set you in good stead and inspire your change-making journey.

Centre for Sustainability Leadership

www.csl.org.au

The Centre for Sustainability Leadership (CSL) is a not for profit dedicated to empowering people to drive and influence change toward a sustainable future, by building their knowledge, skills and networks. CSL runs a seven month intensive Fellowship Program in Sydney and Melbourne every year as well as the online learning and community platform Leadership Rewired. Kate Harris from CSL's Sydney office is part of the Make Change Happens Brains Trust.

Enabling Change

www.enablingchange.com.au

Enabling Change is the consultancy of Les Robinson, a leading trainer and strategist on the design of behaviour change programs. Les runs facilitation trainings, "Passion mashin" workshops and Program Development workshops each year, and is part of the Make Change Happen Brains Trust.

Earthcare Education

www.dynamicgroups.com.au

Dynamic Groups Dynamic Learning is an intensive training course in creative facilitation techniques and interactive learning methods run by Earthcare Education's Robin Clayfield. Robin runs Creative Decision Making and Community Governance workshops as well as a variety of Permaculture trainings, and is part of the Make Change Happen Brains Trust.

The Change Agency

www.thechangeagency.org

The Change Agency is an independent social movement education initiative, working with community organisers and activists in the Australia Pacific region to help people win social and environmental change. James Whelan from The Change Agency site on the Make Change Happen Brains Trust.

Minds at Work

www.mindsatwork.com.au

Minds at Work are professional thinkers and problem solvers dedicated to Helping People Think, connecting and empowering communities and organisations committed to building A Future That Works.

Unfolding Futures

www.unfoldingfutures.net

Maria and Richard Maguire work with community-oriented participatory methods, supporting many social and environmental organisations working for the common good.

Beyond Zero Emissions

www.beyondzeroemissions.org

Beyond Zero Emissions Inc. is a not-for-profit research and education organisation with a goal to transform Australia from a fossil fuel based economy to a renewable powered clean tech economy.

GetUp

www.getup.org.au

GetUp is an independent, grass-roots community advocacy organisation which aims to build a more progressive Australia by giving everyday Australians the opportunity to get involved and hold politicians accountable on important issues.

Sustahood

www.sustahood.com

Sustahood provides sustainability news across a wide range of fields and showcases events happening in Australia and across the world.

Green Steps

www.monash.edu.au/research/sustainability-institute/green-steps

Green Steps equips participants with the tools and confidence to be effective change-agents working within organisations towards sustainability through training, work-based placements and projects.

Project Australia

www.projectaustralia.org.au

Project Australia is a not-for-profit organisation helping people start, scale and sustain community projects and providing inspiration, resources, connections and advice to put their ideas into action.

Do Something

www.dosomething.net.au

Do Something is a not for profit organisation that aims to create positive social and environmental change by building alliances between businesses, government and the community.

Social Innovation Sydney

www.socialinnovationsydney.org

Social Innovation Sydney helps change makers connect and create new ventures together, building networks of people who do social good and create value for society above and beyond the bottom line.

School of Social Entrepreneurs

www.the-sse.org/schools/24/australia

The School for Social Entrepreneurs (SSE) Australia runs practical learning programs for entrepreneurial individuals who have an idea or start-up venture with a social or environmental benefit.

Transition Network

www.transitionnetwork.org

Transition Network's role is to inspire, encourage, support and train communities as they self-organise around the transition model, creating initiatives that rebuild resilience + reduce CO₂ emissions.

The Youth Food Movement (YFM)

www.youthfoodmovement.org.au

YFM is a youth-led movement working on the core issues concerning Australia's food system.

Any more?

If you know of any amazing organisations, projects or resources please feel free to share them with us at mch.hello@gmail.com.

Now get out there and go for it!



