

**THIS DECK OF CARDS FOCUSES ON BUILDING CONFIDENCE IN  
AND EMPOWERING THE INDIVIDUAL TO CONTRIBUTE  
MORE EFFECTIVELY IN A GROUP AND THEN IN BROADER SOCIETY.**



# WRITE YOUR LEGACY

## VISIONING AND CREATING IDEAS

### THIS TOOL WILL HELP YOU TO:

- 1 identify your key values and develop greater personal authenticity and purpose.
- 2 give thought to how you want to be remembered
- 3 consider what, if anything, needs to change in your life
- 4 set goals for planning and create the legacy you'd like to leave

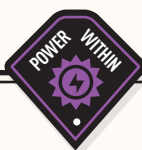


# GROW YOUR VISION TREE

## VISIONING AND CREATING IDEAS

### THIS TOOL WILL HELP YOU TO:

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



## HOW TO

## WRITE YOUR LEGACY

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

What things did you enjoy ?  
What was most memorable about you?  
What did you do for work?  
What did you accomplish?  
What are proud of? any regrets?

What did people admire in you the most?  
What kind of relationships did you have?  
What was your greatest passion?  
What was the most important to you?  
What really matters to you in the end?

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

*Adapted from: Kate Harris, Centre for Sustainability Leadership ([www.csl.org.au](http://www.csl.org.au))*

## HOW TO

## GROW YOUR VISION TREE

- 1 Fold a sheet of paper in thirds.
- 2 Draw the outline of a trunk in the middle third, roots in the bottom third and branches in the top third.
- 3 Around the roots write your values and other things that nurture you and support you.
- 4 Around your trunk write tactics you'd like to use, e.g. storytelling, collaboration, direct action, research, promotion. Try and focus on your strengths but you can include areas you'd like to develop new skills in too.
- 5 Around your branches write issues you're passionate about. Then branching of these 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 tree. To make your vision true, simply keep your roots well fed and start doing some of your actions. Stick your vision tree up somewhere you'll see it everyday.

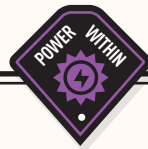
*Adapted from: Kate Harris, Centre for Sustainability Leadership ([www.csl.org.au](http://www.csl.org.au))*

# DECIDE WITH PLUS MINUS INTERESTING

## COLLABORATION AND WORKING IN GROUPS

### THIS TOOL WILL HELP YOU TO:

- 1 weigh up the pro's, con's and implications of a decision
- 2 check that a course of action you have selected is one worth taking.



# GET GROUP CLARITY WITH O.R.I.D

## FACILITATION

### THIS TOOL WILL HELP YOU TO:

- 1 give your group discussion a simple yet powerful structure
- 2 consider the facts
- 3 honour emotional responses
- 4 come to informed decisions



## HOW TO

## DECIDE WITH PLUS MINUS INTERESTING

- 1 Have an idea in mind.
- 2 Draw up three columns on a piece of paper. Head them 'Plus', 'Minus', and 'Interesting'. Write down all of the positive, negative and interesting outcomes, respectively, from taking a course of action.
- 3 By this stage it may already be obvious whether or not you should implement the decision. If it is not, consider each of the points you have written down and assign a positive or negative score to it appropriately. The scores you assign may be quite subjective. Once you have done this, add up the score. A strongly positive score shows that an action should be taken, a strongly negative score that it should be avoided.

PLUS	MINUS	INTERESTING
Score	Score	Score

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](http://www.mindtools.com/pages/article/newTED_05.htm).

## HOW TO

## GET GROUP CLARITY WITH O.R.I.D

- 1 Get to know the four stages of O.R.I.D.  
**Objective:** facts e.g. I saw...      **Reflective:** feelings e.g. I feel...  
**Interpretive:** theories e.g. I think...      **Decisional:** Solutions e.g. lets do...  
See the Make Change Happen Manual for Change for full descriptions
- 2 Guide discussion through the four stages. The phrasing of probing questions and statements by the facilitator helps focus discussion. Allow time for people think. Brainstorming can be fast but a round robin ensures everyone is heard.
- 3 Keep each section on point and in ORID order. E.g. feelings, theories or solutions aren't for the objective section. Treat contributions as valid but get people to 'hold that thought' for the appropriate segment.
- 4 In the end you'll have shared everyone's facts, feelings and theories in a structured order and come to a clearer decision that draws from a natural process of thinking.

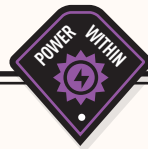
This process is called 'Focused conversation' in the Technology of Participation (ToP) of the Institute of Cultural Affairs and documented in several books. Adapted from *Unfolding Futures* ([www.unfoldingfutures.net](http://www.unfoldingfutures.net)). For more information or support please contact Richard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

# PACK FOR YOUR HIKE

## VISIONING AND CREATING IDEAS

### THIS TOOL WILL HELP YOU TO:

- 1 consider your project or personal development process as a journey
- 2 do a stocktake of what you've got and what need to get you where you're going
- 3 develop preparedness for reaching your vision.

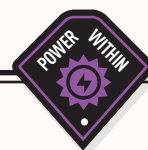


# REFRESH YOUR VISION

## VISIONING AND CREATING IDEAS

### THIS TOOL WILL HELP YOU TO:

- 1 create a shared vision for your preferred future
- 2 review celebrate and learn from your shared past
- 3 identify key values and how you like to work
- 4 create an action plan to get there together.



## HOW TO

## PACK FOR YOUR HIKE

Think back to a hike or journey you may have done. You can use this as an analogy for reaching a personal goal or project vision as your destination. Cast your mind back and Think about what elements of your 'hike' will challenge you and what things you'll need to get to your goal.

- Where are you wanting to hike to? Define your vision or goal.
- What sort of experience would you like along the way?
- What are the skills, attitudes, values and resources you will need to pack?
- What path will you need to take to get there?
- What will happen if you get lost, how will you find your way again?
- What's in your emergency or first aid kit?
- Who will you walk with? What will they bring to the hike?
- What obstacles and challenges will you face?
- Do you take everything you need with you or do you pick some things up on the way?

*Adapted from: Kate Harris, Centre for Sustainability Leadership ([www.csl.org.au](http://www.csl.org.au))*

## HOW TO

## REFRESH YOUR VISION

The visioning method helps to re-forecast, but also to encourage potential futures. The result of which is an updated plan of action for following through with the ideas that are generated.

- 1** Review your project's past to determine if anything similar has happened. Futurists refer to this as 'deja viewing'. Further historical analysis can also use historical events to anticipate current developments.
- 2** Identify underlying values and beliefs, and discuss which ones to keep and which to abandon.
- 3** Test your assumptions, search for data sources that you can use create trend projections.
- 4** Bring the future to the present. By looking ahead with your trends and analysis paint a picture of what you and your group want to happen and create a shared and preferred vision
- 5** Translate future visions into a structure for an implementation plan
- 6** Experience hitchhiking —gaining experience by 'hitchhiking' with people who have gone through similar experiences already.





**THIS DECK OF TOOL CARDS FOCUSES ON  
EMPOWERING INDIVIDUALS WITHIN A GROUP AND BUILDING  
COHESIVENESS FOR STRONGER GROUP WORK.**



# CREATE YOUR BRAINTRUST

COLLABORATION AND WORKING IN GROUPS

## THIS TOOL WILL HELP YOU TO:

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



# MAP YOUR STAKEHOLDERS

COLLABORATION AND WORKING IN GROUPS

## THIS TOOL WILL HELP YOU TO:

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



## HOW TO

## CREATE YOUR BRAINTRUST

- 1 Choose the mix of your Braintrust well. Ask questions like:  
Who can help with this project?                      Who does this project affect?  
Who is an expert in this field?                      Who are the key stakeholders?
- 2 Use 'Decide with Dotmocracy' to pick shortlist and add into your 'Stakeholder Map'.
- 3 Contact your Braintrust with an official invitation. When inviting your chosen group of experts to be part of your Braintrust, be clear why you are contacting them and what you are asking. Have a project brief, flyer or website and be prepared to pitch your project.
- 4 Follow through with your asks of the Braintrust and foster the relationship between you, your project and these experts. What support can you also offer them for their time and expertise? Draw on the value and feedback your Braintrustees have to offer, and thank them for their time and contributions.

*Inspired by: Les Robinson, Enabling Change ([www.enablingchange.com.au](http://www.enablingchange.com.au)).*

## HOW TO

## MAP YOUR STAKEHOLDERS

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

- 1 Brainstorm a list of stakeholders into a 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.

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

- 3 Categorise your list of stakeholders by ordering them into groups e.g. client, mentor etc.
- 4 Identify which stakeholders you should contact and how you might work with them. Plan how you intend to engage and manage the relationship and delegate a specific contact person from your team to each stakeholder, tracking communications in the table.

# POOL YOUR IDEAS

## FACILITATION

### THIS TOOL WILL HELP YOU TO:

- 1 pool ideas and think as a group,
- 2 build consensus and ownership around a common understanding
- 3 unite everyones input into a coherent whole



# DECIDE WITH DOTMOCRACY

## COLLABORATION AND WORKING IN GROUPS

### THIS TOOL WILL HELP YOU TO:

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



## HOW TO

## POOL YOUR IDEAS

- 1 Set the Stage:** Highlight the purpose of pooling ideas within the group, clarify the intent of the session and how long it will take.
- 2 Brainstorm:** Ask participants to write down individual ideas on post-it notes with a thick marker. It is important each idea is concise (3-5 words) and can be read from the back of the room. As people start to run out of ideas, ask them to choose their best three. As you collect the ideas read them out as you stick them up. Seek to clarify any ambiguous wording.
- 3 Organise:** Ask the group to cluster similar ideas together. Quickly give each cluster a working title by writing the titles on larger cards or post-its.
- 4 Name:** This section is where the group figures out the meaning of each cluster, and develops consensus about that meaning. Talk the group through each cluster - "What are we saying here?" or "What is our insight?". Write down and define the meaning that captures the essence of the card groupings. 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 and how they relate together. Discuss the significance of the results with the group. Ask the group about next steps (What if? What now? What later?)

*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](http://www.unfoldingfutures.net)). For more information or support please contact Richard and Maria Maguire from Unfolding Futures on +61 2 9896 3839.*

## HOW TO

## DECIDE WITH DOTMOCRACY

Dotmocracy is useful if you ever feel a lack of progress in group decision-making, where too many ideas make it challenging to prioritise effort and select the best ones. This tool requires a pre-existing list of ideas to work with. Try to keep your opinions neutral and focus on achieving the best outcome for the group.

- 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.
- 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.

*We acknowledge Jason Diceman and [dotmocracy.org](http://dotmocracy.org) in developing this tool - if you'd like to explore Dotmocracy in more detail check out: [dotmocracy.org/what\\_is](http://dotmocracy.org/what_is) and [www.ideaatingsheets.org](http://www.ideaatingsheets.org).*

# GIVE & RECEIVE FEEDBACK

COLLABORATION AND WORKING IN GROUPS

## THIS TOOL WILL HELP YOU TO:

- 1 be able to give feedback kindly
- 2 be able to receive feedback graciously
- 3 help and learn from others more effectively and enjoyably.



# DESIGN A TEAM CHARTER

COLLABORATION AND WORKING IN GROUPS

## THIS TOOL WILL HELP YOU TO:

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



## HOW TO

## GIVE AND RECEIVE FEEDBACK

### To give effective feedback:

- Check that the person is ready to receive some feedback.
- Comment only on observable behaviour (things the person does) not on personality or attitudes (things the person seems to be).
- Be specific - talk about actual examples of behaviour that **you** have noticed.
- Be clear as to why you are giving the feedback and what outcomes you are looking for.
- Give feedback to support, not to correct.
- Give the person the opportunity to respond.

### To receive feedback effectively:

- Treat the feedback as useful information, not criticism.
- Listen attentively to see what you can learn and decide how you want to use the feedback.
- Thank the person giving you the feedback for giving you useful information.
- Refrain as far as possible from justifying or explaining.

## HOW TO

## DESIGN A TEAM CHARTER

A team charter is best developed early during the formation of the team. It can help to clarify direction while also establishing boundaries, norms and expectations of team members. An external facilitator can help to manage the process. The following framework can be utilised to establish the groundwork for building your team charter:

- 1 Define the teams mission or purpose for existence.
- 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.



# DECIDE WITH CONSENSUS

COLLABORATION AND WORKING IN GROUPS

## THIS TOOL WILL HELP YOU TO:

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



## HOW TO

## DECIDE WITH CONSENSUS

What do you do when a proposal is made in your group? Going straight with the majority may mean you've missed a better proposal with unanimous support. Consensus Decision Making means and you won't miss such an opportunity.

- 1** A proposal is made. Discuss it for clarification.
- 2** Check if people support it. People are more complex than 'yes' or 'no'. They may be supportive, indifferent, tolerant or opposed to a proposal. If someone is opposed, or significant numbers are indifferent, use step 3. Otherwise adopt the proposal.
- 3** Everyone must explain their reasons. Adapt the original proposal to meet everyone's concerns, using group suggestions. Repeat steps 1-3 for the newly adapted proposal.
- 4** If consensus on a proposal is not achieved after a reasonable time or several attempts, use dotmocracy to pick the most popular proposal from the range that evolved through your attempts at consensus. You could also use a majority vote.

*Adapted from: The Change Agency ([www.thechangeagency.org](http://www.thechangeagency.org))*

# PLAN YOUR ACTIONS

## FACILITATION

### THIS TOOL WILL HELP YOU TO:

- 1 plan for a start-up project
- 2 guarantee the successful launch and execution of a project at its most critical phase.



# COLOURS OF EMPOWERMENT

## FACILITATION

### THIS TOOL WILL HELP YOU TO:

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



## HOW TO

## PLAN YOUR ACTIONS

- 1 Create the Context:** Explain to the group that they will be creating an Action Plan for whatever the project is that you are working on. Outline the timeline, process, and project so far
- 2 Decide the Victory:** Ask the group how they see the victory or their project.
- 3 Reality Check and Commitment:** List the strengths, weaknesses, benefits and dangers of the Victory. Read through the list and ask what the reality check reveals about the Victory. Write a statement that summarises the group's commitment to achieve the Victory.
- 4 Identify key Actions:** Brainstorm actions with at least 2 from each group member. Use the 'Pool your Ideas' tool to help facilitate this section. Ask the group to divide into Task Forces to work on each Action Cluster. Task Forces need to identify what actions need to be taken within their action cluster in order to achieve the victory. They may create new actions, or break actions down into smaller steps needed to bring it about.
- 5 Calendarising assignments:** Draw up a calendar or timeline on butchers paper where the group can see, mark out dates for completion of task force actions and note action dependencies where task forces may need to work together to achieve victory.

*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](http://www.unfoldingfutures.net)). For more information or support please contact Richard and Maria Maguire from Unfolding Futures on +61 2 9896 3839.*

## HOW TO

## COLOURS OF EMPOWERMENT

As the facilitator of the group, introduce the tool to the group and distribute a hand of 5 coloured cards to each person before discussion takes place. Each person should have:

- a **RED** process card
- an **ORANGE** acknowledgement card
- a **YELLOW** clarification card
- a **GREEN** answer card and
- a **BLUE** comment or opinion card.

Start a discussion with the group, and do a practice run with the cards. They will be like facilitation "training wheels" to start so it may take a little while for the group to get used to them and remember what each card is for. It may be helpful to write up on a white board in a visible location what each card is for so it's easy for people to refer to.

As a facilitator it is your job to observe the cards that people hold up to invoke the power of each card and pick which one comes first. Some cards like to process card, trump others as a matter of priority which you can refer to in the Manual for Change.

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



**THIS DECK OF CARDS USES THE POWER OF A GROUP  
OR ORGANISATION TO INFLUENCE BROADER SCALE CHANGE  
TO A LARGER PART OF SOCIETY.**

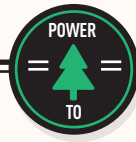


# ELEVATOR PITCH YOUR PROJECT

## COLLABORATION AND WORKING IN GROUPS

### THIS TOOL WILL HELP YOU TO:

- 1 explain what you do and why
- 2 make an impression and get your point across quickly
- 3 win support for your project in a brief window of opportunity.



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

## PROGRAM MANAGEMENT

### THIS TOOL WILL HELP YOU TO:

- 1 turn your group's desired changes into objectives that are:  
Specific, Measurable, Achievable, Realistic and Time bound.



## HOW TO

## ELEVATOR PITCH YOUR PROJECT

An Elevator Pitch is a short statement describing who you are, what you do and why you do it.

- 1** Write what you do in as many ways as you can, using vivid and visual phrases. Include your goals and objectives. Don't hold back!
- 2** Highlight the phrases that grab you and evoke a response. **Have a hook.** What makes you or your idea different and interesting? **Be targeted.** Aim it at a specific audience.
- 3** Compile the best bits, cutting out as many unnecessary words as possible. Play around with it until it sounds just right. **Be concise.** Your pitch should be from 30 to 60 seconds.
- 4** Practice practice practice! Run it by anyone who'll listen. Memorise it and practice until it sounds natural, compelling and clearly understood. **Show your passion.** Be engaging; portray your message with enthusiasm and sincerity.

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

## HOW TO

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

Think about a specific outcome you'd like to achieve, then write down objectives using the following criteria:

- Specific:** Be clear and unambiguous in your goal.  
Be definitive, without using jargon.  
Consider 'who, what, where, when and why?'.
- Measurable:** Be concrete.  
How you will know your goal has been achieved?
- Achievable:** Be realistic. Your objective may push your comfort zone but it should still be attainable.
- Realistic:** Make sure your objectives further your ultimate goal or vision
- Time-bound:** Be concrete.  
How you will know your goal has been achieved?

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

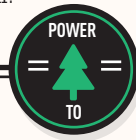


# BE STRATEGIC

## PROGRAM MANAGEMENT

### THIS TOOL WILL HELP YOU TO:

- 1 combine other tools to create a complete strategy
- 2 set a clear direction with vision and objectives
- 3 respond to changes in your projects context
- 4 increase the likelihood of action
- 5 stay on track to your chosen goal.

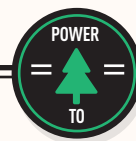


# SET FORCES FOR SUCCESS

## STRATEGIC PLANNING

### THIS TOOL WILL HELP YOU TO:

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



## HOW TO

## BE STRATEGIC

Like nature, good strategy, has four elements - air, water, fire and earth.

- 1 **Air - set direction:** Define a clear vision of the outcomes you want and the type of journey you'd take to get there.
- 2 **Water - respond:** You can't usually stroll straight towards your final goal. To avoid banging our heads on brick walls we must respond to our environment and make adjustments.
- 3 **Fire - act**
- 4 **Earth - stay on track:** Without consistency a project will continually change direction, flitting like a butterfly from one project to another and never see something through.

**Note:** Each of these steps is supported by other specific Make Change Happen tools. See the full version of this tool in the Manual for Change for details and practical 'How To'.

*Adapted from: The Change Agency ([www.thechangeagency.org](http://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).*

## HOW TO

## SET FORCES FOR SUCCESS

A forces of success helps you think about forces affecting an issue or campaign including external groups, internal division, psychological powers and blocks, and can help highlight differences of perspectives within a group.

- 1 Clearly identify the problem/campaign vision.
- 2 Identify forces contributing to the success and forces against success. It's helpful to place in the following table format.

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

- 3 Rate the impact/strength of each force (+10 to +1 or —10 to —1 as relative impact of force on movement), discussing to share insight.
- 4 Think collectively about how to maximise the forces for success and how to minimise the forces against success. What are tactics (currently being used and especially those not being used) that can maximise success?

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

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

## STRATEGIC PLANNING

### THIS TOOL WILL HELP YOU TO:

- 1 identify strengths, opportunities, aspirations and results that your aiming for
- 2 use positively framed analysis to stimulate creativity, out-of-the box thinking and innovation to guide strategy development
- 3 maintain a constructive, growth-oriented and possibility-focussed brainstorming environment.

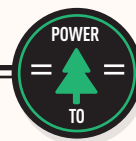


# PLAN AN ADVOCACY CAMPAIGN

## NEGOTIATING AND INFLUENCING

### THIS TOOL WILL HELP YOU TO:

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



## HOW TO

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

Use this framework and guiding questions in the table below to facilitate your strategy or visioning session. Start with **Strengths**, then **Aspirations**, **Opportunities** and finally **Results**.

<b>Strategic inquiry</b>	<b>Strengths</b> What are your greatest assets? What do you do better than anyone? What unique resources do you have access to?	<b>Opportunities</b> What are the best possible market opportunities? What partnerships might you develop? What are the interesting trends you are aware of?
	<b>Aspirations</b> How will you build and expand on your strengths? What is your preferred future? What improvements do you want to see?	<b>Results</b> What measures of success will be most important? What does success look like?

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

## HOW TO

## PLAN AN ADVOCACY CAMPAIGN

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)

*Adapted from: The Democracy Centre, via The Change Agency ([www.thechangeagency.com](http://www.thechangeagency.com))*

# WRITE A NEWS RELEASE

MEDIA

## THIS TOOL WILL HELP YOU TO:

- 1 draft targeted and professional media releases, allowing you access new audiences through established reader communities.

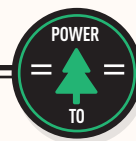


# KNOW YOUR AUDIENCE

PUBLIC SPEAKING

## THIS TOOL WILL HELP YOU TO:

- 1 communicate in a way your target audience will listen to
- 2 make sure your message gets heard.



## HOW TO

## WRITE A NEWS RELEASE

- 1 Target:** Make a list of media outlets or publishers who write for an audience you're trying to reach. Take your time with this research - there are many publications and guides which list all of the publications on Australia, such as Margaret Gee's Media Guide. Spamming many publications with the same release is a poor tool for success, tailor it to your target.
- 2 Content:** Decide the sequence of information in your planning. Choose the most interesting or significant element for the lead. Establish a central theme and discard unrelated facts and information. Media releases pitched for news should include 'who', 'what', 'where' 'why', 'when' and 'how'.
- 3 Style and presentation:** Favour short words like 'begin' not 'commence', depending on formality of subject. It is better to use active voice, never passive (i.e. 'The Minister said', not 'It was said by the Minister').
- 4 Include a contact:** a well prepared media contact person name, phone number and email address is very important. Use the preparing for an interview tool if this contact is you!

*Adapted from: Alex Serpo (editor Inside Waste Weekly) and The Change Agency ([www.thechangeagency.org](http://www.thechangeagency.org)).*

## HOW TO

## KNOW YOUR AUDIENCE

- 1** Grab a piece of paper. Down the left hand side create three rows: 'I want to say', 'They would hear' and 'I should say'.
- 2** Optional: Across the top create three columns: 'What', 'Why' and 'How'. This option 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 if you were on your soap box and were speaking your mind without censorship
- 4** Consider your audience and reflect how they might interpret, misinterpret or react to what you've just written. What will they hear? What are their biases? Their beliefs? Their desires? Their worries?
- 5** Lastly reflect on how the top two rows go together. Now write out what you should say so that your audience hears the key points you want to be heard

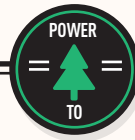
*Adapted from: Jason Clarke, Minds at Work ([www.mindsatwork.com.au](http://www.mindsatwork.com.au)) via the Centre for Sustainability Leadership ([www.csl.org.au](http://www.csl.org.au)).*

# PREPARE FOR MEDIA INTERVIEWS

## MEDIA

### THIS TOOL WILL HELP YOU TO:

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



# HONE YOUR KEY MESSAGES

## PUBLIC SPEAKING

### THIS TOOL WILL HELP YOU TO:

- 1 define the main points you wish to convey
- 2 clearly and effectively communicate to a broad audience.





## HOW TO

# PREPARE FOR MEDIA INTERVIEWS

### 1 Before the day:

**Know your audience:** Use the 'I Say - They Hear - I Should Say' tool to understand both the journalist and their audience.

**Know your messages:** Use the 'Key Messages' tool to develop three main messages per interview.

**Create engaging mind pictures:** Create punchy sound bites and concrete examples for your key messages. Use imagery, drama and tone to make them engaging.

### 2 On the day:

**Dress to impress:** The way you dress communicates a message to the broader public.

**Be brief:** The average news story is only 1 to 2 minutes long, so make every word count. Connect every question to your prepared key messages.

**Power of the pause:** Used effectively, a pause can buy you time to get your point right.

**Take control:** Always stay friendly and responsive to the interview but don't just wait for the right question to get your message across.

## HOW TO

# HONE YOUR KEY MESSAGES

Key messages are the pieces of information you most want people to remember. Consider the following:

- 1 Who is your audience? What will they pay attention to? What do you actually want them to do?
- 2 Brainstorm all the points you'd like to communicate to this audience.
- 3 Prioritise your three most important points. These are your key messages. Prioritise based on the considerations made in step 1. If you want you may have a fourth 'supplementary' message. This is usually one that adds an extra angle of interest, or is for use in specific situations.
- 4 Wordsmith each of your key messages into concise catchy sentences that sound natural and convincing.
- 5 Use your key messages as pre-crafted gold you can pull out any time you need to make your point clearly and effectively.

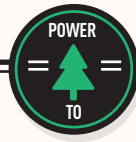


# CUT YOUR ISSUE

## STRATEGIC PLANNING

### THIS TOOL WILL HELP YOU TO:

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

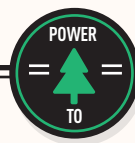


# MAP YOUR POLITICAL POWER

## NEGOTIATING AND INFLUENCING

### THIS TOOL WILL HELP YOU TO:

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



## HOW TO

## CUT YOUR ISSUE

Cutting your issue can be a helpful way to translate a daunting and complex problem into one or more 'bite-sized' chunks.

- 1 Consider a significant social or environmental problem you'd like to address.
- 2 Brainstorm smaller issues or 'slices' it can be cut into to
- 3 How do these appeal to different groups or audiences Which 'slices' can you have most influence on?.
- 4 Experiment with the different ways of cutting the issue to create a logic that works for you and your group, using post-it notes to cluster slices.

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

## HOW TO

## MAP YOUR POLITICAL POWER

- 1 Define the main desired outcome of your project.
- 2 Write the names of all organisations and people with whom you might need to engage in order to achieve this outcome on separate post-it notes.
- 3 Draw a vertical axis and horizontal axis on a piece of butcher's paper. 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 horizontal axis indicates whether people support your specific objectives (right of axis) or if they are opposed to these objectives (left of axis).
- 4 Place each note on the power map, starting with your own organisation and the individual with the most influence on your desired outcome. Think about how each group is related to your organisation and other stakeholders.
- 5 Position the notes according to the relationships that exist between them, considering the relative power of the stakeholders in your campaign.
- 6 Identify the areas where your campaign might effect the greatest influence. Who you might you successfully influence or build strategic relationships with?

*Adapted from: The Change Agency ([www.thechangeagency.com](http://www.thechangeagency.com))*