ADVANCED COMMUNITY ORGANISING

Training Program — Participant's Guide

THE WILDERNESS SOCIETY

INTRODUCTION

The Wilderness Society started as a small group of nature-lovers standing up for our wild places, and through the iconic Franklin River campaign enlivened a movement and inspired a generation. Our many successes over the last 40 years have shown that the best way to protect nature for future generations is to demonstrate visible public support for not only the protection of nature, but the global climate in Australia.

We will return to our people power roots. We will re-invigorate our greatest strength: our ability to inspire and empower people to make change.

Community organising is the primary source of our power. It will help us win campaigns, but it is more than this. It involves empowering, training and supporting leaders to activate their community, build effective teams and create solutions to achieve our shared vision. Our key organising target is to secure 100,000 active supporters by 2020. Conversation by conversation, we will build our power to instill lasting change for nature.

The foundation of much of the community organising strategy is our training program. It will be a major drawcard for aspiring volunteer organisers and will expand our impact on the movement by training a new generation of environmental leaders.

Our training program will work to develop leaders across the country; this will, of course, help us win campaigns. But it will also build capacity and infrastructure that will allow us to keep winning into the next generation.

ADVANCED COMMUNITY ORGANISING

Key Learnings | Participants should be able to leave the training with the following increased skills and understandings:

- Overview of the National Movement Building Plan and targeted geographies

- Deep understanding of key community organising and movement building models

- Core relational organising skills — 1:1 conversations, use of personal narrative and running effective House Parties

- Values-based messaging, public narrative and the use of story

- Identifying, recruiting and developing leaders

- Building grassroots volunteer teams and a focused, accountable volunteer culture

- Making effective asks

- Developing strategic campaigns — from identifying a concern, to cutting an issue, to developing a strategy and plan

Length | 5 days

Approach | This will be a highly interactive training with a combination of presentation, discussion, small group work, demonstrations and exercises.

Day One

Duration	
30 mins	**Introductions and Purpose** Welcome, introduction and review of purpose • Welcome • Why we are here • Introductions: name, place, and *place* you love — and why.

1 hour **Community Organising and Movement Building**

An overview of the key elements of movement building based on connecting deep, relational organising and base-building with grassroots, people and issue-centred electoral campaigning around a clear, progressive public policy agenda. Discuss different models and approaches to community organising and building power, with a focus on building a powerful base of people and grassroots leaders connected through dense and enduring relationships.

- What are core challenges we face: flipchart
- <u>Discussion/Exercise:</u> Magic Clicker = "If you had this magic clicker, what would you change?"
- Power — fills the gap between reality and dreams
- Building Power — Core Elements — Triangle
- Movement Power
- How change happens — Hope + Vision + Commitment + Power = Changed Reality
- Movement Building Campaigns: ∞ — core is organising and building strategic capacity (shared relationships, narrative, values and leadership development) → issue campaign action and electoral action
- Different models of community organising
  - Classic IAF — Leadership Development
  - IVE — Integrated Voter Engagement
  - Issue-based — Values Based Organising/Coalition work
  - Mobilisation campaigns

15 mins *BREAK*

1 hour 30 mins **The Wilderness Society National Movement Building Plan**

An overview of our national movement plan grounded in a community organising approach, including key geographies and the importance of data and its integration in our organising campaigns.

1 hour *LUNCH*

1 hour 15 mins **Personal Narrative — What Brings Us to this Work?**

Narrative, or story, is deeply value-driven and is different from delivering a "message" — although stories are an effective and important part of developing an effective message. Our personal narratives both explain our core values as organisers and what drives us to do this work, as well as opening a space for others to join us in collective action.

- Practise — Part One: What brings you to this work?
- Worksheet — who you are; what are your core values;where did they come from?
  - Write, Share
  - Discuss — triads — what do we share (values/motivations)?

15 mins *BREAK*

2 hours 45 mins

Unpacking Public Narratives
Dominant public narratives (world views) determine what is even considered possible or necessary, normal or extreme, and as such exhibit extraordinary power to shape how we talk about and even imagine what is possible to win.

- What is public narrative? Why is it important?
- Importance of story = "the explanations we tell ourselves and others to show why things happen the way they happen and what they mean"
- Connections and differences between Narrative — Framing — Messaging
- Three sectors in the public sphere: Market, Government, Community — role in shaping narrative
- Small groups/large group discussion – what are the dominant (1) core values; (2) what is the core "story" being told about (a) environment/nature; (b) environmentalists; (c) environmental organisations
- Practise: Unpacking the Dominant Narrative

Day Two

1 hour 45 mins

Relational Organising Best Practises
One-to-one relational organising is the spine of all community organising, and this focus on building authentic public relationships and identifying issues, interests and values to move people is different from more transactional, short-term electoral campaigning or issue mobilisation.

- Difference between organising and mobilising
- Issues, Interest, Values — Capacity and Commitment (Lil Guy)
- Demonstration: 1:1 Conversation
- Practise: 1:1 conversations
- Debrief — why we do 1:1s and who we do them with

15 mins *BREAK*

1 hour 30 mins

Making an Effective Ask
Effective, scalable mobilisation is built upon connecting our campaign with what matters to people and then providing actions they can take to help address our shared problem.

- Presentation mobilisation model
- Model and present best practises for making an effective ask
- Practise: Conversations at the Door

1 hour *LUNCH*

2 hours 30 mins

Leadership Identification and Assessment
Continuous, deep leadership identification and development is how community organising goes to scale and sustains itself outside individual issue or electoral campaigns. This session examines tools for defining leadership, different types of leadership, and identifying as an organiser the skills and attributes of leadership.

- What is leadership?
- Types of leaders
- Skills and attributes of leaders
- How to test and assess leaders
- Practise: Self-Assessment
- Practise: Identifying Leadership in Others

1 hour 30 mins	**Using Personal Narrative to Move Others**

- Present and Discuss Core Model: Challenge (what brings you to this moment?) – Choice (what is at stake?) and Opportunity (what can we do together?)
- Introduce Exercise and Worksheet (over Dinner Work)

15 mins	*DINNER (work on narrative)*

1 hour 30 mins	**Using Personal Narrative to Move Others (presentations)**

- Present as many narratives with some feedback as possible (in 90 minutes — maybe 12-16)
- Every organiser and person attending the training does this
- Note: Likely will need to do two groups

Day Three

1 hour 15 mins	**Values Based Messaging (presentation)** Messaging is how we communicate our core values in a way that connects deeply and moves people to take action.

- Difference between messaging and narrative
- Making messages sticky
- Importance of audience
- Importance of audience
- Three tools: (1) message box; (2) message triangle; (3) 4 Ps — telling a public policy story
- Walk through examples.

15 mins	*BREAK*

1 hour 30 mins	**Values Based Messaging (practise)**

- Practise: Telling a Compelling Story using the 4 Ps

1 hour	*LUNCH*

2 hours	**Building Grassroots Volunteer Field Teams** Community organising is scalable through geographically based teams of volunteers who are aligned around common ends, but relatively self-directing and autonomous in defining actions. This requires ongoing leadership identification, development and training. Building and supporting these volunteer teams is the bulk of an organiser's work.

- Leading and building a volunteer organisation through distributed leadership, building a volunteer field team and program — the purpose, challenges, and opportunities
- Three types of leadership: command and control; spoke and wheel; dense relationships (distributed)
- Presentation of basic components of field team program — building geographically based volunteer teams
- Skit: Distributed leadership models
- Team roles, purpose, organising teams, challenges
- Building a volunteer culture — practical exploration of what makes for a good experience/poor experience

15 mins	*BREAK*

2 hours 15 mins	**Effective House Parties**

House Parties are a key tool for building geographical teams of volunteers and identifying (and developing) new leaders. How to run effective House Parties to build leadership and expand our base of volunteers is a core component of the National Movement Building Plan.

- Brief intro—what a House Meeting is
- Demonstration: A table talk
- Debrief experience—why House Parties are used and who to do them with
- Walk through House Meeting Kit and discuss indepth ways to use it

Day Four

30 mins	**Community Mapping (presentation)**

Organisers go into communities they are not familiar with, or live in, and need to relatively quickly understand how power operates in the community and be able to identify the already-existing leaders, organisations and informal networks they can tap into.

- Tools and approaches to mapping a community (sectors, interest, base)
- What is community mapping—why do you do it?
- What are some community mapping tools (sectors; interest; base building grid—etc.)

2 hours 30 mins	**Community Mapping (practise)**

- Practise: Mapping your own geography

15 mins	*BREAK*

2 hours 15 mins	**Choosing an Issue and Making a Plan**

Campaigns too often start with tactics—signing a petition, going to a rally, putting up a sign, or doing direct action at a site—without defining a strategy to win a set of demands, and in doing so they ultimately become campaigns in search of a strategy, and too often in search of a win. The session provides an overview of the VAST planning framework (Vision, Assessment, Strategy, Tactics) and the key components of moving from a shared concern, to an organising issue, to building a strategic campaign.

- VAST Planning Framework
- SWOT—Power Mapping
- Set-up of exercise

1 hour	*LUNCH*

3 hours 30 mins	**Choosing an Issue and Making a Plan**

- Practise: Cutting an Issue
- Practise: Strategy Development – State SWOT

Day Five

2 hours	**Data Driven Campaigns**
	Scaled campaigns and organising depend on good data, accessible data, and integrated data. This session focuses on the importance and use of data, geographical and outreach targeting, and offers an introduction to the NationBuilder tool.
	• Importance of Data • Demonstration and hands on practicum on NationBuilder • Practise: Using NationBuilder to Build an Outreach Universe
15 mins	*BREAK*
1 hour 15 mins	**Digital Organising** Digital media is made up of tools, and while digital organising is not a panacea or substitute for relational organising, contemporary organisers ignore digital tools at their own peril. Just as no modern campaign would refuse using computers or a telephone, contemporary campaigns must incorporate digital tools into their organising practices. • Digital media as tools, essential and not a panacea or substitute for relational organising • Best practises in digital organising and how to move from online to offline and back
1 hour	*LUNCH*
1 hour	**Conclusion and evaluation**

Participants Manual | Each participant will receive a manual of resources that accompany this training.

- Agenda + Exercises
- Building Strategic Capacity — Movement Power
- House Meeting Kit
- Relational 1:1 Organising Tips
- 1:1 Assessment Worksheet
- Mobilisation model
- Han's Three Models of Engagement
- Personal Narrative Worksheet
- Community Mapping Tools
- Leadership — Emotional Intelligence Model
- Team Leader Roles
- Power Mapping Tools
- VAST Model
- SWOT Instructions
- VAST Plan Components Template
- Digital Best Practises
- Planning Worksheet
- Detailed Sample Message Box
- Sample Message Triangle

Suggested Readings

- Marshall Ganz — Importance of Story
- Dave Mann — Movement Moments
- Erik Peterson — Organizing or Mobilizing
- Erik Peterson — How Good Storytelling Can Save the Left
- Cristina Xu — Signal, Space, Structure: Designing for Communities of Interest
- Wellstone Action — Politics the Wellstone Way