

Crafting Your Public Narrative

- from a Climate Change activism perspective

Public narrative is a practice of leadership

Public narrative is the “why” of organising—the art of translating values into action through stories. From stories we learn how to manage ourselves, how to face difficult choices, unfamiliar situations, and uncertain outcomes, because each of us is the protagonist in our own life story, facing everyday challenges, authoring our own choices, and learning from the outcomes. But stories not only teach us how to act – they inspire us *to* act. Stories communicate our values through the language of the heart, our emotions. And it is what we *feel* – our hopes, our cares, our obligations – not simply what we *know* that can inspire us with the courage to act.

Public narrative is a leadership skill – the skill of telling stories that motivate other people to get up and join us in action – because we learn to tell stories that tap into people's values (rather than just issues) and evoke emotions that move people from inaction to action – emotions of hope, anger, urgency, solidarity, and a sense that we can make a difference.

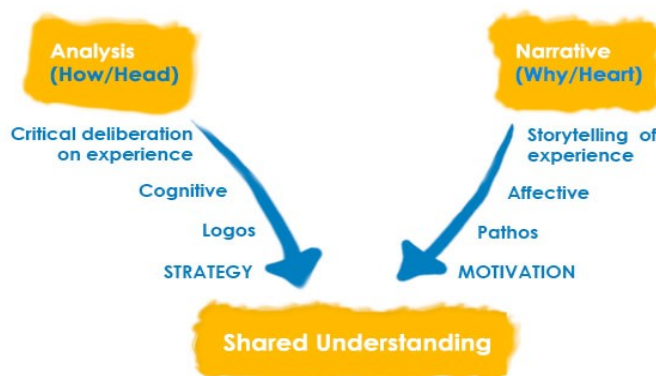
Each of us has compelling stories to tell

Each of us has stories that can move others. As you learn this skill of public narrative, you will be able to take stories from your life, from your audience's history and from what is currently facing us, and structure these into a compelling story .

Why Use Public Narrative? Two Ways of Knowing or Interpreting

Public leaders employ both the “head” and the “heart” in order to mobilise others to act effectively on behalf of shared values. In other words, they engage people in interpreting why

they should change their world – their motivation – and how they can act to change it – their strategy.



Many leaders are often good at the analysis side of public speaking – and focus on presenting a good argument or strategy.

Alternately, other leaders tell their personal story – but it is often a tale of heartbreak that educates us about the challenge but doesn't highlight the choices and the potential for hopeful outcomes.

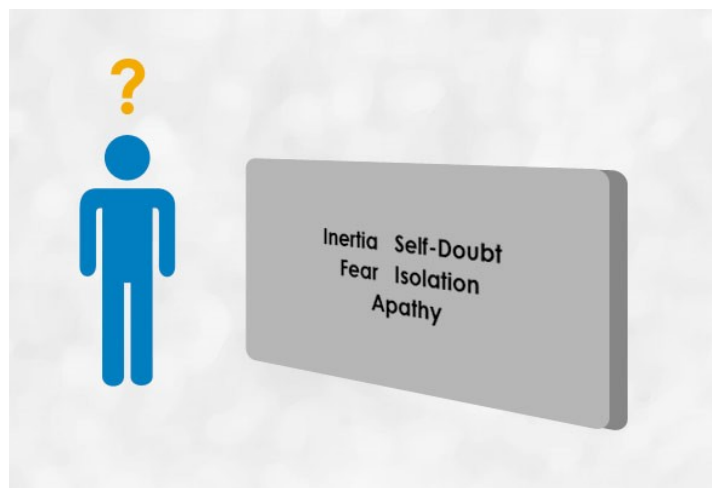
This public narrative work is an effort to tell a story that **involves the head AND the heart AND moves people to** use their hands and feet in **action**.

The key to public narrative is understanding that values inspire action through emotion.

Emotions inform us of what we value in ourselves, in others, and in the world, and enable us to express the motivational content of our values to others. In other words, because we experience values emotionally, they are what actually move us to act; it is not just the idea that we ought to act. Because stories allow us to express our values not as abstract principles, but as lived experience, they have the power to move others too.

Some emotions inhibit action, but other emotions facilitate action.

Action is inhibited by inertia, fear, self-doubt, isolation, and apathy.



Whereas action is facilitated by urgency, hope, YCMAD (you can make a difference), solidarity, and anger. Skillful storytelling mobilises emotions that urge us to take action and help us overcome emotions that inhibit us from action.

Public narrative combines a story of self, a story of us, and a story of now.

The process of creating your public narrative is fluid and iterative and can start at any place. Once you develop your story of self, story of us, and story of now, you'll want to go back to the beginning to clarify the links between them.



A “story of self” tells why we have been called to serve.

The story of self expresses the values or experiences that call each person to take leadership on climate change. The key focus is on choice points – moments in our lives when values are formed because of a need to choose in the face of great uncertainty – when we believed in and put into action our ability to make a difference. When did you first care about being heard, learn that you were concerned about climate change, wanted to protect the planet, wanted to ensure clean air, clean water for yourself and others, learn to love nature or feel inspired by social justice issues? Why? When did you feel you had to do something about it? Why did you feel you could? What were the circumstances? What specific choice did you make?

A “story of us” communicates the values and experiences that a community, organisation, group or campaign shares, and what capacity or resources that community of “us” has to accomplish its goals.

Just as with a person, the key is choice points in the life of the community and/or those moments that express the values, experiences, past challenges and resources of the community or “us” that will take action. For example, tying a current effort to win a campaign to a past campaign victory and describing the effort it took to win, the people who worked hard to make it happen, their capabilities, their values, etc. is a story of us.

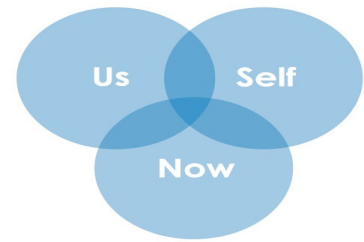
A “story of now” communicates the urgent challenge we are called upon to face now and what action we are being called to take.

The story of now articulates the urgent challenge in specific detail. It also includes a description of the path we can take to achieve goals relative to the mission – the unique strategy or set of ideas that will help us to overcome the challenge we face and succeed. The story of now includes an “ask” that summons the audience to a specific action they can do to

achieve our collective mission. Finally, the story lays out in detail a vision for the potential outcome we could achieve if our strategy succeeds.

Linking Self, Us, Now

Finally, you integrate these three stories, looking for the link between them – the place where they overlap – to help explain why you are called to this work of building a clean energy future, why we are called to act with you, and why we are called to act now. This means being very selective about the story you tell—for example not trying to tell your whole biography when you tell your story of self.

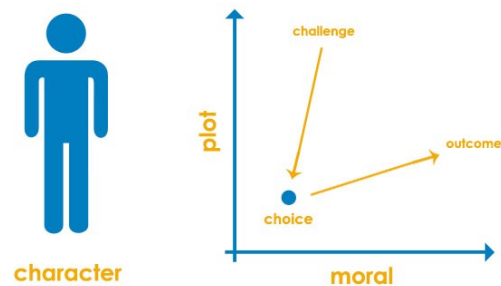


The Three Key Elements of Public Narrative Structure:

Challenge – Choice – Outcome

A plot begins with an unexpected challenge that confronts a character with an urgent need to pay attention, to make a choice, a choice for which s/he is unprepared. The choice yields an outcome -- and the outcome demonstrates the values underlying the choice and the inner resources available for dealing with challenges. Because we can empathetically

Narrative Structure



identify with the character, we can “feel” the values. We not only hear “about” someone’s courage; we can also be inspired by it. The story of the character and their effort to engage around values engages the listener in their own challenge, choice, and outcome relative to the story. Each story should include the challenge, the choice and the outcome. It’s not enough to say – I was scared. You need to say – I was very scared, I needed to decide, and when I did, I learned it was possible.

A word about challenge. Sometimes people see the word challenge and think that they need to describe the misfortunes of their lives. Keep in mind that a struggle might be one of your own choosing – a high mountain you decided to climb as much as a hole you managed to climb out of. Any number of things may have been a challenge to you and be the source of a good story to inspire others.

Also, remember the art of story telling is in the telling, not in the writing. In other words, story telling is interactive, a form of social transaction, and can therefore only be learned by telling, and listening, and telling, and listening.

Telling Your Story of Self:

A “story of self” tells why we have been called to serve.

By telling our personal stories of challenges we have faced, choices we have made, and what we learned from the outcomes, we can inspire others and share our own wisdom. Because stories allow us to express our values not as abstract principles, but as lived experience, they have the power to move others.

Stories are specific – they evoke a very particular time, place, setting, mood, colour, sound, texture, taste. The more you can communicate this specificity, the more power your story will have to engage others. This may seem like a paradox, but like a poem or a painting or a piece of music, it is the specificity of the experience that can give us access to the universal sentiment or insight they contain.

You may think that your story doesn’t matter, that people aren’t interested, that you shouldn’t be talking about yourself. But when you do public work, you have a responsibility to offer a public account of who you are, why you do what you do (insight into your values), what they can expect from you, and where you hope to lead.

A good public story is drawn from the series of choice points that have structured the “plot” of your life – the **challenges** you faced, **choices** you made, and **outcomes** you experienced.

Incorporating Challenge, Choice, and Outcome in Your Own Story

There are some key questions you need to answer as you consider the choices you have made in your life and the path you have taken that brought you to this point in time as a leader. Once you identify the specific relevant choice point, perhaps your decision to support a specific campaign, dig deeper by answering the following questions.

Challenge: Why did you feel it was a challenge? What was so challenging about it? Why was it *your* challenge?

Choice: Why did you make the choice you did? Where did you get the courage? Where did you get the hope? How did it feel?

Outcome: How did the outcome feel? Why did it feel that way? What did it teach you? What do you want to teach us (your audience)? How do you want us to feel?

Reflection:

Take time to reflect on your story of self. Go back as far as you can, into your childhood or even the history of your family. Focus on the challenges you and they faced, the choices you and they made about how to deal with them, and the satisfactions – or frustrations - you and they experienced. Why did you make those choices? Why did you do this and not that? Keep asking yourself why.

What did you learn from reflecting on these moments of challenge, choice, and outcome? How do they feel? Do they teach you anything about yourself, about your family, about your peers, your community, your nation, your world around you - about why what really matters to you matters? What about these stories was so intriguing? Which elements offered real perspective into your own life?

What is your calling? What factors were behind your decision to pursue the calling that brings you to your work, when you had other, probably easier choices? Was there pressure to make different choices? How did you deal with conflicting influences?

Who in your life was the person who introduced you to your “calling” or who encouraged you to become active? Why do you think that they did this? What did your parents model? Whom did you admire?

Whom do you credit the most with your involvement now in work for your cause? What about their involvement in your life made a difference? Why do you think it was important to them to do so?

Many of us active in public service have stories of both loss and hope. Our stories of loss connect us to the experiences of failure, grief and frustration that are common to so many of us – and they can ground us in the seriousness of the challenges. Whereas our stories of hope offer how we have learned from our difficulties, and the inner resources we have discovered and grown to help us be more successful.

Two-minute structure:

It is recommended that you attempt to tell your story of self in 2 minutes only. Yes, this is a very little time, but you also have the story of us and the story of now to add too, and often all you have is a few minutes to speak with people (particularly if you're talking on radio or TV). It is great discipline to learn to tell short stories – they much more work than long ones! And if you've got the short version ready, it's always easier to quickly lengthen it if you are given longer to speak, than to suddenly have to shorten your story!

Tips for Brainstorming your Story of Self:

- Determine the challenge, the choice, the outcome you want to focus on for this story.
- **Add specific details.** How did it feel, what did it look like, what did it sound like, what did it smell like? What still moves you? The more detail you provide, the more the audience will be able to connect with you.
- Consider - who would you be telling this story to? What about it would move them?
- Keep it short – you only have two minutes.

List Your Choices of Story of Self Here:

- 1.
- 2.
- 3.
- 4.
- 5.

Select one of your choices to develop a story from. Map the Challenge, Choice, and Outcome here:

Challenge	Choice	Outcome
What was the specific challenge you faced?	What was the specific choice you made?	What happened as a result of your choice? What hope can it give us?

Telling Your Story of Us

Remember that an organiser doesn't just tell his or her story, and talking just about climate science and policy tends to make peoples' eyes glaze over. That's why it's important to talk about the "story of us" so as to implicate and engage people in your activism.

A "story of us" communicates the values and experiences that a community, organisation, group or campaign shares, and what capacity or resources that community of "us" has to accomplish its goals.

Just as with a person, the key is choice points in the life of the community and/or those moments that express the values, experiences, past challenges and resources of the community or "us" that will take action. For example, tying a current effort to win a campaign to a past campaign victory and describing the effort it took to win, the people who worked hard to make it happen, their capabilities, their values, etc. is a story of us.

Remember, the purpose of the story of us is to **create a sense of community** among individuals who may or may not yet see themselves as a community, and to **give them hope that they can make a difference**. Your goal here is to tell a story that evokes our shared values as your audience, and shows why we in particular are called to take responsibility for action now.

Your story of us may be a story of what we've already done together, challenges we've already faced and outcomes we've achieved. Or it may be a story of some of our shared heroes, challenges they faced and outcomes they've achieved. Hearing how we've met challenges in the past gives us hope that we can face new challenges together.

Brainstorm all the stories you know of about your audience and their collective story and experience.

(Note: your story of us may change each time you are talking to a different group of people.)

Remember – try keep your story of us to just 2 minutes. If you've got a short version prepared, then you're ready for any speaking circumstance, because it's not difficult to flesh out a short story if you are given more time to speak. Whereas suddenly shortening a long story into the essential nuts and bolts can be very trying.

Telling our story of us: Brainstorming Questions

Link audience and community. Brainstorm specific details:

- Who are the people in this community? What is unique about them or the fact that they are together? What are some stories of this audience that give you an indication of their shared purpose and the goals of this group? What are their values?
- How did you first encounter the community? Why were you called to be part of it? How did your first interaction make you feel?
- What are some important events in the life of the community? Were you there? How did you feel? Why?
- Who isn't here in this community who ought to be here?
- What communities ought to exist, or ought to be more empowered, that don't exist right now?

Identify the community's narrative: challenges, choices and outcomes:

1. What is a challenge your community has faced? Or currently faces?
2. What choice did the community make?
3. What was the outcome of that choice? What are the strengths and capacities of this group – the resources it already has to rely on and build upon for future challenges?

Pick one of this community's stories and flesh it out in vivid detail:

Challenge	Choice	Outcome
What was the specific challenge we faced?	What was the specific choice we made? What action did we take?	What happened as a result of our choice? What hope can it give us?

Telling Your Story of Now

A “story of now” communicates the urgent challenge we are called upon to face now and what action we are being called to take.

The third part of a public narrative has a similar yet slightly different structure to the Story of Self and of Us. There’s a challenge, but instead of being in the past, it’s in the present. There’s hope, but instead of something that happened in the past, it’s in the future. And there’s a choice, but instead of being a choice we once made, it’s a choice we must make now. And that’s why it’s a “story of now”.

Linking Your Story of Now to the Story of Self and the Story of Us

Now we know why you’ve been called to a particular mission, we know something of who it is you want to call upon to join you in that mission, so what action does that mission require of us right here, right now, in this place? A “story of now” is urgent, it requires dropping other things and paying attention, it is rooted in the values you celebrated in your story of self and us, and requires action.

The Elements of a Story of Now

- ⇒ The strategy – your plan to achieve your goal
- ⇒ A strategic “hopeful” choice that each person in your audience can make
- ⇒ A specific “ask” for each person that involves a commitment of time, resources before they leave
- ⇒ A vivid description of what collectively can be achieved if we take action together

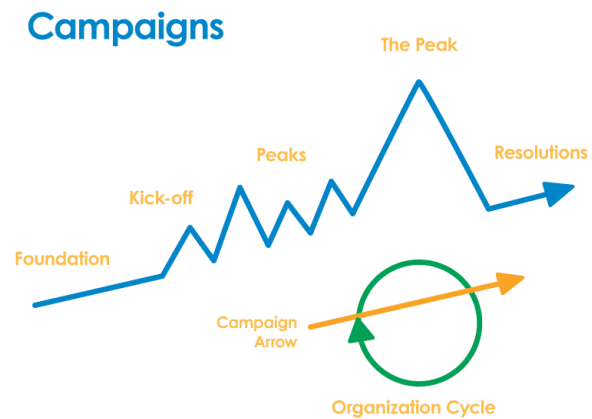
Why It Matters

The choice we’re called on to make is a choice to take strategic action now. Leaders who only describe problems, but fail to identify action that their community can take to address the problem aren’t very good leaders. If you are called to address a real challenge, a challenge so urgent you have motivated us to face it as well, then you also have a responsibility to invite us to join you in action that has some chance of success. A ‘story of now” is not simply a call to make a choice to act – it is a call to “hopeful” action.

What is Strategy?

The story of now is a story of strategy—how my action, added up with other people’s action could, with a reasonable amount of hope, be expected to achieve a clear outcome that would help us meet our goal. The challenge of strategy is building toward key peaks of collective

action that aren't random, and don't just happen and dissolve into nothingness afterwards. The challenge is identifying actions that will help to build capacity and momentum that can launch your campaign toward the next peak, and the next peak, until you have enough power to win the change you seek.



Often when working on our story of now we realize we really don't have a clear, actionable or motivating strategy. Working on story of now can be a way to re-evaluate our strategy and to engage others in strategising with us.

Strategy is motivated.

We strategise in response to urgent challenges or unusual opportunities to turn our goals into specific outcomes. Consider Gandhi's Salt March (for a reminder of the story, go to http://en.wikipedia.org/wiki/Salt_satyagraha) – to what challenge did Gandhi respond? What was his motivating goal? Was his goal just to halt the British monopoly on salt production, or was it to make progress toward the goal of achieving freedom from British rule? How did he turn a large goal into an achievable but meaningful outcome?

Strategy is intentional.

Strategy is a theory of how we can turn what we have (resources) into what we need (power) to get what we want (outcomes). It is a hypothesis that we can use certain tactics to achieve specific outcomes. What clear outcome was Gandhi trying to? How could poor Indians reasonably believe that the action they were being asked to take could make a difference? What clear outcome were they trying to achieve? How would they know if they had met it?

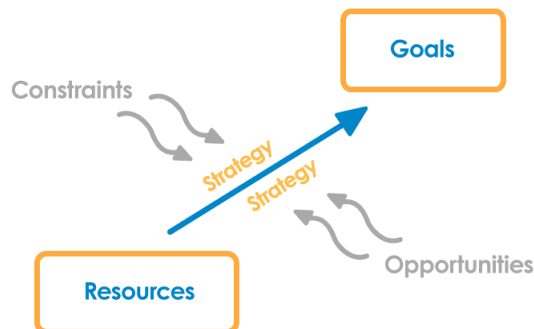
Strategy is creative.

Challenging the status quo requires making up for our lack of resources, with greater resourcefulness, like the story of David and Goliath. Creative strategists don't just fall back on the same old tactics to build their campaigns. They look for tactics that will build power by engaging as many people as possible, and they think creatively about how to turn the resources they have into what they need to win. For example, during the Salt March, the resignations of local leaders refusing to submit to British rule was a creative way to meet an urgent strategic need—gathering more people to move the march ahead.

Strategy is a verb

(Something we do), not a noun (something we have). We can see this aspect repeatedly in the story of the Salt March, and as we work toward our outcome, we need to build in time to learn from our successes and failures and to adapt our tactics to become more and more effective. We need to constantly seek out new opportunities that could help us mobilise more people or resources for our effort, and to think creatively about how to turn challenges into opportunities.

Strategizing



Four Strategic Questions

1. *What's the Motivating Goal:* What threats to your common interests must you face? What opportunities must you act upon?

2. *What's the Outcome:* specific, focused, measurable (how will the world be

changed?). On what outcome can you focus? What outcomes are nested within that outcome? How much time do you have to achieve these outcomes? What is the scope (time) and scale (size) of this outcome?

3. *Which Tactics will you use?* Why these and not others? Criteria include:

- Will it influence the outcome you're hoping to achieve? How?
- Will it use your resources creatively? How?
- Will it create organisational capacity? How?
- Will it develop leadership? How?

4. *When will you use them?* Consider the dynamics of campaigns, which tactics will you use when, what will be the sequence, how can you make the most of momentum, etc.?

As you work on developing your strategy as part of figuring out your story of now, remember that strategy is not something done by an individual alone in a secretive dark corner somewhere. Strategy is best created in a strategic team. It is very important to think about who serves on your strategy team, how it works, and how well. Does your team have a clear common purpose? Do you deliberate well together? Do you operate with consistent norms? Is it clear who's on the team? Is your team's authority to strategise clear? As you continue to create your strategy in the face of new challenges and opportunities, your story of now will become clearer and more focused. (*More on leadership and teamwork from page 17 on.*)

Reflection for Story of Now:

Think about stories that convey the urgency of the challenge that's staring us in the face. A story about why we have to act now. Think about stories that offer hope, if we do act.

- What are the particular details of the challenge we face (smells, sounds, images)?
- This choice needs to be made now. So what's the urgency?
- What is your specific vision for who we can be and what we can achieve for our community if we choose to act together now in our efforts?
- Where's the hope in this story?
- Who would you be telling this story to? What about it would resonate with them?

As with the story of self, a good story of now is drawn from the same plot structure – the **challenges** we face now, the **choice** we need to make, and the **outcome** we could experience if we act together.

Challenge: What challenges do we face as a community? Why is it *our* challenge? Why are we in particular called to face this challenge?

Choice: What choice do we need to make now to face our challenges? Where will we get the courage? Where will we get the hope?

Outcome: How will the outcome look or feel if we act together? What specific realistic outcomes could we achieve if we act together?

Again – remember the 2 minutes rule for the length of your story of now. Brevity is an art!

Challenge	Choice	Outcome
What is the challenge we face? What images make that challenge real?	What specific choices are you asking the audience ("we") to make? What specific action should we take and when?	What specific outcome could happen as a result of our choice? What hope can it give us?

Putting it all together – Linking Self, Us and Now

Now is the work of ensuring there is a clear link between these three stories to help explain why you are called to this work of tackling climate change, why we are called to act with you, and why we are called to act now.

The worksheet below allows you to add each of your three stories, ensuring that each time the challenge, choice and outcome has been identified. Then you need to experiment with the order of how you will present the **whole story**. You may present the story of self first, then the story of us, then the story of now, or you may do the opposite order or a mix. Play with the order until you find the rhythm and flow that works best.

In addition, because there are usually overlaps between the stories, you may find that you can actually shorten the whole story into 4 – 5 minutes total (or even shorter).

Reflection:

- What do you want your story to motivate people to do? (What is the choice you are asking us to make now?) What is the challenge we face? What is the hope if we choose to act together and win the change we want to see?
- Why are you in particular asking us to make this choice? What experiences in your life led you to feel called to your work?
- Who are you asking to make this choice? Why are we called to make this choice? When have we faced similar challenges in the past? What was the outcome?

SELF**US****NOW**

What are your experiences and values that call you to take leadership on tackling climate change?

What is your reason for believing in the possibility of the people you will be speaking to? What is their story?

Why is it urgent to deal with climate change? What is your strategy to overcome this challenge? What is the first step that each person can take to be part of your solution?

Challenge**Choice****Outcome**

Points to Remember:

- **Make sure you can identify both the CHALLENGE and the HOPE in the story.** For example, if your story involves an issue that distressed you, make sure you speak about how you handled it—what was the CHOICE you made, and what does that demonstrate about your underlying VALUES and INNER RESOURCES?
- **Question your story from the perspective of the intended audience and the desired action or response.** Our stories, in the context of our work, are always created in the context of motivating action. Who will this story be told *to*? How will it resonate with them? Is the “ask” clear? Put yourself in the shoes of the intended audience to see whether this story would have moved you to act, and what specific pieces of the story accomplished that. To push even further, consider how you might adapt the story to fit a very different audience.
- **Connect the dots.** If a story isn’t making sense to you, makes leaps you can’t follow, assumptions that are hidden, gaps which are mysterious, look at it again. If it doesn’t make sense to you, chances are that it won’t make sense to anyone else.
- **Look for themes.** Does a similar kind of choice, kind of value, or kind of challenge recur over the course of the story? If so, this is useful to recognise and to see whether it is the theme you wish to focus on.
- **Practice your story and seek out feedback.** Ask friends and colleagues to listen to your story to give you feedback. Tell them first what audience your story is intended for and what your goal is, then tell you story and afterwards find out whether they think you’ll achieve your goal with your intended audience.

Background: Organising and Leadership

Good organising requires the investment of our hearts (motivation), our heads (strategy) and our hands and feet (action).

These skills of motivation, strategising and structuring collective action can be taught and learned, and are critical leadership skills for campaign development and movement building.

Organising requires three things:

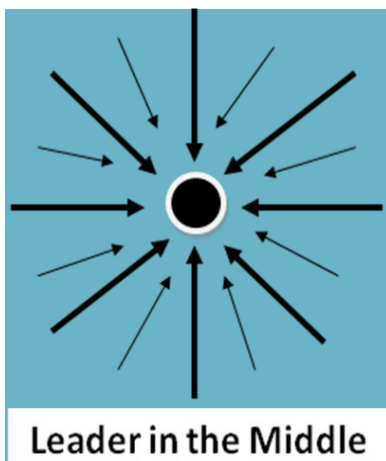
1. Leaders who recruit and develop other leaders and coordinate them in leadership teams.
2. Building relationships, community and commitment around that leadership.
3. Building power from the resources of that community and using that power strategically to achieve clear goals and outcomes.

What is Leadership?

Leaders are those who do the work of helping others to achieve purpose in the face of uncertainty.

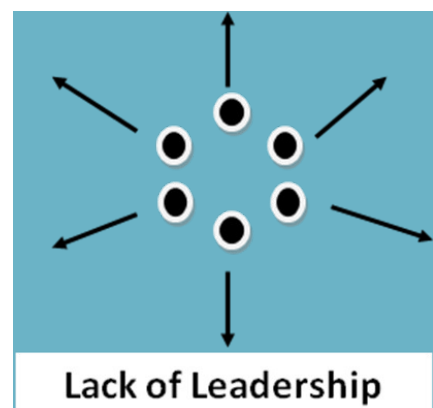
One of your jobs as an environmental organiser is to identify and recruit volunteer leaders to work with you to build a campaign to win a clean energy future. But what type of leader should you be, and what are you looking for in others?

Sometimes we think the leader is the person everyone goes to, like this (see left):



But what does it feel like to be the “leader” in the middle? What does it feel like to be the arrow that can’t get through? What happens if the “leader” in the middle drops out?

Sometimes we go to the other extreme and think we don’t need a “leader,” because we can all lead which looks like this (see right):



Sometimes this works. But who’s responsible for coordinating everyone? And who’s responsible for pushing the whole group forward when you can’t reach a decision? Who takes ultimate responsibility for the outcome?

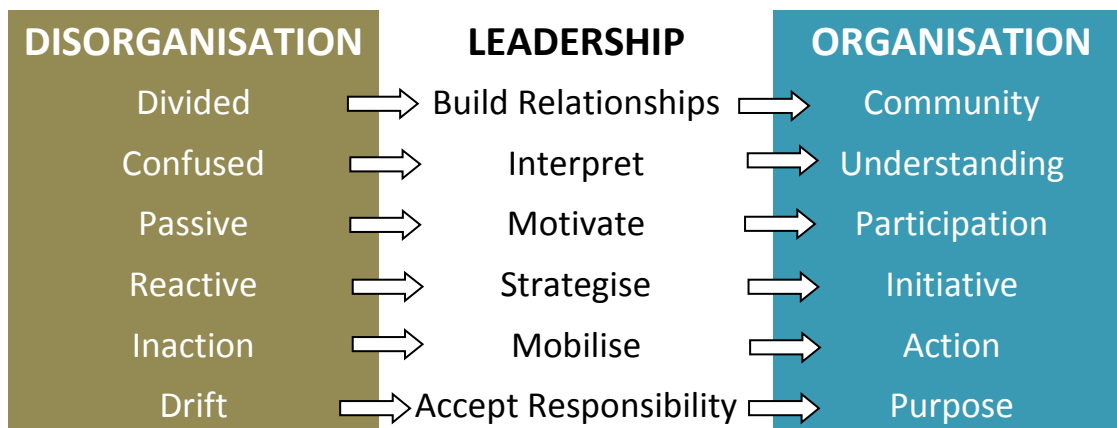
Organisers are those who can ultimately be held accountable for meeting campaign goals. However, organisers are also responsible for coordinating and empowering others to take leadership, which requires delegating responsibility (rather than tasks) and holding others accountable for carrying out that responsibility.

Remember, we don't yet have all the volunteers and leaders we need in order to achieve a viable, green future. A good organiser's job is to reach out and find leaders in your community who can help you recruit and coordinate others well.



These leaders will be the backbone of your local campaign and you must be able to trust them to delegate responsibility to other dedicated reliable people, and to follow through on commitments. You may be the leader in the middle, or part of a leadership team in the middle, guiding volunteer efforts and being held accountable for outcomes, but you will be deeply reliant on your relationships with others for success.

Key Organising and Leadership Practices:



Shared Values Narrative:

Organising *is rooted in shared values expressed as public narrative*. Stories help to bring alive motivation that is rooted in values, highlighting each person's own calling, our calling as a people, and the urgent challenges to that calling we must face. Values-based organising - in contrast to issue based organising - invites people to escape their "issue silos" and come together so that their diversity becomes an asset, rather than an obstacle. And because values are experienced emotionally, people can access the moral resources – the courage, hope, and solidarity - that it takes to risk learning new things and explore new ways. Each person who learns how to tell their own story, a practice that enhances their own efficacy, creates trust and solidarity within their campaign, equipping them to engage others far more effectively.

Shared Relational Commitment:

Organising is based on relationships creating mutual commitments to work together. It is the process of association – not simply aggregation - that makes a whole greater than the sum of its parts. Though association we can learn to recast our individual interests as common interests, an objective we can use our combined resources to achieve. And because we are more likely to act to assert those interests, relationship building goes far beyond delivering a message, extracting a contribution, or soliciting a vote. Relationships built as a result of one-on-one meetings and small group meetings create the foundation of local campaign teams, rooted in commitments people made to each other, not simply an idea, task, or issue – relationships create a source of new “social capital.”

Shared Organisational Structure

A team leadership structure leads to effective local organising that integrates local action with national purpose. Volunteer efforts often flounder due to a failure to develop reliable, consistent, and creative individual local leaders. Structured leadership teams encourage stability, motivation, creativity, and accountability – and use volunteer time, skills, and effort for effectively. They create the structure within which energized volunteers can actually accomplish real work. Teams strive to achieve three criteria of effectiveness – meeting the standards of those they serve, learning how to be more effective at meeting outcomes over time and enhancing the learning and growth of individuals on the team. Team members work to put in place five conditions that will lead to effectiveness – real team, (bounded, stable and interdependent), engaging direction (clear, consequential and challenging), enabling structure (work that is interdependent), clear group norms, and a diverse team with the skills and talents needed to do the work.

Shared Strategic Objectives

Although based on broad values, effective organising campaigns learn to focus on a clear strategic objective, a way to turn those values into action. National campaigns locate responsibility for national strategy at the top (or at the centre), but are able to “chunk out” strategic objectives in time (deadlines) and space (local areas) as a campaign, allowing significant local responsibility for figuring out how to achieve those objectives. Responsibility for strategising local objectives empowers, motivates and invests local teams. This dual structure allows the movement as a whole to be relentlessly well oriented *and* the personal motivation of volunteers to be fully engaged.

Shared Measurable Action

Organising outcomes must be clear, measurable, and specific if progress is to be evaluated, accountability practiced, and strategy adapted based on experience. Such measures include volunteers recruited, money raised, people at a meeting, voters contacted, pledge cards signed, laws passed, etc. Although electoral campaigns enjoy the advantage of very clear outcome measures, any effective organising drive must come up with the equivalent. Regular reporting of progress to goal creates opportunity for feedback, learning, and adaptation. Training is provided for all skills (e.g., holding house meetings, door knocking, etc.) to carry out the program. New media may help enable reporting, feedback, coordination. Transparency exists as to how individuals, groups, and the campaign as a whole are doing on progress to goal.

Campaign Structure: Leadership and Learning Teams

Why do organising teams matter?

The most effective leaders have always created teams to work with them and to lead with them. Take for example Moses, Aaron and Miriam in the story of Exodus, or Jesus and the twelve disciples in the New Testament, or Mahatma Gandhi, Jawaharlal Nehru, Sarojini Naidu, and the Indian National Congress Working Committee of the Salt Satyagraha.

Leadership teams offer a structural model for working together that fosters **interdependent leadership**, where individuals can work toward an outcome together, with each person taking leadership on part of the team's activity. At their best leadership teams recognise and put to productive use the unique talents of the individuals who make up the team.

Team structures also help **increase strategic capacity**—the ability to strategise creatively together in ways that produce more vibrant, engaging strategy than any individual could create alone. During the Salt March, the field structure created multiple layers of leadership teams to engage people creatively and strategically at all levels of the campaign. Each town they passed through had a leadership team that coordinated local neighbourhood leadership teams of volunteer leaders.

At every level the people on leadership teams had a clear mission and the ability to strategise creatively together about how to carry out their mission. This structure created multiple points of entry for volunteers, and multiple opportunities to learn and exercise leadership.

So why don't people always work in teams?

We have all been part of volunteer teams that have not worked well. They fall into factions, they alienate each other, or all the work falls on one person. Some aim to keep the pond small so they can feel like big fish. So many of us come to the conclusion: I'll just do it on my own; I hate meetings, just tell me what to do; I don't want any responsibility; just give me stamps to lick.

There's just one problem: **we can't become powerful enough to do what we need to do if we can't even work together** to build campaigns we can take action on. The challenge is to create conditions for our leadership teams that are more likely to generate successful collaboration and strategic action.

The criteria for team effectiveness:

A great deal of research on teams has shown that three things help to make a team more effective:

- The output of your team matches the goals you need to meet to win on your campaign.
- The team is learning over time how to work together better.
- Teamwork supports individual growth and learning.

In short, the team is meeting the campaign's interests by meeting goals, while at the same time meeting each participant's interests by giving them room to learn and grow.

The conditions than can get your team off to a good start:

Your team is stable, with clear boundaries. You can name the people on it and they meet regularly. It's not a different, random group of people every time.

Your mission points you in an engaging direction. The work you have to do is clear, it's challenging, it matters to the campaign you're working on and you know why it matters.

Your team works interdependently. Everyone should have a roughly equal share of the work, understanding that each part is necessary to adequately reach the ultimate goal. Thus, the success or failure of one will have an effect on all. One way to encourage interdependence is to have clear roles based on the work that the team needs to do to succeed.

Good teams will coordinate and help each other. Good team members will communicate well when they need assistance. No one is carrying out activity in a silo that's secretive to others. A good team will have a diversity of identities, experiences and opinions, ensuring that everyone is bringing the most possible to the table.

You have clear norms ('ways of doing things'). Your team sets clear expectations for how you will respect and empower each other during your work together, and how you will hold each other accountable to the goals and values of the team (this includes learning to give each other constructive feedback).

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The bulk of this material has been drawn from Marshall Ganz and his Public Narrative process

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