Teaching Tech Together

Toronto, ON

April 7, 2018

Agenda

1. Welcome and introductions
2. How to make change
3. How governments make decisions

LUNCH

4. Goals and strategy
5. Skills for change-makers
6. Conclusion

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Interview Questions

What made you decide to attend today's training?

What do you want to achieve?
What change do you want to make?

What skill/resource do you bring to the table to help make that happen?

How do we create change?

Purpose

People

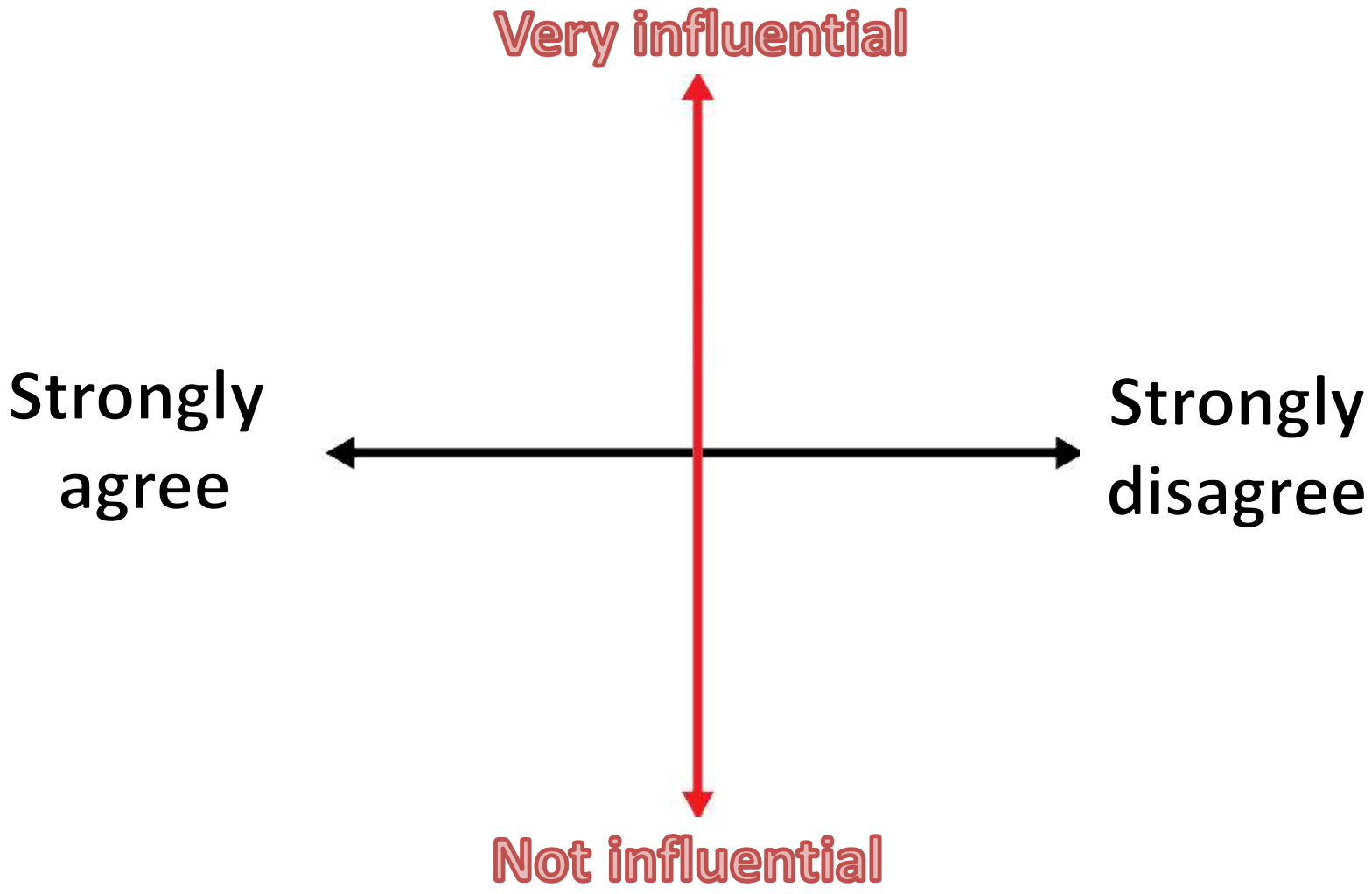
Power

What is Power?

If we think of power as a relationship…

How can you change that relationship?

Power mapping exercise



Activists applaud vote to remove police officers from Toronto schools
CityNews
SCHOOL POLICE OFFICER FALLOUT
THU
3°
HOOLS A 'VICTORY.'
GOT A STORY IDEA? WE WANT TO HEAR FROM YOU. EMAIL US AT NEWS@CI
5:03 PM

Power mapping example: SROs

Very influential

- Progressive school trustees

- TDSB trustees

- Police board
- Police union
- Mayor Tory
- Councilors
- Columnists

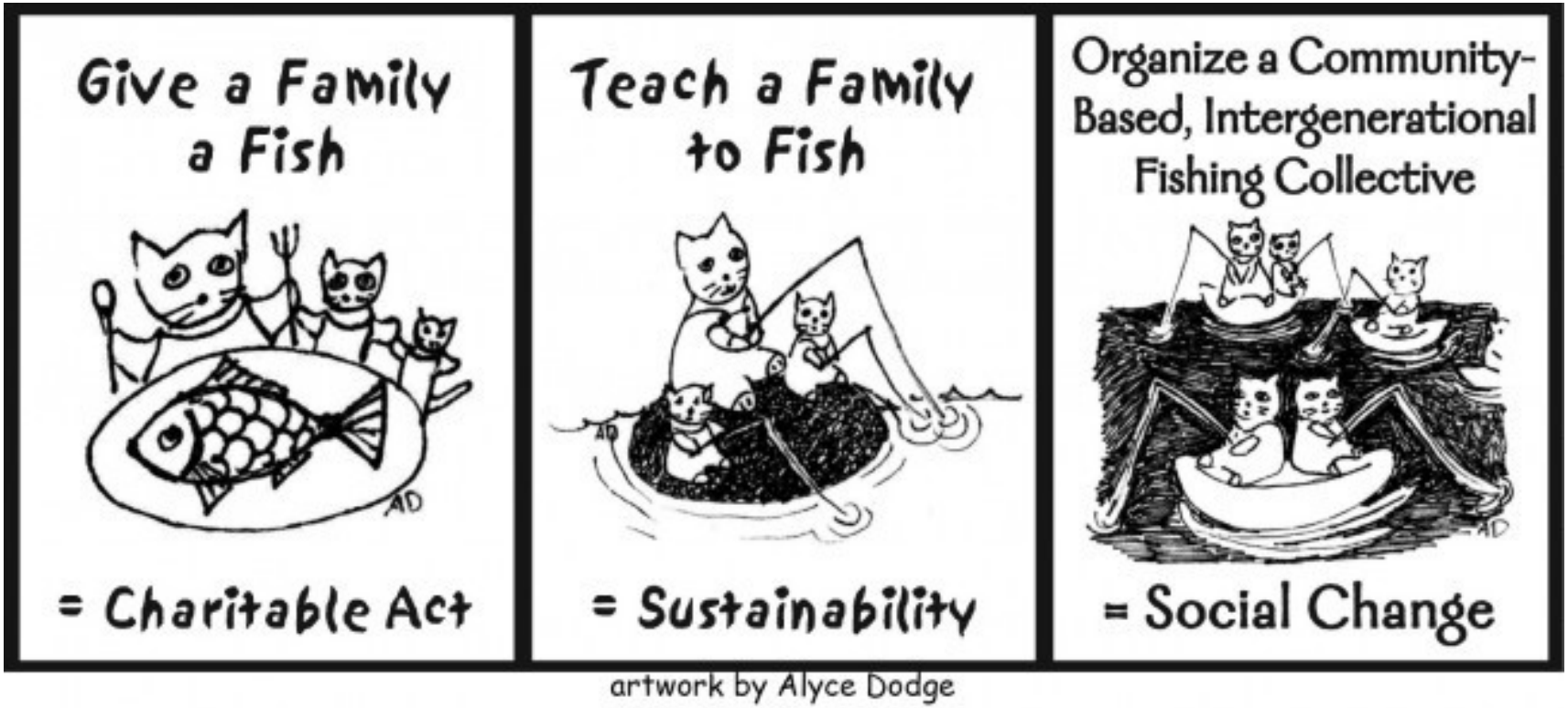
Strongly agree

Strongly disagree

- Black Lives Matter - TO
- Education Not Incarceration
- Latin America Education Network

Not influential

Working with community



Source: http://www.appalachiancommunityfund.org/social-change/

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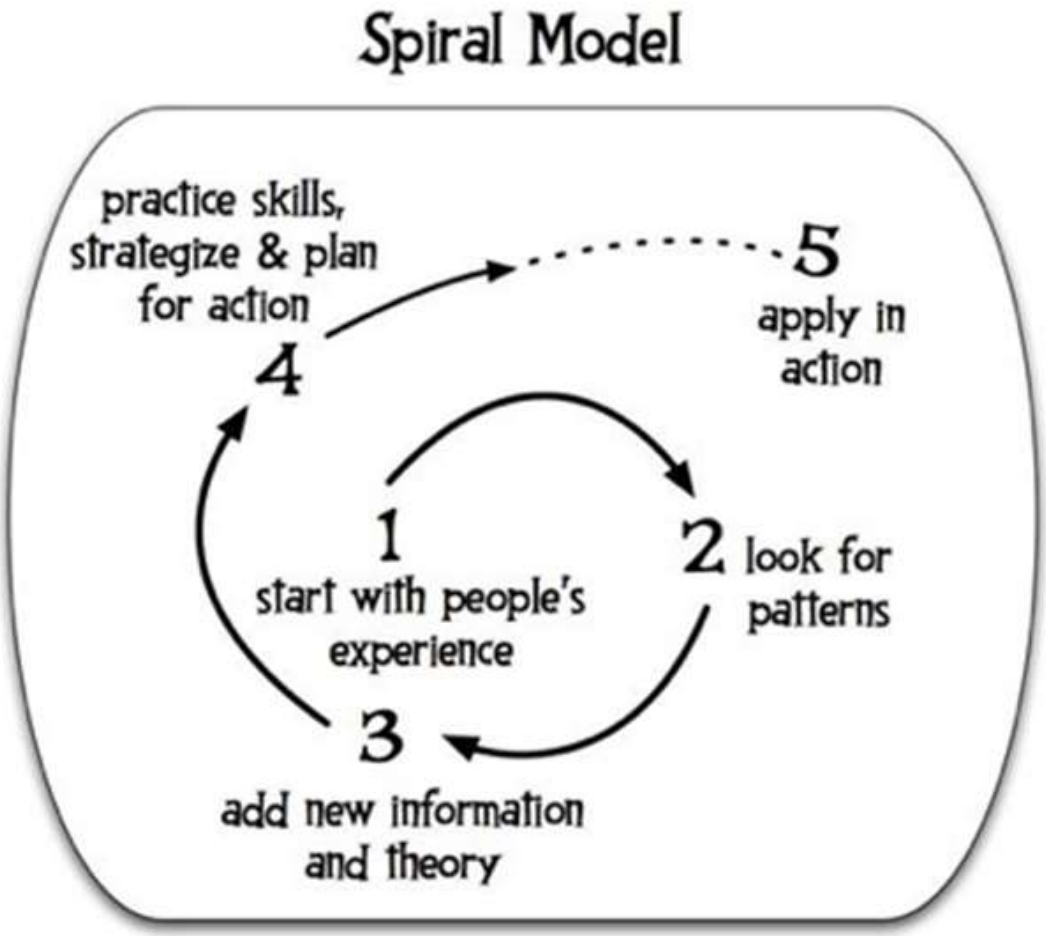
Working with community



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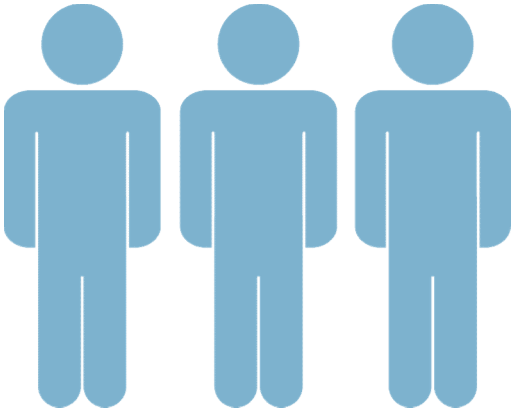
What is organizing?

Organizing is about people with shared values coming together to create power in order to achieve a common goal.

And it all starts with one person recruiting others to organize alongside them.

Community Organizing: Long History



Finding others with a similar problem or goal and working together to action

Identify the decision-makers and people with power who could fix the problem

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Why do we organize?

- To achieve your goal – by building power you don't have now and can't get alone.
- Build capacity and use resources in new ways, leaving you stronger after.
- Shift power relationships for the long term.

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Municipal Elections

- Municipal elections happen once every 4 years
- A person is entitled to vote in a municipal election if she or he is:
  - 18 years of age or older
  - a Canadian citizen; and
  - either a resident of the municipality or a property owner or tenant or the spouse or same sex partner of an owner or tenant in the municipality during a specified time just before the election
- On election day, voters elect representatives for their own Ward including:
  - 1 Councillor
  - 1 Mayor
  - 1 School Board Trustee.

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Campaign Strategy

Steps of Effective Change-making (campaigns)

Step 1: Define clear, concrete goal(s) + system to track progress

Step 2: Develop strategy to achieve goals

Step 3: Recruit & build relationships with people of shared values

Step 4: Recruit, Develop & Train Leadership from those supporters

Step 5: Mobilize: prioritize resource allocation based on goals

Step 6: Celebrate, reflect, adapt, build more power

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Campaigns are about setting goals

- Clear and defined
- Goals at all levels
- Provides room for evaluation and improvement
- Assists in building structure
- Measureable achievement helps drive campaign messaging

Goals should drive <u>every</u> aspect of a campaign

Goal specificity

Specificity matters. The more clear a campaign's goals are, the more success it will have

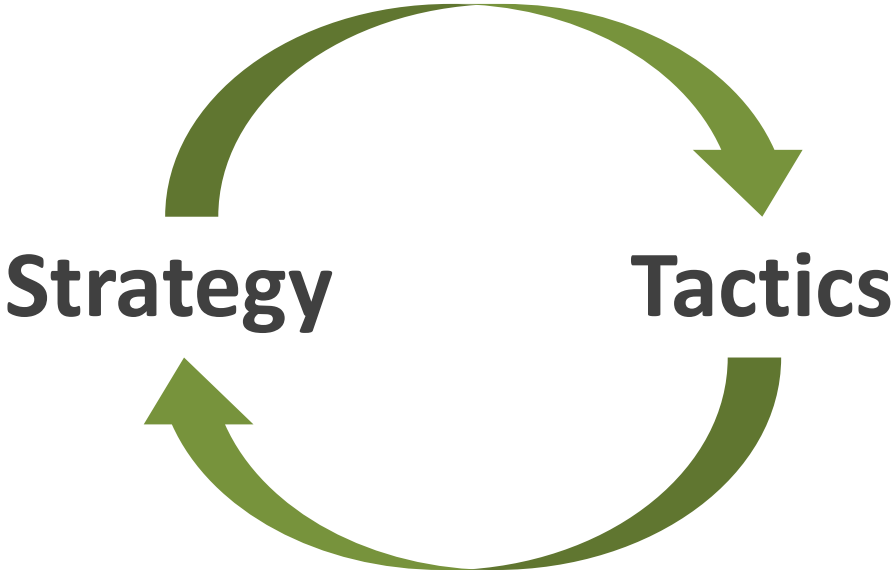
Unclear	Clear
Raise awareness about the pipeline	Have 25 earned media hits by August 1st
Protect natural areas	Collect 6,500 petition sign-ups supporting natural area protection two weeks before upcoming elections
Reduce greenhouse gas emissions	Collect 2,000 pledges from citizens to take public transportation four times a week
Defeat Doug Ford	Do 5,000 persuasion knocks in September and October
Increase minimum wage	Have 3,500 letters and 6,500 calls in to representatives on raising minimum wage by September 1st
Progressives take back the Parliament	Win back five seats, specifically the five toss-up seats.

Determining your theory of change helps develop goals at all levels

- What **change** do you want to see?
- Who or what has the **power** to make that change?
- What do those people **want**? What do they **need**?
- What do **you have**, or what can you get, that they want?
- How can you use your **resources** to influence them?

Use your theory of change to develop strategies and tactics

How are you going to influence your target? What actions or tactics do you need to take?



Field Tactics

- Canvassing
- Phone Banks
- Events, Rallies, Protests
- Letter to the editors
- Calls to representatives
- Petitions
- “Commit” cards
- Can you think of any?

Digital Tactics

- Email – the bread and butter of any campaign
- Online to offline events
- Social Media messaging
- Online Ads – cheap, targeted, ‘testable’ and effective

Communication Tactics

- Earned media events
- TV/Radio interviews
  - Surrogates
- Traditional Ad Buys (paid media)
- Press releases

Metrics & measurement driven tactics

Data is the backbone of grassroots campaigns. While highly effective, organizing is resource intensive – data helps you spend/allocate resource efficiently

- Ensures efficiency
- Tracks and measures success at a high and granular level
- Creates daily, weekly and monthly goals
- Allows for reporting systems to hold teams accountable
- Drives data-driven decision making

COURTESY: DAN SIROKER

Support structures

Effective Campaign

Fundraising

Teams
(field capacity)

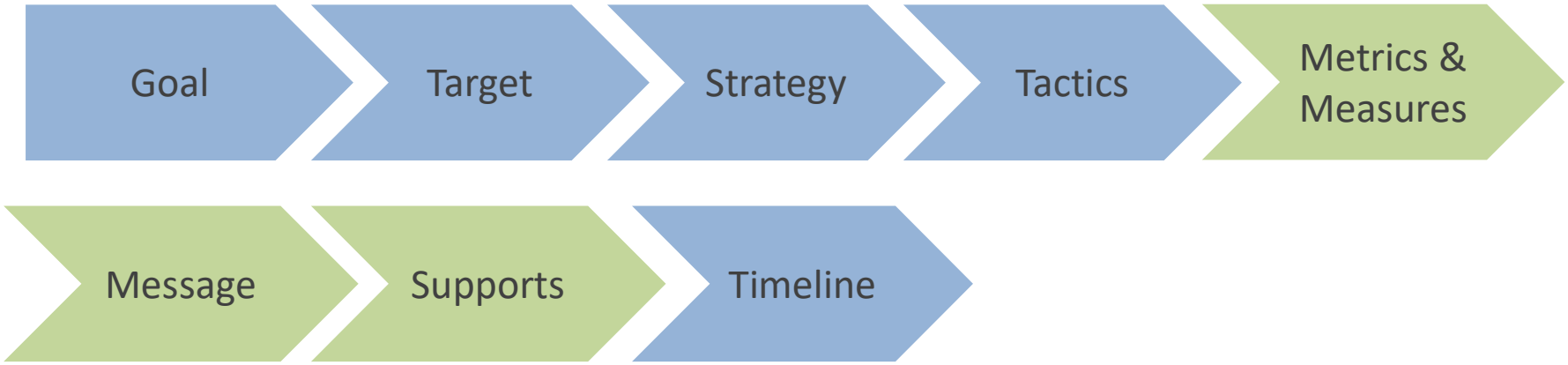
Operations

Political

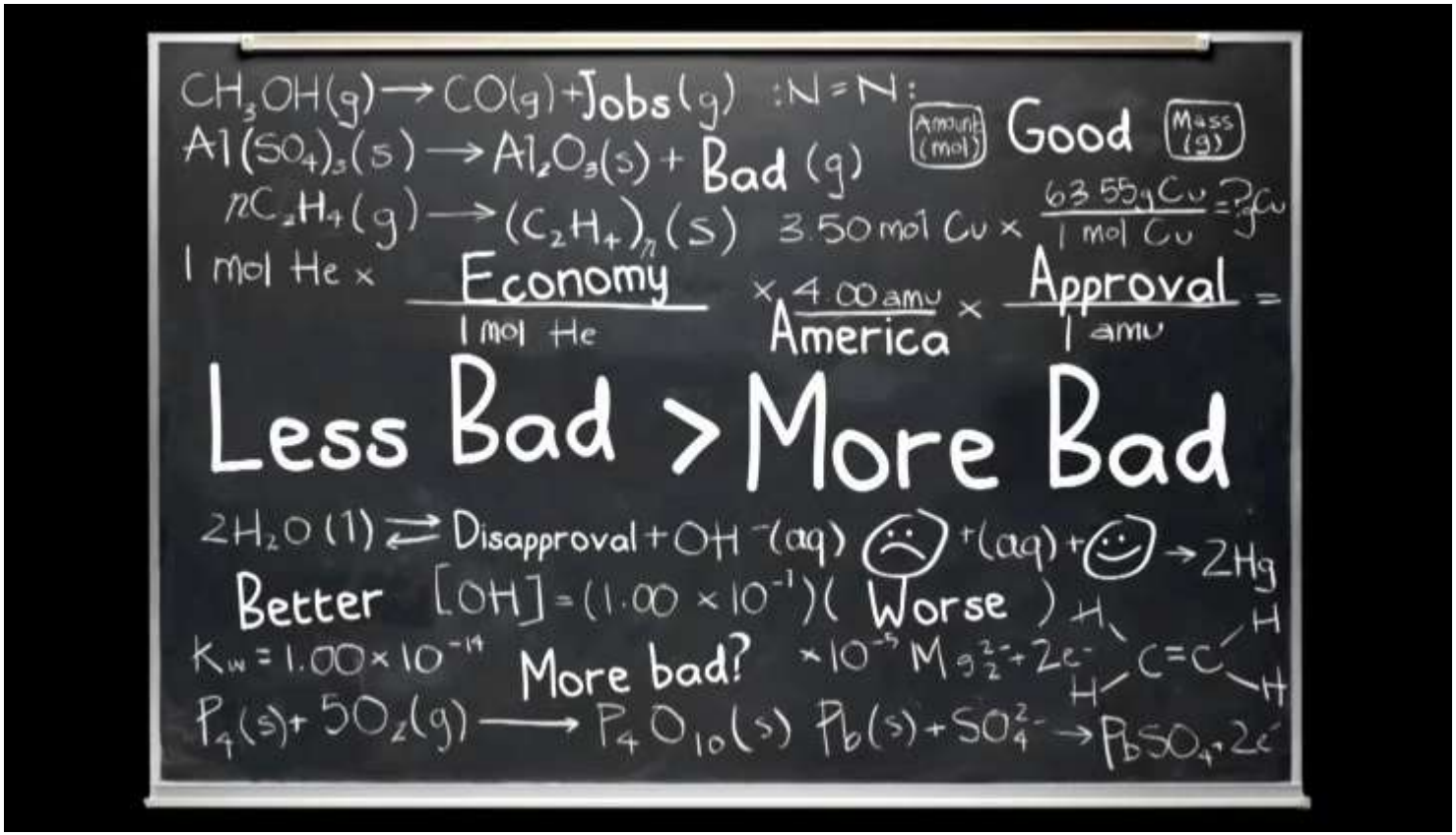
Campaign planning

Phase 1: Basic Campaign Plan

Phase 2: Developed Campaign Plan



Election exercise!



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Motivations of politicians

- They know where their reliable voters are
- They know which communities are prone to switching – “swing votes”
- They will work to appeal to those swing votes
- Issues that affect those groups get a lot of attention.

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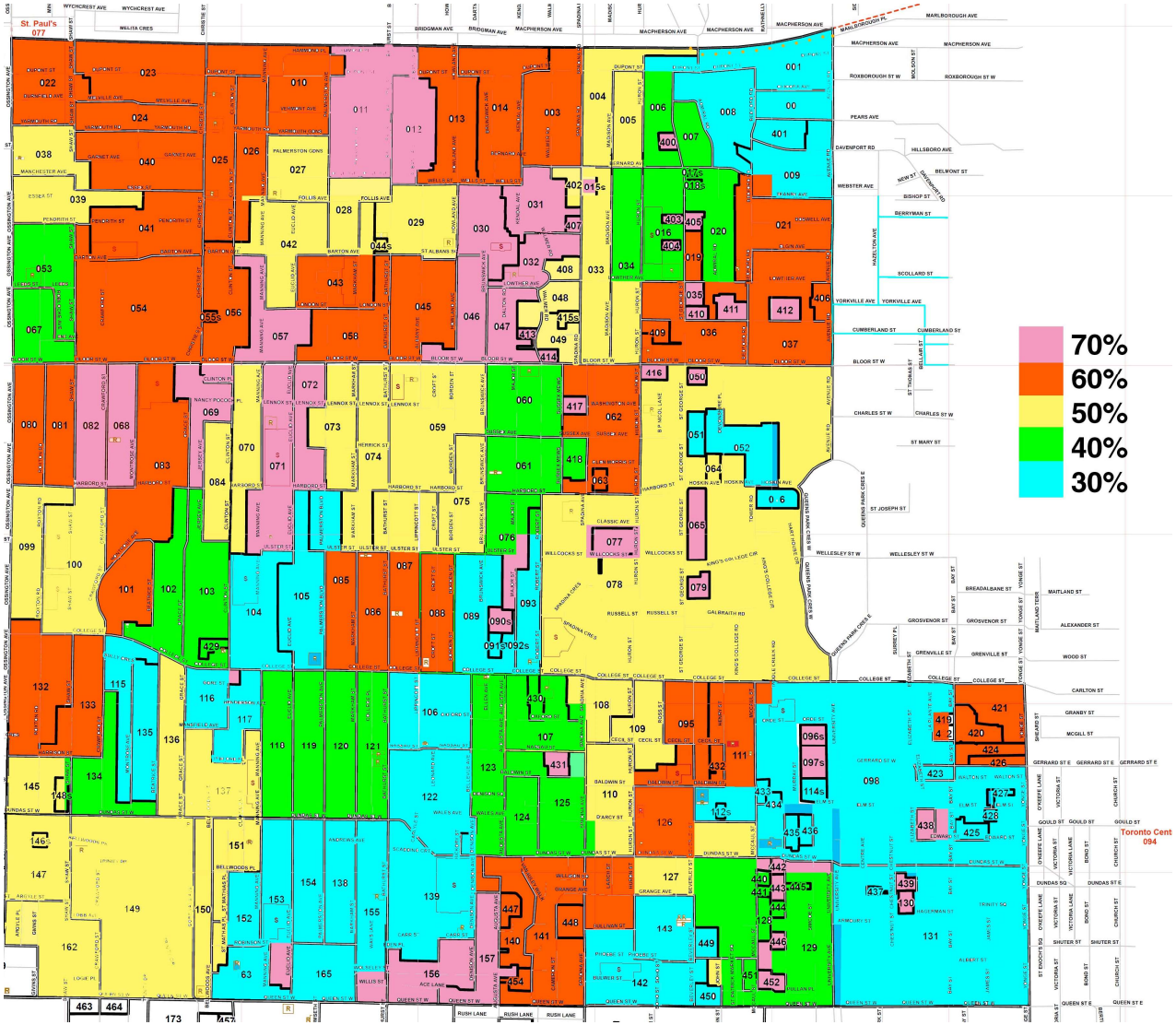
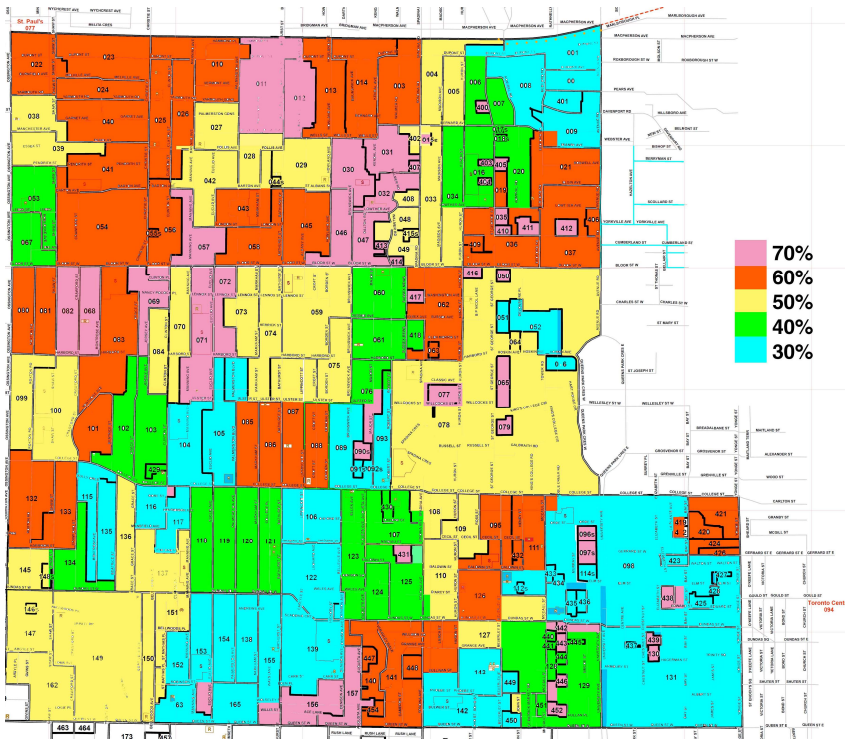
Poll by poll results

- Think of the results by geography
- Look for outcome changing trends

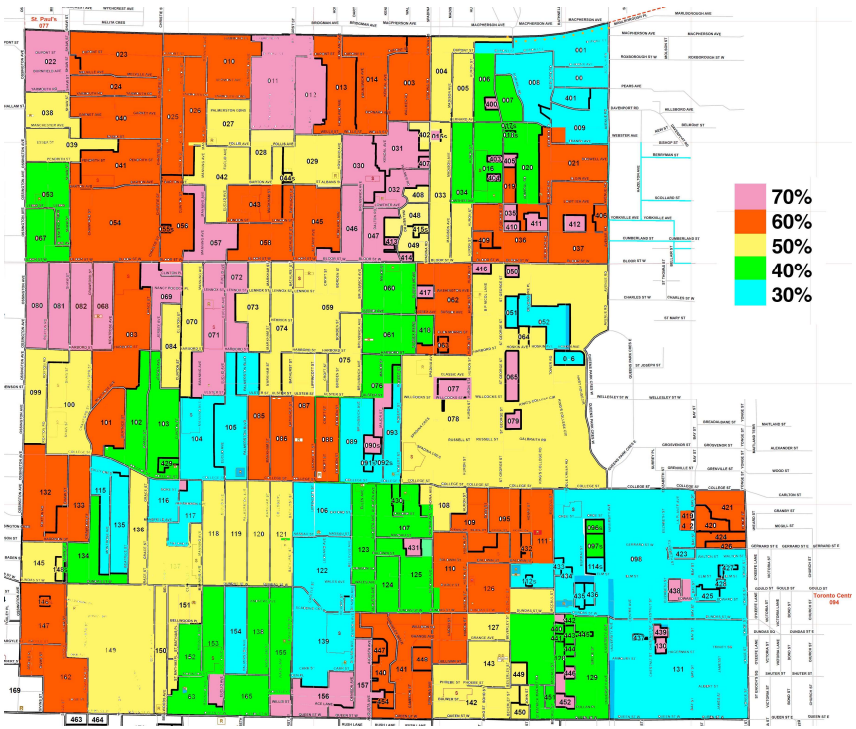


What’s changing in these results?

2005



2009



Grassroots campaigns are an exercise in list building

1 Build the list of supporters

Build a larger list of supporters than opponent

- Supporters we identify
  - Via calls and knocks
  - Via digital tools
  - Using data + analytics
- Voters we persuaded

2 Build the list of volunteers

Build a list of trained and empowered leaders

- Volunteers who fill shifts
- Supporters in neighboring areas and similar campaigns
- Confirmed volunteer leaders and core members
- Internships & fellowships

3 Mobilize volunteers to turn out supporters

Mobilize list of leaders to turn out list of supporters

- Contact list of supporters
- Get them to commit to take action

Change-making skills

5 Core Practices of Leaders

1. storytelling
2. relationship building
3. structuring
4. strategizing
5. action

How does organizing work?

You are going to achieve change by working collectively.

Storytelling Relationship building Structuring	Building Power
Strategizing Action	Using Power

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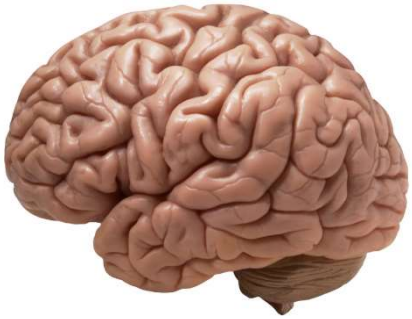
Our role as leaders is to move others to action

Story & Values



Strategy & Analysis

Is it important to appeal to the head or the heart?

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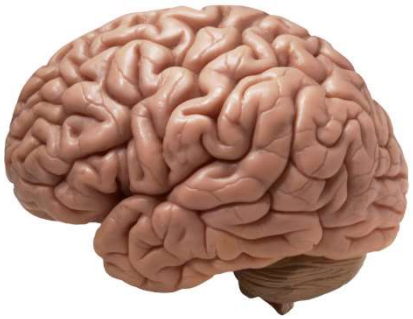
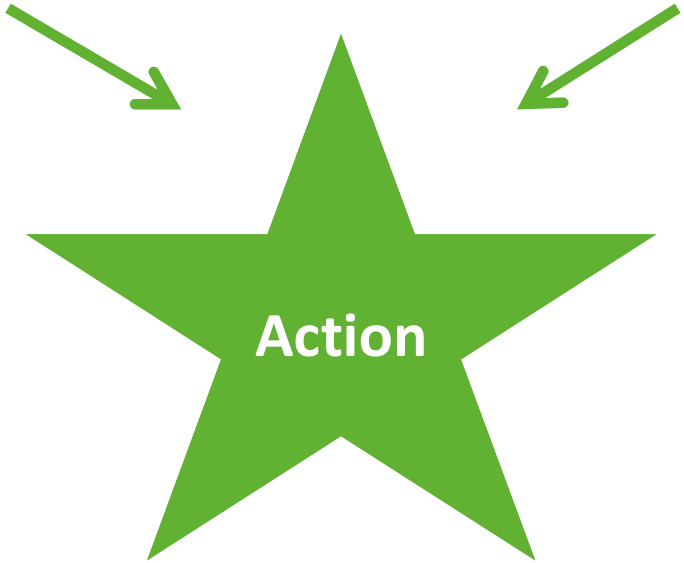
Our job is to appeal to both in order to move people to action

Story & Values

BOTH!!



Strategy & Analysis



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Communicating your campaign's message

- What is it trying to achieve, how, when, with who?
- What is the ask of others - supporters and its targets?
- Your message should be short and easy to understand while specific to convey the desired change
- Avoid jargon, stats, and complexity
- Understand your values
- Understand your audience
- It's not enough to be right

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What is a message?

A message is a brief, values-based statement aimed at a targeted audience, that expresses a positive concept.

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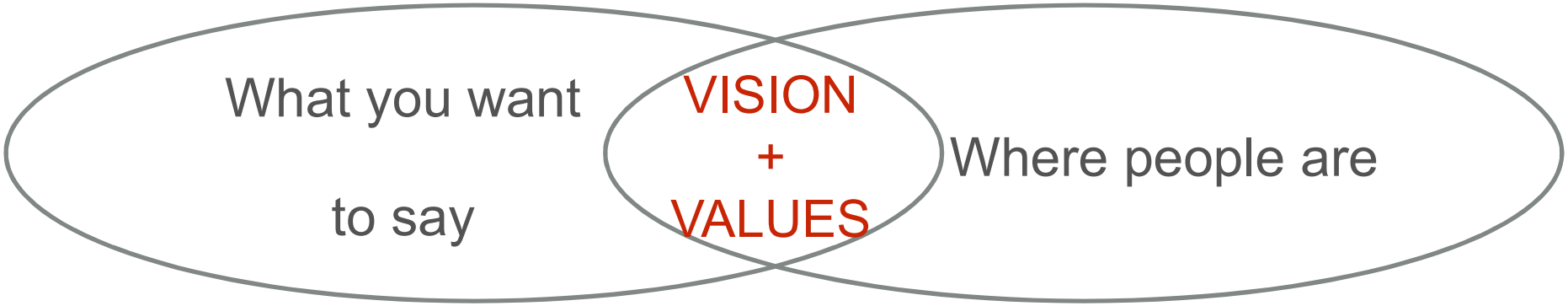
A Strong Message



"Stop the gravy train"

"Make America Great Again"

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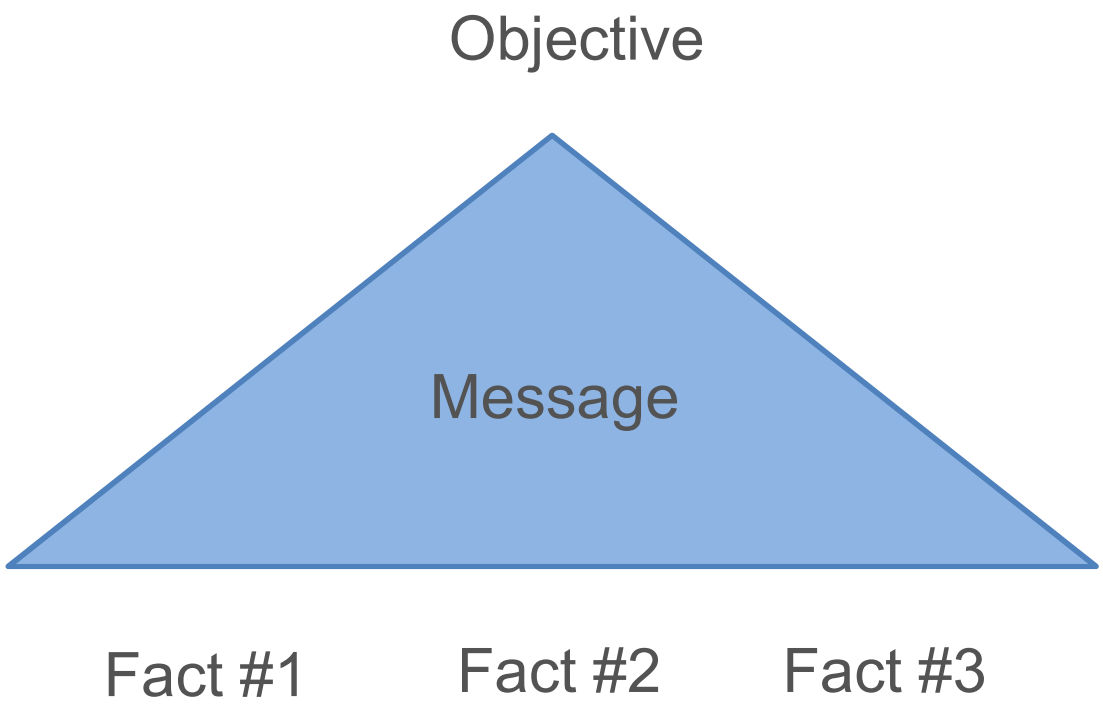
The Message Triangle



Effective Ask: how do we secure a commitment?

<u>An Effective Ask is one that results in a commitment to a specific action</u>

Good example: "I know that parents like you really care about protecting our children, can you join us at our parent meeting tomorrow at 8pm?"

Bad example: "Would you be interested in coming out to volunteer with us sometime?" (very soft ask!)

Always have a backup ask! *If someone doesn't want to attend a canvass, maybe they'll attend a phonebank, or an event.*

If not that, schedule a 1:1 meeting to find out what they're interested in.

Or you can schedule them for a house meeting on a day of action in the future.

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The art and science of the effective ask

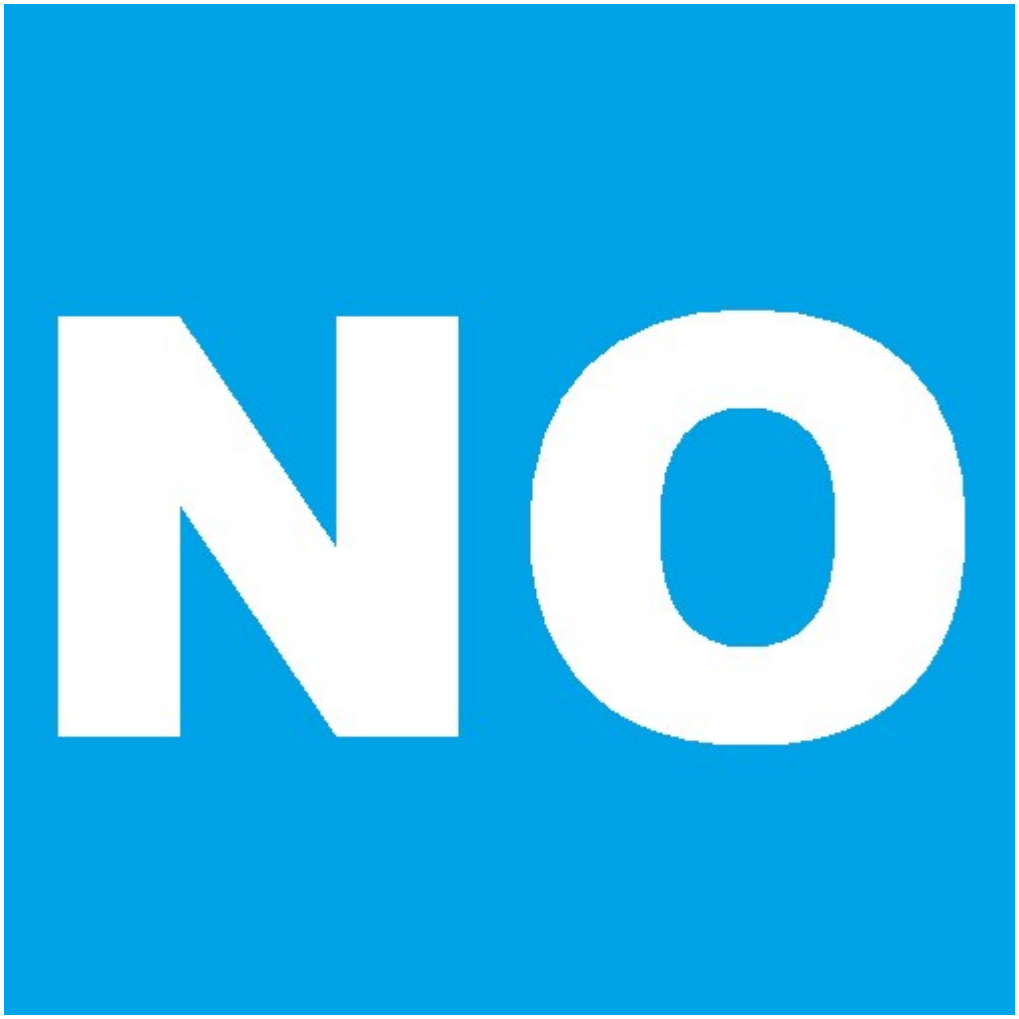
1. Make an **introduction**
   - ✓ Establish a personal connection
2. Give **context**
   - ✓ Give your ASK context. What is the campaign up to?
3. Create a sense of **urgency**
   - ✓ This should answer the question: Why now and not next month?
4. Present a **challenge**
   - ✓ How many volunteer sign ups do we need this weekend?
5. Present a **solution**
   - ✓ The volunteer is always the solution.
6. Be **specific**, **direct**, and **action oriented**
   - ✓ Ask for a commitment to a specific action at a specific time and place.

Tackling the 3 kinds of “No”

1. Not ***now***

2. Not ***that***

3. Not ***ever***



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How to get & engage volunteers – 1:1 Meetings

WHY

- To connect and build relationship
- To maintain relationships
- To troubleshoot challenges
- To set goals, expectations, and debrief
- To escalate responsibilities

WHEN

- All the time (organically)
- As we empower volunteers and increase responsibility

WHO

- Organizers: Volunteer leaders & core members; leader prospects; volunteers
- Volunteer leaders: core members & prospects, volunteers

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Best Practices for 1:1s

- For intros – meet in a public place
- 20-40 minutes (never longer than 1 hour)
- Tell your personal story; connect on values and shared experience
- Ask for insights, and listen twice as much as you talk
- Always end with a hard ask and clear next steps.

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Role play your 1:1s

Standard structure of a 1:1

- Make an introduction
- Get to know the person
- Connect on a core issue and value
- Present a challenge
- Present a solution
- Make a specific ask
- Review next steps

Volunteer Recruitment: Big Picture Best Practices

- Make an **effective ask** – and ask multiple times
- Build **strong relationships** (values + shared experience)
- Tell your **personal story**
- Match activity with **skillset**
- Tie it back to the big picture & give context; **explain why**

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Cultivating a Team Environment Keeps Volunteers on board

All volunteers should be integrated into your team structure

Relationships

- It is your responsibility to cultivate relationships between your volunteers
- All volunteers should know their team structure, whether leaders or not
- Volunteers should feel valued

Fun

- Seek opportunities to increase fun
- Volunteering will be a priority if you make it fun!
- Volunteers are more likely to come back if it's something the want to do
- Celebrate and call out victories/successes using specific names & examples

Shared Responsibility

- Create a team dynamic where volunteers feel responsible to each other
- Volunteers should not want to let each other down
- Share goals and successes publically

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Benefits of having an organizing team structure

- **It Delivers** – maximizes output and growth
- **Its Sustains** – creates an effective management system
- **It Empowers** – motivates members to take on responsibility through clear goals
- **It Gives Ownership** – members own their work and hold each other accountable
- **It Builds** – rewards merit based success & make team members feel like part of something bigger

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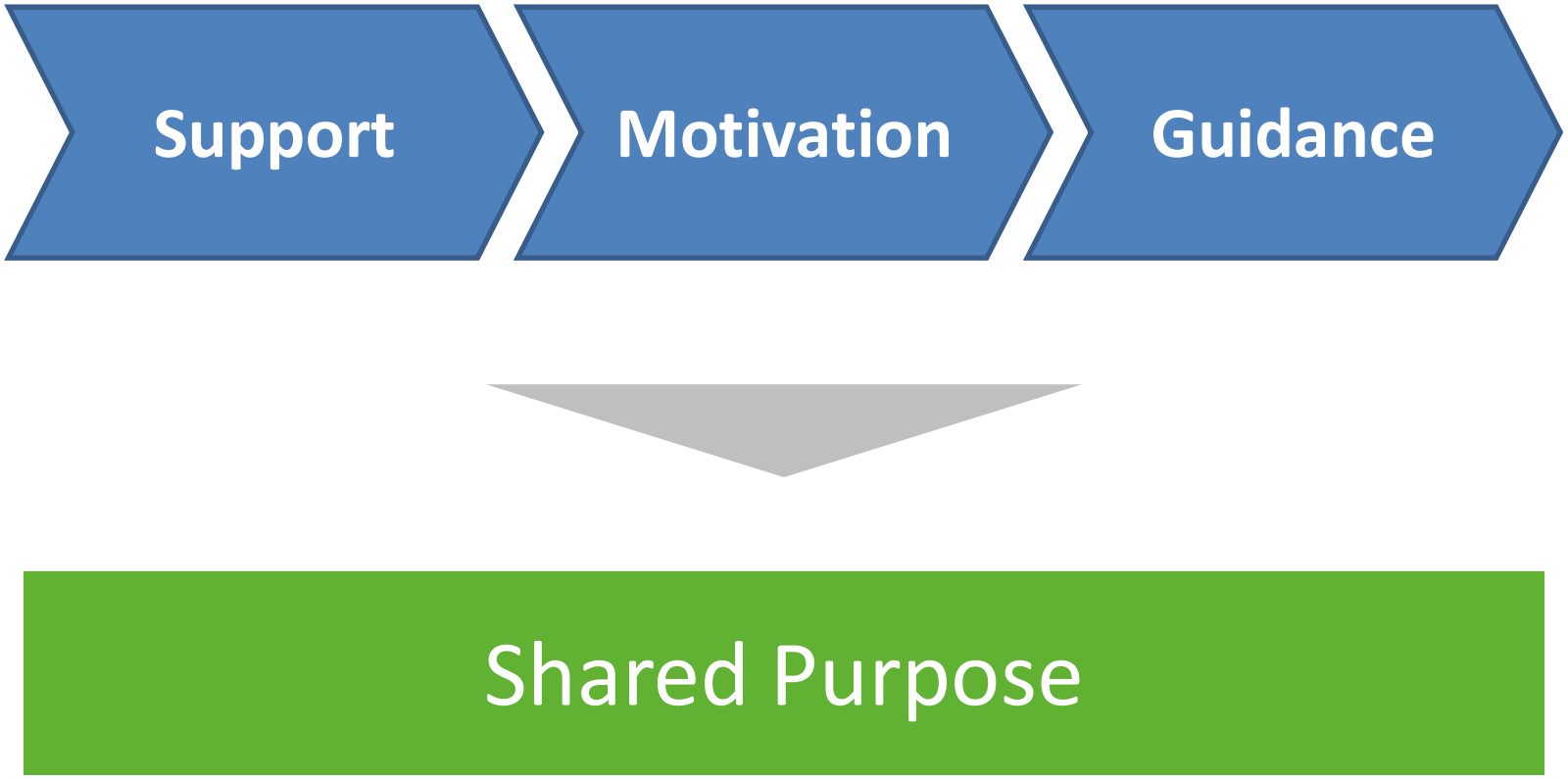
Teams: Core needs



Roles allow volunteers moved up the ladder

- Leadership prospects are able to organize volunteers. They have passed tests, so organizer asks them to be NTL/CTM
- Volunteers take action regularly and begin co-hosting their own volunteer events. Organizer has escalation 1:1 mtg.
- Prospect takes action at a house meeting, canvass, phone bank, or other event. Organizer invites them to 1:1 mtg.
- Supporters sign up on website or say yes to a volunteer ask. Organizer asks them to attend event, such as a house mtg.
- Individuals support President Obama, but do not express interest in getting involved in campaign

Debrief

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