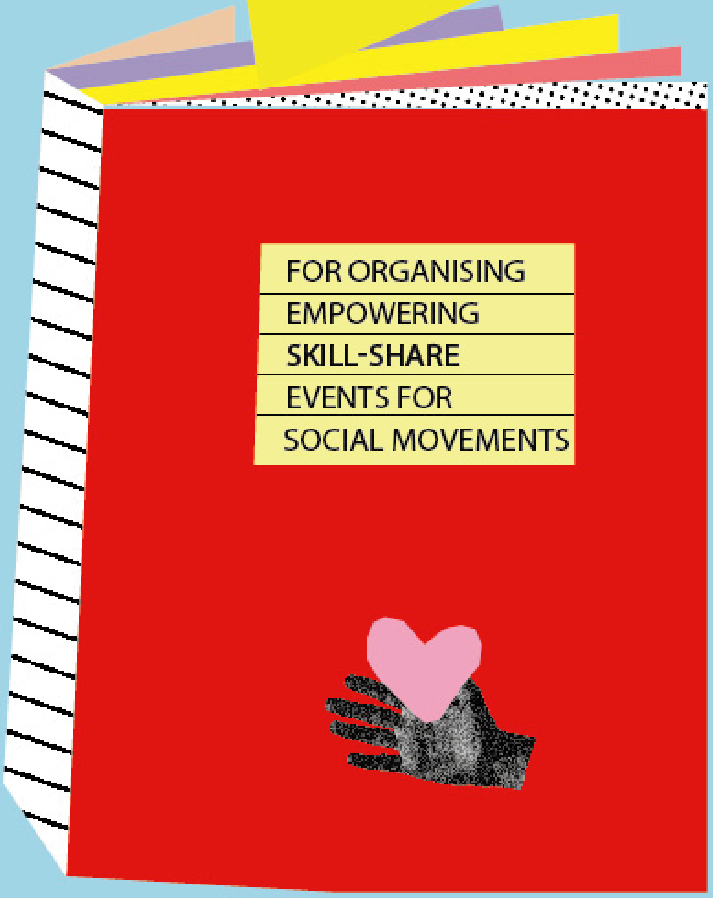
HAND BOOK



FOR ORGANISING EMPOWERING SKILL-SHARE EVENTS FOR SOCIAL MOVEMENTS

HANDBOOK

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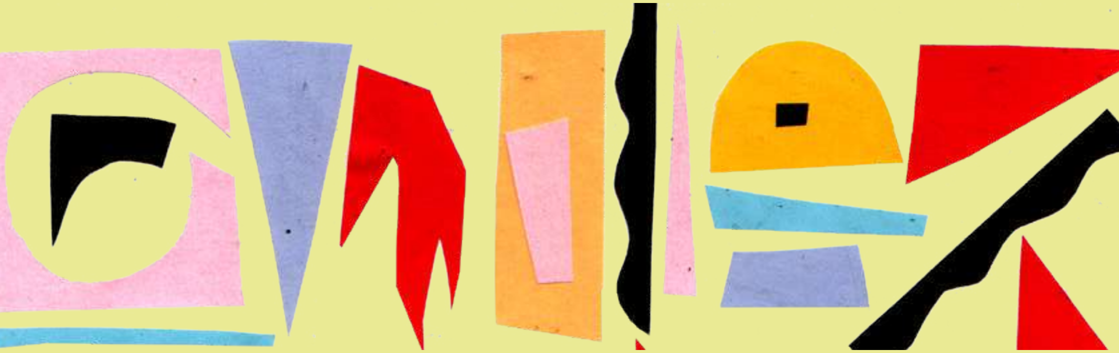

TIPPING POINTS 4 JUSTICE

CAN
CIVIL ACTION NETWORK

humus

CzasKultury

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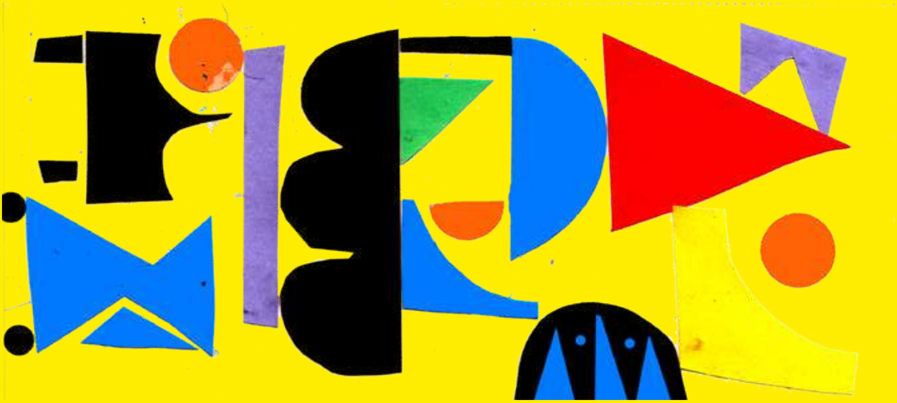

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Introduction

This handbook is designed for organisers, facilitators and all those who are curious about organising skill-share events. This practical guide will touch on things you need to take care of in order to organise such an event from scratch, as well as tell you what to pay attention to during the event and cover during the weeks after.

We draw on the knowledge of organising multiple editions of a skill-share event named Tipping Points – Skills and Methods for Social Change in Austria since 2019. In 2023 the event was introduced in Poland, where it was called RÓWNOWAŻNIA [balancing beam]. This handbook is the result of bringing comrades from different backgrounds together and sharing their reflections.

In the first part, you will find an overview and a description of eleven different **Building Blocks**, which you can and should consider when planning an event. These suggestions can also be useful for organising other events.

In the second part, we have provided some **Practical Tools** which are designed so that you can use them directly when working on your own event.

The third part – **Diving Deeper** – offers reflections on four aspects of both the organising process and the events themselves, which are often undervalued or forgotten about entirely. They include a brief theoretical explanation of why we feel they are important, core issues and challenges when organising an event and concrete learnings and practical tips. While in part one and two we present 'hard facts' and things we are sure of, part three also includes some open questions, wonderings. We invite you to reflect on these and talk about the **Diving Deeper** chapters with your colleagues to see what you can and want to implement.

About the authors

We are a small group of people working within the Tipping Points 4 Justice Project, which is a two year long collaboration (financed through Erasmus+) between Stowarzyszenie Czasu Kultury [Time of Culture Association] based in Poland, and Humus and Civil Action Network in Austria. All of us have been organising within social movements, with the focus being within a spectrum of (queer-)feminist fights, anti-privatisation struggles, noborder struggles, climate justice and internationalism. Our perspective is shaped by our own positionalities: Our shared commonality is that we are white, well educated (partially through education at universities), own a EU-passport and have no major health issues, although none of our first languages is English. Our team includes people identifying as women, non-binary and men. Some of us come from a working class background, others have academics as parents, some are parents. What connects us despite our different backgrounds is our drive to work and organise for a society which is not built on exploitation and oppression, but rather on mutual aid and solidarity, serving the needs of all living beings. Therefore all of us have designed workshops, events and campaigns in which we try to focus on sharing already accessible tools, skills and methods for social movements.

Through our positioning our views and experiences are limited, and far from being without mistakes or relying on stereotypes. That is why we try to keep challenging our own ideas and concepts and invite you to do so too.

How to get the most out of this handbook:

There are at least 4 ways you can read this handbook:

1. You can read the **Building Blocks** and then get to work straight away – they should equip you to organise a sound (skill-sharing) event.
2. If you feel like you know all the basics, you can jump directly into the **Diving Deeper** chapters and start reflecting on the issues and questions they raise.
3. You could choose to read selected **Building Blocks** and the respective **Diving Deeper** chapters to soak up all our insights and experiences on a certain domain.
4. You can just go to the **Practical Tools** if you don't want to reinvent the wheel with certain things.

Of course you can also do a mixture of all of these ways or read it cover to cover, which will give you the most comprehensive view on how we organise skill-share events.

Icons legend:

TOOL

TIP ▲

QUESTION

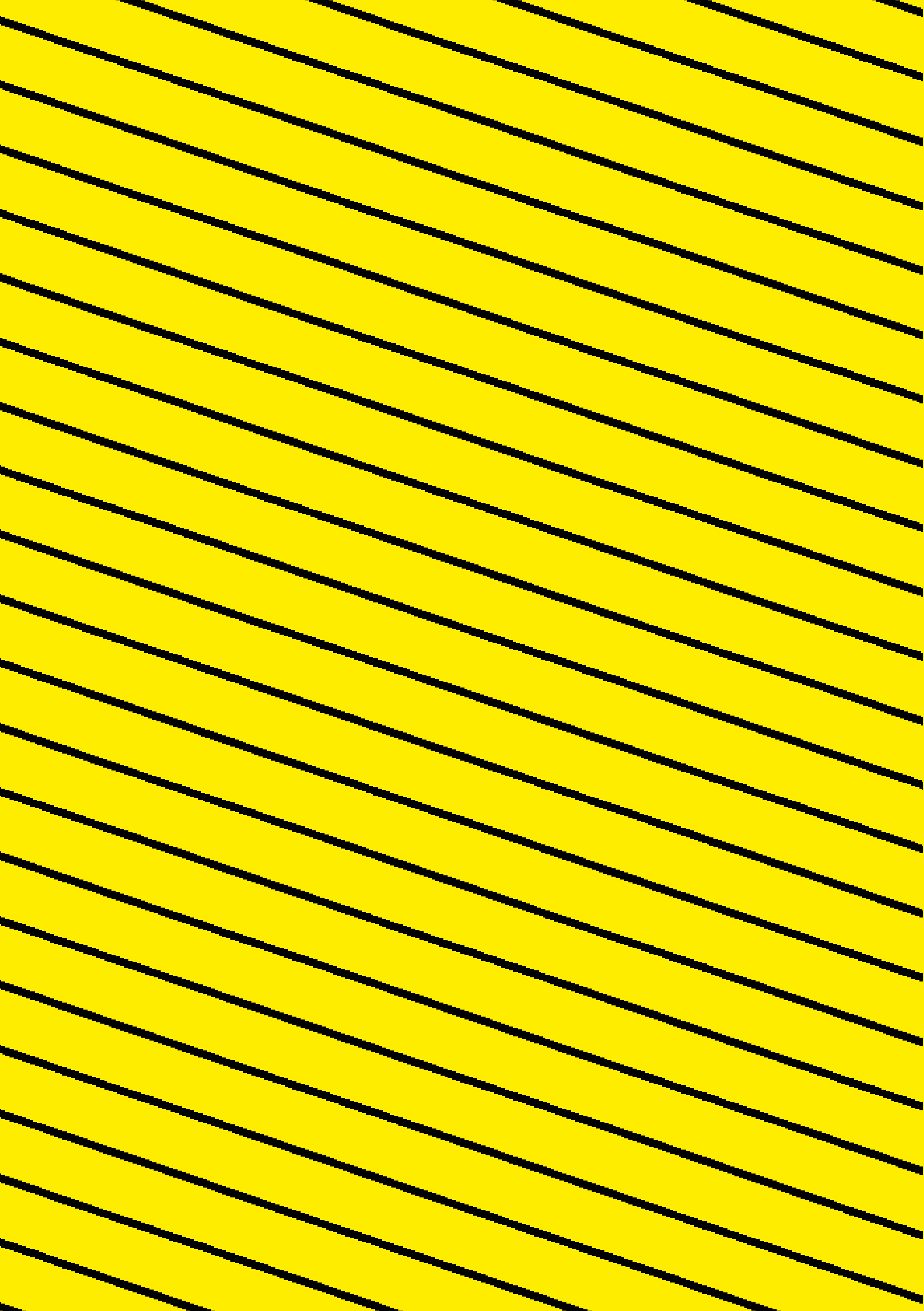
QUOTE

WORKLOAD ●○○○○

TIMING

Of course, we are not the first to write about the topics in this handbook and our organising is based on the works of generations before us. So we have included some further reading and resource suggestions throughout the handbook, which are marked with the following icon

FURTHER READING



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A

Part A→

Building Blocks

There are many “building blocks” that are needed in order to get a skill-share event off the ground. On the following pages you will read about the eleven “building blocks” we use for our events. Each chapter (Building Block) has the following parts:

- Explanation of what we mean by it.
- A possible division of labour within the organising team
- A rough timeline of the main tasks.
- Strategic questions & learnings.
- Indicator of workload and when to expect peeks.

The chapters are in alphabetical order; some are longer than others and it is important to note that we do not suggest you need eleven people or working groups in order to organise a skill-share event! You can group the Blocks as it suits your team and your capacities best.

Here are two examples of how to organise the Building Blocks in working groups:

Possible ways to arrange Building Blocks into working groups

1	Team process
2	Workshop programme
3	Other programme a. incl. b. Regeneration
4	Logistics
5	Mobilisation
6	Finance
7	Participants' experience and Awareness
8	Participants' experience and Awareness

1 Team process

2 Programme:
    a. workshop
    b. other programme
    c. regeneration

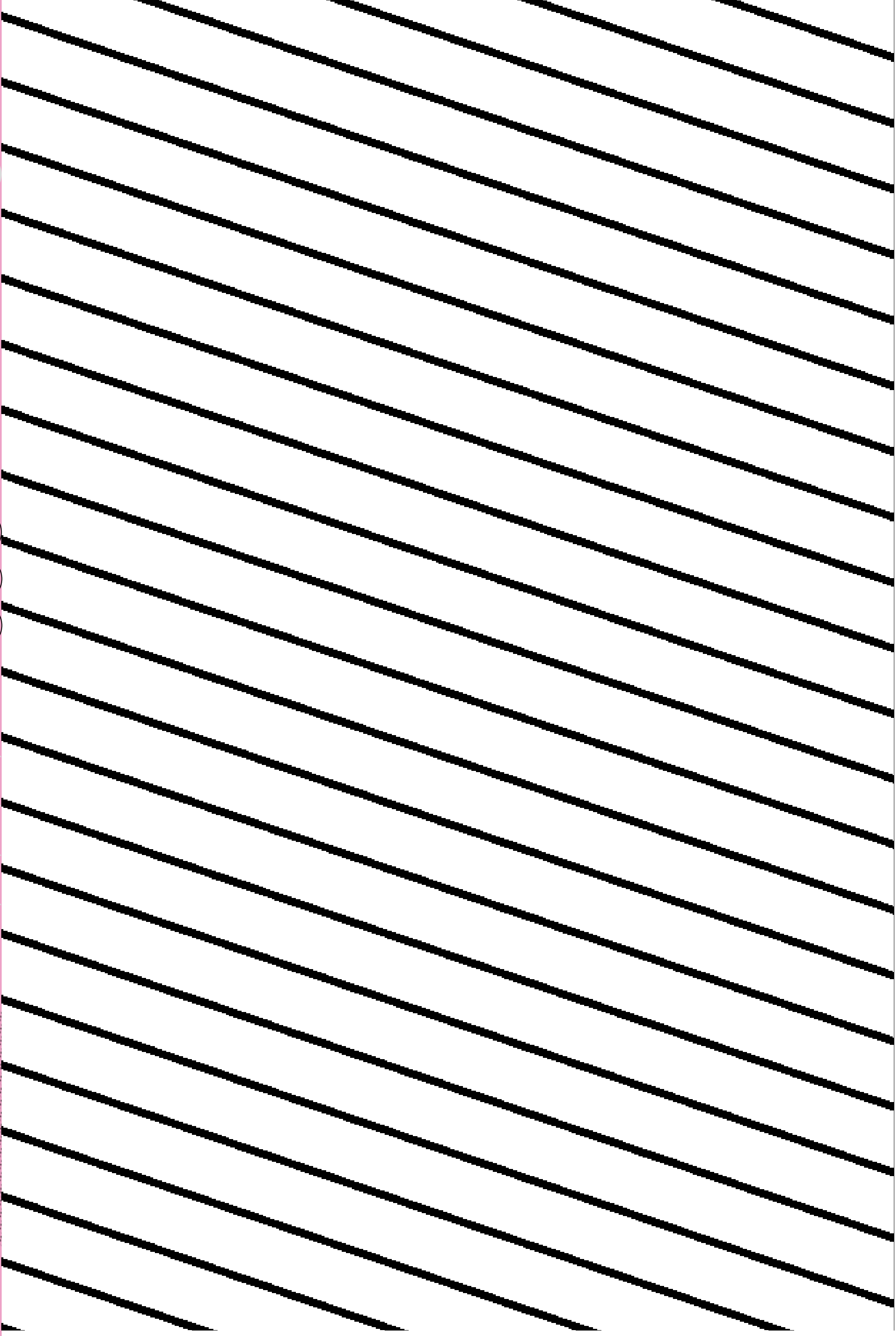
3 Logistics

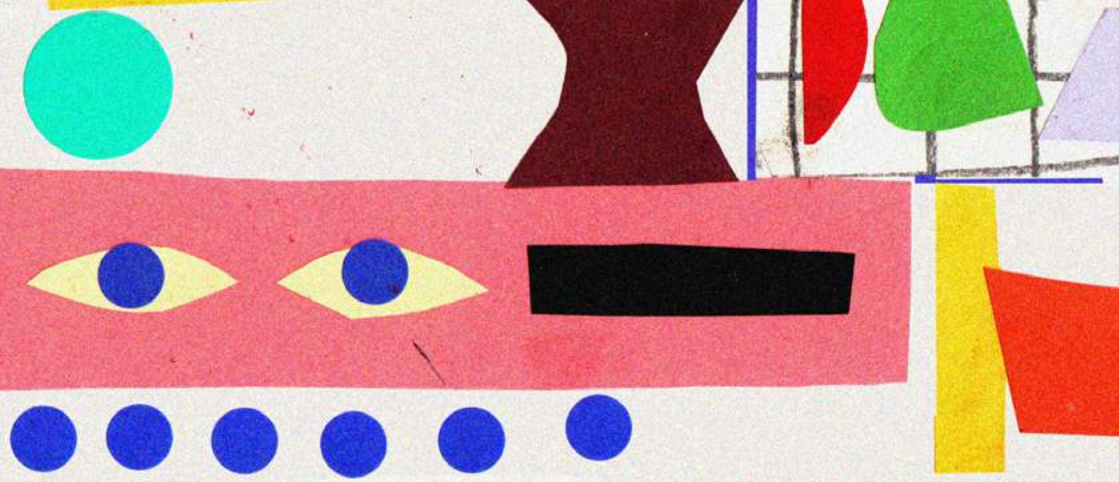
4 Finance

5 Mobilisation

6 Reach Out

7 Participants Experience:
    a. Helping Hands
    b. Awareness
    c. Inclusion & Diversity





1.

AWARENESS

> "I was here for the first time and found it super comfortable how open and aware everyone was with each other! It was new for me to have support structures like an awareness room and comfy common areas!"

Awareness is a concept asking people to reflect on how they interact with each other and aims to create a space in which mutual respect and consent are not mere phrases, but rather a lived practice. Confronting sexual, racial, ableist and other assaults on only an interpersonal level is not enough. We know about the power of structures, institutional violence and persistent forms of discrimination. The concept of awareness provides a structure, which is supposed to counteract violent and boundary crossing behaviours.

Awareness during an event can consist of multiple elements, most importantly:

- Visible members of the team, who can be asked for support at all times.
- Information on consent, forms of discrimination and privileges, that are disseminated in different ways.
- A space at the event that can be used for breaks and recovery times in stressful or painful situations.

Possible division of labour

Develop awareness concept	Awareness team	Awareness room, telephone, etc.

Timeline & Milestones:

Before the event

→ Develop an awareness concept that fits your event.

→ Make sure the team understands and supports the awareness concept.

→ Discuss challenges which might arise during or after the event and prepare strategies and contingency plans or guidelines to deal with them.

→ Make sure the whole team is on board.
→ Communicate the awareness concept to the public, and participants explicitly.

→ Make sure the location and programme can accommodate the awareness concept requirements.

→ Prepare information material for the awareness team. **[–> ◢]**

→ Find and brief the awareness team.

→ Set up an awareness phone number.

→ Designate a team member as emergency contact for the awareness team.

→ Prepare information material to put up in the location.

During the event

→ Brief the awareness team.

→ Put up information material.

→ Prepare an awareness room with things that can help people to calm down and relax, or that might be needed (snacks, drinks, tea, first aid materials, period products, etc.)

→ Make sure the awareness team members are easily recognisable.

→ Communicate times the awareness team is (not) available.

→ Make sure the telephone is charged and not muted

After the event

→ Debrief with the awareness team.

→ Thank the awareness team for their work.

→ Follow up with participants who had a challenging situation, where appropriate.

→ Be transparent about abusive or discriminatory behaviour at your event. Think about how to counteract in the future.

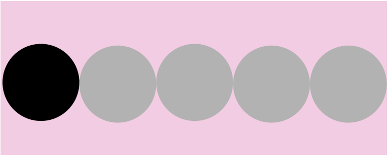
Strategic questions & Learnings

Different bubbles and different contexts nowadays have very different expectations when it comes to awareness structure. While we have had feedback at our events that the mere presence of an awareness person was a revelation to some, others have criticised our concept for not being holistic and professional enough. Sometimes it can be a shortcut to have awareness shifts taken up by ordinary Helping Hands. However, we found it is important to brief volunteers for awareness shifts especially. If all goes well, an awareness shift can be very calm. But if it is needed, the situation might be challenging. Make sure you give your awareness volunteers clear directives and procedures for what to do in case of misconduct. Make sure they have an emergency contact person from the team.

Initiative Awareness from Germany have written a whole brochure about Awareness work at events. Unfortunately, it is only available in German.

Workload & Timing

Workload:



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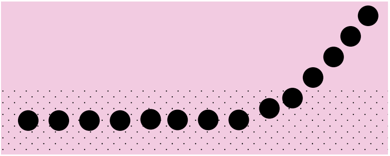
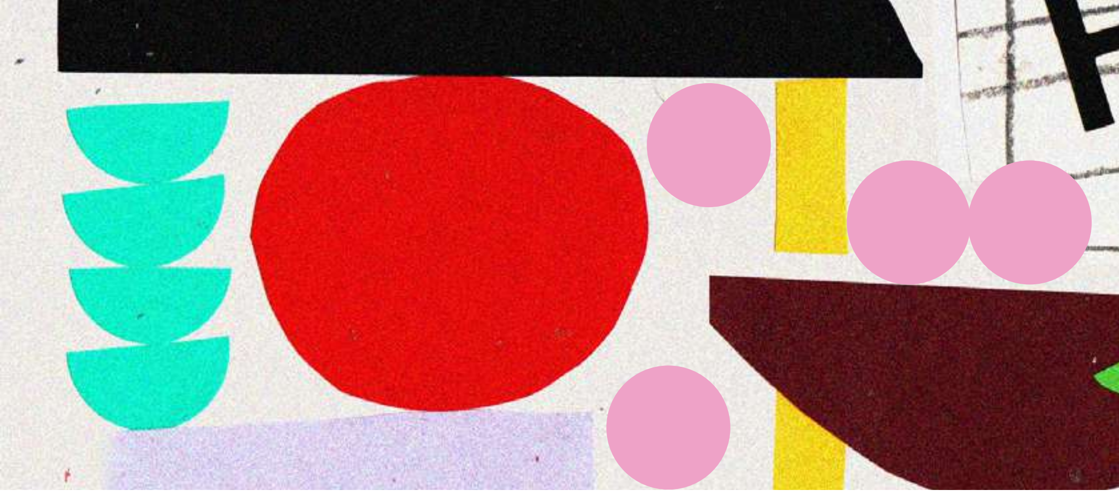




2.

FINANCES

Doing the finances is normally one of the least popular organising tasks. It comes with a lot of boring and tedious work and carries a lot of responsibility. In the world we live in, there would hardly be a skill-share event without money. We see it as part of the skill-sharing process to educate as many people as possible about the financial side of things. It is a question of care-work and should be spread on many shoulders. But it is also a question of shaping things, taking decisions and (unavoidably) wielding power. We encourage you to make the best of it, take some brave decisions about payment and procurement, and practice having those uncomfortable conversations about money. And, most importantly: don't be afraid of this work, it is not that complicated!

Possible division of labour

Budgeting

Financing / Fund Raising

Bookkeeping

Implementation of funder's requests

Collect/spend Cash, transfer money

Financial Reporting

Timeline & Milestones:

Before the event

→ Decide if your team will work entirely voluntarily or if you will pay some stipends or even salaries. Decide about how much you want to pay your workshop facilitators, cooks, panel guests, etc.

→ Make a rough plan of the amount of money you need (budget). **[–>]** Write funding applications or requests for sponsoring.

→ Ask for donations on social media and your website.

→ Inform all other team members about the amount of money they can spend.

→ Depending on the success of funding requests, adjust your budget.

→ Inform everyone you will pay about the payment procedures, deadlines and invoice-requirements.

→ Ask for invoices and receipts soon after the event, otherwise your financial work will drag on for months! Send them an invoice template so they know about the requirements your funders have. **[->◢]**

→ Remind everyone about the deadlines again just before the event.

→ Prepare a cash till with cash for the event and print reimbursement forms for travel and other expenses people have.

→ Make sure all funders' requirements are met (e.g. display logos on your website and social media)

During the event

→ Take care of the cash till, emptying it every evening and storing in a secure place.

→ Make sure funders' requirements are met (e.g. making a list of signatures of all participants). Collect donations.

→ Ask participants and facilitators if they want their travel costs reimbursed. If so, hand out reimbursement forms and ask for the tickets.

→ Collect invoices on the spot, if possible.

→ Keep everything safe and organised in a folder; this will make your life easier later on.

After the event

→ Make sure you receive all invoices and receipts and reimbursement forms by your set deadline (about 7-14 days after the event).

→ Tip: track finances on a spreadsheet! Count donation income.

→ Pay all invoices and reimbursements on time.

→ Do your bookkeeping and accounting properly.

→ Write reports for funders.

→ Compile all data and proofs for funders.

→ Make a breakdown of all your costs.

→ Submit funding reports.

Strategic questions & Learnings

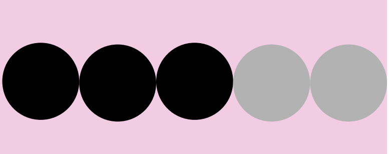
At some point you have to decide whether you want the event to be as low cost as possible and thus ask all contributors for low fees and fares. Or you can decide to try to pay everyone involved a living wage. Either decision can be politically argued. We have found that educational events are easier to fundraise for than other activities, and in our work we try to provide some income to activists so they can subsidise their other activities.

Another strategic consideration is about the type of funding you want to focus on. Are you ok with corporate sponsorship? From all kinds of companies or only socially and environmentally sustainable ones? Will you take government money? How heavily do you rely on participants' fees or donations? or is your focus to provide the event free of charge? If you do charge a fee, make sure it is easy for people to admit they cannot afford it and find ways to include them, if possible.

In any case, make sure you communicate your intentions clearly and are transparent about your finances. A responsible and accountable handling of money is important for progressive movements.

Workload & Timing

Workload:



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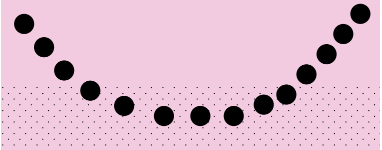


3.

HELPING HANDS

Organising in a smaller team can be a benefit, but during the event you need more people. They do not need to offer their organising skills in the preparation phase, but instead lend their helping hands during the event. They need enough information to be helpful and a have structure in place that allows them to act independently. They do not, however, need to know as much as the team members.

Possible division of labour

Recruitment of Helping Hands

Schedule

Communication with Helping Hands

Financial Reporting

Timeline & Milestones:

Before the event

→ Send out a call for Helping Hands.

→ Ask participants who sign up if they want to be Helping Hands.

→ Create a channel of communication with your Helping Hands before the event and answer questions.

→ Organise an information meeting for future Helping Hands (in person or online).

→ Collect information from other working areas about where they need help from Helping Hands.

→ Create a clear timetable / schedule for tasks during the event. (This is not as easy as it sounds!) **[–>🛼]**

→ When communicating with helping Hands, find a balance between providing all the necessary information and not flooding them with messages they won't read anyway.

During the event

→ Coordinate and provide concrete tasks for the setup of the location. (A board with to-dos on post-its can be very helpful. Every person working on a to-do takes the post-it with them, so everyone knows it is being taken care of.)

→ Designate a main coordinator for the Helping Hands, who can be approached at all times.

→ Host a Helping Hands Kick-Off event. It is great fun to start together as a group, so consider creating a small Helping Hands Kickoff in the location. It should contain a lot of fun, getting to know each other and a briefing.

→ Brief the Helping Hands in how to do different tasks (Info desk, Awareness, Workshop Support).

→ Create an environment for Helping Hands which is joyful and fun, which feels safe to ask questions in and get support if needed.

→ Ask Helping Hands to take pictures of all rooms before they start preparing and send this picture in the Helping Hand communication channel so other Helping Hands can put it back as it was after the event.

After the event

→ Create a closing for all Helping Hands, sharing some highlights, which would not have happened without them.

→ Show appreciation of their work. You can think of a little gift for each person or invite them for a closing dinner together.

→ Send out a written message of appreciation.

→ Ask and identify people who might join the next team.

Strategic questions & Learnings

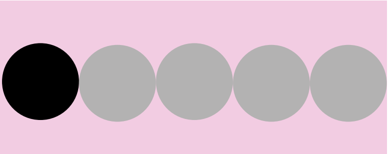
The underlying strategic question is always: How deeply do you want to integrate your Helping Hands into the team and your project? Do you want them to be equal to the team members? Do you want them to join the team later? Is this experience supposed to empower them? Do you want to have many Helping Hands with only a few shifts, or rather less but more committed ones?

Helping Hands might want to be engaged at different intensities. Some are open to taking on tasks weeks before the event, others only want to lend a hand at the event itself. Ideally, you can provide options for both, but always stay flexible! We have learnt that people tend to sign up as Helping Hands quickly and then drop out again closer to the time.

Prepare documents with a description of tasks for Helping Hands.

Workload & Timing

Workload:



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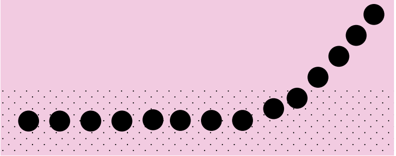


4.

INCLUSION & DIVERSITY

Activist circles are often quite homogenous in terms of socio- economic background, education, race, etc. In the contexts we, the authors, are based, the dominant group is white and highly educated. While progressive activists are often more aware about the excluding mechanism of our society in theory, events organised often reproduce these exclusions. Making an event truly inclusive and a safer space for a heterogenous group takes time, effort and resources.

▲ The diversity you want to attract to your event should be visible in your team!

Possible division of labour

Focus on group A	Focus on group B	Focus on group C

Timeline & Milestones:

Before the event

→ Decide about which groups you want to focus on including.

→ Find out the needs of the groups you want to include.

→ Research and list actors in the respective groups.

→ Contact groups (make sure to coordinate with reach-out and mobilisation) to invite them to the event and ask about their needs.

→ Make sure representatives of the groups you want to reach are in visible positions at your event (as facilitators or team members).

→ Raise awareness and try to educate yourself and the team on specific needs and barriers

→ Make the rest of the organising team aware of specific needs.

→ Reduce as many barriers as you can.

→ Communicate openly about what barriers you can deconstruct, and which you can't.

During the event

- → Make sure the needs of invited groups are actually met.
- → Offer support if needs are not met structurally.
- → Make sure that specific support structures are communicated well and are accessible.

After the event

- → Check-in with participants to find out how they felt, if you missed any barriers and can improve the next time.
- → Make sure you collect their data in a way you can use later (if appropriate).

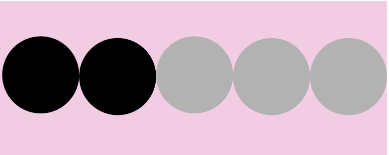
Strategic questions & Learnings

Diversity aspects are strongly linked to outreach. If you want to have certain groups present at your event (or: not excluded from your event), get in touch with them very early. Ask them about their needs and take them seriously.

More on this topic can be found in the **Diving Deeper into Inclusion and Diversity**.

Workload & Timing

Workload:



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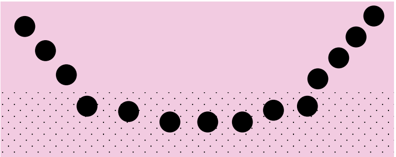


5.

LOGISTICS

Logistics is all the hardware and material things you need to make your event work. While it is not an obvious political work, you can still make many political decisions in the way you organise your logistics. Also, doing logistics is a great way to practise physically building the world we want to live in.

Possible division of labour

Location

Sleeping arrangements

Food

Travel

Materials

Timeline & Milestones:

Before the event

→ Find a suitable location (factors to consider include: enough rooms, price, accessibility, etc.). **[–>◢]**

→ Find sleeping arrangements for participants from outside of town: is it possible to sleep at the location? Are there showers? If not: is there a cheap youth hostel nearby? Will you or the participants pay for it? Can you find enough locals as hosts?

→ Visit the location to know what you are dealing with.

→ Find a catering team to provide food for the event. Communicate to them any restrictions or wishes you may have: money, vegetarian/vegan, saved food, etc. The more you can delegate to a separate catering team, the easier your life will be: meal plans, shopping, snacks, etc.

→ Provide information about the travel to the location. Which trains to get from which city, how to travel the last mile. Will there be car pools? Will the organisation be able to pay for travel costs?

→ Send out invoice information to all external service providers.

→ Collect wishes from all areas regarding materials: chairs and tables, workshop materials, projectors, stationary, banners, menstruation products, condoms, duct tape etc. **[–> 🛼]**

→ Make sure the event has all the material it needs. Rent or buy what you don't have yourself.

During the event

→ Set up the location for your needs. You might need to rearrange furniture or install decorations. Prepare workshop rooms.

→ Make sure the whole team and your Helping Hands know the location.

→ Prepare name-tag materials before they get distributed in the venue.

→ Be ready to troubleshoot.

→ Coordinate cleaning up at the end of the event. Participants are generally willing to help but need some directives.

After the event

→ Make sure you return any rented equipment in time and in order.

→ Send a final email to the location, kitchen, etc. with thanks and a reminder to send invoices.

→ Sort through your own materials and put them away in storage nicely.

Strategic questions & Learnings

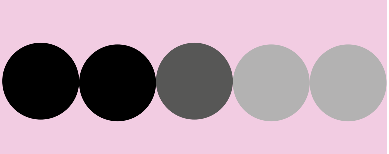
One big decision you will need to take is between a location in a city or in the countryside. A city location makes the event more accessible, you will likely get more participants but also more fluctuation in participation - many participants might join for only half a day or only attend two separate workshops. If there is significant travel involved to reach the location, you will get a smaller amount of people, but who are more committed and may form closer bonds throughout the weekend.

Likewise, the possibility to eat and even sleep at the venue opens up new ways of interacting with each other. The more time participants spend at the event, the tighter their connections will get.

▲ The location and amount of food you serve set the tone for the entire event!

Workload & Timing

Workload:



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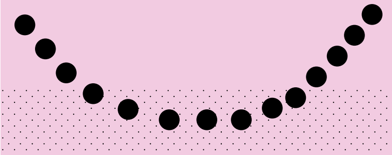
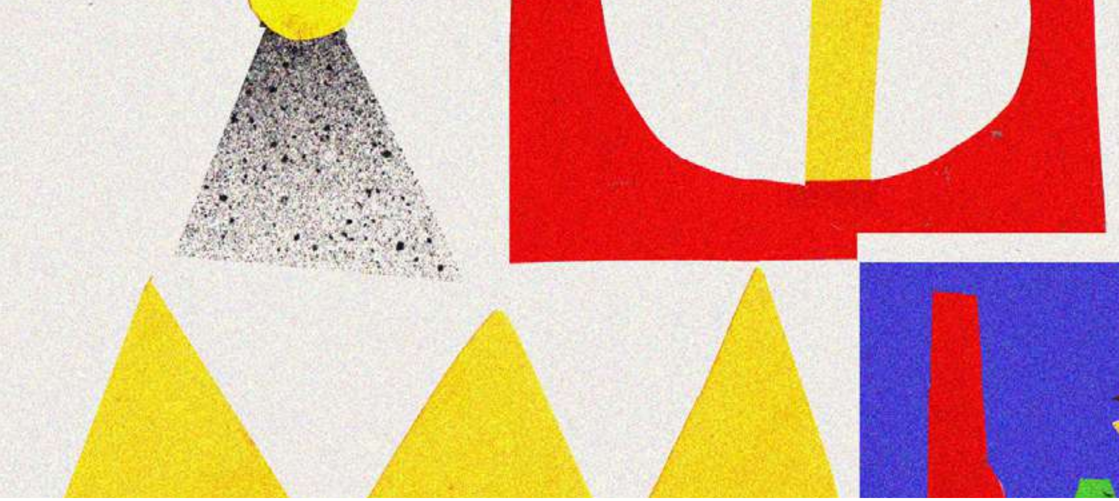




6.

MOBILISATION & PUBLIC RELATIONS

“I saw that someone, who ran a workshop at the first edition, shared information on his SM. The fact that he was at the first edition and then shared information about the second one, shows me it means that he was satisfied.It was a big factor in feeling: ‚okay, I trust this event’ and I don’t need to find out more about the details’.”

This area of work is not very popular amongst many organisers. We have to fall back on tools we ideologically don't support, use methods and concepts from marketing we might not like, and it is loads of work. However, it is necessary work if you want your event to succeed. Mobilising activists and engaged civil society can be tricky because they tend to be very busy. Plus, what and how you do to attract people to your event is also highly dependent on your strategy (see also **DD Mobilisation**) and it is closely connected to your reach out activities (see **BB Outreach**).

Ask people from outside your bubble to help out with spreading the information! (e.g. multipliers in other groups, facilitators, HeHa)

Possible division of labour

Website

Social Media (conventional and/or open source versions)

Offline mobilisation materials (flyers, posters, stickers)

Multipliers (other organisations, facilitators, the location, etc. to send out a message via their channels)

Previously engaged people (participants, team, helping hands, facilitators)

Graphics

Media (alternative newspapers, community radios, podcasts, etc.)

Photo/ Video

Word of mouth (spoken, but also via targeted messages with a request to spread further)

Cooperation with others to promote each other's events (SM, newsletters, mailing lists, etc.)

Timeline & Milestones:

Before the event

→ Set up a communication plan. **[->🛼]**

→ Prepare communication in three waves:
  1. Save the date – as early as possible – with just the date and possibly location.
  2. Big wave – when the workshop programme is nearly final and registration opens.
  3. Last push – a few weeks before the event, push undecided people to sign up.

→ Send out save-the-date on all channels.

→ Prepare text snippets about the event, workshops and other aspects.

→ Post regular updates on your website.

→ Design and produce flyers, posters, stickers (possibly other goodies, such as pens).

→ Design a sharepic for each workshop for social media.

→ Distribute flyers at events and demonstrations, sign up for stalls.

→ Contact local groups and offer to send them offline mobilisation materials.

→ Put up posters in movement locations.

→ Ask facilitators and other contributors to advertise their contribution via their own channels. This is a great possibility to reach outside your own bubble.

→ Get yourself and the event added to online calendars and newsletters of the movement(s).

→ Send text snippets to multipliers with a request to distribute via their social media, newsletter, etc. (caution: bigger organisations might have longer planning phases than you!).

→ Create events on social media and start posting regularly (with increasing frequency).

→ Use the team's personal networks into different movements.

→ Propose different groups a personalised set of workshops to attend.

→ Find a photographer and brief them to be aware of the sensible political context they are working in.

During the event

→ Have pictures taken, possibly take some footage of the event.

→ Give interviews.

→ Post updates on social media.

After the event

→ Write a report on the event and select pictures.

→ Post reports (maybe feedback) and pictures on all channels. Share a link to these with participants.

→ Save new contacts for future communication on further events.

→ Archive information about this event on your website and social media and put online general

Strategic questions & Learnings

Your mobilisation strategy depends on your overall strategy for the event. You need to clarify those first within your whole team:

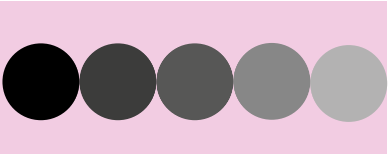
- Who are your target groups? Which channels of communication do they use?
- Do you aim for a mass event or a tailored offer for a certain, smaller group?
- Are the contents of your event sensitive or can anyone attend?

This Building Block is highly dependent on others as you need information on their progress to put out there. Often, other working groups do not have this in mind so you have to remind them and set them deadlines. Mobilisation work is connected to outreach, as your goal in both building blocks is to approach possible participants.

More details on mobilising can found in **Diving Deeper into Mobilisation**.

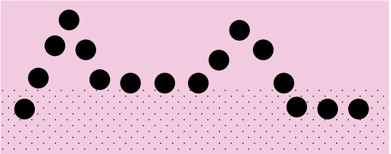
Workload & Timing

Workload:



1 - 4 out of **5**
(depending on your strategy)

Timing:



7.

PARTICIPANTS COMMUNICATION & EXPERIENCE

This area of work might seem easy and straightforward but never underestimate what a key to success happy participants are! Organisers often get stuck in the mindset of an organiser. In the role of communication with participants' you have to put yourself in the position of a participant who does not have all the background knowledge you do. Thinking about how participants experience the event can make the difference between a good event and a great one.

▲ Think about "participants' experience" in a holistic and humanistic sense. You don't want to convince people to buy something, but rather to create a good and safe atmosphere.

Possible division of labour

Communication with participants

Participants' experience at the event

Feedback collection and analysis

Timeline & Milestones:

Before the event

→ Decide in which language(s) to communicate in.

→ Think about when and how participants have to sign up. Can they show up unannounced on the spot? We use an online registration form.

→ Send out a confirmation email to registered participants, ideally automated (otherwise people forget they signed up or register again). If relevant, include information about the workshops they signed up for, so they have a record of it.

→ If there is an open comment section in the registration, keep an eye out for questions/needs expressed there. → Reply to any open comments or questions via e-mail (or other channels) on a regular basis.

→ Send updates with information about the event (location, how to get there, financial info, awareness concept, changes in programme, etc.) make sure the messages are not too long, otherwise people won't read them.

→ Make sure most important information is also available on the website and social media, as many people use these as their primary source of information.

→ Prepare feedback forms.

→ Prepare materials for check-in.

→ Think about how to make the location cosy and interesting (books, info materials, decoration, etc.).

→ Prepare a feedback form for participants (and facilitators). Find a balance of the level of detail in your questions and consider if you want a printed out form or an online form; or both.

During the event

→ Put up (a lot of) signs to help people find the location easily.

→ Set up a check-in desk where arriving participants get all important information.

→ Put up a sign for updates and announcements.

→ Make sure you collect feedback (workshop feedback is best collected at the end of each workshop). We also have an extra form for overall feedback for the event. It covers topics like food, accommodation, communication, etc.

During the event

→ Send out a follow-up message to registered participants on various channels, including:

- a thank you for coming
- a reminder to fill out feedback forms
- a reminder to donate
- a link to workshop documentation or other resources
- pictures or media reports on the event

→ Analyse feedback and deduce learnings for a possible next event. Send (anonymous) feedback to trainers, if you collected feedback specific for workshops.

→ If necessary publish a response to the feedback..

Strategic questions & Learnings

When preparing the participants' experience, you have to ask yourselves: What vibe should our event have? Aspects of this question to consider are:

Should it be open and accessible for people who are not yet active in a movement and see your event as an entry point?

How is the balance of "service" for participants (an event where they can kick-back, relax and enjoy) and a self-organised space (in which all take part in cooking, etc.)?

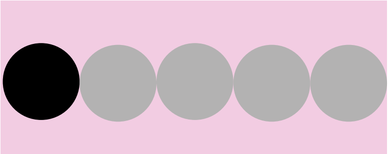
How open do you want to be? What security level is needed for your target group(s)?

Feedback from participants can give you valuable information and directives for future events. Here too you need to find a balance between collecting enough and relevant data but not overwhelming participants.

Use surveys to develop events and find out about participants' needs!

Workload & Timing

Workload:



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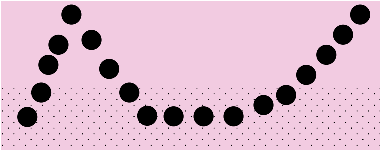


8.

PROGRAMME

The workshop programme is the core of a skill-share event. It is the reason why people come to your event and the quality needs to be high. The biggest challenge is to anticipate what your target group(s) are interested in and need. Be prepared for them not knowing what they need yet. Happenings like film screenings, exhibitions, panel discussions or parties can add to the experience. Make sure you keep some room for networking and relaxing though!

▲ Take part in some workshops (it brings joy & is the best quality control)!

Possible division of labour

Workshops

Networking

Non-workshop programme, regenerative activities, evening and cultural events

Timeline & Milestones:

Before the event

→ Create an overall choreography of the event: what time are workshop slots, when are meal breaks, where is room for networking and free time.
[-> 🛼]

→ Gather information on what workshops might be interesting at a given moment (speak to people, invite advisors, disseminate surveys, use your own experience). Decide if you want an open call or rather curate the workshops you want to provide.

→ Invite facilitators and other contributors.

→ Upon confirmation, fix a timeslot and title for their workshop.

→ Get more information on their material needs, snippets for the mobilisation, etc. use a tool that helps you gather all this information in one place, accessible to the whole team (eg. an online survey).

→ Make a diversity check.

→ Communicate payment methods, invoice address and requirements (since some movement facilitators are not used to sending invoices, a template with the legal requirements of your country might be helpful).

During the event

→ Say hello to facilitators and other contributors and see if they need anything.

→ Manage last-minute cancellations and other changes.

After the event

→ Make sure participants have access to slides/ photo protocol/materials of workshops.

→ Send a final email to facilitators with thanks and a reminder to send invoices.

→ Send facilitators feedback on their workshops.

→ Make sure the established connections can stay alive (e.g. input facilitators' contacts in a database).

Strategic questions & Learnings

To give our programme some structure, we came up with three pillars of workshops: Group & Organisation, Action & Mobilisation, Strategy & Cooperation. We make sure there are some workshops in each of the pillars. Additionally, we have a different "focus topic" for each event, whereby we make sure to have a relevant workshop in each timeslot. This way, we hope to stay interesting for participants even after they've attended multiple times.

A big decision you will have to take is to decide between a curated programme (where you anticipate and research the needs of your target group) and an open call. The former gives you more creative and political power, the latter might help you address your own blind spots. A combination of both is also possible.

Ask facilitators for a written plan for the workshops!

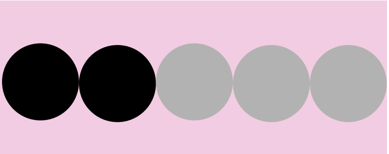
We have also experimented with the degree of predetermined structure we provide for participants. Is there a programme at all hours of the day with set workshops? Or do you host open spaces for the participants to bring in topics and activities they care about? Either way, it is good to leave some slots with nothing going on; have faith in the people to use it well!

"After attending the weekend I feel like events like this are even more important than I thought! The space for exchange and networking are invaluable and I realised how much I can still learn."

"Before the event, I wasn't aware how important skill sharing is; in general, but especially for social movements."

Workload & Timing

Workload:



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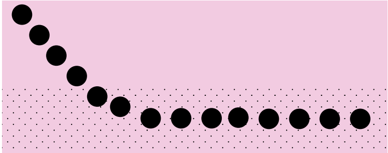


9.

OUTREACH

In addition to mobilising people you reach through your established channels and networks, you might decide to focus on reaching out to other bubbles explicitly. This can be done for different aims: inviting certain movements, getting feedback on your programme, reducing the necessary mobilising efforts and so on. Be aware that this kind of targeted outreach is more time intensive than other forms of mobilisation and might not get you immediate results. Before we address any groups or activists, however, we need to map their needs, check their areas of engagement and begin a specific, often lengthy and time consuming, but also very rewarding and friendly phase of reaching out and bridge building. It is a lot about building (long term) relationships and trust and might take time to bear fruit. If you want to do it, it's useful to start this process early in your organising cycle.

You can read more on this kind of organising in the "Relationship based organising series", offered by *Fire with Fire*: https://firewithfire.blog/relationship-based-organizing-series/

Possible division of labour

Responsibility for group(s) xy	Responsibility for group(s) xy	Responsibility for group(s) xy

Timeline & Milestones:

Before the event

→ Define movements or groups to reach out to.
It's best to focus on some specific movements or groups and focus your energy on those few, rather than try to reach-out to everyone at the same time.

→ Research groups in that field.

→ Use the network of your whole team to do so.
Take advantage of their hints, contacts and knowledge; together you know more people than each of you individually.

→ Coordinate with the mobilisation team about who is approaching which groups, and when.

→ Contact the groups with a written message first.
Inform them about the event and ask for their input

and needs. You could think about using an online survey to collate answers. Following up by phone or in person is always more effective than email. Reserve time for these conversations. Sometimes they can be really long (and not only about the event) but it is worth the time and effort, because it is the first step to building a (possibly) long-lasting, fruitful relationship.

→ Alternatively, ask to come and speak at one of their meetings to reach as many people as possible.

→ After each conversation, collate the findings and conclusions from the conversation and confirm by email or other mutually agreed route of written communication. This will allow both parties to revisit the arrangements at any time without having to repeat things.

→ Communicate regularly (but not pushily) to the people you have already spoken to, to remind them of the event and keep them updated.

→ Ask for feedback and make sure the event is accommodating their needs.

During the event

→ With everything going on at the same time, don't forget to tend to your new relationships.

→ Check in with them to see if they feel comfortable or need anything.

After the event

→ Inform them about the outcome, ask for their feedback, thank them for coming.

→ Keep data for future reference (wherever appropriate).

→ Make sure to keep in touch with groups and participants if possible.

→ Visit their events, follow on social media, try to be up to date with their activities. This builds trust and strengthens relationships, and will make it easier to invite people to your next events in the future.

Strategic questions & Learnings

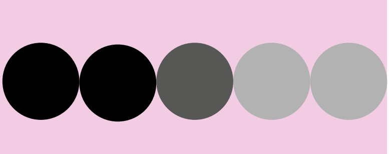
Chicken-or-egg: Event planning can take place in a variety of ways. Sometimes we know specifically what elements of the programme are important to us and we build the event narrative around them, sometimes we hope to engage with or provide content or workshop support to a specific audience, and we construct a specific programme for them. Your outreach strategy depends on your long-term goals and relationships you have or want to establish as a group.

Outreach is closely related to mobilisation on the one hand (if you are on good terms with other groups they will promote the event on their channels), and to the composition of the workshop programme on the other (you should or could choose workshops that fit the needs of the groups you are in contact with).

> “What I find great is that the audience is not just from one single movement.”

Workload & Timing

Workload:



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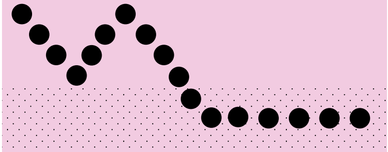

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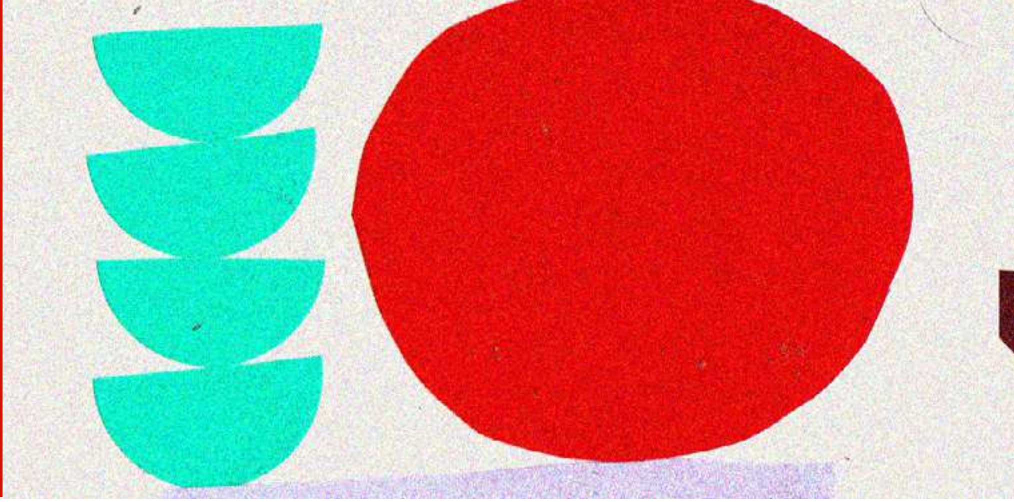
(depends on
your strategy)



10.

REGENERATION

Recovery as part of any action is both important and not something that should be taken for granted. Giving it space at an event is more difficult than, for example, a list of logistic needs. It is important to incorporate regeneration at various levels of event organisation consciously and with intention. Otherwise it is very likely that it will not happen - we tend to not grant ourselves breaks in the face of the big problems of the world we live in. Communicate loudly the importance for regeneration, even when it feels obvious.

▲ Remember that the need for regeneration applies to you too!

Possible division of labour

Team care

Regenerative activities at the event Program

Location (quiet space, green areas close by)

Communication with participants

Communication with Helping Hands

Timeline & Milestones:

Before the event

→ Make sure you give priority to regeneration within your own team process – talk about it and set some measures to support yourselves.

→ Check your team's capacities and plan the event accordingly.

→ When building your programme, remember that everyone – including you! – needs to eat, sleep, rest and socialise. Plan breaks!

→ Plan how many programme slots you want to assign to regenerative activities. Think about proportions: how many regenerative activities during the day does your target group need / what is the desired ratio?

→ Choose activities that support regeneration.
[–>🛼]

→ Before choosing the location, think if it supports regeneration: does it have a space that can be used for quiet activities; is it somewhere near a green area that people can have a walk to.

→ Communicate during the Outreach and Mobilising whether your event will include regeneration needs or not.

→ Emphasise the importance of regeneration in the Helping Hand team, too. Remind them not to take on too much and to communicate if there is a need for support/change.

During the event

→ Check in regularly with your team: How is everyone feeling? Does anyone feel overwhelmed? Overtired? And if so, how can the team support them? Shift tasks if needed.

→ Remind participants that they do not have to attend all workshops.

→ Check if quiet space is respected by all that use it.

→ Ask team members, Helping Hands and participants (and yourself!) if they are taking care of themselves.Check how regeneration activities are going – did you choose them correctly? What do participants think?

After the event

→ Check how the team feels after the event, how do they rate their level of fatigue? If you feel that your team's recovery has not been adequately or equally looked after, talk about how to better support this in the future.

→ Evaluate the regeneration activities during the event. What could be done differently (programme, space, communication)?

→ Send feedback and thank you to the facilitators of regenerative activities.

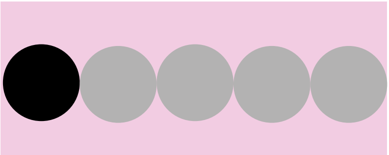
Strategic questions & Learnings

Social movements tend to forget about regeneration, so you will have to remind your team members to consider it in their respective areas of work. For instance, when planning regenerative activities, take your target group into account: are the groups that will take part in your event at risk of burnout? What is their cognitive capacity? If you do not know, try to find out during your Outreach work!

More details on regeneration can found in **Diving Deeper into Regeneration**.

Workload & Timing

Workload:



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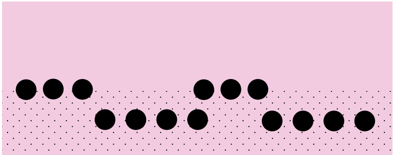


11.

TEAM PROCESS

In a hierarchical organisation a team leader or boss usually manages a team; from signing off vacation time to delegating tasks and taking decisions. In self-organised social movements there often are no such leaders, but the tasks are still relevant. Instead of saying "we will all do this together", we've found it helpful to designate these tasks to a person or team. Making responsibilities transparent and clear makes it easier to criticise, adapt and switch them around. The tasks of this Building Block are less tangible than those of others and doing the work well can feel like "reading between the lines", but we have tried to write them down anyway.

▲ Search for existing process methods, do not reinvent the wheel!

Possible division of labour

Coordination of team meetings

Coordination of additional meetups (social evenings, skill-share among the team, vacations, evaluation)

Onboarding of new team members and knowledge transfer.

Internal communication channels and online tools

Conflicts and tensions in the team

Hierarchies and power dynamics

Overview of tasks, intersections, timeline and blind spots.

Transition phase from one event to

Timeline & Milestones:

Before the event

→ Onboard new team members.

→ Organise a kick-off meeting for the whole team. Possible topics are:

- Date and location of the event.
- Ideas for the programme.
- Division of labour.
- Timeline & milestones.
- Your culture of organising.
- Availability and resources check.
- Internal communication tools and rules.
- Project management to-do-list tool.

→ Organise knowledge transfer and possible hand-overs from previous teams.

→ Make sure everyone is able to use, is and comfortable with, all the online tools you decide to use. Organise skill-share sessions, if necessary.

→ Organise team-building activities or social evenings to spend some informal time together.

→ Provide spaces to voice feelings or personal aspects during meetings or at separate occasions.

→ Check in with everyone about their resources: Sometimes people tend to take on too much in the first wave of motivation and struggle later.

→ If you have organised a similar event before, check feedback and evaluations and make sure that sub-teams are aware of it. If it is your first event of this kind, check back with the vision you might have created at the beginning.

→ Check if you are keeping up with your timeline and milestones.

→ Check if everyone is aware of the interdependencies between teams. Clarify the flow of information.

→ Remind everyone about the importance of regeneration and suggest methods for it.

→ Provide and communicate a flow of meetings/ check-ins for the team during the event.

→ Clarify responsibilities for the concluding tasks after the event.

During the event

→ Facilitate team meetings and check-ins.

→ Take care of efficient and effective communication between team members.

→ Be aware of tensions, stress levels, overwhelmed team members. Provide stress relief methods.

After the event

→ Coordinate follow-up meetings: debriefing and coworking sessions (there is still a lot of work to be done after an event).

→ Plan and conduct reflection and/or evaluation.

→ Make sure that the team does not disband and that some individuals are left with huge burdens.

→ Organise celebrations and a nice formal end of the project / team.

Strategic questions & Learnings

In our various events the style and scope of this Building Block has changed shape a lot. It depends on the context, organisational culture, size and previous interconnections between team members.

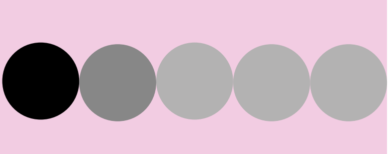
An important question regarding the team process is the size of your team. A bigger team allows people to take on less responsibilities. On the other hand, smaller teams are more efficient and organising yourselves becomes easier (e.g. finding meeting times). We have found that a good division of labour and clearly assigned roles makes it possible to organise an event with just 3-5 people.

▲ First check the resources (money, people, time), then plan the event accordingly!

More details on team processes can found in **Diving Deeper into Team Process and the Culture of Organising**.

Workload & Timing

Workload:



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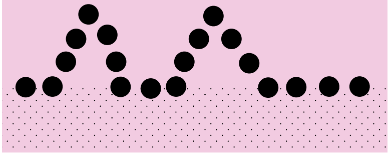
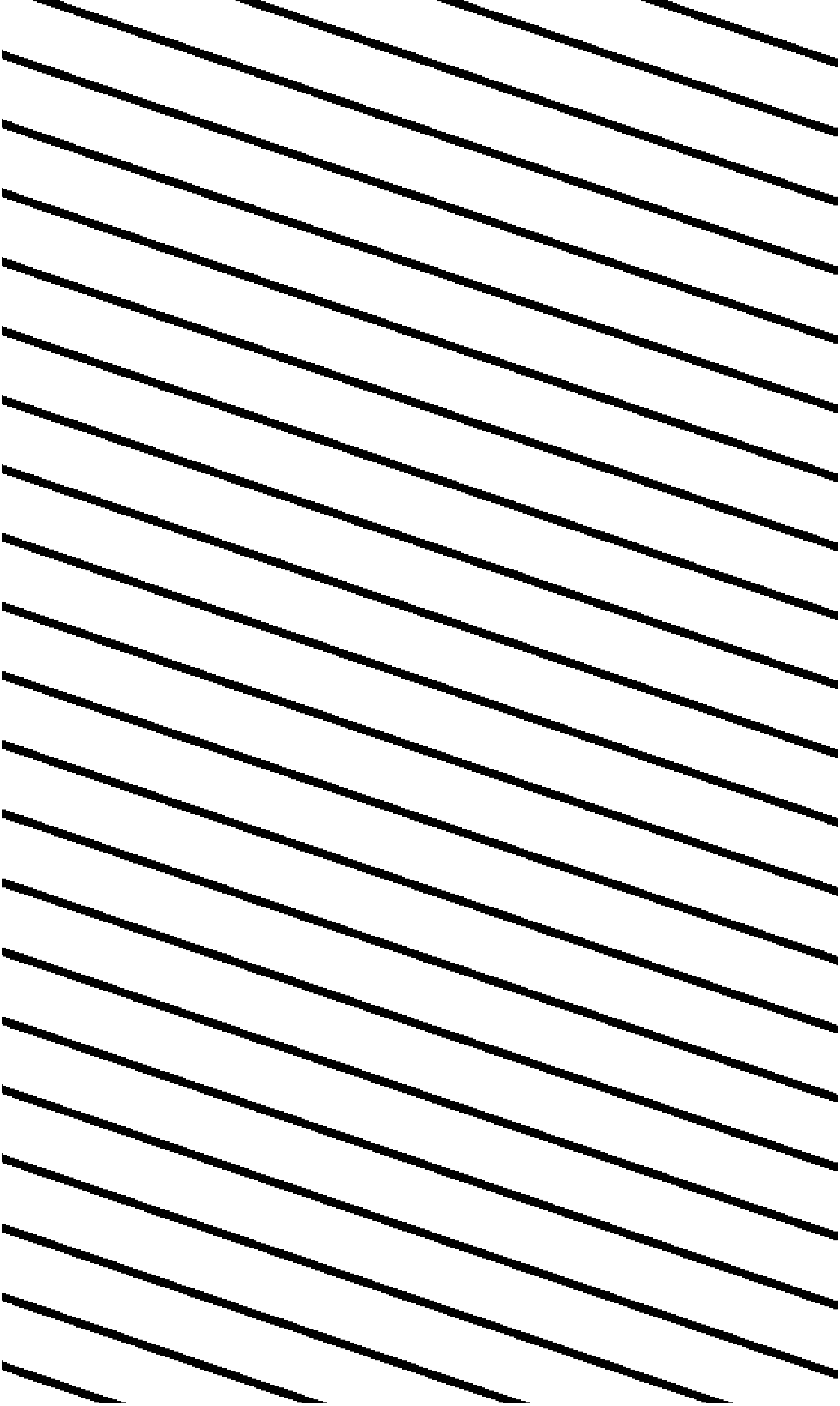


1 - **2** out of **5**
(depending on your culture of organising, see **DD into Team Process and the Culture of Organising**)

B

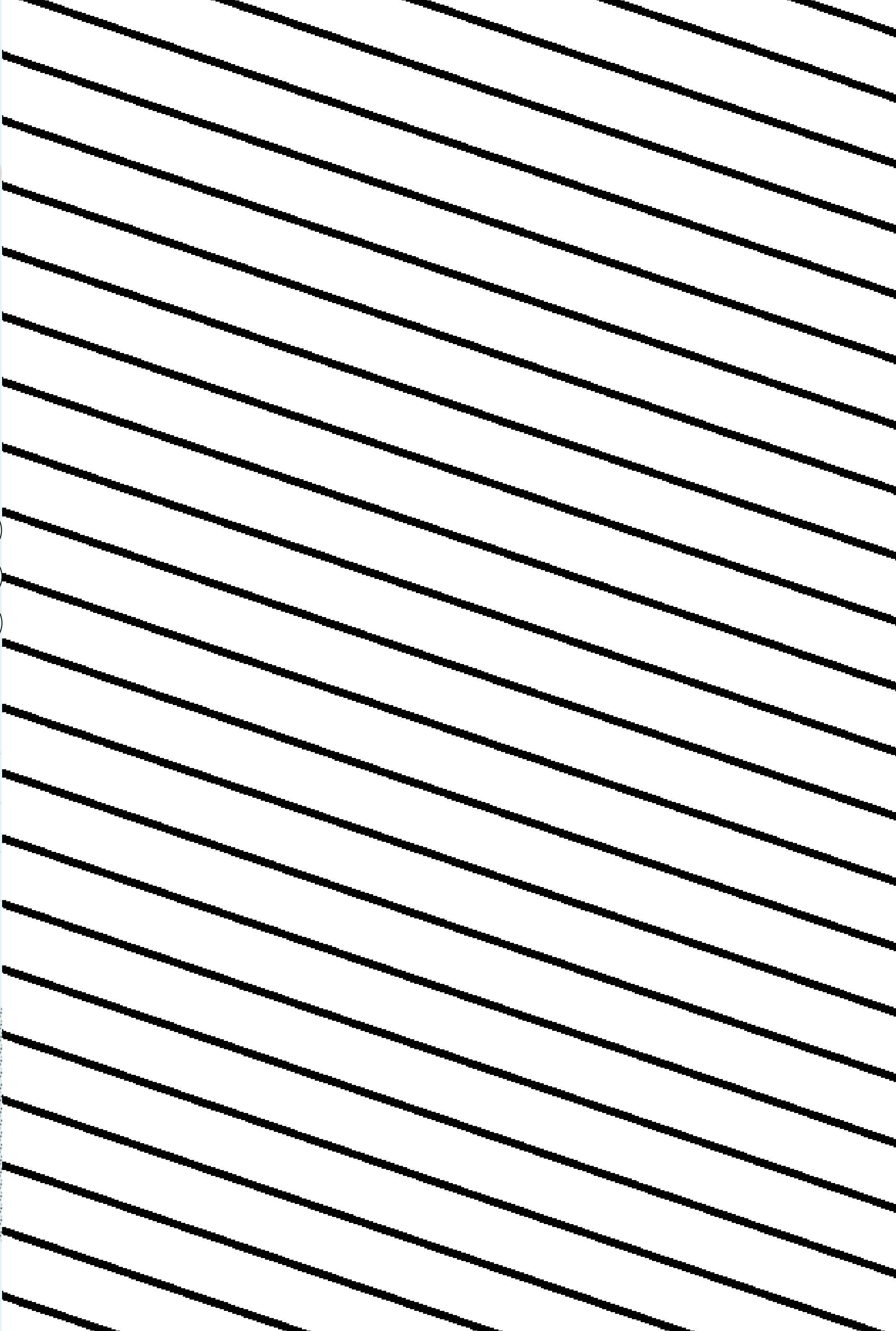


Part B→

Practical Tools

In this part you will find a number of practical tools that can help you organise your own event. Feel free to copy them, rip the pages out or simply draw some inspiration from them! We have provided a few different types of Practical Tools:

- Checklists.
- How to-Guides.
- Templates or Examples.
- Timelines.
- Indicator of workload and when to expect peeks.



1.

*B*RIEFING AND RESOURCES FOR AWARENESS TEAM – INSTRUCTION

One part of an awareness structure is having a plan ready for emergency situations. The following introduction can be used and adapted to the specific needs and circumstances of your event, and can provide ideas on how to handle difficult situations. Be sure that you only use those which your team has agreed on. The following is not a resource in which the concept of awareness is explained, rather a guideline of rules which may be useful to consider.

What to do, if harmful behaviour...

1

... is reported by the person concerned:

- Listen to the person and take them seriously. As an Awareness team, we are biased towards affected people. Respect how much the person wants to tell or not. Ask: How can I help you / How can I support you right now / Has something happened that you would like to talk about?
- Reassure the person that nothing they do not want will happen.
- Be cautious about physical contact unless it is expressly requested by the person concerned.
- Consider whether you can handle the situation on your own or whether you want to call in the emergency person from the team. If you decide to do this, briefly explain it to the person concerned.

You can offer options:

- Go to a quiet place (e.g. awareness room).
- Call a person you trust for those affected.
- Someone can talk to the abusive person.
- The abusive person can be thrown out.
- The affected person can go home (we can pay for a taxi and/or accompany them).
- Give yourself and the person concerned time (in crises, “slowing down” is really important)! Also pay attention to how you react; stay calm and take a couple of big breaths.
- If it is a health emergency, provide first aid and contact emergency services. Afterwards, please contact the emergency person from the organising team immediately.

2 … is reported by someone else / observed by you

- Ask the person concerned: How they are feeling (e.g. Is everything OK? Are you okay with the situation? / Has something happened that you would like to talk about?).
- Briefly explain why and what was perceived as a boundary violation.
- Note that your own perception or reported behaviour is not imposed on the person concerned.
- If the person concerned does not want support, respect that. If necessary, make a concrete offer to contact them later and offer support.

What to do if someone is heavily drunk

- Watch out for people who are heavily intoxicated. Make them aware early enough that the event is not a "drinking party."
- If a person is feeling bad, talk to them and ask how they are doing.
- If possible, bring in a friend of that person.
- Offer to go to a quiet place with the person (NOT the awareness room!). Offer water and some food.
- If the person has reached a level that no longer allows them to participate properly in the event or causes other participants to be affected, send them home. Make sure that the person finds their way home (e.g. calling a taxi). In the best case scenario, involve friends or colleagues of the person.

If the person is no longer responsive, provide first aid – assess the situation and if it is a medical emergency, call an ambulance and inform the emergency contact person of the team at the same time.

2.

*B*UDGET LINES

Expenses

Location Rental

Food

Fees for workshops and other programme

Travel

Materials (pens, flipcharts, no-photo stickers, leaflets, sticky tape, snacks for the awareness room, period products, thank you gifts for Helping Hands, etc.)

Fee / stipend / salary for team

Team expenses (food, facilitation for team weekend, etc.)

Income

Funding applications
(EU, national, commune, student union, charity arm of companies)

Sponsoring
(money or in-kind contributions, e.g. the location for free)

Crowdfunding / donations

Participants' fees / donations

3.

/NVOICE TEMPLATE

NAME AND ADDRESS OF SERVICE PROVIDER

NAME AND ADDRESS OF YOUR EVENT-ASSOCIATION

DATE
INVOICE NUMBER

For the facilitation of the workshop ".." on DATE and TIME

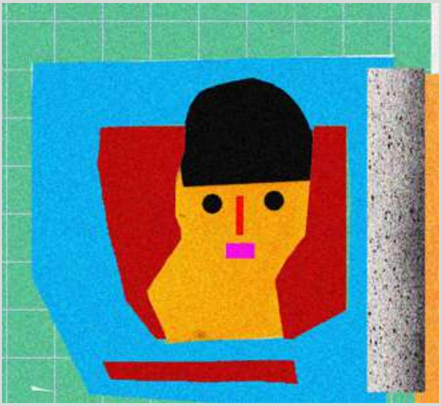
as part of the skill-share event I charge ...., as was previously agreed.

Please transfer to my account:

Name:
IBAN:
BIC:
Reference:

The responsibility for any tax or social insurance lies with me.
Thanks for your cooperation!

DATE
SIGNATURE



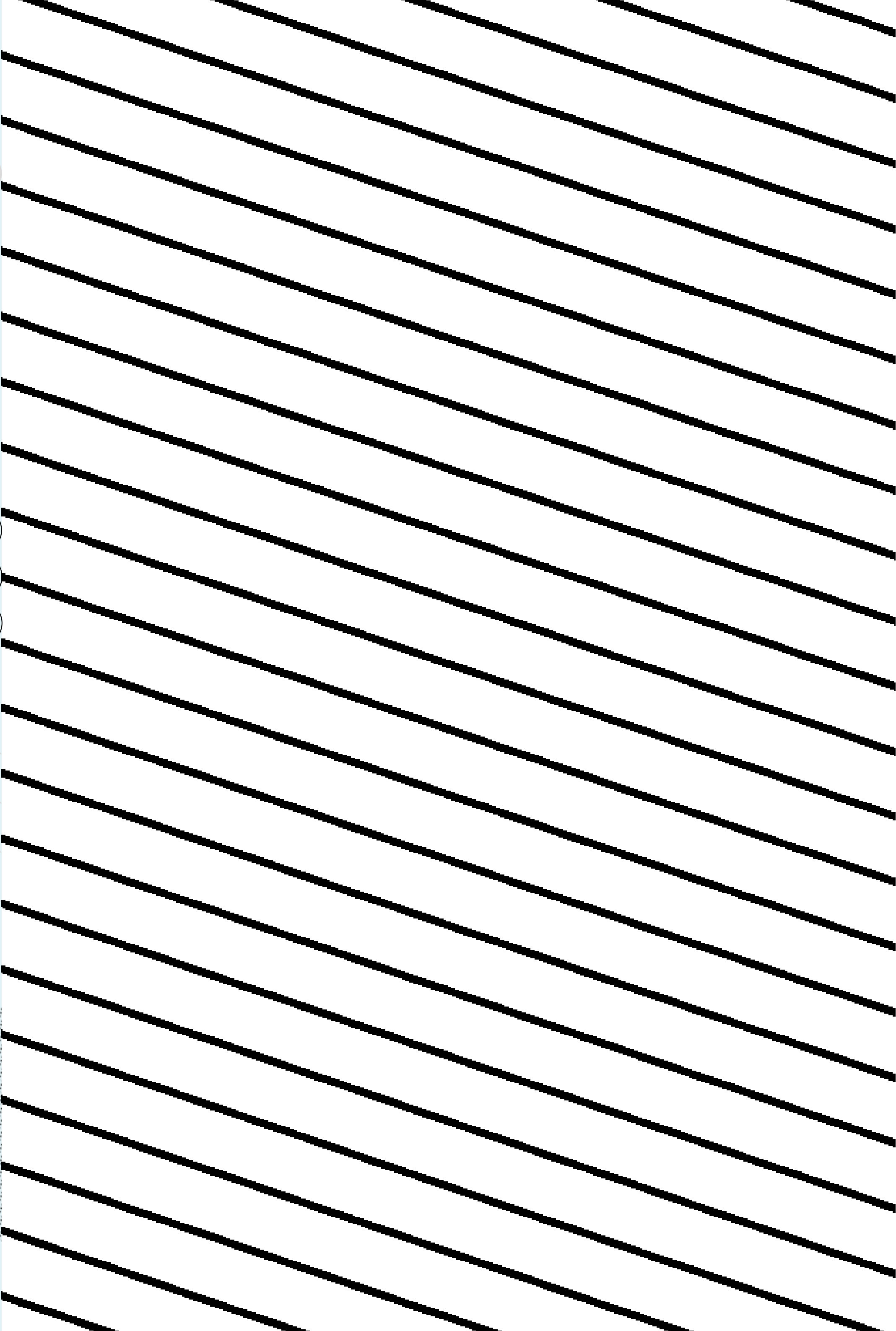
4.

*H*ELPING HAND SHIFT PLAN

	SET UP				CHECK-IN	AWARENESS		JOKER
9.30-10:00	prepare rooms	prepare rooms	prepare rooms	prepare rooms				
10:00-10.30								
10:30-11:00	put up signs	put up signs	put up signs	put up signs	set up check-in			
11.00-11.30								
11.30-12:00	prepare check-in	prepare check-in	prepare check-in	prepare check-in				
12:00-12.30								
13:00-13:30	X	X	X	X	X			
13:30-14:00					check-in desk	awarness + check-in	awarness + check-in	joker
14:00-14:30								
14:30-15:00					X	X	X	
15:00-15:30					check-in desk	awarness	awarness	
15:30-16:00								
16:00-16:30								
16:30-17:00								X
17:00-17:30								
17:30-18:00								
18:00-18:30								
18:30-19:00					X	X	X	joker
19:00-19:30					check-in desk	awarness	awarness	
19:30-20:00								
20:00-20:30								
20:30-21:00								
21:00-21:30								
21:30-22:00					X	X	X	X

Please insert your Name instead of the X / 1 Person per X

WORKSHOP ROOM 1	WORKSHOP ROOM 2	WORKSHOP ROOM 3	OTHER PROGRAMME		TRANSLATION
Workshoprooms preparation: Flipchart, Marker, Cards, chairs in circle, projector...					
Check-in at 2 p.m.					
WS 1	WS 2	WS 3			
			Setup discussion space and help there	Setup discussion space and help there	Translation



5.

*E*XAMPLE FOR A TEXT ABOUT BARRIERS

Are you planning to take part at **XXX** and are wondering what barriers you might be faced with? In the following we have tried to touch on everything you need to know about physical barriers, language options and the available support services. We will explain to you how to get to us, what to expect on-site and how we can support you. Our goal is to make your access as easy and pleasant as possible.

Take a look and find out how we can overcome barriers together!

Physical barriers

The location is wheelchair accessible via ..... // There are **XX** steps to climb to get into the building. Some of the seminar rooms and the dining room are on the ground floor with no wheelchair accessible toilets. There are **XX** barrier-free sleeping rooms including wheelchair accessible toilets. But these are on the 1st and 2nd floors and there is still no elevator! The event is therefore not accessible if you cannot climb the **XXX** stairs and you need an accessible toilet. If **XXX** stairs to the bedrooms are not possible for you, we can organise other accommodation near the location.

Childcare

Childcare will be available during workshop times. So you can bring your children up to the age of **XXX**. Please be sure to let us know in advance if you plan to do this!

Language

The working language of the event is **XXXX**. Some workshops will be in **XXX**. For main events we have organised simultaneous translation to **XXX** .

People with visual impairments

The location is not equipped with a guidance system. However, we can organise a buddy system so that another participant accompanies you.

Assistance

Unfortunately, we cannot cover working hours for personal assistants. We can offer travel and accommodation assistance for them, though.

Assistance dogs are allowed.

Will alcohol be consumed during the event?

On some evenings alcoholic drinks will be available for purchase. There is also a party one evening. Since there are workshops again the next day, there will be no excessive alcohol consumption. During the party, there will be an awareness team that you can approach should you feel uncomfortable or experience misconduct.

Did we miss something?

If you want to take part in the event but have some other barriers standing in your way at the moment, please send us an email and we will see if we can overcome them together.

6.

LOGISTICS CHECKLIST

Make an extensive logistic checklist according to your event and your needs as Wa team. Here is an example of a checklist to show what kind of things / preparations you should be taking into account, of course it can differ and also can have different levels of details. Create its exact form by going through the programme and planning what and when will be needed.

Assign checklist tasks to specific people and set deadlines.

Location

–Set the needs
- City or rural.
- Accessibility.
- Number of rooms.
- Price.
- Workshops infrastructure.
- Helpful team responsible for the location.
- Possibility of sleeping at the location.
- Open wifi.
- Some green areas close by.
- Other important to your event.

–Secure the location
- Visit considered locations.
- Discuss pros & cons.
- Make a decision.

–Formalities
- Sign the renting agreement.
- Get the invoice.

–Location to-dos
- Rearranging the space.
- Cleaning before the event.
- Preparing the workshop rooms.
- Preparing the help-desk space.
- Preparing the quiet space.
- Preparing the awareness room.
- Hanging signs, posters etc.
- Cleaning after the event.

Travel

- Preparing travel info: how to get to location
  - Trains for those from other cities.
  - City public transport.
  - How to travel “the last mile”.
  - Car pools.

- Disseminating travel info
  - Publishing on website.
  - Publishing on social media.
  - Sending vie newsletter.
  - Other channels.

- Refunding travel costs
  - Set budget for travel costs.
  - Check how many people you can reimburse (just facilitators or some participants as well? How about heha people?).
  - Communicate what is needed to have travel costs reimbursed.
  - Prepare reimbursement forms and make sure they have been filled in and signed.
  - Make transfers.
  - Keep the forms and the tickets safe and in order.

Sleeping arrangements

- Decide whether you will provide sleeping arrangements and whether is it available for everyone (including participants) or just for the team members and facilitators.
- Make a list of people who need a place to sleep / how many nights.

Is it possible to sleep at the event location? Does it have a shower and enough sleeping spots?

- If you decide to arrange group sleeping spots, make sure it is ok with everyone and that it will be safe.
- If needed, find locals who can host people in their homes.
- If needed, rent rooms. Do it in advance (it is usually cheaper) and make sure you stay within the budget.

Food

–Finding a catering team (CT)

–Arranging all terms with the CT
- Dates.
- Financial.
- Diet (vegan / vegetarian / other).
- Saved food / bought food.
- How many meals per day.
- Hours of meals.
- Heha needs.
- Kitchen equipment needs.
- Sleeping / travel arrangements for CT.

–Plan for breakfasts (if not provided by CT)
- Decide if its potluck or prepared.
- Make list of needs.
- Decide who is responsible for preparing breakfast / space for potluck.
- Cleaning after breakfast.

–Shopping list
- Food.
- Drinks.
- Cleaning supplies.
- Other.

–Transport for shopping
- Who and when.
- Budget.

–Arranging Helping Hands shifts for KC
- Make a schedule.
- Check if kc will have enough help from heha.

–Cleaning after the event
- Naming tasks.

Distributing tasks (team & heha).
Checking if everything has been done.

Material

–Printed materials

- Wayfinding signs.
- Room names signs.
- Toilet signs.
- Posters.
- Banners.
- Participants lists.
- Questionnaires.
- Workshop feedback forms.
- Event feedback forms.
- Large-format programmes.
- No-photo stickers.

–Participant packs

- Programmes.
- Awareness room info.
- Paper bags.
- Paper folders.
- Note paper.
- Stickers.
- Leaflets.
- Gadgets.

–Office supplies

- Duct tape.
- Scissors.
- Markers.
- Pens.
- Pencils.
- Paper folders.
- Cleaning chemicals.
- Cleaning equipment.

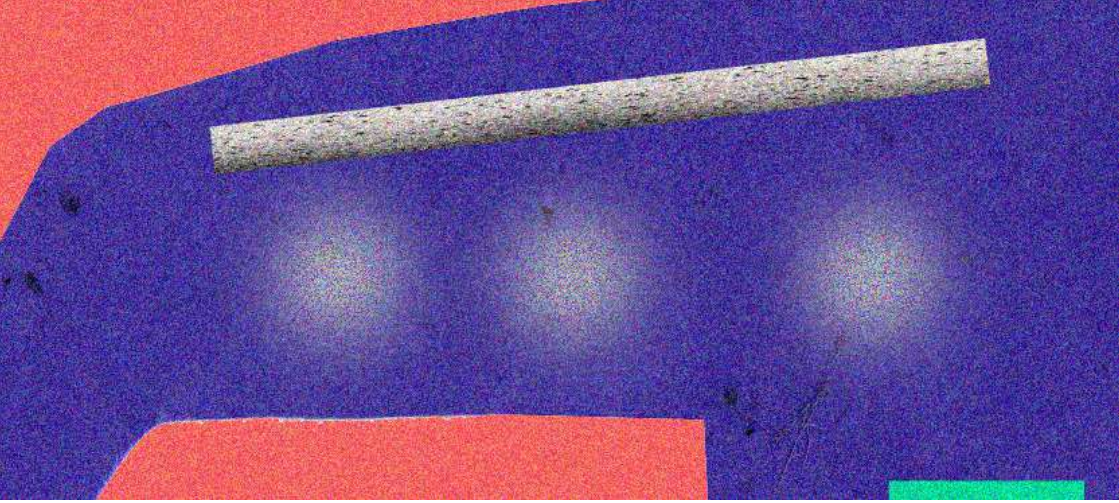
  - Printing paper.
  - Printer.
  - Ink for printer.

- Workshop needs (collect them from workshop facilitators)
  - Stationary.
  - Flipcharts.
  - Projectors.
  - Chairs.
  - Pouffes.

- Social space needs
  - Naming needs.
  - Assigning who is responsible for providing them.

- Toilet needs
  - Toilet paper.
  - Soap.
  - Menstruation products.
  - Toilet cleaning supplies.

- awareness room needs
  - Menstruation products.
  - Condoms.
  - Pain killers.
  - First aid kit.
  - Awareness phone.



7.

LOCATION REQUIREMENTS

Dear **Location XY**,

This is a list of ideal circumstances. Some of it is negotiable, others are basic requirements. If you feel your location currently cannot meet all our requirements, we can talk about it and work out a solution!

What	Details
Foyer / Check-in	Area near the entry, space for 1-2 tables Maybe some storage for materials
1 big plenary room	50 people with cinema set-up; Projector/screen, Sound-system
4 rooms for Workshops (1 can be the plenary room if need be)	15 people each in a circle of chairs Seminar set-up (flipchart, projector, pin boards, etc.) Different sizes and qualities are no problem! (1 can be the plenary room if need be)
Team room (1 can be the plenary room if need be)	Space for 7 people; table, chairs
Awareness room / Quiet space	Quiet room, central, cosy interior
Possibility to store material	Either a storage room or space in the team room, or similar

Kitchen	Possibility to cook and feed participants (breakfast, lunch, dinner)
Space/corridors/rooms	To eat, or display books and leaflets; Can be in the plenary room if need be
Outdoor Space to relax, play, ...	Courtyard, garden, park, street. Ideally suited for some workshops
(Outdoor space for workshops)	Trees or higher structures to climb on
Space(s) to sleep with sleeping bag and mats	Can be a short distance from the location Gym or workshop rooms are also possible
Possibility to shower	Can be a short distance from the workshops

Finance

We work on a voluntary basis to organise the weekend and rely on funding applications for material costs and workshop fees. Therefore, we cannot pay the standard seminar flat rate. Of course, we also know that rooms and infrastructure cost money. If there is a good fit, we have always been able to agree on a fair price.

Accessibility

The location must be accessible by public transport. We are also looking for a location with as few barriers as possible. Please let us know to what extent there are ramps/toilets/etc. available.

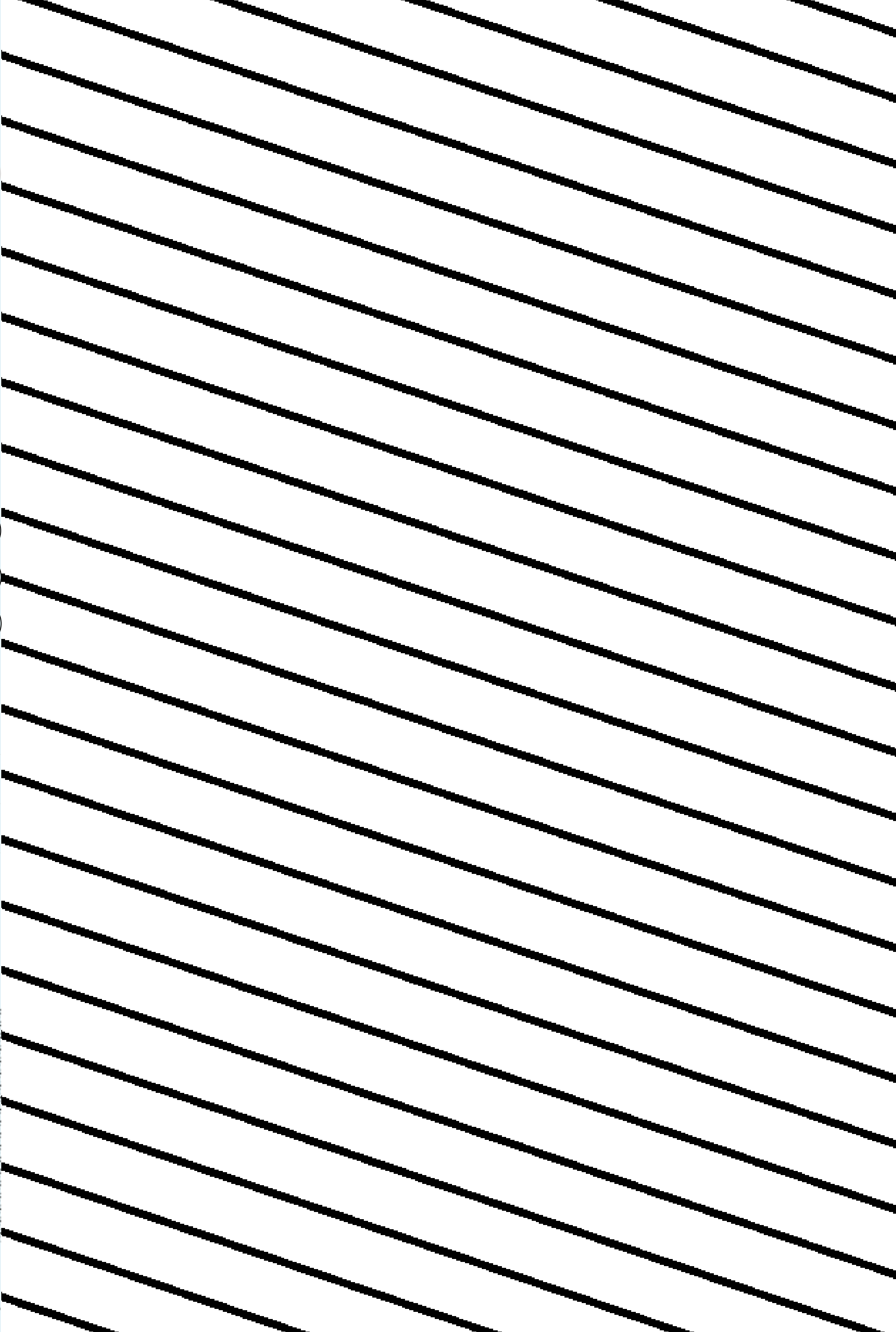
8.

*P*OSSIBLE TIMELINE FOR MESSAGES TO PUSH AT SPECIFIC TIMES

Week until the event	Message:
12	SAVE THE DATE
11	Focus topics / programme highlight
10	Exact Location + barriers
9	Programme and registration opens
8	Call for donations
7	Start and continue advertising single workshops, focusing on those with fewer registrations
6	Call for Helping Hands
5	The event is one month away, please sign up Help us plan!
4	Info about non-workshop programme
3	How to get there, Awareness structure
2	Last chance to register
1	Last minute changes + Updates from the event

Week after the event

1. Thank you to everyone involved + Pictures
2. Documentation of the event + outlook for future events
3. Relevant results of the feedback and evaluation process



9.

A LIST OF THINGS PARTICIPANTS NEED TO KNOW

- **How to get to the venue**
(from the closest train station/bus stop).

- **When they should arrive** (when maybe not) **in order to have enough time to check in.**

- **Hints when to book which trains.**

- **What to bring for the workshops**
(paper, equipment, creative materials).

- **What to bring to have a pleasant experience at the venue.**
(cosy cloths, slippers, own bottle/cup, books).

- **What to bring for accommodation?**
(ear plugs, mattress, sleeping bag).

- **Info about the food times.**

- **If you have open space sessions: Topics they might bring.**

- **Special features of the venue and surroundings and opportunities, e.g. if it is possible to go for a walk / swim or if there is a free shop etc.**

- **What you expect regarding helping (hands) and shifts on site.**

- **Upfront info about the awareness structure.**

- **Price or donations you expect for what**
(workshops, food, etc.).

- **Translation and interpretation: how it works.**

- **Contact info: who to approach with which questions.**

- **Maybe some pictures to give an impression from the venue.**

10.

PROGRAMME STRUCTURE SAMPLE

	DAY 1			DAY 2	
8:30				Morning sport	
9:00					
9:30				Workshop 4	Workshop 5
10:00					
10:30					
11:00					
11:30					
12:00					
12:30					
13:00				Lunch	
13:30					
14:00	Arrival / check-in				
14:30	Workshop 1	Workshop 2	Workshop 3	Workshop 8	Workshop 9
15:00					
15:30					
16:00					
16:30					
17:00					
17:30					
18:00	Dinner			Dinner	
18:30					
19:00	Opening & Networking				
19:30					
20:00	Interactive Penal Discussion			Exchange and Networking Space	
20:30				Movie	
21:00					
21:30					

Breakfast

Workshop 6

Workshop 7

Workshop 10

Chill Lounge, Reading Corner

DAY 3

Morning yoga

Breakfast

Workshop 11

Workshop 12

Workshop 13

Harvesting & Closing

Lunch

8:30
9:00
9:30
10:00
10:30
11:00
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20:30
21:00
21:30

11.

CHECK-LIST FOR PARTICIPATORY PANEL DISCUSSIONS

In the evening you might want some points of the programme to discuss current topics. One go-to format is a panel discussion. However, at a skill share event you might want to choose something more participatory. Here are two formats we have found fruitful.

1

Interactive panel

- Set up as you usually would for a panel discussion.
- Facilitate a panel discussion for 10-20 min.
- Create breakout groups with one panellist each and interested participants.
- Let them discuss in smaller groups for 30 min.
- Have the panellists come back to the front.
- Ask them about highlights of the group discussions.
- Have them interact for a few more mins.
- Wrap up the panel.
- Ask panellists to stay around for questions.

2

Fishbowl

Fishbowl can be a compromise between a classic panel and an interactive one. It allows for broad participation but does not force people to speak in public if they do not want to.

- Choose a topic to discuss with your participants.
- (Maybe invite 2-3 speakers for very short impulse or jumping-off points)
- Set up a big circle of chairs for the audience and a smaller inner circle for the panel (alternatively set up a “stage” with 4-5 chairs and an audience like in a cinema).
- A moderator and the impulse speakers sit in the inner circle. Make sure 1 or 2 seats remain empty.

- Make an introduction and let the impulse speakers speak.
- As soon as possible, invite people to join the inner circle, take an empty seat and get involved in the discussion.
- Impulse speakers are allowed to leave the inner circle
- Make sure some people do not occupy the inner circle, and encourage shy people to join in.
- The moderator can support the discussion by staying focussed and interested.
- Be strict about only letting people speak if they are in the inner circle. This raises the threshold to speak a little bit and usually leads to more concise and aware statements than if people can just raise their hands and shout something from the back.

12.

GUIDELINE FOR THE COMMUNICATION WITH WORKSHOP FACILITATORS

- **First contact** (you approach them or they approach you).

- **Check if time, location and budget allow a cooperation.**

- **Keep all speakers' contacts in one place** (phone numbers are handy!).

- **Ask them to submit a title so you can publish your programme.**

- **Confirm exact time of their workshop.**

- **Get some information from them** (e.g. through an online survey):
    - A description of the workshop.
    - Materials they need.
    - Minimum or maximum number of participants.
    - Any prerequisite for participation.

- **Send them an update about 3-4 weeks before the event:**

- **Ask them to spread the word about their workshop and your event.**

- **Send them the exact address of the location and how to get there.**

- **Explain to them how they will find their room and when to be there.**

- **Explain the setting of the event and if they should be aware of something in particular.**

- **Make sure they know about the awareness structure.**

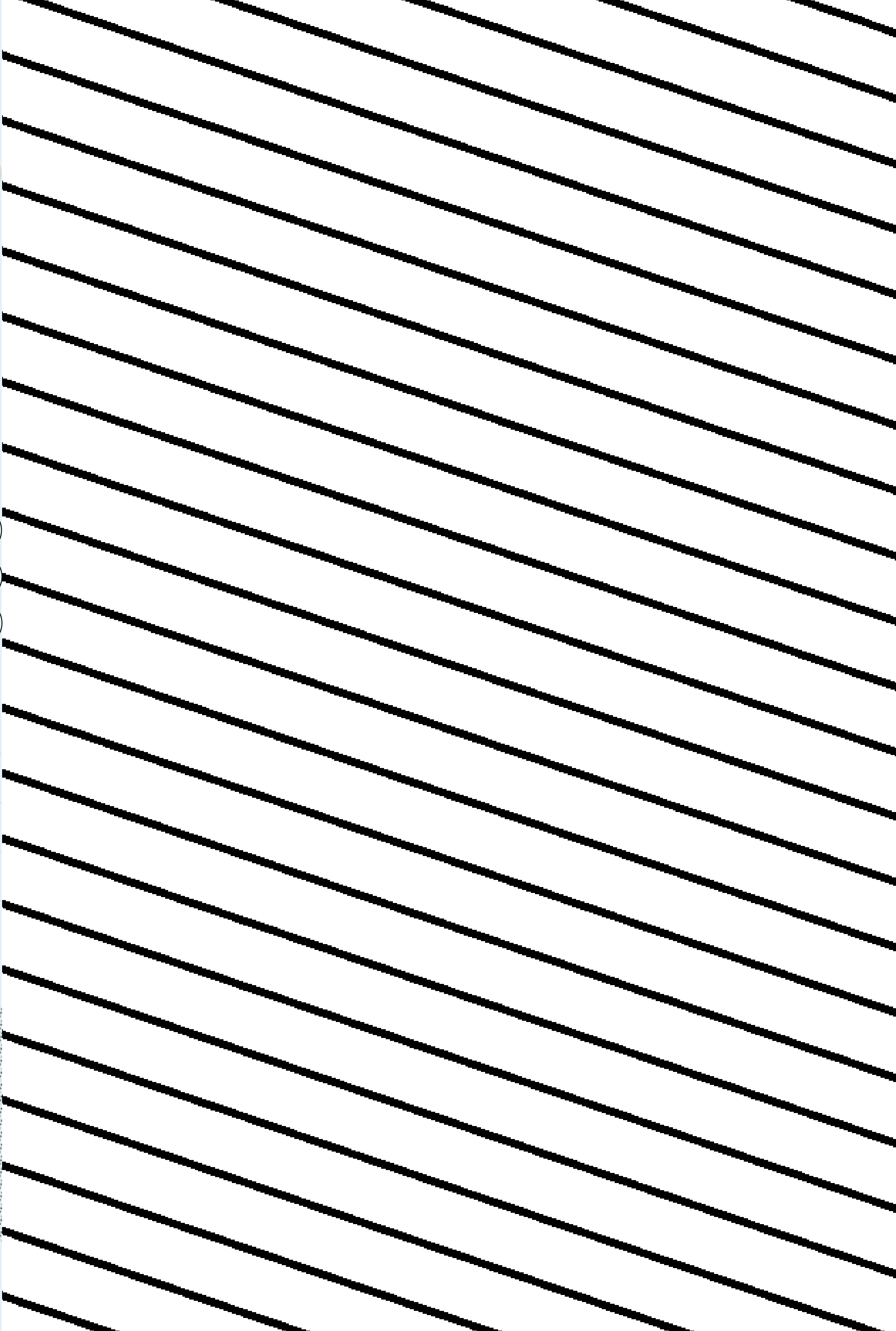
- **Give them information about the payment procedure and a deadline for submitting invoices.**

- **Invite them to participate in other workshops.**

- **Send them an update a few days before the event**:
  - How many people are you expecting to attend their workshop.
  - Any changes in the programme.
  - Remind them about the payment procedure and deadline.

- **If possible, collect their invoices and sort travel reimbursements on the spot.**

- **Send them a thank you soon after an event, include the invoice address and a deadline for submitting them.**



13.

/NSPIRATIONS FOR ENABLING REGENERATION

- **Communicate the importance of regeneration in your promotional and informative materials.**

- **Add points in your programme that look like workshops but just say "chill out and digest".**

- **Physical exercise** (anything from a dip in the lake to yoga to dancing to somatic exercise).

- Creative workshops.

- Encouraging emotional sharing in a safe space.

- A free evening.

- Long lunch breaks.

- Not creating a feeling that everyone HAS TO participate.

- Do not propose too many workshops for the number of participants. This will make them feel obliged to attend a workshop so it has enough participants.

- Repeating the invitation not to attend any workshops.

- Provide a quiet space.

- Create nooks and other spaces for participants to read, draw, nap, etc.

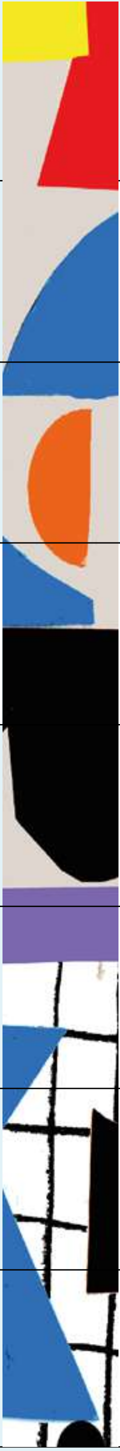
- Check if somewhere near the event location there is a park or other green area and invite people to spend time there: go for a walk, have a picnic. If possible, arrange some of the workshops to be held outside.

- Bring the subject of regeneration to your communication with participants: You can simply talk about it between workshops; include regeneration in your surveys; you can also make it a topic of some workshops.

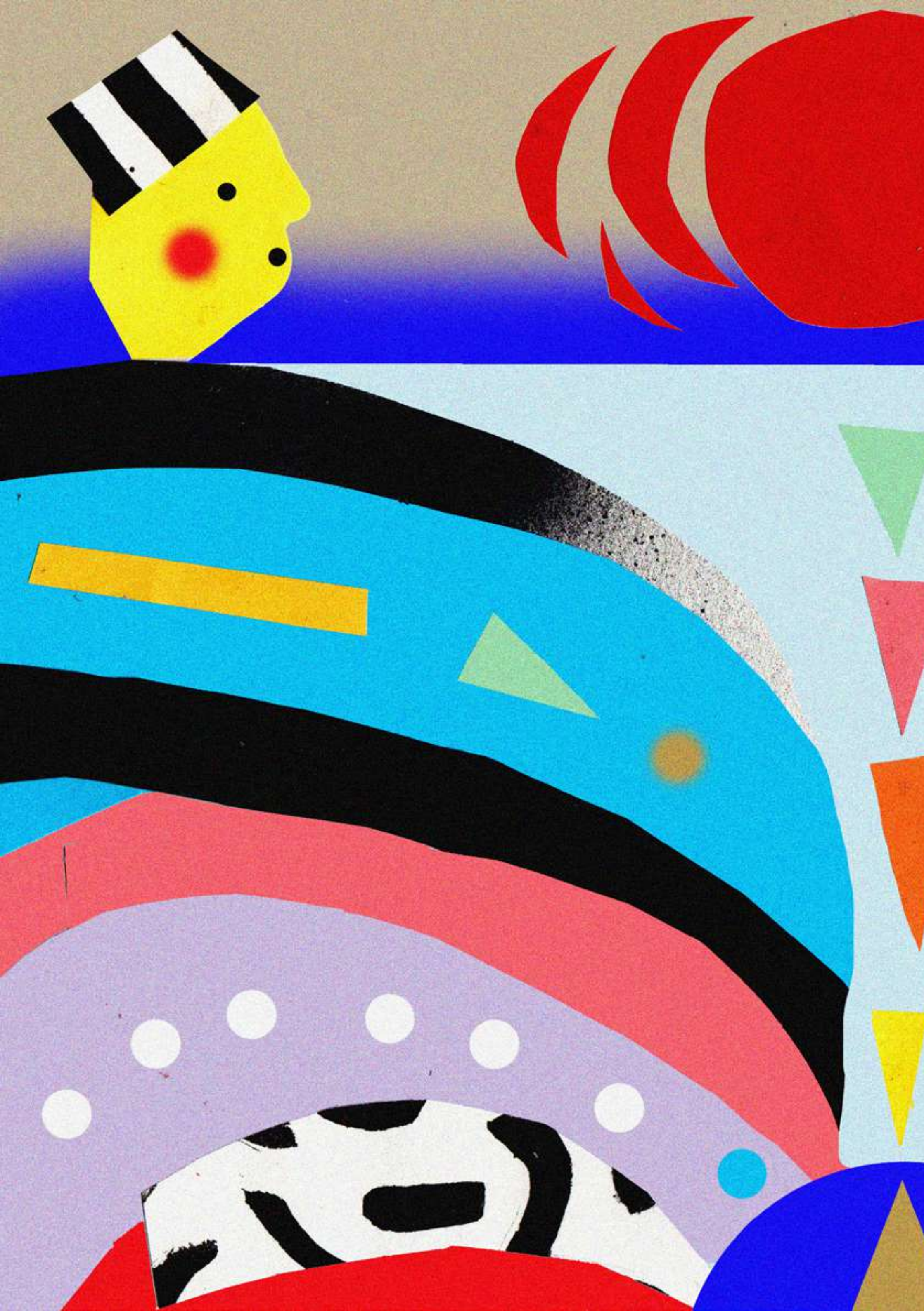
14.

TIMELINE FOR WHOLE PROCESS

weeks until event	13	12	11	10	9	8	7	6
FINANCES	Write funding applications							
HELPING HANDS							Look for Helping Hands	
INCLUSION & DIVERSITY	Decide upon focus groups		Reach-out to new target groups			Prepare information about barrieres at the location and event in general groups		
LOGISTICS	Decide on location	Decide on food	Decide on if, where and how people can sleep					
MOBILISATION & REACH-OUT	Send out a “Save the date” as early as possible						Release programme and open registration	
PARTICIPANTS’ COMMUNICATION, EXPERIENCE & AWARENESS						Get registration survey ready		
PROGRAMME			Release programme and open registration	Open Call for workshops	Decide on evening and cultural programme			
TEAM PROCESS	Find team and first meeting	Start regular meetings						



5	4	3	2	1	0	1	2	3
							Payment information to all contributors	
Look for Helping Hands		Set up “Shift plan” for Helping Hands	Organise info events for Helping Hands			Thank you e-mail		Clear out mailbox and clean online folders
	Accessability Checks							Clear out mailbox and clean online folders
Compile list of needed materials			Plan for setting up before and packing after the event	Transport things and shopping		Return borrowed goods, clear away your own stuff	Thank you e-mail	Clear out mailbox and clean online folders
		Last push: Register now! for real!				Publish pictures, final post	Rearrange website	Clear out mailbox and clean online folders
	Finalise and communicate Awareness Concept		Send out last info e-mail to participatns			Final e-mail		Clear out mailbox and clean online folders
Final decision on evening and cultural programme		Last info e-mail to facillitators				Thank you e-mail	Publish documentation of workshop and events	Clear out mailbox and clean online folders
		Longer coworking session for last unclarities	Decide upon meeting times during the event			Final coworking	Reflexion meeting	Set up process or team for the future



C

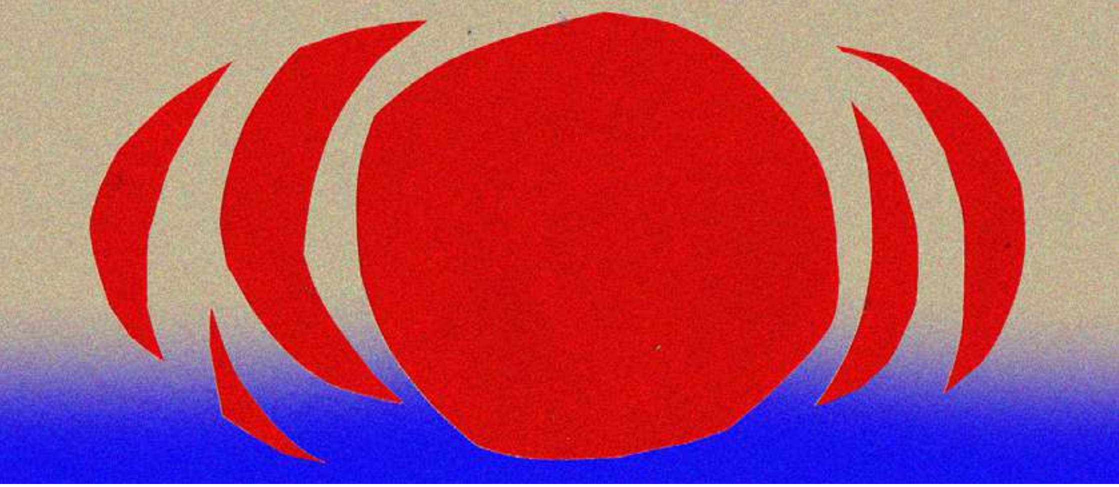
Part C→

Diving Deeper

This part explores some of Building Blocks in greater detail. On the one hand, we have selected topics that play a significant role in empowering skill share events, independent of our own success in doing them justice.

On the other hand, we chose some Building Blocks where we feel our events did something right and we have relevant insights and learnings to contribute. Again, they are in alphabetical order, not in order of importance.

Each Diving Deeper chapter starts with an explanation on the issue, followed by a list of core issues to consider in this area. We provide some deeper learnings we drew from our work, as well as a few practical and concrete (small) steps that you can take to advance your own event. Finally, you can find some suggestions for further reading at the end of each chapter since – as you can probably guess – skill sharing is important to us. As social movements we should be careful not to reinvent the wheel but learn from the people who have fought the fights before us!



DIVING DEEPER INTO INCLUSION AND DIVERSITY

"I want to emphasise that I find Tipping Points very important and I'm taking the time to share my experience of racism with you because I believe that things like this are taken into account here. I hope I will have the energy to take part in TP's workshops again. However, this incident overshadowed a lot of things and only confirmed my concerns, which I find very unfortunate".

Why should we care about diversity and inclusion in the first place?[1]

Social Movements often talk about and demand diversity and inclusion. What we often do not realise, underestimate or do not want to see is that it takes time, effort and willpower to “walk the talk”; and a certain amount of uncomfortable confrontation with your own privileges, blind spots and failures.

For our demands for a better world to be authentic, we thus have to demand and live justice. If nothing else, social movements should make an effort to be inclusive in order to live up to our own demands.

However, another, maybe more important reason for these efforts is the realisation that with the inclusion of different points of views and perspectives, your movement will become richer, your demands more on point, your base broader and your work more fun!

Your goal should not just be to have a diverse crowd for diversity’s sake. It should definitely not be to “help” minorities. Instead, your goal should be to take measures because you recognise that it will also be beneficial for you and your cause!

About the terminology:

Diversity means a variety of different people. At our events we try to reach people with different identities, backgrounds and perspectives; but also just people from social movements we have not attracted yet.

Possible dimensions of diversity:

Level of experience.
Topic worked on.
Type for organisation.
Race.
Religion.
Age.
Gender.
Sexuality.

---

[1] Trying to write this chapter we felt stuck. So many things to say, so many aspects to consider, and so little experience and resources. As usual. Where should we even start? But then we remembered that asking (uncomfortable) questions and being transparent about the things you don’t master yet can be a bold and important thing to do. So here we go.

(Dis)ability.
  Walking.
  Hearing.
  Seeing.
  Learning difficulties.
  Neurodivergence.
  Mental health.
  Chronic illness….
Language.
Nationality.
Legal status.
Parenthood.
Education.
Material status.

Depending on your societal and political context, people with some of these criteria are faced with exclusion, experience discrimination and are thus faced with barriers when trying to attend your event.

So for us, *Inclusion* means, trying to reduce these barriers and making the event accessible and safe for a diverse group of people.

In doing so, we are never in a vacuum. We also have to consider history, mechanisms of exclusion, deep reflexes and beliefs, as well as different cultural backgrounds. Not an easy task. This is precisely why we have clearly assigned responsibility for this at our events and regard the steps in the Inclusion and Diversity Building Block as only a basic requirement. We have to keep trying to go further and will never be complete.

Core Issues

To foster diversity, you have two main angles:

1 Diversity in the team, including workshop facilitators.

While your goal is probably to get a diverse range of people to participate, do not forget the power of role models and "people in power". Humans tend to group together in homogenous ways. It might be easier to work with your peers who have similar opinions and the same working culture. But be aware that this way, you will only attract people who are similar to you. Consider that each team member or facilitator will reach a new crowd and bring their peers. So make sure your gender balance is right and invite speakers who represent different bubbles[2].

2 Diversity in participants.
Approach multipliers and groups that are outside of your immediate bubble. More on this can be found in the Outreach Building Block

To work on inclusion, you also have to consider two layers:

1 Reducing Barriers (the hard bit).
There are many barriers that make it difficult for some people to attend events (steps, unsuitable food, lack of child care, noise, language, etc.). Find out what barriers there are and think about how you can reduce or eradicate them.

2 Creating Save(r) Spaces (soft stuff)
A very significant albeit invisible barrier is the culture of your event. People facing discrimination and marginalisation experience a lot of aggression and attacks (explicit ones, but also often unconscious ones). It is hard and uncomfortable to be in a space where this happens a lot, especially if the space claims to be progressive and inclusive. Try your best to create a safe/safer space in the whole event, but make sure there are physical spaces for people to retreat to and support structures to fall back on.

The main challenge for all of this is the feeling of "there is so much to do with so few resources"[3]! While that is true, we hope to provide some small, concrete steps that you can take one by one. Do not expect to get it all done, or all right the first time. Take it one step at a time and thus slowly build your knowledge, networks and skills.

> "I see that there is an effort to host workshop for BIPoC only and my impression is that racism is increasingly being

---

[2] Do not let them only speak about their diversity but invite them as experts in their respective fields.

[3] Again, there are some learnings from the business world that we can draw in this area. Here is a step-by-step guide to organising inclusive events by Conference Management World that we found quite useful: https://www.c-mw.net/10-ways-to-create-a-more-inclusive-event/

taken seriously here. Unfortunately, I have the impression that you still greatly underestimate how widespread racism is in white left-wing spaces. Structurally, this is reflected in the absence of numerous BIPoC activists who avoid these spaces because we can never really feel safe. At the same time, we also have the impression that even the white people who try very hard cannot/do not want to understand how pronounced and violent structural racism manifests itself in these predominantly white spaces".

Learnings (what we have learnt, achieved and failed)

- Any measures to increase diversity and be more inclusive are long-term investments. Do not be disappointed if the first time you offer simultaneous translation nobody needs it. Don not be annoyed if you spend time and money on finding a wheelchair accessible location but no wheelchair users show up. It takes time for the word to spread and your reputation to build. Just keep doing it!

- It is not enough to do certain things as an organising team. Barriers and mechanisms of exclusion are also created and reproduced by the people present (since we live in a world that teaches us that). Make sure you have the capacity to intervene if you witness or are notified about discriminatory behaviour by participants.

- In a world full of barriers, the work on reducing them is difficult. Be aware of the resources you need for it. Do not try to be inclusive to EVERYONE all at once. This bears a huge risk of not doing it properly. Instead, focus a few dimensions and do them justice.

- Whichever dimensions you chose to work on, reducing the barriers should not be an after-thought. If you consider the needs of your target group in the right away, you will be much more successful and avoid frustration and stress.

- Make sure you are ready for the groups you invite. Claiming to be accessible when you are not is not only frustrating for the people affected, but also gives you a bad reputation.

- While we are writing this handbook the Austrian team is in the middle of a process to reflect on our anti-oppression work and diversify the team. So far it has brought us interesting conversions, new insights and exciting to-dos. The fact that we are doing this is thanks to repeated and honest feedback by people of colour who did not feel safe and welcome at our events. We thank them for their persistence.

Small steps you can take right now

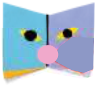
1. While almost every Building Block has to be involved, assign the overview of diversity and inclusion measures to 1-2 people with enough capacities to actually do it right.

2. Lose the “I can only do it wrong” attitude and create a culture where mistakes are allowed but feedback is welcomed.

3. Be honest about what you can offer and what not. No one expects you to do it all. Just do not make any promises you cannot keep! Put some information on barriers on your website and social media, where you describe the circumstances of the event so people can take an informed decision about whether they can/want to attend or not.

4. If you have a sign-up/registration process, add an open question where prospective participants can voice their needs. Make sure to check those answers and get in touch about whether you are able to accommodate the needs or not.

Further readings



A whole brochure about organising inclusive events has been written by Alexandra Ketchum, entitled *How to Organize Inclusive Events: A Handbook for Feminist, Accessible, and Sustainable Gatherings*.

It can be ordered at Microcosm Publishing:
https://microcosmpublishing.com/catalog/zines/8060.

DIVING DEEPER INTO MOBILIZATION

It is clear that we do not want to put energy into organising events without them being (well) attended. But even the question of what „well attended" means can vary depending on the context. Do we want a major event? Do we want to strengthen a particular movement? Do we want to focus more on networking and strengthening connections? You need to answer these strategic questions first. Because not only the style and extent of mobilisation depends on this, but also the choice and design of the location, the programme, your cooperation partners and so on.

Core Issues

Depending on your target group, the following challenges may arise:

1 Some groups plan many months in advance and cannot attend if your event competes with other activities. Other groups and individuals are very spontaneous and will not register more than 1 week before the event. They may only find out about it 1 week beforehand!

2 Social media is a very efficient channel and in some groups it is now the only relevant one. At the same time, you will only reach your own followers or bubble. Additional flyers, print advertising, personal connections, radio adverts, etc. also help to reach other groups, but often take a lot of time, with uncertain success.

3 Mobilisation is very dependent on progress in other areas. The programme can only be published once it has been finalised. Helping Hands can only be looked for when it is clear who the contact person is. Appeals for donations must be launched when it is necessary for financing, etc. Therefore, a lot of dialogue with other areas is also necessary.

Learning (what we have learnt, achieved and failed)

▪ Timing

· Start planning your communication (mobilization + reach out) as early as possible!

· Announce the date and location as early as possible (save the date posting). Three months is a good minimum.

· Plan to have at least 3 (big) waves. This should generate more attention than constant mobilising.

▪ Inter-connections

During the organising process the mobilising team and other teams should have a common timeline and regular meetings dedicated to communication issues. Usually information needs to flow from others to mobilising, but time pressure comes often from mobilising consideration.

▪ Channel x target group fit

Initially, we put a lot of effort into using all available channels, at full speed. But we learned that the most effective channel is word of mouth. Most participants came to our events because they heard about it from peers. This led us to a changed, and more streamlined strategy. For example, putting leaflets in all possible (activist) spaces did not pay out. Distribute it to those who ask for it. Send posters to your friends and allies instead of putting them up everywhere.

▪ Work-load

One or two people can plan the communication and maybe do the most of it, but when the big waves (programme release, etc.) come, many more are needed. One solution could be that the whole team commits to help with mobilising in certain defined phases. Another one is to source tasks out to Helping Hands or other (paid?) people.

▪ Busy, overwhelmed or reluctant target group

We found out that many people or groups we invited to our events do not understand it as an offer. They might receive many appeals to demonstrations, invitations to networking events, discussions and plenaries, so they see it as another request or burden. Try to communicate the benefits, possible costs and burdens clearly and emphasise what you offer to your target group! Also, emphasise that you DO NOT want to lure participants away from their organisation to join you.

> "I wish I had passed this information on to my group. I don't know why I didn't, I didn't think about it at all. Maybe I assumed that everyone could see the information. Maybe a reminder from the organisers to share the information with others would have been helpful."

Small steps you can take right now

1 Prepare a Collection of ready-to-use texts

In our experience, it is useful to provide the following texts, so that they can be accessed and also modified by all those who are active in mobilising (and also by multipliers):

- **Save the Date-Text**: should be really short and to-the-point. The title, date, location, link to website is enough. Maybe it can also include social media handles or e-mail address to get in cWontact, and maybe an appeal to spread the word.
- **General announcement**: this could come as longer and shorter (teaser) versions. It includes the save the date, but also gives more context and a brief outlook on topics. Plus, it can also include a call to action, like “please register now!” or “subscribe to our newsletter!”.
- **Description of the event:** one paragraph, explaining what the event is about and who you address. This paragraph can be included if you send e.g. the general announcement to groups who might not have heard about it. It can be omitted in other cases in order to make your message shorter (and therefore increase the likelihood that people read it).
- **Appeals** to register for the event / for workshops or to book trains etc.
  This can be a variation of the general announcement, but is much more motivating or urging. At some point in time you do not want to just inform people but to make them do something.

2

Graphics

As it is more and more important to provide lots of graphical content, especially for social media, it is very helpful to have graphic software accessible for everyone in your team. One easy solution is to use tools like Canva or Google Slides[4].

3

Fan base, word-of-mouth & “brand building”

As we know that many participants joined our events because they either heard from others or they know previous events, it is of utmost importance to inform those who attended about your next event. Make sure to find a good and privacy-sensitive way to collect contact details so you can invite interested people again. This might also help for funding, as those who liked the previous events might donate for the next one, even if they are not able to join.

4

Be creative with the channels you use

A post on Instagram does translate into successful mobilisation. Here are a few ideas for other channels:

- Make a cooperation agreement with a different organisation in which they mobilise for you if you mobilise for them.

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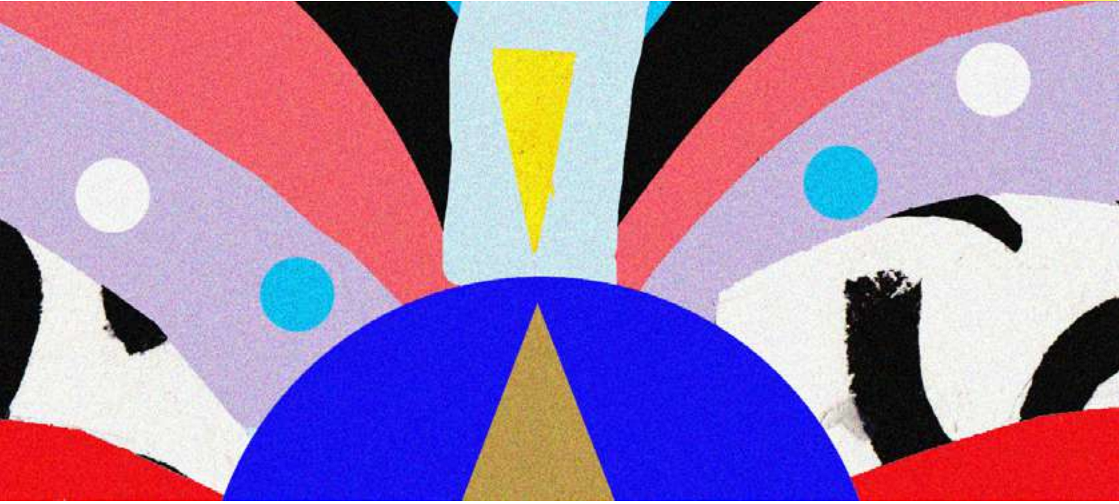
[4] Unfortunately, we sometimes do fall back on these commercial solutions.

- Your own website or blog.
- Flyers, stickers, posters.
- Find person responsible for distributing those in multiple cities.
- Send out a press release to alternative media.
- Ask Helping Hands to spread the word in their circles.
- Ask Workshop facilitators to spread the word in their circles.
- Relevant email lists in your city.
- Previous participants.
- Ask cooperation partners to send out an announcement.
- Social media posts.
- Send a direct message to other social media accounts asking them to share your content. Do it in return for them!
- Get your event listed on relevant websites and calendars.

Further readings

www.themovementhub.org/resources/spread-the-word/
Mobilization Cookbook:
https://mobilisationlab.org/resources/the-mobilisation-cookbook/



DIVING DEEPER INTO *R*EGENERATION

There is no action without regeneration; it is not physically possible to stay in active mode without taking time to regenerate. And it is much better to include this knowledge beforehand and plan on smart and efficient ways of resting, instead of being forced to stop by a breakdown.

The subject of regeneration is connected to, and supports sustainable or regenerative activism and is one of the ways to help prevent burnout. Regeneration, as a key element to any sustainable actions is often (or maybe even usually?) forgotten, treated as an afterthought, or it is seen as something you can do in-between and does not have to be planned, with the assumption that it will happen by itself. For some of us it might, but for many others it will not and regeneration actually requires intentional and planned space, time and means.

Core Issues

Regeneration should be included in both the event programme itself and the organisational process. Here are some core issues that may appear when incorporating regeneration in event programme and organisational culture.

Challenges in promoting regeneration as a part of the event

1. Recognition that regeneration is an important part of every process is still not sufficiently realised. Highlighting this in the event programme and communication with participants may arouse surprise and misunderstanding.
2. For many activists / social movement actors it is not easy to decide to take a break in their actions, or even decide to take part in your event. So when they finally do, it can feel very important to learn as much as possible and regeneration can be perceived as a “waste of time”.
3. Regeneration is achieved in very different ways by different people. While some need quiet and alone time to rest, others may regenerate the best by talking to others and making bonds, yet another might need body movement/exercises.
4. For example, social programme elements for some can have a regenerative potential, but for others these will be as (or even more!) tiring as the actual workshops.
5. Keeping a quiet space undisturbed can be difficult. If its function is not properly defined and communicated to participants, it can be used for socialising, work or other purposes.
6. Parts of the programme dedicated to regeneration may be perceived by participants and/or the organising team as less important, additional, arbitrary.

Challenges in integrating regeneration as a part of team process

1. The biggest and most significant challenge related to regeneration may be your own consistency and making sure not to overburden yourself and other members of your team.

2 Regeneration is not easy to plan, but without planning it may not happen! Properly planning the balance between efficiency and rest may be difficult and require returning to the topic of regeneration in the team, even if sometimes it may seem artificial or excessive.

3 Members of your team can also not appreciate the importance of regeneration as much as advised and also have different capacities for stress and task loads. Without openness and proper communication, how regeneration needs may become a cause of conflicts.

4 Admitting that we all need regeneration may be viewed as a weakness for some team members. Seeing consciously planned regeneration as a value and a desirable organisational culture may be controversial and require teamwork.

5 If the event is not planned adequately and there are more tasks than resources and strength in the team, the balance between effectiveness and regeneration will not be achieved. Ultimately, the event will suffer or the team will be overloaded.

> “I wish the lunch breaks would have been a little longer. Maybe with some offers to get moving / feel your body. More out-of-the-head - into-the-body - programme!”

Learning (what we have learnt, achieved and failed)

▪ Regeneration can be achieved in very different ways by different people, while for someone it is enough to have a break and rest in an unplanned way in free time between workshops, for others it might take more and is useful to have some facilitated programme items activating areas other than cognitive ones (breathing exercises, other somatic work or creative engagements that help rest your mind by shifting the focus to other fields).

Choose regenerative tools (and theories behind them) that are well fitted to you and your team and might be accepted by participants.

▪ Participants often feel like they should take part in as many workshops as possible to gain the most from what the event can offer and that it might be difficult for some of them to decide on taking a break even if they feel tired or frustrated.

- From conversations and surveys we have learned that it might be difficult for them to communicate this during the event if not invited to do so.

- We have experienced that it is important to make sure that the organising team also remembers about the significance of regeneration and that it has impact on many levels: most of all, it is important for each and every one of the team members to take care of themselves and be aware that their wellbeing has value; it also influences the organising team's dynamic and helps prevent conflicts and frustrations. Acknowledging the need for regeneration helps us to be more understanding to other team members, as well as to ourselves, helps noticing our barriers and capacities and prevents us from overexploiting ourselves. It also matters if we are consistent on this level. Usually, you can do more and be a more reliable team member, if you take time to regenerate.

- Be authentic! If we are trying to convince others that regeneration is important to the sustainability of our actions, we cannot be believable if we do not incorporate into our own practice. Participants will notice whether the organising team is overtired, frustrated or overstressed and the tension will transfer to them.

Small steps you can take right now

1 Think about the location that you consider for the event in terms of how it can serve the regeneration process. Will it allow participants to have a place where they can find a peaceful moment? What are the surroundings of the location – is it possible to get to a park or other green areas within walking distance?

2 Clearly communicate that regeneration is as important as the learning parts of the event and that without it might be difficult to follow the more cognitive parts.

3 Make sure your quiet spaces have a clearly communicated function. Hang signs reminding what they should be used for.

4 Have conversations on regeneration in your team, make it a part of the team process, put effort in building together a plan for balanced action, ask what is regenerative for different team members.

5 Include the topic of regeneration in your surveys (for participants) and your debrief / evaluation process (within team).

Further readings:

Regenerative or / and sustainable activism is a wide field of knowledge and practices. Here are some materials that may help you find a regeneration plan suitable to your team and event needs.

https://www.academia.edu/77886417/Regenerative_Activism_2022_Forging_and_Sustaining_Vision
https://earth.fm/earth-stories/regenerative-activism-why-we-need-it-and-how-to-practise-it/

DIVING DEEPER INTO *T*EAM PROCESS AND THE CULTURE OF ORGANISING

When a group of people organise[5] a skill-share event, they will experience a lot together. The joint process is a central aspect that cannot be ignored. The culture and the rules of cooperation are decisive for whether everything works „like clockwork", whether everyone feels valued, whether conflicts can be resolved or whether many people are frustrated or leave the team. Are hierarchies visible and addressed? Can everyone get involved according to their interests? These are just a few of the questions that can be discussed here. In our experience, very clear structures and processes help to focus energy on the actual work. Clear responsibilities, division of labour and a high level of mutual trust help to take the pressure off individuals, so that the organisation of a mass event is also possible for relatively small teams.

Of course, different teams and different contexts need to establish their own cultures. Thus, in this chapter we provide questions and lessons learned based even more on OUR own experience. Answers have to be found in your team based on your approach and values.

Core Issues

Based on the assumption that you, as a team, experience inevitably a common process, two core main questions are:

1 **Responsibility:** who takes care of this process (all, a designated person, rotating?)

2 **Culture of organising and collaboration**: how do you (want to) interact? How do you want to shape the organising culture as part of this process? This will also shape the way you talk about certain topics and who considers themselves as part of the team in the first place[6].

Regarding **1** the responsibility for the team process we learned that:

- The most efficient solution entails a clearly assigned process team (see Team Process Building Block for possible tasks of this team). "The team as a whole"

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[5] Caveat: Concepts and tools in the domains of leadership, coordination, power and decision making come from or are important in (business) management theory and we are (try to be) aware of the ideology that is linked to it. Nevertheless, these crucial topics and discussions about it should have some room in your team process, especially if you are sensitive to power and hierarchies.

[6] Organising culture might be there even before the team established itself (culture will also influence the very constitution of the team), but still the team is able the shape the culture of organising though.

is usually not successful in creating a good, efficient and satisfying working atmosphere, especially in stressful times where it is most needed.
It is important to provide a clear mandate to those who are responsible and establish transparent procedures for feedback.

Regarding **2** the culture of organising, we see the following topics/questions you should discuss in your team and decide together on:

- Communication rules: how do you communicate within the team (channels, reply times, urgency and non-working times)?
- Which tools and methods of decision making do you use?
- Which tools and methods of conflict resolution do you use?
- What power dynamics are at play? Make them visible and talk about it!
- What does responsibility and accountability mean in your team?
- How can you ensure a high level of transparency where it is needed?
- Do you get paid for (parts of) your work? If so, what are the foundations for allocating salaries? (needs based, laws and tax considerations, output oriented, time based, …?)
- What do you expect from each other in terms of quality of your outputs, of reliability, of availability, personally, …?
- What are the criteria and processes for new team members? Who takes care of the on-boarding process?
- What does regeneration and sustainable activism mean for you?
- How self-organised / independently does every team member (like to) work? What habits are special/helpful/hindering to your collaboration?

This list could be added to since culture, group dynamics and the DNA of groups is a huge topic.

Learnings (what we have learnt, achieved and failed)

- A process team has to take care of a broad variety of tasks (see Building Block on Team Process above) and has to work with and for everyone in the team. Others sometimes tend to relinquish all group-related tasks to them: facilitation, organising rooms for meetings, socialising events, writing minutes, etc. Team members tend to come unprepared to meetings because the process team should take care for the space.

- Make sure there is a good knowledge transfer between team members, otherwise you will reinvent the wheel time and again. This includes clear and accessible data storage online.

- Power dynamics within your team are important and sensitive topics. Usually, it is helpful to make hierarchies and power visible (as far as possible) and talk about them. Differences in experience, skills, confidence, closeness, roles, availability, etc. among team members cannot be avoided and are thus sources of differences in power. Talk about it and find ways to lessen the negative impact, instead of denying it.

- Your work as a team does not end with cleaning up the venue after the event. A lot of tasks will only be finished weeks after (especially finances). Celebrating your success and evaluation is quite often forgotten. Don't forget, you deserve it!

Small steps you can take right now

Whether you have a process team or rotating responsibilities, here are a few practical tips to do right now:

1 Take some time to get to know each other when you are forming your team. Speak explicitly about experiences in organising or activism, likes and dislikes, and even visions you might have.

2 Organise a well prepared kick-off meeting that symbolises the start of the organising process.

3 Give yourselves 2-3 hours at the beginning of a common process to talk about the culture of organising (see above). Write down the results of this discussion in a sort of "team agreement".

4 Decide clearly how you will take decisions:
  - Everyone needs to be involved in all decision making (consensus).
  - Those who are working on a work package are allowed to decide on their own (subsidiarity).
  - Only those who show up at meetings decide, no matter how many are absent.
  - Team-leaders can decide (hierarchy).

- This could also be limited to some domains.
- Delegators from each team decide together (sociocracy, holacracy).

5 Plan to have regular meetings (for updates and decisions) and some longer meetings, e.g. a weekend-long retreat for getting to know each other, larger discussion, skill-share, etc.

6 Plan and communicate individual availability and vacations with the team.

7 About a week before the event do a “dream journey” in which we think about the event step-by-step, putting ourselves in the shoes of participants and contributors. This makes interconnections and small details tangible.

8 Set dates for the after-event tasks BEFORE the event. People tend to forget about them and be busy after. This should include a lengthy reflection session, where you evaluate the event and reflect upon your team process. If you can, bring in an external facilitator for this.

9 If you are planning another event: Assign responsibilities for the time in between!

10 Set a clear end of the organising process, instead of letting it fizzle out. Celebrate your successes and say goodbye to the team.

Further readings

There are many resources out there that provide support in facilitating good group processes. Here are a few:

https://www.theteamcanvas.com/
https://activisthandbook.org/wellbeing/group
https://artofhosting.org/
https://www.liberatingstructures.com/

Check out

Do you want to organise a skill-share event? Are you creating a new group trying to use some advice given here? Congrats, Comrade! Here are some final remarks we want to share with you:

Remember there will be a lot of mistakes made - and that is ok! Be patient with yourself and your group.

◆

Never forget to find the joy in organising. Make sure it gets a time and a place in your work!

◆

Take it one step at a time. Plan wisely about what and how you want to implement something new.

Start with less, and try not to overwhelm your group.
Be aware of group dynamics.

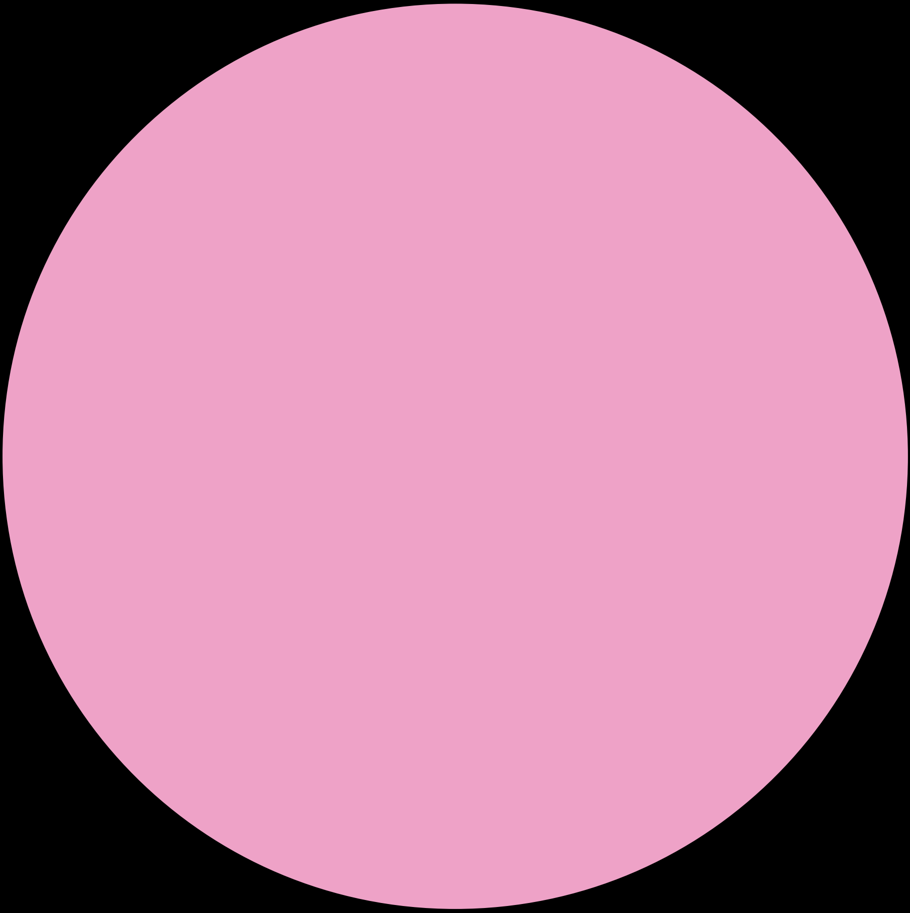
◆

Adapt, change and be creative with material and tools. They are proposals, not rules and may not fit to your skills share event you are planning.

◆

If you are ever stuck with anything in your social movement, remind yourself that you are probably not the first ones to have encountered this issue. Get online and check countless resources and guidebooks, e.g.:

Activist Handbook.
A growing wiki for social movements:
https://activisthandbook.org/
Dual Power Zine:
https://roarmag.org/issues/dual-power/



If you have questions, ideas, or criticism on our work, please feel free to reach out and let us know! You also can give us feedback through this survey