REDxYOUTH
ACTIVATORS

| DESIGN BLUEPRINT | AUGUST 2021 |

Australian Red Cross

ACTIVATORS *are leading the way on issues that matter in our communities. We bring people together to respond to challenges and create solutions with creativity and humanity.*

We 'activate' others, inspiring and supporting our networks to take actions that protect life in times of crisis, and build towards long-term wellbeing and resilience for our communities.

We are connectors, storytellers, innovators, listeners, designers, thinkers, artists and makers... shaping a future that cares for all.

We acknowledge the traditional custodians of the lands on which we live, the oldest surviving cultures on the planet. We pay our respects to their people, and recognise their ongoing connection to land, waters and culture. We honour their systems of caring for self, community and country as we come together to learn, grow and shape a future that cares for all.

A BLUEPRINT FOR CHANGE...

In 2020, during the unfolding challenges of a global pandemic, Australian Red Cross brought together 25 young humanitarian leaders from across Australia to take part in an immersive 10-week online leadership and growth journey – the first ever *REDxYouth Activators* program.

Building on the group's diverse backgrounds and life experience, the objective was to supercharge participants' skills and confidence to 'activate' change on critical issues within their own lives and communities.

This pilot program formed part of our ongoing efforts to support young Australians to participate in and lead change at the community level. Young leaders bring unique skills, insights and energy to tackle complex challenges – and while there is huge demand from young leaders seeking support (nearly 1000 people applied for this pilot), the current ecosystem is not meeting this need.

Based on the success of the pilot and what we have learnt so far, we are continuing to explore ways to reach a larger number of young leaders. However, to invest in long-term resilience across our communities – it is also our hope that sharing what we've tested will help Red Cross partners and collaborators in their efforts to nurture movements of change, and the young social and humanitarian leaders involved.

In this spirit, we offer a blueprint that captures the core thinking, structure, and content behind the pilot program we have delivered. Whether you are looking to launch a similar initiative, build on an existing one, or translate these ideas into a new format – we hope this blueprint will support you on your way.

WHY DO WE NEED ACTIVATORS?

We are living in complex and uncertain times. Mass migration. Increasing inequality. Natural disasters. A changing climate, and now an ongoing global pandemic.

And yet, all around us are examples of how young people across Australia are taking action to support their communities in times of crises, and how with the right support they are channeling their skills, lived experience and community networks into powerful action.

Action and change must be led at the local level – by those with the skills, life experience and local influence to mobilise their communities in times of crisis. These are the *activators*.

Together, let's nurture the next generation of community *activators* and build Australia's long-term resilience.

KEY TERMS

Activators are those of us who are leading initiatives that respond to current and emerging humanitarian needs in our communities. Activators 'activate' others around them, inspiring and supporting their networks to take actions that reduce the suffering of others, protect life and dignity in times of crisis, and build collective wellbeing and resilience within our communities.

Lived experience is knowledge about the world gained through direct, first-hand involvement in life events, and in the context of this project relate to the experiences of people who have been directly impacted by a social or humanitarian challenge.

Humanitarian action is the response people take, both as individuals and collectives, to support their communities through times of disruption, emergency and crisis. As reflected in the mission of The International Red Cross and Red Crescent Movement, the purpose is to alleviate human suffering, protect life and health, and uphold human dignity.

Social change refers to fundamental shifts in our behaviours, interactions and relationships; changes that over time can transform our culture and social institutions, and result in positive and long-lasting consequences for society.

A movement refers to a loosely organised effort of a large group of people towards a common challenge. This effort may involve diverse individuals, organisations and networks, coming together to contribute and collaborate in addressing different aspects of the challenge. Over the course of time, these efforts may result in social change.

PROGRAM

This section presents an overview of the Activators program that was piloted in 2020 – describing it in the way it was advertised to the public, including the program's key features and themes, and a summary of the program content and structure.

ACTIVATORS / PILOT PROGRAM

REDxYouth Activators is a 10-week online leadership experience that brings together 25 incredible young leaders from across Australia, and builds on the group's diverse backgrounds and life experience, to supercharge participants' skills and confidence to activate change on social and humanitarian issues within their own lives and communities.

Through the program, participants build on their strengths and life experience, applying new mindsets, methods and tools to take action and mobilise others on issues that matter within their own communities – such as mental health, inequality, discrimination, homelessness, migration, climate change and natural disasters.
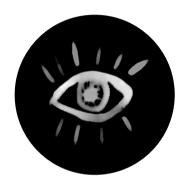
The program is delivered over a 10-week period, and built around a weekly 90-minute facilitated workshop in which the group of 25 participants are guided through immersive content, introduced to inspiring speakers, and given the space to connect and collaborate with one another.

Each workshop is followed up by weekly challenges: self-directed activities designed to prompt practical investigation and deeper reflection on concepts and questions explored in the workshop. Throughout the experience, participants will be supported by their *crews:* groups of 5 participants and 2 mentors, meeting weekly to reflect and collaborate on program content and to practically test and apply new thinking together.

The program is designed to nurture young Australians, who are creating positive change in their communities and seeking to take their skills and influence to the next level – to inspire and mobilise greater action across their networks.

Expert guidance

Experienced facilitators, speakers and mentors to support you on your journey as an Activator.

Quality content

Access to high-quality content, resources and training to increase your skills and confidence as a change-maker.
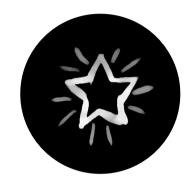
Activators network

Connection to an Australia-wide and globally-linked network of people working together to make a positive difference.

Learning through action

Opportunities to apply new thinking to address real-life challenges and make an impact in your community.

All expenses covered

All aspects of the program are covered by Red Cross, with no cost to participants.

SOCIAL CHANGE + THE POWER OF HUMANITY

WELLBEING + RESILIENCE

LEADERSHIP + COMMUNITY MOBILISATION

COLLABORATION + FACILITATION

PURPOSE, VALUES + STRENGTHS

SYSTEMS THINKING + DESIGN THINKING

POWER, INFLUENCE, NETWORK + RESOURCES

COMMUNICATION + STORYTELLING + SENSEMAKING

THREE PHASES

The Activators program guides participants through three phases over the course of 10 weeks, moving from Connection, to Immersion, and then to Activation. This learning journey has been designed to build connection, trust and reflection in the group before deep diving into the science and practices of social change work, preparing participants to move into a practical space of testing new ways to activate using design methods.

1 CONNECT

2 IMMERSE

3 ACTIVATE

Connect to our stories, strengths and vision for the future, individually and collectively – and build our resilience to activate on social change.

Deep dive into a range of perspectives, ideas, methods and tools to inform and shape our practice as activators of social change.

Apply new thinking to address real world challenges in our communities, and build our design practice as social change activators.

PROGRAM JOURNEY

1 CONNECT

2 IMMERSE

3 ACTIVATE

WEEK 1 · **WEEK 2** · **WEEK 3** · **WEEK 4** · **WEEK 5** · **WEEK 6** · **WEEK 7** · **WEEK 8** · **WEEK 9** · **WEEK 10**

Kick-off
Formally kick off the program, meet each other, set expectations and get excited.

Connecting out
Articulate our visions for the future, explore the role of social connection in our lives and work as Activators, connect up our shared areas of focus, resources and networks.

Systems + power
Deep dive into systems thinking and power, using these lenses to better define the challenges we can focus on in our communities.

Designing for change
Apply a design mindset to working within our own communities, by starting to define challenges and prototype ideas for testing.

Show + share
Show and share back our learnings to the group, define the support we need to go out and continue our work of activation, articulate bold next steps.

Connecting in
Connect to our individual journeys that have brought us to this point, and reflect on our strengths, motivations, growth areas, and the support we need to thrive.

Social change + the power of humanity
Deep dive into the science of social change, people power and the role of humanitarian values in making change.

Sense-making + storytelling
Deep dive into sense-making and storytelling, unpacking how stories shape change and how we can own and tell our own.
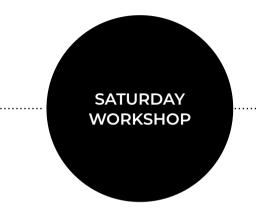
Learning through experimentation
Reflect on feedback from first round of testing; develop our practice of reflection, failure and working in uncertainty; iterate our designs to take back out for further testing.

Reflect + celebrate
Reflect on the journey we have taken, and celebrate the experience with the group.

RHYTHM

SATURDAY WORKSHOP

CHALLENGE

CREW MEET-UP

Saturday workshops are the primary group connect points of the experience, around which the other activities are built.

These workshops are facilitated by the program team, hosted on Zoom with the full group of Activators present, and joined by mentors. The format includes a combination of presented material, break-out discussions, and group participation.

Workshops will be joined by guest speakers and collaborators to bring diverse expertise and perspectives into the mix.

Challenges are self-directed activities for Activators to complete outside of scheduled group connect points.

They are intended to prompt practical investigation and deeper reflection on concepts and questions that have been introduced during the Saturday workshop.

They may require Activators to test something within their own network or community, and to reflect on their experience through a practice of journaling.

Crew meet-ups are informal online sessions for Activators to connect in with their crews, and go deeper in exploring concepts and questions that have emerged in the week's workshop and challenges.

These meet-ups are self-organised by members of the crew, hosted on Zoom or other agreed platform, with some direction from a *session guide* provided.

Duration
90 mins

Duration
Approx. 30-60 mins

Duration
60 mins

FOUNDATIONS

This section builds on the introduction to present the foundational thinking behind the program – the research and insights that informed the initiative, the principles that guided the design of the pilot, and the framework used to measure and evaluate impact.

Through initial research and discussions with our network, and a focus on lived experience – we developed these principles to guide the design of the program towards creating the greatest value for young leaders.

Connect principles to action

How might we ground the program in strong humanitarian principles that drive confidence in humanitarian practice and action?

Learn through experience

How might we create safe experiences for young people to develop their resilience and leadership capacity through leaning into vulnerability, self-expression and lived experience?

Build on strengths

How might we create experiences that recognise and build on the strength and diversity of participants, and empower rather than teach?

We grow stronger together

How might we create experiences that deepen connection in the group and build collective resilience?

Build resilience

How might we create the conditions for participants to grow their personal resilience as a critical component of social change leadership?

Design for learning styles

How might we design experiences that recognise and celebrate diverse learning and forms of intelligence?

Create spaces to fail

How might we support participants to feel safe in testing new behaviours and embrace the idea of learning through experimentation?

Connect local to global

How might we design a program that is culturally aware, locally relevant and globally connected?

Balance old / new power

How might we open access and connect in with both institutional and grassroots people power, leveraging the Red Cross brand, resources and network, to create opportunities for participants to lead?

Create just enough structure

How might we create just enough structure for participants to feel well-supported and guided, while incorporating opportunities for informal reflection, connection and emergence?

ONLINE LEARNING PRINCIPLES

To deliver the program successfully during the COVID-19 context, we gathered insights – from our own work with young people, as well as through our network of partners and collaborators – and developed this set of additional online learning principles.

Establish rhythms that motivate

Motivation can be hard when working in isolation we lack the accountability of being in person. How might we design in moments of accountability so that people stay on track?

– Set a daily rhythm and habits
– Set small missions
– Have an accountability buddy

Incentivise self-directed learning

As we spend more time online self directed learning takes centre stage. How might we design to encourage directed study?

– Study & reflection Journal
– Homework
– Read/ listen watch lists

Accommodate diverse learning needs

Being online brings the opportunity to work more flexibly. (Time, location, style) How might we take advantage of a more flexible learning environment?

– Home work
– Learning/wellbeing plan
– Recorded sessions

Incorporate play

With more of us working online the general day to day can feel like one zoom call after another. How might we incorporate play or so that we can break the monotony and inject fun into the program?

– Experiment with games
– Use creative devices (music)

Deepen social connection

Social connection is lost working online. How might we create a peer support group that fosters social connection?

– Small group sessions.
– 1:1 mentoring
– Online Community

To support with testing our theory of change, measuring impact, and gathering the insights and evidence we need to build on this initiative, we developed this measurement framework. The framework defines indicators of change at both the individual and network levels – both of which we see as contributing towards resilience and social change in our communities.

OBJECTIVE

Participants increase their overall confidence and capacity as an 'activator' of social change in their community.

OUTCOMES

Participants are exposed to new ideas, tools and resources and report a significant increase in their understanding of social change, design methods and resilience.

A connected network of emerging social change leaders is nurtured.

INDICATORS

- This outcome is measured through tracking change in the 'Activator attributes', captured through self-assessment in the pre- and post-program surveys.
- This quantitative data can be supplemented with qualitative data drawn from the digital platforms used for engagement and collaboration throughout the program.

- This outcome is measured through network analysis of digital platforms used for engagement and collaboration throughout the program, as well as any qual data from activities focused on connection.
- Follow up focus groups/polls with participants around themes of connection, network, solidarity as well as success of program in developing lasting connections.
- Exit interviews/retros with team members around the success of the program in developing a connected network of community leaders.

Attribute 1

1 **Purpose, values + strengths**

Understanding of purpose, motivations, values and strengths that support me as an activator.

Attribute 2

2 **Social change + the power of humanity**

Understanding of how social change happens and how people can be activated to create change.

Attribute 3

3 **Power + influence**

Understanding of how power works and my ability to use my own power to influence positive change.

Attribute 4

4 **Storytelling + sense-making**

Ability to effectively use storytelling and communication to create a positive impact in my community and to make sense of complex narratives.

Attribute 5

5 **Systems thinking**

Ability to understand complex social issues by investigating the people, behaviours, dynamics happening across different parts of the system involved.

Attribute 6

6 **Design thinking**

Ability to use design thinking to respond to complex social issues through the development and testing of new solutions.

Attribute 7

7 **Collaboration + facilitation**

Ability to participate in and facilitate groups to create positive and collaborative experiences.

Attribute 8

8 **Leadership + community mobilisation**

Ability to use my strengths to activate and empower others in my community and networks.

Attribute 9

9 **Connection, network + resources**

Ability to identify the support and resources I need, and to create connections, networks and opportunities that support my growth and development.
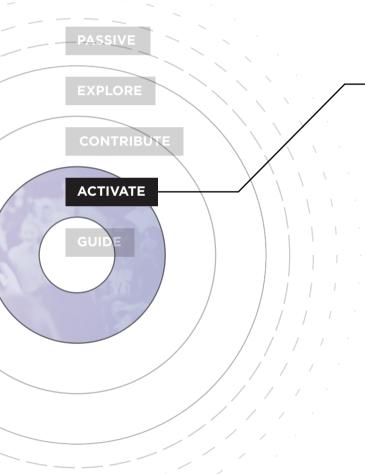
Attribute 10

10 **Wellbeing + resilience**

Ability to manage my wellbeing and resilience to feel connected and inspired, keep motivated, manage stress and ask for help when I needed.

ACTIVATOR BEHAVIOURS

The Activators pilot program was grounded in our Humanitarian Behaviours Model, which draws on our research to describe the kinds of behaviours that occur within social and humanitarian movements of change.

The model (shown on the following page) identifies 'activating' behaviours as those performed by leaders within movements, who have the motivation and agency to mobilise others around a cause. We think of these people as the 'activators'. The following value proposition captures what we have learnt so far about their needs, and the kind of support they may need to thrive.

PASSIVE

EXPLORE

CONTRIBUTE

ACTIVATE

GUIDE

ACTIVATING VALUE PROPOSITION

PAINS

Unclear where to start when building an initiative.
Lack of protection for when things go wrong.
Difficult to find an audience of people willing to contribute.
Easy to use up my own (limited) resources/assets.
The impact of actions and initiatives is often unclear and hard to measure.
Lack of support networks or access to experience/knowledge.

GAINS

Easy to track personal contribution and impact as well as that of my ideas/projects/community.
Access to experiences, skills, tools, frameworks, resources and knowledge.
Legitimacy and authority to operate. As well as access to power/influence, including empowering others.
Access to a pool of active, ready and interested participants.
Strong sense of connection/belonging.

JOBS TO BE DONE

Functional
Empowering groups of people within the crowd/network to achieve specific and purposeful actions.
Successfully run initiatives and demonstrate the impact.

Emotional
Feelings of pride upon successfully building an initiative within the network.
Feel supported to start an initiative / idea.
Feel connected to others within the network.
Satisfaction from seeing others grow and learn during the initiative.
Feel that my perspective and experience is valued.

Social
Connected to a like-minded community as well as new and diverse networks.
Strong validation of actions from personal networks, increasing social reputation.
Building and strengthening a personal humanitarian brand and social reputation.
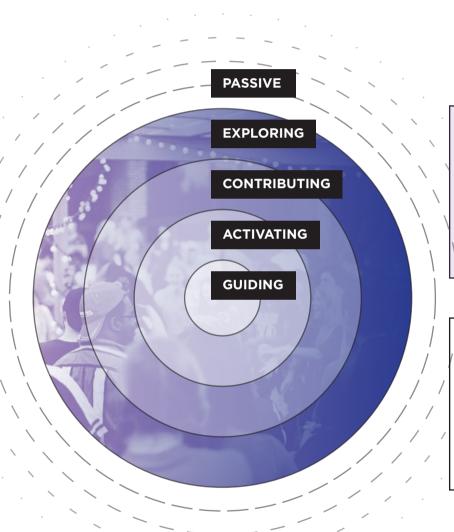
HUMANITARIAN BEHAVIOURS MODEL

EXPLORING

Consuming and participating, behaviours with a loose link to the cause and involve low-level personal contribution.

CONTRIBUTING

Participating in action, increased connection between my behaviour and my immediate network, low-level link with a cause, an increase in personal contribution.

PASSIVE

EXPLORING

CONTRIBUTING

ACTIVATING

GUIDING

ACTIVATING

Participating in and sparking action with others outside my immediate network, strong connection with cause and high-level personal contribution.

GUIDING

Shaping, connecting and channelling the effort of others, deep connection with cause or network, sense of contribution and responsibility.

CONTENT

This section presents a week-by-week summary of the program content as it was delivered in the 2020 pilot – providing an outline of what was covered in each week's group workshop, self-directed challenge, and self-directed group meetup throughout the program journey.

SATURDAY WORKSHOP

CHALLENGE

CREW MEET-UP

Purpose
Formally kick off the program, meet each other, set expectations and get excited.

Workshop outline

1. Welcome + grounding in the present context: Reflection on the moment we are living in, and the significant trends / challenges / opportunities presenting locally and globally.
2. Activators overview: Introduction to the program team, an overview of the key elements of the program experience.
3. Crew connect: A quick chance to connect in with our crews and start the conversation.
4. Activators principles + charter: Discussion to establish the shared principles and behaviours that will guide us through the journey.

Purpose
Reflect on how we hope to grow during Activators, and what we need to get the most out of the experience.

Challenge activities

Reflect:
Jump on to your Notion profile page and respond to the following questions: How am I hoping to grow from this experience? What do I need to get the most out of it? What principles and behaviours would I suggest for the group to commit to in forming the Activators charter?

Share:
Jump on the 'tools and resources' channel in Slack and share a book, website, podcast or other piece of content that is inspiring you.

Read:
Chapters 1-2 of *New Power*.

Purpose
Connect with our crews, reflect on what we each need, and explore how we want to work together during this experience.

Preparation

1. Form a private group chat with your crew in Slack to arrange when you will meet.
2. Read 'How to Crew' on Notion.
3. Connect to the Miro board.

Meet-up outline

1. Acknowledgement of Country
2. Intro / check-in
3. Group share: What do we need to get the most out of the Activators experience?
4. Crew charter: (Collaborate on Miro) How do we want to work together as a crew?
5. Activators charter: (Collaborate on Miro) What principles and behaviours do we want to put forward to the full Activators group?
6. Check-out / close

SATURDAY WORKSHOP

CHALLENGE

CREW MEETUP

Objective

Connect to our individual journeys that have brought us to this point, and reflect on our strengths, motivations and values that shape our 'calling'.

Workshop outline

1. Finalise Activators charter.
2. Our *calling*: Connecting in with our personal journeys, strengths, and motivations as the foundation of our work as Activators.
3. Values: Connecting to our values as guiding forces in our lives and work, exploring the diversity of values in the group.
4. Introduce this week's challenges + crew meetup.

Objective

Explore the concept of our *calling (*and our journeys, strengths, motivations and values that have shaped it) through self-reflection and discussion with those closest to us.

Challenges:

Reflect:
Continue to explore the idea of your *calling*, reflecting on the questions: What change are you being called to create in the world? What is the source of your motivation and passion on this journey? What strengths and values guide you on your way?

Connect:
Reach out to 1-2 people close to you for a yarn about your *calling*, inviting them to share some thoughts about your strengths, values and motivations if you feel comfortable.

Read:
Have a look over the Week 2 resources in Notion, and take a deeper dive into the links that most interest you.

Objective

Connect with our crews to share reflections on our *calling (journey,* strengths, motivations, and values), and work together to build our resilience plans.

Meetup agenda

1. Acknowledgment of Country
2. Intro / check-in / grounding activity
3. Our *calling*: Invite each crew member to share some reflections from exploring the concept of our *calling*, and how this relates to our journey, strengths, motivations and values.
4. Resilience plan: Jump into Miro together to build your resilience plan together, sharing strategies for getting inspired, staying motivated, managing stress and seeking support. Share 3 actions you would like to take to increase your resilience during the program, and discuss how you can best support each other to achieve this.
5. Check-out / close

SATURDAY WORKSHOP

CHALLENGE

CREW MEETUP

Objective
Define our humanitarian focus, linking in with our connections to places, communities and causes, and explore the networks that will support our journeys as Activators.

Workshop outline

1. Playback: Reflect on Week 2 challenges and meetups to share lessons and insights.
2. Act local, think global: Explore ideas and tools for building long-term community resilience through designing for local knowledge, leadership and collaborative process.
3. Activators Compass: Building on last week's exploration of our 'calling', strengths, motivations and values – we hone in on our Activators Focus to carry forward throughout the program.
4. Network connect: Meet an activator / community builder to explore the power of linking our networks, and learn about the REDxYouth network and ways to connect.
5. The power of mentoring: Discuss the value that mentorship can bring to our work as Activators, and how to find / connect with our mentors.

Objective
Reflect on and refine our humanitarian focus to carry forward in the program, and explore how to expand on our networks of support through mentorship.

Challenges:

Define:
Complete the Activators Compass, answering the following questions on your Notion profile: What change are you most focused on activating in the world right now? What does success look like in 6 months? 6 years? 6 generations?

Connect:
Read over the *Mentors Guide* in Notion, and answer the question on your Notion profile: What experience, skills, and qualities would I look for in a mentor to support my work as an activator of change?
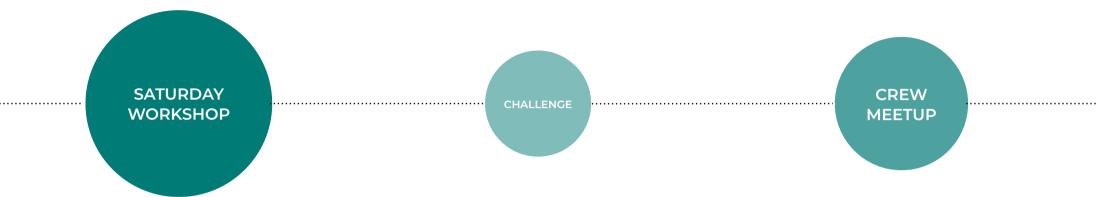
Share:
Jump into Notion and add some information about your local place / community to your profile, if possible – making note of the traditional lands and its custodians.

Objective
Connect with our crews to share where we landed with our Activators Focus, support each other to progress the mentor challenge, and reflect on Phase 1 together.

Meetup agenda

1. Acknowledgment of Country
2. Intro / check-in / grounding activity
3. Activators Compass: Invite each crew member to share where they landed with the Compass, and what they have chosen as their Activators Focus.
4. Mentor chat: A chance to discuss how everyone is going with the mentor challenge, to share any ideas and support each other.
5. Phase 1 Retrospective: Jump into Miro together and run through the questions to reflect on Phase 1 of the Activators journey, using the *tree framework*. [Flower] What has grown that you are grateful for? / [Roots] What has kept you grounded? / [Bud] What learning is starting to emerge? / [Snail] What's been eating at you? / [Soil]: What do you need to flourish in the next phase?
6. Check-out / close

SATURDAY WORKSHOP

CHALLENGE

CREW MEETUP

Purpose

Deep dive into the science of social change, people power and the role of humanitarian values in taking action that drives change.

Workshop outline

1. Playback: Reflect on Week 3 challenges and meetups to share lessons and insights.
2. The science of social change: We explore how social change works, and explore ways to design for action and change on complex social issues.
3. The power of humanity: We explore the evolution of humanitarian values in action, looking at examples from Red Cross work locally and internationally, and unpack the value of the red Cross 'Fundamental Principles'.
4. Activators in action: Meet another 'activator' making change at the community level, in collaboration with the Red Cross humanitarian movement.
5. Panel + discussion: We dive deeper with our guest speakers to explore the future of social and humanitarian action.

Purpose

Explore how social change and humanitarian values relate to your Activators Focus by playing with some of the models and tools introduced in the workshop.

Challenges

Explore:
Reflecting on the idea of *movements* and *moments* from the workshop, jump into your Notion profile to answer the question: What *moments* of change might need to happen across the system to help create the long-term *movement* of change in your Focus area?

Reflect:
Reflecting on humanitarian values and the Fundamental Principles of the Red Cross movement, join the conversation on Slack to share your thoughts on how these values relate to your Focus area.

Read:
Have a look over the Week 4 resources in Notion, and take a deeper dive into the links that most interest you.

Purpose

Zoom out to get a big picture view of your Focus areas, exploring the different parts of the system that may affect long-term change.

Meetup agenda

1. Acknowledgment of Country
2. Intro / check-in / grounding activity
3. Zooming out: To make change, we need to understand the 'system' we're part of. Reflecting on each of your Focus areas, jump into Miro to answer the questions about what's happening across different parts of your systems. Take turns for each crew member to explore their Focus area and system, with the other members helping them to brainstorm. Record any ideas, insights and questions that emerge.
4. Resilience review: Take a moment to look over the crew's resilience actions from Week 2, deciding if there's anything the group would like to add/change to support crew wellbeing.
5. Check-out / close

SATURDAY WORKSHOP

CHALLENGE

CREW MEETUP

Purpose

Explore ways of understanding and working with power in systems, to increase our confidence and capacity to activate change in our Focus areas.

Workshop outline

1. Playback: Reflect on Week 4 challenges and meetups to share lessons and insights.
2. Defining power: An introduction to power, and the value of developing our power literacy as activators.
3. Naming and claiming our power: Discovering the people and experiences that inform our perspectives on power.
4. Personal power: We explore a framework for better understanding the power we hold, and discuss the dynamic nature of our individual power.
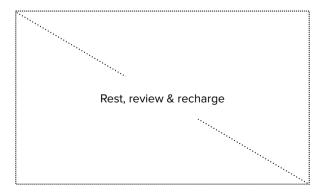5. Power + systems: We unpack the language around systems, and discuss ways to work with different levels of power.

Purpose

Take some time to rest and recharge, or use the opportunity to review and catch up on anything you may have missed from previous weeks.

Challenge

Explore:
Have a look over the Week 5 resources in Notion, and take a deeper dive into the links that most interest you.

Rest, review & recharge

Purpose

Reflect as a group on this week's discussion of power in systems, taking care to understand each other's experiences. Review last week's exploration of the different parts of the system that affect our Focus areas.

Meetup agenda

1. Acknowledgment of Country
2. Intro / check-in / grounding activity
3. Reflecting on power: Create the space for each crew member to share reflections on Saturday's workshop on power and systems: What did you find most valuable? What was most challenging? What was surprising? What are you still wondering about?
4. Zooming out: Take some time to look back over and complete last week's crew activity in Miro, exploring different parts of the systems in your Focus areas. As you do this together, reflect on how your understanding of power relates to the different parts of the system: Where do you have more/less power to influence change?
5. Check-out / close

STORYTELLING + SENSE-MAKING

SATURDAY WORKSHOP

Purpose
Explore how stories shape our world, and how we can shape our stories to effectively communicate for change and activate others.

Workshop outline

1. Acknowledgement of Country / Reflection on storytelling.
2. Playback: Reflect on Week 5 challenges and meetups to share lessons and insights.
3. Communicating for change: How do we think strategically about communicating for change? How do we use stories to empower and activate others? How do we own and tell our own stories? Who are we seeking to activate, and how does that shape our communication? We explore these questions and more, through the lenses of art, design, social marketing, psychology and behaviour change.

CHALLENGE

Purpose
Practice sense-making and storytelling through telling the stories that define both the current and possible future states of our focus areas and communities.

Challenge

This challenge involves storytelling and can be written or recorded as a video, then posted to Slack.

Explore 1: The current story
To design solutions in our communities, we first need to be able to make sense of the challenges we face collectively. Reflect on your Focus area and tell the story of what's happening now. Who's being affected? What are they experiencing? How did it come to be this way? Where are the greatest opportunities for change?

Explore 2: The story of the future
Jump forward in time to the future you envisaged in your Activators Compass, in which the people and communities in your current story are connected and thriving. Tell the story of what that future looks like. How did we get there? What were the key moments along the way? Who played a part in making it happen?

CREW MEETUP

Purpose
Share and reflect on the stories that define the current and possible futures states of our focus areas and communities, and explore who we are seeking to activate to help make that future a reality.

Meetup agenda

1. Acknowledgment of Country
2. Intro / check-in / grounding activity
3. Current story / Story of the future: Take turns to share your stories from the challenge, asking each other questions to dig deeper and build the group's understanding of both the current situation and possible future state of your communities.
4. Activating who? Jump into Miro and work together to reflect on *who* you are seeking to activate, to contribute to your vision of the future: Who is already working on this but needs more support? Who is wanting to be part of the solution but doesn't know how to get involved? Who is unaware of the situation but could add value?
5. Check-out / close

SATURDAY WORKSHOP

CHALLENGE

CREW MEETUP

Purpose
Explore design thinking and apply some of the design mindsets, models and tools we can use as activators to move from understanding complex challenges to collaboratively develop solutions to test in the world.

Workshop outline

1. Playback: Reflect on Week 6 challenges and meetups to share lessons and insights.
2. Design thinking 101: We explore how design thinking and practice can be used to understand complex problems and test solutions.
3. Designing for participation: We explore models and tools for putting communities at the centre of the design process, to make sure we are designing solutions that include and empower.
4. Design jam: We dive into a collaborative design space together – working together through a rapid design process to come up with solutions for a real life challenge in our communities. During this jam, we will use tools such as personas, empathy mapping, brainstorming and ideation.

Purpose
Apply some of the design thinking models and tools we explored in the workshop to your Focus areas, to get clearer about the challenge we are responding to and the people we are seeking to activate.

Challenge activities

Explore 1: Challenge statement
Building on your understanding of your Focus area, have go at writing a challenge statement using the 'how might we...' format.
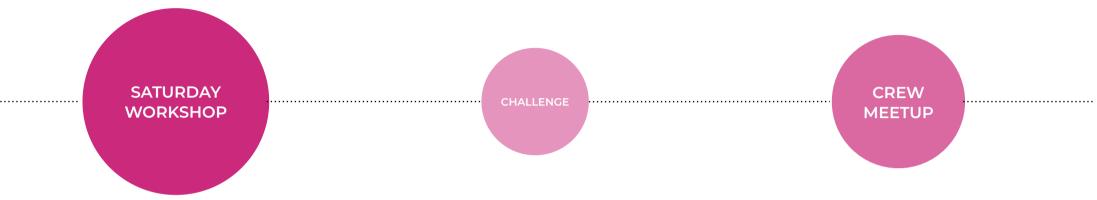
Explore 2: Empathy mapping
Now, have a go at creating a persona – a fictional character that represents your understanding of the people you want to empower through your activations. Use an empathy map to explore how your persona is experiencing the world, and what goals they are trying to achieve.

Purpose
Connect and check in on our wellbeing and resilience. Practice collaborative design process within our crews to help define our challenge statements, better understand who we are activating, and generate new ideas for activation.

Meetup agenda

1. Acknowledgment of Country
2. Intro / check-in / grounding activity
3. Resilience review: Take a moment to come back to the crew's resilience plans, deciding if there's anything the group would like to add/change to support crew wellbeing during the final phase.
4. Ideation: Jump into Miro together to do some ideation around your Focus areas. Take it in turns to discuss your design challenge and any personas you've created, then collaborating to brainstorm ideas for 'activations'. Decide on your three favourite ideas to explore further.
5. Check-out / close

SATURDAY WORKSHOP

Purpose

Dive deeper into the design process, exploring how to use experimentation tools to test and improve our ideas in the real world so that we can us our time efficiently and create the greatest impact.

Workshop outline

1. Playback: Reflect on Week 7 challenges and meetups to share lessons and insights.
2. Learning through experimentation: We explore further how to apply a design mindset to our social change work, with a focus on the build-measure-learn cycle as a way to design tests, gather feedback and make decisions about where to next.
3. Prototyping and testing: We explore different tools and techniques for prototyping our ideas in the real world to accelerate the design process.
4. Design jam 2: We dive back into a collaborative design space together, this time building on the ideas we developed last workshop to create an activation concept that we could test in the real world. During this jam we will use tools such as personas, brainstorming and ideation, journey mapping and prototyping.

CHALLENGE

Purpose

Bring together the different threads from across the program to complete your Activators Map – a plan for how you will continue your activating work over the next 6-months and beyond.

Challenge activities

Design: Activators Map
Complete your Activators Map by responding to the questions on your Notion profile: (1) What is your activation concept? (2) Who will you be activating? (3) What experiments will you run in the next 6 months? (4) How will you measure your progress? (5) What resources will you need? (6) Who will be your crew? (7) What is your resilience plan?

Prepare: Show + Share
In the next workshop, we will break into three smaller groups and you will have 3 minutes to share your Activators Map with the group. There is no right way to do this, it's up to you what feels best. You can share some or all of it, and it can be as simple or as creative as you like. Let us know if we can support in any way.

CREW MEETUP

Purpose

Connect with your crews to share your thinking as we move towards the end of the program, and support each other in preparing to share your Activators Map in the next workshop.

Meetup agenda

1. Acknowledgment of Country
2. Intro / check-in / grounding activity
3. Show + Share prepare: Use the time to support each other to prepare for the Show + Share session. This could involve discussing each crew member's thinking, exploring different approaches to presenting, or even taking the opportunity to practice with each other. Keep in mind that the Show + Share presentation will be very informal, and you can choose to present it in whichever way makes most sense to you.
4. Check-out / close

SATURDAY WORKSHOP

CHALLENGE

CREW MEETUP

Purpose

Show and share our current thinking to the group, reflecting our vision for activating within our focus areas, and our action plans for experimentation, learning, growth and resilience going forward.

Workshop outline

Show + share: An opportunity to informally present our Activators Maps to the group, weaving together the different threads from throughout the program, and sharing some of our thinking on how we will be moving forward into 2021 to continue activating change across our communities. This is a safe space for us to hear each other, and to be heard.

Each person will have 3 minutes to share with the group, followed by 3 minutes for the group to reflect and share any words of support and encouragement.

Purpose

Building on from the presentation and discussions of the Show + Share workshop, refine your Activators Map to create a clear plan for the next 6-12 months – and think about how you might continue to connect and grow with the Activators network beyond the program.

Challenge activities

Refine: Activators Map
Use this week to complete or refine your Activators Map by responding to the questions on your Notion profile: (1) What is your activation concept? (2) Who will you be activating? (3) What experiments will you run in the next 6 months? (4) How will you measure your progress? (5) What resources will you need? (6) Who will be your crew? (7) What is your resilience plan?
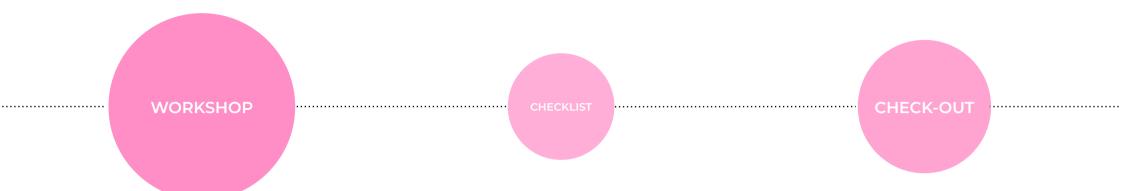
Immerse + inspire
Get inspired by the group's collective vision and action plans by watching the recording (in Notion) of any of the Show + Share presentations you did not get to see live. What do you learn from how others are activating? How might we connect and collaborate into the future?

Purpose

Connect with your crews to reflect back on the experience of the Activators program together, exploring what growth, learning and ideas have emerged during the journey.

Meetup agenda

1. Acknowledgment of Country
2. Intro / check-in / grounding activity
3. Retro: Jump into Miro and run through the questions to reflect on the Activators journey together: In what ways have you most grown during the experience? What did you most enjoy about the experience? What did you find most challenging? What did you find most surprising? What did you wish we could have explored more? What would you change about the experience? What words of advice or encouragement would you give to someone about to start Activators?
4. Check-out / close

WORKSHOP

CHECKLIST

CHECK-OUT

Workshop outline

1. Journey recap: We look back on the journey we've been on across the 10 weeks of the program, and set the scene for reflection and celebration.
2. Red Cross connect: We explore how this program connects in with the broader Red Cross vision for community-led action and change.
3. Retro: We dive into a retrospective together to pull out our key learnings from our time in the program, looking at how we've grown, what we've most enjoyed, what we found most challenging, and what we would have done differently.
4. Staying connected: We brainstorm how we'd like to stay connected to each other, and with Red Cross as we move beyond the Activators program.
5. Reflections: An opportunity to share with the group something you've learnt, something you're grateful for, or a message for the other Activators.
6. Emerge phase: We look at the final steps to completing the program, and the next steps for further connection, support and growth.
7. Time to shine: Words and tunes of inspiration and celebration from a fellow activator.

Emerge checklist

1. *Pulse Check:* Complete the post-program survey so we can better understand your experience off the program. In the spirit of the design mindset and learning throng experimentation, this will help us to build on what we have done together to improve how we support future activators.

2. *Check-out session:* Book in your check-out session with a member of the team, to reflect on the journey and ensure you're leaving the program feeling supported.

3. *Resources for further learning + development:* Check out the Week 10 Notion content for a curated list of links to resources for further learning and development on the key themes explored throughout the Activators program.

4. *Activators Map:* If you haven't already had a chance, complete your Activators Map in your Notion profile – to share with us your plans for moving forward on your Activators journey.

Check-out session

An opportunity to connect with someone from the team before we say farewell for 2020. This is a chance to reflect together on your experience, to discuss any questions on your mind, and to ensure you are leaving the program feeling supported to move forward beyond the program and continue your work of activating change within your communities.

TOOLS

This section presents a number of the key tools developed and used as part of the 2020 Activators pilot program. The tools used have been evolved by the project team and contributors through years of experimentation, and build on a diverse range of practices from the fields of strategic design, social innovation, and community work (organising, building, development, activation). Where a tool has been directly referenced, there is a link to the original source.

ACTIVATORS CHARTER

To support the group to come together in the early stages of the journey together around a shared set of principles, we guided participants to develop a charter.

This involved a series of activities that prompted reflection and discussion responding to the questions: How we want to work/play together during this program? What behaviours and principles do we want to commit to so that we can thrive together?

The results of these discussions were refined to the eight principles shown on the right. Given the diversity of this group, these principles will likely resonate with many young leaders – however, we encourage any new group coming together to undertake a similar process to arrive at the language and principles that reflect their experience.

We each bring a unique perspective, and draw strength from our diversity

We learn through experimentation and failure

We are inclusive, and empower others to take action alongside us

We lead through action, and drive toward long-term change

We create brave + safe places to be ourselves

We listen out with curiosity and compassion

We show up present, patient and playful

We give what we can, and ask for help when we need it

CREW MEETUPS + FACILITATION

To support Activators in their growth as community leaders, we asked them to meet weekly in smaller 'crews' (3-4 people) and work together to complete activities and challenges.

Hosting, facilitation and collaboration are all skills that can be developed and honed – and included here is a brief guide we provided to help the crews get started.

In particular we focus on the rotating role of the host, who facilitates the group throughout the session. Here we provide some framing around how to set up for success, some typical elements of a successful group session, and some principles for hosting and facilitation.

Forming a 'crew'

Each week you will be meeting with your crew to reflect and collaborate on the week's workshop and challenges.

As you connect and collaborate in these crews, this will be a great opportunity to practice the art of hosting and facilitation – an important part of designing for social change. The way you host and facilitate conversations, meetings and workshops will amplify your ability to activate others. The idea is for us to host safe and inclusive spaces that bring out the best in all participants so we can share and solve problems together.

So please take a read of the following to guide you on your way as you begin to form your crews.

To prepare for the first meet-up, start a private group message with your crew members on Slack, decide on when you will meet and who will host the first meet-up. You will then rotate the host each week, so that each person in the crew has a chance to host 3 meet-ups.

The role of the host is to guide the crew through the agenda, keep an eye on the time, and create the space for all crew members to participate.

CREW MEETUPS + FACILITATION

Key elements for hosting a crew meetup

Acknowledgement of Country: We invite you to start each session by acknowledging the traditional custodians of the lands on which you're meeting from. We have included in the Welcome Kit we sent you a printed card with an example of an acknowledgement. You may choose to read these words, another version of an Acknowledgement, or build on these to add some thoughts of your own – for example, a personal story or a connection you have with local place or people. For a great reference on the importance of this practice, visit Common Ground.

Introduction: This is a chance for the host to open the session and briefly run through the agenda for the meet-up.

Check-in: This is an important part of any meet-up, and an opportunity for the group to quickly get a sense of how crew members are feeling. As the host, you may invite each member of the group to share something briefly how they're doing, or respond to a question such as: What's inspiring you this week? What is something you are looking forward to? Or even, what did you have for breakfast?

Grounding activity (optional): Depending on how much time you have, the host may choose to run a quick activity to get everyone feeling present and connected. This could be through inviting the group to take a brief moment to reflect on what they would like to get out of the session, or something fun to break the ice and get people smiling and laughing.

Crew activities: Each week, we will provide you with an outline of what to cover in the meet-up, to link with content from the workshop and challenges. It's up to the host to guide the crew through these activities, keeping an eye on time to make sure you get through it all.

Check-out / close: Just as you have started the meet-up with a check-in, it's also important to close the conversation in a way where everyone's voice can be heard. This could be as simple as each person sharing a single word to reflect how they are feeling after the session, or the host could invite members to share something they are looking forward to later that day or week. The host may then choose to share any final thoughts, thank the group, and close the session.

Principles for facilitation

While it's up to the host to guide the process, it's up to the whole crew to ensure that the meet-up is a positive and constructive experience for all.

In addition to the Activators principles we discussed (check out the Miro board), here are some behaviours for us all to practice while in a crew meet-up to create maximum space for collaboration and good vibes.

Be curious: Come with an open mind and curiosity, ready to hear ideas and perspectives that are different to your own without judgement.

Listen actively: Often we listen to others so we can respond them, try to listen with only the intention of understanding. For some further ideas on what makes a good listener, have a watch of this short animated video from The School of Life.

Be collaborative: When others share ideas, try to encourage and build on these ideas rather than closing them down. See if you can find the common ground.

Be mindful: You only have an hour a week to meet, so we will all need to be mindful to use the time effectively and safely. Try to share the space so you hear from all crew members, and while we encourage openness and honesty – try to be mindful of what is appropriate to share in this context so that others feel safe.

That's it! Go forth and crew, and please let us know if you have any questions and we'll be here to support. We encourage you all to remember the principle of learning through experimentation and failure, and to support each other to make it work.

RESILIENCE PLAN

Managing wellbeing and building resilience are critical capabilities for those leading change in their communities. The demands of these efforts can be high, and if unsupported can lead to stress, fatigue and burn-out.

To build this awareness and practice, we worked with Activators to develop simple resilience plans based on the questions shown in the template here. We returned to the plan at various stages throughout the program to check in on wellbeing.

HOW DO YOU GET INSPIRED?

HOW DO YOU STAY MOTIVATED?

HOW DO YOU MANAGE STRESS?

HOW DO YOU SEEK SUPPORT?

WHAT ACTIONS WILL YOU TAKE TO INCREASE YOUR RESILIENCE?

ACTIVATORS COMPASS

A central tool of the program was the Activators Compass, which was designed to help participants reflect on and define their individual strengths, the life experience that has shaped them, their motivations and values, their focus as an activator of change – and ultimately, their vision for the future.

To help frame the future vision with both short-term action and long-term impact in mind, we looked at three time scales of change – 6 months, 6 years, and 6 generations.

The Compass was referred back to throughout the program, as a way to continually ground the group in their unique strengths, and to focus their learning and growth around the visions they had defined.

The Activators Compass draws some inspiration from conversations with the League of Intrepreneurs and their tool The Intrepreneur's Compass.
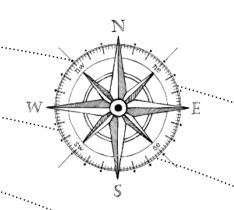
ACTIVATORS COMPASS

VISION

What does change look like
in 6 generations from now?

6 years from now?

6 months from now?

ACTIVATORS FOCUS

What change are you most
focused on activating in the
world right now?

N
W   E
S

STRENGTHS

What are the
strengths, skills and
qualities that
empower you to
activate change?

EXPERIENCE

What experiences in
your life have
sparked and shaped
your journey as an
activator?

MOTIVATIONS

What are the sources of
your motivation and
passion on this journey?

VALUES

What values guide
you as you
activate change?

REFLECTION + GROWTH

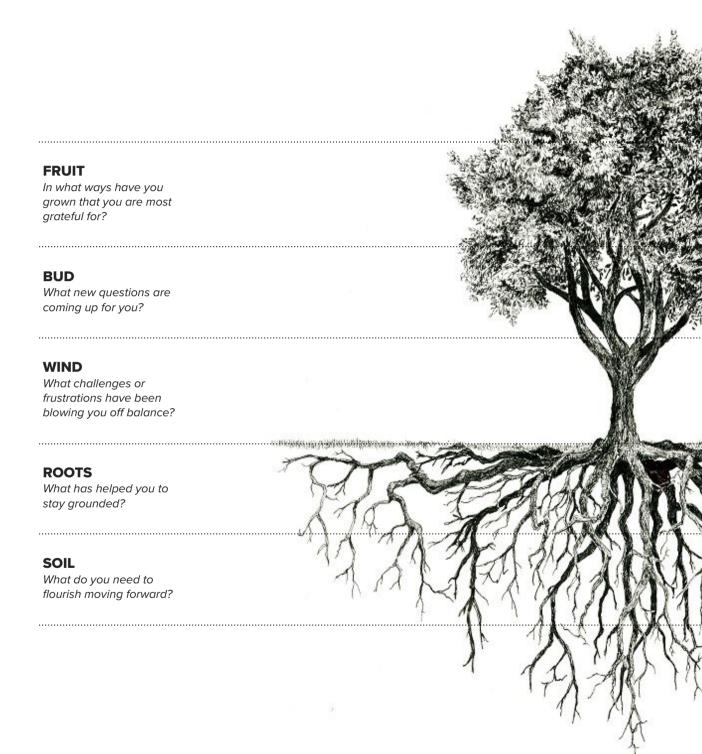To nurture a growth mindset and support participants to build a practice of self-reflection and experimentation, we asked them to reflect at key moments throughout the program using this activity.

Based around the analogy of the individual as a tree, the activity invites us to reflect on what is going well, what challenges and questions are arising, what is keeping us grounded, and what do we need to thrive.
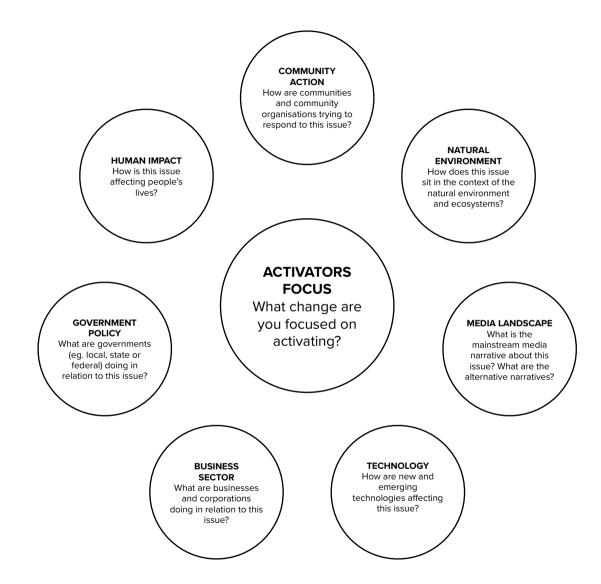
In addition to helping us reflect on our experience during a period of time, the tree analogy invites us to think of ourselves in relation to our communities and networks — a tree connected in to a larger ecosystem.

FRUIT
In what ways have you grown that you are most grateful for?

BUD
What new questions are coming up for you?

WIND
What challenges or frustrations have been blowing you off balance?

ROOTS
What has helped you to stay grounded?

SOIL
What do you need to flourish moving forward?

Social and humanitarian challenges are usually embedded within complex system – defined by a web of people and organisations, and their relationships and interactions over time.

To support participants to deepen their understanding of these complex systems, we used this template to prompt thinking about what is happening across various parts of the wider systems surrounding their areas of focus.

COMMUNITY ACTION
How are communities and community organisations trying to respond to this issue?

NATURAL ENVIRONMENT
How does this issue sit in the context of the natural environment and ecosystems?

HUMAN IMPACT
How is this issue affecting people's lives?

ACTIVATORS FOCUS
What change are you focused on activating?

MEDIA LANDSCAPE
What is the mainstream media narrative about this issue? What are the alternative narratives?

GOVERNMENT POLICY
What are governments (eg. local, state or federal) doing in relation to this issue?

BUSINESS SECTOR
What are businesses and corporations doing in relation to this issue?

TECHNOLOGY
How are new and emerging technologies affecting this issue?

POWERPRINT

To support Activators to build their understanding of power dynamics within complex systems, and to familiarise with the different forms of power they may be able to draw on to influence change, we introduced the 'powerprint' template – shared by guest speaker Lina Patel, and created by Diamond Leadership.

Download the original worksheet from Diamond Leadership. For more information about Lina Patel and her work as an activator, visit Revma Consulting.

SOCIAL: POSITIONAL
What status does your position give you? How do you feel in that role?

SOCIAL: STATUS
What ease or advantage do you enjoy and benefit from due to your social status? What difficulties and obstacles do you face by virtue of lower social status?

SOCIAL: INFORMAL
Do you feel valued or devalued in the groups you belong to? What skills, resources, abilities, or personality traits contribute to that feeling?

HISTORIC
What experiences did you have as a child that left you feeling weak or vulnerable? What experiences made you feel empowered, strong, and confident?

PERSONAL
What inner resources help you succeed at work, make friends, manage difficult moods, deal with difficult people, and cope with life's daily challenges?

CURRENT + FUTURE STORY

Storytelling is a powerful skill for leading change within communities, as we imagine what's possible and enlist others in our vision. This activity was designed to build on the Activators Compass to articulate a story of change – first prompting the group to tell the story of the challenges and opportunities of the present moment, and then to describe the future that is possible and how we managed to get there.

CURRENT STORY

To design solutions in our communities, we first need to be able to make sense of the challenges we face collectively. Reflect on your Focus area and tell the story of what's happening now. Who's being affected? What are they experiencing? How did it come to be this way? Where are the greatest opportunities for change?

FUTURE STORY

Jump forward in time to the future you envisaged in your Activators Compass, in which the people and communities in your current story are connected and thriving. Tell the story of what that future looks like. How did we get there? What were the key moments along the way? Who played a part in making it happen?

WHO ARE YOU ACTIVATING?

Social and humanitarian movements involve many different people and organisations taking different kinds of action over time – from small one-time actions to deeply committed long-term contributions. It all makes a difference.

To activate change in our communities and networks, it's important to think about who those different people might be and what kind of support and encouragement they might need to participate in a movement.

To help us think about who we are activating, we use this tool to identify the different groups of people that could be involved.

1
WHO IS ALREADY WORKING ON THIS BUT NEEDS MORE SUPPORT?

2
WHO WANTS TO BE PART OF THE SOLUTION BUT DOESN'T KNOW HOW TO GET INVOLVED?

3
WHO IS UNAWARE OF THE ISSUE BUT COULD ADD VALUE?

PERSONAS + EMPATHY MAPPING

As the Activators began to think more specifically about who they were activating and who could contribute towards their vision for change, we introduced various tools and activities to help empathise and understand the perspectives and needs of different groups in their communities.

Two of these tools we used are *personas* and *empathy maps.* Personas are a way of clustering insights you have learned about people and communities into a set of fictional characters. These personas can be carried through a design process to keep us focused on the real needs of the different people and groups involved.

Empathy maps can be used at different stages of the design process as a way of gathering insights about different groups of people involved. They do not replace primary research (such as talking to people directly about their experience), but can be a useful way to summarise research and to help build empathy during the design process by asking us to think deeply about the experience of others.

To demonstrate persons in action, we developed these three examples – representing a diverse range of contexts, stories, needs, aspirations, and behaviours that we can consider as we start to collaborate and come up with ways to activate our community towards positive change.

RAFFY [Exploring] *they/them*

Raffy had just moved to a new town away from their family just before the pandemic started, so hasn't had the chance to build many connections yet.

Raffy has just started a new course studying at TAFE, and is really enjoying it even though they have only met the other students online.

While studying from home during this time, they have been looking for ways to connect with others and also give back to their local community.

Even though they feel a bit isolated themselves, they feel they could really help out others too – but doesn't really know where to start.

TARUN [Contributing] *he/him*

Tarun is working part-time and just started spending some of his other time volunteering in a community garden.

Tarun has noticed that during lockdown, some of his family have stopped cooking at home and are eating more junk food. A few of his friends have struggled with work too, and have had to go without a decent meal on some days.

A few times, Tarun has taken some fruit and veg from the community garden to his family and friends.

He wonders if that makes much of a difference, and how he could contribute to a more sustainable solution.
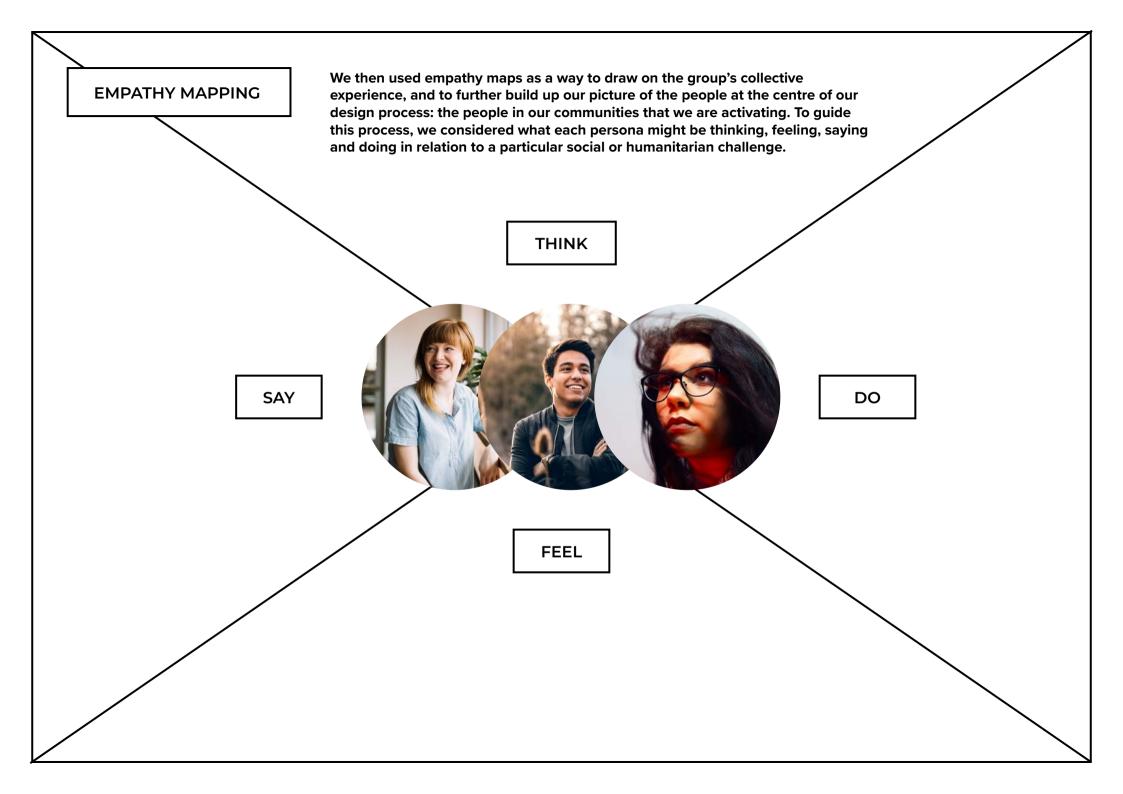
LILY [Activating] *she/her*

Lily is a musician and well-known in her community as a friendly face.

When COVID first started, Lily connected up some of the neighbours in her area to form a group – and they have been helping elderly neighbours to do shopping, cook for busy parents who are homeschooling, and check in with a few people who might be feeling lonely.

The group seems to be really helping people, and Lily has lots of ideas about how to make it better – but she's starting to feel a bit burnt out. She's looking for support to grow and run the group, access resources, and learn from others who are doing this kind of thing.

We then used empathy maps as a way to draw on the group's collective experience, and to further build up our picture of the people at the centre of our design process: the people in our communities that we are activating. To guide this process, we considered what each persona might be thinking, feeling, saying and doing in relation to a particular social or humanitarian challenge.

THINK

SAY

DO

FEEL

CHALLENGE STATEMENT

A challenge statement is a simple tool to help us gather our understanding of a problem, and frame it as a clear challenge that can be addressed through a design process. A great challenge statement is open enough that it sparks lots of ideas and new thinking, but not so generic that we can't figure out how to get started. We created this simple tool to support the Activators to frame their challenges, in preparation for diving into creative and collaborative problem-solving.

How might we **activate**   *... who are we activating?*

to **support**   *...what is the social or humanitarian need?*

in the **context**   *...WHAT IS THE PLACE, community or timeframe?*

How might we **activate** .... *YOUNG PEOPLE*

to **support** .... *Those who are most isolated in our communities*

in the **context** .... *OF THE GLOBAL COVID-19 Pandemic*

?

Once we have landed on a concept for activating others around a social or humanitarian challenge, we use a simple test framework like the one below to help us to define the specific tests we will try and what we hope to achieve and learn from them. Thinking in this way helps us to be very focused with our time and energy, and to use experimentation to quickly test our thinking so we can keep building in the right direction.

HYPOTHESIS

We think that....

EXPERIMENTS

So we will test...

MEASUREMENT

We will measure...

CRITERIA

We are right if...

HYPOTHESIS

We think that....

Young people in Australia will participate in an event to learn from each other and increase their skills in caring for themselves and their communities as we continue to navigate a pandemic.

EXPERIMENTS

So we will test...

A series of ads on social media that advertise the event, and a landing page that provides some information and gives people a chance to pre-order a ticket.

MEASUREMENT

We will measure...

How many people view the ad, how many people click on the link to the landing page, how many people like/share the ad, and how many people pre-order a ticket.

CRITERIA

We are right if...

20% of those that view the ad click through to the website, and 200 people pre-order a ticket.

ACTIVATORS MAP

The Activators Map was designed to recap on all that the Activators had covered throughout the program, and to support the group to leave with a clear plan for the next 6-12 months ahead.

The map steps through a series of questions, asking us first to clearly define our activation concept, who we are activating, the experiments we will be building and testing, and how we will measuring our progress.

With the concept and experiments defined, the map then guides us to think about what resources we will need to achieve this, the people we will need to be involved, and the ways in which we will take care of ourselves along the way.

In total, the map presents us with a roadmap we can come back to as activators, to help us stay focused, grounded and supported.

The Activators Map draws some inspiration from conversations with the League of Intrepreneurs and their tool The Intrepreneur's Compass.

ACTIVATORS MAP

1 **What is your activation concept?**

What is the idea you are most excited about bringing to life that will activate others to be a part of change in your Focus area?

2 **Who will you be activating?**

Who will you be focused on activating? For example, think about who is already working on this but might need more support? Who is wanting to be part of the solution but doesn't know how to get involved? Who is unaware of the situation but could add value?

7 **What is your resilience plan?**

What are your strategies for feeling connected and inspired, keeping motivated, managing stress and reaching out for support.

Focus

What change are you most focused on activating in the world right now?

3 **What experiments will you run in the next 6 months?**

What prototypes and experiments will you build in the next 6 months to test your concept in the real world, and increase your learning?

6 **Who will be your crew?**

Who will be your crew of friends, allies, collaborators, supporters and mentors that will support you on the way? How will you stay connected with existing allies, or reach out to form new links?

5 **What resources will you need?**

What kind of resources might you need to support you on this journey – such as access to certain knowledge, tools, spaces, people or money, and how will you find them?

4 **How will you measure your progress?**

What kinds of things will you measure in your experiments? What kinds of signs and signals will you keep track of to help you stay on track?

DELIVERY

This section presents thinking and resources developed to support the delivery of the pilot program – including descriptions of key roles and capabilities required and key activities delivered, the program selection criteria, key digital platforms used throughout, participant surveys used for impact measurement, and an outline of the team's approach to wellbeing management.

To successfully develop and deliver the 2020 pilot program, the following roles and capabilities were established to form the project team. The specific requirements of these roles would likely evolve for future iterations of the program, and depend on the scale and format of the delivery.

CORE

DL

DESIGN LEAD
Leads the strategic direction of the project, ensuring the program design and implementation delivers intended outcomes, links to organisation strategy, and builds our insights and evidence.

LF

LEAD FACILITATOR
Leads the facilitation of the key touch-points throughout the learning journey to deliver to learning objectives with safety, cohesion and quality across the experience.

CB

COMMUNITY BUILDER
Supports the connection, wellbeing and growth of program participants throughout their journeys by facilitating in workshops and nurturing digital spaces.

PC

PROJECT CO-ORDINATOR
Supports the team in co-ordinating project resources to deliver the program.

SUPPORT

BT

BRAINSTRUST
A group of advisers with expertise across lived experience, youth leadership, mobilisation and systems change. Made up of Red Cross staff, leaders from the REDxYouth network, and collaborators.

W+S

WELLBEING + SAFETY
Supports the project team to establish wellbeing and safety for team and participants throughout the program experience. Brings expertise in psychosocial support for young people.

C+M

CONTENT + MEDIA
Produces key pieces of content as required for the delivery of the program, including marketing and communications material, program collateral, workshop slides, activity templates, and documentation of program touch-points.

D+M

DATA + MEASUREMENT
Supports the project team in the design and delivery of an impact measurement approach that articulates the program's theory of change, and captures insights and evidence to inform future delivery.

KEY ACTIVITIES

The development and delivery of the pilot program involved five key phases: Program design, selection, acceptance + on-boarding, program delivery, off-boarding and evaluation. The key activities delivered during these phases are detailed below.

PROGRAM DESIGN	SELECTION	ACCEPTANCE + ON-BOARDING	PROGRAM DELIVERY	OFF-BOARDING + EVALUATION

PROGRAM DESIGN
- Kick-off pack creation
- Discovery research
- YABC program analysis
- Funding application
- Brainstrust formation
- Experience design workshop
- Online pivot and discovery
- Design blueprint and journey map creation
- Lead facilitator recruitment
- Measurement framework design

SELECTION
- Application and selection process design
- Application and nomination form creation
- Info pack creation
- Website development
- Marketing campaign
- Selection team and endorsement committee formation
- Candidate screening
- Shortlist approval

ACCEPTANCE + ON-BOARDING
- Acceptance and on-boarding journey map
- Acceptance and onboarding form and checklist creation
- Offer and decline emails
- Optional phone call
- Program overview creation
- Welcome kit mail-out
- Platform set-up
- Crew formation
- Volunteer on-boarding
- Media release and Ethical framework signed

PROGRAM DELIVERY
- Experience design finalisation
- Facilitation plans
- Guest speaker recruitment
- Workshop delivery
- Content and resource development
- Community building and participant support
- Wellbeing and safety squad formation and risk mitigation
- Feedback form creation
- Retros

OFF-BOARDING + EVALUATION
- Off-boarding journey map
- Off-boarding form and checklist creation
- Check-out interviews
- Further learning resource development
- Retros
- Traverse credential design
- Measurement framework review
- Data mining and analysis
- Follow-up form creation
- Alumni engagement strategy development

SELECTION CRITERIA

This selection criteria was developed to bring together a strong and diverse group of young leaders from across Australian communities to participate in the pilot.

Values alignment
How aligned is the candidate to social and humanitarian principles, in line with those described in the Australian Red Cross Ethical Framework and the IFRC Fundamental Principles.

Early activating behaviours
We are seeking candidates who are looking to or may be just starting to engage in *activating* behaviours – such as creating networks, sparking others to act, leading events and initiatives, creating or curating content and stories.

Lived experience
We are seeking candidates that have the perspective, experience and influence to make change from within their communities. Does the candidate have lived experience or exposure to the social and humanitarian challenges they are seeking to shift?

Limited prior support and access
The program is intended to work with those who may not have already participated in leadership or incubator programs, and would benefit greatly from additional support and resources at this stage in their trajectory.

Diversity
Does the candidate bring a different background or perspective to others? For example, those from regional and remote Australia, those from culturally and linguistically diverse backgrounds, Aboriginal and Torres Strait Islander peoples, those living with disabilities, and trans and gender diverse people.

Change and growth mindset
How eager is this person to push themselves to move outside of comfort zones to immerse in new environments, challenge the status quo and their own thinking, and build new skills to support their development as a change-maker?

PRE-PROGRAM SURVEY

To support with measuring and and evaluating the program, we asked participants to complete a survey before and after the program. The pre-program survey questions were designed to build a baseline understanding of the participants' self-assessed confidence across the key attributes.

1. **Purpose, vision and strengths**
   - I know my strengths and how best to use them to make a positive impact in the world.
   - I know my areas of growth and how to go about working on them.
   - I have a clear sense of purpose and know what motivates me to create positive change.
   - I have a clear vision for how I want to make a difference in my community.

2. **Design leadership**
   - I am able to understand complex problems in my community.
   - I know where I should focus my time and energy to make the greatest impact for my community.
   - I am able to start and successfully run new projects that make a positive difference.
   - I am able to measure, understand and communicate the impact of my actions and projects in my community.

3. **Social change + the power of humanity**
   - I understand how social change happens, and the different ways we can influence change.
   - I understand how people and networks can work together to create change.
   - I understand humanitarian values and why they are useful in creating change.

4. **Connection + network**
   - I feel connected to a network of people to support me in my efforts to make a positive difference.
   - I feel connected to my local community.
   - I feel connected to others who are trying to make a positive difference in the world.

- I am connected to and learn from others who hold different perspectives and ideas to me.
- I feel confident to ask for help from the people I know when I need it.
- I feel confident to ask for the support of a peer or mentor that I think could help me to grow, even if I don't know them yet.

5. **Support + resources**
   - I have access to the tools + resources I need to successfully make change in my community.
   - I have access to the knowledge and information I need to successfully make change in my community.

6. **Wellbeing**
   I am currently feeling... (scale of emojis)

7. **Resilience**
   - [Self-control] I am able to suspend my judgement and control my emotions when I feel under pressure.
   - [Adaptability] I am able to adapt to unexpected changes that arise in my life.
   - [Optimism] I feel optimistic and hopeful about my future, and the future of the world.
   - [Self-sufficiency] I believe in my ability to create positive change for myself and my community.
   - [Persistence] I am able to stay motivated in the long-term, even through adversity.

8. **Power + influence**
   - I am able to influence others in my networks and communities to take positive actions.
   - I have the influence I need within my community to create positive change on the issues I most care about.

- I have the legitimacy and authority I need to successfully create change.
- I am seen by others as someone who is making a positive impact in the world.
- My perspective, experience and opinion is valued by others.

9. **Sensemaking + storytelling**
   - I understand what is happening in my community, and why things are the way they are.
   - I feel that my personal life experience gives me a unique perspective to share with the world.
   - I can confidently draw on my own life experience and story to inspire others to make a positive difference.

10. **Causes / issues**
    - What cause / issues are most important to you?
    - [Put the following causes in order, from most critical to least critical in your community.]

11. **Activating behaviour**
    - I am able to inspire and motivate others in my community to take action on issues that are important to me.

12. **Humanitarian action**
    - In the past year I have taken the following actions...

13. **Experimentation + failure**
    - I feel safe to try new things, even if I think I might fail.

14. **Other**
    - Have you done a leadership program before?
    - What are you hoping to get out of the program?
    - Is there anything else you would like to let us know?

POST-PROGRAM SURVEY

The post-program survey allowed us to gather self-assessed confidence ratings across the key attributes, giving us an idea of how this had shifted throughout the program when compared to our baseline data. This survey also gathered data to build our understanding of the participant experience.

1. **How satisfied are you with your overall experience of the program?** (Scale)
   1 being extremely dissatisfied and 10 being extremely satisfied.

2. **Which elements of the program did you like the most?** (Open)

3. **Which elements of the program, if any, did you like the least?** (Open)

4. **Did the program meet your expectations? Why/why not?** (Open)

5. **Please indicate your satisfaction with the following elements of the program**: (Scale)
   1 being extremely dissatisfied and 10 being extremely satisfied.

   - Acceptance and on-boarding
   - Workshops
   - Crew meetups
   - Program content
   - Community and vibe
   - Time commitment
   - Guest speakers
   - Instructors knowledge and expertise
   - Program organisation and administration

6. **Is there anything we could have done to make your experience better?** (Open)

7. **What impact do you see this program having on you?** (Open)

9. **Please rate your confidence in the following areas BEFORE and AFTER the program**: (Scale)
   1 being extremely unconfident and 10 being extremely confident.

   Purpose, vision and strengths
   My knowledge of my own purpose, motivations, values, and strengths.

   Social change + the power of humanity
   My understanding of how social change happens, and how people can be activated to create change.

   Power + influence
   My understanding of how power works, and my ability to use my own power to influence positive change.

   Storytelling + sensemaking
   My ability to effectively use storytelling and communication to create a positive impact in my community, and to make sense of the stories of others.

   Systems thinking
   My ability to use systems thinking to understand complex social issues by investigating the people, behaviours and dynamics happening across different parts of the systems involved.

   Design thinking
   My ability to use design thinking to respond to complex social issues through the development and testing of new solutions.

   Collaboration + facilitation
   My ability to participate in and facilitate groups to create positive collaboration.

   Community mobilisation
   My ability to use my strengths to activate and empower others around me to make a positive impact in our communities.

   Connection, network + resources
   My ability to identify the support and resources I need, and to create connections, networks and opportunities that support my growth and development.

   Wellbeing + resilience
   My ability to manage my wellbeing and resilience to feel connected and inspired, keep motivated, manage stress and ask for help when needed.

10. **Which emoji best describes how you're feeling as you emerge from the program?** (Multiple choice)

11. **Would you like to receive communications about future opportunities to participate with us?** (Yes/No)

12. **Is there anything else we can do to support your Activators journey in the next 6-12 months**? (Open, optional)

13. **Is there anything else you would like to share with us?** (Open, optional)

The **2020 Activators pilot program was run entirely online — both to allow for participants to join from all across Australia, and in response to the challenges presented by the COVID-19 pandemic. To create a cohesive and engaging experience for those involved, we used the following suite of digital platforms:**

Airtable

This database creation and sharing platform was used for community management, form creation and data visualisation.

Miro

This online whiteboard app was used by the team and participants for remote design, facilitation and collaboration.

Notion

This all-in-one workspace for notes, tasks, wikis and databases was used for online learning and project management.

Slack

This messaging app was used to nurture group connection and share updates, events, opportunities and resources with participants.

Zoom

This video platform was used to host meetings and record workshops with participants and external collaborators.

To welcome participants into the 2020 pilot program, we sent out a welcome kit ahead of the first workshop together. Knowing that many Australians were feeling isolated during 2020 due to the challenges of the COVID-19 pandemic, we wanted to move beyond digital connection and send a physical kit to launch the program.

The kit contained pre-readings (such as the book *New Power*, by Jeremy Heimans and Henry Timms), materials for note-taking and journaling throughout the program, a drink bottle for hydration, stickers and badges, and several items that were used later in the program to encourage moments of connection across the digital divide — such as a teabag so the group could all share the same drink during the first workshop.

WELLBEING MANAGEMENT

The wellbeing of all those involved was central to the design of the Activators pilot program. To support in the establishing this safety and care throughout, the team developed these strategies:

Design principles
The team established design principles early in the process, to ensure inclusion, wellbeing and safety were considered in all aspects of design (see page 14).

Safety + wellbeing experience in the team
The team included experienced facilitators, a dedicated role to support participants (community builder), and guidance from youth wellbeing experts.

Risk assessment + care protocols
The team assessed possible risks ahead of delivering the program, and developed process for how to respond to challenges if they arose.

Group charter
The team guided the Activators to design a charter – a set of shared principles that the group holds to establish a safe and supportive space (see page 32).

Resilience plan
As part of the program, the Activators developed individual 'resilience plans' to define simple strategies for taking care of themselves throughout the program (see page 35).

Peer support
In addition to the team providing individualised support to participants, the Activators supported one another through online group chats and self-organised group meetups.

Check-ins and feedback
The team created regular opportunities to check in and receive feedback from participants across a range of channels – from drop-in Q&A sessions to feedback forms after workshops.

Tools + resources
Participants had access to the Red Cross Volunteer Assistance Program (including a free + independent counselling service), and links to external tools /resources beyond the scope of the program.

Activators is an initiative of REDxYouth, a growing network of young people taking action in their communities and making a difference in the world, big or small. Powered by Australian Red Cross.
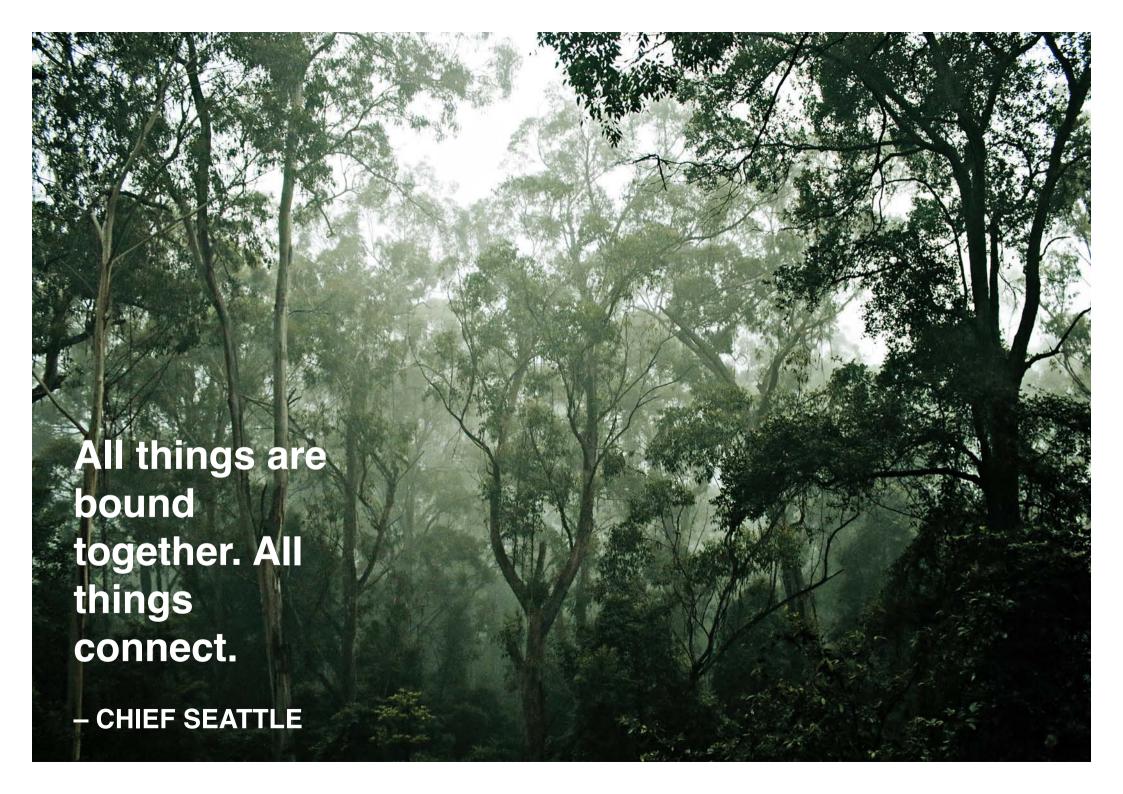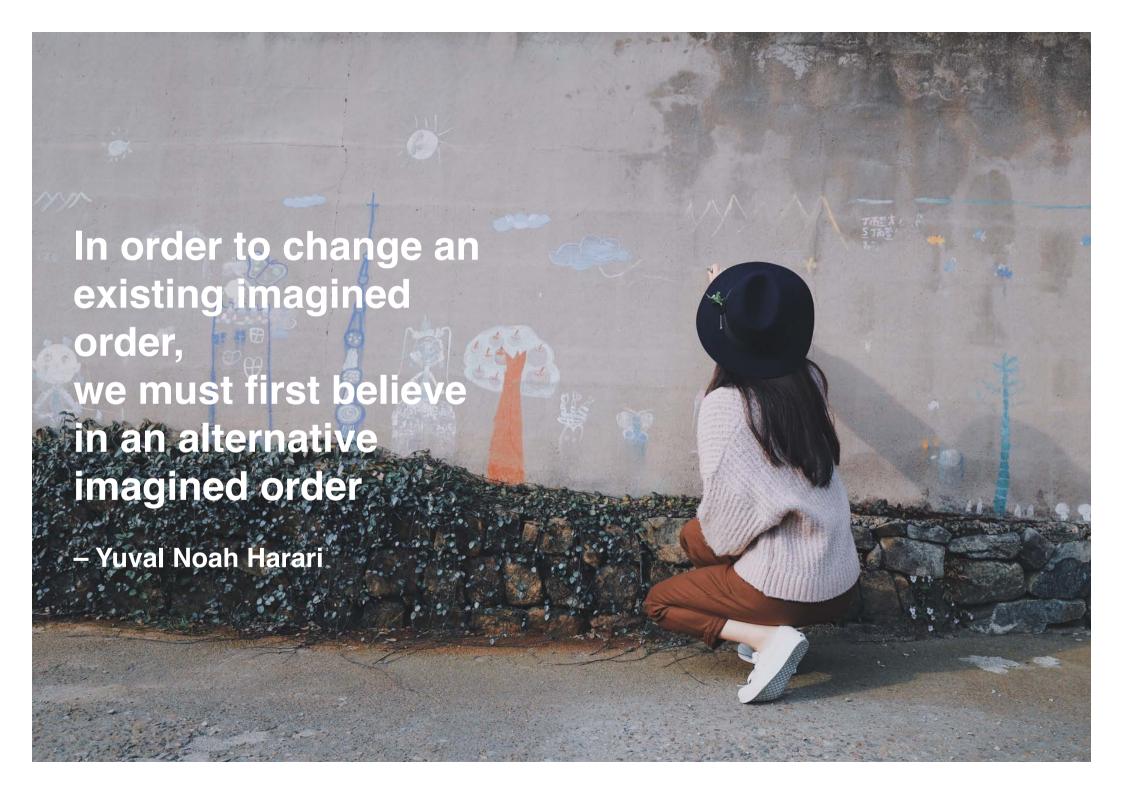
We acknowledge the traditional custodians
of the lands on which we live – the oldest
surviving cultures
on the planet.

We pay our respects to their people, and
recognise their ongoing connection to land,
waters and culture.

We honour their systems of caring for self,
community and COUNTRY as we come
together to learn, grow and shape a future
that cares for all.

All things are bound together. All things connect.

– CHIEF SEATTLE

In order to change an
existing imagined
order,
we must first believe
in an alternative
imagined order

– Yuval Noah Harari

Stories are a communal currency of humanity.

– Tahir Shah

Many stories matter. Stories have been used to dispossess and to malign. But stories can also be used to empower, and to humaniSe. Stories can break the dignity of a people. But stories can also repair that broken dignity.

– Chimamanda Ngozi Adichie

build with, not for: the essential notion that those most impacted by systems that need changing must be the ones in charge of the arc of change.

– Laurenellen McCann

If I had an hour to solve a problem I'd spend 55 minutes thinking about the problem and five minutes thinking about solutions.

– ALBERT EINSTEIN

All life is an experiment. The more experiments you make the better.

— **Ralph Waldo Emerson**

There is no innovation and creativity without failure.

— **BRENE BROWN**