'How to?' Guides
How to: Celebrate success

Celebration is a central part of every successful group. It keeps people motivated to stay involved in the group. It raises awareness of what you do with the public, and more importantly it shows your community that your group is a positive force for change that they can be involved in. It can generate publicity and interest in your group. It gives you a platform to build on for your future work. It can also help your group feel more together as a team of friends.

Developing a habit of everyday celebration
Taking time to reflect on what you have achieved every meeting or two can be a really useful way to keep people motivated and inspired. It’s good to get into the habit of reviewing what you have done as a group over the last two months and congratulating yourself on your hard work – whatever that might be. Developing a habit of everyday celebration may also help you informally keep track of morale and energy levels in the group – you’ll be able to identify when people need a boost, so you can plan inspiring social activities.

The power of saying thank you
We need to say thank you regularly – to those you have worked alongside in your campaign and also to politicians and other campaign targets when they deliver what we’ve called on them to do. It can be very powerful to give gifts to targets even for the smallest thing they do in response to your campaign. In choosing tactics for an action it is powerful to act in the way that the target for the campaign least expects. For many a thank you will be unexpected and welcomed by the target. This can also help build relationships for future campaigns where a target in one campaign may become a key ally for another.

Raising awareness
Don’t be afraid to celebrate publicly! Write blogs and tell local newspapers, other local campaigning groups and local politicians about your activities. Getting a reputation as a group that achieves things will do wonders for your standing among decision makers and the media. People regularly seeing your group in the light of its achievement and successes is a powerful magnet to getting them involved.

Try to get into the habit of celebrating milestones as well as results, such as the first positive response from your campaign target or the first meeting held with them. This will not only give the campaign a sense of progression and movement, but it can help break down a daunting campaign aim, into smaller, more manageable objectives for your group.

If you plan them in advance, parties to celebrate major campaign victories or group anniversaries are good events to invite local contacts and supporters to attend. You’ll have a better networked group as a result and you may attract new active members. Remember: nothing succeeds like success!
How to: Build a great team

The world’s first ever professor of leadership John Adair argues that three things are essential to any well-functioning team:

- **Task** – there should be a focus on the task at hand.
- **Team** – the meeting or action should bring a sense of team spirit.
- **Needs** – the physical and emotional needs of each of the people in the meeting/action should be met.

Sometimes, groups can become focused on one or two of these things, and lose sight of the other. For example, a group formed to campaign for better cycling infrastructure might become caught up in having fun and going on team-building bike rides every week. They might all really enjoy it, but forget that they are supposed to be trying to make change happen. Or might get so caught up in the task at hand that the group stops being a place where people want to volunteer their time. Remember the role of the one-to-one in better understanding people’s needs, and also the possibility of appointing a ‘mood-watcher’ in meetings. What could your group do to keep a healthy balance of all three aspects?

**Task**
- Defining the task
- Making a plan
- Allocating work and resources
- Checking and adjusting the plan

**Needs**
- Attending to personal problems or issues
- Valuing individuals
- Recognising and using individual abilities
- Training/helping the individual
- Ensuring there are enough refreshments!

**Team**
- Building team spirit
- Encouraging, mentoring giving a sense of purpose
- Appointing roles
- Ensuring communication within the group
How to: Tell your public story

Every one of us has a story to tell. And every one of those stories can move others. Listening to other people’s stories is the basis of leadership for social change. Telling your story in turn is a way to inspire others. A compelling story can show how you have changed, speaks to the change you can make together, and explains your vision for making change in the world.

The story-telling method referred to as ‘Story of Self Us and Now’ (from the community organizer Marshall Ganz) is based on the idea that values inspire action through emotion. It combines your personal motivation and history (self), your experience of being part of a movement (us) and why it is important to act urgently (now).

A ‘story of self’ tells why you have been called to serve.
The ‘story of self’ expresses the values or experiences that call you to take action. The key focus is on ‘choice points’, moments in our lives when values are formed because of a need to choose in the face of great uncertainty. Think about: When did you first care? First learn that you were concerned? Why? When did you feel you had to do something about it? Why did you feel you could? What were the circumstances? What specific choice did you make?

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

A ‘story of now’ communicates the urgent challenge we are called upon to face now and calls us to action.
The story of now articulates the urgent challenge in specific detail. It also includes a description of the path we can take to achieve goals relative to the mission – the unique strategy or set of ideas that will help us to overcome the challenge we face and succeed.

The story of now includes a specific ask that summons the audience to a specific action they can do to achieve our collective mission. Finally, the story lays out in detail a vision for the potential outcome we could achieve if our strategy succeeds.

Once you develop your story of self, story of us, and story of now, you’ll probably want to go back to the beginning to clarify the links between them.

Honed to a few minutes, (or eventually three or four sentences) you can use your story everywhere: when you meet people for the first time, in the course of a speech or presentation, even if there is time when introducing yourself in groups. It is also very valuable in a one-to-one conversation, when talking to someone who you think might share a desire for change with you.
Sometimes you will be called upon to give a short speech or presentation to a neighbouring campaign group, a place of worship, on a panel or at a rally.

Think of a great speech. What made it great? What do you remember about it? The chances are it was personal, emotive, powerful. You probably don’t remember the detail of the facts and stats. In the words of Maya Angelou “I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel”.

How you stand
Look in the mirror. Do you look like you’re about to give a speech? Adopt a strong stance. Arms open not crossed. Resist the temptation to fidget. Hold your hands out as if gesturing from the heart. Mime how a passionate but not overbearing speaker would stand. Got it? It’s time to continue.

The five finger speech writing method
A good speech expresses the values of the speaker. It connects with the audience, tells a personal story, moves on to the collective ‘us’ or the problem, makes a philosophical point and ends with a call to action.

There’s a way you can use the fingers on your right hand to remember this. Trace around your right hand on to a piece of A4 paper. In the imprint of your palm write the core values that inform what you are saying.

Then, next to the imprint of your thumb make a note of something to get the audience onside (e.g. “Thank you for the invite, I’ve always admired the work this organisation does and it’s an honour to have the opportunity to speak”).

Next, by your index finger make a note of a personal story – maybe your story of self (e.g. “I get great joy from growing tomatoes”).

Where you drew around your middle finger, either tell your story of us or introduce the problem (e.g. “Since joining Friends of the Earth I’ve found out only bumblebees can ‘buzz Pollinate’ my tomatoes, and bees are decline, because of the pesticides sprayed on crops, bad building practices, and bad town planning”).

If you like next to your ring finger you have the opportunity to say something philosophical: (e.g. “This raises questions about the government’s priorities – we need bees for life – but currently the profits of a few pesticide companies are trumping common sense”).

Finally, next to your little finger you can make a call to action (e.g. “But there is something we can do now. Together we’ve already persuaded the government to sign up to a Pollinators Action Plan. Now we need to make them make it brilliant. And you can do that by signing this postcard”).

Practice
Now it’s time to practice – in front of a mirror, then with a friend who will give you honest feedback. If you need a reminder of the order, think of ‘Thumbs up’ (Welcome), ‘Index finger pointing to yourself’ (Story of self), ‘Middle finger bringing things together’ (Story of us), ‘Marriage on the ring finger’ (your philosophical point) and ‘Sting in the tail’ (little finger – your call to action).
Pictures can have a massive impact on people’s approaches to life, and sometimes make them face up to issues they may not have wanted to think about. That’s why the best campaigns are backed by the best possible pictures.

Pictures can be used in a variety of ways: they can be printed (e.g. in a magazine, newsletter, local or national newspaper), used on a website, on social media, in an email, used to illustrate a blog or article you write, or simply used as a historic record of your group’s activities.

Having a dedicated photography role for one or two people will help them take the best pictures. If the photographer is taking part in the action or organising it, it makes it hard to get a good picture, and easy to forget to take pictures at all.

As with most things, the key to success is in the planning:

1. **Photography briefing:** As the photographer, should be involved in the planning of the event so that you have a good idea about what will happen. Work out in advance what you want to photograph, your message and how you will use the photographs.

   For example are there important people whose faces need to be recognisable? If so maybe bring them to the front of the group. Is there a sign or banner? If so, make sure the people holding it are aware they will need to be near front and hold it straight. Are the images for print or web or both? If so, do they need to be landscape or portrait? Website images need to be clean and not busy, as they are scaled to a small size, where it’s hard to see detail.

2. **Shooting outdoors:** Check the weather forecast the day before to get a better idea of photography conditions. If it’s so sunny that people are squinting, get them to stand with their backs to the sun and use fill-in flash. If it’s raining you may want to have someone hold an umbrella over the photographer (if you can spare someone).

3. **Shooting indoors:** Either set camera ISO (film speed) to high or the highest setting (this allows you to shoot in lower light) or use flash. If there is lighting indoors or windows, get people to stand so light is shining on them (e.g. facing a window). If when you’re using flash it’s blowing the faces out (faces are too bright) move further back to reduce the flash’s power.

4. **Zoom:** Remember zooming in requires more light, so if you are struggling for enough light, zoom out (you can always crop photos later). You need a very steady hand for zooming so it’s generally best to crop images later rather than zooming in, particularly on light cameras (e.g. mobile phones).

5. **Test shots:** Novices should go out and practice before the event. Look critically at your results, to see what works and what doesn’t – it’s the best way to build your confidence and skills.

6. **Aim to get a variety of pictures,** from up close and far back so that you have a wide selection to choose from. If you are sending pictures to the press select up to three of the best ones and send the actual files in an email.
The press generally doesn’t have time to look through lots of images and follow links to download images from, for example, Flickr.

7. When composing your shot try to **make sure your message is clear** (banners are legible). Shots of people, emotion and expressions make for more engaging images – so even if you’re photographing a banner try to get people’s faces and a mood in the image. Asking people to walk towards the camera can help loosen them up and make them look and feel more natural. Or tell a joke, direct people, make them feel comfortable. Don’t be afraid to ask people to move. People looking to camera is more engaging. Try different angles (take a shot from the ground or up high) – be brave and try things out.

8. **Remember to caption (and date) your photographs.** Who took the picture? Where was it taken? What is it showing? When was it? You can create a fantastic archive if you get in the habit of accurate labelling and captioning. Include event/description, location, date, names of recognisable/prominent people.

9. **Permissions when photographing people:**
   a. Think commercial and courtesy: consent forms (known as model releases) are essential for commercial work (e.g. if you’re selling the images). Ultimately if you use an image of someone (even without including their face) without permission they can sue you. But as a charity things are a little more flexible.
   b. Stunts: assume anyone taking part is aware of the camera and that the images will be used publicly and by the press. You can always make an announcement and ask anyone who is not happy to step away.
   c. If people don’t want to be photographed they will most likely tell you, so hide their face from the camera or move.
   d. Individuals must at least give verbal permission (if you’re filming as well, you can get permission on camera).

The next best thing is to get an email address to send images and confirm a usage agreement in writing. The best thing is a model release. Which method you use depends on models and end usage.

10. **Storing and sending images:** Depending on the final use of your image (e.g. print, web, presentation) you will need to create different file sizes for your images. It’s important to know the end usage size of your image. These image files can be distributed easily via email or a file sharing platform, like Dropbox or WeTransfer.

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**General file size guidelines**

**For print**
(e.g. in a newspaper, magazine, leaflet)
- High resolution (e.g. 300 dpi)
- Save as JPEG
- File size should be 500 KB-5 MB
- Check the quality needed before sending to a newspaper or magazine

**For web**
- Use low resolution 72 dpi
- Save as JPEG
- File size should be 20-40 KB.
- After you’ve resized the image, open it to check the quality isn’t so low that the image is pixelated. It takes a bit of trial and error to get it right, but is worth it for optimal web visuals.

Some useful guides:
W: startup.co/guides/1022/make-users-love-your-product
W: www.foe.co.uk/green-blog/10-secrets-amazing-wildlife-photography
How to: Give a great media interview

You’ve worked out your media plan, made your contacts, crafted an amazing press release and now interest is flooding in. Local or regional radio and TV may want to interview you to put a face to the story and make it interesting for their audiences. This can be daunting, but this brief guide explains how preparation will build your confidence and help you get great coverage.

So, what’s involved?
There are two types of TV and radio interview: pre-recorded and live. The good news is that recorded interviews are by far the most common. Although they may take longer, only very short pieces will be used: a TV clip could be as short as 10 to 20 seconds; or up to three minutes for radio.

Interviews can take place either in a studio or outside – this will depend on the story and the amount of time and resources the radio or TV station has available. If your interview is in a studio; you may find yourself talking directly with your interviewer or you could be in a room by yourself talking into a camera or microphone, which is known as doing an interview ‘down the line’. If you are filmed for TV outside of a studio, there will usually be two people involved, a camera operator and a reporter.

For newspaper interviews, if the journalist wants more than the press release, you will be interviewed face to face or over the phone before a feature or news article is written.

Preparing for an interview
You should find out as much as you can about the programme or publication beforehand.

➔ Ask if the interview will be live or pre-recorded.
➔ Ask how long the interview will be.
➔ Ask if it is a one-to-one interview or a group discussion. If it is the latter then ask who else will be involved and what they are likely to say.
➔ Ask the journalist how they intend to present the issue (i.e. what angle they intend to take) and why they have chosen this particular topic.
➔ Ask what the target audience for the publication or programme is if you don’t know already. This will give you a sense of what is required of you.
➔ Ask for an outline and the main questions or topics the interview will cover. Do not be worried about stating what you are prepared and/or able to talk about. If you can only talk about a particular area, event or issue, be clear about this with the journalist, so that you do not get drawn into a wider discussion.
Ten tips for a media interview

1. **Be clear about your core message or messages**
   Think about why this issue is important, who it affects, what is happening and what people can do. Write down the three main points you want to make and stick to them. Remember to say your key points. Interviews are often short so you need to get your key messages across as early as possible. You may be asked to provide a sound bite to use in a news story. This means they want you to make your point in a short and punchy manner. Prepare how you will do this.

2. **Develop some stories or examples to illustrate your points**
   Learn how to tell these stories clearly and really concisely. Connect with the listener, viewer or reader by using local examples and refer to real life situations. These can often strengthen what you are saying and help people understand and connect personally with issues.

3. **Check the latest information and your facts**
   Have the necessary facts written down in front of you to back up your arguments and answer any counter arguments. A couple of easy-to-understand facts can often strengthen your argument.

4. **Prepare for difficult questions**
   Think of difficult questions you might be asked or arguments against your position and develop answers that you can use in the interview.

5. **Practice what you want to say**
   If you are inexperienced or lacking confidence, practise what you want to say out loud with a friend or colleague, in front of a mirror, or into the sound or video recorder on a phone. Talk clearly. Keep the message short.

6. **Develop a conversational style. Do not be too complicated or technical**
   How would you explain the issue to your mum or a friend from school or college? Use simple words to paint a picture and express feeling. Be enthusiastic – if you’re not convinced by what you’re saying, why should anyone else be? Showing some real passion for what you’re saying stops you sounding contrived. On radio you’ll need at least 20% extra oomph to sound normal – most of how we communicate is through body language.

7. **Never ignore questions, but steer your answers towards what you want to say**
   Use the subject of the questions to make the points you want to make. Remember the ABC rule:
   - Acknowledge the question (“Yes, that’s an important point”)
   - Bridging phrase (“But really the fundamental problem is…”)
   - Communicate (“The real problem is…”)

8. **Be confident in your knowledge and experience**
   Remember that you are likely to know more about the issue than the interviewer.

9. **Talk to the reporter not the camera or microphone**
   If eye contact makes you nervous, fix your gaze 10cm above the interviewer’s head.

10. **Look the part**
    Think about what you are wearing and the impression it may convey to the audience. Avoid wearing black, heavily striped or sparkly tops and distracting jewellery for TV interviews as these can look odd or distracting on camera.
How to: Write a press release

A press release is a standardised way of communicating with journalists. If written well it will tell them what the story is at a glance – making their job easier and making it more likely they will cover your issue.

However well written it is there are a few things to consider first. News has to be new. There is no point publicising an event or activity that happened a few weeks ago – it’s been and gone. It might be the launch of a new campaign, new information you have uncovered, an event or activity or someone new wading into a debate. Ensure that the facts you use are correct.

Human interest stories are very popular, especially in the local media. People are more interested in reading about how young people locally have been affected than they are about a bunch of statistics. Quirky, unusual or unexpected events and activities are also newsworthy. This could be a humorous photo opportunity or stunt. Adding a local celebrity who is supporting your campaign such as the mayor or MP can help.

Finally, your story has to have some relevance for the people who are going to be reading or hearing about it. For the local media this means finding a local angle. Here’s the formula:

Press release
For immediate release: [date]
If you want the media to use the story as soon as they receive it. If you want them to wait, write ‘embargoed for’ then the date when you would be happy for them to use it.

Headline
Start with a snappy headline, but not too clever.

Photo opportunity: what it is, where it is, when it is and contact details.

Paragraph 1: Summarise the story - who, what, where, when and why. All key information needs to be in this paragraph.

Paragraph 2: Put in more details to flesh out the story you have outlined in the first paragraph.

Paragraph 3: Include a direct quote from a spokesperson and an example or story. The quote will often be from the head of your organisation or someone who has been affected by the situation. It needs to be concise and get across the main campaign message. Don’t try to cram too many points into one quote – each quote should make one point.

Paragraph 4: Any extra relevant information

Ends

Put contact details and any further information at the bottom of the press release, as well as any additional information and statistics.

Notes for editors

➜ Provide background information in case they run a longer story.
➜ Outline what you have to offer: pictures, interviewees.
➜ Outline any additional relevant information or facts and figures, but keep it short.
➜ Contact details (use a generic email rather than a personal one if you will be sharing it elsewhere)
How To: Coach your team

As a leader, one of your most important responsibilities is to help your team members grow and develop. One way of doing this is coaching. Through encouraging and curious questioning, you can help your team members to achieve their goals. Ask open questions. Keep reflections to a minimum and find out the passions and strengths of your team members. Don’t be judgmental, give advice or tell people what to do. The idea is for them to come up with the answers by themselves.

The GROW model is a tool to help you in your coaching sessions. It is an acronym which stands for:
- Goal
- Reality
- Opportunities
- Way forward

1. Establish the goal:
First, establish what they want to achieve. Make sure that this is a SMART goal: one that is Specific, Measurable, Attainable, Realistic, and Time-bound. Ask questions like “How will you know when you have achieved this goal?”, “How will you know that the problem or issue is solved?”, “Does this goal fit with our overall objectives?”

2. Examine the current reality: Next, ask your team member to describe their current reality. This is an important step. Too often, people try to solve a problem or reach a goal without fully considering their starting point, and often they’re missing some information that they need in order to reach their goal effectively.

As your team member tells you about their current reality, the solution may start to emerge. Ask questions like “What is happening now (what, who, when, and how often)?”, “What is the effect or result of this?”, “Have you already taken any steps towards your goal?”, “Does this goal conflict with any other goals or objectives?”

3. Explore the opportunities: Once you have explored the current reality, it’s time to determine what is possible – meaning all of the possible options for reaching their objective. Help your team member brainstorm, then discuss these and help them to decide on the best options. By all means, offer your own suggestions in this step. But let your team member offer suggestions first, and let them do most of the talking. It’s important to guide them in the right direction, without actually making decisions for them. Ask questions like “What else could you do?”, “If this or that constraint were removed would that change things?”, “What are the advantages and disadvantages of each option?”

4. Establish the way forward: By examining the current reality and exploring the options, your team member will now have a good idea of how they can achieve their goal. That’s great – but in itself, this may not be enough. The final step is to get your team member to commit to specific actions in order to move forward. Ask questions like “So, what will you do now, and when? What else will you do?”, “What could stop you moving forward? How will you overcome this?”, “When do you need to review progress? Daily, weekly, monthly?” Finally, decide on a date when you’ll both review progress. This will provide some accountability, and allow them to change their approach if the original plan isn’t working.
Our Bright Future

This guide has been produced to support My World My Home programme, and the OCN London Award in Community Campaigning.

The project is part of Our Bright Future, a £33 million programme funded by the Big Lottery Fund and run by a consortium of eight organisations which is led by The Wildlife Trusts.

Our Bright Future aims to tackle three big challenges facing society today - a lack of social cohesion, a lack of opportunities for young people and vulnerability to climate change. Thirty one youth-led projects across the UK are each receiving around £1m of funding to give young people the skills and knowledge to improve their local environments – from reducing marine pollution to minimising food waste.

This young, ambitious and capable movement is ensuring this generation’s voice is heard in the current debates around environmental improvements and a resource-efficient economy.

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