

WORKSHOP 11

CHANGE TACTICS TO ACTIVATE AND TRANSFORM

Objectives

Following this workshop, the youth will be able to:

- Select policy change tactics for further exploration in their campaign.
- Understand how to combine tactics in a change campaign to increase impact.
- Apply the SMART goals framework to evaluate and refine their change goals.
- Map their change goals.

Overview

Familiarity with different change tactics and how they can be combined will generate momentum and create opportunities for transformation over time.

Total time

2 hours

Facilitator Prep

- Print the visuals for Activity 1: Understanding Advocacy Tactics, Activity 2: Envision the Win, and the [Tactics for Transformation](#) resource.
- Review and summarize AWE evaluation results to share using a modality of your choice.

Welcome

Ask the youth to share what day in your life would you like to relive again and why?

Connect & Open

Review AWE survey summary and anonymous compliments from last session.

Look Back

Review that in the last workshop, the group was introduced to several change tactics. They also created an elevator pitch incorporating aspects of the mission statement they developed. Let the youth know that their pitch(es) can be refined before using with allies or in their future change campaign.

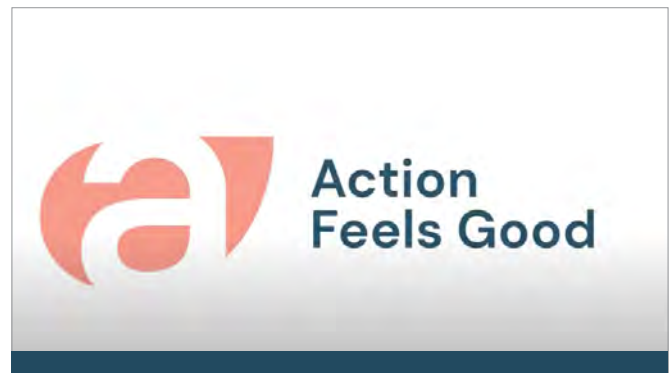
Look Forward

Tell the group that during this workshop, they will be looking at various approaches to change and considering which tactics might best suit their group's policy goals.

Share that they will also explore tools for planning and measuring progress.

Frame

Play the theme video, *Action Feels Good*, explaining that it introduces the importance of mapping out campaign goals, which helps to identify the important tactics and steps in the policy change process. Achieving success with each step can motivate the group, build resilience to deal with setbacks and create broader impacts that can contribute to lasting change. It is important to remember that each small success builds the momentum needed for tackling bigger change opportunities.



Activity 1: Mastering the Art of Change: Tactics for Transformation (20 minutes)

Aim

This activity delves deeper into various tactics that the group can use in their change campaign. By identifying the tactics that are of interest to the youth and exploring the strategies used by past Agenda Gap cohorts, the group will be ready for action.

Steps

1. Ask the group to respond to the following question: *What are some change tactics you have seen before and liked? Why?*
2. Tell the group they will be going into smaller groups to review the change tactics introduced during the last workshop. Ask them to discuss which tactics are familiar and which they are most curious about. If they know of any additional tactics that are not yet listed, they can add them. Ask the youth to chart the tactics on the *Tactics for Transformation* resource to indicate where they land for them in terms of raising excitement versus confusion and being practical versus challenging to execute.

Tactics for Transformation

Engaging with Media- doing an interview, writing an op-ed (expert opinion piece) or communicating with a reporter to raise their awareness about an issue.

Event hosting- organizing a community meeting to celebrate, educate, and/or fundraise. It could also serve as an opportunity to have elected leaders endorse or speak about your policy priority.

Letter writing - writing letters to decision makers and encouraging others to also do so is an impactful way to get your message into the hands of those who can create change. The more volume they receive, the better.

Petitions, marches or walk-outs - public requests that identify an issue and potential solution and seek to build broad interest to promote awareness and demand for change.

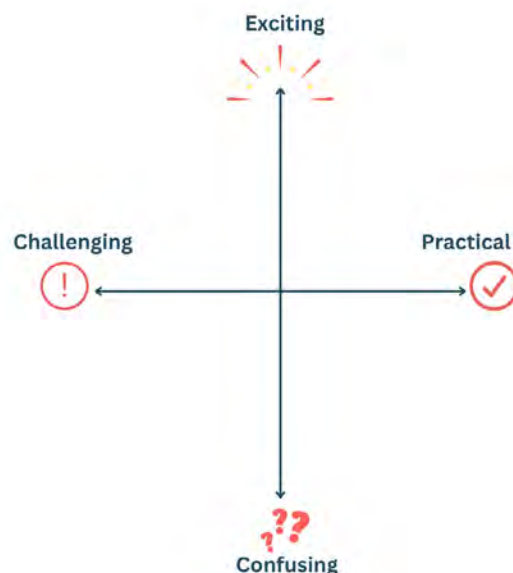
Creative protests - imaginative strategies, such as art and flash mobs, that are used to increase awareness about a policy priority.

Position papers - a formal paper describing a particular argument about an issue and how to solve it, which can be used as the basis for a change campaign.

Boycotts - using the power of group participation (or lack thereof) to convince a decision maker to change their practices or policies.

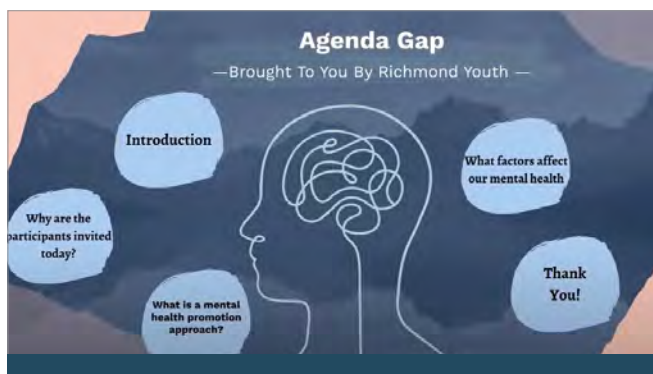
Run for office- elected positions in student government or other settings provides opportunities to engage with leaders and more directly influence policy decision making.

Reaching out to elected officials/decision makers- contacting elected politicians and community leaders.

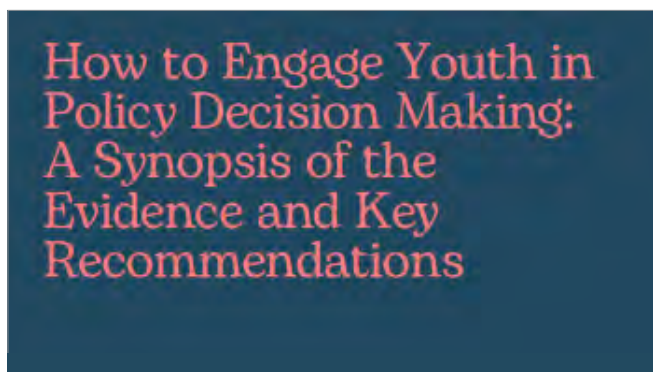


3. Send into groups with facilitators for 10 minutes.
4. Return to Circle and have each group share what they discussed, how they charted the tactics and which tactics they would like to learn more about. Share that a change campaign is strengthened by the use of multiple tactics.
5. Offer an opportunity for the group to see examples of advocacy tactics employed by other Agenda Gap cohorts for inspiration:

a. Dialogue event presentation (play from 3.47 minutes to 8.48 minutes). This video shows two skits that Agenda Gap youth created and presented during a community dialogue they hosted. The first skit illustrates how they felt their mental health could be supported by teachers at school while the second dramatizes how parents can unintentionally undermine mental health by removing opportunities for support.



b. How to Engage Youth in Policy Decision Making. This position paper provides a summary of evidence and key recommendations for engaging youth in policy decision making. It was co-created with youth from a past Agenda Gap cohort. They identified that meaningful youth engagement contributes to positive mental health. This report was presented to a provincial government and helped inform its youth engagement strategy.



6. Summarize the tactics the group would like to incorporate into a change campaign. Note that future discussions with allies may inform and refine the strategy(s).



7. Share the [SMART Goals Framework](#) resource (page 91) and review that applying this tool supports the development of goals that are achievable. It will help the group to assess their change campaign plans and strategies and identify where they may need to refine. The SMART Goals Framework is useful in ensuring that goals are:
a) specific, b) measurable, c) attainable, d) relevant and e) time-bound. As a group, discuss how the group's potential tactics align with the SMART tool. Focus discussion on whether the tactic will achieve their goal, whether they need to add other tactics to their strategy and where they might need additional help.
8. Note any other strategies the group would like to include.

S.M.A.R.T. tool



SMART tool for analyzing progress: Specific, Measurable, Attainable, Relevant, Time-bound

S	Specific	What will be accomplished? What actions will you take?
M	Measurable	What data will measure the goal? What benchmarks will you set?
A	Achievable	Is the goal doable? Do you have the necessary skills and resources?
R	Relevant	Why is the result important? How does the goal align with broader goals?
T	Time-Bound	What is the time frame for accomplishing the goal?

Facilitator Tips

- Encourage feedback from the group on past Agenda Gap change campaigns. To prompt discussion, ask them what aspects they liked and whether there were components they would like to incorporate into their work.



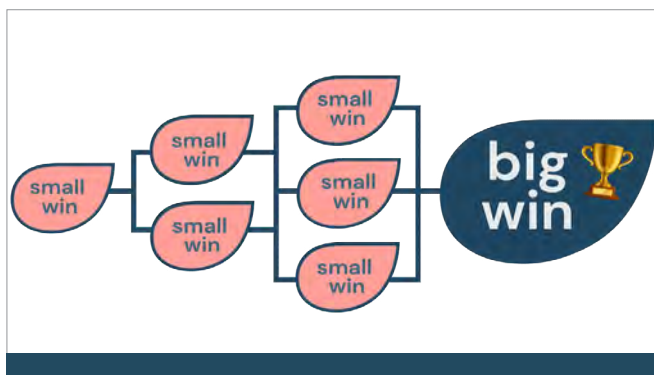
Activity 2: Envisioning the Win (20 minutes)

Aim

This activity will help the youth connect the change tactics they are interested in using to their change goal. It also maps the accomplishments — or small wins — that are realized along the way, helping to sustain excitement and momentum.

Steps

1. Remind the group of their policy change goal.
2. Tell the group that they will now map potential wins they hope to achieve through their change campaign.
3. Share the [Map the Wins](#) resource.
4. Ask the youth to add their policy change goal to the visual as the “big win” and identify smaller goals they have achieved or hope to achieve using their identified tactics along the way.
5. Explore which of the small wins are most upstream (i.e., addresses the source of the issue) and ask the youth to arrange these closest to the big win.
6. Ask the group to identify which potential allies might actively support them to achieve these wins and note them on the whiteboard.
7. Ask the group to name the next steps they would like to take based on discussions to date. For example, drafting invitations to allies and decision makers the group would like to engage with.
8. Create a sign-up sheet for tasks and encourage the group to begin working through these before the next workshop.



Facilitator Tips

- Encourage the group to map any personal outcomes they are achieving through their participation in Agenda Gap, such as making new friends, learning new skills and sharing knowledge with others.
- The group may need more time to consider which change tactics they would like to use in their campaign. Review and establish consensus at the start of the next workshop. To support decision making, offer your perspective on how you might be able to support the use of particular tactics.

Connect & Close (10 minutes)

1. Share that keeping track of project activities and their impacts is useful for knowing what tactics are working, what might be helpful for moving forward and capturing unexpected wins — all of which can contribute to a growth mindset, provide inspiration to keep going and feel good about your work.
2. Share the Success Log document and review the examples provided in the table.
3. Ask the youth to list the completed and planned activities on the shared document using the wins they have mapped in the previous activity.
4. Encourage the youth to update the table as activities are completed and note that this is their living document that will be revisited as a group at the end of the program and beyond.
5. Circulate the AWE survey link and allow a few minutes to complete.
6. After the workshop closes, send a link to the AWE survey by email for those who did not complete it during the session.



Workshop 11 Resource: Tactics for Transformation

Engaging with media: doing an interview, writing an op-ed (expert opinion piece) or communicating with a reporter to raise their awareness about an issue.

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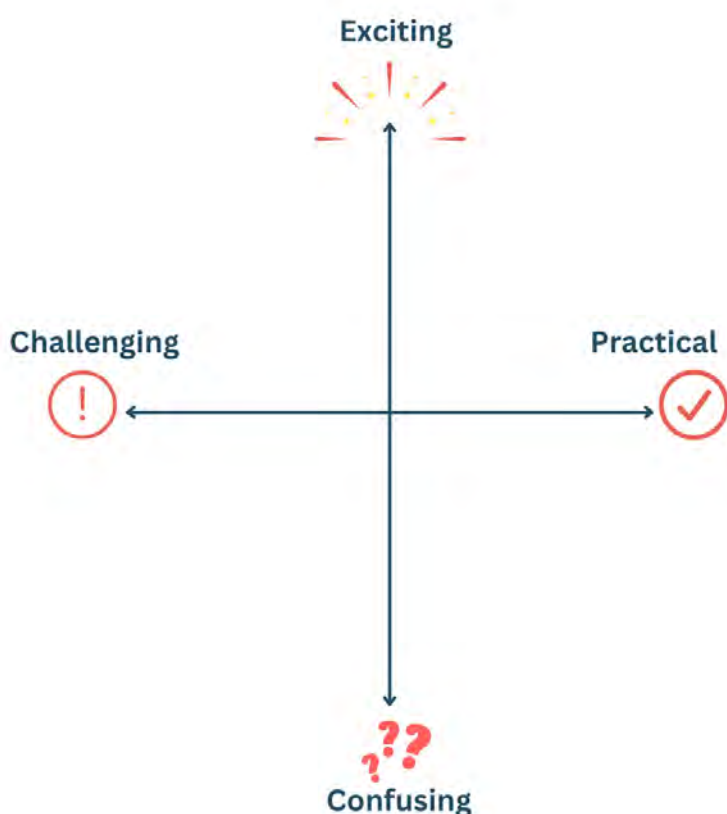
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Workshop 11 Resource: SMART Goals Framework

S.M.A.R.T. tool



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Workshop 11 Resource: Map the Wins

