



Project Tips

Getting a project up and running is never an easy task—here are some helpful tips to help you get started!

OUTLINE WHAT YOUR PROJECT IS

Start with the basics first. Decide the purpose of your project, how it will work, when you hope to have it done and what your timeline will look like. Be sure to listen to the input of all group members and determine if the project is doable, taking into consideration the resources required.

TNM Groups tend to work in a **highly collaborative manner**. This is great as it allows everyone to contribute and share leadership! It also means that sometimes people must compromise; we may not all get our first choice, but we can aim to find mutually agreeable solutions.

PRIORITIZE

What are the most important aspects of your project you want to get done first? Make a list of key tasks you want to accomplish. Start by defining what you would like to happen, then outline what you need to make it work.

TAP INTO COMMUNITY RESOURCES

Have youth and/or adult allies approach local businesses and request venue, food and supplies donations for your group projects and events.

BREAK THE PROJECT INTO TASKS

Give each group member a task to work on individually or with a partner with the aim of matching tasks to each person's individual strengths.

SET UP A COMMUNICATION PLAN

Ask your participants how they would like to communicate their individual progress on the project with the rest of the group. Email, social media messaging, phone calls and in-person meetings are all great ways to stay updated on everyone's work. Make sure that everyone can access the group's chosen communication methods and share updates on their work before their deadlines.

HAVE DEADLINES

Decide with your group what your timeline will look like. Have deadlines throughout the project for certain tasks to be done. Reevaluate with your group regularly to make sure these deadlines are fair for everyone. **See the Darci Accountability Guide for a template on how to set these expectations with your group.**

LEAVE EXCESS TIME

Things may not always go according to plan; leaving some extra time will help if something does come up. Aim to have everything done and ready to go a week or two before the final deadline.

DON'T GET DISCOURAGED

Creating a project is hard work! Sometimes things do not go as smoothly as planned. Sit down with the group and discuss what to do if something sets the project back. Learn from any mistakes that occurred to prevent them from happening in the next project.



Sharing Your Story

Many TNM Group projects incorporate an element of young people sharing their stories. Here are some tips on how to share your story in a safe and effective way!

PREPARING YOUR SPEECH

When sharing your personal story, it is important to prepare. If you just “wing it,” you risk losing your message and possibly putting yourself or the audience in an unsafe position.

Here are some questions to help you prepare your purpose and intended impact of your speech:

WHAT do you want to share? What is unsafe for you to share?

WHEN is telling your story empowering, and when is it unhealthy and harmful? What are the differences?

WHAT are the most important themes in your story? What message do you want the audience to take away from it?

WHICH details need to be included in your story? Which can be omitted? How might your audience react to hearing certain details?

WHAT do you hope for when sharing your story? For yourself and for the audience?

HOW can you frame your story in a way that inspires others? How might it invite them to change their perspective?

DRESSING THE PART

Wear an outfit that makes you feel **powerful, comfortable, and bold.**

KNOW YOUR AUDIENCE

It is important to know your audience, what you want them to get out of your speech and what they can do after they hear it. For example, counsellors cannot put money into the system, so it would not be reasonable to ask them for more funding. It could, however, be very helpful for those counsellors to know what did and did not work for you when you were receiving counselling.

Remember, everyone in the audience is rooting for you. They want to hear your story and will think you are tremendously brave for sharing it—**and they are right.**

SAFETY

Telling your story can be liberating, but it can also be scary. Remember that **you own your story**, so you get to decide what is said. **You do not owe the audience your full story.** If there are parts of your story that you are still experiencing or are too emotional to talk about, think about whether this is the right time to share it.

SHARING TRAUMATIC & TRIGGERING STORIES

When sharing your story, you might try to reach the audience’s heart to help them understand what you went through. You might want them to feel what you are saying and respond to it with emotion. If, however, they feel overwhelmed by the emotion, they can stop listening out of self-defence due to discomfort or distress.

Think about what you are sharing and how you are sharing it. You want the audience to understand what you went through but not feel so overwhelmed that they cannot receive your message. Work on your speech with your adult ally to sort through the pieces of your story that might be triggering for others to hear or for you to share.



KNOWING YOUR STYLE

There are different types of speaking styles and no single style is necessarily more impactful than another. Find your own style rather than mimicking others.

Your first few attempts at shaping your style might feel challenging. When that happens, reflect on what was difficult, what the audience responded well to and what you could do differently next time.

MEMORIZING

Memorizing your speech can create a really powerful experience for the audience. Sometimes an audience responds better when they think you are speaking from your heart rather than a piece of paper—even if the words are just as meaningful and well-thought-out. Memorizing your speech also forces you to practice and work out the kinks in your story.

Memorizing your speech can be a really challenging thing to do—so it is okay to bring a printed copy and read off the paper! If you do this, a good tip is to find a really powerful line in your speech and look up either as you say the line or directly after it. Give a good pause so the audience can really sink into what you just said.

WRITING YOUR SPEECH

There are many ways you can lay out your speech. Some people write their speech using unique spacing or bold letters to direct their tone while others might use one-line prompts to guide their points. Whatever method you choose is up to you—but for people sharing their story for the first time, we encourage you to write out your entire speech.

Be sure to pay attention to your grammar as you write – full sentences will be easier to read off the page should you stumble or freeze while speaking.

PRACTICE! PRACTICE! PRACTICE!

Practice is key to an impactful speech. Practicing helps you narrow down what you are going to say, recognize where you are stumbling and ultimately refine your speech. To get the full benefit of practicing, try giving your speech in front of real people—not just in front of the mirror.

CONFIDENTIALITY

Even in a room where you ask that no one repeat your story, there is always a risk that someone will.

Think about what information you are sharing and if there is anyone you do not want to share it with, particularly among family, friends, or employers (present and future).

For example, if you are talking about your experience as an LGBTQ+ youth trying to access the mental health system, but your parents, friends, or employer do not know that aspect of your identity, think about what would happen if they found out through someone else.

Would them discovering this put you in physical or emotional danger? Would you be okay if they found out? Should you talk to them before you share this story with the group, or wait until you are ready?

MEDIA

Sharing your story with the media can be an amazing, rewarding and freeing experience that can help a lot of people. However, there are risks when sharing your story on a public platform. Again, think about the people you interact with on a daily basis or will be interacting with in the future. Consider if the possible negative consequences of sharing outweigh the positive things that could come from sharing your story.

Basic Architecture of a Hosting Team

CALLER

The caller is the one who has identified the need for the process and holds the highest stake in what will come out of it.

LOGISTICS

The logistics person attends to the practical details of materials, registrations, communications and all the administrative requirements to make an initiative successful.

SPACE AND BEAUTY

The space host looks after both the physical and aesthetic aspects of the space and holds the objective of creating hospitable conditions for working together.

HARVESTER

Harvesters capture the key insights of what the group is engaging with, using different tools to make the learning visible and usable.

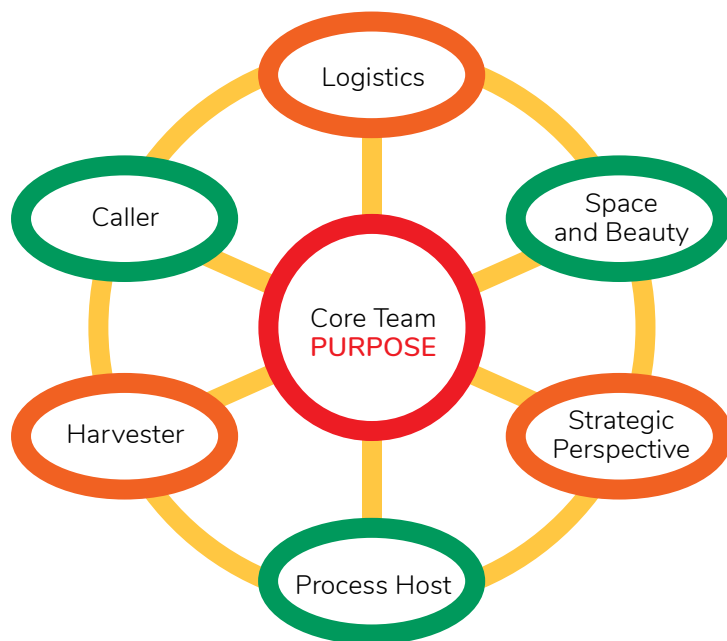
PROCESS HOST (FACILITATION)

The process host advises on the design of conversations, introduces the processes and their purposes, and explains how people can participate. They facilitate activities on-site.

STRATEGIC PERSPECTIVE

The people holding the strategic perspective are those who understand the need for their initiative and are connected to the power and resources that will give it the best chance of success.

It's helpful to hold a vision of your group's strategy while also maintaining a connection to your host agency. It can be helpful to have both an adult ally and a youth from the group in this role.



WHO MAKES UP A CORE HOSTING TEAM?

Whether you are designing a single meeting or a long-term initiative, a core hosting team is very important. Such a team forms early in the life of a project and holds the core of the work until it is no longer needed.

No matter the scale, core hosting teams have a need for several different roles. In a small initiative, such as a one-off meeting, these roles can be performed by a single person. Sometimes the same person can perform multiple roles.

In larger scale initiatives, such as large conferences or extended change initiatives, these roles are often played by teams. Not all team members need to be on the core team, but every team needs to have one person on the core team who is connected to the purpose.

ALL ABOUT LEARNING TOGETHER

In a core team, everybody is learning and continually seeking clarity together. Being clear about what you can contribute and what you expect to learn will help the team work consciously together in servicing the purpose and the people invited.

It is highly recommended to have seasoned people in the team who can help less experienced practitioners deepen their understanding of working through practicing. Sometimes, these seasoned practitioners will not even be visible to the participants. They act then as coaches for the team.

Detailed Roles in a Core Hosting Team



CALLER

The caller is the holder of the process. They have sensed the need for it and have invited the hosting team to help them initiate a process where others are invited to produce outcomes by sharing their knowledge together. The caller facilitates this process and:

- **CO-DESIGNS** and implements the invitation process
- **WELCOMES** people
- **FRAMES** the context and the purpose
- **LISTENS** to what is coming out of the conversations
- **HELPS** the hosting team adapt the process if necessary
- **COMMITTS** to follow up on the outcomes

LOGISTICS AND ADMIN TEAM

When hosting a very large event, it is important to have a logistics person or team as tending to the practical details becomes even more important when working with large numbers. People in this role:

- **LIAISE** with people in charge of the venue on any issues
- **ENSURE** proper set-up of the space
- **HANDLE** laptops and USB sticks whenever used
- **HANDLE** requests coming from all other teams
- **TEST** equipment (e.g. microphones, PC, projector)

SPACE AND BEAUTY HOSTS

The purpose of space hosting is to create optimal learning conditions by tending to participants' physical and non-physical needs. Depending on the context, this includes:

- **VENUE** selecting facilities as needed (e.g. main group room, break-out rooms, accommodation, catering)
- **LOCATION OF VENUE** considering its proximity to nature, transport links, etc.
- **MAIN GROUP ROOM** spacious, light and adaptable with wall space for harvesting
- **SETTING** the optimal learning space when in location (e.g. comfort and accessibility for participants, learning space for optimal flow, ample space for harvesting, location of food/drinks)
- **ENERGETIC HOSTING** sometimes known as “holding space”
- **CONNECTING** to the authentic higher purpose that serves the common good
- **WORKING** intentionally with the more subtle levels of emotional, subliminal (unconscious), and thought-based aspects of human interaction that can distract or negatively disturb the creation of a generative learning field
- **NOTICING** the “unspoken”, and if in service, giving voice to it by asking a question, naming the energy or emotion in the field, or grounding it intentionally

HARVESTERS

Thinking ahead to what we wish to collect from the conversation (i.e. the harvest) is very important. This shapes what the harvesters will be looking for and gathering throughout the process. During an event, this role includes:

- **DESIGNING** a plan for harvesting that considers the purpose of the initiative and the modes of sharing learning that will be most powerful and useful
- **COLLECTING** the results of the conversations depending on the level required (e.g. detailed notes on what was spoken, worksheets participants have filled in, graphic recording, meta level)
- **COLLECTING** all pieces of harvesting throughout the event, (e.g. worksheet, flip charts)
- **RECORDING** real time visually (e.g. mind maps, photographing, videoing, creating a visual landscape)
- **PRODUCING** the artifacts of what the process unearthed (e.g. landscape, newsletter/live minutes, full record, strategic report)

Good harvesting teams are at the core of a successful process. Encourage participants in the process to join the harvesting effort so that the fullest harvest can be shared.

PROCESS HOSTS (FACILITATION)

Before an event, process hosts create an architecture for the process by designing conversations and activities. This done by considering the context and purpose of the process as well as the desired outcomes.

During an event, process hosts focus on facilitating the process. This includes framing each method, explaining how people will participate, offering stillness while people are in conversations (i.e. holding space) and supporting the gathering of insights from the conversations.

During meetings or events, the process (facilitation) host is the most visible part of the team, but they cannot perform their role without the support of the other members of the team.



STRATEGIC PERSPECTIVE HOLDERS

The people who hold the strategic perspective include the caller and those who have a key stake in the outcomes of the event. These people specifically:

- **WORK** with those who have decision-making authority and resources to ensure that they can enable successful outcomes from the event or process
- **LIAISE** with guests to help them catch up when they arrive and make sense of the outcomes of the seminar
- **SUPPORT** the process by briefing guests or those who are bringing outside perspectives to the work
- **LISTEN** intentionally for horizontal questions
- **CAPTURE** the key aspects learned by the group
- **LIAISE** with the hosts to keep the event on track
- **HOLD** the strategic level of questions to figure out how best to use the harvest

STRATEGIC FOLLOW-UP

It is good practice to gather the entire core hosting team and work as a group to harvest the **key content insights** that will move the work forward as well as the **key process insights** that will help shape the steps of the next process.

This follow-up informs the core hosting team on how to better facilitate the development of the organization, its individuals and the identified causes within their community.



Principles of Leadership Collective

Resource: Margaret Wheatley, www.berkana.org

We only support those things we are part of creating.

We pay attention only to that which is meaningful to it here and now.

We are always in constant change.

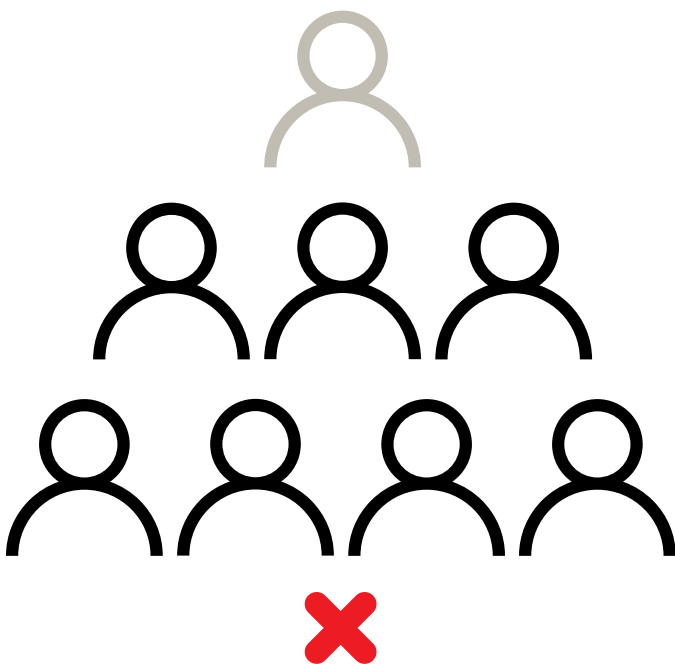
Diversity increases our chance of survival.

Not all the answers exist “out there”— we must experiment to find out what works.

We cannot be controlled— only nudged to see things differently.

We change only when we see ourselves differently.

Who we are together is always different and more than who we are alone.



The Darci Accountability Grid

WHAT IT CAN DO

This tool can assist you to:

QUICKLY clarify accountability for virtually any organizational activity

CLARIFY specific roles for everyone involved in a project

CREATE a shared language for assigning and tracking accountability

ENHANCE organizational efficiency

DEEPEN trust by improving follow-through



Resource: Robert Gass. www.stproject.org/resources/tools-for-transformation. A tool for establishing clear accountability in teams and organizations.

HOW IT WORKS

With regard to a specific project, assign clear accountability as follows:

D — DECIDER/DELEGATOR

Holds the ultimate power in the project. Power can be retained as the right of final approval/veto, or delegated to the **A**. The **D** might be an individual leader, or it could be a group such as the management team or board.

A — ACCOUNTABLE

The **single** person fully accountable for making the project happen. The **A** must be given sufficient decision-making power and room to learn/adjust commensurate with accountability.

It is possible for a **D** to also be the **A**. There should never be more than one **A**. If no one is willing to be the **A**, do not proceed.

R — RESPONSIBLE

Those responsible for doing the work on the project. There may be a number of **R**'s on a project. **R**'s are responsible for dealing with roadblocks, raising questions, etc.—not just being “good soldiers.”

C — CONSULTED

Those from whom input will be solicited.

I — INFORMED

This is an FYI role for those to be kept apprised of relevant developments.

I's may not use the information to undermine the process. Unless someone is officially an **I**, consider not CC'ing them on emails as this cuts down on unnecessary emails.

Create a DARCI Grid appropriate for your situation using the examples on the following pages.

EXAMPLE 1: DARCI GRID FOR MULTIPLE PROJECTS

PROJECTS	DECIDER	ACCOUNTABLE	RESPONSIBLE	CONSULTED	INFORMED
	<i>Holds the ultimate power in the project</i>	<i>Person accountable for making the project happen</i>	<i>Those responsible for doing the work on the project</i>	<i>Those from whom input will be solicited</i>	<i>Those to be kept apprised of relevant developments</i>
Children's Mental Health Week event	Harry	Ron	Hermione, Fred, George, Ron, Harry	Draco	Albus
Speech at the school	Harry	Harry	Harry	Albus	Albus
Working with agency to review policy	Hermione	Harry	Hermione, Draco	Ron	Albus

EXAMPLE 2: DARCI GRID FOR ONE PROJECT

PROJECTS	DECIDER	ACCOUNTABLE	RESPONSIBLE	CONSULTED	INFORMED	DUE DATE
Secure venue	Harry	Hermione	Draco	Albus	Fred, Ron, George	
Invitations and promotion	Draco	Albus	Hermione	Ron, Fred	—	
Workshop development	Ron	Fred, George	Hermione, Albus	—	Harry	

EXAMPLE 3: TRACKING DARCI ROLES BY PERSON

PERSON	PROJECT 1	PROJECT 2	PROJECT 3
	<i>Plan Children's Mental Health Week event</i>	<i>Public speaking event</i>	<i>Consult with agency on policies that impact youth</i>
Harry	D	A/C	A
Ron	A		D
Hermione	R		D/R
Fred	R		
George	I		
Draco	C		R
Albus	I	I/C	I

Hat Activity

The Six Thinking Hats

A concept created by Edward de Bono

This concept outlines six “hats” that you can put on to approach a decision. Each hat has its own strengths and limitations. Using this approach in decision-making will help you to break out of your habitual approach and allow you to develop a more well-rounded perspective.

- Which hat do you wear most frequently? Why?
- Which hat(s) do you wear the least? Why?
- Large decision? Put each hat on one at a time.
- Feeling stuck? Try putting on your least preferred hat.

THE WHITE HAT

Look at the situation objectively

- What are the facts? Where are the gaps?
- What has/has not worked for me in the past?
- How will I get the information I need?

THE YELLOW HAT

Look at the situation positively

- Which elements of the solution will work?
- What is the best-case scenario?
- What are the benefits of each option?

THE PURPLE HAT

Look at the situation negatively

- Which elements of the solution will not work?
- What is the worst-case scenario?
- What risks do each option bring?

THE RED HAT

Look at the situation emotionally

- How do you feel about the situation?
- What does your intuition tell you?
- How do you feel about the options available?

THE GREEN HAT

Look at the situation creatively

- What are some alternative ideas and possibilities?
- What are possible solutions to Black Hat problems?
- If success was guaranteed, what steps would I take?

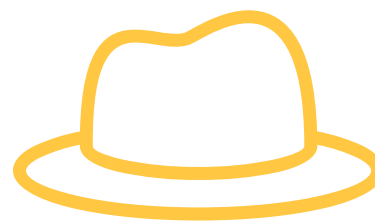
THE BLUE HAT

Look at the situation broadly

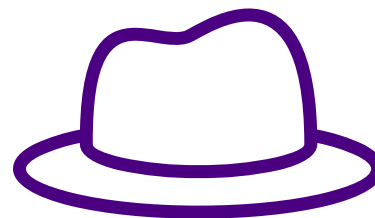
- What is the best overall solution?
- What benefits do each hat bring?
- What are the limitations of each hat?



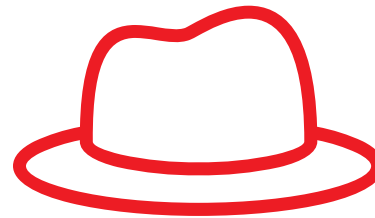
Facts



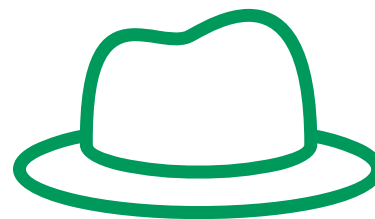
Benefits



Cautions



Feelings



Creativity



Process