



How to Start a Local Group

. . . and keep it going!

www.ausrebellion.earth

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Our Story & Strategy: from XR UK

On 31st October 2018, we assembled on Parliament Square in London to announce a Declaration of Rebellion against the UK Government. We were expecting a couple of hundred people. Instead, 1500 came to participate in peaceful civil disobedience. The energy was contagious! The next few weeks were a whirlwind. Six thousand of us converged on London to peacefully block five major bridges across the Thames. We planted trees in the middle of Parliament Square, and dug a hole there to bury a coffin representing our future. We super-glued ourselves to the gates of Buckingham Palace as we read a letter to the Queen. Our actions generated huge national and international publicity and, as news spread, our ideas connected with tens of thousands of people around the world. The XR project was resonating with a deeply felt need for community and solidarity. “We are the ones we’ve been waiting for,” we chanted! Dozens of countries now have groups springing up, from the Solomon Islands to Australia, from Spain to South Africa, the US to India.

At the core of Extinction Rebellion’s philosophy is nonviolent civil disobedience. We promote civil disobedience and rebellion because we think it is necessary - we are asking people to find their courage and to collectively do what is necessary to bring about change.

We aren’t focussed on traditional systems like petitions or writing to our MPs and are more likely to take risks (e.g. arrest/jail time). We don’t want or need everyone to get arrested – for some this is not a good idea – but we do want everyone involved to support civil disobedience as a tool.

We are promoting mass “above the ground” civil disobedience – in full public view. This means economic disruption to shake the current political system and civil disruption to raise awareness. We are deeply sorry for any inconvenience that this causes.

We have made some decisions about security and our interactions with the police. We have made a strategic decision to communicate with the police about what we are doing when we believe that is more likely to enable things to go well (which we can’t always be sure of). Except for the case where a small group is trying to do a specific action that needs the element of surprise, we generally don’t try to be secure in our communications about plans. We expect that we have been infiltrated by those without our best interests at heart and suggest people bear this in mind.

We are about political change, not personal change (though we welcome the latter). We are completely nonviolent, our actions are done in full public view and we take responsibility for them. We have an Action Consensus which outlines how we work together on actions.

**“We are working relentlessly to build our movement. So come and join us.
Rebel for life. For the planet. For our children’s children’s futures.
There is so much work to be done.”**

XR Vic: Our Demands

Tell the truth

Government must tell the truth by declaring a climate and ecological emergency, working with other institutions to communicate the urgency for change.

Act Now

Government must act now to halt biodiversity loss and reduce greenhouse gas emissions to net zero by 2025.

Beyond Politics

Government must create and be led by the decisions of a Citizens' Assembly on climate and ecological justice.

What is a Citizens' Assembly?

A Citizens' Assembly is a group of people randomly selected to represent the wider population in terms of characteristics like gender, age, education level, ethnicity, and geography.

The Assembly meets over a set period of time to hear expert evidence on an issue of public concern - for example, climate change. Trained facilitators support the Assembly in evaluating the evidence. At the end of the set period, the Assembly makes recommendations to the government.

Citizens' Assemblies offer a way to short-circuit government dependence on corporate lobbyists and seeking (corrupting) donations from business; and to prevent the government from focussing solely on buying votes, short election cycles and even shorter sound bites!

Introducing a Citizens' Assembly is an impartial, collaborative, uncorrupted way of getting the job done - managing the business of government by and for the people.

[Here is the Australian Citizens' Assembly Guide.](#)

XR Vic: Our Principles and Values

- 1 **We have a shared vision of change**
Creating a world that is fit for generations to come.
- 2 **We set our mission on what is necessary**
Mobilising 3.5% of the population to achieve system change - using ideas such as "Momentum-driven organising" to achieve this.
- 3 **We need a regenerative culture**
Creating a culture which is healthy, resilient and adaptable.
- 4 **We openly challenge ourselves and our toxic system**
Leaving our comfort zones to take action for change.
- 5 **We value reflecting and learning**
Following a cycle of action, reflection, learning, and planning for more action. Learning from other movements and contexts as well as our own experiences.
- 6 **We welcome everyone and every part of everyone**
Working actively to create safer and more accessible spaces.
- 7 **We actively mitigate for power**
Breaking down hierarchies of power for more equitable participation.
- 8 **We avoid blaming and shaming**
We live in a toxic system, but no one individual is to blame.
- 9 **We are a non-violent network**
Using non-violent strategy and tactics as the most effective way to bring about change.
- 10 **We are based on autonomy and decentralisation**
We collectively create the structures we need to challenge power.

***Anyone who follows these core principles
and values can take action in the name of
Extinction Rebellion.***

Rebel Agreement

*All rebels are asked to follow our basic agreement.
It provides a basis for trust so that we, and the public, know what we can expect of each other.*

1. We show respect to everyone - to each other, the general public, and to the government and the police.
2. We engage in no violence, physical or verbal.
3. We carry no weapons and wear no masks - we hold ourselves accountable for our actions.
4. We bring no alcohol or illegal drugs.
5. We take responsibility for ourselves. We are all crew.

*We are here together until the government acts on our three demands
for necessary action on the climate and ecological crisis.
This code enables us to attract the many people we need to make this possible.
Anyone breaking these agreements will be asked to leave.*

Our Structure and Constitution

We organise in small, autonomous groups distributed around the world. These groups are connected in a complex web that is constantly evolving as we grow and learn. We are working to build a movement that is participatory, decentralised, and inclusive. We can do this using a Self-Organising System model.

A further explanation of SOS and how this works for XR is on page 13.

This structure aims to empower anybody to act as part of XR, as long as they agree to follow our ten core principles (see page 5).

We are seeking a balance between being able to act quickly in response to fast-changing situations and being able to integrate the collective wisdom of multiple perspectives when needed.

USEFUL LINKS:

[XR UK Self-Organising System Constitution](#)

[The Duty to Disobey](#)

[How the XR System Works](#)

A note regarding the links used within this document:

The links immediately below, and elsewhere in this document, provide information about Extinction Rebellion – its Groups, structure, wellbeing...and much more.

Please note that much of the information here is from the UK organisation, as these documents do not currently exist in the Australian context. This is something that XR Vic is working on – to provide all Local, Affinity and Community Groups with locally based, relevant information and guides to all things XR in Victoria. We will continue to work to make this information accessible, relevant and specific to Victoria.

Useful Links - General

VIDEOS

Why International Rebellion? – Roger Hallam

[Roger Hallam - Why International Rebellion? - Extinction Rebellion](#)

Power, Decision Making & Strategy in XR – Dr Gail Bradbrook

[Power, Decision Making & Strategy in Extinction Rebellion](#)

Roger Hallam – Courage - World Web Forum 2020

[Roger Hallam | World Web Forum 2020 | Extinction Rebellion](#)

DOCUMENTS

What is Extinction Rebellion and What Does it Want? (UK)

[What is Extinction Rebellion and what does it want?](#)

XR Australia

[Extinction Rebellion: Home](#)

XR Aus Facebook

[Extinction Rebellion Australia: Home](#)

“How To” Actions, Arts and Logistics (UK content)

[AAL how to doc](#)

XR Handbook – Rising Up! (UK content)

[XR Handbook](#)

XR Resources – NOTE: This is an XR UK document, and as such provides GENERAL overview information and is NOT specific to Australia

[Resources](#)

What is XR - Extinction Rebellion Australia

[What is XR](#)

Rebel Agreement (UK content)

[Action Consensus](#)

Why I'm Part of XR

[Why I'm part of Extinction Rebellion](#)

Building a Rebel Community

Anyone can act in the name of the Extinction Rebellion (XR) as long as they follow our core principles and values. Together we're building a movement that is participatory and inclusive.

How we work together is just as important as the work we do.

In Victoria some of the ways to get involved in XR include:

- Form an **Affinity** Group (a nimble, autonomous group of 8 to 12 rebels that does actions either on its own, or as part of mass actions)
- Join an **XR Vic Working Group** to help coordinate the rebellion (working in areas such as Actions, Arts, Media, Outreach, etc.)
- Join a **Community** Group like XR Families, XR Grey Power or XR Youth
- Join a **Local** Group (an autonomous group of rebels who build an XR community in their local area).

Local Groups share knowledge and skills. They plan and do actions together. They're a great way to meet local rebels and to form rebel relationships. Local groups are a place to support each other and to build a shared, lived experience of regenerative culture.

***No Local Group in your area? Not a problem.
You can start one!***

But remember - you don't need to go it alone. In fact, the Rebellion is stronger when we learn from each other's experience and share our resources.

***Extinction Rebellion is not a DIY movement.
It's a do-it-together movement.***

Rebel Foundations

The global Extinction Rebellion movement kicked off on 31 October 2018 in London with a declaration of rebellion against the government of Great Britain. Within months the movement had spread around the world - with a declaration of rebellion being made in Melbourne against the Australian government on 22 March 2019.

There are some fundamental building blocks that all rebels need to understand to fully understand XR and its goals and values:

- **XR's Demands, Values and Principles**
- **The XR intro talk, 'Heading for Extinction and What to Do About It' (facts of the current climate emergency, and reasons for choosing non-violent civil disobedience as a response)**
- **Non-Violent Direct Action training**
- **XR Self Organising System principles and processes (more on that later)**
- **Templates and guides to help embed XR purpose and values in everything we do for the Rebellion.**

Each new Local Group builds on these foundations in its own way, learning and adapting as it goes.

As your Local Group starts to take shape, it's important that everyone does their bit to uphold rebel foundations. This is what keeps us focused and grows the movement.

Set Up An Intro Talk

Hosting a local intro talk is a great way to kick off a new Local Group - even if you have a core group of locals who already have a shared experience of activism.

See the contacts at the end of this guide for help with:

- Providing and/or training speakers for intro talks
- Practical considerations around event hosting
- Connecting with local rebels through targeted emails sent from the National rebel database
- Other ways of promoting your first intro talk, including getting the event information up on the XR website and Social Media
- Training to deliver other core XR talks, training sessions and inductions.

WHO TO CONTACT TO ORGANISE AN INTRO TALK FOR A NEW LOCAL GROUP?

WHO TO CONTACT TO ORGANISE AN INTRO TALK FOR A LOCAL GROUP WITH LOTS OF NEW MEMBERS?

WHERE DO I FIND THE CONTACT DETAILS FOR REBELS QUALIFIED TO GIVE INTRO TALKS?

HOW CAN GET TRAINING IN ORDER TO GIVE INTRO TALKS?

Ways of Working Together

XR places a huge emphasis on how we work together. We want people to be as creative and empowered as possible. The foundation of XR is our culture of connecting and working together. Our principles and values call on us to:

- Create a shared regenerative culture that is healthy, resilient and adaptable:
- Welcome everyone and every part of everyone
- Mitigate for power
- Avoid blaming and shaming
- Use non-violent strategies and tactics
- Reflect and learn from our experiences and the experiences of others
- XR is based on autonomy and decentralisation.

This is challenging stuff, particularly in a group context. It asks us to leave our comfort zone and to be honest about how our blind spots and behaviours impact on others. It asks us to trust that other group members will support and join us on our journey. We understand that everyone is coming from different backgrounds. Our meetings encourage participation, but also rely on facilitators to guide and hold the meeting so that we can work collaboratively and respectfully.

Luckily, many groups and movements with similar aspirations have experience with what does and doesn't work on this kind of journey. Just as luckily, XR values also include reflective learning based on personal experience, and the experiences of others.

Organising in small autonomous groups with well-defined mandates is just one tried and tested tool for mitigating for power. Other tools include meeting structures that remind us of our values, as well as conscious choices around group decision-making processes and conflict resolution.

A comprehensive guide to XR Vic's preferred Ways of Working is available online at:

[XR Vic Ways of Working.docx](#)

It includes sections that cover:

- How to welcome new rebels
- Power and decision-making
- Ways to be around each other
- Motivation
- Self-care
- Group work
- Commitment and reliability
- Use of technology

The Self-Organising System

The XR way of organising, in small groups that are accountable to each other, is known as a Self-Organising System (SOS).

The textbook definition of a **self-organising system** is:

"A phenomenon also called spontaneous order – a process where some form of overall order arises from local interactions between parts of an initially disordered system. The process can be spontaneous when sufficient energy is available, not needing control by any external agent."*

One can only assume that two of the founders of XR - Dr Gail Bradbrook (a molecular biophysicist) and Roger Hallam (a social scientist) - would each have a very solid understanding of this concept. This phenomenon occurs both in the natural world and in human systems.

In human society, self-organisation is expressed in examples such as **critical mass*** (which refers to the point at which a population or group adopts ideology, communication methods or other social behaviours to allow that group to become self sustaining), and **herd behaviour*** (where a group begins to act collaboratively and collectively with no centralised direction).

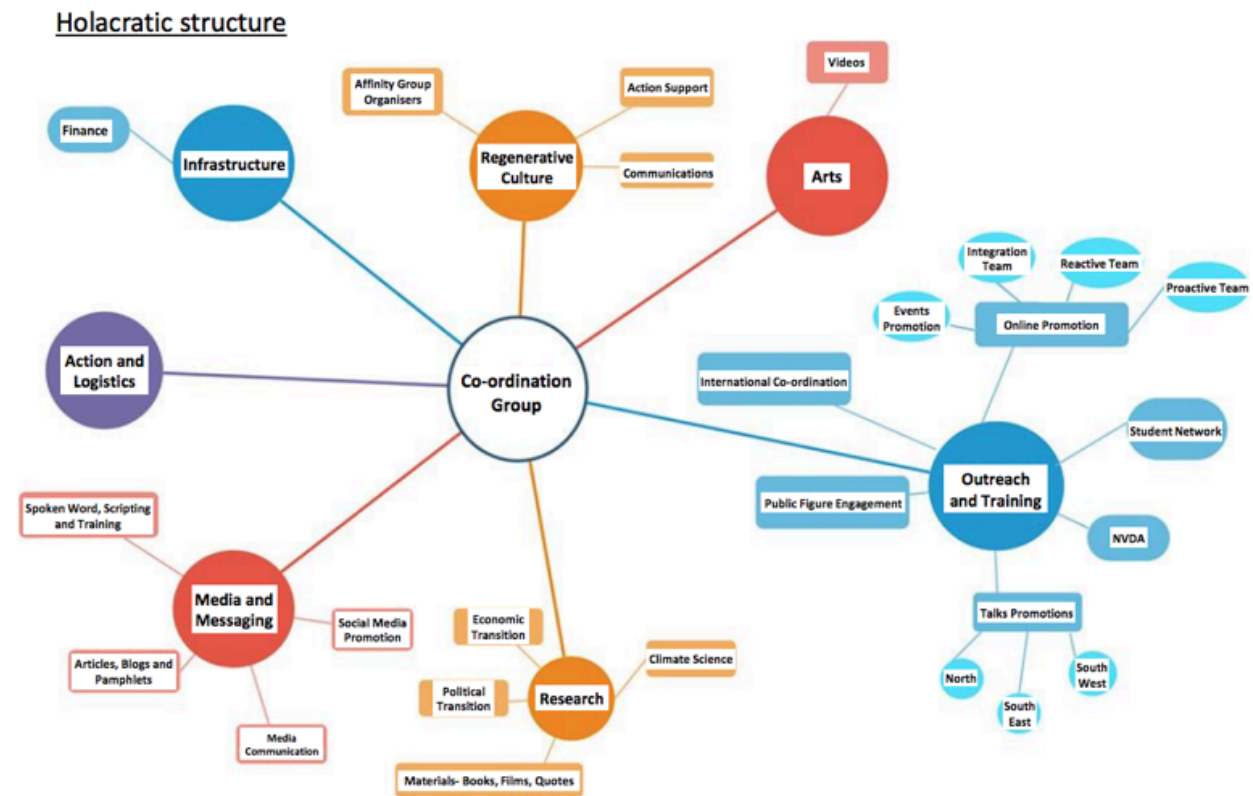
Power within a self-organising entity is distributed evenly throughout the entity. There is no hierarchical power construct. Instead, a "flat" management structure distributes authority among all the various parts of the whole. This is often referred to as a "holacracy", and while this non-hierarchical structure is apparent within XR, the movement tends to refer to itself as an example of SOS theory.

The **Self-Organising System** model is used in the formation and functioning of XR in the following ways:

- Small Working Groups interact and meld together, creating their own critical mass, to form a functioning Local Group. Local Groups band together to form citywide, state or even national groups utilising the same principles.
- Each part of the whole functions autonomously and successfully. Each part of the whole brings its own internal structure and energy to potentially create a larger, cohesive and more powerful entity.
- There is no central group or entity directing the actions of the parts (i.e. groups): the parts come together as a cohesive whole and become self-sustaining.

*Sources: Wikipedia – *Self-Organising System, Herd Behaviour, Critical Mass, Holacratic Structure*

EXAMPLE OF A SELF-ORGANISING SYSTEM – SIMPLIFIED OVERALL STRUCTURE OF XR UK:



USEFUL LINKS:

Guide to the Self Organising System (SOS)
[Guide to the XR UK Self-Organising System v1](#)

Structure of XR (Holacratic Principle)
[Structure of XR](#)

S.O.S. and Holacratic Structure
Guide to the UK Self-Organising System (SOS)
https://docs.google.com/document/d/1V708T08N96vNvG0husfFv9aY3dVcoE8Y3Z8t7jhL_A/edit

The S.O.S. & Local Groups

The SOS works best when all the work done within a group is defined by roles and mandates. Each group functions as a self-organising circle. Common mandated roles, known within XR as “WORKING GROUPS” (WGs), are at the core of XR’s work and principles.

Roles within the Local Group AND the various Working Groups include internal coordinators, who schedule meetings and induct new members to the group; and external coordinators, who liaise with other groups.

These WGs look after specific tasks and are generally known as follows:

- **Actions & Logistics** – coordinating actions (i.e. protests, public outreach activities, vigils, etc.)
- **Arts** – all things artistic (e.g. visual, musical and creative performances and events, banners, flags, etc.)
- **Messaging & Media** – press relationships, social media, messaging, group identity, graphic design, branding, etc.
- **Outreach** – connecting in new rebels, creating relationships with allied movements and eminent people
- **Regenerative Culture** – self-care, care for each other, care for the group, care for the planet

One of the key principles defined by the S.O.S. is that decisions should seldom be made by a large group. To this end, each WG should meet regularly, make decisions about issues that fall within their mandate, then feed these back to the group at large (i.e. the Local Group). This rationale only works when all or most of the WG’s are functioning.

At first, you may only have a few people in your Local Group. This might mean that several people have more than one mandated role. It might also mean that some of your WGs are actually just one person. As you get bigger, your Working Groups might split off into sub-Working Groups, for example ‘Arts’ may split into Arts-Music, Arts-Creatives,, etc. Some roles may be shared between two or three people.

At this point, it is important to be flexible, and practical. Don’t bite off more than you can chew. Adapt the standard XR SOS roles to the size and needs of your group, and remember to revise your mandates as your group grows and changes.

At your first Local Group meeting, one of your tasks will be to talk broadly about what you expect your group to do, and what roles you need to make that happen. You may also like to agree on the protocols to be used during meetings – what XR calls a “Local Group Agreement” (see next page).

Encourage your newly formed Working Groups to connect with their State and National equivalents for support.

XR Local Group Agreement

1. Respect everyone and their opinion and the pronoun they use (she/her; he/him; they/them; etc.)
2. Speak more loudly and slowly to support the involvement of people who are hearing impaired or if English isn't their first language.
3. Consider how structural power can show up in us as individuals and as groups, for example as middle class or as white people. It can be easy not to notice where we have power and how that may unintentionally impact others, for example with assumptions based on racial bias. The not noticing is one of the features of power. XR wants to challenge inequalities and behaviour that unintentionally hurts others so we ask everyone involved to develop more awareness around issues like racism, sexism and multiple other issues.
4. Use "I" statements - i.e. speak only for yourself
5. Aim not to offend or intimidate, in language or behaviour
6. WAIT: Why Am I Talking?
 - more talkative people: show a little restraint
 - quieter people: your contributions are very welcome
 - Only one person speaks at a time
 - See 3 above
7. Use [group communication signals/hand signals](#) when relevant (see page 43)
8. Work towards openness and honesty, including addressing difficulties directly
9. Say No to tasks when you're at low capacity and take them on when you can
10. Work towards appreciation of yourself and others in the group.
11. **Be Conscious of time** - help stick to it, or negotiate for more
12. **Commit to sharing power and decision-making** - Groups use decision by consent which means a decision can be made as long as no one has a reasoned, substantial objection (also known as a "block"). Consent doesn't mean everyone loves the decision, but that they can live with it.
13. **Be Personal Agenda-free*** i.e. please don't get involved just to plug your own beliefs/campaign/livelihood/project etc.

14. Take active responsibility for how we work together as a group. Don't leave this to others.
15. **Learn about how Extinction Rebellion is different to other (very valuable) campaigning groups.** For example Extinction Rebellion Groups are usually involved in civil disobedience and autonomous group actions and decision-making.
16. **Feedback** is a valuable mechanism for learning and can stop conflict from developing. Be willing to give and receive feedback in a non-judgemental way.
17. **Confidentiality** is important. Respect people's' rights not to discuss personal information or details outside of XR meetings or working groups
18. Consent before physically touching or hugging other people

**As 13 above says, it's on all of us to help each other stick to this agreement.*

Where you notice that isn't the case, please say something.

As a group we will discuss what to do if any of us repeatedly breaches our agreement.

This may result in being excluded from the group.

Created by Robin B, Ros B, Gail B and Anna O on March 7th 2019. This is a work in progress and suggestions are welcome to xr.regenerativeculture@gmail.com

LINK:

[Local Group Agreement](#)

XR Group Structure - Glossary

LOCAL GROUP (LG):

A group of people who gather together to create an Extinction Rebellion (XR) presence in a geographically local area is called a **Local Group**. They build support and take action based on XR's 3 Demands. In this way, they are similar to traditional forms of community organising. A crucial difference is that XR local groups decentralise into their composite Working Groups as much as possible.

WORKING GROUP (WG):

A **Working Group** is a team within a Local Group which focuses on a specific area of work, and is empowered to decide how that work gets done. For example, if the Outreach WG wants to start reaching out to the local Muslim community, they can decide this within their WG without asking permission from the rest of the Local Group.*

*NOTE: where WG plans impact on other WGs within the Local Group, the expectation is that other WGs will be consulted and decisions will be made that involve all parties.

AFFINITY GROUPS (AG):

Affinity Groups are typically comprised of 8 - 12 members, who act autonomously. They are generally tight-knit groups, which perform their own specific direct actions on their own, but in the name of XR. Sometimes they act as part of a wider XR action. There are no leaders within these groups: everyone has an equal voice and responsibility. They are able to work independently, as long as they adhere to the Principles of XR. A very visible example of an AG in Victoria is the band of Red Rebels.

COMMUNITY GROUPS (CG):

CGs are comprised of members who connect and work together not by geographical location, but through shared interests or a shared self-identity (e.g. profession, faith, ethnicity, sexual identity, demographic group). In Victoria, XR Youth (under 25 years of age), XR Grey Power (over 50 years of age) and XR Families are examples of CGs. These groups bond over their common interests/identity...and a desire to take action against climate change.

COORDINATION GROUP:

Coordinators from the different Local WGs which exist in geographical proximity meet to discuss key local issues and how the WGs from multiple Local Groups can be strategically focussed and can work together.

Local Group Structure

INTRODUCTION

In terms of the current structure of XR Victoria, a LOCAL GROUP is based around a geographical location, linking parts of the local community, and galvanising their interests and concerns into meaningful actions.

To this end, the Local Group (LG) is usually made up of 5 “Working Groups” (WGs) – each of which is run by two Coordinators. Each Working Group within the Local Group has a specific set of functions to fulfill (i.e. a mandate). The overall Local Group is organised by two coordinators, who communicate *internally* to support and bring together all of the internal Working Groups; and also communicate *externally* with other Local Groups, Affinity and Community Groups, XR Victoria, etc.

This section sets out the various Working Groups typically found within the Local Group. It also gives an overview of the roles each Working Group has to play, and the sorts of responsibilities each Working Group may elect to undertake.

However, it is important for this group to function so that it maintains its own identity and autonomy. This may mean that the LOCAL GROUP starts out with certain Working Groups, teams or sub-groups that change as its priorities become clearer, and as the group grows. The nature of having multiple Working Groups means that people can move between groups, form new Working Groups, and new members can find areas of interest in which to concentrate their efforts.

Reviewing what we do, as well as being respectful, responsive and adaptable, are the hallmarks of XR’s philosophy.

USEFUL LINKS:

[Affinity Group Welcome Pack](#)

How do XRLocal Groups and Affinity Groups Work?

www.youtube.com/watch?v=eG1jVkk9i9Y

A good example of ways to communicate within a Local Group:

[Become a Rebel](#)

Local Group Structure

Your Local Group may start with a few members...but can grow exponentially!

Transparent decision-making however, is much easier in small groups than in large groups, which is why XR often organises in small autonomous groups. Small groups can move quickly, without consultation when appropriate, but also draw on wider group knowledge and experience when needed.

In the context of a Local Group, several small Working Groups act together on behalf of the Local Group. Their aim is to communicate and establish the principles and demands of XR in their local area; and respond specifically to local issues.

The keys to this process working successfully are:

- Well defined roles and group mandates that help avoid confusion and conflict around who does what, and around who makes what types of decisions
- Regular liaison to keep everyone in the loop, and to coordinate shared projects where there is a need for different types of input
- Clear lines of communication
- Shared, accessible tools for information sharing.

***The clearer you are with everyone about what you're working on,
the easier it is to organise at scale without duplicating work***

The flip side of autonomy is accountability. Who grants mandates? The wider group!

It's important that everyone:

- Respects mandate boundaries
- Renegotiates mandates as needed
- Only takes on work they are able to complete
- Returns work if they are unable to complete it
- Ultimately, all XR rebels are accountable to the XR demands and XR principles and values.

Local Group Structure

GENERAL NOTES:

- Action can be taken by anyone who is willing, has interest or experience, and offers support.
- People do not necessarily have to fit a specific “role”. Anyone can join one or more of the Working Groups to offer support, expertise or interest...either within the Local Group or in XR Vic.
- Coordinators need not have a specific role “for life”.
- Encouraging involvement that is comfortable for all members and facilitating decentralisation promotes inclusive support and helps to prevent people from being overwhelmed in a specific role.
- The above information is provided as generic, and is offered as a starting point for the group.
- While based on XR structures, this is by no means prescriptive. Rather, its aim is to promote an initial framework for the group, discussion about the goals of the group, and how the group can develop over time.
- See next page for a Local Group Development Roadmap.

USEFUL LINKS:

How to Start a Local Group - original XR UK document, complete with links:

[How to start a Local Group](#)

Local Group Start Up

https://docs.google.com/document/d/1zIKFiVeYyyCRrBVtGE2-nV_v7U9hIKgenwsN5x3l-R4/edit

Local Group Development Roadmap



1 Find Co-ordinators

Form a coordination team with two chairpeople. Ideally this should be two people with a gender balance and different roles in XR (e.g direct action and lobbying/regen) so they can support each and draw on each other's strengths and experience.

2 Talks/Trainings

Organise the standard talk around the region or city. This then leads to an NVDA training (which can be set at the same time and advertised at the talk). This then leads to the creation of an affinity group and local groups which are geographically based (eg North Manchester, Brighton etc)*

3 Working Groups

The local group then organises itself into working groups and establishes their working group coordinators. The Actions working group should also work with Affinity groups to set up a local affinity group council.

4 Affinity Groups and Council

Affinity groups should form at the end of NVDA trainings with between 8-12 people. Affinity groups then delegate one person to speak on behalf of the group to the local council.

5 Action

The local group plans new actions and coordinates them with the Affinity Group council for feedback and participation. New actions should be always thinking about how to bring in new people (flyers, press articles etc)

6 Consolidate

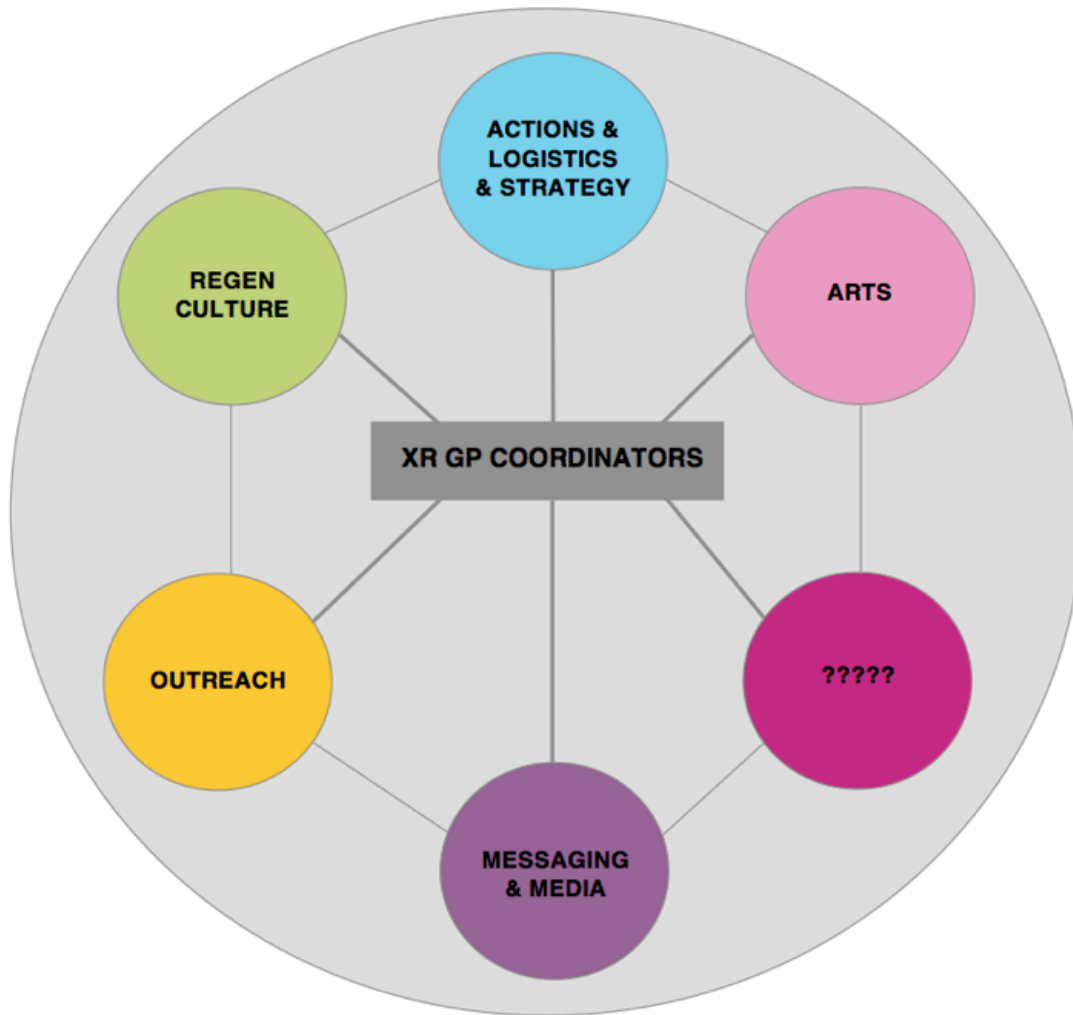
Following a period of action, working groups should organise a session for debriefing on what worked well and what to improve. Affinity groups should also have debriefs and report feedback to the council.

7 Restructure & Repeat

Take the necessary restructuring steps (e.g splitting into two local groups/ creating subgroups). Consolidate the feedback and plan for future actions!

Local Group Structure

Typical Local Group Structure: Working Groups



This simplified diagram is based on the SOS dynamics used by XR both here and in the UK. This basic structure, using Dr Gail Bradbrook's approach, is suggested as the one that Local Groups begin with. The 5 key "circles" within the Local Group entity are the Working Groups (WGs).

Ideally, the 5 Working Groups (Actions & Logistics, Arts, Messaging & Media, Outreach, and Regenerative Culture) should be present from the outset...or as soon as members of the overall group number 10 or 12.

Additional Working Groups can be introduced to the structure if required.

Local Group Coordinator Mandate

Ideally, two people take on the Coordination Roles for the group as a whole, and generally will be familiar with organising, planning, communicating, facilitating, etc. One will be responsible for communicating internally; the other will be responsible for coordinating externally.

As an **initial suggestion**, two Group Coordinators could:

- Organise meetings and manage venue bookings
- Advise members of meeting details
- Liaise with XR Vic to ensure meetings and actions are listed on social media and in XR Newsletters
- Prepare and distribute an agenda for each meeting
- Designate a Facilitator to keep meetings on track and ensure that everyone has a voice
- Take Minutes, or designate a Minute Taker for each meeting and disseminate these to the entire group
- Designate a presenter of an Acknowledgement of Country, and a Timekeeper for each meeting
- Manage communication between teams (sub-groups), individual members and other parts of XR (e.g. other Local Groups, Working Groups, etc.) both at group meetings and outside group meetings.
- Invite members of other XR groups to speak at meetings about relevant topics
- Ensure the various Working Groups are comfortable with their activities and are able to easily communicate with, and receive support from, other related Working Groups and groups outside of this Group
- Bring all groups together as required (e.g. when organising an action)
- Provide the space for Working Groups to discuss progress and organise assistance from other areas as required
- Assist with keeping all Working Group projects on track
- Act as the main conduit to provide information to, and assistance for, other XR Local, Affinity and Central groups (external communication)
- Facilitate communication between the various groups within the Group (internal communication)
- Agree on a meeting format, that includes active listening and regen activities.

Local Group Coordination: How To

The following links are useful resources for understanding the role of Local Group Coordinators:

XR Working Group Templates:

https://docs.google.com/document/d/1EI8ZaR6K0FBt_8qsHmdwozuns5agoHrVRRMaRdZ11K0/edit#heading=h.2nueq836q3y4

Facilitation and Local Group Coordination by Roger Hallam (one of the founders of XR):

[XR Talks](#) | [Roger Hallam](#) | [Facilitation](#) | [Extinction Rebellion](#)

[How to Build a Mass Movement](#)

For facilitating trouble-shooting, try this link:

https://docs.google.com/document/d/10SavZRI5njMKufOxXCd7_QMoyx00rVRMi5dcZx7OgKc/edit

Communicating within the group and outside of the group:

[Become a Rebel](#)

Actions & Logistics Working Group Mandate

Ideally, two people take on the coordination roles for the Working Group – one is the Internal Coordinator; the other is the External Coordinator.

As an initial suggestion, two Actions and Logistics Coordinators could:

- Design specific action projects with regard to the overall XR strategy in Victoria
- Oversee these projects to ensure they are functioning well and that all involved teams are working together
- Work with the group at large to decide on appropriate non-violent direct actions*
- Organise the specific details of planned actions
- Liaise with Outreach and Regen Working Groups to provide support and assistance for all actions with regard to interacting with members of the public and appropriate care for rebels during and after the action
- Ensure that all parties and groups involved in actions are fully briefed about the details prior to the action occurring
- Where appropriate, organise a trial run of the action, involving all parties
- Inform members involved in the actions of their rights and responsibilities (e.g. The Rebel Agreement)
- Inform XR Vic of the proposed action ONE MONTH prior to the action taking place (there is a form to fill out – refer to Alan Cuthbertson)
- Communicate within XR to ensure that everything is in place for each action (e.g. liaise with other teams within the group regarding Arts or Promotion, discuss media coverage with Messaging and Media Coordinators, liaise with other Local Groups if the action is a large and coordinated effort, etc.)
- Ensure all members are comfortable with their role in each action
- Encouraging members to complete Non-Violent Direct Action* training; and decide whether or not they are prepared to be arrested at an action
- Assisting the Outreach Working Group in preparing participants in actions to be able to engage with the public
- Tracking events happening around the city, state and country, to see where the group may be able to join in, or support
- Evaluating proposed sites for actions
- Liaising with Police and other authorities where required
- Coordinating the activities of the various other Working Groups contributing to the action.

***Note that NVDA training occurs regularly. Check the XR Vic website or newsletter for dates.**

Actions & Logistics Working Group: Organising Actions

The Actions & Logistics Working Group is the engine room of your Local Group. This team is responsible for the planning and execution of the group's activities. This group also needs to review completed actions, and decide what worked well and what needs improving in future.

The links below provide some interesting insights about planning actions and engaging in non-violent direct protests.

[PLANNING EFFECTIVE NVDA](#)

[Roger Hallam talks about NVDA](#)

[Extinction Rebellion: disruption and arrests can bring social change](#)

[Pack for Local Regenerative Culture Working Groups](#)

NVDA – Getting Started with Protests

<https://xrmcr.org/resources/actions>

Arts Working Group Mandate

Ideally, two people take on the coordination roles for the Working Group – one is the Internal Coordinator; the other is the External Coordinator.

As an initial suggestion, two Arts Coordinators could:

- Create physical visual communication tools (costumes, visual imagery, music, posters, banners) that communicate information specifically about the Group and/or the action
- Assist Group members in joining with Arts activities organised by XR Local, Affinity and Central Groups – this is particularly relevant when major actions have been planned
- Explore opportunities to provide musical, dance or theatrical aspects to the Group's actions (e.g. "Civil DISCObedience" during the Spring Rebellion)
- Contact and involve Artists and Creatives who may make actions more relevant, interesting, engaging, interactive, worthy of media coverage
- Explain to Group members how the artistic elements will work during the action – both in terms of logistics and also impact
- Review some of the suggestions for artwork online – will any of the ideas at the link below work for this Group and its planned actions?
- Liaise with Messaging & Media regarding Group Identity

[Resources](#)

[Art Group](#)

[Untitled](#)

Art, Music & Performance within XR: Arts Working Group

Why are the visual, musical and creative arts integral parts of the XR movement?

Challenging, colourful, joyous, newsworthy, sombre. Just some of the adjectives used to describe the impact of XR's use of art in all its forms as both a means of, and an adjunct to, public protest.

Art is one of the earliest forms of human communication, and has frequently been associated with protest movements around the world. Art acts as a powerful tool to promote consciousness, create networks and rally troops. It also acts as a catalyst to inspire others to act.

Visual, musical and creative arts support messaging at events, and make actions more attention worthy by the use of not only visual signs but also musical performance, mass singing and dance. In most cases, an extensive knowledge of art is not required to take part in protest art. Creative and visual arts together make protests and actions more dynamic, diverting, engaging, relatable, emotional...and fun.

An Arts Working Group is often comprised of members with creative backgrounds, whose expertise and experience add very different forms of expression to actions. Typically, Arts Working Groups liaise with their Actions and Logistics Working Group when planning actions and events.

Some ideas used around the world to create "art based" actions include:

- **DRAMA** - developing theatrical aspects of actions; developing "street theatre" actions
- **FUNERAL PROJECT/DIE-IN** - building theatrical coffins for a mock funeral march; staging an action in a prominent location where participants "die" on mass
- **BLOCK PRINTING** - make and maintain blocks for printing; organise block-printing parties for actions and outreach events; create prints for actions
- **COMMUNITY ART PARTY** - plan, prepare for and invite people to weekly or monthly parties; have stencils, screens and materials available for community printing activities
- **MUSIC CHANTS** - coordinate musical teams, and chant gatherings; create a choir; schedule rehearsal times; provide song sheets for participants to practise with and use at actions
- **HONK FOR CLIMATE** - organise small, localised actions, where road users are asked to "honk" their car horns if they support climate action. Signage, banners, colourful XR clothing are all that is required. Cookies (or similar) are great to hand out to drivers waiting at the traffic lights, or pedestrians walking across the crossing.

Messaging & Media Working Group Mandate

Ideally, two people take on the coordination roles for the Working Group – one is the Internal Coordinator; the other is the External Coordinator.

As an initial suggestion, two Messaging and Media Coordinators could:

- Work with the XR Vic social media team, using Facebook, Twitter, etc.
- Coordinate media communications for actions
- Act as, or find (it doesn't have to be you!), someone willing to speak to media at actions or events
- Design flyers, leaflets, banners, pamphlets, posters, t-shirts, merchandise
- Work with the Arts Working Group to produce these
- Assist with scripting text for flyers, pamphlets, leaflets
- Write and forward press releases
- Invite media representatives to be present at the Group's actions
- Provide speeches (and possibly training) for a designated representative for speaking with the media
- Invite members of other XR groups to speak at meetings
- Develop questionnaires or surveys - e.g. to find out from people in your location or demographic (who are not yet XR members) what issues and actions are important to them
- Take responsibility for the visual imagery of the group (i.e. establishing a specific Group identity); see the key links below for "branding" guidelines:

[UK XR Graphic Assets](#)

[Untitled](#) (XR Design Programme)

What aspects are covered by the M&M WG?

IDENTITY

- To work with the group as a whole to define their goals and objectives and devise ways to represent this physically or graphically
- To determine what sorts of artwork and graphic design will best convey the attributes of the group
- To develop a specific logo and slogan that represents the group (see Appendix D)

MEDIA

- To work out key framings and arguments
- To create and carry out a media plan coordinated with the Actions & Logistics Working Group
- To create, maintain, and publicise central repositories for: media coverage, XR member photos of actions, etc.
- To collect viewer demographics and react appropriately

CONTENT

- To develop content to promote XR across various platforms
- To develop content to support XR (trainings, promotions, Outreach, social media)
- To write articles for publication with an XR angle
- To document all actions using both photo and video

PRESS

- To liaise with Local, National, International and Specialist press, especially ahead of major actions
- To create press releases, advisories, statements
- To contact journalists and develop existing media contacts
- To write and send out press releases.

SOCIAL MEDIA

- To create a social media plan for all actions and events
- To manage the social media calendar
- To manage team members working on Facebook, Twitter, Instagram and other platforms

SPOKESPEOPLE

- To train spokespeople within the group to meet with media at events
- To brief designated spokespeople when speaking with the media
- To research for, and relationship manage, spokespeople (XR internal)
- To research for, and relationship, manage, external experts, eminent and influential voices within the community (i.e. “notables”)
- To reach out to and manage ongoing relationships with notables (external)
- To liaise between action teams, media teams and notables
- To create audience specific opportunities and events for notables

VISUAL DESIGN

- To livestream actions
- To take photos and videos
- To post images and stories
- To make and manage events pages for actions, events, training, etc.
- To respond to inquiries on Facebook, and shepherd requests to correct leads
- To design Facebook ads

OTHER USEFUL LINKS:

1. <https://theconversation.com/extinction-rebellion-how-to-craft-a-protest-brand-123084>
2. [XR UK DESIGN PROGRAMME v1.1](#)
3. [Attachments: UK XR Graphic Assets](#)

Once the above page is open, click on the link ["2231-XR-BRAND.PDF"](#) to open the document

Messaging & Media: The XR Logo

Extinction Rebellion was officially launched in October 2018; and within a few short months, the XR “hourglass” symbol became recognisable all over the world. It is simple and powerful at the same time: it has become synonymous with climate activism everywhere.

The circle represents the planet, and the “X” within the circle looks like an hourglass ticking away the time we have left to address the urgency of climate change. So much is expressed in such a lucid way. For many, the XR “hourglass” signifies a commitment to the most urgent cause of our time, as well as a clear expression of anger and protest.

The symbol itself was created in 2011 by an anonymous artist known as ESP, who offered this design, to use for free, to around 20 environmental groups. They all declined. ESP was approached by Extinction Rebellion founders in the middle of 2018...and ESP’s hourglass was adopted as the face of the emerging movement. It has now become so much more than just a logo. Its power is often compared with that of the iconic logo of the Campaign for Nuclear Disarmament - the “peace” symbol.

Since 2018, veteran artist-activists Charlie Waterhouse and Clive Russell have worked with XR founders to use this symbol and associated graphic art to power the XR movement. They believe that the design elements and principles they have developed allow for the simple communication of complicated messages. Much of the inspiration for their XR design ethic comes from graphic art of the Paris Riots in 1968 - where the designs were basic but powerful...and eventually classic.

Extinction Rebellion identifies as neither ideological nor political: its mission is aimed at everyone. Therefore, its messaging and graphics need to be easily recognisable and relatable, and universally understood. Visual symbols like butterflies, bees and skulls create an automatic link to sustainability, biodiversity...and the risks if we do not take action now.

There are many ways the elegant, strong and beautiful graphics of XR can be utilised. The documents attached here are amazing resources - put them to good use!

1. [**XR UK DESIGN PROGRAMME v1.1**](#)

2. [**Attachments: UK XR Graphic Assets**](#)

Once the above page is open, click on the link **[“2231-XR-BRAND.PDF”](#)** to open the document

Article Sources:

<https://www.logodesignlove.com/the-extinction-symbol>

https://en.wikipedia.org/wiki/Extinction_symbol

<https://www.theguardian.com/artanddesign/shortcuts/2019/apr/16/how-the-symbol-for-extinction-became-this-generations-peace-sign>

Outreach Working Group Mandate

Ideally, two people take on the coordination roles for the Working Group – one is the Internal Coordinator; the other is the External Coordinator.

As an **initial suggestion**, two Outreach Coordinators could:

- Liaise with other groups (Local, Affinity, Central Work Groups, etc.) to generally promote XR and its actions
- Work with the Arts Coordinators to create promotional material for this LG's specific actions
- Work with Media and Messaging Coordinators to promote this Group's specific actions
- Email, message and speak in person with people at actions or XR promotional events to spread the word about what we do...and why
- Contact and meet with eminent people to encourage them to join or publicly support XR's actions
- Recruiting people by going to events and actions to speak with guests or bystanders about the role of XR and its demands and principles
- Contacting potential new members by phone and email
- Contacting people and groups online to tell them about the movement
- Briefing local coordinators and get new groups integrated into our systems
- Developing or organising training materials and training sessions for Local coordinators
- Developing and running Introductory Talks, and training members to deliver these
- Creating a weekly online newsletter to update all members and potential members of actions, events, developments, training opportunities, etc.
- Developing Outreach tools (in conjunction with the Messaging & Media Working Group), such as leaflets, newsletters, flyers, advertising stalls and displays, and dedicated events
- Organise guests to speak at our meetings to discuss specific topics – either from within XR or outside Groups
- Assist existing Group members in being engaged and active; work to grow the Group
- Organise and present "Heading for Extinction" talks
- Contact new members and assist them to become actively involved in both the Group (and potentially) also XR Vic
- A good example of communicating within the Group and outside of the Group, and briefly explaining what the Group does, is at this link:

[Become a Rebel](#)

Outreach Explained

“Outreach” is the act of reaching out in an effort to build connections from one person or group to another. It is about the sharing of information and experiences in order to build a movement or a community.

Outreach has an educational role, by raising the awareness of XR, along with its demands and principles.

Outreach in general terms is the activity of providing information or services to a population or group that may not have access to either. In the context of a movement like XR, Outreach provides access to the structure, message and activities of the movement. Outreach is vital to

- attracting new members
- retaining existing members
- and ensuring that the key messages of the movement are shared - in a variety of ways.

Outreach takes many forms within XR. See below for some useful links to get your Local Group's Outreach programme booming!

USEFUL LINKS:

[How to set up OUTREACH for a Local Group](#)

[Outreach - Talks and Trainings](#)

[Welcoming Session \(Sep 2019\)](#)

[Social Media Outreach](#)

[Online Outreach XR UK](#)

[Setting Up Street Stalls](#)

[Door Knocking How To](#)

[Rebel Ringing How To](#)

Regenerative Culture Working Group Mandate

Ideally, two people take on the coordination roles for the Working Group – one is the Internal Coordinator; the other is the External Coordinator.

As an initial suggestion, two Regenerative Culture Coordinators could:

- Create a culture of respect and care – both within the Group environment and also during and post actions
- Assist group members in getting to know one another
- Share resources about regen culture with group members
- Ensure that all Group meetings are run with regenerative principles in place (e.g. respect for others at all times, breathing, opportunities for communicating gratitude, silent moments for reflection, etc.)
- Support people involved in actions, and offer post-action care
- Lead debrief sessions where people have been affected by actions or information
- Support members who have been arrested at an action
- Essential reading for all group members, but especially the Regen Coordinators is this brilliant document:

[RegeneRative CultuRe](#)

“Regen” - XR’s Heart and Soul

For XR, Regenerative (Regen) Culture is literally the heart and soul of the movement. Several of XR’s core Principles are firmly rooted in the values embodied in Regen Culture, namely:

- Creating a culture which is healthy, resilient and adaptable (Principle 3)
- Valuing reflecting and learning (Principle 5)
- Welcoming everyone, and every part of everyone (Principle 6)
- Avoiding blaming and shaming (Principle 8), and
- Being a non-violent network (Principle 9)

Additionally, ensuring that every Local Group includes a Regen Working Group is central to the respectful, resilient and welcoming nature of the movement. Regen in Local Groups is set up to:

- Encourage a culture of care and respect
- Create procedures which aim to welcome people into the rebellion, that are designed to help people to feel supported and appreciated
- Help equip all people joining and taking part in NVDA / support roles with the relevant advice on practical and emotional wellbeing
- Ensure people are swiftly informed of ways to engage in respectful and non-violent communication, on- and off-line, e.g. briefing people at the beginning of meetings.
- Design and implement a buddy/check-in system to support people during the rebellion.
- Create written documentation on specific details of what support people can expect before, during, and after actions
- Coordinate support for people in prison and on court dates, liaising with affinity groups.
- Support working/affinity groups to design and implement practical and emotional feedback sessions after the rebellion which are well facilitated and based upon the principles of nonviolent communication
- Design and implement a clear & transparent disciplinary process to deal with anyone who is being disruptive, harassing and/or disrespectful in rebellion spaces, which may include asking people to leave the rebellion
- Assist people who are in conflict by implementing the RisingUp Conflict Resolution Process.

“A regenerative human culture is healthy, resilient and adaptable; it cares for the planet and it cares for life in the awareness that this is the most effective way to create a thriving future for all of humanity. The concept of resilience is closely related to health, as it describes the ability to recover basic vital functions and bounce back from any kind of temporary breakdown or crisis. Sustainability is first and foremost about systemic health and resilience at different scales, from local, to regional and global.”

Jonathan Smolen

“Regen” - XR’s Heart and Soul

OTHER USEFUL REGENERATIVE CULTURE LINKS:

- [XR UK Organism](#)
- <https://rebellion.earth/act-now/resources/wellbeing/>
- [Sustainability is not Enough: We Need Regenerative Cultures](#)
- [Extinction Rebellion’s “regenerative culture” could be just as revolutionary as its demands](#)
- [Wellbeing](#)
- [Pack for Local Regenerative Culture Working Groups](#)
- [Action Wellbeing](#)
- XR Wellbeing Packs – note this is a UK document, so disregard training dates
[Wellbeing is at the heart of our movement](#)

Local Group Meetings

Resilience Statement

Organisers and participants in the Extinction Rebellion will bear responsibility to keep each other as fully informed and empowered as possible, while we also recognise we cannot meet every need.

We bear responsibility to help inform and empower each other as to the possible legal consequences of the actions we undertake, while we also recognise that the response to our actions from the state can carry uncertainty, the legal guidelines we issue can never carry any full guarantee.

We undertake these actions anyway, proceeding because we are needed, and our consciences tell us that we have no other choice but to act in the way that love requires of us.

We believe we are acting in service to life and that our actions, as well as our privilege and comfort, demand we step forward into service of our ethical and spiritual beliefs, even though that may demand sacrifice of privileges and comforts.

Our struggles are many and take place both internally and externally. We all bear the scars of these traumas and live with them.

We believe that any meaningful transformation must also happen inside ourselves and sometimes that can be the hardest battle of all.

We hold to our vision of striving to create regenerative cultures in all we do – ones that last and have the power to transform. Resilience is essential to these hard times we inhabit, and we encourage people to cultivate that within themselves.

We will try to support each other, yet we cannot always hold everyone's hands all the way through life's path.

We acknowledge that we cannot meet everyone's needs, we cannot protect each other from everything we will face, and we cannot heal each other in all the ways we need healing.

Rising up will help people to the utmost of our capacity, while recognising that there's only so much we can give – after that your choices are your own.

Meetings: Welcome to and Acknowledgement of Country

1. What is a Welcome to Country?

Protocols for welcoming visitors to Country have been a part of Aboriginal and Torres Strait Islander cultures for thousands of years. Despite the absence of fences or visible borders, Aboriginal and Torres Strait Islander groups had clear boundaries separating their Country from that of other groups. Crossing into another group's Country required a request for permission to enter. When permission was granted the hosting group would welcome the visitors, offering them safe passage and protection of their spiritual being during the journey. While visitors were provided with a safe passage, they also had to respect the protocols and rules of the land-owner group while on their Country.

Today, obviously much has changed, and these protocols have been adapted to contemporary circumstances. However, the essential elements of welcoming visitors and offering safe passage remain in place. A Welcome to Country occurs at the beginning of a formal event and can take many forms including singing, dancing, smoking ceremonies or a speech in traditional language or English. A Welcome to Country is delivered by Traditional Owners, or Aboriginal and Torres Strait Islander people who have been given permission from Traditional Owners, to welcome visitors to their Country.

2. What is an Acknowledgment of Country?

An Acknowledgement of Country is an opportunity for anyone to show respect for Traditional Owners and the continuing connection of Aboriginal and Torres Strait Islander peoples to Country. It can be given by both non-Indigenous people and Aboriginal and Torres Strait Islander people.

There are no set protocols or wording for an Acknowledgement of Country, though often a statement may take the following forms:

General: I'd like to begin by acknowledging the Traditional Owners of the land on which we meet today. I would also like to pay my respects to Elders past and present.

Specific: I'd like to begin by acknowledging the Traditional Owners of the land on which we meet today, the (people) of the (nation) and pay my respects to Elders past and present.

Similar to a Welcome to Country, an Acknowledgement of Country is generally offered at the beginning of a meeting, speech or formal occasion.

3. Why are Welcomes to Country and Acknowledgements of Country important?

Aboriginal and Torres Strait Islander peoples have experienced a long history of exclusion from Australian history books, the Australian flag, the Australian anthem and for many years, Australian democracy. This history of dispossession and colonisation lies at the heart of the disparity between Aboriginal and Torres Strait Islander and non-Indigenous Australians today. Including recognition of Aboriginal and Torres Strait Islander people in events, meetings and national symbols is one part of ending the exclusion that has been so damaging. Incorporating welcoming and acknowledgement protocols into official meetings and events recognises Aboriginal and Torres Strait Islander peoples as the First Australians and Traditional Custodians of land. It promotes an ongoing connection to place of Aboriginal and Torres Strait Islander Australians and shows respect for Traditional Owners.

In Aboriginal and Torres Strait Islander cultures, the meaning of Country is more than just ownership or connection to land, as Professor Mick Dodson explains:

“When we talk about traditional ‘Country’...we mean something beyond the dictionary definition of the word. For Aboriginal Australians...we might mean homeland, or tribal or clan area and we might mean more than just a place on the map. For us, Country is a word for all the values, places, resources, stories and cultural obligations associated with that area and its features. It describes the entirety of our ancestral domains. While they may all no longer necessarily be the title-holders to land, Aboriginal and Torres Strait Islander Australians are still connected to the Country of their ancestors and most consider themselves the custodians or caretakers of their land.”

A general example of an Acknowledgement of Country might be:

“We would like to acknowledge that we meet on the land of the people of the Kulin Nation. The sovereignty of this land was never ceded. We pay our deepest respect to Elders – past, present and emerging. We also acknowledge the crucial role that the Aboriginal and Torres Strait Islander communities continue to play within the Australian community.”

Source: reconciliation.org.au. Link: [Welcome to and Acknowledgement of Country](https://www.reconciliation.org.au/welcome-to-and-acknowledgement-of-country)

Meetings: Suggested Format

*Most of the work of the Rebellion originates in meetings
Meetings are where the real work of transitioning
to a regenerative culture takes place.*

A typical general Local Group meeting would be made up of the following components:

1. *Acknowledgment of Country*
2. *Check In* – a short regenerative activity that encourages attendees to talk very briefly about how they are feeling in that moment. The rest of the group listens without responding. Alternatively offer a minute of silence to allow people to become present and focussed.
3. *Regenerative Culture reminder* – reiterate Meeting Agreements (see next pages).
4. *Split into Working Groups* (if possible) to discuss specific tasks/issues and make decisions on these. (Trying to make decisions, as a big group can be time-consuming and ineffective.)
5. *Actions Review* – noting minutes and action points from the last meeting – this is NOT a discussion.
6. Is there *anything to add* that is not on the current agenda? (The group present will decide if additional items are to be added or not.)
7. *Agenda Items* will now be worked through by the facilitator. This process is assisted by the time keeper and the minute taker.
8. *Items postponed* and to be discussed at the next meeting will be noted by the minute taker.
9. *Reports* from the various Working Groups – each Working Group will give a summary of decisions made, plans being worked on and note help required from other Working Groups. These reports should be brief, and timed.
10. *Revise* what has been decided and action points
11. *Next meeting* – the group is to agree on the date and time of the next meeting
12. *Check Out* – each person to mention one thing they are grateful for, or 30 seconds to state how the meeting was for them

Meetings: Hand Signals

During our meetings, people will use hand signs to indicate that they want to say something. The Facilitator will take a note of the order of hand signs and accept them in accordance with their chronological order (i.e. form a queue).

Basic hand signs and meanings:

- | | |
|-----------------------------|-----------------------------------------------------------------|
| 1. Raise up one hand | I want to say something |
| 2. Raise up two hands | I want to say something about what X just said → skip the queue |
| 3. Form a T with your hands | Technical point, e.g. where is the bathroom? → skip queue |
| 4. Form a P with your hands | Proposal, e.g. let's put up a bathroom sign |
| 5. Form a C with your hands | Clarification, e.g. what is a bathroom sign? → skip queue |

Hand-signs in response of what's been said:

- | | |
|--------------------|--------------------------------|
| 1. Jazz hands up | Approval |
| 2. Jazz hands down | Disapproval |
| 3. Roll hands | Get on with what you're saying |

Hand signals

A simple technique that can make meetings run more smoothly and help the facilitator spot emerging agreements. Below are some commonly used hand signals.



I want to contribute to the discussion

Raise a hand or forefinger when you wish to contribute to the discussion.

'I agree' or 'Sounds good!'

Wave your hands with your fingers pointing upwards to indicate your agreement. This gives a very helpful visual overview of what people think. It also saves time as it avoids everyone having to say "I'd just like to add that I agree with..."



Language

Make an L - shape with your thumb and forefinger to request translation or to ask the speaker to use less complex language.



Many facilitators prefer to restrict the number of hand signals used to those shown above, but the following are also commonly seen.



Direct response

Raise both forefingers if your point is directly relevant. This allows you to jump to the head of the queue, in front of everyone raising just one finger. This is open to abuse and requires strict facilitation.

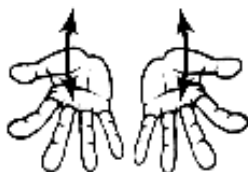


Technical point

Make a T-shape with your hands. Indicates a proposal about the process of the discussion, such as "let's discuss this in small groups" or "lets have a break".

I'm confused

Wriggle your fingers in front of your face if you want to tell the speaker and facilitator that you don't understand the content of the discussion.



Speak Up

Wave your hands upwards to ask the speaker to speak louder. Very helpful in large groups.



Slow down

Wave your hands downwards if you want the speaker to slow down. Important for international meetings when translation is going on.

Veto

A raised fist expresses a major objection or veto to a proposal.



For more briefings and to find out about training workshops look at our website:
www.seedsforchange.org.uk
This briefing is @nticopyright - copy & distribute freely!

Meetings: Facilitation

- Know before the meeting that you're going to facilitate
- Liaise with coordinator to have an agenda ready
- Ensure that a minute taker, time keeper and someone offering the Acknowledgement of Country have been appointed prior to the meeting
- Main tasks during meeting:
 - Make sure that the meeting runs smoothly
 - Ensure that all participants are involved in the process
 - Make sure the meeting ends on time
 - Facilitate efficient decision-making
- If you as the facilitator have an opinion of your own, it's okay to voice it - but your main task is to run the meeting in an impartial manner
- People will use hand-signs to signal that they want to say something - take a note of order of hand-signs & accept them in accordance with their chronological order, i.e. form a queue (see pp 42-43).
- When a discussion has gone on forever, summarise the main positions, encourage a final decision and note action points. Potentially, park this issue until the next meeting.
- If a discussion is very unstructured, suggest a model for the meeting, e.g. write a table of pros & cons, create a timeline, etc.
- Balance the meeting participation, i.e. discourage people who've dominated the meeting (very politely!), encourage quiet people to speak up; you may wish to encourage women, people of colour or marginalised groups to speak up especially.
- Make sure the meeting ends on time!
- A useful video to watch:
Facilitation – Talk by Roger Hallam
[XR Talks | Roger Hallam | Facilitation | Extinction Rebellion](#)
- **LINK TO UK LG MEETING AGENDA:**
[Weekly Agenda Template](#)

10 Great Ground Rules for Meetings

1. SHOW UP ON TIME AND COME PREPARED

- Be prompt in arriving at the meeting and in returning from break.
- Be prepared to contribute to achieving the meeting goals.
- Come to the meeting with a positive attitude.

2. STAY MENTALLY AND PHYSICALLY PRESENT

- Be present, and don't attend to non-meeting business.
- Listen attentively to others and don't interrupt or have side conversations.
- Treat all meeting participants with the same respect you would want from them.

3. CONTRIBUTE TO MEETING GOALS

- Participate 100% by sharing ideas, asking questions and contributing to discussions.
- Share your unique perspectives and experience, and speak honestly and respectfully.
- If you state a problem or disagree with a proposal, do so with respect and try to offer a solution.

4. LET EVERYONE PARTICIPATE

- Share time so that all can have their say.
- Be patient when listening to others speak and do not interrupt them.
- Respect each other's thinking and value everyone's contributions.

5. LISTEN WITH AN OPEN MIND

- Value the learning from different inputs, and listen to gain insight.
- Stay open to new ways of doing things, and listen for the future to emerge.
- You can respect another person's point of view without agreeing with them.

6. THINK BEFORE YOU SPEAK

- Seek first to understand, and second to be understood.
- Avoid using idioms, acronyms, and phrases that may be misunderstood.
- It's ok to disagree – respectfully and openly – without being disagreeable.

7. STAY ON POINT AND ON TIME

- Respect the group's time and keep comments brief and to the point.
- When a topic has been discussed fully, do not bring it up again.
- Do not waste everyone's time by repeating what others have already said.

8. ATTACK THE PROBLEM, NOT THE PERSON

- Respectfully challenge the idea, not the person.
- Blame or judgement will take you further away from a solution, not closer.
- Honest and constructive discussions are necessary to get the best outcomes.

9. CLOSE DECISIONS AND FOLLOW UP

- Make sure decisions are supported by the group; otherwise they won't be acted on.
- Note pending issues and schedule follow up meetings as needed.
- Identify actions based on decisions made, and follow up actions assigned to you.

10. RECORD OUTCOMES AND SHARE

- Record issues discussed, decisions made, and tasks assigned.
- Share meeting reports with meeting participants.
- Share meeting outcomes with other stakeholders who should be kept in the loop.

3 Ways to Set the Meeting Rules

1. Use a ready-made list of proven meeting rules, like the one on the previous pages. Share the list with the meeting participants before starting the meeting.
2. Customise a ready-made list of proven meeting rules by inviting participants to suggest additional rules. Make sure everyone agrees with the rules.
3. Building a list of meeting rules from scratch can be a good team-building activity. Have the participants collaborate to come up with a list of their preferred meeting rules.

Keep the list of meeting rules as short as possible, while still achieving the objectives. If the rules are too numerous, it is easier for participants to forget them!

Single slip-ups can usually be overlooked. Repeats may require the ground rule being restated. If a participant is disruptive beyond acceptable limits, it may be necessary to call a break in the meeting and talk privately with the offender.

Meetings are designed to bring out the best ideas from every participant, and having ground rules helps everyone do this efficiently.

Meetings: Sample Rules

The MEETING RULES below are designed to make meetings more inclusive, respectful and productive.

1. Any Agenda items, if relevant, are to be added well in advance of each meeting. The cut-off time for Agenda additions will be 48 hours prior to the scheduled meeting time.
2. The Group Coordinator, Facilitator or other designated member, will finalise and distribute an Agenda for the meeting prior to the meeting.
3. Only items that are specifically relevant to climate action objectives will be included in the Agenda.
4. All Agenda items will be listed with a time allowance. This will be carefully adhered to in all future meetings.
5. Each meeting will require a Facilitator, a Minute-Taker, a Timekeeper and someone to offer an Acknowledgement of Country. These roles will ideally be filled by separate people, and advised prior to the meeting. It is also suggested that a roster is started to allow different people to assist with these various roles over time.
6. If individual members are not identified prior to the meeting as Minute Taker, Time Keeper, and someone offering an Acknowledgement of Country, the Facilitator will decide whether or not the meeting is to proceed, and advise the group accordingly.
7. The Group Coordinator will have final responsibility for collating and circulating the Minutes of each meeting. This must be managed in a timely way in order for the next meeting group to be made aware of decisions made in the previous session. Therefore the Minute Taker is asked to complete the Minutes and submit these to the Group Coordinator within 4 days of the meeting.
8. During the meeting, questions and comments will be allowed where relevant... and if hand signs are used. The Facilitator will "schedule" the questions and comments, and will decide when to end the discussion. If questions or comments are outstanding, a "Temperature Check" will be taken and the group will decide if questions or comments are to be discussed in future - or not.
If the discussion continues to be unstructured, the Facilitator may summarise the main points and ask for a decision (by show of hands); or may table the issue to be revisited at the next meeting.

9. If topics are raised that are NOT part of the Agenda, but may be considered relevant, the Facilitator will do a "Temperature Check" with the group - i.e. a show of hands will be taken to see if this item is to be discussed. The item may be discussed, "parked" for future reference or dismissed.
10. A "Welcome" activity and/or a closing activity will be included in every meeting. A team building activity will be included in as many meetings as possible.
11. A proper break will be included in the Agenda (roughly at the midpoint of the meeting). The Facilitator will expect everyone to reconvene quickly at the end of the break.
12. In accordance with XR protocol, the group present at each individual meeting has a mandate to make decisions on behalf of the entire Group.

Meetings: Format Details

XR LOCAL GROUP GENERAL MEETING

Date:

Facilitator/Timekeeper/Acknowledgement of Country:

Minute Taker:

Present:

Apologies:

Item	What	Why	Notes
1. Check Ins	Go round the circle. Each person speaks for no longer than the agreed amount of time (1 minute? - have a timekeeper) about how they are in that moment and says anything that would help them be present in the meeting. Invite people to say one thing they're grateful for.	This helps to build trust, enable everyone present to feel heard and deepen relationships. Gratitude changes the atmosphere.	One suggestion is to use this check in to listen from the heart and speak from the heart. Suggestion: don't verbally respond to anyone else's check in, just listen.
2. Regenerative Culture and Meeting Agreements reminder	Establish Meeting Agreements that everyone consents to. Run through them as a reminder at the beginning of each meeting	These meeting agreements can help the group to observe Extinction Rebellion's 10 Principles , promoting connection, consent and equality/equity	
Split into working groups / sub groups: as soon as your group is big enough, split into work groups with specific tasks (e.g. action planning, outreach and training, regenerative culture, etc.). Trying to make decisions as a big group can be time consuming and ineffective			
3. Actions Review	Actions review of the Minutes of the last meeting - NOT A DISCUSSION Record action points that were not completed and still need to be, or have unknown status due to absence	This is done for accountability, and to gain clarity on where we are This is done so they are remembered and not dropped	Actions can be taken by anyone who is willing and has capacity. They don't have to fit your 'role'. This can facilitate decentralisation and prevent overwhelm for people in specific roles
4. Anything to add	Anything to add to the agenda from anyone in the group?	Opening this out to the whole group helps encourage everyone's voice to be heard.	
5. Agenda Items	The rolling facilitator / work group coordinator works through the agenda items, with the help of the time keeper and minute keeper	To provide structure to the meeting	The minute keeper should keep a careful note of action points, who agreed to take them on and when they will do them by.

6. Items postponed	The minute keeper will make a note of any agenda items postponed until the next meeting	To start to form the next meeting's agenda	
--------------------	-----------------------------------------------------------------------------------------	--------------------------------------------	--

Come back together as 1 big group			
7. Reports from sub groups	Each working / sub group nominated 1 person to give a (timed - 1 minute?) summary of decisions made, things being worked on and possibly help needed from other groups.	So the whole group stays connected	If the group has become large enough, this might be done in a separate 'coordinators' meeting, with 2 coordinators from each sub group.
8. Next meeting	Confirm date, time, venue, facilitators, minute keepers, time keepers, presenter of Acknowledgement of Country	Action Point: to <i>promptly</i> schedule the next meeting (Zoom or GoToMeeting or book the venue), tell absent group members	It can save a lot of time to have a regular meeting date, time and venue, so this doesn't have to be agreed each time
9. Check Out	Go round the circle. Each person speaks for no longer than the agreed amount of time (30 seconds? - have a timekeeper)	This helps to build trust, to get feedback on the meeting, to enable everyone present to feel heard and deepen relationships	This final check out could take the form of 1 thing each person is grateful for, or 30 seconds on how the meeting was for them.

Meetings: Taking Minutes

Minutes are a formal record of a meeting, and help us to:

- Run effective meetings
- Ensure everyone can participate
- Record key tasks and decisions
- Note who is responsible for which actions
- Ensure transparency
- Provide essential communication for those unable to participate on the day
- Provide a structure for facilitators
- Ensure all stakeholders are advised of the meeting outcomes and action points.

It is usual to note the following when taking Minutes:

- Local Group Name
- Date and time
- Facilitator/Chair, Minute Taker, Time Keeper, Presenter of Acknowledgement of Country
- Attendees, apologies and guests
- Agenda item, item speaker, length of item (this assists in creating the next agenda as time allocations are pertinent)
- Clearly distinguish between Agenda Points, Action Points, Conversations and Information

PLEASE DO NOT RECORD ANY SENSITIVE INFORMATION AS PART OF THE MINUTES

Meeting terminology:

- o **Agenda points:** topics that need to be discussed at a meeting (note that the agenda points should be ready and distributed before or at the beginning of the meeting)
- o **Action points:** when someone agrees to fulfil a certain task, they take on an action point. Write an action point like this:
"AP Ann: to write up meeting skill training."

Create and utilise one Google Doc* for minutes at all meetings, so that the minutes become "rolling minutes" – i.e. add the newest minutes at the beginning of the document; the older minutes are at the end. Create a Google Doc* for this purpose.

*A Google Doc is a document that is online, accessible through a link, and more than one person can edit it simultaneously

USEFUL LINKS:

[How to take minutes for XR](#)

[Template Agenda & Minutes Documents](#)

Speaking Culture

Based on XR's Principles and Demands, our Speaking Culture exists to ensure that all members feel welcome and respected; and can both listen actively and participate actively - in meetings, on-line, in actions and any other XR activities.

Our agreed Speaking Culture revolves around these key behaviours:

1. We do not do calling-outs
2. We keep on-line communication to what is absolutely necessary
3. We respect everyone's opinion
4. We never use offensive language
5. We use members' preferred pronouns (i.e. she/her, he/him, they/them)
6. We want people to ask questions - there is no such thing as a stupid question
7. Use "I" statements - speak only for yourself
8. WAIT: Why am I talking? Think before you speak; do you really need to speak at this point?
9. We do not interrupt others while they are speaking
10. We do not undermine others by interjecting to take over the conversation.

Conflict Resolution

Handling conflict is a skill anyone can develop just by taking the time to ask some key questions, and also by not making assumptions about what other people might be thinking or feeling.

There are many opportunities for us to learn how to handle conflict better - which sometimes may consist of trial and error and finding a technique that works for you and your style of interacting with people.

Strong conflict management skills are an advantage in most situations, as conflict is virtually impossible to avoid. It is human nature to disagree, and disagreements are in fact healthy when approached correctly. Eliminating conflict entirely would cause its own problems: there would be no diversity of opinion and no way for us to catch and correct flawed plans and policies.

Individuals who handle conflict in a respectful, optimistic way create the chance for growth and learning within a movement or an organisation.*

Basic strategies for informal conflict resolution:

- Active listening is a helpful skill to develop. It allows you to truly understand what people are saying in discussions and meetings (and not just what you *want* to hear, or *think* you hear). Active listening redirects your focus from what is going on inside your head to the needs and words of the person you are speaking with.
- Stick to the specifics of the situation, and NOT the emotions experienced.
- Take responsibility for your own feelings, thinking and actions. For example, instead of saying, "You made me feel X", you could say, "I felt X when you said/did Y".
- Take the time to listen to each other in order to understand the other person's point of view, and to move towards reconciling differences.
- Restate briefly what the other person has said, to ensure that everyone understands what was said. Allow each party to make appropriate clarifications and corrections.
- Acknowledge that you may have contributed to the conflict and apologise for your part in the conflict or misunderstanding.

***Sources:** “Conflict Management”, by Alison Doyle
“Handling Conflict”, by Penny Loretto

Group/Team Building Ideas

“Team building is the process of turning a group of individual contributors into a cohesive team. A team is a group of people organised to work together independently and cooperatively to accomplish their purpose and goals.”

S.M. Heathfield

It takes time, commitment and trust to build a team or group. Some groups form bonds easily and organically. Other groups need more time, encouragement and some proactive participation to collaborate effectively.

Wherever your group is fledgling or fully-formed, we can suggest a few fun ideas to build some bonds and get your group members working cooperatively and confidently towards the group's common goals.

Visit Appendix C for details.

Communication Channels

An explanation of each of the communication channels used by XR is required here:

- What is each system designed for
- how does it work,
- who administers it,
- how do people get training
- who within Local Groups should have access (i.e. not everyone!)
- Who is/are the key contact/s for each system?

Action Network, Base, MatterMost, Zoom and Signal should be discussed.

One “specialist” for each communication should be designated as the key contact for that channel. This person will assist Local Groups to get set-up, and then will continue in a support role. The contact person for each platform should be listed here.

Contacts

Action Network

Base

Max : @manicmax on Mattermost

Mattermost

Cloud

Stef: @stefnstuf on AU Base or @stefnstuf on Mattermost

Zoom

Stef: @stefnstuf on AU Base or @stefnstuf on Mattermost

Rob: @robmck on Mattermost or email XRVicZoom@protonmail.com

Zoom booking calendar: <https://base.ausrebellion.earth/t/xr-vic-zoom-booking-calendar/4219>

Signal

Channels

Action Network

Good first entry point for rebels. The main XR Australia website (<https://ausrebellion.earth/get-involved/>) will direct new rebels to register on Action Network which will add their details to our Database of Rebels. The Welcoming Team will try to contact any new rebels that register via Action Network by email and possibly with a phone call (depending on availability of callers and numbers of new registrations).
Help with action network (requires active Base account).
<https://base.ausrebellion.earth/t/action-network-introduction-and-support/3548>

Base

Australia wide XR Forum. Requires new users to complete a 5 step tutorial before they can access posts on Base. More support and content will be provided on Base in coming weeks.

Mattermost

Real time messaging system, similar to applications like Discord, Flock and Slack. Lots of different channels associated with different working groups and actions.

Zoom

Video conferencing system, XR Vic has one professional license which allows for long meetings and large numbers of participants. To use this license you need to make a booking via the Zoom booking calendar - <https://base.ausrebellion.earth/t/xr-vic-zoom-booking-calendar/4219>
For shorter and smaller meetings a free version of Zoom allows 40 minute meetings/100 maximum participants.

Also consider using the "Big Blue Button" on Mattermost or <https://meet.organise.earth/> Much more secure, internal XR tool, free. Contact Stefano @stefnstuf on mattermost for help. Runs in browser, no software installation required.

Signal

A secure encrypted messaging system. Usually installed on mobile phones, useful for group messaging and similar interface to sending basic text messages on your phone, which makes it more accessible than Mattermost for rebels with less confidence with IT. Does not enable information to be shared more widely as other platforms like Mattermost/Base/Facebook but this can be a strength as well.

Key Contacts

Summarise the types of support available - including the newly formed Group Start-Up and Support Team

Assist groups to get set up for all systems, help groups find the right resources, support groups in skilling-up and learning, help groups organise training where relevant.

Create a list of Outreach contacts and activities within Vic

APPENDICES

Appendix A:

How to Organise an Empowering Open Meeting by Roger Hallam

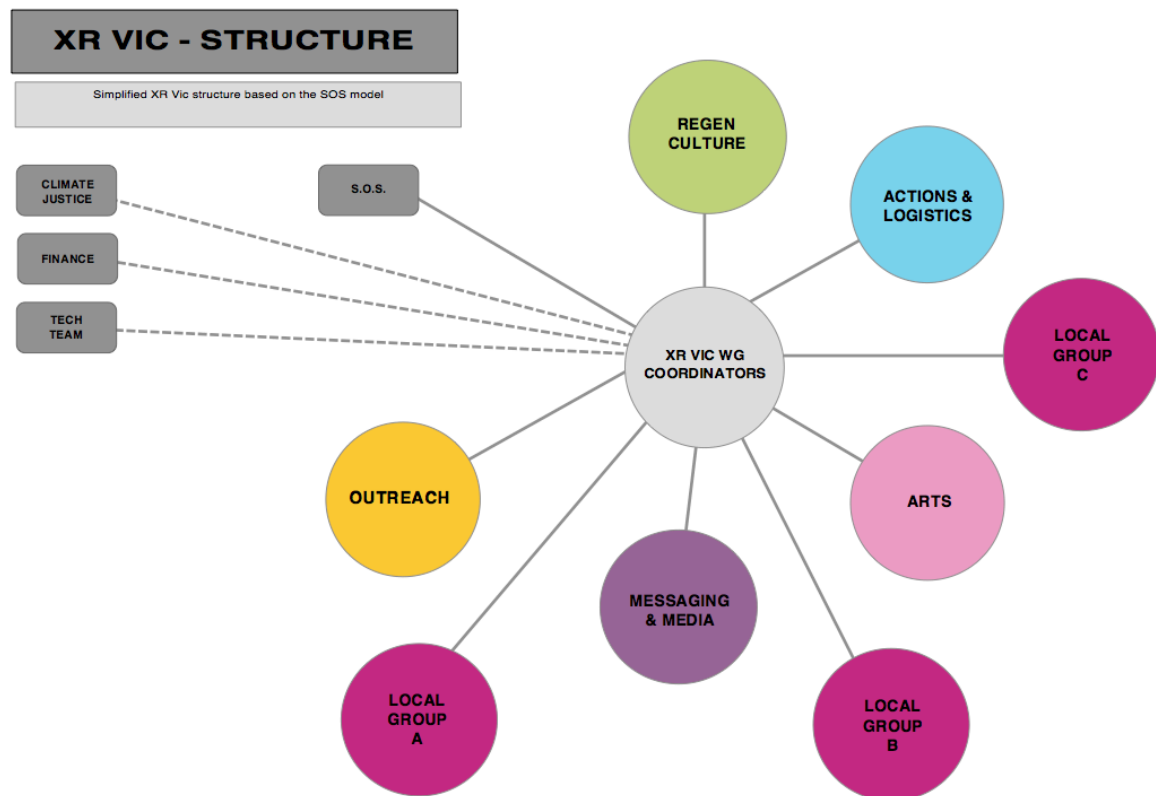
"We all agree that we want to create empowering situations where people want to take collective action to make a better world. This "how to" document takes the radical view which is supported by overwhelming evidence from many fields of psychological and social research, that people get empowered by doing it for themselves - not being told what to think or do. Or as a Spanish activist mate told me, "people know it sucks" - the task is to create spaces where they can gain the collective identity and confidence to do something about it."

LINK:

[How to Organise an Empowering Open Meeting](#)

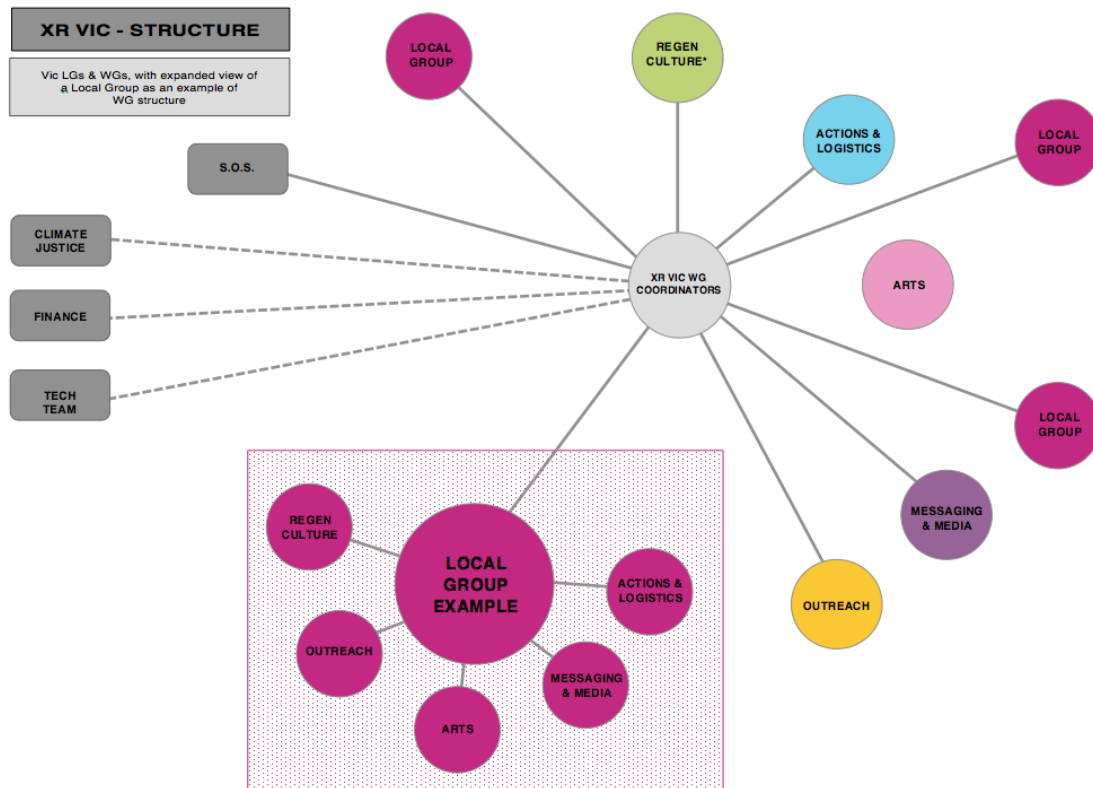
Appendix B:

XR Vic Simplified Structure: Overview of XR Vic Local and Working Groups



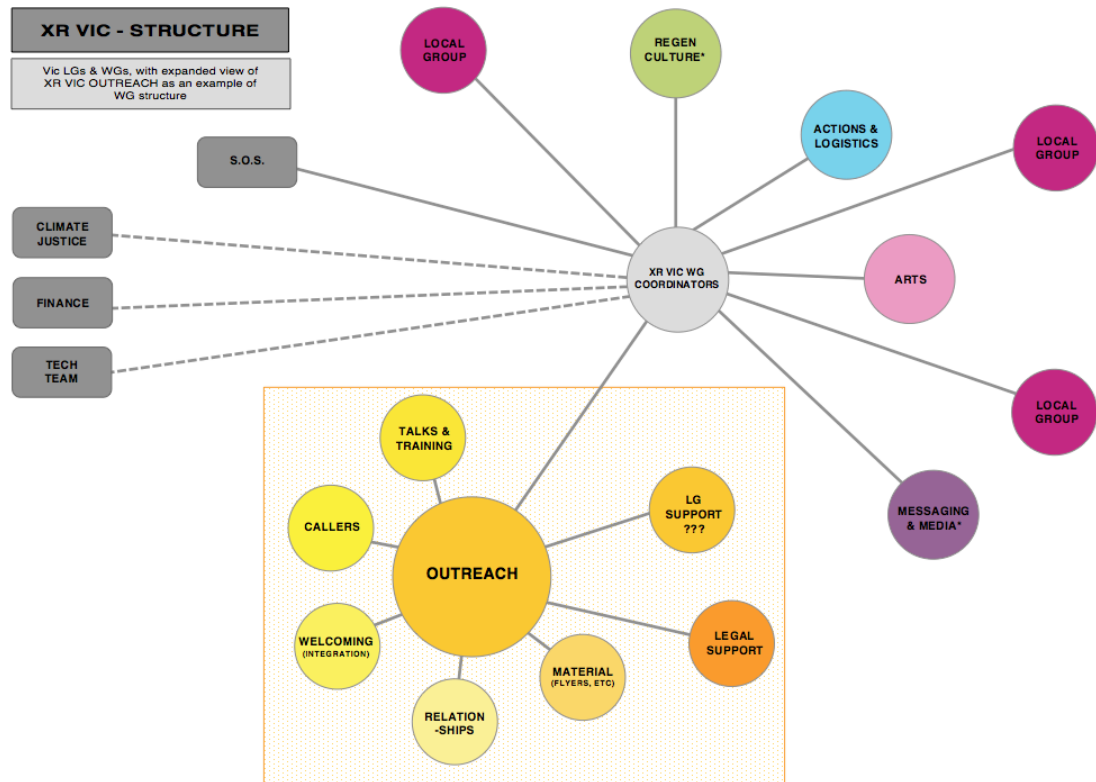
NOTE: These sorts of schematics would be helpful to LGs in understanding how the various levels and groups relate to one another and work together.
The diagrams need to be better than these.
However using the Glass Frog schematics is way too confusing for the uninitiated!

Overview of XR Vic Local and Working Groups, with expanded view of Local Group structure



NOTE: These sorts of schematics would be helpful to LGs in understanding how the various levels and groups relate to one another and work together.
The diagrams need to be better than these.
However using the Glass Frog schematics is way too confusing for the uninitiated!

Overview of XR Vic Working Groups, with expanded view of XR Vic Outreach WG structure



NOTE: These sorts of schematics would be helpful to LGs in understanding how the various levels and groups relate to one another and work together.

The diagrams need to be better than these.

However using the Glass Frog schematics is way too confusing for the uninitiated!

Appendix C:

Group/Team Building Ideas

TWO SIDES OF A COIN

Building on the timeless notion of positive and negative from a single experience, teams of 2 come together and discuss a situation.

For instance if there are two members, Partner A shares something negative that happened in their life with Partner B. It can be a personal or professional memory, but must be a true incident. Then Partner A discusses the same memory again, but this time focusing on the bright side with positive takeaways. Partner B helps shed light on the silver lining of the negative experience. Afterwards, they switch roles.

This short yet effective activity helps team members see the good in things and people and challenges the preconceived notions.

TEAM BIRTHDAY LINE-UP

A great ice-breaker, this quick and simple game is recommended for training that involves a focus on problem solving, communication and cooperation.

The participants are asked to stand in line side-by-side. They are then asked to rearrange their line in order of their birthdays (considering only the month and date). What's the catch? The challenge is that the group members cannot talk at all. They can resort to using sign language, charades, nudges, and other techniques to determine each other's birthday.

This is an ideal team challenge game for more than 8 participants. You might see some members taking the lead and directing the members to achieve desired outcomes.

PENNY FOR YOUR THOUGHTS

Team members are often hesitant to open up with each other, and this can hinder fluid conversation.

To help teammates to feel more comfortable with one another, this game is a perfect icebreaker. First of all, collect some large coins (50cents, 20 cents) stamped with different years. Place these in a container or box. The important thing to note here is that none of the coins should be older than the youngest team member.

Next, each participant draws out a coin and notes the year the coin was made. The person then shares something significant/memorable/special that happened to them in that year.

This gives interesting insights into the lives of your group members and makes future interactions less stressful.

THREE TRUTHS AND A LIE

With absolutely no tools required, this team building game could be done anywhere and anytime with no preparation and any number of participants.

All you require are three or more people sitting in a circle, with each person taking turns to state four facts about themselves. The catch is that three facts must be true, and one fact must be a lie. The instruction is to frame the lie plausibly, so it's not easy to guess as the "odd one out".

Once the facts are stated, the other team members take turns to identify the lie from the four statements. Once everyone has made a guess, the correct answer is revealed.

This game is great for new or geographically scattered groups, who will benefit from knowing more about their fellow group members. It challenges preconceived impressions and helps quieter members open up in a group environment.

SWIFT SWAP

This game acts as a refresher for group members that may be feeling drained or stressed out...and it's fun!

Swift Swap works effectively for groups where the members do not know each other very well, or do not meet face to face very often. It can easily be done with a large number of people - all being involved at once.

Participants form two equal lines, facing each other, and are given an observation period of 15 seconds. The game starts when one line turns around and gives the second line 60 seconds to change 5 things about themselves. This can include clothing or jewellery being swapped with other participants, untied shoelaces, a quick-change hairstyle, putting on or taking off glasses, switching a watch or ring to the opposite hand. All changes must be something the other group can see.

After 60 seconds, the first group turns around and collectively tries to name all the changes the other group has made. Once the changes have been recognised, the groups switch, giving each change to make changes.

The game is relatively quick, is lots of fun, involves team members being observant and working collaboratively.

CLASSIFY THIS

The goal of this activity is to help groups revisit their thought process of viewing everyday things/objects and finding commonalities in seemingly unrelated things.

Collect a variety of objects from group members, and put them in the centre of the room on a table, so that all items are visible to all group members. These will ideally be very different things, and can be as varied as a pen, whiteboard marker, notepad, keyrings, jewellery, an umbrella, glasses case, novel or text book, mobile phone, someone's lunch or lunch box/coffee cup, etc. Aim to gather about 20 different items.

Divide the group into teams. Each team is given paper and a pen. Then, they are instructed to work together in their team to classify the group of items displayed into 4 categories (you can decide on the number of different categories). Give the teams about 10 minutes to work out how they will classify the items. Invite a spokesperson from each team to explain to the whole group how they classified things, and the logic behind these decisions. This may be based on end-use, appearance/appeal, common traits, etc. This gives a different perspective on how people think and the characteristics they use to view, classify and value things.

MEMORY WALL

Nothing bonds teams better than positive experiences and memories built along the group's activity timeline.

Put up a whiteboard and distribute post-it notes among the group members. Write work-related themes on the whiteboard, like "My First Action", "Where Have We Been" (i.e. travelled to as a group), "Group Celebrations/Milestones", "Our Group's Way of Working", etc. Let people write down their own special memories of experiences shared with the group so far, under the related thematic heading.

Take group members on a walk down memory lane by asking everyone to share what they have written. Other group members may like to add their thoughts on each memory. This leaves all group members with a sense of belonging, and a set of collective memories.

SALT & PEPPER

The art of asking the right question can be very important within a group. Salt and Pepper is a fun way to learn facts about group members and also to quickly learn how to communicate effectively with other members of the group.

The game requires simple stationery - pens, paper and tape. Pair-Words are thought up and written on different sheets of paper. Things like Yin-Yang, Bread-Butter, Salt-Pepper, Sun-Moon, Day-Night, and so on. Salt is written on one piece of paper, and Pepper will be written on a separate sheet of paper...and so on.

One piece of paper is taped on the back of each person, without letting him or her see what is written. The group is instructed at the same time to search for their partners. The fun part is that they can only ask "Yes-No" questions in order to find out what is written on their back. Once they figure out the answer, they can find their respective partner easily.

BLIND DRAWING

A team activity that encourages communication - especially listening. Blind Drawing is deceptively simple, yet effective.

The game requires 2 players to sit back-to-back, where one team member is given a picture of an object or word. Without specifying directly what the thing is, the person must describe the image without using words that give away the item pictured.

These should be non-related words for instance – if it is a "flower" then the person can describe it as hearts put together (to form flower petals), a string/rope holding the hearts (Stem), rain/water drops (leaves) and so on. The person with pen and paper draws the object based on the verbal description and their own interpretation.

The final outcome is fun to see and depict whether 2 members can effectively communicate, imagine, and innovate in each other's company.

Find more Group/Team Building activities at <https://blog.cake>.

Appendix D:

Messaging & Media Useful Links

Identity and Brand

XR Design Programme

[Untitled](#)

XR Protest Graphics

<https://www.designweek.co.uk/issues/15-21-april-2019/how-extinction-rebellion-protest-graphics/>

Branding a Movement

[Branding a movement: Extinction Rebellion](#)

[How the Extinction Rebellion got its powerful logo](#)

[Extinction Rebellion uses bold graphics in protest against climate change](#)

Fucxed Caps Regular Font

<https://xrebel.nz/portfolio-items/fucxed-caps-regular/>

<https://fontsinuse.com/typefaces/110173/fucxed>

<https://fontsinuse.com/uses/28622/extinction-rebellion>

<https://extinctionrebellion.nz/resources/design/>

<https://xrmass.org/wiki/working-groups/arts/resources/>

Appendix E: Regenerative Culture

Non-Violent Direct Action within a Regenerative Culture & Avoiding 'Burn-Out'

Regenerative Culture

Extinction Rebellion is into 'Regenerative Culture': it is number 3 in our ten principles and values:

3. WE NEED A REGENERATIVE CULTURE

Creating a culture which is healthy, resilient and adaptable.

Within *RisingUp!* we have several strategies including encouraging the buddy system within affinity groups, fortnightly check-in phone-calls, meeting practices designed to allow meetings to go well and support our whole selves, the Regenerative Culture/Movement Care working group and the overall Holding group, as well as assigning movement-care folk into every affinity group. We also encourage emotional debrief after actions, and it's the responsibility of affinity group/regenerative culture coordinators to organise this and ensure it happens!

Because we're experimenting, we also allow for imperfection and mistakes, sometimes giving space to unfamiliar ideas, even if we think they might fail. Failure indicates daring – trying to push beyond our limits into spaces that appear to be impossible. We all get stressed and are all volunteers with lives outside of *RisingUp!* : as such, its importance to practice empathy, think and feel into other people's shoes, recognise there are multiple competing pressures on all of us.

It's also important for the community to be seen as having a legitimate process to make decisions, and as with complex networks that have lots of interlocking/interconnected parts, it can take time to go through a process with legitimacy. Therefore, we encourage patience for other people and groups.

If you are particularly interested in coordinating or taking on well-being roles there's more information on the above on the *RisingUp!* website or in the Overview document for this campaign.

"The most fun and meaningful thing we could do with our lives.

Changing ourselves and our togetherness, as we change the bigger picture.

Join us as we figure this out – our great adventure".

The rest of this document signposts some tools and practices for ways to look after yourself, each other, and to embody a Regenerative Culture, and we encourage you to read this in your own time.

Tools and Practices for a Regenerative Culture

We all have our own tools and resources to help support us in these different areas. Part of taking care of ourselves is **reflecting** on our capacity and pre existing physical, emotional, mental, lifestyle situation as we enter XR. To do this we need to take **Personal Responsibility** and continuously 'track' ourselves; being aware of our tendencies in regards to:

1. How much work we take on within XR - XR is built on autonomy and holacracy (self organization and de-centralisation) - **so we get to choose** our level of involvement
2. The feelings, judgements, desires, expectations we bring with us into XR - how do we project these onto our fellow rebels?
3. The effect of societal conditioning on us, eg: the school system can instil in us the idea that there is always someone else in charge of our autonomy (we may carry negative associations around people in "leadership" roles) - we need to own this, not be ashamed of it and not be dictated to by it
4. Our privilege: getting to choose to engage in direct action/organising for system change is a privilege in itself. What other privileges do we have dependant on our gender, where we come from, our class, the different colours and shades of our skin. As people who live in a nation that has accumulated wealth and resources through violence and oppression, how do we grieve this, sit with this and continue to bring awareness into our lives and actions.
5. Get to know your 'edges' - Where do you struggle? Where are you afraid? Then you can make an informed decision on how/when to challenge yourself
6. Get confident in your **NOs** and **slow down** your Yes. It can be easy to get swept up in the moment. Take your time, say you'll think about it. No rush! You'll be more sustainable if you are realistic about what you can take on.
7. Don't be ashamed if you do take on too much. Instead, let someone else know you anticipated being able to do more, and give the task back to the group or get someone else to do it.

XR offers this document, as well as many others and various 'signposts' to other resources, in order to support its members in engaging sustainably and with awareness, however XR has a culture of self-responsibility and 'doing the inner-work' and encourages constructive feedback across the board.

Non-Violent Communication (NVC)

In order to feedback in the most worthwhile way some aspects of Non-violent communication (NVC) can be useful;

- Expressing how 'I' am without criticism or judgement - Receiving feedback **empathetically** without jumping to the defence
- Expressing observations **instead of** evaluations - what do you think you are hearing the other person say/do vs what you think that person's actions says about them
- Owning how you **feel** in relation to your observations and the stories that are activated in your head when you experience them
- Stating your own needs/values without asking something of others to make you feel better
- **Clearly** requesting **specific**, concrete actions that would enrich your life, without demanding...**e.g.** "When I hear ..., I feel ..., because I need/value ..., would you be willing to...?"
And how we can use these tools to mirror back to people in our network.

Burn-Out

'Burn-out' is a term that is often used. It can be caused by taking on a lot of projects at one time, by being in a constant state of high-anxiety/stress, loss of external control and experiencing/witnessing traumatic events. After a prolonged period of a heightened state of stress, the body literally starts to work differently, changing your body's hormone systems.

It can result in a range of symptoms such as exhaustion/fatigue, depression, insomnia, headaches, gastrointestinal problems (especially ulcers), frequent colds/flu, weight loss or gain, shortness of breath, hypertension, high cholesterol, coronary disease, impaired speech.

More info at www.emptycagesdesign.org/overcoming-burnout-part-5-the-biology-of-burnout

Burn-out is a natural response to all of the above. Burn-out is your body telling you you need to support yourself, get help where needed or take a break. Burn-out doesn't always occur straight after an incident or period of high-stress, sometimes it is a delayed response and will only be felt **months later**. This is why it is so important to have a sustainable, reliable, supportive culture in place.

Burn-out can occur for people who take on or support direct action, including **both** organising **and** engaging directly, because we often take on a lot or find ourselves in high energy or anxiety situations, and of course we take this stuff on because we really care.

Anyone who engages in Non-Violent-Direct-Action with **XR**, or independently, needs to think about these elements:

- **Self-care** - how we take care of our own needs and personal recovery from this toxic system
- **Action care** - how we take care of each other whilst we undertake direct actions and civil disobedience together
- **Interpersonal care** - how we take care of the relationships we have, being mindful of how we affect each other, taking charge of our side of relationships
- **Community care** - how we take care of our development as a network and community, strengthening our connections and adherence to these principles and values
- **People and Planet care** - how we look after our wider communities and the earth that sustains us

Self-care

- **Also known as:** What we sometimes call the inner work
- **It's important because:** We are not machines. We need to look after ourselves in order to better look after each other and achieve what we want to achieve. Also, keeping the population subdued through stress, loneliness, sickness and anxiety is a feature of late-stage capitalism.
- **Resources might include:** knowing our own limits/capacity, nature connection/being outdoors, hobbies/creativity/passions etc., in a stressful moment: practicing breath awareness/control, taking your attention out- what can you see/hear/smell/touch, replacing bad/scary stories/narratives with positive affirmations.

Action care

- **Also known as:** That which we do to prepare for, train for and recover from direct action, including trauma and resilience work.
- **It's important because:** Our bodies, minds and hearts are in a hostile situation, with institutions that want to target, manipulate and control us. Being able to care for our own needs helps us take care of each other and be more resilient.
- **Resources might include:** Snacks, rain gear and warm clothing, physical first aid, somatic first aid, welfare teams and HUGS!

Interpersonal care

- **Also known as:** This is the “intersectional work”, the decolonisation of the self, how we communicate, etc.
- **It's important because:** We are all the product of our environment. We all internalise the violence inherent in our cultures. We have a duty to do the work that can undo those internalised prejudices and behaviours, so we can learn to interact in a healthier way.
- **Resources might include:** Non-violent communication, compassion, decolonisation (thinking about race dynamics in groups) training, resources for dealing with grief.

Appendix F: NVDA Infographic



GETTING STARTED WITH PROTESTS AND DEMONSTRATIONS

Non-violent direct action (NVDA) is central to the Extinction Rebellion movement. We answer some frequently asked questions about NVDA, what to expect before, during and after an action, as well as provide some supporting resources.



WHAT IS NVDA TRAINING?

NVDA stands for non-violent direct action. NVDA Training is where you learn the facts and skills around arrest – such as your legal rights at the point of arrest, and what the process is likely to entail.

HOW DO I FIND OUT WHEN AND WHERE THE NEXT NVDA TRAINING EVENT IS TAKING PLACE?

Check out the XR Australia website for information by selecting the EVENTS tab. Here is the link:
<https://ausrebellion.earth/events>

WILL I GET ARRESTED IF I PARTICIPATE IN AN ACTION?

Prior to the event, the group undertaking the action will discuss whether the action poses a risk of getting arrested. If there is a risk, the ACTION COORDINATOR will make sure everyone taking part is informed and comfortable. You can choose at that point whether or not you wish to be part of the event.

WHAT IF I DON'T WANT TO OR CAN'T GET ARRESTED?

Some people may be willing to be arrested, but have boundaries in terms of what they are happy to be arrested for. This might be based on the possible sentence (e.g. someone might be comfortable with being arrested for an action that carries a fine, but not for one that has the risk of a prison sentence), or on the nature of the action itself.

WHAT IF I DECIDE I'M UNCOMFORTABLE WITH THE ACTION AFTER IT STARTS?

First of all, don't panic! This is perfectly normal!

During each action, we do frequent "check-ins", and we agree a clear code for someone to use if they become uncomfortable at any stage.

Generally, the well-being person or group coordinator will take responsibility for ensuring that check-ins take place during an action/protest/demonstration. You can withdraw your participation at any time.

ARE LEGAL OBSERVERS PRESENT DURING ACTIONS?

Yes. If undertaking an arrestable action, it is important to have legal observers present.

Anyone can have Legal Observer Training. Ask your Group Coordinator to assist you in finding a training date.

WHAT HAPPENS AT THE END OF AN ACTION?

It's important to "check-out" at the end of an action.

This is a quick debrief to see how everyone is feeling, and is a really important way to check whether everyone feels comfortable with the action just taken and to flag where further support may be useful.

A fuller evaluation, often done a few days later, is also a good opportunity to discuss how everything went, including how successful communication and wellbeing during the action were, as well as how smoothly the logistics ran.