





Overview

THEME	TIME	MATERIALS	SETUP
 US	70-90 MINUTES	 HANDOUT	 FLEXIBLE

Topic: One to Ones (or 1:1s) are a tool for building people power and expanding our collective capacity to get things done.

Audience: Adolescents or adults. This workshop assumes participants know what their values are.

Conceptual Objective: To get things done together, we have to be able to work with people who see the world differently than we do. This requires really engaging our hearts to find common ground and shared self-interest, and hear each others' stories and pain, not just their worldviews.

Experiential Objective: Participants will have a natural but uncommon conversation with someone they know but could know better about their values, vision, life, and motivations. They will understand how to use the 1:1 tool to build people power and expand capacity to get things done.

Facilitator Prep: Be familiar with conducting 1:1s, and have a personal story about the value of doing a 1:1 or the missed opportunity of failing to take the time to more deeply understand someone who is different from you.

Related Content: This activity would ideally follow one or two of the workshops classified under "Self": Starting with Values and Public Narrative: Story of Self.

Procedure

INTRODUCTIONS (5 MIN)

- Presenters introduce themselves, participants introduce themselves to a neighbor.
- Presenters explain why they selected this workshop as relevant for this group and its objectives.

AGREEMENTS (5 MIN)

- Invite the group to suggest agreements to create a safe discussion environment. They may include:
 1. Stay engaged. (Stay focused; remove distractions.)
 2. Speak your truth. (Talk about your own self, life, and story, rather than those of others.)
 3. Experience discomfort. (Stay in the conversation, even when you are uncomfortable.)
 4. Expect/accept non-closure. (Some things will remain unclear.)
 5. Ouch! (We may feel hurt by what we hear – please speak up when this happens.)

OPENING FRAMING (20 MIN)

- VALUES

We all want to see our values reflected in our own actions and in also in the decisions that affect us and the people we love. Discuss:

 - What are those values for you?
 - What does it look like when those are reflected in the decisions that affect us?
 - Who feels/sees those values being violated? What does this look like? Examples this week?

So, we all seek to live from our values, and want to see those values in the systems that affect us. Many also see those values violated. The way that organizers address this is by building power!
- POWER

Discuss: What are your associations with the word "power"? Associations are often negative about how it is abused, exclusive, etc. However, organizers define power as it's defined in Spanish: "poder" = to be able = the ability to act.

❑ POWER, cont.

Organizers build power by connecting people with common interests and values, expanding our capacity to actualize our values together. For example, in an organization if one person wants to make a particular change, it's unlikely to change, but if ten people advocate for that change, it might happen.

It's easy to connect with people who share your worldview, language, perspective. It's much more difficult to build power with people who don't. There probably aren't enough people just like you in your context to make the changes that need to happen, so we have to work across difference. When someone's language or perspective does not reflect yours, how do you find out if they're someone you can collaborate with?

When you know someone on the surface but don't know their story or deeper self-interest, how do you reach that level? Everyday conversations do not uncover our deeply held values and our deepest motivations - why we do what we do, what matters to us so much that we would invest our time, energy, resources. That's why we need 1:1s.

❑ PURPOSE of 1:1s

The purpose of 1:1s is to have a natural but uncommon conversation with someone you want to know better about their values, vision, life, and motivations.

For example . . . (Facilitator share a personal story about the value of doing a 1:1 or a missed opportunity of failing to take the time to more deeply understand someone who is different from you.)

❑ NUTS & BOLTS

Discuss: What are the characteristics of a conversation that moves past the surface and uncovers someone's values, vision, life, and motivations?

- This is an uncommon conversation so it can/ should be uncomfortable.
- Take risks - people can say no, and you can respect that.
- Don't be afraid to direct the conversation. This is sacred time.
- This is about listening - do not talk more than 30% of the time.
- Go deep, not broad- ask "why"? Follow up when you don't hear what you're looking for.

BRAINSTORM QUESTIONS (5 MIN)

- ❑ What kinds of questions are good questions for one to ones? A few examples:
 - Where did you grow up?
 - How do you spend your free time?
 - What communities shaped you?
 - What's the last thing that made you really angry? Why?
- ❑ What are some topics that could be useful? (See handout page 2 for some possibilities.)

PAIR UP AND PRACTICE (20-40 MIN)

- ❑ Assign pairs. Designate which partner called the one-on-one meeting and thus will lead the conversation following the 70%/30% talking guideline. Then have each question-asker move to a new person and switch roles, so that each person has played both roles.
 - Pair One (10 - 20 minutes)
 - Pair Two (10 - 20 minutes)

DEBRIEF (10 MIN)

- ❑ What was that like? How did it feel?
- ❑ Was there a moment where something shifted? Why?
- ❑ How courageous were you? What was the riskiest question you asked?
- ❑ How well did you uncover self interest? Why/ Why not?
- ❑ What could I do differently next time?
- ❑ What is the cost of not doing 1:1s?

EVALUATION (5 MIN)

- ❑ What will you take with you from this session?
- ❑ Questions or tensions about 1:1s?
- ❑ What could have been clearer or stronger?
- ❑ Who is one person you want to do a 1:1 with this month?

"One to Ones: An Organizing Tool" is adapted by Minnesota Campus Compact staff based the work of Rachel Svano, Claire Bergren, and National People's Action. The agreements in this workshop have been adapted from Glen Singleton's Courageous Conversations. We welcome your suggestions for improving this guide further for future trainings. We also welcome you to use it and adapt it for your own trainings, subject to the restrictions below.

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One to One Visits: An Organizing Tool

(National People's Action)

I. PURPOSE - One to one visits are used to:

Build Relationships

Relationships cultivate possibilities. It is through relationships that significant things happen. When people are in relationship they can share, plan, dream, create and get things done. Without relationships, people are powerless. People are more likely to respond to an invitation to work together from someone with whom they have a relationship. One to ones build networks of relationships and build community.

Uncover Self Interests

Self interests are those things that a person feels most strongly about. It is the thing that motivates a person. It is their passion or unforgettable fire. People are most likely to get involved in things around their self interests.

Develop Clarity

One to ones allow people to express their feelings about things. When people talk about something, it helps to make that thing clearer to them. People rarely have an opportunity to express themselves to a good listener. A visit provides this opportunity and helps people to gain clarity for themselves. In addition, helping someone develop clarity about what they do strengthens the relationship.

Gather Information

One to ones are an opportunity to gain information about the community, neighborhood, organization, and campaign. You will find out what is going on, where there are overlaps in your lives, and most importantly what people are thinking and feeling.

II. ARRANGING A VISIT AND PREPARATION

The Phone Call

A. A typical visit will be arranged by phone. On the phone you only want to get the appointment. You cannot build a relationship over the phone. To build a relationship you must sit down and talk with people.

B. introduce yourself; explain what you are doing and ask if you can have 45 minutes of time to get their point of view. For example:

"Hi! My name is _____ and I am on the _____ Committee of _____ (your organization). As a leader of our campaign to _____, I am doing some visits with people to listen to their ideas and learn what is most important to them. Could I arrange to have 45 minutes of your time to listen to your ideas?"

D. Be specific about a day and time, and let them know you only want 45 minutes to an hour of their time. "Can you meet sometime next week? Is it best during the day or in the evening? What works best for you?"

E. Make it clear that you are coming to hear their ideas, not to sell them on anything.

F. Before the visit, take time to prepare. Think about what you may know about the person or what they are involved in. Review what you think may be their self interest. Think through what questions you want to be sure to ask, and what you say about what you are doing.

III. THE VISIT

There is no formula for having a good visit. Enjoy yourself and try to establish some rapport. Here are some general points that may help you do this:

❑ Introduce Yourself And Explain Why You Are There (Same as telephone explanation)

❑ Warm Up

Have a few simple questions or comments ready to develop a little relaxed conversation at the beginning. This will get them talking and help you get a feel for them. Ask questions, listen closely, keep it relaxed. Talk about things the person seems interested in.

❑ Listen Intently, Especially for "Lead-Ins" To Stories

Getting them talking is important. Speak in order to draw them out. A successful visit means the person visited is speaking 70% of the time, and most people are flattered when you show an interest in them and their opinions.

Stories tell the most and are usually more enjoyable than abstractions. Probe for specifics about their experiences and their true feelings about things.

❑ Some areas that can be explored are:

anger	ambitions/dreams	reading	education
history	organizations	politics	values
religion	job	hobbies	family/community

❑ Seek To Identify Self-Interests - Be Courageous

Listen to hear what seems to excite and/or motivate them. Gather enough specifics about their actual behavior to see if your hunches about their self interest are born out. Use follow-up questions for more detail, to stimulate the conversation. Follow your own curiosity. Be courageous. Probe by asking "WHY?".

❑ Establish Some Common Ground

Share some things about yourself and your experiences. Especially seek to find some common ground, if it is there. We are promising people that we just want to listen to their point of view.

- We are not selling anything.
- We are not recruiting anyone for a project.
- We are not preaching to them.
- We are not judging or psychoanalyzing them.

If you find yourself doing these things – stop!

❑ Ask Who Else You Should Visit

Ask who else you should talk to. Who might have similar perceptions? Different ones? Can you use their name when contacting them? If someone asks what you want to talk to others about, the answer is, "The same things you and I talked about."

❑ Establish A Follow-up, If Appropriate

If the person interested you and you see some opportunity for a next step, set up that expectation before you leave. "This was very interesting. I would like to call you in a couple of weeks and schedule some time to talk more about our campaign." If you did not find overlapping self-interests, do not set up expectations.

❑ Close the Visit

Watch the time so that you do not spend too long – 45-60 minutes is enough. End the visit by thanking the person for their time.



V. REFLECTION AND EVALUATION

- ❑ After a visit fill out the reflection form. (Do not fill out the form during a visit.) It is important for you to reflect on the visit, think about what they said and what it really meant, and what you did and why. You cannot keep all this in your head, and the next time you visit or talk to them, you will have these notes to refresh your memory.
- ❑ Some questions that will help you reflect on a person's self interest:
 - What does this person care most about? Why?
 - What motivates them?
 - What do they get excited talking about?
 - How do they spend their time?
 - What talents and abilities does this person have?
 - How and where are they using them?
 - What relationships does this person have and value? Why?
 - What specific concerns or ideas does this person have?
 - What is this person's story?
 - Why is this person involved in the things they're involved in?
- ❑ Evaluate yourself. Ask:
 - Did I establish a relationship?
 - How well did I uncover self interest?
 - How courageous was I? What was the riskiest question I asked?
 - What did I do well?
 - What could I have done differently?

ONE-ON-ONE REFLECTION SHEET

Person Visited: _____ Phone _____ E-mail: _____

A. Important things I learned about this person:

B. Talents, background, and/or gifts this person has to offer:

C. What are this person's areas of "self interest"?



Questions to reflect on:

Relationship:

- What do we have in common? What might be the basis of a relationship?

Self Interest:

- What does this person care most about? Why?
- What do they get excited talking about?
- How do they spend their time?
- What talents and abilities does this person have? How and where are they using them?
- What relationships does this person have?
- What specific concerns or ideas does this person have? Why?
- What is this person's story?
- Why is this person involved in the things they're involved in?
- Is there a potential role in the campaign that would really get them excited?

Self Evaluation:

Questions to reflect on:

- What did I do well?
- What can I do differently next time?
- Did I establish a relationship?
- Did I listen for the stories behind people's facts and opinions?
- How courageous was I? Did I probe? What was the riskiest question I asked?
- Were there "leads" that they gave me that I didn't follow up? Why?





Survey for "One to Ones: An Organizing Tool" Workshop

Thank you for taking time to attend this Civic Agency workshop. We are very interested in receiving your feedback. (Alternatively, you may also complete this survey online at <http://tinyurl.com/ja28zek>). If you have participants complete evaluations on paper, please scan them and send them to info@mncampuscompact.org.

Your Information

Primary Role: Student, Faculty, Staff, Administrator, Community Organization Staff, AmeriCorps/VISTA

Institution (College, University, Organization):

Date:

Please indicate how strongly you agree/disagree with the following about your experience with the Civic Agency workshop you participated in.

	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
I feel capable of using the tools and exercises I learned about					
The tools and exercises I learned about are valuable					
I increased my confidence in my own ability to lead					
I gained useful leadership skills, strategies, or insights					
I learned about new leadership tools or resources					
I developed new or deeper connections with others					
I both learned from and contributed to the learning of others					
Other participants in the workshop helped me see things from a different perspective					

Please indicate how strongly you agree/disagree with each of the following statements about yourself before the workshop

	Strongly Disagree					Strongly Agree				
	1	2	3	4	5	6	7	8	9	10
Before the Workshop										
I understood my own identities and cultures										
I understood how identities and culture matter in social/community change work										
I understood how I connect with social issues on a personal level										
I was aware of strategies for fostering collaboration in diverse groups										
I was aware of strategies for effectively leading others										
I was aware of strategies for developing an action plan for social/community change										
I believed I had power to address social/community issues										



Please indicate how strongly you agree/disagree with each of the following statements about yourself now:

	Strongly Disagree					Strongly Agree				
	1	2	3	4	5	6	7	8	9	10
After the Workshop										
I understand my own identities and cultures										
I understand how identities and culture matter in social/community change work										
I understand how I connect with social issues on a personal level										
I am aware of strategies for fostering collaboration in diverse groups										
I am aware of strategies for effectively leading others										
I am aware of strategies for developing an action plan for social/community change										
I believe I have power to address social/community issues										

Is there anything you would like to tell us about your experience with the workshop?