Presenter

Nigel Perrote

National and State Program Director

Learning Objectives

- Reflect on personal facilitation style, individual strengths, and areas for improvement

- Use templates of agendas, meeting minutes, schedules, and other key documents for SARTs and adapt for your own purpose

- Utilize time management and facilitation tools intended to support SART Coordinators to be effective leaders

Let's Take a Moment

- Think about experiences with meetings that left you feeling frustrated, unheard, bored, angry, distressed, burnt out, or confused. How could effective facilitation of that meeting change your experience?

Now Let's Think About...

- Think about experiences you've had with great meeting facilitators. What characteristics did they demonstrate? What was the group dynamic? How did you feel when you left those meetings? How did the meetings impact your work outside of them?

- When I facilitate SART meetings, I utilize the following facilitation strategies:

A facilitator is a person who:

- Uses knowledge of group processes to formulate and deliver needed structure for meeting interactions to be effective

- Always balancing process, relationships, and results

- Facilitates decision making processes—not necessarily the decider

- Ensures members of the group feel heard and conflict is addressed

Think about…

Which of these roles do you personally take on during a SART meeting?

❑ Facilitator

❑ Presenter

❑ Create agendas

❑ Tech support (recording, breakouts, waiting room, etc.)

❑ Screen share

❑ Note taker

❑ Chat box monitor

❑ Other

SVJI Training and Facilitation Roles

- Presenter/Facilitator
- Discussion monitor
- Tech support

Sharing Roles

- It's okay to ask for help!
- Consider which roles require input from the SART
- Sharing roles contributes to shared leadership and a shared responsibility for outcomes--- this includes subcommittees

The North Star of Your SART

Does your SART have a written mission and vision statement?

Vision Statements

Vision statements are one-sentence statements that encompass the aspirations of an organization and what effects it hopes to have long term.

Example-- The vision statement of the New Mexico SANE Task Force is to have those affected by sexual violence receive consistent and quality medical treatment and forensic service from providers who meet the fundamental qualifications and training in the State of New Mexico

Vision Statements

As you craft your vision statement—

- contemplate where your SART will be 5 to 10 years in the future

- focus on what success will look like

- use simple, clear language

- be specific and avoid organizational or discipline-specific terminology or jargon

- align the statement with the values the agencies have agreed upon for the SART

Mission Statements

Mission statements succinctly explain the purpose of a SART in less than a paragraph.

Example mission statement: "The __ABC__ County Sexual Assault Response Team increases access to specialized services and support and improves the multidisciplinary response for victims of sexual assault."

POP: Agenda
Planning--- successful meetings have a purpose, an outcome, and a process (POP)
Design

stproject.org/resources/tools-for-transformation

POP: <u>Purpose</u> – Outcomes – Process

What is your SART mission statement? How does this meeting align with advancing your mission and goals?

Sample SART Mission Statement:
The purpose of the Via Christi Regional Medical Center Wichita Vicinity SANE/SART Program is to facilitate a community-based collaborative response to all victims of sexual assault by providing immediate and follow up medical, advocacy, and criminal justice services in an ethical and compassionate manner.

SART Meeting Topics

POP: Purpose – **<u>Outcomes</u>** – Process

- Outcomes: What? How? Who? When?
  - Different from a goal- outcomes are concrete, clear, and help everyone be in the same conversation at the same time
  - Specific and measurable- problem-solving and a commitment to action with a deadline

  Example: *By the end of this meeting, we will have a working list of local service providers we can reach out to in order to incorporate them into our referral network.*

POP: Purpose – Outcomes – <u>Process</u>

- Process: Create the agenda

LOCATION/AGENCY NAME
Meeting Location Address
Parking Instructions

AGENDA for DATE

1:45 – 2:00p	Professional Networking Time
2:00 – 2:15p	Welcome and Team/Agency Updates
	• Events
2:15 – 2:45p	Transitions and Revised Work Plan Review
2:45 – 3:15p	Legal Protocol Draft Finalization
	• Bring final comments and changes to meeting
3:15 – 3:45p	Renewal of MOUs and Training Ideas
4:00p	Closing

Next Meeting: DATE
Held at: AGENCY TITLE
LOCATION ADDRESS

SART Mission Statement: Have mission on every agenda to have people reference.

Oppressive Meeting Dynamics

- Oppressive Meeting Dynamics are actions that people can take in meetings that disrupt or distract from the goals of a meeting.

- These actions can contribute to power dynamics in a team. These dynamics can be based in oppression that disenfranchises or "others" team members.

- Identifying these dynamics can be helpful in strategizing.

Source: COCo, The Language of Domination: Oppressive Meeting Dynamics

Oppressive Meeting Dynamics

- Hogging the show
- Speaking in Capital Letters
- Seeking the spotlight
- Self-Listening
- Deposed Kingship
- Diminish/Belittle
- Intransigence and Dogmatism
- Invisbilizing Marginalized People
- Speaking for Others
- Erasure meets Self-Involvement
- Keys to the City
- Master of Ceremonies

- Lashing Out
- Forcing
- Negative/Overly Critical (unhelpful criticism)
- Avoiding Feeling
- Condescension and Paternalism
- Playing Victim
- Solution Giver
- Splitting hairs/nitpicking
- Restarting
- Focus Transfer
- Taking certain voice more seriously than others

Source: COCo, The Language of Domination: Oppressive Meeting Dynamics

Stages of a Discussion

Open – Narrow – Close Model
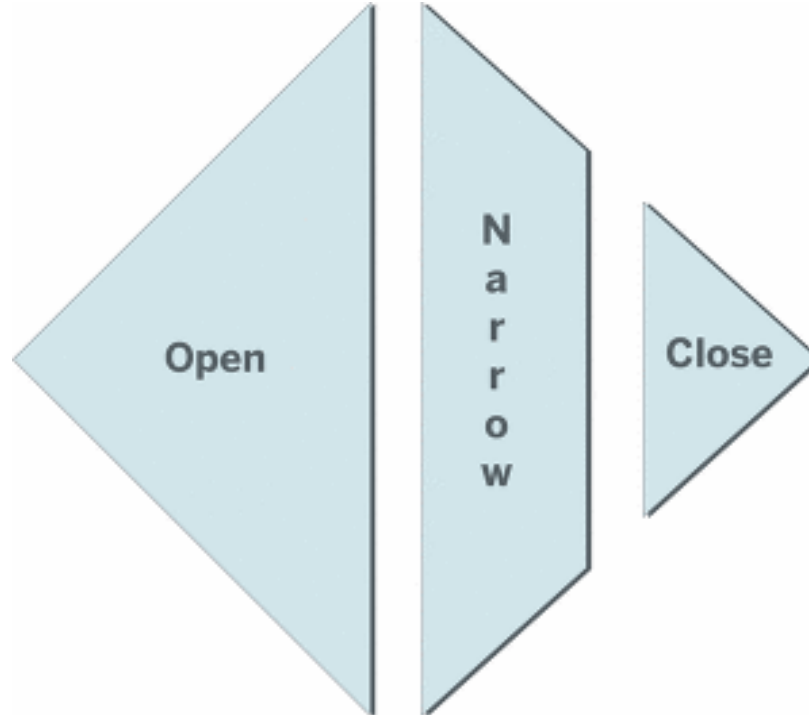
Credit: Interaction Institute for Social Change

<u>Open</u> – Narrow – Close Model

- Brainstorm
- List
- Propose
- Clarify

- *"Let's come up with 3 or 4 potential actions that will achieve the xyz goal…"*
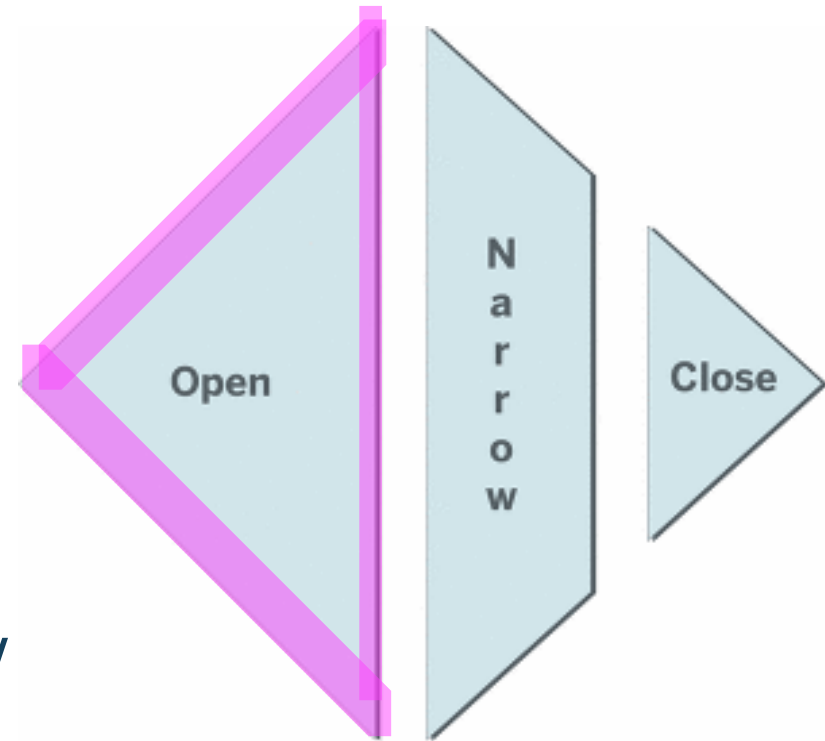
Open – <u>Narrow</u> – Close Model

- Condense
- Prioritize
- Eliminate
- Evaluate
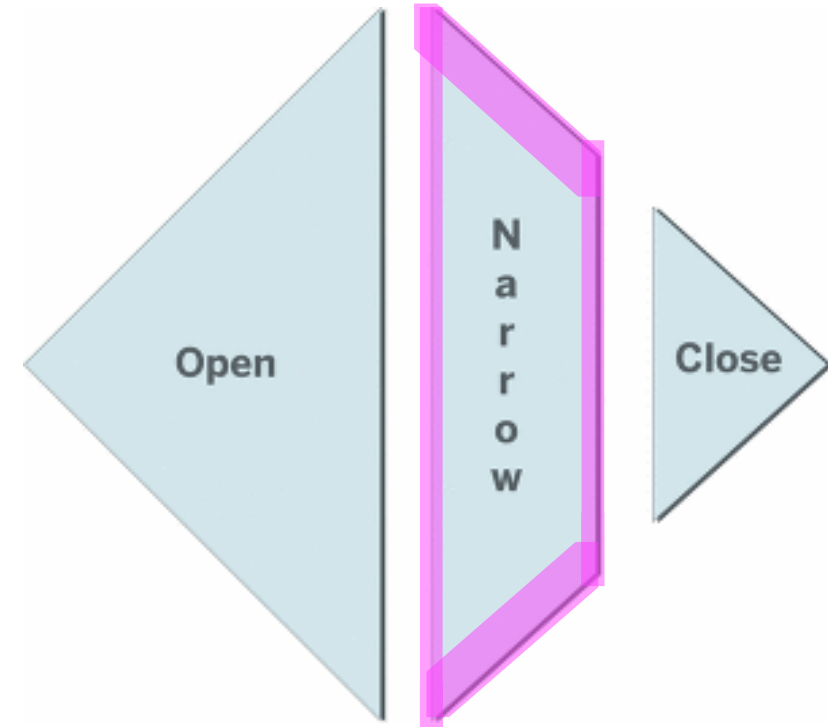
- *"Can we combine x and y as they are similar?"*
- *"Let's choose our top 5 and see where it takes us."*

Open – Narrow – <u>Close</u> Model

- Refine
- Agree
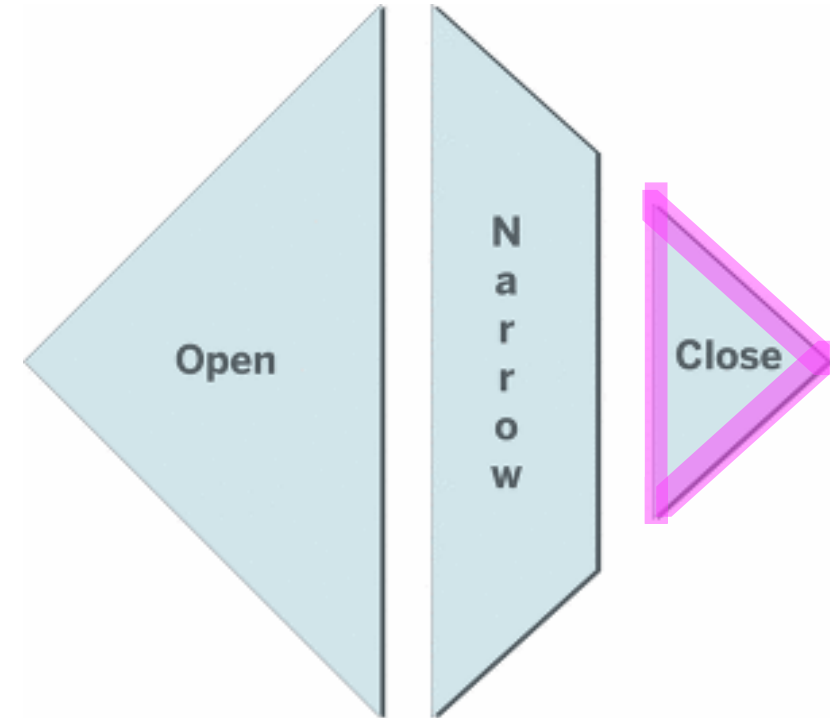
Learning is a Process- Not an Outcome

Experiential Learning Theory

- Learning is a process, not an outcome
- All learning is relearning
- Conflict differences and disagreement drive the learning process
- Learning involves the integrated functioning of the total person- thinking, feeling, perceiving, and behaving

What does this have to do with SART meetings?

The Process of Learning

- The multidisciplinary nature of SARTs lends itself well to learning.

- Although SARTs have an orientation towards action and coordination, there is still a lot of learning that can and should be happening.

- SART members bring their personal and professional experiences to the work.

Comfort Zones

- Leaving your comfort zone is not about building safety in a group

- "Discomfort" does not mean disapproval or disagreement

Alarm Zone

Discomfort Zone

Comfort Zone

very little learning

lots of learning

very little learning, damage, shut-down

Boring
Easy
Safe

Interesting
Challenging
Scary
High learning

Overwhelming
Difficult
Terrifying
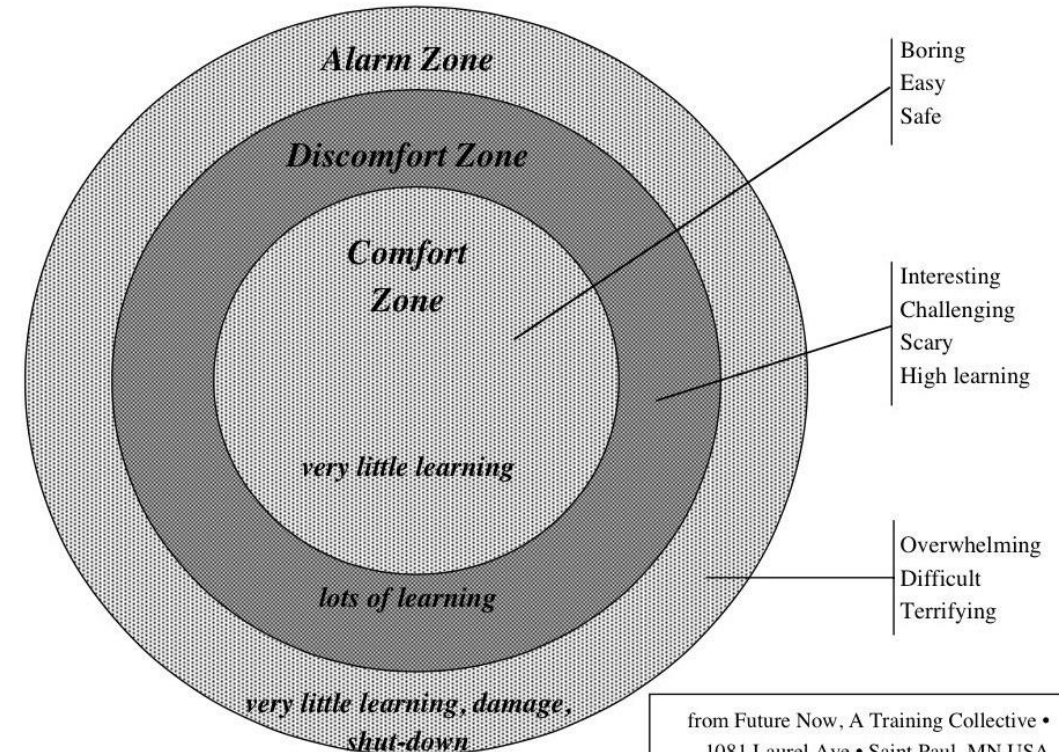
from Future Now, A Training Collective •
1081 Laurel Ave • Saint Paul, MN USA
55104 • futurenow@igc.org

Closing

- Take Aways
- Supplemental Resources for SART Professional Development
    - It Impacts Us All – Facilitator Guide https://www.valor.us/publications/2022-saam-toolkit-English/ (ValorUS)
        - A foundational overview of sexual violence and how to support survivors—can be used to train new SART members (also available in Spanish)
    - SART 101 https://youtu.be/htrGWWEULJU (SVJI)
        - Basics of SART work including membership, structure, and process through a framework for systems-change
    - A Framework for Success: Facilitating Sexual Assault Response Teams https://youtu.be/gCbDrfXa5Pg (SVJI)
        - A webinar covering the basics of SART facilitation through a systems-change lens

Resources

- Sample SART Meeting Minute Template https://www.nsrvc.org/sample-sart-meeting-minutes

- Mission and Vision Builder https://mncasa.org/wp-content/uploads/2022/06/Mission-Vision-Goal-Setting-Builders.pdf

- How to Write a Good Vision Statement https://cascade.app/blog/write-good-vision-statement

- Sample SART Meeting Agenda https://nsrvc.org/sample-sart-meeting-agenda

- Tips for more effective facilitation https://ctb.ku.edu/en/table-of-contents/leadership/group-facilitation/main

- Facilitation for Online Meetings https://youtu.be/AB4GUX1WbU8

- COCo, The Language of Domination: Oppressive Meeting Dynamics https://coco-net.org/oppressive-meetings/

Questions?

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Section 1. Conducting Effective Meetings

(http://ctb.ku.edu)

Learn how to conduct effective meetings by following our four phases and how to handle difficult organization members.

Conducting Productive Meetings

WHAT ARE EFFECTIVE MEETINGS?

Sometimes it seems as if we're always meeting. We have our regular monthly organization meetings, special task force meetings to work on, urgent actions, and committee meetings for projects our group has taken on. Meetings take up so much of our time because they're the way we make our decisions, plan our actions, and move the work we are doing along.

But how many of us hate meetings? We all of have memories of meetings (maybe even last night's committee meeting) that seem to last forever and no decisions ever get made. Someone kept interrupting and moving everyone off of the agenda, the chair had too many of her own opinions, the meeting ran overtime, and by the time it was over, everyone went home tired and unsatisfied.

Well, while there's no magic wand to make every meeting more effective, meetings can really help in decision making and planning. They don't have to be painful. They can even be fun. And you can learn how to make your meetings both useful and enjoyable for everyone there. Effective meetings help your group reach its goals.

WHY DO YOU NEED EFFECTIVE MEETINGS?

Did you know that how you manage and run your meetings is one of the biggest "risk factors" for participation and member investment in your organization? *All* of the parts of a meeting are important-- planning (especially thinking through agendas and goals); logistics; and chairing skills and principles. All of these parts impact on member participation and involvement.

Each "phase" needs to be paid attention to and taken seriously because good meeting management is critically linked to participation. It is through meetings that the group is or is not able to get things done, solve problems, manage itself in a way that promotes inclusion and safety, and creates a sense of community.

HOW DO YOU RUN AN EFFECTIVE MEETING?

Running or chairing a meeting means more than just moving the group through the agenda. When you chair a meeting, you are responsible for the well-being of the group and the members in it. That demands a certain amount of attention be paid to "group dynamics" and other process issues. All of that "touchy feely" stuff is important!

Remember: Running meetings is a *skill*, not something you are born knowing how to do. Just as with any skill, you will get better with practice--and more confident, too!

When someone says, "Nice job. That was a good meeting," what do they really mean? A truly good meeting happens when attention is paid to the four phases of meeting management:

- Planning for the meeting (Agenda and goals)

- Setting up the meeting (Logistics)
- Running the meeting (Chairing/Facilitating)
- Following up (After the meeting ends...)

PHASE 1: PLANNING THE MEETING

If you pay attention to planning your meeting, you can avoid the "meeting killers" like:

- Wasting meeting time
- Wasting people's time
- Boring meetings that go nowhere
- Meetings for meeting's sake

DECIDE THE GOAL OF THE MEETING

Is it to revise the by-laws, plan volunteer recruitment, or something else? No clear goal? A boring and unfocused meeting may result! Come up with a clear goal and the agenda becomes your road map to getting there.

Do your homework!

If you need information or research for the meeting, better have it done before the meeting starts. What happens when you show up at a meeting where important information is missing? It's usually a big waste of time!

DECIDE WHO NEEDS TO BE THERE

If you are working on a billboard campaign, does the whole membership need to attend or just the Billboard Committee? Think before you send out those meeting notices!! When people come to a meeting where they don't care about the agenda, guess what? They usually don't come back!

PLAN WITH OTHERS

This is a great way to develop new leaders *and* get other people more invested in the work of your group! Just get three or four interested folks together and hash out the agenda--it won't take more than an hour!

And most important...

GOOD AGENDAS COUNT!

List the amount of time you plan for each item. If someone other than you is presenting some part of the agenda, list that too, and *send it out at least a week ahead of time*. Members of any group should know what they are coming to do!

If the agenda is your road map, than make sure it has all of the stops listed on it, without too many unnecessary side trips. Let everyone know what's going to be discussed; don't keep it a secret!

PHASE 2: SETTING UP THE MEETING

START AND END ON TIME

It's disrespectful to abuse members' time and about the biggest turn-off there is! If you must start late because only three people are in the room when you're supposed to start, at least apologize! Better yet, get into the habit of starting on time EVEN if there are only three people in the room. Word will get around and eventually, people will come on time or won't come at all. If people keep showing up late, or not showing up at all, this may be a hint to change your meeting time, or your meeting pattern, or both.

SIGN THEM IN

Sign-in sheets do more than tell you who came. They also help update your membership list and give you names for phone trees. Be sure to include name, organization, address, and phone number!

DO YOUR BEST TO MAKE EVERYONE COMFORTABLE

Meeting spaces should be comfortable and convenient. The room should be centrally located, and the right size for the size of your group. Get there early to set up and try to use a space where you can make a circle, not sit in rows like an auditorium. If the meeting space is hard to get to for seniors or others, try to arrange transportation or perhaps a volunteer "escort" service (a great teen/senior project!).

ALL WORK AND NO PLAY IS NO GOOD!

Have informal time before and after the meeting for people to talk and socialize. That's a big reason people joined your group in the first place, and it's where you can recruit volunteers. Remember, sometimes "the meeting after the meeting" is where people get attached to the group--and also get their best ideas to bring to the next meeting!

A REGULAR CYCLE

If you have a regular meeting cycle, people will start to save the date (e.g. the first Monday of the month); but don't have a meeting just to meet! Always have a clear goal or don't have the meeting.

PHASE 3: RUNNING THE MEETING

Being a meeting chairperson is more than one task; it's many jobs in one. If you take it from the top, your job as a chairperson means it is up to you to:

DO INTRODUCTIONS

That includes getting everyone to introduce themselves, as well as introducing yourself and your role. When there's a special speaker, his or her introduction is your job too.

Don't forget how good icebreakers can be to loosen everyone up! An icebreaker is something short at the beginning of the meeting to help people get to know each other or dig out some important piece of information in a fun or interesting way. For example, your group could do a "Scavenger Hunt" where

people "scavenge" information about each other.

GET AGREEMENT ON AGENDA AND RULES

Remember, it's everyone's meeting, so everyone needs to "buy in" to the agenda. You can ask for feedback on the agenda before you begin. Rules like no interrupting, etc. can also be helpful if you have some potential "disrupters" in the house.

KEEP THE DISCUSSION ON TRACK

If someone's going off the agenda or is speaking too long, pull 'em back in! Be gentle but firm: people respect a meeting that's run well and remember all too clearly the meetings where someone was allowed to go on and on and on.

WATCH THE TIME!

Remember about starting and ending! Honor agenda time limits. If the group seems to want to go beyond the agreed upon time on an issue, ask for agreement from all members. A statement such as, "We've already used our allotted time for this issue. Would everyone like to continue on the topic for another ten minutes, or shall we go on to the next item on the agenda?" can be a good way to take the group's pulse on the matter.

SUMMARIZE WHAT YOU HEAR

Wrap-up each agenda item by summarizing any conclusions out loud. Then move on when no one objects or everyone agrees.

ENCOURAGE PARTICIPATION

If a usually quiet person speaks, show your appreciation. Try to draw everyone in and not just let the usual suspects speak!

USE THE POWER OF YOUR POSITION WISELY

Watch what you say and how and how much you say it! Don't take sides, and be fair to everyone.

DEVELOP NEW LEADERS BY HANDING OVER THE GAVEL

Try rotating chairing responsibility. The only way others will learn is by watching you and then doing.

Some tips for managing people in the meeting:

- Have a sense of humor, and don't be defensive
- Use open-ended questions that require people to say more than "yes" or "no"
- Look around the room and watch for signs that you should slow things down or speed them up

PHASE 4: FOLLOWING UP ON THE MEETING

Just because the meeting is over, it doesn't mean your work is done! In order for you to successfully follow up after the meeting, you will need to:

GATHER FEEDBACK FROM THE GROUP

You will want to gather information about how the participants felt about the meeting, what could be improved, etc. You may not want to do this at every meeting, but at least once in a while; making sure that people have clear assignments, setting or reaffirming the date for the next meeting, and maximizing opportunities for people to stay around and talk after the meeting (which is very important).

MAKE FOLLOW-UP CALLS

The Chair or a designated person may want to make follow-up calls, send out follow -up correspondence, and/or take some follow-up actions. These after-the-meeting activities often serve as the glue that hold the group together.

SUMMARIZE THE MEETING

It's helpful to have a list of the decisions made, with follow-ups. Formal minutes are valuable for many (not all) organizations--they contain announcements, informational items, etc., that are important to report even though they are not "decisions. "

Writing up minutes can be boring, and so can reading them. But that's part of the job the secretary took on.

Some alternatives can include:

- Have a volunteer do a meeting summary sheet, in addition to the minutes
- Have the minutes read more like a story than a formal roman-numerals-type report. Also, place the decisions made in **boldface** or ALL CAPS, so they stand out. Ditto for follow-ups.

TIPS ON HANDLING DIFFICULT MEMBERS

INTERVENTIONS

Interventions are techniques to use when you are confronted with disruption or problems during the meetings. They can be used separately, but are usually more effective when used in combination. Interventions attempt to be low on the confrontation scale but still are effective in getting disrupters under control.

- *Have the group decide:*
  - If someone refuses to stick to the agenda, keeps bringing up the same point again and again, challenges how you are handling the meeting, etc.
- *Use the agenda and ground rules:*
  - If someone keeps going off the agenda, has side conversations through the whole meeting, verbally attacks others, etc.
- *Be honest: Say what's going on:*
  - If someone is trying to intimidate you, you feel upset and undermined, you need to enlist the help of the group, etc.
- *Use humor:*

- ○ If there is a lot of tension in the room, people are resistant to being at the meeting, scared/shy about participating, you are seen as an outsider, etc.
- *Accept, deal, or defer:*
  - ○ If someone keeps expressing doubts about accomplishing anything, is bitter and puts down every suggestion, keeps bringing up the same point over and over, has power issues, etc. This means: ACCEPT that what they are saying is true, don't ignore it; DEAL with it right there by spending some time on it, or DEFER it to the group for a decision about what to do. Also see points G and H below.
- *Use body language (if possible):*
  - ○ To quiet side conversations, help quiet people participate, re-focus attention, etc. You can speak volumes by making eye contact, by smiling (or not smiling), or by a change in your seating position.
- *Take a break: Confront disrupters outside the meeting room:*
  - ○ When less confrontational tactics haven't worked, someone keeps verbally attacking other participants, shuffling papers, having side conversations or cutting people off. You can deal with this issue outside the room, at a naturally-occurring break in the action.
- *Confront in the room:*
  - ○ If it's appropriate and will not create backlash, if the group will support you, if you've tried less confrontational tactics already, etc.

PREVENTIONS

Preventions are techniques that can help you avoid disruption from the start. If you use these "preventions" from the start of your meetings, you should keep disruption away.

- *Listen to understand*
  - ○ Don't just pretend to listen to what someone is saying. People can tell when you are not paying attention. Listen closely to understand the points the speaker is making, and restate these points aloud if you are unsure.
- *Stay in your role*
  - ○ You cannot be a participant and the chair of the meeting at the same time. When you blur the lines, you risk alienating participants, causing resentment, and losing control of the meeting. Offer strategies, resources, and ideas--but not direct opinions.
  - ○ Remember: "Chairperson" doesn't mean "participant." If you are passionate about an issue on the agenda and want to speak, make an arrangement BEFORE the meeting for someone else to chair that section.
- *Don't be defensive*
  - ○ If attacked, criticized, etc., take a "step backwards." Think about what was said before you respond. Once you become defensive, you risk losing the group's respect and trust, and may well make the situation worse.

IN SUMMARY

Now you have the keys to planning and getting through effective meetings in your organization. A good meeting that is well prepared, focused and conducted efficiently can make yours a quality organization, while one that is poorly planned or run will cause a lot of difficulties for your group.

Contributor

Gillian Kaye

Online Resources

Inclusive Facilitation for Social Change (http://ctb.ku.eduhttps://www.fsg.org/blog/inclusive-facilitation-for-social-change/) from FSG provides assistance in facilitating inclusive meetings to create effective and empowering experiences for everyone involved.

Making Meetings Work (http://ctb.ku.eduhttps://collectiveimpactforum.org/blog/making-meetings-work/) from the Collective Impact Forum is a blog post from Paul Schmitz discussing lessons we can apply to ensure that meetings are purposeful, engaging, and advance our work in ways that people anticipate with enthusiasm instead of dread.

On the Art of (Re)Gathering (http://ctb.ku.eduhttps://collectiveimpactforum.org/blog/on-the-art-of-regathering/) from the Collective Impact Forum is a blog post from Deb Halliday about what it means to gather in our post-pandemic world.

Print Resources

Bobo, K., Kendall, J., & Max, S. (1991). *Organizing for social change: A manual for activists in the 1990s*. Minneapolis, MN: Midwest Academy.

Daniels, W. (1993). *Orchestrating Powerful Regular Meetings: A Manager's Complete Guide*. San Diego, CA: Pfeiffer & Co.

Human Resources. (No date). *Meetings that matter*. Lawrence, KS: University of Kansas.

Milo, F. (1989). *How to run a successful meeting in half the time*. New York, NY: Simon & Schuster.

Paine, A., Balcazar, Y., & Fawcett, S. (1990). *Self help leaders handbook: Leading effective meetings*. Lawrence, KS: University of Kansas, Research and Training Center on Independent Living.

Thomsett, M. (1989). *The little black book of business meetings*. New York, NY: AMACOM, American Management Association.

The Community Tool Box is a service of the Center for Community Health and Development (http://ctb.ku.eduhttps://communityhealth.ku.edu/) at the University of Kansas (http://ctb.ku.eduhttps://ku.edu/) .

Find us on:

(http://ctb.ku.eduhttps://www.facebook.com/CommunityToolBox/)

(http://ctb.ku.eduhttps://twitter.com/CToolBox)

(http://ctb.ku.eduhttps://www.youtube.com/channel/UCbVCwAugo8lhkVJoZfZHMug)

(http://ctb.ku.eduhttps://www.linkedin.com/in/community-tool-box-7624bbb/)

COLLECTIVE ACTION FOR EQUITY

It Impacts Us All: SEXUAL ASSAULT 101

A Facilitation Guide for National Use and California Rape Crisis Centers

VALOR**US**

INTRODUCTION

This workshop provides a general overview of sexual violence and how it impacts communities and survivors. Participants will learn the basics about sexual violence, the continuum of sexual violence, the impact of rape culture, and consent. The workshop will present the facts and realities of sexual violence and provide statistics around the prevalence of sexual violence. Participants will also be linked to local rape crisis centers and other national resources for those seeking support for survivors of sexual violence. Finally, participants will learn the significance of their participation in joining the efforts to end sexual assault.

Originally presented: September 15, 2020

Time: 1-hour

Audience: Community partners

Format: This presentation was designed as a web conference but can be adapted for in-person format.

Tools Utilized:
- Microsoft Powerpoint: link to slides <u>HERE</u>
- Chat questions
- Break out session/rooms
- Video

OBJECTIVES

PARTICIPANTS WILL BE ABLE TO:

1 Define sexual assault and the continuum of sexual violence.

2 Clarify the reality vs. perceptions of sexual violence.

3 Practice how to support survivors of sexual violence through referrals and resources.

4 Identify roles that everyone can play in preventing and addressing sexual assault.

SLIDE GUIDANCE

Welcome to It Impacts Us All: SEXUAL ASSAULT 101

SLIDE 2: (Mandatory)

This is your opportunity to welcome your audience and start the presentation. If you are going to record the web conference this is where you will start the recording and let you know they have the option to leave if they chose to not be recorded.

Welcome to today's web conference,
It Impacts Us All: Sexual Assault 101.

ValorUS Acknowledgement

SLIDE 3: (Mandatory)

This slide must be kept and read in your presentation.

The material in this presentation was created by ValorUS (VALOR) for the use of all California Rape Crisis Centers for purpose of training their community and community partners.

- VALOR is a national organization committed to advancing equity and ending sexual violence. Through leadership, prevention, and advocacy, we are fearlessly pursuing a world free from violence where the dignity of every person is valued and respected.
- VALOR's mission is preventing and ending sexual violence by advancing equity and eradicating oppression.
- You can find them on their website at Valor.us and on social media as listed on this slide.

How To Use Zoom

- Text chat
- PowerPoint Slides
- Polling Questions
- Phone
- Closed Captioning
- Web Conference Guidelines (hand raising)

Upcoming Event/Web Conference

Insert your upcoming events and activities for your organization.

Meet the Presenter(s)

Name	Name
Pronouns	Pronouns
Title	Title
Organization	Organization
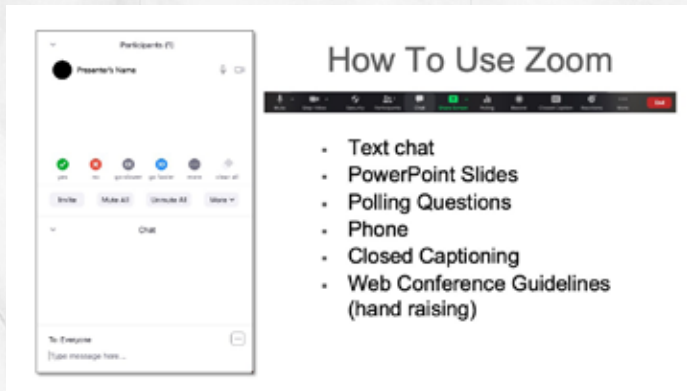
Introductions and Housekeeping

SLIDE 4: (Optional)

Do a quick run-through of web conference/Zoom use (if you feel this is necessary).

We have the text chat- please feel free to write your questions or reactions as well as responses to some text chat questions, we may have. If you have joined now, please introduce yourself, your pronouns, organization, and what's the weather like in your neighborhood?
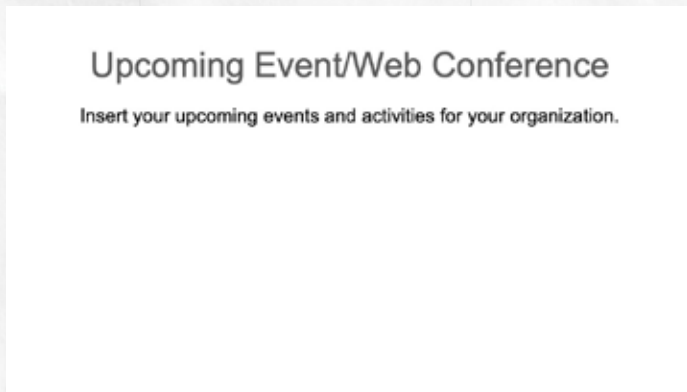
SLIDE 5: (Optional)

If your organization has events/trainings/activities that you would like to high like use this slide.

SLIDE 6: (Optional)

Insert photo(s) of relevant staff and presenters. Remember to include position, agency (if necessary), and pronouns. Introduce yourself and hand it over to the presenter if different.
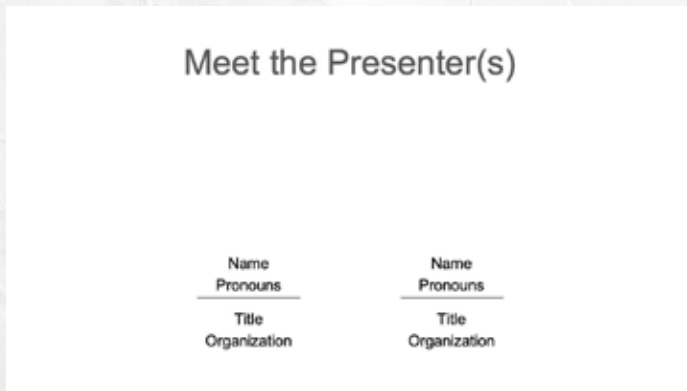
Learning Objectives

- Define sexual assault and the continuum of sexual violence.
- Understand the truths and perceptions of sexual violence.
- Understand how to support survivors of sexual violence through referrals and resources.

Icebreaker

What is your superpower and why?

Trauma-Informed Care Warning

This content may impact you and could trigger feelings of concern, emotions, and/or physical response:

- Step away if you need
- Turn down sound
- Reach out for support

Objectives

SLIDE 7

Review the objective/learning outcomes for this web conference.

Participants will be able to:

- Define sexual assault and the continuum of sexual violence.
- Understand the reality and perceptions of sexual violence.
- Understand how to support survivors of sexual violence through referrals and resources.

Icebreaker

SLIDE 8

It is always nice, to begin with, a fun icebreaker. One has been provided but please be encouraged to create one that fits your gradational needs.

What is your superpower? And why?

Trauma-Informed Care Warning

SLIDE 9

This content may impact you and could trigger feelings of concern, emotions, and/or physical response. **(Important note: before the event make sure to have qualified staff and/or resources available if needed)**.

Please take care of yourself:

- Step away if you need
- Turn down sound
- Reach out for support

What is Sexual Assault?

SLIDE 10

Sexual assault is any type of unwanted sexual contact or behavior that occurs without the consent of the person. Sexual assault occurs when a person is forced, coerced, or manipulated into any unwanted sexual activity.

Types of Sexual Violence and Assault

SLIDE 11

There are many different types of sexual violence and assault. It can be verbal sexual harassment, rape or forced sexual activity, unwanted touching, and exposure to sexual images. Take the time to have a discussion about the different types of sexual violence and assault. You can use the chat (if virtual) or have your participants raise their hand to verbalized what sexual violence is in addition to rape.

Continuum of Harm

SLIDE 12

Advocates often think about sexual violence as being along a continuum of harm. This image shows that continuum and how words can slide into actions and then physical violence--but this is all violence. From words to rape – this continuum of harm impacts individuals and communities.
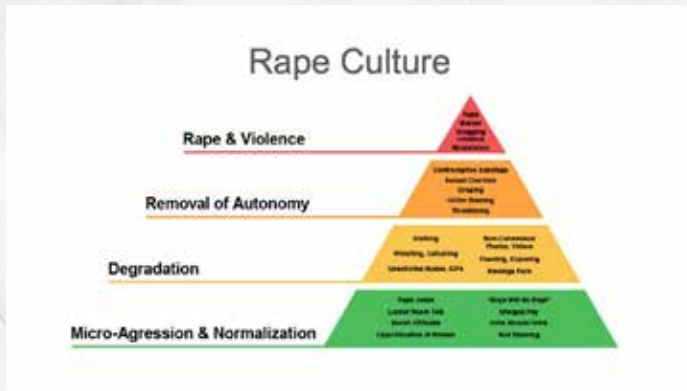
Rape Culture

SLIDE 13

What is the "Rape Culture?"

Rape Culture is an environment where sexual violence against women is normalized, justified, excused in media and pop culture, and where rape is prevalent. It's embedded in the way we think, speak, and is perpetuated through the use of misogynistic language, the objectification of women's bodies, and the glamorization of sexual violence, thereby creating a society that disregards women's rights and safety. Rape Culture affects every woman even women who have never been raped. It is rooted in patriarchal beliefs, power, and control.

This pyramid shows how explicit acts of sexual violence are supported by a larger number of removals of autonomy, degradation, and normalization.

- These experiences of oppression feed and in ways condone the explicit use of sexual violence in our community.
- Rape culture is the cultural norms that condone, legitimize and glorify sexual violence. This is often linked to violence inflicted by men against women as part of the accepted behavior in society.

Victim/Survivor/Target

SLIDE 14

What can you do to eradicate the continuum of harm and rape culture? You can use the chat for the participant to share their thoughts or raise their hand to verbally share.

Prevalence of Sexual Violence

Prevalence of Sexual Violence

SLIDE 15

- 1 in 3 women experience physical sexual violence in their lifetime
- 1 in 4 men experience physical sexual violence in their lifetime
- Disempowered populations experience even higher rates (queer, disabled, incarcerated, people of color, etc.)

Data from CDC NISVS:
cdc.gov/violenceprevention/sexualviolence/fastfact.html.

Impact of Sexual Violence

Impact of Sexual Violence

SLIDE 16

- Individual impact (short term, long term; physical, psychological, etc.)
- Community impact
- Societal (financial consequences, gender norms, criminal legal emphasis, etc.) – Estimated lifetime cost of rape in California is $163,800 for an adult and $227,700 for a child. The national average is $122,461 per victim.

California Data from *The Cost & Consequences Of Sexual Violence in California*: valor.us/publications/the-cost-consequences-of-sexual-violence-in-california.

National Data from CDC:
cdc.gov/violenceprevention/sexualviolence/fastfact.html.

SLIDE 17

Fact: Anyone can experience sexual violence—no matter their profession, gender, gender identity, sexual orientation, race, ethnicity, class, age, or ability.

SLIDE 18

Fact: Consent is a freely given, clearly stated "yes." Silence is not consent. Being drunk or drugged and unable to understand or speak is not consent. Being passed out or unconscious is not consent.

SLIDE 19

Fact: Previous sexual conduct, including previous consent to sex, is not consent for sex right now. If she kissed you yesterday, that doesn't mean she wants to kiss you today.

Just the Facts

Fact: Anyone can experience sexual violence – no matter their profession, gender, gender identity, sexual orientation, race, ethnicity, class, age, or ability.

Just the Facts

Fact: Consent is a freely given, clearly stated "yes." Silence is not consent. Being drunk or drugged and unable to understand or speak is not consent. Being passed out or unconscious is not consent.

Just the Facts

Fact: Previous sexual conduct, including previous consent to sex, is not consent for sex right now. If she kissed you yesterday, that doesn't mean she wants to kiss you today.

SLIDE 20

Fact: Rape is never the victim's fault. It is a crime of violence and control that stems from the perpetrator's determination to exercise power over another. Neither a person's clothing nor behavior are invitations for unwanted sexual activity. Forcing someone to engage in non-consensual sexual activity is rape, regardless of the way that person dresses or acts.

SLIDE 21

Fact: A person under the influence of drugs or alcohol can't consent to sexual activity. If consent isn't given, it is rape.

SLIDE 22

Fact: Most rapes are committed by someone the victim knows. For both completed and attempted rapes, about 8 in 10 offenders were known to the victim. Rape can be committed within any type of relationship, including in marriage, in dating relationships, or by a classmate, acquaintances, or co-workers.

Breakout Session 1

How does sexual violence affect us all?

How does it affect your life and our community?

Why we should all care about it?

Consent Is:

- Given Freely – Saying yes without manipulation or pressure.
- Enthusiastic – Only do stuff you WANT to do, not things that you feel you're expected to do.
- Specific to an Action – Saying yes to one act (i.e. kissing or making out) does not mean you have said yes to other acts (i.e. oral sex or anything else).
- Informed – Having been given all the information. For example, if someone says they'll use a condom and then they don't, there isn't full consent.
- Reversible – Anyone can change their mind about what they feel like doing, anytime. Even if you've done it before, and even if you're both naked in bed.

Consent

Breakout Session 1

SLIDE 23

Give your participant about 10-15 mins to discuss these 3 questions in small groups then bring them back for a larger discussion and to share their thoughts.

- How does sexual violence affect us all?
- How does it affect your life and our community?
- Why we should all care about it?

Note: After the group discussion talk about how…

- Rape culture hurts everybody and a continuum of harm affects all of us.
- And how it could happen to anybody.

Consent

SLIDE 24

Consent is the affirmative agreement to sexual activity. It must be freely given and can be withdrawn at any time.

SLIDE 25

Play Tea Video: You can click the image on the slide or use this link: youtube.com/watch?v=fGoWLWS4-kU.

Note: Allow time for the group to discuss their thoughts and any feelings that may have come up during the video.

Breakout Session 2

What is it you can do to get involved in ending sexual violence?
How can it be integrated into your daily work? Community work?

Four L's of Response

Learn
Learn about sexual violence, prevalence, and impact.

Link
Link the survivor to community resources.

Listen
Listen to the survivor, don't judge, be someone that is supportive and believes them.

Lead
Be a leader among your own community by starting conversations about how to prevent violence in your own circle.

Learn about Sexual Violence

- Talk with experts (Rape crisis centers, VALOR)
- Read information and fact sheets
- Ask questions

Breakout Session 2
SLIDE 26

Give your participant about 10-15 mins to discuss these 3 questions in small groups then bring them back for a larger discussion and to share their thoughts.

- "What is it you can do to get involved in ending sexual violence?
- How can it be integrated into your daily work? Community work?

Four Ls of Response
SLIDE 27

Note review these slides there will be an opportunity to have a deeper discussion in the following slides.

- Learn – Learn about sexual violence and its impact
- Listen – Listen to survivors, and those working to create a world without sexual violence
- Link – Link the survivor to community resources and Link to others doing this work
- Lead – be a leader amongst your own community by starting conversations about how to prevent violence in your own circle

Learn about Sexual Violence
SLIDE 28

- Talk with experts (Rape crisis centers, VALOR)
- Read information and fact sheets
- Ask questions

Listen to the Survivor

SLIDE 29

- Listen without planning out what your response is – Be Present.
- Don't interrupt.
- Don't add your own experiences or make it about you.
- Say: I believe you.
- Say: It is not your fault.
- Say: What do you need?
- Say: What do you want to do?

Link to Sexual Violence Resources

SLIDE 30

Provided resources in your community and add these links in the chat.

- Local Sexual Assault Agencies: valor.us/get-help/wpbdp_category/california work on education, prevention and response to sexual violence across the continuum of harm.

Link to Resources

SLIDE 31

- Link to a local advocate who can talk about options and consequences.
- VALOR has a comprehensive list on their site. Note: Make the link available in the chat. www.valor.us. Find your local rape crisis center here.
- Contacting law enforcement is an option—that could start a police investigation.
- Forensic exams can gather evidence that might disappear after time.

Lead The Way In Your Own Community

SLIDE 32

- Identify what sexual violence looks like in your community.
- Talk about how to prevent violence within your own communities.
- Be a resource to those who need help/guidance.
- Get involved by volunteering and taking action.
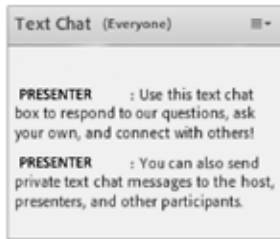
Text Chat Question

SLIDE 33

Ask your participant to use the chat to answer this question.
Allow time for those who wish to verbalize their response.

- Since sexual assault impacts us all, what are your next steps in addressing and preventing sexual violence in our communities?

Questions

SLIDE 34

Allow time for questions and answers.

Local Resources and Your Services
SLIDE 35: (Optional)

Provide your participant with resources available in your community as well as services that your organization can provide and to whom.

ValorUS Acknowledgement
SLIDE 36: (Mandatory)

THIS SLIDE MUST BE KEPT AND READ IN YOUR PRESENTATION.

Thank you to ValorUS for creating this material and presentation. You can find them on their website at Valor.us and on social media as listed on this slide.

Closing/Thank you
SLIDE 37

Closing remarks and provide contact information when relevant.

VALORUS

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Strategy Planning   **11 min read**

How to Write a Vision Statement (With Examples, Tips, and Formulas)

Download our free
Vision Statement
Toolkit

Download this toolkit

[in] [tw] [f] [link]

Article by Tom Wright — **Published March 10, 2023**

This comprehensive guide will take you through the entire process of writing a well-thought-out and compelling business vision statement.

Here's what you will discover inside:

Execute strategy like Porsche, AstraZeneca & UNICEF.

Try Cascade, the #1 Strategy Execution

platform.

Get started for free

- [Why is a vision statement important for company goals?](#)

- [Vision Statement vs Mission Statement: What's the difference?](#)

- [Bad Vision Statements Examples (And What Makes Them Bad)](#)

- [Helpful Tips for Writing your Vision Statement](#)

- [Fail-proof formula: Write your vision statement in 4 simple steps](#)

- [Great Vision Statement Examples For Inspiration](#)

- [How to effectively communicate the company vision?](#)

Free Download

Download the best Vision Statement Toolkit available

Download this toolkit

What is a Vision Statement?

In short, a vision statement describes the desired future state of a business within a 5-10 year timeframe and guides the direction of the business's efforts. It is essentially the future objectives of a business. The vision statement

is also one of the key elements in a highly-effective business strategic plan.

Why is a vision statement important for company goals?

We explained the real purpose of the vision statement [in this article](#), but here's a quick reminder of what we're trying to achieve with a company vision statement:

- Improve the decision-making process by setting a 'limiter' that helps us to rule out strategic initiatives and opportunities which aren't aligned with business long-term goals.

- Make a succinct statement about what our organization is trying to achieve to help third parties such as investors or the media better understand us.

- Create a strong North Star that can guide and motivate employees even during difficult times if it is taken seriously.

- Develop an engaging vision statement that's [one of the key elements](#) of thriving company culture.

The bottom line is that a vision statement isn't just a nice-to-have. It should be included in every business plan and strategy discussion, especially during the [strategic planning process](#), to ensure the organization and its departments stay aligned with its vision and don't get sidetracked.

Vision Statement vs Mission Statement: What's the difference?

The most common mistake we see across the internet and with our clients is that most people do not understand the difference between a company's vision and mission.

While we covered this a bit more in-depth in this article, here's a short recap:

- **A vision statement** describes a long-term, idealistic **state** of the FUTURE.

- **A mission statement** is a roadmap to a specific destination (your VISION) that explains how will you achieve it.

Mistaking one for another can prevent an organization from reaching its full potential.

So, while keeping this in mind, let's look at some "vision" statements examples and analyze where they fit so you can avoid doing the same mistake when crafting your own vision statement.

Bad Vision Statements Examples (and why)

Here are some real-life examples of vision statements that, in our opinion, could do with a little tweaking. For each, we will explain what could be done better.

"Provide maximum value for our shareholders whilst helping our customers to fulfill their dreams."

If this was your vision statement → Well, let's hope it isn't. That's a classic mission statement example that describes HOW the company will achieve its vision.

*"Our company vision is to make every brand more inspiring and the world more intelligent by 2023."*

If this was your vision statement → You would want to make it more specific and relatable. Is it realistic that 'every brand' will use the services of this company? How about 'making the world more intelligent.' Can you be more specific on which brands? What does it mean to make the world more intelligent? Not to be too harsh though - there are strong elements here; 'making brands more inspiring' makes a lot of sense and has some depth.

"We aspire to be the most admired and valuable company in the world."

If this was your vision statement → We would suggest you rethink your decision. Can you even make it more empty than it is? Which company doesn't want to be the most admired and most valuable? Your vision statement should be more specific than that.

"We are committed to achieving new standards of excellence by providing superior human capital management services and

maximizing the potential of all stakeholders - clients, candidates, and employees - through the delivery of the most reliable, responsive..."
[and it goes on, but that's probably enough]...
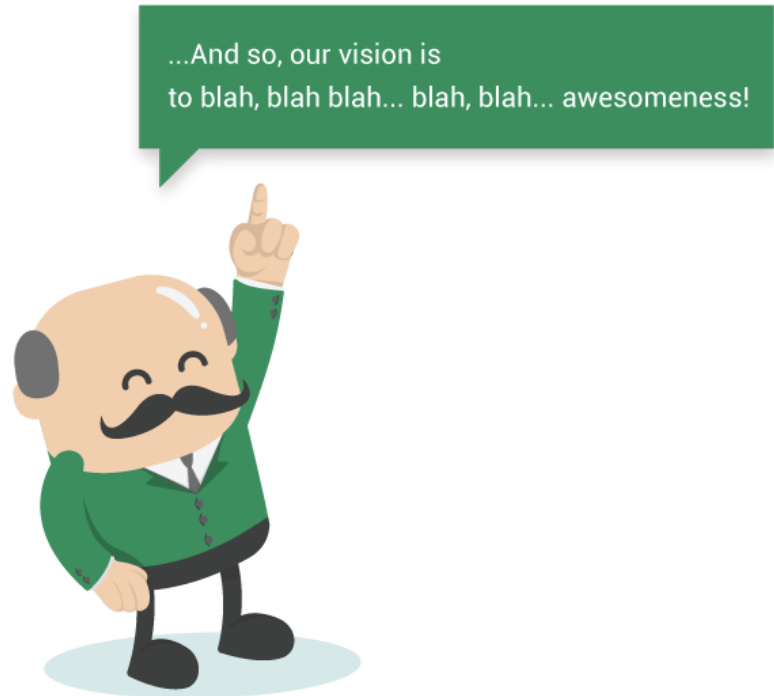
If this was your vision statement → you'd want to make sure it is less tangible and subjective. 'New standards of excellence'. 'Superior human capital management. 'Maximizing the potential'. There are simply far too many buzzwords, intangibles, and vagueness here for this to be either memorable or inspiring.

We are, of course, being rather harsh. But hopefully, the above examples illustrate well some of the pitfalls to avoid when creating your own vision.

Free Download

Download our
Vision Statement
Examples Ebook

Download this ebook

Helpful Tips for Writing your Vision Statement

Keep in mind that vision creation doesn't begin with sitting behind a desk and writing black on white. Reach out to your stakeholders and team members who will play a role in realizing the company's vision. Organize a workshop, or more if necessary, to brainstorm ideas and gather their feedback.

This **toolkit with a template and workbook** can help you with brainstorming exercises and navigating the whole process.

As a result, including other stakeholders in the vision-creation process will not only yield ideas but also get buy-in from the beginning since it will be their vision too.

Here are 8 tips to help you write a memorable vision statement:

1. Keep it **short** - max 2 sentences. Your vision statement should be punchy and easy to remember.

2. Make it **specific** to your business and describe a unique outcome that only you can provide.

3. Write it in the present tense.

4. Do not use words that are open to interpretation. Saying that you will maximize shareholder return in 2022 doesn't mean anything unless you specify what that means.

5. **Simple is best**. There is a tendency for people to overcomplicate things, but you should make your vision clear enough for both people within and outside your organization to understand. Stay away from jargon, metaphors, and business buzzwords.

6. It should be **ambitious** enough to get people excited, but not so ambitious that it seems impossible to achieve.

7. A vision statement isn't a one-off thing and **should evolve** with your business. When brainstorming your vision for the future, stick to a five-year timeframe. It's an ambitious end goal that's far enough ahead to work towards, but not too far for the organization to lose focus and commitment.

8. Vision **should align** with your company's core values. We go deeper into company values in this article, but when you have created your company values, you should review your vision to see if it aligns.

If anything, you should memorize these 4 words before you go into crafting your own vision statement: **Short, Specific, Simple**, and **Ambitious**.

Fail-proof formula: Write your vision statement in 4 simple steps

There are literally hundreds of articles out there that give examples of good and bad vision statements. There's also plenty of articles that give a high-level overview of what to consider when creating your own.

However, what we noticed was lacking was a concrete process to go through to help you create one. As such, we've outlined a process that we have used with clients in Cascade that might work for you too.

There are plenty of great vision statements out there that will *not* conform to the process below. But if you're struggling or just need a place to start, then hopefully this will help.

Step 1: Define what you do as an outcome

Start by being exceptionally clear about what it is your organization actually does. Be careful to remain 'outcome focused' rather than 'output focused'. For example, Microsoft famously had a vision statement to *Put a Microsoft powered computer on every desk in the world* (slightly paraphrased).

Strictly speaking, what Microsoft 'do' is make computer software, but for the purposes of their Vision, they looked forward to the actual outcome of this process - i.e. computers on desks.

Let's look at some other hypothetical examples:

- A bakery makes bread. But the outcome is consumers enjoying that bread.

- A consulting company gives advice. But the outcome is the success of others based on that advice.

- A government department does...lots of things. But the outcome is better lives for the citizens they serve.

Whilst this process may seem obvious - you would be surprised by how rarely organizations actually go through this process in a formal, written way.

Doing so will take you a long way towards creating your vision statement - BUT it's not enough alone! If it was, all bakeries, for example, would have the same vision statement - which is hardly inspiring!

TIP: If you are not sure where your organization wants to be in the future, you can use different tools, like **SWOT** or **SOAR analysis**, that will help you formulate your vision and future-oriented goals.

Step 2: Define what unique twist your

organization brings to the above outcome
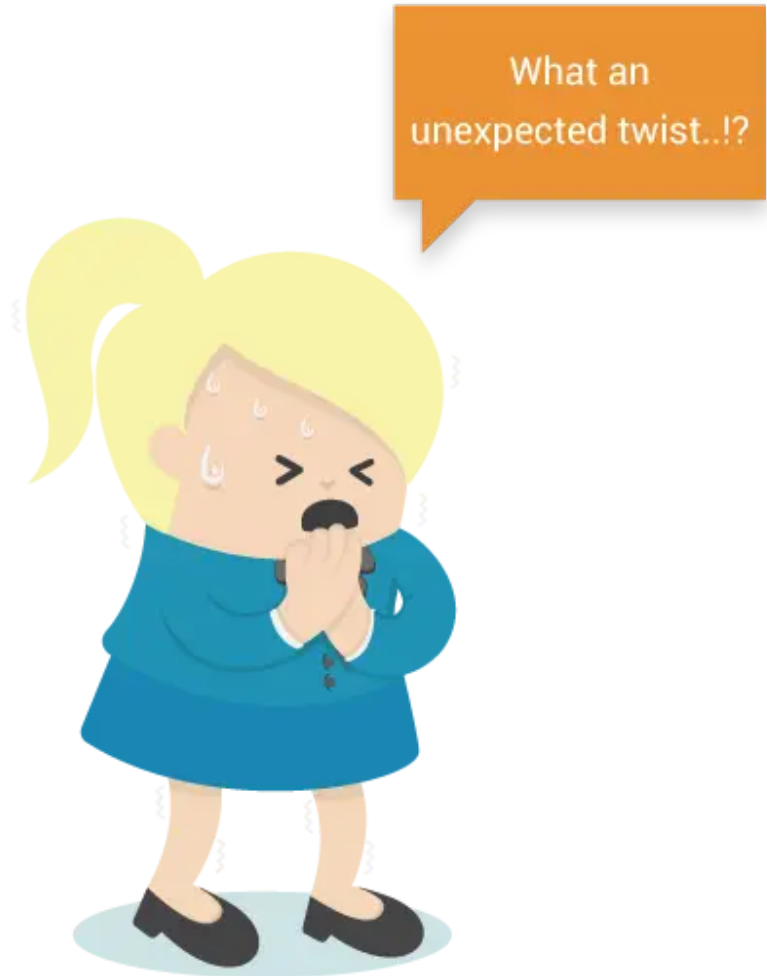
Very few products or services these days are truly new - most are more like reinventions of something that exists already, but with a different approach, focus or spin.

At some point in your organization's lifespan - someone will have believed that the reason that THIS organization would be successful where others have failed, was because of.........something.

You need to define **that something!**

Let's take our bakery example. So far, our vision statement looks pretty generic, along the lines of customers enjoying our bread. But why will they enjoy our bread MORE than the bread from the place next door?

Is it because we use centuries-old traditions passed through generations of our family? Because we only use premium grade locally sourced ingredients? Whatever your **unique selling point** is - let it shine through in your vision statement.

Step 3: Apply some high-level quantification

Ironically, a common problem with a vision statement that isn't as good is that it's too visionary! With no possible end in sight (or a totally unrealistic one) - the initial inspiration derived from a solid vision statement can quickly turn to frustration or even cynicism among employees and customers.

That said - this doesn't mean you should put numbers or any financial metrics to your vision statement. This will come later in your planning process.

However, you still want to add some high-level quantification to make it achievable.

Sticking with our bakery example, we might want to refine our target audience to 'every customer who walks through the door'. That's fine, or maybe we want to be bolder: 'every customer within walking distance of a store'.

The quantification we apply could also be industry specific. If you're a B2B - are you shooting for small businesses or multinationals, for example?

Step 4: Add relatable, human, 'real world' aspects

OK, your vision statement by this point should be getting pretty close to finished. But one final trick you can apply to help make it even more memorable is to add a real-life aspect.

This will allow people to conjure up a solid mental image to associate with your vision statement.

Let's look at an example - which of the following statements is likely to be more memorable:

a) To have every working person in the world using Microsoft product.

or...

b) A Microsoft-powered computer on every desk.

I would argue that (b) is more memorable because as I read this, I'm actually visualizing a

computer (in my case) sitting on a wooden desk in a room.

There's nothing wrong with (a) but it's highly conceptual and thus difficult to transform into a mental picture. Let's look at another example:

"Ensure that every customer who leaves our store, does so smiling."

Here, using the word 'smiling' as opposed to 'happy' is powerful, because it conjures a mental image of a person smiling.

It won't always be possible to bring this level of tangibility to a vision statement - but if it is, I would strongly encourage doing so.

Final check

Our tip for creating a good vision statement is to use our formula, which we explain below, in conjunction with the CASCADE vision framework.

Ask yourself the following questions to check if your vision statement checks all boxes of a good vision:

- Is it **C**lear?

- Is it **A**mbitious, but not seemingly unattainable?

- Is it **S**timulating?

- Is it **C**oncise

- Is it too **A**bstract?

- **D**uration: Is it limited to a specific time range?

Does it **E**ncourage you to take action?

Great Vision Statement Examples for inspiration

First, let's look at the vision statement on an example of the bakery we used in the previous section.

Following our 4-step process, the final vision statement looks like this:

Producing and selling **locally sourced** cakes and pies that are so **delicious and satisfying**, that **every customer who leaves our store** does so **with a smile.**

If we deconstruct this into our various steps, we can see each at work as follows:

Step 1 - **The output**
Step 2 - **The twist**
Step 3 - **The quantification**
Step 4 - **The human connection**

Even if yours doesn't look like this at the end, following the process above will help you to

bring structure and purpose to your effort.

Of course - there are other ways to write a well-thought-out and effective vision statement. So let's look at some other examples of great vision that don't match our vision statement formula but still make an engaging and memorable company vision:

Amazon

Vision statement: To be Earth's most customer-centric company, where customers can find and discover anything they might want to buy online.

Starbucks

Vision statement: To establish Starbucks as the premier purveyor of the finest coffee in the world while maintaining our uncompromising principles while we grow.

Lego

Vision statement: A global force for Learning-through-Play.

We love this one because it's short, sweet and easy to remember.

Tesla

Vision statement: To create the most compelling car company of the 21st century by

driving the world's transition to electric vehicles.

Note: If you look closely, you'll see that their vision statement is a mix of vision and mission statement. Let's remember the difference between these two: Vision shows your business desired future state, while the company's mission describes how you will get there.

Cascade tip: If you're in doubt about what is a vision statement and what is a mission statement, do this simple test with two questions:

- What do they want to achieve? *To create the most compelling car company of the 21st century...* (vision statement)

- How? *... by driving the world's transition to electric vehicles.* (mission statement)

Want to see more examples of a great vision statement? Check [this article with 17 vision statement examples](#) from top companies, such as Patagonia, Ikea, LinkedIn, and Disney.

How to effectively communicate the company vision?

Let's say you've finally crafted the perfect vision statement that makes everyone in the C-suite proud. Marketing updated the website, ran a PR, and posted across all company social media channels. The new direction is making waves in the company, but as time passes, everyone forgets about it and gets on with their business-as-usual.

If you have a vision but take no action - your organization has no future. In other words, you need to keep the company's vision top of mind 24/7/365 if you want to achieve it. Consistent communication is the key to success.
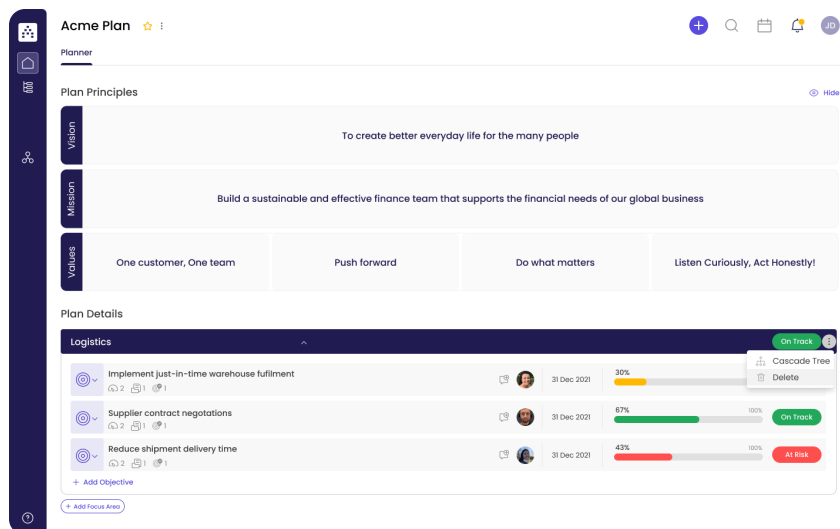
Keep your vision statement in a place where everyone can see it on a daily basis.

You can start by including your vision in every company-wide meeting. Here at Cascade, we make sure to run the all-hands meeting every week. Here's what our agenda usually looks like:

- Drive alignment around company vision and overall strategy

- Communicate the strategy priorities

- Share updates and progress toward key business goals

- Celebrate our accomplishment

- Establish two-way communication between employees and executives

Turn your vision into a strategic advantage

We have entered a new normal - an environment where change is the norm. You may have a top-flight board and a great executive team, but the success of your organization depends on your leadership. Your vision for the future needs to be clear and strong so people can understand it and join forces behind it.

In short, unity and a laser-sharp focus are what separate winning businesses from losers these days.

Cascade has your back, offering speedy and agile business transformation to help you align teams behind a shared vision and drive business growth. See Cascade in action to

discover how you can turn your vision into reality.

Editor's note:

This article was originally part of our 'How to Write a Strategy' series:

1. [How To Write A Strategic Plan: The Cascade Model](#)

2. How to Write a Good Vision Statement (This Article)

3. [How To Create Company Values](#)

4. [Creating Strategic Focus Areas](#)

5. [How To Write Strategic Objectives](#)

6. [How To Create Effective Projects](#)

7. [How To Write KPIs](#)

Share this post

Strategy Planning

Mission Builder

Who Are You:

What Do You Do:

Who Benefits:

Put it all together in a single, revised statement:

Vision and Scope of Work Planning

What will be the end result of the team's work in 2-5 years? How will the response be different or what will all victims/survivors be able to say as a result of our work?

What do I (and my agency) currently know about the sexual violence response? (Strengths and needed improvements) What do we need to learn?

What do I (and my agency) see as the top priorities, issues, and/or needs that the team must address to improve outcomes for victims/survivors?

How will we measure the results of our goals and priorities?

How does this scope of work and vision relate back to the team's mission and areas of impact?

SART Companion Sheets
Use for Multidisciplinary teams

SEXUAL
VIOLENCE
JUSTICE
INSTITUTE
@ MNCASA

In order to enhance the experience of Victims/Survivors and create better outcomes…

	What can I do to impact…?	What can my agency do to impact…?	What can the team do to impact…?
Individual Practices			
Agency Policies			
Systems Procedures			
Interagency Relationships			

Team Planning Tool for Next Steps on Vision Building

BIG, BOLD GOAL (what, who, when, why)	RESOURCES NEEDED (People, supplies, etc.)	EXPECTED TIME TO COMPLETE

SUB-GOALS	STEPS TO ACCOMPLISH	TEAM COORDINATOR TASKS	TEAM MEMBER TASKS

SART TOOLKIT
Sexual Assault Response Team Toolkit

SART Name
Date of meeting
Location of meeting
Facilitator:
Minute taker:
Other role(s):

Sample SART Meeting Agenda

9:00–9:10   Welcome/Introductions
              List your icebreaker question here, if you have one

9:10–9:20   Prior meeting minute approval

9:20–9:30   Financial report

9:30–9:45   Report back on action items from previous meeting
              1.
              2.
              3.

10:00–10:15   Discussion item 1: *List facilitator, if different from above*

10:15–10:45   Discussion item 2: *List facilitator, if different from above*
              List objectives. For example:
                  Final decision today
                  Discussion only: No decision
              List guiding questions. For example:
                  1. What is your agency's mission?
                  2. What is your role in your agency?

10:45–10:50   Future meetings
              Ask team to submit future meeting topics
              Discuss what members must prepare for a future meeting

10:50–11:00   Close the meeting
              Review action items from minutes

11:00   Meeting end

Meeting agenda to arrive one week prior to meeting

SART TOOLKIT
Sexual Assault Response Team Toolkit

SART Name
Date of meeting
Location of meeting
Facilitator:
Minute taker:
Other role(s):

Attendees:

Absent:

Guests present:

Topic	Discussion	Decision	Action
Introductions/check-in	SART members check in and share their name, role, and title.		
Meeting minute approval	Record all information on when meeting minutes were approved, including any corrections required. *Example: Minutes from meeting held on [month, day, year] were approved, pending spelling correction of the agency name on page 4.*		
Report on action items	Record who did what and how far along they are on their action item. *Example: Tanner collected agency protocols from four of five agencies and is waiting on Star agency to provide.*		Record any actions that are ongoing or other agencies that agree to support an action in progress. *Example: Star agency will forward protocol to Tanner after the meeting.*
Financial reports	Provide an update on any finances relevant to the SART. *Example: We have not heard back from the grant application and will*		

	email everyone once we hear.		
Agenda item 1	Record a high-level overview of content.	Record any decisions made.	Record any actions, including the individual, agency, or group responsible and the due date.
Example: Protocol Development	*Example: The SART discussed the ongoing need to develop a protocol:* • *This is a time-consuming process.* • *Current agencies have low resources to devote solely to this task.* • *This is an essential best practice that will assist in building relationships, solving reoccurring problems with response, and providing service providers outside the SART with information on how to respond, when the SART member is absent.*	*Example: SART decided to move forward and develop a SART protocol with a draft developed in one year.*	*Example: Each SART member will discuss the protocol development process with their agencies and determine what resources they have to contribute, including allocating additional time to SART for the current SART member to discuss at next meeting.* *SART coordinator will refer to SART Toolkit and connect with national technical assistance providers before the next meeting.*
New business	SART members can share anything they would like to discuss with the team. *Example: Lina shared a new victim feedback survey being used by law enforcement.*		*Example: Will discuss survey at a future meeting.*
Future meetings	Ask members if there are topics for future meetings they would like to suggest or submit. Remind members where and when the next meeting will take place.		

COCo

Language of Domination: Oppressive Meeting Dynamics

September 9, 2019 / in COCo Highlight, Front Page, ToolBox / by

Kira Page

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The Language of Domination: Oppressive Meeting Dynamics

COCo stumbled across this list a few years ago. It was adapted from Nemesis, a radical feminist collective active in Montreal in the mid 2000s, and an article [http://www.campusactivism.org/server-new/uploads/handbook.htm#30] by Bill Moyelri from the"Handbook for Non-Violent Action and Civil Disobedience Training" from SOA Watch [https://en.wikipedia.org/wiki/School_of_the_Americas_Watch]

In general, these issues are always good to look out for yourself, and in your organization, to ensure more inclusive and participatory meetings and groups.

White/Male Domination in Organizational Spaces

- **Hogging the Show:** speaking too often, for too long, and too loudly

- **Speaking in capital letters**: presenting your opinions and solutions like they are the final word on the matter, an attitude that is reinforced by your tone and your body language

- **Seeking the spotlight:** using all sorts of strategies, drama, and set ups to attract a maximum amount of attention to yourself and your ideas

- **Self-listening:** Formulating a response after the first few sentences, not listening to anything from that point on, and leaping in at the first pause

- **Deposed kingship:** attaching oneself to formal positions of power and give them more importance than they are actually worth, and continually to hold on to and identify with those positions after they have left them

- **Diminish & belittle/ putdowns and one upmanship:** starting your sentences with, "I used to believe that, but now…" or "How could you say that…"

- "**Jouer au coq":** seeking attention and support from women, while public putting yourself in competition with men

Invisibilizing marginalized folks: pretending that

exist in our more "evolved" groups. Saying things like: "as feminists, we understand oppression, so this isn't a problem between us".

- **Speaking for others:** making your own opinions the voice of some collective to give them more weight, i.e. "many of us think that".

- **Erasure meets Self-Involvement:** Interpreting what others say to support your own statements, i.e, "what she wants to say, in fact, is that…"

- **Keys to the City:** Controlling the circulation of information: almost jealously keeping key information of the group in a small set of hands—or one set of hands—for one's own use and profit.

- **Master of Ceremonies:** Taking actual physical control to direct the group: continually taking key responsibilities before others have the chance to

- **"Draguer":** treating others seductively, using sexuality to manipulate, using ambiguous "humour"

- **Lashing out:** Seeking emotional control, people often adopt a defensive attitude and respond to any opinion contrary to their own as if it was a personal attack

- **Forcing**: Imposing an idea that the only valuable issues on the table are the task and the content, while sidelining people's learning processes, the general process that informs and grounds your work, and the shape and form of the work that is getting done

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where it is time to exchange personal feelings

others, particularly people who are new to the group. Typical phrasing "you'll definitely need my help in order to get that task done".

- **Playing mommy:** over protecting and infantilizing others. Typical phrase: "Now, does one of the new… (e.g. women of colour) have something to add to this?"

- **Playing victim:** constantly searching out sympathy for one's own suffering as part of the collective. Be offended, but passive, by the actions of others.

- **Solution Giver:** always being the one who gives the response or the solution before others have had a chance to contribute to the exchange

- **Splitting hairs/nitpicking**: bringing up every imperfection in other people's contributions and an exception to each generalization that is offered

- **Restating:** repeating in your own words what someone (usually a woman) has just said in a way that is perfectly clear. Interrupting the conclusion of an intervention to recuperate it for your own ends.

- **Focus Transfer:** Avoiding the question: bringing the subject of discussion back to issues that you have mastery of, in order to look smart and knowledgeable about the issue

- **Taking certain voices more seriously than others.** Always giving more weight and authority to certain people's perspectives; checking out when women/poc are speaking

This resource [https://coco-net.org/inclusive-meetings-nuts-and-bolts/] deals more about making meetings inclusive when working with a multilingual group

- This resource [https://coco-net.org/board-meeting-basics/] deals with Board meetings

- Our project on anti oppression in organizations [https://coco-net.org/anti-oppression-report/] (or rather, one of them!) could be interesting also

How to Use this Document

We have used this document by sharing it with a whole group, and asking people to identify:

- What are some of the dynamics they themselves have participated in?

- What are some of the dynamics you have observed in the group? Are they similar or different to what is written in this list?

Tags: anti-oppression, antio, antioppression, domination, facilitation, meeting, meetings, racism, sexism

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