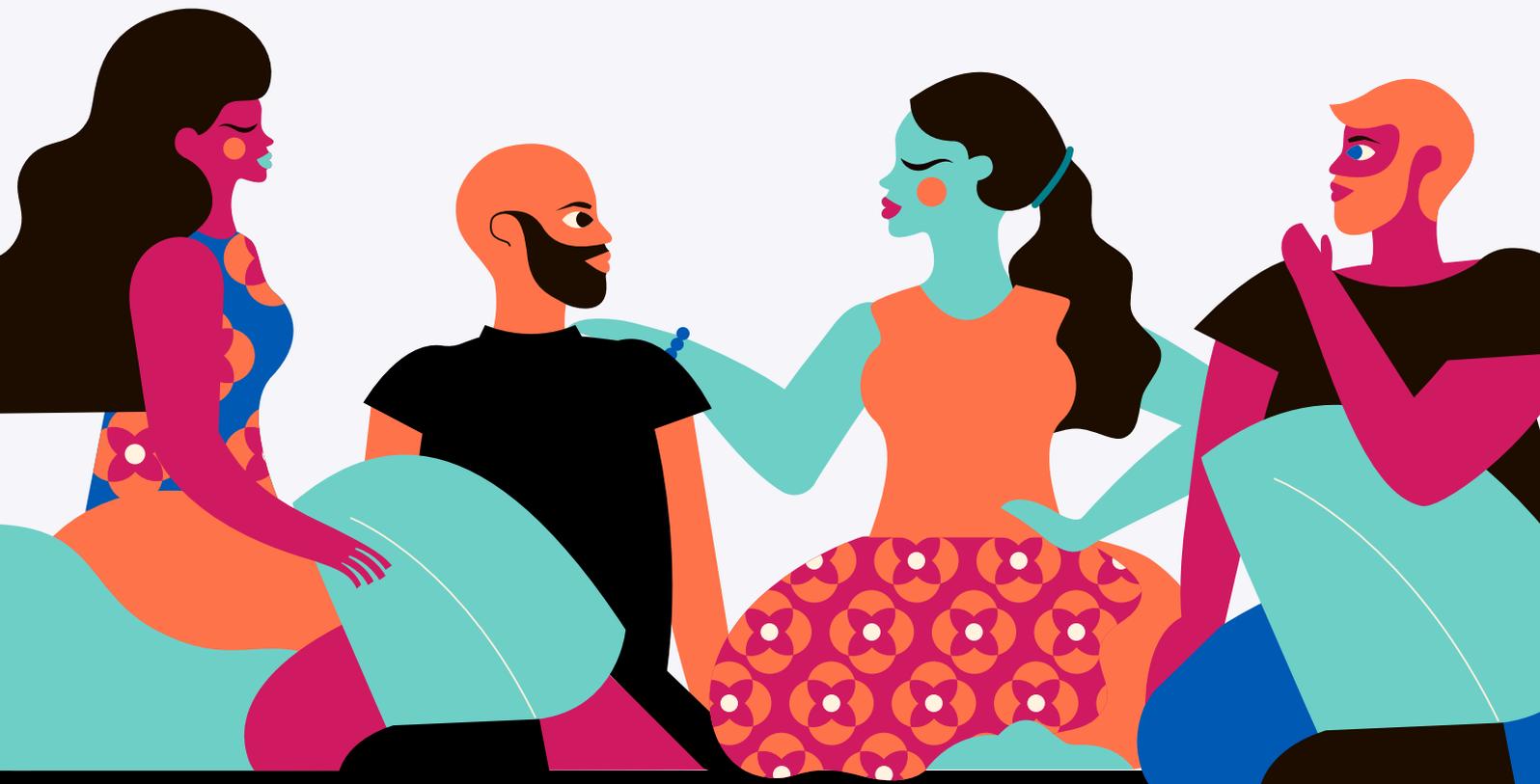


Be A Guide:

OUR GUIDING PRINCIPLES



PROJECT
InsideOut



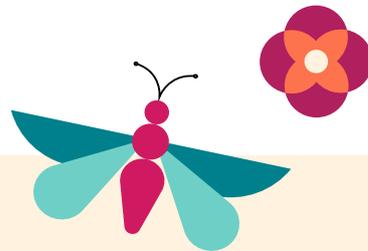
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Many of us wonder what is the most powerful lever for driving sustainable behavior change at scale. Is it fear, pressure, social-shaming, education, storytelling, hope, or something else? What will make people take action quickly?

We need to rethink our theories of change (TOC): our assumptions, approaches, strategies and tactics for shifting human practices, to support life on our planet.

Project InsideOut applies evidence-based research, coupled with practices from: psychology, neurosciences, as well as cognitive and social sciences; to inform our work with front-line campaign strategists, sustainability leaders and organizations.

By collaborating across these disciplines, we have discovered a new story about how we can effectively drive change—at the rate, scale and speed these times demand.



THE STORY OF OUR GUIDING PRINCIPLES

These Guiding Principles are grounded in evidence-based research, studies, best practices and wisdom; honed over years of clinical practice. They are also informed by our Advisory Cohort, who's members have been applying clinical and depth psychology to the climate and environmental crises for decades.

In 2019, we gathered in San Francisco; where our team put the following questions to the Cohort:

- What practices do you use to guide people to transform, and shift hard behaviors?
- What can we learn from these practices that can be applied to some of the most urgent issues of our time; such as shifting our consumption patterns?
- What are the key ingredients to promote transformation?

We then implemented, researched, stress-tested, and experimented. What follows is a distillation of the results.



Guiding Principles



Attune: Understand your people.



Reveal: Compassionate truth-telling.



Convene: Less talking at. More talking *with*.



Equip: Be a gardener. Grow your people. Offer tools and guidance.



Sustain: Go beyond the pledge.



Attune: *Understand your people.*

Know your people. Do your research. Conduct listening interviews. Build listening into your strategy at multiple points. Go beyond values and beliefs, attitudes, aspirations, goals and targets. Go to the feelings, trade-off's, the complicated conflicts, dilemmas, where people feel stalled out, unsure, overwhelmed, or not even sure what they feel or how to engage.

Apply active compassion and explicit empathy to all interactions – from individual, in-person conversations to large-audience, digital or online events.

What do we mean by *explicit empathy*? Living in this day and age is hard for many, if not most, of us. But whether we feel passionate or numb, determined or despairing: the obstacles to action are not the difficult emotions themselves, but our *defenses against feeling them*. When you welcome the full range of people's experience with curiosity and compassion, it softens the defenses in which we tangle ourselves. These include the tendency of many to feel shame, guilt and remorse, all of which are normal responses. Even if your message is upbeat, these feelings are likely beneath the surface. This is where we must be able to practice *explicit empathy*: an active and demonstrated mirroring of the emotions your people may be experiencing, even if they are messy, complicated, or ambivalent. When we solely appeal to our people's values, we skate past explicit and active empathizing.

- Start by tuning in, and bringing compassion, to the full range of your own experience. The "Inside Part."
- Learn about your people's anxieties, ambivalences, and aspirations. The Three A's.
- Step "into their shoes" and imagine their experience throughout campaigns; not exclusively the Call To Action.
- Design your communications to explicitly name, normalize and welcome the full range of others' experience.
- Stay tuned to how well you're connecting with your people and correct course, in real-time, if possible.
- Design thoughtful and sensitive tools for gathering insight; from surveys and interviews, to informal group calls, ethnographic interviews and "unfocus" groups.



Reveal: *Compassionate Truth-Telling*

This is about becoming compassionate truth-tellers. Engage your audience. Reveal and connect the dots with emotional intelligence. Be emotionally honest. Be daring in how you name what's real in these challenges, share and invite stories and experiences openly. Model vulnerability. Watch for being a positivity maven. Make room for both-and. This can be hard stuff. That's okay.

Many change agents think we must stay positive, focus on success, and hide our fears in order to keep people engaged. This is understandable because when we feel overwhelmed, sad, scared and angry, it's hard to imagine taking any action. We don't want to encourage negativity, we want to inspire positive action. We also know, for many people, the issues can feel insurmountable; and our involvement can feel negligible. However, when we're emotionally honest with ourselves, and name these things aloud, it builds trust and credibility; Also, scientific studies show that when we "name it" we "tame it" (Dr. Daniel Siegel). We become more open to learning, engaging and absorbing hard information. By being open and honest about our experiences, we make it safer for others to face and move through their own. This is key to sustaining engagement; especially when it comes from leadership and key stakeholders in your organization. Though it seems paradoxical: when we acknowledge the hard stuff, we can move more quickly into what is possible.

- Take the time to craft engaging and inclusive narratives that invite co-ownership.
- Ensure you create internal opportunities to process deeply and reflect openly. Use yourselves (and your team/colleagues) as a living-laboratory for a more transparent and honest culture.
- Express your leadership with as much humility and humor as possible in all your communications.
- Express the enormity of the challenges we face: don't sugarcoat this!
- Create a culture in which people feel safe to struggle, by sharing your own challenges.
- Provide opportunities for authentic and personal storytelling. Set the tone for vulnerable sharing at the leadership level.



Convene: *Less talking at. More talking with.*

Show your leadership by being a convener of quality, meaningful and productive interactions. Create as many opportunities for deep and varied interactions as possible; both with, and among, your people (stakeholders, audiences, users, participants, communities, lists, followers, donors, members). See yourself more as a convener and less as an educator. Less talking at, more talking with.

Humans are wired for relationships. When we feel connected, we become more creative, more resilient, and better able to learn, grow, and act. Connection is the most basic form of polyvagal regulation we have – feeling understood. Relationships are the drivers of change; especially when sustained over time. We process difficult information, best, through interactions.

The more high-quality interactions you can generate, the more long-lasting relationships will form. However, many of us are trapped in a mobilization-mentality; where we know the stakes and we want to motivate people to action – be it: modifying consumption, political action, or funding our initiatives – it’s easy to “tell and sell” instead of informing and influencing. When we do this, we tend to “talk at” people as opposed to “talking with” them. If you are questioning whether or not this applies to you, ask yourself a few questions. Do we exclusively have panels of experts at our events? Are my people spending the vast majority of their time listening, as opposed to discussing, at our events? Can I create more opportunities for small groups or pairs to have meaningful conversations?

Moving from a tell-sell-educate mode, to convene:

- Within your teams and organization, create a practice of checking-in. Take a few moments to share: how you’re doing and what’s happening for you personally, starting with feelings – from board meetings to daily check-ins.
- Notice how conversations and interactions are the key drivers of any meaningful change; foster a conversational approach to your work
- Notice how you feel about social interactions. Are you an introvert? Are you an extrovert? How does this inform your approach? Can you partner with those who are more natural conveners?
- Offer “courageous spaces” for people to think out loud and express their feelings and ideas. Provide a wide range of ways for people to interact: from intimate conversations to online forums.
- Make actions social. Have ways for people to get to know each other while engaging. Create opportunities for people to take breaks from the cause and have fun together.



Equip:

Be a gardener. Grow your people.

Being supportive means being a gardener: growing, developing and and building capacities, providing tools, establishing resources, and providing guidance that will sustain people while increasing their influence. Guiding decision making. Enable your people (stakeholders, advisors, board members, clients, employees, users, etc.) with playbooks, guidances, training, resources. Invite their unique contributions, encourage peer-to-peer learning, and cultivate their leadership.

Many change agents think we need to have all the answers and do all the heavy lifting. While it's true that many people look to us as subject-matter experts and guides, if we can build the skills and capacities of others: the lighter our loads get, the stronger our organization becomes, and the more transformation we can unleash upon the world. When we see our people as partners – not only supporters, followers, or members – we tap into a vast resource, enhancing their capacity for lasting change and building trust and loyalty for the long haul.

People are hungry for tools and resources for supporting resilience. How can we keep going? What do we do when we encounter difficult interactions? How can I convince my boss to impose a mindful travel practice? How can we practice self-care when we know how much there is to lose? How can we manage our own feelings – which may, at times, go from rage to deep grief? The more we, as organizations, support people in their capacities to navigate these difficult issues: the more they will relate to us as partners – and the more effectively they can actively implement and leverage the desired impacts.

How to make sure others are equipped and experience your support as a leader:

- Offer resources, trainings, tools, and lots of opportunities to learn
- Support peer-to-peer learning and mentoring
- Give people real power and control over something about which they care deeply
- Design your strategies to invite, amplify and celebrate people's unique contributions



Sustain: *Go beyond the pledge.*

Plan beyond the “activation,” pledge, event, or challenge. Foster ongoing opportunities to engage. Opportunities that sustain the effort and build on short bursts of energy. Put yourselves in the shoes of people who take a pledge or sign up; What kinds of challenges and dilemmas do they face? Do they have support, connections, and buddies who can affirm their commitments?

Most campaigns start with a galvanizing goal or event that generates a lot of energy in a short period of time. It feels good to be driving off of a big push, and to have created a lot of buzz and excitement. These are highly productive times. Once the event is over, however, engagement tends to fizzle. We return to our complicated lives and it can be hard to carry the intensity of an event/activation into our daily lives. Plan for the long-haul by ensuring you have resources available after you reach your goal, recruit volunteers to step into leadership, and convene to keep people engaged after the event is over.

Recognize most challenges, pledges, commitments and targets are treated as technical challenges. Recognize the adaptive work that is involved and plan for it.

Investing in sustaining:

- Where are you in the Quadrant to Engagement? Do you focus on short-term activations, or focus on building traction long-term?
- Provide the follow-up infrastructure for people to connect and receive training after galvanizing events
- Offer touch-points for ongoing support and inspiration
- Build in structures to track and celebrate people's actions and engagement
- Offer tracks for building capacity and increasing leadership
- Invite your participants' ideas for sustaining and increasing engagement

Putting the Guiding Principles Into Action: GreenFaith Pilot “Grounding in Faith”

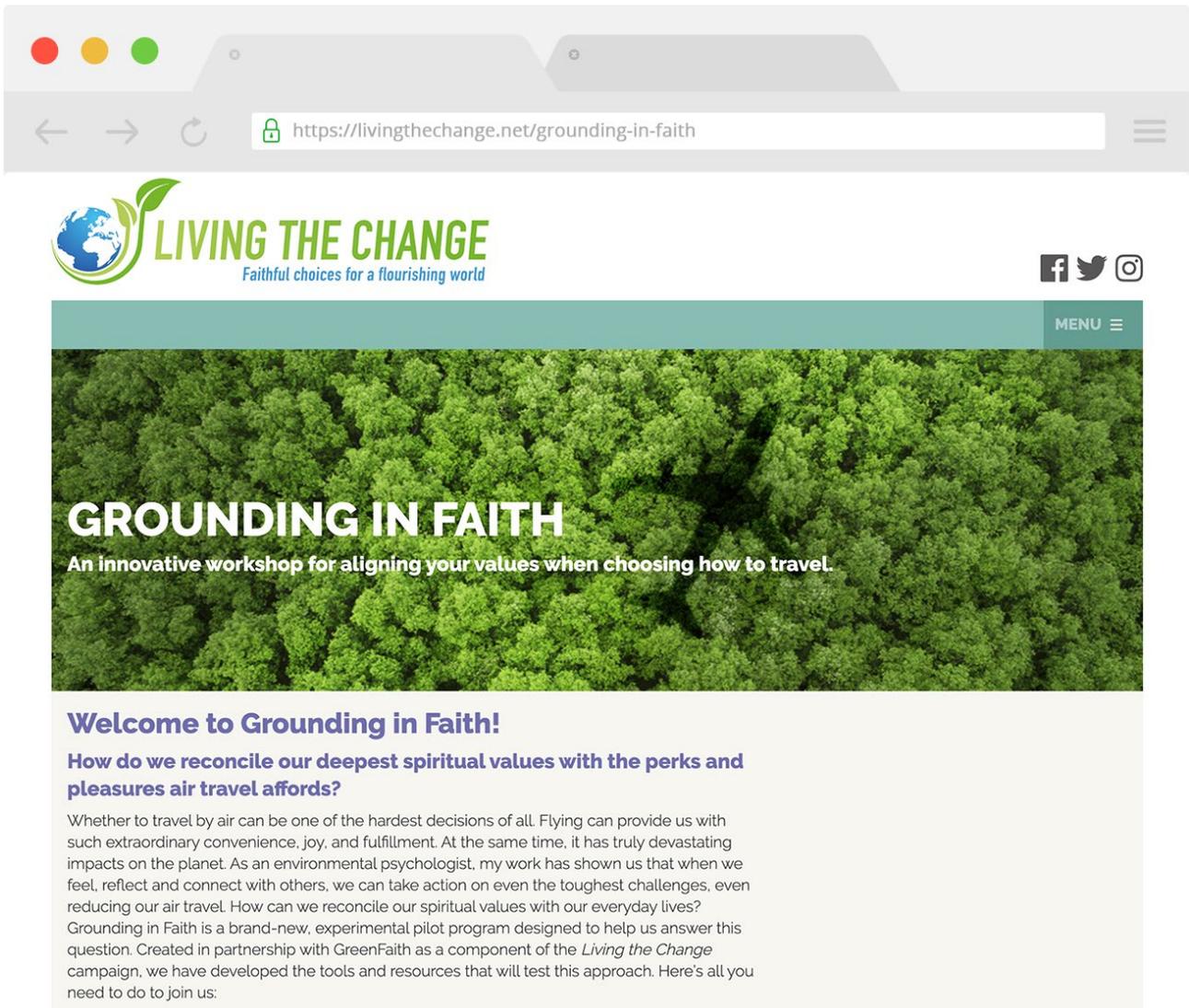
“Grounding in Faith” was a pilot program designed in collaboration with GreenFaith, with a focus on air travel, informed by our Guiding Principles. It is one of many contexts where this work can come to life.

The full program included:

- Design Lab sessions and planning with GreenFaith
- Coordination of outreach to *Living the Change* organizational partners
- Design and implementation of initial survey
- Invitation to LtC partners to participate in a Design Lab for pilot-program (co-design)
- Designing, convening and hosting the Design Lab – a 2-hour interactive virtual session
- Follow-up surveys to all participants
- Planning meetings with PIO team and GreenFaith team
- Creative sessions with designers and PIO team
- Producing the prototype for the pilot workshop – *Grounding in Faith*
- Convening co-design virtual workshop with all participating partners to review prototype plans, solicit feedback and input
- Submit follow-up survey to participating partners

WHAT WE DID

The pilot was a suite of offerings centered around a live, virtual workshop facilitated by Dr. Renee Lertzman. In addition to the workshop we produced in, close collaboration with GreenFaith and their LtC partners, an extensive collection of resources and tools.



ATTUNE, REVEAL, EQUIP, CONVENE & SUSTAIN: THE CAMPAIGN “HOME”

The “home” for the pilot, a robust landing page and hub for resources and tools, was graciously provided by GreenFaith and designed, with close collaboration, and built by their web team.

Every aspect of the pilot, including the webpage, was informed by our Guiding Principles and the PIO method. This ranged from the welcome message on the homepage, to the emails people received before and after participating – as well as a suite of playbooks and guides.



GROUNDING IN FAITH

An innovative workshop for aligning your values when choosing how to travel.

Welcome to Grounding in Faith!

How do we reconcile our deepest spiritual values with the perks and pleasures air travel affords?

Whether to travel by air can be one of the hardest decisions of all. Flying can provide us with such extraordinary convenience, joy, and fulfillment. At the same time, it has truly devastating impacts on the planet. As an environmental psychologist, my work has shown us that when we feel, reflect and connect with others, we can take action on even the toughest challenges, even reducing our air travel. How can we reconcile our spiritual values with our everyday lives? Grounding in Faith is a brand-new, experimental pilot program designed to help us answer this question. Created in partnership with GreenFaith as a component of the *Living the Change* campaign, we have developed the tools and resources that will test this approach. Here's all you need to do to join us:

Sign up for a live, virtual workshop - join myself and others on the path for a 2-hour session guiding us through a joyful and enriching experience. No shame, blame or guilt. (See testimonials from our partners below):"

Receive tools, guidance and resources - how to talk with people in our lives about air travel and related climate change impacts, how to make different decisions, and how to grow our own spiritual leadership."

Participate in Grounding Sessions - uniquely designed resources and sessions that deepen our commitments and enable us to be successful on our journey, no matter what level of commitment you make."

This is rare, never-before-offered opportunity -- only available during *Time for Living the Change* -- and you are our "co-pilots." When you participate, you gain tremendous resources and tools to help you make new choices. And, you serve as co-creators in designing resources for the wider global community. We need all the support we can get -- and we would love for you to be a key part of this.

Please join us! Sign up today.



I'm not signed up for a workshop

- What is this program? +
- What will I get out of this? +
- When are the workshops? +
- How do I get started? +

I'm signed up for a workshop

- What can I expect? +
- What is required to attend? +
- Is this an in-person workshop? +
- What are Stories From the ground? +
- Can I invite my friends and colleagues to join me in this pilot program? +

I have attended a workshop

- I attended! What now? +
- What resources are available? +
- I'd like to participate in a "Grounding Session," how can I? +
- Will this information be available more widely? +

What our Partners Have to Say

Green Faith Leaders attended a virtual design lab, which became the foundation for the core workshop we'll be offering. Here's what some of them had to say.

"After I did it I actually told an organizer of an event in Nova Scotia, I was not sure I could come, and I was looking into traveling by train, instead of flying. The training was effective, leaving me more knowledgeable."

Irene Woodard
Co-Founder of the Shambhala Touching the Earth Collective

"The Grounding in Faith Workshop gave me an opportunity to look deep inside myself, think about what changes I want to make in my own behavior, and what resistance and challenges I face. It was great to share my hopes and struggles openly with others and to hear theirs. I really felt it was a special atmosphere."

Fletcher Harper
Executive Director, GreenFaith

"This experience allows a safe space to explore the ethical dilemmas, feelings and facts around air travel in a non-judgemental context, but one which draws participants to challenge themselves."

Thea Ormerod
President, Australian Religious Response to Climate Change

Intrigued?

Want to know more? Sign up to our list.

First Name

Last Name

My Email

HONG KONG

Postal / Zip Code

Grounding in Faith is a pilot program of Project InsideOut, an initiative supported by GreenFaith and the KR Foundation to providing scalable resources for making climate campaigns more impactful.

The pilot was a suite of offerings centered around a live, virtual workshop, produced in close collection of resources and tools

Guiding Principle #5 "Sustain"

Invitational language, Guiding Principle #3 "Convene"

Guiding Principle #1 "Attune"

Guiding Principle #1 "Attune"

Guiding Principle #2 "Reveal" and #3 "Convene"

Guiding Principle #3 "Convene"

Personal, warm, welcoming message from a human being

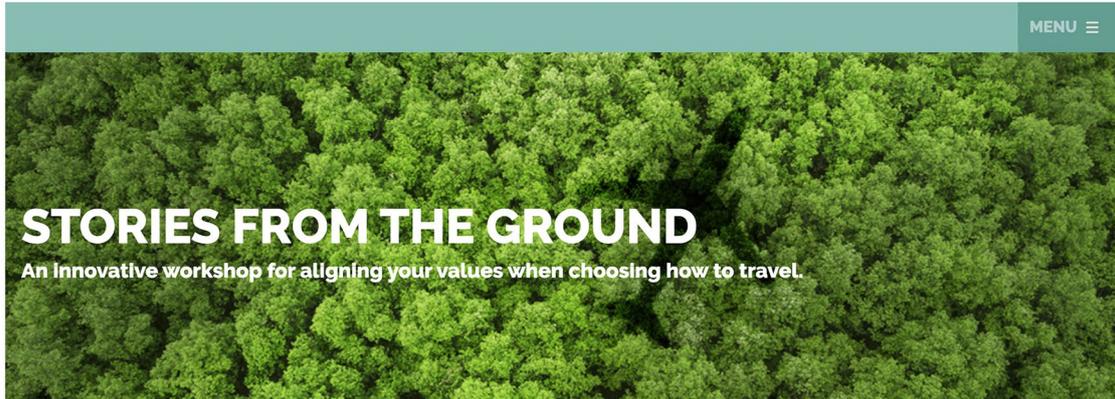
Guiding Principle #5 "Sustain"

Guiding Principle #4 "Sustain"

Guiding Principle #2 "Reveal"



MENU



Philippa Rowland, President, Multifaith Association of South Australia

Once seen as a necessity and almost a personal right, flying is now a privilege, to be used sparingly, consciously, carefully. I'm still conflicted, trying to come to terms with my desire and existing commitments to be present as part of the global/national conversations taking place on climate change and care for the earth. However, I know deep in my heart, I can't keep going as usual and pretend what I do doesn't matter...

[READ MORE](#)

Kristin Barker Director and Co-Founder, One Earth Sangha

My journey began by learning about the actual impact of flying, that over the course of a year all my hard-won carbon emissions reductions were dwarfed by a single cross country flight.

[READ MORE](#)

Miriam Pepper, Founding Member, ARRCC

I thought, "I can't do this anymore. I'm concerned about climate change." I honestly haven't found a good enough reason or justification, for what flying entails, in terms of planetary impact.

[READ MORE](#)

REVEAL: STORIES FROM THE GROUND

Based on our Guiding Principles, we piloted a story-pipeline process. Stories from the Ground, featuring first-person narratives from faith leaders and participants about their experiences with shifting their air travel practices. These stories featured our approach by including what is challenging, complicated and hard, as well as the aspirational aspects of making difficult behavioral changes.

[SEE THE STORIES](#)

ATTUNE: SURVEYS AND COMMUNICATIONS

Every person who signed up for our program was put into a pipeline to receive surveys before and after the workshop. We sent a total of 13 emails before and after the workshop, with links to our resources and guides. We have an email template we can suggest.



CONVENE: GROUNDING IN FAITH WORKSHOP

The heart of this program was the 2-hour interactive workshop. It led people into a journey that referenced the known components informing behavioral change in a condensed format: connection and trust, awareness (information about the impacts), exploring ambivalence, exploring anxieties, sharing intentions with each other, discussing what most supports us in making changes, and the willingness to be vulnerable. The feedback was overwhelmingly positive.

SUSTAIN: GROUNDING SESSIONS

Per the Guiding Principles, we sought to go “beyond the pledge” and sustain engagement. However, given the constraints of a short-term pilot, we had limitations to how much of this we could offer. Our solution was to create Grounding Sessions: one-hour online sessions with no agenda, convened by Renee, open to anyone who attended our workshop; sharing our experiences and checking-in as the only goal. These were powerful times where people shared, reflected, and even explored active problem solving.

EQUIP: RESOURCES, TOOLS, DOWNLOADS

We produced a series of resources in the form of guides and worksheets:

- A Conversations Guide: How to Have Air Travel Conversations
- A Storytelling Guide: How to Tell Your Story Well
- Scenario Planning: How to Put Your Intentions into Practice

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JOIN OUR COMMUNITY.

Visit us at
projectinsideout.net

Contact us at
admin@reneelertzman.com



Gratefully supported by the KR Foundation.