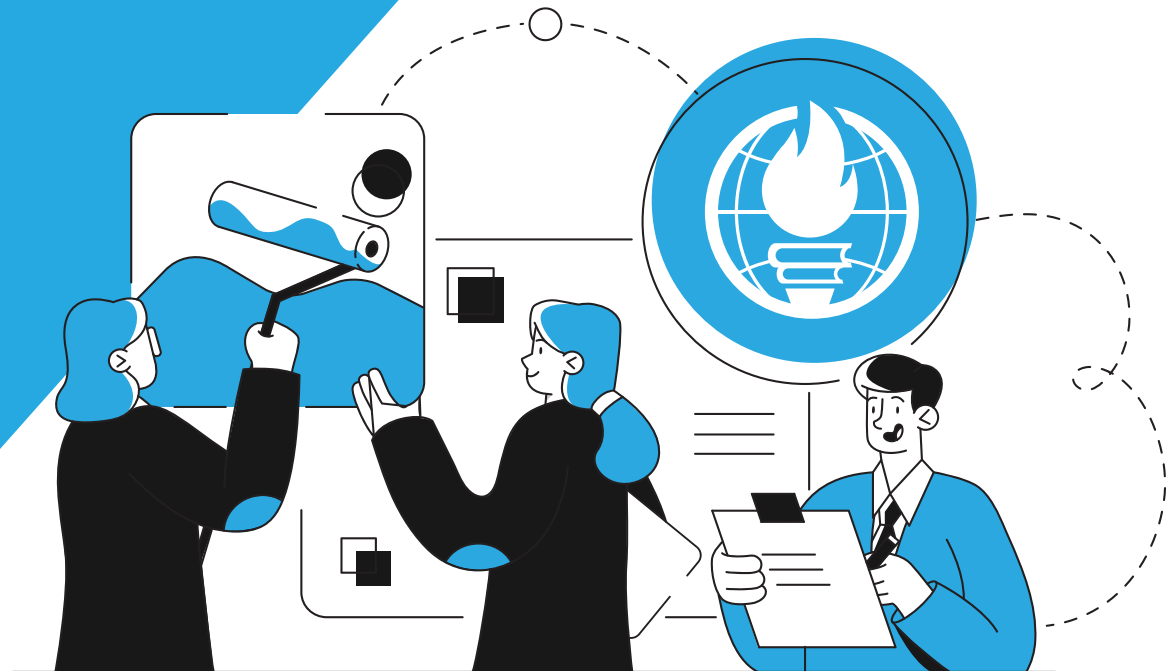




NATIONAL, STATE, & REGIONAL

COORDINATOR HANDBOOK

2022 EDITION





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COORDINATOR HANDBOOK

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LEADING BY EXAMPLE

Over the years, SFL's training programs have produced 1000s of leaders for liberty. And we are continually improving and developing our leadership training capabilities. We have learned a lot along the way and fine-tuned our training to give you the most useful information.

We hope that this handbook and online training will give you the necessary skills and knowledge to take your leadership abilities to the next level.

It covers leadership theory and practical skills to help you for developing a strong leadership vision and mindset, how to work with your team and inspire others, and how to assess your strategy and plan for success.

Our strategy is this: Instead of spending time listing all the typical adjectives associated with leadership, we're going to cut right to the core of what makes a leader a leader.

A leader is an individual who has vision, makes decisions, empowers others, takes action, and gets results. The difference between a follower and a leader is the leader's ability to reasonably assess a situation or challenge, to decide a course-of-action, inspire their team, follow-through, and get results. Leadership is the ability to transform a vision into reality. It requires you to be truly proactive. Leaders make decisions, they inspire others, but, most importantly, leaders take action.

As a senior leader with SFL, people will look to you for guidance, certainty, inspiration, respect, mentorship, and leadership.

People will look to you to take action, to show initiative, and to motivate your colleagues even in crisis moments. Leadership in SFL is Leadership by Example. This means becoming the best version of yourself to serve as an example for everyone you meet, both inside and outside the organization.

It means becoming a leader by first leading yourself. It means leading by your natural reputation, not your title.

We learned in SFL that the quality of one's leadership will be mirrored in the high standards they set for themselves and the way they treat others. We believe that our leaders are the reason that SFL is the largest pro-liberty youth organization in the world and we are proud of our community.

This handbook is yet another tool we provide for our senior leaders to continue this legacy. In this handbook, you will find practical lessons on promoting SFL's brand and culture, building successful RRE documents, recruiting, and so on.

But this training is different: here, we also added leadership lessons. Those lessons which include leading a team, transitioning, inspiring, and influencing will help you build a successful team. We also hope that these lessons will help you find your strong features as a senior leader in SFL.

CHANGE-MAKERS FOR LIBERTY

In this handbook, we will be addressing more advanced topics regarding your role as a senior coordinator, a leader, and a change-maker. You have learned that a leader is an individual who has vision, makes decisions, empowers others, takes action, and gets results.

Leaders make decisions, they inspire others, but, most importantly, leaders take action. And you are one of our leaders who has taken action and lead by example. You have inspired and moved many people until you reach the most senior level volunteer in SFL.

We believe that now is the time for you to think about the sustainability of your leadership and opportunities for yourself on your way to becoming an SFL Alumni.

This training is another tool we provide you to continue this legacy. In this training, you will find lessons on leadership theories, sustainable activism, networking skills, and you will have opportunities to test your skills.

We hope that this training will clarify the idea of what it means to be a leader of liberty and how to use your leadership for your future prospects.

As senior leaders of SFL, you are our main element of changemaking around the globe. You climbed up the ladder of SFL's volunteer program. You should have attended many local and regional conferences and many tabling events by now. And you should be an expert on how to pitch your column, invite a speaker, and change people's minds.

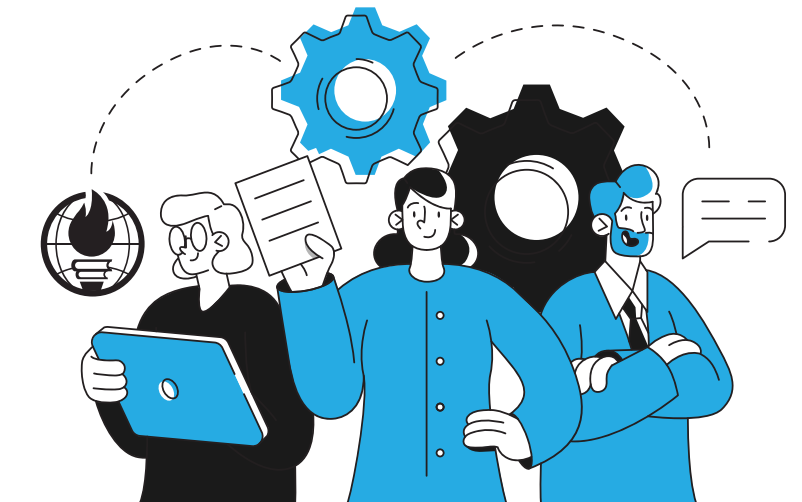
These skills are called soft skills. Soft skills are a combination of people skills, social skills, communication skills, character or

personality traits, attitudes, social intelligence and emotional intelligence quotients. They are essential for changemakers.

But who is a changemaker? A changemaker is someone who is taking creative action to solve a social problem. And changemaking involves empathy, thoughtfulness, creativity, taking action and effective leadership.

But although these skills are essential to our thriving, they are almost entirely absent from the educational experience of most young people, with often a narrowing focus on reading, maths and getting higher and higher grades.

In this training, our aim is to flourish the changemakers we have in SFL: you! This training will help you set your goals for yourself as a changemaker and also the leader of your team. It will equip you with the tools you can use all throughout your career. We also hope that these lessons will help you find your strong features as a leader of liberty.



6 LEADERSHIP TYPES

You have heard before: A changemaker is someone who is taking creative action to solve a social problem. And changemaking involves empathy, thoughtfulness, creativity, taking action and effective leadership.

In this lesson, we will focus on leadership. At the end of this lesson you will have a better idea about what type of leader you are, and how can you improve upon your leadership.

In 1939, a group of researchers led by psychologist Kurt Lewin set out to identify different styles of leadership. They come up with three quintessential types of leaders, and three additional leadership types that have been pinpointed by researchers which are also extremely useful.

- 1. Authoritarian**
- 2. Democratic**
- 3. Laissez-faire**
- 4. Transformational**
- 5. Transactional**
- 6. Situational**

No leader shows the signs of only one type of leadership, and neither do you. Still, these types are very useful to set up a framework for you to think about your leadership skills and identify the strengths and weaknesses. Let's examine each of them.

1. Authoritarian Leadership

Authoritarian leaders provide clear expectations for what needs to be done when it should be done, and how it should be done.

This style of leadership is strongly focused on both command by the leader and control of the followers. There is also a clear division between the leader and the members.

Authoritarian leaders make decisions independently with little or no input from the rest of the group. Researchers found that decision-making was less creative under authoritarian leadership.

Lewin also concluded that it is harder to move from an authoritarian style to a democratic style than vice versa. Abuse of this method is usually viewed as controlling, bossy, and dictatorial.

Authoritarian leadership is best applied to situations where there is little time for group decision-making or where the leader is the most knowledgeable member of the group.

The autocratic approach can be a good one when the situation calls for rapid decisions and decisive actions. However, it tends to create dysfunctional and even hostile environments, often putting followers against the domineering leader.

2. Participative Leadership (Democratic)

Lewin's study found that participative leadership, also known as democratic leadership, is typically the most effective leadership style.

Democratic leaders offer guidance to group members, but they also participate in the group and allow input from other group members. In Lewin's study, children in this group were less productive than the members of the authoritarian group, but their contributions were of a higher quality.

Participative leaders encourage group members to participate but retain the final say in the decision-making process. Group members feel engaged in the process and are more motivated and creative.

Democratic leaders tend to make followers feel like they are an important part of the team, which helps foster commitment to the goals of the group.



3. Delegative Leadership (Laissez-Faire)

Researchers found that people under delegative leadership, also known as laissez-faire leadership, were the least productive of all three groups.

The children in this group also made more demands on the leader, showed little cooperation, and were unable to work independently.

Delegative leaders offer little or no guidance to group members and leave the decision-making up to group members. While this style can be useful in situations involving highly qualified experts, it often leads to poorly defined roles and a lack of motivation.

Lewin noted that laissez-faire leadership tended to result in groups that lacked direction where members blamed each other for mistakes, refused to accept personal responsibility, and produced a lack of progress and work.

4. Transformational Leadership

Transformational leaders tend to be emotionally intelligent, energetic, and passionate. They are not only committed to helping the organization achieve its goals, but also to helping group members fulfill their potential.

Research has revealed that this style of leadership resulted in higher performance and more improved group satisfaction than other leadership styles. One study also found that transformational leadership led to improved well-being among group members.

Although this is a very inspirational leadership type, it also requires certain character traits from the leader as well. So, we would suggest you to aspire towards this leadership type, but not be perfectionist about it.



5. Transactional Leadership

The transactional leadership style views the leader-follower relationship as a transaction. By accepting a position as a member of the group, the individual has agreed to obey the leader.

In most situations, this involves the employer-employee relationship, and the transaction focuses on the follower completing required tasks in exchange for monetary compensation.

One of the main advantages of this leadership style is that it creates clearly defined roles, very similar to SFL. People know what they are required to do and what they will be receiving in exchange for completing these tasks.

It also allows leaders to offer a great deal of supervision and direction if it's needed. Group members may also be motivated to perform well to receive rewards.

One of the biggest downsides is that the transactional style tends to stifle creativity and out-of-the-box thinking.

6. Situational Leadership

Situational leadership stresses the significant influence of the environment and the situation on leadership. This model emphasizes how the developmental and skill level of learners influences the style that should be used by leaders.

There are 4 types of this leadership style:

1. The **directing style** involves giving orders and expecting obedience but offers little in the way of guidance and assistance.
2. The **coaching style** means giving lots of orders, but leaders also give lots of support.
3. The **supporting style** is an approach that offers plenty of help, but very little direction.
4. The **delegating style** is low in both direction and support.

There are many different ways of thinking about leadership and like most interpersonal cases, leadership is a mixture of many factors that help determine why some people become great leaders.

In SFL, we try to help you understand those different factors that play into an effective leadership experience, and encourage you to use your knowledge to improve your skills.



RECRUITMENT: BUILDING COMMUNITIES

One of our principal purposes has always been to build a community for pro-liberty students and alumni from across the globe, and that's exactly what we have achieved.

It is important to build and maintain this community while keeping our core purpose in mind: to bring the ideas of liberty to students, identify those who have the potential to become leaders for liberty, and then educate, develop, and empower them to advocate for a freer future for all.

As a leader with SFL, you are responsible for doing exactly that. So your work plays a fundamental role in building a network of pro-liberty students in your community.

This means building a trusted network of friends and colleagues who are united by the ideas of liberty, our shared values, and who are actually taking actions to advance the cause of liberty.

It also means taking the initiative to bring people together, to create spaces for discussion of the ideas, and to work on projects or campaigns that advance liberty.

One of your responsibilities as a senior coordinator will be to recruit future leaders to achieve these ideals.

Who Do We Want To Recruit?

When searching for new recruits, we are ideally looking for people with these qualities:

1. Passionate About the Ideas of Liberty

New leaders need to be wholeheartedly committed to the ideas of liberty and hold them as core values. In other words, their ideological outlook aligns with the values, mission, and vision of Students For Liberty. Specifically they believe in academic, personal, and economic freedom to all, and they have a desire to promote these in their classrooms, on their campus, and to their communities.

2. Dedicated

Being a leader with SFL can be tough work. Potential leaders must be willing to put the work in, be reliable, responsible, and ready to take initiative. An SFL leader needs to be ready to work as a team to organize conferences, host panel discussions on campus, run campaigns, or keep up with general administrative tasks and duties.

3. Charismatic

Being a leader also means having the ability to motivate others towards realizing shared goals, to persuade, and to be a kind and approachable public face of our organization. SFL's CEO, Dr. Wolf von Laer, says that being in SFL is not about having the better ideas, it's about being the better

people. This means being kind and respectful to others, being non-violent, principled, and honest. We are looking for people who align with the core values and principles SFL promotes.

We are looking for charismatic, friendly, humble, likeable people who have empathy and respect for others. When we are recruiting new leaders we are also looking for people who have the 'SFL Spirit' - those who have a certain spark to their personality and would be a good fit for our community. People who have drive and ambition, people who are doers, who are passionate about liberty and ultimately people who believes in progress.

Who Do We NOT Want To Recruit?

While SFL is a big-tent organization, serving as a community for pro-liberty students everywhere, it needs to be said that the tent has a door.

If we accepted everyone who applied for our program regardless of their philosophical outlook, we could no longer describe ourselves as a pro-liberty organization.

Therefore, we draw a line to distinguish ourselves from other organizations. We are distinguishable from others because of the core values we hold, our common mission, and our shared vision.

If people do not align with our values, mission, and vision, naturally they do not belong under SFL's 'Big Tent'. A freer future means a freer future for all. No exceptions.

Quality Over Quantity

While you should treat every interaction as an opportunity to identify potential leaders, keep in mind that it's not all about the numbers.

It's more effective to have a handful of competent, dedicated, and motivated people, rather than one-hundred passive followers who are not truly committed to advancing the cause of liberty.

While recruitment numbers are a measure of our success and size as an organisation, they mean nothing if those people are not taking meaningful actions in the real world.

In SFL, we want to identify people who are already aligned with the ideas of liberty so we can work with them and help them develop into successful leaders - both in their professional and personal lives.

Focusing on quality over quantity reminds us to only seek to recruit good people who have the potential to become great leaders.

Focusing on quality over quantity also allows us to use our limited resources more efficiently, directing energies to the people and projects that deserve it the most.

So, as you build-up your team and community, keep in mind that quality trumps quantity, always.

Educate, Develop, and Empower

Keep in mind that not everyone you meet is going to be fully aligned to the ideas of liberty at first. In fact, most of them won't be. But you will meet many people who are new to ideas, and who might still show potential as a future leader.

Remember our mission and use it as your guideline.

First, we want to educate students about the ideas of liberty. As you host events, panels, or discussions with friends and classmates, you educate those around you and support them to learn more.

When we find someone who aligns with our organisation and shows potential to become a great future leader, we can recruit them to join one of SFL's leadership programs on SFL Academy so we can begin to train and develop them.

SFL Academy is a great tool for those of potential leaders to learn about pro-liberty ideas, as well as leadership skills. Make sure you use Learn Liberty in this process. It is easily accessible and can be more powerful than many offline tools.

Now empowered with the tools, support, and training needed, they go out and perform huge actions to advance the cause of liberty in the world.

Pitching Students For Liberty

Liberty is a great idea - so it should be easy to sell it, right?

As part of your role you will have to be a good "seller" for the ideas of liberty and be able to pitch SFL at events, to prospective donors, and potential recruits. Develop your 'elevator pitch' for those occasions.

It is useful to develop a short two-minute elevator pitch about how you would introduce SFL to someone who has never heard of liberty, let alone SFL.

A good elevator pitch is adapted to suit different situations. So, while you should hit on the key points, it should be flexible enough to suit different audiences.

Talk about our values, mission, and vision. Mention some statistics such as our current leadership numbers or event reach, and have some examples of successful campaigns to talk about.

When pitching SFL there is a simple formula you can follow and adapt for any situation taken from Simon Sinek's Start With Why; you'll find a link to this in the additional resources.



Start With *Why*:

Why we do what we do.

How we do it.

What we produce

First, start with why we do what we do. What is that drives you to be a leader for liberty and what is that fuels SFL's global activities?

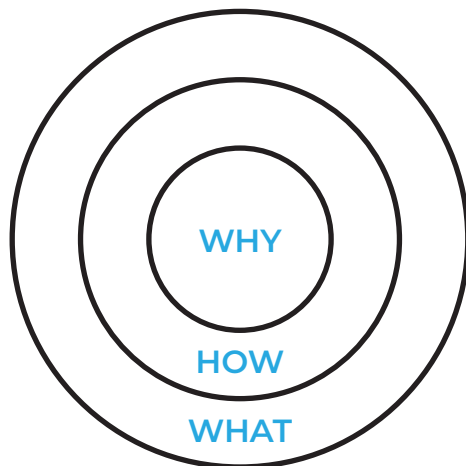
It's our belief in the principles of liberty and our vision of a freer future for all.

Second, talk about how we achieve this vision.

It's our mission to educate, develop, and empower the next generation of leaders of liberty.

Finally, talk about what we accomplish. We host events and campaigns to further the cause of liberty around the globe, each year, we educate thousands about the ideas of liberty, and we produce great leaders, just like you, who are changing the world.

For more information on the pitch, check out the Fundraising Training on SFL Academy.



INTERVIEWS & ONBOARDING

Senior Coordinators have an important role to play in interviewing and on-boarding new volunteers. This section covers procedures and techniques for holding interviews and will familiarize you with the steps of the onboarding process. In this process, we will talk about conducting interviews, how to utilize our TIES system, and your role and responsibilities in the onboarding process for new volunteers as a senior leader.

Interview Process

When someone applies for SFL's programs staff will first review their resume and application.

If it seems to be a good potential candidate for our programs we will reach out to set up an interview. Normally there are two interviewers made up of staff or senior coordinators.

The interviewers will create a shared google doc with the list of interview questions and fill in the candidate's details.

One interviewer will lead by asking the majority of questions. Then they will swap with the second interviewer who can ask any follow-up questions, while the first interviewer takes the notes.

There is no need to ask every question nor limit yourself to the questions on the document. Actively listen and think of creative questions that will engage the candidate to help you get a better understanding and discover if they are right for our programs.

Ask them about their ideas, values, influences, experiences, dreams and challenges. These are what makes a good candidate a great one. Allow them to show themselves. While drafting your interview document, make use of our TIES System. What is it? Let's take a look.

TIES System

As you might have seen, we use a rubric for assessing our new volunteers' fitness in SFL. It is called Talent Identification and Evaluation System.

This system is developed by SFL as a part of our recruitment strategy. It is vital for us that you use this system so that we can ensure the overall quality of our interviews and recruitments.

TIES System includes six categories: sympathy, knowledge, communication, commitment, leadership, and career direction. Each of these rubrics assess a different aspect of the candidate that is crucial for our purposes.

Using a talent-rubric, the interviewers will score a candidate in five categories on a scale of 1 to 5. Additionally, a note is made of the candidate's desired career direction.

1. Sympathy
2. Knowledge
3. Communication
4. Commitment
5. Leadership

From this scale we can generate an average. Candidates need to have an average of average of 2.8 or above to be accepted to an SFL leadership program.

Please use the TIES system and these rubrics for your interviews *and beyond*. For instance, we always encourage our leaders to create talent profiles for new volunteers and future leaders, and keep updating them as they go. This allows us to have a better overview of our resources, and utilize them more effectively.

To learn more about TIES check out the training on SFL Academy.

Roles And Responsibilities & On-boarding

After a newly recruited candidate becomes a fully fledged SFLer, you still have some responsibilities left. One of them is making sure that their onboarding process is a smooth one.

For that, you should introduce them to the team as soon as possible. Also, you should arrange weekly calls with them, especially at the beginning of their on-boarding process. It is your responsibility to support them and engage them in the beginning.

Another thing you should do is to make sure they are visible especially in your team's social media posts and they are welcomed.

And this would be the whole process of onboarding... and it is only the start!



PROMOTING SFL'S BRAND, CULTURE & VALUES

SFL's Brand

As a representative of SFL, you are our brand ambassador. When you speak, others will perceive your words to be of SFL. This is why it is crucially important that you ensure you present the best image of SFL you can be.

But before we get into how you can do that, let's take a few minutes to discuss the concept of a brand.

Marty Neumeier, an author and expert on brands, defines brand by first describing what it is not: "A brand is not a logo. A brand is not an identity. A brand is not a product." ... "a brand is a person's gut feeling about a product, service, or organization."

So, SFL's brand is not simply our logo, it's not our identity, nor is it our programs and what we 'do'. Rather, our brand is the perception people have about SFL when they think about us.

It's difficult to build a strong reputable brand and it is so easy to damage it. Not following the general rules of courtesy, engaging in questionable conduct at events, or generally failing to maintain a high degree of professionalism and efficiency can damage SFL in the minds of others very easily.

You will recall from the Local Coordinator Training that it is not simply enough to have the better ideas and to be able to argue effectively and persuade others of our point of view. It's about being the better people, too. This is so important when it comes to being a brand ambassador for SFL.

We must be conscious of our actions, words, and behaviours and the impact these will likely have. And this is the case whether you're speaking with people in person or engaging with them in social media. To protect SFL's brand we must foster the image of likeable, friendly, articulate, and reasonable people of SFL.

So long as you remain part of SFL, you are a representative of our brand. It's important to bear this in mind and take the responsibility to be the best possible brand ambassador you can be.

SFL's Culture

We discussed SFL's Culture in the Local Coordinator Training and the Coordinator Handbook. In this section we will focus more on your role in promoting and shaping that culture for others.

We always hear our volunteers say, "I joined SFL because of the ideas but I stayed in SFL because of the people." This is thanks to the environment we have created for our leaders to flourish both professionally and personally. This is the SFL culture.

As SFLers, we don't just work together organizing events and campaigns; but we also inspire each other, we influence our people, and we look out for one another.

For this, you play a crucial role in defining the experience of other SFLers as a senior leader.

This responsibility has two core aspects:

First, it's about creating a rich experience for our leaders, making sure they are getting the most from their time in SFL, making friends, developing personally, feeling supported and accepted, and adopting the SFL spirit. This is your "positive duty" to others in your community.

Second, it's about making sure that people feel safe, secure, and comfortable. We cannot tolerate bullying, exclusion of team members, or being a 'creepetarian'. If something happens to you or a team member that is beyond the usual comfort zone, it's important that you are responsibly dealing with this or escalating it to staff members wherever relevant.

In *The Culture Code: The Secrets of Highly Successful Groups*, author Daniel Coyle analyzed great groups and organizations like Google, IDEO, and the Navy Seals to see what they had in common. He came to the conclusion that the common denominator of a group's success was having a great culture.

Coyle also identified 3 actions which lead to a great culture: 1) Build Safety, 2) Share Vulnerability, and 3) Establish Purpose.

Safety is the foundation of a strong culture as it allows others to be themselves and establish a place within the group.

Sharing vulnerability means acknowledging that we are all humans who can make mistakes and when needed, we are willing to ask for help. It's about having the courage to be open and having the compassion to empathise with others.

Establishing purpose gives us a reason for doing what we're doing and helps us navigate our trajectory and set goals.

Luckily, this is something SFL does extremely well. Changing the world under the banner of Peace, Love, and Liberty establishes a higher purpose and can give deep meaning and satisfaction in our lives.

As we promote our culture so that honest expectations are communicated and accountability is the norm, then we will address poor performance, toxic atmospheres, or counter-productive attitudes naturally.

SFL is an international family of peers united by our shared vision of a freer future.

We are "SFLers".



**SFL is an international
family of peers united
by our shared vision
of a freer future.
We are "SFLers"**

We recognize each other through our gestures, language, our exclusive SFL lapel pins, and even reactions.

We look out for each other and we make an effort to raise each other up and celebrate each other's successes.

In summary, we each have a personal responsibility to make sure fellow SFLers feel like they belong in our organization, they are part of our movement, and part of our community. If we all take a share of this responsibility we will make sure our culture is strong and our global network will be better because of it.

HOPE: SFL's Core Values

As individuals, we must constantly aspire to the highest standards and set an example for others. As an organization, SFL's values are only meaningful to the extent that our people live up to them.

Values are concepts that drive success, and give purpose to the actions of individuals and organizations alike. Our programs seek to instill the ideas, skills, and values that every liberty advocate should aspire to. In doing so, we are effectively changing the world little by little on every inhabited continent. We seek to recruit those who already embody our core values and we expect our leaders to become examples that others can look up to and follow.

An organization's core values serve as a baseline for decision making, informing the actions we take, and the people we surround ourselves with. At SFL, we aim to embody H.O.P.E.

Humility
Ownership
Professionalism
Entrepreneurship

Humility

We accept that we do not know exactly what a 'perfect society' should look like, but we do know that we need to experiment with liberty in as many ways as possible if we are to produce an agile institutional framework that will enable us to discover which approaches create the greatest freedom and greatest value for the most amount of people.

We cannot succumb to fatal conceit, over rigidity, or self-assuredness in our abilities. We accept that in some cases

we do not know the correct answer, but know we must be willing to try, to learn and to grow if we are to improve ourselves and SFL in the process.

Changing the world is not a smooth process. Growth for society and for SFL means having the courage to try new things and the humility to accept defeat if a project does not work out as we would have liked or intended. A humble disposition is crucial in order to learn from others, admit mistakes, and be open to better ways of doing things.

At SFL, demonstrating humility means:

- Admitting mistakes and taking responsibility to rectify them.
- Being sincere with others and having a high level of integrity.
- Being able to give and receive critical feedback with humility and openness.
- Putting the mission and vision ahead of your own personal ambitions.

Ownership

One of the testaments to SFL's success as an organization is the ownership it affords its staff and volunteers to take over projects and campaigns. Ownership of this kind is deduced directly from property rights and entails responsibility and decision making rights. When you take ownership of something, you are being entrusted and empowered to manage those rights and responsibilities as you see fit, keeping in mind the wider vision and mission of SFL, and the core value of humility.

We know that property is being taken care of since it is owned, the same should be true of the projects and responsibilities that you own. When we take care of what

we own we can take pride in our accomplishments. The rights and responsibilities should be clearly defined (see Roles, Responsibilities, and Expectations below) and we should never assume that everything is necessarily owned. We must continue to identify gaps in ownership and seek to address them to make the operation of SFL smoother and of a higher impact across the board.

At SFL, demonstrating ownership means:

- Being proactive about taking on responsibilities that will further SFL's efforts.
- Identifying needs, gaps in project planning or operations and responding to them.
- Being the person who solves problems when they are identified, or making the person responsible aware when problems exist.
- Proactively seeking solutions, delegating tasks, and being accountable for what you agree to do.

Professionalism

Without professionalism, neither SFL volunteers nor staff will be capable of reaching our full potential for excellence in leadership and making a global impact. SFL is a young organization in terms of our volunteer and staff demographic. It is essential that we are presenting ourselves to the world in the most professional manner possible if we wish to be taken seriously on the global stage.

At SFL, you will be trained and given many opportunities to exhibit professionalism by embodying the principles of personal responsibility, accountability, punctuality, dedication, and by being courteous, grateful, mature, and prudent in all our interactions.

Professionalism means striving towards personal growth

and aiming to become better versions of ourselves in the process. This ranges from learning how to introduce a speaker respectfully, sending a well-crafted and polite email request to a partner organization, or composing a thoughtful thank you note to an individual who has introduced a new donor to SFL.

Professionalism means we strive to become the most respected and operationally sophisticated organization within the liberty movement and beyond.

At SFL we understand that it is not enough to just have better ideas, we must also be the better people. We, therefore, aim to become the best version of ourselves so that we can be the best advocates for liberty.

At SFL, demonstrating professionalism means:

- Respectful and courteous communication both within and outside of the organization. Whether in practising e-mail etiquette or introducing a speaker at a conference, it is essential that we are always treating others with respect and professionalism.
- Presenting ourselves well at official events by dressing and conducting ourselves appropriately.
- Effective collaboration that respects others and appreciates co-workers' contributions.
- Never resorting to any actions or communications that might reflect negatively on SFL.

Entrepreneurship

Entrepreneurship is characterized by calculated risk taking with a view to affecting changes that produce greater value than initial investment. Being entrepreneurial means taking innovative risks while striving for positive outcomes. In SFL, this means taking creative actions that would further our mission and vision.

As an SFL Coordinator, this may mean improving or coming up with new ways to attract recruits to our programs, easier receipt reimbursements, increased social media presence, getting more media coverage for your events, or developing completely new projects or programs that may not have even been considered yet.

Entrepreneurial achievements may sometimes be marginal, focusing on improving the less significant aspects of your work, but always with a view to making our processes more efficient so we can produce higher value across the board. But entrepreneurship can also mean taking big, bold actions that leave a lasting impact on the movement for liberty.

Entrepreneurship is about discovering new opportunities and seeking better ways of doing things, and challenging the status quo. Having an entrepreneurial culture at SFL means that we seek new solutions, try out new things, go beyond what we know, and seek to bring SFL to the next level. This means that it is okay to try something and fail. At SFL, entrepreneurship also means the freedom to make mistakes so long as this is coupled with ownership and personal accountability. If something does not work out as we intended, we can always learn and grow from it so we can do better next time.

Entrepreneurship takes courage and is one of the hallmarks of an effective and creative leader.

At SFL, being entrepreneurial means:

- Thinking creatively when approaching new and existing issues.
- Taking ownership, trying new things, and persevering through the challenges that arise.
- Having the courage to take calculated and prudent risks.
- Bringing in outside knowledge and ideas to inform and improve our approaches.



LEADING A TEAM PARTS

The most important thing when it comes to being a team leader is that you need to make your team members not only understand but also apply your organization's vision and culture to their professional (and personal) lives.

Surely, it takes you to do many things for your team members that cannot be instructed--as we discussed in Module 2: Promoting SFL's Brand, Culture and Core Values.

However, there are also many other things you can do to make sure you are leading your team very well. And fortunately, they can be instructed! So, let's dive in!

Know Your Team

First thing you should know as a leader is your team. Sounds easy, right? But what should you do to know your team? You can use SFL's tools and tricks that guide you to better understand and know your team members.

First tool is our Talents Identification and Evaluation System (called TIES). This system is first and foremost developed for SFL to have an objective measure for our recruits around the globe. However, it is also a great tool to get to know about your team members in the beginning.

As we discussed in Module 3, TIES can help you identify the knowledge and dedication level of your team members. Also, it allows you to divert your team members to paths that are most suitable to them personally.

The other tool we also discussed before in this training is

Roles, Responsibilities and Expectations sheets (called RREs). These sheets can help you develop aims and objectives for your team members, understand their vision for their role and set the expectations right between individuals in the team, and of course, you as the senior leader.

We love RREs in SFL because they do not only keep us accountable to ourselves and to others, but also to track our process within our time in SFL. In a way, they are our diaries. They allow us to understand, reflect and ground our purposes in our team and in SFL. So, please use them frequently and use them widely. You will thank us.

There are also some tricks in SFL that we utilize for leading teams. They are not as direct as the tools mentioned before but they are still very effective.

For instance, getting to know your team members' personality types can be very useful for you in dividing responsibilities and ensuring teamwork within the team. You can use tests such as 16 Personalities Test and other leadership tests online to have a greater insight into your teams dynamics. That can solve some of the implicit disparities between team members or their responsibilities very easily.

Another trick would be keeping your team members' motivation high. Easier said than done, this will be your responsibility to lead your team. Therefore you should make sure that you are having enough regular work meetings. Moreover, you should aim to help and inspire them to be a better version of themselves as individual actors in the liberty movement.

According to the famous organizational psychologist Frederick Herzberg, there are two factors that can feed into

our teamwork satisfaction: motivational and hygiene factors. While motivational factors (such as achievement, recognition, growth) are the main aspects of satisfiers, a leader's duty is to keep the hygiene factors (such as supervision, working conditions, position security) under control to create a good environment for teamwork to flourish. In SFL, we aim to create a better environment for everyone in our family.

Know Yourself

Other aspects of leading a team are often overlooked but in fact are crucial for a group of people to work as a team. The most important is YOU. You as a team leader are the most important part of your team. You should act as a glue between these team members and allow them to grow together--but individually.

For that, you should rely on your emotional intelligence; but always keep a reflective attitude. You should try to empathize with each of your team members and their relationships with each other. You should avoid micromanaging their actions, but still keep an eye on their achievements.

Most importantly, you should listen and give feedback to your team members as much as possible. While they are fulfilling their goals, they can come up with better solutions to some of the problems than we do. Therefore, always listen and give feedback on their achievements, *and* failures, too.

We believe that leading a team is something all SFL'ers learn by example in SFL. Be the example, and be the best team leader you can be!

Action Steps and Delegation

No-one person can be expected to do all things at all times. Failing to make effective plans and delegate responsibilities fairly throughout a team are two of the most common mistakes new leaders can make.

The role of the leader is to have vision - meaning they know what the goals are and they can imagine a creative and efficient way to get there. They can balance creativity with practicality and plot a logical course of action for the team to follow.

But the leader cannot take everything on their own shoulders and expect to get exceptional results. A leader needs to work with their team, to delegate tasks and responsibilities, to communicate expectations, and to hold team members accountable in a fair and constructive way.

As a leader, you will need to take initiative.

In addition to leading projects, managing events, and developing your team mates, you will also have a responsibility to build team cohesion and solidarity.

In a decentralized organization such as SFL, it's important to make an extra effort to be in regular communication with our teams. Sometimes we're located many miles away, in different countries, even on different continents! This geographical distance often means we do not get to meet our colleagues as often as we might like.

We need to make up for this with regular communication.

It's the responsibility of local leaders to make sure they are building a solid team and a sustainable community around them. Regular, productive, and friendly communication is

the glue that holds everything together.

As a senior leader you should be willing to take the initiative to host team calls.

However, your true skill as a leader will come from how you work with your team in delegating important tasks and responsibilities and how you hold people accountable.

Aim to hold a team-meeting at least once every two-weeks.

You should hold more regular meetings if you are working on a big event or campaign. The main thing is to keep everyone informed and in-the-loop, to make sure people know what they get to work on, and that everyone feels like a valued member of the team.

Setting Goals and Action Steps

Whether you are communicating through emails, in person, or on a team call, one of the most important leadership skill you can develop is the ability to create action steps.

Action steps are any activities that a team member can perform that will further the overall goal of the group.

It's not enough to just make a to-do list or have a vague idea of what actions need to be performed. Responsibility for each action needs to be assigned to a team member who will take ownership.

Action steps need to be specific and measurable, they need to assign responsibility and communicate expectations, and they need to serve as a map for all team members.

When mapping out your action steps remember to have SMART Goals.

SMART is an acronym that will help you ensure you are setting yourself achievable goals.

Goals should be **SMART. S - M - A - R - T**

S - stands for Specific

M - stands for Measurable

A - stands for Attainable

R - stands for Realistic

T - stands for timebound

Your goals should be specific and not too generalised. You should be able to track or measure the outcome, e.g. recruits gained, distance covered, percentage shift.

Your goals should be challenging, but not so challenging as to decrease the likelihood of success towards impossible. They should be realistic goals, both in your ability to challenge yourself and your likelihood of accomplishment.

Finally, they should be time-bound and have a specific timeline and deadline by which we can track and measure progress.

Once we have established clear action steps and set out goals, we can begin to move to the delegation phase.

Delegation

The simplest formula for effective delegation of action steps is to list all the necessary actions and tasks, assign a measurement to track the results, give it a reasonable deadline, and assign it to a team member.

In other words, to do X by Y, by Z.

The results of a task (X) should be measurable (Y) and completed within a certain timeframe (Z) before it is assigned to a team-member to perform.

For example, increase recruitment by 20% by April 1st, 2019 - assigned to: Marie Libertas.

Initially, it is a good idea to invite team members to volunteer for certain roles or responsibilities. This helps to make sure volunteers are happy with the work they are doing.

However, as a leader, sometimes it will be up to you to delegate tasks in order to make sure everything will be taken care of.

This can be achieved by using effective requests. Making an effective request means avoiding using unclear, non-specific, language. It means communicating our expectations with clear steps, performance metrics, and deadlines, and getting a commitment from a team member that they will take responsibility for seeing it through.

An example, "Sara, will you please create two spreadsheets to track our registrations and budget by close-of-business this Friday?"

Different tasks may have further sub-tasks. These should be fairly divided amongst your team, taking account of individual skill-sets, interests, and abilities.

No one person should be responsible for all tasks. A mark of a great leader is in their ability to inspire others to action.



ADVANCED RR&ES

Although you should already know what a Roles, Responsibilities, and Expectations document is by now, let's quickly recap before we discuss how to help your team members develop themselves using an RR&Es document.

In our commitment to supporting your self-driven personal and professional development, SFL uses what is known as a Roles, Responsibilities, and Expectations document.

An RR&E is a live document that maps out each person's given role or roles, their specific responsibilities connecting to each role, and what can be expected in terms of achieving those goals or support from SFL. It is important that everyone in SFL adopt specific roles with a defined set of responsibilities along with clear and measurable expectations.

Rather than receiving top-down instructions about what you should be focusing on, an RRE empowers you to decide what you want to focus on and gives you the autonomy to chart your own professional development pathway.

RREs also have organizational benefits. They establish a set of relationships within the organization by informing everyone what we can expect from each other as colleagues or teammates. They also help us determine how we can add the most value in relation to what everyone else is doing.

All Leaders and Staff should have an active and regularly updated RRE.

Your RR&E

You are responsible for pursuing your own professional and personal development goals, but SFL is here to help you.

Your RR&E document serves as a record of an ongoing conversation where you determine your role, your focus, your goals, and agreed expectations.

This gives SFL the information needed to connect you with the best opportunities and advice to drive your growth and accomplish your goals.

An RR&E is flexible and fluid. It will take shape and change periodically and according to needs. It allows you to professionalize by developing new skills and practical experience in areas that matter to you most.

Your RR&E is a declaration of self-ownership and responsibility within SFL. It shows that you have a vision for your own development and a plan on how to get there. And shows that SFL provides the trust and freedom to its leaders for their personal growth in the organization.

As a senior leader with SFL, part of your role will involve working with new volunteers and developing them into effective leaders of liberty. As a mentor, you will show new leaders the way by imparting your knowledge, effective planning, team-management, and achieving your goals.

Crafting an RR&E

An RR&E document needs to be crafted with care and attention. They also need to be presented in a clear and familiar format.

Instead of having blocks of text, an RR&E should be concise and use bullet-points.

Each role should be listed as a heading, followed by a bullet-point list of the agreed responsibilities, and finally note the measurable expectations and realizable goals.

Developing Team Members' RR&Es

As a senior leader you will begin to take an interest in the professional development of your team, guiding them on their path towards becoming great leaders themselves.

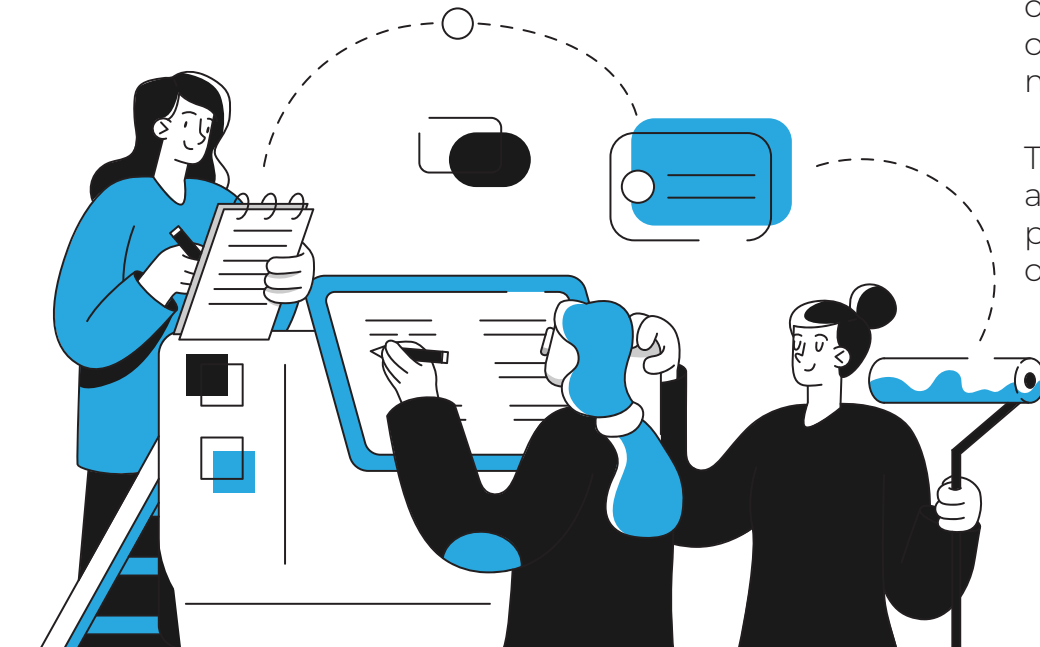
The format is quite simple. It all starts with a conversation.

First, we ask the candidate to reflect on their existing skills and abilities which they think they can use to add value to SFL, along with a list of some skills they would like to develop more.

Next, we ask them to list any role or roles they would be interested in to develop. Examples of such roles might include: national communications coordinator, national events coordinator, outreach coordinator, regional coordinator, blog editor, alumni coordinator, and so on.

Finally, we ask them what sort of support, tools, or opportunities they need from SFL. Then we inform them of any existing opportunities, and set out a clear set of measurable actions steps and expectations.

The information collected on these surveys provide staff and senior leaders with the knowledge they need to host a productive RR&E conversation and accelerate the growth of our leaders and our community.



Agreeing Expectations

An RR&E is only going to be truly effective if there is a clearly defined set of expectations.

These are SMART Goals that have clear action steps and a time-line. Remember, SMART Goals are goals that are specific, measurable, attainable, realistic, and time-bound.

When setting the expectations of an RR&E, the question we should ask is:

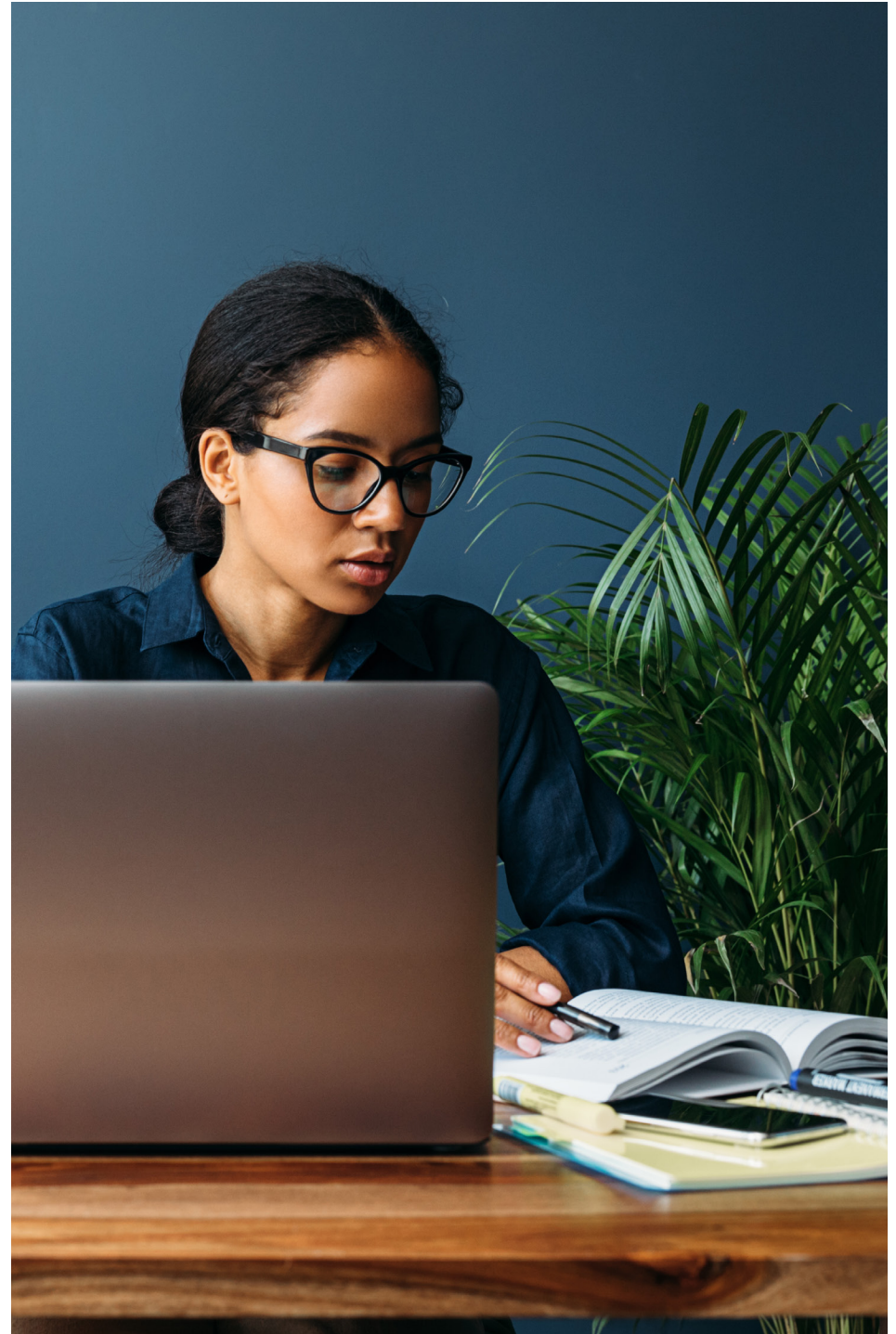
“What measurable actions do you commit to take in the next 3 to 6 months towards realising these goals?”

However, we should keep in mind that expectations work both ways. Make sure that you communicate that expectations are a two-way street and that they can expect the support and guidance of SFL along the way.

Once you have agreed upon a development path, desired roles, action-steps, and finally the expectations you can simply sign-off on the document and save it to a folder on your Google Drive. You will refer back to it anytime you need a quick guidance for your work--as well as when you need to shake off a stubborn procrastination attack.

Also, staff and senior leaders should make sure to check back with volunteers regularly to make sure they are progressing and getting the support they need.

Ideally, an RR&E should be updated every 3-6 months.



STRATEGIC PLANNING

In spite of being mentioned in every meeting, strategic planning still seems like an obscure concept to many leaders.

In this episode, we will dive into the meaning and value of strategic planning, and how you can use it for the performance of your own team.

Simply put, a strategic plan is a coordinated and systematic way to develop a course and direction for your team. In that sense, not having a strategic plan is very similar to going out for a quest without a map with you.

Without a map, you're lost in a highly competitive environment that will inevitably throw challenges your way.

A good rule of thumb is that if there's uncertainty on the horizon, then you need a strategic plan. Therefore, it is crucial for you to have a strategic plan before you start your journey with your team.

Essentially, a strategic plan is the RRE document of your team. It contains the information of the vision and mission of the organization, gauges the team's goals, and gives a purpose to your team to work together towards those goals.

In SFL, we create our strategic plans at the beginning of every new fiscal year, which is the beginning of May every year.

Strategic planning involves every member of the team, however, the decision is finally made by the leader-in case that is you- to be carried out by the team.



Analysis & Decision

You can make use of this Strategic Management pyramid to better manage your strategic planning process.

The first thing you should do before you start your strategic plan is to look back: you should gather information from the past (i.e. past year) and analyze the progress.

After that, you should remind yourself of SFL's vision: A global network of leaders advancing liberty in all aspects of society.

**Then our mission:
Educate, Develop, Empower!**

Based on these, you should develop your own team's strategies to further our vision and mission for people in your scope. This should lead to an analysis phase where you brainstorm about ideas for your team in the next year.

Later, based on that analysis, you should start doing the SWOT analysis for your team.

SWOT is an acronym for strengths, weaknesses, opportunities, and threats. A SWOT analysis provides organizations a situational investigation into their position "in the market". It allows you to spot and name the important aspects, happenings, and adversaries of your actions.

To give an example, an organization's strength could be its ability to attract local students, while its weakness might be an inability to break into college campuses. A local business-owner with ties to campus executives could be facing an organizational situation, giving our local coordinators an opportunity to show their strength and turn this weakness into a threat.

Based on your SWOT analysis, you should develop yearly objectives that advance your goals. Each objective should be as SMART as possible: Specific, Measurable, Achievable, Realistic, and Time-based.

After you develop your yearly objectives, you might break each one down further into short-term goals, which define the actions and objectives for the next three months to get you to your yearly goals. The plans for achieving your short-term goals are going to be your team's action plans.

And from action plans, you should jump into actions!

"A vision without a plan is just a dream. A plan without a vision is just drudgery. But a vision with a plan can change the world."

– Proverb

In the absence of a plan, work still gets done on a day-to-day basis but often lacks a sense of purpose and priority.

To always remind your team members of our purpose and the priorities of the team, you can effectively use strategic planning and reach your team goals.

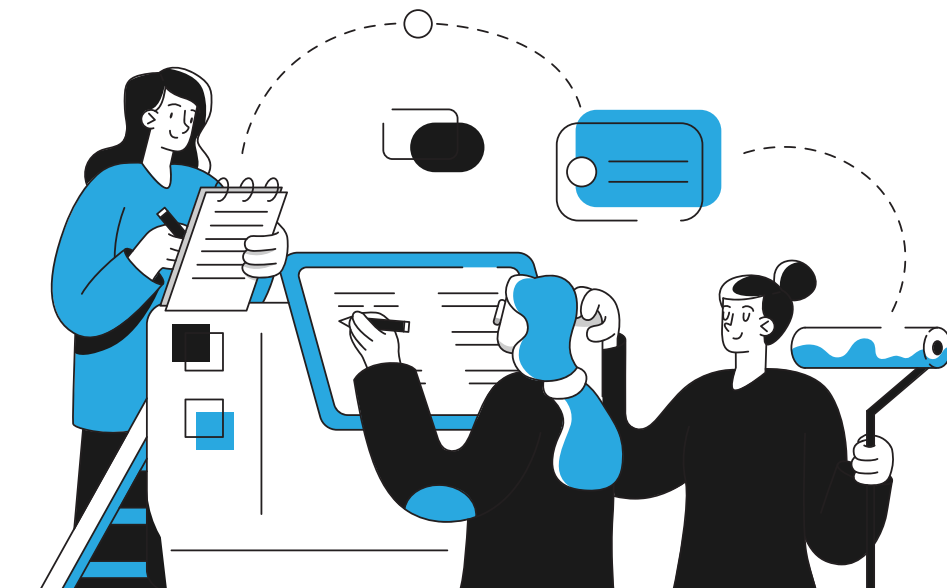


NETWORKING

Networking is essentially the mutually beneficial exchange of information between two people. It brings people together in order to achieve common goals. It is about giving value and receiving value in return.

Networking is a very important part of what we are doing in SFL because it allows us to promote SFL to new students, connect our leaders with each other, and to meet potential speakers and donors.

In this lesson, you will learn about the lost art of effective networking and improve your skills and point of view towards networking.



Mindset

One of the most overlooked aspects of a good networking is to have the right mindset to start with. You should understand that networking is an activity that benefits both of the parties, and act accordingly.

The best networking comes from genuine relationships, not a business card exchange. No matter whom you're trying to build a relationship with, treating that person as a friend rather than a business contact will take you much further with the relationship.

So, think about how you would approach a potential friend. Find something you have in common with, keep it light, make jokes, and above all, show that you care.

In SFL, on top of the mentality, we also have a general rule of networking: Party with a Purpose! It is the “SFL way” of networking. It suggests you to keep the networking and connecting mindset at all times, but especially in events.

We all know that events are exciting. You meet with your friends from SFL, professors, entrepreneurs, donors, politicians, and many more. “Party with a Purpose” tells you that you should approach with the networking mindset and maximize the value you get out of them.

One feature that all the best networkers possess is that they have the abundance mentality. A person with the abundance mentality believes that there is always more of everything in life, whether that's money, relationships, resources, opportunities, and so on.

Alternatively, someone with a scarcity mentality lives in fear

that they are going to lose their time or money by investing in someone else. In SFL, we do not support the scarcity mentality.

It leads to thinking small and short-term, focusing on immediate gains, and beats the SFL way of partying with a purpose.

Be a good SFL'er, have the abundance mentality, party with a purpose, and maximize the value for everyone--first of all, for yourself.

Before the Event

To party with a purpose, you need to settle your goals and your roadmap before the event. This preparation process will help you clarify your vision, and make you feel more at your element while you are talking to your target audience.

How to settle your goals? Ask yourself. What is your dream job? How do you envision your future? What do you need to be doing to be the most fulfilled, happy and driven version of you?

Write down what your goal is for five years from now. Then write down what goal you need to hit one year from now in order to get you closer to your five-year goal.

Finally, write down what goal you need to hit 90 days from now in order to get you closer to your one-year goal. Make sure you take every step to make your short-term goal real. Act with a purpose. Then party with a purpose.

After you settle your goals, it is also crucial for you to have a roadmap. You should identify the people that you need to connect in order to achieve your goal.

They can be mentors, potential business partners, or your potential agent. Make sure you know their names and have an idea about their professional lives.

Next step is to decide on your talking points. Would you like to tell them about a project? A business idea? A book? A think tank? Make sure you have all of your talking points and make them interesting by following the advice on the previous lesson, "Telling Your Story".

Now you have all the information about what you should do before a networking event! Let's proceed to the tips and tricks for what to do during the event.

During the Event

You wrote down your goals, identified your target audience, made your research about them, and you are ready to take off. Now you need to meet those people and cash in the effects of your hard work!

First thing you need to remember is that your target audience is also human. As much as they are in the event for networking as well, you should consider that they would like to foster real connections rather than just building up a stack of business cards at the end of the event.

Ask insightful questions and get the other person thinking. You can know a lot about a person by the quality of the questions he or she asks. They will know, too.

Pay attention to their answers. In our smartphone era, paying attention is a demanded "skill" many of us lack. By simply maintaining eye contact, making an extra effort on remembering their names, listening attentively and responding with relevant questions, you're separating

yourself from the rest of the pack and are well on your way to fostering a genuine relationship.

Tell your own story. As we covered in the previous lesson, stories are the most advanced tools that humans invented. Everyone has a story to tell. Start with yours and let them know about your passion. This will allow the conversation to have a more relaxed and personal tone than a project pitch.

To discover the other person's story, ask thought-provoking questions. You can start with this: "Who is a special person in your life who influenced who you are today?" It's a personal question and will help others to open up.

Listen. Ask good questions. Tell your story. Build a human connection.

Meanwhile, also show them the SFL culture. In SFL, we host a wide array of pro-liberty ideas. Seek a common ground for discussion rather than focusing on the differences.

Show them that in SFL we aim at asking better questions to understand the core of their ideas. By doing that, you not only put yourself in a category of someone that thinks differently, but you force the other person to think in a new way that helps him or her to grow.

After the Event

One of the most important aspects of networking is the follow-up process. Following up to see how the introduction went, or randomly following up a few months later with no agenda will not only help you maintain your connections, but foster the relationship to a different level.

In a world of "take take take", being able to show that you care about someone as a friend will put you in a whole different category with any of your connections.

Remember the point is to connect with each other for impactful new ways to advance liberty and incorporate cool new people into the liberty network!



SUSTAINABLE ACTIVISM

In this lesson, we will not talk about the sustainability of your own activism. Because you, as a changemaker, have to go through a lot of stages to be persistent on your cause of a freer future around the globe.

The Change-Maker's Burden

Every social change movement has their own external enemies; but they also have an internal enemy. That internal enemy is the feeling of despair.

So a changemaker always has a gnawing, repetitive, low-level fear and hopelessness that accompany the struggle for a deep-rooted social change for their own community. That tension can create the feeling of despair.

Also, it is a common mistake for a changemaker to have unrealistic hopes for the future. That might be based on the denial of reality or lack of information, or it can be based on the changemaker's "all or nothing" mentality.

Combining these two opposing aspects of being a changemaker, it is an understandable reaction that some of these individuals feel like they are burnout after some years.

University of California sociologist Deborah Gould suggests that emotions are a crucial part of any social or political movement. Therefore, they need to be taken into account. In SFL, we are also aware of this.

To tackle this problem, especially with our long-term successful volunteers like you, we are developing an

emotionally-intelligent culture in SFL.

However, you might still experience this emotional burnout. If you are questioning whether you do, you should look for these signs:

- Difficulty in making decisions
- Not being able to stay focused
- Loss of sense of purpose and energy
- Pervasive feeling of hopelessness

If you can detect these signs, you might be suffering from a changemaker's burnout. These signs need to be taken seriously and should be addressed immediately.

In the following, we will share the best practices to avoid burnout for advanced changemakers like you.



Activism

There are various ways of being smart about your actions as a leader and changemaker. It is crucial for you to incorporate these smart ways to your leadership in SFL, and influence others to be smart about their journeys as a SFL'er as well.

Here are the four pillars of an emotionally-intelligent group of changemakers to avoid burnouts:

1. Cohesive group

Creating a cohesion between the team members also creates the meaning for individuals to continue the fight. Most team members report that cohesion created the immediate sense of solidarity for the cause. In this case, a freer future.

Your duty is to create the cohesion between your team members--not only for them, but also for yourself. A supportive and understanding team is always a plus when you are fighting the demons of paternalistic policies!

2. Awareness

For many social activists, what they are doing was inevitable: they had seen a wrongdoing, and they had the urge to change it.

It is the same for SFL'ers. We become a part of this organization because we believed that there is something for us to change in the world, and SFL is the place to do it.

Being an active political changemaker usually means that the issues we are passionate about are on our minds 24 hours and 7 days a week. Oftentimes, we do not realize the burdens of choosing this path.

Therefore, we should foster activities to release the weight of that sort of burden in teams, and also individually.

Activities such as spending time outdoors, in nature, with family and friends can make a huge difference for team members. And you.

3. Sense of belonging

Along the similar lines with creating a cohesion within the team, creating a sense of belonging is also one of the pillars of an emotionally-intelligent changemaker culture.

In SFL, we are not only separate individuals that come together for a joint mission. We are a family. We promote our brand by raising our own culture of caring, responsive, and inclusive. We as individuals create our own sense of belonging in SFL.

Differently from cohesion, sense of belonging does not completely rely on other individuals. Anything that reminds you and your team members why you belong here can be effective.

For these purposes, we use SWAG materials in our events, and create an informal institutional memory with photographs and socials after our events. You can also create it for your own team with similar tools.

4. Accept vulnerability

This time, vulnerability is not about our personal one. It is about the vulnerability of our role as changemakers.

The world is changing at a fast pace, and many people are working in their own scale to bring about a better world to live for themselves.

We as changemakers are not responsible for everything that is happening in the world. Therefore, we should accept the vulnerability of our role as a changemaker in our society, or around the globe.

Whatever your cause may be, it will not happen in a day. You should focus on consistency and sustainability of your actions.

Sustainable activism is an important part of your journey as a changemaker. In SFL, we do our best to ensure you learn how to be a good changemaker, and a team leader. If you follow these steps, you should be able to balance your activism and leadership in your life.



INFLUENCE & INSPIRE

In the 21st century, we know that influence is power. No matter who you are, where you work, or what your goals are, achieving more influence is essential for success.

Gaining influence on a team can help you work together more effectively. Gaining influence in a supervisory position can make you more respected and appreciated. Gaining influence in a meeting can make your voice more likely to be heard and acknowledged.

Influence has countless advantages, but gaining that influence, like learning a skill, takes time and effort. Fortunately, there are many strategies you can use to cultivate this characteristic.

In this lesson, you will learn about useful strategies to build your influence based on your work and experience in SFL, and use it to inspire the next generation of volunteers in our family.

Let's start with some powerful techniques to influence people professionally.

Influencing Techniques

Everything that we do hinges on our ability to connect with others and formulate deep relationships. For that, you can resort to some of these techniques and advice to build lasting influence.

To influence people in a positive way, first of all, be authentic. Discover your unique take on an issue and then live up to and honor that. People instinctively appreciate people

whose public persona matches their private values. So, be authentic and stand for the principles of liberty you live by.

Another genuine advice is to become an authority in the area in which you seek to lead others. Research and read everything you can about the given topic, and then look for opportunities to put your education into practice.

You can argue over opinions. You cannot, or better, should not argue over facts. SFL fosters the culture of respectful discussion among individuals and it relies on the influence of educated opinions of our leaders and friends of SFL!

In SFL, we know that testimonials and success stories are incredibly powerful. Your stories are the pushing power of this organization. We create impact and influence through your stories.

Similarly, if you want to influence people, you should tell stories. Your stories should be related to the issue or concept you are discussing. You should use the methods and practices that we covered in the previous lessons about storytelling.

Also, it is incredibly inspiring to watch passionate, talented people at work. In SFL, we are very lucky to have many examples of passionate volunteers changing their society for a freer future!

In SFL, we build our culture and family by not enforcing our rules, but leading by example. You have been a great representative of this example, and you can continue influencing the next generations of SFL'ers by continuing to be a great example of our mission of "educate, develop, empower!"

Inspiring Others

The line between influencing and inspiring is thin, but not invisible. We influence people with our consistency in work and our attitude. But we inspire them with our enthusiasm for our passion.

People feel inspired when someone conveys an optimistic vision of the future that makes sense to them, and on what that vision can mean to them. They make that vision their own very fast and fully, and they strive for it.

People are also inspired by those who can resist the temptation to be negative and don't pay heed to those who gossip to hide their own frustrations -- those who see only bad in others inspire no one, they achieve nothing, they are worth nothing.

They are inspired by those who celebrate the success of others because this is how great leaders show their own strength and greatness. People enjoy those leaders' company and they give them that much needed energy to power through the hard work.

Lastly, people are inspired by the boss or leader who is capable of showing his or her vulnerability. They can relate to that person immediately. When they can relate their weaknesses to the leaders', new confidence brings out the best in them.

SFL is full of individuals who keep inspiring and helping each other build new initiatives around the globe. You are also a part of it. Give as much as you take, and remember that our volunteers are the reason behind SFL's success. You are our inspiration!

SFL is a big family that can fit different ideas, individuals, and motivations under its tent. There is one thing that unites us under that tent: our passion for a freer future.



TOOLS, RESOURCES, POLICIES

As a senior leader with SFL you will be expected to know about the various tools and resources available to leaders, along with our specific policies and procedures.

All leaders should be able to come to you directly for answers about these topics.

Tools & Resources

Our primary tool for day-to-day business is Google. This includes G-Mail, Meet, Hangouts, G-Suite, G-Drive, and so on. These tools are very useful, comprehensive, and collaborative.

We do not have space on this training to explore all the Google apps we use at SFL, but you can develop your knowledge and skills yourself by checking out Google's tutorials.

We need to maintain a friendly tone and professional etiquette while using SFL's communication tools. We also need to realize that others will view us as representatives of SFL, so we also need to be conscious of what we post on social media, aiming to be respectful and courteous at all times.

Every region of SFL has their own resources document which lists all the ways SFL can support your local activities. From funding and campaign management, to leadership retreats and graphic designs.

You will also find details of your local staff-members and their responsibilities at the end of the Resources for Coordinators documents.

Always feel free to contact any member of staff for assistance. This can include anything from advice about campaign management, physical materials like books or t-shirts, funding requests for events, team issues, partnership opportunities, recommendation letters, and so on.

For reimbursement requests, we use a platform called Expensify.

Make yourself familiar with these resources and be ready to help and advise newer leaders about the tools and support available to them.



Policies & Procedures

SFL has a number of policies and procedures which all SFLers are assumed to adhere to. We each have a personal responsibility to make sure that we are aware of the current policies and be able to communicate these to our colleagues.

In addition to the Coordinator Handbook, which outlines the general role and activities of an SFL volunteer, SFL also has a Leader Policy Handbook, which outlines the scope of our actions and a leader's relationship to SFL in more detail.

It's important that you read this entire document and become familiar with its contents.

Pay particular attention to SFL's Travel Policy, our Reimbursement Policy, and Social Media Policy.

New volunteers will look to you for guidance, and this means you will need to provide answers to their questions.

You will need to know what to tell them if they ask how to set up an event, or how to launch a new campaign, or how to host a tabling on campus.

You will need to teach them how to follow SFL procedures, how to properly apply for funding, order swag, participate in trainings, get reimbursements, and attend leadership retreats.

And so it is essential that you know about our Tools, Resources, Policies, and Procedures.

If you are ever in doubt, please raise your questions or concerns with a local staff member who will be able to provide you with the most up-to-date information.

Additional Resources

There are other platforms that you can use and SFL'ers find useful as well. For example, Trello is a great application that can allow you to organize yourself and your team based on their tasks.

Also, Monday and Slack are some other app-based options that gives you the freedom of managing based on different projects online.

You can also create Pocket accounts for the whole team to exchange and share readings offline for some upcoming projects, reading groups and everything else.

If you have any suggestions for additional resources, please feel free to reach out to us and we will add them to the resources list at the description of this video.



MySSP: Confidential Counseling and Student Support Service

Students For Liberty understands the pressures of student life and the demands of being an activist for liberty. SFL aims to do all we can to support our volunteers. Burnout is real, and life throws its challenges at all of us. We could all use some extra support from time to time, and SFL has made the following confidential support service available to all our volunteers.

My Student Support Program (My SSP) is an international and confidential support service that connects students with mental health support services and professionals. My SSP is available in 160 countries and supports 150 languages, so there's a good chance you can connect with a professional who speaks your language and understands your local context.

My SSP can help address common concerns such as:

- Adapting to a new culture
- Being successful at school
- Relationships with friends and family
- Stress, worry, sadness, loneliness

Step 1. Download the App

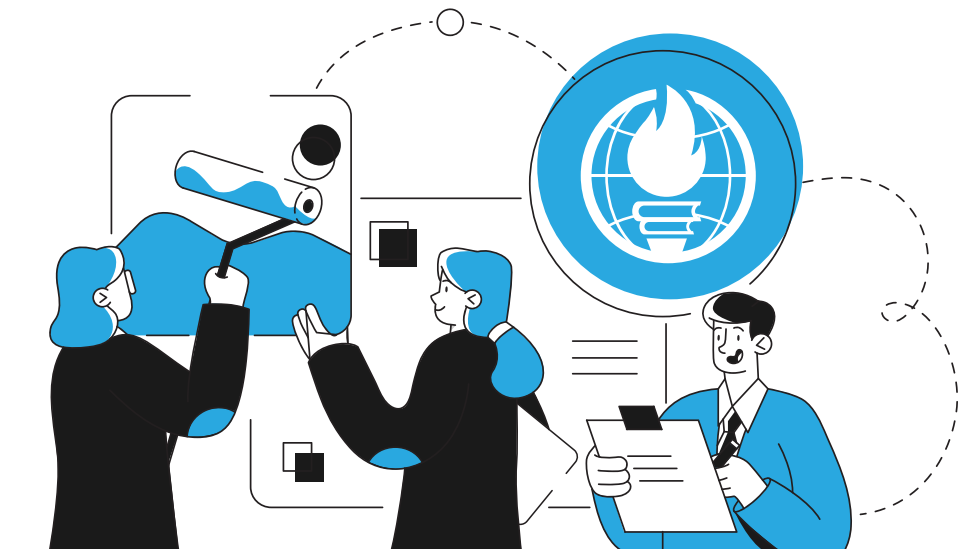
- Download My SSP App and install on your device
 - Android Play Store (Or Android Direct Download)
 - iPhone App Store
 - You can also login on the website: <https://www.myssp.app/>

Step 2. Set up My SSP

Step 3. Check Out the Available Services

For more information read SFL's MySSP handbook here:

<https://courses.learnliberty.org/wp-content/uploads/2021/11/SFLs-Short-Guide-to-MySSP-My-Student-Support-Program-1.pdf>





www.StudentsForLiberty.org