



Exercise 1 – Introducing Terms and Definitions

Methodology:

This exercise will help guide the group in understanding the New Tactics Methodology terms in order to prepare them to use them throughout the Strategic Effectiveness method process and in their advocacy work.

Objectives:

1. Develop a shared understanding of the language and key terms used in the New Tactics methodology.
2. Provide the framework and foundation for strategic and tactical thinking, and the New Tactics Strategic Effectiveness Method.

Getting Ready:

This exercise will take approximately **40 minutes**. You will need to review the Key Terms for Understanding New Tactics Methodology, with a special emphasis on 3 to 5 terms: advocacy, strategy, tactic, vision and problem.

Facilitation Note:

Be sure to use 3 to 5 concepts for the exercise depending on the participants' number. Priority terms are advocacy, strategy and tactic; for larger groups, add vision and problem.

The Group Exercise Process: (25 minutes)

1. (5 minutes) Distribute the participants into 3 or 5 groups by having participants number off. NOTE: The ideal group size is 3 to 5 people per group.
 - Explain to participants that each group will receive a concept for their group to reflect on and determine a definition to share in the plenary session. Explain as well that there might be some disagreements on the definitions of some terms. Those disagreements should be highlighted during the presentation of the groups' work in the plenary session.
 - Distribute ONE flip chart paper for each group.
2. (20 minutes) Participants have 30 minutes to discuss their term and provide a definition to offer to the plenary. Be sure to rotate among the groups to see how their process is going. Give the groups a 10 minute warning to be sure they have time to prepare their presentation to the plenary.



Presentation of Small Group Definitions: (10 minutes)

3. Provide each group with 2 minutes to present their definition and to highlight any points of disagreement that remained for the group.

Brief Presentation (10 minutes)

4. Based on the outcome of the working groups, and using the mountain picture, the trainer will present the definitions used by the New Tactics methodology, with special emphasis on advocacy, strategy and tactics. This will be an opportunity to highlight the links between advocacy and the importance of having an effective strategy and tactics in order to reach your organization's advocacy goals and objectives.
5. After finalizing the presentation of the definitions and reaching a minimal agreement with the participants, the trainer introduces the "3 sources of Sun Tzu's knowledge" and the "Five Steps Process to Strategic Effectiveness".

Reflection and Sharing: (5 minutes)

6. Ask the participants about their experience. Possible Discussion Questions:
 - What was their experience doing this exercise?
 - How do they see the understanding of these terms helping their work and efforts?

Source: This exercise was originally developed by Eman Nimri for the New Tactics in Human Rights Training Workshops in Amman, Jordan and adapted by Julien Courson for New Tactics workshops in Egypt and Tunisia in 2012.

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Exercise 2 – Matching Terms and Definitions

Methodology:

Use the previous exercise, “Introducing Terms and Definitions” to build the initial base of understanding among the participants. This exercise provides an opportunity for a quick review of the terms used in the New Tactics Strategic Effectiveness Methodology in order to help them to use the terms throughout the processes and in their advocacy work. The exercise is brief and energizing. It allows for each individual to find another individual who completes the term: either providing the term name or having the definition for the term.

Objectives:

1. Develop a shared understanding of the language and key terms used in the New Tactics methodology.
2. Provide the framework and foundations for strategic and tactical thinking.
3. Provide the framework to the Strategic Effectiveness Method.

Getting Ready:

This exercise will take approximately **15 minutes**. You will need to review the Key Terms for Understanding New Tactics Methodology; and prepare a set of terms and their definitions, each written (or printed) on a separate A4 paper in large letters; flip chart paper; marker pens.

Facilitation Note:

This exercise can be used to help participants review terms in a fun and energizing way. This is a good reminder based on the previous exercise “Introducing Terms and Definitions”. Be sure to lengthen the time if using this exercise to introduce the terms in order to give participants more time to find their “pair”. Otherwise, keep the time frame short to create energy and challenge.

Be sure to have enough terms and definitions for each person in the group to find the right “companion”. If you have a small group, be sure to highlight the terms that you did not choose for the exercise so the group can gain understanding of the terms.

The Group Exercise Process:

1. (2 minutes) Distribute the A4 pages of terms and definitions.
 - a. Explain to participants that each will receive a piece of paper. Some will have only the specific term, and others will have a definition. Each person needs to look for its “companion” – either the specific term or the definition that matches it.
 - b. Distribute ONE sheet of paper for each participant.

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- (5 minutes) Each participant will find the person in the room who has the sheet of paper that complements his or hers. For example: if someone has a term such as “strategy” they need to look for the person that has the definition of “strategy”. When each person has found their “pair” they take time to read their cards together and discuss this term together.

Example of 4 sheets of A4 Paper

TERM	MATCHING DEFINITION
<i>Tactic(s)</i>	A specific action or combination of actions taken to affect a given situation. Tactics are how you move a strategy forward.
<i>Vision</i>	A source of inspiration that focuses on how the world can be in the future.

- (5 minutes) When all participants are paired up, ask each pair to read their cards out loud to the others.

Reflection and Sharing:

(3 minutes) Possible Discussion Questions:

- What was their experience doing this exercise?
- What clues did they use to find their “pair”?
- What do they need to better understand these terms?

Source: This exercise was originally developed by Faisal Abu Sondos for the New Tactics in Human Rights Regional Training Workshop in Amman, Jordan in October 2010 and adapted by Julien Courson for New Tactics workshops in Egypt and Tunisia in 2012.

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