



# COLLECTIVE ACTION TOOLKIT

Part of frog's commitment to social impact, the Collective Action Toolkit is a set of activities and methods that enables groups of people anywhere to organize, collaborate, and create solutions for problems affecting their community.



# MAKE CHANGE

## What is this toolkit?

The Collective Action Toolkit was created to help bring groups together to accomplish a shared goal. It consists of an action map and activities six areas. These activities offer different ways to develop solutions to make change happen in a community or organization.

## Why do people use it?

Many groups are looking for a creative process to help them solve challenges. The CAT provides a framework that offers guidance just when you need it. Your team can decide exactly which activities you need on your own terms.

## When should I use it?

No matter what size of problem you're looking to solve, the activities here can help your group investigate and generate solutions for community problems. For example, you might want to help people around you get access to healthier food, reduce how many people are becoming sick because of an infectious disease, construct a new building, or start a small business.

## What do I get?

The CAT gives you an accessible process to help your team make change happen. Whether you use one or all of the activities, you get to build skills, gain knowledge, and solve challenges collectively. The CAT can help your team improve a variety of skills: critical thinking, listening to others, asking better questions, generating ideas, creating better stories, and inspiring and sustaining collective action. By bringing together what you know and who you know, you can better support each other in your group and beyond.

## Who else is using it?

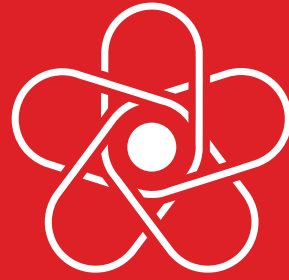
We've heard from designers, educators, non-profit organizations, governments, businesses, and others across the globe. They are using the CAT to build better teams, learn about people's needs and in turn, create better solutions that make a difference in their communities and organizations.



[frogdesign.com/CAT](http://frogdesign.com/CAT)

Goals change over time, based on how we learn and grow as people. While you will start by setting a shared goal, your group will continuously return to the center of the action map. From the center, you'll be able to assess what you've accomplished and see what still needs to be done.

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# CLARIFY YOUR GOAL

Agree on the problem you're trying to solve and what goals you want to achieve. This activity area is critical to your group's success, as your goals may change depending on what you learn here.

## CLARIFY ACTIVITIES

### RIPPLE EFFECT

Decide what kind of impact you want your group to have—from improving people's lives in your community to changing your country or the world.

### DEFINE YOUR PROBLEM

Define the problem your group wants to tackle and establish key questions to answer along the way.

### FIND TRUE NORTH

Agree on the goals your group wants to achieve and when you want to achieve them.

### CHECK YOUR GOAL

See if anything has changed about your group's goals and make adjustments.

## CLARIFY YOUR GOAL / THINGS TO KEEP IN MIND

### Keep a visual record of how your goal evolves

Remind your group of their goal and how they're moving towards it by visually documenting the process. Hang things up on the walls, keep stacks of paper with old drawings, and photograph your time together. This will serve as a record of your progress and as inspiration for future work.

### Stock up on the right supplies

Most activities in this toolkit require no more than paper and pens. However, there are suggestions for extra supplies that may help your group use your time more effectively.

### Be aware of your shared values

Openly discuss with your group what's important to you and how you like to work, so there aren't big surprises when you take on big challenges.

### Identify your learning

Filling out a Learning Card can help your group to assess what you've learned or determine next steps after each activity or section of the action map.

### Make sure you're having fun

Things may become very serious while your group is working, so remember to laugh and celebrate along the way. You're accomplishing great things!

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## SUGGESTED SEQUENCES

Define your goal when your group meets for the first time:



# RIPPLE EFFECT

Decide what kind of impact you want your group to have — from improving people's lives in your community to changing your country or the world.



## TIME

30 min. for a team of 3 people; add 5 mins. for each additional person

## ROLES

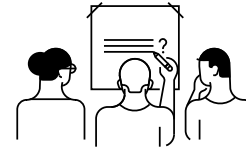
Participants  
1 recorder  
1 facilitator

## MATERIALS

Printer paper and pens  
Optional: camera, markers

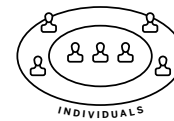
## ► WHERE TO NEXT?

Try another Clarify Your Goal activity like 'Define Your Problem' to better understand the problem you want to solve.



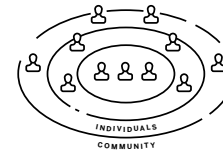
### 1. Divide into teams

Form teams of three. Hand each team a piece of paper and ask them to write the problem they're trying to solve at the top. Then draw a circle in the center of the page that contains the names of the group members.



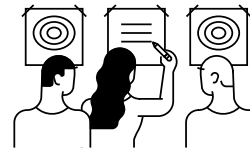
### 2. Write the effects on individuals

Have each team imagine what would happen if their problem were solved. Then write around the first circle the effect that would have on those closest to them (family, coworkers, or friends). Draw a larger circle around these names and label it 'individuals'.



### 3. Write the effects on community

Add another circle and label it 'community.' Again, imagine if your problem were solved, and write down the effects that would have on the community. Draw as many circles as you need for effects on your city, nation, or the world.



### 4. Share the Ripple Effects over time

Have the teams post their papers and discuss the similarities and differences. Choose a circle to focus on and the effects you'd like to see. Write these on a clean sheet of paper along with a timeline of when you'd like to see this happen. Put this sheet on the wall so the team can use it later.

# DEFINE YOUR PROBLEM

Define the problem your group wants to tackle and establish key questions to answer along the way.



## TIME

45 min. for a team of 3 people; add 5 mins. each additional person

## ROLES

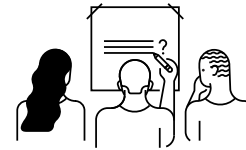
Participants  
1 recorder  
1 facilitator

## MATERIALS

Printer paper and pens  
Optional: camera, watch  
markers

## ► WHERE TO NEXT?

Try another Clarify Your Goal activity like 'Ripple Effect' or 'Find True North' to understand the impact you'd like to have with this project.



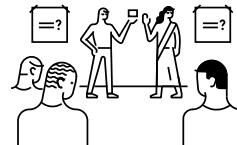
### 1. Divide the group

Get into teams of three. Hand each team a piece of paper and ask them to write the most important problem their group is trying to solve, and one to three key questions the team needs to answer to tackle this issue.



### 2. Plan a short scene

Give each team 10 minutes to plan a short scene that explains the problem to the other teams. Teams can use whatever items are around to help with their scene.



### 3. Perform for the group

Have each team perform. After each performance, have the audience guess the problem they tried to illustrate. Ask each team to read aloud and pin up their problem and question sheet.

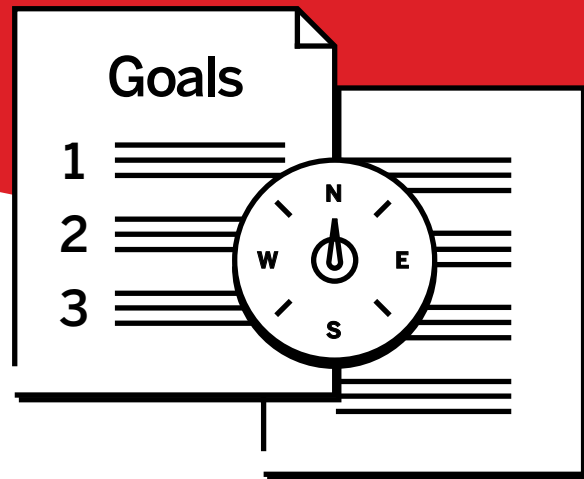


### 4. Draw a star on the most important problems

After every team has gone, ask everyone to draw a star next to the problem they feel is most important. Discuss the problems that received the most stars. Then agree on the problem and key questions the project needs to address.

# FIND TRUE NORTH

Agree on the goals your group wants to achieve—and when you want to achieve them.



## TIME

45 min. with a team of 5 people; add 3 mins. for each additional person

## ROLES

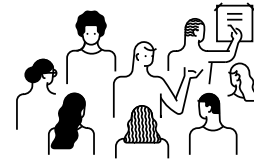
Participants  
1 recorder  
1 facilitator

## MATERIALS

Printer paper and pens  
Optional: camera, markers

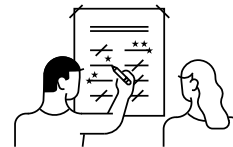
## ► WHERE TO NEXT?

Try Build Your Group activities like 'Skill Share' to identify the resources you'll need to reach your goals.



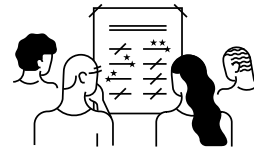
### 1. Stand in a circle

Have each person stand in the middle of the circle, one at a time, and say what they want to achieve with this project. Write everyone's answers on a large piece of paper.



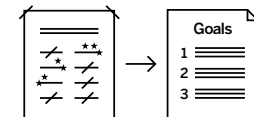
### 2. Put a star on your top choices

Once each person has spoken, give everyone a pen and ask them to put a star next to their first, second, and third choices for possible project goals.



### 3. Discuss the goals not selected

Look at the statements that didn't receive any stars and talk about why no one voted for them. Record any new ideas and then cross out those statements on the paper. You can combine or edit people's sentences to better capture their ideas.



### 4. Prioritize the goals

The statement with the most stars is your primary goal, the second-most stars your secondary goal, and so forth. Write your goals on another sheet of paper. Then work with your group to establish the timeframe for achieving these goals.

# CHECK YOUR GOAL

See if anything has changed about your group's goals and make adjustments.



## TIME

45 min. with a team of 5 people, add 3 mins. for each additional person

## ROLES

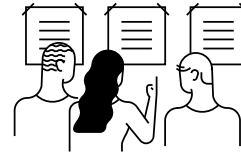
Participants,  
1 recorder  
1 facilitator

## MATERIALS

Printer paper and pens  
Optional: camera,  
markers

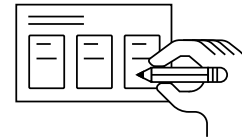
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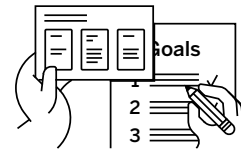
### 1. Reflect on what you've done

Look at the output of all the activities you've done since the last goal check point and reflect on what your group has learned.



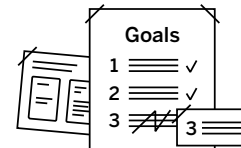
### 2. Fill out a Learning Card

Use a Learning Card to record what your group has accomplished so far. Include the activities you completed and any important information or key insights your group learned.



### 3. Compare your learning journey

Discuss what you learned about your group's goals. If your goal is still the same, continue on to another activity. Write your next steps on the Learning Card.



### 4. Update your goals

If your team feels that their goal has changed, write how you came to that decision on the Learning Card. Try another Clarify Your Goal activity to find your group's new shared goal. Put this new goal up on the wall for people to see when you meet.

### When you've completed this activity area:

Review the goal and assess your current group's abilities. If you need add new members, try an activity like Rings of Connection to see who others might know.





CLARIFY YOUR GOAL

## LEARNING CARD

Record what your group discovers and map your progress as you use this Toolkit.

### WHAT WE DID

Activity names in the order we completed them

### WHAT WE LEARNED

Key insights from the activities

### WHAT WE'RE GOING TO DO NEXT

Next activity, clarified goal, shifts in the approach



CLARIFY YOUR GOAL

## LEARNING CARD

Record what your group discovers and map your progress as you use this Toolkit.

### WHAT WE DID

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### WHAT WE LEARNED

Key insights from the activities

### WHAT WE'RE GOING TO DO NEXT

Next activity, clarified goal, shifts in the approach



# BUILD YOUR GROUP

Bring together people in your community, identifying their unique strengths and their commitment to your cause. These activities will help people in your group better understand each other and help you reach your shared goals.

## BUILD ACTIVITIES

### SKILL SHARE

Encourage your group members to share their unique skills and determine what other skills they may need to reach their goals.

### KNOWLEDGE HUNT

Find out what you already know about your group's challenge—and what else you'd like to learn.

### WHO INSPIRES US

Identify people in your community and beyond that inspire your group and could help with your challenges.

### RINGS OF CONNECTION

Discover which people in your community can help your team with specific issues.

## BUILD YOUR GROUP / THINGS TO KEEP IN MIND

### Respect people's uniqueness

Encourage different points of view. Part of the joy of spending time with other people is celebrating their differences as much as their similarities.

### Be mindful of their time

Spending time with your group can be fun and rewarding. But as a leader, set healthy boundaries for meetings and how the time will be used.

### Provide constructive feedback

Build on each other's input. Say "yes, and..." rather than "yes, but..." Free exchange of ideas thrives on this kind of feedback.

### Make conversation visible

Designate someone from your group to capture information and ideas that come up in your group meetings. Then share this with the group to fuel inspiration.

### Ask what to improve

Ask your group what went well and what could be made better for the next time you get together. Everyone in the group will feel like they've been heard.

## SUGGESTED SEQUENCES

To grow your team:

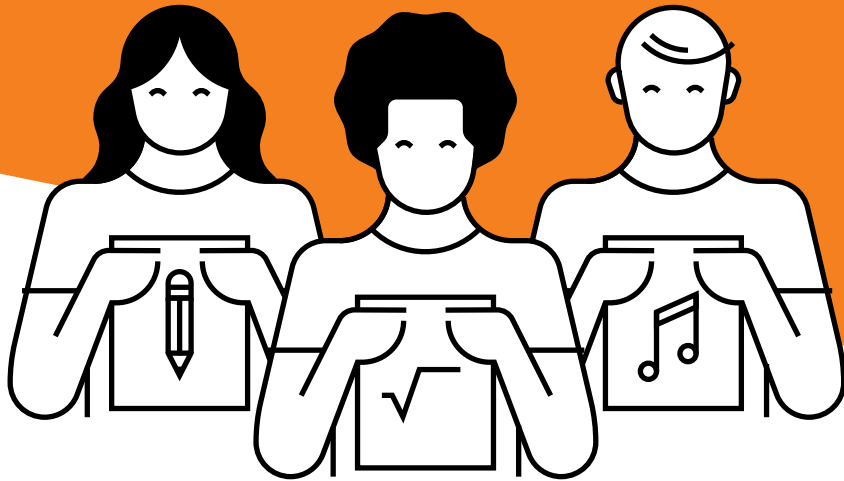


To quickly get to know your team mates:



# SKILL SHARE

Encourage your group members to share their unique skills—and determine what other skills they may need to reach their goals.



## TIME

45 min. for a team  
of 5 people

## ROLES

Participants  
1 facilitator  
1 recorder

## MATERIALS

Printer paper, pens,  
and camera  
Optional: stickers,  
photos, markers,  
colored paper

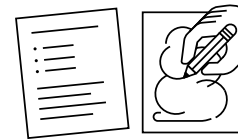
## ► WHERE TO NEXT?

Try another Build Your Group activity like 'Rings of Connection' to determine who your group members might know with the desired skills.



### 1. Hand out two sheets of paper to everyone

On the first sheet of paper, ask people to write their names at the top and then list the skills and talents they have that are relevant to solving the group's challenge. Also list one recent accomplishment.



### 2. Create something

With the second sheet of paper, ask people to create something that expresses who they are and what they like. They could create a drawing or a collage. Group members could also make a skit, a dance, sing a song about themselves, and so forth.



### 3. Share your skills

Ask each member to share their pages. Take notes about what they share, and consider taking pictures especially if you group intends to add new members in the future.

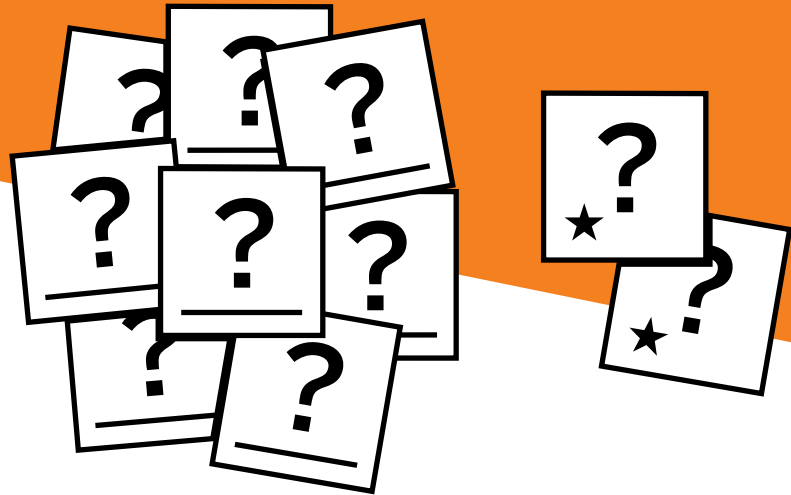


### 4. Assess skills and needs

Once everybody has shared, ask people to put up their two sheets of paper on the wall. As a group, discuss the papers and write a new list of the skills your team has a lot of, as well as the skills you still need. Keep this visible where you meet, so group members are reminded of these skills.

# KNOWLEDGE HUNT

Find out what your team already knows about your group's challenge— and what else you'd like to learn.



## TIME

45 min. with a team  
of 5–10 people

## ROLES

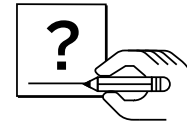
Participants  
1 facilitator  
1 recorder

## MATERIALS

Printer paper and pens  
Optional: tape, pins,  
camera, markers

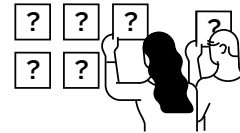
## ► WHERE TO NEXT?

Try another Build Your Group activity like 'Rings of Connection' to determine who your group members might know that have the information you need.



### 1. Give everyone a sheet of paper

Ask each person to write down a question, big or small, that is relevant to the group's problem. Limit the group to one question for each sheet of paper.



### 2. Pin up the questions

After everyone has written down a question, pin or tape up all the questions. If you don't have enough wall space, you can spread them out on the floor.



### 3. Answer the questions

Have everyone walk around the room and respond to as many questions as they can by writing their answers directly on the pieces of paper. If someone thinks of a new question, write it down and add it to the others.



### 4. Share and prioritize unanswered questions

Read all the questions and responses aloud to the group. Identify important questions the group still needs to answer by putting a check mark or star next to them. Make a list of these questions and decide how the group can answer them.

# WHO INSPIRES US

Identify people in your community and beyond that inspire your group and could help with your challenges.



## TIME

40 min. for a group of 5 people

## ROLES

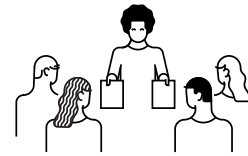
Participants  
1 facilitator  
1 recorder

## MATERIALS

Printer paper and pens  
Optional: stickers,  
photos, markers,  
post-its

## ► WHERE TO NEXT?

Try another Build Your Group activity like 'Knowledge Hunt' to help your team answer questions that stand in the way or 'Skill Share' for internal skills.



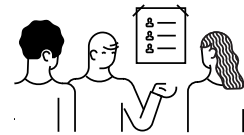
### 1. Divide the group

Form two teams and give each team a sheet of paper to work with.



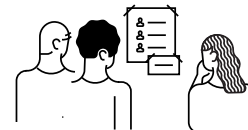
### 2. Make a list of names

Ask each team to write the names of as many people as possible who could help them solve a problem. These people could be famous, personal friends, family, or any other connection. Note the reasons why each person on the list was selected.



### 3. Share your list

Give each team five minutes to share their list with the other team. As the teams share, have someone write down all of the names and reasons why each person was chosen on a new sheet of paper.

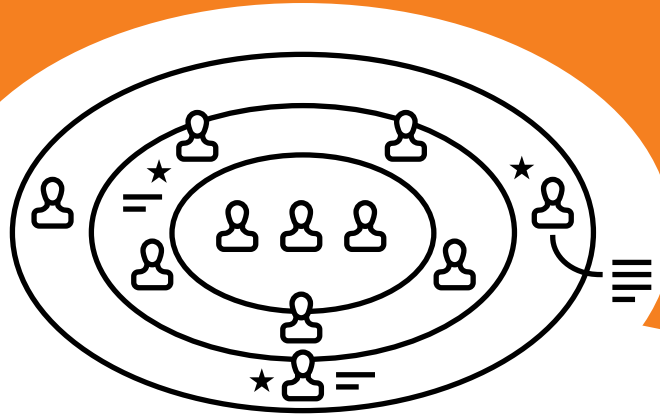


### 4. Find things in common

Have the group look at all of the names and discuss what they have in common. Write down these characteristics and any other interesting discussion points. Put these notes on the wall so everyone can remember who inspires them and who might help them in the future.

# RINGS OF CONNECTION

Discover which people in your community can help your team with specific challenges.



## TIME

30 min. for a team of 3 people; add 5 mins. each additional person

## ROLES

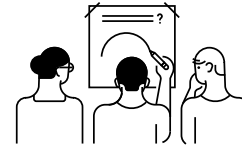
Participants  
1 facilitator

## MATERIALS

Printer paper and pens  
Optional: stickers, photos, markers, sticky notes

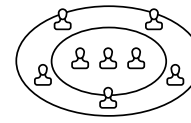
## ► WHERE TO NEXT?

Try moving to Seek New Understanding activities like “Interviewing 101” to start talking with some of the people you’ve identified.



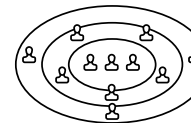
### 1. Form Teams

Get into teams of three people. Hand each team a piece of paper and ask them to write a question they’re trying to work through at the top of the page. Then draw a circle in the center of the page that contains the names of the team members.



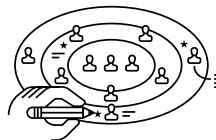
### 2. Identify trusted people

Have each team write around the first circle the names of people they’d reach out to first for help. These could be trusted friends and family members. Draw a larger circle around these names.



### 3. Identify other connections

Write the names of individuals the team would reach out to if the first group of people weren’t available. Draw a larger circle around these new names. Then have each team look at their initial question and review their network of relationships.



### 4. Pick who you want to talk to

Ask team members to place a star next to the people they’d most like to talk to about their question. Write down what the team might learn by speaking to them. When all of the teams are done, put the diagrams up on the wall so everyone can see them. Repeat this exercise for any other questions you need to answer.

## When you’ve completed this activity area:

You could also try doing this activity with materials or resources instead of people.



BUILD YOUR GROUP

## LEARNING CARD

Record what your group discovers and map your progress as you use this Toolkit.

### WHAT WE DID

Activity names in the order we completed them

### WHAT WE LEARNED

Key insights from the activities

### WHAT WE'RE GOING TO DO NEXT

Next activity, clarified goal, shifts in the approach



BUILD YOUR GROUP

## LEARNING CARD

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Next activity, clarified goal, shifts in the approach



# SEEK NEW UNDERSTANDING

Reach out to others and gain their perspective on issues that matter to them. Ask the right kinds of questions and explore how other people live their lives. Discover their unmet needs to better inform and inspire your group to help.

## SEEK ACTIVITIES

### FIND ISSUES, UNCOVER IDEAS

Learn more about the problems people face in your community and consider what your group can do collectively to help.

### INTERVIEWING 101

Plan an interview from start to finish, then use this plan to talk with people about issues that matter to them.

### WE SAW, WE HEARD

Share what each group member discovered from the interviews with community members, then identify important themes that have emerged.

### PATTERN QUEST

Look closely at what group members discovered in their interviews to identify the deeper reasons why people struggle with certain issues.

## SEEK NEW UNDERSTANDING / THINGS TO KEEP IN MIND

### Start where they live

Talk with people in your community. They may know more than you realize and give you perspective on how to deal with issues.

### Look for difficulties or obstacles

They could be problems your group can solve. Note what little things you could help with immediately, as well as the big issues that haven't been addressed.

### Watch what people do

It's good to listen to what people say when you talk with them, but you can also learn a lot by watching what they do. What do you notice?

### Pretend you don't know

When meeting with other people, ask open-ended questions, even if you think you may already have or know the answers. You might be surprised.

### Record your thoughts

Take notes about what you discuss so you can reflect on what happened. Drawings, photographs, and video can also be helpful.

### Look for patterns

Once you speak with several people, you may see and hear some of the same things. These patterns can help you identify issues and possible solutions.

## SUGGESTED SEQUENCES

Quick exploration:



Go into the community:





# FIND ISSUES, UNCOVER NEEDS

Learn more about the problems people face in your community and consider what your group can do collectively to help.



## TIME

1 hr. 45 min.

## ROLES

Participants  
1 facilitator  
1 timekeeper

## MATERIALS

Printer paper, large paper, pens, a watch  
Optional: camera, markers

## ► WHERE TO NEXT?

Try another Seek New Understanding activity like 'Pattern Quest' to compare what your teammates found in their community explorations.



### 1. Split the group into two teams

Hand out paper and pens to each team. Give both teams 10 minutes to plan several short scenes that illustrate which community issues they want to address.



### 2. Perform your scenes

As one team performs, the other team should write down or draw what they learn from the performance. Write down any potential solutions that were discussed as well.



### 3. Make changes for the better

Once both teams have performed, have each team write ideas for how they might change or improve the issues the other team demonstrated in their scenes. Then, have the entire group discuss the solutions, while one person records these new ideas.



### 4. Create a list of supporters

As a group, look at the solutions you generated. Next to each solution, write down the resources and the types of support your group might need to make the solutions happen.

# INTERVIEWING 101

Plan an interview from start to finish, then use this plan to talk with people about issues that matter to them.



## TIME

1 hr. for a group of 10

## ROLES

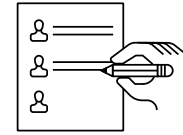
Participants  
1 facilitator  
1 recorder

## MATERIALS

Printer paper and pens  
Optional: camera, markers

## ► WHERE TO NEXT?

Try another Seek New Understanding activity like ‘We Saw, We Heard’ to share what you discovered in your interviews.



### 1. Make a list of people

Ask each group member to write a list of people that struggle with issues related to the goal you want to achieve. Write down why you want to meet them, what you might learn, and where you want to meet.



### 2. Divide everyone into pairs

Ask each pair to read each list out loud and select one of the people they would like to interview. Ask the pair to write down at least five questions they'd like to ask that person. Use follow-up questions like “Why?” to provide surprising insight.



### 3. Role-play the interview

The team member being asked questions will provide feedback about whether the questions make sense and suggest additional questions to ask. The pair will update the interview questions if necessary.



### 4. Practice the interview with others

Bring the entire group back together. Ask each pair to role-play their interview again, and allow the group provide input. When members leave the meeting to interview others, encourage them to take good notes to share with the rest of the group.

# WE SAW, WE HEARD

Share what each group member discovered from the interviews with community members, then identify important themes that have emerged.



## TIME

45 min. for a group of 10

## ROLES

Participants  
1 facilitator  
multiple recorders

## MATERIALS

Printer paper and pens  
Optional: camera, markers

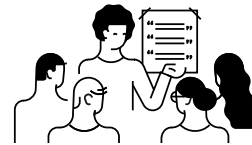
## ► WHERE TO NEXT?

Try another Seek New Understanding activity like 'Pattern Quest' to compare what your team members found in their community explorations.



### 1. Write down three interesting answers

After your group has interviewed at least five people, bring your group back together. Give each person five minutes to write down the three most interesting answers to the questions they asked during the interviews.



### 2. Gain empathy for the people interviewed

Have each group member act out the answers for the group by pretending to be the person interviewed. Use body language and tone to help the group better understand the answers. Group members can also share a short description of why each answer was interesting.



### 3. Identify and show needs

People in the group who aren't acting out answers can draw, sketch, write, or make collages that represent the needs of each person interviewed.



### 4. Post drawings and discuss

After every person shares their answers, ask everyone to post what they had recorded on the wall. Discuss what people heard and what stood out, the similarities and differences between what group members created, and so forth.

# PATTERN QUEST

Look closely at what group members discovered in their interviews to identify the deeper reasons why people struggle with certain issues.



## TIME

1 hr.

## ROLES

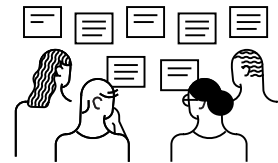
Participants  
1 facilitator  
1 timekeeper

## MATERIALS

Printer paper, large paper, pens, a watch  
Optional: camera, markers

## ► WHERE TO NEXT?

Try an Imagine More Ideas activity area like 'Jam Session' to act on a topic that emerges from this activity.



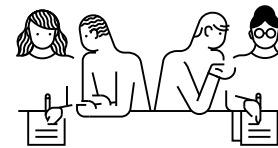
### 1. Review the interview notes

Ask each person to bring their interview notes. If there have been any new insights about the interviews since the last time the group met, bring those notes as well. Post the notes around a room, and spend about ten minutes reading everything.



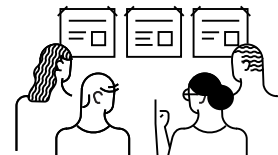
### 2. Discuss important topics

Discuss what people think are the most important topics the team has learned about by talking to people in their community. One person should listen and write each of these topics on separate sheets of paper. When the discussion is finished, post these topics sheets on the wall.



### 3. Divide the group by topics

Assign at least two people to each topic. Give each team 15 minutes to locate notes or generate drawings representing things from the interview notes that match their topic. Write those quotes or stories on the topic sheet.



### 4. Review and clarify your topics

Finish by reviewing the information on each topic sheet as a group. Ask if anything else should be added to the topic sheet. Be sure to move any information that needs to be on a different sheet.



SEEK NEW UNDERSTANDING  
**LEARNING CARD**

Record what your group discovers and map  
your progress as you use this Toolkit.

**WHAT WE DID**

Activity names in the order we completed them

**WHAT WE LEARNED**

Key insights from the activities

**WHAT WE'RE GOING TO DO NEXT**

Next activity, clarified goal, shifts in the approach



SEEK NEW UNDERSTANDING  
**LEARNING CARD**

Record what your group discovers and map  
your progress as you use this Toolkit.

**WHAT WE DID**

Activity names in the order we completed them

**WHAT WE LEARNED**

Key insights from the activities

**WHAT WE'RE GOING TO DO NEXT**

Next activity, clarified goal, shifts in the approach



# IMAGINE MORE IDEAS

Create new solutions for the problems you want to solve. This activity area will help your group imagine more ideas and then decide what makes some of them more achievable than others.

## IMAGINE ACTIVITIES

### JAM SESSION

Create as many ideas as possible with your group, exploring different solutions and building on each other's ideas in a supportive manner.

### IDEA REMIX

Take ideas your group already has, whether good or bad, and combine them in different ways to generate new ones.

### GROW AN IDEA

Combine the strengths of each other's ideas to create even better ones.

### NARROW THE SET

Look at all the ideas your group has created and decide which you want to try — and for the right reasons.

## IMAGINE MORE IDEAS / THINGS TO KEEP IN MIND

### Aim for quantity to reach quality

Don't stop until your group has fully exhausted the possibilities. More ideas means more opportunities for a great solution to emerge.

### Build off other people's ideas

All ideas are welcome and encouraged until the group agrees to critique what they've generated. Don't ridicule others or criticize when you're thinking of ideas.

### Generate unusual ideas

Bring in random influences to help spark new thinking. Even if some of your ideas seem silly or impossible, this is the time when you can use your imagination.

### Mix and match elements of idea

Focus on working together as a group to combine everyone's ideas. Aim for the best idea possible, drawing from everyone's unique knowledge.

### Everyone owns the idea

Encourage everyone to practice their listening and sharing skills, so they can understand other people's intent behind their ideas. Team members may disagree, but everyone should feel they contributed to the idea.

## SUGGESTED SEQUENCES

To generate lots of ideas quickly:



# JAM SESSION

Create as many ideas as possible with your group, exploring different solutions and building on each other's ideas in a supportive manner.



## TIME

45 min.

## ROLES

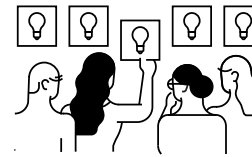
Participants  
1 facilitator

## MATERIALS

Large and small sheets of paper, pens, a watch  
Optional: camera, markers

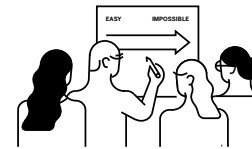
## ► WHERE TO NEXT?

Try another Imagine More Ideas activity like 'Grow an Idea' or 'Idea Remix' to fully explore one of your team's concepts.



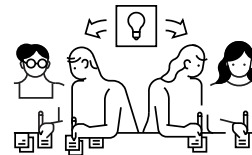
### 1. Identify a topic

Look at all of the ideas you've captured to date. Identify a topic the group would like to explore. A good topic will be directly related to your goal, and it will inspire your group to immediately generate ideas.



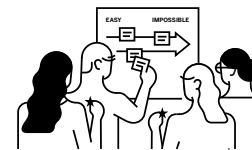
### 2. Put paper on the wall

Put a piece of paper on the wall and draw a large arrow on it. On one end of the arrow, write "Easy." On the other end, write "Impossible." Divide the group into two teams.



### 3. Develop ideas

For 20–25 minutes, ask each team to write or draw ideas related to the topic on individual pieces of paper. Create a range of ideas from the possible to the impossible. Give each idea a title.

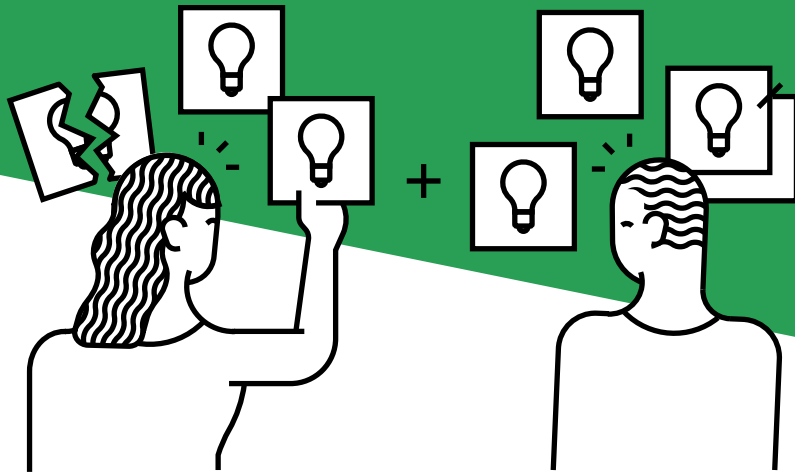


### 4. Share and choose your favorite ideas

Share the title and a one-sentence description of each idea with the group. Place the idea where it belongs on the Easy to Impossible arrow. After the ideas have been presented, have each person draw a star next to the most exciting idea to them. Ideas with the most stars can be pursued.

# IDEA REMIX

Take ideas your group already has, whether good or bad, and combine them in different ways to generate new ones.



## TIME

1 hr.

## ROLES

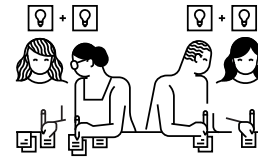
Participants  
1 facilitator

## MATERIALS

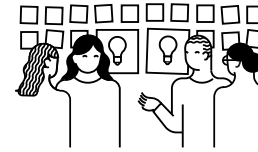
Printer paper and pens  
Optional: camera,  
markers

## ► WHERE TO NEXT?

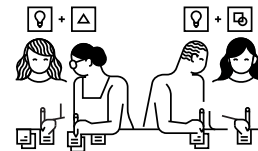
Try another Imagine More Ideas activity like 'Narrow the Set' to identify specific ideas the team wants to pursue.



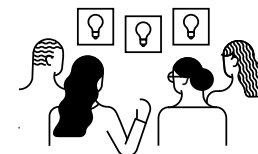
**1. Take your ideas and add something random**  
Divide the group in half. Use the ideas the group already developed and add in two new random ideas. Have each team combine these ideas in different ways (For example: garden hose + microphone = voice-activated sprinklers). Title and draw each new idea on individual slips of paper.



**2. Post and share your ideas**  
After 20 minutes of forming new ideas, ask the teams to post their ideas where everyone can see them. Ask each team to share their two best ideas.



**3. Add a challenge and change the idea**  
Have each team select one of the shared ideas and create a new versions based on a random rule: must be blue, must be used every hour, and so forth. Give each team 20 minutes to put their new ideas on separate pieces of paper along with titles.

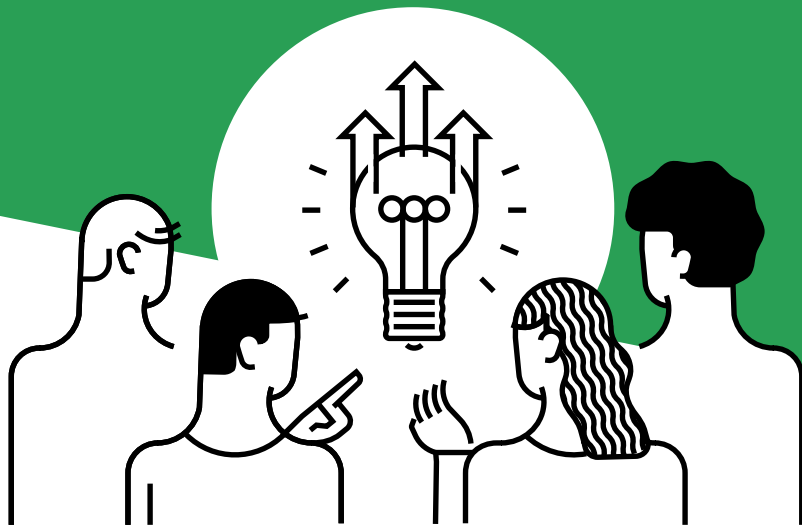


**4. Share new ideas**  
Ask each team to share their three favorite ideas and put them on the wall. As a group, walk around and discuss the new ideas, placing similar ideas together. Talk about which ideas were the most surprising and why. Ideas that generate the most conversation can be pursued next.



# GROW AN IDEA

Combine the unique strengths of each other's ideas to create even better ones.



## TIME

1 hr.

## ROLES

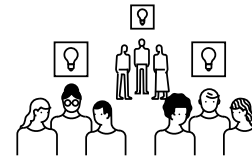
Participants  
1 facilitator

## MATERIALS

Printer paper and pens  
Optional: camera,  
markers

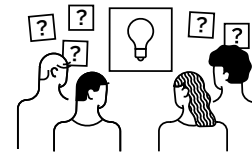
## ► WHERE TO NEXT?

Try another Imagine More Ideas activity like 'Narrow the Set' to identify specific ideas the team wants to pursue.



### 1. Start with one idea

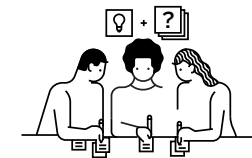
Divide the group into teams of three. Have each team choose an interesting idea or solution that could be connected to at least two other related ideas. Write each idea on sheet of paper.



### 2. Question the ideas

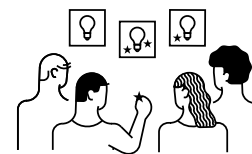
Have the teams look at each original idea and ask the following questions:

- Who can use this and what problem does it solve?
- Where and when will this be used?
- How can we improve this idea?
- What do we need to make this idea work?



### 3. Imagine and draw more ideas

For twenty minutes, ask each team to use their answers to imagine more ideas and write them on new sheets of paper. When the time is finished, each team should choose their three best ideas.

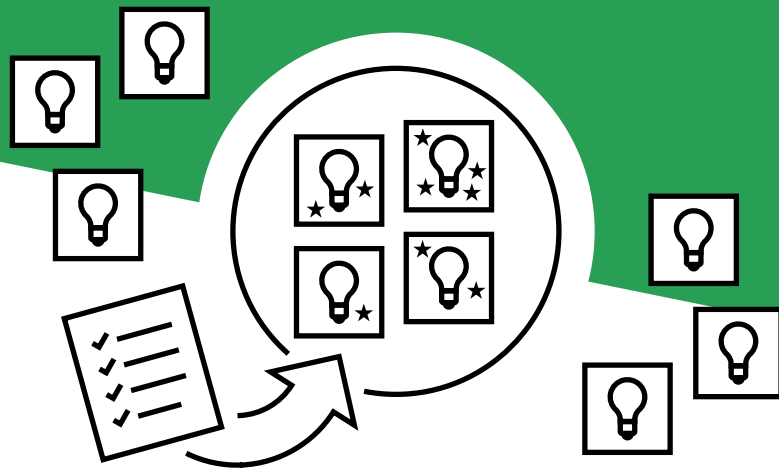


### 4. Post and share ideas

Have each team place their best ideas where everyone can see. Let each team present their ideas. After everyone has shared, ask everyone to draw a star next to his or her three favorite ideas. The ideas with the most stars should be pursued by the team.

# NARROW THE SET

Look at all of the ideas your group has created and decide which you want to try — and for the right reasons.



## TIME

1 hr. for a group of 10

## ROLES

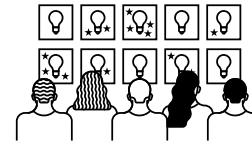
Participants  
1 facilitator  
1 recorder

## MATERIALS

Printer paper and pens  
Optional: camera, markers

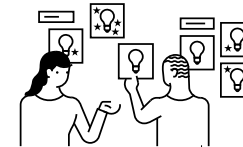
## ► WHERE TO NEXT?

Try another Imagine More Ideas activity like ‘Jam Session’ to generate more ideas based on what you’ve learned or ‘Check Your Goal’ to align as a group.



### 1. Collect all of the team’s ideas

Place all ideas on the wall or the floor. Ask everyone draw a star next to their top three ideas. Gather the 10 ideas with the most stars where everyone can see.



### 2. Group similar ideas

Have everyone look at these concepts and discuss how they are similar or different from each other. Place similar ideas next to each other. Give these groups of ideas a name.



### 3. Create success criteria

Discuss what makes each group of ideas successful. Make a list of the team’s answers. List any qualities that make an idea better than the rest: easier to make, usable by many people, and so forth. These are your team’s ‘success criteria’ for what makes a good idea.



### 4. Connect ideas with success criteria

With this list of criteria in mind, return to the ideas on the wall. Discuss which ideas meet the criteria. Write down what people say during the discussion, especially if you develop new criteria. Keep the notes available for reference in the future.



IMAGINE MORE IDEAS

## LEARNING CARD

Record what your group discovers and map your progress as you use this Toolkit.

### WHAT WE DID

Activity names in the order we completed them

### WHAT WE LEARNED

Key insights from the activities

### WHAT WE'RE GOING TO DO NEXT

Next activity, clarified goal, shifts in the approach



IMAGINE MORE IDEAS

## LEARNING CARD

Record what your group discovers and map your progress as you use this Toolkit.

### WHAT WE DID

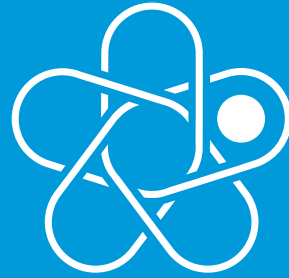
Activity names in the order we completed them

### WHAT WE LEARNED

Key insights from the activities

### WHAT WE'RE GOING TO DO NEXT

Next activity, clarified goal, shifts in the approach



# MAKE SOMETHING REAL

You don't know if an idea will work until you try to make it. This activity area will help your group test ideas in fun ways, such as by telling stories or by building versions to evaluate. Experiment with these activities and see what you discover.

## MAKE ACTIVITIES

### LIGHTS, CAMERA, ACTION!

Use characters, scenes, and conversations to tell a meaningful tale about your idea to an audience.

### FOUR SQUARE STORY

Create a visual story, much like a comic strip, that explains how an idea would affect people over time.

### WRITE A BLURB

Craft a simple story that explains to other people why your group's idea is relevant, then practice sharing it with others.

### IT'S LIKE, IT'S NOT LIKE

Share your ideas with other people in a way that relates new concepts to real-world examples.

### PROTOTYPE IT

Make a version of your idea with the materials you have. Then test it with people in your community.

## MAKE SOMETHING REAL / THINGS TO KEEP IN MIND

### Express your ideas in many ways

There is rarely one way to best express your ideas to others. Try these methods when you want to share an idea with your group or community: Tell a story; Perform a drama; Sing a song; Write a story down; Draw your idea; Create a comic strip; Make a collage.

### Mix and match your materials

Use your imagination with the various materials you use to construct your ideas.

### Continue to provide constructive feedback

When group members share their ideas with you, tell them two things that you liked about those ideas, and one thing that you felt could be improved. Practice this so everyone in your group feels comfortable.

### Start with lower fidelity

You'll learn a lot by starting with simple expressions of your ideas, then developing them to be closer to the final solution.

### Solicit feedback from outside your group

If your group feels comfortable with it, find time to share your ideas with friends or community members that would give you valuable feedback. Be sure to clearly tell them what kind of feedback you'd like from them.

## SUGGESTED SEQUENCES

To communicate your idea:

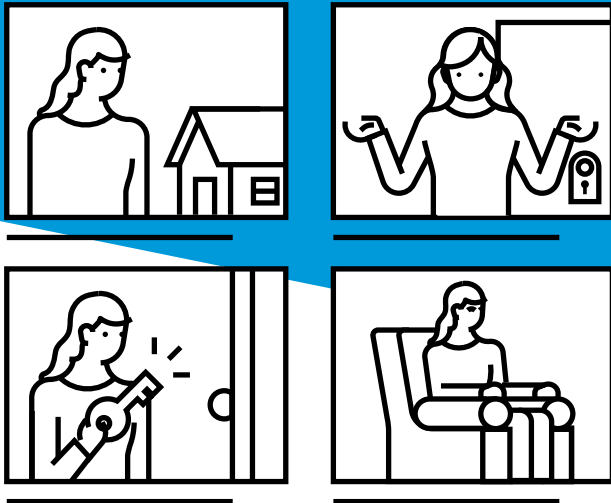


To build your idea:



# FOUR SQUARE STORY

Create a visual story, much like a comic strip, that explains how an idea would affect people over time.



## TIME

45 min. for a group of 5

## ROLES

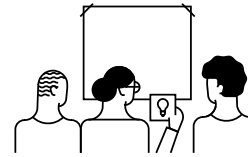
Participants,  
1 facilitator

## MATERIALS

Printer paper and pens  
Optional: camera, markers, collage materials (photos, magazines, colored paper, stickers)

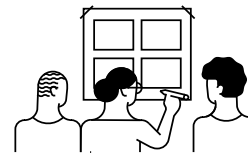
## ► WHERE TO NEXT?

Try another Make Something Real activity, like 'Write a Blurp,' to shape the story you drew into clear, crisp statements you can share, or 'Lights, Camera, Action!'.



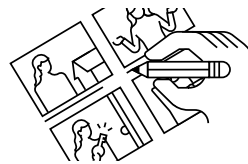
### 1. Divide the group

Form teams of two or three people, and ask each team to select an idea from a previous activity. The teams will decide how to tell a story in pictures about the idea. Who are the main characters? What specific challenge do they face? What steps do they go through to solve the problem?



### 2. Post a large piece of paper on the wall

Have each group draw four squares on the paper. They should write a few words below each square to describe what should happen they are about to draw or collage. Follow the outline included in Step 3.



### 3. Imagine each square is a picture frame

- First frame: Introduce the characters
- Second frame: Create a scene that shows the problem and where it happens
- Third frame: Show a close-up of one of the characters using your idea
- Final frame: What happens after the character uses it?

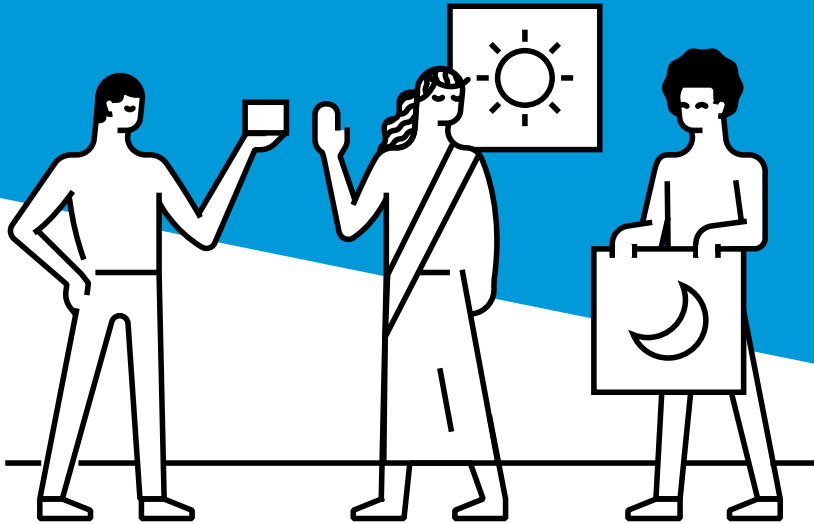


### 4. Share and discuss the stories

Discuss what works and what doesn't in each of the stories. Identify if things are missing in the frames or if ideas could be expressed in a different way.

# LIGHTS, CAMERA, ACTION!

Use characters, scenes, and conversations to tell a meaningful tale about your idea to an audience.



## TIME

1 hr. for  
a group of 5

## ROLES

Participants  
1 facilitator  
1 recorder

## MATERIALS

Printer paper, pens,  
camera, a watch  
Optional: markers

## ► WHERE TO NEXT?

Try another Make Something Real activity like 'Prototype It' to build an idea.



### 1. Split the group into teams

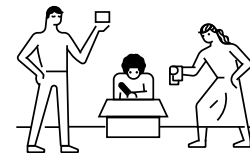
Split into teams of two or three, and ask each team to select an idea they want to focus on. Multiple teams can work on the same idea or different ideas at the same time.



### 2. Plan the story of your idea

Give each team 10 minutes to plan a story around their idea. Each story should include:

- Conflict: What problem you will address
- Character: The people helped by it
- Concept: What the idea is
- Conclusion: Its larger impact on the world



### 3. Prepare the story

Give each team 20 minutes to craft a 3 to 5 minute scene. Provide an additional 5 minutes after they've planned their skit out to practice it and develop a title for it. Encourage each team to include all members in the skit and use any relevant props.



### 4. Perform your story

Ask each team to perform their story. As one team shares, the other teams should take notes, draw, photograph, or videotape the performance for future reflection. Afterward, have a discussion about what everyone learned and what it would take to bring the team's ideas to life.

# WRITE A BLURB

Craft a simple story that explains to other people why your group's idea is relevant, then practice sharing it with others.



## TIME

1 hr. for a group of 5

## ROLES

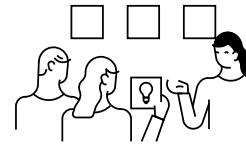
Participants  
1 facilitator  
1 recorder

## MATERIALS

Printer paper and pens, a watch  
Optional: camera, markers

## ► WHERE TO NEXT?

Try another Make Something Real activity like 'It's Like, It's Not Like' to help other people understand your idea.



### 1. Split the group into teams

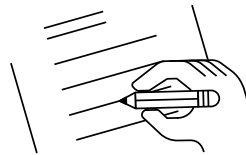
Split into teams of two or three, and ask each team to select an idea they want to focus on. Multiple teams can work on the same idea or different ideas at the same time.



### 2. Discuss the focus of the idea

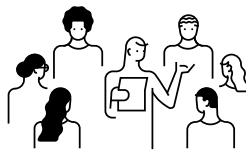
Over 10 minutes, ask each team to discuss:

- What the idea is and who will use it
- How it will change the community
- Why it will help the community
- When and where it will be used



### 3. Be a journalist

Write a one-sentence description about why the idea is great. Each team should spend 20 minutes writing a paragraph telling the story of the idea. Adjust the tone of your story by pretending to be journalists, politicians, teachers, and so forth.

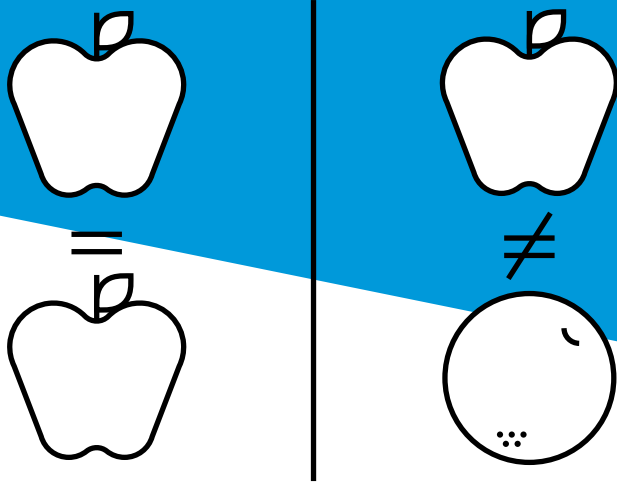


### 4. Post and share stories

Ask each team to share their story. Then have each team post their written story on the wall. Gather the entire group around each story and talk about the elements that stood out. Write down what worked and what could be improved in each story.

# IT'S LIKE, IT'S NOT LIKE

Share your ideas with other people in a way that relates new concepts to real-world examples.



## TIME

1 hr. for a group of 10

## ROLES

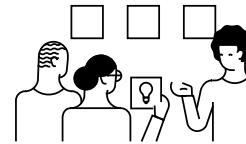
Participants  
1 facilitator  
1 recorder

## MATERIALS

Printer paper and pens  
Optional: camera, markers

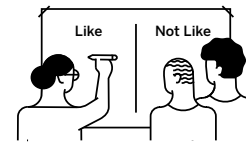
## ► WHERE TO NEXT?

Try another Make Something Real activity like 'Four Square Story' to transform your idea into a visual story to share with others.



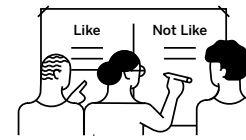
### 1. Split the group into teams

Split into teams of two or three, and ask each team to select an idea they want to focus on. Multiple teams can work on the same idea or different ideas at the same time.



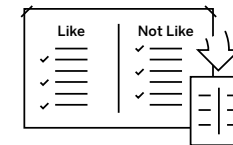
### 2. Select an idea

Each team should write their idea's name on the top of a piece of paper. Draw a vertical line down the center of the page. Write "It's Like" on the left side of the page and "It's Not Like" on the right side of the page.



### 3. Share what is similar or different

Ask the team to discuss other ideas related to their idea. If the idea is similar, write it in the "It's Like" column. Dissimilar ideas are written in the "It's Not Like" column. "Not Likes" are just as powerful as "Likes" because they provide concrete examples for your team.



### 4. Vote for the best

Ask each team to vote on the best "Likes" and "Not Likes" and write down the number of votes. Get back together into your entire group and write your "Likes" and "Not Likes" for your ideas on a clean sheet of paper. Post these up for reference when talking about your ideas in the future.



# PROTOTYPE IT

Make a version of your idea with the materials you have.  
Then test it with people in your community.



## TIME

1 hr. for a  
group of 10

## ROLES

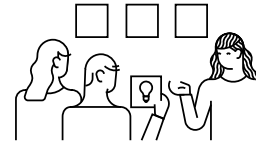
Participants  
1 facilitator  
1 recorder

## MATERIALS

Printer paper and pens  
Optional: camera,  
markers, any other  
materials you may have  
available

## ► WHERE TO NEXT?

Try another Make Something Real activity like 'Four Square Story' to make your idea into a visual story to share with other people.



### 1. Split the group into teams

Split into teams of two or three, and ask each team to select an idea they want to focus on. Multiple teams can work on the same idea or different ideas at the same time.



### 2. Make a materials list

Ask each team to write down the materials they think they will need to make their idea. Have the team do a quick checklist to see if they have any of the materials on hand. If you don't have what you need, try other materials that can still communicate your idea. What can you make with just paper?



### 3. Try making your idea

Once you've decided what materials you can work with, start making your idea. Try different kinds of materials or use unexpected combinations. You'll learn a lot by experimenting.



### 4. Trade ideas with others

Have teams trade what they've made with the other teams. Do the ideas make sense? Do they inspire any new ideas or things you could make?



MAKE SOMETHING REAL  
**LEARNING CARD**

Record what your group discovers and map  
your progress as you use this Toolkit.

**WHAT WE DID**

Activity names in the order we completed them

**WHAT WE LEARNED**

Key insights from the activities

**WHAT WE'RE GOING TO DO NEXT**

Next activity, clarified goal, shifts in the approach



MAKE SOMETHING REAL  
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**WHAT WE DID**

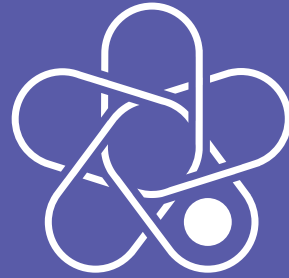
Activity names in the order we completed them

**WHAT WE LEARNED**

Key insights from the activities

**WHAT WE'RE GOING TO DO NEXT**

Next activity, clarified goal, shifts in the approach



# PLAN FOR ACTION

Become organized about what each group member is doing to reach your shared goals. This activity area will help your group generate concrete tasks and understand how those actions will help everyone move towards those goals.

## PLAN ACTIVITIES

### SETTING AN AGENDA

Identify the immediate challenges your team needs to address, then agree on the next steps to take.

### DIVIDE AND CONQUER

Split your group into smaller teams to plan and complete specific tasks.

### SET THE TIMELINE

Create a schedule for your team to keep track of what needs to get done — and what you've accomplished.

### KEEPING THE MOMENTUM

Motivate your team to keep moving forward — and communicate clearly about who's doing what.

## PLAN FOR ACTION / THINGS TO KEEP IN MIND

### Make visible what everyone needs to do

Post everyone's tasks where your group meets. Keep a group schedule that shows which tasks have been completed, so everyone knows what progress has been made.

### Celebrate small wins

As part of your meetings, let everyone know when the group has accomplished an important task that contributes to your shared goal.

### Grow a sense of accountability

In any group, if someone doesn't complete their tasks, the group might not be able to reach a goal. Encourage everyone to get things done.

### Build a support network

Gather information with your group about the people or organizations that might be able to help out with tasks, in case group members aren't able to finish.

### Be willing to adapt

Sometimes you can't predict what will happen. Have the flexibility to change course if you receive new information or something goes wrong.

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## SUGGESTED SEQUENCES

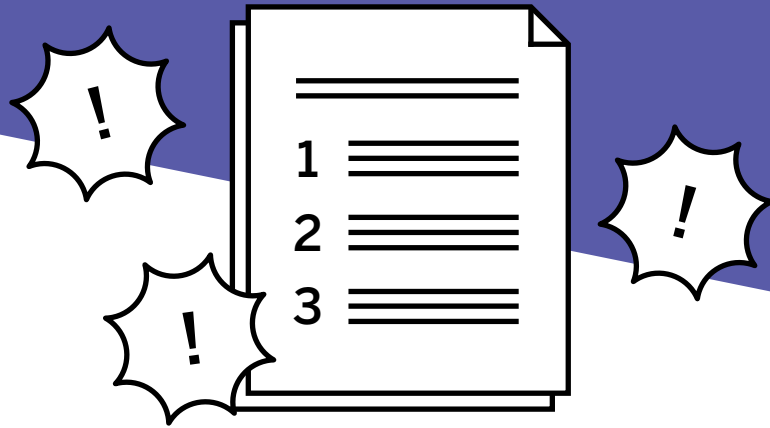
To plan what to do next:



To organize your meetings:

# SETTING AN AGENDA

Identify the immediate challenges your team needs to address, then agree on the next steps to take.



## TIME

40 min.

## ROLES

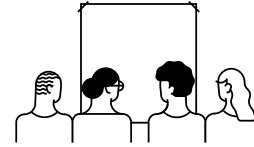
Participants  
1 recorder

## MATERIALS

Printer paper and pens  
Optional: camera,  
markers, sticky notes

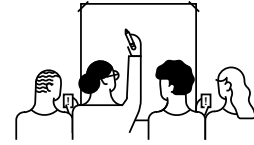
## ► WHERE TO NEXT?

Try another Plan For Action activity like 'Divide and Conquer' to divide these tasks between people.



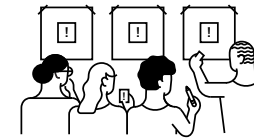
### 1. Post a sheet of paper on the wall

At the top write the following question: "What issues are we trying to solve right now so we can accomplish our overall goal?" Discuss the question and write each challenge on a small sheet of paper.



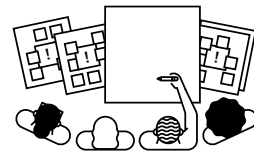
### 2. Focus on each issue

Take each small note and put it in the center of a new sheet of paper. For each note, write down why the issue is important and when it needs to be resolved. Consider who needs to be involved, and discuss any barriers standing in the way.



### 3. Assess the issues together

Have the group look at everyone's answers and then ask which issues need to be addressed first. As a group, discuss any patterns or themes that you see. Discuss if there are any tasks that can solve multiple challenges.



### 4. Create tasks

From your discussion, write down the tasks your team should do to address the most immediate challenges.

# DIVIDE & CONQUER

Split your group into smaller teams to plan and complete specific tasks.



## TIME

1 hr.

## ROLES

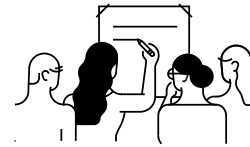
Participants  
1 facilitator  
multiple recorders

## MATERIALS

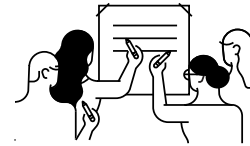
Printer paper and pens  
Optional: camera,  
markers

## ► WHERE TO NEXT?

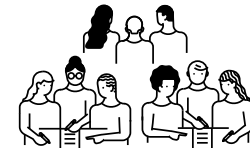
Try another Plan For Action activity like 'Set the Timeline' to establish your future meeting schedules.



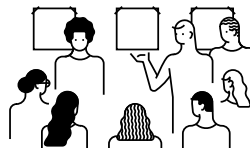
**1. Gather your group around a sheet of paper**  
Ask everyone to write every activity they're doing right now to help the group reach their goal. Have the group look at all the activities and identify which can be grouped together. Give these similar tasks a name, such as 'Education' or 'Outreach.'



**2. Make teams from tasks**  
Write the task names on sheets of paper. Different teams can take care of specific responsibilities for your group. Ask people to write their initials with the name of the team they want to join.



**3. Work as teams**  
Have each team go to a different part of the room. Ask the team members to write down their goals, responsibilities, and challenges. If there is only one person on a team, they should join another team.



**4. Create team tasks**  
Have each team write down specific tasks to help them reach their team goals. As a team, take at least 15 minutes to plan how to accomplish these tasks. Have team members choose which tasks they want to be responsible for. Each team should post and share their plan.

# SET THE TIMELINE

Create a schedule for your team to keep track of what needs to get done—and what you’ve accomplished.



## TIME

45 min. at a minimum

## ROLES

Participants  
1 facilitator  
multiple recorders

## MATERIALS

Printer paper, large sheet of paper, markers, pens

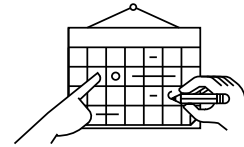
## ► WHERE TO NEXT?

Try another Plan for Action activity like ‘Keeping the Momentum’ to help your team track their progress.



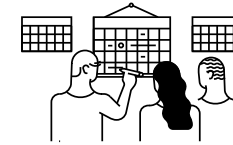
### 1. Establish the pace

When your group gets together, discuss how quickly your team wants to accomplish their goal. Then, have your group split into teams. They can be the same teams as the ones created for the activity ‘Divide and Conquer.’



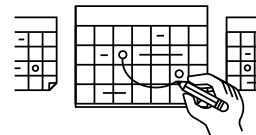
### 2. Create a team goals calendar

In your teams, write down the final goal you need to complete to solve your overall problem. Draw a calendar showing the days between today and the final date. Write out the interim tasks you need to complete in order to reach your final goal.



### 3. Consolidate your dates

Get back together with your full group. Have one person create a large calendar to combine all of the dates from each team. Ask each team to share their tasks with the group, and write these interim tasks on your shared calendar.



### 4. Adapt and adjust

As a group, discuss if there are any conflicts or issues. Some teams may have to wait for other teams to complete their tasks before moving forward, and dates may need to be adjusted.

# KEEPING THE MOMENTUM

Motivate your team to keep moving forward—and communicate clearly about who's doing what.



## TIME

45 min. at a minimum

## ROLES

Participants  
1 facilitator  
multiple recorders

## MATERIALS

Printer paper, large sheet of paper, markers, pens

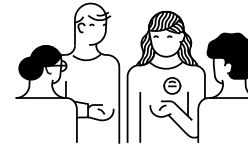
## ► WHERE TO NEXT?

This is a great time to go to the activity area Clarify Your Goals and do the activity 'Check Your Goal.'



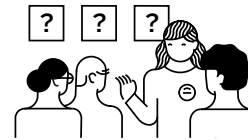
### 1. Assign roles and decide on meetings

With the group together, decide who will be responsible for updating the schedule as the group accomplishes tasks (or doesn't). Choose a person to track the group's decisions and next steps. Finally, determine when and where the group will meet for updates.



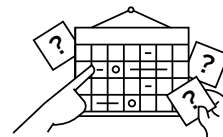
### 2. Update the group

Start each meeting with an update on what group members have done. This should be a group conversation, where everyone shares what they've accomplished and what barriers are in the way.



### 3. Answer these questions together

- What has the group accomplished since their last meeting?
- What challenges have emerged that the group didn't expect? Who can help with these issues?
- How will they best be resolved?



### 4. Adjust the calendar

Once the group has answered these questions, look at your group calendar (created in the 'Set the Timeline' activity) and determine if any tasks or dates need to be adjusted.



PLAN FOR ACTION

## LEARNING CARD

Record what your group discovers and map your progress as you use this Toolkit.

### WHAT WE DID

Activity names in the order we completed them

### WHAT WE LEARNED

Key insights from the activities

### WHAT WE'RE GOING TO DO NEXT

Next activity, clarified goal, shifts in the approach



PLAN FOR ACTION

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# ABOUT THE TOOLKIT

The first seeds for this toolkit were planted while working on a research project with the Girl Effect. As part of that project, we paired skills development with design research, facilitating activities with adolescent girls living in extreme poverty. The activities were intended to encourage girls to explore their world and collaborate in groups to devise solutions for local problems.

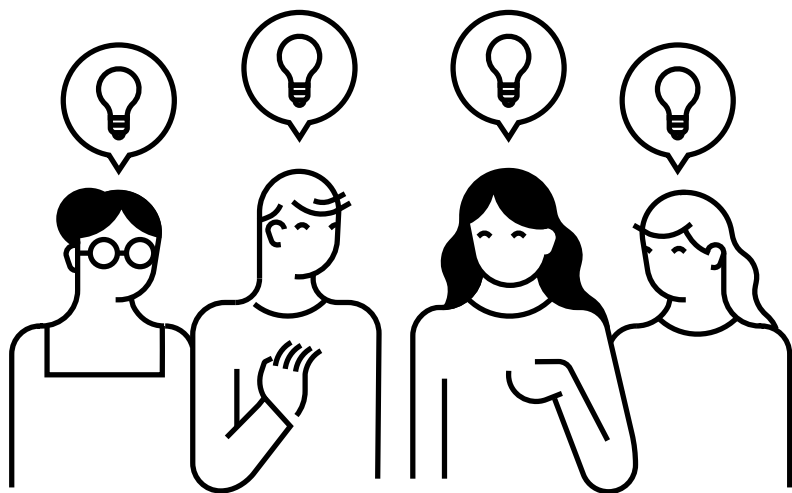
During this work, the girls told us they wanted to share these activities with their families, friends, and the broader community. After the project, we realized that if these activities could be shared with a more general audience, everyone could benefit.

A group of frogs came together and looked across our existing problem-solving practices, including how frogs collaborate in groups when working on client projects. We distilled what we learned into this toolkit and are delighted to see it shared around the world.

# HOW TO BUILD ON THIS TOOLKIT

This toolkit is intended to be shareable via a **Creative Commons Attribution-NonCommercial-ShareAlike CC-BY-NC-SA License**. This license allows others build upon this toolkit non-commercially, as long as they credit frog and license their new creations under identical terms.

If you're interested in gaining access to this toolkit for localization or adaptation purposes, please contact us at **[cat@frogdesign.com](mailto:cat@frogdesign.com)**.



## Share this Toolkit with Others

Download a version  
of it for free at:

[frogdesign.com/cat](http://frogdesign.com/cat)

## Share Your Story

We'd love to hear how your  
groups have been using the  
Collective Action Toolkit.

[cat@frogdesign.com](mailto:cat@frogdesign.com)  
[@frogdesignCAT](https://twitter.com/frogdesignCAT)  
[#makechange happen](https://twitter.com/makechange happen)

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