

IGLYO

IGLYO - The International Lesbian, Gay, Bisexual, Transgender, Queer & Intersex (LGBTQI) Youth & Student Organisation - is the largest LGBTQI youth and student network in the world with over 95 member organisations in 40+ countries, with an estimated reach of over 3.000 youth activists.

As a youth development organisation, IGLYO builds the confidence, skills and experience of LGBTQI young people to become leaders within the LGBTQI and human rights sectors. Through cross-cultural exchange and peer learning, IGLYO also creates a powerful collective of youth activists across Europe and beyond, who can share strategies and visions, and foster values of international solidarity. Finally, IGLYO ensures the voices and experiences of LGBTQI young people are present and heard by decision-makers at European and international levels. IGLYO achieves these outcomes through international trainings and events, targeted capacity building programmes, inter-cultural exchanges and peer learning, online tools and resources, and digital story-telling and campaigning.

STRATEGIC OBJECTIVES 2018 -2020

Building young activists

- To work directly with young people to build their confidence and abilities, and equip them with lifelong skills to become leaders within the LGBTQI and wider human rights movements
- To widen young people's perspectives and build international solidarity through peer learning, cross-cultural exchange and intersectional approaches
- To provide young people with opportunities to explore and express their individuality in a safe and supportive environment;
- To grow a strong and diverse group of youth allies to support and advocate for the human rights of LGBTQI youth.

Increasing the visibility and highlighting the diversity of LGBTQI youth identities

- To change attitudes in society and influence decision makers on all levels by ensuring LGBTQI young peoples' voices and experiences are present, heard and affirmed
- To support and promote positive youth role models within the LGBTQI population and celebrate their diversity
- To ensure youth perspectives are included within the wider LGBTQI movement and that LGBTQI perspectives are mainstreamed within the youth movement
- To embed intersectional approaches throughout our own and our members' work to ensure diversity within our movement is visible and actively recognised

Making education safe and inclusive for all

- To ensure safe and inclusive educational environments for all LGBTQI young people by working with our members, governments, experts, teachers, parents, and learners
- To raise awareness of the issues faced by LGBTQI youth in education through innovative campaigns and resources

Developing and sustaining an engaged and connected network of member organisations

- To support the work of IGLYO's members, especially around youth engagement and development
- To encourage international co-operation and increased partnership work across the network through international meetings and online platforms
- To support younger organisations and groups to develop through mentorship and advice

THE ACTIVIST ACADEMY

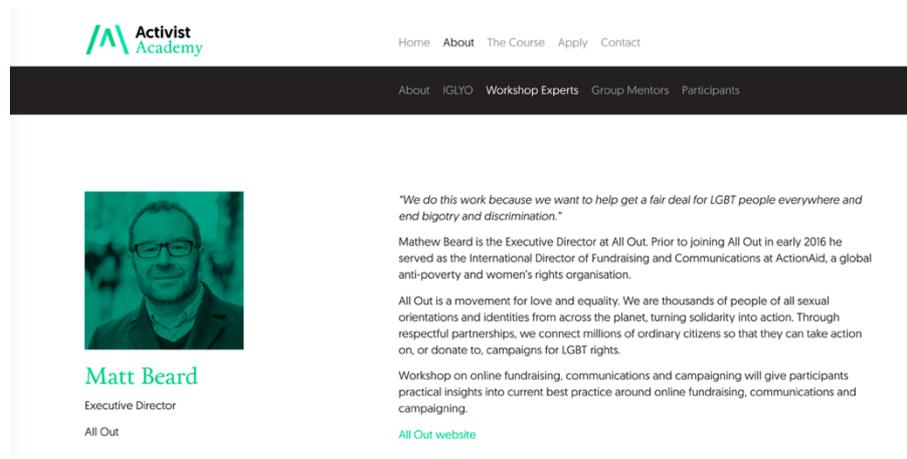
Youth participation is at the heart of all IGLYO's work and is what differentiates us from other all other international LGBTQI networks and organisations. We believe that giving young people opportunities to meet and share their experiences with one another and develop their skills and knowledge, through facilitated training programmes is what ensures that the LGBTQI movement continues to grow and unify globally.

Over 2015 and 2016, IGLYO conducted an internal review and evaluation of its youth development work. We concluded that, while many of IGLYO's members already had strong theoretical knowledge and understanding of the issues faced by LGBTQI people, they often lacked the practical skills and experience to effect change. As a result, we completely overhauled our main summer conference to create the Activist Academy- a five-day intensive training course, aimed at young people at the very start of their activist journey. Split into three distinct stages- team building, skills acquisition and action learning, the course not only teaches young people practical skills, but gives them opportunities to put their learning into practice straight away through a series of group challenges.

The programme consisted of group building activities, a menu of skills based workshops led by experts from the international LGBTQI movement (IGLYO, All Out, ILGA Europe, TGEU, IDAHOT Committee and UN Volunteers) and a series of group challenges to practise the skills they'd learnt. There were significant differences between this event and previous IGLYO international conferences, including:

- experiencing the event in smaller teams
- having trained mentors to support the participant teams
- having almost half of the event focused on practising skills
- having relevant institutional partners as workshop facilitators
- using formal learning tracking tools and strategies to help participants internalise the learning.

PROMOTION & BRANDING



One of the aims of the Activist Academy project was to make it aspirational and appealing to young people. We commissioned a designer to develop a strong visual identity for the event and create a stand-alone website. A mini promotional film was also produced to grab young people's attention on social media. By adding photos and biographies of the Workshop Experts, then the Mentors and finally the participants to the website, we aimed to build suspense and make all involved feel like an integral part of the process. Once everyone was selected, a private Facebook group was set up and IGLYO staff started posing questions and statements to encourage those involved to start connecting with one another and build a community before the event even began. In the lead up to the event, photos and statements from the participants were released as a social media campaign, again to instil a sense of pride in the young people and make them feel part of something special. This process was also used to build greater interest in awareness in the Academy for future editions.



THE PEOPLE: PARTICIPANTS, MENTORS, EXPERTS & ORGANISERS

The goal of the Activist Academy is to start building a community of more effective, empowered and connected LGBTQI youth activists through a structured hands-on capacity building and learning experience with an emphasis on individual development, team work and practical skill acquisition. The first edition of the Activist Academy took place over five days during July 2017. It brought together twenty participants, five mentors, six workshop experts, five organisers and two local volunteers.

Participants

Following the promotional film, an open call for participants was launched on IGLYO's website and social media channels. It was also promoted by partner organisations. At the same time, IGLYO's Member Organisations were directly notified of the upcoming event and asked to consider if they would like to specifically invite a volunteer within their structures to apply. Twenty participants were selected from just under 80 applications.

Mentors

IGLYO recruited a team of five mentors who took part in a two-day training prior to the Academy. Their role was similar to that of a camp counsellor. Each mentor had a team of four participants and their main role was to motivate and support their team as well as guiding the learning of individual participants. The mentors played an important role especially during the team challenges and activities. They were trained and instructed to not take a leadership role but rather observe and support the group process so that naturally occurring roles were able to emerge within each team.

Workshop Experts

After building the skills curriculum of the Academy, IGLYO began to search for workshop facilitators. The theme of the first edition of the Academy- "Building Bridges" was about making connections between future leaders of the LGBTQI movement and key global institutions relevant to LGBTQI activism. This is why IGLYO invited workshop experts who would not only be able to deliver skills building workshops, but also to present their respective organisations to the Academy participants. Thus, they would be exposed to important global activist organisations and begin to build career and civic aspirations which would complement the personal growth exercises throughout the rest of the Academy. Six workshop experts responded to IGLYO's invitation. They were from ILGA-Europe, TGEU, All Out, IDAHO Committee and UN Volunteers and they delivered workshops on community organising, digital fundraising, value-based campaigning, public speaking and building trans-inclusive organisations.

Organisers & Volunteers

The organising team was made up of five people, some of whom were present at the location throughout the event. IGLYO was represented by a board member and two staff members and the local hosting organisation, LAMBDA Jugendnetzwerk was represented by two staff members. In addition, the Academy had the support of two local youth volunteers. As well as overseeing the logistics of the event, the organising team was responsible for running daily check in sessions with the mentors to discuss any particular issues with participants and gather general feedback about the participants' experiences, devising and running the team challenges at the beginning and end of the event, and coordinating the awards ceremony. Additional tasks included posing daily questions and discussion topics on the Facebook group to keep people interacting online as well as in person and updating IGLYO's social media throughout the event to sustain interest externally.



THE PROGRAMME

Activist Academy									
	Monday 17 July	Tuesday 18 July	Wednesday 19 July	Thursday 20 July	Friday 21 July	Saturday 22 July			
09:15 - 09:30	Welcome & Introductions STRALAU 1	Activists Awake: Daily Introduction STRALAU 1	Activists Awake: Daily Introduction STRALAU 1	Activists Awake: Daily Introduction STRALAU 1	Activists Awake: Daily Introduction STRALAU 1				
09:30 - 11:00	Activist Initiation Challenge	Workshop 1 Communications for Social Change Joel Bedos IDAHOT Committee STRALAU 1	Workshop 2 Facilitation Tudor Kovacs IGLYO MINERVA	Workshop 5 Public Speaking Maria Sanchez STRALAU 1	Workshop 6 Film Production Dominic Joyce MINERVA	Introduction to the Activist Team Trials STRALAU 1	Team Trials Presentations STRALAU 1		
11:00 - 11:30	BREAK					BREAK			
11:30 - 13:00	Team Time & Challenge Presentations STRALAU 1					Activist Team Trials	Team Trials Presentations STRALAU 1		
13:00 - 14:30	LUNCH						Departures		
14:30 - 16:00	Introducing the Academy Aims, objectives, expectations STRALAU 1	Workshop 3 Online Campaigning Matt Beard All Out STRALAU 1	Workshop 4 Film Production Dominic Joyce MINERVA	Workshop 7 Community Organising Valeria Santostefano ILGA Europe STRALAU 1	Workshop 8 Creating Trans Inclusive Organisations Toryn Glavin TGEU MINERVA	Workshop 9 Facilitation Tudor Kovacs IGLYO STRALAU 5		Activist Team Trials	Academy Evaluation STRALAU 1
16:00 - 16:30	BREAK							BREAK	
16:30 - 18:00	Building the Class of 2017 STRALAU 1					Activist Team Trials		The Academy Awards STRALAU 1	
18:00 - 18:45	Team Talks	Team Talks	Team Talks	Team Talks	Team Talks				
19:00 - 20:00	DINNER								
20:00 - 22:00		Lambda visit and Pride Preparations					Closing Party		



The Activist Academy is designed and co-ordinated by IGLYO and hosted/supported by Jugendnetzwerk Lambda. IGLYO aisbl is a registered charity in Belgium (No d'entreprise: 808808665) and is co-funded by the Rights Equality and Citizenship (REC) programme 2014-2020 of the European Union, the Council of Europe European Youth Foundation and the Government of the Netherlands. The contents of this publication are the sole responsibility of IGLYO and can in no way be taken to reflect the views of the European Commission, Council of Europe or the Government of the Netherlands.



The program was designed to ensure the following outcomes:

- Increased skills
- Improved self-confidence
- Greater experience of team working and group processes
- Experience of behaviour enhancing processes, such as competition and collaboration
- Strengthened links between organisations and personal connections across the group
- Increased motivation to be engaged in the international LGBTIQI movement

DAY ONE

Activist Academy Initiation Challenge

The first half of Academy's first day was devoted to distributing participants into their smaller teams, assigning them to a mentor and have them complete exercises with the goal to create a sense of team identity and to facilitate participants getting to know each other.

After an initial introduction, the participants discovered their smaller teams and were given the Initiation Challenge, a list of tasks to accomplish within a set time. The tasks included, for example: making a short video about activism, becoming acquainted with the venue surroundings and the history of the city and others. Before starting to go through the tasks, the mentors guided the team to create a group strategy in order to achieve the maximum number of tasks. The teams were also asked to use this time to introduce themselves to the others, in terms of their personality, their expectations from the Academy and how they were going to contribute to its success. Finally, they had to agree on a name and identity for their team. At the end of the exercise, the teams met in plenary and presented some of their videos and their team identity to the others. Some of their outputs are included below:





Videos:

<https://goo.gl/photos/GpW3uifswfq1Nxos5>

<https://goo.gl/photos/3ShS7Jn2S6ZunsTJA>

Introducing the Academy

In the second half of Day 1, the organisers introduced the Academy agenda, its aim and objectives and the group ground-rules. The participants had the opportunity to express their expectations from the event and, using techniques typical of motivational interviewing, the participants made individual commitments that collectively led towards a high level of effectiveness throughout the week.

Class of 2017

Following the introductory session, the last session of Day 1 had the participants really begin to know each other as a big group. Creating a map of the world, the participants positioned themselves according to the country they are living and shared the name of the country and if they like living there and why; then they positioned themselves on the map according to the country they would like to live in and explained why. In the Speed Dating exercise, participants chose one question, mingled in the group and found another person to share answers to their questions for a few minutes before moving on.

Team Talks

At the end of the day, the small teams met with their mentor for a small reflective activity. During this time, participants also completed their individual Learning Diary, a tool designed to help participants capture their development, focusing on desired behavioural changes post-Academy and track their personal progress throughout the week. Then, within their small teams, under the guidance of their mentors, participants share and discuss answers to the questions in the Learning Diary, collectively focusing on important highlights of the day and on positive changes resulting from the day's content.

Daily Discussion and Debate

Every evening, a question related to the content of the day was posted on the participants' Facebook Group and they were encouraged to make comments and express their opinion related to the respective topic. This element of online communication is meant to create the habit of interaction online between participants so that group online bonds are created and participants continue to stay in touch with each other after the end of the Academy.

DAY TWO & THREE

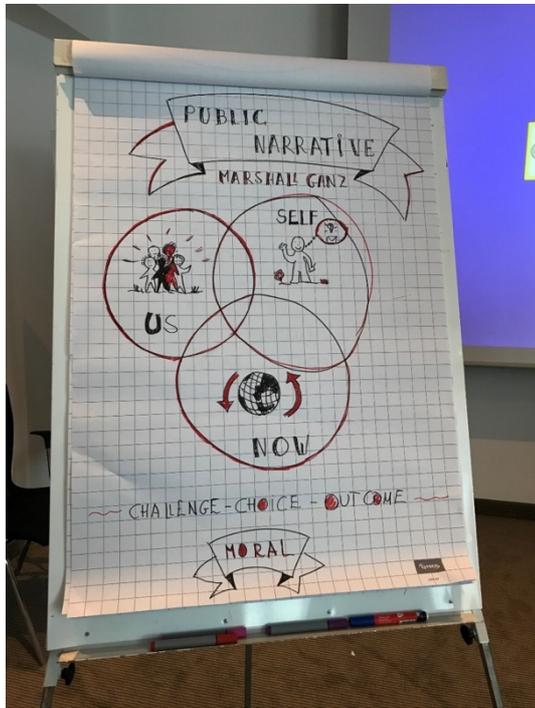
The second and third day of the Academy were dedicated to the skills workshops facilitated by the experts representing partner institutions. Each workshop lasted three hours, which allowed for detailed presentations, discussions and practice time, preparing the participants for the challenges they would take on during the following days. Participants had the possibility to choose between two or three different workshops every time, so that each participant attended a number of four workshops over the two days.

Value-Based Campaigning (IDAHOT Committee)

Joel Bedos, former Director of IDAHOT Committee, led participants through a workshop on value-based campaigning. "Campaigners who want to achieve concrete results will soon have to dig deeper into what makes people tick, and what will potentially make them change." The workshop explored some of the big principles of social psychology, and participants tried out a few tactics of persuasion, dug deeper into how a convincing message can be shaped and framed; and how values, messengers, visuals, metaphors, and other elements of a campaign's message can be built to make campaigns great.

Facilitation (IGLYO)

Tudor Kovacs, IGLYO's Capacity Building Officer, conducted a workshop on facilitation. Facilitation is the skill and, sometimes, the art of helping and guiding groups of people to reach a common goal. A skilled facilitator should be just a mirror and, through asking questions and making reflective statements, should support the group process and members reach an objective, a conclusion or a piece of learning. The workshop presented a basic question-based facilitation framework that will help the Academy participants be more effective facilitators.



Online Campaigning & Fundraising (All Out)

Matt Beard, the Executive Director of All Out, delivered a workshop on online fundraising, communications and campaigning with the goal to provide participants some practical insights into current best practices around online fundraising, communications and campaigning. The workshop focused on digital fundraising and digital advocacy and used the global All Out platform as a practical example of how attention, interest, support and funding can be crowdsourced by LGBTQI activists from around the world.

Film Making (Dominic Joyce Film)

Dominic Joyce, London-based filmmaker and editor, facilitated the workshop on film making, sharing with the participants that the nature of film has completely changed, from TV ads that people had to watch for lack of alternatives, to nowadays, when the key isn't just to make a great film, but to tailor and edit videos in a way that inspires the audience to click the 'share' button.

Trans Inclusion (TGEU)

Toryn Glavin, TGEU Board Member, offered a workshop on how to build structures and organisations that are inclusive of transgender people. The participants had the opportunity to highlight the challenges and issues faced by the trans community in their home countries and discussed possible solutions that can help improve the status-quo and planned out realistic objectives which can be implemented once the participants have returned to their home countries. The workshop also included an update on the rights situation and an overview of the healthcare related issue pertaining to transgender people in Europe.

Public Speaking (UN Volunteers)

Maria Sanchez, from the United Nations Volunteers, guided participants through a workshop meant to equip them with techniques to deliver more effective public speeches. Using elements of Marshall Ganz's model of storytelling, participants practiced at constructing persuasive messages and delivering speeches so that they would become more effective activists in their communities.

Community Organising (ILGA Europe)

Valeria Santosfefano, Programmes Officer from ILGA Europe, explored the important topic of community organising, with a focus on LGBTI people's participation, agency and empowerment. Through the workshop, participants explored what it is meant by community organising, why activists organise LGBTI communities, and how they do so successfully. Several different practices and tools were looked at, and participants exchanged ideas on how to work with certain communities and outlined some of the skills needed when working with communities.

DAY FOUR

Activist Academy Team Trials

During Day 4, the participants went on to practising the skills they learned during the previous two days. The practice time was framed as a competition between teams. Each team had to complete four challenges over the course of the day to put all their learning into action. The challenges were designed to incorporate the application of skills into simulated real-life context. After working on the challenges, each team had to present and demonstrate it to the Academy panel of judges. If the Judges felt they had completed it to a high standard, the team could move on to working to the next challenge. If not, the team was required to work a little more on the task. The judges provided detailed feedback and encouragement on the teams' work on each of the challenges. As well as presenting the challenges to the judges, the teams were told that they had to plan how they would present each of the challenges to the full group on the final day.

The mentors took on a facilitation/co-ordination role to ensure the team effectively used its time and members well. Mentors were able to help with challenges, but had to step back until asked specifically by the team. They also provided feedback throughout the process on how the team was functioning and helped with the time management as the teams were working on the challenges through the day.



DAY FIVE

Team Trials Presentations

During the morning of Day 5, all the Academy teams rotated to present their work on the challenges, from making a video campaign, to delivering a public speech, presenting a plan for a community organising project, and facilitating a workshop or a meeting. The other participants and the judges scored the presentations and a winning team was awarded a prize during the Awards Ceremony.



Individual & Group Evaluations

Participants filled in an evaluation survey, as well as participated in a focus group with the goal to provide IGLYO a qualitative assessment on various elements of the Academy. Participants had to imagine that they would be in charge with organising the next year's edition of the Activist Academy and answered the following questions:

1. What do you do to build up interest and motivate people to apply?
2. What would put people off/what would motivate them to participate and stay engaged?
3. How would you decide the content?
4. How would you ensure the participants are having a good time?
5. How would you ensure participants stay engaged and connected with each other after the event?

The Academy Awards Ceremony

An award was given to the team with the highest public score after the presentation of all challenges. Participants had the opportunity to say good bye to the Academy and each other in a series of exercises focusing on building positive memories.

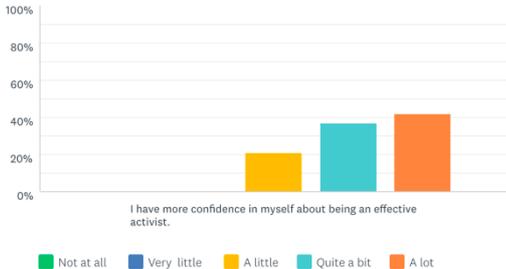


UNIQUENESS OF EVENT

- External workshops experts from key institutions
- Half of the total Academy time dedicated to practicing skills
- Strong emphasis on working within smaller teams, from the beginning to the end of the Academy, with the exception of skills workshops. To foster team work, being able to negotiate, strategies in groups, etc.
- Focus on collaboration (within teams) and competition (between teams) to maximize individual commitment and performance
- Thorough learning tracking, based on learning diary and group processing of learning, highlighting change triggering moments
- The element of fun competition: teams having to work on challenges and present them, scoring, panel of judges, awards

PARTICIPANT EVALUATIONS

19 of the 20 participants completed the online evaluation. Some of the main results are detailed below:

Figures	Highlights from the Individual Responses
 <p>I have more confidence in myself about being an effective activist.</p>	<ul style="list-style-type: none"> • While working on the challenges I felt that I can apply what I have learnt during the Academy • Knowing the basic structure of an effective campaign • Workshop on community organising, social org. our team work and well explained assignments and tasks • Definitely • I realised that I am very good in speaking and very inclusive • Realising that nobody is confident in their ability
 <p>I intend to make changes in my professional/personal life as a result of my participation.</p>	<ul style="list-style-type: none"> • Take more responsibilities - promote new kinds of actions and changes inside my organisation • Dare to do more (with more confidence) • Take initiatives, for example to do campaigns, or to possibly become an educator. Think about the goal of things (both personally and in activism) • I will take lead in different tasks that I have not had a courage to do before • I will be bringing a lot more reflective practices into my work as an activist. I have a two-day workshop to plan later this year, which will benefit from a lot of the practical experience I got from this week. • I want to be kinder to myself about my abilities as an activist, I also want to stay heavily involved with international work • Have a bit more understanding what it takes for a minority to get recognised by other activists. • Mostly I will just transform the work I already do by using the skills I've learned
 <p>I am capable of applying/using the skills I learned during this week.</p>	<ul style="list-style-type: none"> • Mainly public speaking, facilitation and campaigning design • Facilitating is very easy and flexible to use • Facilitation, team management, planning campaign • I feel more capable of applying facilitation and trans-inclusion as well as applying my public speaking skills • Campaigning, filming and building communities.

EVALUATION: WORKSHOP EXPERTS

- All of them were professionals and that was a pleasure to attend their workshops
- The workshop experts did a very good job at offering us basic tools to be better activists.
- The digital campaigning was a bit confusing
- I think that the workshops and experts were very good. I really learnt a lot during this week and I feel very more confident in my activist abilities
- Specialists in their areas, very good inclusive communicators
- Perfect. very knowledgeable and inclusive
- Quite good over all. Video making was a bit unfocused
- Experts are knowledgeable and keen on the topics. They delivered efficiently. Sometimes they spent too much time to promote organisations.
- They provided us with the basics at their field and easy and practical advice. All of them were open towards questions and were willing to give us help and suggestions about issues that we are facing in our work.
- Great in their field! Fantastic and inspiring.

EVALUATION: MENTORS

- A very patient team leader. She was flexible and could follow our team's needs.
- The best person ever!
- He really helped us during the week and activities. Maybe be careful about all LGBTQI issues [especially T]. Can be more aware.
- Great team leader, made us feel one as a group and really cared and assisted us
- She never interrupted or forced an idea just added to our ideas and finding compromises. Perfect. And she is positive [she gives positivity to those around her]
- Pushed us in good directions. Sometimes maybe had a view of her own that was a little too strong
- My mentor was very kind and managing team, motivating, and compromising different opinions in the group. Mentor is very good for reflection as well.
My team leader was of great help I received a lot of encouragement from them, they were really making sure everyone participated during the challenges
- My team mentor was incredibly nice and easy to talk to, very good at what he was doing to mentor and support us. He made me feel very secure and confident through the whole week, its ups and downs. I also felt very inspired to adopt some techniques he used as well as a general atmosphere he succeeded in creating, to develop my own work back at home. I would also love to see myself in a similar role one day, maybe even with IGLYO!
- I loved my mentor, she was amazing!
- Amazing Idea, all of them were extremely helpful.
- Good at facilitating and being aware of our needs.
- He was an awesome mentor, very friendly and positive presence.

EVALUATION: ORGANISING TEAM

- They were available always and helpful, Thank you!
- Fierce, flamboyant, fabulous
- Approachable and ready to answer to all the questions. and a lot to learn from!
Very available - source of inspiration by very constructive feedbacks during the AA
- Inspiring individuals with a lot of energy and great ideas, accommodated every need, addressed every issue
- Good, brought a sense of humour to situations that could have been otherwise more pressurized.
- Nice, fair, direct
- The team is helpful, energetic, arranging things nicely
- Considerate to our needs, always willing to help, also encouraging
- No complaints about the organising team, really great job on conducting this event
- They are all extremely warm and approachable people, they really tied the event together
- I think they did a fantastic job! Supportive and encouraging. Thank you!
- Very friendly and open, all kudos to them!

EVALUATION: PROGRAMME

- It was very interesting but kind of very intense
- The schedule had very interesting activities, but there was very little time for all of them so we were tired (but happy) all week.
- Program is great, also the structure, activities are very interesting but I think maybe it was too long in the day. I would lose my concentration around 5 pm first 2 days - then I guess I got used to it so it got easier.
- Very intense - rewarding. Many issues were approached. This was a very good program and organisation the schedule was a bit full, perhaps more outside activities or a daytrip would have been nice
- Was very organised and professional. Well done
- Intense but that's to be expected The program is well designed.
- The schedule was packed, both in a positive and in a bit of a negative way. It was good to stay active throughout the days, and we learned a lot, but sometimes the activities were quite "big" and demanding compared to the time available. Sometimes a bit lower goal can help achieve more positive results.
- The programme was good even though it was extremely stressful at some points it was very rewarding
- I thought it was very refreshing and well planned.
- The frame schedule was good, maybe a bit late to have activities all the way until 6pm.
- The schedule was a bit packed but then again, I loved all the activities.

EVALUATION: FINAL COMMENTS

- One of the most empowered experiences in my life. I really did things I could not imagine to do one week ago.
- Thank you for all the parts of the AA
- It would be a pity if the Activist Academy does not continue next year
- Thank you for all the patience, I know it wasn't easy!
- Very well done for the organisation. I am sure that things will continue to change for the better with people like us. I have learnt a lot not just from the workshops but from the people/participants. 10 out of 10! :)
- Don't love the competition framing the whole Academy - can create pressure friendly, productive, committed to participate and do the tasks!
- A huge thank you to everyone who participated in organising this event. I hope you will be successful in recreating this event again!
- The AA is an amazing opportunity for activists to get involved with
- Thank you for everything! Amazing idea, amazing project. :)
- Thank you for inviting me to this event! I'm really grateful that I got this opportunity!
- Please do this again! And again! I've been so inspired and strengthened in my own abilities, just to be around everyone here and being taken seriously is an important part of validating myself as an activist.

CONCLUSIONS & RECOMMENDATIONS

Based on the evaluation evidence, as well as on direct observations and a qualitative assessment with the participants themselves, the organisers of the Activist Academy would like to make the following observations:

- The Academy seems to be a highly effective learning and motivational opportunity for young activists so the Academy format should be used in the future for events with this type of objectives
- The Academy should make sure that the key elements as described in the uniqueness section are observed and applied to future events
- To ensure a high level of instructional quality, the organisers should work closely with the external experts at developing mutually agreed workshop designs
- Continue to use branded elements to ensure the perception of being part of an inspirational event on the side of participants; schedules, daily presentations, promotional items, prizes, flags and others should be branded and tied into the visual identity of the event
- To reduce participants' perception of the event's intensity, the two skill-based workshop days and the times when the teams are working independently on the accomplishment of the challenges should be interspersed as much as possible
- Approach the event rules, group processes and participants' individual commitments to making the event a successful one from a motivational perspective, rather than just something that is given. This will increase the likelihood of participants being punctual and participatory.