



THE IDEALIST HANDBOOK

**CITY YEAR'S PHILOSOPHY, VALUES AND
ORGANISATIONAL CULTURE IN THE UK 2023–2024**

CONTENTS

PART 1: AN ALL-EMBRACING CULTURE 3

I.	A year of service	3
II.	The meaning of power and idealism	4
III.	Founding stories	5
IV.	Power tools	6
V.	Putting idealism to work	6
VI.	The cycle of idealism – tackling educational inequality	7
VII.	The Idealist's Journey	10

PART 2: THE FOUNDING STORIES, POWER TOOLS AND PITWS 11

I.	Spirit – voices loud	11
i.	A passion for City Year	12
ii.	A nurturing approach	14
ii.	A servant-leader	18
II.	Discipline – strong and proud	20
i.	Being at cause	21
ii.	A growth mindset	23
iii.	Being reliable	26
III.	Purpose – to build a community	30
i.	Clarity of purpose	31
ii.	Embracing change	35
IV.	Pride – to demonstrate unity	38
i.	Pride in the cause	40
ii.	Pride in your work	43
v.	Putting Idealism To Work – the complete collection	46

PART 3: APPENDICES 68

I.	Guidelines for creating your own culture elements	68
II.	Using our values grid	68
III.	Index of founding stories and power tools	70

PART 1: AN ALL-EMBRACING CULTURE

I. A YEAR OF SERVICE

In Britain, in America and in South Africa, City Year believes that young people have the power to change the world. Our aspiration is that one day the most commonly asked question of a young person will be, "Where are you going to do your year of service?"

Service unlocks the **power and idealism** of young people, who want to be the change they wish to see in the world. Service strengthens society and makes those who serve stronger.

Civic service – or 'national service' – is a call for young people to give a year of their lives in full-time service to their communities and country. As an 'action tank' for civic service, City Year UK works to demonstrate, improve and promote the concept of voluntary civic service as a means of building a stronger democracy.

A year of full-time citizen service benefits Britain by:

- providing local communities and public services – specifically, for us, schools – with a major new resource to meet pressing needs
- building trust, friendship, and social bonds by uniting people from a wide variety of social, racial, economic and educational backgrounds to serve side-by-side for the common good
- inspiring others, of all ages, to act on their own idealism through part-time volunteering or social action enabled and coordinated by young people in service
- transforming the life prospects of those who serve by conveying life-changing benefits, like high-level professional skills and leadership experiences, through service.

City Year UK works to unlock the power of service in two ways:

- We develop and operate innovative ways for service-year participants to help pupils and schools succeed, demonstrating in one sector how service can enhance the delivery of public services
- We persuade and inspire politicians, policy makers and leaders in the public, private and voluntary sectors to promote the adoption of a comprehensive system of voluntary civic service across all sectors of social need in the UK.

City Year UK is a training ground for tomorrow's civic leaders

By the end of their year of service, City Year volunteers have not only made a difference in their communities and prepared themselves for their chosen career path; they have also learned the skills of active citizenship, social entrepreneurship and civic leadership. City Year UK trains young adults, children and those they encounter to be leaders by example and to go on from their experience with us to create, contribute to, or shape other organisations and movements for positive social change.





II. THE MEANING OF POWER AND IDEALISM

POWER

City Year believes in the power of young people. We view power – the ability to get things done – as the sum of four resources that anyone can harness. Our power is made up of spirit, discipline, purpose and pride.

Spirit: voices loud!

Spirit is the energy and emotion that drives us. We have a passion for ideas, take delight in nurturing people and ideas to grow, and feel a sense of belonging to, and ownership of, our organisation.

Discipline: strong and proud

Discipline is the grit and self-control we need to succeed. We take responsibility for our own actions and for coming up with solutions, we work hard to enhance our ability to make different choices to achieve the best outcome and we're reliable, trustworthy and punctual.

Purpose: to build a community

Purpose is the ultimate goal that we need to grasp clearly and focus all our efforts on achieving. By understanding our ultimate goal, we can manage and embrace all the changes that we will need to make to our everyday plans in order to get there.

Pride: to demonstrate unity

Pride is the sense of connection that we feel to the cause. We're proud to stand up and be counted as part of it and we want to tell others about it and encourage them to join us. We're proud, too, of the quality of our contribution to it, because we always give our best.

IDEALISM

City Year believes in being idealistic. Practical idealism is a set of skills – to imagine, recruit, transform and inspire – that can be learned and put into practice on a daily basis. We believe in the power of young people to act on their idealism and to lead and connect the rest of society through their energy, commitment and inspiration.

Using our practical idealism, we are creating an organisation that can play a major part in closing the 'implementation gap' in our schools – the gap between the needs of children, especially those from poorer homes, for personalised help to achieve their potential, and the resources available to meet those unique needs.

- We can **imagine** a Britain in which how well you do at school and in later life isn't already determined by the circumstances in which you were born and grew up.
- We **recruit** young people and the financial and staff support they need in order to serve.
- We help schools **transform** an unequal society into one where anyone, whatever their start in life, can succeed and be happy.
- And we **inspire** others to join our cause, because this change will take more than one year and more than one organisation, idea or approach.

The City Year commitments:

1. I am an idealist, realising my power to build a stronger society by inspiring and equipping the next generation to, "be the change."
2. I commit to serve my community with power and idealism as a member of City Year until the end of the year.
3. I commit to uphold City Year's inspirational standards.
4. I commit to strive always to improve and develop myself as a person.
5. I commit to taking the lead in changing the world for the better, this year and for the rest of my life.



III. FOUNDING STORIES

At the centre of City Year's idealistic culture is an ever-growing collection of stories and quotations from many cultures and sources, which we call founding stories because they are woven into the fabric of the organisation and are a foundation for our work. Each story conveys a civic value that guides us, or sets us thinking about service. We refer to these stories when we want to illustrate a point, we apply them to our work each day and we are always for looking for more.

You can find all the founding stories, organised according to the value they best express from page 12 onwards.

THE STORIES

- Be the Change
- The Beloved Community
- The Bridge Builder
- Cathedral Building
- Dick Whittington's Cat
- Do All You Can
- Everybody Can Be Great
- Heaven and Hell
- It's In Your Hands
- Lever
- The Lighthouse
- The Long Walk
- Love and Joy
- Moccasins
- Never Doubt
- On the Shoulders of Giants
- The Pillar
- Ripples
- Sand Into Diamonds
- Seven Generations
- Sowing and Reaping
- The Spider in the Cave
- The Starfish Story
- To Do Or Not To Do
- Stone Soup
- The Traveller
- Ubuntu
- The Vast Majority of Mankind
- The Village
- Water

IV. POWER TOOLS

City Year volunteers and staff learn and practise 'power tools' to make their idealism more effective. They build leadership skills, instill confidence and empower us and those we work with. They also help to make City Year the unique organisation that it is, one that consistently impresses and delights anyone who encounters it.

- Acting As If
- Actions and Words
- Advance and Logistics (Ad-Lo)
- And That Matters Because...
- Appreciations
- Breakstates
- Cause Versus Effect
- Coaching Levels
- Community Meetings
- Debriefs
- Front-most Centre-most
- Getting Out of the Box
- Hands Up
- Junk the Sunk!
- Leadership Compass
- Lighthouseing
- Moccasining
- Only Feedback
- Our Uniform
- Places of Power
- Power Courtesy
- Reframing
- Ripples and Joys
- Shipshape and Bristol Fashion
- Silent Applause
- Stand and Declare
- Strong Circles
- Testimonials
- Visitor Programme
- WYPIIWYGO

Power tools are tangible expressions of our philosophy. In different circumstances we will express the philosophy in different ways—sometimes a power tool is appropriate, sometimes it is not.

Our five organisational values can be used to 'sense-check' power tools. Each time we use one, we ask ourselves, "Does my expression of our culture in this way represent responsibility, inclusion, progression, action and excellence?"

Our organisational values

- **Responsibility:** we are the change we wish to see in society
- **Inclusion:** we unite from all backgrounds to serve a cause greater than ourselves
- **Progression:** we are dedicated to the personal and professional development of all
- **Action:** we don't just talk, we do. We are always ready
- **Excellence:** we strive for nothing less, no matter where we start

You can find all the power tools, organised according to the value they best express from page 12 onwards.

V. PUTTING IDEALISM TO WORK

"Putting idealism to work" (PITW) is a collection of 99 pieces of wisdom, pithy rules of thumb, notes-to-self and management top tips that everyone in the organisation should dip into during their spare moments, ready to produce and apply the perfect one at the right time.

If you can't remember the number of a PITW that you otherwise know well, and you want to quote it in a meeting, circle or testimonial, just call it, "PITW number 21..." It's better than casting around trying to remember the actual number.

If you come across something not in this list that you think should be a PITW, or that you want to use as one at the time, call it, "PITW number 100." Then it's official!

You can find all the PITWs, organised according to the value they best express from page 12 onwards.



VI. THE CYCLE OF IDEALISM

We set out to encourage social mobility by tackling educational inequality.

“...social mobility is the extent to which where you end up, in terms of income or social class, is not determined by where you started.”

Britain is one of the least socially mobile rich countries in the world. Here, more than almost anywhere else in the developed world, children do better or worse at school not because of their own efforts or potential abilities, but because of how much money their parents earn or the area they live in. Here, more than most countries, young adults entering work are more likely to mimic their parents' careers and social status than strike out on their own path, fulfilling their own potential and achieving their own idea of success and happiness.

For those young people who are growing up in households where no one works, where the adults' levels of education are low and where it is hard to pick up the attitudes, beliefs and behaviours that more fortunate children take for granted, poverty and underachievement can become entrenched from generation to generation.

This is one of the most important challenges facing Britain today, but it is possible to imagine a Britain in which how well you do at school and in later life isn't already determined by the circumstances in which you were born and grew up. City Year UK helps to achieve that through a year of service delivering our Whole School, Whole Child model, designed to close the 'implementation gap' – the gap that results when the time and resources of schools and their staff members are not sufficient to meet the intensity of the unique needs of their pupils from low-income homes.

WHOLE SCHOOL, WHOLE CHILD

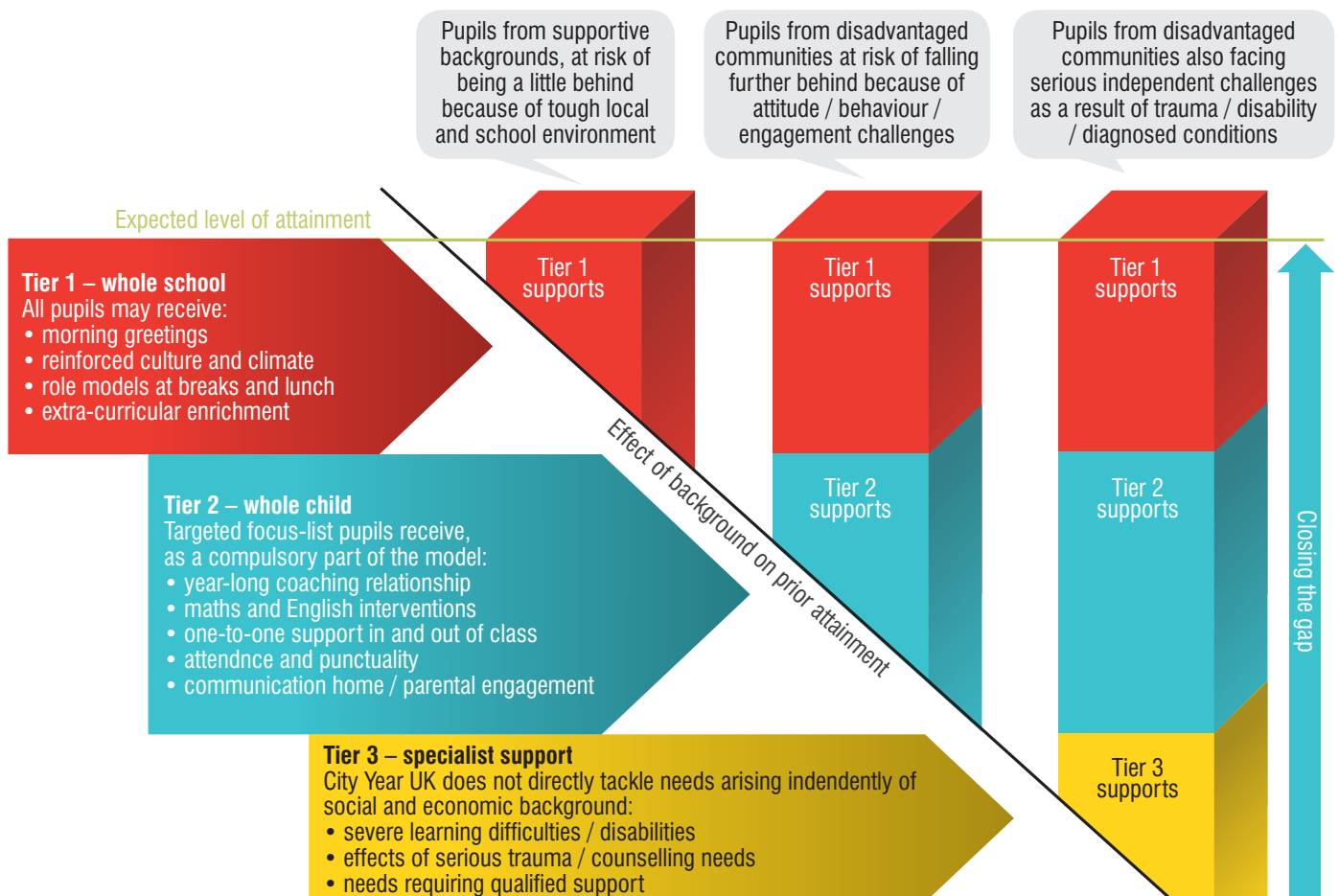
Our unique, holistic approach to improving outcomes for pupils is called Whole School, Whole Child. A group of carefully selected, highly trained young adults – our volunteers – provide individualised support to at-risk (or focus-list) pupils, while also establishing or reinforcing a positive school climate in the schools throughout Britain that need us most.

As an integral part of each of our partner school communities, our teams use evidence-based tools and techniques to:

- strengthen or reinforce a school's culture and climate, helping to make school an enjoyable place to be and a natural place to learn
- provide teachers with additional human resource to help them include all pupils and deliver differentiated instruction
- implement targeted academic and character-forming interventions to individual pupils who are carefully identified using clear and measurable risk factors and early-warning indicators.



We call the various ways that we carry out the first two of those approaches our '**tier one**' initiatives; they support the whole school. Those that are covered by the second – our support for selected focus-list pupils – we call our '**tier two**' initiatives; inside and outside the classroom, they support the whole child.



Pupils who are at most risk of not fulfilling their potential at school typically exhibit one or more of these three characteristics:

- poor **attendance**
- disruptive **behaviour**
- low **curriculum** achievement in English and maths

We focus on helping schools support pupils who display one or more of these three early-warning signs – the ABCs – from when they enter reception through to when they sit their GCSEs. These focus-list pupils are chosen because they need more support to enjoy school and do well. Our volunteers do not provide specialised provision requiring a qualified professional (what we call 'tier three' supports, including, for example, work to overcome severe learning difficulties or counselling to deal with major trauma).

Our teams work closely with head teachers and senior leaders to contribute directly to school improvement priorities and reinforce instruction from qualified teachers. Activities include:

- providing one-to-one or small-group **tutoring**
- running **after-school clubs** and **social action opportunities**
- leading energetic **morning greetings** for the whole school to create a more encouraging learning environment
- **coaching** regularly **late or absent pupils**
- sending **positive communication** home to tell parents and guardians about the positive progress that their children are making
- **organising and lead events**, celebrations and projects to bring the school and community together.

In addition to their daily commitment to their pupils, our volunteers have regular check-ins with school leaders and teachers to review pupil progress and plan next steps.

And our involvement goes far beyond academic support, because the children we work with face more than just academic challenges. They often face emotional and social challenges, too. It is through helping them develop the skills they need to face these things head-on that our volunteers are able to make such an impact in their pupils' lives.



The Flame of Idealism, a service learning model

At City Year service and leadership are not separate. They are two aspects of the same thing. As we change the outer world through our work in schools, so we also change the inner world. Our model for this is called The Flame of Idealism, with its characteristic 'Be, Know, Do' structure. The flame contains five 'pillars' of leadership development content which reflect our five organisational values:

1. **Responsibility** and Ownership
2. Service **Excellence**
3. Career **Progression**
4. Social **Action**
5. **Inclusion** and Wellbeing

The base – the context – for the flame comprises City Year's culture and values, as laid out in this book, and the **Responsibility and Ownership** that everyone has for them and for the organisation. This is what makes us, across our sites and all aspects our service, *One City Year*, of which we are all both servants and leaders at the same time.

The largest part of the flame is labelled 'Do,' and represents the daily service we carry out in schools and communities. This takes up the bulk of our volunteers' time, and is their chief source of learning and self-development, even though its focus can often seem to be entirely on change in the outer world.

Next comes the 'Know' element. Leadership and service require certain skills and competencies, and on Fridays volunteers are offered training in three areas of knowledge:

- **Service Excellence**, which encompasses professionalism and coaching tools as well as information about the ABCs.
- **Career Progression**, which covers communication and planning skills and offers chances to visit workplaces and hone CVs and interview techniques.
- **Social Action**, offering volunteers insights into practical idealism from leaders in a range of sectors and organisations and a chance to practice their own leadership through evaluation and impact assessment, special projects and events, explorations of social, moral and political issues and debates on current affairs.

Finally, at the heart of the flame, is the most important element, 'Be.' Because we are part of the world and responsible in all our actions (or inactions) for making it what it is, we must be the change we wish to see. That means we must be at peace with our own choices, embrace working collaboratively with others and sustain our commitment to the organisation through tough times. City Year's unique approach to this need for **Inclusion and Wellbeing**, or our way of being during a year of service, is called the Idealist's Journey, which is described in more detail next.



VII. THE IDEALIST'S JOURNEY

"What I think is that a good life is one hero journey after another. Over and over again, you are called to the realm of adventure, you are called to new horizons. Each time, there is the same problem: do I dare?"

Joseph Campbell, The Hero with a Thousand Faces

City Year frames the service year experience as The Idealist's Journey, based on Joseph Campbell's concept of the Hero's Journey, drawn from universal themes in the stories and myths of all cultures.

We can think of our experience of each of our life's adventures as having three characteristic phases:

1. **Departure:** we depart from the ordinary world that we have always known and set off on an adventure into a future shrouded in mystery.
2. **Road of Trials:** we encounter a series of tests and trials that push us past our known limits, and in the process discover a hidden wealth of strength, insight, wisdom, courage, and skill that we never knew we possessed.
3. **Return:** we return 'home' – whatever home may mean to each of us – newly empowered to put our newfound gifts of strength, knowledge, and wisdom to use in ways that allow us to more powerfully be of service to others.

Sharing their experiences of those stages, participants undertake regular guided reflections on their service, what it means to them and how they are changing through it.

Besides regular group and individual reflections on their experience and practice in school ('Road of Trials check-ins') volunteers take part in sessions introducing new stages on the journey and encouraging new ways of thinking.

Departure: participants consider their purpose, write personal mission statements, and define their own criteria for success.

Dragons: aid and challenge zones: introduces the concepts of personal challenges to be overcome through the solicitation of aid from supportive figures and willingness to move out of one's comfort zone.

Wheel of strength: introduces a simple self-assessment and self-improvement tool, encouraging constant improvement.

Reflecting on the red jacket: volunteers reconnect with their original purpose in signing up, and consider what the power of the red jacket means to them now.

Internalisation and reconciliation: discusses the shift, during a year of service, from a feeling of externality to the problems of the community to one of community membership, and the resulting change of perception – from changing others rather than oneself, to a realisation through reconciliation that one is changing the community by changing oneself.

Revisiting purpose and goals: a reconnection with the personal mission statements and criteria for success written at the start of the year.

Return: as they prepare for graduation, participants consider the significance of the conclusion of their Idealist's Journey, and what it means for the next cycle.

PART 2: THE FOUNDING STORIES, POWER TOOLS AND PITWS



I. SPIRIT –
VOICES LOUD!

I. A PASSION FOR CITY YEAR

WE HAVE A SPIRITED BELIEF IN THE POWER OF A YEAR OF SERVICE TO END EDUCATIONAL INEQUALITY AND THE DRIVE TO MAKE A POSITIVE CONTRIBUTION TO TURNING THAT BELIEF INTO REALITY.

FOUNDING STORIES

Love and joy

"Love cannot remain by itself - it has no meaning. Love has to be put into action, and that action is service. I slept and I dreamed that life is all joy. I woke and I saw that life is all service. I served and I saw that service is joy."

Mother Teresa of Calcutta

For more than 40 years Mother Teresa comforted the poor, the sick, and the outcast around the world, from Calcutta to New York to Albania. She was a living example of her belief that love is embodied in service. At its most powerful, service is an expression of selfless love, care, empathy, and concern for others. Although Mother Teresa encountered pain, sickness, and extreme poverty on a daily basis, she also knew that the path of service is the path of joy, because it is the path of love.

Never doubt

"Never doubt that a small group of thoughtful committed citizens can change the world. Indeed, it is the only thing that ever has."

Margaret Mead

Each component of Margaret Mead's compelling formula for changing the world is an essential element. Her command to, "never doubt," tells sceptics that they are wrong - you really can change the world – and also underscores the transformative power that belief plays for those who have successfully sought to change the world.

"A small group," underscores the remarkable power of teamwork to transform, to inspire, and to succeed. Teams can accomplish amazing and seemingly impossible things because they have the ability to generate new energies. Just as the whole is greater than the sum of its parts – because the whole includes the connections between each part – high achieving teams generate more energy, will, passion, and ideas than the sum of what their individual members could muster alone.



To be successful, a team must also be, "thoughtful", constantly generating strategies, tactics, and analyses for success. But the critical component for success is, "commitment." Those who succeed in world-changing activities have an unwavering, passionate commitment to their cause. Any of us can choose to use this formula, to find a cause to which we are passionately committed, to recruit a team as passionate as ourselves, to generate ideas and strategies, and to stay the course until success is achieved.

The vast majority of mankind

"I believe we should claim certain Rights for the children and labour for their universal recognition, so that everybody – not merely the small number of people who are in a position to contribute..., but everybody who in any way comes into contact with children – that is to say the vast majority of mankind – may be in a position to help forward the movement."

Eglantyne Jebb

Eglantyne Jebb was a charity worker and writer. As a young woman she was horrified by the effects of the First World War on the children of Germany and its allies. She organised a huge relief effort, sending much-needed supplies to enemy countries (at one point she was arrested by the police), and lobbying the government to lift the blockade for humanitarian reasons. The British public responded to Eglantyne's call, and on the back of the campaign of 1919 the charity Save The Children was established.

Eglantyne knew that one campaign, or contributions from just one section of society, would not be enough to bring about the kind of change in attitudes that she knew was needed to protect the children of the future. She wanted not just to provide relief, but to be part of a movement. In 1923 she promulgated a Declaration of the Rights of the Child, the basis of today's UN Convention on the Rights of the Child.

City Year seeks to contribute to that movement for social justice for children, and to involve more people in our work than just those who are able to contribute directly.

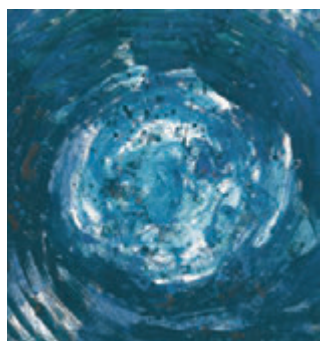
Eglantyne also understood the sense of adventure so important to those who serve: "Relief work does not consist entirely... in wearisome meetings, wearisome appeals, wearisome statistics, and a yet more wearisome struggle against uninteresting misery. It has its moments of enchantment, its adventures, its unexpected vistas into new worlds." She was a true idealist.

POWER TOOLS

Ripples and joys

What are they?

A ripple is a brief, inspiring anecdote about an act of idealism (see the founding story 'Ripples'); a joy is the sharing of happy news or information.



How do you use it?

Sharing ripples and joys puts us in an inspired, positive frame of mind before tackling difficult work, helps us make a direct connection between our work and positive outcomes, and reminds us that small acts of idealism can have a powerful cumulative effect. They should be the very first agenda item of every meeting or gathering.

Tips & tricks

Don't let this section of a meeting drag on waiting for more ripples and joys to come. It's best to keep things short and snappy; you don't need many.

ACTIONS AND WORDS

What is it?

It is said that actions speak louder than words. But why must we choose? At City Year, wherever possible, we use actions and words together. The mind and the body are one system, and what we do physically has mental effects, just as our thoughts direct the movements of our body. There are already a number of specific City Year power tools that join an action to an idea or a word – hands up, places of power, stand and declare, silent applause, strong circles, break states – but this tool encourages us to link the mental and the physical in everything we do. It's not just metaphorical to say that when we are passionate about something we put our hearts into it – serving with City Year should literally



get your pulse racing, through physical activity as well as excitement. Expressing our ideas in movement is both a powerful way to show our pride in our service, and a healthy example to young people who, on average, take less exercise today than ever before.

How do you use it?

Teams in primary schools often demonstrate and teach fun dance moves or simple exercises to children to perform as they arrive in the mornings or when they line up before registration – sometimes called 'PT' for physical training. With older students, this may take the form of more structured, purposeful routines or games. These are often intended to lead into organised sport, which combines exercise with teamwork, discipline, and positive character traits like fairness and grace in defeat. What makes the City Year approach to exercise special is the connection between the actions and the words that they represent – usually in the form of learned calls and responses, or chants, repeated in unison.

For example:

- Alongside a 'lunge' move (a kind of combined stretch and squat) we might clap a rhythm and say, "It's time for us to represent... with spirit... and discipline... and purpose... and pride... yeah, pride."
- When we lead pupils in a readiness check in the morning to prepare them for a productive day of learning, they might jog on the spot while singing:
"It's time for school, time to start [touch watch],
I learn with my head [touch head] and I learn with my heart [touch heart],
English and maths [make a sign like a book], science and art [make a sign like a paintbrush],
They're fun to do and they make me smart!"

And so on.

Tips & tricks

Make sure that any exercise moves are inclusive as well as fun and appropriately challenging. Adjust activities for age groups and individuals so that everyone can join in and feel good about moving.

Let pupils get involved in coming up with both the actions and the words – it's a great opportunity for creativity. What matters is that the children are expressing the kind of values we want to foster, and making a connection to the ritual that reinforces those values.

PLACES OF POWER

What are they?

A way to get back in touch with the original drive and love that motivated you for City Year – a way to connect your work to your highest purposes and values.

How do you use it?

Think of a time when you have felt most inspired and most motivated to change the world. A time when you felt like nothing could stop you, because you'd found what made all the hard work worthwhile. Now imagine (or even draw) a circle on the floor in front of you. Picture the moment happening, almost like a movie screen, in the circle. It can be however you remember or imagine it. Got a good strong image? Step into the circle. As you do so, step into that moment, remembering or imagining yourself feeling that way. You'll find that when you step out again, you'll bring back some of that powerful motivation with you. If you're facing a tough day, difficult task, or testing relationship, or you're wondering if City Year is right for you and why you're here in the first place, step into your place of power.

Tips & tricks

You can imagine more than just motivation inside the circle. How about drawing on your ability to feel confident just before that big speech? Or your ability to feel happy when something's getting you down? If you can remember or imagine having felt that way once, you can summon up that feeling again when you most need it.

II. A NURTURING APPROACH

WE DELIGHT IN NOURISHING THE DEVELOPMENT AND GROWTH OF PEOPLE, AND OF THE IDEAS WE BELIEVE IN.

FOUNDING STORIES

Ubuntu

Umuntu Ngumuntu Ngamantu.

I am a person through other people. My humanity is tied to yours.

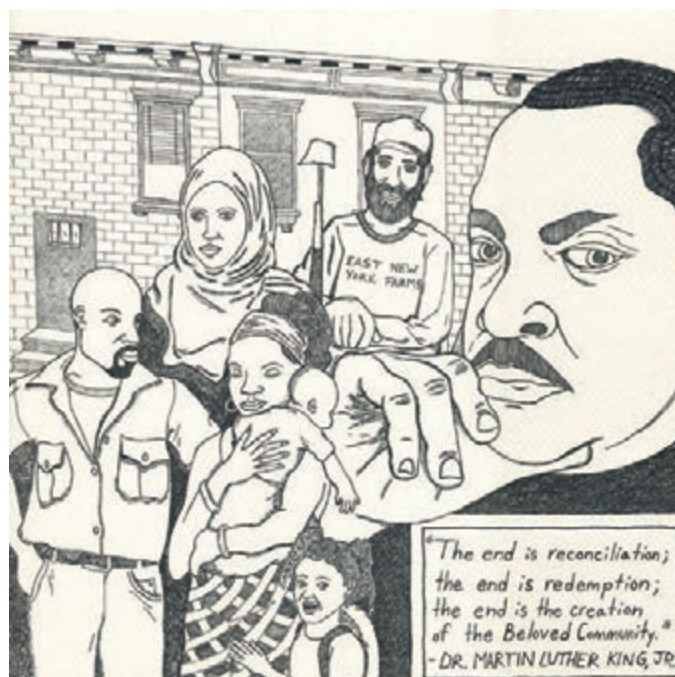
Zulu proverb

In a true community, a person cannot be complete if others do not enjoy full humanity. In other words, anyone living in an unjust society is diminished and degraded, as a result. That applies as much to the global as to the local community. When we do nothing we let ourselves down as much as those whose need we ignore.

The beloved community

"Desegregation is only a partial, though necessary, step toward the ultimate goal which we seek to realise.

"Desegregation will break down legal barriers, and bring men together physically. But something must happen so as to touch the hearts and



souls of men that they will come together, not because the law says it, but because it is natural and right. In other words, our ultimate goal is integration which is genuine intergroup and interpersonal living.

"Only through non-violence can this goal be attained, for the aftermath of nonviolence is reconciliation and the creation of the beloved community."
Dr Martin Luther King Jr.

Martin Luther King, like Gandhi, knew that the goal of social change is not tolerance alone, or even the recognition or enforcement of human or civil rights, or an improved economic condition. These are necessary but not sufficient steps for social justice. A truly great society bridges the divides of prejudice and mistrust that lie within the human head and heart. The ideas that sustain these divides are resilient and personal, and we need to change ourselves, and at the same time others, through civic power, to change those ideas. King reminds us that reconciliation is both a process and a final destination.

POWER TOOLS

Appreciations

What are they?

A way of letting others know what they do well, or of giving them positive feedback that may otherwise seem too general for a specific debrief.

How do you use them?

Appreciations can be verbal, in a circle, or written down and placed in that person's appreciation envelope at the end of a day. You may draw the names of specific people out of a hat and ask everyone who wishes to appreciate them to stand up, in turn sharing with the group their praise for the person named.

Tips & tricks

The best appreciations are short – just one sentence!



Moccasins

"Oh Great Spirit, grant that I may never criticise my brother or my sister until I have walked the trail of life in their moccasins."

Adapted from a Cherokee prayer

Service is a common ground on which all people can come together to build a more just society. That justice depends on understanding one another. But our work is a powerful 'moccasin' itself; through service, we can all walk in each other's shoes. Once we've shared the experiences of others we are more likely to understand points of view that are different or even hostile to our own. We may then be able to change those points of view, learn to live alongside them, or even, perhaps, embrace them ourselves.

LEADERSHIP COMPASS

What is it?

The Leadership Compass characterises four imaginary 'work styles' that people may feel most comfortable with. It's important to remember that these aren't 'real' categories. People's styles often differ from their preferred 'type' because of circumstances, self-awareness or just because behaviour is hard to predict. That said, most people identify one or two areas as their 'resting point,' that they default to in their day-to-day lives.

The Leadership Compass helps us identify our strengths as well as recognise areas for growth. It's bad to take any of the areas to excess – a great leader is able to adapt her leadership style to the situation.

How do you use it?

Look at the brief pen portraits of the four leadership 'directions' overleaf. Which are you most comfortable with? What about other members of your team? Knowing what you do now, what should you consider changing about your own behaviour, or how you communicate with others, to get the best results for the team?

Preferred direction	Style and strengths	Things to watch out for
North	<ul style="list-style-type: none"> • Assertive, active, decisive • Quick to act, likes fast pace • Enjoys challenges • Perseveres and is outcome focused • Comfortable leading • Most likely to say, "Let's just do it, now!" 	<ul style="list-style-type: none"> • Doesn't like process or discussion getting in the way of action • Can dominate a team • Little tolerance for ambiguity • Impulsive and dismissive of practical issues • May overlook others' feelings • Most likely to say, "If you want something done right, do it yourself!"
East	<ul style="list-style-type: none"> • Visionary, creative thinker, most interested in ideas and concepts • Imagines what things will be like in the future • See things in terms of their ultimate purpose, the big picture • Looks for overarching themes to join up ideas • Likes to solve problems, experiment with new ideas • Most likely to say, "What if we imagine that..." 	<ul style="list-style-type: none"> • Prioritises ideas over action and loses focus on tasks • Poor at finishing projects on time or with all details complete • Highly enthusiastic early on, burns out over the long haul • Dislikes projects without a comprehensive vision • Easily frustrated if outcomes are not in line with the vision • Most likely to say, "Can't someone else work out the details...?"
South	<ul style="list-style-type: none"> • Understands how other people work • Includes people in decisions and processes • Value-driven regarding aspects of professional life • Supportive, trusting and guided by emotions and intuition • Uncompetitive, likes to be part of a team • Most likely to say, "What do you think would be fair?" 	<ul style="list-style-type: none"> • Prioritises relationships over goals and can be a push-over • Internalises difficulties and assumes blame • Prone to disappointment when relationships are subordinated to a task • Judgmental or resentful of others who push ahead with actions or ideas • Immersed in the present, may find it hard to move forward • Most likely to say, "Oh dear, I've upset you!"
West	<ul style="list-style-type: none"> • Practical, dependable, careful and thorough • An information resource for others' planning • Uses data analysis and logic to make decisions • Introspective, self-analytical, balanced decision maker • Skilled at finding fatal flaws in an idea or project • Most likely to say, "The evidence tells us that..." 	<ul style="list-style-type: none"> • Mired in details and analysis at the expense of moving forward • Overcautious or stubborn, or indecisive • Collects data or enforces processes for their own sake • Watchful, withdrawn, distanced; observer not actor • Resists emotional pleas and change • Most likely to say, "The system won't allow it..."



Tips & tricks

Always bring the exercise back to the importance of empathising with other leadership styles, and striving always to strike a balance between the four directions. It's not about which style is 'best'.

COACHING LEVELS

What are they?

The mental blocks that stop us choosing the behaviours and developing the habits that, at a higher level, we 'want' to have, take different forms, from simple physical barriers to psychological blockages at the highest levels of our personal identity. Coaching levels are a way of thinking about them in seven hierarchical categories.

How do you use them?

The table below describes each level, and suggests what, as a coach, you might ask or say to help your coachee move past that barrier to the behaviour or outcome they want. Start at the first, lowest, level; sometimes a problem can be solved relatively simply. But each time you find you the blockage at a particular level is insurmountable, you'll find the answer at the next level up. When you feel you've got purchase at some level, work your way back down with your coachee, until they are developing the habits that they wanted.

Level	Example of blockage	Coaching approach	Example of coaching
Environment	I haven't brought a pen to class	Providing	Give the pupil a pen
Behaviour	I forgot to bring a pen to class	Telling	Remind the pupil next time
Skills	I always forget to bring a pen to class	Teaching	Teach the student a routine to remember
Factual beliefs	Routines are for stupid, dull, people	Persuading	Show the student how cool and effective routines can be
Values	Being ready for class isn't a cool thing	Probing	Why is that? Is it possible to be ready for lessons and cool?
Self-identity	I'm a carefree spirit with unconventional dreams, so I'm above lessons	Validating	I hear you and respect you. What is it about being unconventional you value? Does that really imply lessons are stupid?
Ultimate purpose	The important thing in life is being unique and creative and novel, not regimented	Sharing	I want to help you be unique and creative. Can you do that through great lessons, that are for you, not for anyone else?

III. A SERVANT LEADER

WE ALL BOTH BELONG TO, AND OWN,
CITY YEAR; WE ARE WILLING TO BOTH
SERVE AND LEAD TO ACHIEVE
EDUCATIONAL EQUALITY.

FOUNDING STORIES

Do all you can

*"Do all the good you can,
By all the means you can,
In all the ways you can,
In all the places you can,
At all the times you can,
To all the people you can,
As long as ever you can."*

John Wesley

We talk about leadership a lot at City Year. Everybody in the organisation, whatever their role and regardless of their job description, is a leader because they lead by example. When we serve, we both do good ourselves and inspire others to do good of their own. "My life is my message," said Gandhi. Our membership of this movement is freely chosen, and our belief in its values and our desire to see its goals achieved will naturally spill over into the rest of our lives. We will talk about it to our families, invite our friends to get involved in it. Why would we do anything different? It is our movement, and we built it, whether we're a volunteer, a member of staff, the chief executive or a trustee. We own it, so we serve it, in all our actions.

Stone soup

There once was a traveller who came to a small village, tired and weary from his long journey. The traveller did not have anything to eat and hoped that a friendly villager would be able to feed him. He came to the first house and knocked on the door. He asked the woman who answered if she could spare just a small bit of food as he had travelled a long journey and was very hungry. The woman replied, "I'm sorry. I have nothing to give you. I can barely feed my own family." So the traveller went to another door and asked again. The answer was the same: "I have nothing to give you." He went from door to door and each time was turned away.

Undaunted, the traveller went to the village square, took a small tin cooking pot from his bag, filled it with water, started a fire and dropped a stone in the pot. As he boiled the water, a passing villager stopped and asked him what he was doing. The traveller replied, "I'm making stone soup. Would you like to join me?" The villager said "yes," and he asked if

carrots were good in stone soup. "Sure," said the traveller. The villager went home and returned with carrots from his garden to add to the boiling water. Soon, another curious villager came by and was invited to join them. She went home and returned with some potatoes. A young boy passed by and soon joined the group, bringing his mother and dinner plates from their home. In time, a crowd gathered with everyone offering their own favourite ingredient: mushrooms, onions, salt, black pepper, rosemary, peas. Everyone wanted to be part of the creation.

Finally, the traveller removed the stone and declared, "The stone soup is ready!" And the whole community joined in a feast where there was none before.

Adapted from a Swedish folktale

Resources gathered for the common good can have more impact than the sum of all those resources kept apart. The pot is a metaphor for the untapped potential of community wealth that can be organised for the common good. Stone soup celebrates the power of bringing out the best instincts of people, rather than appealing to, or condemning them for, their worst.

The village

"It takes a whole village to raise a child."

Igbo proverb from Nigeria

"No man is an island," said the Elizabethan poet John Donne. Children don't grow up in isolation; not even their parents and home life are completely responsible for how and what they learn, or who they become. Children take their cues from the society around them, and need to interact with people of all ages and backgrounds to be a complete person themselves. Communities are responsible for raising children, and at City Year we take the responsibility seriously and literally.





POWER TOOLS

Community meetings

What are they?

A fun way of bringing together volunteers, staff and guests for community building, information sharing, reflecting, celebrating and learning new skills.

How do you use them?

A community meeting can be for any group who share something in common within the larger City Year family, whether they're a team, a whole site or staff from across the network. Whether held in one room or virtually, a community meeting needs a host group, and theme (often humorous) and may include some or all of the following elements, alongside other content:

- ripples and joys
- a warm-up or break state
- a reference to a founding story
- a volunteer's or staff member's personal life story
- an illustration of the difference we make through service (starfish story)
- a presentation of impact evidence (pause on the walk)
- an insight into the work of some particular part of the organisation (spotlight on...)
- appreciations
- announcements

Tips & tricks

Make sure the group leading the community meeting has time to prepare and sticks to the brief. Don't let the fun obscure the useful purposes of getting everyone together in one place.

STRONG CIRCLES

What are they?

A strong circle is formed when all participants are standing shoulder-to-shoulder in a tight, perfectly formed circle, with no one inside the circle and no one outside the circle. The strong circle makes a virtual room and a safe space for those in the group to communicate in equal terms. Each person can make eye contact with everyone else in the circle, providing an effective forum to share information.

How do you use them?

Circles are used any time a team needs to check-in: at the very least, at the start and end of every single day. Team members should leave backpacks, bags, food, drinks, mobile phones, headphones and any other distractions outside of the circle.

Tips & tricks

This power tool is only worth it if it's done properly. It is meant to be a circle, not a vague gathering. Be zealous about getting people in the right place physically, and it will be easier for them to be in the right place mentally.

ACTING AS IF

What is it?

The rest of the world can't tell the difference between you feeling confident and you pretending to be confident. If other people respond to you as if you're confident, you will feel more confident. You can, "fake it, until you make it." This principle applies to the acquisition of any number of attitudes or skills, not just confidence. For most practical skills and all character traits, doing is the only way of learning.

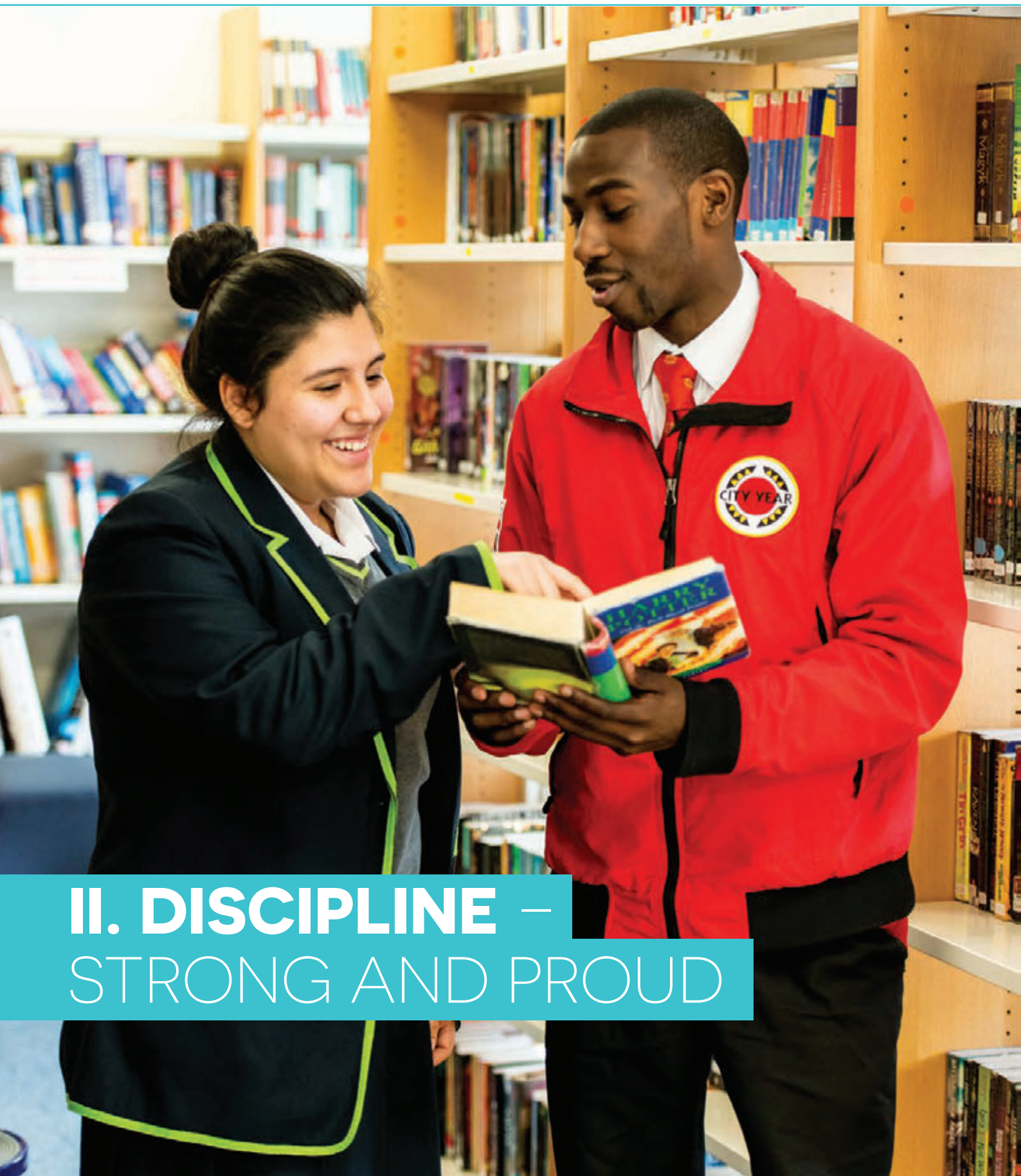
How do you use it?

Start behaving in the way that having the skill already would enable you to behave, and you'll find the skill will come more easily. Act like a leader and you'll become a leader. Act like a coach and you'll become a coach. You can't afford to treat everything you learn as theory until you decide that you've got it perfected. As the saying goes, you, either to, "use it, or lose it."

Tips & tricks

The key message of this tool is: don't wait to give something a go. Practice makes perfect, and if you waited until you were a good violin player before playing the violin, you would never become good. Don't waste a moment to try out something you've just been trained in.





II. DISCIPLINE – STRONG AND PROUD

I. BEING AT CAUSE

WE FOCUS ON WHAT WE CAN DO,
NOT ON WHAT WE THINK WE CAN'T.
ONLY WE ARE RESPONSIBLE FOR OUR
OWN ACTIONS, AND ULTIMATELY OUR
OWN ACTIONS ARE THE ONLY THINGS
WE CAN CONTROL. SO IN THEM MUST
ALWAYS LIE THE SOLUTION TO ANY
OF OUR PROBLEMS.

FOUNDING STORIES

The pillar

A Sufi teaching tells of the man who visited a great mystic to find out how to rid himself of his chains of attachment and his prejudices. Instead of answering him directly, the mystic jumped to his feet and bolted to a nearby pillar. He flung his arms around it, grasping the marble surface as he screamed, "Save me from this pillar! Save me from this pillar!" The man who had asked the question could not believe what he saw. He thought the mystic was mad. The shouting soon brought a crowd of people. "Why are you doing that?" the man asked. "I came to you to ask a spiritual question because I thought you were wise, but obviously you're crazy. You are holding the pillar, the pillar is not holding you. You can simply let go." The mystic let go of the pillar and said to the man, "If you can understand that, you have your answer. Your chains of attachment are not holding you, you are holding them. You can simply let go."

Author unknown; ascribed to a Sufi mystic

We can sometimes feel that we are playthings at the mercy of forces beyond our control: the gods, fate, 'society', 'them', other people, money, or even our own weaknesses and personality traits that we feel we haven't chosen. But that is to look at the world as if we were not actors in it; to imagine that only other people are subjects, and that we are just objects. To escape this powerlessness, we need to focus on our choices and actions, on what we can do, not what we can't.

I am late. Was it because my train was delayed? Or because I left too late? And it isn't always about giving in and meekly correcting for the failures of the world around us. My train is always delayed. Am I really powerless to change that? Can I complain? Write letters to influential people? Start a campaign, enlist others? Even big 'others' can be influenced by my actions, if I realise my full power. But it starts by taking responsibility for what I cause to happen in the world, rather than simply feeling trapped by the effects of other people's actions.

Be the change

"You must be the change you wish to see in the world."

Mahatma Gandhi

Mohandas K Gandhi (sometimes known as 'Mahatma' meaning 'venerable') led the Indian nationalist movement, which aimed to end British rule through nonviolence, leading to the creation of an independent India in 1947. He based his campaign for change on the principles of courage, nonviolence, and love for people of all backgrounds. Much of his power came from his commitment to embodying these principles in his own life. Gandhi believed that there were three routes to social change: the ballot (the process of voting and elections), the jail (by which he meant civil disobedience – being willing to give up your personal freedom to protest an unjust law or policy), and the spinning wheel (which represented self-sufficiency, non-participation in economic oppression, and simplicity). While all his ideas influence us, City Year isn't about the ballot or the jail. We've chosen to focus on the third path – changing yourself and those who are prepared to work with you through service. 'Being the change' says it best.

It's in your hands

A woman lived with her parrot, Agape, whom she loved very much.

One day, two bored young men decided that they would break into the woman's house while she was out and steal her bird. When she returned they would approach her and say, "Old woman, we have your bird. Is it dead or alive?" For their own amusement, the young men decided that if the woman replied, "Dead," they would open their hands and let Agape fly away, but if she replied, "Alive," they would crush the bird dead and drop it at her feet. The two boys did just as they had planned, and when the woman came back they approached her and asked, "Old woman, we have your bird. Is it dead or alive?" The shrewd woman paused and looked at the boys with compassion. "I don't know," she said. "It's in your hands."

Traditional folk tale popularised by Toni Morrison in her acceptance speech for the Nobel Prize for Literature

Agape is a Greek word for selfless, spiritual love for humanity. We hold in our hands not only the consequences of our own decisions, but also the effect those decisions have on the actions of others and even on the state of the world. When we make good choices and take responsibility for the poor choices we have made, we are fully human. Sometimes, we are afraid to take responsibility and construct elaborate narratives that seem to make our choices the responsibility of other people. When we do that we betray ourselves and others.

POWER TOOLS

Cause versus effect

What is it?

The stories above describe what it means to 'be at cause,' or, 'be at effect.' We can apply those frames to any situation in which we feel frustrated. This tool prompts us to recognise and acknowledge the frame we have chosen, at the very least, and, if we have the willpower, to choose cause over effect.

How do you use it?

Has something gone wrong, a plan failed, a proposal been thwarted or an opportunity passed by? It's natural to feel frustrated, but ask yourself if your energies are being wasted by wallowing 'in effect' and blaming others, or if you're using them productively by approaching the situation 'at cause' and looking for actions to take to make it, or the next situation like it, better.

Tips & tricks

You can use 'cause versus effect' as a coaching tool, too, by asking others to consider which frame they are looking through. However, don't inadvertently put yourself in an 'effect' frame by saying, "The problem is that so-and-so is at effect and just doesn't recognise it." Use the tool with self-awareness and compassion, not as a weapon or an excuse.

HANDS UP

What is it?

A way to bring about silence quickly amongst a large, loud group – especially when people are not all facing the same way – in order to begin a meeting or event, without shouting or wasting time.

How do you use it?

If a member of a group – perhaps a facilitator – wishes to start speaking, she raises her hand. Anyone who can see her will stop speaking immediately and also raise his own hand. Those who can see that person do the same in turn and the message soon spreads in all directions. Within a few seconds the group will be silent and ready to listen.

Tips & tricks

Always stop speaking as soon as you raise your hand, or the tool doesn't work. Don't overuse this tool or use it in a selfish or condescending way. It's about every person in a group being at cause, not about facilitators treating a group as children.

GETTING OUT OF THE BOX

What is it?

This exercise helps break the vicious cycle that sustains really bad relationships. Sometimes there's someone we want to get on better with or need to work closely with. But they're, "just impossible," aren't they? Is there anything we can do?

How do you use it?

Think about the person you're in a really bad relationship with. Now look at the diagram below. Starting at any point, start filling in the boxes. Be as honest as you can – only you will see this – and try to really put yourself in the other person's position when you're completing the 'they see' box. Does this give you any clues as to what you could do to break the cycle? What would it take for you to do that? Would it require you to care more about getting the result you want than about being 'in the right'?



Tips & tricks

For this tool to work, we have to care more about getting an outcome we can live with, even if that means backing down about something, than about being right, even if we have to suffer for it. If what you really want from a relationship is to be a martyr to the other person's awful behaviour, or for them to admit that they were wrong all along and just apologise to you, you won't find this a useful tool to help resolve your conflict with them.



II. A GROWTH MINDSET

WE RECOGNISE THAT OUR BEHAVIOURS, STRENGTHS AND ABILITIES ARE NOT FIXED, BUT CAN BE CHANGED THROUGH OUR OWN EFFORTS AND REPEATED PRACTICE.

FOUNDING STORIES

Sand into diamonds

Once upon a time a brave solo pilot crashed deep in the desolate Sahara desert in the middle of the night. Next morning, with no idea where she was, she realised that she had to choose a direction in which to walk and hope that luck was with her, or stay where was and surely die. She walked, without food and water, through searing heat, until she collapsed. As she lay delirious, a genie appeared before her. "Do not give up hope," he said. "Do as I say and you will survive, to be both happy and sad. Reach down and fill your pockets with sand, and then continue on your journey, however hard the way."

The apparition seemed so real that the pilot felt a new sense of energy and hope. Stirred by the mysterious words, she picked up a handful of sand, put it in her pocket as a talisman, as the genie has told her, and marched on.

Just as she thought she could go no further, she stumbled upon a village in an oasis. The local inhabitants saw her, gave her food and water, and bade her sleep. She had survived. When she awoke, restored, her thoughts drifted back to her mysterious vision. Had it been real? She reached into her pocket to feel the lucky sand. To her great surprise she found it transformed, into precious diamonds.

She remembered the genie's words: "You will be both happy and sad." Yes, she was happy. She had survived, and she had a handful of diamonds. Yet she was sad, too, that she had not picked up more sand. Adapted from The Parable of the Pebbles

The idealistic path is hard, but every experience along the way, when distilled, reflected upon and polished, provides us with a treasure trove of wisdom and ideas to draw upon further down the road. In the midst of a year of service there is little opportunity for perspective, and little to which we can compare it. Take in as much as possible from each experience and opportunity, to fill up your pockets with the sand of idealism. Keep moving forward. Time and perspective will turn that sand into diamonds.



On the shoulders of giants

"If I have seen further than others, it is by standing on the shoulders of giants."

Isaac Newton

Isaac Newton is one of the great figures in the history of human thought. He was responsible for, among other things, formulating a theory of physics that his contemporaries considered to have all but solved the problems of describing the movements of physical objects. It would have been too easy for Newton to have taken all the credit for his discoveries. However, he was well aware of how much he built on the foundations laid by previous generations of scholars and the efforts of those around him. Recognition of the debt our achievements owe to the work of others reminds us all, whether we are the ones offering thanks or being thanked, how important every element of service is, not just the ones that grab headlines. We can't all be the great figures whose names live on, but Newton reminds us that the behind-the-scenes work done away from the limelight can add up to a giant, on whose shoulders the famous few stand to push their heads into view. Newton was also aware of how much more remained to be done. Perhaps he considered himself one of the quiet contributors to a later giant, when he said, "To myself I am only a child, playing on the beach, while vast oceans of truth lie undiscovered before me."

The traveller

There once was an elderly, wise gentleman who would often spend his days sitting in the shade of a big tree in the centre of his village, reading books and talking to passers-by. One day, a traveller came upon his village who stopped and said, "Old man, I have been travelling across the countryside, and I have seen many things and met many people. Can you tell me what kind of people I will find in your village?" The elderly gentleman looked up at him and replied, "Certainly I can, but first tell me what kind of people you have found on your travels." The traveller scowled and said, "Old man, I have met nothing but people who cheat, steal, and aren't kind to strangers, and people who don't look out for one another." The elderly gentleman looked up and, with a faint look of sadness in his eyes, said, "Oh my friend, those are the people you will find in my village." The traveller kicked the dirt under his feet, huffed, and marched off towards the village.

By and by, as the elderly gentleman continued to enjoy his day, another traveller appeared. This man, too, stopped and asked, "Please kind sir, I have been travelling across the countryside, and I have seen many things and met many people. Can you tell me what kind of people I will find in your village?" The elderly gentleman said, "Certainly I can, but first tell me what kind of people you have found in your travels." The traveller replied, "I have found nothing but people who are kind and welcoming of strangers, people who care for one another, and people who love. These are the people I have met in my travels." The elderly gentleman looked up and, with a smile in his eyes, said, "My friend, those are the people you will find in my village."

West African folktale



We are all travellers through life, and our attitude colours our every experience. It is the lens through which we see the world. If we expect the best from people, we will tend to find them helpful. Similarly, we must not allow negative experiences to taint future expectations, especially in relation to people we have never met. One all too often finds what one looks for.

POWER TOOLS

WYPIIWYGO (what you put in is what you get out)

What is it?

What you put in is what you get out (pronounced, “whippy-why-go”); an important principle for volunteers and for the children that they support. All the opportunities presented at City Year require an initial investment of some sort – whether it’s getting to know a Bridge Builder or coming up with a really good plan to convince your school to let you run a special project.

How do you use it?

Whenever you set a goal based on one of the advertised benefits of City Year’s leadership development programme, ask yourself, “What do I need to put in to make this happen?” The results you want are produced mostly by the thoughts and plans that are already ‘inside’ you in some way, rather than waiting to come along somehow from ‘outside’ you.

Tips & tricks

It’s a real skill to distinguish between being proactive, which means being discerning about seeking out the resources you need to achieve a plan, and simply taking up every opportunity indiscriminately, like a sponge, without a plan, and expecting something to happen. That’s actually a passive way of approaching opportunities!

The spirit of WYPIIWYGO is embodied by this story, retold by Idries Shah in his book *The Caravan of Dreams*, about a man who asked a Sufi mystic how to achieve enlightenment. The hermit, Shah Firoze, replied like this:

“When you are nearer maturity you will be able to properly understand the experience of our master, Ben-Adhem, who gave away the throne of Balkh to be with us. For he was walking along the road one day when he saw a stone on the ground. It had written on it, ‘Turn me over and read.’ So he picked it up and looked at the other side. And there was written, ‘Why do you seek more knowledge when you pay no heed to what you know already?’”

DEBRIEFS

What are they?

Debriefs allow groups to reflect, after an activity or event, on what went well, what could have gone better and how to improve the next time round. Debriefs are a good way for team members to give each other constructive feedback on a regular basis, and a proven way to build a strong team and consistently improve the performance of tasks.



How do you use them?

After a major task, activity or event, gather the group together and select an appropriate debrief activity. Record what went well and should be repeated, celebrated or built on, and what still needs more work. For example, on a flip chart, write two columns. You could call one (the good things) 'pluses' symbolized with a '+,' or 'successes' marked with a tick. The other one (the things that should be changed), could be 'even better ifs' (EBIs), or 'deltas' symbolized with a 'Δ' Write down all of the ideas so there is a record that the team can revisit.

Tips & tricks

Keep an eye to future events when suggesting ideas for either column. The list of things that went well is really a list of things that we want to repeat the next time we run a similar event. Similarly, the list of 'deltas' or 'EBIs' is just that – things that we would change next time, so that things would be, "even better if we did them," rather than simply things that went wrong. "It rained," is just a negative. "Next time we will get a canopy," is a useful EBI.

REFRAMING

What is it?

What seems bad in one context might not appear so bad if we look at it in a different way. Imagine the world is a painting; you can only look at a part of it, so you put a frame around it to focus on one area. But what if the part of the world you can see now is depressing, challenging or seems to present an insoluble problem? 'Moving the frame' can change your perception of the world, and your response to it.

How do you use it?

Imagine that you are able to make your frame bigger, or move it to another part of the world. One of your projects hasn't been a success; what does the world look like when your frame includes the successful initiatives that you created? There isn't any money to launch a great new initiative; what sources of money are there that you may not have seen without zooming out and making your frame bigger? When you change your perspective you change your options.

Tips & tricks

Reframing is about what we can see in our own picture of the world. If you're coaching someone else using the reframing tool, you can't tell them that the world isn't as bad as they think. They will see such comments through the frame that they are currently using, which will tend to reinforce the very perception you are trying to help them change. Effective coaches ask questions to encourage the coachee to explore their own picture, or map, of the world, and make their own adjustments to their frame.

III. BEING RELIABLE

WE CAN BE RELIED UPON TO BE ON TIME AND DELIVER ON AGREED GOALS AND COMMITMENTS.

FOUNDING STORIES

Dick Whittington's cat

Dick Whittington was a young man from a small village who left home to seek his fortune in London, where he had been told the streets were paved with gold. When he arrived he was cruelly disappointed. Homeless and hungry, he was taken in as a scullery boy by a rich merchant, Mr FitzWarren, despite the protests of his unkind cook. Even in the FitzWarrens' house Dick's life was miserable. The cook bullied him and his tiny garret was overrun by rats that kept him awake at night. But Dick worked hard and saved up and eventually bought a cat. She killed the rats and provided him with solace after the cook's beatings.

One day Mr FitzWarren asked everyone in his household to contribute something to a trade venture he was undertaking to the rich kingdoms of the African coast. "You'll make it back twice over," said the confident merchant. All his family and servants gave him something to sell, except Dick.

"What, nothing from you, young man?" his employer cried, when he saw the lad with his hands still in his pockets. "I am afraid I have nothing to trade, master." "He has a cat," said the spiteful cook. "He could send that to Africa to sell." Dick was distraught at the thought of losing his only comfort in the world, but before he could protest Mr FitzWarren had already given orders for the cat to be carried on board ship, and before he knew it Dick was left more alone than ever.

Dick's life grew worse and worse while the household waited for the merchant to return. The rats came back and the cook was even more horrible than before. With a heavy heart, Dick decided to run away. One night he crept out into the street and made his way towards the gates of the city. As dawn broke he was passing Bow church, and the bells began to ring. Dick almost thought he heard words in the tune, speaking to him: "Turn again Whittington, Lord Mayor of London." Dick decided to retrace his steps and give life at Mr FitzWarren's house one last chance. To his surprise, just as he reached the door the merchant himself returned, laden with the bullion from his successful trade mission.

The entire household was summoned to receive their share of the profits. One by one they held out their hands for a few shiny coins, but an enormous pile of gold still remained undistributed. Finally, Mr Fitzwarren turned to Dick.

"You know," he said, "the kingdom we visited was terribly plagued by rats. The queen was quite at her wits' end, and the king offered half his fortune for anything that would solve his problem. Well boy, I sold him your cat. This pile," he said, waving at the unimaginable heap of riches glistening behind him, "is all yours."

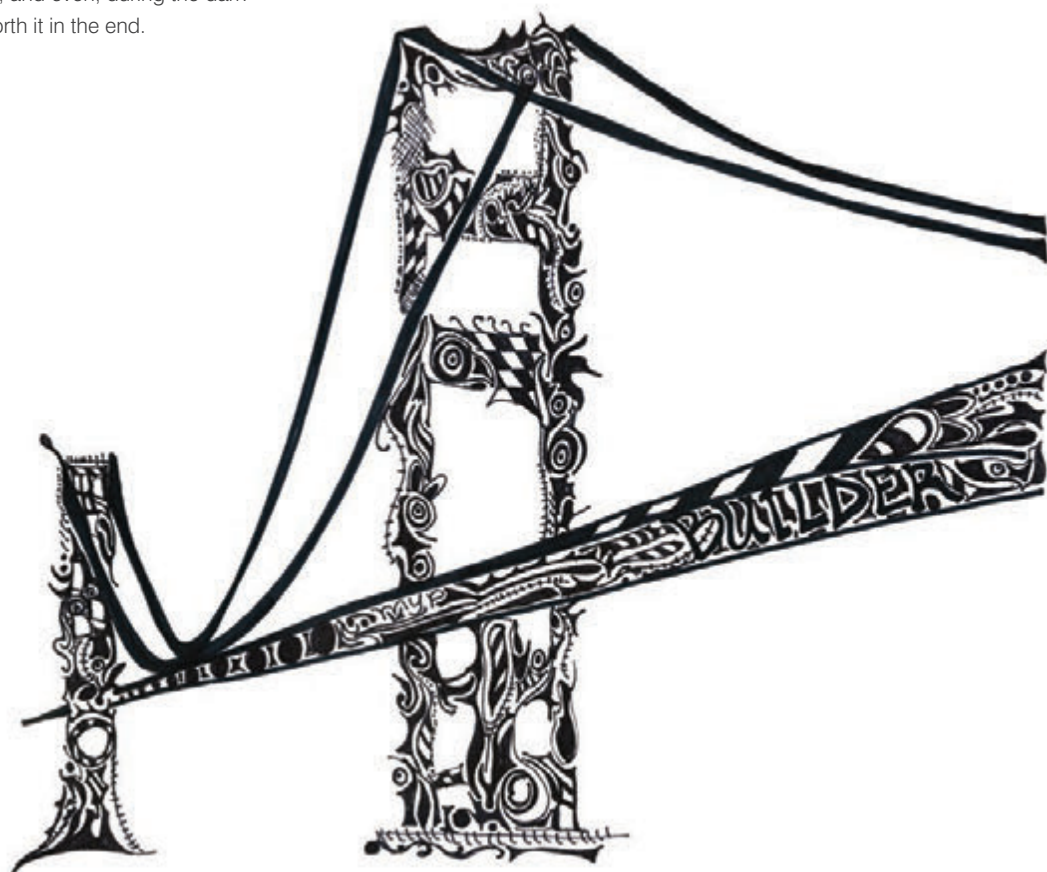
Traditional English folktale

Richard Whittington was a real person. We can't be sure that the story above is all true, but he did become Lord Mayor of London (no fewer than four times) in the fourteenth century and he made a great fortune. He gave most of it away, earning himself a kind of immortality in the form of the popular story of his life told to this day. His charity still exists, making grants to the city's poor.

What has made Dick's tale so appealing for so many centuries is the message that complete commitment, putting in all you have and never giving up, is ultimately rewarded. Dick gave up everything he owned, and even though it wasn't much, it came back to him a thousand-fold and more. Whenever we embark on our own Idealist's Journey we, like Dick, may be tempted to hold back, to resist the call, and even, during the dark times, to quit. But if we stick with it, it will be worth it in the end.

The Bridge Builder

*An old man, going a lone highway,
Came at the evening, cold and grey,
To a chasm, vast and deep and wide,
Through which was flowing a sullen tide.
The old man crossed in the twilight dim;
The sullen stream had no fears for him;
But he turned when safe on the other side
And built a bridge to span the tide.
"Old man," said a fellow pilgrim near,
"You are wasting strength with building here;
Your journey will end with the ending day;
You never again must pass this way;
You have crossed the chasm, deep and wide —
Why build you the bridge at the eventide?"
The builder lifted his old grey head:
"Good friend, in the path I have come," he said,
"There followeth after me today
A youth whose feet must pass this way.
This chasm that has been naught to me
To that fair-haired youth may a pit-fall be,
He, too, must cross in the twilight dim;
Good friend, I am building the bridge for him."
Will Allen Dromgoole*



Will Allen Dromgoole



Bridge building is a powerful metaphor for social change. Seeing and making connections – whether among people or ideas – is a hallmark of people who dedicate their time and energy to causes larger than themselves. And for every great movement of change and justice, there were predecessors, preparing the way for that movement, perhaps by quiet unsung work, or by working out a new idea. Every movement needs bridge builders.

Sowing and reaping

Sow a thought and you reap an action,

Sow an action and you reap a habit,

Sow a habit and you reap a character,

Sow a character and you reap a destiny.

Traditional (sometimes ascribed to Charles Reade)

There are people who just mow the lawn, and then there are gardeners. One simply does a job, while the other plans and makes things grow. City Year volunteers are gardeners, helping children grow into happy, flourishing, successful adults who do good for themselves and for their

society. Someone's destiny (like changing the world for the better) grows out of their character (like being just, kind, hard-working, brave, loyal, and so on).

Character is what we make at City Year, and what we exhibit. We help ourselves and our pupils grow into good learners, good friends, good workers and good citizens. Character is not inborn. It is shaped – by a whole village – through habits that are themselves just repeated actions. And all actions, in the moment, are chosen – the result of some belief, wish, reaction, desire, or impulse – in short, the result of some thought. Through coaching, imbuing children with an 'idealist's mind', we plant the kinds of thoughts – growth mindset, being at cause, moccasins – that lead to good actions, that form good habits, that create good characters, that lead to the lasting destinies we would all want, for ourselves and others. We are gardeners, and the seeds we sow are powerful things.

POWER TOOLS

Stand and declare

What is it?

Introducing oneself before one speaks to a group, whether within City Year or at an external event.

How do you use it?

When you are in a large group and want to share a comment or ask a question, you should always stand, declare your name, position and organisation, make your comment or question and then sit down. You can gently remind seated speakers to please stand and declare as well. This makes a community more trusting and unified.

Tips & tricks

Don't just tell everyone else your name: make a note of others', remember them, and use them when talking to them or referring to their contributions. It's a powerful way to build a connection with strangers.

FRONT-MOST CENTRE-MOST

What is it?

This principle fills a hall or training space from front and centre, instead of sitting at the back of a room or on the sides. In doing so, we demonstrate courtesy, engagement and attentiveness.

How do you use it?

Set an example. Even if others do not practice this power tool, members of the City Year community should always take the front-most, centre-most seats.

Tips & tricks

At public events, check for reserved signs on the front row before you occupy it!

MOCCASINING

What is it?

The 'Moccasins' founding story exhorts us to put ourselves in the shoes of others. This tool is a trick to help us do that metaphorically by trying to actually do it as literally as we can (without stealing someone else's footwear) with someone with whom we have a disagreement that seems insoluble. The point about stepping into someone's shoes is to obtain more information about needs, wants, constraints and concerns, so that you can get a better result out of the situation.

How do you use it?

Put three chairs in a triangle. You can do this on your own, but it's most effective if you have a friend or coach to act as an audience. Sitting on

the first chair, you are being yourself. Explain, out loud, how you feel about the other person and the relationship between the two of you. Move to the third chair (the 'observer' chair). Being as detached as you can be, explain out loud simply what you notice about the person (you) who was just now speaking in the first chair. Make a note of how they come across to you. Now sit in the second chair, and pretend to be the other person in the relationship, and explain out loud how they feel about the relationship. Again, go to the third chair straight afterwards and say what you observed about this second person. Make a chart like the one below to record what you now know about the needs and motives of each person in the relationship.

	Person one	Person two
Needs and wants	<ul style="list-style-type: none"> You already knew: I need my staff to come on time The 'observer' notices: I want some respect at work 	<ul style="list-style-type: none"> You already knew: I need flexibility in my work hours The 'observer' notices: I want some respect at work
Constraints and concerns	<ul style="list-style-type: none"> You already knew: I'm worried we won't meet our targets The 'observer' notices: I can't be seen to be a bad or weak manager and get fired 	<ul style="list-style-type: none"> You already knew: I can't leave my young children unattended in the morning The 'observer' notices: I can't be seen as a lazy worker and get fired

Whether or not you share this chart with anyone, you have better information with which to suggest a way forward to get a better outcome in the disagreement.

Tips and tricks:

You may be tempted to play the second person, with whom you're having a dispute, as stupid or wrong, because that may be how they appear to you. If you do that, there is no point undertaking the exercise, because you won't get any new information. You need to play them as intelligent, good and correct, because that's how they will appear to themselves. That way you gain new insight into their thinking and valuable new information to help you resolve the conflict. This whole exercise only works if you are at cause – that is, you care about getting a constructive outcome, not just about feeling that you are 'in the right'.





III. PURPOSE – TO BUILD A COMMUNITY



I. CLARITY OF PURPOSE

WE UNDERSTAND THE ORGANISATION'S OVERALL AIMS AND DIRECT ALL OUR EFFORTS TO PLAY OUR OWN PARTS IN ACHIEVING THEM.

FOUNDING STORIES

Lever

*Give me a place to stand,
And a lever long enough,
And I will move the world.*
Archimedes

Archimedes was an ancient Greek mathematician, physicist, engineer, inventor, and astronomer. Hailed as one of the greatest of mathematicians, he is known for being far ahead of his time in his theories and inventions, especially relating to geometry and physics. He was the first person to formally calculate how small forces are multiplied if you use the right machine (and the lever is one of the simplest, yet most powerful, machines we have invented).

While the literal truth of this quotation is based in mathematics and physics, it is the philosophy behind these words that has kept them so relevant throughout history: the idea that the right place and the right tool used together can indeed change the world. City Year is one of those places to stand, and the service we provide to children in schools across the country is the lever we will use to help move the world toward a better future.



Cathedral building

Once upon a time a traveller from a distant land arrived in a small town. He came upon a great crowd of people making a great deal of noise, dust, and commotion. He approached the nearest labourer and said, "I've travelled from afar and seen many labours for many purposes. What are you labouring at here?"

The labourer replied curtly, "Can't you see? I'm digging a hole." The traveller approached a second labourer and asked the same question.

The man replied gruffly, "Can't you see? I'm shaping stones." The traveller was baffled.

He approached a third labourer and posed the question a final time. This time his interlocutor looked up with a beaming face full of pride and said, "Can't you see? We're building a cathedral."

Adapted from *The Cathedral Within* by Bill Shore

In the Middle Ages great soaring structures of stone grew out of tiny and humble towns across Europe, often requiring several generations and thousands of labourers to complete. Many would work their entire lives knowing that they would never see the cathedral's completion. Everyone at City Year has the opportunity to contribute to the creation of something larger than themselves. Our own role may at times seem small when set against the final goal, but every activity contributes in some way toward the eventual achievement. If we keep our eye on the bigger picture, like the third labourer, we will take greater pride in our work and enjoy it all the more.

The long walk

"I have walked that long road to freedom. I have tried not to falter. I have made missteps along the way. But I have discovered the secret that after climbing a great hill, one only finds that there are many more hills to climb. I have taken a moment here to rest, to steal a view of the glorious vista that surrounds me, to look back on the distance I have come. But I can only rest for a moment, for with freedom comes responsibilities, and I dare not linger, for my long walk is not ended."

The Long Walk to Freedom: the autobiography of Nelson Mandela

Nelson Mandela sacrificed nearly 30 years of his life in jail for his fellow South Africans as part of his commitment to ending apartheid. His metaphor, that his personal path and that of his country is a long walk, underscores an important point. While there are often successes to look back upon with pride, and to do so is important and understandable, the process of creating a better society is never complete, and idealists will always find new tasks required of them at every stage of history. Nelson Mandela ended apartheid, but the long walk continues as South Africa works towards reconciliation and economic justice for all.

POWER TOOLS

Silent applause

What is it?

A time-saving tool, borrowed from British Sign Language (BSL), that allows a speaker to continue his or her presentation while the audience applauds in silence.

How do you use it?

The BSL sign for applause is putting both hands in the air by your ears and fluttering them. This power tool can also be used to express appreciation and joy in response to a speaker's point.

Tips & tricks

You may find, as with the 'hands up' power tool, that other organisations, especially schools, use exactly the same tool, but a different expression of it – perhaps clicking of the fingers, a wagging of the fingers, etc. Embrace that – it's not the exact move that counts, but the thinking behind it. Anything that expresses power and idealism, in any form, is City Year culture.

ADVANCE LOGISTICS (AD-LO)

What is it?

A way to make sure that every conceivable need or eventuality is planned for before an event. It requires thinking about the event to be done in advance (so that the day of the event is spent running it, not fixing it) and it needs to be about practical things, the logistics (who needs to be doing what, where, and when).



How do you use it?

Create a list of questions for each part of an event, and think through all the steps. We ask not just, "Have we ordered food?" but also, "When will it be delivered, and who will set it out? Is it suitable for people with special diets? Where will people eat it, and off what? Where will we put the rubbish? What will we do if we run out? What will we do if we have too much? How much will it cost? How can we arrange for the payment? What records do we need to keep of that?"

That means producing three tools for every event, which deal with the three resources events use:

Time: produce a 'Q2Q' or detailed timetable, listing what is meant to be happening at every minute, and where. It covers both the preparation for, and clean up of, events.

Money: write a budget that lists what you need, how much it will cost, where you get it from, and how City Year UK will pay for it (or get it for free).

People: make sure everyone coming to the event has a role and that they know what is it and how to do it. Give a written set of instructions for everyone helping out and make sure they know who to contact, and how, if they have questions.

Tips & tricks

Making a plan isn't enough – you also need to test it, practise it, and explain it to everyone who is relying on you. Also, make sure that you include back-up plans. Say your event is outside. What happens if it rains? Say it ends at 8pm. How do you clear up before the building closes if speeches overrun to 8.30pm? Plan for things that may happen as well as what you want to happen.

AND THAT MATTERS BECAUSE...

What is it?

This tool forces us to remember what the point of our efforts is, so that we're always being effective in achieving our goals, not just being busy working hard.

How do you use it?

Every time you report a triumph – the completion of a whole data set, the agreement of a new policy, the change in attitude of a difficult child, the agreement of a new initiative in a school, the commitment of another funder – follow that celebration, either literally or just metaphorically, with the magic words, "and that matters because..."

You can see what a difference that makes to seeing what's valuable, versus what's nice but maybe a distraction:

"We've set up a sports club for girls and 20 came." Great, but so what? Where's the link to our ABC goals for focus-list pupils?

"We've persuaded six focus-list pupils to join sports club. And that matters because they were flagged for poor behaviour that we could see was caused by not being used to working with others, and now we can see their engagement in class group work improve and their English marks go up."

If you can't follow up an achievement with a meaningful, "...and that matters because..." then maybe it wasn't the achievement you should have been working towards.

Tips & tricks

You can use this tool in any number of circumstances. Wherever someone is proposing a course of action, making an argument, or celebrating an achievement, help focus the group's thinking on our end goal by asking, "...and that matters because..."



II. EMBRACING CHANGE

WE USE OPTIMISM, PRAGMATISM AND CREATIVITY TO CONTINUE TO WORK TOWARDS THE ORGANISATION'S ULTIMATE AIMS EVEN WHEN NEW CHALLENGES AND OBSTACLES SURFACE.

FOUNDING STORIES

To do or not to do

"There is nothing quite so useless as doing efficiently that which should not be done at all."

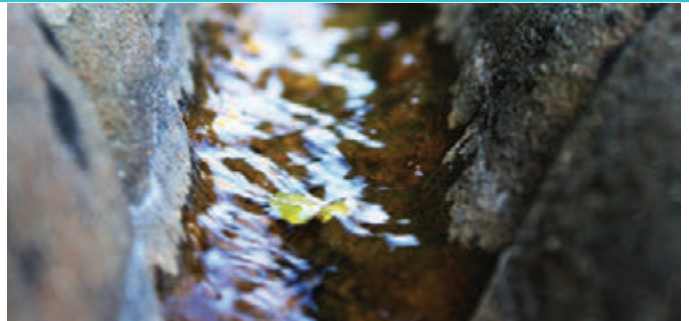
Peter Drucker

Sometimes called 'the founder of modern management,' Peter Drucker was a consultant, educator and writer who urged organisations to do more, 'planned, purposeful abandonment.' Organisations should ask, "if we weren't already doing this, would we start doing it now?" If the answer is no, it is time, Drucker says, to, "say goodbye to yesterday's successes."

We often forget to ask if our activities are actually achieving our goals. Ultimate goals can seem distant, even epic, while attending to today's business can give us a reassuring feeling of busyness. City Year's goals are about changing society, transforming the futures of people who are still children or who haven't even been born yet. It's not surprising, then, that for day-to-day purposes we tend to focus on achieving tasks that we find it easier to get our heads around. The danger is that those tasks take on a life of their own. We become attached to them even when they are no longer the best ones for reaching our ultimate goal. Changing direction can be dislocating, and even at times demoralising, but it is necessary in order to react to new circumstances. "The best way to predict the future," said Drucker, "is to create it."

Water

*The supreme good is like water,
Which nourishes all things without trying to.
It is content with the low places that people disdain.
Thus it is like the Tao.
In dwelling, live close to the ground.
In thinking, keep to the simple.
In conflict, be fair and generous.
In governing, don't try to control.
In work, do what you enjoy.
In family life, be completely present.*



*When you are content to be simply yourself,
And don't compare or compete,
Everybody will respect you.*

From the Tao Te Ching by Lao Tzu, translated by Stephen Mitchell

Water is a powerful metaphor for social change, seeking the lowest level and therefore touching and connecting all things, flowing around what it cannot move, making good things grow, and acting as a solvent on things that are stuck. Water is transparent and ubiquitous, so easily overlooked, but like service, it makes a huge difference and is immediately missed when not there.

Heaven and Hell

There is an old Hasidic story of a rabbi who had a conversation with the Lord about Heaven and Hell.

"I will show you Hell," said the Lord, and led the rabbi into a room containing a group of famished, desperate people sitting around a large, circular table. In the centre of the table rested an enormous pot of stew, more than enough for everyone. The smell of the stew was delicious and made the rabbi's mouth water. Yet no one ate. Each diner at the table held a long-handled spoon – long enough to reach the pot and scoop up a spoonful of stew, but too long to get the food into one's mouth. The rabbi saw that their suffering was indeed terrible and he bowed his head in compassion. "Now I will show you Heaven," said the Lord, and they entered another room, identical to the first – same large, round table, same enormous pot of stew, same long-handled spoons. Yet there was gaiety in the air; everyone appeared well nourished, plump and exuberant. The rabbi could not understand and looked to the Lord. "It's simple", said the Lord, "but it requires a certain skill. You see, the people in this room have learned to feed each other!"

Traditional story, sometimes ascribed to Rabbi Haim of Romshishok Learning to do things differently can transform a situation of failure and misery into an environment of happiness and success. This story reminds us of the power of our behaviour – that it can change, that we need to look at situations in a new way to spot opportunities for change, and that our circumstances are the result of the behaviours we choose. It also makes clear that considering our behaviour only on an individual level is not enough. We must work with others in order to achieve anything, and the change we can make as a group is far greater than the sum of any work we could possibly do alone.

POWER TOOLS

Breakstates

What are they?

City Year's trademark spirit break is the best illustration of a short action that allows people to change their physical, and hence their mental, state. Other examples include warm-ups and icebreaker games, 'PT' before school (see the Actions and Words tool), or just getting up and going for a short walk if you feel tired, glum or overwhelmed.

How do you use them?

When you want to change the mood in a room, mark the end of a particular activity or period, or help a person or a group to more easily reframe something, break state first.

Tips & tricks

Like other power tools that involve a simple physical move, it isn't the exact form of the tool that counts. It doesn't matter if you use a spirit break to fire people up, Zen counting to calm them down, or 'make it rain' to delight them: the important thing is choosing a breakstate that is appropriate for your audience and the circumstances. Don't be childish with grown-ups, don't be silly when the topic is serious, don't be informal when you seek to impress.



JUNK THE SUNK

What is it?

There is a well known and very common flaw in the way that humans think, called 'the sunk costs fallacy'. It says that if we've invested a lot in a project or idea, we will continue to devote resources to completing it even after we've realised that it isn't worth it, or isn't going to work, because otherwise we feel that our earlier investment will be wasted. You spend all afternoon preparing a display to help pupils study volcanoes. When you've done three-quarters, you learn that volcanoes are no longer on the curriculum, and the display will never be used. Might you finish the poster anyway, on the basis that otherwise the effort you have put in would have been wasted? Even though you could use the hour it will take you to complete the project doing something genuinely useful?

If you've ever found yourself making that kind of choice, you're not alone. This kind of flawed thinking is unfortunately deeply ingrained in humans because we have evolved to minimise perceived losses, rather than maximise gains (powerfully illustrated when we eat horrible food that we don't want just because it's free, instead of spending an easily affordable sum on something we really wanted, or just not eating because we're not hungry). This tool helps us break out of this fallacy.

How do you use it?

If you find yourself simply unable to shake off the feeling that you can't just walk away from an earlier investment, even if everything is telling you that switching to a new course of action is better, objectively, make a diagram of the situation. On a big sheet of paper, draw a wavy horizontal line. That's the sea. Underneath the line write down everything you've already invested in the project or course of action you feel attached to – the sunk costs. Now, above the line, write out two columns. On the right, the additional costs, and likely eventual benefits, of the project you feel attached to. On the left, all the costs and benefits of the new course. Now, simply get another piece of paper and cover up the lower half of the page, under the sea. Those investments are sunk! They're never coming back. Junk the sunk! Say to yourself, "I know it is illogical to take account of what is under that piece of paper." Now make the decision again, looking at what's above the line, and see how you feel about it.

GIFT OF FEEDBACK

What is it?

Good feedback has been proven by countless studies to be one of the most effective ways of learning. In fact, without things that you can receive feedback on, you cannot learn. That's why at City Year we say, "There is no failure, only feedback." Despite its value, getting feedback can sometimes make us feel lousy, like we're being criticised. That's why City Year has set up its whole culture to encourage everyone to receive feedback with genuine gratitude. But that's only half the story. We also need everyone to be willing and able to give good feedback to others. It's one of the kindest, most helpful things that we can do for others, be they focus-list pupils or colleagues. Feedback really is a gift.

How do you use it?

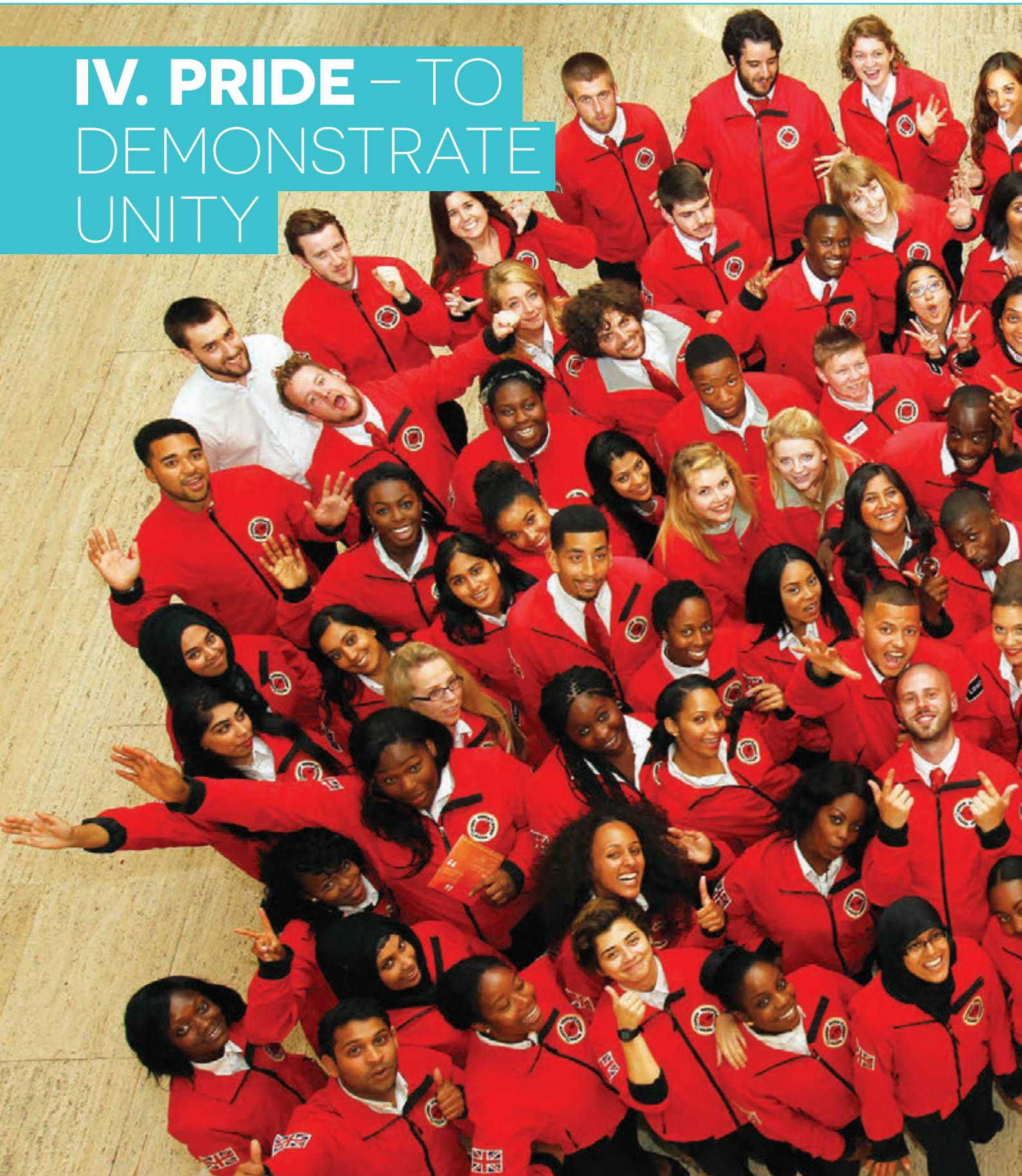
Feedback is not judgement. The aim of good feedback is to give people useful information about their performance and the effects of their actions. It is not to offer advice, give a score, assess, praise or criticise their actions. Look at the examples below:

Tips & tricks

- Give feedback right away. It isn't effective if you give people information about a performance from last week. Make sure that planning for events and projects always includes time soon afterwards to get together and share feedback (see the Debrief tool).
- Don't use feedback as a weapon. If what you really want to communicate is something different from feedback (perhaps you just want to be angry with someone) it's actually better to just be angry (or even better, take time to calm down) than to try to disguise your anger as feedback.
- Don't shy away from giving feedback if you know it's needed or would be useful to the other person, just because you worry the conversation might be awkward. That is to let the other person down. Establish rapport, explain that you have feedback to share and communicate it with love. It will be received in the same way.
- Give feedback that is relevant to the next attempt, not the last one. Feedback is only as good as its application in the future; the past cannot be changed.

Poor feedback	Good feedback
"That was a great shot! You nearly got the ball in the goal. However, you looked sloppy and all over the place with your aim. Try a bit harder next time and you'll get it!"	"That shot missed by about a foot to the left of the goal. When you start off with your weight on your left foot you unbalance your kick and your aim goes wide."
"This flyer for next week's event is no good. It doesn't make sense and it is unprofessional. We can't send it out now and it's too late to correct it. It's been a waste of time."	"Your flyer was missing the date and venue of the event, and Comic Sans font made it look childish. I would have preferred a professional look. If you draft the next flyer earlier we will have time to make changes."

IV. PRIDE – TO DEMONSTRATE UNITY





I. PRIDE IN THE CAUSE

WE ARE WILLING TO STAND UP AND BE COUNTED AS PROUD MEMBERS OF CITY YEAR; WE FEEL EXCITED ABOUT ITS ACHIEVEMENTS, GOALS AND POTENTIAL.

FOUNDING STORIES

Ripples

"Few will have the greatness to bend history; but each of us can work to change a small portion of the events, and in the total of all these acts will be written the history of this generation ... It is from numberless diverse acts of courage ... [and] ... belief that human history is shaped. Each time a person stands up for an ideal, or acts to improve the lot of others, or strikes out against injustice, he sends forth a tiny ripple of hope, and crossing each other from a million different centres of energy and daring, those ripples build a current that can sweep down the mightiest walls of oppression and resistance ..."

"Our answer [to the barriers of race and religion, social class and ignorance] is the world's hope; it is to rely on youth ... This world demands the qualities of youth; not a time of life but a state of mind, a temper of the will, a quality of the imagination, a predominance of courage over timidity, of the appetite for adventure over the love of ease... You, and your young compatriots everywhere, have had thrust upon you a greater burden of responsibility than any generation that has ever lived."

Robert F. Kennedy, Day of Affirmation address, University of Cape Town

Robert Kennedy's words proved to be prophetic, and the ripples he and countless others created did in fact form a mighty current of change when white minority rule in South Africa finally ended in 1994. Our idealistic actions are not isolated. The cumulative effect of the work of many committed people and institutions can have a dramatic impact.

The Starfish Story

A young girl was walking along a beach upon which thousands of starfish had been washed up during a terrible storm. When she came to each starfish, she would pick it up, and throw it back into the ocean. People watched her with amusement.

She had been doing this for some time when a man approached her and said, "Little girl, why are you doing this? Look at this beach! You can't save all these starfish. You can't begin to make a difference!"

The girl was at first disheartened. But after a few moments, she bent down, picked up another starfish, and hurled it as far as she could into the ocean. Then she looked up at the man and replied, "Well, I made a difference to that one!"

The old man looked at the girl inquisitively and thought about what she had done and said. Inspired, he joined the little girl in throwing starfish back into the sea. Soon others joined, and all the starfish were saved.

Adapted from The Star Thrower by Loren C. Eiseley

Perseverance against great odds and against the criticism of others is the very hallmark of value-based idealism, as is refusing to accept failure. The understanding that we hold in our hands the power to change a life, a mind, or a circumstance today – right now – is a powerful insight and motivator. At the same time, idealistic acts, even highly symbolic ones, have the power to inspire others to act, and sometimes in numbers significant enough to make a major or even complete impact on the problem at hand. Perhaps most inspiring of all is to witness the idealistic power of children and young people in action. The idealism of youth is a powerful force for leading change in the world. Often it is our youth who put into action values that we have instilled in them – but have failed to act on ourselves. The world, therefore, depends on the idealism of youth to lead the way.

Everybody can be great

"Everybody can be great, because everybody can serve. You don't have to have a college degree to serve. You don't have to make your subject and your verb agree to serve. You don't have to know about Plato and Aristotle to serve. You don't have to know Einstein's theory of relativity to serve. You don't have to know the second theory of thermodynamics in physics to serve. You only need a heart full of grace, a soul generated by love."

Dr. Martin Luther King, Jr., "The Drum Major Instinct," Atlanta, Georgia, 4 February 1968

Dr. Martin Luther King, Jr.'s idea of greatness is neither elitist nor exclusive. Yet, at the same time, everyone is not automatically great. Rather, each person has the potential to achieve greatness because every person has something to offer and to contribute through service. Greatness is available to all through unselfish action fueled by unselfish motivation. Dr. King sees the inherent dignity that every human being can achieve through service, a common meeting ground that requires no worldly credentials to enter. Service is a great equaliser that eliminates social division. If we truly believe that everyone can be great, then we must always remember to put this ideal into practice by assuming, finding, and appealing to the greatness in everyone. Everyone has something to offer, something to contribute, even if at first they do not know it, or we cannot see it.

POWER TOOLS

Our uniform

What is it?

Wearing the City Year uniform is a powerful symbol of our full-time commitment to service as part of a united movement. Uniform magnifies, intensifies and advertises everything we do. It is one of the most important ways in which, when we join City Year UK, we become the change we wish to see in the world.

The uniform:

- establishes a spirit of shared identity and connectedness among all members of the movement – in the UK, the United States and South Africa we unite, from all backgrounds, to serve a cause greater than ourselves
- instills habits of discipline – wearing the uniform immediately identifies us as ambassadors for service and holds us accountable for behaving, in all circumstances, as we would wish the very best citizens and role models to behave
- advertises our purpose to all whom we serve – especially children, who come to see the uniform as an important symbol of reliability, trust and continuity, even though they are supported by different volunteers every year
- expresses the pride we all feel in our service and in the movement – everyone who wears the red jacket represents everyone else who wears, has worn, or ever will wear one, and does so visibly, telling the public all about the power of service and the idealism of young people.

How do you use it?

Because of the significance and symbolism of the uniform, it is important that whenever we wear it:

- we make sure it is clean, smart and worn neatly
- we wear only approved uniform parts or smart business dress (and not, for example, our jacket above our own t-shirt, or with a pair of jeans)



- we wear only plain black accessories, so when we are with other participants the effect is still uniform and impressive
- we wear our name badge (when in school or at a City Year event) so that we show we are approachable and identifiable
- we abide by City Year's leader behaviours, including not smoking, drinking, chewing gum or behaving in an antisocial manner, and always thinking of others when in public.

Tips & tricks

To achieve a powerful effect, we always wear our badges on the right hand side of our chests, opposite the City Year logo, and we always zip up jackets almost but not quite to the top.

VISITOR PROGRAMME

What is it?

City Year is built by witnesses and champions, as PITW 95 says. The visitor programme is how we invite those witnesses to see our work and create those champions who will go on to spread our power and idealism. It is a carefully planned way to use any service site – a school, our offices or a leadership development workshop in a founder's office – to tell the whole story of City Year. It's also a great opportunity for volunteers to develop their leadership skills – planning, networking and public speaking.

How do you use it?

Most visitors are invited by our development or communications and public affairs departments, but anyone can ask a potential champion to come and see City Year UK in action. Their experience must always include the following elements:

- information about the place they are visiting and the people they will meet, with a clear agenda, timings and directions, sent out well in advance of the visit and in accordance with City Year UK's branding guidelines
- a welcome sign with their name on, or a uniformed volunteer waiting to welcome them, at the entrance to the service site they are visiting
- one clearly identified guide, who will introduce themselves at the start of the visit and look after the guest for the entirety of the visit
- a testimonial by a volunteer including a simple, jargon-free explanation of what City Year UK does (both in schools and for volunteers)
- a chance for them to see either actual school service, or videos or photos of school service
- a roundtable with other volunteers, staff or stakeholders (such as teachers in a partner school) where they can ask questions.

Tips & tricks:

- Tours of buildings or things that aren't directly to do with City Year, can be either boring or a poor use of a guest's time (or both). Avoid taking school visitors into empty classrooms or lessons with no City Year UK involvement.



- It isn't the end of the world if a guest leaves with some of their questions still unanswered. That gives us an opportunity to follow up with them. What's worse is stringing out a tour or a round table through awkward silences because the timetable has too much slack in it. Err on the side of a short, snappy, action-packed visit.

TESTIMONIALS

What are they?

Telling others about our service is one of the most important elements of that service: the 'pride' in our civic power, and the 'inspire' stage of the cycle of idealism. Testimonials are a special kind of speech in which serving volunteers or alumni tell their audience about their service with City Year.

How do you use them?

Testimonials always have four parts. They can vary in length and emphasis, but it's important to cover all four.

1. Introduce yourself with your full name and the team and school you serve (or served) with. Current volunteers should do that – 'stand and declare' – whenever they speak to a large external group, even if it's just to ask a question or make a comment.
2. Give the audience a sense of your background; not your whole biography, but enough to explain why and how you chose to serve with City Year UK.
3. Describe your service, and be sure to include a 'starfish story' – an example of positive change that you have helped to bring about in just one individual.
4. Tell the audience what you want to do when you leave City Year and how you will use the experiences of your year of service to achieve that goal.

Tips & tricks:

- Don't just describe things – your life up to now, the City Year application process, your school. Only include information if it's to illustrate a point. If the fact that your mother was a teacher is why you decided to serve, tell us. If the fact that you changed schools when you were fourteen isn't, leave it out.
- Don't use a child's real name when telling their starfish story, but make sure that you always make your description of service as individual and as vivid as possible – name people and places, so your audience can picture what you're describing.
- Make sure you use the 'And that matters because...' power tool when giving a testimonial. Don't end your starfish story with the moment of breakthrough in your relationship with a difficult pupil. What impact has that had on their academic attainment?

II. PRIDE IN OUR WORK

WE TAKE PERSONAL PRIDE IN BUILDING OUR PART OF 'THE CATHEDRAL' TO THE HIGHEST APPROPRIATE STANDARDS.

FOUNDING STORIES

Seven generations

"In every deliberation, we must consider the impact of our decisions on the next seven generations."

Iroquois proverb

The Iroquois nation, a confederation of Native American peoples, wrote in their constitution more than five hundred years ago that leaders must, "Look and listen for the welfare of the whole people and have always in view not only the present but also the coming generations," and that, "the thickness of their skin shall be seven spans," to protect against the, "anger, offensive actions, and criticism," that may affect their making the best decisions. These commitments of stewardship for future generations and moral toughness are a profound formula for ensuring inter-generational responsibility by considering the well-being of those who do not yet have a voice, but who may nonetheless be affected by our decisions today. As one commentator has observed, "The point [of considering seven generations] is to remove individual self-interests from public decision-making. Seven generations is about the longest period of time that we can grasp subjectively. Some of us had great grandparents when we were born. We have known our grandparents, our parents, and ourselves. We may also know our children, our grandchildren, and possibly our great grandchildren. These seven generations are a yardstick of human experience."



The lighthouse

On a dark, foggy night, a ship came upon the light of another vessel. The captain radioed his counterpart. "Please divert your course fifteen degrees to the north to avoid a collision."

Through the crackly radio came the reply, "Recommend you divert your course fifteen degrees to the south to avoid a collision."

The captain stood his ground. He radioed back, "This is the captain of a Royal Navy ship. I say again, divert your course."

And again came the reply, "No, I say again, you divert your course."

Outraged, the captain spoke loudly into the radio. "This is the aircraft carrier HMS Ark Royal, the largest ship in Her Majesty's fleet. I demand that you change your course."

After a pause he heard the softly spoken reply. "It's up to you. But we're a lighthouse."

Old joke

Humility is a virtue. As idealists we are eager to see transformation and excited by the opportunity to make a difference. We feel our good ideas gaining momentum, our passion for change is fuelled by the injustice and inequality all around, our drive and commitment grows stronger, and soon, perhaps without self-knowledge or intention, our humility is replaced by a sense of finally knowing what's wrong and how to fix it, perhaps even better than others. But as humility is lost, so is our effectiveness. We may put off those who otherwise would want to follow. Even worse, our hubris may lead us to make a terrible mistake. Look out for your lighthouse.

The spider in the cave

There was once a king of Scotland called Robert the Bruce. He had been crowned in difficult times; the King of England was at war with him, and had led a great army into Scotland to conquer it.

Six times Bruce had led his army into battle against the English, and six times his men had lost and retreated. Eventually his army scattered, and he was forced to hide, alone, in wild places.

Lying, downcast and forlorn, on the sandy floor of a cold, wet cave, he was tired and sick at heart, ready to give up all hope. Surely there was no point going on with his mission of national liberation.

As he lay thinking, he saw a spider over his head, making ready to weave her web. He watched her as she toiled slowly and with great care. Six times she tried to throw her frail thread from one rocky outcrop to another, and six times it fell short.

"Poor thing!" said Bruce. "You, too, know what it is to fail."

But the spider did not lose hope with the sixth failure. With still more care, she made ready to try for the seventh time. Bruce almost forgot his own troubles as, transfixed, he watched her swing herself out upon the slender line. Would she fail again? No! The thread was carried safely to the other wall of the cave, and fastened there.

"I, too, will try a seventh time!" cried Bruce.

He went out into the countryside and called his men together. He told them of his plans, and sent them out with messages of cheer to his



disheartened people. Soon there was a new army of brave Scots around him. Another battle was fought, and won! This time the King of England was glad to go back into his own country.

Traditional story from the Scottish Wars of Independence

Spider webs are some of the most beautiful and technically advanced of nature's creations. We remember the story of Bruce and the spider mainly as a lesson in perseverance: "If at first you don't succeed, try, try and try again." And it is true, spiders don't let failure or the destruction of their efforts in a sudden change – like dusting! – put them off building another web. But there are yet more things we can learn about work from spiders.

Spiders just get on with web-building: they know instinctively what needs doing, and they start work without waiting for permission or procrastinating about finding the best spot. But when they do build, they are so careful and accurate that their structures have a geometric precision. Nevertheless, they aren't hidebound by a plan, either: they adapt their constructions to the spaces available, or even start all over again if they are broken or swept away. And of course webs are made of delicate strands, but become immensely strong and resilient when joined together, just like members of a team or elements of an organisation, better together.

POWER TOOLS

Shipshape and Bristol Fashion

What is it?

On board a ship, items left lying around can cause damage or injury if the weather worsens. The experienced sailors of Bristol, one of England's most important ports from the Middle Ages to the nineteenth century, gained such a reputation for neatness and professional habits that they have given their name to a tidy and well-maintained space.

How do you use it?

Teams and groups can quickly make a clean room messy, or worse. Before leaving name a team or an individual the 'ship-shaper'. It is their responsibility to pick up and throw away all rubbish, put things back in their place or return them to their owner, and leaving the room in a better state than the group found it.

Tips & tricks

Of course it is good to encourage each person to 'ship-shape' after themselves, but if something is everybody's responsibility then it is nobody's. Make sure someone has ownership of the task each time the job needs doing.

POWER COURTESY

What is it?

Courtesy is defined as, "polite behavior, or a polite gesture or remark." At City Year we expand this into a power tool for engagement and change. Daily interactions, no matter how small, have a huge impact and can influence the way we look at the world.

How do you use it?

City Year volunteers and staff exhibit power courtesy through:

- holding doors open for others
- saying, "please," and, "thank you"
- looking someone in the eye when you shake his or her hand
- standing up on public transportation in order to let someone else have a seat
- greeting people in the hallways and on streets
- being sensitive at all times to your surroundings



By making a concerted effort to be courteous in a powerful way, you can transform people's perceptions. People will take you more seriously, will be impressed by you and, most importantly, will be ready to be led by you. At the same time, you also change yourself.

Tips & tricks

Courtesy certainly becomes a habit, which is good – but don't rely wholly on habits to ensure that you are always being courteous. Courtesy demands different behaviours in different contexts and for different people.

LIGHTHOUSING

What is it?

To be a lighthouse means to act as a beacon, and City Year uses the name of the founding story "The Lighthouse" to help us feel comfortable in both giving and receiving feedback about our visible standards – especially how we're wearing our uniform.

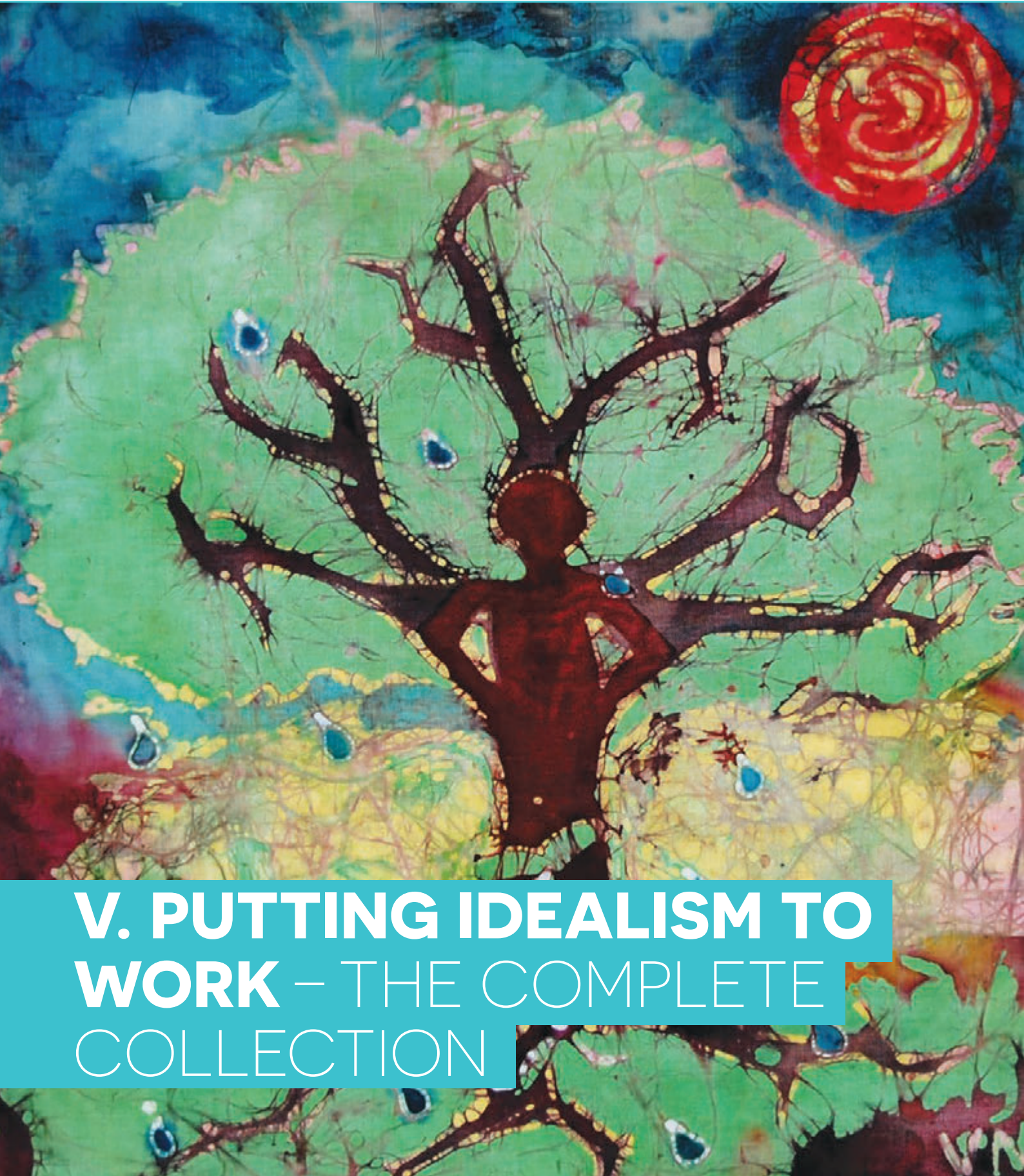
How do you use it?

You should both be a beacon, and help others to be one too by drawing their attention to any slips in their standards. When a volunteer is living up to the high standards expected of a City Year UK participant, he may be thanked for, "being an excellent lighthouse." If he isn't, he may be asked to, "do a lighthouse check," on himself. Volunteers and staff should not be offended or take it personally. It's one of the constructively challenging ways that City Year supports people during their service.



Tips & tricks

"People in glasshouses shouldn't throw stones," as the old saying goes. Although two wrongs don't make a right (so your own shortcomings aren't an excuse for others to ignore your observations on theirs), a request to another to perform a lighthouse check carries less weight if you haven't first checked that you yourself would pass.



**V. PUTTING IDEALISM TO
WORK – THE COMPLETE
COLLECTION**

TIPS AND TECHNIQUES FOR GETTING THINGS DONE

1. Challenge Cynicism – Wherever You Find It.

The first step towards PUTTING IDEALISM TO WORK is to reject cynicism and embrace idealism. All successful human endeavors – from breakthrough inventions like the telephone to great social leaps forward like the Civil Rights Movement – begin with the assumption that change is possible. Learn to recognize cynicism, in all its forms. Challenge cynicism everywhere, especially within City Year itself.

2. “Every Battle Is Won or Lost Before It Is Fought.”

All of City Year needs to be built on it. It means that setting clear and correct goals, and preparing an effective plan to meet those goals, are the critical elements to success. Almost any glitch or failure can be traced directly to poor planning or preparation. Another way of saying this rule: “For better or worse, you always get the result you planned (or failed to plan) for.”

3. Always Begin Each New Task With the Same Question: “What Are Our Goals?”

Someone once said, “If we are not careful, we will end up in the direction we are heading.” That’s an amusing way to remind ourselves that the first step of any successful project is to set clear and focused goals. Once you are certain of the goals, design everything around achieving those goals, and don’t forget to constantly refer back to the goals as you implement.

4. Develop a “Core Theory” for What You Are Doing, and Narrate It Through

Every Aspect of Your Task. A “core theory” is a BIG IDEA – like a bright star to a sailor – that helps you navigate and make decisions to achieve a large goal. At City Year, the biggest “core theory” is that social progress can be achieved through intensive civic engagement that unites people and institutions for a common purpose. A good core theory can help make decisions and solve problems.



5. “Multiply” the Power of Everything!

“Multiplying” is a powerful tool for social change. Almost everything we do at City Year can and should be multiplied so that its effect produces more inspiration, more service, more idealism, more civic engagement and more resources for the common good.

6. “Advance” Everything.

To “advance” something is to prepare every aspect of an event or activity in advance, including physically going to the site where the event or activity will take place. Excellent “advance work” is the absolute hallmark of the best political campaigns, entertainment and corporate events. City Year’s techniques for “advance” are a set of critical leadership skills which everyone – volunteer mentors and staff – should master. Since “every battle is won or lost before it’s fought,” without excellent advance, there is a good chance we have already lost.

7. “Delight” People – Exceed Expectations!

It is important to realize that the “delight” standard not just be applied to the private sector and consumer goods anymore, but to every aspect of modern society, including government and nonprofits, like City Year. How do you know when you have delighted someone? When you have exceeded their expectations. Who do we seek to delight? Everyone – children and teachers in schools, workers and clients in all the nonprofits where we work, people on the street, policy makers and funders. In everything we do, plan and implement, make sure that it passes the “delight” test – exceeding everyone’s expectations!

8. “City Year-ize” Everything.

At its best, City Year should be like a “crystal.” As a crystal grows, each new part contains the same simple patterns, and the same elements of design and structure. Over time, the crystal becomes strong and complex by repeating its simple formula. If you snap off a part of the crystal you can always tell where it came from – and most importantly, that part contains the patterns and ideas so that it can continue growing on its own, in a new environment.

9. Create Your Own Environment for Success.

Don’t let the unknown standards of others limit the possibility for your success.

10. Success Means Being Deliberate, Programmatic and Accountable.

This is the best recipe for success when implementing anything at City Year. Only by being deliberate, programmatic and accountable can City Year, or any organization or person, achieve anything important. To be “deliberate” means to do things with a purpose and on purpose. To be “programmatic” means to have an effective and creative, step-by-step plan for achieving a specific result. To be “accountable” means to establish a set of timely and effective consequences to ensure that those results are really achieved.



11. Nail the Details! Every Single One.

Excellence is all in the details. Everything counts, all the time! City Year is being built by almost painful attention to detail. Hold yourself, your peers and the people you are leading to the highest possible attention to detail.

12. Pay Very Close Attention to City Year's "Look and Feel."

"Look and feel" includes many things – and it is essential to City Year's mission and our ability to succeed. Whenever you are planning a City Year activity conduct a "look and feel" audit of your plans. If it's not there, go back and put it in.

13. Every Important Task Gets a Team!

While everyone has specific responsibilities, all major organizational tasks should be built around well-functioning teams. Teamwork makes for a better design process, a more enjoyable working environment and a better final result. If you find yourself (or see another) working on an important organizational task largely alone, putting in extremely long hours, trying to implement a million details and beginning to feel a bit like a martyr, then something isn't working right and you should speak up! Get a team around that big task!

14. Get Group Input – But Put One Person In Charge.

For anything to get done, there must be one person who is both accountable and responsible. However, everything can be improved when there is group input.

15. Resources Go Where They Are Needed.

As priorities shift, it is important to remember that resources must also be shifted to meet important organization goals. At any given time your role may be to ask for or receive resources – always remember that the needs of the organization as a whole come first.

16. Before a Decision, Maximum Input. After a Decision, Maximum Unity.

This is the only way to get things done.

17. Don't Tinker – Seek Powerful Solutions.

When something is not working, be careful not to censor your own thinking by assuming that certain solutions are not possible – or are too "radical." Ask yourself, "If I could do exactly what I thought was needed here, what would I do?" More than 90 percent of the time the "powerful" solution can in fact be implemented.

18. Think "Outside the Box."

This is the very heart of idealism! As George Bernard Shaw said, "Some people see things as they are and say why. I dream things that never were and say why not?" Develop an almost child-like habit of challenging the conventional wisdom of what's possible.

19. "Pilot" a New Idea First.

A "pilot" is an experiment – a test. Before attempting to implement a new idea or system on a large scale (such as across entire volunteer mentors – or across the country), pilot that idea first. Conduct a "low-cost" (in terms of money, time, people or other resources) experiment with the idea. Try it with one team, one division, one event, one site, etc. See if it really works, or learn how to make it work right. If it really is an improvement, teach the whole City Year organization.

20. Found It Right!

"We had a fundamental belief," says Apple Computer founder Steve Jobs, "that doing it right the first time was going to be easier than having to go back and fix it. And I cannot say strongly enough that the repercussions of that attitude are staggering. They're just staggering." Whenever you are founding something new at City Year, think it through, take the time – and do it right the first time. Remember that the tiniest of seeds can grow into a great tree with many limbs – but those limbs have to be present in the initial seed. You cannot attach a limb onto a fully grown tree.

21. Don't Separate the Process From the Result.

For example, if you are designing a workshop on how to empower volunteer mentors, they need to be involved in the design and implementation of it.

22. Implement Fewer Things Better!

With the best of intentions, we can have a tendency at City Year to try to do too many things at once. It is always better to do a few things excellently than to do many things merely "ok" – or poorly. When making plans and decisions always take one last look at the result to see if we are trying to do too much (which is usually the case!) and then have the courage to cut.



23. Think Big – But Implement Extremely Well Day to Day.

City Year's mission is extremely large (change the world!) and extremely small (today's service project). Only if we do the small mission well will the big mission follow.

24. Seek Truly Effective Communication.

Truly effective communication means (1) developing simple, clear messages and (2) using diverse, appropriate and often creative methods of communicating those messages so that real communication actually occurs. Sometimes it means holding a special briefing in advance, or developing a skit, or writing a document, or having a testimonial or pairing people up for a discussion – sometimes it means all of these and more.

25. Take Dramatic Action! Get Skit-Ish!

The most effective form of communication at City Year is the skit. Skits are the best method of communicating in a diverse environment. The very process of having to create a skit forces a group to think clearly about the information being presented and how to effectively present that information to a specific audience. The best skits are informative, creative and a little bit silly. Perform skits internally and externally.

26. If It Is Not in the Daily Briefing, It Doesn't Exist.

The Daily (or weekly, monthly) Briefing is our strongest communication tool. It literally can keep us all on the same page. It should inform, inspire and engage – both internally and externally. Read it, contribute to it, share it.

27. Set Ambitious But Achievable and Realistic Goals – and Meet or Exceed Every Single One.

It is absolutely vital to meet or exceed every major organizational goal we set. When the organization meets its goals it builds the confidence of others to invest in the next set of more ambitious goals. In other words, each set of goals is a step. On the other hand, a person or an organization is always harmed the most by not meeting self-defined, publicly stated goals. Because we must meet or exceed every goal, we must be very careful about the goals we set.

28. Build Every Relationship With "CIA" – Communication, Involvement and Appreciation.

Connecting people and institutions for positive action through community service is City Year's primary method of social change. Think of the City Year organization like a needle, and the volunteer mentors and staff as the thread, weaving together people and entire sectors of society (nonprofits, businesses, policy makers, government). We can only be effective by strengthening existing relationships and building new ones. Accordingly, we must all become experts building, maintaining and intensifying relationships. "CIA" is a short-hand reminder of the three critical aspects of relationship building: (1) Communication, (2) Involvement and (3) Appreciation. Communicate constantly – both the positive and challenging information.

29. One Person Manages Each Relationship.

While many people will play a key role in building a City Year relationship, every important relationship at City Year should have one person managing that relationship and accountable for its health and growth.

30. Everything Takes Longer Than You Think – Plan for It.

There is a significant gap between having an idea and implementing that idea: it takes longer to get the meeting set, to have that first draft, to put up the dry wall, to get the right input and to have people call you back. Make sure the schedule you set is workable.

31. Use the Honda Recipe for Excellence.

Each year, we are told, Honda Corporation buys one of every car made in the world, rides them, takes them apart and then designs the best elements of what it learned into its own cars. Use this same technique for building your part of City Year. Remember that someone may already be working on – or have already solved! – the same problem you are working on. Seek her or him out.

32. Inject Creativity Into Everything.

A little creativity goes a long, long... loooong way. After you have planned something, step back and do a quick "creativity check" by asking, "Where are the real creative parts to this?" If you can't find the creativity, go back and inject some.

33. Everything Feels Like a Failure in the Middle – Keep Going!

This insight came to us from Harvard Business School Professor and City Year Trustee, Rosabeth Moss Kanter. In every planning process there is first a burst of creativity and excitement – and then suddenly it seems as if everything is falling apart. Guess what? You've reached the "middle." Keep working and it will all come together.

34. Always Look Beyond the Obvious Next Step.

Learn to predict and anticipate potential negative consequences – and then take steps to avoid them.

35. Manage by Information.

Rosabeth Moss Kanter, Harvard Business School Professor and City Year Trustee, shared the insight that a very empowering way to manage big tasks is "by information." That is, publicly distribute progress reports for specific goals, such as how many students have 100 percent attendance, or how we are doing hitting our City Year volunteer mentors applicant goals. A healthy competition is just one benefit of "managing by information."

36. Learn How to Get Diverse Input for Designs and Decisions.

Sometimes this just means walking around asking people – "What do you think of such and such?" and sometimes it means putting together a focus group (or more permanent group) of people with diverse experiences, perspectives, ideas and backgrounds to get input more



systematically. In planning anything, think about inclusivity in terms of input into design, implementation and communication. Perform an “inclusivity audit” in your head at each step of the way.

37. Deploy for Inclusivity.

As you put together groups and deploy, think about ensuring inclusivity at each step of the way. For example, City Year strives to place diverse teams in schools to share various perspectives and experiences with students.

38. Always Debrief – Look for the “Unexpected” Success or Failure.

After every major team task, assemble the team and “debrief” – analyze what went right, what could have been done better and why. Figure out how City Year as an organization can learn the lessons your team learned. Then you can put the lessons learned in writing. Organizational expert Peter Drucker points out that we can always learn the most when we get results which differ from what we expected to get. Be especially on the look out – and learn the most from – the “unexpected success” or the “unexpected failure.”

39. Establish a “Certainty of Process” for New Projects.

Rosabeth Moss Kanter, Harvard Business School Professor and City Year Trustee, instructs that it is important to establish a “certainty of process” for getting a major task done. In other words, at the very beginning, establish (and make sure all participants are aware of) a process that the project will go through to get completed: the project’s timeline, what everyone’s role is, who needs to see what by when, when meetings will happen, what decisions will be made by whom and when, who will lead

the process as a whole, etc. Once this is done it should decrease the anxiety over the “how” of a project. If you are leading a new project it is best to come to the first meeting with a draft plan for establishing a “certainty of process.”

40. No One Tends to Appreciate Anything They Get for Free.

This is just a fact of life. When designing and implementing, seek to ensure that everyone “earns” whatever they are given, even if they earn it in creative ways.

41. Give the Innovative Project Its Own Space.

Organizational expert Peter Drucker says that if you want someone to develop something fundamentally new, you must first remove him or her from what he or she is doing now. Otherwise, the day-to-day pressures of the existing job will always crowd out the new responsibility; the demands of the “now” always eat “what could be,” and nothing fundamentally new gets developed.

42. Find a Sponsor for Everything!

Finding a sponsor for each initiative at City Year not only maximizes City Year’s limited resources, but it also ensures long-term sustainability for national service and multiplies the power of our work. Seek a sponsor for what you are working on – service projects, afterschool programming, school-wide events, etc. – and engage that sponsor in our work.

43. Make the Complex Simple.

Simplifying things is hard work – but it’s essential. Apple Computer Founder Steve Jobs reminds us that “simplicity is the ultimate sophistication.” At first, the solutions to most problems seem very simple.



But the more we understand the problem, the more complicated everything becomes and soon we are coming up with “all these convoluted solutions.” “That’s sort of the middle,” Jobs observes, “and that’s where most people stop. But the really great person will keep on going and find the key, the underlying principle of the problem – and come up with an elegant, really beautiful solution that’s simple and works.”

44. Remember, Everyone Always Needs to Be Prepped.

Whenever you are asking anyone – volunteer mentors, staff members, service partners, parents, corporate sponsors, anyone at all – to participate in a workshop, roundtable, fundraising event or other City Year activity, always remember that everyone needs to be “prepped.” That is, everyone needs to be told the exact nature and goals of the event or activity, who will be attending and why, what role they are expected to play and what major points need to be covered. Prepping speakers is an important leadership skill.

45. Train Your Replacement Seamlessly – and Document Everything!

If you move into another job or role at City Year, or are preparing to leave the organization, the work you have done should continue at the same level of excellence so that the transition of your responsibilities to another person is “seamless” to the organization. Training and documentation are the keys to a successful transition. Make sure that your experience, methods and lessons learned are shared with the organization in writing so the knowledge is accessible and not carried in your head. In other words, everything you created should not fall apart the moment you are not there to do it.

46. Be a Clock Builder, Not Just a Time-Teller.

John Smale, former CEO of Procter and Gamble said of his company, “Our commitment must be to continue the vitality of this company – its growth in physical terms and also its growth as an institution – so that this company, this institution will last through another 150 years. Indeed, so it will last through the ages.”

47. “Center It!”

Bill Shore, Founder of Share Our Strength, a national hunger relief organization shared with us the story of Alex Liebowitz’s dad, who always yells out “center it” to the kids at the youth hockey game. He tells them to “center” the hockey puck because if everyone tries to protect the net, no one will ever score. And if everyone races to the puck, no one will ever be in a position to score. But if we “center” the puck, someone else can score – and we all win.

48. Work Calmly, But With a Sense Of Urgency.

You Can Change a Mind, an Organization or a Life – Today, Right Now. It is amazing how much one can accomplish in a day with a calm sense of urgency – and how little one can accomplish in a month without it.

49. Don’t Forget to Have Fun! A little bit of fun builds community and makes the group more productive over the long run. When your plans are almost done, go back over them and do a “fun” check – especially for retreats and long meetings. If there is no fun time there, go back and put some in.



LEAD ON!

50. We Must Never Lose the Human Aspect of What We Are Doing.

It is always important to keep this in mind as we get busy with all the “important” things we have to do.

51. Operate With Purpose and Pride.

We are all working towards a mission of building a stronger community and country through national service. We should always seek to operate with a powerful sense of purpose and pride. Purpose and pride are a major source of positive power – especially for young people – as they deeply inspire and lead others, even the casual observer. Operating with purpose and pride means that whenever we are in uniform, whether walking down the street, riding the bus, serving in a school or attending a meeting, we should be purposeful and take great pride in our work. Specifically, it means operating with a positive attitude and powerful appearance, body language and courtesy. The positive inspirational effects of operating with purpose and pride are often stunning!

52. Lead with Ideas.

The first role of a leader is to lead with ideas, rather than “rules” or “expectations.” Allow people to get as excited as you are about those ideas. When people understand the “why” they will tend to quickly make the “how” happen.



53. Set Very High Expectations for Yourself and Others – Especially People You Are Leading.

Perhaps the greatest mistake any leader or supervisor can make is to set low standards and expectations for others. People will often respond to exactly the expectation that is being set. Your main function as a supervisor is to develop others so that they can do your job. If you make excuses for others, if you expect less from others than you expect from yourself, if you do not hold people accountable, if your first goal is not to challenge the people you are leading – but to be “liked” by them, then people you are leading will invariably learn to resent you because they know that you do not fundamentally respect them enough to challenge them and hold them accountable.

54. Build the Site. Build the Organization. Build National Service.

These are the three goals we constantly strive to reach in all that we do at City Year.

55. Put the Needs of the Organization as a Whole Above the Needs of Your Corner of the Organization.

The needs of City Year as a whole always take precedence over the needs of a single team, department or individual (unless that individual is in crisis).

56. No One You Are Leading Should Be Upset with Anyone Leading You, or with the Organization.

When you are leading others it is your responsibility to be accountable to the organization for the people you are leading. You are responsible for their understanding, attitude and behavior. They should not be confused, upset or misinformed – especially with someone who is leading you. If they are, you are probably blaming others (either overtly or subtly) and not accepting full responsibility and accountability for your role.

57. “It’s Not My Fault – But It Is.”

We must all try to feel real “trusteeship” for the organization, accepting responsibility for fixing problems, rather than “blaming” others for these problems. This means there are often many times when we could truly go the extra mile, foresee negative consequences and take corrective action in advance, rather than thinking that it’s “just not my fault.”

58. When Leading, Set the Vision, Delegate the Tasks and Then Hold People Accountable – Really Accountable.

Nothing is more important than accountability. When we fail to hold people accountable we not only let down the organization (and everyone who serves in it and supports it), but also the person who we fail to hold accountable.

59. Always Keep Your Troops Informed.

This is a real gem from the military. Share information constantly – both the good news and the bad news. Share it as soon as you have it –



especially with anyone you supervise. Sharing information decreases anxiety and increases the willingness of others to follow you. Holding on to information tends to infantilize the people you are leading. The best commercial airline pilots communicate constantly with the passengers.

60. Seek Clarity in Thinking – and Have the Courage to Go Where that Clarity Leads.

The work we do is often difficult. Solutions to problems are not always easily apparent. Over time, however, hard work and hard thinking usually lead to “clarity” – sometimes not until you are lying in bed late at night! “I have clarity on this” is among the sweetest sounds at City Year. When you get clarity, follow it, even if it challenges original assumptions or ideas.

61. To Solve a Problem or Get a Major Task Done, “Release Energy.”

Organizational expert Peter Drucker reminds us that just like in nature “energy” within an organization cannot be “created” – it can only be “released.” There are almost always enormous resources of untapped energy available at City Year, and the best way to solve a problem or get a major project accomplished is to “release” energy around that problem or project. Sometimes that means just letting people know about the problem or project – and letting those with the energy come forward. Other times it means creating a special team.

62. Admit Mistakes Freely.

Doing so makes it easier to fix things, and encourages others to admit mistakes – and soon we all realize that it is all right to make mistakes, just so long as we learn from them.

63. Refuse to Fail.

(aka “City Year Refuses to Fail.”) This may sound a bit arrogant, but it is just a way of describing an attitude at City Year towards extreme adversity or difficulty in achieving a desired goal. To achieve important organizational goals, City Year will re-imagine plans, re-arrange priorities, re-allocate resources, or just plain work harder and smarter. Remember: because we refuse to fail, we must be careful that the goals we set are important enough to do what it takes to achieve them.

64. When Leading, Be Comfortable Being Misunderstood.

Abraham Lincoln said this. Of course, we must always try hard to be understood. But the very nature of leadership is to be “out in front” – often ahead of other people’s thinking. And if you want to lead you have to be comfortable with the fact that sometimes being out in front means that you will be misunderstood. (Some leaders are misunderstood for years, even for their entire life.) This is especially true if you seek to lead with ideas, which take time to be worked with, thought about, experienced and take hold. As a philosopher once said, “All great ideas come into the world in the same way: first they are ridiculed as absurd. Then they are violently opposed. Finally, they are accepted as completely normal.”

65. Sometimes We All Need to Allow Ourselves to Be Led Through the Darkness.

Part of being a strong leader is also learning to be a strong follower.

66. Do Three “Squishy” Things a Day.

You know you are truly leading when you do at least three things a day that make you a little bit uncomfortable.



67. Rotate Leadership.

Give opportunities for people you are leading to lead the group. It's the best way to train new leaders.

68. Find Everyone's Strengths and Work with Them.

Assume that everyone has a unique strength, something special to offer, and set about discovering it and releasing it. You will always find it! Wayne Meisel, founder of COOL, observes that everyone and everything is a resource, and we need to be "artists" of combining those resources to achieve new, magical and positive results.

69. Systematically Inspire!

A major responsibility of leaders is to inspire, which means literally to "breathe life into." We should seek ways to "systematically" inspire others, both individually and organizationally. If you inspire one other person to take a positive action, you have doubled your own impact. If that person inspires another person, you have tripled your impact – all while you are off inspiring a third person! Inspiration is at the heart of our work, for if we light the idealism of others we can achieve things we could never achieve alone.

70. Seek to Be Effective, Not Just "Right."

Often this means truly "walking in other people's moccasins." Of course, it is perfectly acceptable – even essential for those who seek to lead – to challenge the thinking of others. But as Robert Kennedy said, "The task of leadership, the first task of concerned people, is not to condemn or castigate or deplore; it is to search out the reason for disillusionment and alienation, the rationale of protest and dissent – perhaps, indeed, to learn from it."

71. Share Your Thinking Process with Others.

If people know how you got to a conclusion, they will have more confidence in following you there.

72. The Highest Form of Leadership at City Year Is that of the "Servant Leader."

This means working with and supporting other people – doing and modeling, rather than pointing and ordering.

73. Maintain a "Creative Distance" Between Yourself and the People You Are Leading.

If you become too close to people you are leading you tend to lose your effectiveness.

74. Train Someone Else – Especially a City Year volunteer mentors – to Do It.

Always ask: "Is what I'm doing a task that someone I am leading could perform with the proper training and guidance?" If so, stop doing it, and start training and guiding.

75. Learn to Recognize and Resolve "False Choices."

One of the hallmarks of good leaders is that they easily recognize and resolve "false choices." A choice is a "false" one if, in fact, we do not have to choose at all, or if there is a totally different way of looking at the situation. For example, it is a false choice that City Year must choose "between" the development of our volunteer mentors as leaders and active citizens and serving our students in schools. The best possible leadership development experience for a City Year volunteer mentor is to be of essential service to students, schools and communities.

76. “Gut Check” Major Decisions.

Never compromise the integrity of the organization. When making major decisions, learn to trust your best instincts, and the best instincts of others. If something doesn't feel quite right, perhaps it's not. Always put the integrity of the organization first – ahead of what might be easiest at the moment. If you are unsure, seek out more information and opinions.

77. Implement Decisions Seamlessly.

Always “own” the decisions you are implementing or the news you are communicating. For example, if during the input stage you strongly disagreed with the final decision, no one should be able to detect that from how you implemented or communicated the final decision to others. In particular, never lead people by appealing to “personal” loyalty – especially appeals “against” the organization, such as: “City Year really screwed up, but just do this for me.” Invariably, leading others through appeals to personal loyalty ends up harming not only the organization but also oneself, because it isolates you from the support of the organization the next time around.

78. Your Commitment Brings about the Commitment of Others.

When it's a good cause, and you have committed yourself entirely, people will come out of the woodwork to help you. The poet W.H. Murry wrote: “Until one is committed, there is hesitancy – the chance to draw back – always ineffectiveness. Concerning all acts of initiative and creation, there is one elementary truth, the ignorance of which kills countless ideas and splendid plans. The moment one definitely commits oneself, then providence moves too. All sorts of things occur to help one that would never otherwise have occurred. A whole stream of events issues from the decision – raising in one's favor all manner of unforeseen incidents and meetings and material assistance which no [one] could have dreamed would have come their way.”

79. It's Never What We Say, It's Always What We Do.

This is how leaders are judged.

80. Don't Confuse “Empowerment” with “Anarchy.”

Structure is the heart of real empowerment. Provide people you are leading with the structure and skills they need to meet their potential. As Rosabeth Moss Kanter, Harvard Business School Professor and City Year Trustee, puts it: “Structure is liberating.”

81. Seek to Be a Coach Rather than a Parent!

It's often more effective.

82. Develop the Judgment to Know When to Set Aside Usual Policies for a Higher Goal.

Sometimes it's important to set aside business as usual.

83. Give Immediate Feedback (Whenever Possible).

Timely, balanced feedback (both positive and negative) is critical for growth.

84. Find and Use “Teachable Moments.”

Constantly share what you're learning with those who you are leading.

85. Celebrate Achievement.

No matter how small. Whenever possible, name the names of the people who have achieved.

86. View Every Crisis, Need or Challenge as an Opportunity to Move Forward or Get Someone Involved.

The Chinese word for “crisis” combines danger and opportunity. At points of crisis there is often a unique opportunity to make positive breakthroughs. Look for them and pursue them.

87. Develop a Bias for Action.

Indecisiveness can be the greatest problem of all. It is almost always better to make a decision, and then learn from it, than to hold everything up. The poet Goethe wrote: “Whatever you can do – or dream you can – begin it. Boldness has genius, power and magic in it. Begin it now.”

88. “Power Tools” are City Year's “Interface” for Idealism – the Basic Building Blocks of City Year.

For idealism to thrive, it must be supported by an entirely new kind of organizational culture – one that is as accessible and as inclusive as possible. “Power-Tools” are named structures that make idealistic activity and teamwork easier and more productive, for example, NOSTUESO, a facilitation technique, “No one speaks twice until everyone speaks once.” If you want to communicate an important idea, it is often best to create a structure that embodies that idea. Then name it, and train specifically on the structure or technique, including the reasons behind the structure. The City Year name for this technique is “NiPiTiSi” (Nee-pee-tee-see): “Name it, perfect it, train it, and spread it.” Create new power tools all the time!

89. Take Reasonable Risks That Seem to Be in Line with City Year Ways of PUTTING IDEALISM TO WORK.

DIGGING DEEPER

90. Constantly Put Yourself in Other People's Shoes – “Moccasins” Everything.

The essence of City Year is found in the Native American prayer, “Great Spirit, grant that I will not criticize my brother or sister until I have walked a mile in their moccasins.” What would the world be like if everyone truly walked in each other's moccasins? It would be a truly “aware” world of justice and peace. The practice of identifying with someone else is a powerful tool for social change – and it is a key element of good leadership. When planning anything, first conduct a “moccasins” exercise – challenge yourself to be in tune with the unique people and environment you are working in.

91. City Year is Dedicated to Helping Build the “Beloved Community” Dr. Martin Luther King, Jr. Spoke of.

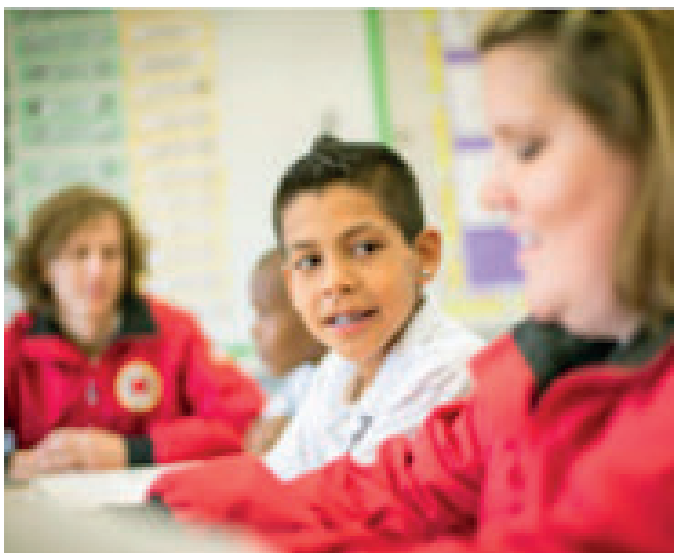
Building the beloved community is a journey that never really ends.

92. Seek to Be as Inclusive as Possible.

Inclusivity is the real test – and ultimate goal – of building the “beloved community.” Inclusivity means taking diversity one step further by learning to tap everyone's strengths to achieve goals that are larger than ourselves. A purposeful and inclusive community is more than the sum of its parts. The strong circle – with “no one in and no one out” – and the City Year uniform, which everyone shares in common, are tools of inclusivity.

93. Celebrate All Holidays.

By embracing and celebrating the holidays of all cultures, we share in the joy of each other's cultures and enrich our community.



94. Everything at City Year Begins with the Question: What is Citizenship?

Citizenship is City Year's “core value,” and the proposition that voluntary national service reinvigorates citizenship is City Year's “core theory.”

95. City Year is Dedicated to Developing the Concept of Public Service

Entrepreneurship. We are all engaged in “entrepreneurship” – the art of putting existing resources to better, more productive uses. The main resource City Year puts to higher utility is youth.

96. Civic Engagement, Not Traditional Politics, Is City Year's Vehicle for Change.

The distinction between traditional politics and civic engagement is a critical one to City Year. City Year is both non-partisan and pre-political. We neither march nor petition. City Year is an intensive, civic experience, an immersion in service and leadership for volunteer mentors, staff and others. Community service is a unique and special meeting place for diverse people and institutions to come together to find common ground and purpose. Community service is not presented as a “replacement” for politics. Rather, community service is a new meeting ground that can help improve politics by building a more engaged, knowledgeable, interconnected, and idealistic citizenry and society.

97. There Should Be No City Year “Client.”

City Year seeks to be a catalyst – a mechanism to engage an ever widening circle of people and institutions in positive change through idealistic action. While we may never totally reach this ideal, City Year does not seek to make a “client” of anyone. As Jane Addams, founder of the settlement house movement, writes: “You cannot go into a man's house with a stern resolution to be a friend to him. The delicate flower of friendship does not grow that way. But you can become identified with the interests of the neighborhood of which he is part. You find yourself working shoulder to shoulder with the man who lives next door – friendship springs most naturally in comradeship and identity of interests.”

98. All People – Especially Young People – Need the Same Eleven Things.

Meaning, adventure, community, power, respect, structure, challenge, opportunity, safety, love and joy.

99. Young People Are the Resource, Not the Client.

This is the whole reason the youth service experience is so powerful. City Year is not a youth program. It is a social change organization – seeking to shift attitudes, values and resources towards the common good – with youth as its greatest resource. In everything we do, we need to think about how we can release the power of young people.





100. City Year Is an Act of Will.

City Year does not have a solitary institutional base. City Year is essentially a collective act of will of many people and institutions. As a full-time member of the City Year community, your actions of will make a huge difference.

101. The Ideal Service Metaphor is to Act like “Water.”

What kind of institution does City Year seek to be? In building your part of City Year, remember that the Tao Te Ching, a two thousand year old Chinese text credited to Lao-Tzu, tells us that the highest form of leadership is like “water” – it seeks the lowest level so that it touches and connects all things; it moves around great barriers that it cannot go through; it acts as a solvent on things that are stuck; and it makes good things grow.

102. Try to Put into Practice the Iroquois Principle that, “With Each Decision, Consider its Effect on the Next Seven Generations.”

What would the world be like if this were practiced universally? Perhaps a world without poverty, pollution or war.

103. Send Out “Tiny Ripples of Hope.”

Robert Kennedy, speaking in South Africa in 1965, said: “Each time a person stands up for an ideal or acts to improve the lot of others, he or

she sends out a tiny ripple of hope, and crossing each other through many centers of energy and daring those ripples create a mighty current that can strike down even the strongest walls of oppression and resistance.” Almost every good thing that ever happened at City Year stemmed from an act of courage and belief by an individual or group of people. Small, heroic acts, like the daily dedication of volunteer mentors and staff, help build City Year. In the process, these “acts” ripple out to inspire others to act on their beliefs, which in turn inspire others.

104. City Year is Built by Witnesses and Champions.

A witness is someone who has seen or been affected by the work we do, such as a volunteer mentor’s mother or father, a service partner, or even someone riding public transportation or strolling by PT. A champion is someone who acts on City Year’s behalf and places their personal resources and credibility behind moving the organization forward.

105. Courtesy is a Powerful Skill for Social Change.

In a time where violence is pervasive and civility sometimes uncommon, being courteous, kind and polite are powerful tools to affect and change the immediate environment around us. A simple, “hello,” “please,” and “thank you,” can have huge effects. Looking behind to hold the door for the person after you will surprise people in a positive way.

106. The volunteer mentors and Staff Together Make Up a Single City Year Workforce for Idealism.

We are all in service – both volunteer mentors and staff.

107. We Are All Fundraisers and Recruiters.

Every single City Year volunteer mentors and staff member must take responsibility for raising the funds and recruiting the volunteer mentors to support our work. We are all able to serve full-time today because others have made it possible. We should see fundraising and recruitment as a major part of our mission, and as an “opportunity” to get others involved and shift resources positively.

108. We Are All Communicators – and Communication Is a Huge Part of Service.

We communicate strong messages everyday whether we know it or not – through our pride in our uniform, our courtesy on the transportation system, the way we interact with people on the street and in our excellent service.

109. Take What’s Best – and Leave the Rest.

Draw on the virtues of every institution – business, government, the campaign, the not-for-profit, the university, the military and the family. Each of these institutions has real virtues for us to embrace (such as the esprit de volunteer mentors of the military, the accountability of the private sector, and the sense of urgency of the campaign), as well as pitfalls we may seek to avoid. The key is always to keep thinking critically – take what’s best, leave the rest.

110. Appeal to the Best in People and Institutions. Challenge everyone to put their best to good use. Never be hesitant to ask someone to contribute or get involved.

111. City Year Is a Values-Based Organization – and that’s “Good.”

For many years, leaders and institutions in our society became increasingly shy about talking about “values” – often for a very good concern: “In such a diverse world, how,” many have asked, “can society choose to elevate any particular values?” On its surface at least, the choosing of values might seem to be oppressive, or at least insensitive. Increasingly, however, our society is reaching a new consensus, based on two insights:

- First, committed people of all backgrounds are realizing that it is impossible to live and work without values – in fact, without widely-held shared values, our society will come apart. In particular, if we do not deliberately provide our young people with powerful, positive values, they will often receive powerful negative values by default.
- Second, there really are many widely-held shared values at City Year. Many of the greatest values at work at City Year are stories and ideals of great wisdom that often express in powerful ways widely held, shared values that speak powerfully across many cultures and communities.

112. “City Year Is Not What You Think It Is.”

This is not meant to sound arrogant; it is just that on first contact City Year often isn’t what people think it is. This is probably because it is trying to do many different things at once, and it is struggling to do things in new ways. The main thing to keep in mind is that we all can keep “discovering” what City Year is about, and we should never be too surprised to learn something fundamentally new about the work we are all doing.

113. City Year Takes a Holistic Approach to Change.

As the African Proverb says, “It takes a whole village to raise a child.”



FROM YOUR COMFORT ZONE TO...

114. Seek to Move Out Of Your “Comfort Zone” and Into Your “Challenge Zone.”

City Year is often a place where you get a chance to “slay your dragon” – and grow. In other words, you get many opportunities to do difficult, personally challenging things. For those that are shy and tend to always follow, the dragon to slay might be to speak publicly and lead. For those who tend to lead, the dragon to slay may be to learn to follow others and work effectively in a group. Eleanor Roosevelt said that “you must do what you are most afraid to do.”

115. Try to Be Both a Student and a Teacher in a School for Idealism.

Moment to moment we must easily slip from being a student to a teacher to a student again. As a student, study people who are good at something and learn from them. Learn the most from your own experience, from those with similar experiences, and from those learning the fastest. Remember, volunteer mentors and staff always have a great deal they can learn from each other. As a teacher, constantly share your insights, ideas and experience, especially with people you are leading.

116. Think Differently with City Year.

City Year is often a “counter-intuitive” institution. In other words, at times, City Year can feel like a clock that turns the “wrong” way. New staff and volunteer mentors may feel like Alice in Wonderland, having traveled through the looking glass, where white is black and black is white. On any given day, City Year tends to challenge many traditional assumptions about many things, such as the roles of young people and the private sector in social change – even traditional assumptions about how to make diversity work. Push yourself to think differently with the organization.

117. Behind Almost Every Success is Good Judgment.

Good judgment is essential to our work. The good news is that judgment can be developed and improved. There are, it seems, three elements of good judgment: First, common sense. We must always try to evaluate what we are doing from a simple, common sense perspective. Sometimes the most thought out plans simply do not pass the common sense test! Second, experience. As we all learn – sometimes very painfully – experience is an extraordinary teacher. Finally, the third element of good judgment – and perhaps the most important – is one’s own personal security. In other words, the more we can keep our own “ego” out of our decisions, the better our decisions tend to be.

118. Learn When to Ask for Help, Advice and Resources.

This is the hallmark of those who have succeeded most independently in the organization.

119. Seek Opportunities to “Get a Win.”

City Year can be a complicated working environment. It can take time to learn how to accomplish tasks and organizational change. Seek opportunities to get an organizational “win” – a successfully completed task that adds value organizationally. Getting that first “win” will boost your own confidence, and the confidence others have in your work.

120. Show a Little “G” and “I.”

Gumption and Initiative.

121. Use Every Experience as a Learning Experience.

Both positive and negative experiences.

122. Seek to Be Both an Outstanding Leader and an Outstanding Follower.

City Year needs both. Learn to move easily between leadership and followership modes.

123. Struggle to Maintain an Open Heart and an Open Mind.

Perhaps nothing is more important for growth and success. Gandhi said, “you must be the change you wish to see in the world.”

124. Everyone Needs to Do Things That Are Not in the Job Description.

For example: moving things upstairs, answering phones, moving things back downstairs, helping out on an organization-wide event, putting out a mailing, or inspiring a visitor.

125. Seek to Transcend Both Guilt and Anger.

The most effective agents of social change (both people and institutions) have first transcended (risen above) guilt or anger as a major influence on how they process information or make decisions.

Decisions based on guilt tend to be paternalistic – that is, they tend to be highly protective of people and make assumptions and decisions for people, rather than challenging people with information, goals and accountable systems; decisions based on anger tend to place a higher priority on making a point or “getting a reaction” than finding a truly effective outcome. The hallmark of the best leaders at City Year has been that they consistently transcend both guilt and anger.

126. First Absorb, and then Contribute to, the Organizational Wisdom.

City Year seeks to be a continuous learning organization. The many people who have served in City Year, both staff and volunteer mentors, have developed a real organizational wisdom that needs to be respected and appreciated. First seek to understand and absorb the organizational wisdom, and then do everything you can to contribute to it.

127. Embrace Change!

City Year is always changing, like sand beneath our feet. That's good. Learn to love change. Change is what keeps the organization moving forward. The ancient Greek idea of 'throsis' is at work at City Year: a boat is at sea, and to survive the journey without docking the boat, the crew must fix and replace every board, one piece at a time, while at sea; by the time the boat returns to the harbor, it is a completely different boat; but of course, it is the same boat. Every year there is a new change to be embraced – growth of the volunteer mentors, new locations and new ideas!

128. Take Enormous Pride In the City Year Uniform.

Is your uniform clean? Your name tag straight, in the right place and easy to read? How we wear the uniform speaks the loudest about how we feel about our work, our values, ourselves and commitments.

129. Commit Totally to Building City Year While You Are Here.

You can make a major difference that has long-term results.

130. Take Responsibility for Three Things.

The three things are: (1) doing your own job excellently; (2) helping others with similar jobs do theirs excellently; and (3) helping City Year meet its organizational goals.

131. If You Are Struggling with an Aspect of City Year, Suspend Judgment and Seek Out More Information about It.

As a volunteer mentor or staff member you may not always agree with the way the organization thinks – especially in the beginning of your City Year experience. Over the years, however, many volunteer mentors and staff members have said that many aspects of City Year cannot be truly understood – and therefore adequately judged – until they are experienced personally and then thought about over time. On the other hand, there are always aspects of organizational thinking that need changing. The difficult part is figuring out which is which. If you find yourself confused or angry about organizational thinking, it is vital to first suspend judgment, and then get more information, rather than immediately reacting negatively. To care deeply, and yet have the discipline to suspend judgment, is one of the strongest and most important qualities of leadership.

132. Tack Your Sail Into the City Year Wind.

City Year's rapid development is like a wind that provides all of us with tremendous opportunities for personal and professional growth. Fill your sail with that wind and grow. Fight the wind and tire. Be unaware of the wind and stagnate.

TEAMWORK

133. Share “Ripples” Constantly – They Increase the Joy.

If someone is having a bad day, a “ripple” can bring that person up and give perspective. You may be holding onto someone else’s inspiration! If you have a great ripple, share it!

134. A Positive, “Can-Do” Attitude Is the First Qualification for Being a Part of City Year.

This must be true for both volunteer mentors and staff. Inspiring others and maintaining an environment in which idealism can flourish depends on all of us maintaining positive attitudes. This does not mean always being “rah rah.” But it does mean that we must all remain positive, constructive and inspired, even when being critical.

135. Few Things Are as Important as Being on Time and in a Good Mood.

Think of how much time, energy and resources get wasted otherwise.

136. When Criticizing Individuals or the Organization, Always Speak Personally and Specifically.

In other words, speak for yourself, not others or a group. Use “I” statements and give specifics, rather than general, vague criticism.

137. Good Ideas Tend to Be Resilient and Will Eventually Be Implemented.

Try not to become frustrated if your ideas are not implemented right away. The organization simply cannot absorb or implement every good idea immediately. But definitely talk up your ideas and insights – at some key moment you or someone else may be in a position to implement it.

138. City Year Thrives on Trust and Joy.

Trust and joy are like City Year’s air and water. If we don’t give our trust, we will exhaust ourselves second-guessing everyone and everything, to the detriment of our own work. If we don’t take joy in our work, we will burn out and harm other people’s joy. On the other hand, if we take joy in our own work, suspend judgment, assume we do not always have all the information, and trust in the positive motivation of others, we will be rewarded by the trust of others.

139. Avoid the “It-Doesn’t-Apply-To-Me” Mode.

We all have times when we believe that a certain rule or expectation – attending a staff meeting or briefing, filling out a form, being on time, shaving in the morning (for men), wearing the uniform or a name tag – “just doesn’t apply to me today.” Often our intentions are well-meaning – we are trying to get something important done. But this attitude can tear at the City Year community and undermine the overall effectiveness of the organization. Catch yourself when this starts to happen, and gently point out when others fall into this mode.

140. Take Personal Responsibility for Your Own Well-Being.

Often the first thing we lose at City Year is sleep, followed closely by our perspective. It’s very important for all of us to get healthy doses of both, and ensure there is balance in our life and work. Prepare yourself mentally, physically and emotionally for the times of the year that are harder than others.

141. Don’t Let Anyone Else’s Negativity Bring You Down.

Rise above cynicism and negativity.

142. Our Work at City Year is Made Possible Entirely Through Goodwill.

It gives us all a huge responsibility.

143. Never Ridicule Anyone Else’s Idealism.

There are really very few “nevers” at City Year, but this is one. The most destructive thing any volunteer mentor or staff member can ever do at City Year is to pour cold water on someone else’s idealism, passion and enthusiasm. As an organization we cannot tolerate it and stay true to our ideals.

144. Grow Ideas.

Learn to listen to others and “grow” each others’ ideas. It is a powerful process!

145. Learn to Appreciate Receiving Feedback as a Means for Personal and Professional Growth.

Receiving critical feedback can be a powerful gift.



146. Whenever the Organization Is Implementing Anything New, or Something Affects the Entire Organization, City Year's Leadership Will Lead Forcefully.

With almost everything else, decisions at City Year are extremely decentralized.

147. Turn Your Insights Into Action, Not Anger.

In general, try to practice the "Noah Principle" of criticism: don't just predict the flood, build an ark. Realizing something is amiss is only the first step. Offer timely alternatives.

148. There is Always Room for Specific, Professional Criticism, But Not Constant In-House Criticism.

Regular complaining about the organization, even over little things, can be like a constant drip of water that slowly cracks our foundation. Constant negativity is ineffective, unprofessional and unfair to the rest of the committed people on the team and in the organization. Most of all, it harms the joy of working here.

149. Be Careful to Avoid Becoming Isolated Within the Organization.

Everyone needs to be part of a team. Speak up if you are feeling isolated.

150. Loyalty Is Essential – Both Inside and Out.

Almost anything in City Year can be taken out of context. Be loyal to each other. This work is difficult and everyone is trying.

151. Always Give Others the Benefit of the Doubt.

That way, you will always get the benefit of the doubt, too.



152. Avoid Using Information as a Weapon.

City Year is a large organization, and we all gain access to different pieces of information. Any sensitive information that is important for a specific person or the organization as a whole to know should be shared professionally and sensitively. We need to be careful not to use the disclosure of certain information as a means of making a point, or to gain an advantage or hurt someone in a moment of anger.

153. Honesty Will Set Us Free.

Without being destructive, we must always struggle to be very honest with ourselves and others.

154. When City Year Speaks, It Should Speak with One Voice.

That way we will be most able to be heard and understood.

155. "Back-Channeling" Tears at the Cohesion of the Organization.

Back-channeling is when an individual tells someone that he or she is upset with someone else, rather than taking the issue directly to the person involved. Telling someone about a problem who cannot do anything about that problem only increases everyone's sense of frustration. Often, by the time a situation is resolved, the back-channeling has spread, and the actual information becomes distorted, deepening many more people's sense of frustration. If someone complains to you about someone else, suggest that they take their concern directly to the person involved. If a person does take a concern directly to another person, and is not satisfied with the response, the next step is to take that concern to that person's supervisor. It is never "back-channeling" to take a concern to someone's supervisor (or higher).

156. Take Care That Personal Agendas Do Not Impede Your Ability to Learn, Grow and Contribute.

We all have special concerns, insights and sensitivities that we carry with us seven days a week, 24 hours a day. These concerns, insights and sensitivities are very important. However, we all must be very careful not to let them harden into an overriding personal agenda that prevents us from having the flexibility to learn and grow, receive new information, examine new ways of thinking – or most importantly – get our work done and meet our commitments.

157. Resist Gossip and Rumors.

Gossip kills community and tears at the trust we all need to have in each other. A good rule is simply not to initiate, listen to or pass on gossip or rumors. The ability to resist gossip is a major test of personal and institutional character. Let's make City Year into a place of "social integrity" – where people never say anything behind someone's back that they would not say directly to their face.

158. It's a Privilege for All of Us to Serve at City Year.

It is a remarkable thing that we get to do this work full-time. We have to remember that this is fundamentally a fragile organization, and that other people's contributions make our work possible, and many other people who want to serve here as volunteer mentors and staff are not able to.

159. This Is Hard.

Be strong.

160. Seek to Have a Hard Head and a Soft Heart.

Having a hard head means being mentally tough, courageous, disciplined and persevering in the face of obstacles. All great endeavors and all social change require people with hard heads. At the same time, a hard head is best accompanied by a soft heart, by compassion, empathy and understanding. A soft heart means being emotionally available and supportive to those in need. All social change also depends on people with soft hearts. Both qualities require the other. A hard head without a soft heart can lead to cruelty or a survival of the fittest mentality. A soft heart without a hard head can be overindulgent, condescending and even patronizing.

161. Systematically Provide Perspective for Yourself and Others.

The first thing we all tend to lose at City Year is sleep. The second thing is perspective. Together that's a dangerous combination. Immersion in the daily roller coaster of the excitements and frustrations of idealistic activity leads all too easily to losing our ability to see real and powerful progress day to day, month to month and year to year. We then tend to see only the faults and failures; and this habitual fault-finding can spiral into cynicism and paralysis. To sustain ourselves in idealism, it is important to systematically regain our perspective by any number of creative means including regularly brainstorming a list of accomplishments over the past month, semester or year; or asking someone positively affected by our work to speak to us. Good leaders constantly provide perspective to their followers.

162. Get Your "Daily Starfish."

Like the little girl on the beach, seek to make a difference in a specific and measurable way each day – and circle up at day's end to share and document your "Daily Starfish."

163. Frame Everything As You Go.

Today's photo, article or award is tomorrow's inspirational treasure. Systematically framing the organization's history builds both pride and perspective – two important ingredients to continued achievement and success. Colorful and meaningful displays provide real inspiration to visitors and new recruits. A good habit to get into is to frame everything right away – the very next day. Even a short delay can mean a permanent delay.



164. Capture the Impact of Transformation By Showing the "B" and the "A."

A major part of City Year's mission is to inspire others to civic action. And nothing inspires and motivates people more than seeing a "before" and "after" comparison! We all work much harder once we have become convinced that change is possible. The two keys to getting a good "B" and "A" are to plan in advance and be creative. Remember: by constantly seeking to show a "before" and "after" we will develop the discipline and focus to ensure that our daily work is truly transformational.

165. "Join Us!"

This should be our constant battle cry. Remember that a large part of our mission is to multiply the power of our work, and inspire others to civic action. Remember that Dr. Martin Luther King said that "Everyone can be great because everyone can serve." Whatever you are doing at City Year, ask people outside the organization to join you. Give them the opportunity to feel the greatness.

166. Always Thank People – Right Away!

Always thank people for their contributions to your project, service activity or event. Remember: Expressions of thanks are like pancakes, they need to be served right away. The quicker the thanks, the stronger the delight of the receiver. It is surprising how powerful this simple rule is. Failure to thank right away can lead so easily to failure to thank at all – which destroys goodwill dramatically.

167. If There Is No Goal, There Can Be No Success.

It is almost shocking how powerful this simple rule of thumb is. For every activity, set a clear, written, and measurable (or at least observable) goal, and constantly measure your progress against that goal. Without a clear, written goal, your project is adrift – and as some one once said: "if we are not careful we will end up where we are heading."

168. If You Want to Communicate Powerfully, Tell a Story.

A major part of our mission is to inspire others to civic action. All great leaders communicated their ideas best by telling a story – think how many fables and fairytales you can remember.

169. Always Be Prepared to Answer One Question: Why Do You Think You Are Making a Difference?

You never know when you'll be asked how you know you're making a difference. If you can't readily provide an answer, then cynicism may get the best of the person asking and they may assume the worst. They may assume that you can't provide an answer because you actually aren't making a difference. Instead, if you were prepared, you could totally delight and inspire the person and give them faith that change is possible and that committed people are out there making a difference.

170. If at All Possible, Say "Yes" the First Time.

Saying "yes" is a powerful way to empower someone. A very good rule of leadership is to try to say "yes" the very first time that someone you are leading makes a request to try something new or different. Even if the request goes against your own experience and judgment, you should still consider saying "yes" (so long as you do not feel a great harm might occur). That very first request is so key – if you say "no" the lesson your followers may well learn is not to offer any ideas at all. It is important to allow people to make mistakes and learn from them – and, of course, that "terrible" idea may well turn out to have been a stroke of genius after all.

171. Encourage Your Leaders.

We live in an age in which leadership is constantly knocked down, criticized, deconstructed, and mistrusted. It's no wonder that many people are reluctant to take on leadership, particularly in the political arena. If we want to have great leadership, we need to learn to embrace great leadership, an increasingly rare occurrence these days. This requires the willingness to trust to follow, and to believe in our leaders, and when necessary, to support them even as their shortcomings and faults become apparent. This doesn't mean that we don't challenge and provide feedback to our leaders, but we do it from a place of respect and support.

172. Read at Least One Newspaper a Day.

Newspapers are the daily diary of our civic life. In order to be an active and concerned citizen, you should keep yourself informed of events happening in your local community, your state, nation, world, and sometimes even outer space. By staying on top of different developments, you'll be better equipped and informed to help contribute to solving social problems and addressing community needs.

173. "I'm Ready, Choose Me."

All social change depends on individuals who declare themselves to be ready, who step forward and take initiative, who volunteer to take on the tasks at hand. Don't let hesitation, inertia, or fear, hold you back from stepping forward boldly. As Ralph Waldo Emerson said, "I shall pass through this life but once. Any good therefore than I can do or any kindness that I can show, let me do it now. Let me not defer nor neglect it, for I may not pass this way again."

174. Seek Balance in Life.

Living a life of commitment and service can be very hard. Quite literally, we take on the problems of the world. In order to be effective and to set a good example to others, we should seek to maintain balance in our lives. This doesn't mean we don't or can't often work long hours or weekends, especially during heavy seasons in the campaign of idealism. But it does mean that you should not neglect your friends, family, relationships, health, or other personal areas of life. We should all also take time to relax, rejuvenate, and recapture our perspective and energy.

175. Don't Make 'Em Guess.

Always seek to communicate with clarity and completeness. Don't make people guess or assume what you want or what you're trying to say. They may guess wrong.

176. Front Most, Center Most.

When people come into a room (set up theater style or some variation of that) we should immediately look for the seat that is closest to the front and the middle of the room. It exemplifies a willingness to be engaged fully and shows a great deal of respect and appreciation for whomever and whatever is about to be presented.

177. Laugh at Least Once a Day. Everyday.

Our work at City Year is nothing if not fun. National Service, as a movement, looks to tap into the energy and idealism of our nation's young people. Laughter is full of energy and idealism. Employ laughter as you would a tool – and watch what it can do!

178. "Please" and "Thank You" – Three Words That Can Take You Anywhere.

Simple courtesy in our daily lives can help to build community and a more civil and respectful society. At City Year, we talk about Power Courtesy. Consider it the new "PC." Our country has been struggling to identify the "Politically Correct" things to do. At City Year, we deal with all types of people – of all levels of age, professional status, economic levels and ethnic backgrounds. And all of them respond favorably to courtesy. (In fact, it should be noted that you more often get what you want when you're polite. "Please" and "thank you" will pay off!)

179. Become Your Message.

The Indian human rights leader Mahatma Gandhi once said, "My life is my message." Those are five powerful words. Think about that – to become what you believe in. To become what is sought. If you cherish peace, be a peaceful person. If you honor justice, treat others fairly. They say actions speak louder than words.

180. Remember That Anyone Can Discover Ways of PUTTING IDEALISM TO WORK.

And if you do, write it up and send it in so it can show up in the next edition.

181. Make It Better.

"In the business world, 'good enough' rarely is," stated CEO and President Jeffrey Swartz in the Timberland Company's 2005 Corporate Social Responsibility Report. Both a promise and a challenge, Timberland's slogan, "Make it Better" reflects upon past progress and commits to even greater excellence in the important work ahead. The same holds true for our work at City Year. Each year our workforce is renewed as a new class of City Year volunteer mentors pledge to "make it better" in schools and neighborhoods.

182. Don't Be Afraid to Evolve Your Thinking.

British economist John Maynard Keynes put it best, when a colleague criticized him for holding different views on economic policy before and after the Great Depression, "When the facts change I change my mind. What do you do?"

183. Make Your Move.

To be effective, to get the results you desire, you need to plan. You need to think through your goals and strategies, consider all the ramifications,

and get sound advice. But ultimately, to be effective, you need to act, or as Nancy Routh, a beloved City Year executive for twenty years would say, "You need to make your move." Don't get stuck in analysis. To be effective in social change, as in any worthy endeavor, you need to learn when it's time to just go ahead and "make your move."

184. There's More than One Way of Being an Idealist.

If you feel like you're playing "the bad cop" or saying "no" more than your peers, remember you are still an idealist. Sometimes accommodating certain requests at that moment will, in the long run, do more harm than good. Saying no for the greater good can sometimes promote Ubuntu at its highest form. Staying accountable to long term goals even when it's not popular or convenient, and an idealistic stance. Our colleague Beth Ryder Kenna's legacy reminds us that being an idealist does not always mean saying "yes." Sometimes, a well-reasoned "no" challenges us to remember what's important and not just what's popular, and the ability to say "no" demonstrates the character and determination needed to make sustainable



PART 3: APPENDICES

I. GUIDELINES FOR CREATING YOUR OWN CULTURE ELEMENTS

City Year has been built by its members

Across the world, from the United States to South Africa and here in the UK, City Year's powerful and idealistic culture has grown little by little as volunteers, staff and supporters have added to its ideas and made them their own.

Any member of City Year can create a piece of City Year culture, because a culture piece is simply an expression of power and idealism. There is nothing particularly special about the exact compilation of stories, tools and maxims found in this booklet. If they are appropriate, use them. If they aren't – if to use them in a particular time or place would not be the best way to express power or idealism – then don't.

But if you decide against using a particular piece of culture because it isn't the right way to show power and idealism, ask yourself, "What would be the best way to demonstrate that?" The answer is certainly not, "Nothing." It is then that you need to create your own expression of City Year's values. If it's good, it may stick, and you will see it in the next edition of this booklet.

A checklist for creating new culture elements

Are you sure an existing one can't do the job? Sometimes it is true that using a particular tool wouldn't accord with one of City Year UK's values. But are you sure that you're not just shying away from something because you feel a bit silly doing it? Going outside your comfort zone is an important part of the City Year experience. Don't use 'appropriateness' as an excuse for not pushing yourself to discover and explore City Year's values, and don't write off an existing element until you've tried it.

Do you need a power tool or a founding story? It is easy to focus too much on power tools, because they are simple and often involve a physical action. Don't let them overshadow the founding stories, which convey some powerful and complex messages. Founding stories can be discussed, drawn, acted out or sung. If you want to get your team or children you work with to think about a particular belief, attitude or behaviour, then a new founding story, perhaps drawn from history, myth, legend, or literature, may be just what you're looking for.

Does the story, tool or PITW you've chosen represent at least one of the four elements of power, and/or one of the four stages of idealism? If not then it may well be interesting, and it may even be useful, but it isn't part of City Year culture. All City Year culture pieces are expressions of power and idealism, because power and idealism are City Year's culture.

Does the culture element accord with the values of excellence and inclusion from City Year UK's five organisational values?

Excellence: will the culture element be done well? If a story, does it make sense, is it short, have you checked the spelling and grammar? If a power tool, have you practised the move, taught it properly to anyone else you expect to use it, thought about what changes could make it more impressive? Is the context in which you're going to use it going to increase people's positive and professional perceptions of City Year UK?

Inclusion: can everyone take part, use the tool, or get something out of it? It is fine for stories or tools to have specific cultural origins, but is there also a wider applicability, something meaningful for people from all backgrounds?

II. USING OUR VALUES GRID IN MANAGEMENT

Assessing your own attitudes against the values

It is possible to subscribe to or embody a value more or less strongly. Not everyone at City Year UK would always say that the plus-two descriptor from the grid below was the one most applicable to them, and that need not be a problem. It takes us all time to 'get' something new. But if anyone felt best described by the text in the minus-two column, it may be appropriate to check if being at City Year UK makes sense for them. Whatever level of comfort we have with the organisation's values, all of us can benefit from considering where we would place ourselves overall against the pen portraits below. Where we struggle with some aspect of our work it may help us to identify what clash of personal and organisational values may lie behind our mental block.

Helping others to use the values grid

Ultimately, only we can really know how we feel about City Year UK's values, or how far we have moved and may continue to move to align with them. But our teammates and our managers can help us to be honest with ourselves about that by having conversations comparing our own scores on the grid below with their perception of what those scores might be. If there is a significant difference between the two – perhaps you rate yourself a plus-two on something, but your manager feels that you are a minus-one – then there is something important that needs discussing. Fill out the grid as a constructive exercise each time you have your own appraisal, and with anyone you manage.

THE SCORING GRID

	+2	+1	-1	-2
A Passion for City Year I have a spirited belief in the power of a year of service to end educational inequality, and the drive to make a positive contribution to turning that belief into reality	I demonstrate a passionate belief in the power of a year of service, its values and its goal; I always demonstrate excitement about contributing to the movement	I demonstrate belief in the power of a year of service, and in its values and philosophy; I often demonstrate excitement about contributing to the movement	I inconsistently demonstrate belief in the power of a year of service, or in its values or its goal, and/or rarely demonstrate excitement at contributing to the movement	I do not demonstrate belief in any positive aspect of a year of service, and/or am not excited at contributing to the movement
A Nurturing Approach I delight in nourishing the development and growth of people, and of the ideas City Year believes in	I clearly care deeply about the personal development and progress of people and partners; always treat people as ends, not means; strive to nurture ideas and projects to fruition	I show care towards the development and progress of people and partners; usually treat people as ends; often nurture ideas and projects to fruition	I do not clearly demonstrate belief in the importance of development for all people, and/or sometimes treat people as means, and/or rarely nurture new ideas or projects to fruition	I do not demonstrate belief in the importance of development for all, and/or treat people as means, and/or do not nurture new ideas or projects
A Servant-Leader I both belong to, and own, City Year UK; I am willing to both serve and lead to achieve educational equality	I clearly demonstrate equal belonging and ownership of the movement, and a willingness to both serve and lead it to achieve its goals	I demonstrate some sense of belonging and ownership of the movement, and inconsistently demonstrate either serving or leading to achieve its goals	I inconsistently demonstrate a sense of belonging and ownership, and regularly fail to either serve or lead to achieve the movement's goals	I see a separation between myself and the movement and/or do not exhibit a servant-leader approach
Being at Cause I focus on what I can do, not on what I think I can't. Only I am responsible for my own actions, and ultimately my own actions are the only things I can control. So in them must always lie the solution to any of my problems	I always recognise when I am 'at effect'; I am able to 'move to cause' consistently in order to overcome challenges; I actively support my team to 'be at cause'	I usually recognise when I am 'at effect'; I am able to 'move to cause' sometimes, although this may not be consistent, especially when under pressure	My ability to 'move to cause' is limited, but I recognise the distinction between being at cause and being at effect. At times, I still blame others or the organisation for problems and challenges, and I do not support my team to 'be at cause'	I am often 'at effect' and may struggle even to recognise that. I resist 'moving to cause' or do not recognise that this is within my power
A Growth Mindset I recognise that my behaviours, strengths and abilities are not fixed, but can be changed through my own efforts and repeated practice	I consistently display behavioural flexibility and a commitment to changing and developing my own abilities in order to achieve the organisation's goals	I display behavioural flexibility (but not yet consistently), and some willingness to engage with changing and developing my own abilities in order to achieve the organisation's goals	I have limited evidence or awareness of alternative, appropriate, behaviours, and/or little commitment to, or understanding of, the need to change my own abilities	I am limited to habitual patterns of behaviour and/or lack awareness of my own development needs. I am cynical about the effectiveness of coaching
Being Reliable I can be relied upon to be on time and deliver on agreed goals and commitments	I can consistently be relied upon and trusted to be on time and deliver on agreed goals and commitments, or make the best choices given the circumstances and communicate appropriately	I can mostly be relied upon to be on time, deliver on agreed goals and commitments, and communicate appropriately	I am infrequently on time and/or do not consistently deliver on goals and commitments. I can fail to make good choices and/or communicate clearly	I am rarely on time and/or inconsistently deliver on goals or commitments. I often fail to make good choices and/or communicate clearly
Clarity of Purpose I understand the organisation's overall aims and direct all my efforts to play my own part in achieving them	I clearly understand City Year UK's overall goal and direct all my own and others' efforts to achieving it	I understand City Year UK's high-level goals and largely direct my own and others' efforts to achieve them	I have little understanding of either overall or high-level organisational goals, and lack awareness of the strategic purpose of my work	My energy and efforts are disconnected from the organisation's goals
Embracing Change I use optimism, pragmatism and creativity to continue to work towards the organisation's ultimate aims even when new challenges and obstacles surface	I am consistently optimistic about, and effective in, creating pragmatic solutions to any obstacle in the way of longer-term goals	I am usually optimistic about pragmatic solutions to most obstacles in the way of longer-term goals	I lack optimism and/or am cynical towards solutions, resulting in the loss of momentum towards longer-term goals	I allow unexpected changes or obstacles to halt progress of myself and/or others towards longer-term goals
Pride in the Cause I am willing to stand up and be counted as a proud member of City Year UK; I feel excited about its achievements, goals and potential	I understand, embrace, and can articulate why City Year UK exists, and I use symbols and expressions of its values appropriately and enthusiastically to build and promote the movement	I mostly embrace City Year culture. I uses symbols enthusiastically to promote the movement	I am sometimes cynical or apologetic about City Year culture. I may lack enthusiasm or resist promoting the movement	I demonstrate negativity towards either my own membership of the movement or its symbols
Pride in your work I take personal pride in building my part of 'the cathedral' to the highest appropriate standards	I consistently give my personal best and I care about the way my work contributes to 'cathedral-building'. I prioritise appropriately to get the job done	I mostly, but inconsistently, give my personal best. I care about the way my work contributes to 'cathedral-building', but I don't always demonstrate it	I rarely give my personal best, or my personal best does not consistently meet the required standard. My work sometimes has a negative effect on 'the cathedral'	I seldom give my personal best, or meet the required standard. My work often has a negative effect on 'the cathedral'

INDEX OF FOUNDING STORIES & POWER TOOLS

Founding stories	Page	Power tools	Page
Be the Change	21	Acting As If	19
The Beloved Community	14	Actions and Words	13
The Bridge Builder	27	Advance and Logistics (Ad-Lo)	32
Cathedral Building	32	And That Matters Because...	33
Dick Whittington's Cat	26	Appreciations	15
Do All You Can	18	Breakstates	36
Everybody Can Be Great	40	Cause Versus Effect	22
Heaven and Hell	35	Coaching Levels	17
It's In Your Hands	21	Community Meetings	19
Lever	31	Debriefs	25
The Lighthouse	43	Front-most Centre-most	29
The Long Walk	32	Getting Out of the Box	22
Love and Joy	12	Hands Up	22
Moccasins	15	Junk the Sunk!	36
Never Doubt	12	Leadership Compass	16
On the Shoulders of Giants	24	Lighthousing	45
The Pillar	21	Moccasining	29
Ripples	40	Only Feedback	37
Sand Into Diamonds	23	Our Uniform	41
Seven Generations	43	Places of Power	14
Sowing and Reaping	28	Power Courtesy	44
The Spider in the Cave	43	Reframing	26
The Starfish Story	40	Ripples and Joys	13
To Do Or Not To Do	35	Shipshape and Bristol Fashion	44
Stone Soup	18	Silent Applause	32
The Traveller	24	Stand and Declare	29
Ubuntu	14	Strong Circles	19
The Vast Majority of Mankind	12	Testimonials	42
The Village	18	Visitor Programme	41
Water	35	WYPIIWYGO	25



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