



MODULE SEVEN:

Digital Leadership



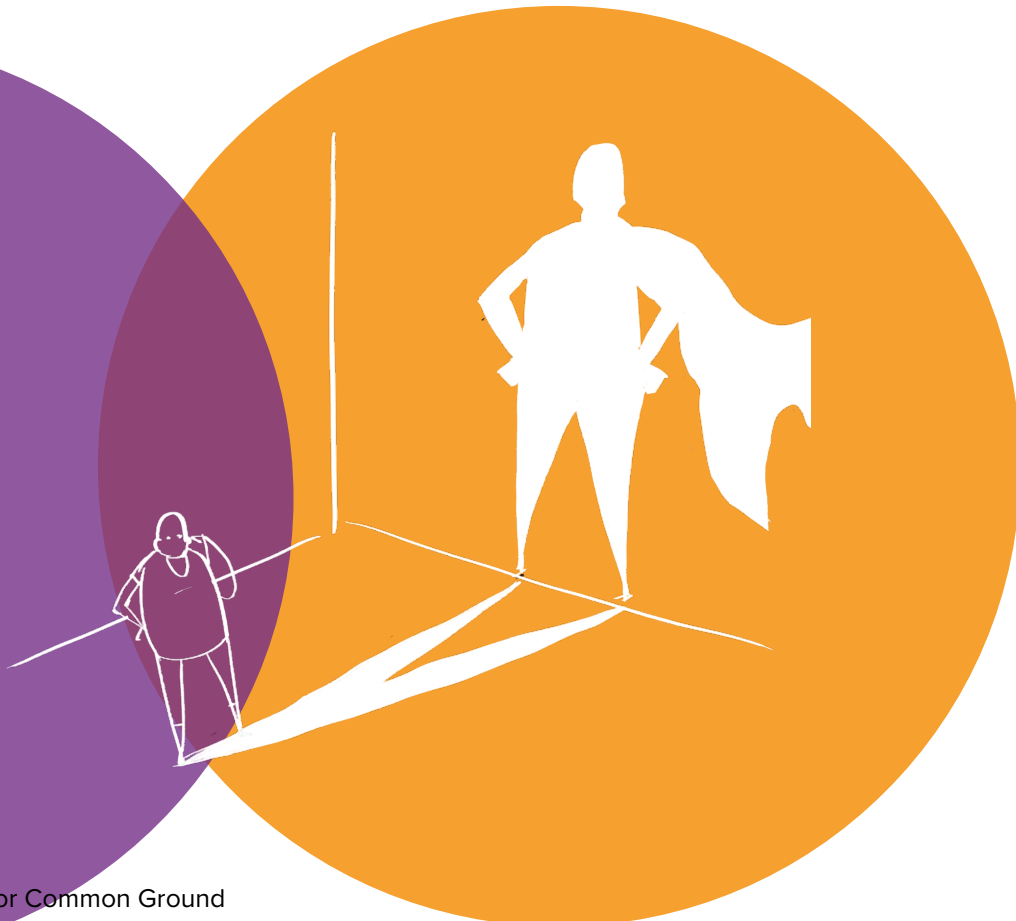
CORE MODULE INFORMATION:

Module Type: Phase 4 – Implementing effective leadership

Module Objective: Understand how to exercise multi-partiality and practice leadership in digital environments

Module Dilemma: I don't have the leadership skills and confidence to facilitate my group.

Module Delivery: This module was developed to be delivered virtually, but may be converted to an in-person module with some customisation.



WHAT IS NEEDED IN PREPARATION FOR THIS MODULE:

- Facilitators should review this Module in detail and customise the content to suit their participants, as needed (including adding case studies/examples relevant to your region or country).
- Facilitators should prepare notes for each activity. While this guide provides some discussion points and explanation as a base, further explanation at times will be needed (and participants may ask clarifying questions, so the facilitator should be well prepared).
- Review [Content for Training Activities](#) for a list of general training materials and module-specific activities. This link includes sample questions for Menti questions and Kahoot quizzes and information about how to make them. Note: Before the training, be sure to have these activities prepared.



MATERIALS

- Powerpoint slides (linked to sample PPT slides)
- Links to videos and MP4 files downloaded for backup (links are embedded in the above PPT and linked below, per session).

Session 1: Who is a Digital Leader?



Session Objective: Discuss the characteristics and responsibilities of a digital leader and digital community steward.

The trainer introduces the objective of Module 7, to understand how to exercise multi-partiality and practice leadership in digital environments.

Session 1 will focus on the characteristics and responsibilities of a digital leader and digital community steward.

Sessions 2 through 4 will discuss how to be an efficient and effective digital community steward through key strategies, relying on your team, and self-care.

10
MINS



THE DILEMMA – A QUICK RATING

Trainer to screen-share and display the Mentimeter Dilemma Activity for Module 7

The trainers will begin the module by dissecting the module dilemma.

The trainers will use a scale on Mentimeter and share the following dilemma: *“I don’t have the leadership skills and confidence to facilitate my group.”*

Participants will be asked to rate on a scale of 1-5 the situation with their own group, with 1 being ‘I’m not very confident about my digital leadership skills’ to 5 being ‘I’m very confident about my digital leadership skills’.

Based on the results from Mentimeter, the trainers will get an average for the group of community stewards. The trainers can also ask a couple of participants what rating they gave their group and why they picked that number. This activity will help us understand how relatable and relevant this dilemma is for the participants.

10
MINS



RE-VISITING WHAT MAKES A DIGITAL COMMUNITY STEWARD: WORD CLOUD

Trainer to screen-share and display the Mentimeter Word Cloud Activity for Module 7.

WORD CLOUD (10 MINUTES)

Trainers will ask participants to revisit the discussion around digital community stewardship at the beginning of the training curriculum (Introductory Module). Without showing the responses, the trainer will present a blank word cloud *asking participants to list the traits of a digital community steward (or digital leader).*

The trainer will briefly show the previous answers and elaborate on the difference between the two discussions. Participants can be asked why they submitted certain responses. The trainer may also open some discussion on the question: *what differentiates a leader in the physical world, compared to the digital world?*

40
MINS



SITUATIONAL ANALYSIS: SELF REFLECTION AND DISCUSSION

SITUATIONAL ANALYSIS: SELF REFLECTION

Next, the trainers will ask participants to spend about 10 minutes completing the chart individually. Participants will fill out their Strengths, Limitations, Opportunities and Challenges as digital community stewards. Participants will be asked to think of their individual strengths and limitations (in addition to their group's). Opportunities and challenges are usually external factors, but stewards can be asked to think about this in broad terms. Some guiding questions for this exercise include:

- *What are some of your strengths as a digital community steward?*
- *What are some of your limitations as a digital community steward?*
- *What are some opportunities to improve upon your group's goals? Or opportunities of having groups online?*
- *What are some of the challenges/risks of working with groups online? What are some of the risks or threats when working with your group online?*

Note to Facilitator: for the following activity, and if this training is in person, groups can assemble in different parts of the room. If taking place remotely, breakout groups should be created.



GROUP ACTIVITY & DISCUSSION

After spending some time to complete the situational analysis alone, the trainers will break the participants into groups of 4 or 5 in breakout rooms. Trainers should use their discretion to divide the participants into groups, but they could be grouped based on similar missions (e.g. if certain groups are working with marginalised groups, there may be more synergies in their situational analysis). The trainer will ask participants to think of a few points that are relevant for all groups. Groups will be given 10 minutes to discuss..

Next, the groups will quickly report back to the larger group, and the trainer will compile a list of common Strengths, Weaknesses, Opportunities, and Challenges to community stewards achieving their goals in their online community.



DISCUSSION

In the final 15-20 minutes of this activity, the trainer will open up a discussion for the participants. Participants will be asked to share *why they mentioned these points and elaborate on how good or bad leadership can impact these variables.*

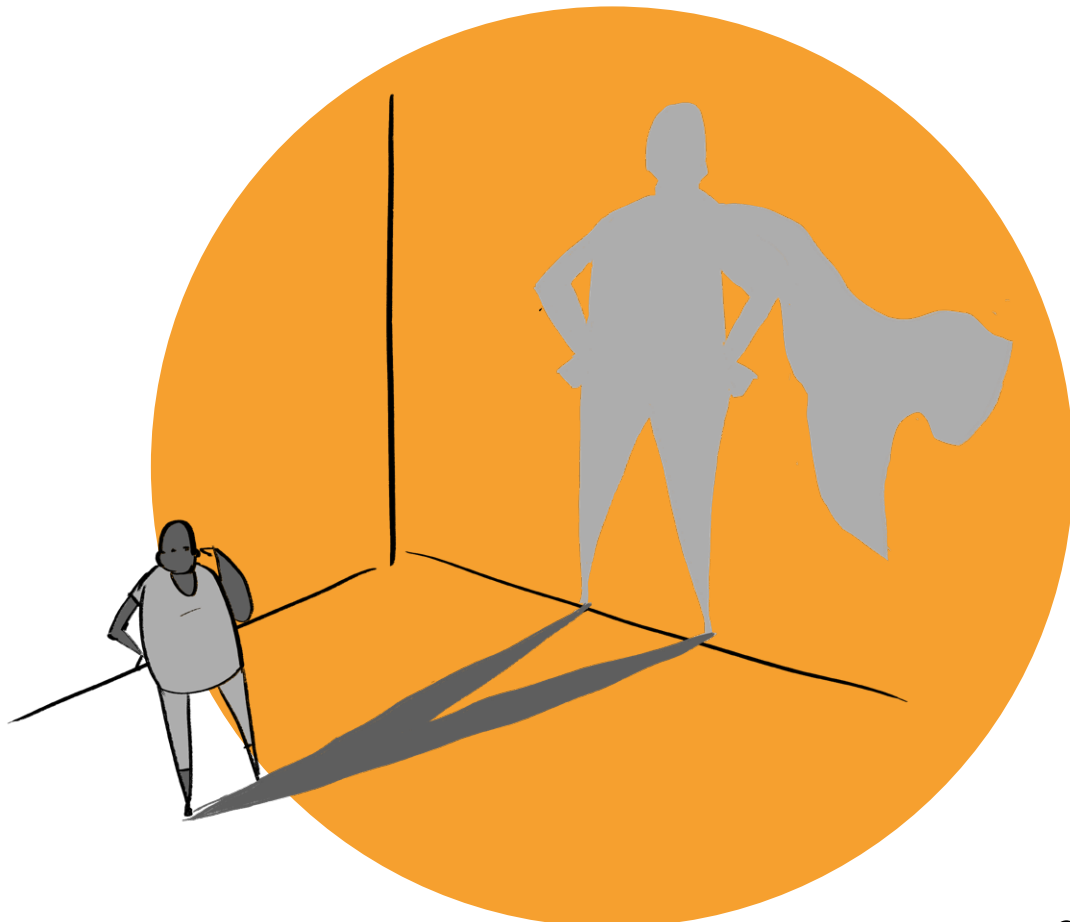
Some additional questions may be framed around the incentives and needs of a digital community steward. Here are some guiding questions for this discussion:

Incentives:

- *How did you become a community steward? What motivates you to be a community steward?*
- *What can social media companies (i.e. Facebook, Whatsapp, Youtube, etc.) do to motivate you or make it easier for you to promote social cohesion (e.g. trust and connection) across the groups you manage?*

Needs:

- *What do you need the most to be a successful community steward? (e.g. skills, confidence and effectiveness).*
- *What is the most important skill or tool you need that will enable you to promote trust and connection across your groups successfully?*

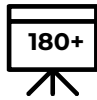


Session 2: Active Participation



Session Objective: Inform participants about the importance of active participation for effective and efficient digital community stewardship

30
MINS



EXPLANATION AND DISCUSSION: KEY STRATEGIES FOR DIGITAL COMMUNITY STEWARDS

Trainers will introduce the session on active participation for digital community stewards, highlighting the following:

CHOOSE MULTI-PARTIALITY OVER IMPARTIALITY.

Multi-partiality—developed as a facilitation technique—seeks to level power disparities between individuals while acknowledging the social identities and inequalities present. It asks participants to consider how their perspectives are influenced by their social and intersecting identities and how these identities influence group dynamics.

Intersecting identities is the concept that an individual's identity is composed of multiple intersecting factors, including but not limited to gender identity, gender expression, race, ethnicity, class, ability, religion, sexual identity and sexual expression.

The trainer can ask participants: *Who in your group seems to be most comfortable contributing to the conversation? What perspectives seem to be missing from the space?*

When these types of questions are asked, and the steward makes an active effort to be self-reflective, it creates room for both moderators and group members to share their own experiences and identities.



Overall, multi-partiality falls between impartiality and bias; it does not favour one opinion over another, nor does it completely remove the facilitator from the conversation. The trainers can show the participants [this brief video](#) on the subject.

Note: Multi-partiality and how it can be practised by digital community stewards will be further explored in the next module, which focuses on diversity and inclusion. Additionally, depending on time during this session, the trainer may go more into the theory and framework of intersectionality developed by Kimberlé Crenshaw (1991).



DON'T JUST FACILITATE. REMEMBER TO PARTICIPATE.

Members appreciate it when you are involved as a fellow member of the group, not just as an admin. Being social and interacting with members lets them get to know you and helps build trust. Once you have established this trust, it's easier for members to feel comfortable coming to you with any questions or participating in the group themselves.

As an active admin, you can help encourage a positive group culture by modelling the type of behaviour you want to see in the group. Experienced admins mention that being active also allows you to notice positive and negative trends in the group. If you notice group members reacting positively to a post, you may want to encourage more of the same.

Members like to be recognised, even if it's just with a like or a short comment. Give members positive feedback by actively commenting and reacting to their posts. Acknowledge members and let them know you care.

Posting regularly (e.g. 1-2 times a week or more) lets your members get to know you. Depending on the platform you moderate, consider scheduling posts in advance, so you don't need to be online around the clock.

Note: If requested, here, the trainers will show the participants how to schedule posts on platforms such as Facebook or Instagram.



[Share this video](#) with the participants where digital community stewards talk about being active admins and participants.

Session 3: Relying on Your Team



Session Objective: Inform participants about the importance of getting support from and relying on their team

40
MINS



RELYING ON YOUR TEAM (40 MINUTES)

EXPLANATION



Rely on Your Team for Help:

Appoint moderators or admins so that each person can take a day off whenever they're feeling overwhelmed or a little stressed out with your workload.

Experienced admins often mention that running a successful group takes time and effort. Communities can break apart when an admin becomes drained or burnt out. When you feel overwhelmed, turn to your team members for help. Set up a schedule, divide responsibilities, and include days off for yourself and your team members. Trust your team to step in when you need to take a break.

Spend time training your team both to help manage the group and uphold the group's culture. Feeling comfortable with your team's decision-making abilities and commitment allows you to take needed breaks from your group.



DISCUSSION

Trainers can ask participants to share their experiences in this session. *Do you have experience working with other team members in your group? In what circumstances is it helpful? Have there been any challenges in working with others? How have you encouraged other admins/moderators to take ownership and be reliable?*



EXPLANATION

Find Moderators and Admins:

As your community grows, you may find yourself spending more and more time moderating your group. If you feel this way, you're not alone. It may be time to enlist some people to help manage your group.

You may find that certain members already help manage the group. Those members might post great content or comment on or tag you in posts/discussions that need moderation. They understand the culture of the group and feel like a part of the community. Admins we spoke to told us that the best moderators tend to reveal themselves in this manner, so reach out to them and see if they want to take on a more official role.

You can promote any member of your group to one of two roles: admin or moderator. Moderators have fewer permissions than admins, so they can help take some of the work off your plate without giving them more control than you're comfortable with.

Introduce new moderators or admins in a post, so members can get to know them personally and know who to tag in comment threads that need moderation. Additionally, admin and moderator badges help members quickly and easily identify these leaders. This transparency is also helpful in improving trust and connection in your group. Ideally, your moderators can monitor content and member activity while you're away from your group.



[Share this video](#) with the participants where digital community stewards talk about finding the right admins and moderators.



DISCUSSION

Trainers can ask participants to share their experiences here. *Do any stewards use multiple admins in their groups? What are the benefits? What are the challenges? How did you identify the right people? How did you build trust? Does it make your role and responsibilities easier?*

Session 4: Practising Self-Care



Session Objective: Share important self-care practices to promote wellness and avoid burnout among digital community stewards

30
MINS



PRACTISE SELF-CARE



ACTIVITY AND DISCUSSION

We will begin this session with a break. Participants will be given five minutes to take a breather. Once they come back, the trainers will introduce them to the session - and highlight that sometimes it's important to walk away and take a breather.

The trainers will then share a breathing exercise (perhaps even basic stretches) that the participants can practise - especially when they are using their phones or laptops.

This will be followed by a quick sharing activity. The participants will be asked to share something that brings them emotional support - especially when they are online. This could be anything. A cup of tea. A pillow. A playlist. A pet., etc.

The purpose of this activity is to show that we all need emotional support and that we all have different ways of comforting ourselves. (**Note:** if this activity is taking place remotely, the trainers can ask the participants to physically bring this emotional support item to the screen).

Once the activity and discussion are over, the trainers will dive into some additional strategies for practising self-care.



EXPLANATION

As an admin of a community, you're always "on". Conflict, questions, member requests, and constant drama can start to weigh heavily on your emotions, energy, and time. You love what you do, and your community truly wouldn't be the same without you, but it's okay to give yourself a break. Take a step back. Breathe. Recharge.

In the end, making time for yourself is going to help you manage your community better. Here are some tips from admins on how to unplug:

1. **Understand When You Feel Overwhelmed** – Do you ever feel like the weight of the world is on your shoulders and that all you can think about is putting out fires in your group? It can actually be exciting to rise to that challenge, but that's also when you can start to burn out. Learn to recognise burnout and when you feel it, know when to take a break.

There are many apps that can help us keep track of our moods and emotions. [Mood Meter](#) is one example the trainers can share with the participants.

2. **Walk Away** – When you feel anger or tension or are consistently drawn back into a problem, the first thing you can do is get up, walk away and turn off your notifications. Give yourself some time to disconnect and take a step back.

It might be hard to walk away from a problem when it feels like you're the only one who can solve it but looking after yourself is always worth it. The stress can wait.

3. **Identify and Address Sensitivities** – Notice the pattern. Do you feel overwhelmed with member requests? Are members messaging you? Are you dealing with conflict in your group?

Learn your triggers, sit with them and process them. You may be able to see a clear source behind your anxious or uneasy feelings. Identify which tasks you might need more help dealing with as well as which issues you may want to avoid entirely.

4. **Set Clear Expectations About Your Availability** – Do a Live with your group or have a pinned message to set expectations and limitations. This helps build empathy with your community and models behaviour for your own admin team.

Schedule your posts in advance to make your time off count.

Create office hours that work for you and your team. No one should be expected to be on 24/7.

5. **Practise Self-Care** – When you feel yourself getting overwhelmed, think about the small things you can do to care for yourself. Maybe it's making yourself a cup of tea, going for a walk, playing with your pet or calling a friend.

Sometimes it's the little things that comfort you, and that can help you to let go of what's stressing you out. Getting offline is usually a great first step.

6. **Build a Trustworthy Team with Skills and Sensitivities that Complement Yours** – Empower your team to make decisions on your behalf. Consider an admin team located in different locales for better coverage day and night. When choosing team members, think about what they can do that you can't.

Having a strong network of skills and specialities will help you to distribute responsibilities and save your team from burnout.

10
MINS

CREATIVE ACTIVITY



ACTIVITY - CREATIVE STEWARDSHIP

Trainers will ask participants to create a Meme or GIF that represents or defines who they are as a digital community steward (Or how they view digital community stewardship in general). Participants are encouraged to be creative and share their examples with the group. Note: For virtual meetings, they can share examples on the video conferencing chat or group chat and in-person meetings- on the training group chat.



ALTERNATIVE ACTIVITY (SELF-CARE QUOTES)

As an alternative activity: each participant may share a self-care quote in the chat box (or on a different platform chosen by the trainers). These quotes need to be self-written, a small piece of advice they wish to share with their fellow community stewards.

Note: if taking place in person, these small pieces of advice can be placed on sticky notes and shared on a larger flipchart for participants to see throughout the training.

10
MINS

MODULE 7 CLOSING ACTIVITIES

Next, the Trainer will facilitate a Q&A session.

The module will end with a Pop Quiz on Kahoot (this is an optional activity; however, this is a great way to energise the participants at the end of the module).

Note: See [Content for Training Activities](#) for quiz content and instructions on how to make a Kahoot).

The PPT slide can be linked to the Kahoot quiz for ease of access and presentability. Trainers can encourage participation by handing out chocolates to the pop quiz winners.

Finally, the Facilitator will ask the training participants to complete a short feedback form. This can be optional and created according to the organiser and facilitator's needs, therefore a sample is not shared.

The content of this module was adopted and inspired by the following resources:

- [Building a Team: Facebook Community](#)
- [The power of virtual communities: Governance Lab](#)
- Crenshaw, Kimberle. [Mapping the Margins](#). 1991.