

Lead with Voice

Community Conversations



A DIY Toolkit for Facilitating Local Town Hall-Style Discussions
With Military-Connected Youth and the Adults Who Serve Them



J.W. Fanning Institute
for Leadership Development
UNIVERSITY OF GEORGIA



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WELCOME

Thank you for your interest in conducting a local area Lead with Voice Community Conversation. In doing so, you are embarking on an important journey towards empowering our military-connected youth! Our goal is to enable you to host a local town hall-style meeting to gather feedback and insights from your area military-connected youth and the adults who serve them. This is a crucial step towards ensuring that we are meeting the needs of and providing the best possible support to this community.

Please take some time to go through the training materials contained in this DIY Toolkit to equip yourself with the skills and knowledge needed to host a successful town hall meeting. This toolkit will cover everything from effective promotion strategies to creating a safe and inclusive space for everyone to share their thoughts and concerns. By working together, we can all help create a positive impact in the lives of our military-connected youth. Let's get started!

BACKGROUND & PURPOSE

Recently, the 4-H Military Partnership via North Carolina State University Extension and the University of Georgia J.W. Fanning Institute for Leadership Development partnered to host a series of virtual youth/adult town hall meetings. The series was called *Lead with Voice: Community Conversations*. The purpose for hosting these town hall meetings with youth was to learn about their concerns and engage them in civic discourse. Furthermore, the results will be used to promote youth voice in programming and policy decisions across the 4-H Military Partnership and within local communities serving military-connected youth.

Three town halls were conducted to discuss the challenges, opportunities, and innovations that have arisen during the past couple of years. The invited youth participants were all military-connected, and the adult participants were invited because they help serve military-connected youth in their community, either directly or indirectly. The diverse insights, experiences, and influence of both the youth and adult participants were essential to the success of the town halls.

The town hall programs each consisted of two parts. In the first part, youth were divided into smaller discussion groups and placed in virtual breakout rooms. The youth breakout rooms were led by youth facilitators when possible, with an adult facilitator acting as scribe to keep notes. The adult participants remained together in the main room for discussion facilitated by Fanning Institute faculty members. Then, in the second part, the youth and adults were brought back together, and representatives of each group were asked to share some of the highlights from their group discussions. In all instances, detailed notes were taken while protecting the confidentiality of participants.

By including and focusing on military-connected youth, these community conversations served to promote youth voice within the 4-H Military Youth Partnership. When youth are given a voice in the decision-making process, they feel empowered and valued. After all, youth are the experts on their own experiences, and their perspectives are invaluable in shaping programs and services to meet their needs. Never underestimate the creativity and innovation of young people -- their ideas can lead to new approaches and solutions that may not have been considered otherwise. Lastly, encouraging youth voice can foster increased civic engagement and a sense of responsibility to their communities. By

involving youth in these dialogues, we can ensure that the programs and services designed to serve them are more effective, relevant, and responsive to their needs.

“HOW TO” OVERVIEW

If you'd like to organize a similar Lead with Voice Community Conversation, below are some basic steps you can follow. For best results, get youth involved in every stage of the process, from planning to implementation. Make sure their voices are heard and that their concerns are addressed.

1. Consider the Purpose and Scope. In this case, the purpose is to:
 - i. Capture the lived experiences of the past couple of years from both military-connected youth and adult perspectives;
 - ii. Increase awareness and understanding of the challenges, opportunities, and innovations that have occurred from both groups;
 - iii. Develop an understanding of how military families have been affected by the pandemic and subsequent events; and
 - iv. Inform best practices for serving youth.
2. Determine the Format: Will it be virtual, in-person, or a hybrid of both? While the original series was virtual, we encourage you to host your town hall in-person, if possible. In-person conversations tend to be more organic, incur fewer technological challenges, and can encourage increased participation and sharing.
3. Select a Venue and Time: Choose a venue that is accessible and suitable for the anticipated number of participants. Keep in mind the need to have both a large area where the whole group can convene, as well as space(s) for the youth breakout(s). Consider factors such as parking, seating, and any equipment/technology requirements. Determine a date and time that works well for the target audience. If you are located at a military installation with a teen center or teen club, it may work well to host a town hall at the teen center when youth will already be present.
4. Invite Participants: Send out invitations to potential participants (both youth and adults), including youth organizations, schools, community groups, and local media. Consider using social media platforms to reach a wider audience. If your installation has an email list of the teens and/or their parents at the installation, that would be an excellent recruitment tool. To have a better idea of the number of participants to expect, you can require registration. There are several free online tools that can help you implement a registration, or you can simply ask those interested to contact you directly in order to register.
5. Recruit and Prepare Facilitators: Hosting town hall-style community conversations is not something one can do alone. It is important to recruit and prepare both youth and adult facilitators to assist in leading the conversations and taking detailed notes on what is discussed during those conversations. Facilitators must possess strong leadership skills, so recruit individuals you trust to handle the responsibility and who will approach the role with professionalism and respect. The best facilitators keep the focus on the participants and their responses, not on hogging the spotlight for themselves.

During part of the town hall, youth participants will be separated from the adult participants and sent to small group breakouts. The ideal amount of youth per breakout is between 5-12 participants. Ideally, each small group breakout will be led by a youth facilitator (who will actually lead the discussion) and at least one adult facilitator (who will take notes on what is discussed and can provide support as needed). As the youth have their breakouts, the adult participants stay together in the main meeting area for a facilitated discussion, as well. The facilitators of the adult discussion (both the discussion leader and the note taker) should be trained adults. For more information as to the roles of the facilitators and how to train them, see the FACILITATORS section below, as well as the DIY Town Hall Facilitator Orientation PowerPoint and Condensed Facilitator Guide in the RESOURCES section.

6. Send Reminders About the Event: Use email and social media to remind participants about the event. It's also a great opportunity to reiterate important logistic information (like time, venue, parking, etc.).
7. Conduct the Town Hall Meeting: At the event, ensure that everyone has an opportunity to speak, ask questions, and express their views. Encourage a respectful and inclusive discussion. **IMPORTANT:** Make sure that participants know the event is not being recorded; that confidentiality will be maintained; and, while notes will be taken on what is shared at the town hall, there will be no notes about WHO shared the information.
8. Analyze the Results: Analyze the feedback and insights gathered from the town hall meeting to identify common themes and concerns. Use this information to develop initiatives or policies that address the issues raised by the youth.
9. Recognition & Follow-Up: Provide all participants with a certificate of participation (see the Resources section for a certificate template you can use). Then, as soon as available, share the results with participants and stakeholders. Provide updates on any actions taken or initiatives implemented as a result of the town hall meeting. Consider hosting follow-up events to continue the dialogue and engage the youth in ongoing civic engagement.

FACILITATORS

You'll want to meet with your youth and adult facilitators in advance of the town hall in order to review the format, agenda, and logistics of the town hall; share the guiding questions that they will use to lead the discussion at the town hall; and provide training and establish expectations for good facilitation. The below information, together with the DIY Town Hall Facilitator Orientation PowerPoint and Condensed Facilitator Guide in the RESOURCES section, should be sufficient to prepare your facilitators. You can provide the exact agenda, format, and logistics once those details are finalized.

As previously noted, youth participants will be separated from the adult participants and sent to small group breakouts for part of the town hall. Ideally, each breakout conversation should be led by a youth facilitator and at least one adult facilitator (who takes notes and can provide support as needed).

During this same time, the adult participants stay together in the main meeting area for a facilitated discussion in which both the discussion leader and the note taker are trained adult facilitators.

The role of a facilitator during a town hall meeting is to guide the discussion or take thorough notes, encourage participation, and ensure that the event runs smoothly. A facilitator is responsible for creating an open and inclusive environment that allows everyone to feel comfortable sharing their opinions and ideas. Facilitators do not seek the spotlight for themselves; instead, they make sure to create the time and space for others to share their personal stories, insights, feedback, and concerns. Some specific tasks of a facilitator include:

- a. **Setting the tone:** A facilitator should establish a positive and respectful tone for the meeting. They should introduce themselves and make everyone feel welcome, emphasize the importance of the event, and explain the ground rules for participation, including the importance of maintaining confidentiality.
- b. **Managing the discussion:** The facilitator should keep the conversation on track, ensuring that everyone has a chance to speak and that the discussion stays focused on the topic at hand. They should also encourage active listening and respectful dialogue. We typically spend about 50 minutes total in breakouts. So, with five questions to cover, the facilitator needs to be mindful that only about 10 minutes can be spent discussing each question.
- c. **Encouraging participation:** A good facilitator encourages participation from all attendees, particularly those who may be reluctant to speak up. The prompts that we have prepared are open-ended questions to invite discussion and provide opportunities for attendees to share their thoughts and ideas. For each of the five guiding questions, we have also provided at least one additional probing question that can be asked if the audience is reluctant to share or appears to not fully understand the guiding question. If you choose to create your own questions for your town hall event, be sure to phrase the questions so that they are open-ended (requiring participants to elaborate, share, and explain their response) rather than simple yes/no style questions (which do not invite discussion). While we hope all participants choose to contribute to the discussion, no one should feel forced or pressured to share if they do not wish to do so.
- d. **Addressing disruptive behavior:** If disruptive behavior arises during the meeting, the facilitator should address it calmly and professionally. They should remind attendees of the ground rules and redirect the conversation back to the topic at hand.
- e. **Summarize & select a representative:** At the end of the discussion, the facilitator should summarize the key points that were discussed and ensure that everyone has had a chance to express their opinions. They can also provide information about what will happen next in the whole group session. To that end, the facilitator must reserve enough time for the breakout group to select a spokesperson who will report the key takeaways from the group's discussion once back in the whole group.

Overall, the role of a facilitator is to create an open environment where attendees feel brave enough to share their opinions and ideas.

A Note on Confidentiality:

Maintaining confidentiality is of utmost importance in hosting a town hall meeting with military-connected youth. Make sure that participants understand that the event is not being recorded, confidentiality will be maintained, and even though notes will be taken to capture the information that is shared during the discussion, no personally identifying information will be taken that would reveal who shared the information.

Military-connected youth may have sensitive information about themselves or their families that they do not want to share with the broader community. Maintaining confidentiality creates a safe space for military-connected youth to share their concerns and experiences without fear of judgment or repercussions. This can encourage openness and honesty, which can lead to more meaningful and productive discussions. Thus, it is the ethical obligation of those hosting a town hall meeting to protect the privacy and confidentiality of all participants.

A Note on Difficult Participants:

Dealing with difficult participants during a discussion can be a challenging task, but here are some tips that could help:

- **Stay calm and composed:** Even if a participant is getting agitated or angry, it's important to remain calm. Keep your tone even and avoid getting defensive or confrontational.
- **Listen actively:** Allow the participant to express their thoughts and concerns fully without interruption. Pay close attention to what they are saying and try to understand their perspective.
- **Acknowledge their concerns:** Once the participant has finished speaking, acknowledge their concerns and let them know that you understand how they feel.
- **Redirect the conversation:** If the participant is becoming disruptive or taking up too much time, politely redirect the conversation back to the main topic or agenda. Remind the group of time limitations so that everyone who wishes to share has the chance to speak.
- **Set boundaries:** If the participant is being abusive or making personal attacks, it's important to set clear boundaries and let them know that such behavior is not acceptable. In the youth breakouts, such an intervention should be conducted by one of the adults (such as the note-taker) in that breakout.

Remember, as the moderator or facilitator of the town hall, your role is to ensure that everyone has an opportunity to express their thoughts and concerns in a respectful and productive manner. By following these tips, you can help to maintain a positive and constructive atmosphere for all participants.

YOUTH QUESTIONS

Below are five questions that can be posed to each youth breakout group (ideally by a youth facilitator):

1. **What is something significant that has changed for you in the past two years?**
Probing question: What is something good/a positive change that happened? Something that makes you proud? (Note if there is a second probing question)
2. **What has been your largest source of stress over the past year?**
*Probing question: At home, with friends, with school?
 Acute or generalized? (e.g., did this happen to you/someone you know, or are your stressors more general?)*
3. **What do you need from the adults in your life in order to feel supported and set up for success?**
Probing question: From your parents? Educators? Youth program leaders? Etc.?
4. **How have your feelings about school changed over time?**
*Probing question: Are you as engaged now as you once were? More engaged? What do you appreciate about school? What things about school cause you anxiety or negative feelings?
 Does being a military connected youth bring a unique perspective to that?*
5. **What would you like the adults in your life to know and understand about your experience as we move forward?**
Probing question: Describe how being military connected has shaped your experience.

ADULT QUESTIONS

Below are five questions that can be posed to the adults in the main room while the youth are in their breakout groups:

1. What is something that changed for you in your youth practice during the past three years that you hope will continue?
2. What has been the greatest challenge that you've seen the youth in your program struggle with during the past two years?
3. What would you want the youth you work with to know and understand about your experience as we move forward?
4. Any success stories you could share about getting youth back involved with in-person programming?
5. What questions do you have for each other?

IN-PERSON TOWN HALL EXAMPLE AGENDA

Welcome & Introductions (20 minutes): Begin by welcoming everyone and thanking them for their participation. Introduce the purpose and goals of the town hall meeting, as well as any ground rules or expectations for participation. Introduce the facilitators and any others involved in conducting the town hall. Review the agenda so that everyone knows what to expect from your time together. Let participants know that the youth will be breaking out into small groups for some discussion while the adults will stay in the main room to have a facilitated conversation of their own.

Breakout session (50 minutes): Divide youth participants evenly into smaller groups and dismiss them to their respective breakout areas. Each youth breakout session should have a youth facilitator who can guide the discussion and keep the conversation focused on the five questions, as well as an adult facilitator who can take notes and be available to assist the youth facilitator, if needed. Other adult participants will be asked to remain in the main room for their conversations. Participants should be encouraged to share their ideas and experiences with one another – just be sure to have at least one facilitator in each space who can take thorough notes.

Whole group session (20 minutes): Following the breakout sessions, everyone will return to the main room for a whole group discussion. There, representatives from each breakout group (including the adult group) will report back and highlight what was discussed in their breakout.

Closing & Evaluation (10 minutes): After all groups have reported out, the primary facilitator(s) can note any common topics or themes that are mentioned and ask for any final thoughts as they debrief the town hall experience. End the town hall meeting by summarizing key takeaways and making announcements. Thank participants for their contributions and encourage continued engagement and community collaboration. Before dismissing, please ask the group to complete the survey at tinyurl.com/leadwithvoice.

PARTICIPANT EVALUATIONS

As noted above, please build-in a few minutes of time before adjourning to allow participants to use their smart devices to complete a brief online evaluation. The evaluation is located at tinyurl.com/leadwithvoice.

The feedback gathered via this survey helps us to continuously improve the format and design of these community conversations to better meet the needs of military-connected youth.

PROCESSING THE RESULTS

Identifying themes from the feedback and information gathered during a town hall meeting is an important step in understanding the concerns and priorities of the attendees. Here are some steps you can follow to identify themes:

1. Review the feedback: Collect all the notes taken by facilitators during the town hall meeting.
2. Organize the feedback: For each question, look for patterns or commonalities in the feedback. Identify ideas, concerns, or suggestions that were mentioned by multiple participants, then group similar feedback into themes. For example, multiple youth may have focused on mental health, parental expectations, and school-related stress as key concerns.

There are several ways of accomplishing this task. It may be helpful to utilize an Excel or Google spreadsheet to be able to easily group and manipulate the feedback as needed, especially if the

notes taken are already in digital format (like in a Word or Google Doc). Spreadsheets make it easy to create theme headers that you can then paste relevant feedback entries beneath. The final spreadsheet allows you to quickly identify which themes were discussed the most. Alternatively, if you enjoy working with paper, a fun and highly visual method of theming the feedback is to write each piece of feedback onto a sticky note. Then, begin to group the sticky notes on a wall based on topic/theme. If someone's feedback covers multiple areas or themes, then you can either place the sticky note between two themes or spread the feedback across multiple sticky notes so that each sticky relates to just one theme. Once you feel you have all the feedback sorted, then you can write up the results and capture some of the most relevant feedback examples.

3. Analyze & prioritize the themes: Analyze the themes to gain a deeper understanding of the concerns and priorities of the attendees. Consider the frequency of each theme, the strength of the feedback, and the potential impact of addressing each theme to determine how to prioritize them.
4. Share the themes: Share the themes with stakeholders and participants. This can include sharing them with the attendees of the town hall meeting, as well as with relevant community groups and decision-makers. Consider proposing how this information might enhance future programming and invite others to share their ideas for putting this information to good use.

Also, please share your results with the 4-H Military Partnership by emailing them to Jenny Jordan, Navy 4-H Youth Program Specialist with North Carolina State University, at jwjorda3@ncsu.edu.

REFERENCES

Leadership Strategies, Inc. (2021, December 6). *The 8 roles of a great facilitator*. Find A Facilitator. Retrieved from <https://findafacilitator.com/8-roles-facilitator/>

ChatGPT, personal communication, March 24, 2023

RESOURCES

DIY Town Hall Facilitator Orientation PowerPoint



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Lead with Voice:

Community Conversations
With Military-Connected Youth and Adults

Facilitator Orientation

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Welcome!

Thank you for agreeing to serve as a facilitator in our upcoming Lead With Voice Community Conversations. Your role is vital, and we're here today to make sure you feel prepared.



Today's Agenda

- Introductions
- Town Hall Objectives
- What does a facilitator do?
- Roles and Responsibilities
- Questions and Next Steps



Time for Introductions



Everyone will get a chance to introduce themselves and share the following:

- Your name
- Location
- One reason you decided to volunteer as a town hall facilitator
- Any questions/concerns you have about being a town hall facilitator



Youth Town Hall Objectives

- Capture the lived experiences of the past couple of years from both youth and adult perspectives;
- Increase awareness and understanding of the challenges, opportunities, and innovations that have occurred from both groups;
- Develop an understanding of how military families have been affected by the pandemic and subsequent events; and
- Inform best practices for serving youth.



What is a facilitator?



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Essentially, a facilitator is just a person that makes an action or process easy or easier. That doesn't reveal a whole lot, so let's consider this question more fully by thinking about and sharing your thoughts on a few related questions... (advance to next slide).

Share Your Thoughts...

- What do you think facilitators do?
- How is a facilitator different than a teacher, presenter, or speaker?
- What are some of the qualities of an effective facilitator?



What does a facilitator do?

- Facilitator – a person that makes an action or process easy or easier



A facilitator wears many hats as they work to make each session a success by creating a space where everyone feels encouraged and able to share their experiences, thoughts, feedback, etc. Here are 8 of the most common roles that a facilitator often must fill:

Motivator: From the welcome and asking the first question to the closing comments and thanks, “you ignite a fire within the group, establish momentum, and keep the pace.

Guide: You know the steps of the process the group will execute from beginning to end and carefully guide the participants through each step in turn.

Questioner: You listen carefully to the discussion and quickly analyze comments to [be able to paraphrase in a way that reflects active listening] and challenge the group when appropriate.

Bridge Builder: You create and maintain a safe and open environment for sharing ideas. Where other people see differences, you find and use similarities to establish a foundation for building bridges to consensus.

Clairvoyant: Throughout the session, you are attuned to signs of strain, weariness, aggravation, and disempowerment, and respond in advance to prevent dysfunctional behavior.

Peacemaker: Although it is generally better to avoid direct confrontations, should it happen, you step in quickly to reestablish order and direct the group toward a constructive resolution.

Taskmaster: You are ultimately responsible for keeping the session on track. This entails tactfully cutting short irrelevant discussions, preventing detours, and maintaining a consistent level of detail throughout the session.

Praiser: At every opportunity, you should praise participants for good effort, progress, and results – praise well, praise often, praise specifically.”

- Leadership Strategies, Inc. (2021, December 6). *The 8 roles of a great facilitator*. Find A Facilitator. Retrieved from <https://findafacilitator.com/8-roles-facilitator/>

Town Hall Agenda – Two-hour format

- 6:00pm Welcome and introductions
- 6:20pm Youth breakout rooms (adults stay in main room)
- 7:10pm Everyone returns to main room
- 7:15pm Facilitated large group conversation
- 7:45pm Debrief and evaluations
- 8:00pm Finished

The conversations usually last between 1.5-2 hours. The agenda to the left reflects a 2-hour timeframe. Note that the times are only intended to serve as an example.



In the youth breakouts...

- Between 5-12 youth participants per breakout room
- Ideally, a minimum of two adults and one youth facilitator per youth breakout room
- Youth facilitator will lead the discussion (using provided questions)
- One adult will take notes (either on paper or on a Google doc/Word file)
- Manage your time
- Objectivity is key



In the main room during the breakouts...

- Ideally, a minimum of two adults
- One adult will facilitate discussion among all adult participants (using provided questions)
- One adult will take notes (either on paper or on a Google doc/Word file)
- Manage your time
- Objectivity is key



Youth Questions

1. What is something significant that has changed for you in the past two years?

*Probing question: What is something good/a positive change that happened? Something that makes you proud?
(Note if there is a second probing question)*

2. What has been your largest source of stress over the past year?

*Probing question: At home, with friends, with school?
Acute or generalized? (e.g., did this happen to you/someone you know, or are your stressors more general?)*

3. What do you need from the adults in your life in order to feel supported and set up for success?

Probing question: From your parents? Educators? Youth program leaders? Etc.?

4. How have your feelings about school changed over time?

*Probing question: Are you as engaged now as you once were? More engaged? What do you appreciate about school? What things about school cause you anxiety or negative feelings?
Does being a military connected youth bring a unique perspective to that?*

5. What would you like the adults in your life to know and understand about your experience as we move forward?

Probing question: Describe how being military connected has shaped your experience.



Adult Questions

1. What is something that changed for you ***in your youth practice*** during the past three years that you hope will continue?
2. What has been the greatest challenge that you've seen ***the youth in your program*** struggle with during the past two years?
3. What would you want ***the youth you work with*** to know and understand about your experience as we move forward?
4. Any success stories you could share about getting youth back involved with in-person programming?
5. What questions do you have for each other?

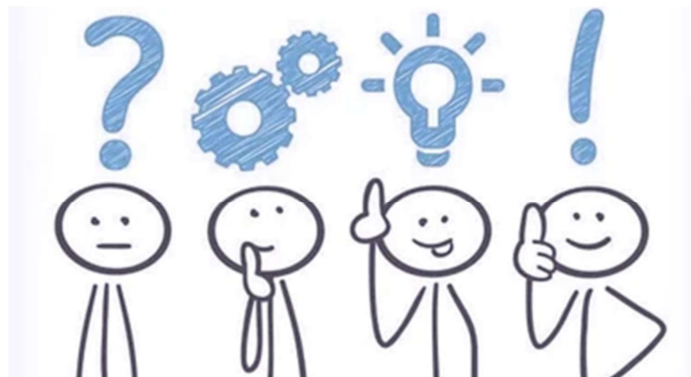


Meet your partner!



Each youth facilitator should meet with the adult(s) who will be working with them during the breakout youth session. If more than one adult, decide which adult will be the note taker for the youth session. Discuss the roles you all will serve, keeping in mind that we want the youth facilitator to lead the session, as much as possible, with note-taking and support from the adult(s).

Questions? Thoughts?



thank
you!



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Condensed Facilitator Guide

Military-Connected Youth Town Hall Series

DIY Edition

Condensed Facilitator Guide

After participants have been divided into breakout groups:

1. For those facilitators working with the youth breakouts, lead your group to the appropriate room/area where you can have your small group conversations. For those working with the adult participants, make sure they know to remain in the main room/area for your group conversations.
2. Introduce yourself as the facilitator and thank participants for taking time out of their schedules to provide input. Their input is valuable in helping us understand the unique issues facing military-connected youth.
3. Introduce the note taker and share that the conversation will be documented on note paper/Google doc/etc; However, reassure participants that comments will be kept anonymous and that the notes will not identify the person who made the comment.
 - a. Link to **sample** google doc (if you're a note taker, you can use this example Google doc to create one of your own):
https://docs.google.com/document/d/1e1pryHn_8KZgtDc7qdERjWHs1gLbHQGLJ_5aFCahRUE/edit?usp=sharing
4. For youth facilitators, if you have any questions while in the breakout group, just ask the adult(s) who are with you for assistance.
5. You should spend about 9 minutes on each of the five questions.
6. With 5 minutes left in the breakout session, you may want to pause and allow time for your note taker to review what was said and help your group choose a spokesperson who will report the key takeaways from your group's conversation to the entire group back in the main room/area.
7. Thank the participants again.
8. Lead your group back to the main room/area (if not already there).

5 Questions to ask YOUTH participants:

1. What is something significant that has changed for you in the past two years?
 - a. Probing question: What is something good/a positive change that happened? Something that makes you proud? (Note if there is a second probing question)
2. What has been your largest source of stress over the past year?
 - a. Probing question: At home, with friends, with school?
 - b. Acute or generalized? (e.g., did this happen to you/someone you know, or are your stressors more general?)
3. What do you need from the adults in your life in order to feel supported and set up for success?
 - a. Probing question: From your parents? Educators? Youth program leaders? Etc.?
4. How have your feelings about school changed over time?
 - a. Probing question: Are you as engaged now as you once were? More engaged? What do you appreciate about school? What things about school cause you anxiety or negative feelings?
 - b. Does being a military connected youth bring a unique perspective to that?
5. What would you like the adults in your life to know and understand about your experience as we move forward?
 - a. Probing question: Describe how being military connected has shaped your experience.

5 Questions to ask ADULT participants:

1. What is something that changed for you in your youth practice during the past three years that you hope will continue?
2. What has been the greatest challenge that you've seen the youth in your program struggle with during the past two years?
3. What would you want the youth you work with to know and understand about your experience as we move forward?
4. Any success stories you could share about getting youth back involved with in-person programming?
5. What questions do you have for each other?

Lead with Voice Participant Certificate



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COOPERATIVE
EXTENSION



This certificate is presented to

for exemplary leadership and contributions to the

Lead with Voice

Community Conversations

2023