HOW-TO DRAFT:
HOSTING VIRTUAL/HYBRID MEETINGS

This doc was designed to travel. Please feel free to share this around with other progressive campaigners. You can download this (look under File menu top left) in several formats or link to it / [*embed it*](#) *on a web page.*

Disclaimer / request for your help

This doc is a work in progress that is meant to evolve over time with input from campaigners and organizers. At the moment, the tips and ideas here reflect the voices of the contributors/reviewers listed below. We are always looking to add more voices of folks that have knowledge and experience on this topic. This particular guide is draft and we are publishing it quickly because we want our community to have access to the tips in real time. We hope you will help make it better with your ideas and contributions. **If you'd like to help with this guide, please fill out this form**.

Summary

In person meetings, all-virtual meetings and hybrid virtual/in-person meetings are similar, and yet facilitation and participation in each type of meeting is also different and requires some specific skills and planning.

The tips below are offered by the Sierra Club distributed organizing team based on our experience running staff and volunteer organizing meetings. Our remote staff team depends on virtual and hybrid meetings to do our work, build relationships and build people-power. We originally put this document together as a resource for our team. As many of us move to shift our meetings to the virtual space, we know people are asking for support and resources. We received a lot of questions about running virtual meetings, so our Distributed Organizing Associate Director Mary Alice Crim quickly moved to build out the resources list and share it so others can benefit from our knowledge and skills.

These tips are not static - the tips are designed to travel and designed to iterate and improve based on our collective experience running all virtual and hybrid meetings. To contribute your ideas **please fill out this form**.

Adaptations and variations on these tips may need to be made based on your group and based on the number of participants who are in person or virtual. For example sometimes there's one person in the virtual space while everyone else is in person, sometimes it's half and half, sometimes there's a cluster of people in one office and everyone else is in the virtual space - and each of these scenarios requires something different in terms of prep, facilitation and attendee participation.

Who's doing it?

Right now Covid-19 is spreading and changing the way we meet, gather and work. Many organizations in multiple issue spaces are scrambling to move their meetings to the virtual space and learn to connect with one-another in an all remote environment.

At Sierra Club, distributed organizers have collective experience working with hundreds of thousands of volunteers simultaneously to win campaign and policy victories that build our collective power and change people's lives. Digital tools and infrastructure such as virtual meetings are essential to their ability to connect and communicate across space and time with our volunteers and support their leadership development. This allows them to work at a large scale - a scale large enough to run campaigns and projects that are big enough to confront the current challenges our world is facing. They offer these tips for you to use and build on.

Impact/ Why do this?
The benefits of rolling this way….

Embracing Remote Work

We're going through what we hope is a temporary shift to remote work culture for many of our organizations, projects and campaigns. In order to connect and communicate across time and space we may need to make remote work available to more of our team members, which means embracing virtual meetings and hybrid virtual/in-person meetings.

Staying in Touch With our Teams and Volunteers

Virtual meetings using digital tools are great ways of maintaining continuity of work, building relationships and developing leadership. Many campaigners and organizers are already staying in touch with our staff and volunteer teams using tech tools - including but not limited to distributed organizers.

Building Community & Relationships

Digital and remote working tools can help us build and maintain community and relationships at work, with our volunteers and at home. They're particularly useful in times of social-distancing. Meeting in the virtual space is a little different than in person, but with some tips and tricks we can stay connected.

Reducing emissions in a time of climate crisis

The collective travel that group gatherings often involve produces a lot of carbon over time. If we want to get serious about the climate crisis and adjust our practices to "walk the walk", we will increasingly have to get used to getting things done via virtual get togethers.

When this might not work for you

Virtual and hybrid virtual/in person meetings require stable internet connections, access to hardware such as cell phones and computers and some technology literacy.

If you're working with constituencies who don't have access to the internet or hardware, these tips may be hard to implement. That said, there are other tools and techniques you can use such as phones, conference call services, text message groups, photos of call lists, etc. While this guide is focused on virtual and hybrid meetings please reach out to us if you'd like to share your tips for working with constituencies who may not be

able to use the tips contained in this guide. Additional resources are in high demand right now and we'd love to help.

What this requires (people, resources, etc.)

Internet connections

Since virtual meetings are anchored around webconferencing platforms and digital document exchange, internet connectivity is a basic requirement. There are, however, workarounds for lower bandwidth connections, such as the phone-in options built into platforms such as Zoom but lack of any visual contact between people could prove to be a drag on energy and group spirit. (If people have found good solutions to this for lower-bandwidth communities, pls let us know in **this content-contribution form**)

Hardware, such as cell phones and computers

At the very least, virtual meeting participants will need access to a phone line. Webconferencing platforms such as Zoom provide a local call-in teleconference number in most, but not all areas. But as stated above, some visual connection to the meeting, either to see people's faces or to view shared presentations, is ideal. So in the best case scenario, an internet-connected computer and / or internet-connected smartphone would be available to participants.

A webconferencing platform to run meetings

You might use Zoom, GoToMeeting, Google hangouts or another video call service. We recommend Zoom for your digital and hybrid meetings. Zoom allows for on-the-fly pair shares and breakout conversations between people in the room and people who are digital only. Zoom also allows for lots of cameras to be seen at the same time which helps people who aren't in the room with non-verbal communication. This is helpful for flexible facilitation and quick decisions. Be sure to check out the gallery view in Zoom so you can see everyone's faces. If you're using slides and screen shares don't forget to

pause periodically so everyone can see each other, review non-verbal cues and feel connected as a group. Note that Zoom has two functions that offer different tools: Calls and webinars. You can also create breakouts using Google hangouts by creating different hangout links for small groups to temporarily join before returning to the large group. A few additional platforms are included in this post. This tool library and quick guide to online meeting platforms may also be useful to help you find the right platform. Check out the tiered options available - some platforms offer free services with upgrades available for a fee.

Technology literacy and education

While those of us who have made virtual meetings a regular part of our organizing work may take these for granted, there are many tech habits and practices we have internalized over time that are not necessarily shared by people who don't have as much familiarity with webconferencing, online document share etc. When bringing participants who have had little experience with these tech tools into virtual meetings, some basic training on tools and norms should be considered to make things run smoothly. We recommend sharing visuals with your attendees ahead of time so they can learn on their own, asking what kind of support your team might need before your meeting begins and sharing pre-existing FAQ's and videos available from platforms like Zoom and Google hangouts.

Patience, kindness and humor

Bringing people to meet and exchange in new ways and with sometimes unstable tech will not be without its hiccups. Leave lots of time for adaptation and try to make the learning curve light and fun for all involved. Digitally-mediated meetings already put a bit of distance between us, so whatever we can do to bring the warmth back in will go a long way!

Tips & Tricks

Set up a virtual meeting link and an email invite with activation instructions

Getting people to show up to a virtual meeting can be a challenge! Most web conferencing platforms will issue a unique link-URL for the meeting you are scheduling. However, if you are using platforms such as Zoom, the invitee needs to download Zoom software and/or figure out how to link their audio by phone in advance. All of this can take many precious minutes before joining a call and may lead some people to abandon joining altogether. It is best to foresee the activation path in advance and to prepare folks for all of the tech challenges they may face in joining the call. This can all be done in the invite email sent in advance. We also recommend asking folks to start setup before the call 15-30 minutes in advance, especially if this is their first time using the chosen web conferencing platform. Depending on your constituency you may also need to do a prep meeting to train and support some folks who could use your support in order to fully engage in your meeting.

Prep meeting

Set up a prep meeting before your actual virtual or hybrid meeting. Use the same platform you plan to use to run your meeting, such as Zoom, so people who haven't used it before can practice. This is a good time to do some coaching and support for people who might be nervous entering a virtual environment, might not know how to use their webcams, mics and chat. This is also a great time to review your agenda, general plan and solicit feedback just as you would for an in person meeting. Make the meeting purpose and outcomes explicit for your attendees and help them understand the flow of the meeting. For folks new to virtual meetings it can be easy to get lost or overwhelmed, so the specificity and preparation might help reduce that and increase attendees ability to engage. Here's an example of a prep email one of our colleagues used instead of a meeting.

Internet connection

Participants should make sure their connections can handle video. If they have lower bandwidth, platforms such as Zoom allow for linking up of audio by phone with a video image streamed via Internet. In this way, the video may be choppy but voices will come through clearly. If possible facilitators may want to hard-plug their machines into the internet which should lead to better and more dependable streams that are less reliant on wi-fi.

Plugs/power cords

A surge protector or some other method to allow for lots of computers to plug in will be helpful for people who are in a physical room together and on a computer for a long period of time. Have plugs and power cords set up ahead of time so attendees can just plug in as needed without interrupting the meeting. Attendees joining virtually will also want to ensure they have adequate power for the duration of the meeting.

Everyone in the room should be on camera

If all attendees are virtual in a "room" together encourage everyone to be on camera as much as possible in order to foster community and share non-verbal cues. If in-person attendees are clustered in the same geographic location they should bring their computers/phones and dial into the virtual meeting platform (such as Zoom) so that all attendees, regardless of what space they're in, can see everyone. Generally speaking we should all plan to be on video in this scenario. It's ok to take breaks from video periodically and honor that some people can't be on video all the time, but encourage attendees to stay logged into the meeting platform so everyone can participate in chat and other activities. It's very challenging to facilitate a meeting when we can't see each others' faces most of the time. If your meeting has a cluster of people together and only 1-2 people in the virtual space it may not be appropriate for every attendee to be at a computer and logged into a virtual meeting platform like Zoom - so you'll want to prep and think ahead about in-room camera and microphone placement and position chairs, easels and more in spots that can be seen and heard by the people on camera. All virtual meeting attendees should think about their own camera, lighting and set up as

well to make sure they can be seen, particularly for long meetings. For example try to avoid having a source of light behind your head - that can create shadows and make it very hard to see your face. This article and video, [How to Look Good on A Webcam](#), will help.

"Screen people" who aren't in the room should be assigned a buddy

In a hybrid meeting environment people who are on screen should be assigned a buddy who is in the physical room. Their buddy regularly checks in with them, talks to them on breaks, makes sure they can see and hear at all times. Buddies might even bring them to break/snack conversations so they don't miss the in-room side conversations. If you only have 1-2 people in the virtual space you may also want to have a direct line open between the virtual participants and the facilitator through text.

Audio is very important

We need to make sure people who are not in the room can hear so they can participate. In a hybrid meeting setting that might mean having one central mic that is strong enough to pick up everyone's voices in the room and encouraging people to sit near the microphone. Or it might mean having a microphone that is passed around the room. Alternatively it might mean that everyone in the room unmutes their computer while they talk and re-mutes when they're done to avoid mic feedback. If you're in an all virtual meeting setting encourage attendees to have headphones handy that they can use in the event their sound is muffled, if the room they are in creates an echo or if they need to eliminate unexpected background noise that may occur. You'll likely need to regularly check in about how sound is going, remind people to use the microphones as well as speak loudly so their voices can be heard by all participants and check in about adjustments that may be necessary for your group.

Mute!

Attendees who are in a physical room with more than one person dialed into the same virtual meeting platform will need to mute. Be sure to mute your computer mic and your mic in the platform (such as Zoom.) If all the microphones are on everyone will get

terrible feedback from the mics. It's not fun. Here are some great [Google slides that show people how to use their webcam, mic and chat functions](). It could be helpful to build these into your meeting to ensure everyone has what they need to participate. We also want to note that it's good to get everyone off mute and saying something into the space at the start of the callto avoid only one person talking and everyone else using written chat. If people don't get a chance to speak in the beginning they are very shy to participate for the rest of the call and it sets a tone where the facilitator just talks the whole time. We also like ending our calls with everyone coming off mute to say goodbye, do a chant or a cheer or something that allows everyone to hear each other's voices. Just encourage people to re-mute as needed. If you are in an all virtual meeting with fewer than 8 or so people you may want to take another approach and invite attendees to stay off mute if they're able. That can help encourage the flow of group conversation, allow for sharing laughter together and hearing people's reactions and responses without the added step of muting-and unmuting. [Here's another approach to mute for all virtual meetings]().

Intentions & agreements

Collaboratively setting meeting intentions and agreements just as we do for in person meetings is useful for virtual and hybrid spaces. One that can be helpful to name if it doesn't come up organically is to avoid multitasking by closing email programs and extra browser windows to help keep us present and on task with the group. Remaining on camera for the duration of a meeting can also help people focus and avoid multitasking. Setting agreements around how your group will or won't use muting and unmuting, chat and other tools the platform provides can be helpful to avoid confusion. Jotting down your intentions and agreements in the virtual space using Google slides or whatever visual/notes method you're using so everyone can see them and refer back to them is recommended.

Consider power dynamics

Power dynamics that are typically present in the room may shift or change based on the hybrid or all virtual format of the meeting. Think about and plan for this ahead of time.

[Training for Change](#) offers some imbalances that can impact a group to consider that are specific to hybrid meetings.

Be human!

The best virtual meetings invite attendees to be human and real with each other just as they would be in person. Talk with your group about the best ways to accomplish this so you can begin to set some culture around how you gather with your team. The most important thing is that your calls facilitate relationship building and connection.

A virtual retreat we recently ran included space for a grounding and welcome at the beginning, musical interludes during breaks, time to share our favorite thing on the internet right now, visits from kiddos who were home and pictures of pets. We also started a recent virtual meeting sharing about one item we'd bring to a party that we want to go to which led to lots of laughter and the ability to learn about each other's personalities. The options are endless and should be based on your group. Some additional ways we like to do this include:

- **Create space at the beginning of your agenda for a check in.** When possible also do a check out before the meeting ends. Invite people to share what they're comfortable with or pass as needed. This kind of check in can match the tone of your group and be responsive to their needs. Think silly, fun, serious, energizing, etc. This can also be open and loose and take as long as it needs to take to hold space around big questions using prompts such as: How are you doing working from home so suddenly? What is happening for you in this new moment we're living and working in? Or your prompt could be more specific such as: Take 2 minutes to tell us about your weekend. In one minute or less share your personal weather report and how you're arriving at this meeting. In two words describe your favorite breakfast cereal. Type in the chat your favorite childhood game.

- **Grounding and welcome exercises.** At the Sierra Club we regularly do [land acknowledgements](#) before opening in person meetings to name and speak about Indigenous presence and the harms of colonialism. This is not right for everyone or for all groups but it may be a practice to consider bringing into your virtual

meetings. We've also participated in hybrid meetings that open with a grounding visualisation and meditation along with the pulling of a tarot card. Some virtual meetings open with the reading of a poem or an invitation to journal.

- **Sharing photos from your life.** What kind of shoes are you wearing today? What's your work station look like today? Do you have photos of your family and pets you'd like to share with the group? Who knows what kind of prompts your group can come up with to share pieces of themselves.

- **Appreciations are a favorite practice to bring in throughout our meetings.** Appreciate each other in sincere and meaningful ways. Thank all the people who helped make your meeting possible. Running tech can be stressful! Sparkle your tech team to lift up and acknowledge their labor. Notice the small things as well as the large things that individuals and your group as a whole does to connect and communicate.

- **Music** could be playing when your meeting begins, during breaks or used as a way to re-gather people when music begins playing at the end of a break. It can be a topic of discussion. You could make a team playlist or a meeting playlist - whatever works for you!

Design facilitation, participation, breakout activities

Our favorite virtual meetings use large group discussion that takes advantage of chat features, use small group breakouts as well as pair share conversations. Many digital platforms allow for those features. When running hybrid meetings design breakout activities that create partnerships between digital attendees with those who are in the room. Think about breakout activity groups ahead of time and determine their size, participant lists, etc. There may be reasons to have people stay in the same breakouts for the duration of your meeting, but there may also be reasons to change the people who participate in breakouts together. During hybrid meetings with multiple people in the virtual space and the in-person space we recommend co-facilitation between someone in the room and someone who is digital only. We also recommend assigning a "bridge facilitator" to bridge the digital and IRL spaces and who can support the IRL

facilitator to make sure the digital only folks are supported. Here is a guide to [making online meetings and trainings interactive](#) from the Sierra Club Trainings Team.

Periodically call in digital participants

And make space for them to share if they'd like to. Some people will be more or less comfortable in virtual meetings so periodically call in folks who may not have had a chance to add their voice to the conversation. Facilitators may want to keep a list of people who have spoken in order to know when to invite quieter folks into the conversation if they'd like to share, noting that it's ok to pass if they're not comfortable or not ready.

Use digital/written chat as needed and in particular for stacks

Stacks help digital people feel like they can join the conversation without talking over or interrupting other people who are in the room. When a conversation gets going it can be very hard for digital only folks to talk without feeling like they're awkwardly inserting themselves or talking over one another. This is particularly important to avoid power imbalances and ensure we hear from all attendee participants. For example without a stack we might only hear from attendees who have more power and privilege, which can sometimes mean that we don't hear from people of color, women, non binary and gender non-conforming folks, more junior colleagues, etc. A stack can help alleviate this because it is a list of people who would like to speak that is made visible to the group in a transparent way such as through the chat functions of virtual meeting platforms. Stack-keepers might consider progressive stacks as needed. A progressive stack keeper uses their judgement and knowledge of the group to prioritize voices who are historically underrepresented in their particular group. Speaking of stacks, the 'raise hand' feature in Zoom is an easy way for attendees to signal that they would like to speak. This feature also automatically creates a stack that the facilitator can work through. As the facilitator calls on a given attendee, they can click on "lower hand" next to the person they just called on to remove the attendee from the stack. Chat also helps to make sure that back channel type conversations are shared among everyone. Facilitators can read chats out loud so digital voices are heard and so the conversation is shared and doesn't become a silo-ed communication channel.

Use collaborative tech tools for activities, brainstorms, etc

Google has a "Jamboard" option that allows people to draw collectively, for example. Training for Change has lots of great slide templates for doing digital activities together as well. One activity we like is creating a circular virtual table using Google slides so our team feels like we're in a space together. We also like using spectogram slides in a similar way that we would during in person meetings. (see Further resources below for some examples).

Share visuals online

When lists, drawings and things are written up in a physical room during hybrid meetings people in the digital space miss out and photos don't typically work to transmit the information clearly. It can be really hard to read photos or read visuals on a wall through a computer camera. We recommend creating visuals together in the online space. Google slides are useful for this as well as for collaborative activities. Take notes on slides as if you were taking notes on butcher paper in a room together. That said your group may be able to work out a plan for visuals that works for you, but be sure to have a plan for sharing visuals and to create space to check in and determine whether or not the visuals are working or not.

Incorporate small breaks and energizers

Avoid screen time burn out by incorporating periodic breaks and energizers. Encourage everyone to walk away from their screens completely for a couple of minutes at a minimum to avoid a group of screen zombies at the end of your meeting :)

Extra breaks for tech

Be sure to leave a little time at the start of each day to test audio, plug in and make sure everyone's tech is working properly. You might consider building in a few additional breaks throughout the day to account for unforseen time that's needed to handle tech issues that might arise. The additional breaks will build in buffer time so your agenda

doesn't get thrown off by tech needs that might arise. Typically only a few minutes are needed to sort through things.

Set up a shared notes doc

Joint note taking helps attendees follow along, have access to the same information and keep track of the meeting flow and progress. Google slides can be particularly helpful for note taking. Set up your document ahead of time including spaces for notes, prompts for breakout discussions and interactive activities. That will save you tons of time during the meeting and will help make instructions clear.

Use hand signals just like we would IRL (in real life)

A finger pointing toward the ceiling or at an ear can signal the need for participants to speak louder or un-mute themselves, a jargon hook can indicate a need to pause and explain terminology that isn't shared or understood by all attendees, sparkle/jazz hands can indicate resonance or enthusiasm for an idea a speaker is sharing, etc.

Consider additional roles to help the facilitator out

A bridge facilitator can help connect hybrid digital and virtual spaces, a vibes person can track and support the group's energy and participation and a tech lead can help support the variety of tech items that may come up. If your virtual meeting is more than 4 hours long we recommend having multiple facilitators. It's exhausting facilitating in the virtual space because of the extra stimuli and processing from the screens that aren't present for in person meetings. Some roles you might consider include:

- Lead facilitator
- Co-facilitator(s)
- Bridge facilitator (for hybrid meetings)
- Visuals, Slides & Notes lead
- Tech lead
- Vibes & Energizers lead
- Stack keeper (monitor order of speakers, chat and Q&A functions)
- Buddies for virtual participants (for hybrid meetings)

- More roles TBD

Format

A variety of formats can be used to run our digital and hybrid meetings. Here are a few we've used:

- 1 day meeting from 11 a.m. eastern - 5 p.m. eastern (we learned this wasn't quite enough time for us)
- 2 non consecutive day meetings from 11 a.m. eastern - 5 p.m. eastern (we learned that the non consecutive days were really helpful so we didnt turn into screen zombies - we also learned that Friday wasn't the best day for our second day because people were tired and we ended a little early)
- 3 back-to-back consecutive day meetings from 10 a.m. eastern - 5 p.m. eastern (we learned this is do-able but it's a lot)

In the future we might consider a series of 3-4 hour meetings in the same week or spread out across a month.

We do not recommend virtual meetings longer than 6 hours. It's too draining.

Take photos!

After getting consent from your participants consider taking screenshots of the participants just as you would in person. Be sure to respect anyone's need not to be photographed. If you do take photos use screenshots to take and save the photo. If you're using a platform like Zoom use the gallery view to see the most amount of participants. Then share the screenshots out with participants. This can be very fun and heartwarming and helps the group feel like you're together.

Evaluation

Don't forget to invite your attendees to regularly evaluate your meeting, share feedback and suggest tips to make your meeting work for you and your attendees. You can use

poll functions built into your meeting platform, invite participants to share in the chat, do a popcorn go around in a large group setting, use breakouts with a report back - the options for evals are endless!

Bonus: Remote Work Tips

As many folks are finding themselves working from home, or remotely, for the first time due to health concerns, Sierra Club staff are also sharing some guidance on how to work remotely successfully. Here are some tips from AddUp Community Manager Ryan Dunfee.

1) DO NOT work from your bedroom in your pajamas. Set up a clean, intentional office space somewhere outside your bedroom, even if it's just the kitchen table. Your dress, location, and intentionality will impact your mental focus and productivity.

2) If you're used to more formal wear at the office, don't dress down completely. Even though Sierra Club has no dress code, I find it changes my attitude and my self-image if I'm wearing a button down and decent shoes, even if I'm working from home. Slippers and sweatpants don't help me get into the right state of mind to take my work seriously.

3) The physical movement of the morning commute helps move the juices around, wake up the body, and get the brain activated. Work out, get out for a walk, get a few minutes of fresh air outside before you get underway.

4) You now need to *create* some of the productive aspects of structure that an office provides. Set clear expectations for yourself about when you'll start and stop working. Use your calendar to schedule professional as well as personal appointments, errands, etc. Setting expectations (and boundaries) for yourself and others is an essential part of working from home successfully.

4) If you're having to switch to virtual meetings, PLEASE use video conferencing. Conference calls are a *disaster* of inefficiency with everyone talking over each other, wondering who just spoke, pausing at moments of confusion, etc. Avoid them at all costs! Use Google Hangouts, or Zoom (which is free for meetings of 40 minutes or under, and goes to $15/mo pricing after that), and turn your cameras on and unmute yourselves so everyone feels the team is actually present and not, ya know, doing laundry ;).

We have a big remote culture at Sierra Club and the meetings where this is the norm are vastly more efficient, productive, and positive feeling than those without. Not to mention the actual social bonds you're able to foster in that environment (needed more now since we're not seeing folks in person). Everyone off mute starts to get harder if you have more than 10-12 people though. Recommend muting non-speakers and using a "stack" system in the comments (better yet, a progressive stack -- Google it!) for bigger meetings.

5) On that note, even if you're not supposed to be meeting people face-to-face, **small doses of social interaction are huge for making working from home successful. It's a great week to be - aha! - scheduling a call to your parents, friends, etc. to catch up.**

There are lots of resources about working remotely. A couple more guides are here and here.

Further resources

Agenda & Slide Deck Samples

Sample detailed agenda: Sierra Club Distributed Organizing Virtual Retreat

Sample at-a-glance agenda: This is the basic breakdown used for two nonconsecutive days of retreating for a total of 6 hours each day, based in eastern time, which can be adapted for other meetings.

At-a-glance agenda:

10:45 a.m. arrive, test tech, set up your individual space/desk

11:00 a.m. Welcome & Grounding

12:10 -1:10 Time block 1

1:10-1:50 Screen Break

1:50-2:00 re-gather, re-set up tech

2:00-3:00 Time block 2

3:00-4:00 Time block 3

4:10-5:00 Close & Evaluation

Deeper dive into online facilitation from Training for Change

- **Online Training Series info - sign up!**
- **Online Training Toolbox**
- **Training for Change: Facilitating Hybrid Groups Online**
- **Training for Change Designing Dynamic Spaces**
- **Training for Change Slide Templates**

Resources on virtual-hybrid meetings from various groups:

- **350.org resource on facilitating online meetings**
- **Movement Net Lab call tip sheet:** (this is oriented more for mass calls but has great facilitation tips)
- **PowerLabs - Getting Started with Zoom guide** (this is oriented more for webinars but has lots of great applicable tips)
- **Blueprints for Change guide on Support and Coaching Techniques for Remote Groups**
- **Remote teaching resources from colleges and universities**
- **Tips from community managers** (+ some virtual meeting platform recommendations)
- **How to Run a Great Virtual Meeting**
- **The ultimate guide to remote meetings in 2020**
- **Digital Strategy for Political campaigns during the coronavirus**
- **CoronavirusTechHandbook.com Remote Work & Events** (note I haven't vetted this but it appears to have a lot of useful tools)
- **A Comprehensive List of Tips, Tools, and Examples for Event Organizers During the Coronavirus Outbreak**
- **Online Meeting/Gathering Resources**

- **Being Human in Digital Spaces**

- **We've Worked Virtually For Years: Here's How**

- **Tips for Remote Working from Virtual Office Pros**

- **Blueprints for Change Guide on Digital Security Basics for Campaigners**
- **Making online meetings and trainings interactive**

Zoom-specific tips

- **How to look good on a webinar**
- Quick Guide to Zoom for Newbies
- **Zoom help center**
- **Bandwidth requirements for Zoom**
- **PowerLabs** **mic and camera recommendations for campaign calls** (These tips can also be used for regular Zoom meetings)
- **How to set up a poll in zoom**
- **Getting started with breakout rooms** in zoom + **Managing video breakout rooms** in zoom
- **Change your language on zoom**

Books

- **The Art of Gathering: How we Meet and Why It Matters**, Priya Parker

***This book isn't specifically about virtual meetings but many of the concepts apply to our virtual spaces.**

Who can help with this?

Providers, consultants, trainers….

- Training for Change (consultants, trainers)

Attribution

Input and resources for this draft were provided by:

The core content was graciously provided by the distributed organizing team at the Sierra Club, with special thanks to Mary Alice Crim, Chelsea Watson, Tim Harlan-Marks and Ryan Dunfee. Blueprints for Change helpers Aram Fischer and Alan Smith also contributed ideas and resources. Training for Change's online training series and toolkits were incredible resources for us.

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