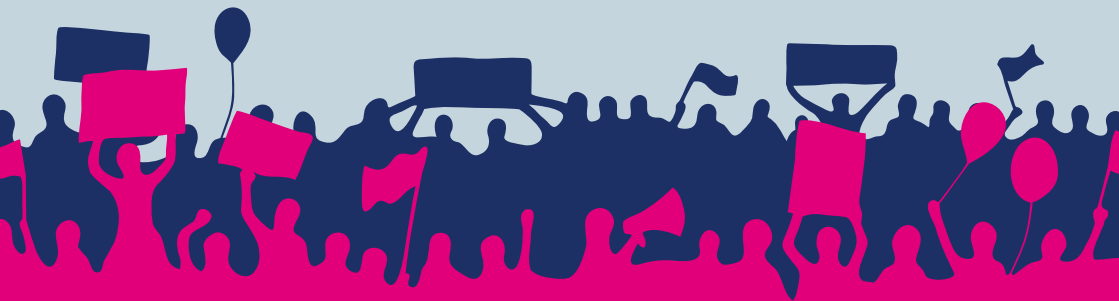


# Resilience to go

A toolkit for you, your team and your  
(digital) voice – for democracy and  
European values.

For committed individuals in associations and civil society  
initiatives – with exercises, tools and resources for mental strength,  
effective communication and collective resilience.

Evidence-based. Strengths-oriented.  
Tried and tested in practice. Sustainable.



Co-funded by  
the European Union



Citizens, Equality, Rights  
and Values programme



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2025

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# ProEuropean

— Values AT —

The **Resilience Toolkit** is an important component of the EU project ProEuropeanValuesAT, which aims to strengthen democracy in Austria, promote the core values of the European Union, and provide targeted support to civil society organizations (CSOs) in their work.

You can find more information about the **ProEuropeanValuesAT** project and its consortium partners in the appendix.



**npoAustria**, as a consortium partner, developed and published this Resilience Toolkit together with experts, practitioners, and representatives of Austrian civil society.

As a **platform for knowledge transfer and networking**, npoAustria (formerly the NPO Institute) has been linking research and practice in the nonprofit sector since 1997, providing in-depth expertise, and connecting CSOs, practitioners, and experts.



The platform for  
knowledge transfer  
and networking

## Resilience to go

A toolkit for you, your team and your (digital)  
voice – for democracy and European values.

# Why you should read this toolkit

You are holding this **Toolkit** in your hands because you are committed to a social cause, you stand **for democratic and European values**, and you are engaged in—or about to begin— (digital) advocacy work.

Public discourse has increasingly shifted into the digital space. Younger generations, in particular, express their opinions primarily through social media and obtain much of their information from online sources. This shift opens up **new opportunities for democratic participation** — yet the digital sphere also brings challenges: fast-paced dynamics, misinformation, and fear or hate speech can be difficult to navigate.

This Toolkit offers **practical insights, exercises, and strategies to strengthen your personal, communicative, and collective resilience**. It is designed to help you stand up for your values effectively in the digital space — and to face challenging voices with confidence.

Resilience is personal. It affects how we think, feel, and act — especially in moments that challenge or overwhelm us. That's why this Toolkit addresses you directly. We don't want to speak to an anonymous audience, but to you — as a person, with your **individual experiences, challenges, and potential**.

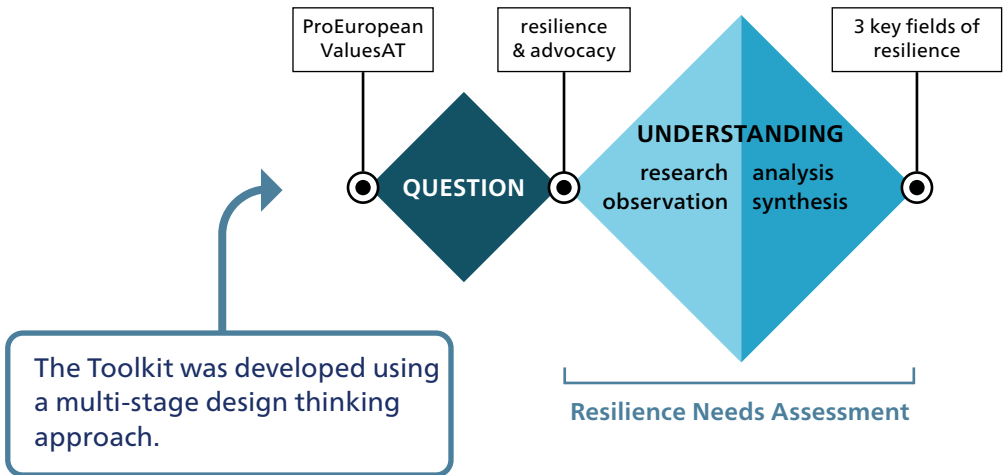
In the following sections, you will learn more about the **creation of this Toolkit**, the key concepts of **Digital Advocacy** and **Resilience**, and how you can use the Toolkit effectively for yourself, your team, and your organization.

## Development

To develop an evidence-based and practice-oriented Resilience Toolkit, we conducted a comprehensive **Resilience Needs Assessment**. Through literature reviews, expert interviews, and a facilitated focus group, we built a solid knowledge base on the interconnections between advocacy and resilience.

In a second step, the findings were analyzed and synthesized, leading to the identification of three key areas of resilience for advocacy actors:

- **Personal Resilience** – personal well-being and inner strength in a competitive (digital) environment
- **Communicative Resilience** – confident communication in the digital space and effective (digital) advocacy
- **Collective Resilience** – building sustainable collaboration and knowledge transfer for (digital) advocacy



# How was the toolkit developed?

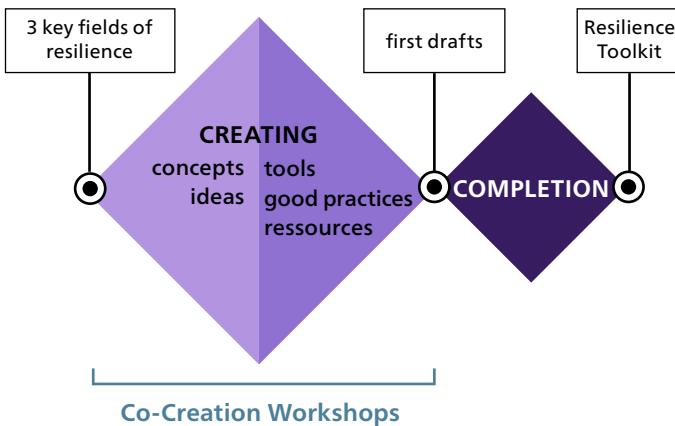
## Co-Creation

As part of this **participatory co-creation process**, a series of online workshops were held with representatives of Austrian civil society focusing on the three key areas mentioned before. Participants contributed their expertise, shared existing approaches, and introduced new ideas. Together, we developed practical tools, identified **good practices**, and created **initial drafts**.

At **npoAustria**, we were responsible for the methodological and technical implementation – from the digital infrastructure and workshop facilitation to preparing the content in a structured and editorially coordinated toolkit version.

**We would like to express our special thanks to all participants and experts whose contributions have significantly shaped the quality and practical relevance of this Toolkit.**

Our Toolkit thrives on getting better together. If you have suggestions, ideas, or feedback, feel free to send us an email at [npoaustria@wu.ac.at](mailto:npoaustria@wu.ac.at).



## What is digital advocacy?

To understand **digital advocacy**, it is first necessary to look at advocacy in general.

**Advocacy** means actively working to ensure that decision-makers take action or make political decisions. Its aim is to advance **important social issues**, represent the interests of specific groups, and bring about change in laws, resource allocation, or public opinion. This is achieved through public engagement, the mobilization of supporters, and dialogue with political actors<sup>1</sup>.

As **democratic discourse** has increasingly shifted into the digital sphere, it has become more important for CSOs to gain public attention online as well<sup>2</sup>.

**Digital advocacy** refers to the use of digital technologies and platforms to influence decision-making and conduct campaigns. A key development in this area is the active participation and decentralized mobilization of supporters – both online and offline<sup>3</sup>.



## Why resilience is important

**Resilience** is the ability to recognize and accept stressors, adapt to them, take proactive steps, recover from setbacks, and even grow stronger through challenges.<sup>4</sup> It is not an inborn trait, but a dynamic process of adaptation that can be learned and developed throughout life.<sup>5</sup>

People working in **advocacy** are often deeply committed—both **personally and ideologically**. In doing so, they are regularly confronted with **social injustices and conflicts**, which can lead to considerable **psychological and emotional strain**.<sup>6</sup>

These **pressures** are intensified in the **digital sphere**. Algorithms create personalized information bubbles that reinforce polarization and limit exposure to diverse perspectives.<sup>7</sup> At the same time, the absence of editorial gatekeeping facilitates the spread of misinformation.<sup>8</sup> Personal attacks and hate speech also escalate more quickly online.

Against the backdrop of shrinking civic space and increasingly polarized public debate,<sup>9</sup> **strengthening resilience has become essential for advocacy actors** who want to remain capable of action and resistance over the long term.

This Toolkit therefore offers **tools, good practices, and additional resources** to help individuals, teams, and organizations build personal, communicative, and collective resilience—and to actively uphold EU and pro-democratic values in the (digital) sphere.

## How can I use the toolkit?

To make navigation easy, the Toolkit is structured into **three formats** within each key area. Each format is marked with its own **icon** in the top right corner of the page, so you can immediately recognize what type of content you're looking at:



**Tools and Instruments** are practical resources designed to help you address specific tasks or challenges. They offer clear guidance and can be applied directly—and reused in similar situations.



**Good Practices** are inspiring real-world examples, such as projects, initiatives, or methods that have proven successful. Rather than providing step-by-step instructions, they share experiences and insights you can learn from and adapt to your own context.



**Further Resources** point you to additional materials that deepen your knowledge and provide inspiration—such as books, guides, manuals, or websites.

To ensure the Toolkit works equally well as a **PDF and in digital format**, it includes features like **QR codes and short links**. These give you quick access to tools, templates, sources, and additional information whenever you need them.

## How the Toolkit is organized

This Toolkit is designed to help you quickly find exactly what you need to support your work. It serves as a **practical reference**—both for your own use and for colleagues who want to deepen or refresh their knowledge of resilience within (digital) advocacy.

The Toolkit is structured around **three key areas of resilience**, each with a distinct focus. Within each area, you will find practical tools, good practices, and further resources:

- **Personal resilience – personal well-being and inner strength in a competitive (digital) environment**  
Focuses on mental strength, self-care, and constructive ways of dealing with stress, hostility, and uncertainty in the digital space.
- **Communicative resilience – confident communication in the (digital) space and effective (digital) advocacy**  
Provides support for clear, effective, and self-assured communication in conversations, campaigns, and digital debates.
- **Collective resilience – building sustainable collaboration and knowledge transfer for (digital) advocacy**  
Offers approaches for effective digital collaboration and knowledge sharing to remain strong and impactful together over the long term.

Each section begins with in-depth background information on the respective area of resilience.

## Starting Point of Advocacy Actors

In this Toolkit, the term **advocacy actors** refers to individuals and organizations engaged in advocacy work — such as activists, campaigners, and CSO representatives.

**Advocacy actors** are characterized by a strong personal and ideological commitment. They stand up for **values** and speak out against social injustices with conviction. As a result, they are constantly confronted with inequality and conflict — often without foreseeable solutions. This can lead to significant **psychological and emotional strain**<sup>6</sup>.

The **digital society** offers **new opportunities for participation** but also poses risks such as online propaganda, fake news, and fear and hate speech. These contribute to radicalization, polarization, and the weakening of democracy<sup>10</sup>. Such content often targets advocacy actors directly in an attempt to discredit or attack them. Those perceived as female are particularly affected, as they are more frequently subjected to sexualized attacks aimed at silencing non-male voices<sup>11</sup>.

The **resilience** of these individuals is therefore under considerable pressure. Many report increased levels of stress, anxiety, and depression<sup>11</sup>. Burnout is becoming more common, with symptoms such as emotional exhaustion, cynicism, and a sense of inefficacy<sup>6</sup>. This impacts personal well-being and makes sustained engagement more difficult.

## The Importance of Mental and Personal Resilience

**Mental and personal resilience** are crucial in coping with these pressures and remaining active in social movements over the long term. Resilience enables advocacy actors to adapt effectively to stressful and traumatic situations while maintaining their energy and motivation<sup>12</sup>. This includes developing **strategies for stress management**, maintaining social support networks, and engaging in activities that promote emotional and physical well-being<sup>6</sup>.

# Personal Resilience

personal well-being and inner strength in a competitive (digital) environment



Tools



Good practices



Further resources

## Introduction

In the daily work of digital advocacy, we often encounter high expectations, quick reactions, and sometimes even hostility. Mental resilience is therefore particularly evident in moments when stress becomes physically noticeable – heart palpitations, restlessness, a feeling of pressure.

Breathing is a directly accessible tool for calming the nervous system and returning to one's own center.

## Goal

The goal of this exercise is to consciously use breath as a tool to find calm and stability in stressful situations. Through targeted breath management, you can release tension, calm your nervous system, and strengthen your self-regulation. Breath serves as a readily available "anchor"—even in challenging moments.

## Why it works!

Breathing is always available—and a direct connection to the autonomic nervous system. Consciously using it can calm the nervous system and also reduce physical symptoms such as anxiety or palpitations.<sup>13</sup>

The stress cycle is broken, and it becomes possible to quickly regain self-control in acute situations.

Breathing also plays a central role in ancient traditions such as yoga, meditation, or Qi Gong: as an anchor for mindfulness, inner balance, and self-control.

Even a few conscious breaths can help to center oneself and become capable of acting again.<sup>14</sup>

Prior Knowledge

No

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Medium



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# Breath anchor – regulating acute stress reactions



co-creatively designed by npoAustria

## Implementation

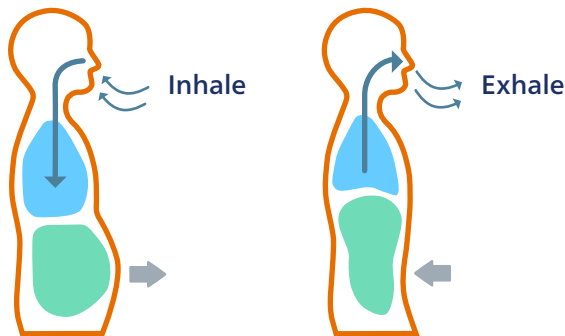
Sit upright with both feet on the ground.

Breathe in slowly for 4 seconds, hold your breath for 2 seconds, then breathe out for 6 seconds.

Repeat the cycle 5-6 times, focusing all your attention on your breathing.

**Optional:** Place your hand on your stomach to consciously feel your breathing.

Here's a visualization:



### Here's what's next!

With regular practice, the breath anchor becomes a reliable tool that provides stability—even in challenging moments.

My notes:

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## Introduction

Stress is a natural reaction of our body that is not only negative but can also support us positively in certain situations. Chronic stress, however, is dangerous.<sup>15</sup>

The "Stress Map" exercise brings clarity about what surrounds us in everyday life. Through drawing and evaluating, a personal representation of our life reality emerges, revealing both stressors and sources of strength.

## Goal

The aim of this exercise is to consciously recognize your own stressors and reflect on how different areas of life affect your well-being. You will learn to perceive differences between demanding, burdensome, and strengthening influences – thus gaining a foundation for effectively managing stress and making better use of your resources.

Prior Knowledge

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## Why it works!

Personal resilience is rooted in the ability to assess challenges realistically and respond to them consciously.

The stress map supports exactly this process: it helps distinguish between external and internal stressors and relate them to your own sources of strength. When you understand what causes stress in your life—and what strengthens you—you can set clearer priorities, establish healthy boundaries, and activate your personal resources more effectively. This clarity is key to remaining stable and capable of action in the long term, even in difficult times.

Research on resilience shows that self-reflective methods like this enhance emotional self-awareness—a core competence that is closely linked to better stress management, improved mental health, and greater self-efficacy.



co-creatively designed by npoAustria

## Implementation

Take a sheet of paper and write your name in the middle – or draw yourself in the middle.

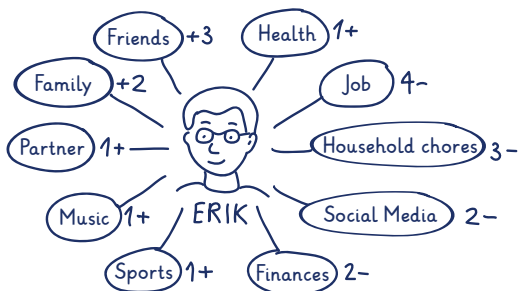
Make a list of all the people, areas, and tasks around you that play an important role in your life.

The more important they are to you, the closer you place them to your name.

Now rate each of these notes with a number from 0 (stress-free) to 5 (maximum stress) and additionally mark with a + (gives energy) or - (costs energy).

Identified stressors can then be examined individually in more detail so you can make individual stress-inducing or energy-draining factors even more visible.

Here's an example:



### Here's what's next!

Use your worksheet to identify your main stressors and sources of strength. Then set one or two concrete steps for change and, after some time, review what has improved.

My notes:

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## Introduction

In our fast-paced and overstimulating world, it's often difficult to find a moment just for yourself. This short but effective mindfulness exercise invites you to step off your inner autopilot for five minutes and arrive fully in the here and now. By consciously perceiving your own senses, a space of inner peace, clarity, and self-connection is created.

## Goal

The aim of this exercise is to consciously turn your attention inward and sharpen your perception. It helps you notice sensory impressions more clearly and in greater detail, strengthening self-awareness and presence. At the same time, you practice focusing fully on the present moment—without judgment or evaluation.

Prior Knowledge

No

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Free

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## Why it works!

Personal resilience – the ability to cope with stress, challenges and crises in a stable way – begins with self-awareness and inner peace.

This exercise promotes both: It helps to slow down the mind, calm the nervous system, and develop an awareness of one's own needs.

Those who practice regularly train their brain to find an inner anchor more quickly in stressful situations – and that is precisely what makes this mindfulness practice an effective tool for more emotional strength and serenity in everyday life.



# 5-minute self-centering

co-creatively designed by npoAustria

## Implementation

Focus on yourself for 5 minutes!

**Consciously perceive:**

**Hearing:** What exactly am I hearing right now? What is nearby, what is far away? Are there many sounds or rather few? Which is the loudest, the most present, which the quietest sound?

**Seeing:** What do I see when I look down/up, sideways, straight ahead? What is new, what have I never noticed before?



**Sensing/Feeling:** What do I feel, and where in/on my body? How do I perceive the ambient temperature? What is my breathing like? What am I feeling right now?

**Tasting:** What am I tasting right now? Do I have a sweet, salty, bitter, or sour taste in my mouth? Is it pleasant or unpleasant?

**Smelling:** What do I smell? Where is the smell coming from? Is it pleasant or unpleasant?

### Here's what's next!

Try to practice this exercise regularly. The more familiar it becomes, the more quickly your nervous system will calm down.

My notes:

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## Introduction

Negative thoughts like "I can't do this" or "This is bound to go wrong" increase inner stress and weaken our mental strength. This exercise helps to consciously stop such thought patterns and replace them with more helpful, realistic thoughts.

## Goal

The "Thought-Stopping & Reframing" exercise aims to identify distressing thoughts at an early stage, interrupt their impact on your stress response, and replace them with constructive alternatives. It strengthens self-regulation skills and helps you remain capable of action and mentally stable in tense situations—including in digital environments.

Prior Knowledge

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## Why it works!

Thoughts influence our reality. Interrupting negative thought patterns protects us against internal pressure – a key skill for resilience.

The method is based on cognitive behavioral therapy:

Distressing thoughts increase stress and reduce one's ability to act. Consciously stopping and reframing these thoughts can break the stress cycle.

Studies show that actively regulating thoughts reduces stress, strengthens emotional resilience and improves communication – especially in digital challenges.

# Thought-Stopping & Reframing

## – how to break stress cycles



co-creatively designed by npoAustria

### Implementation

**Recognizing:** Pay conscious attention to stress-inducing thoughts such as: *“I will never finish this in time.”*

**Thought-stopping:** Say *“Stop!”* silently or aloud. This helps interrupt the automatic spiral of stressful thoughts. You can also visualize a stop sign to reinforce the effect

**Reframe:** Replace the distressing thought with a more realistic and constructive alternative, for example: *“I’m taking it one step at a time. I’ve already overcome other challenges.”*



#### Example 1:

Distressing thought:

*“What I say won’t make a difference anyway.”*

Reframe: *“Even small contributions can have an impact. I stand by my values—that’s what counts.”*



#### Example 2:

Distressing thought:

*“I can no longer withstand this pressure.”*

Reframe: *“I’m allowed to take breaks. Self-care is part of my commitment.”*

### Here's what's next!

Write down distressing thoughts along with suitable reframes. This makes them more tangible—and helps access them more easily when you need them most.

My notes:

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## Introduction

The Positive Weekly Review is a simple reflection tool that helps you consciously close the (work) week on a positive note. Instead of focusing on unfinished tasks or stressful moments, it invites you to recall positive experiences and progress before the weekend begins—whether it was a successful meeting, a pleasant conversation with a colleague, personal growth, or something entirely different.

## Goal

The aim of the Positive Weekly Review is to establish a sustainable reflection routine. It helps you sharpen your perception, become more aware of your successes and learning processes, and strengthen your self-confidence. Over time, this practice creates a growing “treasure trove” of positive experiences that you can return to whenever you need encouragement or perspective.

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## Why it works!

Our brains tend to give more weight to negative experiences than to positive ones—a remnant of evolutionary survival mechanisms.<sup>16</sup>

The Positive Weekly Review approach actively counteracts this negativity bias by deliberately directing attention toward the positive. Regularly reflecting on and writing down positive experiences helps train the mind to think in a more solution-oriented way and strengthens self-efficacy and gratitude.

In addition, consciously reviewing the past week provides structure and fosters a sense of control over one’s daily work—an important factor in promoting long-term job satisfaction and resilience.<sup>17</sup>



co-creatively designed with Manuela Straub, Nikolaus Tuschar, Christophe Gevert

## Implementation

Plan 10-15 minutes of uninterrupted time before the weekend. Ideally, choose a quiet place without distractions.

### 1. Open a notebook or digital document:

Use a fixed medium to conduct your review regularly and to be able to track developments.

### 2. Answer reflection questions:

- What did I do well this week?
- What am I proud of?
- Was there a small or a big success?
- Which encounter or experience was particularly positive?
- What did I learn or take away from this week?

### 3. Looking ahead:

- What would I like to continue or explore in more depth next week?
- What specific plans do I intend to make?

### Here's what's next!

If you work in a team, share individual features with colleagues. This will strengthen cooperation and create a positive team culture.

### My notes:

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## Introduction

Mental strain often arises not from too many tasks, but from a lack of clarity about what is truly important. The Eisenhower Matrix helps to systematically prioritize tasks, thereby significantly reducing stress, time pressure, and feelings of being overwhelmed. It is an effective tool for self-organization and a shield against chronic stress.

## Goal

Using the Eisenhower Matrix helps you learn to differentiate tasks according to urgency and importance. This allows you to prioritize more consciously, relieve yourself of unnecessary pressure, and focus your energy on what truly matters. This, in turn, strengthens your self-efficacy, protects against burnout, and promotes long-term mental resilience in everyday (digital) life.

Prior Knowledge

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## Why it works!

Clarity reduces stress. Those who recognize what is truly important – and what can safely wait or be eliminated – actively protect themselves from overload, exhaustion, and constant reactivity.

The matrix promotes self-control, strengthens time management skills, and helps to use energy effectively. This not only relieves mental strain but also creates space for relaxation, creativity, and longterm performance.

Studies show that priority-oriented work – as enabled by the Eisenhower Matrix – strengthens executive functions such as decision-making ability, impulse control, and goal orientation<sup>18</sup> which are closely linked to mental resilience and job satisfaction.







co-creatively designed by npoAustria

## Implementation

Take 5–10 minutes daily, or 1–2 times per week, to organize your tasks using the matrix.

Start by writing a to-do list of everything that currently needs to be done. Then draw a matrix with two axes: Important – Not important and Urgent – Not urgent.

This results in four categories: **Do**, **Schedule**, **Delegate**, **Discard**. Assign each task to one of these four categories.

	Urgent	Not urgent
important	 <b>do</b>	 <b>schedule</b>
Not important	 <b>delegate</b>	 <b>discard</b>

### Example:

**DO:** Project deadline today  
Doctor's appointment in 1 hour

**DELEGATE:** A routine email request that someone else can answer

**SCHEDULE** (set deadlines):  
Further education, relationship building, developing new ideas

**DISCARD:** Scrolling through social media", Nice-to-have" tasks without real benefit

### Here's what's next!

Use the results of your Eisenhower Matrix to set clear priorities, delegate or eliminate less important tasks, and consciously schedule time for the truly important issues.

### My notes:

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## Introduction

Mental health and mindfulness apps offer low-threshold digital support for people who want to improve their mental health, reduce stress, and find more inner peace. They include a wide range of features – from guided meditations and breathing exercises to reflection questions and scientifically based programs.




## Goal

The goal of these apps is to support people in developing and maintaining healthy routines for their mental well-being. They promote mindfulness, emotional self-regulation, and resilience – skills that are essential in everyday life of advocacy actors.

## Why it works!

The effectiveness of these apps lies in combining scientific methods with userfriendly implementation. Modular content promotes self-reflection and emotional relief – anytime, anywhere. This strengthens resilience and helps users better understand themselves and respond to challenges in a constructive way.

A thoughtful approach remains crucial: not all apps are well-founded, and some features can create pressure. These apps do not replace professional help but rather complement it – especially for minor stressors or for preventative purposes.

<b>Prior Knowledge</b>	<b>License</b>	
No	Free	Freemium
	Fee-based	
<b>Registration</b>	<b>Medium</b>	<b>Collaborative</b>
		



co-creatively designed by npoAustria

## Implementation

A smartphone or computer with internet access is required to use these apps. Some apps are free, while others offer paid content or subscription options.

Helpful apps should be used mindfully and responsibly. Data privacy and personal boundaries should always be respected, as sensitive information may be processed.

Mental health and mindfulness apps can be flexibly integrated into everyday life—for example, for daily meditation, support with sleep difficulties, preparation for stressful situations, or fostering self-compassion. They offer both structured programs with clear goals and open formats for more spontaneous use. Integrating them into personal routines—such as using them in the morning to start the day with focus or in the evening to unwind—can help establish healthy habits over the long term. They can also be used in professional or social contexts to support and promote mental well-being.

We have received positive feedback on the following apps from Users: **HealthyMinds** (free), **Insight Timer** (freemium), **Balloon** (freemium) and **7Mind** (subject to payment), **Calm** (subject to payment), **Headspace** (subject to payment), **Smoking Minds** (subject to payment), **Modita** (subject to payment). (updated 2025)

### Here's what's next!

Simply google the different apps and try them out!

### My notes:

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## Initial Situation

We repeatedly found ourselves in **difficult conversations** with people who held opposing views or reacted with **hostility**. These situations were emotionally draining and hard to predict. Before particularly sensitive discussions, we increasingly felt the need for more structured **preparation** so we could communicate with greater confidence and stay focused on solutions.

It wasn't just about sharpening our arguments. We also wanted to strengthen our **inner stance** and remain composed and capable under pressure. Again and again, we saw how quickly an impulsive reaction could escalate the situation—and how challenging it could be to stay calm and clear-headed. At the same time, we needed a safe space where we could try out different strategies without immediately facing real-world consequences.



co-creatively designed with Sigrid Koloo, Gerhild Sallaberger, Judith Safar

## Implementation

To better prepare for these conversations, we deliberately used **artificial intelligence** to take on the role of the other person and simulate realistic conflict situations.

During the preparation phase, we were able to rehearse different conversation scenarios, test argumentation strategies, and experience a range of emotional reactions—from factual disagreement to aggressive opposition.

AI enabled us to step into different roles, reflect on our own attitudes, and **adopt alternative perspectives**. By simulating conversations multiple times, we were able to continuously improve our communication skills and develop concrete strategies for real-life situations.

## Impact

The opportunity to prepare for a variety of possible reactions helped us remain calmer and argue more effectively. It also provided new perspectives on conflict issues, which in turn fostered a more constructive approach toward our conversation partners.

Overall, both our communication skills and our **confidence in handling conflicts increased significantly**.



## Initial Situation

As **advocacy professionals**, we are confronted daily with societal challenges, crises, and injustices. During breaks or after work, we would scroll through our social media feeds—hoping to relax or distract ourselves. However, instead of recharging, we often felt drained, angry, or discouraged afterward.

The constant **exposure to negative headlines**, polarized debates, and destructive comments had a direct impact on our mental well-being. We realized that our (private) digital consumption was actually intensifying our emotional exhaustion rather than helping us recover.



co-creatively designed with Tjerk Boorsma, Heike Wöckinger

## Implementation

We decided to consciously change our digital habits and introduced a five-day “**digital mood shift**” exercise—both as a team and as an individual commitment. Instead of continuing to scroll mindlessly, we began intentionally seeking out content that strengthened us: videos about small acts of kindness, nature footage, creative projects, initiatives for social change, or humorous posts that made us laugh.

We deliberately clicked on **positive articles**, saved inspiring posts, followed new accounts, and consciously ignored or deleted negative content. Some of us kept a short journal to reflect on how we felt after consuming digital content. The effect was noticeable within just a few days: our feeds visibly changed—and with them, our overall emotional tone.

## Impact

The shift in our digital environments had a direct effect on our mood. After scrolling, we felt less drained and instead often **inspired, strengthened, and more optimistic**.

This experience sharpened our team’s awareness of the impact digital consumption has on mental well-being. We now integrate the method regularly and also recommend it in workshops and coaching sessions.



## Initial Situation

As someone working in a civil society organization, I'm often dealing with issues that are emotionally demanding and organizationally complex. Caught between deadlines, meetings, and the drive to create social change, I gradually lost sight of what was actually going well—and with it, my sense of inner balance. I realized that if I want to stay effective and resilient over the long term, I need **small, practical rituals** that help me regulate myself and consciously focus on the positive.

In an environment where challenges often overshadow visible progress and structural change moves slowly, it's easy to feel like you're constantly playing catch-up. That's why it became so important for me to find something that creates small moments of mindfulness in everyday life—a simple, easy-to-use tool that reliably reminds me to **focus on what strengthens and sustains me**.



co-creatively designed by npoAustria

## Implementation

I began incorporating the three-minute journal into my evening routine. Each night, I wrote down three things:

**What went well for me today?**

**What am I grateful for today?**

**What would I like to approach consciously tomorrow?**

I used a dedicated notebook—the act of writing by hand helped me mentally close the day.

For colleagues who prefer digital tools, I recommend the Daylio app. It allows you to record short entries with just a few clicks—quickly, intuitively, and even on the go. For people who travel frequently or already use their smartphones constantly, this can be a practical alternative. What matters less is the medium and more the consistency: whether analog or digital, consciously pausing makes a noticeable difference.

## Impact

After just a few weeks, I noticed a **change**. I became more aware of small successes, appreciated things more consciously, and started the next day with greater clarity and structure. Even during stressful phases, the ritual helped me avoid getting stuck in negative thoughts and instead draw strength from my own resources. The journal became a simple yet powerful **tool for strengthening my personal resilience**—and, along with it, my effectiveness in everyday work.

## [Psychosocial health for \(climate\) activists](#)

*Psychologists for Future (Psy4F)*

This website offers a wide range of resources specifically designed to help people cope psychologically with the socio-ecological crisis. Through dialogue formats and the provision of well-founded knowledge, it strengthens psychological resilience and encourages sustainable engagement. Psychologists for Future also contributes to social change by providing input and momentum for public discourse, including engagement with media and policymakers.



## [Book recommendation: The Unfolded Organization: Shaping the future with inner work](#)

*Joana Breidenbach & Bettina Rollow*

The book “Die entfaltete Organisation” shows how inner work can become the foundation of future-ready organizations. Joana Breidenbach and Bettina Rollow further develop their approach from New Work needs Inner Work toward a profound transformation of work and society. The book strengthens self-reflection, relational competence, and a sense of purpose, and invites readers to move beyond outdated structures and create new spaces for collaboration.



## [Online self-test: Personality strengths](#)

*University of Zurich*

This questionnaire assesses your self-evaluation of various characteristics. It comprises 230 items and takes approximately 30 minutes to complete. Please answer the questions as honestly as possible, basing your answers on your initial assessment.





### 6-minute-diary

*Dominik Spenst*



The journal fosters personal resilience by establishing positive habits through targeted questions and brief daily reflections. It helps to focus on gratitude, personal progress, and meaningful goals. The structured routine supports maintaining clarity and emotional stability, even in challenging times, which increases long-term resilience to stress.

### Book recommendation: Resilience for Dummies

*Eva Kalbheim*



A wonderful book for beginners: Practical, application-oriented and scientifically sound. Eva Kalbheim is a specialist in psychiatry and psychotherapy and has been studying the effects of stress, tension, and crises on health for over 30 years. Her primary occupation is chief physician and deputy director of the Schloss Gracht specialist clinic, where people with depression, burnout, anxiety disorders, and trauma-related illnesses receive comprehensive treatment.

### Book recommendation: Resilience

*Klaus Fröhlich-Gildhoff, Maïke Rönna-Bose*



For people who are interested in the scientific basics: The authors present concepts and current research findings in an understandable way. They introduce relevant topics such as prevention, risk and protective factor concepts, as well as salutogenesis, and describe programs in daycare centers and schools that professionals can use to promote children's resilience.

## [Inner Drivers \(Inner Drivers\) Transactional Analysis](#)

### *Online Assessment Test*

This free test provides an initial assessment of the intensity of the five inner drivers (e.g., "Be perfect!" or "Please everyone!"). A strong expression of these drivers may be associated with loss of energy, increased tension, exhaustion, or feelings of emptiness. For a more reliable evaluation, it is recommended to complement the results with scientific research, further observation, self-reflection, or external feedback.



## [Book recommendation: The child within me must find a home](#)

### *Stefanie Stahl*

The concept of the inner child has become very popular in recent years. In her book (which also has a workbook), the author provides guidance on how to support your inner child and befriend it. Using the concept of the sun child and shadow child, you will be able to understand and accept childhood experiences.



## [Book recommendation: The child in me can kiss my ass](#)

### *Katharina Pommer*

For those who no longer wish to focus on the "inner child," this book follows the motto: "Don't let your past tyrannize you—you're less complicated than you think". It shows how to dissolve outdated belief patterns and fully embrace the present. Family therapist Katharina Pommer challenges the notion that years of intensive processing of the past are necessary before it is possible to live a happy life in the here and now.





## [ACTIVE Health care - Social Insurance](#)



### *Austrian Social Insurance*

The Active Health Prevention (GVA) program complements spa and rehabilitation options with a higher proportion of active therapies. It is offered in a modular format, including exercise therapy, training, relaxation, and modules for physical and mental well-being. The three-week program requires approval from a chief physician, involves a cost-sharing arrangement, and aims to maintain health and performance.

## [Support from public authorities](#)



### *Public Health Portal*

This website provides information on how to maintain mental health and strengthen resilience. It offers clearly presented content on topics such as emotional balance, coping with feelings, first aid in mental health crises, and support services – all from trustworthy sources and with links to helplines and emergency numbers.

## [Book recommendation: The vagus nerve as inner anchor](#)



### *Deb Dana*

Deb Dana offers practical insights into how to regulate uncontrollable stress responses via the vagus nerve. Through exercises, meditations, and self-observation, she demonstrates how to manage stress, conflicts, and physical ailments. Based on the Polyvagal theory, the book opens up ways to find inner peace and balance, moving away from fear and tension.

## Starting Position of Advocacy Professionals

**Digitalization** has profoundly transformed the democratic landscape of public discourse. An increasing number of people obtain their information through social media platforms, where **algorithms** curate content and create personalized information environments. As a result, opinions are reinforced, diversity of perspectives declines, and societal polarization increases.<sup>7 19</sup>

**Digital content** rarely undergoes editorial quality control. This not only encourages strong personalization but also facilitates the spread of misinformation, propaganda, fake news, fear- and hate-based messaging, and extreme positions.<sup>6</sup>

## Implications for Advocacy Work

User attention has become the central currency of the digital age.<sup>20</sup> Advocacy professionals therefore face a dual challenge: they must capture interest in their issues while also countering misinformation and **promoting a fact-based, respectful culture of discussion**. At the same time, they compete not only with political actors but also with simplified and highly entertaining content.<sup>21</sup>

## The Importance of Communicative Resilience

To navigate this **highly contested digital discourse**, advocacy professionals need strong capacities for resilience. This form of discursive resilience includes not only digital literacy and competence in using digital media<sup>22</sup>, but also the communicative skills required to identify relevant issues, address target groups effectively, and respond constructively and strategically to opposing viewpoints.<sup>20</sup>

# Communicative Resilience

confident communication in  
the digital space and effective  
(digital) advocacy



Tools



Good practices



Further  
resources

## Introduction

In the (digital) advocacy context, communication density, information overload, and polarization are constantly increasing. Those who want to effectively advocate for democratic values need more than digital competence – namely, the ability to communicate consciously, thoughtfully, and confidently. This is precisely where the 3-second pause comes in: a simple method for pausing briefly in stressful or highly charged situations – and responding consciously rather than impulsively.

## Goal

This exercise helps you maintain control over your reactions in challenging conversations or digital debates. It strengthens communicative resilience – the ability to communicate calmly, clearly, and effectively, even under pressure. This allows you to address opposing viewpoints more effectively, avoid misunderstandings, and represent your own position with clarity and confidence.

Prior Knowledge

No

License

Free

Registration



Medium



Collaborative



## Why it works!

Those who can control their impulses remain capable of acting, protect relationships, and reduce conflict stress.

The 3-second pause acts like a mental stop button: it helps to interrupt automatic reactions such as attack, defense or retreat and to consciously decide how one wants to communicate.

Neuropsychological studies – such as those by Daniel Kahneman – show that even a delay of just a few seconds enables the switch from the impulsive System 1 to the reflective System 2. In communication psychology, too, the conscious pause is considered a crucial moment for self-regulation and deescalation.<sup>23</sup>

# The 3-seconds-pause



co-creatively designed by npoAustria

## Implementation

**Before answering in a challenging conversation situation:**

Take three seconds to consciously pause.

**Recognize the moment:**

You feel that you are under pressure – for example, due to a provocative statement, an attack, or an emotional issue.

**Pause:**

Before you react, take a conscious breath in and out. Wait at least three seconds – without replying, typing, or taking any action.

**Finding focus:**

During this short pause, you can ask yourself:

What do I really want to say? / What does the situation require?  
/ What effect do I want to achieve?

**Only then:**

React consciously.



### Here's what's next!

Practice the 3-second pause regularly – not just during conflicts. It also helps you gain clarity and be more focused in meetings, chats, or when writing emails.

My notes:

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## Introduction

In a world full of opinions, debates, and digital echo chambers, personal experience is often lost. Personal accounts invite us to talk not about others, but to share our own experiences.

This creates closeness, authenticity, and space for genuine dialogue. Especially in the (digital) advocacy field, personal accounts can bridge worlds and resolve polarization through individual perspectives.

## Goal

The aim of this tool is to build bridges between people through the power of personal stories. You will learn how to use individual experiences strategically in communication—within your team, in dialogue with target groups, or in advocacy work. Especially in polarized or complex debates, personal narratives serve as a connecting element and foster a more empathetic, human-centered discourse.

Prior Knowledge

No

License

Free

Registration



Medium



Collaborative



## Why it works!

Communicative resilience means remaining open and connected even in difficult conversational settings. Personal stories and lived experiences support exactly this. They help de-escalate heated debates by creating personal connection and reducing emotional intensity. They also counter polarization, as real experiences are less likely to trigger abstract ideological disputes and instead invite understanding.

Especially in digital spaces—where communication can quickly become abstract, loud, or aggressive—personal narratives serve as a human anchor. They bring conversation partners back to an exchange on equal footing and make complex issues tangible and relatable, without resorting to moralizing or lecturing.

# "First-hand" experience reports as a bridge between people



co-creatively designed with Sigrid Koloo, Gerhild Sallaberger, Judith Safar

## Implementation

Personal stories are more than just words—they open hearts, create connection, and enable shifts in perspective. Especially in digital advocacy work, you can use them to help people relate to different life realities.

### 1. Prepare guiding reflection questions, for example:

- What has been a formative experience related to [your topic]?
- What have I learned from it?
- What do I wish others understood about this issue?

### 2. Invite people to share their stories:

Encourage individuals from your target group or network to share their experiences—whether in writing, as an audio recording, or via video. It is important that the stories are:

- told from a first-person perspective
- free of generalizations or moralizing
- authentic, open, and respectful toward other viewpoints

### Here's what's next!

Make the personal stories visible, for example:

- As a social media post or story
- Embedded on campaign websites
- As part of panel discussions or public events
- As a practical case contribution in expert presentations

By giving these stories a platform, you amplify authentic voices and strengthen meaningful, experience-based dialogue.

### My notes:

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# Introduction

Misunderstandings often arise because we only consider our own perspective in conversations. Conflicts are part of everyday life – even in committed, value-oriented contexts. Often, misunderstandings don't stem from differences, but from unresolved needs or a lack of perspective. This exercise encourages you to broaden your viewpoint and consider conflict situations not only from your own point of view, but also from another perspective.

## Goal

This exercise fosters the ability to empathize with others and acknowledge different perspectives in conflicts. It opens up a view of conflicts as opportunities for development and cooperation – rather than as mere antagonism. Changing perspectives is understood here as an expression of strength and maturity and contributes to breaking down communication barriers and opening up constructive spaces for solution.

Prior Knowledge

No

License

Free

Registration



Medium



Collaborative



## Why it works!

Changing perspectives fosters understanding, de-escalation, and a solution-oriented approach. Those who are able to empathize with others, even under pressure, can handle conflicts more confidently and calmly – a key aspect of communicative resilience. This exercise is based on approaches to nonviolent communication<sup>24</sup> and findings from emotion and conflict research.

Studies show that those who are able to empathize with others and recognize their needs reduce emotional reactivity and promote cooperative problem-solving strategies.<sup>25</sup>

Taking on different perspectives not only strengthens interpersonal relationships, but also one's own resilience in dealing with challenging situations.

# A change of perspective – from antagonistic to collaborative



co-creatively designed with Sigrid Koloo, Gerhild Sallaberger, Judith Safar

## Implementation

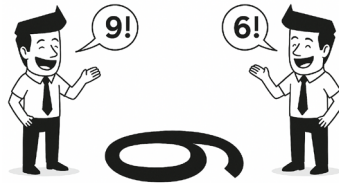
### Making perspectives visible

– understanding conflicts anew **Directions:**

Choose a past or current conflict situation – from a professional, civil society, or personal context.

### Reflect in writing:

- What perspective and what need were most important on my side?
- What might the other person's point of view have been?
- What need might have been behind their behavior?
- Is there a common denominator or overarching goal that unites both sides?



### Here's what's next!

In a group of two, a practical example can be shared and reflected upon together – with a focus on understanding, not evaluation.

### My notes:

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## Introduction

The digital world is saturated with polarizing content, and algorithms often intensify this dynamic—fueling anxiety and division. Civil society organizations can play a vital counterbalancing role. With their credibility and close connection to communities, they are well positioned to strengthen positive, unifying narratives. This exercise shows how resilience in the digital space can be shaped actively and intentionally.

## Goal

You learn to design content intentionally in a way that not only strengthens mental resilience but also promotes social cohesion and contributes positively to digital discourse.

This fosters a communication practice that is impactful, responsible, and emotionally empowering—for both the organization and its target audiences.

## Why it works!

In the digital world, emotional realities emerge that influence our thinking, feeling and actions – often unconsciously.

When CSOs create targeted contributions that are hopeful, nuanced and humane, they make an active contribution to collective resilience – but also to the individual mental health of their target groups.

They create islands of orientation, connection, and inspiration – and demonstrate that there are alternatives to a perpetual crisis. This form of digital care is one of the most relevant strategies for nonprofit communication in the future.

Prior Knowledge

No

License

Free

Registration



Medium



Collaborative





co-creatively designed by npoAustria

## Implementation

This exercise will help you and your team develop an understanding of the mechanisms of digital communication.

**1. Identify the problem:** The first step involves analyzing your own digital presence and laying the foundation for a more conscious communication style: What content is currently being shared? What emotions does it evoke? What remains unsaid or invisible?

**2. Develop a solution approach:** This results in a concept that is specifically geared towards three central goals:

- **Promote positivity** - through encouraging stories, successes, acts of solidarity and confidence
- **Reduce polarization** – through a change of perspective, objective classifications and unifying language
- **Show empathy and humanity** – by making personal experiences, approachability and care visible

### Here's what's next!

The next step involves developing formats. Possible forms include:

- Short Social-Media contributions– emotional, striking and visually appealing
- Short videos or infographics– easy to understand, informative and shareable
- In-depth blog articles or reports– with background knowledge, stories and reflective perspectives

My notes:

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[short.wu.ac.at/02\\_T\\_LF\\_kampagne](https://short.wu.ac.at/02_T_LF_kampagne)

## Introduction

This tool guides people working for social change through the strategic planning of a campaign, step by step. It helps them understand challenges, think strategically, and turn their ideas into concrete action.

The template draws on proven methods from the Commons Social Change Library and turns strategic knowledge into a practical, ready-to-use format.

## Goal

This template guides users through the core elements of a strategic campaign. It not only conveys theoretical knowledge but also focuses directly on practical application. Users define a specific problem, analyze target groups, set clear objectives, develop key messages, and select appropriate tactics. The tool helps teams use their resources strategically and effectively to drive social change.

### Why it works!

This tool is particularly effective because it is based on a clear, logical structure that is accessible to both beginners and experienced advocacy professionals. It encourages users to reflect on their own assumptions and strategies.

The visual and interactive design of the presentation makes it easy to apply in group settings and workshops. In addition, the template is flexible enough to be adapted to different contexts, topics, and target groups.

It promotes creative thinking without losing strategic clarity and provides a solid foundation for developing impactful campaigns.

Prior Knowledge

No

License

Free

(open source)

Registration



Medium



Collaborative



The platform for  
knowledge transfer  
and networking

**Resilience to go**

A toolkit for you, your team and your (digital)  
voice – for democracy and European values.



Inspired by The Commons – Social Change Library<sup>26</sup>

## Implementation

All you need is the template and a way to document your work—either digitally or on paper. It can be used on your own or as part of a group.

### What is your strategy?

**Vision:** What does the world look like when you are successful?

**Goal:** What needs to happen for this vision to become reality?

Goal setting

Goal setting

Goal setting

Tactics

Tactics

Tactics

The slide set guides you through the following steps:

- **Problem definition:** What is the specific societal problem we want to address? Why is it relevant?
- **Target group analysis:** Who are the people we need to reach or influence in order to bring about change?
- **Setting goals:** What exactly do we want to achieve? Which short- and long-term goals are realistic and measurable?
- **Developing messages:** What core messages best convey our message to our target groups?
- **Select tactics:** Which actions, formats, and channels are suitable for spreading our messages?
- **Resources & Timing:** What resources are available to us? When is the right time?

### Here's what's next!

Planning is followed by implementation. The concept you've developed provides a solid foundation to put your campaign into action and test it in practice.

My notes:

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[short.wu.ac.at/02\\_T\\_Vision](https://short.wu.ac.at/02_T_Vision)

## Introduction

We all have ideas and visions of what a good world could look like. To turn these into concrete actions and campaigns, it is helpful to make these visions public.

The Vision-Canvas is a simple tool that helps (groups) to clearly structure and develop their ideas and use them as a basis for next steps.

## Goal

The goal of the Vision Canvas is to translate a broad vision into concrete factors for implementation.

The tool helps users gain a clearer understanding of the context in which they want to take action, the people who shape and influence the vision, and the key partnerships that are essential for bringing it to life.

## Why it works!

The Vision-Canvas is effective because it structures and visualizes collaborative planning. It supports joint reflection on key elements such as people, places, and partnerships, makes relationships and motivations visible, and creates a shared understanding of vision and direction.

Its clear, visual structure encourages the participation of diverse groups and stakeholders, making it a powerful tool for participatory strategy development.

Its strength lies in its flexibility and in its ability to bring complex relationships together into a coherent, shared vision.

Prior Knowledge

No

License

Free

(open source)

Registration



Medium



Collaborative



The platform for  
knowledge transfer  
and networking

## Resilience to go

A toolkit for you, your team and your (digital) voice – for democracy and European values.



Inspired by the Department for Digital, Culture, Media & Sports (UK)<sup>27</sup>

## Implementation

Choose a quiet place to work with the Vision Canvas—somewhere you can discuss ideas and think creatively without interruptions. Plan at least **30 minutes** for the session. You will need the **canvas** (printed out or drawn on a flipchart), **pens**, and possibly **post-its**.

Start by formulating a shared vision—that is, a goal you want to work toward together. Then move through the three sections from bottom to top:

**Place:** Focus on the location or context in which you want to take action and what characterizes it. Consider which conditions might support or hinder the implementation of your vision.

**People:** Look at the individuals who are important for achieving your vision. Ask yourselves what motivates them and how they influence your goals.

**Partnerships:** Reflect on which stakeholders or actors could support you, how they are connected to one another, and how you might collaborate with them effectively.

By the end, you will have made the key supporting and hindering factors visible—providing a strong foundation for your next steps.

### Here's what's next!

Simply download our template ([or refer to page 109](#)) and give it a try. Afterward, you can use the Idea-Canvas to develop your first concrete solutions and build on the insights you've gained.

My notes:

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## Introduction

The Ideas Canvas is a practical tool for developing concrete responses to challenges. Once you have used the Vision Canvas to shape your vision for the future and identify the key influencing factors, the Ideas Canvas helps you turn that vision into focused action.

## Goal

The goal of the Idea-Canvas is to develop a wide range of solution approaches based on clearly defined challenges. It encourages consideration of what individuals and groups can contribute, as well as the role that public actors can play.

The Idea-Canvas provides a clear structure that makes it easier to identify responsibilities and plan initial steps.

## Why it works!

The Idea-Canvas works because it is simple in structure yet open to creative input. It offers a clear framework that helps to develop targeted ideas starting from a specific challenge. This structure makes different levels of action visible and interconnected.

The canvas encourages pragmatic and creative thinking: What can be implemented immediately? What requires cooperation? And where are structural changes necessary? In this way, a complex challenge becomes a concrete starting point for the next activities – clear, accessible, and directly usable.

Prior Knowledge

No

License

Free

(open source)

Registration



Medium



Collaborative





inspired by the Department for Digital, Culture, Media & Sports (UK)<sup>27</sup>

## Implementation

Start by identifying a central challenge derived from your vision, relating it to one or more of the key areas of the Vision-Canvas (Place, People, and Partnerships). For each challenge, formulate an open question beginning with “How can we...?” to encourage a wide range of possible solutions. Then work through the three columns of the canvas:

### What can individuals do?

Consider what concrete actions individuals can take to contribute to the solution. Think about everyday actions, voluntary engagement, or personal initiatives—and take different life situations and backgrounds into account.

### What can we achieve as a group or network?

Reflect on what you can accomplish together. Use your diversity and collective strengths to develop locally rooted, community-based solutions.

### National and regional government(s)

What political or structural measures would be helpful? What can public institutions do to support your vision?

Write your ideas directly into the canvas and outline initial implementation steps. This will help you create a practical action plan that moves you forward and brings your vision to life.

### Here's what's next!

Simply download our template ([or look it up on Page 110](#)) and try it out!

### My notes:

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[short.wu.ac.at/02\\_T\\_Persona](https://short.wu.ac.at/02_T_Persona)

## Introduction

In digital advocacy campaigns, it is crucial to have a clear understanding of your target audience. The persona method helps by creating fictional yet realistic profiles that represent typical members of these groups. This makes it easier to understand their needs, motivations, and challenges—and to develop communication strategies that are tailored to those needs.

## Goal

The goal of the persona method is to develop a clear, empathetic understanding of the people you want to reach and engage with through your digital campaign. It serves as a strategic tool for tailoring content, channels, and messages to the target audience's everyday lives and media consumption habits. This ensures that the campaign doesn't miss its mark but rather has an impact where it's needed.

Prior Knowledge

No

License

Free (open source)

Registration



Medium



Collaborative



## Why it works!

This method is effective because it translates abstract target groups into concrete, relatable profiles. By describing characteristics such as age, place of residence, media use, motivations, and frustrations, a vivid picture emerges that makes campaign planning and implementation easier.

Advocacy professionals can better step into the perspective of their target audience, leading to more relevant content, more suitable communication channels, and stronger, more impactful messages.



inspired by Pollicy<sup>28</sup>

## Implementation

**All you need is the persona form – digital or printed. Work with your team or start alone.**

Start at the top: Give your persona a name, an age, and a real-life location. Imagine how this person lives—what they like, how they spend their day. If you're already working with real people... supplement the persona with real data. If not, start with assumptions.

Then we get down to brass tacks: What motivates them? What frustrates them? What values are important to them?

Enter the information directly into the form – the more specific, the better. Remember: This persona represents your target audience.

Use the persona to imagine how they will come into contact with your campaign.

- What devices does your persona use?  
And which platforms do they use?

*This information will help you choose the right channels and formats for your campaign.*

- What kind of content would appeal to them?  
Which channels are best for reaching them?

*Develop scenarios from their perspective.*

### Here's what's next!

Simply download our template ([or look it up on Page 111](#)) and try it out!

My notes:

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# Introduction

AI-based chatbots can support advocacy professionals in various tasks throughout their campaign work—particularly in the planning, implementation, and communication of campaigns. They provide fast, creative, and strategic assistance in real time and can enhance efficiency in information processing, text generation, and the structuring of workflows.

## Goal

The aim is to reduce individual workload and simplify campaign work both in terms of content and organization. AI-based chatbots support advocacy professionals in structuring creative ideas, developing and adapting content for specific target groups, and planning activities. They help simplify complex tasks and assist in preparing actions or events.

<b>Prior Knowledge</b>	<b>License</b>
<b>Little</b>	<b>Freemium</b>
<b>Registration</b>	<b>Medium Collaborative</b>
	 

### Why it works!

AI-based chatbots respond to input in natural language and can flexibly adapt to different requirements. These tools enable the iterative development of content, the comparison of alternative formulations, and the provision of direct feedback. They are capable of structuring large amounts of information, generating summaries, and presenting complex topics in a clear and understandable way.

In addition to supporting preparation for and responses to current developments, they also assist with strategic planning—for example, by structuring campaign phases or formulating communication goals.

# KI-Chatbot (generative AI system)



Co-creatively developed with Alexandra Bieber and Christophe Gevert.

## Implementation

To use AI-based chatbots, you need an internet-enabled device (e.g., a smartphone, tablet, or computer). Access is usually provided via a web browser or an app, and input is given through “prompts” written in natural language.

*A prompt is a verbal instruction (for example a sentence, a question, or several paragraphs) that serves as the starting point for content generated by an AI model. Based on the generated output, further adjustments can be made using additional prompts.*

One example of application is the planning of a social media campaign: e.g. your team wants to raise awareness about a proposed law and asks an AI chatbot to draft an initial post. The suggestion can be used directly or adapted—for example, by adjusting the tone, refining the content, or tailoring it to a specific platform. The chatbot can also assist with suggestions for publication times, hashtags, or accompanying materials.

Common AI chatbots include ChatGPT, Google Gemini, Microsoft Copilot, Midjourney, Claude, and Mistral (as of 2025).

**Please be aware of potential risks**, such as data protection concerns or limitations in content accuracy. These tools do not replace professional expertise; rather, they serve as complementary support in everyday work.

### Here's what's next!

Create a document with good prompts that you can use and adapt again and again to get even more accurate results.

### My notes:

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[short.wu.ac.at/02\\_T\\_canva](https://short.wu.ac.at/02_T_canva)

## Introduction

Canva is an intuitive online design tool for creating visual content such as social media graphics, posters, presentations, and documents. Thanks to its user-friendly interface, creative ideas can be implemented quickly—even without prior design experience. For advocacy actors in particular, Canva simplifies collaboration: shared editing and built-in commenting features make the creative process more efficient and streamlined.

## Goal

Canva's goal is to make design accessible to everyone – regardless of prior knowledge or professional equipment. For Advocacy actors, this means they can react quickly, independently and creatively to current events, present content in a visually appealing way and communicate their messages clearly and effectively.

Prior Knowledge

No

License

Freemium

Registration



Medium



Collaborative



## Why it works!

Communicative resilience relies, among other things, on the ability to convey messages clearly, engagingly, and in a way that resonates with the intended audience—especially within fast-moving digital debates.

Canva supports this competence by making visual design accessible and strengthening creative expression.

Research in media and communication psychology shows that visual content tends to have a stronger emotional impact, is remembered more easily, and is shared more frequently than text-only posts.<sup>29</sup>



co-creatively designed by npoAustria

## Implementation

Getting started with Canva requires no installation—you can use the program in your browser after signing up.

As a first step, you can create your own design or choose a specific format, such as an Instagram post, flyer, or presentation.

In the editor, you'll find a wide range of design elements that you can add via drag and drop and customize individually.

These include text in various fonts, photos from an integrated image library, icons, illustrations, shapes, lines, and even animated graphics or videos.

If you're working as a team, you can invite others directly to collaborate on the design. You can work on the same project simultaneously, leave comments, and track changes in real time.

Once your design is finished, you can download it, present it, or share it directly through Canva—for example, via a link or on social media.

**Tip:** *Nonprofit organizations can apply for free access to the premium version.*

### Here's what's next!

Simply click the link and try it out!

### My notes:

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[short.wu.ac.at/02\\_T\\_matomo](https://short.wu.ac.at/02_T_matomo)

## Introduction

When launching a campaign, you want to know whether it is effective: Are your messages being seen? What works well—and what doesn't?

Matomo is a tool that helps you understand how people use your website. For example, it shows which pages are visited most frequently and how long visitors stay. This makes it easier to evaluate your campaign and improve it in a targeted way.

## Goal

The goal of Matomo is to help organizations systematically track, evaluate, and improve their digital campaigns. By analyzing visitor numbers, time spent on pages, click paths, and conversions, informed decisions can be made and the impact of communication measures can be made visible.

### Why it works!

Matomo combines two key requirements: the ability to strategically manage campaigns while ensuring compliance with data protection regulations.

It provides insights into website and campaign performance without relying on tracking cookies or transmitting personal data to external providers. The data remains entirely within the organization—an especially important factor for nonprofit organizations, civil society actors, and initiatives that prioritize a responsible approach to user data.

This combination of strategic insight and data sovereignty makes Matomo a reliable and trustworthy analytics solution.

Prior Knowledge

Little

License

Fee-based

Registration



Medium



Collaborative



# Matomo - Analytics tool for your campaign



co-creatively designed with Sigrid Koloo, Gerhild Sallaberger, Judith Safar

## Implementation

To use Matomo, you need a website. The tool can either be installed on your own server or used via a cloud service. A self-hosted installation requires basic technical knowledge, while the hosted version does not require your own infrastructure.

Using Matomo involves several steps:

### 1. Define your goals

Decide which metrics you want to measure—for example, page views, bounce rates, campaign goals, or conversions.

### 2. Tracking & analysis

Matomo collects data on user behavior on your website and presents it in clear, easy-to-understand dashboards.

### 3. Evaluation & optimization

The insights gained help you improve content, better reach your target groups, and further develop your campaigns in a strategic way.

### 4. Ensure data protection

Matomo offers features such as IP address anonymization, cookie deactivation, and tools to support compliance with legal requirements.

The tool can be used by individuals as well as teams—and is particularly effective when combined with strategic campaign planning.

### Here's what's next!

Simply click on the link and try it out!

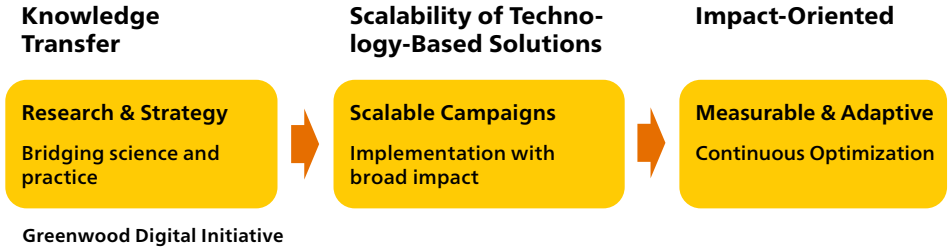
### My notes:

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## Initial Situation

The founders of the **Greenwood Digital Initiative** were facing a challenge familiar to many civil society actors: in digital spaces, they increasingly encountered polarization, hostility, and disinformation. What was particularly frustrating was that traditional awareness-raising efforts often proved ineffective. Facts alone were no longer enough to build trust or reach people within their filter bubbles. Partner organizations reported a deep sense of helplessness. **Key target groups**—especially young people or those with low trust in democratic institutions—had become difficult to engage. The tone on social media was harsh, argumentative escalation dominated, and any form of direct confrontation only triggered further defensiveness. The team realized that a new approach was needed—one that reimagines **communication, listening**, and the support of positive change beyond confrontation.



kokreatief gestaltet mit Tjerk Boorsma, Christophe Gevert

## Implementation

This insight led to the innovative approach of the Greenwood Digital Initiative: developing frameworks that strategically apply digital marketing techniques to **foster positive social change**.

Working together with experts, the team designs methods grounded in behavioral psychology, digital nudging, and emotional storytelling. The core strategy is simple yet powerful: instead of overwhelming people with arguments, the initiative relies on **targeted emotional impulses** that connect with people's lived realities and encourage reflection—without moralizing or lecturing. Content is tailored to specific target groups and disseminated through trusted channels, such as influencers or respected community voices.

A central principle of the approach is **patience**: Greenwood works with a long-term perspective, continuously testing and refining formats. At the same time, it creates opportunities for participation, enabling users to actively engage in dialogue—without pressure, but with meaningful impact.

## Impact

Through campaigns designed to promote solidarity in polarized environments, Greenwood aims to achieve a measurable **decrease in hostile language** in comment sections, accompanied by an **increase in constructive contributions**.

The methods also show promise in engaging audiences previously considered “hard to reach,” encouraging them to participate more actively in dialogue formats. The approach appears particularly effective in highly emotional and sensitive areas such as migration, gender equality, or religion—where traditional argumentative strategies often reach their limits.



[short.wu.ac.at/02\\_GP\\_GoodNews](https://short.wu.ac.at/02_GP_GoodNews)



## Initial Situation

In a media landscape increasingly dominated by negative headlines, crisis reporting, and scandals, many people are experiencing growing **feelings of helplessness and overwhelm**. The constant flood of news often contributes to social polarization and resignation. Young people in particular are turning away from traditional media, as they feel emotionally burdened and are searching for more constructive perspectives.

The founders of GoodNews.eu recognized this development as an opportunity. They set out to demonstrate that journalism can take a different approach—one that is **solution-oriented, inspiring, and hopeful**.



co-creatively designed with Tjerk Boorsma, Christophe Gevert, Susanna Boldrino

## Implementation

GoodNews.eu is an online magazine dedicated exclusively to publishing **positive and constructive news**. The editorial team researches innovative projects, courageous individuals, and successful initiatives from around the world that address societal challenges in creative and effective ways.

The articles follow the principles of **solutions journalism**: they do not merely describe problems but focus on **concrete solutions** and their impact. At the same time, equal emphasis is placed on journalistic quality, fact-checking, and emotional resonance.

Content is shared through a modern, visually appealing website as well as via social media channels. Partnerships with educational and media organizations help expand the platform's reach and promote constructive journalism more broadly.

## Impact

GoodNews.eu reaches thousands of readers each day with constructive stories that inspire hope and open up new perspectives. The platform strengthens trust in the possibility of **social change** and encourages people to take action themselves.

Many young readers in particular report that positive content has **renewed their interest in news**—without leaving them feeling emotionally overwhelmed. In this way, GoodNews.eu helps reposition journalism as a powerful tool for hope and transformation.



[short.wu.ac.at/02\\_GP\\_Mimikama](https://short.wu.ac.at/02_GP_Mimikama)



## Initial Situation

As part of our **advocacy work**, we are committed to promoting social cohesion, democracy, and fact-based public discourse. In doing so, we regularly encounter misinformation, half-truths, and deliberately spread disinformation campaigns—whether in comment sections, at events, or in responses to our content.

These developments not only make constructive, fact-based dialogue more difficult, but also place a significant strain on our team, which often finds itself under pressure to justify and defend its work.



co-creatively designed by npoAustria

## Implementation

To remain capable of taking action, we have integrated Mimikama as a **reliable tool against disinformation** into our daily organizational work. We use the platform to verify circulating content and better understand the background of claims—especially when stories become highly emotionalized within our community or in digital spaces.

In internal editorial meetings, workshops, and volunteer formats, we actively refer to Mimikama to **strengthen media literacy and promote critical thinking**.

In addition, we regularly share Mimikama articles through our own channels to provide preventive clarification and respond constructively—without falling into confrontational patterns ourselves.

## Impact

The continuous use of Mimikama has noticeably strengthened our communication work, both internally and externally. Our team feels more **confident in dealing with questionable information** and can respond more quickly, objectively, and calmly.

Our community has also responded increasingly positively to **fact-based corrections**—especially when they are communicated clearly, respectfully, and without moralizing. Mimikama helps us strengthen our communicative resilience and remain credible, composed, and effective even in challenging digital debates.

## [Workshops Against Populist Slogans](#)

*Austrian Society for Political Education*

These workshops offer a practical space to confidently respond to discriminatory and sweeping statements. In simulated conversations, participants develop effective strategies for clearly and respectfully expressing their views. The added value lies in strengthening civic courage, eloquence, and a reflective approach to prejudice.



## [Book recommendation: No More Bullshit – Arguments against sexist pub talk](#)

*Association Sorority*

The book offers a pointed and humorously illustrated collection of facts and argumentation strategies against everyday sexist remarks. In short, it debunks common myths and provides well-founded answers for heated discussions. The added value lies in strengthening one's argumentation skills and the courage to take a clear stance in everyday situations – factually, wittily, and on equal terms.



## [OpnForm - Survey tool](#)

*OpnForm.com*

OpnForm is an intuitive, open-source survey tool. With features like an AI-powered form generator, file uploads, and integrated analytics tools, target group surveys can be easily created, shared, and analyzed. This allows for targeted collection of information, gathering of opinions, and fostering of engagement – flexibly, in compliance with data protection regulations, and usable anywhere.





### [Book recommendation: The Quest for Attention - Nonprofit Advocacy in a Social Media Age](#)



*Chao Guo and Gregory D. Saxton*

The book shows how non-profit organizations can effectively attract attention in the digital age. It offers practical insights into how Social Media is used strategically to reach target groups, foster engagement, and achieve impact. It is aimed at anyone who wants to understand why some messages get through and others get lost – and how to make their own cause visible.

### [HateAid.org](#)



*HateAid.org*

HateAid advocates for a digital world where freedom of expression and participation are possible for everyone – regardless of gender, origin, or religion. The organization strengthens fundamental democratic values, offers legal advice and support to victims of online violence, and raises awareness among politicians and society about structural injustices. HateAid promotes a more respectful and equitable digital environment through concrete solutions.

### [IchBinHier.eu](#)



*„I am here“*

The initiative “I am here” is committed to a better culture of discussion online by combating hate speech and promoting digital civic courage. Through factual and respectful counter-speech on social networks, it strengthens democratic values, raises awareness of the impact of online hate, and supports individuals and institutions in protecting themselves against digital attacks.

## The Good News – New Ideas for a New World

### *radio program*

“The Good News” is a regular radio program on Radiofabrik 107.5 that deliberately broadcasts positive content: music, inspiring interviews, and research on topics such as resilience, creativity, health, and sustainability. All in the spirit of a "new world" full of hope and possibilities.



## Radio SOL social ecological - local

### *Radio SOL news*

Radio SOL stands for “good news•good sound•good life”– and that’s exactly what’s reflected in the programming: constructive news, positive music, and life-affirming content. As a socially, ecologically, and locally committed broadcaster, Radio SOL offers a platform for inspiring projects and initiatives. Through radio and online platforms, the donation-funded community station reaches a broad audience and invites them to actively participate.



## Orange 94.0

### *Orange 94.0, Free Radio from Vienna*

Radio ORANGE 94.0 is Vienna's community radio station with a diverse, multilingual program created by over 500 volunteers. As a platform for cultural diversity and constructive contributions, the station promotes media literacy, provides a space for critical discourse, and supports civic engagement – independently, without advertising, and inclusively.





### [Good News Podcast](#)

*Good News Magazine*



This podcast highlights positive developments and ideas and asks what "positive" actually means. The producers explain their motivation: They don't want to show a distorted reality but rather offer an alternative perspective – as a counterpoint to the mostly negative news. Because the world is often better than many believe.

### [The Happy Broadcast](#)

*TheHappyBroadcast.com*



The Happy Broadcast Podcast tells inspiring, positive stories from around the world – with the aim of giving hope and strengthening mental health. Instead of focusing on fear, it emphasizes solution-oriented perspectives and good news that inspires courage.

### [Radio Agora](#)

*www.agora.at*



Radio Agora is a community radio station that gives a voice to marginalized groups and critical issues. It promotes media literacy, produces diverse programming, and collaborates with cultural, social, and educational initiatives – committed to an inclusive, ecological, and contemporary media landscape.

## Initial Situation of Advocacy Actors

Civil society organizations (CSOs) are increasingly affected by political shifts marked by the rise of right-wing populist parties, restrictions on civic space, and declining resources.<sup>9</sup> These developments pose significant challenges to their ability to operate effectively and sustainably.

## The Importance of Collective Resilience

**Collective resilience** refers to the ability of individuals and organizations to cope with challenges and adapt through **cooperation and knowledge sharing**.<sup>30</sup> For CSOs, it represents a crucial foundation for remaining effective in the long term despite limited resources.

Advocacy coalitions enable organizations to use resources more strategically, leverage **synergies**, and strengthen their adaptability in response to societal or organizational crises. At the same time, networks foster knowledge exchange, stimulate innovation, and help avoid duplication of efforts.<sup>30</sup>

Smaller organizations in particular benefit from the experience and expertise of their partners. This not only provides guidance but also strengthens their social legitimacy and credibility with the public and political decision-makers.<sup>31</sup>

**Internet services, digital platforms, and tools** play a key role by facilitating communication, collaboration, and coordination across geographical boundaries. Creative and conceptual work is further supported by cloud-based software and online whiteboards.<sup>30</sup>

Finally, **knowledge exchange and mutual support** also have positive interpersonal effects: they strengthen **personal resilience**, ease the **management of crises**, and promote overall **well-being**.<sup>32</sup>

# Collective Resilience

building sustainable collaboration  
and knowledge transfer for  
(digital) advocacy



tools



good practices



further  
resources

## Introduction

Collective resilience arises when teams recognize and strategically utilize their existing strengths. However, the knowledge, skills, and personal resources that lie dormant within a team often remain hidden. The Resource Radar makes these potentials visible – and activates mutual support.

## Goal

The exercise highlights individual strengths and support needs within the team, fosters mutual respect, and opens up channels of communication. It creates a realistic picture of available resources, strengthens collective resilience, clarifies roles, and supports the team in navigating crises together—and learning from them.

### Why it works!

Collective resilience arises not solely from individual strength, but from the ability of groups to support each other, recognize strengths, and remain capable of acting together.

Research shows that teams that know their resources and skills react more flexibly in crises, share responsibility and create psychological safety.<sup>33</sup>

The resource radar supports this process by making individual skills and needs visible. In doing so, it fosters trust and strengthens awareness of existing potential – a key foundation for collective resilience in dynamic or stressful situations.

Prior Knowledge

No

License

Free

Registration



Medium



Collaborative



# Making team strengths visible

## – Resource Radar



co-creatively designed by npoAustria

### Implementation

#### Individual reflection (individual work)

Each person lists three personal strengths or abilities – from a professional, social, and personal perspective.

Examples could be: "I am good at structuring," "I remain calm in conflicts," "I bring humor to stressful situations."

#### Exchange in small groups

In small groups (2-4 people), team members exchange ideas based on the following questions:

- What am I good at?
- What do I offer the team in difficult times?
- What do I need from others when things get challenging?



This isn't about self-promotion; it's about sharing openly and authentically—with the aim of strengthening our sense of community.

#### Here's what's next!

The results are then gathered on a large poster, whiteboard, or digital board—for example, as a "resource radar," a mind map, or a strengths cluster. This provides a clear overview of the team's skills, strengths, and areas where additional support may be needed.

#### My notes:

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## Introduction

Organizations that learn together from mistakes and crises develop sustainable resilience. This reflection exercise helps teams avoid falling into blame, instead constructively examining experiences and developing solutions from them.

## Goal

This exercise fosters a team's ability to learn together from challenging situations – be it after a project, a crisis, or a mistake. Through structured reflection, not only is an understanding of what happened created, but also a shared awareness of proven resources and necessary changes.

Prior Knowledge

No

License

Free

Registration



Medium



Collaborative



## Why it works!

Resilient teams don't see crises as failures, but as learning opportunities. This mindset develops through regular, structured reflection. When learning becomes part of the team culture, collective adaptability grows – regardless of external circumstances.

Collective resilience is demonstrated not only in dealing with acute stress, but above all in consciously learning from it. Research emphasizes that teams that systematically reflect on challenges develop a higher degree of trust, flexibility, and future viability.<sup>34</sup>

Lessons Learned Formats like this promote an open culture of learning from mistakes, strengthen social cohesion, and make an organization's adaptability sustainably visible and usable.



co-creatively designed by npoAustria

## Implementation

### 1. Determine the occasion

The exercise takes place following a specific event, e.g., a completed project, a difficult team phase, a mistake, or a crisis.

### 2. Joint reflection within the team

The events are reflected upon in teams or small groups using the following guiding questions:

- **What happened?**  
(brief, factual description of the situation)
- **What helped us get through it?**  
(Strengths, resources, attitudes, processes)
- **What was missing or what was an obstacle?**  
(e.g., lack of information, responsibilities, clarity, time)
- **What lessons can we, as a team, take with us for the future?**  
(Learning points, concrete agreements, new ideas)

### Here's what's next!

Document the insights you have gathered—for example, in a shared document, a resilience logbook, or an internal wiki—and make them accessible to the entire team. This creates a growing knowledge base that you can return to again and again.

My notes:

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## Introduction

CSOs (Civil Society Organizations) often operate under significant pressure. What strengthens collective resilience in this context is regular exchange about stressors, resources, and changes—beyond day-to-day operational demands. The Resilience Dialogue is a structured format that helps teams see themselves as learning organizations and stay connected—even under pressure.

## Goal

This exercise strengthens a team's ability to reflect collectively on its challenges and strengths, and to draw meaningful insights for improving collaboration and communication.

It promotes a culture of dialogue built on trust, openness, and a willingness to learn—key foundations of collective resilience. The Resilience Dialogue creates a structured space for this exchange and supports long-term stability and growth.

Prior Knowledge

Little

License

Free

Registration



Medium



Collaborative



## Why it works!

Many civil society organizations operate in a constant state of urgency, leaving little time for strategic self-care.

The Resilience Dialogue creates exactly this kind of space—for open communication, collective learning, shared responsibility, and continuous improvement.

In this way, resilience is no longer carried by individuals alone but becomes embedded in the team and organizational culture—strengthening motivation, collaboration, and effectiveness over the long term, especially in challenging times.



co-creatively designed with Stefan Dinges, Susanna Boldrino

## Implementation

Schedule a dedicated team session  
(60–90 minutes, once a month or once per quarter).

Work through the following guiding questions together:

- What have we handled well in recent weeks—despite the challenges?
- Where did we find things particularly difficult?
- Which resources (internal or external) supported us?
- What kind of support will we need more of going forward?
- What should we learn, change, or strengthen as an organization?

Throughout the exercise, it is essential to approach both your own boundaries and those of your team members with empathy and respect.

Document the results (e.g., on a whiteboard or digitally) and derive concrete action steps—including clear responsibilities and timelines.

### Here's what's next!

Rotate the moderation role within the team to ensure shared responsibility. Review your progress together at the beginning of each new resilience dialogue session.

My notes:

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# Introduction

Visual project management tools provide an intuitive, structured way to organize tasks, projects, and workflows. They give teams a clear, real-time overview of what's in progress, who's responsible, and how far each task has advanced. This transparency improves coordination and reduces the need for constant back-and-forth—especially in decentralized or fast-moving work environments.

## Goal

The goal of such tools is to present complex processes in a clear and structured way and to facilitate collaboration. Tasks can be clearly assigned, deadlines set, and progress made visible. This ensures that everyone knows what needs to be done, who is currently working on what, and what has already been completed. They are especially helpful for projects involving multiple people—for example, campaigns, events, or the joint development of materials.

<b>Prior Knowledge</b>	<b>License</b>
No	Freemium
<b>Registration</b>	<b>Medium</b> <b>Collaborative</b>
	 

### Why it works!

These tools are particularly effective because they visualize tasks and workflows.

Through boards, lists, and cards, users can see at a glance what is happening, who is working on what, and what remains to be done. This clear overview helps set priorities, track progress, and manage tasks more efficiently.

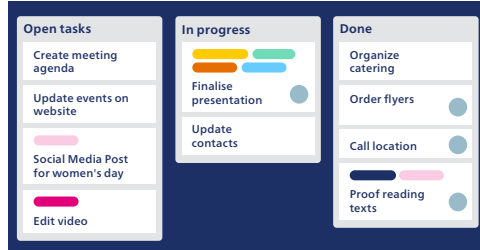
The visual structure encourages active use and makes complex projects easier to understand—even for people without technical expertise.



co-creatively designed with Bettina Növer

## Implementation

To use visual project management software, you need an internet-enabled device and a user account.



A typical example is planning a (digital) advocacy campaign. At the beginning, a digital board is created that maps the campaign phases into columns—for example, “Ideation,” “Concept Development,” “Production,” “Publication,” and “Evaluation.” Within these columns, cards are added to represent individual tasks, such as “Develop slogan,” “Design social media graphics,” or “Prepare press release.”

Each card can be assigned deadlines, responsibilities, files, and comments. This is particularly helpful when multiple work steps are running in parallel and different people are involved—such as designers, copywriters, campaigners, and external partners. It allows everyone to maintain an overview, prioritize tasks, and communicate directly within the tool.

Well-known examples of such software solutions include Trello, Jira, Asana, ClickUp, and Monday.com.

### Here's what's next!

Simply google the different solutions, compare and try it out!

### My notes:

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## Introduction

Digital collaboration platforms enable real-time, location-independent collaboration. They combine chat functions, file storage, and audio and video communication in a single environment. They create a central digital space that efficiently connects communication and collaboration.

## Goal

The goal is to consolidate communication, task coordination and collaboration in one digital location, thereby enabling a more flexible and structured way of working.

## Why it works!

Digital collaboration platforms work because they address key challenges of modern collaboration: information flows are bundled, communication channels are shortened, and work processes are structured.

The clear structure of channels or topic areas prevents information loss and facilitates orientation. Some even allow integrating external tools such as calendars, task management, or cloud services to create a seamless digital workplace.

At the same time, they strengthen the sense of community, as they allow for spontaneous interaction as well as structured planning.

Prior Knowledge

No

License

Freemium

Registration



Medium



Collaborative





co-creatively designed with Stefan Dinges, Susanna Boldrino

## Implementation

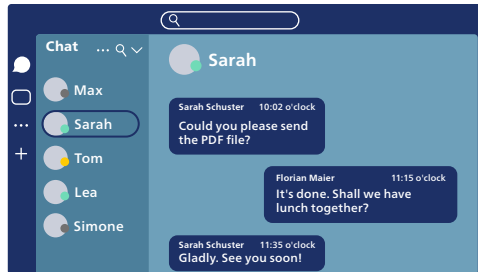
Using a digital collaboration platform typically requires an internet-enabled device and a user account. Many platforms offer a free basic version that is sufficient for smaller teams or projects.

After signing up and setting up your workspace, you can create channels or groups to organize your content. Within these spaces, you can exchange messages, upload files, assign tasks, and coordinate meetings.

The platform supports both real-time communication—through chat or video—and asynchronous collaboration, such as working with shared documents or posts. This allows you to communicate flexibly, whether spontaneously or in a more structured way. You can also comment on posts, react to messages, and collaborate on content together.

**Commonly used digital collaboration platforms include:**

Slack, Microsoft Teams, or Discord.



### Here's what's next!

Simply google the different platforms, compare them and try them out!

My notes:

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[short.wu.ac.at/03\\_T\\_nextCloud](https://short.wu.ac.at/03_T_nextCloud)

## Introduction

Nextcloud is an open-source platform designed as a privacy-friendly alternative to commercial cloud services. It enables file synchronization, collaborative document editing, as well as calendars, task management, chat, and video conferencing in an integrated environment. Particularly relevant for resilient organizations: Nextcloud can be self-hosted, which ensures control over data and infrastructure.

## Goal

Nextcloud aims to enable independent and data protection-compliant digital collaboration. As a decentralized platform, it can be adapted to different organizational requirements – from small initiatives to larger institutions. Its modular structure allows to activate only those functions that are relevant to your way of working.

## Why it works!

Nextcloud supports collective resilience through decentralized, self-managed data storage and collaboration.

The platform strengthens digital sovereignty and data protection, reduces dependencies, and functions independently of external parties.

At the same time, operating your own servers entails higher technical effort and maintenance – especially compared to commercial cloud services, which are often more user-friendly and resource-efficient.

The decision to use Nextcloud therefore requires a conscious trade-off between control and comfort.

Prior Knowledge

A lot

License

Free

(open source)

Registration



Medium



Collaborative



The platform for  
knowledge transfer  
and networking

## Resilience to go

A toolkit for you, your team and your (digital) voice – for democracy and European values.



co-creatively designed by npoAustria

## Implementation

Compared to commercial cloud services, the technical effort required is higher and demands basic IT knowledge. To use Nextcloud, you need either your own server environment or a data protection-compliant hosting provider.



A typical use case is the collaborative creation and publication of campaign materials—without having to worry about the security of your data and content.

To do this, create a shared folder that all participating organizations can access—for example, colleagues from press relations, graphic design, and legal advisory teams. In this folder, you can store drafts of flyers, social media graphics, or statements. The integrated office function allows you to write, comment on, and revise texts collaboratively.

Once the materials are finalized, you can make them available either publicly or password-protected. This ensures that your content is distributed transparently and in compliance with data protection standards.

### Here's what's next!

Simply click the link and try it out!

### My notes:

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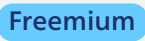



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# Introduction

Digital whiteboards support creative and strategic development processes. They offer teams a virtual canvas where ideas can be developed, complex relationships visualized, and joint decisions prepared – regardless of location and in real time.

## Goal

The goal of these platforms is to facilitate effective collaboration in digital and hybrid teams – especially for tasks requiring the joint development and coordination of complex content. They offer a shared workspace where content can be structured, documented, commented on, and further edited. In practice, they are used in workshops, brainstorming sessions, campaign planning, and strategy processes.

Prior Knowledge	License	
		
Registration	Medium	Collaborative
		

### Why it works!

The effectiveness of these tools lies in the combination of visual and collaborative working methods.

People often think better in images and structures – this is precisely where these platforms come in: They help to organize thoughts, outline processes, and develop solutions together.

Real-time collaboration enables simultaneous participation, which significantly increases the dynamism and efficiency of meetings and workshops.

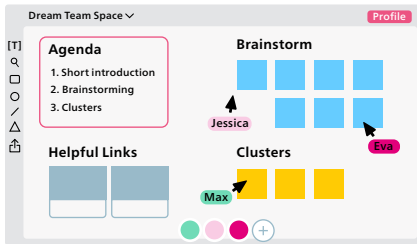
Furthermore, external content such as documents, links, images, or videos can be integrated. Many tools also offer templates and moderation functions that structure and simplify the process.



co-creatively designed with Stefan Dinges, Susanna Boldrino

## Implementation

Using digital whiteboards usually only requires a stable internet connection and a user account. Short (video) introductions make it easier to get started.



A typical scenario: Several people collaboratively develop a campaign idea. They collect ideas on a prepared digital whiteboard, structure their contributions, and develop them further.

The moderator guides the process, structures the discussion, and ensures that contributions are thematically sorted and developed. The discussion is enriched by supplementary documents, links, or images.

The end result is a structured catalog of ideas, serving as the basis for demands or content. The entire process can take place synchronously or asynchronously, enabling broad, location-independent participation.

**Commonly used digital whiteboard software includes Miro, Mural and Microsoft Teams Whiteboard.**

### Here's what's next!

Simply google the different whiteboard software options, compare them and try them out!

### My notes:

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[short.wu.ac.at/03\\_GP\\_Commons](https://short.wu.ac.at/03_GP_Commons)



## Initial Situation

In social movements and civil society organizations, there is often a lack of structured, accessible, and practice-oriented educational resources. Activists—especially those from marginalized communities—face the challenge of **acquiring knowledge** about **campaigning, organizing, and political participation** on their own, often without a central point of contact or support. The digital fragmentation of information, language barriers, and limited accessibility further restrict access.

Particularly in times of social upheaval and growing digital disinformation, there is a strong need for spaces that consolidate knowledge, make it accessible, and contribute to empowerment and collective capacity-building.



co-creatively designed by npoAustria

## Implementation

The **Commons Social Change Library** was founded in 2019 to make knowledge from social movements freely accessible in one central place. A small team recognized that many initiatives face similar challenges but often operate in isolation from one another.

Today, the library offers **more than 1,500 resources** in various formats, including articles, videos, podcasts, checklists, and case studies. Topics range from campaign strategy and community organizing to digital security and narrative change.

The team curates existing content, develops new materials, and collaborates with international partner organizations. In times of social crisis, the library provides targeted **resources** to support activists quickly and effectively.

## Impact

The Commons Social Change Library has established itself as a central **knowledge platform for social movements**. It strengthens activists' strategic capacity, promotes inclusive learning, and facilitates access to high-quality resources—regardless of prior knowledge or available resources.

Its intentionally **low-threshold design** enables broad use and helps empower more people to engage effectively in driving social change.



## Initial Situation

In 2020, the Indian government passed new agricultural laws that were perceived by millions of farmers as a threat to their economic livelihood. The protests that followed became one of the **largest social movements** in the country's history.

The key challenge was mobilizing and coordinating a vast, geographically dispersed population that was often only minimally connected through digital channels. Traditional media coverage of the movement's concerns was limited or distorted, and many social networks were subject to state control or algorithmic restrictions. There was an **urgent need for a communication tool** that was accessible, direct, and reliable.



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## Implementation

The movement strategically relied on **messaging services** as a **central tool** for both internal organization and external mobilization. Hundreds of local groups were created, each responsible for specific regions or tasks.

Through these groups, participants **shared information about protest locations, transport logistics, medical support, and legal assistance**. A particularly creative tactic was the use of emotionally framed chain messages that encouraged recipients to forward them. These messages spread virally through personal networks and reached people who were not actively engaged on social media platforms.

The decentralized communication structure made it possible to make decisions in a grassroots, participatory manner and to respond flexibly to new developments—for example, when protest locations changed at short notice or when government restrictions were imposed.

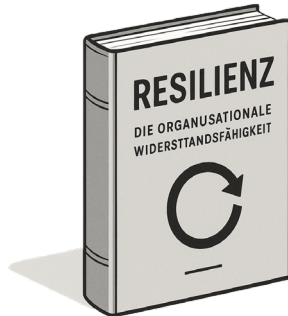
## Effect

The use of messaging services significantly contributed to the **out-reach and resilience of the movement**. The platforms enabled fast and direct communication that functioned independently of public channels.

The viral spread of messages helped mobilize even remote regions. At the same time, the decentralized structure **strengthened the autonomy of local groups** and made the movement less vulnerable to state control.



[short.wu.ac.at/03\\_GP\\_orgRes](https://short.wu.ac.at/03_GP_orgRes)



## Initial Situation

The COVID-19 pandemic hit us—like many other civil society organizations—unexpectedly and with full force. Our familiar structures and processes were disrupted, communication became more difficult, decision-making slowed down, and the team’s sense of security noticeably declined.

At the same time, we realized that such periods of crisis are unlikely to remain exceptions. We were faced with an important question: How can we become **more resilient as an organization in the long term**—not only in crisis mode, but also within an increasingly complex, digital, and fast-paced working environment?



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## Implementation

In our search for concrete and practical approaches, we came across the book “Organizational Resilience” by Alois Schrems. The **combination of scientific facts and practical examples** helped us understand resilience not as an abstract concept, but as a tool we can actively apply.

We began by reflecting on our internal processes: Where are we already resilient? Where do risks or bottlenecks exist?

Based on the methods and standards described in the book, we developed **measures tailored to our specific context**—from establishing clear communication channels and defined responsibilities to creating intentionally designed spaces for team reflection. What was particularly valuable was that the book is accessible even to non-experts, enabling everyone on the team to contribute ideas and help shape the process.

## Effect

Today, we share a **common understanding of resilience** and use concrete tools that help us remain capable of acting in times of crisis while strengthening us in everyday work. Collaboration has become clearer, team cohesion has improved, and we are better at recognizing both **individual and collective resources**.

In particularly challenging situations, we respond more quickly, share responsibility, and develop sustainable solutions together. Engaging with the concept of resilience has increased our capacity to withstand pressure and made our collaboration more intentional—an **ongoing process** that continues to grow through conversations, decisions, and crises alike.



## Initial Situation

For years, our organization has been committed to expanding educational opportunities for disadvantaged young people. However, in reviewing our public communications, we noticed that many of our social media posts, newsletters, and reports focused heavily on problems—lack of access to education, growing social inequality, and structural barriers.

Although this information was important, it often triggered **resignation rather than motivation**. Comments such as “There’s nothing you can do about it anyway” or “This just makes me feel depressed” became more frequent. The result was declining engagement, fewer volunteers, and stagnating donations.



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## Implementation

The team decided to systematically introduce the approach of constructive journalism—with the goal of continuing to report honestly about problems while placing a clear focus on solutions, progress, and opportunities for action. The following steps were implemented:

- 1. Describe problems clearly, but briefly**  
Instead of lengthy problem analyses, we used short, fact-based introductions.
- 2. Put solutions at the center**  
We highlighted concrete projects and explained how they create impact.
- 3. Let people speak for themselves**  
Volunteers, beneficiaries, and experts shared their experiences and successes through quotes or short videos.
- 4. Provide context**  
Each story showed how individual progress contributes to broader social change.
- 5. Include a call to action**  
Every post ended with a clear invitation—to get involved, donate, or share the story.

At the same time, we trained all volunteer authors and social media coordinators in this approach to ensure consistent implementation.

## Impact

Constructive journalism proved to be an effective tool for fostering **engagement, hope, and collective resilience**—both within the organization and among the wider public.

Within six months, interactions across our digital channels increased noticeably. The number of active volunteers involved in project work also rose significantly.

Our content strengthened **people's willingness to donate** and enhanced the **sense of community**: many reported feeling informed, inspired, and meaningfully included.

## [Article: Knowledge 4.0 Knowledge Management during digital transformation](#)



*Klaus North and Ronald Maier*

This article describes how knowledge management is evolving in the course of digital transformation. It introduces the Knowledge Ladder 4.0 model, which illustrates how organizations can transform data and information into value-creating knowledge. Key challenges such as designing digital work environments, fostering a learning culture, and the role of leadership in digital change are addressed.

## [Fediverse –Establishing decentralized communication channels](#)



*Digitalcourage e.V.*

The Fediverse is a federated network of independent social media instances that communicate with one another via open protocols such as ActivityPub. Users can be active on different platforms (e.g., Mastodon, PeerTube, Pixelfed) and still exchange content across networks—without relying on a single central platform. This structure strengthens data sovereignty, independence, and diversity in digital communication.

## [Guide Book: Building Strong Civil Society Coalitions](#)



*Functional Areas in the EU*

This practical guide offers structured guidance on building and strengthening civil society alliances. It addresses key aspects such as defining shared goals, building trust, clarifying roles, and strategic communication. The resource is particularly valuable because it combines practical tips, concrete tools, and case studies.



### [Practical Guide "Strengthening and Protecting Civil society"](#)



*Action Civil Courage*

This guide offers practical guidance for civil society organizations and local authorities on how to counter threats against civic activists. With concrete recommendations, checklists, and examples, it demonstrates how cooperation, social support, and prevention can create and strengthen a supportive environment for democratic engagement.

### [Practical guide "Actively shaping digital transformation in civil society organizations"](#)



*Magdalena Bork and Dr. Birthe Tahmaz*

This book offers accessible guidance for small organizations who want to actively shape digital transformation – with key guiding questions, tried-and-tested tools, and hands-on experience. Its particular value lies in its holistic approach, which, in addition to technical aspects, also includes attitudes, culture, and learning processes.

### [Practical guide "Creating alliances for tolerance and non-discrimination"](#)



*OSCE*

This guide offers practical recommendations for building and strengthening alliances between civil society organizations and other activists. It identifies success factors for collaboration, provides international examples, and offers tools for joint planning. Thanks to its participatory approach and broad applicability, it is a valuable resource for alliance work.

## European Union: goals and values

### *European Union*

Values form the basis for orientation and cohesion in a complex world. European values – such as human dignity, freedom, democracy, equality, the rule of law, and human rights – serve as a common compass. They create trust, provide support in decision-making processes, and promote respectful coexistence within a diverse society.



## Self Evaluation: my personal values

### *Burkhard Heidenberger*

Every person carries personal values within them – but often we are not fully aware of them. By recognizing our values more clearly and actively living them, we strengthen our resilience and inner stability. Furthermore, developing a shared foundation of values is crucial for successful teamwork. Various tests and exercises offer valuable insights for self-reflection and exchange.



## Self Evaluation: Recognize your team role

### *Home Office Gadgets*

The Belbin Team Role Model highlights how diverse strengths within a team interact and contribute to balanced collaboration. It describes nine team roles across three categories: action-oriented roles, which focus on implementation and results; thinking-oriented roles, which emphasize analysis and expertise; and people-oriented roles, which foster cooperation and communication.





### [Book recommendation: Resilience in teams - ideas and application concepts for team development](#)



*Monika Huber*

This book demonstrates how resilience can be strengthened not only individually but also within a team. It applies key findings from resilience research to teamwork and makes it clear that fostering a sense of coherence or considering other resilience factors can support and strengthen teamwork skills.

### [Book recommendation: Promoting collective resilience](#)



*Martin Brassler*

In his book, Martin Brassler explains how resilience can be systematically strengthened within teams and organizations. After introducing key theoretical foundations, he presents four models that offer different points of leverage for leaders. The crucial factor is to understand these models well enough to select and apply them appropriately according to the specific situation.

### [Crowdfunding for financial resilience](#)



*Respekt.net*

The crowdfunding platform Respekt.net enables associations and committed individuals to raise donations for their projects in a simple and accessible way—thereby strengthening their resilience in the face of social and economic challenges.



Die Plattform für  
Wissenstransfer  
und Vernetzung

**Resilience to go**  
A toolkit for you, your team and your (digital)  
voice – for democracy and European values.

Intro

Personal

Communicative

Collective

Appendix

# Appendix

# ProEuropean

— Values AT —

ProEuropeanValuesAT is an initiative aimed at **strengthening civil society organizations in Austria** in support of **democracy, the rule of law, and EU values**. Organized by the International Center for New Media (ICNM) under the direction of Peter A. Bruck, the EU-funded project is implemented in cooperation with the consortium partners Respekt.net, Volkshochschule Salzburg, npoAustria, and Europahaus Klagenfurt.



## Our Motto

**We are dedicated to strengthening participatory democracy, safeguarding the rule of law, and promoting European values in everyday practice.**

**What do we do?** Through the EU programme Citizens, Equality, Rights and Values (CERV), ProEuropeanValuesAT has been awarded funding covering 90% of a total budget of €5 million. The remaining 10% is contributed by the consortium partners.

With these funds, we will strengthen civil society organizations in 2025, 2026, and 2027 in two key ways:

- Capacity building and networking through workshops, know-how sessions, mentoring, and opportunities for exchange.
- Full funding of activities by supporting projects that actively promote democracy, the rule of law, and European values.

Below you will find an overview of the grantees supported through this project: [short.wu.ac.at/peva-grantees](https://short.wu.ac.at/peva-grantees)



## The ProEuropeanValuesAT Consortium

**Note:** The logos are clickable and link to the respective websites.



**International Center for New Media** | Association, Salzburg, Coordinator Lead, Digital Democracy

The ICNM is a non-profit organization with an international focus that evaluates, promotes and disseminates outstanding digital solutions with positive social impact through programs, research and training.



**Respekt.net** | non-profit limited liability company and association, Vienna, NPO Funding -Grant processing

Respekt.net is a crowdfunding platform that brings together people with socio-political project ideas and people who want to support such projects.



**Salzburg Adult Education Center** | Association, Salzburg Lead Capacity Building & Further Education

The Volkshochschule Salzburg offers a modern, diverse, and continuously evolving educational program. Each year, it supports around 48,000 people in Salzburg through more than 7,000 courses—accompanying learners from childhood through to old age.



The platform for knowledge transfer and networking

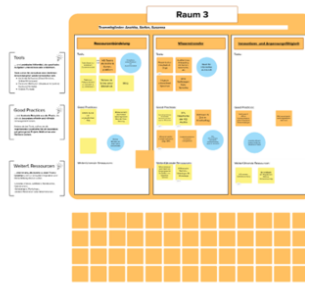
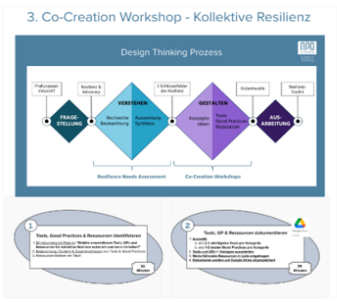
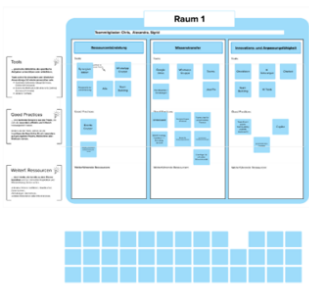
**npoAustria** | Association, Vienna Lead NPO Outreach and Networking

npoAustria specializes in providing academic and practical knowledge to strengthen and develop civil society organizations, thus supporting the NPO sector.



**Europahaus** | Association, Klagenfurt Lead European values

The Europahaus Klagenfurt is a highly active European educational institution. Since 1965, it has informed broad segments of the population about special EU events and it also promotes dialogue with citizens across borders.



# Co-Creation Contributors

Alexandra Bieber	Österreichische Gesellschaft für Familienplanung
Alois Schrems	Resilience Consult
Bettina Növer	Evangelische Jugend Österreich
Christophe Gevert	Greenwood Digital Initiative
Claudia Baumgartner	iTransform – mentale Fitness & nachhaltiges berufliches Empowerment
Doris Schober	npoAustria
Gerhild Sallaberger	Basisbildungszentrum abc-Salzburg gGmbH
Heike Wöckinger	Caritas Oberösterreich
Josef Pürmayr	Experte für Sozialpolitik
Judith Safar	ÖZIV Bundesverband
Lukas Weissinger	npoAustria
Manuela Straub	Letzte Hilfe Österreich
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Michaela Maschek	npoAustria
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Mona Naderer	Coach, Berater:in, Resilienztraining
Nikolaus Tuschar	Greenwood Digital Initiative
Norbert Stute	Bessere Welt Info
Petra Rösler	Diakonie Österreich
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Sigrid Koloo	RISE - Verein zur Förderung von Bildung u. Forschung für nachhaltige Entwicklung
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Susanna Boldrino	Freiberufliche Beraterin, Lektorin, Trainerin
Sven Saekert	Greenwood Digital Initiative
Tjerk Boorsma	Greenwood Digital Initiative
Ursula Bittner	Greenpeace Österreich

# npoAustria – The Platform for Knowledge Transfer and Networking

At npoAustria—formerly the NPO Institute—we’ve been strengthening nonprofit organizations (NPOs) for nearly 30 years by bringing research and practice together. Our work centers on knowledge sharing, networking, and the exchange of experience.



## Our Mission

As a **nonprofit association**, we support NPOs in their daily work—where practical assistance is most needed. We provide **well-founded research-based knowledge**, offer guidance, and foster **exchange between organizations**. Our aim is to achieve sustainable impact through evidence-based solutions. What matters to us is that our solutions do not remain theoretical but provide immediate and tangible benefits for your organization.

## What we do

We bridge the gap between **research and practice**. Through our events, training programs, the npoNewsletter, and a range of publications, we share practical, relevant insights for the nonprofit sector. We connect charitable organizations with experts from academia, providing support grounded in solid, evidence-based expertise.

## Our Goal

We help NPOs sustainably increase their impact—for a well-functioning society.



The platform for  
knowledge transfer  
and networking

### Resilience to go

A toolkit for you, your team and your (digital)  
voice – for democracy and European values.



npoAustria. Die Plattform für Wissenstransfer und Vernetzung

 <p>wir vernetzen &amp; informieren</p> <p>npoMemberBreakfast npoVideokonferenz npoExpertTalk</p>	 <p>wir bieten Aus- &amp; Weiterbildung</p> <p>npoWorkshops npoLehrgang npoBasics</p>	 <p>wir begleiten Projekte</p> <p>npoScreening npoBarometer npoSupport</p>	 <p>wir helfen weiter</p> <p>npoNewsletter npoPartners npoHotline</p>	 <p>wir unterstützen Forschung</p> <p>npoSandpits npoLesetipps npoStudentProjects</p>
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## Developing together!

Our tailored **workshops** help you tackle challenges in a focused and practical way—turning solutions into action. Whether the topic is **resilience, positive leadership, or process optimization**, we create **evidence-based formats** customized to your organization and its day-to-day operations.



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## Let's stay connected

Our **newsletter** keeps you regularly updated on hands-on training opportunities, upcoming events, and the latest research insights.

Subscribe now and become part of our growing network!



[short.wu.ac.at/npoAustria\\_NL](short.wu.ac.at/npoAustria_NL)

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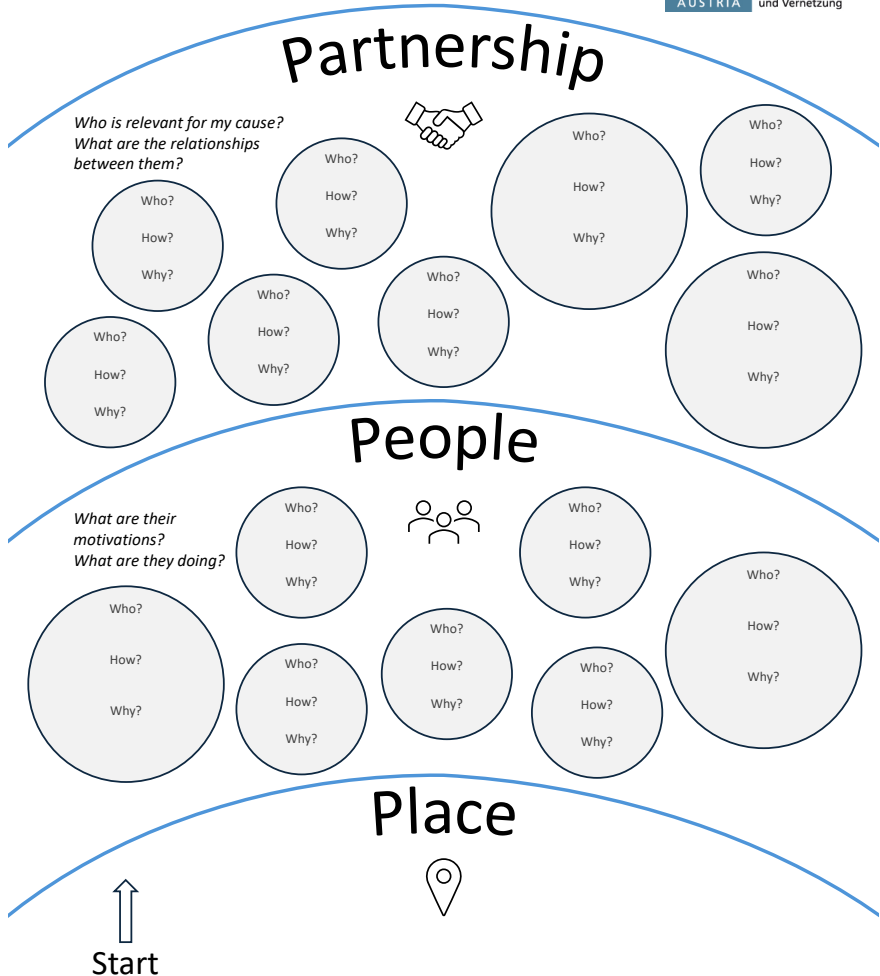
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What does your vision look like?

## Vision-Canvas



Die Plattform für  
Wissenstransfer  
und Vernetzung



What do the place, the people, and the partnerships of the vision look like?  
Describe them along the canvas.



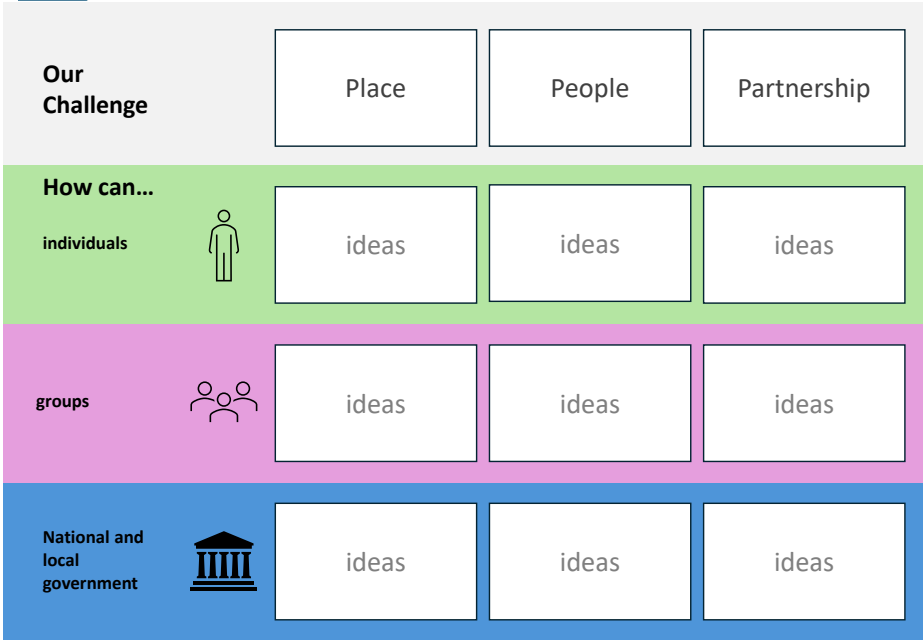
The platform for  
knowledge transfer  
and networking

### Resilience to go

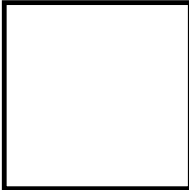
A toolkit for you, your team and your (digital)  
voice – for democracy and European values.



## Idea-Canvas



# PERSONA



Name: .....

Age: .....

Location:.....

## Education:

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## Job Title:

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## Languages:

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## Biography:

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## Influences:

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## Personal Quote:

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## Personal Goals:

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## Personal Values:

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## Motivations

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## Frustrations

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## ACCESS TO TECHNOLOGY

### Type of Phone:

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### Type of Computer:

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### Media Source:

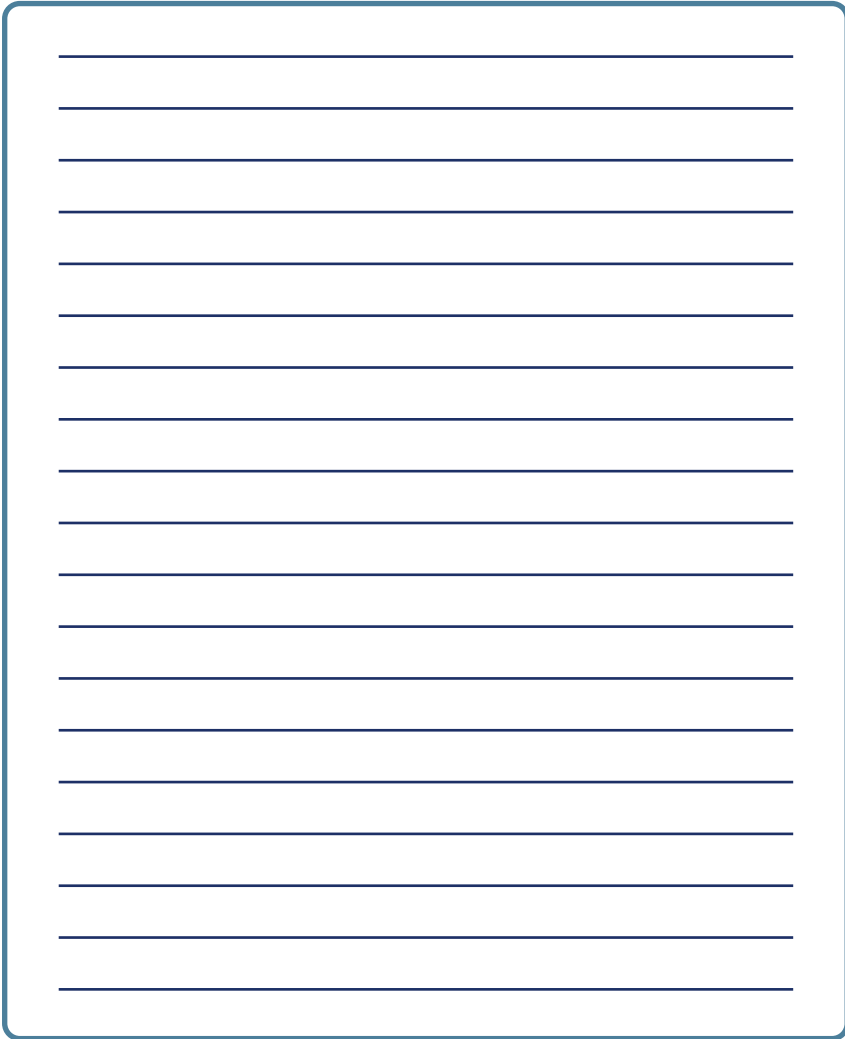
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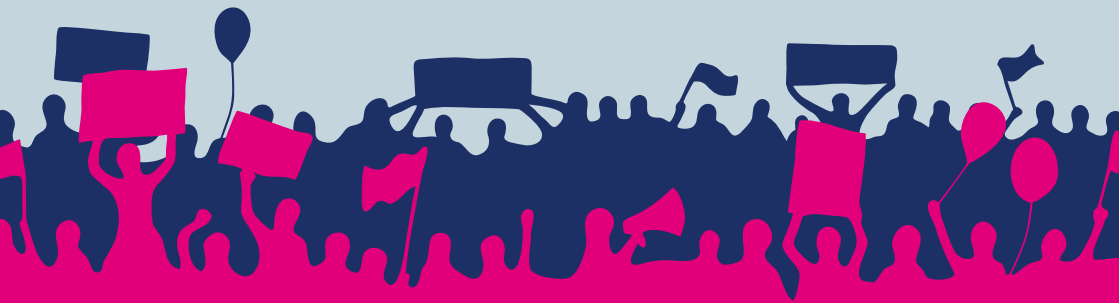
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## My Tips:



A large rounded rectangular box with a dark blue border, containing 20 horizontal lines for writing. The lines are evenly spaced and extend across most of the width of the box.



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Citizens, Equality, Rights  
and Values programme