# STRATEGIES FOR BUILDING AN ORGANISATION WITH A SOUL:

## *worksheets*

Hope Chigudu and Rudo Chigudu

# about this document

These worksheets are taken directly from the guide *Strategies for Building an Organisation with a Soul* by Hope Chigudu and Rudo Chigudu. They feature the sections 'A moment for reflection' that appear at the end of each chapter, and the Annex 'Doing an organisational soul check'.

The sections are presented here as separate set of worksheets to make them easier to download, print and use as you work through the guide.

# credits

# *a moment for reflection*

**01**  What is your organisation's soul song? Do you feel like everyone in the organisation knows it, and enjoys singing it?

**02**  What are some of the elements that can cause discord and make you forget the lines of your song? Have you experienced these in your organisation?

**03**  How is power exerted in your organisation? Is it balanced more towards nurturing power within and power with? Are there many examples of dominating power over? How does that affect your organisation's soul song?

**04**  In your organisation does everyone feel seen? Do you feel seen? How does that affect presence in your individual and collective work?

# a moment for reflection

**01**  The journey of MWO is like that of many other organisations. Thinking about the story of MWO, consider the questions below:

- What did the organisation's soul look like to begin with? What changed?
- What are the different ways that staff responded to challenges?
- What do you think lay behind their different responses?
- How did the external political, social and economic environment affect what was happening within the organisation?
- How did the non-stop juggling of too many issues affect the well-being of the organisation?
- What strategies might MWO have applied that would resonate with their 'soul song'?

02   Returning to your current role in your organisation, consider the questions below:

- What similarities exist between MWO and your own organisation?
- What could be done to prevent the MWO story from becoming the story of your organisation?
- What would need to be done and by whom?
- What is the soul song of your organisation if you do not have one what would you like it to be?
- How can a soul song be retained during conflict?
- How can it be retained when there are increasing priorities and competing demands as an organisation grows?

# a moment for reflection

## 01

**Reflecting on the story individually**, consider the questions below:

- What did you find most striking about the story of Awakening?
- What would it take to create an organisation such as this one?
- What did you like most about the organisation and can you see how this could be possible within your own organisation?
- What do you think went wrong in the organisation?

## 02

**Reflecting on the story in a group**, consider the questions below:

- What did you find inspiring or useful about the strategies that Awakening used to build, nurture and strengthen its soul? Could any of these be used in your organisation?
- What were the dynamics around the challenges in Awakening? Are there any elements that you should be paying attention to in your organisation?
- Awakening did not die – how was it revived?
- What other lessons can be learnt from this story?

# *a moment for reflection*

## 01

People rally around boldness and specificity. Is your vision for building the organisation's soul specific and bold? Does it cultivate a culture of thinking differently about what is productive and what is not?

02

Who are the people that think differently in your organisation? How can you draw inspiration and strengths from their boldness as you envision introducing a different way of working?

# a moment for reflection

01   Does everyone in your organisation feel equally 'seen'? If not how do you think this affects their sense of presence? What could be done to change this?

02   Do you feel that your organisation sees over the horizon? Are you building an organisation that has a sustainable soul, one that will be present for the next generation?

# a moment
# for reflection

## 01
What are the elements that drive your organisation that are taken for granted?

## 02
What do people in the organisation believe is absolutely impossible?

## 03
What is politically incorrect to ask in your organisation?

# a moment for reflection

**01**     Does your organisation set aside time for encouraging creativity? Do you make change happen through you? Or do you just get stuck in routine and let change happen to you?

**02**     Think of ways to incorporate creative expression into your everyday work. For example, can you use images instead of words to explain the work of your organisation?

**03**     Look at other organisations in your sector that are successful in their mission and building momentum. How do they incorporate creativity to support innovations? What can you learn from this?

# a moment
# for reflection

## 01

What do you see as the benefits of working in a trusting environment?

## 02

What are the factors that undermine trust in your organisation?

## 03

When was the last time you acknowledged someone for working in a sprit of trust?

# *a moment for reflection*

01  Is the organisation's learning culture seamless and open to new ideas?

02  Do you routinely get diverse people together to share ideas and learn from each other?

03  Do the organisational culture/policies address issues of diversity?

# a moment for reflection

## 01

Does your organisational culture reward people for trying acts of love, or does it discourage them?

## 02

How can you create the kind of organisational culture that makes everyone happy and comfortable? Are you brave enough to shake up parts of your organisational culture caught in the status quo of 'serious organisations don't celebrate?'

# *a moment for reflection*

## 01

How bold and daring is your organisation with regard to addressing issues of diversity (diversity defined broadly)?

## 02

What deliberate measures can the organisation take to ensure inclusivity and respect for diversity?

# *a moment for reflection*

## 01

Do you have 'truth tellers', people who stand up in a meeting and say, 'this is not affirming vocabulary, let us use positive, energising and soulful words?'

## 02

How can you start using empowering and authentic words; words that give energy and enable you to sing your song loudly and energetically?

# *a moment for reflection*

## 01

Do you feel that your family understands your work? Do they support you? If not, what can you do to solicit their support?

## 02

Does your organisation discuss the importance of creating a life/work balance?

## ANNEX: DOING AN ORGANISATIONAL 'SOUL CHECK'

An organisational soul check is a brief exercise to help gauge where an organisation is in terms of how nourished its soul is and how clear its soul song is. The questions below highlight key areas for discussion and contemplation individually and across the organisation. You can use these as a quick 'check in' – either before you start to build a process around growing the soul of your organisation, or as part of the reflection and learning process while you try different strategies. Ask each question and note key points that emerge, paying attention to whether there is a sense that things are stuck, moving positively or turning to the negative.

**Rapid Soul Check**

☐ How well does staff know the organisation's soul song?

☐ How connected is the collective team to its soul song and is it singing it?

☐ Are there a clear set of shared values and principles?

☐ How strong is the sense of solidarity as well as personal and organisational security?

☐ Does everyone in the organisation feel that they are 'seen' by their colleagues?

☐ How comprehensive is the healthcare policy or health cover available?

☐ How supportive is the workplace to creativity, laughter and celebration?

☐ To what extent do individual staff prioritise their health, social and family lives as part of their activism?

☐ In serving the community do you periodically pause to reflect on internal well-being?

☐ How effectively is tension and conflict handled in the organisation?

☐ Are there any significant 'undiscussables' which are not being named or actively addressed in the organisation?

☐ Does the organisation respect diverse personal beliefs, identities and ways of being (e.g. by being secular)?

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