

Org Minds

Participant handbook



**INSIGHTS FOR DESIGNING
PURPOSEFUL AND RESILIENT
LGBTI ORGANISATIONS**

Welcome to OrgMinds: Insights for Designing Purposeful and Resilient LGBTI organisations!

OrgMinds is an ILGA-Europe learning programme for LGBTI activists on designing and running organisations that are fit to advance their missions, withstand troubles, and make the best of their resources. We hope for it to be a space where LGBTI activists can learn about organisational design and explore ways to strengthen their organisations, groups, and collectives with peer support, inspiration, and the joy of discovery.

What is it about?

Developing and fine-tuning organisations, groups, networks or collectives is at the core of social change work. What does it take to set up and evolve them in ways that best serve our purposes? In ways that account for the often-limited resources we have – and that make the most of them? In ways that embody our strategies and values? These are the questions that this programme is centered around.

The challenges and dilemmas that LGBTI groups face are rooted in different realities, aspirations, and strategies, and thus lead to different solutions. There is no universal recipe and no organisational design solution that would guarantee a success. Each and every LGBTI organisation, group, network and collective is unique in its exploration. At the same time, there is a breadth of knowledge and experience, both within and outside of the LGBTI movements, that we can tap into. Making connections to this knowledge and creating a supportive and inspiring learning space is the intention behind this programme.

The **OrgMinds** programme is a collective learning journey that:

- Connects you to existing knowledge in organisational design that can support you in strengthening and evolving you group, organisation, network or collective in a way that makes sense for it;
- Offers hands-on tools and practices that will help your group, organisation, network or collective to work and evolve at the intersection of vision and action and to find sustainable solutions to your organisational challenges,
- Creates a nurturing and inspiring space, where you will be able to connect these tools and knowledge to practice, while being supported by a group of peers and their experiences.

Throughout the OrgMinds programme you will:

- Understand what organisational design is and how it can support your strategy and mission;
- Get the space and support for critical reflection about your organisational design and its strengths and weaknesses;
- Acquire practical tools, methodologies, and solutions for fine-tuning and strengthening your organisation, and you'll test the relevant ones in practice;
- Model a course of action to address specific challenges or gaps in your organisational design;
- Connect with a supportive peer network of other LGBTI activists and organisations on a journey of growth and learning around purpose-driven, transformative, and effective organisational designs.

We hope that this programme will make your organisational development journey easier and will support you in finding solutions that work best for your organisation.

How does it work?

The programme runs online on Zoom **from 1 May until 1 December 2022**.

You are part of a group of around 20 activists from across the European and Central Asian LGBTI movement who are on a journey of growth and learning about developing their organisations, groups, networks, and collectives.

You will find the full programme and timeline at the end of the handbook.

The programme includes:

- **10 3-hour online workshops**, offering primers on the topics, in-depth group discussions, and hands-on activities;
- **A selection of thematic resources and practical tools** on various aspects of organisational design, from purpose to decision-making to culture, that will accompany each module, inform your exploration of the module's topic, and can be used by your organisation and team in the future;
- **A journaling guide** for capturing take-aways, ideas, observations, and plans;
- **3 optional peer labs** to dive deeper into concrete organisational challenges and cases with other participants and to get their support and feedback;
- An opportunity to apply for a **small implementation grant** to further apply your learning in your organisation or to support other LGBTI activists in your country in accessing this learning;
- **A retrospective meeting** to take stock of the first few months after completion of the programme.

The language of the programme is English.

A few practical details:

- [Here](#) is the link to register for the programme and to get access to it on Zoom. Please register by 3 May 2022. You will receive your access link once you register. The access link can be used for all workshops and peer labs at times listed in the programme below;
- [Here](#) is the link to OrgMinds board on Miro. This is where we will meet ahead of the first workshop – please introduce yourself there and explore the tool. This board will store all programme materials, including reading lists, and will be used to take note of some of our discussions and some of home assignments. You need to create a free account to be able to use this board.

What will you need to do?

Every module of the programme (3-4 weeks), you will need:

- To participate in a 3 hour-online workshop (the workshops will run with two breaks),
- To read and practice in-between the workshops: after each workshop, you will receive a mailing with resources to explore and journaling questions to consider ahead of the next workshop. Sometimes you will need to note down your input on our Miro board. All of this may take between 1 and 3 hours, depending if you skim through it or take a deeper dive,
- If you decide to tap into collective experience and get feedback on your specific case, you will take part in peer labs; we will host 3 peer labs throughout OrgMinds, and each takes another 1.5-2 hours;
- To give time and effort to sharing the learning with your team and experimenting with putting relevant take-aways into practice.

Facilitators

In designing and offering the OrgMinds programme, ILGA-Europe partnered with two consultants with vast experience in organisational design and development of LGBTI and other social change organisations. We will be guided through the programme and the reading materials by:

- **Charlotte Millar**

Charlotte has 20 years' experience in organisational design, with a particular focus on organisations working for economic systems change. She has co-founded two award winning nonprofits that build the capacity of campaigners, organisers and other change makers working for economic and social justice. In these roles she grew both organisations from the seed of an idea, to become well resourced, fully staffed and impactful organisations, driving change towards a new economy. She has led the design and delivery of a range of training and capacity building programmes, and has

trained and coached over 100 organisations, helping them to design their organisational strategy, structure, culture and approach to anti-oppression.

○ **Patricia Prendiville**

Patricia works with social change organisations. She combines social analysis of inequality, oppression and marginalisation with a psychodynamic systems approach to organisational design and operation. In particular, she brings a focus to planning and implementation for impact, developing understanding and learning within organisations of long-term strategies as well as medium term goal attainment. Throughout the consultation, training, mentoring and formative evaluations conducted with organisations, Patricia maintains a balance between the personal, the community and society. In the SOGIGE field, she has worked in ILGA-Europe, and with TGEU, ILGA, OII Europe, IGLYO, as well as national level LGBTI organisations.

Programme lead & contacts

Anastasia Smirnova, ILGA-Europe’s Senior Programmes & Policy Officer, is the OrgMinds lead, coordinating the programme. Anastasia will be there with you for all online workshops. She will host peer labs and our shared online space on Miro, and will support you and our facilitators whenever needed.

Anastasia’s role is also to document, observe, and build up on the experience of this programme to make sure the learning lives on beyond OrgMinds and to offer it to others in the LGBTI movement. Throughout the programme, you will be receiving guidance, reminders, and invitations to share feedback from Anastasia.

Get in touch with Anastasia with any questions, suggestions, and observations you will have about OrgMinds. She will be happy to talk with you whenever you feel that you’d like to run ideas with somebody external or to share your thoughts for the workshops. Please consider Anastasia your companion throughout OrgMinds and feel free to reach out at Anastasia@ilga-europe.org.

OrgMinds Programme and Timeline

Outcomes of the selection process	28 April
Setting the scene activities (at your own pace) <ul style="list-style-type: none">• Online meet & greet on a virtual canvas on Miro• Getting acquainted with the anchoring organisational design concepts through reading materials• Formulating and sharing your learning question	28 April – 4 May

<p>Workshop 1: Launch of the programme</p> <ul style="list-style-type: none"> • Introductions & overview of the programme • Exploring participants' expectations and learning outcomes • Introduction to organisational design framework • Reflection on organisational successes and failures and the role of organisational design in them 	<p>4 May, 13.00-16.00 Brussels time</p>
<p>Workshop 2: What does it mean for an organisation to be well designed?</p> <ul style="list-style-type: none"> • Form follows function: the interplay of organisational design with strategy, values, people, and external factors • Why create an organisation and organisational design • Identifying key elements of organisational design 	<p>25 May, 13.00-16.00 Brussels time</p>
<p>Workshop 3: Structure and roles</p> <ul style="list-style-type: none"> • Common organisational structures • Defining and allocating roles in the organisation; • Making rights, responsibilities, and paths between them explicit • Recognizing power and privilege in organisations and organising: reality and idealized structures • Maintaining working relationships and balances around power, accountability, hierarchy, roles 	<p>15 June, 13.00-16.00 Brussels time</p>
<p>Peer lab 1 (optional)</p> <ul style="list-style-type: none"> • A space for a deeper reflection about specific challenges and solutions in organisational design that you and other participants have • A space to bring your own challenge or case, tap into collective wisdom, and get others' feedback and encouragement for your work • This peer lab will focus on the learning and topics covered in workshops 1-3 	<p>29 June, 13.00-14.30 Brussels time</p>
<p>Workshop 4: Structures and practices for community engagement and organising</p> <ul style="list-style-type: none"> • Whom organisations engage and why; a reflection on the challenges • How to enable new people to join the organisation and how to support them to stay 	<p>13 July, 13.00-16.00 Brussels time</p>

<ul style="list-style-type: none"> • Reflection about structures, practices and personal habits that create barriers for community engagement • Communication as key function within organisations, internally and externally 	
<p>Workshop 5: Decision-making, consultation, and feedback</p> <ul style="list-style-type: none"> • Methods of decision-making and making them work for the organisation • Modes of involvement; participation vs commitment • Consultations and feedback-seeking: when and how • Addressing common challenges in decision-making, consultations, and feedback-seeking 	3 August, 13.00-16.00 Brussels time
<p>Workshop 6: Accountability and checks & balances</p> <ul style="list-style-type: none"> • Guided reflection on organisational accountability • Examples of internal and external accountability mechanisms and practices: how to support accountability of roles in the organisation and how to support accountability of the organisation as a whole • Checks and balances that keep organisations on track, the role of communication 	24 August, 13.00-16.00 Brussels time
<p>Peer lab 2 (optional)</p> <ul style="list-style-type: none"> • A space for a deeper reflection about specific challenges and solutions in organisational design that you and other participants have • A space to bring your own challenge or case, tap into collective wisdom, and get others' feedback and encouragement for your work • This peer lab will focus on the learning and topics covered in workshops 4-6 	7 September, 13.00-14.30 Brussels time
<p>Workshop 7: Relationships, culture, and mindsets</p> <ul style="list-style-type: none"> • A primer on organisational culture • Values and principles: ideal vision vs. what is possible within resources • Tools for a guided reflection about organisational culture and ways to model it • Working with difference and dealing with conflict • Working to be inclusive and equitable 	21 September, 13.00-16.00 Brussels time
<p>Workshop 8: Norms, boundaries, and rules</p>	12 October, 13.00-16.00 Brussels time

<ul style="list-style-type: none"> • Making norms, boundaries, and rules explicit: what, how, why • Organisational policies: what makes them living and breathing reference sources that people rely on • When some of the existing norms, rules, and policies don't seem to work anymore 	
<p>Workshop 9: Adaptive organisations and continuous learning</p> <ul style="list-style-type: none"> • Openness to evolving as an organisation • Mindsets and practices of adaptive and learning organisations • Sources of inspiration and ideas: key theories and approaches around organisational design 	2 November, 13.00-16.00 Brussels time
<p>Peer lab 3 (optional)</p> <ul style="list-style-type: none"> • A space for a deeper reflection about specific challenges and solutions in organisational design that you and other participants have • A space to bring your own challenge or case, tap into collective wisdom, and get others' feedback and encouragement for your work • This peer lab will focus on the learning and topics covered in workshops 7-9 	16 November, 13.00-14.30 Brussels time
<p>Workshop 10: Taking stock</p> <ul style="list-style-type: none"> • Reflection about individual and organizational journeys throughout the programme • Organisational plans and intentions for the future • Supporting each other in growth and learning, the role for ILGA-Europe 	30 November, 13.00-16.00 Brussels time

Mid-way through the programme, we will open a call for small implementation grants.

In spring 2023, we will invite all OrgMinds participants to a retrospective meeting to reflect on the impact of this learning in your organisations and discuss ways forward for supporting intentional organisational design within LGBTI movements in Europe and Central Asia.

We look forward to this learning journey and to exploring together the different ways of building and running successful and evolving LGBTI organisations!