



eNews

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“Karibu sana” to our November 2024 update!

Read exciting highlights from the recently concluded EASUN’s FOLD training for CSO leaders and facilitators of change in East Africa. Participants explored the intricate relationship between identity, resistance, and change. Learn how facilitators can create supportive environments that help individuals embrace transformation. Engage with the vital wisdom reinforced for CSO leaders attending the training: “Ethical leadership is about building bridges—leading with care and understanding to inspire transformative journeys that empower individuals and communities alike.”

Are you a FOLD graduate?

We’re thrilled to announce dates for a FOLD Refresher and networking gathering for all FOLD graduates: 18–21 March 2025, in Moshi, Tanzania. Mark your calendars. Contact lulu.mollel@easuncentre.org

Inside this issue

1. Interplay between identity, resistance & change—Insights into experiential nature of EASUN training & practical take aways for leaders.
2. Tanzanian CSO strengthens individual and collective leadership through a team building intervention.

CSO Leaders Attending EASUN's Training Learn How to Motivate people for Growth

Another six CSO leaders from Kenya and Tanzania completed EASUN’s FOLD (Facilitating Organizational Learning and Development) training in November 2024. The program, which began in June 2024, is structured into three intensive modules designed to build transformative leadership, facilitation and OD consultancy skills. The theme of the final module, *Leader as a Conscious Agent of Transformative Change*, highlighted the role of a facilitator as a leader who is capable of supporting organizations, teams and communities to embrace change under normal circumstances where resistance manifests itself. EASUN has so far trained 1000 CSO leaders through FOLD alone.

The FOLD training methodology emphasizes experiential learning, through engaging exercises that apply a variety of creative approaches—including storytelling, metaphors, drawing, and sculpture. Such “Alternative Language Channels” help participants deepen understanding and internalize concepts in ways that exceed what conventional teaching methods can achieve.

Leaders Encounter Their Own Resistance to Change

One session that particularly stood out in module three was “Resistance to Change”, especially when participants built symbolic houses that represented their personal identities, or personas. The *persona*, often likened to a psychological “house,” is a structure crafted by the ego as it interacts with the environment over time. The role-

play helped participants experience resistance directly in themselves, especially in the part where they faced “city officials” arriving to demolish their houses, insisting that renovations were necessary to meet new standards. Through this role-play, participants experienced resistance firsthand, gaining insight into how deeply rooted identities can resist change. The exercise provided a safe, creative environment for CSO leaders to explore how their own fixed mindsets, attitudes and habits may obstruct change and growth.

Enlightened for ethical governance

As the exercise was unpacked, participants highlighted their emotional responses, which ranged from frustration and reluctance, to anger, and hatred. Some of them expressed how suggestions to alter their carefully constructed



“houses” felt deeply personal, “akin to an attack on our very foundation”. The role-play offered valuable insights, including new awareness of the skills, values and posture that leaders and facilitators need to display when acting to influence change and growth in organizations and communities: “We protect our constructed identities as fiercely as we guard our physical creations”, remarked one participant. Generally, they expressed the realization that an identity, like a home, is built over a lifetime. Suggestions for change, therefore, must be approached with sensitivity,

The session on resistance capped three transformative training modules that raised maximum self- and social awareness of CSO leaders seeking appropriate skills to support their advocacy for democratization and justice in African and global governance. It was a powerful experiential learning process that brought the leaders to confront the roots of resistance within themselves. This led them to recognize that introducing meaningful change requires critical reflective engagement.

Ethical leadership is empowering

The training highlighted a crucial skill for ethical leaders: “handling resistance”. A facilitator of change creates a safe environment where individuals feel encouraged to experiment with new possibilities without fear of judgment. Leaders can leverage people’s openness to growth when they consistently exercise values and skills of empathy and respect.

While the ego naturally resists change to protect itself, the path to meaningful transformation lies in working with resistance, not against it. By honouring the mindsets, prejudices and habits that people build over time, leaders can guide them to uncover the roots of their beliefs and habits, enhancing their readiness for change.

Module three of FOLD reinforced a vital wisdom for CSO leaders: Ethical leadership is not about breaking down defences but about building bridges—leading with care and understanding to inspire transformative journeys that empower individuals and communities alike.

Attend FOLD training, experience life transforming learning

Enquire with EASUN about opportunities for attending FOLD training. Next cycles start in May 2025 both in Moshi (Kenya and Tanzania) and Kampala. Contact info@easuncentre.org or lulu.mollele@easuncentre.org

Structuring Organizations for productive collaboration: EASUN Conducts a Teambuilding Process for a Major Tanzanian CSO

In late October 2024, EASUN facilitated a team-building workshop for 80 staff of Zabella, a civil society organization based in Moshi, Tanzania. In its request for support from EASUN, the organization mentioned the need to strengthen collaboration as the main reason for seeking a team building process.

The transformative processes used in the workshop helped build trust, promoted a sense of ownership, and challenged the staff to explore the concepts of both individual and collective leadership—all while aligning their sense of purpose with stated organizational mission of Zabella.

All aboard

A key activity at the start of the workshop was a creative exercise that highlighted how attitudes and behaviours of team members influence their responses in collective problem-solving. The exercise used the image of a pirate ship, where the crew's diverse attitudes and behaviors directly impacted the ship's well-being. This engaging approach helped participants reflect on their own behaviors and highlighted the risks of fragmentation in teams lacking a clear sense of purpose.

New learning expressed by members from the Pirate Ship exercise include:

1. An effective team member is conscious and responsive to collective needs or demands in the organization.
2. Teams need coordination toward achieving a common purpose.
3. A team needs to be continually learning and adapting to current and emerging situations.



Impact and Next Steps

The overall design of the workshop enabled a thorough exploration of skills and values that leverage a cohesive team culture. It also provided a unique opportunity for Zabella staff to reflect on how existing leadership and overall governance practices are influencing possibilities for team performance. Through transformative learning exercises, participants also learnt communication skills, relational behaviours, and leadership practices that enhance collaboration.

The impact of the intervention was well captured in a poem composed by the staff of Zabella—celebrating unity, open communication, and a strengthened common sense of purpose:

*“Sasa tupo kitu kimoja,
Kazini kwa ushirikiano na upendo wa kweli,
Mawasiliano mazuri yakawa dira,
Na kazi yetu inapata mafanikio.”*

The team-building workshop empowered Zabella team members to commit to building a collaborative and team culture based on enhanced self-awareness. The workshop processes, designed for dialogue and reflection, reinforced the importance of inclusivity and trust in achieving the organization’s mission.

Moving forward, participants outlined specific action steps toward developing a sustainable team culture in Zabella. These include:

- Establish systems that promote participatory learning and feedback.
- Build leadership practices that align with the organization’s mission and values.
- Strengthen an organizational culture rooted in trust, collaboration, and shared ownership.

This team-building intervention equipped the staff of Zabella with new possibilities for enhanced cohesiveness in their work of providing transformative care and new opportunities for children. By developing empowered and unified teams, the organization is now better positioned to fulfill its mission with resilience, compassion, and a renewed sense of purpose.

Training opportunities for your team

Foster a collaborative, empowered, and self-aware team by facilitating a team-building workshop that enhances individual and collective leadership, promotes a sense of ownership, and aligns with the organization’s mission. Contact info@easuncentre.org or lulu.mollel@easuncentre.org

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