Centre for Organizational Learning
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EASUN eNews

August 2026

"Karibu sana" to our August 2026 update!

This issue reflects a growing movement of learning beyond the boundaries of the classroom—where innovative ideas and practices are being carried into organizations and communities. Across recent engagements between EASUN and CSO leaders attending its trainings, a common thread is emerging—transformation begins through the choices leaders make, the practices they introduce, and the spaces they create for others to learn and grow.

This eNews issue brings together stories of how EASUN's work is taking root in different contexts: 1) how a simple organizational practice can inspire new ways of working, 2) how leadership development evolves into a lifelong practice of accompanying change; 3) how symbols can hold deeper reflections about wholeness, complexity, and transformation.

Together, these stories point to a deeper understanding of organizational development as the cultivation of environments where inclusive diagnostic processes and reflective learning can lead to meaningful change.

Inside this issue

1. The Baobab: How an African Tradition Inspires Organizational Learning
2. Exploring the Philosophy Behind EASUN's Transformative Work
3. Upcoming Learning Opportunities at EASUN

Spreading the Wings of Learning Organizations

Sometimes the most powerful lessons are not delivered in a classroom but experienced through everyday practices. During a recent Facilitating Organizational Learning and Development (FOLD) training at EASUN Centre, Hope for Young Girls Director Salama Kikudo encountered one such practice while exploring different learning spaces around the Centre. The Baobab—a powerful image of storytelling and collective learning captured her imagination.



Inspired by the African tradition of gathering beneath a tree to deliberate on matters of shared importance, the Baobab at EASUN is a meeting place that symbolizes a way of "managing through learning".

Once every week, EASUN staff come together under "the Baobab" for a Weekly Team Perspective Meeting (WTPM) to share and reflect on planned

activities, work in progress, and completed tasks. Using color-coded sticky notes arranged under the headings "Planned," "Progressing," and "Done," each team member makes the organization's work visible to everyone. This simple practice promotes transparency, accountability, shared ownership, and mutual support while helping individuals connect their daily tasks to the organization's broader purpose.
For Salama, the value of the Baobab lay in the organizational culture it nurtures. She saw how an intentionally designed space, supported by consistent practice, could strengthen collaboration and continuous learning within an organization. Moved by both its simplicity and practical relevance, she declared that she would "take it home."

That commitment has already begun to take shape. Salama is adapting elements of the Baobab culture within Hope for Young Girls, demonstrating how meaningful organizational learning can spread beyond institutional boundaries. Her actions illustrates an important principle of organizational development: when people experience practices that genuinely improve relationships and organizational performance, they often become carriers of those ideas into their own contexts. In the same way, Salama has contributed to spreading the wings of organizational learning after one encounter with a powerful experience where organizational learning has transformed teamwork.

Irene Fugara's Growing Transformative Practice

Leadership development does not end when a training programme concludes. It continues through practice, reflection, and the everyday choices leaders make as they accompany change in their organizations and communities. Recent follow-up visits with participants in EASUN's leadership development and coaching programmes revealed how such learning journeys continue to shape practice long after the formal learning episodes. One specific visit highlighted the work of Irene Fugara, a Dar es Salaam-based organizational development consultant whose practice reflects many of the principles nurtured through EASUN's training.

Working with civil society organizations and private schools, Irene coaches leaders to embrace transformative leadership, moving beyond the usual focus on policies, structures, or governance documents—especially when these gravitates exclusively toward compliance. She helps organizations examine the assumptions, relationships, and patterns that shape how people work together, essentially building the capacity of institutions to become places where learning is embedded in everyday practice.

A significant evolution of Irene's practice started when she attended EASUN's Facilitating Organizational Learning and Development (FOLD) course in 2021. She also enrolled in EASUN's apprenticeship programme and later registered to become an OD Associate. These experiences strengthened her facilitation and organization development skills, especially creative ways of accompanying organizations to surface uncertainty or resistance, and perceive the opportunities present in more conscious management of their change processes.

"Working with clients has deepened my awareness of organizational complexity and the need to engage each level consciously. It has shifted how I see institutions, not just as structures for delivering results, but as spaces for human development."

–Irene Fugara



Trusting the Process

Among the most significant lessons Irene has carried into her work is learning to *trust the process* as she facilitates change processes. She has cultivated the necessary patience and discipline to accompany organizations as they gradually discover their own capacity for change. She describes her role as helping to "liberate the will" for change—creating conditions in which individuals and teams become willing participants in shaping their future. Alongside supporting clients, Irene has become increasingly attentive to her own growth as a facilitator, recognizing that meaningful organizational change often begins with the inner work of the practitioner.

Rethinking Learning in Schools

Irene's work with schools reflects the same philosophy. She encourages educational leaders to see schools not simply as institutions that deliver knowledge, but as learning organizations where students, teachers, and leaders continuously learn together. She has helped school leaders cultivate cultures of curiosity, reflection, and inquiry—letting go of a "know-it-all" posture,

Within this work, Irene continues to challenge narrow definitions of educational success that rely primarily on examination performance, including results from the National Examinations Council of Tanzania (NECTA). While academic achievement remains important, she facilitated leaders in the educational field recognize that quality education depends on creating systems that enable continuous learning, collaboration, and professional growth among the educators themselves.

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A Word About EASUN

This is a simple invitation to pause and understand both what EASUN does and the deeper philosophy shaping its work. Recently, a participant in one of EASUN's trainings inquired about the meaning behind the EASUN logo: the

The deeper message: Holding the Whole Together

Organizations, like people, exist in complex realities. There is the visible world: strategies, structures, policies, plans, budgets, and meetings.. Then there are the less visible aspects that quietly influence all of these: identity, assumptions, relationships, emotions, values, aspirations, habits, and the stories people hold about themselves and each other.

Anyone who has accompanied organizational transformation knows that what lies beneath the surface often determines what is often seen or perceived. A strategy may be technically sound but disconnected from the organization's identity. A governance structure may exist on paper while trust and collaboration slowly weaken. New procedures may be introduced while old patterns of thinking remain untouched. The lesson is simple: the visible and invisible dimensions of an organization cannot be separated.

The circle in the EASUN logo represents this unity. It reminds us that transformation by bringing different realities into dialogue. The goal is not to eliminate tension, but to embrace paradox and discover a more integrated and purposeful way of moving forward.

contrast between light and dark, and the circle divided into two complementary halves. Human development is indeed a movement toward wholeness, allowing parts of ourselves that appear contradictory to be equally acknowledged and integrated. Organizations, too, contain tensions that cannot simply be removed: stability and change, structure and creativity, individual expression and collective responsibility, certainty and uncertainty. The challenge is not always to resolve these tensions quickly, but to create spaces where deeper understanding and new possibilities can emerge.

The Invisible Dimensions of Change

Too often, organizational development is approached as a search for solutions to visible problems. A new policy is written. A new structure is introduced. A new process is designed. These interventions can be valuable, but transformation requires something deeper. An organization can have well defined proceduresand still remain fragmented. It can have detailed plans and still lack shared purpose. It can be efficient and still struggle to learn. Wholeness emerges when the different parts of an organization—its people, structures, identity, relationships, and aspirations—begin to work together as a living system. The opposite of fragmentation is not order. It is wholeness. EASUN's work goes beyond fixing organizational symptoms. We seek to accompany organizations in exploring the deeper patterns that shape their way of being and working together.

That is the quiet invitation contained in the EASUN logo. The light is incomplete without the dark. The visible is incomplete without the invisible. Neither exists to defeat the other. Together, they form a whole. And this is also the purpose of "A Word About EASUN" at the beginning of our programme activitie: before learning new tools and approaches, we invite participants to understand the deeper perspective from which those tools emerge.

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Learning Opportunities at EASUN!

Whether you're nurturing a new generation of leaders, equipping your board for strategic oversight, or building stronger teams in your organization, EASUN is here to support your work, organizational growth and improved performance. Enquire today about the possibility of a tailored learning experience for your organization, such as:

- Transformative Leadership Training (FOLD)
- Board Leadership and Governance training
- Coaching for Leaders and Managers
- Team Building for Organizational Cohesion
- Facilitation Skills for Community Outreach Staff (fieldworkers).

Next cycles for FOLD (Facilitating Organizational Learning and Development) will start in November 2026 in Arusha—for Kenya and Tanzania and Uganda. Contact info@easuncentre.or.tz or lulu.mollel@easuncentre.or.tz .

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