For Organisations

Leadership mentoring

Who is this for:

- Anyone in the organisation who is stepping up to a leadership role for the first time, is facing challenges in their growth, or wants to engage with an external perspective on the topic.

What is it:

- An exploration of the responsibilities, challenges, and rewards or one's position and leadership role. We work to identify and overcome obstacles, celebrate growth and personal wins, and build effective strategies tailored to the person.

  Examples of themes that might surface: motivation and fears, tools for effective communication, conflict management, time management, structuring meetings, documenting processes, when and how to delegate, etc.

  The goal is to support the work of the person within the organisation by fostering their leadership skills.

This is not:

- A therapy session: during the process we might encounter topics that would benefit from a deeper conversation but that are outside the scope of the support that can be provided in this context, the person might then be encouraged to bring them up in a more appropriate context.

- A list of prescriptive advice or rules: while external perspectives and experiences are helpful, the focus remains on developing an individual's skills and on finding strategies tailored to their specific objectives.

Format:

- Recurring one-on-one meetings of approximately 1 hour each, with a weekly or bi-weekly cadence to be decided based on the situation. The minimum duration is 3 months and the meeting structure will vary to reflect the individual's goals and needs.

Internal Workflows Review

Who is this for:

- The leadership team or any core team responsible for leading and managing the main operations of the organisation.

What is it:

- A facilitated process of review of internal workflows to identify strengths and areas for growth.

  Some relevant areas might be: distribution of responsibilities, delegation strategies, documentation practices, tracking deadlines and to-dos, structure and frequency of meetings, onboarding processes for key internal roles, internal communication structure and platforms, decision-making process,

perceived transparency, etc.

The topics discussed can vary from extremely practical matters (e.g.: how many pair of keys are needed?) to high-level alignments of expectations and objectives (e.g.: what are the responsibilities of the key roles within the team? are there differences across working groups?), and both can emerge within the same discussion. The input of the group will guide the conversations and any resulting action that might be taken, since the process needs to adapt to the needs and resources of the organisation (like time and energy).

- The process begins with one-on-one conversations with all group members in order to establish an initial overview of strengths and areas for improvement. The information is then collated and presented to the group in a facilitated conversation with the aim of identifying which areas the group wants to focus on. Based on this choice, working groups can be created to elaborate proposals and solutions. Facilitation and support will be available throughout. Finally, the proposals will be evaluated and adapted to meet the capacity of the organisation, potentially planning to enact them one at the time to ensure the efforts are sustainable.

This is not:

- An opportunity to blame each other for what is not working in the organisation, or a place to demonstrate that everything is perfect.
- A set of rules or pre-determined processes that the facilitator will impose unchanged to all organisations.

Format:

- The duration and frequency of the meetings is to be decided based on the availability and resources of the organisation. The process can be broken down in two phases, and the pace can be adapted for each: a first phase to identify areas of focus, and a second phase to develop and implement proposals. To make it a feasible and sustainable effort, a timeline of a few months with regular meetings is advised.

Quality Assurance and Evaluation through Intersectionality

Who is this for:

- For any organisation, especially in the non-formal education and youth-work sectors, wishing to assess their operations using an intersectional and human-right approach and the help of an outside perspective.

What is it:

- A participatory process of discovery and evaluation based on the "Quality Assurance Handbook" [1].
- One or more areas of focus are selected based on the org's priorities and available resources (time, energy, people). The five areas covered by the manual are: "Management", "Communication, engagement and outreach", "Project/activities design and implementation", "Risk management and mitigation", and "Monitoring, evaluation and learning".
- The handbook's guiding questions and criteria are used as starting points for reflection and evaluation activities. The aim is to take stock of the current practices and identify one or more

opportunities for improvement.

This is not:

- A process to decide whether the organisation is or isn't "intersectional enough": the objective is to asses what is working and what can be done to help improve a specific area.
- An external evaluation without any internal input: in order to be effective, the process has to actively involve the people working daily in the organisation.
- A check-list of formalities to conform to: the opportunities for improvement are contextual to the org and its working in order to provide real value.

Format:

- The format might vary based on the org's availability and on the specific area of work. It can be an immersive experience (like a workshop or a full day of work on a single topic), or a longer process (scheduling individual interviews and different group sessions to elaborate the concepts and findings).

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1. Produced as part of the project "Quality Assurance for All? Ensuring quality of youth work through intersectionality and human rights", the handbook was developed by a group of organisations with experience in youth work and the third sector. I was an active participant in the piloting of the manual, carrying out evaluations for areas related to the activities design and conflict management for youth-work organisations in Turin. The feedback and perspectives gained during the piloting have contributed to the final version of the handbook, which can be found under 'publications' on Hreyn's website or directly at this link. ↵