



## Providing Support through Organizational Transitions

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### Webinar Captioning Transcript

*Presented by Futures Without Violence*

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Hello, and welcome. I'm with the National Council of Juvenile and Family Court Judges and I'm helping to facilitate today's webinar. Before we begin I want to provide you with a brief overview of how our webinar system works and how you can interact with today's presenters. To the right of the PowerPoint we have the public chat box. Feel free to leave any questions or comments you may have here. We will also find the PDF copy of the presentation in the materials box below as well as additional materials related to Tate -- today's event. Put the file and click the download file button and a new browser window will open and once you confirm, the download will begin. You have an opportunity to complete a brief evaluation at the end of the webinar. We please ask that participants stay in the webinar room until it closes and that evaluation should pop up on your screen. If you experience any technical or audio issues during today's event, please let me know in the chat box and I will contact you directly. Thank you for joining us. I will turn it over to our moderator for today, Jennifer White with Futures Without Violence.

>> Thank you. My name is Jennifer White and I am the program Director for Curriculum Development and Program Design at Futures Without Violence. Welcome to our webinar today providing support through organizational transition. This webinar is part of a project supporting Organizational Sustainability Institute supported by the Department of Justice Office on Violence Against Women. I'm joined today by two wonderful presenters. I'm going to tell you a little bit about them. As you can see on your screen one presenter, Isa, Executive Director of the Center for Hope and Healing. Prior to this she worked in the anti-violence field for 20 years holding several statewide and national roles in the movement to end sexual and domestic violence. She's a really well respected leader and national trainer in the field of children, domestic and sexual violence, system change, policy and practice. She has authored several articles on topics such as family centered practice in child welfare, racial and ethnic disproportionality and immigration. Beckie was recently the Social Justice Capacity Building Director at the Asian Pacific Institute on gender-based violence. She has worked in the movement to end violence against women for over 30 years. She

cofounded Asian Women's Shelter's in San Francisco and served as its founding executive Director for over 21 years. Beckie has extensive experience in providing multilingual, multicultural services to domestic violence and trafficking survivors and their children, innovative program development, prevention, immunity building, policymaking, and institutional advocacy. Beckie has provided peer-based training, technical assistance, and facilitation to groups on local, state, national and international levels. Our learning objectives for this webinar today are that as a result of the webinar you will be better able to discuss organizational transitions using the transition curve which Beckie will talk a little bit more about. Identify how individual and organizational transitions can impact individuals differently, and best practices to manage transitions. Finally, consider how to tailor supervision and/or peer support to address the needs of individual staff through transitions. We would like to start out today just by doing a little bit of a poll to find out -- poll to find out who's with us. What is your role at your organization?

>> It looks like we have a majority of program staff with about six executive directors present today. Before I turn it over to Beckie, I want to know Isa are Beckie, do you have anything to say before we start off before we get into the slides and the meat of the webinar? Okay. With that I will turn it over to Beckie to begin our conversation. Thanks, Beckie.

>> Wonderful. Thank you. I'm starting off with this quote from Maya Angelou and there is so much for us to uphold and remember of Maia -- Maya. She said we delight in the beauty of the butterfly but really admit the changes it has gone through to achieve that beauty. I have been so inspired by Maya and many others and so that is why when I was doing the transitions curve I superimposed it with the caterpillar to the cocoon to the butterfly because it reminds us first to pay attention to nature as we go through changes ourselves. And also it helps us to know that it's part of a natural process. I will go deeper into that, but just to open us up by thinking in that way I also feel a lot of us in this work -- there is so much stress right now and so much hard times and so many changes, external and internal. One thing I would invite you to do is thank you for joining this webinar and let's just breathe. Remember to breathe in, breathe out a smile and we are going through. Let's begin. Really what I wanted to talk about is change or transition? It's all just terminology and I'm happy and I'm glad that we have interpretation. There are different ways to talk about it but just to be clear, the word changes really a new situation and a shift and it's often when we think of change we think, I am A 2B. Making a move. Transition is really a word that helps us be more internal to understand that it's a process and a new outlook, identity, mindset so that both on the individual level as people and leaders and advocates, as well as organizational. By how structurally we are creating the framework and the way and culture of our organization to really pay attention to the transition. I think it makes me smile because all of us are there. Both our own experience and being gender-based violence as well as working and dedicating our lives and our work to helping others to end that in their lives and heal and that is a huge transition. That is a bold and amazing

transition that many survivors have to do a major transition and of people in their lives. So then I think it's good for us to -- even in the small ways or in other ways -- embrace that. That is what we are dedicated to do so let's practice that ourselves internally and in our organizations. What often happens is when people don't change or don't go through transition, we might have an assumption or judgment about them. Really what happens to people, it's not that they necessarily fear change. It's that they fear loss. That is where we feel stuck or we don't want to go through a change or transition. It's often because we are worried about what we are going to lose and that could be insecurity. My safety, my securities and things I know. Competence, I know how to do this so why are we going to go through this transition or what is this about? We are changing our whole organization? I don't know if I really can do that. It's about relationships. I feel like that is so important. I want to quote [ name unknown ] who left us at this time but had a long wonderful life. She was from Detroit and an activist and what she would say is, it's not about critical mass, it's really about critical connections. I feel like I really hold that deeply. We want to grow things, we want to change, lead and it is really about building those relationships. It's very important for a time to reflect and pause for that. Make space for that. Sense of direction, people fear change -- loss and worry about transition because where are we going? What is the North Star? Where are we headed or sometimes we know what the vision or the big picture is but the route to it is uncertain. Also, territory. Many of us have lost our territory. It has been robbed or we are no longer in the land that is us and our people. It's very important to be aware of that and what it means. Not to do trivial turf wars, be bigger than that and also understand and respect our space and time. Here is the transition curve. What I did was I combined this idea about we go from caterpillar to what we are calling the neutral zone in a transition curve. That is the cocoon because caterpillars go into a cocoon and then they emerge from that into a totally different thing, a butterfly. Going through that I want to just talk about that. The endings are really times of new beginning and often this might look familiar to you or feel that in the inside of the curve are ways that people feel in that stage of a transition. They might have disbelief. What are we doing? Or resistance like no, I don't want to go there. Sadness because of the loss. Depression, withdrawal -- those are very common things that happened during a transition. On the outside of that curve, I wrote out tips of what we could do to help each other, help ourselves as well as help each other. That is sharing information. We need to be transparent and really share information, clarify roles and really acknowledge. This is going through transition and acknowledge somebody might feel sad about this or a loss and just really being able to honor and respect that and let go to feel just like a caterpillar. We are going to let go and take that bold leap and encourage, support, inform are so important to really speak to the process. And then the cocoon, the cocoon -- who would want to be in a cocoon? That is the neutral zone. It's so interesting because during that phase of a transition, it comes the most creativity. It is a pause, a time where you are in a cocoon, right? It's gooey, messy but you still have your essential elements. That is scientifically what happens to caterpillars. The essential elements are still there but we don't know what's happening and we are just in it, claiming it and in that neutral zone is where with our

essential elements we can then start rising up and commit to the new in that is where we start really focusing on activities, focusing on priorities, recognizing contributions or setting goals. We are to -- teambuilding support and helping each other organizationally and establishing norms. That is how we are helping that happen. With that help, what can happen on the inside is that going from that unfocused, gooey, wondering what's going on to feeling overwhelmed to then focusing and being committed, participating and really being engaged and then we are to the new beginning. That is the transition curve and I feel like what has been helpful for me to really take actions is to use this. One example is when I shared this and did a training to an organization here in our nation, I did a retreat and it was so good that one of the founders -- founding board members when they were going through a transition -- when I introduced this she could claim it herself. She said oh my goodness, I was there in that caterpillar stage. She could articulate and was able to be shown rather than say founders syndrome or somebody getting stuck there. Her being self-aware and with the whole organization so there is people along the whole spectrum. On those in the new beginnings. I've been there too where I'm like, let's go. Why is everybody resisting? So it is being mindful there and of course the cocoon where it is those uncertain times. There is space for all of that. People are in different places along the transition curve. So really practicing that self-awareness in your own physician on the curve -- position on the curve. Those are tips I've written in their and you can decide that for yourself. I want to point out to you that we have done this as a tool. You can utilize that. We have a transition curve tool and it is something you can use to organize your group reflections, sharing use in the transition curve charts. That was the example I gave you. You can plan and support strategies to help manage transition. You can follow up on progress in moving along the curve towards new beginnings and successful transitions. That is the quick take on transition curve's and I can tell a lot of stories of examples of folks have questions. Right now I thought I want to turn it over to Jen who is going to open up and invite you in for a chat.

>> Great. Thank you, Beckie. We are going to think about whether you have observed transition in your own organization? If you have seen how transitions have impacted different staff differently. Have you seen it might have impacted staff differently one from the other? Yes or no? It looks like folks are overwhelmingly saying yes. I wonder if some folks might want to share in the chat box what might be some reasons that the experience for certain people was different than for other people? The same thing happened, why did it impact other people differently? I see some folks are typing so we will just stand by for a second. Everyone brings a different fear to the table. Crystal says years of doing the same thing or having the same policy. Ownership of projects or work might cause the affected be different. This is interesting, Jessica says it may have been explained to different people differently. Some people feared risk of losing their jobs. It might've been different based on the length of time at the organization. Change in relationship with supervisors or other organizational support. Staff being moved into different roles. It may have affected some people differently depending on what role they had. Some folks in the organization may have more experience with change than

others. That makes a lot of sense. We have a bunch of comments. Let me make sure we get through them. Attachment, Janel says the thing that is changing. Some folks may have a different attachment to the subject of the change whether it is a person leaving, some staff may have a different relationship than others. Abigail says certain staff members have felt that their opinions or ideas were not included or considered. Change was made without input. That is something that is really important. Getting input from the organization from the folks who are working there who will be impacted by different changes. Donna says summer ready for a change and others are worried about who will come to be in charge. Right. A lot of folks talking about what's going to happen to me? Some of the staff started out at different points in the curve. I think this is related to personality, length of time at the organization etc. People might see the new person coming in differently. Changes can be triggering. Great comments from all of you listening in. Before I turn it over to Isa, with regard to the comments, Beckie did you want to follow up on anything or Isa?

>> Yes, this is Beckie. I really want to make sure to give time and I'm going to just chat in or pop in when Isa is addressing a lot of these things about the impact on our self, people as well as our organizations and communities. I think if we create a culture or way that people could speak out, that just makes transition better all along. For example, when I was the founding Executive Director of Asian Women's Shelter, I remember sometimes I would be thinking of something or have something in mind and think, okay, we are going to be expanding to do this XYZ and then I was like, people don't seem as excited as me. So on that transition curve I was at the new beginnings place and there could be a way that I might be thinking, these people are just stock or they don't really get it or something like that. I feel like being true and self reflective and bigger than that, I asked the question. You don't seem as excited as me, tell me more and just opening that up was so great and made for a better transition period because they might've brought up questions or worries that I could either respond to or that I hadn't thought about. This idea of salary, people might feel does that mean my job is going to be gone? For example, thank you for being able to ask that and that's not what I meant at all or this is our plan. Just really speaking to the process is taking us further and I feel like in our movement we sometimes have this habit of we just have to do action. It's not about the process and in fact, to tell you the truth I've been told -- jokingly referred to as the process clean because I'm so into process. The reason is by being -- paying attention to process, you can get to the outcome. I want to turn it over to Isa.

>> Thank you so much, Beckie.

>>Thank you, Beckie. This is Isa and I just want to thank the Council for having me and for everyone on the webinar. Thank you for joining us today. Likewise I could go on all afternoon talking about organizational trauma and specifically the mistakes I've made as a leader in trying to imagine -- manage organizational trauma. It is challenging. One of the things we know is that our collective experiences as an organization going through transition is lost as Beckie said earlier. One of the key feelings is lost. These series of

events can trigger over time trauma in an organization. Not just from the work we are doing but from the transitions that we go through. I jokingly say to my team all the time, the one constant in our work is change. We are ever changing programs, people, responding to laws and policy. So change is constant. That can cause organizational trauma. Trauma as we know is an experience that overwhelms our noble -- normal coping capacity. That is the layman's definition that I like to use and that can happen to our organizations as well. The change we are experiencing, the transition we are experiencing is overwhelming our capacity to cope. I am trying to get to the next slide and experiencing my own organizational difficulty here. Thank you. The organizational change impacts each individual differently. I'm reflecting on some of what everyone said which was so spot on in terms of how it affects folks differently whether it is the length of time they've been at the organization, the changing relationships, the attachments. I used to report to one person and now I report to another one. Oftentimes the majority of what you said is about relationships. Even something like I'm going to be sitting in a different office or I will be sitting further away from the Executive Director are closer to the Executive Director can spark a lot of feelings and a lot of actions about connection and relationships. Individuals can have lots of feelings around their role in the organization. I don't know what I'm supposed to be doing now, I don't know what my role really is and there are other factors that are more identity based. About race, class, gender, gender identity. All of those factors that we bring with us into our day-to-day work that can impact how we experience the transition. Are we going into another chat right now?

>> Yes, the question we had up is what strategies do you use to support staff during transition? Folks can go ahead and give us some ideas in the chat box.

>> Thank you.

>> I will read some of them allowed for everyone. Catherine said explain fully why the change is being made. Alex said sharing information. Molly said more space to discuss and process. Repeated communication in multiple formats. Ask for feedback. Getting feedback continuously. Again a similar -- to have space to be heard and validated and the fears are real to the people experiencing them. Validate frustrations, concerns, worries and answering questions and allowing for input. Donna added talking about feelings of losing the past and thoughts for the future. Katy said no surprises. Giving time to staff to adjust to change in staff or roles. To be inclusive in sharing and inviting feedback. Lindsay stated open dialogue even about uncomfortable transitional issues. Some folks are still typing so we will give it another minute. Allow for frank exchange of ideas. Donna asks is the timeline important for the sequence so it doesn't feel like slowly ripping the Band-Aid off? Isa, do you want to address that?

>> Sure. Great question, Donna. I think timing is important. Some transition, some changes have to happen quickly and sometimes they are not in our control. As an executive Director I've had situations that we've gone through where it's a worst-case scenario for all of us. We do funding for a project or it's not refunded. That's a change

we don't necessarily have control of in the moment but we do have control over how we allow people and what space we create within the organization to allow people to process that change. Staff working on that program maybe to understand they will be laid off or something will happen. I think the timelines are not -- for me they don't always have to be in sync. Sometimes change has to happen and we still have to make space for the transition, for the feelings around it, for the organization to write itself -- right itself. Beckie, do you have anything to add?

>> Yes, I think like I was giving examples about that -- it is just naming that a transition and also understanding that people are coming from different places. That's what makes it the beauty of our organizations or communities that we have. It's a diverse group of folks in their and it's also really paying attention to -- being self-aware of our own culture and the way we see things and across that.. An example of that would be for myself, I am a third generation Japanese-American born here in California and when we started Asian women's shelter [ Indiscernible ] that was a recent refugee from Laos was our first woman advocate. Around transition she was so much better at transition than me because she had gone through some major upheavals in life. In that way those kinds of skills I think she really understood and could be totally in the present with survivors who were going through transitions. The other thing about that is pace. I think in our culture here in the U.S. we have this fast pace. Let's do all these things, that's better. Rushing through things when actually sometimes they have to be slow but also thinking about our space in time and the pace we are running and that all of us have a different pace going on. I think that is important too. You might get it right away and want to be there and others might not or they just need a little bit more reflection time to think about making a move or making these major transformations.

>> Thank you, Beckie. That was fantastic. We were joking before we started that the first strategy to manage transitions should be brief and that is where you started. I know myself, going through transitions as well that feeling of being in chaos. What I do now? How do I understand this change? How do I take it in and then translate it to the team in a way that folks can hear it. Legitimate questions become grounded in who we are as people and as people of color, dealing with transition is very familiar and yet we each deal with it differently. Thank you for listing folks you worked with and their experience of being better at transitions in some ways.

>> Some sample practices, and you all set it. I feel like your comments in the chat -- you are also right on. I want to affirm what you are saying and asking. I don't feel like I'm adding a lot to where you are already at. You are really on point. The first thing is, as you said, to understand that each individual experiences it differently. Pacing, as Beckie said but there is other sample practices. This is not everything or the only thing or meant to be do these. These are sample practices. One is to remember that in movement work we have really strong organizational cultures. We have organizational values that are oftentimes about equity, anti-violence, increasing respect and peace. Those values, during transition, need to come forward even more. We need to

remember who we are and why we do this work. One role for leadership is to model that, as Beckie just said, to name it and articulate, yes, this transition is hard and here is why we are here as an organization. Here is what we do. Those values about how we treat each other and who we want to be in the world are our mainstays and foundation. I'm remaining rooted in the mission and the core values of the organization. This is incredibly important during this transition because as I just said it is the mainstay of who we are. But as everyone has said in their comments, it is easy to get thrown off course in the middle of a transition. It is super easy to get thrown off course. We can get into struggles around power, hierarchy, identities. So to remain steadfast in the mission of the organization of the core values, we talked about each individual experience -- experiencing transition differently. And Malik -- acknowledging that emotions matter. The next slide is a practice but it's a visual that I like a lot. Giving people -- we as leaders have an opportunity to create a space but we are not the only ones holding it. To distribute leadership and allow other people all to help and be part of the transition and change. And easy visual, maybe not what our organizations like -- look like but I like the chairs. We talked about pacing, making base but we as leaders really have the ability to create that time and make space for organizational discussion. It is typically not a one and done. As you said earlier on, it's hard for folks to come forward and talk about what they are worried about and what they are afraid of, how they feel. Whether they are angry. Am I going to have a job, am I going to have a salary increase or decrease? We have to figure out multiple ways to allow that time for that discussion. Not just once but more than once in the organization. Maybe even pause if that's needed. If folks are not able to routinely have that discussion. If you have weekly staff meetings, maybe it's not something you do at every staff meeting, but maybe it is something you do every other. You make space on a routine basis to say we can still continue talking about it. Maybe the change had to happen or has had already happen. It doesn't mean we are done and can no longer talk about it. Again distribute leadership. This was on the executive directors. It doesn't mean I'm the only person on my team who can call a meeting or ask if we can get together to discuss, exchange. To be able to allow others in the organization to have leadership around the dialogue. I want to pause for a quick moment to see if folks have questions about that. We can go on to the next one. One of the things we can rely on -- some of our organizational structures and practices that can support an effective transition -- again I love the butterfly analogy because it does for me speak to, in a beautiful way, what the outcome is of a transition and I don't want us to lose track of that but sometimes even difficult transitions can allow us to be in a stronger place as an organization and as part of the movement that does result in something beautiful. Some of the organizational structures and practices that can help us is to remember that we do have strength and organization that we can use to address some of the challenges and weaknesses we may have. You may have someone on your team for example who is a really good trainer, a circle facilitator or [ Indiscernible ] practitioner. Allowing that person to have leadership and using some of those strengths and practices to help the organization go through the transition can be helpful. We have wellness practices in your organization hopefully. Things you already



do and self-care. What are some of the things you do for that wellness? We have retreats, does leadership provide massages or spa days what are the healing and wellness practices that are part of the organization. As you are going through a transition, could you explore some of those and use them even more so as folks are dealing with what might be organizational trauma. We are aiming for is respect and equal treatment throughout the organization. Not just one person who can't get on board. That can be particularly challenging. Having gone through that myself it can feel destabilizing. Am I not valuable enough that this person in leadership is just gone? Who are we as an organization. We've gone through two or three directors in a year or six months. That is something I think on board levels and leadership levels we want to make sure we allow everyone equally throughout the organization to express their feelings about things like that. We are working from a generous, appreciative framework rather than a scarcity mentality. Regardless of the change, and what the transition has been to this point, we can get through this. We do have the resilience. We do have the resources and the organizational strength to get through this. Hopefully that comes from the leadership but it doesn't always. I've also been in organizations where it comes bottom-up. Can come from other places in the organization. There are multiple ways for that message to come. I just want to emphasize that it isn't a recipe. Leaders who have these qualities are going to have successful transitions, leaders who don't have these qualities are not going to have successful transitions. Doesn't quite work that way. Beckie said earlier, it's going to be a messy, gooey process no matter whether you have these leadership qualities are not. These I think will be helpful. One is a restorative leadership model. For me that speaks to a model where there is an understanding of the impact and who has been impacted by the change or transition and in what ways and how do we write that or restore that -- right that or restore it. In the tool which I think is excellent, they talk several times about strategic communications and I know I've had mentors who have guided me that over communicating, communicating little things is so important when a group is going through a transition. In a vacuum of information, a lot of the fear, loss breeds. We want strategic communication so folks feel they are included. Things that have facilitation capacity are helpful. Leaders who have some degree of emotional intelligence skills understand who they are and who we are as leaders and how to use ourselves in the transition. That is very helpful. Mindfulness, a key leadership skill and self-awareness. How am I communicating and how am I modeling it. It's how we come into the office in the morning or the -- we get our cup of coffee in the morning. To be super aware of how those impact our team and health folks whether transitions -- weather transitions successfully or with great difficulty. You want to add anything about leadership qualities?

>> Thank you. When you are raising these things it just makes me think of a lot of different stories but to be brief I was thinking about leadership qualities to manage transitions and you spoke about executive transition. I want to share my own story of a fabulous flop as well as something I feel like was a bright moment. I will start with the fabulous flop. As a founding executive Director of Asians women shelter after about 20+ years as the founding Executive Director I had that opportunity to be recognized in this

movement in the broader field and also people thinking, Beckie is Asian Women's Shelter. It is not one person. It was magic because of everybody. That was part of AWS. Then I thought I don't want to be one of these founders syndrome things that happen in our movement so I want to leave now on a high note earlier than I thought, but so that I'm not -- I'm really uplifting others leadership. I think one thing -- it was well-intentioned. Not just doing an executive Director transition but in organizational transition so that each program -- this is where it falls into this webinar. Using that to think how are all the programs? How are all the staff? The transition happening in the organization overall. One of my mentors and founders, Peggy name Pat, she said you should add in a fund development strategy. I went through executive transition, organizational transition and used this transition time for unrestricted [ Indiscernible ] plan. When I was in it I felt overwhelmed. What kind of person am I? I'm doing three things when really I'm just looking at the one. Thank goodness that I did because what happened was there was surprises and bumpy roads in the Executive Director transition -- even though I planned for it deeply. There were unexpected surprises and things that didn't work. Thank goodness that I also did the organizational transition and the fun development. The breathing space -- and those are the things that The organization and its people keep going. You end up in the butterfly stage.

>> That's what I wanted to share. There's a lot of things in that story, but basically to let you folks know to try it on. It is time for things that are mistakes, learning moments as well as the bright moments and things you try out that work.

>> That's fantastic. What a beautiful story. Thank you for sharing that. I think I will be using the phrase fabulous flop from now on.

>> Please. It helps us own our mistakes where we went the wrong direction or something. Also there is so much we can learn from that.

>> Absolutely. I appreciate it is squarely in this idea of leadership qualities. So much of what you talked about our qualities of humility, being able to listen when other people give us advice. Sometimes in leadership we feel like we have to fix it all, we have to have all the answers. We have to tie it up in a neat bow and then to have mentors and colleagues and friends who are able to pay, think about it this way or maybe the way you are going about it is not rightly paste where read the -- paced. Talk about indigenous practices, for people of color, our processes of making decisions is one of community. Have a community of people to guide you and help the organization with the transition. I think it is so important in your story. This leadership can come from anyone in the organization. I want to emphasize that leadership can be from anyone. Program staff, advocates, administrative teams, board members. Anyone can take the opportunity to really lead on some of these and to really look at have we made enough time to process this transition and where are we as an organization? When I say leadership qualities in this slide I mean broadly speaking. Thank you for sharing that.

>> Thank you, Isa . Leadership -- thank you for lifting that up because leadership is like you said not just about positional power, but it's being mindful of that power and position it really coming in as our whole self. There is leadership everywhere and it's rising up that aspect of everyone.

>> Absolutely.

>> Supervision strategies as we go throughout the organization, trauma-informed supervision. What we really are talking about is a way of thinking about supporting our team members. Understanding their legacy, history and what they are bringing to the organization and using those strategies. Providing emotional support. Change and transition -- I don't know what butterflies feel like as they go through the cocoon and change but I can imagine they are very fatigued and our organizations, sometimes when we weather multiple sit -- transitions, can feel fatigue. People get sick more, migraines, you will see the impact in terms of how they are going through the transition. Pay attention to that and provide emotional support. Provide wellness practices. The supervision that focuses on the situation at hand and what kind of strategies are needed for whatever they are supervising is going through is key. It's not a one-size-fits-all leadership model. As we said earlier, a lot of communication. Regular, scheduled communication. Transparent communication. Allow people to ask questions and communication comes out of what they asked. Those kinds of supervision strategies can be very helpful.

>> I'm not sure how to get back to the slide it was that. -- I was at. I know we will make time for -- I'm not on the slide. There's a lot that we talk about, but I think for me what I want to say and give Beckie the opportunity as well -- a key aspect of managing transition is really to understand how you as a leader and how the people you work with are experiencing the change. They are not always the same thing. Really to understand where you are at and really get a sense of where everyone on the team is at his term -- in terms of how they experience change and understand it's very individual where people are at. Think it's important as we said from the beginning to breathe deeply and often and to remember there are things you can do as chaotic as it feels and a scary as a might feel. There are steps you can take to support you through the transition. It can result in a dutiful butterfly. I will be totally honest and say it doesn't always come out looking like a beautiful butterfly but I believe it can come out on the other side of a transition wiser, stronger and more cohesive as a team. All of those things are possible. Lastly, transition's most successful when it's reinforced by an organizational culture that is pre-existing and grounded in the mission. It is grounded in the core values of our movement and of our healing and our visions for peace and justice and equity. Those values that we all hold can really help us weather this transition as an organization and as individuals. I just want to open it up again for Beckie to add concluding thoughts.

>> I love your storytelling by the way. I just want to hear another story.

>> Thank you. One other as a concluding thought I was thinking about when you were inviting us in earlier in the webinar about what you do for self-care. What we call radical self-care is really more intention. It's not a luxury. I think sometimes we think of luxury things like a bubble bath or I will do this or that. Those are all good but I think some of us feel like we don't have the time for that or that is too luxurious or we can't do that. What I have learned in my experience is cooking for ourselves and each other was something fun. It's something that felt like that is good care because it is nourishing but it's fun to cook together. We would have these times at Asian Women's Shelter. A retreat where we would just dose people would cook and we would have some of the best and most brilliant kinds of strategies that came out around the kitchen table. When we were cooking or washing things. I feel like just giving ourselves that space and time for that kind of culture or a way for us to be together in different ways. It is intentionally rooted in our mission and core values so it's really like this is our vision and mission and core values so how are we practicing that and creating the culture for that to be?

>> To and that, I would say reminding you all culture eats strategy for breakfast. That terminology of really paying attention and having that culture is so important for us to move forward our strategy. That would be my invitation and offer to you.

>> Thank you. Donna, I'm seeing your comment in the chat box. Absolutely. Timing is one aspect and I want to lift up what you are saying about cultural practices our organizations -- part of our culture of organizations, we should have certain identities and things we do that are helpful and then we get busy again and we get into the regular routine of how we do things. Having those cultural practices is so important. Sometimes at different times we have done retreats and team meetings where we have created altars and ways of remembering ancestors who have gone before us and inspired us in this work. We have had it up for a while in the office but then things happen and people come and go and it's this dusty artifact. And you are absolutely right, when we go back to that we find ourselves again. We find our ways of healing again and those things can be so critical in managing a transition.

>> Beckie and Isa, there's a question of any tips for organizations that are reevaluating their organizational culture, core values and mission as that such a big piece of what you said to rely upon during transition?

>> That's a great question. Organizations do go through stages and faces when they are reevaluating core values and missions. I would use that opportunity -- it's an opportunity to look at the individuals who make up the team and what are their core values? What are they coming to the work to do and kind of start from there. I have no idea the organization is or what size team but if you don't have it then I would do it with the individuals involved.

>> Yes, thank you for raising that. This is Beckie. I was thinking that is intentionally why when we do the supporting organizational sustainability group under Futures Without Violence, we start with core values. We really see that as the foundation from

which we emanate and go forward. Feel like -- and that doesn't mean you can't go back there to the roots of mission and core values because that really is the foundation for your organization and as it creates the next iteration of your organization transition and growth. Also, I'm from a Buddhist background and I really look into that and one of them is about going to the roots of the source. So that's what I'm saying. That's important. Going to the roots and source and also one of my favorite parts about that is they say even withered trees bloom. Sometimes with my age and transition I'm thinking I'm kind of a withered a tree but then I'm thinking, no, we have our roots and we go in there and we will bloom again. That would be my offer to you that it's good to start with that mission and core values. I feel like what Isa was saying was using the metaphor of the caterpillar to the butterfly and using the transition curve, those are ways we go back to the roots and source and then rebuild the next iteration.

>> Absolutely. I want to encourage you, Taryn, to trust the group and the people gathered there to do just that. To go back to the roots of why they are in the work, how they came there and to be able to start where you are at.

>> Of course, you are welcome, Taryn. Good luck.

>> We have time for more questions if folks want to type questions in four Beckie or Isa . While we are waiting on that, I noted that some of the questions that came in in advance of the webinar -- several folks asked about how to navigate transitions when the resistance you are facing is from staff who are seasoned or who have been in the organization for a long time. Is that something that Isa or Beckie has experienced and do you have tips for that situation?

>> Yes, that was -- that's a great question. Thank you. That was what I was sharing at the beginning when I was talking about the transition we'll that I did do a training of staff and board retreat that we are going through big changes in growth. One of the founding board members of the organization, when I introduced the transition we'll she herself -- I just really appreciated that but she saw that and said oh my goodness, I'm there. I'm one of those that is a caterpillar that is not letting go. So first of all, a big appreciation that she could name that and I feel like putting it on a transition we'll or making it where we are all along this so it doesn't make it like she doesn't get it but her being able to name that and also hearing more about it. So we honor that, we honor your founder and what part of that makes it feel like it is worrisome to let go? That's where you get deeper. You can get to the essential elements or the things that make sure the way we get to change is the way that all of us could be contribute.

>> Thank you, Beckie. That's absolutely correct and using this tool I think can be extremely helpful. I want to say that again. We will talk more about the toolkit but really having this tool because what it says is that we all go through it. It doesn't blame one person. It says this is kind of a natural way of transition. They -- there is always endings, letting go, neutral zone and often new beginnings. It kind of allows people to step out of whatever the struggle is and identify things for themselves. The other thing I heard and

what you are saying is an appreciative stance, appreciative inquiry the says this person has been around the longest. Why are you feeling the way you are feeling? What happened and how can we restore you to feeling better? Feeling more whole and I think that allows -- the reality is sometimes the folks that have been around the longest feel like they have the most I've invested so many years of my career or I founded this organization. They can feel the most at risk in terms of loss so being able to listen and hear that from an appreciative stance and having empathy for that I think can go a long way to helping that person and the organization move through transition. It's a great question. At first I just thought you pick the toughest question but then I realized it's a great question.

>> One theme that comes up is in the comments from advance of the webinar is interesting to me that they noted transitions that were difficult that were around loss of something but then also transitions that are from good things happening, like getting new funding or being able to hire new staff. I'm curious if there's any distinction in how you navigate that? Transitions that are based in something that is a sad thing versus opportunities for growth and things that are objectively positive changes. Do you see any difference in that?

>> This is Isa. [ Indiscernible - multiple speakers ]

>> Go ahead, Isa. To I guess I want to share for me when I hear that that is one of my fabulous flop moments. I tend to, and I made this mistake and I'm learning around it, when those things happen as someone who has written grants or fought funding it can be a moment of sheer excitement. Let's all celebrate, pop a bottle of champagne -- it's a wonderful thing. It took me several times of flopping in that way to be able to hear from folks that being a smaller team allows people to have more intimate relationships. To have more interdependence and that it's a core value for many of us in the movement. Being part of something, building something and even something great like adding new members to the team can feel difficult because it's going to change the dynamic of our family, our team, our group. That's always one of my learning moments.

>> I feel like it's really looking at the context and paying attention to that. If it is something wonderful like we got this grant or we have this big thing or we can open this new part of the program or space? Those things are very exciting so there's a tendency are feeling to rush into it and that's fine but I feel like it's just being self-aware about the space and time and flow because maybe it needs to be slow or let's think about this or step-by-step it could be incremental or it could be a clean, bold caught. I think as long as you have that conversation and you are aware of it, then space and time is really important. When Donna -- another comment you made earlier in the chat box was something like how you apply timelines to the transition curve? I feel like that is important to know it is a transition process but always does also having milestones. So we are going to get to the end goal of this transition time or vision of that by this time or there are other transitions that will be happening along the way and it's just being aware of that and sharing that. Communicating out and also allowing time for pushback. I can

see myself saying, we are going to do this in a month and others are like what? We have all these other projects or things and how can we do it in one month and it helps us to make sense about what would be a good timeline that everybody could do their best contribution and really get to that goal.

>> That's great. Absolutely. Jessica, your question about flu shots. That's an interesting one. I think there is probably a lot involved with that decision. What comes to mind for me, without knowing any more information, is how culturally loaded medical issues are in the workplace and in our movement. Even something like flu shots means having a lot of cultural implications for folks. I'm wondering if using the tool and asking more questions around that, around people's values -- feels like there's a lot of cultural baggage around that. It would need to be unpacked and surfaced in order to do that transition smoothly.

>> I think we have some other comments coming in.

>> Thank you for saying this was helpful and that there was a wealth of knowledge here. I appreciate that. On a webinar you never quite know. You don't know if you are being helpful. It feels like you are talking into space.

>> Thank you.

>> We do have several materials available for everyone. The materials that were mentioned within the webinar including the transition curve chart and we are very fortunate that we have a video that Beckie created for us to talk through using the transition curve chart and that is available for you and it is something I would recommend everyone take a look at. It's very useful and helpful. If you look in the materials pod on the screen there are some there that you can also take a look at and download and we have additional materials if anybody needs anything, you can contact us. Since we talked about -- I think Karen mentioned working on the mission and core values, we also had a lot of materials around that thinking through what your values are or how to revise or revamp your mission. Please contact us if you need any additional help with that. We have a number of webinars on our website that have been recorded and this will also be recorded and will be available to you all soon so you can access it. We will have an evaluation for you to fill out if you wouldn't mind. We take your comments very seriously and they are very important to us so please take a moment to fill those out. We had another webinar coming up in just a couple days -- have another webinar coming up in a couple days. We would love for you to come back and visit with us again to cover that material. Beckie and Isa, any final comments that you would like to make?

>> I talked a lot, so I would like to leave parting words as Isa mentioned this and I wanted to underscore that it is about -- remember when I quoted [ name unknown ] when it's about critical connections, not necessarily critical mass. That's what we done here. Just sending you virtually a big of. Lots of love and our intentional interconnection is really where we are at today. Thank you.

>> [ Indiscernible - multiple speakers ]

>> Thank you, Beckie and Jen and everyone. I feel like I learned a lot and -- from your comments and questions and I appreciate the space. We are here for you and know that you can get through these changes and transitions.

>> Beckie and Isa, thank you so much for leading us today and sharing your great wealth of expertise and knowledge and being so generous with your time. We really appreciate it and we appreciate all of you listening and being with us and for participating and asking your questions. Please do come spend time with us again at our next webinar and many thanks to Isa and Beckie. Have a wonderful day. [ Event Concluded ]