Soft Skills Training Event

We can repeat the theory many times, but experiencing it at least once is the most valuable thing!

That was the starting point for us to shape a series of training events for - in total - 7 modules. Each module reflected an area that should be covered while we were working in a Social Solidarity Economy milieu. These 7 modules are appropriate no matter where you are working or with whom, but especially for the communities where the model of organization is more horizontal than vertical, where all members of the community regardless of the task performed should be seen and heard. Such conditions are demanding and competence in how to listen, receive, and give feedback is key to preventing misunderstandings, resolving difficult situations peacefully, and ultimately growing in the community instead of descending into chaos. Such a cherry on the cake was the module on taking care of yourself. We came out of observing how the activist community is fragile and prone to burnout, so taking care of yourself is the first and necessary step to taking care of the whole team. We ended the training series with this module although you might as well take it as the first.

We wish you to set up your combinations in implementing the pieces of training. We have shared our comments at the end of this collection, hope you can find there some inspiration and worthwhile reflections.

Modules are as follows:

1. Nonviolent communication model
2. Active listening& giving and receiving a feedback
3. Organizing a successful meetings: facilitation & moderation
4. Inclusive decision making
5. Distributed leadership
6. Working with conflict
7. Self-care

HATI-SOS Soft Skills Training – Module 5

Distributed Leadership

Duration	What	Content	Materials
15	5.00- Introduction (circle)	Getting to know the facilitators, and each other	talking peace
40	5.01 — Leadership 1-2-4 (warm up)	What does leadership means to me? What does the distributed leadership of an organisation mean to me?	bell, paper, pen
15	5.02 — A good leadership model (Rain of ideas)	Why we need to share the leadership?	flipchart
30	5.03 — Theory of distributed leadership (presentation)	The concept of commons, and the way of commoning	projector , PPT
90	5.04 — Color game (interactive game)	Game on the need of different types of personalities	color game statements table printed 4-5 times, 4 scarf (or other clothes) in the 4 colours, flipchart,speaker and music
40	5.05 — destructive bingo (interactive game)	How would you block the work of a horizontal organisation?	pen and paper for everyone, list for the facilitator
20	5.06 — Practical elements of a flat organisation (presentation)	Techniques and methods to ensure horizontality in your organisation	projector, PPT
40	5.07 — problem detection (working group activity)	What kind of problems do you face in your own organisation, and what could be the solutions?	flipchart
40	5.08 — Emotional wheel	Feel the power of the common voice, and	hula-hoop, cords

(closing game)	summarize the day	

5.01: Leadership 1-2-3 (warm up)

Goal: To get closer to the topic, get to know eachother's connection to the leadership

Group size: 10-18 | **Duration:** 30 min. | **Indoor/outdoor:** both

Materials: bell, paper and pen for every participant

Description:

– Every participant writes down their answers to the questions : What does leadership means to me? What does the distributed leadership of an organisation means to me? (15 min)
– The participants form pairs and discuss their answers to the questions.(5 min)
– The earlier formed pairs break and the participants form new groups, each made up of 4 members, they discuss their answers again. They also channel the lessons learned from the previous discussion (10 min)
– The participants go back to the big circle , all the groups chooses a representative to share with the big group what they discussed. Questions and contributions can come after.(10 min)
– The bell has to ring each time when a round is over.

5.02 : A good leadership model (Rain of ideas)

Goal: Why we need to share the leadership?

Group size: 10-18 | **Duration:** 15 min. | **Indoor/outdoor:** both

Materials: flipchart, markers

Description:

The rain of ideas (brainstorming) is intended to collect the ideas on the benefits distributed leadership. The facilitator collects on the flipchart the ideas, which "popcorned up".

5.03: Theory of distributed leadership (presentation)

Goal: To go deeper into the ideologic background of distributed leadership

Group size: 1-100 | **Duration:** 20+10 min. | **Indoor/outdoor:** indoor

Materials: projector, PPT

Description:

Main topics which are addressed with the **presentation:**

- everyone needs to contribute to the decision if the consequences of the decision are affecting them (equal work equal pay principle)
- addressing Structural Inequities: It is crucial to acknowledge the existence of structural issues pervasive in society that contribute to the unequal distribution of power. These issues encompass various forms of discrimination such as sexism, racism, ableism, and classism. To foster distributed leadership it's imperative to recognize these privileges and actively work towards deconstructing them
- the toxic saturation of our brains with the top-down leadership
- systemic approaches to the concept of leadership:
  - Jason Moore: Cheap nature theory
  - Giovanni Arrighi: Dynamics of systemic leadership transitions
  - Wallerstein: World-system t heory (Other source with pictures)

5.04: Color Game (interactive game)

Goal: Understanding the roots of behaviour of each type of personality, making us able to use every skill and potential in the best way possible in favor of the organisation.

Group size: 5-25 | **Duration:** 90 min. | **Indoor/outdoor:** both

Materials: color game statements table printed 4-5 times, 4 color pencils, 4 scarf (or other clothes) in the 4 colours, flipchart, markers , speaker and slow music

Description:

(Check the original game here.)

Prepairing phase (10 min beforehand, in the break)

- Print the table of statements 4-5 times (see annex1)
- Mark the back of the papers with the certain colors
- Cut out each statement from the table, and mix them
- Spread the papers on the ground , (each statement should have more copies); the color marked side of the papers should be facing the ground
- Find two people from the group that are willing to participate in the roleplay (together with the two trainers) and give them instructions about how they have to act in the scene (find the instructions here below, in the roleplay phase description) Do not tell them anything else about the game, just their characters!

„Picking papers" phase (15 min)

–   Every partcipant chooses 10 pieces of paper from the ground (exactly 10, not less, not more) which „speaks" to them
–   play slow music in the background
–   If they take statements very fast, ask them to continue and reflect well on whether they took the right ones for them. Tell them that they can replace statements they already took.
–   Do not tell them to turn the papers yet!

roleplay phase (5 min)

Scene**:**

o   Before the game, hand out the colorful clothes to the people playing the certain roles.
o   The meeting in the scene is about building a compost toilet, everybody acts following the instructions that were given to them:
o   Green: urges the topic, wants action and plan, wants to talk about budget and other practical things
o   Red: wants to slow down, offers massages for everyone, forces a "how are you" circle
o   Blue: draws attention to the dynamic disbalance between the Green and the Red, recommends compromise, misses the Yellow,tries to resolve the conflict in order to move forward with the decision making process
o   Yellow: arrives late, comes with innovative ideas, saying these ideas invalidates former plans

Presentation phase (20 min)

–   The facilitator explains the meaning of the colormarks, and writes them on flipchart (see annex 2)

Facilitator shows the characters from the role play, in an explaining way, to capture the essense. They tell that people do not represent ONE of these colors only, but that we all can have a dominant side/a natural tendency. By recognizing and acknowledging them we know where we can practice and become more skilled in mastering all four styles/qualities – as they are all needed, in a group. When you know yourself and your own role and contribution, it is easier to change - this exersize is a tool for self development. And only then can you appreciate other people's different styles and contributions.

The facilitator explains: YELLOW needs some GREEN skills to actually realize the dreams and make them implementable. GREEN needs the YELLOW to spark some energy and to dare. They are all interlinked and they are all needed. Some of them can be trained. They give example: The red and the yellow are maybe the most difficult to

learn if they do not come easily to you. Blue is academic – it can be learnt. Green comes with practice.

– Discuss which colours can be good in what type of project
   o or in which phase of a project?
   o Which are mostly represented in the beginning?
   o At a later stage?
   o Let participants talk about their difficulties and solutions about the behaviors of different personalities.

Sociometry Game (15min)

   o Put the four colours on the floor, each in a corner.
   o Tell the participants to stand in the middle and do some small 'vote with your feet' examples:
      ▪ Ask which colour quality dominance they think they have and ask them to walk there.
      ▪ Ask where they know they want to practice more,
      ▪ Ask which of the colours can sometimes frustrate them and how they think others see them, in the group

Debriefing and Discussion (20 min)

– Sit down again and return to the statements (which most people have almost forgotten, at this stage). Then ask the participants to turn around their statements and check the colour codes on the back. Instruct: Examine your colors. How do you identify with them? Share in groups surprises, AHA moments - and frustrations. Ask the group to assist each other. Maybe others can see a certain color in you and can help you analyze the result?
– Run a closing circle in the end: How was it to run this exercise? How can we use it in our groups? How can the colour game assist us to acknowledge and show appreciation for different skill sets? How can we become a learning environment, where we grow together?

5.05: Destructive Bingo (interactive game)

Goal: To identify our own tools and methods, ways of behaviour of blocking the work of a horizontal organisations.

Group size: 5-30 | **Duration:** 40 min . | **Indoor/outdoor:** both

Materials: pen and paper for each participant, list of "tools for invalidation" (see annex 3) for the facilitators

Description:

- The participants has to write down how would they invalidate/block the development/progress of an organisation? (6 min)
- The facilitator reads out the list of "tools for invalidation".(see in annex 3). If a participant has 3 of the items written down for them that matches the list of the facilitator, they (the participant) yell out BINGO (10 min)
- In the end everyone counts their points and the winner is proclaimed the Biggest organisational destructor
- The facilitator asks if there is something that wasn't on the list that they read out loud and if so, what are those?(14 min)
- Discussion about the exercise, lessons learned , own experiences (10 min)

5.06: Practical elements of a flat organisation (presentation)

Goal: To show techniques and methods to ensure horizontality in organisations.

Group size: 1-100 | **Duration:** 20 min . | **Indoor/outdoor:** both

Materials: projector, PPT

Description:

Main topics of the presentation:

- working groups
- consent and consensus decision making
- distribution of tasks and goods
- rotating coordination
- Development of competencies important in democratic functioning: empathy, self-reflection, mentalization, conflict management, self-communication, "me"-statements
- smart solutions to legal requirements (focus on the group not the law)
- the harmony of the phases of dreaming, planning, doing and celebrating(dragon dreaming)
- Importance of Non Violent Communication

5.07: Problem detection (working group activity)

Goal: To see the problems what people face in their own organisations, and create soultions for them

Group size: 8-18 | **Duration:** 40 min . | **Indoor/outdoor:** both

Materials: projector, PPT

Description:

- Participants form 3 groups and choose 3 topics from the aforementioned ones (from the topics of the previous presentation) (5)

– The groups answer the following questions: what kind of problems do they have in their organisations that are related to these topics? What kind of solutions tried they for those problems? (15)
– The groups go back to the big circle, discussion about the problems and solutions that came up (20)

5.08 : Wheel of emotions (interactive game)

Goal: Open the space for personal sharing in group, helping individuals to express emotions, create a confidential moment to harvest useful impressions and feedback about the day ,visualize the "magic" energy of the group and the mutual support among members

Group size: 5 - 30 | **Duration:** 40 min. | **Indoor/outdoor:** both

Materials: a hula-hoop or a similar circular tool, long ropes/strings

Description:

The strings has to be attached to the hula-hoop. we need as many strings as many participants we have; each string should be about 4 meters long. The group sits on chairs placed in a circle with the Wheel on the floor in the centre. (Pictures of the setup can be found here,in the original description)

At the beginning, the Wheel is sitting on the floor in the centre of the room, and all participants are sitting in chairs around it. Every person takes one string in their hands and waits for the facilitator's instructions.

The facilitator of the Wheel open the space by phrasing the topic or question that will be addressed by the group.

In this case, the question will be „What do you bring home from this training? " They can give an indication of the time for each person (typically a couple minutes).

Then invites the whole group to pull their strings, and the wheel will "magically" lift off the floor. When a person wants to talk, they pulls the string and the Wheel moves in their direction. All other participants are invited to be attuned and "feel" where the wheel wants to go, letting go their own string to allow it to move. All participants are invited to sit through the whole process, but no one is obliged to speak if they do not want to.

After this round is over and every participant talked (who wanted to) the facilitator asks the participants how did it feel like to pull the string and let go of the string , what do they think about the interconnection between this game and the leadership of an organisation?

– Introduction, the facilitator explains the game, asks the question that the participants need to answer (5)
– The participants pulls the string and talk (20)

– Closing circle (15)

Annex 1

RED	RED
It is very important to me that everybody in our group feels included and comfortable with our efforts.	It is important for me to be able to share with others if I have personal problems as it influences my presence.
The process is as important as what we do - everybody should be happy, feel safe and 'grow' from the experience and belonging to the group.	It is important to have a feeling of the different people in the group – their personal characteristics and styles, so everybody will be acknowledged.
It is important to sense everyone's emotional state of being – and to be able to act on it, in a community.	Shared ownership means a lot to me in a group - that we are all in this together and take shared responsibility.
In a group we are all different, but we are all equally important - nobody should feel bigger/better than the rest.	There are no mistakes - but we all learn by doing. As a member I acknowledge people and their different efforts.
I like to be of assistance to others and make them truly understand what is going on - and that they are included.	I believe we should all be equal, i.e. nobody should feel better than others. I do not like strict hierarchies.
I like to spend time on sharing circles, games and processes, to create a safer space and get to know each other well.	It is important that the members of my community ALL have someone they can go to at time they feel down.
It is important for me to feel safe in the group, to make the project flourish. Therefore process work is crucial.	When conflicts arise, I hope they will disappear quickly. We must spend proper time on it, within the group.
The wellbeing aspects are important,	I often attend to individuals to know

when building community - that we take time to socialize and get to know each other from many different sides.	whether they are okay in the group. That is one of my qualities, to make sure everybody feels involved.
For me, making space for feedback is very important in and for the group. That we have space to share.	I tend to get distracted if there is too much going on at the same time – time for contemplation is good for me.
Tuning in to everybody's wellbeing is essential for the process and the work. It is one of my high priorities.	To me, the social aspect and process work is as important as the results of the project.
I like to cooperate with other people - it is very important to me and gives me great joy to be together in this.	It is important for me to have the well- being of the group always attended to, that is an important role in the group.
Celebrations and social activities are important for us to keep motivation.	It is important to me that we become friends – not only neighbors.

<div align="center">

GREEN **GREEN**

</div>

I like to be aware of what people are supposed to do, i.e. setting up clear distribution of roles/responsibilities.	To me, we should not do more than what we can – and we should all know what we can and what we cannot do.
Proper planning is vital for me - that we all follow same procedures and the same methods of working towards our goals – that we stay on the same track.	It is important for me to keep everyone informed and provide all the necessary background information - for the group to be on the same track.
Documentation is important and I normally take notes of what's going on. I am eager to take minutes and make reports, start up a google drive etc.	Roles and responsibilities in our community must be clearly spelled out so everyone knows what to do. Clarity if tasks and roles is vital for me.
It is important to have a plan with clear milestones and goals. A loose structure is not for me and will take much time.	Results and achievements are important to me – I get restless if much talking is going on and we do not DO.
The technical side of our eco-design is my priority and what I find	Accountability is important to me. When a task is given or taken, the

important for the community I want to create.	person should be held accountable.
That we can work together, side by side, in establishing our facilities, gardens etc. is what drives me.	Clear task descriptions are important in our team for everyone to know what they and others ought to do.
I feel attracted to templates, structures, and systems as they give the overview both I and the group will need.	I normally make sure the practical side of our project is taken care of. That we have the right tools, materials etc.
Proper timing is important to me. I do not like to waste time and like to know when to start and when to end.	I keep things organized to move things smoothly forward. Clear practices in implementation are important.
It is important for me that tasks in the group are clear - we follow a set plan.	Mapping the field, knowing what is out there, is vital for our progress.
I like to compare our results to the general public – have we made any change in our consumption/CO2 at all?	I like to see clear results from our work, to see fast progress and to keep track of our achievements.
I like to do things and not to talk too much. We need to see results – fast.	I would like to have an overview, also of the budget and accounts in our group.
Issues of self-sufficiency, production of energy, self-build houses etc. is core to why I engage in this project.	Practical systems and procedures make life so much easier for the community. I often engage in this.

YELLOW   YELLOW

I see myself to be an inspirator, the one to come up with new ideas and make others follow. As an eco-project we should inspire and show the way.	I welcome people with different backgrounds - a fresh eye on things can be very useful for us not to stagnate. Embrace diversity is my motto.
It is important to me that we prioritize experimenting with new ways to do things - not always follow	The ability to generate new ideas is the most important thing for me in a group. It keeps my 'drive' up

a fixed plan.	running.
We should try to come up with new techniques and be open to new ideas. It is a condition for our work.	I like to inspire others to challenge themselves in new areas, to get out of their comfort zones, learn and grow.
We should invent new ways of organizing ourselves. I am part of the team that seeks to transform the community and the ways we coexist.	We should be known for making a difference and taking the lead. We must be known for our contributions – and be courageous.
I am ready for any challenge. We can handle it! Even a little bit of resistance is good for creative thinking.	I like it best if people give consent and say YES to new ideas: Safe enough to try – good enough for now!
When a good opportunity arises, we should go for it. Bring it on and we try - that is the spirit of our eco-movement!	Thinking out of the box is the most important skill for me - to generate new ideas and appropriate actions.
Flexibility is a very important value to me, i.e. the ability to adapt to changes. I value the yet unknown and unspoken.	I am not happy working with people who do not spark ideas. I will easily become bored and lose my energy.
I want to feel that I – together with my community – have really made a difference in the world, by 'walking our talk' and not just spectating.	Support from the group on new ideas is very important to me when we work on something. The ability to think big and support other people's wild dreams.
To make space for innovation and creativity is vital for me. It matters how we do things as we should be an inspiration for others.	I am fine with changing things in the middle of the process if better ideas show up. Community life should be experimental zones in all respects.
Sometimes I get impatient if others are not following my ideas - we can do so much more if we are open to	I want us to rotate our leadership since it can be good and necessary

the new.	for inspiration and development.

BLUEBLUE

Issues like power, rank and privilege should be always addressed - between us in the group; our organisation and network or the people we work with.	The values and principles behind our organisation are very important as they guide the way we should work and act.
It is important for me to know the background for what we are doing - how it feeds into a plan or strategy.	It is important to address how we would like different stakeholders to perceive our community and its work.
The principles behind our organisation should be known by all of us as the cornerstone of everything we do.	Equality, fairness and justice are important values for me in any group, project or activity I participate in.
It is important for me to evaluate and reflect upon activities to constantly develop and learn - for me, the community group, and our project.	A well thought out slogan, logo and visual identity show important aspects of our work – it gives attention, builds legitimacy and credibility.
I like to reflect upon proper strategies and how these are aligned with our higher purpose. Do we live up to it?	Relevant capacity building is something I will always initiate when I observe shortcomings in our community/group.
To get as many views as possible by brainstorming in a group on a subject matter is an important value for me.	When working in a mixed cultural setting, power balance should always be observed and attended to.
Vision and mission – are we aligned? I give attention to this, how our everyday actions correspond with the higher purpose we have set forward.	Gender in our group is very important to address. Why do men and women have - or take - different roles? Are we replication and enforcing old patterns?
Aim and objectives are important aspects in every kind of work – I need	We must always go back and check whether what we do is properly

us to know what we are doing and why. A vision document is core in this.	aligned with our initial values and principles – or study why/how they have changed?
The approaches, HOW we do it, are equally important as our activities. People will feel either included or included, when presented with this.	It is important with induction courses for new members to really know why, the background, and how we do things here, the values this represent.

Annex 2

RED

The social quality

- pays attention to everyones well being
- makes sure that every member of the group is being listened to and understanded
- makes sure that the process is well working but it's not result orinted
- „let's feel good" type, body and human centered

  The peace and harmony between the group is important to them.. Often a dreamer.

GREEN:

Practical quality:

- pays attention to the practical points of view, to clarity and to the proper structure
- makes plans and accomplishes them
- planner and doer
- defines the agenda and the time limits, makes sure that the minutes of the meeting are noted
- good with plans, with practical solutions , excel tables and administration

  The goal, purpose and results of the work are important to them.

Blue:

Reflective quality:

- goal and purpose oriented,they probably ask the question „Why are we doing this?" very often
- ambitious thinker, who wants to achieve change in the world

– makes sure that the group is is working by the determined values, principles and visions.
– focuses on issues such as the balance of power, the relationship between community group members and other stakeholders, gender issues, etc.
– organises evaluations to improve the working methods and to strengthen the organisational culture

Alignment with the organisational identity is important to them. Often thinker type.

YELLOW

The inspirational quality:

– sees the opportinities even where others gave up already
– pays attention to innovation, to attempts/experiments and ideas
– tends to be a dreamer, not afraid of any challenges
– could have irreal thought and ideas but it's innovative
– easily becomes uneasy, demotivated and impatient if the others are not following them
– can be too slow or less brave to actually try new things

Innovation and overcoming obstacles is important to them. Often promoter, motivates and shakes up their surrondings.

Annex 3

List of „tools of invalidation" for the Destructive Bingo:

-negative approach, doubts, and dark feelings;

-people who don't know why there are here;

-building their personal relationship from the network;

-people who commit to do something and don't report they did not do it;

- not welcoming new people, seeing them as competition,(unconscious bingo);

- not open for self reflection, refuse to learn;

- lack of awareness

-people putting up their own needs and use the group for that,

-renouncing to do something at the very last minute;

-doing things alone

- not doing things frankly, (from the heart)

-not doing anything,

-gossiping,

- not reporting about being late;

- push ahead a personal agenda,

- keeping it to myself, doing everything and not sharing to keep control,

- everybody knows somebody needs to do something that nobody does;

- raising doubts on every new ideas, negative approach, the "no" person;

- not doing what they said they would,

-doing things my own way, ignoring others;

-not answering emails,

- not using deep listening;

- breaking deadline;

- I'm the best , I know it all,

- I accidentally erase notes from Google drive;

- I'll do it , I love it, I drop it,

- long emails (XXL)

- sending controversial topics at nights or during week-ends,

-going ahead without announcing the goal.

This module is part of the Soft Skills Training for the social solidarity economy initiatives and organisations developed within the project Hard Times – Soft Skills. All other related materials can be found at the address: https://www.socioeco.org/hati-SOS