

CHANGE MANAGEMENT & ORGANISATIONAL GROWTH



Developed by Asociación Empresas CON VALORES



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1. Overview

Change management and organisational growth are essential pillars for the sustainability and impact of Migrant Supporting Organisations (MSOs). In a rapidly evolving European context marked by political, economic, and social volatility, **MSO leaders must not only respond to urgent needs but also steer their organisations through transformation processes**. Change is no longer an exception; it is a constant reality — and only those organisations equipped with strong leadership, adaptable teams, and effective evaluation tools can thrive and deliver lasting impact.

This module supports managers of MSOs in developing the leadership skills needed to lead heterogeneous teams in intercultural contexts, improve organisational effectiveness, and set up impact evaluation systems. Although many MSOs show good skills in activating resources and services, **60% stated that they do not feel sufficiently prepared to define and monitor performance indicators (KPIs)**. This module addresses this gap by providing concrete tools to exercise inclusive leadership and measure the success of activities, thus ensuring the sustainability and adaptability of interventions.

Change management in MSOs requires leaders who can navigate uncertainty while keeping teams motivated, cohesive and focused on mission-driven goals. As highlighted by organisational development literature (Kotter, 2012; Northouse, 2022), effective change leaders foster trust, articulate a clear vision, and engage people in co-creating solutions. This is particularly relevant in MSOs, where diversity, urgency, and resource constraints are everyday realities.

In response to these needs, the module introduces practical frameworks and leadership models that help MSO managers distinguish between **leading and managing**, apply appropriate leadership styles in real-life situations, and promote inclusive, collaborative team dynamics. Special attention is given to **delegation, conflict management, and motivating multicultural teams**, all of which are crucial

in contexts where power relations, cultural misunderstandings, or role ambiguity can undermine cohesion.

Moreover, the ability to grow strategically depends on setting and monitoring the right goals. The module provides participants with structured tools such as the **SMART objective model**, the **RACI matrix**, and **collaborative digital tools** to plan and delegate effectively. A particular focus is placed on **KPI development**, distinguishing between outputs, outcomes, and impact. These tools enable MSO leaders to better assess the effectiveness of their actions and improve decision-making through evidence-based insights.

Leadership is not just about vision—it is about execution. That is why the module also addresses strategic leadership skills such as building shared responsibility, involving teams in decision-making, and managing internal tensions constructively. These elements are reinforced through **role-play activities, practical group exercises, and guided reflection**, which help participants internalise the practices of ethical, empathetic, and strategic leadership.

Many organisations are doing incredible work—but without the right tools to track what's working, celebrate success, and learn from what isn't, it becomes difficult to grow or secure long-term support. **This module helps bridge that gap.**

Now, the question is: **What will you do with this knowledge?**

This module is your starting point, not your finish line. It's an invitation to:

- Lead with greater confidence and compassion.
- Align your team around shared purpose and clear roles.
- Measure your impact with both numbers and stories.
- And build an organisation that doesn't just *adapt* to change—but *drives* it.

Ultimately, growth in MSOs is not simply about scaling up, but about increasing impact, resilience, and internal alignment. By developing inclusive leadership capacities and measurable systems for performance, MSOs can better respond to the needs of migrants while building stronger, more sustainable organisations.

So... why Module 4 Should Be Delivered face to face?

As an MSO leader, you don't just manage projects—you guide people through **complex realities, emotional intensity and constant change**. You're expected to be strategic, compassionate, decisive, and inclusive—all at once. That's why **Module 4—well focused on change management, team leadership and impact measurement—isn't just another training. It's a leadership lab. And it must happen in person.**

Let's explore why this matters

Because Change Doesn't Wait

Change doesn't ask permission. It arrives when you least expect it—just like the COVID-19 pandemic in 2020, which reshaped how we live, work, and lead. As MSO leaders, your ability to **respond to the unexpected with clarity and resilience** is what holds your organisation—and your team—together. This module helps you prepare for those moments. And preparation demands practice, presence, and connection.

Because Leadership it is all about people (not plans)

Inclusive and ethical leadership isn't built through screens. It requires **eye contact, trust, cultural sensitivity and active listening**—especially in organisations where staff, volunteers, and communities come from different backgrounds. In-person settings allow you to **practice real conversations**, give and receive feedback, and explore your leadership identity in a deeper, more human way.

Because team dynamics are lived (and not theorised)



Your team is your greatest asset—and also your biggest challenge. Whether you're dealing with burnout, miscommunication, or uncertainty, **cohesion doesn't happen through shared folders. It happens through shared experience.** In this module, you'll experience the stages of team development (Tuckman) live, reflect on your delegation habits, and practice using the RACI model together—with real people, in real time.

Because evaluation needs much more than Data

Measuring impact—using SMART objectives, KPIs, and feedback loops—only works if you understand the **human meaning behind the numbers.** In-person training lets you collaborate, ask questions, test tools, and adapt frameworks to your unique MSO context. You'll leave with evaluation methods that aren't just technical—but actually useful and actionable.

Because You Deserve Time to Reflect and Grow

You're used to holding space for others. This module holds space for **you.** Away from the screen and daily pressure, the in-person format gives you the chance to pause, reflect, and reconnect with your purpose as a leader. It's not just training—it's renewal.

Because the MSO Sector Thrives on relationships

We know this: MSO work is relational. The people you meet during this module—fellow leaders, peers, facilitators—become part of your **support system.** These are the people who will challenge you, inspire you, and walk with you long after the session ends. That doesn't happen through breakout rooms. That happens over shared stories, meals, and moments.

Bottom Line for MSO Leaders:

Module 4 is where you prepare for what's coming, before it hits. You'll sharpen your leadership, strengthen your team, and learn how to measure what truly matters. And

you'll do it in the company of others who understand exactly what it's like to lead in this sector.

If you want to grow your organisation's impact, your team's confidence, and your own leadership clarity, then this module needs to be lived—not just logged into.

Because real leadership is not downloaded. **It's embodied.**



2. Training Objectives (T.O.)

This module is designed to strengthen the capacity of MSO leaders to lead change, manage multicultural teams, and ensure the strategic growth of their organisations through inclusive leadership and evidence-based management. Rooted in the realities of the Third Sector and the complexity of migrant support, the training fosters the integration of leadership, communication, planning, and monitoring tools in a cohesive and practical way.

By the end of the module, participants will be able to:

1. **Lead and manage change in diverse and dynamic environments** by distinguishing between leadership and management, applying context-appropriate leadership styles, and responding constructively to resistance through empathic communication and inclusive practices.
2. **Strengthen team cohesion and group performance** by fostering trust-based, collaborative dynamics across all stages of team development, effectively delegating tasks, and creating clarity in roles and responsibilities through the RACI model.
3. **Promote inclusive and ethical leadership that values cultural diversity, encourages participation, and reinforces shared responsibility**, especially in the context of organisational growth and multicultural team composition.
4. **Use digital and collaborative tools effectively to support team coordination, strategic planning, monitoring, and communication**—enhancing transparency, feedback loops, and real-time decision-making in MSO operations. Tools such as Slack, Microsoft Teams, Trello, Google Workspace, and Zoom are integrated into practical exercises to ensure participants leave with the ability to apply them confidently in their

organisational

context.

These four objectives are deeply interconnected: effective change management depends on cohesive teams and inclusive leadership; measuring impact requires strategic planning and clear delegation; and none of these efforts can succeed without reliable digital infrastructures and empathic, cross-cultural communication. The module equips MSO leaders to align their teams and strategies for meaningful, lasting impact in the field of migration support.



T.O. 1: Lead and manage change in diverse and dynamic environments

Change isn't coming, it's already here. And for you, as a leader in a Migrant Supporting Organisation (MSO), change shows up in every corner of your work: evolving legal frameworks, shifting migration flows, sudden funding cuts, and the unpredictable human needs of the people you serve.

This module gives you the mindset tools, and confidence to **lead change—not react to it**.

We begin even before the in-person training in Valencia, with a ☐ **Pre-training Reflection: “What does change mean for my organisation today?”** Participants will receive a brief theoretical guide introducing key concepts around *change and growth* in the Third Sector. You'll be asked to reflect on how change currently affects your teams, structures, and impact and what kind of growth your organisation truly needs. These reflections will serve as a springboard for the live sessions and help anchor your personal leadership journey throughout the module.





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- **Change means transformation** which could be either positive or negative; it could mean progression or regression.
- **Growth** on the other hand **implies positivity**. Growth means **progression**.



***Change** refers to the continuous adaptation of non-profit and civil society organisations to evolving social needs, policies and funding landscapes.*

***Growth** involves expanding an organisation's capacity, impact, and sustainability while staying true to its mission and values.*



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Once on-site, we start with a **critical distinction: management is about keeping things running; leadership is about moving people forward**. In volatile environments, you need both but you must know when to manage for stability and when to lead for transformation.

Then comes the heart of the matter: **resistance**. People don't resist change because they hate it. They resist it because they're afraid of losing status, routine, identity or clarity. This module gives you the language and strategies to **respond to resistance with empathy, not frustration**. Through role-play and group scenarios, you'll practice how to de-escalate tension, validate emotions, and foster buy-in even when things get uncomfortable.

We'll also dive into **inclusive leadership techniques**: how to create multicultural team environments where everyone feels seen, heard and part of the change process. You'll learn how to build shared ownership through transparent communication, co-decision-making, and accountability that empowers rather than pressures.

You'll be introduced to **situational and transformational leadership models**, and how to apply them in real time: when to step up with clarity, when to step back and listen, and how to match your energy to the maturity and emotional climate of your team.

And through it all, you'll be guided by one central idea: **"Change is inevitable. Growth is intentional."** Your leadership is what turns disruption into evolution.

This module won't just show you how to manage transition — it will help you **embody the kind of leadership that inspires trust, adapts quickly, and carries others forward** when the path ahead is uncertain.

Here are some KEY leadership for MSO leaders:

- **Know when to manage and when to lead**

Tip: Use management for structure and continuity; use leadership to move people forward during uncertainty. Both are essential—but timing is everything.

Example: During a period of staff turnover, a MSO leader focused on maintaining basic operations (management) while simultaneously initiating listening sessions with remaining staff to co-create a new team vision (leadership). This dual approach helped stabilise morale while preparing the organisation for transformation.

- **2. Approach resistance with empathy, not authority**

Tip: Resistance is often rooted in fear, not opposition. Acknowledge the emotions behind it and respond with openness, not control.

Example: When a new digital case management system was introduced, social workers initially resisted. Rather than pushing it top-down, the MSO director invited them to a “frustration clinic,” where they could express concerns without judgement. The organisation then adapted the tool based on their input—transforming resistance into collaboration.

3. Make everyone part of the change process

Tip: Inclusive leadership means creating space for diverse voices—across language, hierarchy, and cultural background—to influence decisions.

Real example: An MSO formed a temporary “Change Committee” with representatives from admin staff, field workers and volunteers. They co-designed the new outreach strategy, increasing buy-in and ensuring it reflected real needs from the ground.

4. Anchor change in mission and values

Tip: Growth is only sustainable when aligned with your organisation’s purpose. Use your mission as a compass, especially in times of disruption.

Real example: An MSO faced pressure to scale up quickly after receiving new EU funding. The leadership team paused expansion plans to first revisit their mission with

staff. They reaffirmed their focus on community-rooted integration work, and only pursued growth strategies that aligned with those core values—protecting both their identity and impact.



T.O.2: Strengthening team cohesion and group performance through trust, role clarity and collaborative leadership in MSOs

Behind every successful MSO is not just a brilliant idea or a well-funded project—it's **a strong, connected and resilient team**. Teams are the engine that move missions forward, especially in organisations that work with high pressure, emotional intensity, and a constant need to adapt. But teams don't just *happen*—they must be built with intention.

In this module, MSO leaders will learn how to strengthen team cohesion and performance at every stage of group development by creating a culture of trust, clarity, and collaboration.

We begin by introducing the **Tuckman Model**—a simple but powerful framework that maps out the natural evolution of teams: **Forming, Storming, Norming, and Performing**. Each of these stages has its own emotional climate, leadership challenges, and opportunities. You'll explore how to recognise what stage your team is in, and how to guide them through growing pains toward high performance. If you've ever struggled with conflict, disconnection, or low energy in your team—this model will help you diagnose and act with purpose.

Trust is the foundation. But trust isn't built through words alone—it's built through **shared goals, clear roles, and mutual respect**. That's where the **RACI Model** comes in: Responsible, Accountable, Consulted, Informed. Through practical exercises and project simulations, you'll learn how to use this model to remove ambiguity, prevent burnout, and make sure no one feels left out—or overloaded.

When people know what's expected of them, and who they can rely on, **they move from confusion to confidence**.

Delegation is another key element of this training. Many MSO leaders struggle with “doing it all,” often because it feels faster or safer. But this isn't sustainable. You'll practice how to **delegate effectively—not just tasks, but trust**. We'll explore how to

match delegation to team members' readiness, strengths, and cultural expectations. You'll reflect on your own habits as a delegator and receive peer feedback to improve.

Importantly, this module will explore how to foster **collaborative team dynamics in multicultural, multilingual, and multi-experience settings**, which is the reality in most MSOs. How do you build shared values when people have different worldviews? How do you ensure that everyone feels heard and included, especially those with lived migration experiences or vulnerable statuses? Through structured dialogue, small-group work, and real-case discussion, we'll tackle these questions together.

Tuckman's Model of Group Development

Leading a team in an MSO is not only about coordinating people—it's about understanding how human dynamics evolve. The **Tuckman Model** offers a simple but powerful framework to help you do just that. Teams do not become cohesive and high-performing overnight. They go through **predictable emotional and structural phases**, and your leadership must adapt at each stage.

1. Forming: Teams are new. Members are often cautious, polite, and unsure of their roles or place in the group.

- Leadership role: Provide clarity, set ground rules, offer reassurance.
Example: A new intercultural advocacy team is formed. Members wait for instructions and rarely speak up.
- Leader's phrase:
"It's okay to feel a bit lost at the beginning. Let's take 15 minutes to align expectations and define who's doing what."

2. Storming

Conflicts arise—whether over values, personalities, or power dynamics. People begin testing limits.

- **Leadership role:** Facilitate open communication, address tensions early, normalise conflict as a growth process.
- **Example:** Field staff and administrative staff argue over the prioritisation of tasks during a busy asylum period.
- **Leader's phrase:**
"I see that different needs are clashing here. Let's unpack these openly and find a shared direction."

3. Norming

Team members start cooperating, trusting each other, and finding a rhythm.

- **Leadership role:** Encourage shared responsibility, nurture trust, acknowledge team achievements.
- **Example:** A mentoring team starts giving each other feedback informally and helps onboard a new colleague.
- **Leader's phrase:** *"We've come a long way—let's celebrate that and identify what strengthens this team dynamic even more."*

4. Performing

The team is autonomous, efficient, and focused on goals. Creativity and collaboration flow naturally.

- **Leadership role:** Step back, support strategic alignment, promote innovation.
- **Example:** A project team launches a new initiative based on community feedback without being prompted.

- **Leader's phrase:** *"Well done, you've built something powerful. What's next? How can I support you?"*

RACI Model: Creating Clarity in Complex Teams

In dynamic MSOs, confusion over roles is a major cause of delays, stress, and burnout. The RACI model gives leaders and teams a shared language to clarify who does what. It helps avoid micromanagement, silos, and the dreaded "I thought someone else was doing it."

What does RACI stand for?

- **R – Responsible:** The person who carries out the task.
- **A – Accountable:** The one who is ultimately answerable.
- **C – Consulted:** People whose input is needed before a decision.
- **I – Informed:** People who need to stay updated but don't act directly.

Why it works for MSOs:

- Helps navigate multicultural teams with different expectations of hierarchy.
- Empowers volunteers and staff by clearly defining ownership.
- Prevents overload by ensuring tasks aren't duplicated or dropped.

Leader's phrase:
"Let's RACI this process so everyone knows where they stand—it saves time and builds trust."

The Power of Delegation: Trust is Action, not just intention

One of the biggest traps MSO leaders fall into is the belief that doing it all themselves is faster, safer, or more effective. But holding on to everything delays team growth and leads to burnout, for the leader and the team.



Delegation is not just about efficiency, it's about empowerment: It sends the message: *"I trust you."* It allows people to grow, take ownership, and feel that their contributions matter.

What effective delegation looks like:

- Assigning tasks based on people's strengths and experience.
- Giving clear expectations and space for autonomy.
- Matching task complexity with readiness.
- Checking in without taking control back.

Example: A coordinator in a refugee centre hesitates to delegate casework to a new staff member. After a peer mentoring session, she shifts her approach—assigns one case, reviews it together, and then steps back gradually. The staff member grows in confidence, and the coordinator has more time to plan.

Leader's phrase: *"I'm delegating this to you because I believe in your ability to handle it. Let's check in in two days to see how it's going."*

...Because in the end, strategy without team cohesion is fragile. But a united, self-aware team with clear roles? **That's unstoppable.**

T.O.3: Fostering Inclusive and ethical leadership in Culturally Diverse Teams

In Migrant Supporting Organisations (MSOs), leadership cannot be one-size-fits-all. It's not only about setting direction—it's about **connecting people across difference**, creating an environment where everyone feels seen, respected, and empowered to contribute.

Diverse teams are the norm in MSOs. Your staff, volunteers, and stakeholders likely come from varied cultural, ethnic, linguistic, and migration backgrounds. That means traditional leadership models—based on hierarchy, control, or even well-intentioned assumptions—can fall short or even backfire. In these spaces, inclusive and ethical leadership isn't optional—it's essential.

What does Inclusive and Ethical Leadership look like in practice?

Inclusive leadership means:

- **Listening actively** to those who don't usually speak first.
- **Creating space** for multiple ways of thinking and expressing ideas.
- **Sharing decision-making power** in meaningful ways.
- **Recognising and adapting** to different cultural views of leadership, conflict, and communication.

Ethical leadership means:

- **Being transparent** about intentions and decisions.
- **Acting with fairness** across all roles and identities.
- **Demonstrating humility and self-awareness**, especially when mistakes are made.
- **Centering the mission and values**, even under external pressure.

MSO-Specific Scenarios and Real-Life Examples:

- **Scenario 1: Cultural Expectations and Team Silence**

An MSO leader runs a staff meeting where half the team is silent. After the session, a colleague explains that in their cultures, it's disrespectful to challenge authority in public.

Inclusive leadership response: create anonymous input channels, introduce or invite input privately before the meeting.

□ *Leader's phrase: "I realise not everyone is comfortable speaking up here—let's try a new way of collecting ideas so all voices are heard."*
- **Scenario 2: Value Clashes**

A funder pressures the MSO to adopt a narrative that doesn't align with the dignity-first principles of the team.

Ethical leadership response: open a team discussion, acknowledge the dilemma transparently, and co-create a response strategy.

Leader's phrase: "This is a tough call. Let's weigh the risks and our values together before making a decision."
- **Scenario 3: Gender Norms in Decision-Making**

A team member from a patriarchal background consistently defers to male colleagues.

Inclusive leadership response: pair mentorship with **empowerment techniques**, raise awareness around implicit biases, and ensure all voices are intentionally brought into strategic spaces.

Leader's phrase: "Your insight matters. I'd like to hear your perspective on this,

especially since you've been closest to the community on this issue."



Redefining Leadership as a shared practice

The module challenges the outdated idea that leadership means having all the answers. Instead, you'll explore what it means to lead **with, not above** your team.

This includes:

- Inviting feedback—even when uncomfortable.
- Modelling vulnerability and cultural humility. Distributing leadership moments across roles (including volunteers and community leaders).

You'll also examine your own leadership patterns:

- *Do I dominate meetings unintentionally?*
- *Do I tend to rely on certain voices over others?*
- *Am I aware of how my identity (race, class, nationality, migration background) shapes how others experience my authority?*

Through real-world cases, peer reflection, and experiential exercises, you'll leave this unit with a deeper awareness of your own style—and new tools to lead inclusively, ethically, and courageously.

Here are communication phrases that foster inclusion, safety, and shared responsibility in diverse teams:

- *“What does leadership mean in your experience? Let's build a common language.”*
- *“I want to make sure this space works for everyone—what can we change together?”*
- *“Let's set ground rules together so everyone knows they belong here.”*
- *“We'll make this decision as a team, and I'll make sure each perspective is heard.”*

T.O. 4: Use digital and collaborative tools effectively to support team coordination, strategic planning, monitoring, and communication

As said, leading a Migrant Supporting Organisation (MSO) today means operating in an environment of **continuous transition** between shifting migration flows, evolving legal frameworks, and rising expectations from donors, communities, and institutional partners. In this context, effective leadership is not only about vision and strategy; it's also about execution, communication and operational clarity. That's where **digital and collaborative tools** come in.

This module places a strong emphasis on equipping MSO leaders with **practical, user-friendly technologies** that enhance day-to-day management, improve planning processes, and ensure real-time feedback and adaptation. While many leaders in the sector still rely on traditional methods—email chains, spreadsheets, verbal updates, the growing complexity of MSO operations requires more integrated and transparent solutions.

Participants are introduced to tools such as **Slack, Microsoft Teams, Trello, Google Workspace**, and **Zoom**. These platforms are not taught in isolation, but are fully embedded into practical activities throughout the training. Whether participants are simulating a team delegation session using the RACI matrix or building out KPIs with their peers, they are simultaneously gaining fluency in using these digital systems. By the end of the module, participants are expected not only to know *what* the tools are for—but to feel confident applying them directly within their organisational workflows.

These platforms support MSO operations in multiple ways:

- **Slack and Microsoft Teams** streamline internal communication, reduce email overload, and create transparent channels where project teams, volunteers, and leadership can stay aligned.

- **Trello/Asana:** enables teams to visualise tasks, deadlines, and responsibilities in real time—ideal for managing multiple programs or field operations across regions.
- **Google Workspace** fosters collaborative document sharing and editing, allowing MSO staff to co-create reports, planning documents, and monitoring tools regardless of location.
- **Zoom** supports inclusive participation in geographically dispersed teams, and is especially valuable for maintaining connection with volunteers, partners, or diasporic communities.

These tools aren't just about convenience—they are enablers of **strategic clarity, accountability, and adaptability**, three core pillars of effective MSO leadership. They allow leaders to track whether a new initiative is progressing on time, whether key milestones are being met, and whether the team feels engaged and informed. Moreover, they facilitate **feedback loops**, allowing insights from field workers, beneficiaries, and frontline staff to travel back to leadership, where they can influence timely decision-making.

By embedding these digital tools into the leadership workflow, MSO managers can make their organisations **more agile, more transparent, and more responsive**. This capacity is critical not only for internal functioning but also for strengthening credibility with funders, aligning with EU-level policy trends, and improving services for migrants and refugees.

Keys to applying tools in your organisation

1. Adapt the tool to your reality—not the other way around

Not all MSOs have the same structure, resources, or internal culture. Before applying a tool like the RACI Matrix, SMART Goals, or KPIs, ask yourself:

- *Do we have clearly defined roles, or do we operate in a flat structure?*
- *What level of digital readiness does our team have?*
- *What is our staff's capacity to take on new tasks?*

Example: If your team is small and multitasks frequently, RACI might work better as a simple shared table in Google Drive rather than a formal template with separated roles per project.

2. Involve the team from the beginning

The tool should not feel like a top-down imposition. For it to work, it must make sense at all levels of the team.

- *Introduce the tool by explaining what it's for and how it can make daily work easier.*
- *Ask for suggestions and tweaks based on your team's on-the-ground experience.*

Example: “I want to try this matrix so that no one feels overloaded or left out of decisions. Can we review it together in our next meeting?”

3. Start small and scale gradually

You don't need to apply everything at once. Choose a priority area (like planning or evaluation) and pilot the tool in a specific project. Assess, adjust, and expand to other areas.

Example: Start implementing KPIs in just one program (like employability workshops) before rolling them out across the whole organisation.

4. Link each tool to a concrete need

Avoid letting tools become “decorative bureaucracy.” Always ask: What purpose does this serve right now?

- *Does it help us make better decisions?*
- *Does it increase transparency?*
- *Does it improve coordination among diverse teams?*

Example: “Let’s use SMART goals in this project because we’re struggling to know if our workshops are actually creating change.”

5. Turn the tool into a habit, not a task

A tool only makes an impact when it becomes part of daily workflows.

- Schedule monthly reminders to review KPIs.
- Use the RACI model in every activity planning session.
- Revisit your team’s stage in the Tuckman model after every structural change.

Example: “At the end of each quarter, we’ll spend 30 minutes reviewing our KPIs and see if we need to make any adjustments.”

AI Tools to Enhance Digital Collaboration and Organisational Performance in MSOs

To conclude, **AI tools are not just technological add-ons, they are also strategic enablers** for MSOs seeking to work smarter, collaborate better, and increase their social impact.

When thoughtfully integrated, platforms like ChatGPT can help streamline operations, enhance transparency, and free up time for what truly matters: people.

For MSO leaders, embracing these tools means not only keeping up with the times, but actively shaping a more agile, inclusive, and data-informed future. In the fast-evolving landscape of migration support, AI-powered tools offer MSO leaders new opportunities to increase impact, streamline workflows, and support diverse, multicultural teams. Below is a curated selection of AI tools specifically relevant for **non-profit and mission-driven organisations**, with clear use cases and why they matter for your work:

1. ChatGPT / Microsoft Copilot / Gemini

- Use case: Drafting reports, creating project proposals, summarising meeting notes, generating content, answering legal/policy queries.
- Why it matters for MSOs: These AI assistants reduce time spent on administrative or repetitive writing tasks—freeing up energy for strategic, relational, and high-impact work. Especially valuable in multilingual contexts, they also help simplify complex information for community use or donor communications.

2. Notion AI

- Use case: Internal knowledge management, collaborative notes, meeting documentation, project to-do lists, team manuals.
- Why it matters: A powerful, all-in-one workspace for MSOs to centralise knowledge and boost team clarity. Notion AI enhances this by auto-summarising meetings, generating clean documentation, and improving internal alignment—without switching between tools.

3. Otter.ai

- **Use case:** Real-time transcription and summarisation of online or in-person meetings (Zoom, Google Meet, hybrid formats).
- Why it matters: Perfect for multilingual, distributed, or hybrid teams. Leaders can easily revisit decisions, identify action points, and include those who

couldn't attend—ensuring accountability and inclusion in dynamic project environments.

4. Miro + AI

- Use case: Interactive whiteboarding, strategic planning, brainstorming, participatory workshops.
- Why it matters: Miro's AI features (smart grouping, text clustering, idea summarisation) support co-creation and inclusive decision-making processes. Ideal for Theory of Change models, project design sessions, or stakeholder engagement in complex environments.

5. Fireflies.ai

- Use case: AI-powered meeting assistant that records, transcribes, and extracts insights from conversations.
- Why it matters: In organisations coordinating across multiple regions and stakeholders, Fireflies helps ensure no decision or action point is missed. Particularly useful for program coordination, interviews, and reporting.

6. AI-Powered KPI Dashboards

(e.g., Tableau + Einstein AI, Power BI with Copilot)

- Use case: Real-time visualisation and predictive analysis of organisational KPIs and project data.
- Why it matters: These tools support evidence-based decision-making and help MSO leaders monitor program effectiveness, forecast trends, and make proactive adjustments—critical in funding cycles and impact evaluation.

7. Gamma

- Use case: AI-powered presentation and report creation tool for visual storytelling and strategy documents.
- Why it matters: Ideal for MSOs needing to create compelling decks for donors, funders, boards, or public events—without design skills. Gamma helps teams craft clear, concise narratives that reflect both heart and data.

8. Lumen5 / Synthesia

- Use case: AI-generated explainer or impact videos using text-to-video or avatar-based narration.
- Why it matters: Enables small communications teams to create high-quality video content for outreach, fundraising, or advocacy—without needing a full production team. Crucial for visibility in today's digital-first world.

9. DeepL Write

- Use case: Enhanced translation and writing assistance for clear, inclusive multilingual communication.
- Why it matters: For MSOs working across countries, regions, and cultures, DeepL ensures accuracy and empathy in language—vital for grant proposals, community materials, and reporting.

3. Conclusion: Leading with Intention, Growing with Impact

Module 4 is more than a training—it's a **mindset shift**. As MSO leaders, you're not just administrators or coordinators. You are facilitators of change, navigators of complexity, and builders of human-centred systems that must remain agile, inclusive, and accountable in the face of constant evolution.

Throughout this module, you've explored how to **lead change with empathy and structure**, how to **foster trust and cohesion within diverse teams**. You've learned that leadership is not about control, but about clarity; that growth isn't only scale, but also depth; and that the best tools are those that serve people—not the other way around.

So ask yourself:

- *How will I show up as a leader in times of uncertainty?*
- *What conversations do I need to have with my team tomorrow?*
- *Which small, strategic changes can I implement right away?*

Module 4 is not just another training—it's an invitation to lead differently. As MSO leaders, you operate in fast-changing and emotionally complex environments where leadership is not about control, but connection. This module equips you to guide your team through change with clarity, empathy, and strategy—turning disruption into direction and challenges into growth.

You've gained practical tools like the RACI Matrix, Tuckman's team stages, plus the power of AI tools and inclusive leadership practices. But the **real transformation happens when these tools become habits, and when leadership is exercised not alone, but collectively.**



That's why we deliver this module **face-to-face**. Because real change demands real connection. In-person learning allows MSO leaders to build trust, navigate conflict, and read the emotional climate in ways no screen can replicate. It allows for deep reflection, courageous dialogue, and shared learning—skills you'll need when the next unexpected crisis arrives, just as the pandemic did.

Change is not a threat—it's your greatest opportunity. And growth isn't accidental—it's the result of conscious leadership, shared responsibility, and the courage to measure what truly matters. So... leadership is not a title, it's a daily choice to create spaces where people feel safe, seen and empowered. Let this module be your foundation to lead boldly, build resilient teams, and grow with purpose—because the communities you serve deserve nothing less.

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