

STRATEGIC PLANNING: LEADING WITH PURPOSE



Developed by Asociación Empresas CON VALORES



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1. Overview

Strategic planning is a structured and systematic process that enables organisations to define clear objectives, allocate resources effectively, and adapt to changing environments. For Migrant Supporting Organisations (MSOs), this process is the key to organisational sustainability and to ensuring meaningful and lasting impact in the communities they serve.

According to internal data collected from the MSO network involved in this project, while 81.5% of organisations report having a clear vision and mission, only 56.3% frequently engage in formal strategic planning. This gap between aspirational purpose and operational implementation puts at risk the efficiency, responsiveness, and long-term viability of their initiatives. In the European context, strategic planning is increasingly recognised as a critical capacity for the Third Sector. As highlighted by Rojas and Morales (2016), social organisations must operate in environments of growing complexity, and therefore require strategic tools that allow them to anticipate changes, make informed decisions, and evaluate their results. Under these conditions, planning becomes not a luxury but a structural necessity.

MSOs in Europe face particularly intense pressures: evolving legal frameworks, the urgency of migrant integration, unstable funding, and heightened institutional demands. In such scenarios, equipping MSO leaders with solid strategic planning skills strengthens both organisational capacity and collective impact.

This module introduces participants to practical and context-sensitive planning methods, using established tools such as SWOT analysis and goal-setting models like SMART and OKR. It also integrates inclusive leadership development as a core element, recognizing that strategy cannot be implemented without empowered, motivated teams. To support this, the module addresses cultural competence and empathic communication — essential skills for managing diverse teams, resolving conflict, and building trust in multicultural environments. These elements are



reinforced through participatory, in-person methods such as role-playing, peer learning, and group problem-solving.

Given the mission-driven and dynamic nature of MSOs, adaptability is essential. Their success depends on their ability to identify priorities, navigate uncertainty, and engage diverse stakeholders. As stated by Del Río and Herrero (2019), strategic planning reduces improvisation and aligns daily operations with broader mission goals a critical need for organisations operating in high-pressure environments like migration support.

Therefore, this module focuses on:

- Creating a shared strategic vision within teams.
- Enhancing decision-making in multicultural and complex environments.
- Aligning operational objectives with long-term social impact.
- Preparing for constant change in the European migration landscape.
- Strengthening inclusive leadership and delegation skills to empower diverse teams.
- Fostering empathic communication and cultural competence as tools for integration, trust-building, and conflict resolution within MSOs.

We have decided to do this training in person because it helps people understand each other better and work together more easily. When people from different cultures and backgrounds come together, it's important to talk face-to-face, so we can learn not just with our heads, but also with our hearts.

Playing out real situations, doing group activities, and talking in small teams helps us practice being good leaders — ones who listen, care, and can handle challenges with calm and kindness.



In addition to strategic planning, this training places special emphasis on communication and cultural competence. These are core leadership capacities in MSOs, where diverse teams and multicultural dynamics are the norm. This component focuses on developing empathetic and effective communication strategies to bridge cultural gaps and ensure better integration and understanding.

Cultural competence and conflict resolution are addressed not just as interpersonal skills, but as leadership tools. Understanding cultural differences — in values, norms, communication, and hierarchy — is essential for navigating the complex realities of migrant support work. By equipping leaders to recognize and manage these dynamics, the module strengthens team cohesion and enhances organizational performance.

According to stakeholder consultations, 74.2% of MSO leaders emphasized the need for stronger team management skills. In response, this module incorporates role-playing, peer coaching, and structured problem-solving as core activities. These in-person formats allow for real-time feedback, emotional processing, and the kind of deep engagement necessary to build resilience and inclusive leadership practices.



2. Training Objectives (T.O.)

This module is designed to develop the strategic thinking, planning and execution capacities of MSO leaders in a structured and practical manner. The learning objectives are grounded in the reality of third sector organisations in Europe, particularly those supporting migrants and refugees.

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

- **T.O.1. Define and articulate their organization's vision and mission in a way that informs operational planning:** Participants will learn how to revisit and refine their organisation's purpose and identity, ensuring that their mission and vision are not just symbolic, but actively guide decision-making and resource allocation. The clarity and coherence of these statements are essential for long-term sustainability and accountability in social organisations.
- **T.O.2. Develop SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals aligned with organizational priorities:** Participants will gain experience in setting SMART (Specific, Measurable, Achievable, Relevant, Time-bound) objectives and will also explore the OKR (Objectives and Key Results) model. These goal-setting techniques are widely used in both non-profit and corporate sectors and help transform strategic intent into actionable and trackable plans.
- **T.O.3. Design and implement actionable strategic plans:** The course will guide leaders through the process of building full strategic plans, including stakeholder analysis, resource planning, timelines, and governance structures. Rojas and Morales (2016) stress the importance of having formal, flexible, and regularly updated plans to improve coordination, internal clarity, and impact.
- **T.O.4. Apply tools for monitoring, evaluating, and adjusting plans:** A critical component of strategic planning is the ability to track progress and



adapt. Participants will learn to define Key Performance Indicators (KPIs), use internal and external feedback mechanisms, and engage in strategic reflection processes. This enables organisations to remain resilient in changing social and political environments.

- **T.O.5. Strengthen leadership skills needed to foster strategic thinking within diverse teams:** Lastly, participants will enhance their capacity to lead multicultural teams through change processes, ensuring team alignment and ownership of strategic decisions. As highlighted by Salinas and Pérez Serrano (2017), participative leadership is essential for effective strategy execution, especially in the context of collaborative and mission-driven entities.
- **T.O.6. Develop empathic communication and cultural competence for team management and conflict resolution:** Participants will explore how to communicate effectively and sensitively across cultures, strengthen relationships within diverse teams, and navigate cultural differences in decision-making, leadership, and conflict resolution. By understanding how culture influences values, behaviors, and communication styles, MSO leaders will improve their ability to resolve misunderstandings, build trust, and lead inclusively. This objective reinforces the emotional intelligence and adaptability needed to manage multicultural teams and ensure inclusive participation.

Now, let's dive deeper into each training objective (T.O.) to explore the key concepts, tools and activities that will guide all the learning throughout this module.

T.O.1: Define and articulate the organisation's vision and mission in a way that informs operational planning

In the fast-changing and often underfunded environment of migrant support, leaders need more than good intentions, **they need direction**. The vision and mission statements are not mere formalities; they are tools for leadership, communication, accountability, and sustainability.



“Without a clear mission, every opportunity can seem like a good idea — and that’s how organisations lose focus.” Del Río & Herrero (2019)

Difference between vision and mission

Vision: The ideal long-term change you want to see in the world. *For example, a place where every migrant family feels safe, welcomed and empowered.*

Mission: What your organisation does, for whom, and how. For example: *We support the integration of unaccompanied minors in Valencia through legal advice, mentoring and educational support.”*

What makes a good mission statement? A strong MSO mission should be:

- **Specific:** who, where and how
- **Strategic:** shows how the mission helps achieve your vision
- **Actionable:** grounded in your actual programmes and methods
- **Values-based:** reflects your ethics (e.g. inclusion, participation, dignity)

☐ *Example – Generic mission:* We help migrants access services, or We are a non-profit that works with immigrants.

☐ *Improved – Strategic mission:* “We empower migrant women in rural área (specify which) to access healthcare, training, and legal assistance through mobile outreach and community partnerships.”

Checklist criteria sample:

- Does the mission define **who** you serve?
- Is the **geographic scope** clear?
- Is there a link between **values** and **activities**?
- Can it guide **budget and programme decisions**?



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Let's see what the literature says...

- A clear mission increases team motivation, improves external communication, and strengthens funding applications (Del Río & Herrero, 2019).
- In complex environments like migration, a mission helps organisations navigate uncertainty and avoid mission drift (Rojas & Morales, 2016).
- The mission should serve as an **ethical guide** when facing difficult decisions (García Marzá, 2020).

Empathic Communication and Public Relations in MSOs

In the context of MSOs, communication is not just about sharing information — it is about building trust, inclusion, and understanding across cultural, linguistic, and emotional divides. Empathic communication involves actively listening, acknowledging different perspectives, and responding in a way that affirms dignity and mutual respect. For MSO leaders, this means developing a communication culture that centers on clarity, compassion, and cultural awareness — both internally among staff and volunteers, and externally with beneficiaries, institutions, and funders.

Public relations in the third sector must go beyond visibility and branding; it must convey purpose, authenticity, and impact. MSOs are often the public face of migration support, and the way they communicate can directly influence public perception, stakeholder engagement, and funding opportunities. A well-designed communication strategy can humanize migration stories, mobilize community support, and challenge harmful narratives. Leaders must be intentional about whose voices are heard, how messages are framed, and what channels are used to reach diverse audiences.

Empathic communication also plays a strategic role in leadership. It reduces internal conflicts, fosters team cohesion, and ensures alignment between day-to-day actions and broader mission goals. By embedding inclusive communication practices — such as multilingual materials, participatory messaging, and feedback loops — MSO leaders can enhance transparency, boost morale, and ensure that both their team and



community feel seen and heard. Ultimately, effective communication is a leadership skill that empowers not only teams but also the people they serve.

T.O.2: Develop SMART goals aligned with organisational priorities

In the daily reality of MSOs, good intentions are abundant but effective action requires direction, structure and measurable outcomes. That's why this objective focuses on strengthening the ability of MSO leaders to set clear, strategic, and realistic goals that align with their organisation's mission and long-term vision.

Throughout the training, participants will become familiar with the SMART framework, a well-established tool that helps break down broad organisational priorities into goals that are Specific, Measurable, Achievable, Relevant and Time-bound. Rather than working with vague aspirations such as "empower migrants" or "improve community inclusion," MSO leaders will learn to formulate goals such as: *"Train 30 migrant women in basic Spanish literacy by December 2025 using weekly community-based workshops."*

This kind of goal-setting encourages transparency, accountability and focused effort — especially important in resource-limited environments where teams need clarity to manage their time and impact effectively. It also improves communication with donors and stakeholders, allowing MSOs to demonstrate concrete progress toward their mission.

In addition to SMART goals, the training introduces participants to the OKR (Objectives and Key Results) model, a dynamic goal-setting approach originally used in the corporate sector but increasingly adopted by social and non-profit organisations. OKRs are designed to foster ambition and innovation while maintaining focus on measurable progress.

An Objective is a bold and qualitative statement of intention, while the Key Results are the specific metrics that indicate whether the objective is being achieved.



For example, an MSO might define the following OKR:

- **Objective:** Improve economic inclusion of refugee youth in a particular city.
- **Key Results will be:**
 - 80 youth complete job-readiness training.
 - 50 youth participate in internship placements.
 - 30 youth secure paid employment within six months.

By exploring both SMART and OKR methodologies, MSO leaders learn to choose the most appropriate tool for different contexts, whether for internal planning, programme management, funding applications or team motivation.

This training objective ultimately aims to help leaders transform strategic intent into structured action, ensuring that their priorities are not only inspiring but also operational and trackable. In doing so, they will reinforce the professionalisation of their organisations while staying grounded in the social mission that drives their work.

For many MSO leaders, strategy often remains a set of broad ideas or aspirational goals discussed in annual meetings or funding applications. However, the ability to design and implement a concrete, step-by-step strategic plan is what separates intention from impact. This training objective focuses on equipping leaders with the knowledge and tools to develop plans that are not only visionary but also structured, practical, and responsive to real-world challenges.

Participants will begin by exploring the fundamental components of a strategic plan including stakeholder analysis, environmental scanning, strategic prioritisation, and resource allocation. These elements are not abstract concepts; they are essential to navigating the highly dynamic, and sometimes politically sensitive, terrain of migrant support.



One of the key tools MSO leaders will work with is the **SWOT analysis** (Strengths, Weaknesses, Opportunities, Threats), adapted specifically to the third sector and migrant-focused organisations. They will also engage with the **PESTLE framework** (Political, Economic, Social, Technological, Legal, Environmental) to better anticipate external factors that influence their work. Through hands-on activities and case-based exercises, participants will learn to map risks, leverage internal capacities, and align strategic priorities with both community needs and funding opportunities.

Real example: Fundación CEPAIM – Spain
<https://www.cepaim.org>

Fundación CEPAIM is a well-established MSO in Spain that works to promote the inclusion of migrants and refugees through employment, housing, and community-based programs. After the COVID-19 pandemic, CEPAIM strengthened its strategic planning by launching digital transformation initiatives, diversifying funding through EU programs, and investing in community participation tools. Through SWOT and PESTLE analyses, they identified risks associated with dependency on local government funding and responded by scaling alliances with educational institutions and private partners. These adaptations allowed the foundation to increase its reach and resilience, securing funding from programs like the Asylum, Migration and Integration Fund (AMIF).

This example reflects how structured strategic planning enables MSOs to adapt rapidly to crisis conditions, maintain their mission focus, and unlock new collaboration and financing opportunities.



T.O.3. Design and implement actionable strategic plans

Imagine this: your team is full of passion, your mission is clear, and the needs in your community are urgent. But when someone asks, “*What’s the plan for the next 12 months?*” and... there’s hesitation. Some answers are in people’s heads, some are scattered across reports, and others haven’t yet been spoken out loud. Sound familiar?

Many MSO leaders work tirelessly to respond to immediate needs, often without the space or structure to step back and plan strategically. This module gives you that space and a simple, human-centered framework to design a plan that actually works for your team, your mission and your reality.

We begin by asking a few grounding questions:

- Who needs to be involved in this plan — your staff, your volunteers, your beneficiaries?
- What are the three things you *must* achieve in the next year to move closer to your mission?
- What resources — time, people, money — do you have, and what do you still need?

From here, we guide you through tools like stakeholder mapping, resource allocation, and strategic prioritization, not as theoretical exercises, but as practical conversations you can take home to your team. You’ll explore how to turn big goals into small, trackable steps. You’ll sketch a timeline. You’ll define what success looks like. And maybe most importantly, you’ll decide **who is responsible for what** because shared ownership is what makes a plan move from paper to practice.

Strategic planning in the MSO world is different. You’re navigating complexity: migration flows, policy changes, funding uncertainty and emotional intensity. That’s why this module also emphasizes flexibility. Plans must breathe. They must evolve. You’ll learn how to build strategies that hold strong — but can bend when needed — without losing sight of your mission. This isn’t about creating a perfect plan. It’s about



building a living, adaptable strategy that your team believes in, that your community understands, and that helps you move from vision to impact, step by step.

T.O.4: Apply tools for monitoring, evaluating, and adjusting plans

One of the most common challenges faced by MSO leaders is the gap between planning and implementation. Even when strategic plans are well written, they can become quickly outdated, disconnected from frontline realities, or difficult to track. This objective focuses on giving MSO leaders the tools and mindset to monitor, evaluate, and adjust their strategies regularly and effectively.

Monitoring and evaluation (M&E) are not just about reporting to donors — they are essential practices for organisational learning, transparency, and continuous improvement. By applying simple but robust methods, MSO leaders can make sure that their work remains relevant, efficient, and aligned with both their mission and the needs of the migrant communities they serve.

Example: Objective is Improve language integration of young adult migrants, KPIs will be:

- KPI 1: % of students completing 80% of language sessions
- KPI 2: Self-assessed confidence levels before and after the course
- KPI 3: Number of participants using services independently post-training

Adaptation and resilience

In volatile contexts like migration, planning must be flexible. Leaders will explore how to design plans that can evolve, and how to respond to external shocks such as policy changes, funding disruptions, or humanitarian crises by making data-informed adjustments.

Research shows that MSOs with embedded monitoring and evaluation practices are more likely to:



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- Maintain the trust of donors and public institutions.
- Achieve measurable impact aligned with their mission.
- Improve staff performance and motivation by clarifying success.
- Respond effectively to emerging needs in complex environments.

Real Example of resilience: Andrea, Co-founder and Co-Director of INCUBADORA CON VALORES (www.cvalores.org)

Andrea is the co-founder and deputy director of Incubadora CON VALORES, an innovative social incubator based in Valencia, Spain that, for the past five years, has offered a transformative and disruptive entrepreneurship program to those who need it most, especially migrant women. The incubator focuses on inclusion, empowerment and sustainability by combining the business world with Andrea's leadership illustrates how combining inclusive values with structured strategic planning can generate scalable impact while staying rooted in community needs. Her example serves as a model for other MSOs seeking to navigate complexity with clarity, purpose and innovation.

Due to the COVID-19 pandemic, the in-person format of the program had to be completely rethought. Andrea led a full transformation process to adapt the entire incubation program to an online format. This shift required technical innovation and the staff adaptation while a redefinition of team coordination, participant engagement and impact monitoring strategies. Thanks to this agile and participatory leadership, the incubator was able to keep its doors open throughout the pandemic; in fact, participation numbers increased, and the program reached individuals in geographic areas that had previously been inaccessible.

Andrea's leadership illustrates how combining inclusive values with strategic adaptability can generate resilient impact while staying rooted in community needs. Her example serves as a model for other MSOs seeking to navigate complexity with clarity, empathy, and innovation.



T.O5: Strengthen leadership skills to foster strategic thinking within diverse teams

Strategic planning is not a one-person job. Even the most brilliant strategy will fail if the team does not understand it, support it, or feel part of its execution. For this reason, strengthening leadership skills is a fundamental part of the strategic development process — especially in the multicultural and mission-driven contexts in which most MSOs operate.

This training objective focuses on helping MSO leaders move from managing to leading, fostering a culture of strategic thinking, participation, and collective ownership within their teams. In contexts where teams often include staff from different cultural backgrounds, volunteers, social workers, and community leaders, strong and inclusive leadership is the glue that holds the organisation together.

MSOs work in emotionally demanding environments, where burnout, miscommunication, or staff turnover can undermine even the best-planned projects. Leadership in this sector is not about authority — it is about building trust, aligning people around shared goals, and navigating complexity with empathy and purpose.

This module supports leaders in understanding and practising:

- Inclusive leadership styles (e.g. transformational, servant, democratic).
- Effective delegation and accountability structures.
- Conflict resolution techniques and emotionally intelligent communication.
- Motivation strategies in under-resourced and high-pressure contexts.
- Leading diverse, intergenerational and multicultural teams.

Leadership for social impact: *strategic leadership, the engine that turns planning into impact.*

Leadership in MSOs must not only be effective, it must also be ethical, inclusive, and aligned with human rights values. Migrant support organisations are often the



frontline of justice, dignity, and solidarity. For that reason, leaders must model the change they wish to see: in how they treat their staff, interact with stakeholders and include migrant voices in strategy.

As Salinas and Pérez Serrano (2017) argue, inclusive leadership is a prerequisite for long-term sustainability in the third sector. Similarly, Bryson (2018) emphasises that **strategic leadership is the engine that turns planning into impact.**

Leadership in Practice: Styles, Delegation and Team Empowerment

Strategic planning in migrant-supporting organisations is not just about setting goals and drafting plans — it's about creating the right conditions for people to work together effectively. For that, leadership plays a central role. In this part of the module, participants will explore how their leadership style influences strategic execution, team dynamics, and organisational culture. We begin by identifying and reflecting on different leadership styles, including transformational, democratic, and servant leadership. Each style brings specific strengths, and MSO leaders will be encouraged to recognise which approaches are most effective for their teams, depending on context and challenges. Through a self-assessment exercise, participants will gain insight into their default leadership behaviours and how these impact decision-making, communication, and motivation.

Once the foundations of leadership styles are in place, we move to delegation — not as the mere act of assigning tasks, but as a leadership strategy for empowerment. Delegation is essential for growing team capacity and ensuring that responsibilities are distributed in line with strategic priorities. Participants will learn how to delegate clearly and effectively using practical tools such as the RACI Matrix (Responsible, Accountable, Consulted, Informed), which helps clarify roles and avoid confusion in team-based projects.

T.O.6. Develop empathic communication and cultural competence for team management and conflict resolution



In a Migrant Supporting Organization, people come from everywhere — Morocco, Argentina, Perú, Ukraine, Venezuela, Senegal, Syria, and so on... You speak the same mission, but not always the same language, not the same codes, not the same expectations of what leadership, teamwork, or even respect should look like. This diversity is not a challenge to be managed. It's a strength to be activated — if you, as a leader, know how to listen, navigate and connect.

Empathic communication is not just about being kind: it's about being curious, intentional and deeply respectful. It's understanding that silence can mean agreement in one culture and resistance in another. That saying "yes" doesn't always mean someone understood or is willing to proceed. That emotions, authority, gender roles, and time are experienced differently by different people. The job of an MSO leader is to build bridges across these differences, not by having all the answers, but by creating the space where people can speak and feel heard.

This module invites participants to slow down and reflect: How do I communicate? What do I assume? Whose voices dominate meetings — and whose are missing? Through real-life examples and interactive exercises, leaders explore their own communication style and how it lands across cultures. You will learn techniques for active listening, for decoding non-verbal signals, and for adapting your message without losing clarity or leadership. Communication becomes not just a skill, but a strategy — one that makes your team more cohesive and your mission more credible.

But communication alone is not enough — not in environments where pressure runs high, where trauma and urgency are daily companions. That's why this objective also focuses on **cultural competence**: the ability to understand how culture shapes behavior, and how leaders can respond in ways that are respectful, inclusive, and effective.

Conflict often shows up not as shouting or tension — but as avoidance, misalignment, disengagement. Perhaps one staff member interprets a colleague's direct tone as



offensive, while the other sees indirect communication as dishonest. Perhaps a volunteer doesn't speak up in meetings because, in their culture, disagreeing with authority is frowned upon. Or a migrant woman seems uninterested in a training, but what's actually missing is trust — or child care. Without cultural competence, these issues go unnoticed or unresolved. With it, they become doorways to stronger connection and better design.

You'll work through real MSO scenarios in this module — not roleplay as theory, but as practice. You'll learn to de-escalate tension by naming assumptions, asking questions, and affirming dignity. You'll reflect on how to lead in a way that doesn't erase differences, but celebrates them — while still moving forward with shared accountability. And perhaps most importantly, you'll see how empathy is not softness, but strategy — one that leads to clearer expectations, deeper trust, and fewer breakdowns in your team.

In the end, this objective is about becoming the kind of leader who holds space — for difference, for emotion, for growth. Who can speak across cultures and conflict with confidence. And who knows that in a world of migration, the strongest strategies are those built on human connection.

The first activity takes place as soon as the group arrives at the space where the meeting will be held. After a brief moment of welcome and reception, the group gathers to begin a dynamic designed to break the ice, foster interpersonal connection, and begin to build a safe space through mutual understanding. This activity is titled "My Identity." The exercise begins with a creative proposal: each participant receives a blank sheet of paper and materials so that in 10 minutes they can draw (pencils, markers, colored pencils...), without using words or symbols external to the drawing, the ten things that define them as a person. They have ten minutes to capture in images aspects they consider representative of their personal identity, whether at a cultural, emotional, familial, symbolic, or everyday level.



Once this first introspective and artistic moment is finished, the trainer forms random pairs. Each person has ten minutes to explain to the other the meaning of their drawings: why they chose to represent certain elements, how they relate to their identity, and what personal stories are behind them. The exchange allows for an intimate and meaningful conversation, in which each person shows themselves as they truly are, from a place of openness and authenticity. But the dynamic does not end there. Instead of sharing their own stories, in a third moment each participant is in charge of presenting aloud the person they have spoken with. In this way, the initial barrier of the “I” is broken, promoting empathy and active listening, as now it is another person who gives voice to our identity. This activity concludes with the symbolic creation of an “identity wall”: all the sheets with the drawings are hung on one of the room’s walls, using blu-tack, forming a collective gallery of faces, stories, and diverse paths. This visual action reinforces the sense of group and belonging: different people, but gathered for a common objective of learning and transformation.

The second activity focuses on recognizing and valuing the organizations that each participant represents. The objective here is twofold: on the one hand, to deepen the “who I am” from a professional dimension and, on the other hand, to make visible the richness and diversity of the organizational ecosystem present at the meeting. The dynamic consists of preparing a brief visual presentation that gathers essential information about each person’s entity.

For this, cardboards, sheets, and pencils are distributed, and they are asked to clearly write the name of their organization, the year of its founding, the place where it is located, its mission and vision, the target group it works with, and a summary of the activities they carry out, as well as the territories in which they operate.

Once the posters are completed, the people share this information with the group. Those who will participate in the TPM will make their presentation later, in the space reserved for that meeting, while the rest will do it in a smaller format with the group that remains on the lower floor.



This activity allows us to understand where each person comes from, what kind of work their organization carries out, and how their presence at the meeting is articulated. A space is thus opened to identify synergies, establish collaboration links, and better understand the different contexts from which work with migrants, youth, or other populations is approached. Just like the previous activity, this proposal is based on the conviction that we can only build a quality collective process if we start from the genuine recognition of who we are and whom we represent.

Dynamic 1: How am I? – Leadership Styles & NGO SWOT Analysis: This dynamic complements the exploration of leadership styles and helps participants connect their leadership approach with the strategic reality of their organization.

WEB [Personality Types | 16Personalities](#)





Conflict Resolution and Emotional Resilience

Leading a diverse, mission-driven team can be deeply rewarding — but also emotionally complex. Conflicts may arise from cultural misunderstandings, workload imbalance, or communication gaps. Rather than avoiding conflict, MSO leaders must be prepared to manage it constructively.

This section introduces simple frameworks for resolving conflict through active listening, mediation techniques, and establishing mutual understanding. Special emphasis will be placed on emotional resilience — both in leaders and their teams. Migrant support work often involves exposure to trauma, urgency, and high emotional load, making it critical for leaders to model self-awareness, regulate their stress, and support the wellbeing of their staff.

Dynamic 2: What Conflicts Do We Face? – Conflict Resolution Roleplay

This dynamic allows leaders to rehearse real-world scenarios related to intercultural tension and staff conflict, reinforcing the theory.

We will also explore how emotional intelligence connects directly to strategic effectiveness: resilient and supported teams are more engaged, collaborative, and capable of navigating change.



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STRATEGIC PLANNING: LEADING WITH PURPOSE



- ✓ DEFINE A MISSION AND VISION THAT GUIDE STRATEGIC ACTION.
- ✓ SET SMART GOALS AND APPLY THE OKR MODEL.
- ✓ BUILD STRATEGIC PLANS WITH CLEAR STRUCTURE AND TIMELINES.
- ✓ USE KPIS AND FEEDBACK TO MONITOR AND ADAPT.
- ✓ LEAD DIVERSE TEAMS WITH STRATEGIC VISION.
- ✓ COMMUNICATE WITH EMPATHY AND CULTURAL AWARENESS.









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OUR GOAL: **LEADING WITH PURPOSE** But, **do I know myself to lead a team?**

Write down **3 qualities**
you have (as leader, or not)



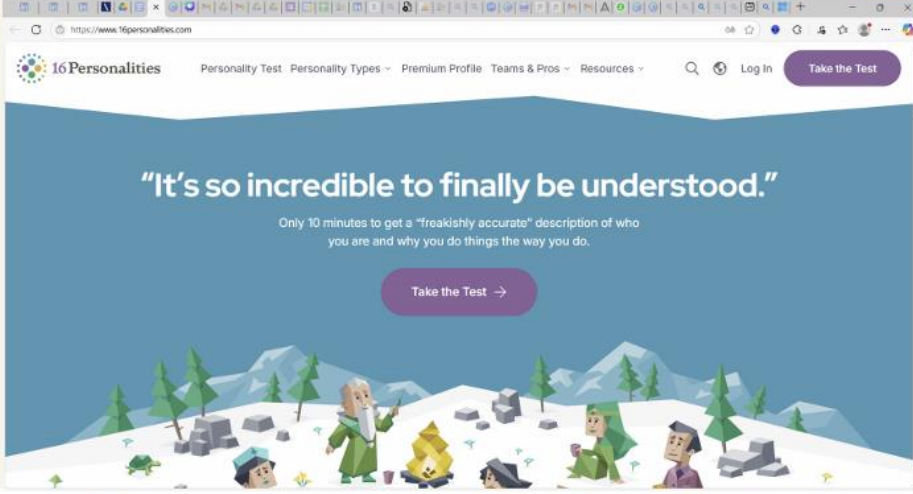






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The screenshot shows the 16Personalities website interface. At the top, there's a navigation bar with links: "16Personalities", "Personality Test", "Personality Types", "Premium Profile", "Teams & Pros", "Resources", "Log In", and a "Take the Test" button. The main content area features a large blue banner with the quote "It's so incredible to finally be understood." and a subtext: "Only 10 minutes to get a 'freakishly accurate' description of who you are and why you do things the way you do." Below this is a "Take the Test" button. The background of the banner shows a winter scene with people around a campfire. At the bottom of the screenshot, there are logos for Akademijs, Socialinių Inovacijų centras, netwerkpro, Programma integra, and CON VALORES INCUBADORA.



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SURPRISED?

compare your results with the three
qualities you wrote 15 min ago...

WHAT DO YOU THINK?

Let's share with our mate...



A row of logos for Akademijs, Socialinių Inovacijų centras, netwerkpro, Programma integra, and CON VALORES INCUBADORA.



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My organization context SWOT:



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List **the challenges you face**
as migrant support organization
in your context...



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WorldCafé



Each table a challenge

Goal: speak about it. How is it? How affects my organization? Ways to solve it, what can I do as professional? etc.

Time: 11 minutes each



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Challenges trigger conflict...



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- **Challenge** = a test of capability.
- **Conflict** = a clash of perspectives or interests.

Both are common in organizations, but while **challenges push people forward, conflicts need careful management** to avoid setbacks.



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Most common conflicts in my organization:

- within the team
- with donors/fundraisers
- with our volunteers
- with our community (people we work with)
- with society in general, etc.



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Effective Leadership as a Driver of Strategy

Throughout this module, participants are reminded that effective leadership is not about control — it's about clarity, communication, and trust. Strategic thinking must be embedded across the organisation, not concentrated in leadership alone. Leaders who share responsibility, encourage innovation, and recognise contributions create stronger, more sustainable teams. By linking leadership development directly to the execution of strategic plans, MSO leaders will see how empowering their teams accelerates progress and multiplies impact. They will leave the session with new habits, frameworks, and attitudes that foster strategic alignment and collective ownership.

Conflict Resolution and Emotional Resilience

Cultural competence refers to the ability to understand, respect, and effectively interact with people from diverse cultural backgrounds. In MSOs, where teams often include individuals with different nationalities, languages, faiths, and migration experiences, cultural competence is not optional — it is essential. Leaders must recognize that their

own communication style, assumptions, and decision-making approaches are shaped by culture, and that others may bring equally valid but different perspectives. Developing this competence allows leaders to navigate diversity not as a barrier, but as a strategic asset.

Misunderstandings in MSOs frequently arise from unspoken cultural norms. For example, in some cultures, direct confrontation is considered respectful, while in others it is seen as aggressive or disrespectful. Perceptions of hierarchy, gender roles, punctuality, or communication styles (such as indirect speech or body language) can create friction if not openly discussed. When leaders lack awareness of these differences, they may misinterpret staff behavior or unknowingly reinforce exclusion. Conflict, in these cases, often stems not from intent, but from misaligned expectations rooted in culture.

Culturally competent leaders take a proactive approach by creating environments where these differences can be acknowledged and navigated with sensitivity. They model inclusive behaviors, foster open dialogue, and encourage mutual learning among team members. When conflict arises, such leaders are equipped to respond with curiosity instead of judgment, using mediation techniques that honor all perspectives. In this way, cultural competence becomes a vital tool for conflict prevention, resolution, and ultimately, for building emotionally resilient and high-performing teams.

Dynamic 3: How Can I Build Resilience? – Techniques for Team Management

This dynamic brings emotional intelligence and resilience into practice, closing the loop between strategic leadership and human-centered management.



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How can I build resilience?



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How can I build resilience?



1. Make connections.
2. Avoid seeing crises as insurmountable problems.
3. Accept that change is a part of living.
4. Move toward your goals.
5. Take decisive actions.
6. Look for opportunities for self-discovery.
7. Nurture a positive view of yourself.
8. Keep things in perspective.
9. Maintain a hopeful outlook.
10. Take care of yourself.



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Optional activity:

- Visit priest Jesus Belda
- Working for migrants rights for more than 20 years.
- Created self-manage migrant communities







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