

The Structure of Belonging in Organizations

By Anna Schoon and Beth Ellen Holimon



the hive collective

Changing how nonprofits work

Why Belonging?

- End displacement & isolation
- Build psychological safety
- Improve commitment and engagement
- Give structure to DEI initiatives
- Create a resilient organization

True Belonging

True belonging is the spiritual practice of believing in and belonging to yourself so deeply that you can share your most authentic self with the world and find sacredness in both being a part of something and standing alone in the wilderness.

True belonging doesn't require you to change who you are; it requires you to be who you are.

Brené Brown



The Context for a Restorative Community

Existing Organizational Context

- Fear, blame, self-interest
- Need new rules, more oversight, new leadership
- Problem Solving
- Obligation

Future Community Context

- Possibility
- Generosity, focus on gifts
- Freely participate
- Choice of accountability
- Own and exercise power



Tools for a New Context

The Invitation

- Choice
- Challenge
- Form

The Order of Assembly

- Create the future in the room
 - Design
 - Groupings
 - Conversations

The Questions

The Structure of Belonging



The Power of Questions is Not Equal

How do we get people to be

- ...more committed
- ...responsible
- ...to do the right thing
- ...more accountable

Where do we get the money?

How do we negotiate for something?

Why aren't those people in the room?

What new policy will move our interests forward?

Power is in ABIGUITY, DISCOMFORT, the PERSONAL

Why was it important for you to show up today?

What is the price you or others pay for being here?

What is the story you keep telling yourself about
the problem in this community?

What is your contribution to the problem?



Making Room for Dissent

1. Values diversity
2. Confronts people with their freedom
3. Makes "yes" meaningful
4. Opens the possibility of commitment and accountability



Create an Advice Free Zone

Curiosity

Own their sovereignty

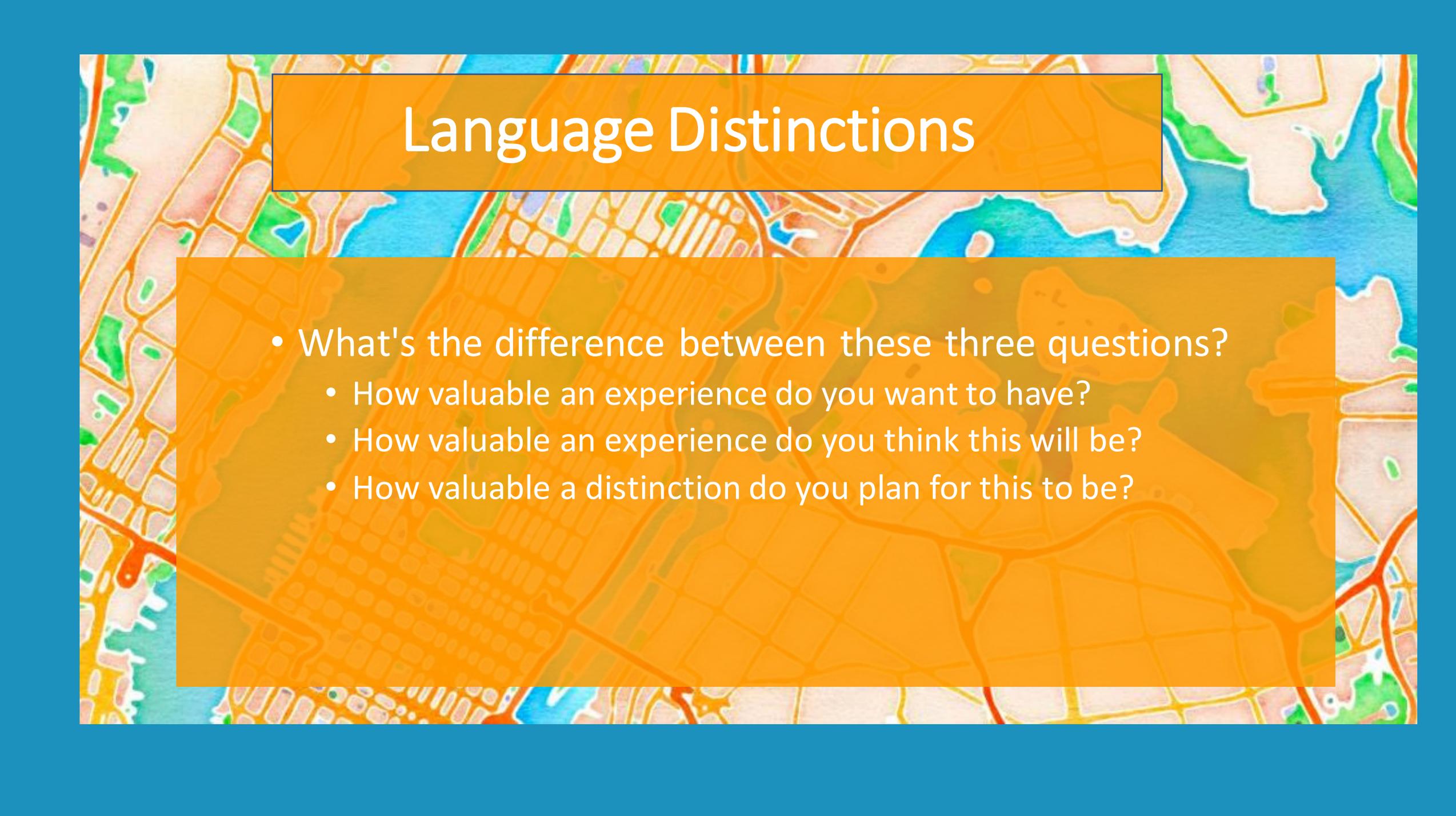
Recognize gifts

*"Advice, recommendations, and obvious actions
are exactly what increase the likelihood that
tomorrow will be just like yesterday." - Peter Block*

Gifts

Shift focus from deficiencies to capacities

- What have you received from them?
- What unique strength do you see in them?
- What capacity do they have to bring something meaningful to the world?



Language Distinctions

- What's the difference between these three questions?
 - How valuable an experience do you want to have?
 - How valuable an experience do you think this will be?
 - How valuable a distinction do you plan for this to be?

Commitment

A promise made with
no expectation of a return.



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Culture Transformation

Adaptive Strategic Planning

Fundraising Planning and Coaching

Organizational Assessment and Consultation

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