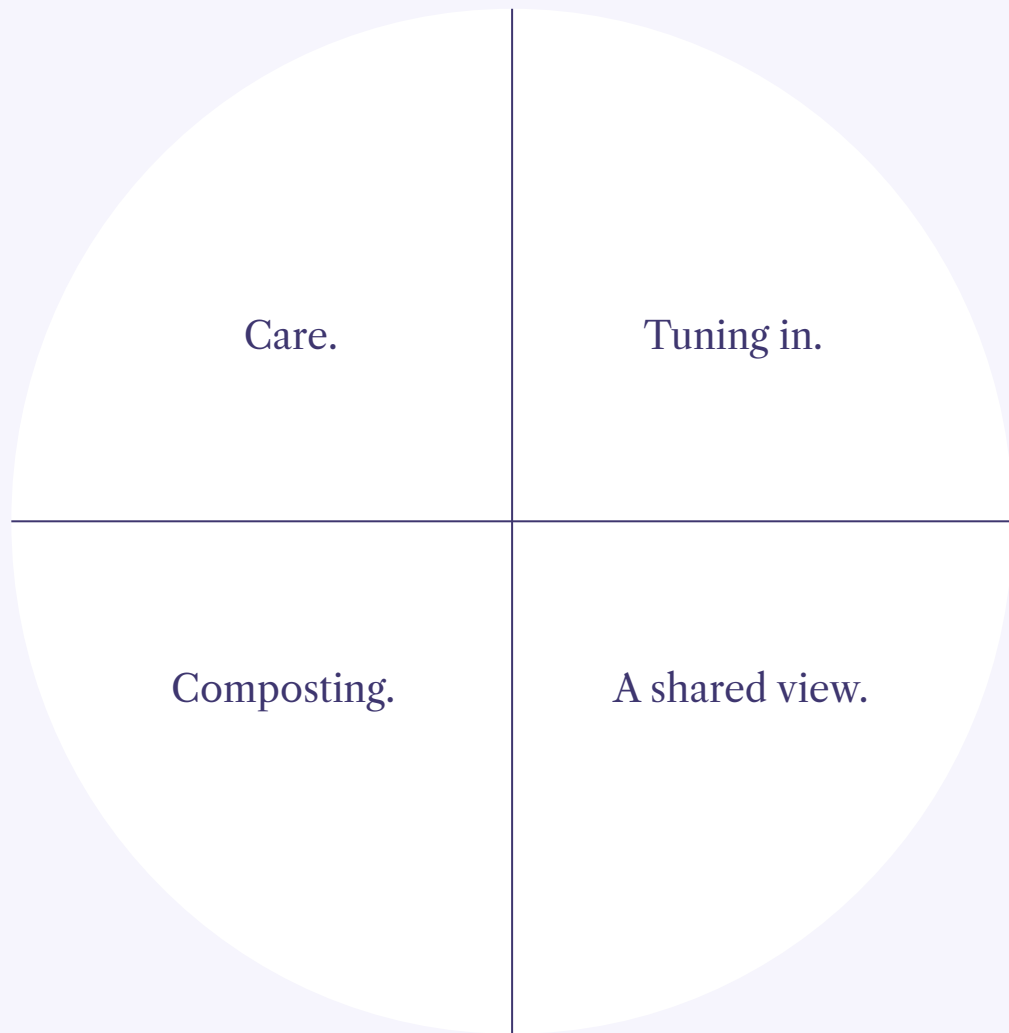


For more information,  
**read this blog post,**  
which links out to two  
different guides that are  
for two different  
purposes.



Care.

Tuning in.

Composting.

A shared view.

Care.

## Organisational Myth

As you bring an ongoing enquiry about loss into your organisation, it's helpful to lay a foundation of shared narrative about who the organisation is, what brought you each here and what holds you together.

What did you first appreciate about this organisation?

What are some of the very early experiences you remember about this organisation?

What do you appreciate about the organisation now?

What is unique about the organisation?

What metaphor, name or word would characterise it?

## Roles to consider

Holding a space for enquiring about endings needs different kinds of skills and behaviours. This canvas is to help you consider the kinds of roles you might want to assign to people in the organisation, and wider.

### **The Celebrant**

who can keep acknowledging the contributions both individually, collectively and systemically?

### **The Practical Steward**

who can keep paying attention to the practical and operational needs of the organisation during the enquiring.

### **The Orienteer**

keeping an integrity to the enquiry requires orienting it to continually be alive and present to the wider context.

### **The Compostor**

who can keep connecting with others to inherit the legacy.

### **The Asset Steward**

who can be attentive to the assets that have been created by the organisation and find them other homes where appropriate.

### **The Storyteller**

the power of stories and the stories we tell ourselves are important in this enquiry. Who can keep surfacing, tending to, weaving together and sharing stories?

### **The Emotional Steward**

the person who will hold the feeling space, be available for people's emotional experiences and offer support.

### **The Ritual Designer**

the person who pays attention to and designs the transitions, symbols, language, events, social & cultural experiences of the enquiries.

### **The Collective Steward**

the power of leading loss must be shared and collective, is everyone aware and present? Is the wisdom really encompassing the whole?

### **The Artefact Creator**

who can make and create things to live on in the world beyond the organisation lifetime.

Tuning in.

## Designing what to tune in to.

If this work is starting with the permanence of impermanence as a background assumption, what needs tuning into?. This canvas suggests questions that will help you design what to tune in to, to help decide whether to exist or not.

Have you considered what will signify whether it's time to bring your organisation to an end?

Do you have an idea of what signals or symptoms may indicate that something is or needs to come to an end?

Are there other ways you might sense or know this? What else might be important to bring into your awareness?

What else can you draw on to make those decisions? (e.g what other data is available to you?)

What are the wider contexts that you may need to tune in to? How will you discern what is useful here?

## **Regular tuning in to what is emerging – ongoing enquiring.**

Once you've agreed what to tune in to, this canvas suggests questions to use for ongoing enquiring and anticipating loss.

What's on your radar? What are you currently noticing? How are you currently making sense of your role in the wider ecology?

Is there anything in the wider context that is changing that feels especially pertinent?

Are there things that just feel like they are no longer working any more?

Resonance is important to tune in to - are there things we are doing as an organisation that seem to no longer be resonating?

If we are anticipating change or loss, is there anything we want to rehearse or recontract with?



*A shared view.*

## Building a shared view.

One of the most important parts of this work is how to keep making sense of the organisation together, in a participatory way so that everyone is doing regular temperature checks on the organisation. Having a shared view is a helpful canvas to keep referring back to.

First of all - who's participating in an articulation of the current shared view? It's important to be conscious of who gets to shape this.

Have you decided as a group what you will consider in your shared view? E.g relevance, resonance etc.

How often will you come back to the 'shared view' to make sure it *is* shared?

How will the shared view be helpful to make a shared decision? We think it's important to make visible a shared understanding of the context of the organisation.

What is your collective shared view of where the organisation is within its life cycle at this moment in time? Keep coming back to this. Draw it, use words to describe it, or a metaphor.

Composting.

## **Considerations for closing down.**

If the organisation does decide to dismantle itself, to unravel and to close, then this set of canvases helps to consider four aspects of that journey. Paying attention to the process, to what makes good compost, is important for laying foundations for what's next.

### **The story**

### **The artefacts**

### **The rituals**

### **The relationships**

## The Story

What are your aspirations for this ending?

What is the narrative you want to build and spread about this ending? Bearing in mind that the framing is within your gift and there may be many different tracks to the narratives.

Who do you need to communicate change is coming to? And how do you want to do this?

How will you ensure organisational justice – where nobody is left picking up the pieces or holding on to untruths?

How do you want to name the stages of the journey you are about to embark on?  
(this might be something to plot out as a timeline, even though it will not feel like a linear journey when you're in it)

## The Relationships

Relationships are so important in endings. Involving external people means that the power of the ending is well distributed and everyone involved feels like they are part of something bigger. This canvas offers some ideas about different relationships to consider.

Who needs to be involved now, in what way and at what stage?

*“The community is where we draw the strength needed to effect changes inside of us, a space of interdependence where we can find supportive presence. “What one acknowledges in the formation of the community is the possibility of doing together what it is impossible to do alone.”*

Who do you want to invite into the process of ‘dying’ or dismantling?

How are you going to receive people wanting to share with you how important you have been? And pay respect to the organisation?

Who do you want to invite in as witnesses of the process? And what might that witnessing process look like?

What are the other relationships the organisation needs to acknowledge and tend to on this journey?

Who do you need to communicate change is coming to? And how do you want to do this?

Loss has ‘we-creating’ capacities, allowing for opportunities to reach across difference to connect with others. How might you respond to that?

## The Artefacts

As this journey unfolds there will be artefacts that can be created to exist in the world way beyond the life of the organisation. This canvas shares some ideas for that.

What kinds of artefacts could you create? This might be a book, a series of events, a ritual for the whole ecology of which you are a part, a set of merchandise, a manual. What would honour the work?

An living network can also be an artefact. Can you imagine how the organisation will live on as a network of people and relationships? Is this something that you want to cultivate? And if so, how might you do that?

Collective archiving is a participatory process and something that can be done along the journey. What do you want to archive? How do you want to do it? Who can get involved? Where will it be archived?

## The Rituals

Can you imagine where and when rituals might be important or helpful in the enquiring and journey? (You can use the timeline below)

What rituals might help people absorb what is happening and changing?

What rituals might help people prepare for loss and endings?

How can others in the wider ecology participate in your rituals?

Can the design of rituals be done as a collective process and how can you facilitate this?

When might rituals be helpful? Where are the key transition points likely to appear?



Name your Ritual

**Is it :**

A process

A ritual

Something else:

.....

Who will use it?

When will they use it?

What does it symbolise? Or mark?

Describe or draw how it works: