FUNDING SPIRITUALITY

AN EVALUATION OF THE ANGELL FOUNDATION’S FIRST ORGANIZATIONAL SPIRITUALITY INITIATIVE

MAY 2011
In late 2007, through the Organizational Spirituality Initiative, eight (8) nonprofit organizations were funded to embark on a process of spiritual exploration and share their experiences, successes and challenges with the Foundation during their journey.

The Foundation’s intention in this Initiative was not to “diagnose” or “fix” organizations, but to support them and their staff in development of a common community. Their participation in the Initiative did not require that they hold specific spiritual or philosophical beliefs; only that they were willing to design and take part in a process that engaged the depth and capacity of the human spirit.

All parties acknowledged that this was a risky endeavor - both for us as new funders to this area and for the organizations who graciously agreed to “do the unknown”. However, we’ve spent the last two years learning and understanding the value of taking risks and the beauty of doing what has never been done before. We are sharing those lessons with you in this report.

Information in this report was collected by Dr. Rigo Rodriguez and Dr. Leah Ersoylu who served as Initiative Evaluators at different stages of the process. Though the Initiative’s cohort was small, it yielded a wealth of information regarding the importance of these explorations in organizations, their impact on staff and the potential benefits to the communities they serve. Through the evaluation, we learned that the Initiative helped our grantees create and or strengthen their operating philosophy and values and clarify the standards by which they will treat each other within and outside of their organization. Specifically, grantees reported increased organizational morale and greater understanding and cohesiveness in the workplace. Staff of the organizations also stated that the Initiative provided an avenue for them to marry their personal spiritual values with the professional requirements of their work. The following report highlights our findings, reveals the factors that contributed to and hindered grantee implementation and success, and lastly provides lessons learned.

The experiences of our grantees inspired the Foundation to maintain its commitment and focus in this arena. We sincerely hope that other Foundations and nonprofit organizations will read this report and actively consider how they might integrate spiritual efforts into their work.

The Angell Foundation
The vision of the Organizational Spirituality Initiative grew out of the belief that organizations that support employees in finding meaning and fulfillment through their work are more effective, and produce greater outcomes for the communities they serve.

The Foundation’s theory of change suggests that supporting non-profit organizations to explore their spirituality will:

- Promote self-awareness and personal growth among participants, and increase the experience of generosity arising both within individuals and the organization as a whole;
- Improve (or help sustain) feelings of connection and community among staff, Board members and/or the people supported by the organization;
- Help foster (or strengthen) a supportive and appreciative environment for staff; and
- Improve (or help sustain) the ability of staff, Board members, and/or people supported by the organization to resolve differences and learn together in ways that increase effective action aligned with the organization’s core values and ideals.

In 2007, The Angell Foundation funded eight (8) non-profit organizations to embark on a process of spiritual exploration. Organizations desired to become part of the Initiative because they wanted to make improvements to how their organizations operated internally and externally, and bring a greater sense of spirituality into their organizations. In addition to this overarching goal of becoming a “spirited organization”, the grantees also identified the following specific goals to guide their exploration:

1. Nurture internal communication among management;
2. Increase motivation, morale and staff cohesiveness;
3. Review and/or augment spirituality practices as needed to increase staff morale;
4. Develop skills and practices to support the entire organization as they move into their new community;
5. Increase communication and align diverse programs with the future direction of the organization;
6. Strengthen organizational opportunities for staff to explore spirituality and to unify clinical and administrative staff relationships;
7. Align goals of the organization and bring cohesion to different programs and departments;
8. Address safety and leadership issues in relation to male and female dimensions of leadership.

The eight organizations were chosen to receive the Organizational Spirituality grants because they demonstrated a readiness and capacity to fully commit to the process. All organizations had reached critical crossroads in their organizational development. Though many were undergoing or had just completed traditional organizational development processes, the organizations were still able to identify areas in which they were not performing optimally. A few grantees were drawn to the Initiative because they were responding to and motivated by a specific event or crisis within their organization or community. But most importantly, all of the organizations said they wanted to participate in the Initiative because of their belief that important change could and would result from their efforts.

This report provides an overview of the grantees’ experiences with planning and implementing their projects and includes findings collected from the following sources:

- Participant Focus Groups (one per agency)
- Facilitator Interviews with each grantee organization’s project facilitator
- Key Informant Interviews conducted in 2008 with 27 participants from the grantee sites that asked about their overall experiences and perceptions of the project and its impact on them, their colleagues and their organizations
- Post Initiative Interviews conducted in 2010 with 10 participant representatives from the grantee organizations that asked about their perceived success of the project, structure of the spiritual explorations, the project’s impact, and their suggestions regarding project continuation
- Initiative documents and materials collected from Foundation staff including grantee reports and Initiative-wide retreat notes

Data from this evaluation was collected from all participating organizations and the Foundation between August 2007 and October 2010.
leadership transitions, or changes in organizational identity, most of the organizations stated that this pressure kept them from operating as a cohesive, communicative unit.

In their initial proposals and communication with the evaluation team, staff members, management, and board members reported being heavily occupied with work; which left little time to communicate about key decisions and issues within the organization. As a result, staff from some of the organizations reported that their organization had developed a workplace culture of distrust and were experiencing low organizational morale and feeling a general lack of direction.

Additionally, some staff routinely spoke of a rising contradiction between the organization’s external and internal commitments to its mission and values. Staff members indicated that in their professional capacity, they were able to exhibit compassion and dedication to their clients; however, they experienced difficulty demonstrating these same qualities internally. Similar sentiments were discussed in regard to resilience - staff supported clients during times of need but had little success turning the professional “know-how” inward when they or other colleagues were faced with crises. Grantees reported that these challenges served as the impetus for their willingness to accept the invitation to participate in the Foundation’s Initiative.

Project Design
Each grantee structured its spirituality project according to its defined goals and was afforded the flexibility to make “real-time” modifications to overcome any identified barriers to implementation. Although the Initiative was implemented differently at each organization, analysis reveals three commonalities across the organizations: spiritual explorations and activities, facilitators and a steering committee.

Spiritual Explorations and Activities
Each grantee focused their exploration on both individual and group/collective activities.

INDIVIDUAL ACTIVITIES
Individual spiritual activities are defined as activities which provide space for the individual participant to find and feel a connection with one’s complete self. These activities intended to help people develop greater empathy and communication skills, improve their focus, reduce stress, enhance creativity and explore ways in which he or she could express their sense of spirituality in the workplace.

EVALUATION APPROACHES
Two separate evaluation approaches were used to document project implementation and reported outcomes across the eight grantee sites:

(1) Cross-Agency Evaluation: Designed to document various implementation strategies and processes across the whole Initiative, in addition to identifying early self-reported outcomes across the eight grantee organizations.

(2) Case Study: Three case studies were completed to give an in-depth glimpse into the different organizational contexts in which the organizations operated; diverse facilitation styles and processes; and explore the ways in which the project impacted organizational effectiveness. Though information from the case studies informed this report, they are not included.

Information presented here is more descriptive than analytic and is meant to provide the reader with an understanding of how organizations structured their projects. Namely, this report attempts to explain how and why the organizations participated in the Initiative, who was involved in planning and implementation, what strategies or activities they undertook and what factors affected implementation and project success.

Limitations of Data
All project data regarding Initiative processes, activities and impact is based on self-reported data from Initiative participants. Due to issues of confidentiality and disclosure, the Initiative Evaluators did not actively engage in nor observe grantee sessions or meetings. As a result, objective insights from evaluators regarding the quality of Initiative components - facilitators, activities, etc. - are limited. Additionally, the evaluators did not evaluate the theory of change or the Foundation’s grantmaking strategy.

Grantees generally defined spirituality as a heightened awareness of practices and beliefs rather than as a rigorous theory or strictly defined concept.
GROUP ACTIVITIES

Group activities are defined as activities designed to build an environment in which everyone believes and feels that they are engaged in meaningful work that contributes to a collective purpose. These activities were designed to build trust and connection throughout the organization by strengthening listening and dialogue skills, dealing with issues of power (i.e. disciplinary practices or hierarchical relationships within the organizations) and organizational practices. During these activities and conversations, facilitators focused on the ways in which a flexible relationship between the “self” and collective identities could be used to strengthen relationships among participants.

The following four practices were commonly implemented in order to develop a “collective sense” within each organization:

1. Group Dialogue - Using spiritual principles (provided by facilitators) as guidelines for dialogue
2. Displaying Appreciation - Verbalizing and actively showing appreciation for agency members
3. Overlooking Hierarchy - Creating opportunities for Board, staff (and community members) to communicate authentically, on an equal level
4. Articulating and Understanding the Collective Purpose - Working together toward a shared understanding of the organization’s mission, purpose, core values and standards of operation.

Spiritual practices and exercises were instrumental in creating a space in which participants could meaningfully engage in challenging, but important conversations. An additional sampling of practices are included in Table 1 below:

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<th>PURPOSE</th>
<th>SAMPLE ACTIVITY</th>
<th>DESIRED IMPACT</th>
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| Fostering Self-Reflection and Appreciation | • Silent Practices (Meditation, Contemplation)  
• Reflective Practices (Journal Writing)  
• Movement Practices (Yoga, Walks)  
• Artistic Practices (Arts, Poetry)  
• Ritual Practices (Lectio Divina) | • Increase awareness and appreciation  
• Increase ability to examine one’s thoughts and goals  
• Generate sense of calm/well-being  
• Increase self-appreciation  
• Explore purpose and passion |
| Enhancing Interpersonal & Communication Skills | • “Fact versus story method” - (distinguishing between fact, opinions and perceptions)  
• Constructive candor method  
• Pause, listen, understand  
• Deep Listening | • Increase acceptance  
• Improve listening skills and ability to suspend judgment  
• Enhance mindfulness  
• Increase awareness and appreciation of others  
• Increase compassion and grace  
• Increase adaptive skills |
| Enhancing the Group Culture | • Gradients of agreement  
• Council Practice  
• Facilitated Dialogue  
• Appreciative Inquiry | • Appreciate and understand the unique contributions of others  
• Enhance awareness of organization’s mission and values  
• Open up creative possibilities for resolving conflict and solving problems |

These activities were practiced individually and in group settings.

Facilitators

All of the grantees used a facilitator to manage and direct their projects. Prior to the start of the project within each organization, the facilitators spent time with executive directors, board members and staff in an effort to gain an in-depth understanding of the organization’s history, culture, context and challenges – in addition to their hopes and aspirations for the future. Using this information, the facilitators helped the organizations to design a project intended to help them achieve their goals. Though they worked closely with staff, the facilitators helped guide the organizations through their journey. They prepared the sessions, set the agenda, formulated the questions for discussion and lead activities – but most importantly they listened. They listened for areas of constructive conflict and encouraged the organizations to push through those identified roadblocks using a variety of spiritual practices and exercises.

Steering Committee

Each grantee created some type of Steering Committee or Leadership Team that served as the care group that was accountable for project implementation within each organization. Though the composition of these groups varied across organizations, they were engaged in the process and worked closely with facilitators from the project’s inception. These groups provided key guidance and feedback to the facilitator throughout the year, providing him or her with contextual information about the organization, relaying concerns and making recommendations to the process and activities as needed. Individuals from these groups were also critical linkages to The Angell Foundation, as they attended the Initiative-wide retreats held throughout the process.

REPORTED OUTCOMES AND PROJECT IMPACT

The Organizational Spirituality Initiative had positive outcomes at both the organizational and individual levels. It helped grantees strengthen their internal environments, revisit their operating philosophy and values and clarify the standards by which they will treat each other within and outside of their organization. Reported outcomes include:

decreased organizational stress, higher staff morale, expanded employee skill sets and improved individual behavior and skills.

Follow-up interviews also show that these impacts continue to remain true one year post completion of the grant period. The most salient reported outcomes are:
Overcoming Organizational Stress

Many of the funded organizations were experiencing heightened levels of stress prior to initiation of their project either due to leadership transitions or other challenges. Following formal completion of the projects (approximately 18 months), all organizations had not only conquered or reduced their initial source of stress, but achieved most or all of their immediate project goals. However, a closer look at the organizations revealed that the organizations that were undergoing the highest levels of stress, which were not exclusively financial in their nature, made some of the most pronounced changes to their internal environment. Organizations that had significant breakdowns in communication amongst and between employees, departments and Board members, saw marked improvements in their communication as a result of new learned behaviors and practices. These changes helped to re-bond staff and provide a mechanism for them to reconnect with the organization, its purpose and its mission.

Increased Organization Morale

The Initiative fostered the creation and maintenance of a supportive work environment, a deeper understanding and commitment to the organizational mission, and an increased appreciation and trust among staff members.

For one participant, the most profound result of the Initiative was its creation of a cultural shift in the relationship between board and staff. After two years of personal work, we saw our culture shift to one of graciousness—something that spoke very directly to me in yesterday’s discussion. We now feel a much deeper commitment to mutual respect, to listening, to every voice being heard. Committee chairs are paying attention to who’s showing up and who’s speaking out, and they’re calling disengaged members to find out what’s wrong.

Multiple participants noted that the Initiative fostered strength and spurred introspection. Overall, participants agreed that the workplace was an appropriate target for the Initiative. “Authentic spirituality means showing up and being nurtured during work,” said one participant. She continued, “[The workplace] is where there are so many spiritual things going on.”

Other effects on morale included a reinvigoration to carry out the organization’s work, and a renewed faith and increased commitment to the mission, values, or direction of the organization. In the post-Initiative interviews, half of the respondents reported that they were more connected to the vision of the organization as a direct result of their participation in the Initiative.

Expanded Skill Sets

Participants noted that the process provided them with tools and skills designed to help foster respectful dialogue, self-reflection, and relaxation.

They also noted the impact these skills had on increasing effective communication, increased displays of respect and a more cordial working environment.

Board members praised the deep listening skills they learned, their renewed sense of self-awareness, and their ability to hold back judgment. They also appreciated the opportunity to express themselves honestly, shed their biases, and consider other perspectives:

We’ve learned how to listen and not just “wait out” what the other person has to say. To not judge beforehand what people have to say, giving people the benefit of the doubt, building trust in one another so that desire, not fear, is the motivator.

The post-Initiative interviews revealed that organizations observed stronger relationships in the workplace, and six of the grantee sites reported increased communication between staff and board members and in some instances, increased trust. Overall, most organizations reported a positive shift in their communication techniques and patterns.

Enhanced Sense of Self

Throughout their projects, participants noted parallels between spirituality practices in the workplace and personal practices outside of the workplace. Participants valued the skills they learned for augmenting their interpersonal relationships and personal self-care practices at work, but they also noted that these skills extended beyond the workplace. One 2009 retreat participant shared:
Whether your spirituality informs your work or your personal life, your goal can’t be helping someone else. You have to start by looking inward and seeing what you need to complete yourself. Then you can go out in the world, with clients, spouses, friends. For me, that realization dramatically shifted my life away from always helping others to the exclusion of myself. Starting with yourself is where it all begins. If you take care of yourself, if you teach your kids to take care of themselves, that makes the world a better place—not excluding helping others, but serving that.

A majority of the respondents in the post-Initiative interviews stated that they considered their newfound skills effective, and utilized them in their personal lives. Some participants even continued individual self-care practices such as yoga and mindfulness. Two grantee organizations stated that they observed higher efficacy in employees and/or board members who participated in the project.

Sustainability

When thinking of sustainability, two measurements were identified to determine how grantees could leverage the momentum created by the Initiative: securing other funds and making internal organizational policy changes based on lessons from the project. From the post-Initiative interviews with grantees, we found that four out of eight organizations used funding from The Angell Foundation to leverage further funding from other foundations to continue their work in this area. These funds ranged from partial grants so that one organization could continue the retreat component of the Initiative to multi-year funding to continue multiple aspects of the Initiative implementation.

In terms of institutionalizing learnings through internal organizational policy changes, two grantee organizations reported that they had adopted specific practices. One grantee organization adopted “Guiding Principles for Communication” within their agency. These principles are now used in the Leadership Group as well as throughout the organization. These principles are based on the concept of open candor that was introduced by their external facilitator and now are a part of regular communication within the organization. Another organization found that the spiritual activities were so beneficial to staff and board members that the Board formally chose to incorporate spiritual activities into each meeting agenda.

**KEYS TO SUCCESS: FACILITATING FACTORS AND CHALLENGES**

Success in the eight funded organizations was affected by a variety of factors. The evaluators examined the role that several factors - aside from the financial aspect of the grant itself - had on supporting or hindering project implementation and success.

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<td>Steering Committee and Leadership Team</td>
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Participants stated that the retreats convened by the Foundation and those held by their organizations positively impacted their experience with the project. During the interviews, participants remarked that the retreats created a space of reflection where they could engage deeply, learn collective spiritual practices and step outside the structured routines of work and life. Those who participated felt that this space—created both as a component of their agency-specific intervention and as an Initiative-wide opportunity—was instrumental to success.

STEERING COMMITTEES/LEADERSHIP TEAMS
Steering committees were engaged in the process from its inception and worked closely with facilitators to ensure that the project didn’t lose traction. This group served as project advisors and advocates and actively worked with agency leadership to ensure that any internal policy or practice changes (such as starting meetings with a reflective silence) were maintained and incorporated (when appropriate) throughout the organization.

Challenges/Barriers to Success
Several factors were identified as barriers to successful implementation, such as conceptual challenges with spirituality, issues with self-disclosure and inconsistent participation.

SPIRITUALITY AS A STUMBLING BLOCK
Grantees reported that some of their staff and board members struggled with the term and concept of spirituality and its applicability to the workplace in the beginning stage of their projects. To assist with understanding, facilitators ensured potential participants that the spiritual explorations undertaken in the workplace were not religiously focused and would not challenge nor interfere with their personal beliefs and Faith traditions. To allay further concerns and create buy-in, organizations were also encouraged to define the term spirituality in the context of their organization. Each of the definitions was different and took into consideration its organizational context and goals. None of the grantees were mandated to adopt or accept the Foundation’s definition of spirituality to guide their process.

FACILITATED DIALOGUE AND COACHING
Facilitators played a major role in each of the funded organizations and were an integral component of the process. Most of the organizations used an external facilitator consultant to guide their project. Two of the organizations used an internal facilitator for most in-office activities and an external facilitator for other activities such as retreats. The facilitators are credited with supporting the organizations with goal setting, keeping the project on track and helping bring participants to a common ground.

Facilitators were careful to “model” spiritual principles in their own practices and in their communication with project participants. For example, one facilitator modeled “pause, listen and understand” - an exercise intended to showcase compassionate communication. Facilitators employed a rigorous, yet flexible process in an effort to accommodate the organizations evolving context, as well as the real-time experiences of participants.

PRACTICES AND EXERCISES
Individual and group level practices were an integral component of each project. All of the organizations utilized some form of spiritual, contemplative or team building exercises to introduce and strengthen the individual skill sets of participants and the collective skills of the group. Through these practices and exercises, participants learned to transform and enrich their relationships with self and others. These exercises, such as those included in Table 1, gave participants tangible skills, tools and resources to enhance their own sense and practice of spirituality in the work setting and in their personal lives.

CONSISTENT MEETINGS/RETREATS
Regularly scheduled meetings and retreats allowed the organizations to maintain the momentum of their projects. While some of the grantees scheduled separate meetings and retreats to allow time for their “spiritual dialogue,” others incorporated the conversations into regularly scheduled staff and board meetings. The consistency of meetings and practices kept the organizations and participants accountable for changes they had agreed to make and also gave them regular opportunities to practice new skills. Consistent meetings also pushed participants and leaders to actively deal with conflicts and issues that arose, rather than brush them aside or allow them to percolate or fester.
Grantees generally defined spirituality as a heightened awareness of practices and beliefs rather than as a rigorous theory or strictly defined concept. In addition, use of the concept “spiritual practices” allowed participants to broadly think about various behaviors, practices and activities (i.e. yoga, displays of gratitude) in a manner that respected the boundaries they had drawn regarding discussing their personal faith and religious beliefs in the workplace.

FEAR OF SELF-DISCLOSURE
One of the toughest challenges encountered at the beginning of the project centered on the issue of disclosure and trust. For most of the organizations, this project marked the first time that management, front line staff and/or Board members communicated on an equal level. As such, some participants were simply unwilling or too uncomfortable to openly share and disclose in the presence of their bosses. There were others, however, who simply felt that there were limits to sharing in the workplace, and either chose not to participate or were initially conservative in their approach. In the key informant interviews, participants discussed the potential friction between the private or emotional nature of the activities and the business context in which they took place but also mentioned that the facilitators took special care to keep the large group discussions appropriate for the professional environment.

INCONSISTENT PARTICIPATION
Despite efforts to maintain momentum and keep their projects on track, a few grantees experienced intermittent interruptions in participation due to shifts in personnel. For example, one organization underwent an extensive reorganization which impacted multiple staff positions. Another grantee had a key staff person leave on sabbatical in the middle of the project and amid organizational expansion. As a result, these organizations had to slow the project to handle pressing administrative needs and introduce new staff to the process.

Neutral Factors
Two factors emerged that had no bearing on an organization’s ability to implement their projects or achieve their goals: organizational mission and religious identity.

ORGANIZATIONAL MISSION
An organization’s mission had no bearing on their ability to achieve success; meaning an organization with a mission to provide early childhood services was no more likely to transform its culture than an organization with a mission to provide legal services to the elderly.

RELIGIOUS IDENTITY
Four of the organizations were founded as a part of or based on the principles of a specific faith tradition. With the exception of one grantee, none of the organizations currently identify themselves as a faith-based organization. The evaluation concluded that an organization’s identification as faith-based had no bearing on its ability to achieve its goals.

LESSONS LEARNED
Several lessons learned emerged from the Initiative:

Organizational stress is a motivator
Organizational stress was a precipitating factor in all of the grantees’ willingness to participate in the Initiative.

Organizational stress can occur from a variety of seemingly routine activities such as a change in infrastructure, reallocation of personnel or responsibilities, movement into new space and increased workloads. Regardless of the cause of stress, the grantees noted that it often created a breakdown in communication and organizational cohesion. Some grantees noted that although they had initiated some type of organizational development process in the past, they had not eased existing interpersonal tensions. The Organizational Spirituality grants provided grantees with the financial resources to craft a project specifically targeted towards restoring, strengthening and/or creating a spiritual space in which they could deal with their identified issues.

Results suggest that those organizations experiencing the highest level of stress at the project start, made the most noticeable improvements to their internal culture, particularly in the area of interpersonal communication.
The important role of early buy-in
Active participation and buy-in from the Executive Director and Board directly impacted project initiation and momentum. Early buy-in at the executive level proved to be the most important determining factor in how quickly the projects were rooted within the organization and the speed at which they achieved their goals.

Facilitator “fit” is important
All grantees selected their own facilitators, but a few changed facilitators at the beginning of the process due to compatibility issues or “fit.” Grantees mentioned that it was important to find a facilitator that appropriately matched the culture and style of their organization and possessed the qualities and skills needed to lead their exploration. Grantees admitted that they were not always aware of facilitators in this field and would have liked more support locating qualified facilitators that best matched their style.

The importance of flexibility
Several participants talked about the need to be patient and “let the process unfold” or “listen for what is wanting to happen.” Participants, facilitators and the Foundation had to resist the urge to rush the project and force action. Everyone learned to be respectful of the process; letting relationships develop and “ah-ha” moments to occur in due time. Participants also learned to have a willingness to modify activities, agendas, goals, internal work processes and policies to more accurately reflect the changes they were seeking to create.

The need for more guidance and structure
Though they appreciated the flexibility of the Initiative, there was some indication from the grantees that having a more structured approach to the Initiative would have been helpful with designing their proposals. Most organizations submitted their proposals prior to hiring a facilitator and therefore needed more concrete information and examples about spiritual practices and ways to structure their project.

The importance of logic models
None of the organizations developed logic models; however, logic models would have been useful tools in helping the organizations define and link the goals and objectives of their project. Logic models would have served to keep groups focused and on track during the planning and implementation phases. Logic models would have also allowed the evaluator to make additional comparisons and analyses within and across the projects regarding their common and different design elements and implementation strategies.

Managing evaluation, confidentiality and disclosure
Future efforts should carefully consider how best to manage its evaluation goals with the participants’ need for confidentiality and a safe environment. Participants found the lack of formal documentation, such as tape recorders and meeting transcripts, to be essential to their willingness to fully participate in the process. Understandably, many of the grantees were dealing with and discussing challenges – that are typically not shared outside of their organizations, especially not with funders. Thus, confidentiality and safety were paramount. While the lack of formal documentation aided in the creation of a safe and open space, it proved to be difficult for the evaluators. Evaluators had to rely on participant recollection and feedback from key informant interviews to recapture and piece together the various strategies and activities employed by each grantee. As such, the evaluators recommend that future initiatives consider how to gather more detailed and real-time information from the grantees and their facilitators – in a manner that maintains confidentiality.

Networking is beneficial
Grantees cited networking and opportunities for shared learning as major benefits of their participation in the Initiative. Through participation in the retreats convened by The Angell Foundation, participants developed new friendships, discussed common challenges and their resolutions and shared various spiritual practices with each other. These face-to-face retreats also sparked grantees’ interest in finding ways in which their organizations could collaborate in a professional capacity. Grantees have suggested including mentorship opportunities in future initiatives such as “mentorship pairs” where an experienced spiritual leader/organization is paired with an organization that is just beginning their spiritual journey.

CONCLUSION
This report highlights the promising impact that spiritual explorations had on the eight organizations funded by The Angell Foundation. While one cannot assume that all organizations who undergo similar processes will encounter the same types of transformative changes as the participants and organizations mentioned in this report, the findings support continued funding efforts in the area of Organizational Spirituality.

Organizational stress was a precipitating factor in all of the grantees' willingness to participate in the Initiative.