WorldYWCA

The Intergenerational Triangle

A Guide to Shared Leadership

About World YWCA

We are a global women's rights organisation engaging millions of women, young women, and girls around the world each year, across cultures and beliefs, to transform lives and the world for the better. With a presence in over a hundred countries, our work is grassroots-driven, grounded in local communities and rooted in the transformational power of women. We provide support and opportunities for women, young women, and girls to become leaders and change-makers who not only protect their rights and impact their communities but inspire their peers to do the same.

We are focussed on building a strong, intergenerational network of women and young women leaders, with programmes led by and for women and young women in response to the unique needs they see in their communities.

About One Future Collective

One Future Collective exists to advance social justice by catalysing people power and just institutions. We are a feminist social purpose organisation with a vision of a world built on social justice, led by communities of care.

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Foreword by World YWCA CEO/ General Secretary

At the World YWCA, we believe that leadership must be shared to be just. It must be intergenerational to be lasting. And, it must be authentic and accountable to be transformative.

We are living in a time that demands bold imagination and collective courage. In and across every corner of the world, young women, girls, and women of all generations reimagining systems of power.

People are looking for just, lasting and transformative changes in power structures. We heard this for years, from all sectors, genders, and identities that witnessed YWCA working intergenerationally. So, we decided to try to capture that in a guide.

Something liberating. Something dynamic and not transactional. Something for most, not few. Something useful and authentic for those aspiring for intergenerational leadership, beyond afterthoughts, tokenism, disastrous best-faith attempts, avoidance, scepticism, or performance.

As one of the longest-standing, intergenerational movements, YWCA knows the imperative of adaptation and evolution to realize justice for all. YWCA has done our work through conflict, peace, crisis, and resolution.

This tool, The Intergenerational Triangle, is both a reflection of the YWCA movement's history and a bold offering to the future. It was shaped through global conversations with hundreds of feminist leaders, co-designers, and community voices, including questions, hopes, tensions, and truths.

This resource is for leaders in the non profit, for profit, public, private, UN member states, faith, philanthropic, recreational, academic, government and other sectors committed to the wisdom of intergenerational leadership.

It draws from different settings, cultures, communities, and realities, and the parallel shared expertise, histories, and years of practice nurturing inclusive leadership across generations.

This guide offers more than steps or scores. It offers a lens - a way of seeing leadership rooted in co-creation, accountability, and power - sharing. It is a clinical tool for the mind and heart.

Use it conceptually. Use it practically. Let it guide your conversations, your strategies, your discomfort, and your courage. Let it evolve with you to practise leadership rooted in equity, care, and co-creation. Such work is not always easy. It challenges comfort, questions hierarchy and concepts of responsibility, and calls you into shared greater clarity on accountability and power.

This brings a community of one, six, twenty, three hundred, or two thousand closer to purpose.

Intergenerational leadership is not about who leads next—it's about how we lead now, together. And it is this practice—messy, relational, radical—that will shape a just world.

With this on your screen or in your hand, you are showing up and taking ownership of leading differently. Congratulations.

Sincerely,
Casey Harden
CEO/ General Secretary, World YWCA

Intergenerational leadership is not a handover—it is a handshake. It's not about who leads next, but how we lead now—together. Leadership that lives in one generation cannot liberate the next. In a world aching for justice, we must rise in shared power, where wisdom meets innovation, and memory fuels momentum. We move systems not by passing the torch, but by lighting the way—together. Because when generations lead side by side, we don't just build a movement, we become one.

Executive Summary

The development and implementation of tools which facilitate the practice of intergenerational leadership (IGL) is a key priority for the World Young Women's Christian Association's (World YWCA) strategic key initiatives for the years 2020-2023 and 2024-2027. In this background, World YWCA has partnered with One Future Collective to design an evidence-based tool to encourage and support civil society organisations to practise intergenerational leadership in their contexts. A key exploration as a part of this partnership has been to build a tool which captures ways and methods by which IGL can be embedded into the organisations' ethos and the personal practice of leaders within the civil society ecosystem around the world.

The process of developing this tool began with an extensive literature review followed by a landscape analysis of existing models of intergenerational leadership. To ensure that the tool we developed responded particularly to the needs and experiences of leaders within global feminist civil society, the second phase of developing this tool involved primary stakeholder consultation using the World YWCA Feminist Consultation Methodology. Through this process, we engaged various stakeholders via different formats, such as interviews, focus group discussions and surveys to gather information on different facets of IGL. Once the first iteration of the tool was developed, we wanted to test the tool for its applicability and usage. We adopted a multi-step process, including a survey-based review of the tool and research report with civil society leaders and organisations. In addition to this, we also conducted micro tests of different segments of the tool with different organisations to assess its real time application.

This tool is a culmination of these processes and hopes to set in motion a collective and transformative journey for the feminist civil society ecosystem towards the adoption and practice of intergenerational leadership. The tool brings to life two structural frames for the learning and growth around intergenerational leadership - a triangle approach that helps intersect guiding principles, building blocks and archetypes; and a self-audit tool helps assess where we are at with our IGL Journeys and how we can make progress.

We are always eager to support organisations along their journey towards practising intergenerational leadership. If you would like to know more about this tool or would like to provide feedback, please reach out to us at worldoffice@worldywca.org.

How Did We Get Here

This practical guide is the result of a collective, iterative process grounded in research, reflection, and deep engagement across two key phases:

Phase 1: Listening, Learning, and Co-Creation

Our journey began with a focus on understanding the landscape of intergenerational leadership (IGL)-what already exists, what's missing, and what could be possible. Through a comprehensive literature review and landscape analysis of existing IGL models, we began to map the field.

Once the literature review was complete, we proceeded to primary data collection. At the heart of this phase, was The World YWCA's Feminist Consultation Methodology, which guided our engagement with over 100+ feminist leaders from around the world. These stakeholders shared their lived experiences, organisational insights, and leadership journeys with us.

This phase was anchored by our Co-Design Lab-a diverse, intergenerational group of feminist leaders who shaped the process from start to finish. Together, we conducted surveys, interviews, and focus group discussions, ensuring the process remained inclusive, collaborative, and rooted in shared power. The findings from this phase were compiled into a comprehensive research report, which became the foundation for the development of this tool.[1]

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[1] World YWCA and One Future Collective. Mapping the Intergenerational Triangle: Research Insights Into Intergenerational Leadership Practice. 2005. Geneva, Switzerland. https://www.worldywca.org/mapping-the-intergenerational-triangle/
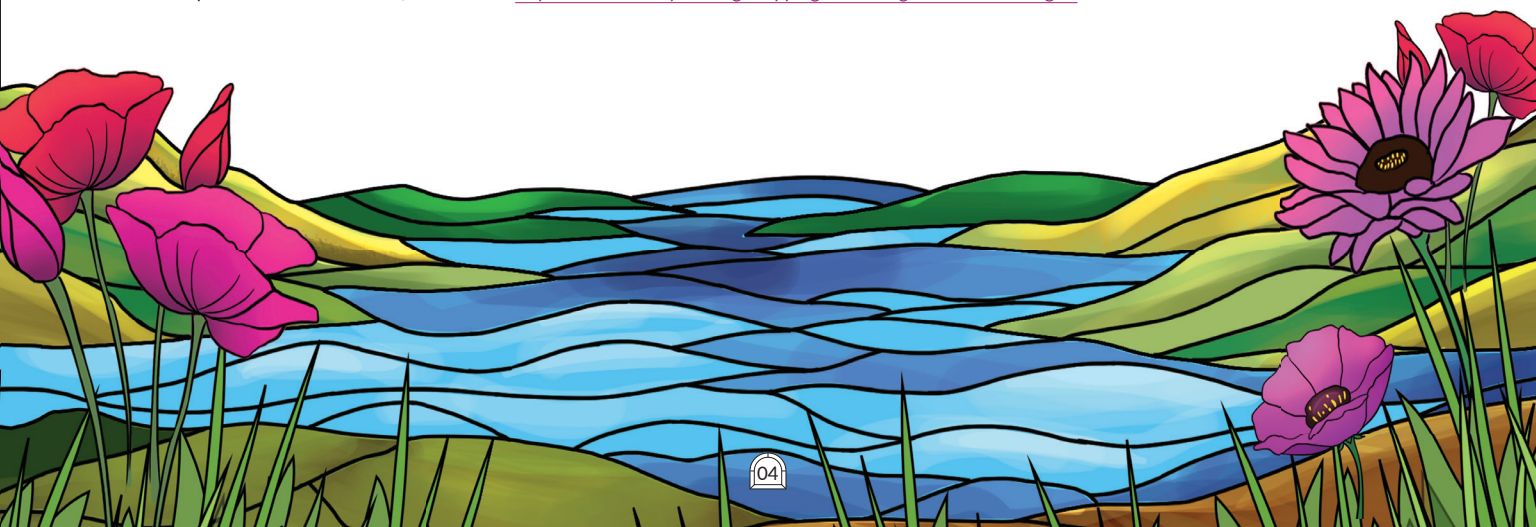
Phase 2: Testing, Refining, and Strengthening

With a draft design in hand, we entered the next phase: making sure the tool was practical, relevant, and usable for civil society organisations in real world settings. To do this, we invited feedback through a process of micro-testing and review with a select group of civil society leaders and organisations. We engaged 15+ reviewers from across regions and sectors to help refine the tool and ensure it would resonate with the people and organisations it's meant to serve. This thorough process was led by the team members of World YWCA and One Future Collective across spaces, regions- both online and in-person.

The outcome of these two phases is this living resource:

- **The Triangle of guiding principles, building blocks and archetypes** that provides guidance on the practice of IGL across five domains in organisations and for individuals.

- **The Self Audit Process**– to help organisations assess where they are in their IGL journey and identify where they want to go next.

This guide is not just a product-it's the result of a shared journey toward more inclusive, collaborative, and equitable leadership across generations.

If you want access to interview schedules and tools developed and used for review work kindly write to <info@onefuturecollective.org>.
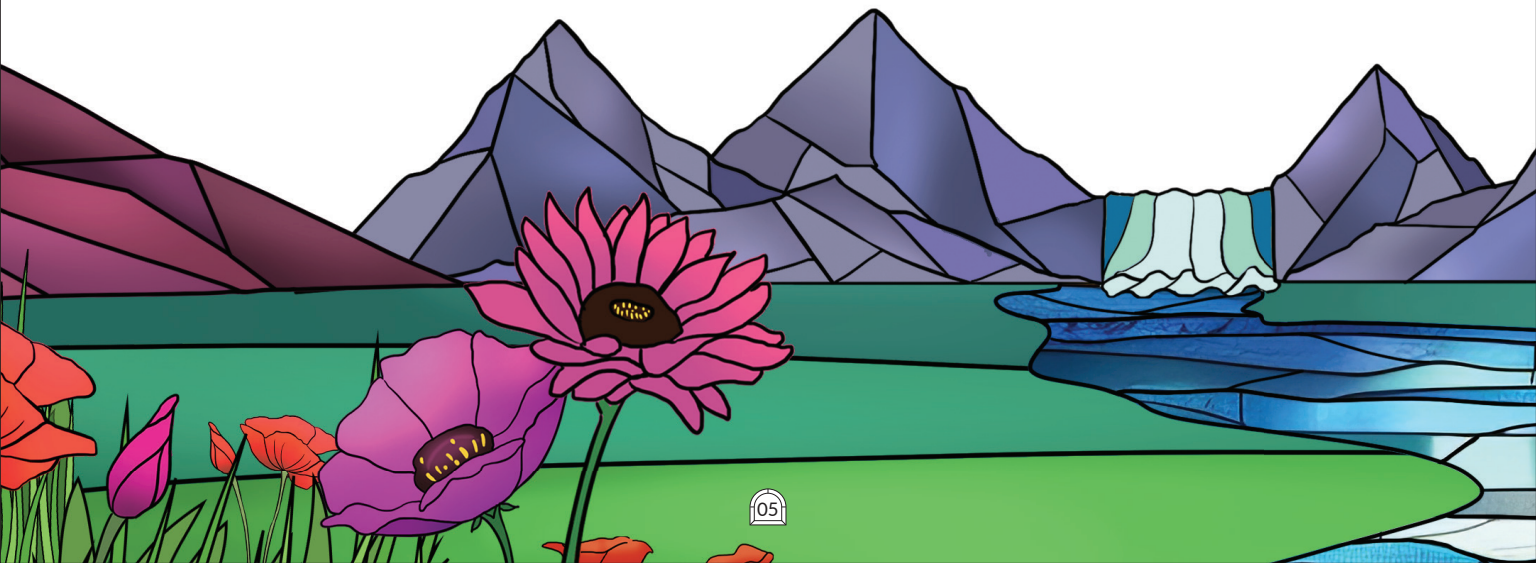
Rooted in Our Triangle of Shared Leadership: Inspired by the YWCA legacy

At the heart of this guide is the inverted triangle, a powerful and enduring symbol of the World YWCA movement. It represents a holistic approach to leadership that unites body, mind, and spirit. When aligned with the guiding principles, building blocks and archetypes, this triangle becomes more than a symbol—it becomes a guide.

In this spirit, we introduce The Intergenerational Triangle as both a visual and philosophical foundation for this guide on IGL. This is not a new idea, but a return to our roots—revitalised for the present and the future.

The Triangle brings three forces into balance- to align the tangible (Body), the transformational (Mind), and the visionary (Spirit) in how we lead, relate, and rise together. Inspired by this legacy, this model weaves together three essential elements: Guiding Principles, Building Blocks, and Archetypes. Together, they form the foundation for practising Intergenerational Leadership (IGL) across five critical domains, both within organisations and for individual leaders.

- **Guiding Principles** illuminate the core values and beliefs that shape intergenerational leadership practices.

- **Building Blocks** offer the tangible structures, capacities, and practices needed to bring these principles to life.

- **Archetypes** reflect the diverse roles, energies, and leadership expressions across generations and contexts.

To complement the triangle, the Self-Audit Process provides a practical tool for reflection and assessment. It enables organisations to map their current position on their intergenerational leadership journey, identify gaps, and envision pathways for deeper, more transformative practice.

By rooting this guide in the symbolism of a triangle—an inherently strong, interconnected structure oriented toward balancing and justice—The Intergenerational Triangle offers not just a theory but a practical, participatory, and hope-filled pathway toward shared leadership across generations. Today, through this tool- we name it, we claim it, we strengthen it.
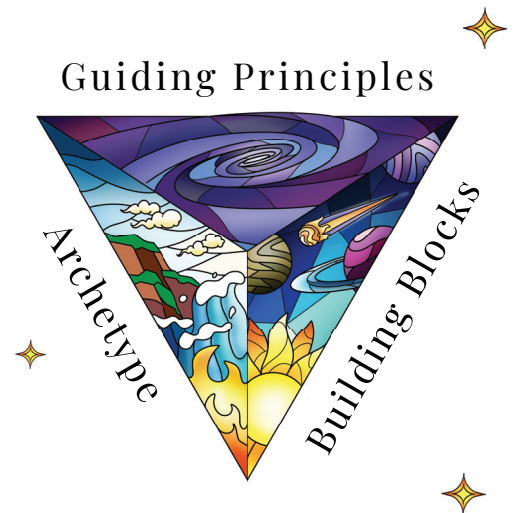
What Grounds Us Within Intergenerational Leadership

The Guiding Principles

We know that challenging traditional leadership practices can feel daunting. It can raise discomfort, resistance, and uncertainty. That's okay.

IGL is not something we see widely practised, at least not intentionally or with shared power. But we're not meant to do this alone. This guide was designed to walk with you, to support your organisation as you explore, experiment, and grow into what IGL can look and feel like in your context.

Like any meaningful change, practising IGL can bring moments of resistance, confusion, mistakes, or even conflict. That's part of the process. And that's why this guide is grounded in a set of core guiding principles- gentle reminders and companions for the journey ahead.

Our Guiding Principles for Practising IGL

1. The Spiral:
Continuous Shared Exploration

Change isn't linear, and leadership doesn't have to be either. Like a spiral, IGL invites us to return, reflect, and reimagine repeatedly, like continuous loops. There will be times when you don't have the answers- and that's not a failure. It's part of the practice rooted in collective progress and making adjustments. Curiosity, humility, and space for unlearning is key.

2. The Waves:
Flexibility and Fluidity

Progress often comes with stumbles, detours, and pauses. Practising IGL means embracing non-linear movement, making space for trial and error, and trusting that even small steps forward matter. Fluidity is strength, not weakness. Movement and momentum help us bring something dynamic and adaptable to life.
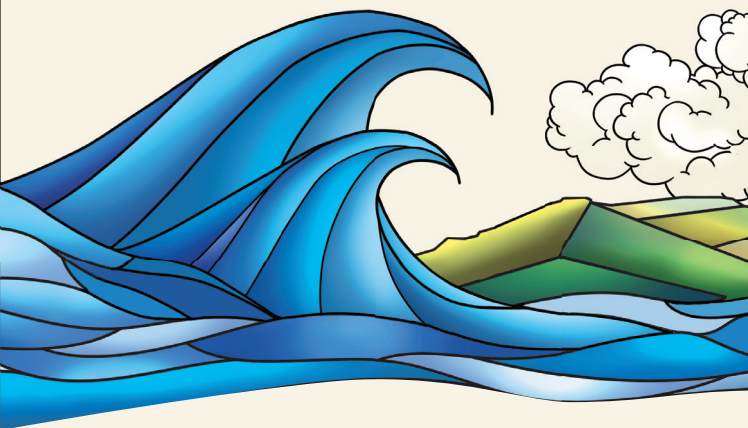
3. The Comets:
Growth through Conflict and Accountability

Challenging established power structures can lead to tension and conflict. But when we approach these moments with care, accountability, and an open heart, they can become opportunities for healing, transformation, and deeper trust. This is the force that helps bring attention to areas it touches and helps question and challenge traditional practices. Discomfort can be a catalyst for connection.

4. The North Star:
Navigating Uncertainty with Vision

You may feel uncertain at times. That's expected. Let your organisation's values and belief in shared, inclusive leadership be your guiding light. IGL offers a radically hopeful possibility: leadership that centres dignity, justice, and interdependence, with clarity even amid anxiety.

IGL is not just about surviving change - it's about transforming how we move through it, together. These guiding principles are here to accompany you as you engage with the Building Blocks and the archetypes. Let them support you each time you feel unsure, encounter resistance, are doubtful, or need to reconnect with why this work matters.

This journey can be messy and magical. Let's lead with curiosity, care, and courage.

What Strengthens Our Foundation

The Building Blocks

Now it's time to dive into the heart of this guide: the Building Blocks of Intergenerational Leadership.

These five foundational Building Blocks are designed to support any organisation - whether you're just beginning your intergenerational leadership (IGL) journey or already experimenting with shared power across generations. The tool is flexible and responsive, helping organisations reflect, assess, and grow over time.

Drawing inspiration from the "Six Conditions of Systems Change"[2] framework, the Building Blocks are organised into three types of elements essential for transformational leadership:

Transformative Elements: These refer to the internal mindset shifts and values required for systems change and creative leadership development—particularly in intergenerational contexts. They are reflected in the Building Block of Organisational Willingness.

Are we truly motivated to make intergenerational leadership a reality? What am I hesitating to do that could catalyse change?

Relational Elements: These capture the dynamics between people, power, and generations, focusing on how relationships, power, and positionality influence collective leadership. These are embodied in the Building Blocks of Organisational Culture and Practice and Ecosystem Enablement.

How do people within the organisation communicate across age and roles? What is the decision-making process like? How is age understood, acknowledged, and experienced in everyday interactions?

Structural Elements: These provide the tangible systems, policies, and mechanisms that anchor and sustain intergenerational leadership. They are expressed in the Building Blocks of Policy Infrastructure and Monitoring and Evaluation.

What structures are needed to make intergenerational leadership real and sustainable? What policies or practices might be unintentionally undermining this work?

Each block contains guiding questions to support deep reflection on where your organisation stands and where you want to grow.

This approach invites a continuous cycle of learning, unlearning, and co-creating a more inclusive, value-based, power-sharing leadership culture.

The Sun: Organisational Willingness

Reflects the mindset and motivation to practice Intergenerational Leadership (IGL). Like the sun powers life, organisational willingness energizes and sustains the conditions for IGL to thrive. It refers to how committed and ready people across all levels are to embrace and embed IGL, shaped by values, leadership styles, resources, and context. This block invites reflection on mindsets, motivations, and readiness for shared leadership across generations.

The Moon: Organisational Culture and Practice

Explores how leadership, communication, and collaboration show up daily. Like the moon's phases influence tides, organisational culture shapes how people relate across generations. It includes values, communication norms, behaviours, and everyday practices that either nurture or hinder intergenerational leadership. Culture shifts constantly and is influenced by Team compositions, communities served, and the contexts within which we exist and operate.

Constellations:
Policy Infrastructure

Looks at whether formal systems and policies support IGL in practice. Like constellations guiding travellers, strong policies provide the structure needed for shared leadership to flourish. This includes policies on hiring, leadership development, anti-discrimination, and grievance mechanisms. Policy infrastructure is influenced by internal values and external legal contexts.

The Stars: Monitoring, Evaluation, and Learning (MEL)

Considers how IGL progress is tracked, reflected upon, and strengthened over time. Like stars guiding navigation, MEL systems help organisations stay aligned with their IGL vision, learn from practice, and adjust. Strong MEL practices ensure IGL is meaningful and evolving, not performative. Methods can include surveys, leadership audits, and feedback loops disaggregated by age.

The Solar System: Ecosystem Enablement

Assesses how the organisation models, shares, and strengthens IGL beyond its own walls. Like planets and stars forming a dynamic system, organisations contribute to a broader IGL ecosystem through partnerships, shared learning, and advocacy. Ecosystem enablement involves sharing experiences, influencing funders and partners, and strengthening intergenerational practices across movements and sectors.

How the Building Blocks Work Together

While these five building blocks are presented as distinct components, they are deeply interconnected. Policy infrastructure, for example, often reflects an organisation's underlying willingness to invest in IGL. Likewise, without a supportive organisational culture, even the most well-crafted monitoring and evaluating plans may not be taken seriously or meaningfully implemented.

In other words, the building blocks are not to be siloed. They are part of a cohesive ecosystem-a living, breathing structure that requires care, attention, and reflection across all parts to truly thrive.

These blocks are not exhaustive, and they are certainly not one-size-fits-all. They are offered as a starting point - a practical foundation to support your organisation as you build or strengthen your commitment to IGL. You are encouraged to adapt, expand, and localise them based on your unique context.

Just as no two organisations are the same, how these blocks come to life will vary based on your social, political, cultural and financial realities. What IGL looks like in one region or movement may look very different in another-and that's not only okay, it's essential.

Finally, it's important to remember that the success of this journey depends on your available resources-time, people, funding, support systems, and more. Before you dive into applying or evolving this guide, take a moment to reflect:

- What do we already have in place?

- What do we still need to help bring our vision of IGL to life?

Now that you have a sense of what it takes to build and sustain IGL, it's time to take a quick audit to understand where your organisation currently stands.

Let's begin!
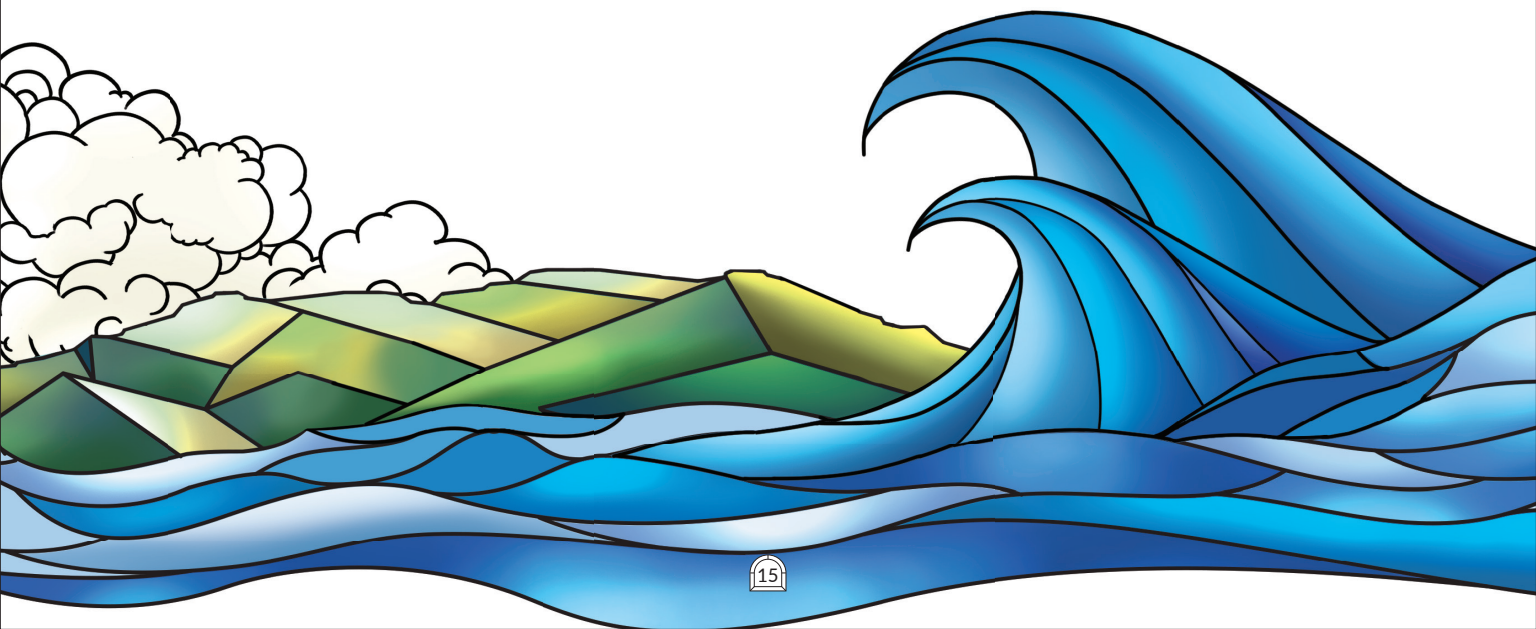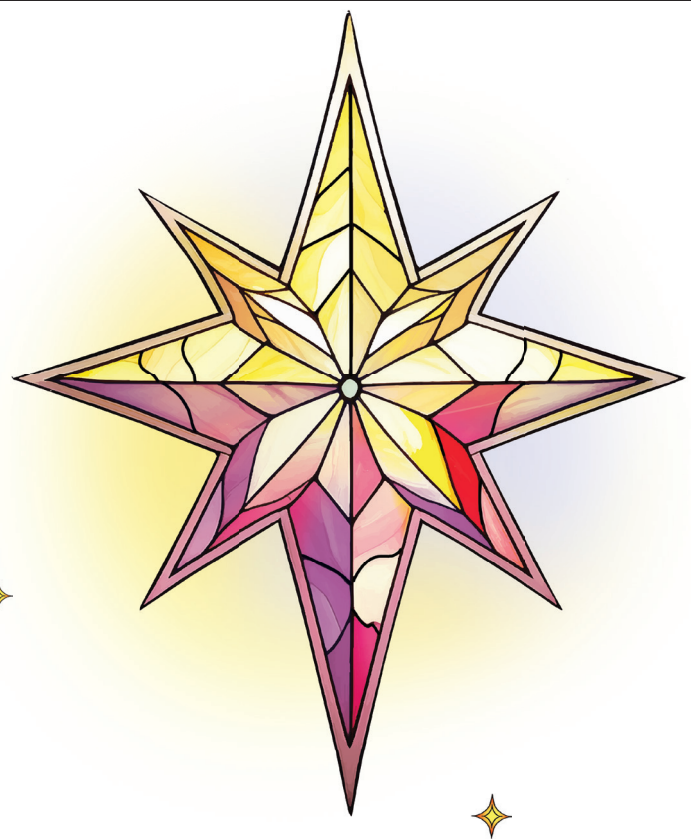
How Do We Audit Where We are on our IGL Journey

The Archetypes

When we began developing this tool, we spoke with organisations across the globe-each at a different point on their IGL journey.

Some had never considered IGL before. Others had reflected on it but weren't quite sure how it could show up in action. And interestingly, a few organisations we assumed were already practising IGL didn't see it that way themselves!

But across all these conversations, one common thread emerged:

A shared curiosity.

A genuine desire to reflect, to learn, and to understand more deeply where they stood-and where they could go-from here.

This audit is designed to support that spirit of reflection. It's not here to judge or label. Instead, it's here to help you as an organisation, group or collective identify your current locations on touchpoints within the IGL map and offer clear, compassionate guidance for moving forward.

Novice
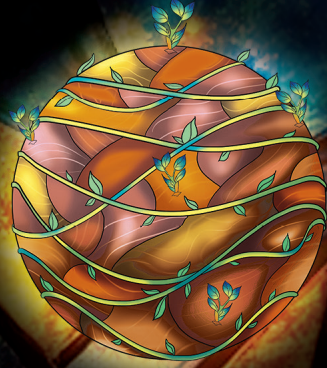
Explorer

Enabler

The Archetypes

Expert

Cheerleader

A Few Things to Keep in Mind Before You Begin

1. **This isn't about scoring "well."** This tool is designed to help you understand your strengths and spot opportunities for growth-not to rank or evaluate your worth.

2. **This will change.** IGL is an evolving practise, shaped by your people, your context, and your moment in time. Your audit results today might look different in six months or next year-and that's a good thing.

3. **You'll likely see variation:** It's completely normal to score higher in some areas and lower in others. That variation will help you focus your energy on where your organisation needs the most support to grow in its IGL practice.

Let's explore where you are on your journey-and imagine where you can go from here.

How to Use the Archetypes

The Archetypes are your compass for navigating where you are on your IGL journey-and where you might want to go next. It's designed to spark reflection, learning, and action-not to assign judgement or hierarchy. Before you move ahead, go to Appendix 1 and read the guidance on scoring and archetypes.

Here's how it works:

1. **Explore Each Building Block:** For every building block, you'll find a series of 5 statements representing different stages of IGL practice. Choose the one that most commonly reflects your organisation's current reality.

2. **Meet Your Archetype:** Based on your selections, you'll be matched with an archetype- from Novice (1) to Enabler (5). You must receive an archetype for each building blocks - and you can even calculate an overall archetype- if that's even helpful.

3. **Focus on What Matters:** The goal isn't to score high on every block-it's to understand what's working, where there are opportunities, and what support you may need. Each archetype will be accompanied by insights and ideas to help you grow.

A Few Things For You to Reflect on as You Begin:

Your journey might look different across different building blocks, and that's okay. Growth is rarely linear. Ask yourself:

1. Am I content with where we're at? If not, where would we like to be?

2. What's helped us get here and what's been in the way? What has enabled you and what has been a barrier for you to move forward?

3. Are all building blocks equally important for our organisation right now? Or are some more urgent or aligned with our current needs?

4. What do we need-resources, skills, and support-to move from where we are to where we want to be?

5. How do the core elements discussed above show up in our journey? Where do they challenge us? Where do they support us?

There is no perfect place to be. IGL is about growing together, in community, through reflection, action, and accountability. So, take a deep breath, gather your team, and start this journey with openness and intention.

What Do the Archetypes Mean

Through our conversations with civil society organisations around the world, one thing became clear: there is no one-size-fits-all journey when it comes to IGL.

Some organisations feel confident in certain areas while still learning in others. These archetypes are not rankings- they are reflective reference points, created to help you name where you are on your IGL journey and identify areas of possibility, experimentation, and transformation. We provided these archetypes with names for representation purposes only to help us navigate the journey.
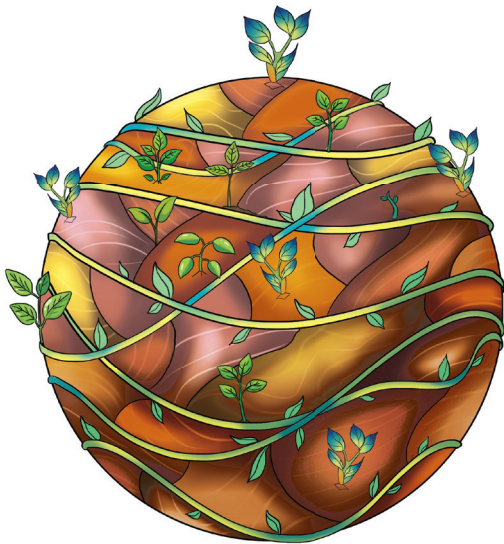
Novice

You're just beginning to explore what IGL might mean in your context. You may not have much experience with IGL yet, but you are curious and open. You're ready to ask questions, listen deeply and begin imagining new ways or working together across generations.

You're planting seeds.

Explorer

You've started experimenting with IGL. You're engaging with new ideas, learning from others, and not afraid to make mistakes. You recognise that growth comes trying, reflecting, and adjusting as you go.

You're mapping the terrain.

Cheerleaders

You're practising IGL and cheering others on, too. You believe in the value of IGL and are actively advocating for it within your organisation and beyond. You're generous with your learnings and are always looking for ways to do better.

You're helping the movement grow.

Experts

You've embedded IGL meaningfully in many areas of your work. You have experience and insight, and others look to you as an example. While there's still room to evolve, you're well-positioned to mentor and collaborate with others on this journey.

You're leading with experience and humility.

Enablers

You've not only integrated IGL into your core values and practices-you're helping others do the same. You understand the power of shared leadership and are investing in building the wider ecosystem for IGL to thrive. Your focus is on sustaining the practice and supporting others along the way.

You're shaping a future that's equitable, inclusive, and intergenerational.

Each archetype is valid. Each one reflects a different point in the learning journey.

Remember, you may be a Novice in one area and an Enabler in another-and that is exactly what this process is meant to reveal.

Auditing Your Archetype Within Each Building Block

Building Block 1: Organisational Willingness

Organisational willingness refers to the motivation, readiness, and appetite across different levels of the organisation to practise IGL. This includes not only an openness to the concept, but a desire to take action to make it real-through shared learning, resource allocation, and commitment to cultural change.

Willingness is shaped by many factors: leadership attitudes, organisational culture, available resources, and even the organisation's role or identity within its broader ecosystem. This building block focuses on the mindsets and energy that drive IGL forward-or hold it back.

Please select the statement that best reflects your organisation's current position:

We are not currently ready or willing to engage with IGL. IGL has not yet been introduced or prioritised in our organisation.

We are interested in building willingness but aren't sure how to begin. There is curiosity or intention , but we are seeking guidance, tools, or buy-in to get started.

Some individuals are willing, but lack the support to take action. There are some champions within our organisation, but their efforts are limited by lack of resources or institutional backing.

Leadership[4] is on board, but willingness isn't consistent across the organisation. There is visible commitment at the top, but it hasn't yet reached all levels of the team.

There is collective, organisation-wide willingness to engage with IGL. IGL is widely supported, and people across roles and generations are ready to participate and co-create.

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3   This includes and refers to all individuals holding positions of leadership within the organisation, having the ability to influence workplace policies and practices. This can include senior members of the organisation, members of the board, and other individuals.
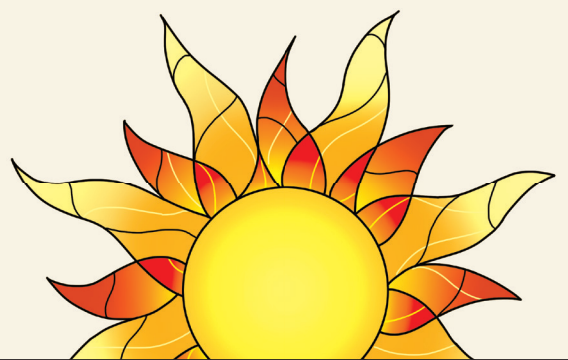
# Building Block 2: Organisational Culture and Practice

Organisational culture and practice refers to everyday values, behaviours, communication styles, and shared norms that shape how people engage with one another. This includes how leadership is perceived, how decisions are made, and how people of different generations are seen, heard, and included.

A culture that supports IGL is one that values collaboration across age groups, encourages reflection, and welcomes diverse forms of knowledge and experience. Culture is dynamic-it is shaped by team composition, community context, and the organisation history, location, and purpose.

This building block helps assess whether your organisational culture actively supports-or unintentionally limits-IGL.

Please select the statement that best reflects your organisation's current position:

- Our current culture does not support the practice of IGL. We may have deeply ingrained hierarchies or habits that make shared leadership across generations difficult at this time. **1**

- We are just beginning our journey and are working to create a more supportive culture. There is intention to shift, but we are still learning how to make our values and practices more inclusive of IGL. **2**

- Our culture is generally supportive of IGL, but we're unsure how effective or consistent it is. We believe we're on the right path, but we're actively looking for ways to deepen and strengthen our approach. **3**

- We have a supportive culture for IGL, though it may not apply across all teams or contexts. We've seen IGL work well in parts of our organisation, but it's not yet consistent or widespread. **4**

- We have a strong, values-aligned culture that actively nurtures IGL. Our culture promotes collaboration, respect, and shared power across generations, and this is reflected in how we work every day. **5**
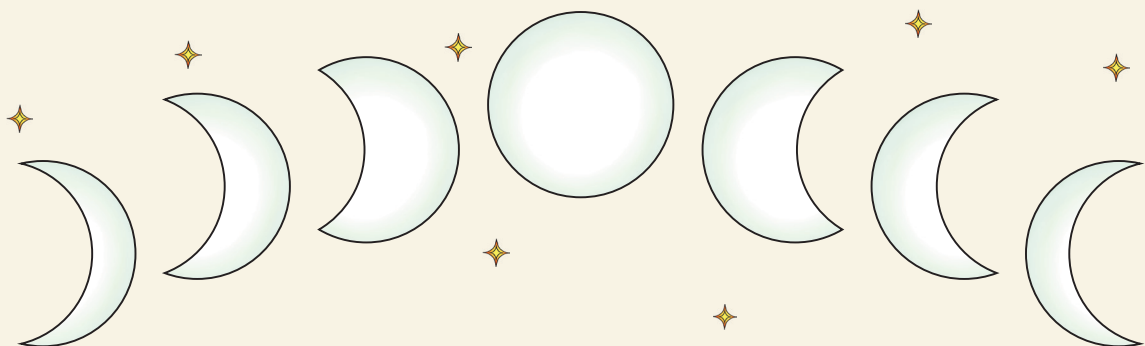
Building Block 3: Policy Infrastructure

Refers to the formal systems, guidelines and frameworks that shape how your organisation functions-and how it upholds equity, safety, and inclusion across all aspects of its work. This includes policies related to hiring, promotion, learning and development, anti-discrimination, and grievance redressal.

A strong policy infrastructure doesn't just name values-it creates clear, accountable mechanisms for practicing IGL. It signals that age inclusion and generational equity are institutional commitments, not optional extras.

These policies are shaped by internal values as well as external influences, such as national labour laws, international frameworks, and the organisation's location and access to resources.

Please select the statement that best reflects your organisation's current position:

☐ Our policies do not currently recognise age as a factor or a priority. Intergenerational considerations are not reflected in any of our current policies. ①

☐ We value age inclusion in principle, but our policies do not explicitly address it. While we discourage age-based discrimination or exclusion, this is not formalised in written policy. ②

☐ Some of our policies recognise age as a relevant factor amongst others. Age is included in key policies such as hiring, promotion, or grievance redressal-but not consistently across the board. ③

☐ We have strong age-inclusive policies in place, but implementation is inconsistent. Our policies are well written, but we are still working on ensuring they are fully understood, practiced, and enforced across the organisation. ④

☐ We have fully embedded age inclusivity across our policy infrastructure and are actively implementing it. Our policies reflect a clear commitment to intergenerational equity, and we have taken concrete steps to put them into action. ⑤

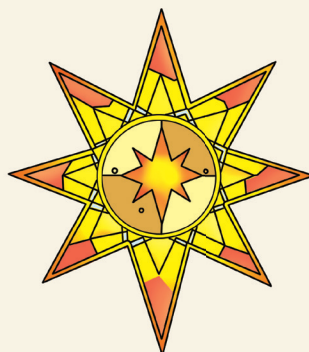# Building Block 4: Monitoring, Evaluation, and Learning (MEL)

MEL refers to how your organisation tracks, reflects on, and improves its commitment to IGL. This includes internal practices such as policy audits, staff feedback mechanisms, and disaggregated leadership data that helps organisations access progress and course-correct where needed.

Strong MEL practices are not about ticking boxes- they are about creating intentional feedback loops that support learning, accountability, and transformation over time.

Your ability to monitor IGL may depend on your capacity to collect and analyse data, your staff's willingness to provide feedback, and your commitment to building a culture that values reflection and adaptation.

Please select the statement that best reflects your organisation's current position:

- [ ] We currently have no systems in place to monitor or evaluate IGL. There are no formal or informal mechanisms for tracking how we are doing on IGL. **1**

- [ ] We are actively exploring how to monitor and evaluate our IGL efforts. We are in the process of learning from others and identifying tools and approaches that would work in our context. **2**

- [ ] We've started to design our MEL processes for IGL, but they are not yet fully in place. Some data collection or reflection has begun, but we're still building a consistent and intentional approach. **3**

- [ ] We've done some informal monitoring and reflection, but we're not yet using it to shape strategy or long-term planning. We've gathered insights but we're still figuring out how to translate them into sustained action or change. **4**

- [ ] We have a clear, intentional MEL strategy to support IGL. We regularly assess our IGL efforts, and we use that information to revise and improve our practices over time. **5**

Building Block 5: Ecosystem Enablement

Ecosystem enablement is about how your organisation's experience, insights, and leadership contribute to the broader collective effort to embed IGL across civil society.

It involved sharing your journey, your learnings, reflections, challenges, and strategies with others: partner organisations, funders, networks, and movements. This building block recognises that IGL does not happen in isolation- it grows stronger when we connect, learn from, and support one another.

This work is highly context-specific. Your ability to engage with the broader ecosystem may depend on your location, access to platforms, resources, language, and how your organisation documents or communicates its work.

Please select the statement that best reflects your organisation's current position:

- We do not currently share learnings or reflections on IGL outside of our organisation. Our IGL work has remained internal or undocumented so far.

- We are interested in sharing our IGL journey but aren't sure where or how to begin. We want to contribute to broader learning but need support or guidance to do so effectively.

- We are actively seeking opportunities to engage with others and share our IGL experiences. We're exploring ways to connect with networks and share our work, while also learning from others.

- We've begun sharing insights from our IGL practice but haven't yet engaged in mutual dialogue or reflection. We contribute to the ecosystem, but there are more opportunities for reciprocal learning and co-creation.

- We are contributing actively to a shared, evolving ecosystem of IGL. We regularly share learnings, hold space for dialogue, and support other organisations in their IGL journeys while continuing to learn ourselves.
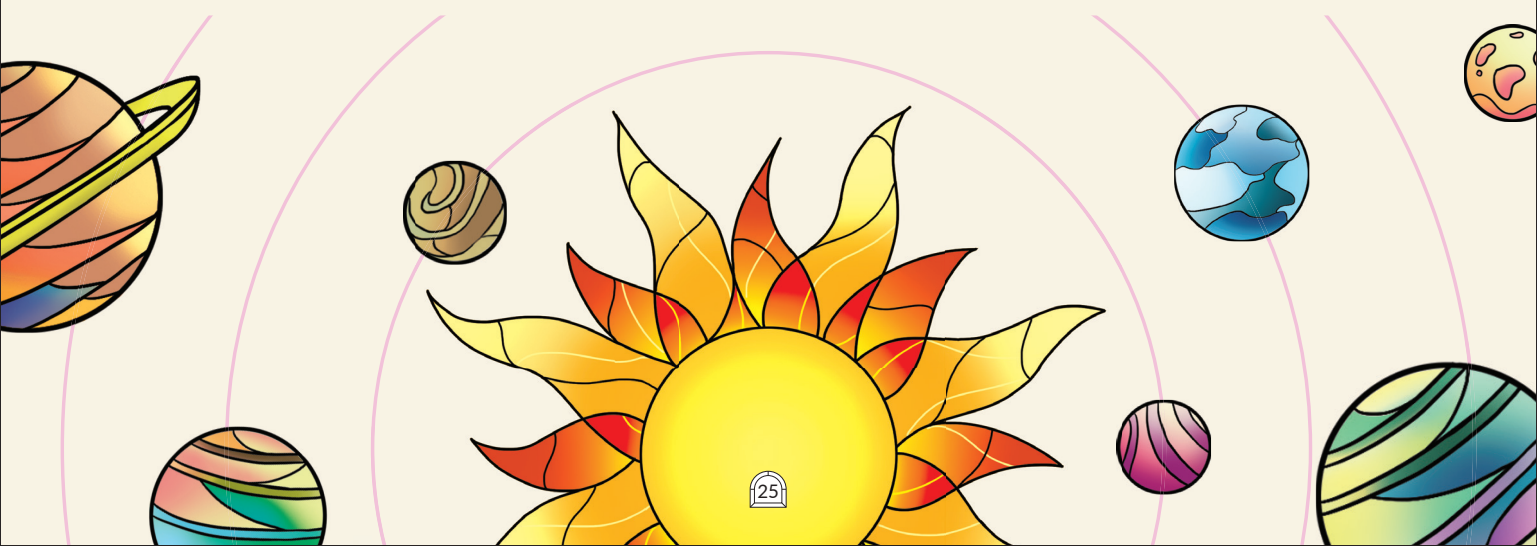
Once you have completed the audit as a group, you can use the following template to create a snapshot, a highlight of key strengths and areas of growth.

Your Intergenerational Leadership Archetype Profile Template

Thank you for engaging in this reflection process. Based on your responses, here is a snapshot template page for you to fill a summary of where your organisation currently stands on its intergenerational leadership journey.

Your Building Block Scores and Archetypes
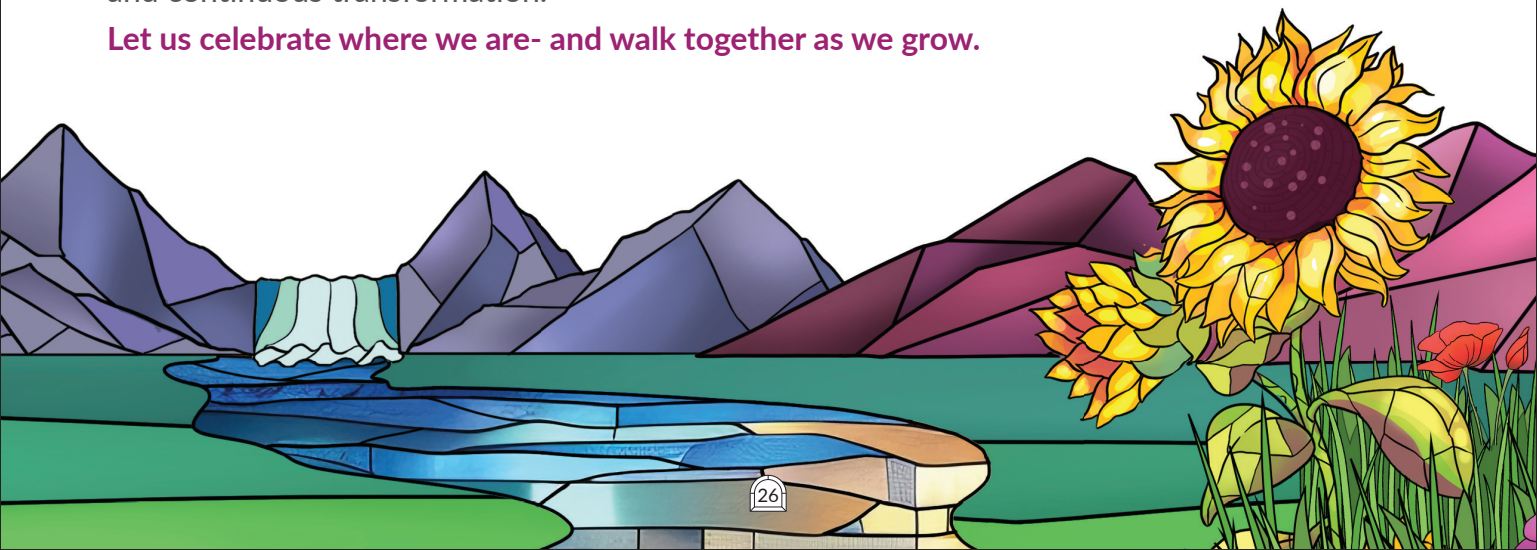
Overall Reflection

Strengths

Suggestions to Move Forward

Remember...

You may be in different stages across each building block—and that's completely normal. Intergenerational leadership is not a destination. It's a practice of shared power, accountability, and continuous transformation.

Let us celebrate where we are- and walk together as we grow.

Moving Between the Archetypes Within Each Building Block:
A Pathway for Practicing Intergenerational Leadership

Now that you've assessed your organisation's current position along the IGL journey, this section will help you explore how to move forward across each building block.

Think of this less as a checklist and more as a living, evolving guide. The goal isn't to move quickly or perfectly but to move intentionally, with care, courage, and reflection.
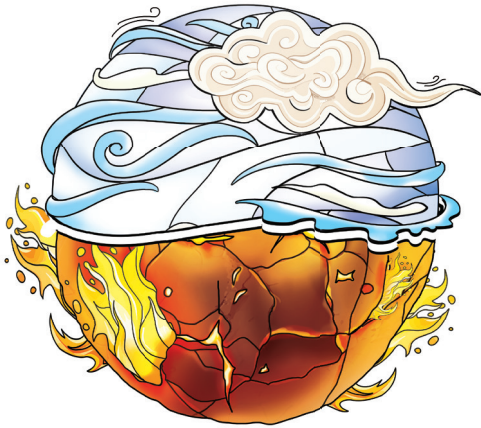
Organisational Willingness

Novice → Explorer

1. Spark conversations. Ask questions like, "What does leadership mean to us, and where does age fit into the picture?"

2. Share resources (articles, videos, toolkits) to invite others into learning alongside you.

3. Be honest about discomfort or uncertainty-modelling curiosity encourages others to do the same.
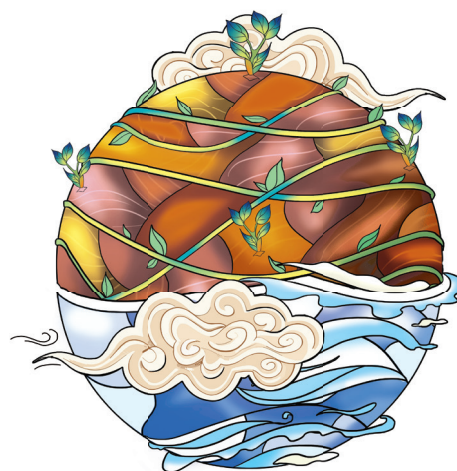
Explorer → Cheerleader

1. Identify and support IGL champions across your organisation-especially those who may not have formal power.

2. Create a working group or peer circle to nurture shared interest and imagination around IGL.

3. Celebrate small shifts and build momentum through stories and reflections.

Cheerleader → Expert

1. Support team members to share their own experiences with leadership and age in more formal spaces (e.g., town halls, reports).

2. Encourage senior leadership to champion IGL visibly and consistently across internal and external communications.

3. Use storytelling to surface values, tensions, and change across generations.
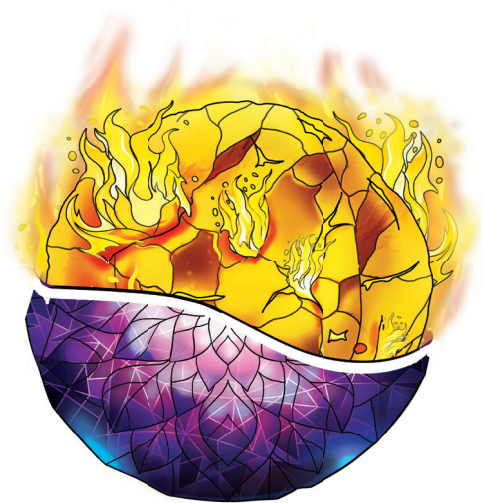
Expert → Enabler

1. Allocate resources, budget, time, and staffing to deepen your IGL commitments.

2. Embed willingness into your strategy, and name it explicitly as a value.

3. Acknowledge risks and anxieties openly to build transparency and trust.

Enabler

1. Integrate IGL into annual reviews, leadership evaluations and reflective spaces.

2. Make space for discomfort, feedback and generative conflict-these are all part of the practice.

3. Integrate intergenerational leadership as a key priority with emphasis on collective leadership development and shared decision making, along with a transparent process of how this will happen.
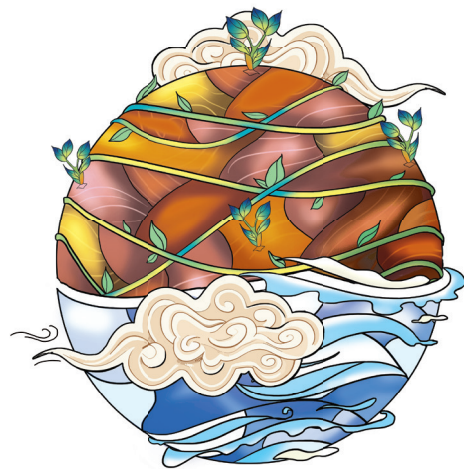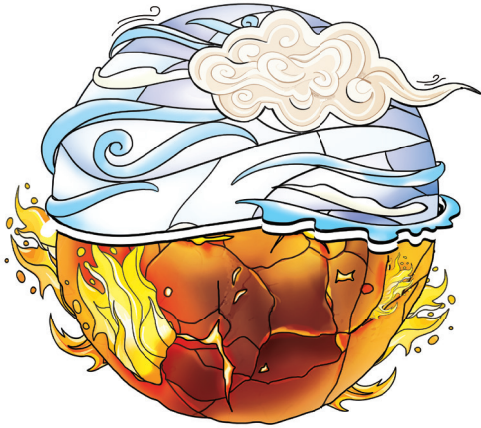
Organisational Culture and Practice
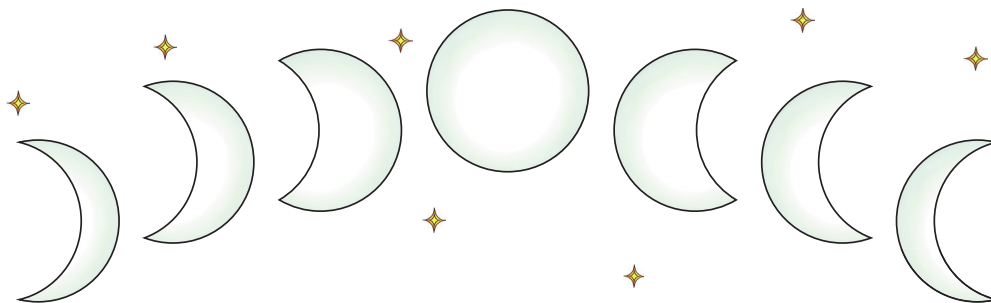
Novice → Explorer

1. Clarify what "culture" means to your team-and assess readiness for IGL through formal and informal processes.

2. Name values (e.g., transparency, humility, shared learning) that support generational inclusion.

3. Start to map culture gaps and opportunities through informal reflections or listening sessions.

Explorer → Cheerleader

1. Invite open dialogue: how does age influence respect, influence, and belonging here?

2. Co-create cultural norms and rituals that reflect shared ownership.

3. Use storytelling or anonymous feedback to surface power dynamics in everyday interactions.

Cheerleader → Expert

1. Identify allies and build momentum together to model inclusive culture shifts.

2. Track what is working and what is causing friction across age identities in order to collectively begin advocacy for change.

3. Begin gathering disaggregated reflections by generation, gender and role to deepen insight.
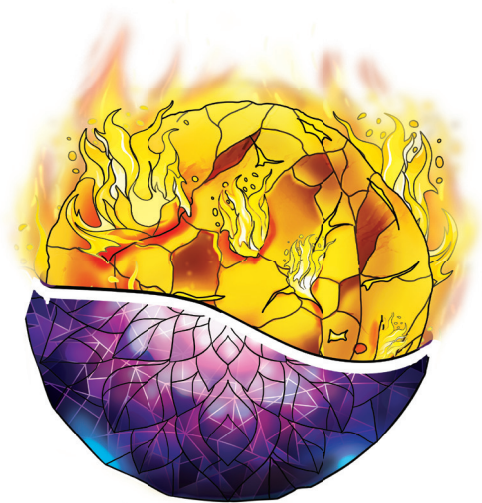
Expert → Enabler

1. Embed accountability practices - e.g., real - time meeting reflection, documentation, feedback loops-to check whose voices are being heard.

2. Ensure processes exist to surface and respond to cultural harm or exclusion.

Enabler

1. Refresh your values and practices regularly in response to evolving generational dynamics.

2. Embed culture review into annual planning and hold collective reflection spaces.
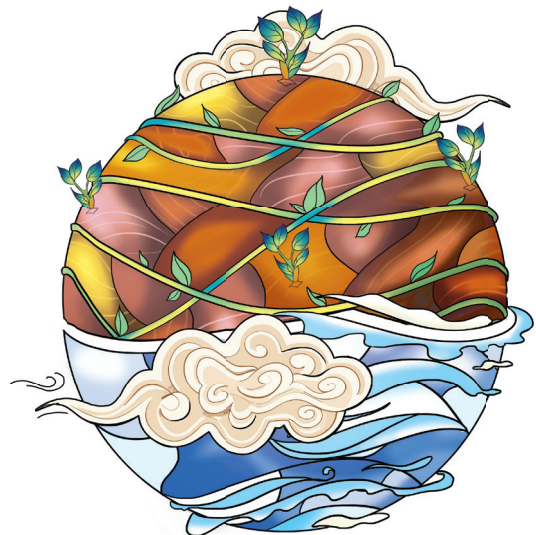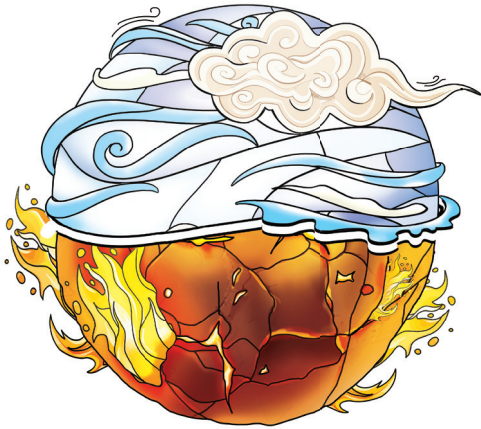
Policy Infrastructure
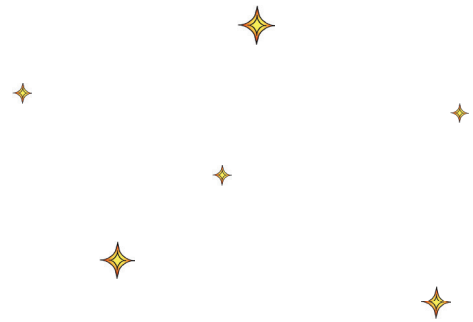
Novice → Explorer

1. Begin conversations around age inclusion and discrimination. What do people notice or experience?

2. Research peer organisations' approaches to embedding age-inclusive policy.

Explorer → Cheerleader

1. Audit current policies (e.g., hiring, performance, anti-discrimination) for generational relevance.

2. Make age inclusion explicit across all stages of engagement: onboarding to offboarding.

Cheerleader → Expert

1. Train your team on policy changes and access points (including grievance mechanisms).

2. Track who is assessing policies and how-are there gaps in awareness or trust.
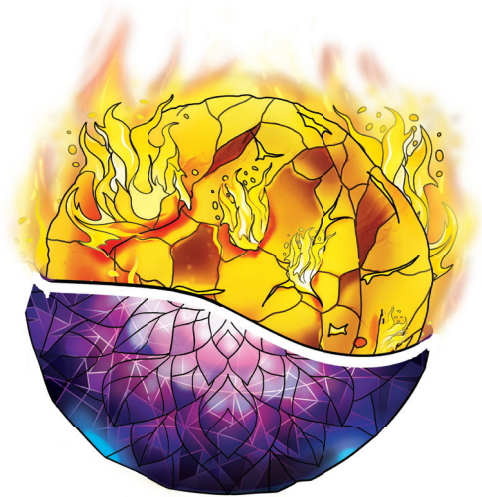
Expert → Enabler

1. Ensure accessibility across languages and formats.

2. Include clear commitments to confidentiality and non-retaliation in all policy documents.

Enabler

1. Regularly audit use and effectiveness. Share learnings transparently across your team-and externally if possible.

2. Consider policy co-creation opportunities with other organisations or networks, along with published documentation for accountability and transparency.
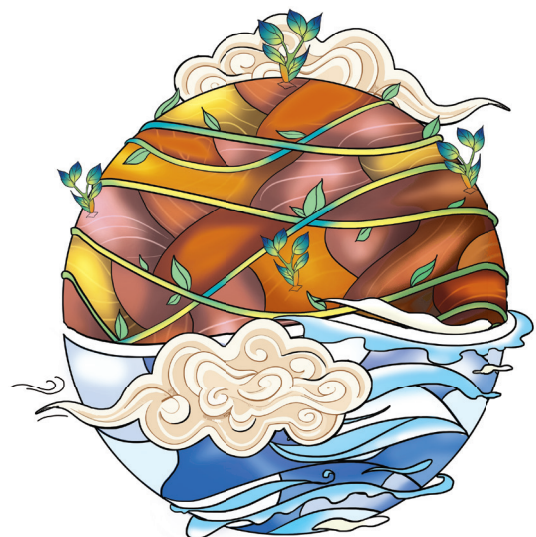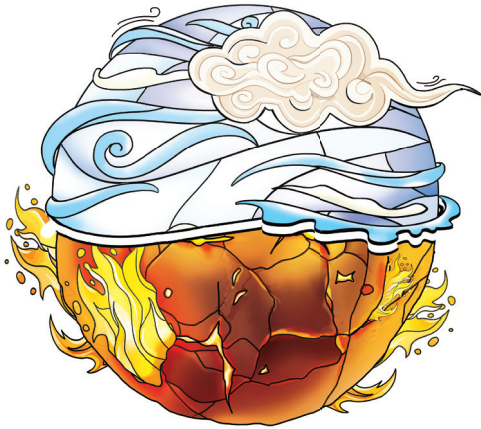
Monitoring Evaluation and Learning
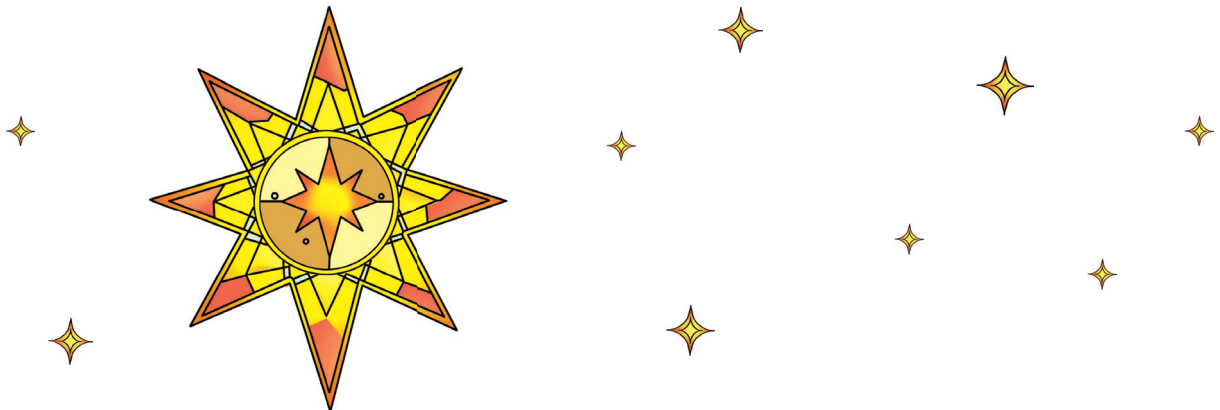
Novice → Explorer

1. Identify any existing frameworks for wellbeing-can age be integrated?

2. Study how others track inclusive leadership practices, including key HR practices. and processes like hiring, retention, promotion etc, with respect to age.

Explorer → Cheerleader

1. Develop key indicators (both quantitative and qualitative) to track IGL growth.

2. Embed age and generational data in existing tools (e.g., surveys and 360 reviews).

3. Use a participatory approach to build buy-in and relevance.

Cheerleader → Expert

1. Pilot your indicators with a diverse, representative group- gather and analyse the data.

2. Don't worry about imperfection-pilots are learning tools, not final products.
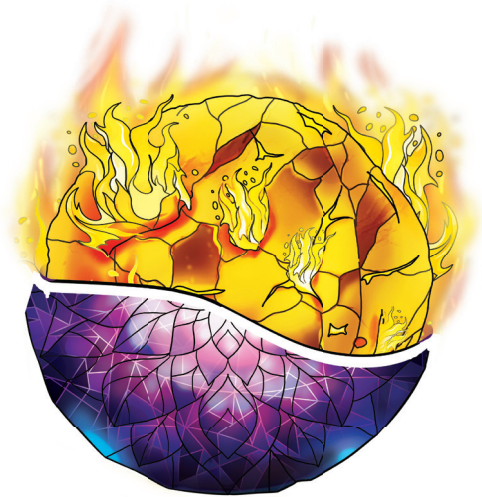
Expert → Enabler

1. Finalise your MEL framework and embed regular assessment intervals (e.g., quarterly, annually).

2. Share your process and findings widely. Hold spaces for regular adaptation.

Enabler

1. Review data regularly for consistency and refine tools to reflect new questions or dynamics. Ensure once a year assessment.

2. Use findings to shape strategy and report impact-within and beyond your organisation.
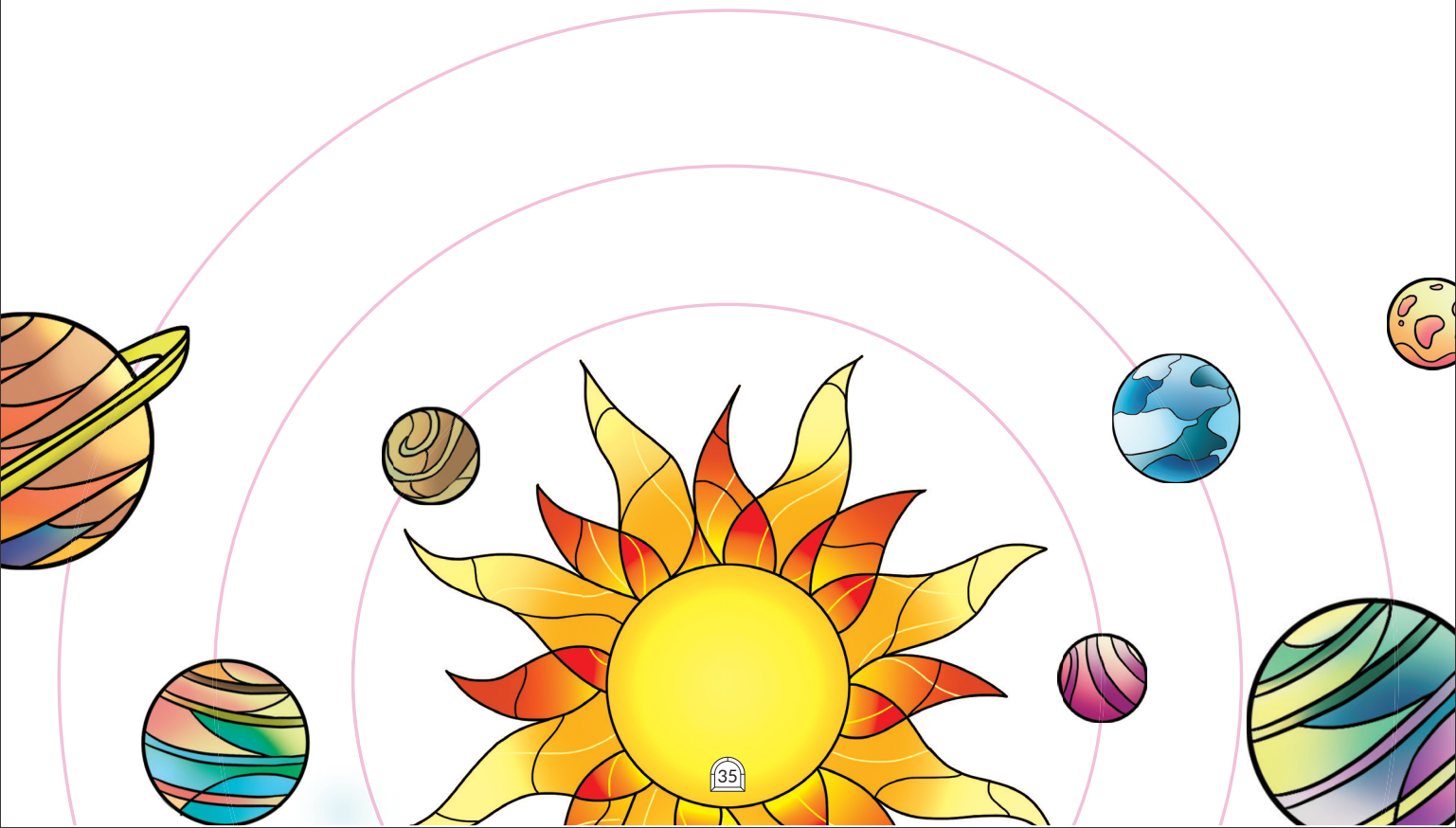
Ecosystem Enablement

Novice → Explorer

1. Start documenting your IGL journey- what have you tried, learned, and questioned?

2. Choose formats that make your insights easy to share across spaces- infographics, blogs, short videos.
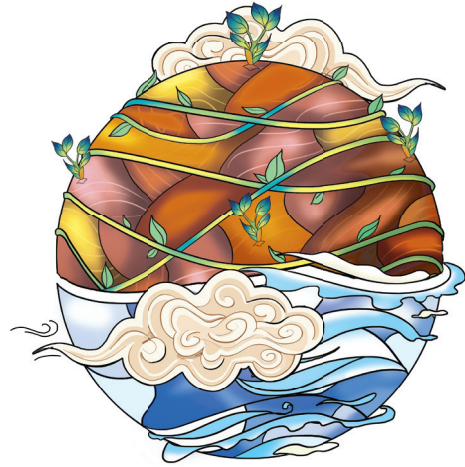
Explorer → Cheerleader

1. Look for communities, forums, and networks where IGL is being explored.

2. Attend as a learner first-then share your own stories when ready.

Cheerleader → Expert

1. Share learnings through internal newsletters, public posts, or external partnerships.

2. Be honest about what hasn't worked-failure is a part of leadership.

3. Invite feedback-and listen deeply to other experiences.
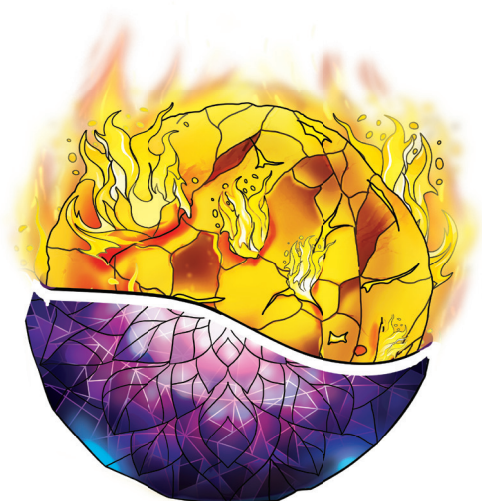
Expert → Enabler

1. Hold your own learning spaces for others - e.g., workshops mentoring, knowledge exchanges.

2. Co-develop ecosystem partnerships rooted in mutual growth.

Enabler

1. Host IGL learning hubs, regional convening, or virtual meetings.

2. Amplify underrepresented voices-especially those at the intersection of age, race, class, and gender.

3. Advocate for IGL funding, visibility, and legitimacy across global systems.

An Invitation to Lead Differently

With this, we arrive at the close of the Triangle of Guiding Principles, Building Blocks and Archetypes guide - the tool is designed not just to awaken and accompany your organisation on its IGL journey.

To reimagine leadership, we must be willing to collectively disrupt what we've inherited - and courageously build what is possible. That means deepening our understanding, transforming our assumptions, and putting new values into practice. IGL is not a one-size-fits-all model. It is a living, evolving process-one that requires humility, persistence, joy and a belief that leadership can be something more.

We know this work cannot - and should not - be done alone. IGL is, by nature, relational and co-created. We hope this resource invites you to begin (or continue) this journey in ways that feel brave, meaningful, and possible for you and your organisation.

May this process serve not only as a mirror reflecting your growth, but also as a window into what's possible when power is shared, knowledge is honoured across generations, and leadership is rooted in equity, inclusion, and collective care.

This guide is not static-it is alive. Like all transformative practices, it might move and evolve with you. Let it adapt. Let it breathe. Let it grow alongside your people, your purpose, and the movements you're a part of.

The road ahead may not always be easy. But you are not walking it alone. In choosing to lead differently, you are helping shape a world where leadership reflects our deepest values-where it is inclusive, feminist, intergenerational, and just.

So, here's to the journey ahead.
To curiosity and courage.
To stumbling forward together.
And to building a future where everyone, across all generations, has the power to lead and thrive.

Sample Uptake of The Shared Triangle of IGL by Forward Leadership Foundation.

The Forward Leadership Foundation [FLF][4] is a social purpose, civil society organisation that is based in Mexico with programs and interventions implemented across the global south. Their mission is to promote the practice of feminist leadership that is intersectional, inclusive, and equitable. To this end they conduct multiple leadership programs aimed at women and queer folks; work with institutions to promote feminist leadership practices; and fund organisations which seek to promote feminist leadership in innovative ways. They are a mid-sized, remote-first organisation with approximately 30 full time employees who are based in different parts of the world. Their team is composed of individuals having diverse racial, cultural, and gender identities. The organisation is 20 years old, and the average age of the employees is approximately 37 years. Their target audience is women and queer folks between the age groups of 18-45 years and organisations which work with this target population. Their leadership consists of highly experienced development sector professionals aged between 36 and 45 years.

FLF is committed to ensuring that their team is diverse, equitable, and inclusive at all levels. Given the widespread diversity of the organisation, FLF is always looking for avenues through which it can become more inclusive. FLF was presented with the findings of the research study on intergenerational leadership and was deeply interested in exploring where they are on their intergenerational leadership journey. FLF was presented with the triangle of shared light of intergenerational leadership and was also asked to take up the Archetype process to understand where they were on their intergenerational leadership journey. They have marked the statements most representative of the current state of intergenerational leadership within their organisation in blue below.

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4   Please note that this is a fictional organisation set up primarily for the purposes of illustrating what the triangle guide can look like in practice and to serve as an example for civil society organisations looking to undertake this tool. Any resemblance to any other organisation, program, and/or initiative is completely incidental and should not be inferred as making a reference to any real organisation.

Organisational Willingness

Organisational willingness refers to the motivation, readiness, and appetite across different levels of the organisation to practise IGL. This includes not only an openness to the concept, but a desire to take action to make it real-through shared learning, resource allocation, and commitment to cultural change.

Willingness is shaped by many factors: leadership attitudes, organisational culture, available resources, and even the organisation's role or identity within its broader ecosystem. This building block focuses on the mindsets and energy that drive IGL forward-or hold it back.

☐ We are not currently ready or willing to engage with IGL. IGL has not yet been introduced or prioritised in our organisation. ①

☐ We are interested in building willingness but aren't sure how to begin. There is curiosity or intention , but we are seeking guidance, tools, or buy-in to get started. ②

☐ Some individuals are willing, but lack the support to take action. There are some champions within our organisation, but their efforts are limited by lack of resources or institutional backing. ③

☑ Leadership is on board, but willingness isn't consistent across the organisation. There is visible commitment at the top, but it hasn't yet reached all levels of the team. ④

☐ There is collective, organisation-wide willingness to engage with IGL. IGL is widely supported, and people across roles and generations are ready to participate and co-create. ⑤

Organisational Willingness
Archetype: Expert

Organisational Culture and Practice

Organisational culture and practice refers to everyday values, behaviours, communication styles, and shared norms that shape how people engage with one another. This includes how leadership is perceived, how decisions are made, and how people of different generations are seen, heard, and included.

A culture that supports IGL is one that values collaboration across age groups, encourages reflection, and welcomes diverse forms of knowledge and experience. Culture is dynamic-it is shaped by team composition, community context, and the organisation history, location, and purpose.

This building block helps assess whether your organisational culture actively supports-or unintentionally limits-IGL.

☐	Our current culture does not support the practice of IGL. We may have deeply ingrained hierarchies or habits that make shared leadership across generations difficult at this time.	①
☐	We are just beginning our journey and are working to create a more supportive culture. There is intention to shift, but we are still learning how to make our values and practices more inclusive of IGL.	②
☑	Our culture is generally supportive of IGL, but we're unsure how effective or consistent it is. We believe we're on the right path, but we're actively looking for ways by to deepen and strengthen our approach.	③
☐	We have a supportive culture for IGL, though it may not apply across all teams or contexts. We've seen IGL work well in parts of our organisation, but it's not yet consistent or widespread.	④
☐	We have a strong, values-aligned culture that actively nurtures IGL. Our culture promotes collaboration, respect, and shared power across generations, and this is reflected in how we work every day.	⑤

Organisational Culture Archetype: Cheerleader

Policy Infrastructure

Refers to the formal systems, guidelines and frameworks that shape how your organisation functions-and how it upholds equity, safety, and inclusion across all aspects of its work. This includes policies related to hiring, promotion, learning and development, anti-discrimination, and grievance redressal.

A strong policy infrastructure doesn't just name values-it creates clear, accountable mechanisms for practicing IGL. It signals that age inclusion and generational equity are institutional commitments, not optional extras.

These policies are shaped by internal values as well as external influences, such as national labour laws, international frameworks, and the organisation's location and access to resources.

☐	Our policy do not currently recognise age as a factor or a priority. Intergenerational considerations are not reflected in any of our current policies.	①
☐	We value age inclusion in principle, but our policies do not explicitly address it. While we discourage age-based discrimination or exclusion, this is not formalised in written policy.	②
☑	**Some of our policies recognise age as a relevant factor amongst others. Age is included in key policies such as hiring, promotion, or grievance redressal-but not consistently across the board.**	③
☐	We have strong age-inclusive policies in place, but implementation is inconsistent. Our policies are well written, but we are still working on ensuring they are fully understood, practiced, and enforced across the organisation.	④
☐	We have fully embedded age inclusivity across our policy infrastructure and are actively implementing it. Our policies reflect a clear commitment to intergenerational equity, and we have taken concrete steps to put them into action.	⑤

Policy Infrastructure
Archetype: Cheerleader

Monitoring, Evaluation, and Learning (MEL)

MEL refers to how your organisation tracks, reflects on, and improves its commitment to IGL. This includes internal practices such as policy audits, staff feedback mechanisms, and disaggregated leadership data that helps organisations access progress and course-correct where needed.

Strong MEL practices are not about ticking boxes- they are about creating intentional feedback loops that support learning, accountability, and transformation over time.

Your ability to monitor IGL may depend on your capacity to collect and analyse data, your staff's willingness to provide feedback, and your commitment to building a culture that values reflection and adaptation.

- [ ] We currently have no systems in place to monitor or evaluate IGL. There are no formal or informal mechanisms for tracking how we are doing on IGL. **(1)**

- [x] We are actively exploring how to monitor and evaluate our IGL efforts. We are in the process of learning from others and identifying tools and approaches that would work in our context. **(2)**

- [ ] We've started to design our MEL processes for IGL, but they are not yet fully in place. Some data collection or reflection has begun, but we're still building a consistent and intentional approach. **(3)**

- [ ] We've done some informal monitoring and reflection, but we're not yet using it to shape strategy or long-term planning. We've gathered insights but we're still figuring out how to translate them into sustained action or change. **(4)**

- [ ] We have a clear, intentional MEL strategy to support IGL. We regularly assess our IGL efforts, and we use that information to revise and improve our practices over time. **(5)**

Monitoring, Evaluation, and Learning Archetype:
Explorer

Ecosystem Enablement

Ecosystem enablement is about how your organisation's experience, insights, and leadership contribute to the broader collective effort to embed IGL across civil society.

It involved sharing your journey, your learnings, reflections, challenges, and strategies with others: partner organisations, funders, networks, and movements. This building block recognises that IGL does not happen in isolation- it grows stronger when we connect, learn from, and support one another.

This work is highly context-specific. Your ability to engage with the broader ecosystem may depend on your location, access to platforms, resources, language, and how your organisation documents or communicates its work.

☐ We do not currently share learnings or reflections on IGL outside of our organisation. Our IGL work has remained internal or undocumented so far. ①

☑ **We are interested in sharing our IGL journey but aren't sure where or how to begin. We want to contribute to broader learning but need support or guidance to do so effectively.** ②

☐ We are actively seeking opportunities to engage with others and share our IGL experiences. We're exploring ways to connect with networks and share our work, while also learning from others. ③

☐ We've begun sharing insights from our IGL practice but haven't yet engaged in mutual dialogue or reflection. We contribute to the ecosystem, but there are more opportunities for reciprocal learning and co-creation. ④

☐ We are contributing actively to a shared, evolving ecosystem of IGL. We regularly share learnings, hold space for dialogue, and support other organisations in their IGL journeys while continuing to learn ourselves. ⑤

Ecosystem Enablement
Archetype: Explorer

Overall Archetype: The average of all scores is 2.5. FLF's overall archetype therefore is somewhere between being an explorer and a cheerleader. FLF can go through the archetype to understand and adapt its practices to move between the different archetypes and get started on their journey towards becoming an enabler.

Appendix 1
Scoring Matrix for the Archetypes

The Archetypes have five frames and under each frame, you are required to choose the statement that best represents your organisation. Each statement has been assigned a score to it. Based on your responses, you will receive an overall score, along with the scores for each block. You will notice that each raw score is mapped against an archetype.

For each of the blocks, the raw scores can be interpreted as follows

Archetype and Score
Novice

Archetype and Score
Explorer

Archetype and Score
Cheerleader

Archetype and Score
Expert

Archetype and Score
Enabler

Figure-1
Mapping archetypes against scores

You are encouraged to reflect on the scoring you have received under each of the different building blocks so that you are able to pay specific attention to the areas that you wish to improve on.

The overall score will be the average of scores under each block (Figure-2)

Building Blocks	Raw Score
Organisational Willingness	4
Organisational Culture	2
Learning and Development	2
Hiring and Promotion Practices	1
Policy Infrastructure	1
Monitoring, Evaluation, and Learning	1
Strengthening Civil Society	1
Ecosystem Enablement	1
Total	13
Average (overall score)	13/8 = 1.6

Figure-2
A sample set of scores for each of the building blocks, along with the overall score

As per the above table, your raw score for each of the building blocks indicates what archetype you are for that particular block alone *(For example, your raw score for building block for organisational willingness i.e., 4 indicates that you are an expert)* and your overall score is 1.6. This indicates that you are somewhere between a Novice and an Explorer (as per Figure 1).

We encourage you to make a note of your scores under each building block individually as well as the overall score. This will help us understand what our unique skills are: for example, an organisation may be an Expert in policy infrastructure but may be a Novice in ecosystem enablement. This will also help you identify ways by which you can move between archetypes.

Appendix 2
Authors, Team Members, Co-Designers and Contributors

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5 Includes everyone who has participated in the design of the research study and/or the guide through giving their inputs by sharing their experiences, reviewing the tool, or testing it. Also includes team members engaged in design and visioning of the final artwork of tool.

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