

Integrating Action Learning and Mindfulness to Develop Productive and Mentally Healthy Workplaces

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Shaping Team Culture

What you say and what you do; how you say it and how you do it; what you omit to do; and how you spend your time - is shaping your team culture hour in and hour out, day by day.



Managerial Mindfulness

Managerial Mindfulness is the awareness that arises when a manager pays particular attention, in the present moment, on purpose, to the impact they are having on the culture of their team.

This involves consciousness about the impact, positive or negative, that their words, actions, omissions and time allocation have on the development of a productive and mentally healthy workplace.

Managerial mindfulness is developed through openness, curiosity, and a commitment to reflective practice.

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Mindfulness and Agency

Paying attention to appropriate information is the foundation of agency.

What we pay attention to, and how we pay attention to it, shapes our inner world and, over time, our brains and our whole reality.

The Mindfulness Initiative (2020), *Mindfulness: Developing agency in urgent times*, p.7

Exploring Congruence

- Have you ever experienced a lack of congruence on the part of your manager or management – a gap between the values they espouse and what they actually do?
- If so, what was the impact?



Shaping Team Culture Model



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Exploring Unwritten Rules

- What are the unwritten rules in your team?
- How congruent are they with the stated values of the team?

CPM Structure

- *4-7 days over 3 – 6 months*
- *2 workshop days up front – then monthly workshops*
- *Skills practice between workshops*
- *Overarching action learning project*
- *Final Presentation of project*



Reflective Practices in the Program

- *Reflection on Past Experience*
- *3- Minute Journalling Exercise (Exploring Congruence)*
- *Translating values into behaviour*
- *Exploring Unwritten Rules*
- *Debriefing experiential exercises*
- *Phone mentoring*
- *Reflection on workplace practices*
- *Presentation of action learning project*



Summary

- *Managers can develop a team culture that is conducive to both productivity and a mentally healthy workplace if they acknowledge the impact they personally have on team culture.*
- *Both action learning and mindfulness contribute to a mentally healthy workplace and a sense of agency.*
- *Reflective processes within a program can increase a manager's awareness of the impact of their words, actions, omissions and time allocation on the culture of a workplace.*
- *Reflection-on-action within the program encourages the development of a reflective (manager) practitioner and can lead to reflection-in-action within the workplace.*



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