



Mindful Managers Training Programme

Learner's Manual

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1. Introduction to the Mindful Managers Project

Work-related stress is among the most commonly reported causes of work-related illness, affecting millions of individuals across the European Union. It has been found that 53% of workers believe stress is the main health and safety risk they face in the workplace and 27% of workers reported experiencing 'stress, depression, anxiety' caused or worsened by work during the last 12 months (EU-OSHA, 2016). Whilst employment has many benefits for our physical and mental health, the pace and nature of work is changing which can lead to pressures on mental health and well-being.

Mindful Managers is a three-year long (2017–2020) Erasmus+ project funded by the European Union and it aims to de-stigmatise the discussion around mental health at work; to give managers tools and resources to actively support positive wellbeing at work for themselves and their teams. The project also aims to train managers to recognise mental health issues and talk openly about these issues at work with a view to avert more serious health problems. By adapting a more mindful approach and encouraging this amongst their teams, managers can support the development of a more resilient workforce and also identify when a team member may need signposting to additional support, ensuring more long term stress related illnesses can be avoided. In addition managers will increase their own self-awareness with regards to their stress levels and needs and thus ensure their needs are met and strategies are in place to ensure mental, physical and emotional well being.

Four project partners across Europe; Inova Consultancy (UK), VAMK (Finland), Obelisk (Belgium) and CARDET (Cyprus) have gathered to develop a new training programme supporting public sector managers in becoming more mindful at the workplace. All of the partners in this project recognise the stress which staff and managers experience in the workplace.

As part of the project (Intellectual Output 2), the Mindful Managers Training Programme was developed by the transnational project team to support public sector managers and their teams with mental health and wellbeing at work.

2. Mindful Managers Training Programme

The Mindful Managers Training Programme is innovative in its multi-disciplinary approach. It consists of 5 training modules:

1. Connect
2. Be active
3. Take notice
4. Keep learning
5. Give

These 5 modules were developed and adapted from the themes of the UK Government project ‘Mental Capital and Wellbeing’ (2008). The modules follow the ‘5 a Day’ habits for wellbeing.

During each module you will explore two topics, outlined in the table below. During these modules you will have a chance to explore various topics related to mindfulness and to get to know different techniques to manage stress.

Modules	Topics
1. Connect	Self-awareness: connect with yourself
	Taking up roles
2. Be active	Team building through physical exercise
	Relaxation techniques
3. Take notice	Self-awareness and interpersonal awareness
	Asking the right questions
4. Keep learning	Work management
	Life-long learning
5. Give	Give through positive coaching
	Non-violent communication

2.1. Module objectives

Module 1

This module will introduce the Mindful Managers Training Programme and introduce the first topic, Connect. You will be encouraged to build connections with the people around you that can enrich your daily life. You will also hear about different social roles and importance of working in a team.

Module 1: Connect	<ol style="list-style-type: none"> 1. Have a deeper connection with yourself 2. Make contact with different kind of personalities on a professional level in order to improve team results 3. Make connection with a whole team with different personality types. You know your needs, way of life and your standards and values. 4. Show understanding towards other colleagues with a different role
Topic 1: Self-awareness: connect with	<ol style="list-style-type: none"> 1. Make a personal assessment of personal

yourself	<p>weaknesses and strengths</p> <ol style="list-style-type: none"> 2. Feel/ experience the impact of your social role in a group or a team 3. Understand your own frame of reference in order to see other points of view 4. See these differences in style as complementary instead of opposite
Topic 2: Taking up roles	<ol style="list-style-type: none"> 1. Understand what the stress factors are for individuals in teams personally and in interaction with others 2. Feel/ experience the impact of your social role, communication style and leadership style in a group or a team 3. Understand what you can do as a manager to improve your own mindfulness and the mindfulness of the team by investing in elements that are proven to increase mindfulness 4. Understand your own frame of reference in order to see other points of view

Module 2

Module 2 will recap the topics discussed during the first module and will encourage you to be active. Physical activities are a great way to build a team and also to manage stress. The module will also introduce different relaxation techniques.

Module 2: Be active	<ol style="list-style-type: none"> 1. Through physical exercises be able to eliminate stress 2. Promote collaboration, productivity, team spirit and mindfulness 3. Boost of confidence and improve the levels of self-respect.
Topic 1: Team building through physical exercise	<ol style="list-style-type: none"> 1. Connect in a positive and productive way with each other 2. Elevate the energy of the team and feel more connected 3. Be able to connect though positive experiences
Topic 2: Relaxation techniques	<ol style="list-style-type: none"> 1. Know the difference between stress and anxiety 2. Have a better understanding of how to manage your own stresses and anxieties 3. Learn new and easy techniques on how to manage stress and anxiety

Module 3

Module 3 will build on the first two modules of the programme and will enable you to accept struggles and negative aspects of work, so that you can better navigate your way through stressful situations. By focusing on the positive aspects, you can also help your teams.

Module 3: Take notice	<ol style="list-style-type: none">1. Take notice of your own strengths as managers and build on these skills.2. Take notice of the strengths of your co-workers and build on these skills.3. Use the tools of the module with your team in order to address potential challenges in the team.
Topic 1: Self-awareness and interpersonal awareness	<ol style="list-style-type: none">1. Be aware of your interpersonal skills.2. Become more aware of your ability to build on your interpersonal skills and a more mindful way of working.3. Take notice of the strengths and needs of your co-workers.
Topic 2: Asking the right questions	<ol style="list-style-type: none">1. Reflect on the importance of mindful communication2. Be aware of the way you communicate in your team3. Be aware of different communication styles and how these can be used effectively in your professional and personal lives

Module 4

Trying out something new can have a positive effect on our lives. Module 4 will explore the potential and importance of life-long learning and the benefits of managing your team in a mindful way.

Module 4: Keep learning	<ol style="list-style-type: none">1. Look at the skills and needs in the workplace from a mindful perspective2. Identify learning needs and pick up the best ideas for your own work community3. Deploy the new information in your
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	work community
Topic 1: Work Management	<ol style="list-style-type: none"> 1. Understand objectives of the work and the work community 2. Identify your own and your work community's skills and resources 3. Access and share new information
Topic 2: Life-long learning	<ol style="list-style-type: none"> 1. Take into account the diversity of employees in the work community 2. Understand your role as a work community developer 3. Understand the importance of leadership in introducing new technologies

Module 5

Module 5 is the final module of the programme, therefore it recaps the content of the whole training and also introduces the importance of giving and cooperating at the workplace.

Module 5: Give	<ol style="list-style-type: none"> 1. Experience the power of cooperation 2. Create human connections that allow compassionate giving and receiving. 3. Being aware of your own impact on yourselves and others. 4. Increase positive impact using mindful techniques.
Topic 1: Give through positive coaching	<ol style="list-style-type: none"> 1. Help oneself and others by facilitating solution-oriented thinking 2. Offer more impactful solutions by actively involving the other in exploring the objectives, current behaviour, options/ solutions and the willingness to change 3. Challenge and support others in a development process by helping them generate awareness, make choices and take responsibility for their actions.
Topic 2: Non-violent communication	<ol style="list-style-type: none"> 1. Bringing a message from your own point of view in a positive, factual way. 2. Link this message to universal human feelings and needs 3. Formulate implicit requests to others in a non-compelling, connecting way. 4. Empathic speaking and listening 5. Encourage mutual understanding