

Mindful Managers Training Programme

Intellectual Output 2

National Report

Belgium

Pilot 1

Prepared by OBELISK NV
2020



Contents

1. Introduction	3
1.1. Overview of the Mindful Managers Training Programme	3
1.2. Recruitment	3
2. Overview of Participants	5
3. Pilot training in Belgium	5
3.1. First Session	7
3.2. Second Session	7
3.3. Third Session	8
3.4. Fourth Session	8
4. Impact of the Training Programme	8
4.1. Evaluation	8
4.2. Participants' testimonials	9
5. Summary and recommendations	10
5.1. Facilitator's Comments	10
6. Annexes	12

1. Introduction

1.1. Overview of the Mindful Managers Training Programme

- **Aims**
 - Connect:
From an enhanced insight into yourself and others consciously dealing with your way of communicating so that your collaborations become more constructive
 - Take notice:
Through self-awareness you can learn to know your own limits and act accordingly so that you can avoid overstrain in the long term and also have in dept conversations on this topic with your team members
 - Be Active
You will learn techniques to integrate movement into your daily functioning in order to increase focus.
 - Give:
Participants can stimulate solution-oriented thinking in others with the help of the GROW coaching model.
 - Keep learning
Participants can define learning goals of team members and encourage their team members to learn in their job

- **Facilitators**
 - Helen Goovaerts
 - Goele Vanhelfmont

Goele and Helen are both experienced trainers who facilitate and train personal development projects within Obelisk.

1.2. Recruitment

For the Mindful Managers Training pilot 1 in Belgium participants were recruited using a number of methods.

First, we created a list of possible organizations and participants. We tried to include the network of Obelisk, so we asked our colleagues to share their connections in public sector. We made an invitation (see below) and a corresponding text to e-mail to the possible participants. We also shared this at different Facebook pages, LinkedIn and our company website. We asked our colleagues to share this invitation on their social media.

It was not easy to recruit 20 participants, so we had 8 subscriptions. Unfortunately, we had 2 no shows at the day of the first training sessions, so we were 6. This was no limitation for a qualitative pilot session, as we could work very customized to the participants. We did not alter the program but had a little more time for every exercise.



obelisk

Get your 5 a day - mindfulness and mental wellbeing at work: training and games for public sector managers

contact & inschrijvingen

016 61 65 65
anne.hendrickx@obelisk.be
<https://mindfulmanager.eu/>

Belpairestraat 39,
Antwerpen of
Interleuvenlaan 74, Haasrode

Gratis tweedaagse training voor leidinggevenden in de publieke sector

18/03/2020
31/03/2020

mindful managers

Co-funded by the Erasmus+ Programme of the European Union

DAG 1.

Module 1. Connect

Vanuit een versterkt inzicht in jezelf en anderen bewust omgaan met je manier van communiceren zodat je samenwerkingen constructiever worden.

Module 2. Take notice

Door zelfbewustzijn je eigen grenzen leren kennen en hiernaar handelen zodat je op lange termijn overspanning kan vermijden en ook je teamleden hierin kan coachen.



Doorheen deze tweedaagse loopt module 3. Be active

DAG 2.

Module 4. Give

Oplossingsgericht denken bij anderen in je team kunnen stimuleren met hulp van het GROW coachingsmodel.

Module 5. Keep learning

Via de cirkel van Simon Sinek je teamleden vanuit interne motivatie stimuleren om blijvend bij te leren in hun job.

2. Overview of Participants

A summary of background data from each participant can be seen below:

Participant	Background
1	Manager of the youth department of a local authority
2	HR Manager at the HR department of a local authority
3	Manager to be at the Police
4	Manager at the VDAB, a public organization for job seekers
5	In between jobs, wants a management position
6	A manager at an SME

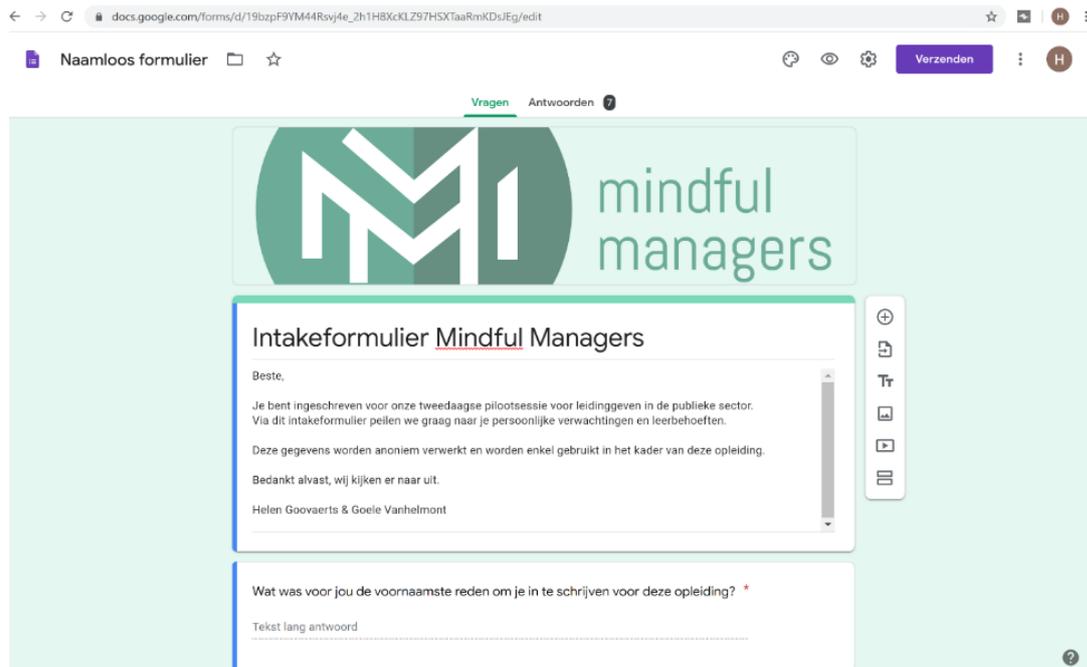
3. Pilot training in Belgium

Intake participants

In the development phase of the training program we integrated many theories and many exercises. To make sure that during the actual training we match the focus in the training with the expectations of the participants, we sent an intake form in advance to the participants.

The questions were:

- What was the main reason for you to enrol in this course?
- Describe your position. What are your most important management tasks today? How big is your team? What are you responsible for?
- Describe a case in which you were challenged as a supervisor. What challenges would you like to tackle?
- When did you pass this course?
- What information would you like to add to your intake form?



Naamloos formulier

Vragen Antwoorden

mindful managers

Intakeformulier Mindful Managers

Beste,

Je bent ingeschreven voor onze tweedaagse pilotsessie voor leidinggeven in de publieke sector. Via dit intakeformulier peilen we graag naar je persoonlijke verwachtingen en leerbehoeften.

Deze gegevens worden anoniem verwerkt en worden enkel gebruikt in het kader van deze opleiding.

Bedankt alvast, wij kijken er naar uit.

Helen Goovaerts & Goele Vanhelfmont

Wat was voor jou de voornaamste reden om je in te schrijven voor deze opleiding? *

Tekst lang antwoord

Verzenden

Sessions overview:

	Session 1	Session 2	Session 3	Session 4
Name of the session	CONNECT	TAKE NOTICE	GIVE	KEEP LEARNING
Date	17/11/2019	17/11/2019	25/11/2019	25/11/2019
Number of participants	6	6	6	6
Topics covered	Self-Awareness: connect with yourself	Asking the right questions	GROW	Life Long Learning
“Be active” element of the session	Teambuilding exercise		Teambuilding Exercise	

During the preparation of the training we thought about what would be a logical structure of the 5 modules.

We have chosen for the following structure:

- Day 1:
 - Morning: Module – Connect
 - Afternoon: Module – Take Notice
- Day 2:
 - Morning: Module – Give
 - Afternoon: Module – Keep learning

The module Be Active was integrated in each training day by doing a teambuilding/energizing activity after the lunch break. It is also the trick for managers to give this a place in the daily functioning of their organization.

Reason for this structure: You can only grow as a manager if you have insight into yourself and a 2nd step insight into the people in your team. (= connect) From this insight you can also have a better approach in what you and your employees need to better deal with the struggles and negative aspects of work (= take notice). Day 2 then starts with the coaching skills of a manager (=give). Last step is the more creative and innovative approach (= keep learning)

3.1. First Session

For the connect module we started working with the theme of self-awareness. First we gave them more insight into themselves. From this self-awareness we also tried to increase the insight into their own team members in order to connect with them.

The section on self-awareness has resulted that the managers understand more that their way of communicating and reacting has an impact.

At the end of this module, managers could define their strengths and weaknesses as managers linked to social styles. They could also better assess their employees and understand why they react in a certain way in certain situations.

Finally, they also succeeded more in making an authentic and sincere connection with their employees by practicing it with fellow managers.

3.2. Second Session

Because it had appeared from the intake that managers do have a hard time recognizing alarm signals around reduced resilience. In addition, they also find it difficult to discuss this with employees. That is why we have chosen to focus on this in the 'Take Notice' module.

Together we drew up a checklist and an action plan for the participants on how to start the difficult conversation with employees if you see signs of decreased resilience: how do you start this conversation? What are good questions to ask? How do you end the conversation? Do you have to take over tasks from your employee or not? What are good agreements you can make?

3.3. Third Session

For the module GIVE we worked with the GROW model.

First we went deeper into the field of tension expert - coach. As a manager you will have to do expert interventions as well as coach interventions in coaching conversations. It is important that as a coach you are aware of which intervention you choose in order to increase your impact. This was an 'aha-moment' for many participants.

Afterwards, participants were given the opportunity to practice with the GROW model.

3.4. Fourth Session

As already mentioned, we have given a full day of training. The theme GROW was very intense and participants had to give a lot of themselves.

The Be-active exercise was very grateful to bring the energy arrow back to the participants.

Nevertheless, the dynamics in the afternoon were lower than in the morning. We have therefore chosen to take it a bit more easy.

Participants had to visually present what skills and competences their team members have and how these team members can reinforce each other in this. The result of this visual presentation can be found in the annexes.

4. Impact of the Training Programme

4.1. Evaluation

	1 Poor	2 Fair	3 Good	4 Very good
Overall organisation of the training session and logistics				24
Relevance of training content to my professional needs			12	12
Quality of materials distributed			8	16

Increase of knowledge with regards to the topic of today's session			16	8
TOTAL			36	60

4.2. Participants' testimonials

The most worthwhile things:

- "Interaction"
- "Directly putting the knowledge into practice"
- "Exercises that are visual, for example the line-up"
- "Intake is good for needs analysis"
- "The practical application of the Insights personality types"
- "Drive to develop a vision - keep learning"
- "Alternating also with the physical activities in between"
- "Combination of different approaches/ways to learn some theory (active learning, role playing, interactive, audio/movies,...)"
- "Modul Connect: role playing was very useful to make connection"
- "GROW-model and Coaching questions"
- "Lots of opportunity for exchange with colleagues from similar, but not too similar, sectors and jobs"
- "the double guidance"
- "The exercise in which the what, how, why was visualized".
- "The program itself, with the interwovenness of the activation module, I found generally very interesting."

Things you would change or improve:

- "The title Mindful is not a good word. At my organization they will think that they have to do yoga and meditating 😊"
- "What can be used in day to day teamwork activities?"
- "I think it's more logical to start with keep learning because it's about vision and values."
- "The training program is very well set up, no suggestions for improvement. Perhaps one small note: the module be active has been implemented the whole day through the way of doing the exercises of the other modules. Just mention this, that this is a part of being active 😊"
- "A little more participants at the 2nd session might have been required."

Topics missing:

- “Nothing really missing. If there would be more time, it would be interesting to implement more role plays or active learning method”
- “Not directly applicable to me, but possibly interesting: how to prevent burn-out among managers.”

Other comments

- “Inspiration, reminder, practice makes perfect 😊”
- “It was inspiring. Reminded me to put more preparation into a conversation with a member of my team. “
- “Well given’! Thank you for the pleasant two days!”
- “Experienced and professional Trainers, well done!”
- “Were two very exciting days! The first day stood out for me”

5. Summary and recommendations

5.1. Facilitator’s Comments

- We will definitely send an intake form for the second pilot.
 - The intake helped us to make the right choices per module and to keep the focus.
 - What we need to do more: In the intake we also asked for examples of cases that they are confronted with as managers. Due to time constraints, we did not spend enough time on this topic. We are going to pay attention to this during the 2nd pilot
- In order to have some more insight into what participants are already doing in terms of the themes we cover, we started each module with the same exercise.
 - Content of the exercise: Draw a ruler on the ground with a scale from 0 to 10. Then ask the participants a question and they have to give themselves a score and make a line-up
 - The questions:
 - Connect: To what extent do you have insight into your own strengths and weaknesses as a manager? 0 = no idea, 10 = I know myself very well
 - Take notice: to what extent do you recognize signals of tension in your team? 0 = no idea, 10 = I recognize it easily
 - Give: To what extent do you consider yourself a good coach for your employees? 0 = I am not a good coach, 10 = I am a very good coach
 - Keep learning: To what extent do you have a learning organization? 0 = I have no idea, 10 = we do a lot of things to stimulate learning

We will certainly maintain the exercise of the line-up.

- We will also retain the structure of the modules.
- During the 2nd pilot session we will try to practice more with situations from their daily practice.
- Recruitment is difficult

