

# Mindful Managers Training Programme

## Intellectual Output 2

### National Report

### Cyprus

### Pilot 1

Prepared by CARDET

2019



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## 1. Introduction

### 1.1. Overview of the Mindful Managers Training Programme

The aim of the training programme was to provide practical solutions to Managers for improving the wellbeing in their workplace for their teams. Specifically, the whole training programme was applied, providing practical solutions through activities that Managers could apply with their teams. By the end of the training, Managers had a collection of practices and materials that could use in their workplace related to understanding oneself, improving peer relationships, managing situations, teambuilding, etc.

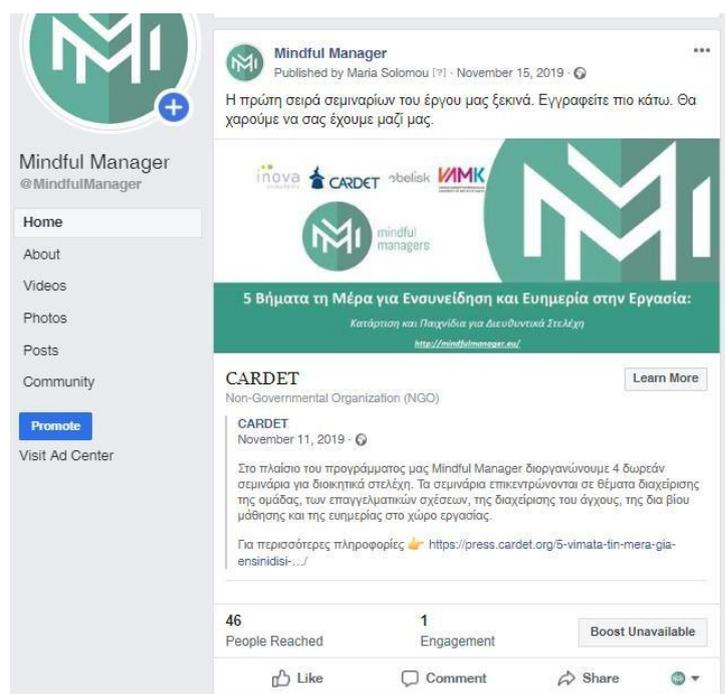
The training programme took place in Nicosia, Cyprus:

- Session 1: 11<sup>th</sup> October at the Classic Hotel and 26<sup>th</sup> November at the Reporter's hub
- Session 2: 29<sup>th</sup> November, at the Classic Hotel
- Session 3: 2<sup>nd</sup> December, at the Classic Hotel
- Session 4: 6<sup>th</sup> December, at the Classic Hotel

The facilitator for all trainings was Dr. Maria Solomou, who is highly experienced in designing and delivering training. She has a background in education and in business and applies her knowledge to improve performance and professional development. Dr. Solomou has over 4000 hours of delivering training in diverse settings.

### 1.2. Recruitment

For the Mindful Managers Training pilot #1 in Cyprus participants were recruited using a number of methods. Initially, an invitation was created, which was shared online, through CARDET's social media pages and via emails. We have also followed up with the individuals we invited via email (ANNEX 12). We have sent invitations to several organizations (public, as well as to private organizations that work in collaboration with private ones) and have communicated via phone with them. On the online registration form, 39 people registered, in addition to the 10 participants of the 1st session on October 11th.



## 2. Overview of Participants

A summary of background data from each participant can be seen below. All participants except one work in the public sector or have collaborations with different public bodies. In order to protect participants' privacy, only organisations are included and names are not published.

| Participant | Background                              |
|-------------|---|
| 1           | O.H.E                                   |
| 2           | Institute of Development                |
| 3           | Digital Tree                            |
| 4           | SWISSPORT Cyprus Ltd.                   |
| 5           | Youth Board of Cyprus                   |
| 6           | Xylofagou High School                   |
| 7           | Cyprus Alive                            |
| 8           | Playtech                                |
| 9           | N/A                                     |
| 10          | EuropeFx                                |
| 11          | Cosmos Insurance                        |
| 12          | Life Guidance Today                     |
| 13          | Cyprus Productivity Centre              |
| 14          | Ministry of Education and Culture       |
| 15          | Poledenamo                              |
| 16          | N/A                                     |
| 17          | Cyprus Academy of Public Administration |
| 18          | Agios Dometios Municipality             |
| 19          | CSI                                     |
| 20          | N/A                                     |
| 21          | Ministry of Defence                     |
| 22          | Cyprus Pedagogical Institute            |
| 23          | Cosmos Insurance                        |
| 24          | BeNatural                               |
| 25          | N/A                                     |
| 26          | N/A                                     |
| 27          | N/A                                     |
| 28          | Pedagogical Institute                   |
| 29          | Expansive English                       |
| 30          | M.M. Institute                          |
| 31          | TC Square                               |
| 32          | Ministry of Education and Culture       |
| 33          | Mihub                                   |

|           |                        |
|-----------|------------------------|
| <b>34</b> | Strovolos Municipality |
| <b>35</b> | Strovolos Municipality |
| <b>36</b> | Pedagogical Institute  |
| <b>37</b> | N/A                    |

### 3. Pilot training in Cyprus

The first pilot of the Mindful Mangers Training Programme delivery in Cyprus was attended by a total of 37 participants. All sessions took place at the Classic Hotel, except one that took place at the Reporter's Hub. The Cyprus facilitator was Dr Maria Solomou. In all sessions, Kolb's cycles were applied through the different activities.



#### Sessions overview:

The following table provides an overview of the sessions and the topics covered:

|   | <b>Session 1</b>  | <b>Session 2</b>   | <b>Session 3</b>                          | <b>Session 4</b>  |
|---|---|--|---|---|
| <b>Name of the session</b>                | <b>CONNECT</b>  | <b>TAKE NOTICE</b>   | <b>KEEP LEARNING</b>                      | <b>GIVE</b>   |
| <b>Date</b>                               | 11 <sup>th</sup> October 2019,<br>26 <sup>th</sup> November 2019<br>(Session 1 was delivered twice) | 29 <sup>th</sup> November 2019   | 2 <sup>nd</sup> December 2019             | 6 <sup>th</sup> December 2019                                   |
| <b>Number of participants</b>             | 23  | 16   | 8   | 17  |
| <b>Topics covered</b>                     | Self-awareness: connect with yourself<br><br>Taking up roles  | Self-awareness and interpersonal awareness<br><br>Asking the right questions | Life-long learning<br><br>Work management | Give through positive coaching<br><br>Non-violent communication |
| <b>"Be active" element of the session</b> | Team building through physical exercise   | Team building through physical exercise                                      | Relaxation techniques                     | Relaxation techniques   |

### 3.1. First Session

The first session was implemented twice. The first time was on October 11<sup>th</sup> at the Classic Hotel. The second time was on November 26<sup>th</sup> at the Reporter's Hub. Both times the content was exactly the same. Both meetings took place in a very positive climate, with participants being open in sharing ideas and explaining the situations for their teams. All participants were pleased to have received a set of activities and tools to use with their own colleagues.

During the session activities from the CONNECT module were implemented. Specifically,



participants worked on “exploring” their personal traits and also understanding the traits and characteristics of their colleagues. They wrote down the words that characterize them and put them on the wall and discussed with their peers. They found similarities and differences and discussed the ways they perceived those characteristics.

After creating a concept map for their traits and qualities, the theory of basic qualities was presented and explained. Participants had the opportunity to experiment with the 4 steps of the diagram (basic quality, trap, challenge, and allergy) and identify relevant traits. They also created their own diagrams, with concepts of their choice.

Participants also explored social roles and applied case scenarios for reflections. Towards the end of the session participants worked on their action map, planning the course of their actions for improving their and their colleagues' work wellbeing.

Participants also downloaded the Mindful Manager game, registered and started playing. Participants were very interested in exploring the game. They liked the different missions and the overall feel of it.

Almost all activities from the CONNECT module were applied. From the BE ACTIVE module, participants viewed the first few activities in Level 1 and planned to complete them by the next training meeting.



### 3.2. Second Session

The second session began with a summary of the previous section's activities. There were some new participants and it was useful to bring them up to speed. The session started with activities from the BE ACTIVE module. Participants created a memory wall and reflected on the important improvement of relations within a team that such an activity can create. The emphasis of the reflections was on the connection of the past with the future and on the exchange of experiences. A game of drawing memories was played, which participants enjoyed very much.



From the TAKE NOTICE module participants completed almost all activities. They have created a table with their strong characteristics and discussed the steps for guidance and training in relation to their own workplace. They proceeded to create an action plan for applying these activities with their colleagues. The session continued with some meditation activities, which participants enjoyed very much.

Participants spent some time playing the game and reflecting on the scenarios. In particular, they were asked to complete some of the missions and reflect on how these could help them promote wellbeing at work. Participants (also the ones who joined at this session) were excited to use the game also as some sort of guide and reminder for things they need to be doing for improving wellbeing.



### 3.3. Third Session

The third session of the training began with activities from the KEEP LEARNING module. The activities included work on employee skills and decision making. Further, on choosing important skills to take with them in the future was a very inspiring activity. Participants had to choose and justify their selection of skills that are important for their teams' future. The lifelong learning activities were also presented, especially the ones that involve the use of technology.



In this session, we have started to cover the GROW model that appears in the GIVE module, as participants encountered it through the game. We started with the theory, so that they familiarize with the concept and watched the related video from the training materials. We then went through some examples to understand the application of the particular model.



In this session, participants also spent some time playing the game and reflecting on the scenarios. Some small issues were recorded and were sent to the developers for troubleshooting.

### 3.4. Fourth Session

The fourth and final session of the training included activities mainly from the GIVE module. The two themes of the module provided activities for the participants for positive guidance and non-violent communication. Participants completed the activities related to the GROW model, finding them very useful for their planning and dealing with situations at work, as well as for setting goals.



Participants completed some interactive tasks in groups, and also discussed skills for the future, as well as how they envision the future of their workplace. The activities enables the people that attended the session for the first time to blend in very nicely.

Participants also continued playing the game and completing missions. It was pointed out to the participants that, ideally, the game should be played over the course of a month (as the training sessions will also be spread throughout a month) so that users can reflect and improve their wellbeing practices. Some small issues were recorded and were sent to the developers for troubleshooting.



## 4. Impact of the Training Programme

### 4.1. Evaluation

The table below summarizes the evaluation form participants. Overall, it seems that the training sessions were quite successful and beneficial for the participants. They state that the organization was very good and that the training was relevant to their professional needs.

|  | 1 - min | 2 | 3  | 4 - max |
|--|---------|---|----|---------|
| Overall organisation of the training session and logistics         |         |   | 8  | 34      |
| Relevance of training content to my professional needs             |         |   | 9  | 33      |
| Quality of materials distributed                                   |         | 1 | 16 | 25      |
| Increase of knowledge with regards to the topic of today's session |         | 1 | 13 | 28      |
| <b>TOTAL</b>   | 0       | 2 | 46 | 120     |

Among the things participants liked were:

1. The discussions during the training
2. The approach
3. The exercises (hands-on activities)
4. The interactions
5. The trainer and her approach towards participants
6. New knowledge (e.g. the GROW model)
7. That there is a positive way of saying and acting even in difficult situations

Among the things that participants would change/improve were:

1. More time for the trainings
2. More materials

### 4.2. Participants' testimonials

In this section, some indicative testimonials are reported:

1. "Excellent inspiration about how to connect with our colleagues through remembering + sharing positive moments. The circle we did + everyone sharing stories was touching and empowering. I gained more practical ideas, inspiration, which is excellent."
2. "I am leaving the seminar as a better person."

3. “Getting the chance to express ourselves and communicate - talk about topics we don't get the chance to do often”
4. “I heard for the first time the term 'GROW Model' and learned what/how this model helps.”
5. “More awareness and empowerment of options and possibilities and action plans. Very well thought and organized.”
6. “Getting to know better some of the participants. Work in teams in real life working example.”
7. “There is always a way to say something in a positive way”

## 5. Summary and recommendations

Overall, the training sessions went very well. Participants were very engaged with the topics and worked with the materials, with each other and with the trainer very well. The trainer chose the most appropriate resources and activities from the curriculum. The trainer also transferred all the activities applied in the training in a PowerPoint presentation to aid visual understanding during the training sessions.

Through the implementation process, particular needs and observations occurred that fed the following recommendations for improvements:

### **MODULE 1: CONNECT**

1. P.14.: The image needs to be typed so that it can be translated.
2. Can we have the image with the core qualities (p.26) in the original format (Editable) so that we can enlarge it for printing?
3. P.44. Action plan – Would be preferable if it was in an editable form.
4. Activity E/1. Video is in the place of the assessment

### **MODULE 2: BE ACTIVE**

1. The assessment is difficult sometimes, as it relates mainly to reflections.

### **MODULE 3: TAKE NOTICE**

1. Images/diagrams to be in original form so that we can adjust the size for better printing and for translations.

#### MODULE 4: KEEP LEARNING

1. Expected time is missing from the activities
2. P.9. Activity B/3: The content is missing from the table
3. P.11: Activity C/1: The materials says “Cartoon” but it is not provided (At least a couple of samples. Also, the content part includes a description of the activity/goal instead of the content.
  - a. \*This is for all activities
4. P. 13: The PowerPoint should be provided separately, as the screenshots of the slides are not readable when printing and also the PPT is not in the project’s template.
5. Same for all PPTs – they should be provided
6. P.15 Annex I for reflective observation – not easily readable. Please provide the original document. It is a good activity and is a pity not to be able to apply it because of the difficulty reading the materials.
7. P.19. Maybe provide example CVs?
8. P. 20. Please provide the original document or the annex should not be a screenshot.
9. The Annexes do not follow the same structure as the rest of the modules
10. The activity names should be edited a bit (e.g. not to have an activity called “wellbeing...”, because they are all aiming towards the wellbeing of people)

#### MODULE 5: GIVE

1. Please provide original images that are editable so that the translations can be done.
2. Activity f/1: It says that the activity is divided in 2 parts (individual and pairs). Need clarifications of how each part is approached.

#### 5.1. Facilitator’s Comments

The training sessions went by very smoothly and attendees participated with enthusiasm and enjoyment. They liked the activities in the different modules, as well as the game. Participants bonded together very well during all sessions. Importantly, the activities were not related strictly with the workplace, but also with people’s real life, which was essential in understanding and connecting with the trainings.

One challenge was that not all participants could attend all sessions. For that, at the beginning of each session there was a short summary of what was covered in the previous session so that they can make any connections necessary. Beyond that, no further challenges were faced.

All tools that were used during the sessions were simple and straight forward. However, in some of the activities, the resources were not found (e.g. ppts, as mentioned in the “Summary and recommendations” session).

Overall, this is a very nice curriculum that can benefit managers in improving the wellbeing of their teams at workplace.

## 6. Annexes

In separate documents: Annexes 1-10

- ANNEX 1: Attendance list 11 October 2019
- ANNEX 2: Attendance list 26 November 2019
- ANNEX 3: Attendance list 29 November 2019
- ANNEX 4: Attendance list 2 December 2019
- ANNEX 5: Attendance list 6 December 2019
- ANNEX 6: Evaluations 26 November 2019
- ANNEX 7: Evaluations 29 November 2019
- ANNEX 8: Evaluations 2 December 2019
- ANNEX 9: Evaluations 6 December 2019
- ANNEX 10: Summary of evaluations

ANNEX 11: Announcement of Pilot 1 trainings on CARDET’s website



CARDET Press (<https://press.cardet.org/>) > Newsletters  
(<https://press.cardet.org/category/newsletter/>) > Featured Newsletters  
(<https://press.cardet.org/category/newsletter/featured-newsletter/>) > 5 Βήματα τη Μέρα  
για Ενσυνείδηση και Ευημερία στην Εργασία  
5  View Cart (0 items - €0.00) (<https://press.cardet.org/cart/>) | [Login/Register](https://press.cardet.org/my-account) (<https://press.cardet.org/my-account>) | [Help](https://press.cardet.org/f-a-q) (<https://press.cardet.org/f-a-q>)

Βήματα τη Μέρα για Ενσυνείδηση και Ευημερία στην Εργασία

*Κατάρτιση και Παιχνίδια για Διευθυντικά Στελέχη*  
[mindfulmanager.eu](https://mindfulmanager.eu) (<https://mindfulmanager.eu/>)

**Πρόσκληση σε σειρά σεμιναρίων**

Πόσο σημαντική είναι η ευημερία στο χώρο εργασίας σας; Μήπως μπορεί να βελτιωθεί; Τι μπορείτε να κάνετε για να βελτιώσετε την ευημερία στην ομάδα που διοικείτε και γενικά στον εργασιακό σας χώρο;

Προσκαλείστε να συμμετέχετε στη σειρά σεμιναρίων του Προγράμματος Κατάρτισης για την ευημερία στο χώρο εργασίας. Το Πρόγραμμα περιλαμβάνει μια σειρά από **4 δωρεάν σεμινάρια** για διοικητικά στελέχη και επικεντρώνονται σε θέματα διαχείρισης της ομάδας, των επαγγελματικών σχέσεων, της διαχείρισης του άγχους, της δια βίου μάθησης και γενικά της ευημερίας στο χώρο εργασίας.

Η κάθε συνάντηση θα αφορά σε ξεχωριστή θεματική ενότητα. Θα έχετε επίσης τη δυνατότητα να χρησιμοποιήσετε το παιχνίδι που έχουμε δημιουργήσει σε κινητές συσκευές. Συστίνουμε την παρακολούθηση ολόκληρης της σειράς σεμιναρίων.

**Πρόγραμμα συναντήσεων:**

## ANNEX 12: Example of invitation email

**Πρόσκληση σε σειρά σεμιναρίων**

Πόσο σημαντική είναι η ευημερία στο χώρο εργασίας σας; Μήπως μπορεί να βελτιωθεί; Τι μπορείτε να κάνετε για να βελτιώσετε την ευημερία στην ομάδα που διοικείτε και γενικά στον εργασιακό σας χώρο;

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**Πρόγραμμα συναντήσεων:**

| Συνάντηση                      | Ημερομηνία   | Χώρος                          | Ώρα                                   | Επιπρόσθετες πληροφορίες                               |
|--------------------------------|--------------|--------------------------------|---------------------------------------|--|
| <b>1<sup>η</sup> Συνάντηση</b> | 26 Νοεμβρίου | Δημοσιογραφική Εστία, Λευκωσία | 14:00-17:00<br>(Εγγραφές 13:30-14:00) | Κατά τις εγγραφές θα προσφερθεί ελαφρύ γεύμα           |
| <b>2<sup>η</sup> Συνάντηση</b> | 29 Νοεμβρίου | The Classic Hotel, Λευκωσία    | 09:00-13:00<br>(Εγγραφές 08:30-09:00) | Με το τέλος του σεμιναρίου θα ακολουθήσει ελαφρύ γεύμα |
| <b>3<sup>η</sup> Συνάντηση</b> | 2 Δεκεμβρίου | The Classic Hotel, Λευκωσία    | 09:00-13:00<br>(Εγγραφές 08:30-09:00) | Με το τέλος του σεμιναρίου θα ακολουθήσει ελαφρύ γεύμα |
| <b>4<sup>η</sup> Συνάντηση</b> | 6 Δεκεμβρίου | The Classic Hotel, Λευκωσία    | 09:00-13:00                           | Με το τέλος του σεμιναρίου θα ακολουθήσει ελαφρύ γεύμα |