

## SUMMARY NOTES & RESOURCES

shared as part of the Collective Wellbeing Workshop | 11am -12.30pm | 9 April 2020

Hosted on Zoom by: [Ian Harvey](#) of Collective Intelligence

Expert Panel: [Robyn Shearer](#) and [Carla na Nagara](#) (pron. na Nakorn) from the Mental Health and Addictions Directorate, Ministry of Health

Quick Links to Jump to Questions Asked and Help Given in these Notes:

### [Key Messages & Resources from Robyn and Carla](#)

[Q? How keep teams motivated & positive as we hit the 'slump' in isolation/work from home period](#)

[Q? Matters of balance - optimism vs realism, short-term pessimism vs long-term hope, & tech use](#)

[Q? How to stay motivated when leadership is lacking in the organisation you work for?](#)

[Q? Unknown challenges bring out the self-doubt - how is that showing up right now?](#)

[Q? How to keep up some normality in teams/groups?](#)

[Q? How do I feel less impotent around helping elders and other vulnerable people in my community?](#)

### [Final comments/tips from group](#)

### [The Cynefin Model](#)

#### Key Messages & Resources from Robyn and Carla:

- There are resources in place you can access at different times for different groups as we move through different levels of response to Covid-19
- We are all going to be uncomfortable with this at times
- Important to plan for going in and out of Alert Levels in future - scenario modelling could be useful here
- **Key Resources:**
  - The [Getting Through Together](#) campaign - a wide range of resources to help people feel good, function well, and relate positively to one another as New Zealand recovers from the impacts of COVID-19. Delivered by All Right?, a world-leading disaster-recovery campaign that was developed to support Cantabrians' psychosocial recovery after the Canterbury's earthquakes of 2010 and 2011.
  - Dr Sarb Johal's [daily wellbeing videos](#) - he's producing a short wellbeing video every day for the duration of the Alert Level 4 period. Check out the great [working from home](#) one.
  - Leva #catchyourself and "[Trouble in Your Bubble](#)" factsheet
  - The Ministry of Health has published a list of mental health and wellbeing resources [here](#).

**Q? How keep teams motivated & positive as we hit the 'slump' in isolation/work from home period**

- Can overdo the wellbeing messaging - it is OK not to feel OK and acknowledge this will go



- up and down, take time to notice how your staff are dealing with it differently
- Important to talk but keep routine and structure in days/weeks
- Important for leadership roles to rise above and give practical strategies to staff
- Acknowledge we've never been in this situation before and allow for elasticity
- **Practical tools one health workplace using:** keeping structure and routine in days, acknowledge intensity and fatigue involved in Zoom calls and apply 'military' discipline in running virtual meetings (with time for play at end), use daily check-ins (both mental health and physical/work health), ensure staff take leave when can so stay fresh
- **Resources/Links shared by group:**
  - Great [podcast/video](#) by Dr. Bessel van der Kolk on Coronavirus Crisis (from CI Facilitator Manda)
  - **Summary of research themes** that Sarah Tocker (Collective Intelligence facilitator) has found on **video call fatigue:**
    - *There are no spaces in many video calls for the soft / informal / weather conversation which eases us into the conversation and also provides context for people, how they are and mood indicators*
    - *Looking at your own image is very tiring for people. Sitting so that you see your image side-on rather than looking directly at your own picture can be helpful*
    - *It is harder to see social cues as we are looking only at a faraway and partial image of people- which means our subconscious and conscious processing needs to do a lot of guessing*
    - *It's easier to be distracted by other things on the screen, so we spend a lot of time flicking back and forth between tasks / web pages etc, which takes extra energy*
    - *There is no travel time between meetings – often our video calls are back to back, whereas in 'normal life' we spend time travelling between rooms / spaces, which allows time to sense-make and process – many of us are missing that.*
    - **What you can do to manage video call fatigue:**
      - *Ensure you have time between meetings – go outside / make lists of take-aways etc rather than just tasks*
      - *Try to find ways not to look at your own image in video calls, but don't turn off the picture as it means others have to work harder to pick up your social cues*
      - *Ask people to stand up so you can see all of the person / people*
      - *Shut down other pages / documents and put your phone out of reach*
      - *Think about when you have most energy and bandwidth during the day – prioritise that time to do the most important work you have (which may not be the most urgent work)*

### **Q? Matters of balance - optimism vs realism, short-term pessimism vs long-term hope, & tech use**

- Our country's leaders are presenting balanced optimism vs realism msgs everyday in updates, describing what is unfolding vs speculation - sit with that. Stay with the here and now.
- Sensible self-management of screen use (breaks) with time outside
- Look for the opportunity amongst the challenge (ie. what do you see differently when you slow-down)
- **Resources/Links shared by group:**
  - Read: Erich Fromm's book ["To have or to be"](#) (He survived a concentration camp

- in Nazi Germany.
- Snowden's [Cynefin Model](#) is really helpful - focusses on how to respond in unknown times
- Try the “What we know” and “What we don’t know” exercise to capture where you are at right now and ID how much you do know.
- Looking beyond the now: have a read of [https://www.theguardian.com/world/2020/apr/08/amsterdam-doughnut-model-mend-post-coronavirus-economy?CMP=share\\_btn\\_link](https://www.theguardian.com/world/2020/apr/08/amsterdam-doughnut-model-mend-post-coronavirus-economy?CMP=share_btn_link)

**Q? How to stay motivated/invoke change when leadership is lacking in the organisation you work for?**

- Ask question what can you do to provide leadership for yourself and colleagues in the vacuum?
- Useful to come to terms with own personal boundaries and what you can and can't effect change on
- Provide framework to team meetings 'by stealth' by invoking the curious question - “It would be really helpful for me if I heard how everyone else is tackling this...”
- It's OK as the boss to say “I don't know how to do this” - e.g. of teams stepping up when the leader prioritised his people and showed vulnerability around this.
- Challenge the team to consider what the new business as usual could look like - eliciting the creative space is really useful to empower people to have control over the new BAU
- **Resources/Links shared by group:**
  - Non-Violent Communication (NVC) techniques could be useful here: see [https://www.fmhac.org/uploads/1/2/3/9/123913996/nowicki\\_how\\_to\\_use\\_the\\_nvc\\_process.pdf](https://www.fmhac.org/uploads/1/2/3/9/123913996/nowicki_how_to_use_the_nvc_process.pdf)

**Q? Unknown challenges bring out the self-doubt - how is that showing up right now?**

- Self-doubt a completely normal response right now, important to deal with it, name it and park it
- Responses to this can be driven by how people have dealt with trauma in past - very individual responses/triggers
- In teams you can support this by offering supervision to staff
- Can be useful to add 'of course' to statements to reframe and normalise feelings - i.e. instead of 'this feels awful and I'm not feeling good right now', say 'of course this feels awful! Of course I'm not feeling good right now!'
- Working out what “what's next” might look like is maybe a big part of wellbeing in the here and now.
- Useful to discuss that 'good' and 'okay' are not feelings that pass muster in check-in situations
- Value of **daily check-ins** (both mental health and physical/work health), many organisations started out doing this well and now its slipped but this is when cumulative stress will show
- **Resources/Links shared by group:**
  - **From Ballard Pritchett:** [“Crucial Conversations”](#) is a vital text that we have drawn from, also valuable is the [Above the Line/Below the Line](#) model from Conscious Leadership group. I'm happy to chat with anyone about how to have difficult conversations that involve challenging emotions.
  - See the [Karpman drama triangle](#) - there's lots of martyrdom/heroics going on in teams and from leaders at the moment and a good overview [here](#):

**Q? How to keep up some normality in teams/groups?**

- Do other fun things with your team (not work) like virtual yoga, chess, bake

- Try a 3pm virtual coffee drop-in when get together and talk nonsense/do the Stuff Quiz etc (as all our interactions are now so transactional online)

**Q? How do I feel less impotent around helping elders and other vulnerable people in my community?**

- Use simple communication tools like phone trees to ring older family members, drop cards in letterboxes
- [Aroha Collective - Kiwis helping Kiwis](#) on facebook - NZ wide movement where you can GIVE or ASK for help in regions (and ask on behalf of)

**Final comments/tips from group**

- Issue of abuse/violence and when to pick up the phone?
  - It's never too early to pick up the phone and report something if you are uncomfortable/feel someone at risk.
  - There are a huge range of support organisations in domestic and sexual violence spaces that are deemed essential services - they may also give you a space to talk through your own feelings and experience as well as providing support on how to deal with these scenarios you might encounter with neighbours/family/community
- **Remember: its not working from home it's working in a pandemic!!**
- Support for community groups trying to identify need in communities - see [Getting Through Together](#) website
- We're all working to build a slightly evolved version of life together
- Carla happy for people to contact her directly - or to do another session - just ask! Carla's email address is [Carla.na.Nagara@health.govt.nz](mailto:Carla.na.Nagara@health.govt.nz)

The Cynefin Model (via Collective Intelligence Facilitator Sarah Tocker):



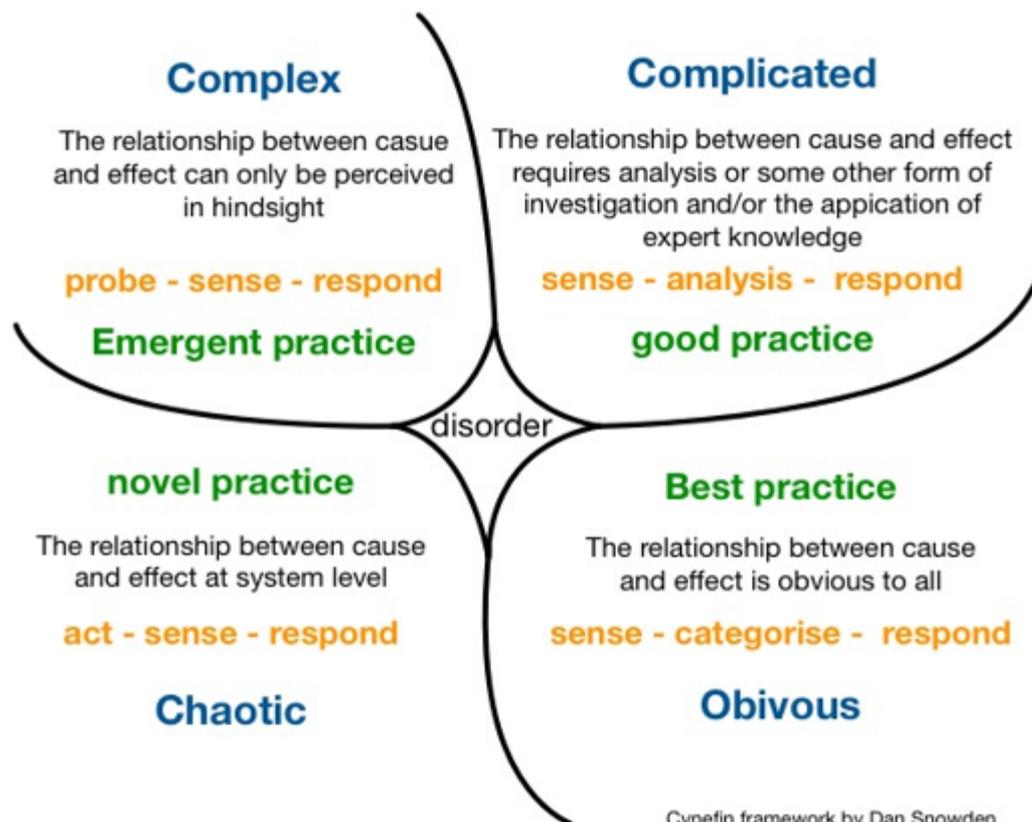
Sarah Tocker

## The Cynefin Model

(pron. *can-ay-ven*- it's Welsh)

Cynefin (the place of your multiple belongings) has a similar meaning to the concept of Turangawaewae in te aō Māori. It refers to the many places you are from, which influence you and of which you can never totally be aware.

The following diagram shows the five context types in the Cynefin Framework. Those contexts are not strict categories, but designed to help people make sense of what they're seeing and respond appropriately based on the data / information that you have available.



## Obvious- The Domain of Best Practices

- Sense, categorise, respond;
- Ensure proper processes are in place and are well documented and understood
- Delegate authority and tasks to the lowest possible levels
- Use best practices
- Communicate in clear, direct ways
- Understand that extensive interactive communication may not be necessary

You must *revisit and review* the Obvious work regularly – it should be a small set of tasks rather than the whole of how business is done, and it needs updating to reflect new ways of working and technology – otherwise your business risks falling into chaotic when it doesn't keep pace with change.

## Complicated - The Domain of Experts

- Sense, analyse, respond
- Create panels of experts
- Collection and use of data is useful to direct ways of working
- Listen to conflicting advice and opposing views
- There may be a number of 'right' answers. Use data and experts help identify them

Most of day to day work practice will fit into the Complicated space. It means that we need to be *collaborative as well as in helpful conflict* as we look for different views and work together to understand the options available to us.

### Tip:

Complicated and complex situations are similar in some ways, and it can be challenging to tell which of them you're experiencing. However, if you need to make a decision based on incomplete data, for example, you're likely to be in a complex situation.

## Complex - The Domain of Emergence

- Probe, sense, respond
- Create environments and experiments that allow patterns to emerge
- Increase levels of interaction and communication
- Use methods that can help generate ideas – questions rather than statements, clear problem definitions