

Wellbeing in the Workplace for EiE Practitioners and the Role of Collective Action

10th October 2024



**Inter-agency
Network for Education
in Emergencies**

It is Time to Prioritize Mental Health in the Workplace



Agenda & List Of Our Panelists

- Recording from staff at **People in Need**: The work we do (our workplace)
- Welcome from the WG, introducing well-being & sharing of professional experience by **Lucy Acan (War Child Alliance, Uganda)**
- What is organizational well-being in the social change sector?
by Dana Preston (**The Wellbeing Project**)
- Sharing of professional experience and also what ECW is doing in terms of wellbeing by **Amani Bwami Passy (ECW)**
- Managing Well-being and Mental Health in the Workplace by **Dr. Ashley Nemiro (WHO)**
- Discussion/Q&A



With so much of the day spent at work,
it's crucial that work promotes
and protects mental health.



Wellbeing *Inspires* Welldoing






In the 20th century, the souls of our great movements drew on the inner journeys of leaders like **Gandhi, Mother Teresa and Nelson Mandela.**

Through their inner journeys they developed new solutions and pathways that built bridges, and led changes that were lived expressions of our most fundamental human virtues and qualities.

This is at the heart of the matter today. We are beyond the era of the few great leaders. Because of the breadth of the challenges we currently face globally, ***all changemakers matter.***



*Re-imagining social
impact with
wellbeing at its core*

ABOUT US

Grounded in **enduring hope**, The Wellbeing Project is **catalyzing a global movement** that centers **wellbeing** at the heart of social impact. Founded in 2015 we are a **co-creation** and **collaboration** at its core.



GEORGETOWN
UNIVERSITY

PORTICUS



skoll

Our work is guided by the **core belief** that the **impact** of any social or environmental change movement **depends** inherently on the **wellbeing of the individuals and organizations** within those movements.

At a moment of extraordinary change, the Wellbeing Project **inspires** those individuals and organizations to offer **bold solutions** to meet **cascading, interconnected crises**.

Every individual who contributes to making the world a more just and equitable place is a changemaker.

IN SUPPORT OF CHANGEMAKERS

Working on diverse agendas such as **migration, climate crisis, democracy, gender-based violence** & more.



**NON -
PROFITS**



ARTISTS



EDUCATORS



**HEALTHCARE
WORKERS**



**SOCIAL
ENTREPRENEURS**



**HUMANITARIAN
WORKERS**

ANXIETY & DEPRESSION
INCREASED BY

25%

IN 2022



70%

OF SOCIAL CHANGE LEADERS
EXPRESSED A NEED FOR
PERSONAL SUPPORT



75%

OF SOCIAL CHANGE LEADERS
OVERUSE ALCOHOL AND
DRUGS TO COPE



WELLBEING AND THE POLYCRISIS

From the **global cost-of-living crisis** to growing **societal polarization** to escalating **planetary instability**, experts have labeled the gravity of our current moment as the **Polycrisis**.

These **mounting interconnected challenges** are **negatively impacting humanity's wellbeing at unprecedented levels** and exceed those during the Great Depression and both World Wars.

This is particularly felt by social change leaders who live and work on the frontlines of our society's and planet's greatest challenges. [Our own research](#) of 300+ changemakers across the globe confirms their struggle.



WELLBEING AND THE POLYCRISIS

Countless studies have pointed to the **toll that the Polycrisis is having on changemakers** everywhere:



80%

Of nonprofit workers in UK + Ireland experience [workplace stress](#)



42%

Of nonprofit workers in UK + Ireland believed their job was [detrimental](#) to their health.



54%

Of young changemakers globally reported [risk of burnout](#)



50%

Of young changemakers globally reported lack of [financial security](#).



38%

Of human rights defenders globally met some criteria for a [PTSD diagnosis](#)



15%

Of human rights defenders globally suffered from [depression](#).




WELLBEING AND THE POLYCRISIS

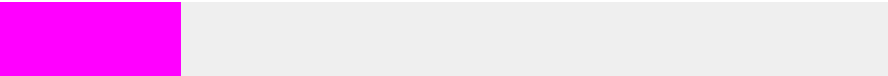
This is leading to **nonprofit talent shortages** and mission interruption:



34% Of charitable nonprofits had vacancy rates of 10%-19%, with [stress and burnout cited as a factor.](#)



+90% Of nonprofit professionals found that more than 90% regarded [burnout as the primary reason for leaving the impact sector.](#)



19% Is the voluntary turnover rate for nonprofit organizations. This is higher than the industry average of the overall labor market ([12%](#)).



The time is now to push forward a radical, more sustainable and more lasting approach to social change that is driven by individuals who are bringing their full potential to their ever-important work.

OUR SOLUTION

We pursue a world in which inner **wellbeing and healing is normalized, accessible, and a fundamental force** for changemakers everywhere and in our collective work to create a more sustainable future.

To achieve this vision, we are shepherding a **global network** that - with inner wellbeing at its core - is **meeting the polycrises with newfound creativity, collaboration and impact.**





OUR SOLUTION

Supporting the inner wellbeing of change leaders enables them to be more impactful and effective at leading the organisations and movements addressing our most pressing global challenges.

This is because:

- Individual wellbeing is **inherently interconnected to societal and planetary wellbeing.**
- Healthier individuals create **more innovative, collaborative solutions to complex challenges.**
- We are at a pivotal tipping point in the **cultural conversation around mental health.**
- Social impact organizations **can retain and attract top talent** by fostering cultures of wellbeing.



OUR COLLECTIVE WORK



STRENGTHEN The Case

We are building the overall **evidence base** and the content that **connects inner wellbeing to systems change**.



BUILD & STEWARDSHIP The Network

We are adopting **network-oriented thinking and approaches** to enable our members to **deepen their capacity to catalyze wellbeing initiatives** including the Regional Wellbeing Summits.



ACCELERATE Network Initiatives

We are **providing responsive resources and investing in locally-led and culturally relevant wellbeing initiatives** in the sector.

STORYTELLING

We focus on **educating** the social change community to **embrace wellbeing as fundamental** to their work.

WELLBEING SUMMIT MOVEMENT

A series of **regional gatherings** building momentum to the **Global edition** in 2025.



PLANETARY
WELLBEING

SOCIETAL
WELLBEING



OUR THEORY OF CHANGE



We work across these levels,
recognizing their **inherent**
interconnectedness.



ORGANIZATIONAL
WELLBEING

INDIVIDUAL
WELLBEING



“Restoring land without restoring relationship is an empty exercise. It is relationship that will endure and relationship that will sustain the restored land.”

- Robin Wall Kimmerer, *Braiding Sweetgrass*



ECOLOGICAL BELONGING

Ecological belonging is living in an ongoing interconnected relationship with ourselves, each other and our broader natural world.

For most of human history we have done that through storytelling, ritual and practice. This ‘invisible architecture’ made meaning, focused attention, connected communities with themselves and their natural environment.

Learn more at ecological-belonging.org

WHAT WE DO
Strengthen The Case

GEORGETOWN
UNIVERSITY

With a growing collective consciousness about the impacts of intergenerational trauma, we aspire to encourage healing and wellbeing for everyone—everywhere.



INTERGENERATIONAL TRAUMA

Trauma is everywhere—in our homes, communities, institutions, and systems.

In social change work, we also see trauma at the roots of the biggest challenges facing the world today—and in the lives of the people working to address them. Trauma-informed approaches to social change have the power to help unlock healing, wellbeing, and social transformation for all. Here, we invite you to explore this power, contributing to our global call to move from cycles of trauma to journeys of wellbeing.

Learn more at intergenerational-trauma.org



WHAT WE DO
Strengthen The Case

GEORGETOWN
UNIVERSITY

HEARTH

REGIONAL SUMMITS

In 2022, the first edition of **The Wellbeing Summit for Social Change** nurtured a new global network of **changemakers**; some of its members, inspired by the experience lived in Bilbao, showed **interest in hosting and organising their own regional Wellbeing Summits**.

The concept is to create **events with a regional focus, reflecting on the diverse local definitions and approaches to wellbeing**, addressing the key topics that challenge today's global changemakers, but viewed through the lens of the specific regional contexts.



15 regional Hearth Summits are happening in 2024!





Organizational Wellbeing

ORGANIZATIONAL WELLBEING EXPLORATORY PROGRAM



(a) To support 8 global social change organisations on a **Learning journey** to build **wellbeing** into the **heart of their organisations' cultures**;

(b) To share insights and learning from that exploration for the **benefit of the wider social change sector**.

ORGANIZATIONAL WELLBEING EXPLORATORY PROGRAM



OWEP RESEARCH**

OWEP Program [2019-2023]: Four-year research initiative with eight social change organisations operating in Africa, Canada, Brazil, US & Peru, Egypt, Pakistan, China & South-east Asia

The Tavistock Institute of Human Relations [Qualitative]

- Participant Observations
- Mental Wellbeing Impact Assessment (MWIA)
- Creative exercises (sculpture exercises, social dreaming matrix, etc.)
- Interviews and Focus groups
- Review of organisational documents

Center for Healthy Minds [Quantitative]

- Surveys

**Note: The comprehensive research report will be accessible for public viewing in the third quarter of 2024.

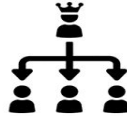
OWEP EXPLORATIONS OF WORKPLACE WELLBEING

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APPROACHES TO WORKPLACE WELLBEING

While each of the 8 organisations tailored their well-being approach to their context, perceived goals, and available resources, **several groups of wellbeing initiatives emerged**

Microshifts to structure, policies and process



Transparent & timely internal communication

Addressing the material conditions of staff



Staff consultation, participation and consent

Monitoring & mitigating the pressures of workloads



Building social contact, connections and community



Integrating inner work practices into organisational life

TRANSPARENT & TIMELY INTERNAL COMMUNICATION

The **most common** approach to well-being was taken through changes to internal communications, to facilitate:

- Greater degree of information provision around finances
- Greater transparency about financial health of the organisation, plans and strategies for the future, and organisational decision-making
- Greater visibility of organisational activities, events, and media appearances particularly in larger enterprises or for staff with limited direct access to end beneficiaries
- Communicating and celebrating successes such as securing new funding, good project evaluation, org's work recognized by media

How was it administered?

- Newsletters
- All staff meetings
- Town Halls

Emerging Impacts

- Greater visibility on organisational activities reinforced staff's sense of belonging, sharing in the successes, protecting against the risk of feeling ineffective
- Bolstered sense of purpose and fostered a greater sense of security among staff
- Increased contact and familiarity between different parts of the organisations
- Facilitated possible synergies and collaboration that may otherwise not have been noticed
- Made routine processes more efficient (especially during Covid-19)



STAFF CONSULTATION, PARTICIPATION, AND CONSENT

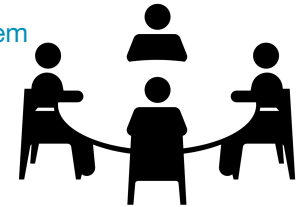
Building up further on improving the internal communication, many OWEF participants sought to improve the process of staff consultation around their needs and concerns

How was it administered?

- Introducing or adapting other feedback mechanisms such as staff surveys or suggestion boxes
- Some larger and more geographically-dispersed organisations created new roles called 'Wellbeing Champions' and 'Wellbeing Ambassadors'
- All-staff meetings / Town Halls

Emerging Impacts

- All-staff and town-hall meetings presented opportunities for staff to raise questions to management and offer their perspectives
- Staff surveys or suggestion boxes fostered trust and a culture of openness
- Aided organisation and staff in identifying major needs and priorities and what well-being means to them
- Wellbeing Champions / Ambassadors helped promote discussions between staff and leadership
- Communicated the value of respect to staff (a protective factor of well-being)
- Helped staff to feel part of the process rather than being 'done to'



BUILDING SOCIAL CONTACT, CONNECTIONS, AND COMMUNITY

Commensurate with better communication and staff participation, all eight organisations took steps to increase social connection between staff as an end in itself

How was it administered?

- Team bonding days
- Social events and meals
- A range of virtual events held during the height of the pandemic when in-person events were impossible

Emerging Impacts

- Building closer social bonds that had obvious emotional benefits
- Improved familiarity and empathy between colleagues
- Meeting colleagues in informal and social settings encouraged staff to see 'the whole person' not just the professional role
- Increased understanding of each other's roles, leading to more considerate interactions
- Helped to reduce conflict and misunderstanding
- Increased trust among colleagues



INTEGRATING INNER WORK PRACTICES INTO ORGANISATIONAL LIFE

The eight participating organisations experimented with introducing explicit ‘well-being’ oriented activities, sometimes described as ‘inner work,’ into work life.

How was it administered?

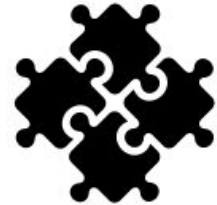
- Starting meetings with relaxation, breathing, or mindfulness exercises
- Employing check-ins prior to the main business of the meeting

Other organisations explored initiatives such as:

- Providing regular staff sessions to meet and do meditation or yoga together
- Increasing staff’s access to psychotherapeutic support
- Encouraging staff to share tips and advice about well-being during the pandemic

Emerging Impacts

All these activities aimed to directly address feelings of stress and overwhelm by giving space and time for staff to focus inwards and to relax



MONITORING AND MITIGATING THE PRESSURES OF WORKLOADS

In response to the widespread challenges around workloads and overwork, a number of organisations introduced measures to directly reduce the burden on staff

How was it administered?

- Introduction of new technologies or tools that permit quicker and easier information sharing
- For some, this entailed reducing the number of project meetings within a given team or shortening meetings
- Some tried refining and 'slimming down' the way funding requirements are monitored/managed
- Other organisations communicated more clearly the need for staff to establish firmer boundaries to protect their work/ life balance; this involved encouraging staff to take their full allocation of annual leave or to leave work on time

Emerging Impacts

- Collectively, the initiatives under this group of activities helped introduce more humane work norms
- New technologies helped in streamlining processes and 'giving time back' to staff
- Refining funding requirements helped in reducing the burden on staff responsible for managing and reporting on these contracts



ADDRESSING THE MATERIAL CONDITIONS OF STAFF

Through staff consultation and listening, organisations introduced some measures to improve the resources of individual staff, their terms of employment and provide greater material comfort and financial security

How was it administered?

- Increased staff salaries, pension contributions, and retirement packages
- Provision of additional benefits such as life assurance and health insurance
- Improved packages of annual and parental leave
- Other forms of 'time off', especially during Covid lockdowns
- Some organisations were able to offer employees interest-free loans and access to discounted goods and services such as childcare
- Some participants drew on government support to secure financial or other support for staff

Emerging Impacts

- Staff reported being better able to support their families
- Make time for and have the resources to pursue their own interests in their personal lives



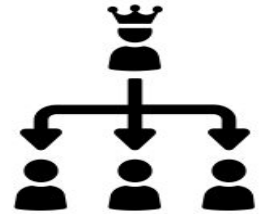
MICROSHIFTS TO STRUCTURE, POLICIES AND PROCESS

Organisations used OWEP participation to frame wider changes to structures, policies and processes

More than one organisation attempted to manage the transition of senior leaders or succession of founders to increase the sense of control amongst their teams and instill a greater sense of ownership over the work

How was it administered?

- Transferred decision-making and responsibility to national or regional offices
- Granted individual teams more autonomy
- Other organisations opted for reverse restructuring to address inequality between teams and provide more supporting and 'holding' for teams that felt isolated or overburdened (sometimes to manage the consequences of rapid growth within the organisation)
- Introducing more central structure
- Greater standardisation of processes



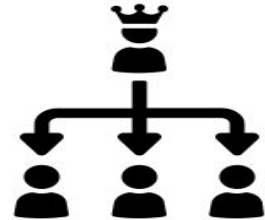
MICROSHIFTS TO STRUCTURE, POLICIES AND PROCESS (con't)

How was it administered (con't)?

- Other orgs introduced changes to increase clarity over processes such as recruitment, pay, promotions, and performance management
- Others introduced clearer guidance or increased resources to staff training and leadership development, improving opportunities for professional advancement
- In one case a formal Human Resources function was introduced in the organisation

Emerging Impacts

The overarching aim for these initiatives was to improve transparency, so staff had greater confidence in their equity, in turn building trust



ORGANIZATIONAL WELLBEING EXPLORATORY PROGRAM

- There are **no silver bullets** or quick routes to integrating organisation wellbeing into the org culture. There are also no “one size fits all” prescriptions.
- The **importance of microshifts** to reduce the burden of too much responsibility. The concept of "microshifts" has been important in emphasizing incremental changes and improvements.
- **Model the changes you want to see.** Even small shifts pave the way for larger structural changes needed to deliver social change in healthier ways.
- **Become comfortable with uncertainty.** Change within complex systems is non-linear and unpredictable. Social change organisations are complex and operate in a complex sector. The focus of their work and their geographic and political contexts provide even further complexity.
- **Inclusion.** The most effective processes to bring about desired change include as many voices as possible.
- **Focus primarily on the direction and nature of the change process.** Not on the outcomes.
- Bringing wellbeing into the heart of an organisation culture – and sustaining it – is an **ongoing process.**

ORGANIZATIONAL WELLBEING EXPLORATORY PROGRAM

Given your own role and experience in this and other social change work...

What insights in this presentation resonate?

What does not resonate?

What questions do you have?

The image shows two hands held out, palms up, in a gesture of offering or gratitude. The hands are positioned in the foreground, with fingers slightly spread. The background is a vibrant, colorful pattern of abstract shapes in shades of green, blue, and purple, resembling a traditional textile or artwork. A white rectangular box with a blue horizontal bar at the top is centered over the hands, containing the text "Thank you!".

Thank you!

WELLBEING IN THE WORKPLACE FOR EIE PRACTITIONERS

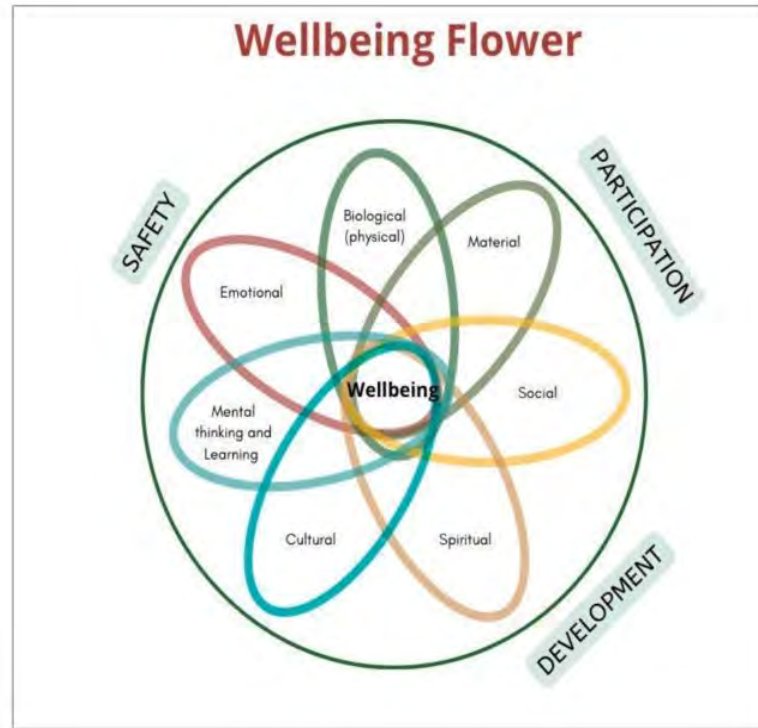
Dr. Ashley Nemiro



IT IS TIME TO PRIORITIZE MENTAL HEALTH IN THE WORKPLACE



WELLBEING FLOWER ACTIVITY



EIE PRACTITIONER WELLBEING:

- 1) self-efficacy, 2) job stress and burnout,
- 3) job satisfaction and 4) social-emotional competence.

These are all influenced by individual factors, school factors, community factors, and the national, regional and global context.



AN OVERVIEW OF TOOLS TO SUPPORT WELLBEING

Doing What Matters in Times of Stress: An Illustrated Guide



If you are experiencing stress, you are not alone.

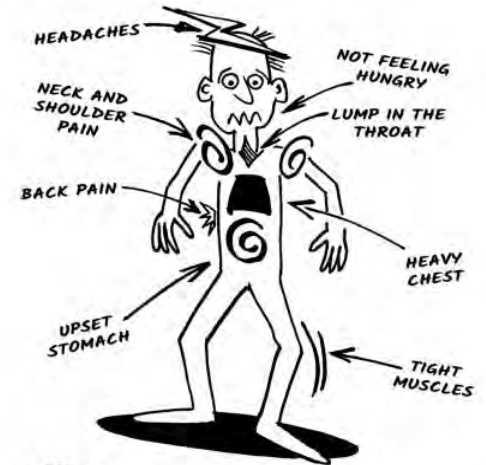
Right now, there are many other people in your community and all around the world who are also struggling with stress.

We will help you to learn practical skills for dealing with stress. You will see us throughout this book, as we teach you the skills you need.

Enjoy your journey of learning how to do what matters in times of stress!



But very high stress often affects the body.
Many people get unpleasant feelings.



Other people find their body gets sick – skin rashes, infections, illnesses or bowel problems.



SELF HELP +



SELF-HELP PLUS (SH+)

A GROUP-BASED
STRESS MANAGEMENT COURSE
FOR ADULTS



HOBFOLL'S FIVE EMPIRICALLY SUPPORTED INTERVENTION PRINCIPLES

- Sense of Safety
- Sense of Calm
- Sense of Self and Community Efficacy
- Sense of Connectedness
- Sense of Hope



Resource for Referencing:

- [The Wellbeing Project](#)
- [Teacher Wellbeing at TWP](#)
- <https://www.who.int/publications/i/item/9789240003927>
- <https://bkp.refuge-ed.eu/resources/thriving-through-play/>



The Call For Collective Action

Think about what you can do within your sphere of influence. Whether it's advocating for wellbeing & mental health policies in your organization, starting a wellbeing check-in with your team, or contributing to wider initiatives in our sector, every action counts.

Imagine how much more impact we can have when our sector intentionally prioritizes wellbeing. Not only will we create healthier, more resilient teams, but we'll also be better equipped to deliver the education and support that crisis-affected communities so desperately need.



**"Umoja ni nguvu;
utengano ni
udhaifu."**

**"Unity is strength;
division is
weakness."**

- Swahili knowledge with love from the ancestors

