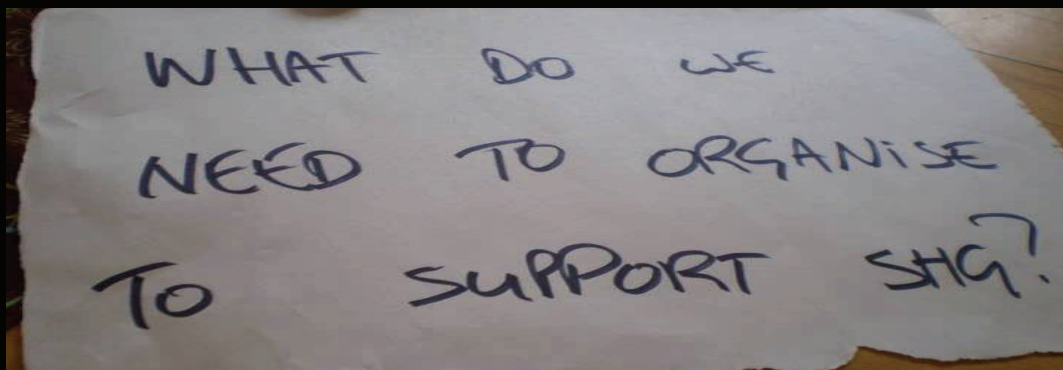


# Nova Scotia Public Health System



Oakwood House, Dartmouth

## Core team Participant Attendees::

Janet Braustein Moody  
Michelle Pickles  
Carol MacKinnon  
Sera Thomson  
Stephan Graham  
Larry Baxter  
Julian Young  
Holly Gillis  
Mary Anne Finlayson  
Duane MacInnes  
Kim Barro  
Janelle Comeau  
Rick Gilbert  
Nancy Hoddinott  
Greg Purves  
Tim Merry

## PHSLT Participant Attendees:

Linda Young  
Heather Christen  
Kenda MacFadyen

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## Art Of Hosting

Core Team Retreat September 28 and 29<sup>th</sup>

### WELCOME:

Tim and Sera welcomed the participants to the two day gathering.

The Purpose of the retreat is to plan the stakeholder gatherings by being practitioners together and to more fully step into Art of Hosting by being on the edge.

To build on the template that was developed for the stakeholder gathering at the last Core team meeting.

Tim and Sera reminded us of the purpose for the gatherings that the Core team has stated:

- \* Provoke/Evoke conversation
- \* Connection = Emergence
- \* Discovering clarity together we could not alone
- \* Identify some leverage areas
- \* Find out where we are at



- \* Seeing a whole picture
- \* Further engage people into ownership of the Public Health transformation

## Check In



**Tim hosted the check in question which was ...**

**“Where are you in your work and life” and “What questions do you bring to this planning”**

There was a common theme of “transition” emerging from the group.

Fall is a time of transition and people were taking time to look into themselves and be reflective. People are very busy and there was a sense of

overwhelmingness to the work.

People voiced the need for help and having more people step into this work. There was also a collective wondering of how we were actually going to do this – pull off four stakeholder gathering one of which was next week – but an acknowledgement of trust in the people and the process that it will all come together.

## TEACHING

**T**im lead us through the first part of the day's teaching which was centered around the question:

Why Participatory Leadership?

- What does it give us?
- What are the conditions that allow participation to take place?
- What are the roles that people play?
- What are the outcomes of Art of Hosting – Emergence.

Through participation you get emergence. Therefore the reason to take on participatory leadership is Emergence. This is the outcome. Emergence results from the trees that participatory processes grow.

The first tree you grow through participatory processes is "Relationships". Relationships means you trust each other, can speak honestly and have a sense of friendship. There are three areas of relationship that need attention. The relationship one has with ones self, the relationship one has with others and the last being the relationship one has with the system. Relationships are necessary to have a sense of connectiveness which is meaningful and productive, and acts to defragment our world.

The second tree needed to be grown for emergence to happen is the "Resilience" tree. If we don't have resilience in our system we become brittle and fragile. Resiliency comes from lots of diversity in a system and from feeling valued and connected. Rather than have an answer you look to the capacity in the collective, remain in the unknown and survive chaos which leads to more adaptability and rapid change. Awakening is the next tree. Awakening is the "Eureka" moments that allow you to see things that you would never alone have been able to see. Hold a space for this to happen. Awakening can also show up as clarity, or and answer, as well as just more questions.

Innovation the next tree allows you to see new approaches, concepts or patterns through collective wisdom. Innovation does not means that old is bad and new is good. These kinds of judgments get in the way of innovation.

The last tree that comes as a result of participatory practices is "Movement" or "Wise Action". This action is the alignment to internal, external and personal collectives. This is the progress of putting the wisdom into action.

Discussion followed. The key themes that emerged were:

Participation builds alignment. Participation builds alignment even with different perspectives. Participation allows people to be fully who they are and still participate. Participatory leadership requires people to really show up and forces you to really listen....not just download what is going on in your own head because cracking new ideas and concepts is needed. Participation means you have to work with power not take them on.

Survival tip: Don't take it so seriously that it hangs you up. Get used to not having an answer all the time.

Sera then brought the group through the second part of the teaching. Sera talked about the conditions "the roots" which enables the trees to grow. Firstly participation is a practice not a solution. Investment in the practice will make the roots stronger. Mates are required for participation to occur. The idea that others know you well, they have your back and are able to take over when you need a break. It is the whole idea of faster alone but further together. Participation requires us to think about those places that invite our humanness. Environment is important. The environment needs to make you feel treasured and good. Asking for questions is another root of participation. Questions invite a conversation. Questions should be simple, thought provoking and able to harvest the wisdom. Anything that creates listening is important as it creates the conditions for people to step out of their own monologue.



## TEACHING (CON'T)

A brief discussion of the roles of participatory leadership in the art of hosting ensued. This is just the start of the role definition as they will be further described by the group later on in the day.

**Hosting** – where your center and your presence becomes the most important. Hosts are the gatekeepers and the protectors of participation.

**Harvesting** – bringing voices forward. If you don't capture the experience it takes away from the process.

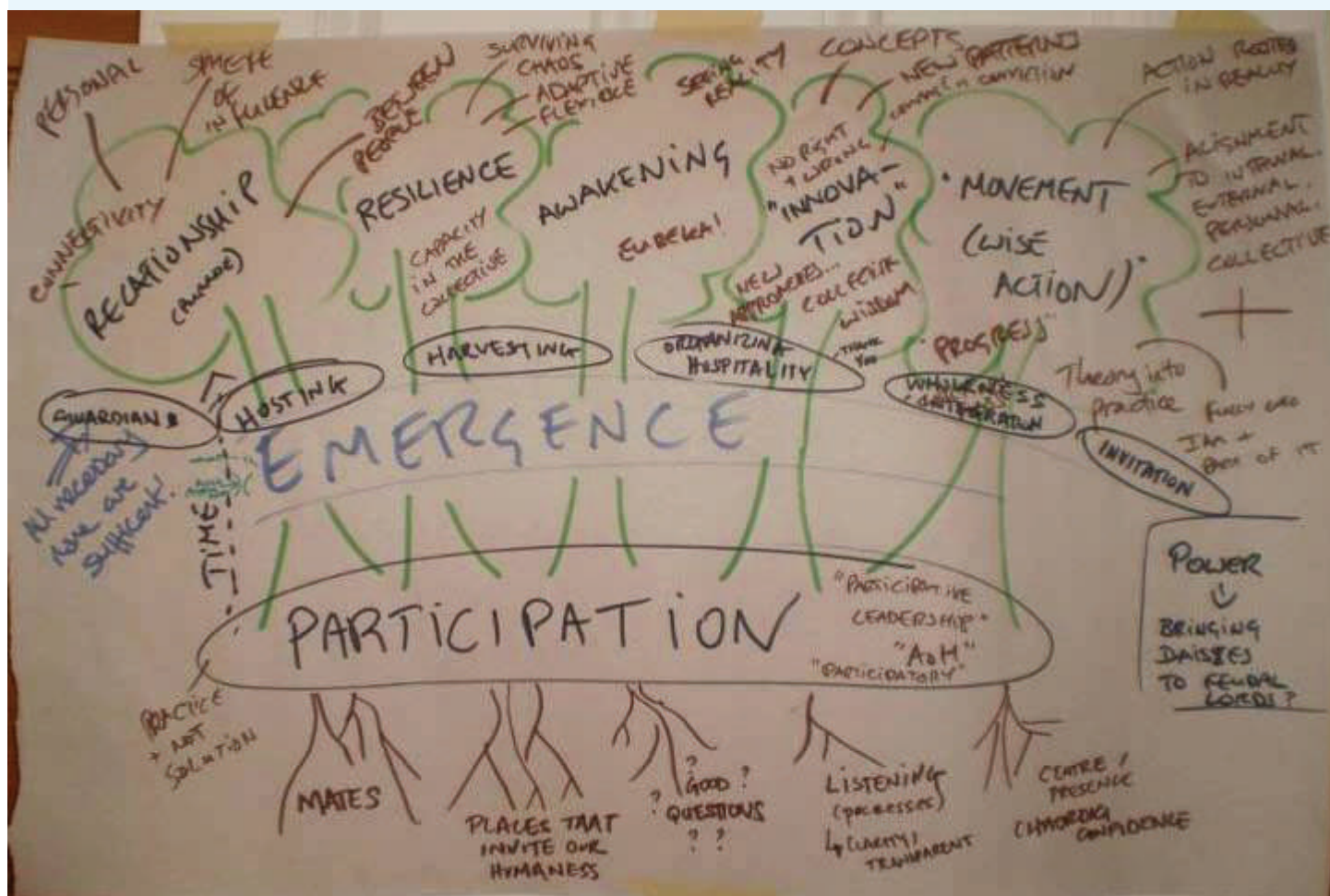
**Organizing and Hospitality** – logistics before the day to make it happen but also creating the environment of genuine hospitality.

**Wholeness** – holds the thread that is being carried through. Keeping things connected.

**Invitation** – makes sure that the right people are there and feel welcomed. Invite folks to bring something of themselves.

**Guardian?** This may be an emergent role we need to explore further.

**Tip:** Take on the roles that will help grow your leadership.





# Cracking Questions

After lunch Kim introduced the next part of the agenda. A framing and the viewing of the video that describes the



themes found in the sensing journey will take place at the stakeholder gathering. A powerful question is then needed to promote conversation to take us to a further place of understanding.

Kim gave a brief description of “What makes a powerful question”. Then a world café process was described. A powerful question is to be developed to harness the wisdom from each the theme areas of the stakeholder gathering: Bright lights, Clear messages, Complexities and Leverage points.

Groups went away to work on the area of their choice. After the first round each theme group gave their question to the entire group for clarification and input. People then switched groups in the second round and further honed in the question.

At the end of the café, four questions emerged:

Bright Lights

“What is a bright light in your community and why?”

Clear messages:

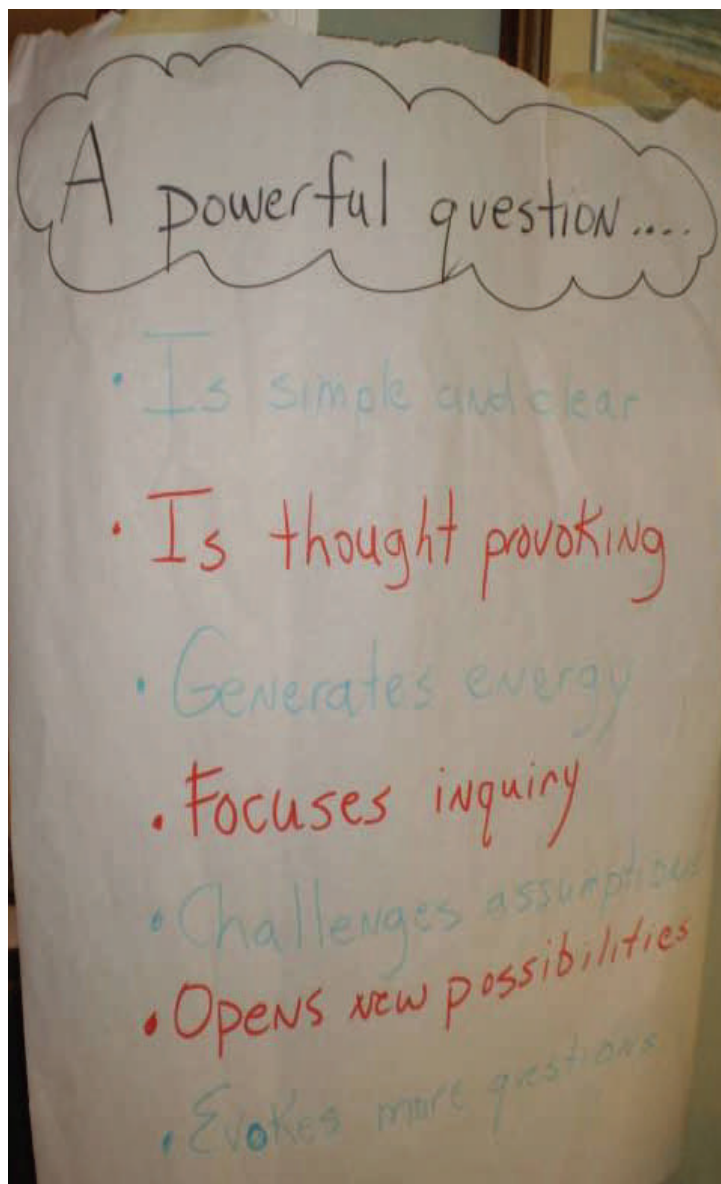
Based on your experience, what is clear for you?

Complexities:

“What do the themes tell us?”

Leverage Points:

Where do we have to focus to have the greatest impact?



Check Out

The following questions were posed to the group.

“How are you feeling and what do you need to move participatory leadership forward?” “With one more day to prepare where do you want to focus or need assistance?”

Overall people were feeling the day was one of growth and learning. Some things had been put in place and the process was staring to come together.

Participatory leadership was both exciting and scary to some. Loved the idea of “no

magic bullet” and that the wisdom comes from the collective. Generally people just want more of it and at all levels.

All the hard work of the core team was acknowledged and all felt it was work to be proud of.

Commitments

Based on what we know so far about the various roles needed for participation, a commitment sheet was placed in the middle of the circle and people were asked to sign up for roles.

Check In

Day Two

Janelle lead the check in and instructed the group to each do and action to answer the question:

“What is going through your mind about the day?

Lots of great energy and poses. People were wanting to get right into it.

Work was then undertaken to further define the roles of the process: Groups formed around the different roles and they were developed further.

Invitation

Purpose	Product	Responsibility
Reach as many people for diversity and feel they are genuinely welcomed and needed.	Have a full house (100-150) at each	Focused, personal and strategic invitation for gaps, e.g. Aboriginal, VPs.
Prepare people for the day.	Update invitation tools.	Brief the Minister.
Determine other ways to engage.	Diverse mix at each event.	Keep in touch with logistics (replies).
	Information on website: Maps/directions Mindset	Personal invitation to our respective teams and key contacts and/or link to someone who can do it.
		Add CB to promotional pieces.
		Website info (logistics)
		Frame Day (Hosting)

# Check In

## Day Two

### Organizing and Hospitality

<u>Purpose</u>	<u>Product</u>	<u>To Do's</u>
Create a welcoming environment: Do we sit at the place all day? How do we mix people up? Do people sit where they want?	Make people feel comfortable enough to participate.	<u>Now (for local person to do):</u> Powerpoint of all quotes. Ensure round tables. Have technical support. Find visuals/theme. Local entertainment.
Make seamlessly complete.		<u>Day Before:</u> Arrive the afternoon before. Set-up/direct set-up, table set-up. Hang visuals/posters. Ensure powerpoint projector and speakers work. Meet with caterers re: food/timing etc. Set-up background music.
Making it feel human.		<u>Day of:</u> Arrive by 8:00am. Verify the above. Turn on music. Load powerpoint. Greet/welcome/layouts. Help troubleshoot.
Make it feel local.		

Day Two

Host

(1<sup>st</sup> 10 minutes will set the stage for the day)

<u>Purpose</u>	<u>Product</u>
Create the atmosphere.	A great day – participants engaged.
Setting the stage, tuned into what’s happening in the room – shift?	Well oiled plan.
History/framing?	What next? Harvest each on/all.
Moving people through the day, drawing out valuing input.	
Major contributor to the environment.	
Fully present, centered and helping others to be present and centred.	
Thread to other gatherings.	
People rise and fall to your level of energy.	
Host conversations with team, not just the event.	
Handle soapbox people.	

# Harvesting

<u>Purpose</u>	<u>Product</u>
The day: Making visible the learning's of the day (real time).	Graphic design and wall of learning (welcome to share).
The journey: Bring in the harvest from those gatherings before them.	Pictures/slideshow: Use during the day. Show between.
The destination: Support the presencing retreat and then broadly.  Listen and then show back you've been heard. Real time and cumulative.	At the end:  Movie depiction Website (follow up to "It's your move") Internal newsletter
	Question: What process do we need to be as transparent as possible?

# Guardians

- Attention to dynamics.
- Bigger picture – connection.
- Red thread.
- Repercussions beyond the event into the PH system (positive integration).
- Contributing to emergent design.
- Ensuring Continuity By:
  - On design calls (minimum of 1) for each gathering.
  - Minimum of 1 guardian at each gathering.
  - Touch base after each event.
  - Contacting people after event to mitigate or amplify something good.
  - Tapping into skills of Tim and Sera.



# Open Space

The question for open space was “What do we need to organize to support the SHG (stakeholder gatherings)?”

Five discussion were invited:

HRM by design - both time slots (Sera)

Outcome: The design was cracked!!!! Sera will be developing design notes.

Taking the invitation process to the next step (Larry)

Outcome: Larry And Heather are going to work on this so the invitations become more intentional.

What do we mean when we say “System” at these events? (Janet)

Outcome: Decided we are really just talking about “Working Together” so we should leave the language of system out of it as it tends to be divisive and not productive. Maybe ‘system’ is a word we should hospice?

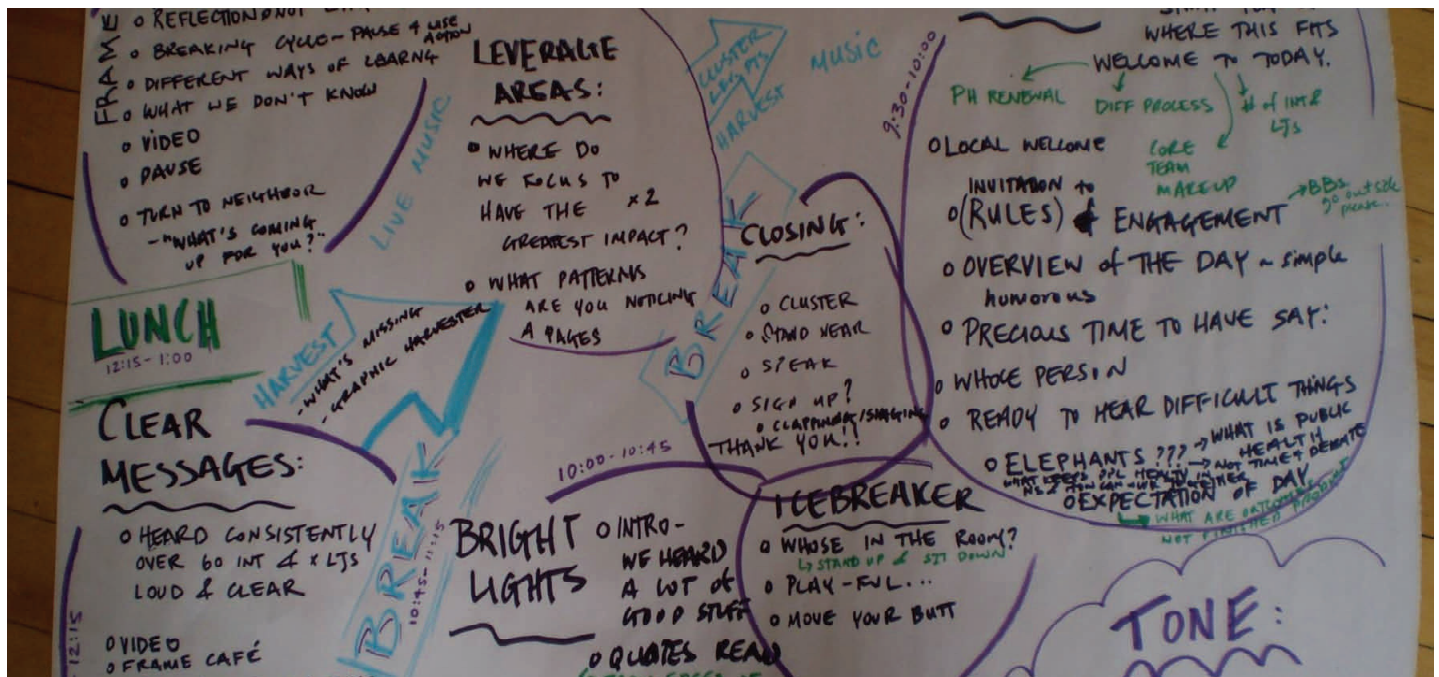
What are we producing from the gathering? Video. Graphics, what? (Holly)

Outcome: We will not videotape the whole event but we will have a really good photographer. Julian and Holly to look into.

Do we need a common framing for all gatherings? (Janet)

Outcome: Common Framing will be part of design

The rest of the day was spent in the site groups planning for the gathering in their area.



## Check Out

“What do you need to go forward?”

“Totally psyched and learning from Guinea pigs in Halifax!”

“Really proud of what we have done together”

“Love the design!”

“Still a little freaked out by the work that needs to happen”

“Great work by a great bunch of practioners”