Objectives

- Cultivate time competency by using the Time & Presence Profile (TPP) to identify your own orientation to time across nine types (time-shaper, context framer, integrator, innovator, organizer, artisan, engineer, diplomat, challenger)
- Cultivate time competency to identify your level of soulful capacity (acceptance, presence, flow, synchronicity)
- Transfer knowledge outside the workshop to freely use the TPP for personal growth, coaching, team building, and resilience.
Putting wellness programs into a workaholic organization is like putting whip cream on a can of worms

Three issues relevant to the impact of time on wellness programming:

• "I don't have time" is a major reason given for not participating in programs
• Time pressure is a major illness risk
• Poor temporal coordination and workaholic practices are signs of an unhealthy organization.

Wellness practitioners can help their clients (individually and collectively) cultivate a healthy time perspective.

This workshop provides self-and team-awareness tools we've used with clients for the past 10 years (Bennett, 2000; Kiesling & Bennett, 2001).
Time pressure is risk for disease

• **Failure to take vacations:**
  – 1,500 women, those with more frequent vacations reported less tension, depression and fatigue compared to controls (Chikani et al., 2005)
  – Infrequent vacations predicts adverse outcomes; 20-year follow-up in Framingham Heart Study (Eaker et al., 1992)
  – 9-year follow-up from the Multiple Risk Factor Intervention Trial (Gump et al. 2000)

• **Time urgency:**
  – linked to myocardial infarction (Cole et al, 2001)
  – more prevalent in cardiovascular disease (Sirri et al., 2012).

Compressed Future Time Perspective

• associated with a range of problematic behavior, such as addictive disorders and risky behavior (Teuscher & Mitchell, 2011).

• a mindful present-orientation (cultivated in mindfulness meditation) shown to be associated with happiness and life satisfaction.

• a slower pace of life or a more "Balanced Time Perspective" have a higher quality of life, happiness and mindfulness (Anglès et al., 2012; Drake et al., 2008).
When organizations/teams manage time

- related to performance and organizational health (Bluedorn, 2002; Bluedorn, & Denhardt, 1988).
- as organizations become more fast paced, they need to develop new methods to manage multiple time-frames (polychroncity) (Mohammed & Nadkarni, 2011).
- work cultures with long work hours and workaholic norms (Shimazu et al., 2010) can benefit from innovative time management training, particularly to help maximize the effectiveness of any wellness effort.

The field of wellness can benefit from tools that empower a healthy sense of time and help to get in touch with natural healthy cycles, rhythms, perspectives. Help to find balance between need for self-care and the focus on productivity. Typically, Time Management programs provide tools to help with this (focus on productivity).
Benefits

1. Personality/style inventories improve teamwork with taking perspective
2. No single style should dominate a team; we learn from other’s strengths
3. With a common, non-judgmental map, we can see areas needing growth or let others complement our internal challenges
4. Strengthen the team in the face of challenges in programming
   1. Programs take time to build and time to show outcomes
   2. Effective programs have multiple components working on multiple time-frames requiring coordination
   3. Work culture efforts to support health always involve positive team-work
   4. Social health is a key dimension of any wellness program
   5. Notice changes in our peer relationships over time due to the positive interpersonal influence; it helps to have a map to see those changes
   6. Key inspiration for health lies in purpose, meaning, and spiritual health areas. These can be embraced and discussed in the team in a safe way to bring new depth to a team that is going through challenging times

Time competency

- Empowered capacity to work with clock time in ways that promote health and well-being. Entails personal understanding of:
  - natural forces that create our experience of time
  - psycho-spiritual processes that underlie the empowered capacity

Antidote to workaholism, time pressure, time urgency, distractibility, worry, inability to enjoy the moment, preciousness, and spontaneity.
Theory

Levels
Metaphysics in Nature
Concepts in Wellness Programming
Types of Personal Activities
Personality

Four External Forces
Metaphysics in Nature

Chaos

Nurturing Conditions

- Soil, temperature, sunlight, moisture

Actions*
(Time Shaping)

- Drought, storms, blight, insects
- Planting, hoeing, pruning, weeding

Structure

- Garden structure, seed spacing, tools

*We are part of nature
Four External Forces
Concepts in Wellness Program

Adaptation & Innovation

Actual Program Delivery

Program Infrastructure

Capacity Building

Four External Forces
Types of Activities

Tendencies that make up personality

Designing

Achieving

Relating

Organizing
What does psychology, philosophy, spirituality, and religion tell us about capacities that allow human beings to have a healthy relationship with time?

- Acceptance
- Presence
- Flow
- Synchronicity
Exercise

Part 1
The Terrain (Forces)

Also see http://organizationalwellness.com/my-well-being/
Artisan
Designer, Customizer
“Do not go where the path may lead, go instead where there is no path and leave a trail.” Ralph Waldo Emerson
Customizing programs, designing for optimal utilization by workers. Craftsman, good at using different tools. Works with different perspectives to create a workable program.
Not grounded in reality of goals and time-lines. Can get frustrated when creative work is not used. Difficulty seeing logic or outcome that extends beyond creative work.

Innovator
Creator, Experimenter
Discovery consists in seeing what everybody else has seen and thinking what nobody else has thought—Albert Szent-Gyorgi
Willing to try new and fresh perspective. Passion for creativity fuels long-term projects. Embraces time in all its chaotic qualities. Time is relevant only to support the creative process.
Can get stuck in design. Others may feel that creative ideas will take too long; don’t understand how they can operationalize ideas within a reasonable time-frame.

Challenger
Risk-taker, Competitor
The greater the difficulty, the more glory in surmounting it.—Epictetus
Willing to take action against status quo. Driven to anticipate, find, and address barriers to implementing a program. Willing to take on unsuspected and surprising challenges that others avoid.
Others may feel you don’t take time to consider team player ideas in your desire to address the challenge. Be careful to get so focused on own goals that you lose sight of community.
<table>
<thead>
<tr>
<th><strong>Key Quote</strong></th>
<th><strong>Style</strong></th>
<th><strong>Challenge</strong></th>
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<tr>
<td><strong>Diplomat</strong></td>
<td>Truth uttered before it's time is dangerous—Mencius (Chinese philosopher)</td>
<td>Conscientious communicator; Helps opposing perspectives negotiate solution. Public relations to assure customer satisfaction. Finds right mix of people: networks for success. Conflict avoidant. May fail to see future need of program beyond immediate relationship issues. Lacks ability to take sides without appearing wishy-washy or non committal.</td>
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<td><strong>Organizer</strong></td>
<td>A place for everything and everything in its place—Benjamin Franklin</td>
<td>Brings order to programming, logical framework so projects follow timelines, meet milestones and objectives. Routines and schedules give stability and sustainability to projects. Plans sequence or flow of prevention activities. Difficulty with unpredictable aspects of human behavior; eg. critical incidents, traumas, unsuspected changes in policy. Strong Organizers need to prepare for variations and have difficulty with pure Time Shapers, Innovators, or Context Framers who don't conform to structure.</td>
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<td><strong>Engineer</strong></td>
<td>From a drop of water, a logician could predict an Atlantic or Niagara—Sir Arthur Conan Doyle</td>
<td>Knows details and mechanics necessary to make things work. Can provide template showing (step by step) how certain actionable goals lead to others in a sequence. Does projects with greatest efficiency and energy is not wasted. Overemphasis on control and low tolerance for &quot;error&quot; in the system. May overlook the &quot;human element&quot; in their designs. Fixed view of HP as science not an &quot;art.&quot; Needs to avoid withdrawing or feeling alienated if others don't see their viewpoint.</td>
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<td><strong>Context Framer</strong></td>
<td>&quot;To everything there is a season, and a time to every purpose under the heaven.&quot;—King Solomon, Ecclesiastes 3 vs. 1.</td>
<td>Deep understanding wellness takes time; discerns best conditions for wellness to work. Insight big picture, and multiple relationships involved in success. Advocate &amp; facilitator for inclusiveness. May get lost in process of building capacity, neglect to act when effort is called for. Fail to articulate a clear vision or action plan. Lacks strategy and organization. Stagnation is a risk.</td>
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<td><strong>Integrator</strong></td>
<td>It is our destiny to work together as males and females to restore our original state of connection rooted in mutuality and devotion to cultivate human well-being.– bell hooks</td>
<td>Sees different approaches to wellness from a center-point and synthesizes. Helps everyone see how different pieces work together. Breaks down ‘silos’ of operations in an organization. Pulled in many directions. May delude self about the big picture. Forgets the task of bringing others together. Can be seen as two-faced. Needs to get off center-point and ACT!</td>
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<td><strong>Time Shaper</strong></td>
<td>Carpe Diem (Latin; Seize the Day)</td>
<td>Makes things happen. Turns ideas into reality. Articulates vision; seen as leader for moving groups and projects into the future. Great sense of opportunity and can be decisive when others are requiring somebody to make an important decision. Workaholic. Fails to see the surrounding conditions that really make programs work. Tendency to forge ahead when group or program is not ready. Repeated efforts may lead to burn-out and disillusionment. Listen and pay attention to trends.</td>
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Example of different team members and clients

Exercise

Part 2
Height & Depth
(Soulful Capacities)
Life is a series of natural and spontaneous changes. Don’t resist them; that only creates sorrow. Let reality be reality. — Lao Tzu

The ache for home lives in all of us. The safe place where we can go as we are and not be questioned. — Maya Angelou

Try to realize it’s all within yourself no one else can make you change, and to see you’re only very small and life flows on within you and without you.” — George Harrison

“What day is it?” It’s today,” squeaked Piglet. My favorite day,” said Pooh.” — A.A. Milne

“All that is important is this one moment in movement. Make the moment important, vital, and worth living. Do not let it slip away unnoticed and unused.” — Martha Graham

Tragedies, joys, triumphs, failures, frustrations, crises — behind every development, small and large, is something else, something meaningful, a hidden gift, that if received with grace and used with reverence, invites me a step higher on my journey.” — Carol Lynn Pearson (Consider the Butterfly)

Chance favors the prepared mind. — Louis Pasteur
Soulful Capacities

• The metaphor of a map with the terrain of forces and the height/elevation of soulful capacities is meant to convey that, wherever you are, there is always an opportunity for a clearer view.

• Not to get stuck in our style but to appreciate the opportunity provided in the present moment to stay present, accept what is happening, go with the flow, and look for synchronicities (open to grace).
Examples

- When stuck in Time Shaping (having to get to outcomes), there may be a gift from detaching and flowing
- When stuck in Context Framing (grief or regret over lost opportunity), there may be a gift from being present to the current gifts
- When stuck in Innovating (self-absorbed and not understood), there may be a gift in reaching out to find ways to coordinate with others
- When stuck in Organizing (bogged down in the details), it may help to get outside of the routine and find spontaneity

Tips

- Begin with yourself
- Find one other person you feel safe working with
- You can only do the terrain (forces) and not do soulful capacities
- Always prepare and debrief in a single setting
References

- Bennett, J.B., Patterson, C. R. (2004, April). Time, spiritual health and stress: Distinguishing hours worked from hectic work climate. Poster presented at "Long Working Hours, Safety, and Health: Toward a National Research Agenda" (co-sponsored by the National Institute of Occupational Safety & Health, Baltimore, Maryland)