



# FLOURISHING FELLOWSHIP REPORT



LIFEHACK



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## EXECUTIVE SUMMARY

The Flourishing Fellowship was Lifehack's latest experiment in supporting social innovation to improve the wellbeing of young kiwis. It works by building a community of highly skilled champions who support one another in accelerating youth-wellbeing-related work throughout the country.

The Fellowship focussed on coaching 22 participants from Aotearoa to identify and prototype solutions to youth wellbeing challenges, as well as drawing out connections between issues. Fellows identified systemic interventions for their respective communities which would impact the whole health and wellbeing system for young people.



*Christina and Al prototyping new solutions during the first hui in Otaki.*

As a result of the Fellowship programme, we estimate that Lifehack has reached **20,850** New Zealanders through existing and new wellbeing initiatives.

**22 individuals** from **six** different sectors (including justice, education and business) have prototyped solutions in their existing projects and organisations.

**Six** new initiatives were born, in total reaching **2,700 young New Zealanders**; one of those initiatives is working directly with rangatahi Māori in the **Far North**<sup>1</sup> to become kaitiaki of the land and their community, while another project improves the lives of **young women in Wellington**<sup>2</sup> through physical exercise blended with wellbeing and resilience strategies.

The Fellowship programme included content sessions with experts in the fields of wellbeing, social entrepreneurship, technology, participatory process, co-design and Te Tiriti O Waitangi. There was also a strong focus on personal wellbeing, with participants encouraged to try new practices such as mindfulness and yoga.

1. Kamp Kaitiaki <http://bit.ly/1okfu2y>
2. SHIFT <http://bit.ly/1Lq77XY>



**"I felt like I already had a good awareness of my own wellbeing at the start of the Fellowship. However, now I feel more aware of the things I need to do for my mental wellbeing in particular, and not to criticise myself if I'm not feeling 100% engaged, confident, or 'happy'. I am more aware of the things that brighten me up, including physical activity, mindfulness, and chats with like minded people. "**

**EMILY, Fellow.**

Another focus was on facilitating a personally transformational journey for all the individuals; Lifehack encouraged the group to delve deep into the story of their own lives and motivations to strengthen their commitment to working on wellbeing. This enabled the group to experience a special kind of camaraderie which, data has shown, built a lasting sense of identity and community.

Finally, there is a wider intention for Lifehack to act as a platform for cross-sectoral action; one of the types of diversity we sought for in the Fellowship was a blend of entrepreneurs and intrapreneurs. Our assumption was that it would increase the likelihood to activate change makers across the

ecosystem through encouraging a community to lead the change from every side.

The Flourishing Fellowship is the culmination of lessons from all of our previous initiatives to date: the need to have on-going support from a group of like-minded and skilled people; a timing that allows full-time employees to participate; having more than one deeply immersive experience together to foster on-going relationships; combining practical tools with the need for self-development in a way that demonstrates to individuals what they are capable of, and more.

This report is divided across six sections to convey our intentions, actions and what we learnt.



### Outline of the report:



At the opening of the report, we introduce you to content delivered in the programme and describe how we created the social environment for Fellows



Secondly, we provide an overview of where our inspiration came from and evidence that led us to take those approaches



The middle of the report outlines each of the key hypotheses we had about the programme and presents our findings based on practical experimentation



Our newest insights are near the end of the report where we unpack how the lessons learnt during the Fellowship have implications for future programmes and Lifehack work more generally

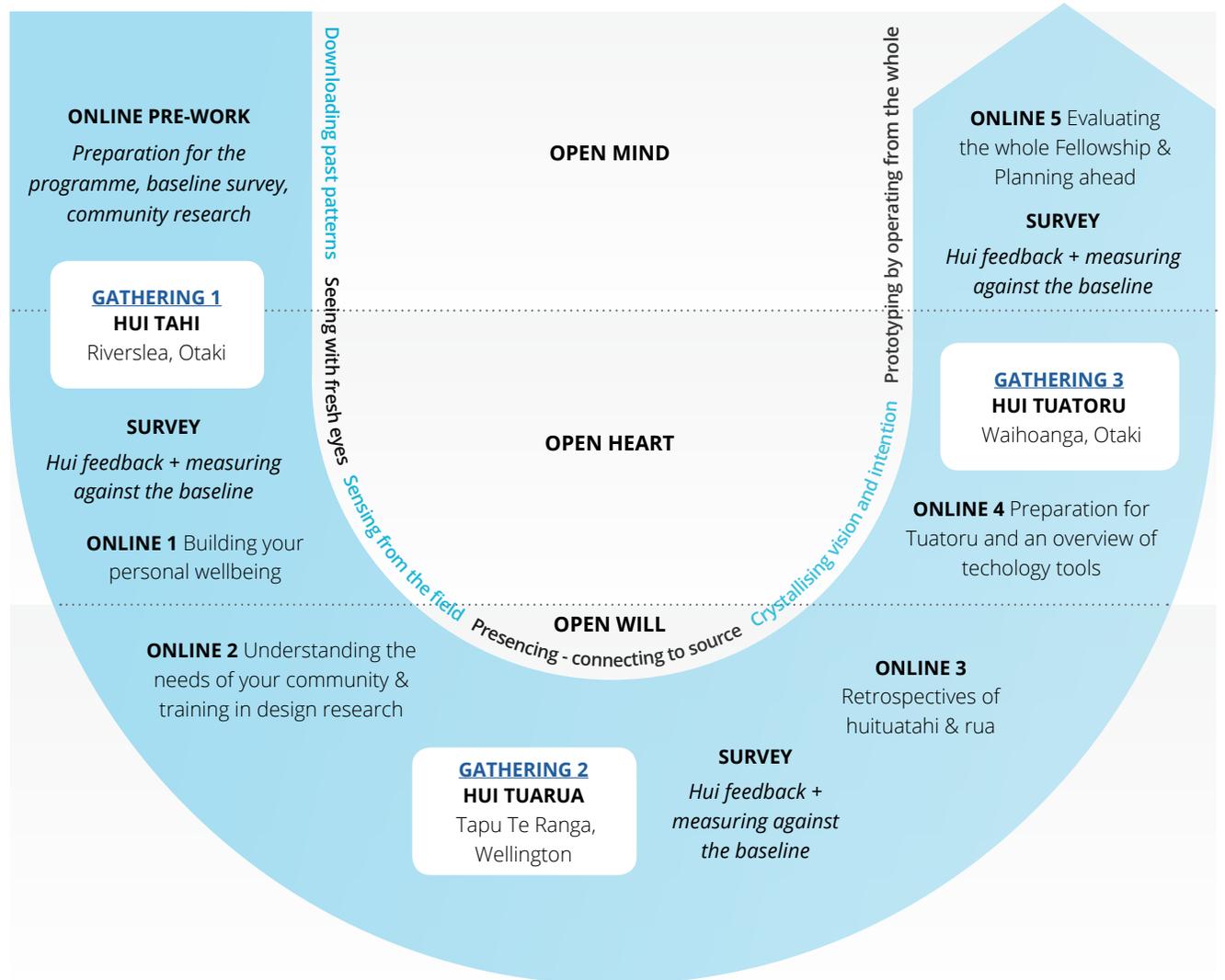
# PROGRAMME OVERVIEW

We carefully tailored content to be agnostic in nature. By this we mean that many of the tools used and methods presented could be applied to a variety of settings, which Fellows found to be useful when heading back to their workplaces and homes.

“It was such an amazing opportunity to be a part of and really helped me work through some personal stuff alongside being hugely beneficial to my professional work. It was such an affirming experience and helped me to realise where I am strongest and how I can move forward in my life. It has been a lovely opportunity to build great quality connections with people and I am so thankful to have been involved”

SAMUEL, Fellow.

## Outline of the programme:



Unique to Aotearoa	Sustainable projects	Methods	Wellbeing
Tikanga	Founders strategies	Lean startup	What is it?
Whānaungatanga	Project management	Design thinking	Personal wellbeing
State of the Nation	Organisational structures	Prototyping	Helping others
Treaty of Waitangi	Theories of Change	Social Entrepreneurship	Flourishing and languishing
NZ History			

Content delivered broadly covered four main areas: Aotearoa's unique social, political and economical landscape; how to build sustainable projects; changemaking methods and wellbeing knowledge.

Through the co-design process<sup>3</sup>, we settled on a programme structure which consisted of three residential hui, dispersed with online challenges that enabled participants to continue with their everyday lives while being able to gaining through new skills and knowledge.



**“The structure was well thought out having 5 days, 3 days then 2 days. As it is hard to get away from work and those first days were good.”**

**ILANA, Fellow.**

3. <http://bit.ly/1KjtDu>

## BACKGROUND

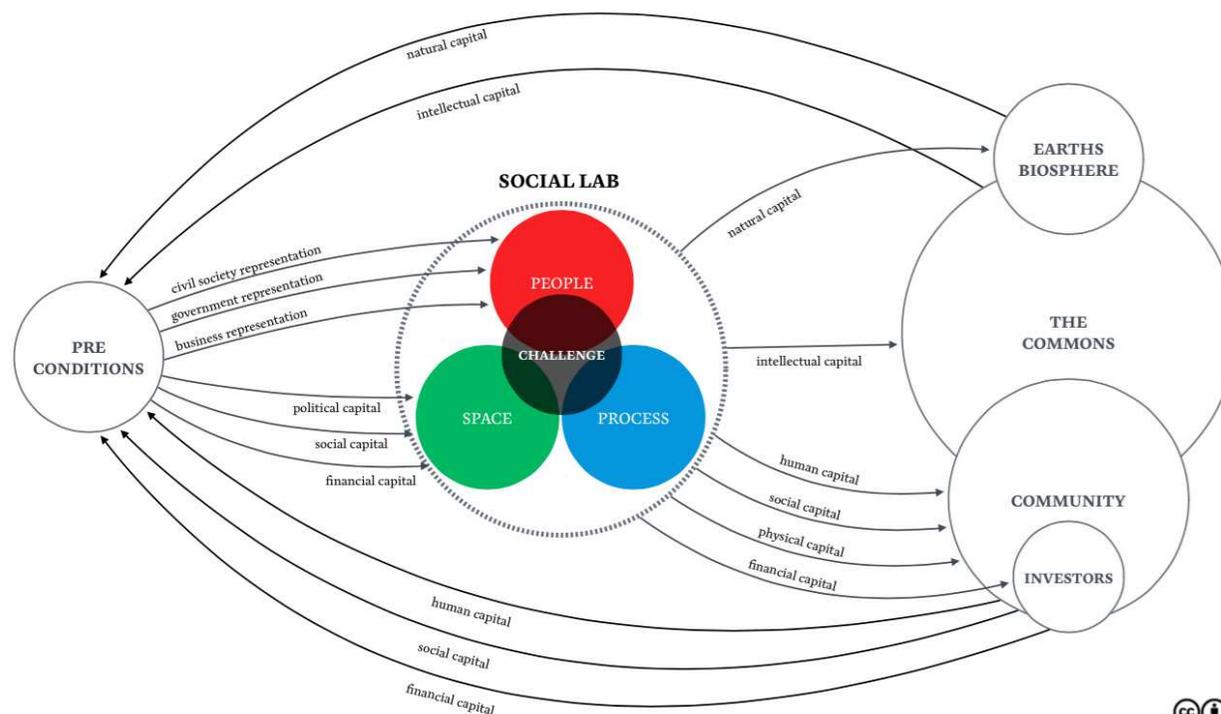
### WHY DEVELOP A FLOURISHING FELLOWSHIP?

“Complex social issues are much more likely to be tackled effectively by a community of people who are flourishing – feeling good and functioning well”.

CARSTEN GRIMM

Through the innumerable lessons learnt from running various experimental programmes and events over the past three years, we distilled them into **five** integral elements needed to deliver a wellbeing changemakers bootcamp:

- 1 **Whānaungatanga** is an instrumental part of connecting people and purpose
- 2 Through **supporting existing and location-relevant initiatives**, impact is likely to be deeper and longer lasting
- 3 **Empowered individuals who understand their power to create change** will be more successful in influencing changes in complex systems
- 4 Programmes that have a **long-term ripple effect are as powerful**, if not more powerful than programmes with short-term outputs
- 5 Recognising the importance of **inviting applicants to see a programme as an opportunity to learn new ways of seeing, thinking and doing**, rather than emphasising the opportunity to build new projects and come up with ideas



Source: The Social Labs Fieldbook | [www.social-labs.org](http://www.social-labs.org)  
Graphic: Zand Craig | [www.zandcraig.com](http://www.zandcraig.com)

## SOCIAL LABS

A Social Labs<sup>4</sup> approach focuses on engaging a diverse group of people (including people with lived-experience of the issue) to work collaboratively. They exhibit a curious and research-orientated mindset where they investigate the needs of their community and identify what they are called to act upon before coming up with new ideas for action, interventions and projects to prototype in the real world.

As part of the Social Labs practice, we had people from diverse backgrounds involved in the Fellowship, and we hypothesise that when people from diverse backgrounds are collectively attending to the issues that matter, much better results can be generated in comparison to a cohort of people from very similar backgrounds.

We built a process that allowed Fellows to prototype locally relevant solutions, as opposed to solving a set of generic national issues. Acknowledging that it is the members of communities who feel the problems most deeply, we hypothesised that they are also best placed to develop a solution unique to their geographical and conceptual spaces and places.



**"I met amazing people that were different to my normal circles of friends. Having just finished university I was feeling like I had lost my community and it was great to meet people who are engaged and exciting to be around that are doing a range of things outside of the uni environment that I know."**

**SAMUEL, Fellow**

## BUILDING COMMUNITIES OF CHANGE

Being part of Enspiral<sup>5</sup>, Lifehack is a contributing member to a large network of people and ventures working in collaborative social entrepreneurship. Having grown consistently and across geographical boundaries over the last five years, the Enspiral network is now over 250 people strong. Contributors support each other on their journeys whilst creating opportunities to enable "more people working on stuff that matters."<sup>6</sup> Enspiral actively fosters its community by gathering regularly for in-person retreats and also features a vibrant online community.

This community of friends and their initiatives provided inspiration for us to ask: What would an ongoing and vibrant Lifehack Community look like? How can we use our programmes to build a community of changemakers in which people support each other to persist in their social innovation work despite challenges?

With the Flourishing Fellowship, we consciously experimented with building a community of diverse perspectives with aligned values which actively worked on wellbeing together. As such, the invitation to potential participants said that you do not need an idea, let alone a project, to be able to apply.

4. Hassan, Z. (2014). The Social Labs Revolution: A New Approach to Solving our Most Complex Challenges, Berrett-Koehler Publishers.

5. <http://www.enspiral.com>

6. <http://www.enspiral.com/network-effects>



“The fact that Te Reo Māori was acknowledged in all our hui and people were using kupu in their conversations was such a huge thing for me and made me see that change is happening and we can all help the revival of our Reo and have all people having a go at speaking Te Reo.”

SHANNA, Fellow.

## TE AO MĀORI

Throughout the Lifehack journey, we have been trying to work out how to make the content, setting, space and convening of our work as uniquely ‘New Zealand’ as we possibly can. For example, we actively integrated whānaungatanga into the design of our weekend events, which were inspired by London’s Good For Nothing<sup>7</sup>, to make the process more locally and culturally relevant.

In the instance of the Fellowship, we took this to the next level. As part of this, we gathered to learn from some friends who are deeply familiar with the world view and role of Te Ao and Te Reo Māori. People attending this design session included Noel Brown, Julian Apatu, Tahlia Kingi, Keriata Stuart, Penny Hagen, Chris Cormack and the Lifehack team.



*Te Ao Māori design day round table on 10 June, 2015. From left to right: Dayna Carter, Penny Hagen, Keriata Stuart, Tahlia Kingi, Noel Brown, Gina Rembe, Chris Cormack and Julian Apatu (also present: Simon Jarvis, Toni Reid and Sam Rye).*

7. [www.goodfornothing.com](http://www.goodfornothing.com)

We put these lessons into action at various points of the design and delivery of the Fellowship. We prioritised content reflecting Māori cultural perspectives on wellbeing to support deeper understanding, promote cultural restoration and healing, and to reflect our commitment to Te Tiriti O Waitangi. Content covered included: history of Aotearoa, Māori wellbeing, role of the Treaty and Kaupapa Māori research.



**"I thought it was important and helpful to hear about the colonial history of NZ in Māori terms. This perspective tends to be skipped at school and isn't really acknowledged in our everyday situations."**

**EMILY, Fellow.**

**The main lessons emerging out of the Te Ao Māori design day round table was the importance of allowing whānau to nominate prospective participants, as opposed to relying on individuals to put their own hand up. Another valuable lesson was around a question we asked: What Māori rituals or norms can help us influence how to *finish well*? The response to 'how do you finish something well' was, 'you don't'. Keeping that in mind, we actively designed, and thought about enabling continued support, community and participation beyond hui tuatoru (the third hui).**

We took every opportunity to give Fellows more responsibility for the programme itself, and by the end of the third hui the Fellows were committing to running a fourth together. This shows there is great power in facilitating a community to develop from a programme, and this kaupapa is one of many design elements inspired by our Te Ao Māori influences.



**"We talked a lot about how to continue the Fellowship after the end of the official programme – so we committed to organising something that would bring us and the rest of the growing Lifehack whānau back together again."**

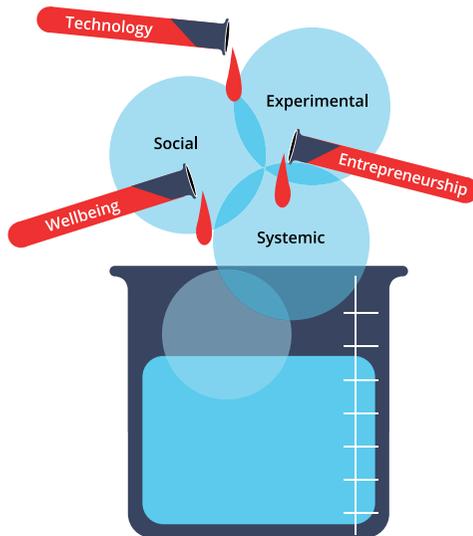
**PAUL, Fellow and 2016 Community Retreat coordinator.**

## METHODS & RESULTS

### USING AN EXPERIMENTAL APPROACH

Lifehack operates at the intersection of multiple industries and disciplines, and acts as a social laboratory, a place for testing ideas for making change. As we delve in the web of complex issues related to wellbeing, we have fostered a culture of intentional experimentation and developed our own evidence base.

The process of writing up hypotheses to test in real-world environments enables us to rigorously incorporate multiple kinds of knowledge, from proven evidence and academic research to hunches and assumptions. This practice allows us to build on



insights from previous initiatives to create a baseline for future programmes.

In the following pages of this report we have summarised the key hypotheses we worked with to design this programme, and consolidated our results and lessons on each topic.

### HIGH LEVEL OUTCOMES: THE 6 CAPITALS

Assessing the impact of innovation programmes requires new frameworks of evaluation. Lifehack uses multiple capitals as key indicators of success of a social innovation program. This framework captures both predicted and unpredicted outcomes which will inevitably be generated in any social innovation initiative.

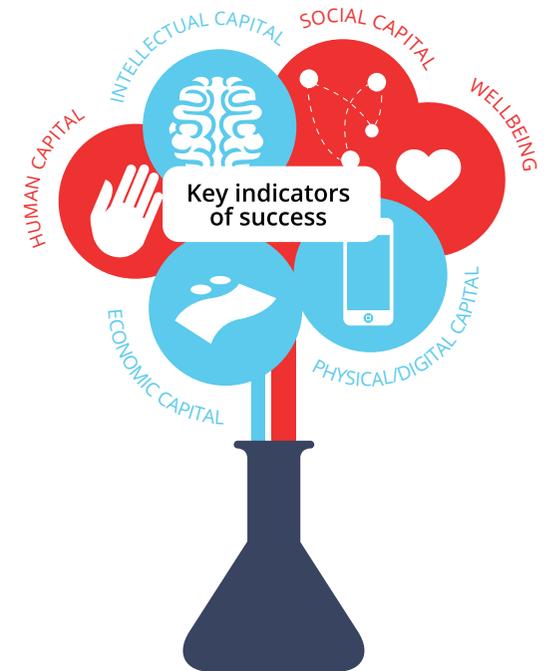
We estimate that close to \$200,000 was leveraged through the modest investment of \$30,000<sup>8</sup> (which included: programme design, travel costs for 22 people and media production). Fellows developed a set of core competencies in the areas of wellbeing science, design methodologies, social innovation and technology, which resulted in overall improvements across the cohort in general wellbeing and self efficacy.

From our modest investment, every Fellow who participated in the programme reached an average of 950 young people with new or enhanced wellbeing initiatives.

8. Exclusive of Lifehack staff time

Whānaungatanga amongst Fellows helped create safe space for the Fellows to share stories about their connection to youth wellbeing, which in turn built trust amongst participants. Through adopting a Social Labs lens, we saw this group of people operating in a high trust environment, which resulted in an in-depth understanding of the systemic drivers of youth wellbeing in Aotearoa.

You can read more about social capital hypothesis six.



## Social Capital

Social Capital is the building of trust, cultural awareness, collective action, and interdependence amongst the cohort. This is sometimes referred to as whānaungatanga or fellowship. We worked on each of these aspects with the Fellows through a range of activities.

Fellows: 22

Mentors: 13

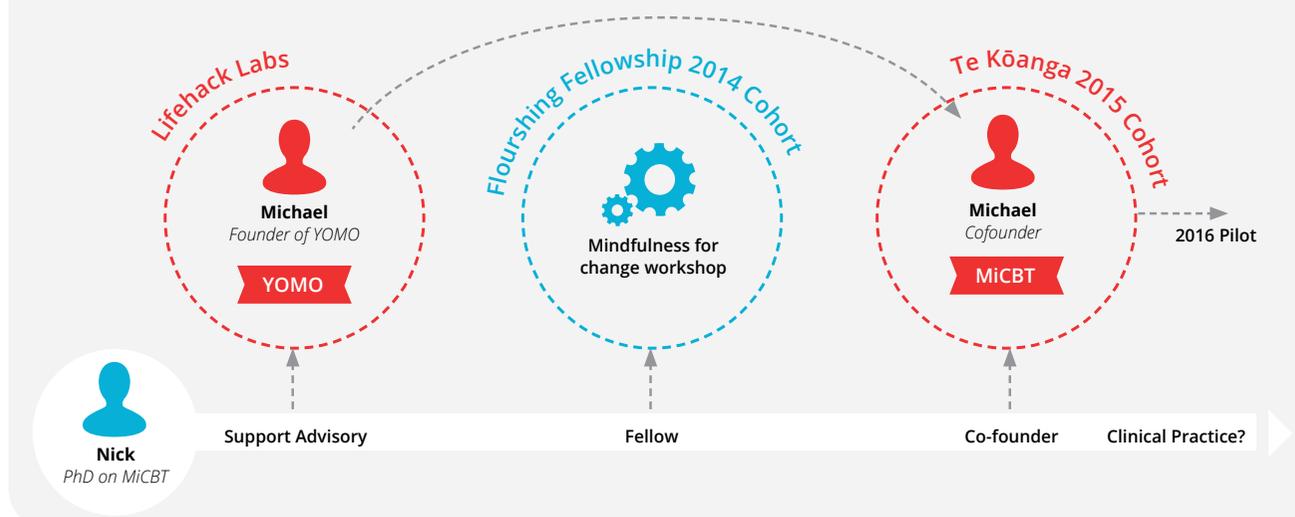
105 programme hours per Fellow

## Human Capital

Our evaluation showed four main areas personal transformations for Fellows as a result in participation in this programme, they are:

- 1 **Agency:** *"I can create change with what I know and where I stand"*
- 2 **Authenticity:** *"I felt I could be my authentic self"*
- 3 **Validation:** *"Being accepted and knowing I'm good enough"*
- 4 **Radical upskilling:** *"I feel like I speak a new language"*

## The Story of Nick *Building technology to improve outcomes for mental health services*



*Nick working to develop MiCBT app, after prototyping Mindfulness For Change workshops.*

There were also core competencies developed:

- **Wellbeing Science & Personal Practices**  
*Compassion & resilience, 5 Ways to Wellbeing, Te Whare Tapa Wha*
- **Social Innovation & Entrepreneurship**  
*Theory of Change, Value Proposition Design, Storytelling, Collaborative Capabilities, Agile.*
- **Design**  
*Design Research, Empathy, QSER<sup>9</sup>, Prototyping*
- **Technology**  
*Understanding & awareness about how to use technology for engagement, ethical considerations, trends, opportunities and platforms*

These were introduced through in-person and online modules and blending theory and practice so that people would adopt the new skills and mindsets and be able to incorporate them into their practice.

You can read more about the personal growth in Fellows in hypothesis eight.

9. Quality Safety Ethics and Rigour (QSER) is Lifhack's first prototype of a model that attends to the human considerations of developing products and services in a wellbeing space.

## Physical/Digital

The Fellowship project itself created new social media and technology interventions, these include:

- » [Flourishing Fellowship Facebook page](#)
- » [Flourishing Fellowship documentary](#)
- » 7 blog posts: [blog post](#) ; [blog post](#)
- » [Launchrock page](#)
- » #flouriship (Twitter hashtag)

The Fellowship enabled the Fellows to create, lead and contribute to existing wellbeing projects in Aotearoa. 40% of participants started a new project, and 70% contributed their skills to existing wellbeing projects as a result of the programme.

### New projects that emerged from the Fellowship were:

- As a social enterprise that is dedicated to helping young people develop life and social skills, [Upwards](#) has been creating an online platform which augments in-person sessions.
- After a series of offline prototypes, Nick went on to start the process of creating an smartphone application which assists clinicians who use MiCBT (a popular therapeutic modality) to connect with one another and improve practice.

- Fran and her team at SHIFT who are improving young women's wellbeing through increasing physical activity. kicked off a Facebook page to support their social enterprise [Give back, Shift forward](#).
- Kamp Kaitiaki used [Youtube](#) as a platform to launch their video series, explaining the kaupapa of the programme.

## Wellbeing

The programme design was developed around the 5 Ways to Wellbeing<sup>10</sup> and Te Whare Tapa Wha<sup>11</sup>. We found that 80% of Fellows reported an increase in their own awareness of personal wellbeing. Through the development of new skills (such as gratitude, journaling and mindfulness), we found Fellows also grew capacity to increase their wellbeing further.

We estimate that 20,850 young people were directly influenced by the projects that Fellows are involved in. Each Fellow (on average) has the potential to positively impact on the wellbeing of 950 young New Zealanders.

10. [lifehackhq.co/5-ways-to-wellbeing](http://lifehackhq.co/5-ways-to-wellbeing)

11. [lifehackhq.co/te-whare-tapa-wha](http://lifehackhq.co/te-whare-tapa-wha)

## Intellectual

The Fellowship provided valuable insights into participatory co-design of wellbeing programmes, programme design and validating hypotheses of the importance of human-centric programming.

Greater insights were generated around the optimal conditions and personas which result in tangible results.

The publishing of the Participatory Co-Design Report was a direct result of the insights gained through the development of this programme.

This programme also informed our Wellbeing Design Model which is to be released mid 2016.

Fellows in particular built knowledge in the areas of design research and how insights generated from this methodology can power their projects to be more human-centered and increase likelihood of success. Other skills include reflective practice through online learning components, empathy interviews and stakeholder mapping.

## Economic

### Revenue for Lifehack

Investment of time by Fellows:

$105 \times 22 \times \$50/\text{hour} = \$115,500$

Mentor investment:  $3 \times 13 \times \$75 = \$2925$

Funding generated from new projects: \$80k

Total: \$198,425

Investment from Lifehack: Design \$10,000 + Execution \$10,000 + Logistics \$10,000 = \$30,000

## DELIVERY-FOCUSSED EXPERIMENTS

### Hypothesis One

A part-time programme will appeal to a diverse set of people and will allow participants to integrate what they learn into their lives in a more sustainable and meaningful way than an immersive programme.

### Diversity

We found that our application process brought applicants from a cross section of industries: from public lawyers, journalists, kohanga reo teachers through to social entrepreneurs.

We came to see that having a range of age groups in the cohort further added to the richness of dialogue, through the sharing of life experiences, intergenerational relationships developed. We saw people with established careers foster relationships with those who were entering the workforce as new graduates. Likewise, we saw Fellows with the freshest of thinking influence people who had been working in a wellbeing space for decades.

The successful applicants were grouped into five broad occupational categories; education, school and learning institutions, health and social services, those working directly with young people and business entrepreneurs.

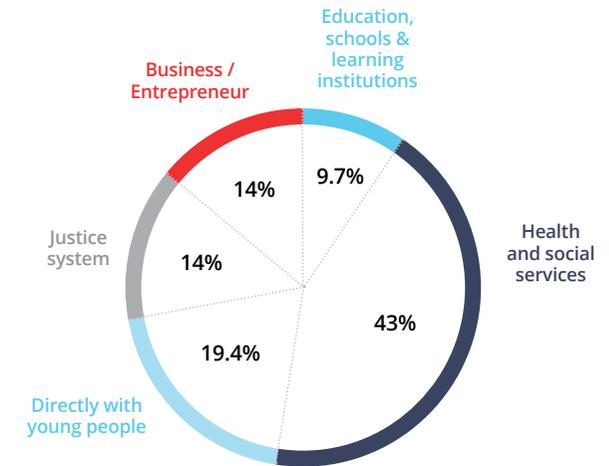
We worked hard to convene spaces that validated the experiences of the cohort, which in turn enabled them to converge on the topic of youth wellbeing. Fellows were able to get to the heart of difficult conversations on topics where it's only possible to understand the complexity of the issue when you can see it from all sides.



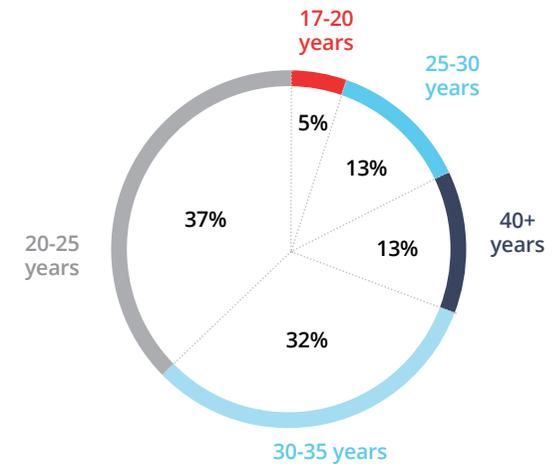
**"This was one of the very cool (and quite unique) things that the Fellowship allowed to happen, and a real strength of the Fellowship framework. Was great to connect with people working in different sectors, with different backgrounds, strengths and perspectives, who were all passionate about making a difference."**

NICK, Fellow.

### Background career type of fellows



### Percent of cohort

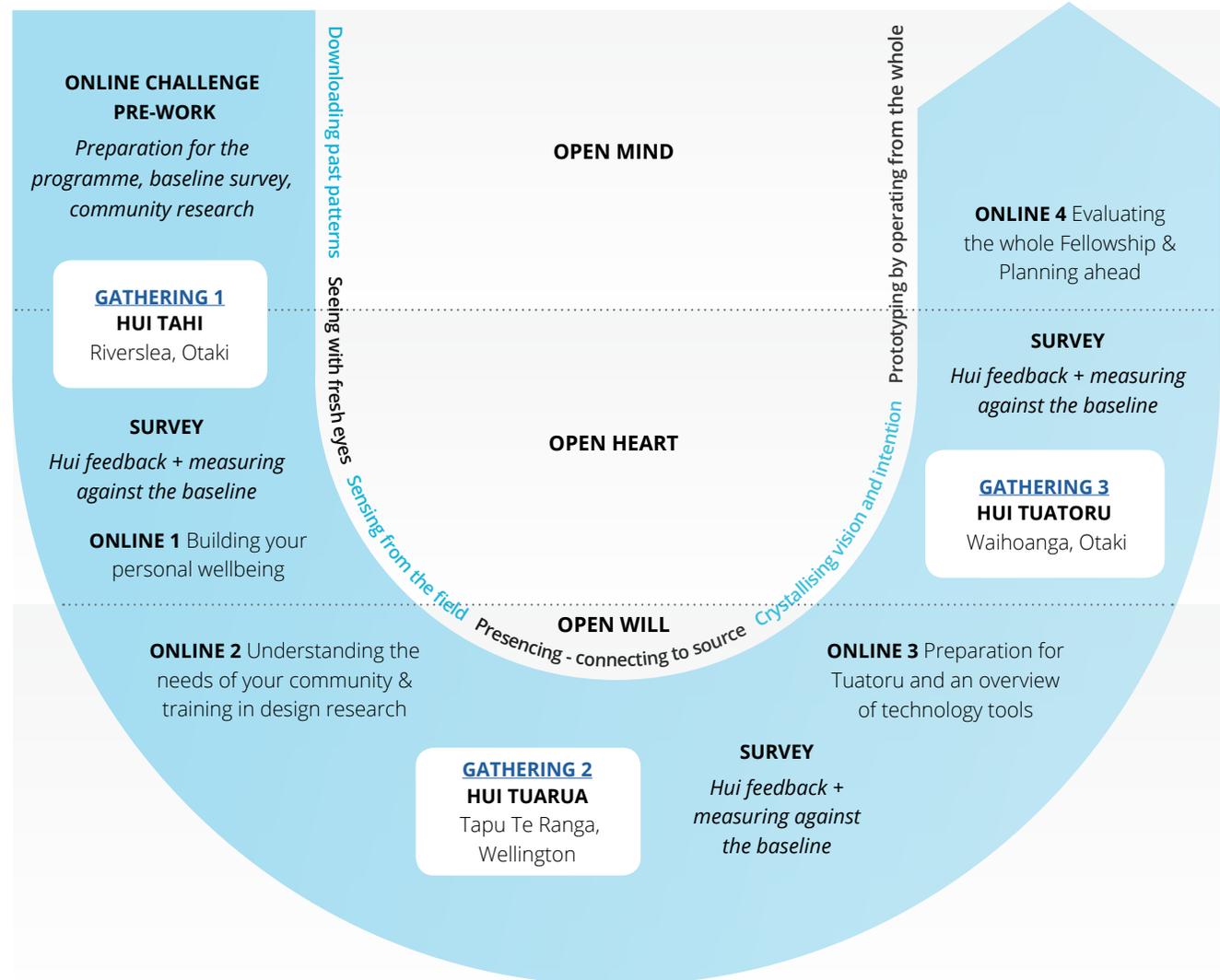


## Part-time Programme

With the part-time nature of the programme we anticipated that people would have repeated experiences of going 'back into their normal life'. In previous programmes where we immersed participants in five weeks of content and collaboration, individuals reported finding it difficult to integrate their new knowledge, skills and passions into their existing lives and work, leading to a small number leaving their work to establish new projects. With the Fellowship, we anticipated that a part-time programme would allow people to re-integrate their learning and new ways of thinking back into their 'normal lives' more easily and allow Fellows to sustain their new learning.



### Programme overview:





"For me personally, the pace has been on point. Why you say? The time pace allowed me to:

1. Chill out and reflect in my own time with regards to hui tuatahi
2. Once re-energized I was able to then get my head back into daily routine
3. This was the real challenge finding the balance between normality of daily life with the incorporation of my new found knowledge, inspiration and motivation of awesomeness. I am still in many ways struggling to find a fit in my community where I can offer sustainable support and not just a one hit wonder. Regardless of my current position I am enjoying my journey to the fullest!"

TEEANA, Fellow

## Hypothesis Two

Co-designing a relevant programme that is both in-person and online will build a strong sense of community through passion, support and opportunity to reflect on content.

## Community

Our dream for this cohort was an in depth connection that would lead to collaboration beyond the programme. We hoped that the relatively long, yet part-time-nature of the commitment would allow Fellows to build relationships with one another over time, and in a variety of situations and settings: Fellows had numerous opportunities to build relationships with one another was through workshops focussed on personal resilience, Ako sessions, shared meals and accommodation, residential spaces and more.

Our programme content created both an individual journey and a collective journey. Provocateurs such as Carsten Grimm (formerly of the Mental Health Foundation) speaking about the state of New Zealand's mental health and Kaye-Maree Dunn's speaking on colonisation and cultural root causes of New Zealand's wellbeing challenges provided thought-provoking foundational learning for Fellows. It provided Fellows with a historical and systemic viewpoint to start knitting their ideas together. These contextual pieces of content were complemented by skills-based content such as learning how to start initiatives and the variety of skills required within that process.

Fellows reported that learning about Theories of Change<sup>12</sup> and the role of quality, safety ethics and rigour (QSER) provided a framework to link with design thinking methodologies including: retrospectives, prototyping and pitching.

As we co-designed the content of the Fellowship overall, we built a programme combining many people's diverse interests and created something which challenged everyone. Personal wellbeing practices were a practical element which were not new to some people, while challenging others. The practice of mindfulness was new for many upon entering the programme. Through learning about wellbeing many Fellows chose to adopt this technique and told us they have been using it in their everyday lives.

Despite some content being overly-familiar to some participants (like Mindfulness 101), the diversity of the content brought everyone up to the same level of knowledge in every realm which gave them shared language so work together easily.

12. <http://bit.ly/19g0g5Z>



**The first hui focusing on our own wellbeing and that of our communities reinforced the importance to me of looking after myself in order to be able to help others. It also reinforced the need to go back to the root causes of the problem(s) I'm aiming to address.**

**EMILY ARPS, Fellow.**

As rapport grew amongst the Fellows, we saw more individuals confidently sharing their experiences and opinions with others. This experience of openly sharing with others – reciprocity – was a significant theme identified in the evaluation and a key element of the growth of the Fellowship community. We emphasized this value by incorporating numerous opportunities for Fellows to share their knowledge through Ako and Open Space<sup>13</sup>.



*Sarah delivers a mindfulness Ako<sup>14</sup> at Waihōanga at the third hui.*

As the cohort finished the programme, they began to actively support each other to utilise the content they learned both in their personal practices and in kicking off new projects. Guiding each other, they became each other's mentors and coaches and some travelled across the country to support each other's' projects.

13. <http://bit.ly/1iobrPx>

14. <http://bit.ly/1gttvk1>

## Stories of Change



### Jamie's Story

Jamie Emery left the Fellowship with a plan to launch a youth development and leadership programme for young women in her home region of Kaitaia, designed around the 5 Ways to Wellbeing. She used local community connections and social media to find 10 young women (aged 14-17) to work with across 5 sessions in a programme called Kamp Kaitiaki.

Whilst she had the plan and resources to kick off Kamp Kaitiaki, she felt like the experience would be more powerful for the young wahine if they were exposed to some inspiring role models, and Jamie felt more comfortable to facilitate it alongside other women who had a background in youth development and Māori cultural identity.

Jamie put the call out to the Flourishing Fellows and soon had three Fellows and one of the Lifehack core team signed up to support her. This gave her the confidence to begin Kamp Kaitiaki and support the rangatahi of Kaitaia.

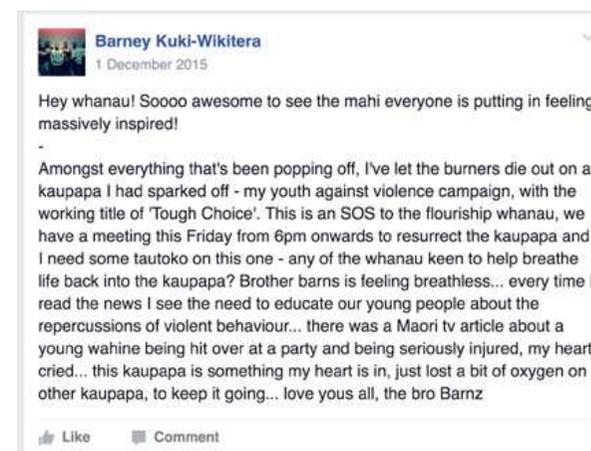


### Barney's Story

Barney Kuki-Wikitera left the Fellowship with plans to push his project forward. 'Tough Choice' was to put young people at the centre of a movement against violence.

Shortly after the fellowship programme ended he instigated an #Up2 video blogging trend in the Flourishing Fellowship facebook group (which the Fellows had set up to stay in touch) that sparked a lively engaged series of posts from fellows about how their projects and lives were going. It was fundamental to the continuing connections which had been forged.

However after several months Barney was running out of resources and energy to keep his project going. He put a call out on the Facebook group:



The response was astounding - 9 of the Wellington-based Fellows went to Barney's meeting, and using tools and frameworks which they had adopted through Lifehack programmes, workshopped Barney's project and breathed new life and energy into it.

## Co-Design

Designing the Fellowship started 2-3 months before the programme kicked off, through a series of stages. Starting from our hypotheses, we stayed open-minded about how the shape of the programme will emerge. Through researching other organisations' work around the world<sup>15</sup>, as well as building upon our own previous experiments, we formed a rough understanding of the needs we are aiming to fulfill for the sector and for our imaginary participants.

We developed our understanding of the needs of our imaginary participants over time through conversations, surveys, interviews and focus discussions with people who we consider to be similar to those people we are aiming to engage with the programme. This allows us to challenge our thinking with real-world input across every aspect of our design. The shape of the programme, including content, mentoring systems, timing, price, number of participants and more, was visible to us near the end of the design process.

You can read more about this in our Co-design Report<sup>16</sup>.

Over half-way through the Fellowship, the Fellows began to take control of the programme and their experience. They asked to facilitate more sessions themselves and wanted to direct the focus of the time they had on issues they became passionate about together like Māori issues. We think this was possible because the program was co-designed; we started before Day 1 by including the Fellows in thinking about what they wanted the programme to achieve. The way they took responsibility for the latter part of the programme is evidence to us that co-designing a programme is more likely to result in a lasting community of people taking action together and supporting each other, than if we had just planned the content in the office and delivered it based only on what we thought was best to focus on. Check out the Background section of this report for greater understanding of how Te Ao Māori and tikanga Māori approaches influenced the collaborativeness of our approach.

## Online & Offline Programme Design

Online modules are an emergent feature of Lifehack's work. Through the co-design process we uncovered from our research that online components would augment an in-person programme. However at first deployment, we were told that the modules may not have quite hit the mark in terms of content and specificity to the realities of some Fellows.

**"The online challenges helped me reflect on what I learnt and cement it in my head, otherwise I would have forgotten — it was a blur at the time"**

**PAUL, Fellow.**

**"There was too much information to wade through at times".**

**SARAH, Fellow.**

Evaluation data from the first survey indicates that Fellows saw the online modules as useful prompts to continue with their work. The modules also proved to be a source of information and a mechanism to receive coaching from the Lifehack team, tuakana and Fellows.

15. <http://bit.ly/1T9b89v>

16. <http://bit.ly/1KjtDu>

We did not distribute specific evaluations after each online module after the first one. In future instances we need to consider how to reduce evaluation fatigue and increase touch points about online modules through incorporating questions about the modules in the post-hui evaluations.

After the second hui, Fellows used the online modules to support progression on their project / work / initiatives. Comparatively after the first hui, Fellows appreciated how the online modules were an opportunity for exploration of personal wellbeing.

Overall the Fellows found the online content to match what was learnt during in person sessions, as well as a source of information and ongoing encouragement to progress their work.

Offline retreats were the focus of our energy as a team as we learnt from Lifehack Labs that the five day retreat we ran to open our five week programme was reported as the most transformative experience we offered. Part of our question was-can we drop the cost of a fully immersive residential programme by hosting powerful retreats semi-regularly? Can we bring

the best of our work to the forefront and put a focus on it? Given our belief that growing people helps to grow their ventures, it felt like a safe assumption that even though we would reduce the entrepreneurial coaching, prototyping time and Lean Start-Up training, we would still end up with participants who want to take work forward in the world.

**"I never felt uncomfortable in any part because I felt I always had the choice of decision whether I wanted to partake or not. It wasn't a sin to leave the group if you felt the activity wasn't the best fit for you. Having an open invitation to everything was the best part of the programme for me."**

**TEANNA, Fellow.**

**"Realising that I am enough to do what we need to do for our community and that my community is enough to make and create change in itself."**

**JAMIE, Fellow.**



**"It was wonderful to get a sense of the big picture and interconnectedness of these issues by swapping stories with people in different locations and sectors. I don't think this programme would work without the intensive face-to-face residential time. It was beautiful for breaking down barriers, really getting to know people deeply and being pushed out of our comfort zones."**

**JULIA, Fellow.**

## Benefits of in-person hui



Creating a sense of  
community and whānau

86%



Feeling inspired to act  
upon new learning.

91%



Through **peer support** and **coaching from the Lifehack team** Fellows were challenged through thought-provoking conversation and workshops.

82%

### Hypothesis Three

Incorporating Te Ao Māori methods, approaches and cultural practices into the programme will increase the accessibility of the programme to Māori community leaders and Māori youth, which in turn will improve our ability to support people who work with rangatahi Māori to be more effective in their community's spaces.

We adopted a nomination process as a recruitment tactic that built upon the learnings from our Te Ao Māori design day. This process yielded **11 nominations**, from that **seven participants** who identified as Māori were successful applicants.

This was **three times as many in our previous Labs programme**. Of the seven Māori participants, all work alongside rangatahi youth in their everyday work roles.

During Ako sessions, one Fellow introduced the cohort to traditional Māori games (Ngā Taonga Tākaro), which is another tool that is being used in the lower North Island to improve physical activity, connection and wellbeing amongst rangatahi young people.



**“Simply being around the other Fellows... on Tapu te Ranga Marae and from my experiences in the Fellowship I have learnt so much. I have learnt a lot of te reo Māori and a LOT of concepts (which I’ve since incorporated into [Upwards](#)), and I feel more confident speaking te reo.”**

**CHRISTINA, Fellow.**

Similarly with other hypotheses, we will not fully be able to uncover the impact on the wellbeing of young people immediately. We will continue to experiment and document this impact by remaining connected to the Fellows through events like the Lifehack Community Retreat, Venture Support and our social media channels.

### Hypothesis Four

Providing a small group of deeply engaged mentors from the Enspiral community for the participants to access for support and inspiration will feel more supportive than matching each participant with an expert in their field of their interest, and the mentors will find it rewarding.

We involved different types of contributors to this programme. The Lifehack team took on convening and facilitation roles, as well as personal coaching roles with the Fellows. We also involved a number of Enspiral Members to be “Tuakana”, elder siblings, for the Fellows and invited the Tuakana to the residential gatherings. The goal was to ensure Fellows could reach out for help, seeking professional skills or advice from the Enspiral network as a whole through these individuals.

Our provocateurs were our speakers and workshop facilitators, whom we invited to contribute specific content from their respective fields of expertise, for the Fellows. We had more provocateurs present in the first hui than the others. A full list of these people can be found in the appendix.

By far the most enjoyable sessions were lead by our Enspiral whānau: Joshua Vial's Inner Critic workshop and Kaye-Maree's *Ourtearoa* session. Both of these challenged Fellows to face critical assumptions they make about themselves and our New Zealand cultural context. Each time we introduced content which intensely challenges participants to reflect on their worldview, they struggled on the day but weeks later reported it was the best thing that happened.

A third of the Fellows said that receiving coaching from tuakana was one of the most valuable aspects of coming together in person. Enspiral network members were invited to attend parts of each hui and there was space created for Fellows to approach Enspiral whānau for input and vice versa if they felt the fit was right.

The inclusion of the Founders Whānau, a group made up of Labs participants from 2014 and other members of our Venture Support<sup>17</sup> mahi, were warmly welcomed by the Fellows. Their presence enabled the Fellows to ask questions about people who had once been where they were in starting a project / venture. Fellows developed new relationships and recruited teammates into their projects.

17. [lifehackhq.co/supporting-ventures-to-flourish](http://lifehackhq.co/supporting-ventures-to-flourish)

## PROGRAMME DESIGN EXPERIMENTS

### Hypothesis Five

If we invest in a personal transformational experience for people who primarily work with young people—social, youth and public health workers, people in early child care and lawyers working with young people—there will be greater ripple effects in wellbeing than if we run a programme for young people.

Through using Scharmer's Theory U<sup>18</sup>, we were able to construct a framework that enabled emergence and promoted active co-design practices. As participants gained more clarity of what they needed to do, the content was able to be developed and co-created around those needs.

We came to understand that a third of Fellows remained engaged with understanding the world around them with fresh eyes (suspending, seeing and sensing) and another third oscillated at the base of the U between presencing and crystallization. The other third of the cohort were actively prototyping their ideas out in the wild.

Fellows told us that they developed a diverse set of transferable skills (that is, skills that can be used in many different contexts like work and home) from the programme; these included methods for how they do their work such as retrospectives as well as personal practices like mindfulness.

18. Scharmer, O. (2009). *Theory U: Learning from the Future as It Emerges*. Berrett-Koehler Publishers.



Through our evaluation process, we came to know that 59% of the Fellows already felt confident in using technology before the programme. At the conclusion of the programme we saw this figure rise to 77%<sup>19</sup>.

Immediately we can see the impact of increasing their technological confidence as the group collectively created eleven new social media services as a result of the Fellowship.

Anecdotally and from data collected from evaluation, we understand that participants were able to learn a diverse set of skills and apply it in their everyday lives. What we are yet to understand is the impact of these new skillsets on the work Fellows do alongside young people. The opportunity to road-test these new sets of skills came through in the Collaboration Cafe<sup>20</sup>, Open Space and Ako sessions.

19. Evaluation data incomplete, N=14.

20. [www.collabcafewelly.tumblr.com](http://www.collabcafewelly.tumblr.com)

**"Following the hui, I feel really empowered in my role. I feel capable to step outside of my comfort zone".**

**TEANNA, Fellow.**

There was significant **human capital** fostered throughout the Fellowship; human capital is the idea that each person has the capacity to grow, transform and learn new skills.

**Agency:** *"I can create change with what I know and where I stand."*

The programme provided a permission-giving platform that enabled people to examine the roles they currently hold and look at ways they can improve the lives of young people. The use of Ako sessions built a sense of agency amongst people, giving voice and opportunity for people to stand in their own power and share skills, stories and experiences with the wider group.

**"Meeting really inspiring people who are doing really different things to me. It has helped to show other ways of making change."**

**SAMUEL, Fellow.**

**"Things are unchanged in the sense that I'm not starting a new project but that's because my current work is my project. And I'm bringing to it a lot of the new skills and learning from the fellowship"**

**JULIA, Fellow.**

**Authenticity:** *"I felt I could be my authentic self."*

Participants told us they were able to genuinely and authentically engage in the programme, which in turn built confidence and enabled people to put their ideas out there for validation, which was a catalyst for a number of projects / initiatives.

**Validation:** *"Being accepted and knowing I'm good enough."* SHREYA, Fellow.

**"Being in a safe space that enables me to be my true self. It was liberating."**

**CHRISTINA, Fellow.**

Participants felt validated and heard at various points throughout the programme. We think this speaks to the power of diverse groups coming together to work on common issues. Through working together, people were able to validate (and challenge) each other's ideas through exploration, adopting differences and developing new skillsets.

**Connection:** *"Everyone was easy to connect with; I felt accepted for who I am."*

Creating affirming spaces with a co-designed kaupapa from the outset enabled people to be themselves, be vulnerable and authentically connect with one another. This resulted in strong connections being formed and projects developing beyond the scope of the programme.



**"Being accepted and knowing I'm good enough."**

**SHREYA, Fellow.**

**"I also wanted to make new connections, and I'm grateful for all of the connections I did make. I'm looking forward to working on strengthening these. "**

**EMILY, Fellow.**

**Radical upskilling:** *"I feel like I speak a new language."*  
CHRISTINA, Fellow.

Fellows developed a range of skills as a result of attending the Fellowship.

A large proportion of the cohort had existing knowledge of wellbeing concepts (with 41% of the overall cohort having a background in health and social services).

We were surprised to find that despite people knowing theory and concepts they still struggled to apply them in their lives (from the presence of persistent negative self-talk through to smoking as a coping strategy).

**"The entire environment has been transformative, I've been talking about it to nearly everyone I am in contact with. The friendships and connections have also been transforming."**

SHANNA, Fellow.

**Wellbeing:** *"I am much more aware of my own wellbeing and the need to take care of myself and slow down."* ILANA, Fellow.

Fellows saw an improvement in their wellbeing through participating in a series of wellbeing workshops, which included: the inner critic workshop, mindfulness workshops, intensive morning exercise programmes, walks to rivers or through regenerating forests, dance parties, preparing healthy vegetarian food together, singing together, talking through parenting approaches for child wellbeing, doing yoga together, discussing spirituality and life's purpose and more wellbeing-related activities.

**"It was incredible to be part of a group that was so open and generous."**

SAMUEL, Fellow.



**"I feel like I speak a new language."**

CHRISTINA, Fellow.

## Hypothesis Six

New Zealanders from a diverse range of backgrounds will pay to learn 21st century changemaking skills to improve youth wellbeing.

Lifhack is experimenting with sustainable business models, and all of our programmes to date have been free. We were conscious of the barrier that a programme cost can present, especially when one of the non-negotiables is the diversity of the cohort.

All this thinking led us to co-design a price point with participants — it ended up being \$600+GST.

**"I think it was great value personally. My employer paid for it but I think it was also great value for them as I got a lot of take away skills and have defiantly improved as an employee."**

**SAMUEL, Fellow.**

**"From an employer's perspective, it seems very reasonable. The going rate for other professional development courses seems to be \$400-600 for a day course. So compared to that, it really was terrific value for money."**

**PAUL, Fellow.**

There were also a number of participants who suggested a sliding scale to account for those in differing financial circumstances. While some participants felt it was affordable for employers to cover the cost as professional development, others without employer support felt the costing was at the upper end of affordability (while acknowledging it was most likely subsidised for those travelling out of region).

**"At the start, it seemed like quite a bit of money and almost put me off signing up. I wonder if it would have been good to have different prices for different people/situations? After the programme I'd value it around \$16-20k. That's two years of university study and that's the level of learning, and the intensity of community I took from it."**

**PAUL, Fellow**

We also received feedback about the importance of stating GST status at point of application, as three Fellows told us that the advertisement of \$600 was misleading, when it should have been advertised as \$600 excl. GST from the start. To this ends we invited Fellows to pay the difference at the conclusion of the programme, if they felt the programme was worth it. All participants paid the difference.

Having fees that also included a hoodie, t-shirt or item to mark the occasion was also noted as an improvement for next time by one Fellow.

The programme was heavily subsidised (by at least 50%) given that this was an experiment in content and delivery. If the Fellowship in current form is to continue, it would not be a sustainable business model.

Further exploration around business models and market fit needs to be undertaken to further understand if the Fellowship can play a role in the professional development of people from a variety of industries or if there is a fit in existing education institutions as a method of creating agency to create change-or if a combination approach would be more suitable.

## Hypothesis Seven

Involving participants from across a diversity of backgrounds will support more systemic thinking within the participant group and allow the cohort to see issues across NZ communities rather than just those within their local community.

Embedding a social-labs approach into the design will encourage participants to start projects which better focus on the needs of their community, than would using a start-up, accelerator-based approach.

During previous Lifehack programmes, we have mobilised around different methods and models of focus; with weekend events in 2013, we were focussed on building on existing ideas (like our trip to Invercargill, supporting Barnardos and SouthAlive). A year later in our 2014 Labs programme we leaned heavily on design methodology to support the growth of ideas, using innovative tools and methods. Fast forward to 2015, the Fellowship programme integrated some existing ideas and used design methodology (eg. prototyping) with the additional layer of fostering connections through movement building methodologies (such as Social Labs Theory, Theories of Change and Theory U).

Through our application process, we focussed on attitudes, behaviours and values thought to be better placed to influence change over hard skills (eg. web developer or therapist). This process was heavily influenced by our experiences at Labs 2014 and the Te Ao Māori design round table.

### Application criteria for Fellowship

People person	Risk & Uncertainty	Good Do-er	Problem solver	Communicator
Connector, collaborator, leadership as a service	Entrepreneurship has been described as being like jumping out of a plane and creating a parachute as you fall. How will they cope with uncertainty & pressure.  We aren't offering funding at the end of the 5-week programme,	The applicant needs to demonstrate having delivered on something previously	We want people who eat obstacles for breakfast, but even more than that, we want people who don't tackle problems deductively but instead who EXPAND and look at the biggest possibilities when navigating around a blockage. Someone who might ask why 5 times instead of just solving the short term issue.	Good communication skills including online communication methods. Listening is the biggest part of communication for Lifehack.
Ninja skills	Nice person	Good thinker	Do Good-er	Out of the box
Mad skills in something: design, development, coordination, public speaking, video making, number crunching, business development.	Humility and empathy. How would you react if a friend told you they were depressed?	Critical thinking & ability to navigate complex information.	Hook in the brain about doing good & making a big impact in the world.	Question, out there, a space for super creativity - 200 word max

## Hypothesis Eight

A greater proportion of participants will create lasting projects if they are invited to come and learn rather than come and build.

**The development of new projects was an unexpected byproduct of the Fellowship. In general, the programme's content was skewed towards personal development, rather than starting new initiatives. Upon examining the data collected in regards to people who started a project as result of the Fellowship, we identified that they tended to be early adopters — this was evidenced by the large majority being in the first ten people to sign up to the programme.**

Going by the data, those who started projects also shared a desire to create new, innovative ways to tackle the problems they see. They are also innately driven and able to chart their own course through strong creative problem solving flair and sheer dedicated hard work.

People who started projects had existing strong relationship-building skills through adept and intuitive use of empathy. These relationships could be garnered and enhanced through the project creator's own well-attuned sense of their own wellbeing. We found these project creators actively used techniques such as gratitude journaling, mindfulness practice and physical exercise as ways to maintain everyday personal wellbeing.



**Project creators were found to be strongly guided by their personal values when making decisions in their lives; and shared values they exhibited include collaboration, humility and compassion.**

**Most surprisingly, we found that the majority of project creators had an openness to talking about times when they were languishing and / or having a mental health moment.**

**For the third of participants who did not reach the point of prototyping ideas for projects, we saw a shift in their confidence to create wellbeing for themselves — which in and of itself is significant to the wider premise of this programme. In this group**

we saw significant personal change and it can be said that to be able to work on deep societal issues, one needs to have a good grounding of their own assumptions and biases which is what this portion of the cohort were found to be actively engaging in.

**The Fellowship enabled the Fellows to create, lead and contribute to existing wellbeing projects in Aotearoa. 40% of participants started a new project, and 70% contributed their skills to existing wellbeing projects as a result of the programme.**

New projects that emerged from the Fellowship were:

- [Upwards/Savvy Up](#) with Christina Curley is a new social enterprise that is dedicated to helping young people feel more comfortable about becoming adults aka to 'learn to adult'. Upwards aims to develop young people's life skills and social skills, an area of learning often overlooked within the regular high school curriculum.
- Nick Laurence is creating a piece of technology for MiCBT which will improve the efficiency and effectiveness of MiCBT through well-designed smartphone application.
- SHIFT, lead by Fran McEwen is an initiative to increase the all-round wellbeing and levels of engagement in physical activity of young women in Wellington. Fran and her team are exploring new ways of delivering opportunities for young women to exercise by co-designing community interventions. They are currently exploring social enterprise models as ways to bolster funding.
- Kamp Kaitiaki lead by Jamie Emery, is an initiative in response to a lack of opportunities for rural youth from low-socio economic backgrounds in the Far North. Kamp Kaitiaki is for young people aged 8-14, with the goal of participants building connections with their community, environment and each other.

## NEXT STEPS AND NEW THINKING

### TE KŌANGA

As a way to capture the momentum and further catalyse the Flourishing Fellowship we've developed our Te Kōanga programme to help bring some of the above ideas to life. Co-designed on a weekly cycle, this programme provides the most relevant content for early-stage projects while affording space for emergence amongst the different initiatives.

Starting a community of action means we need to support those who take action. After Lifehack Labs we started our venture support programme and following the Fellowship we tested Te Kōanga as a means of supporting those who push their projects beyond the early stage.

SHIFT, MiCBT and Upwards are the three projects that came from the Fellowship entered this wellbeing accelerator.

### The Story of Shift: Illustrating the journey of the Flourishing Fellowship to Te Kōanga

SHIFT is an example of a community-led and co-designed project which aims to strengthen individuals and families through the removal of barriers to participating in physical activity. This project offers young women alternative activities to engage in, alternatives that are both social and beneficial to overall wellbeing.

Fran, who is the project lead at SHIFT (within her role of Health & Wellbeing leader at Wellington City Council's Sport and Recreation department), came into the Fellowship with a desire to improve the lives of young women in the Wellington region, but felt her ideas were at "a bit of a standstill".

With support of the Fellowship programme, SHIFT gained momentum through Fran's applied knowledge of creating theories of change, prototyping and the potential of technology which all influence the formulation of a new vision, pitched successfully to funders from the Wellington City Council and MSD.

**"The fellowship has helped change the vision for my teenage girls and physical activity project and inspired me to begin work on a much larger project in my home community that has the potential to impact systemic issues."**

**FRAN, Fellow.**

To take SHIFT to the next level, Fran and her team were invited to Te Kōanga where, with the help of Lifehack they rapidly prototyped ideas to grow their service and deepen the impact of the existing secured funds.

This process forced them to address weak assumptions in their model, to design a product which would be sold to support the SHIFT mission, launch a crowdfunding campaign and learn more about marketing and promotion. In addition, the team built their capability to apply rigour when developing new programmes which deepened their understanding and leadership in human-centered approaches to designing for wellbeing.

SHIFT now have a successful crowdfunding campaign under their belt, a growing [facebook page](#), new branding and design assets thanks to a hook up with Massey University's School of Design, and are due to launch their programme in April 2016.

## HYPERLOCAL FELLOWSHIPS

The inaugural Fellowship programme invited people from around the country to participate. This made it possible for discussions to cover a wide range of issues faced by young people in many places, as well as enabling a feeling of strength which came from hearing about stories of members of the group taking action in every corner of the nation.

The Fellowship has proven useful in creating a network of individuals, as well as the start of a community, from across different sectors and geographical areas. However, one train of thought in regards to affecting change is the momentum required to make things happen in a different way. What might it look like to host a programme concentrated on a certain geographical area or sector? During our travels we have heard the need to connect, albeit at a much smaller scale. What would it look like to host a Fellowship in areas of great need — such as the West Coast, the Far North or a place like Upper Hutt? Not only could it significantly reduce the cost of the programme, but it might also build much needed bridges locally amongst different sectors to help affect change.

Similarly, what might it look like to host a Fellowship for a specific sector? Taking, for example, the area of health — could we accelerate the speed at which new and effective interventions are developed if we created a space for peer support workers, consumer engagement leads, community nurses, counsellors, service users, youth workers, PHO nurses to come together to build initiatives that improve access to quality housing.

Acknowledging the potential opportunity cost when hosting in a specific area or for a particular sector, how might we integrate the emerging communities and initiatives back into the overall Lifehack community?

## COST STRUCTURES

The Flourishing Fellowship was the first time we charged for a programme and co-designed the price point for it ahead of time with potential participants. It was a conscious experiment from our end to see whether people were willing to pay for such an experience, and how much they were willing to pay for it. In hindsight, all of the participants agreed that the Fellowship offered good value for money, in particular because it also covered travel to and from the retreats.

Lifehack to date has been supported by the Social Media Innovation Fund. However, we are actively exploring a future beyond funding, whether that's in two years time, or in ten. As such, we figure that if we can make individual programmes self-sustaining (or at least only needing marginal input from our funding) we can run more programmes, hire more team members and have a higher potential for impact all-round.

Potential future experiments in regards to cost structures could involve a pay-what-you-think-it's-worth approach which people pay for post-programme, a higher priced programme aimed at employers, a sliding-scale approach or indeed a local programme, which is likely to cost less given that one of the main outgoing costs for this Fellowship were travel-related.

If we are to move to hyperlocal Fellowships (i.e. people coming together regionally) there would need to be much deeper investigation into some of the true costs of hosting such a programme. A large portion of staff time was spent coordinating the various logistical needs of the programme — we estimate that 120 hours were spent on logistics alone.

Lifehack will need to continue experimenting with sustainable business models that maintain diversity of cohort while covering the necessary costs of running the event.

## WELLBEING CAPITAL

At the conception of this programme, we were aware that the wellbeing of participants was important, both in their knowledge of the concept, and in application. In part, this is why we recruited such a high number of participants from existing health and social service backgrounds (41%), on the hunch that they may already hold a lot of this knowledge. We also considered this group as intrapreneurs, that is those people who are already making changes within the large institutional systems they operate in (eg. hospitals or schools).

What emerged at the conclusion of the programme was that participants from health and social sectors felt better within themselves, were able to better cope with their worlds through improved wellbeing skills (eg. mindfulness) and felt being connected to a network of passionate people who care about them.

- *“Better, more holistic, more gentle with myself, doing regular retrospectives for my own life which have been incredibly helpful.”* Clare, Fellow.
- *“I am much more aware of my own wellbeing and the need to take care of myself and slow down.”* Ilana, Fellow
- *“I thought [my wellbeing] was good but learnt I wasn't, am making more of an effort for my own sake and my family.”* Kriscina, Fellow.

We saw that personal wellbeing was the cornerstone of the programme itself, as it fostered communication and connection between participants, and engaged the larger issues that surrounded the community.

We also saw that people who were able to speak openly about their own mental health moments or times when they weren't flourishing, took much more from the programme. Looking into the future, it would be interesting to further build upon the role of storytelling, emotional intelligence and empathy in our recruitment strategies and programme design.

Some of the key ingredients in the Fellowship design moving forward should remain in developing wellbeing capital amongst participants and being aware of people's own level of wellbeing by ensuring that workshops or sessions that could be triggering have post-event support or that there is significant group cohesion and safety before delivering potentially challenging content.

**“I find myself speaking a new language and now I'm slow to speak and quick to listen. I've had some very thought provoking kōrero with people around wellbeing! I am more aware of my mental state - Aware of my triggers and how not to become overwhelmed with circumstances.”**

**CHRISTINA, Fellow.**

## RECRUITMENT

We thought deeply about the recruitment process and were fortunate to have input from a variety of stakeholders involved in the conception of this programme. Lessons from the Te Ao Māori design roundtable proved invaluable with the increase in Māori representation within the cohort.

The key insights we have taken from the recruitment process are:

- Those who sign up first tended to be the most committed ones who continue on with their ideas beyond the programme.
- Gently exploring an applicant's level of applied knowledge and wellbeing literacy was a good indicator of success in the programme. We found that individuals who had personal insight into times they were unable to flourish were more likely to persist and learn and build on their ideas within, and beyond the programme.
- Being able to nominate people both improves access to the programme and encourages Māori participation.

Encouraging more time-bound expectations about attendance feels like a natural next step in reference to overall programme design. We found that people who were unable to attend the full programme did not benefit to the same degree as those who did. This was highlighted in the evaluation by people who were unable to attend all sessions.

## CONCLUSION

The Flourishing Fellowship was an experiment in bringing people together to build camaraderie, prototypes of social processes and solutions to some very complex, systemic problems present in contemporary New Zealand society. This programme was centered around a strong desire to enable generations of young New Zealanders to flourish.

Through this programme, 22 New Zealanders from vastly different backgrounds created new networks. This occurred both within existing institutions which participants returned to with new energy after the programme (such as schools and hospitals) as well as cross-sectorally within the cohort (including those from justice, social enterprise and business). Lifehack invests in people in ways that enable them to return to their communities of choice and to apply their newly found skill. Community leaders are able to bring new thinking to existing issues in ways that uphold the heritage, strengths and histories of those communities.

The Fellows' journey started with a solid foundation of whānaungatanga, which was attended to through thoughtful programme design. Whānaungatanga was cultivated through singing together, eating together, telling stories and helping each other with difficult issues. A wide range of activities build rapport within the programme while introducing content and complex topics including Ako sessions,

Open Space as well as engaging in practical activities (like communal chores, exercise sessions and skills-focussed workshops).

Whānaungatanga enabled a safe space for Fellows to participate in challenging dialogue about root-causes of contemporary wellbeing issues. From the impact of colonisation of Māori identity in present day including the implications of institutional racism, through to power inequalities that operate in large corporations and society overall - examining the drivers behind wellbeing issues helped to build more effective interventions.

As Fellows became more attuned to their own theory of change, personal biases and assumptions (about themselves and the world around them) they were able to begin prototyping mindfully. Applying a variety of tangible skills derived from design, entrepreneurship and wellbeing methodologies as a means to start exploring potential solutions to these systemic issues. As a result of the programme, nine out of 22 participants started a new project, and 13 participants contributed their skills to existing wellbeing projects.

The Flourishing Fellowship created youth wellbeing impact and solutions at every scale. Change makers and community leaders from across the country gained more wellbeing capital for their own lives as well as generating projects for others. Additionally,

upskilling Fellows in collaborative innovation practices enabled them to facilitate their local communities to address the local challenges for youth wellbeing. Finally, bringing people together nationally — to share perspectives and prototype ideas — also brings together the communities they represent. Building a national network of dedicated wellbeing change agents inside and outside of institutions, has the potential for a significant ripple effect across the sectors and communities most in need of innovative ways to improve the wellbeing outcomes for young New Zealanders.

**“This experience has pretty much changed my life. Straaaaight up! I can't help but talk about flourishing.”**

**SHANNA, Fellow.**

To learn more about the people who supported this programme, head to [lifehackhq.co/about-lifehack/who-is-lifehack](https://lifehackhq.co/about-lifehack/who-is-lifehack)