

Conversations for Kindness
Exploring organisational peace
March 2025

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About the movement

Conversations for Kindness is a monthly virtual meeting that was set up in the summer of 2020 by eight colleagues and friends working in healthcare across Sweden, the UK and the USA: Bob Klaber, Dominique Allwood, Maureen Bisognano, Goran Henriks, Suzie Bailey, Anette Nilsson, Gabby Matthews and James Mountford. The purpose of the meeting was to have some time together to continue some initial conversations around kindness, and its role at the 'business end' of healthcare, and to plan interactive workshops on this topic.

Conversations for Kindness

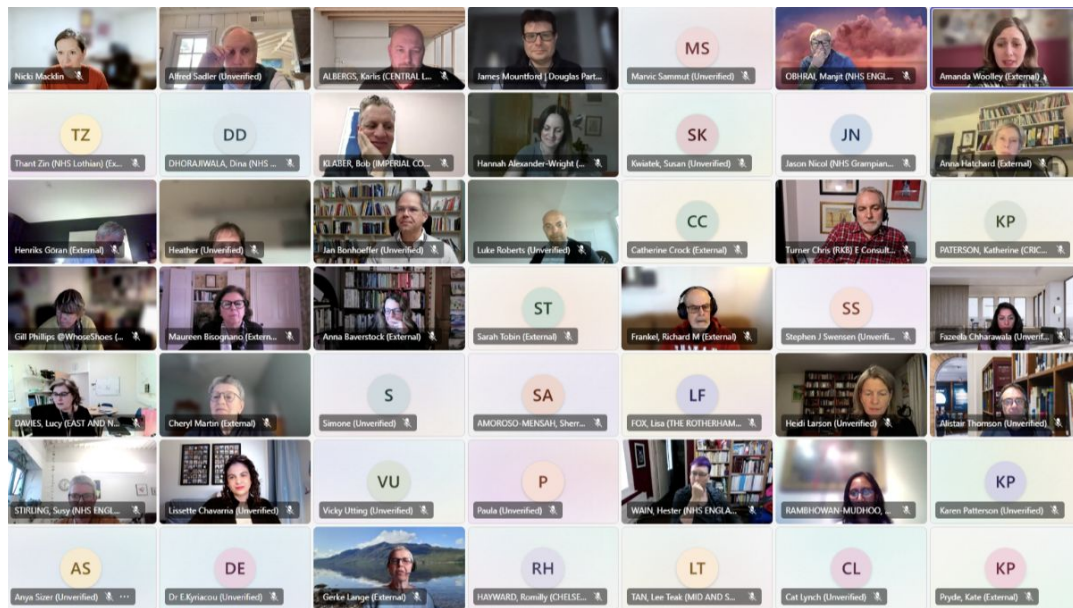
- Monthly Zoom call on the third Thursday of every month (6-7pm UK time)
- A focus on listening, learning, thinking differently and mobilising for action
- An open culture of sharing of resources, energy and ideas

If you would like to join the conversation for kindness, please complete this **[contact form](#)**

Joining the Conversation from across the world

More than **50** Kindness in Healthcare community members came together from all over the world for this Conversation for Kindness. Once again, we had new faces join us for the first time!

Where were our participants?



United States



Sweden



Australia

Who did we hear from?



Dr Amanda Woolley. After receiving her PhD in decision psychology in 2015, Dr Amanda Woolley worked for nearly a decade at NHS England. Starting in performance management and ending up in leadership development, her career path became a quest to understand how to achieve lasting positive change in complex environments. She is passionate about creating kind, humanistic, responsive organisations and now works as an independent consultant, facilitator and coach.



Hannah Alexander Wright's background is in teaching, international marketing and change communication. Her doctoral research is looking into the spiritual practices which humans seek to elicit positive change in their lives, and translating these insights into the work environment to support with change programmes. Her interest in pursuing kindness, spiritual learning and peace stems from both her Quakerism and the lessons she learns from her contract work in large global organisations.



Dr. Luke Roberts is a Conflict Dynamics Specialist with extensive experience in helping organisations resolve complex challenges. He focuses on understanding the interplay of factors and the dynamics of relationships within organisations, bringing a relational-centered approach to conflict resolution. With a PhD and published work on complex social systems, he works with diverse organisations, including schools, prisons, and police. He is also developing AI tools for conflict resolution.

What did we hear?

Amanda explored the concept of organisational peace and the impact of harmful policies in healthcare environments.

Core principles

- **A gentle approach:** Amanda advocated for sensitivity when discussing peace in healthcare systems during challenging times
- **Policy as violence:** She identified organisational policies that often cause harm or distress such as restrictive visiting hours, forced invasive diagnostics, and security measures that undermined patient dignity and comfort. Amanda then linked these instances to conflicts of needs that are resolved unequally
- **Conflict management:** Amanda emphasised addressing conflict constructively without violence

Healthcare context

- Amanda acknowledged the struggles in the English healthcare system and similar challenges worldwide
- She introduced Luke and Hannah to share compassionate approaches to conflicts that balance organizational order with human wellbeing and justice.



*Kindness in
healthcare*

What did we hear?

Hannah shared non-violent communication principles and reveals how peace appears in our daily lives.

Communication approach

- **A foundation in empathy:** Hannah emphasised connection over control, highlighting empathy as essential to meaningful communication
- **A practical process:** she outlined steps for identifying others' judgments, emotions, and needs to understand their perspectives
- **Real-world application:** Hannah demonstrated this through the scenario of feeling "talked over" in meetings, showing how to address issues constructively

Peace indicators

- **Personal context:** Hannah explained peace as subjective and unique to individual experiences
- **Everyday examples:** she shared stories including a West Bank friend creating peace by safely walking children to school
- **Workplace manifestations:** Hannah asked participants to identify peace indicators and disruptions in their work environments

Conceptual framework

- Hannah presented peace as non-zero-sum, allowing multiple perspectives to coexist simultaneously
- She encouraged approaching conflicts with empathy and understanding

What did we hear?

Luke shared insights on transforming conflict and creating dynamic peace processes within healthcare organisations.

Key concepts

- **A transformative approach:** Luke explained that conflict could be healthy when channelled toward positive change
- **Language awareness:** He recognised how policies and communication were weaponised in healthcare settings
- **Peace as a process:** Luke viewed peace not as a static endpoint but as a dynamic, ongoing journey

Organisational impact

- Luke identified passive-aggressive behaviors and hidden workplace conflicts
- He emphasised supportive language that fostered sustainable peace
- Luke promoted responsive systems that enabled positive organisational outcomes

Group discussion

The provocation for our breakout discussion was:

“What might be the unresolved conflict that underlies a longstanding challenge in your setting? What could be the unmet need that is in that conflict? What would you notice is different if those needs were met? Would that be peace?”

Fred

“We wondered if there is a place before conflict – a difference of opinion – and whether that can be expressed in a calm way? We discussed if there are ways that we can avoid conflict, which requires some courage, especially if you are in the minority. We discussed a spectrum of conflict, from differences to violence.”

Sanjiv

“The human response to conflict is one of pain and agony. And that comes out as defensiveness and aggression or an acceptance of engaging with conflict through dialogue and narrative. We do not support people enough to engage in the latter, so we end up in these conflictual situations in the former.”

Closing reflection

The conversation reminds us that organisational peace isn't the absence of conflict but rather a state where differences are addressed with kindness, curiosity and respect.

Organisational peace insights:

- **Peace is a process**, not an endpoint - it requires ongoing effort and attention in healthcare settings
- **Empathy over control** creates more sustainable relationships and better outcomes in complex environments
- **Conflict can be constructive** when channelled properly and approached with genuine curiosity
- **Language matters** - how policies are communicated can either weaponise or heal organisational dynamics
- **Human dignity** should remain central
- **Non-violent communication** provides practical tools for transforming workplace tensions into growth opportunities

Acknowledgements

This insights pack has been co-produced by
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For all enquiries please contact us [via the Kindness in Healthcare website](#) or email
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See you next month for another great Conversation.

[Check out resources from our previous sessions on our website](#)

Thank you for joining, thank you for reading.

We'll see you next month!