APPENDIX A: PHOTOS FROM THE FIELD

The collection of photos in this appendix came from the research data and corresponds to events, methods and occurrences described in Chapters 4 and 5. While some photos may be self-evident, they will by and large carry retrospective meaning once the reader as read the material from those chapters.

Photos start on the next page.
(This page was intentionally left blank for print layout purposes)
Variety of play events I experienced together with my direct team of facilitators.
A few examples of play artefacts I created in the research process, mostly through creative arts-play. The bandanna is mentioned in Chapter 4.
Play events facilitated for other teams. The activities it captured can all be found in the creative non-fiction.
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APPENDIX B: INTERVIEW GUIDELINE

Introduction and scene-setting:

1. Quick background, and informed consent. How will the information be used.
2. Explain what the study is about.

Some general questions:

3. How do you relate to play? Where in your life do you play and how do you feel about play?
   a. Complete the phrase: I know I am playing when…

4. Likewise, how do you relate to work? What role does work fulfill in your life? And how do you feel about work currently?
   a. Complete the phrase: I know I am working when…

5. What comes to mind when you hear the phrase “play at work”? Do you think play has a place at work? Please motivate why you say that. *(Where do you see play at work, including beyond workshop contexts)*

Workshop specific questions:

6. Memory recall: Think about the specific workshops we did with you and your team.
   a. What stood out for you about those workshops? What value did you get from the workshop?
   b. Which play-activities, or play-based methods do you remember us using?
   c. Assisted memory recall. Do you remember…

7. From what you can remember? How did you experience these activities? What did you think about them? How did you feel while participating in them? (if you can’t remember, think back and imagine how you could have felt and what you could have thought).

8. Which activities “worked” for you? Which activities didn’t work for you? Please motivate why you say that. *(allow to elaborate on the discomforts, anxieties, uncertainties. Also include the enablers, facilitating elements, and more)*

9. What specific benefits do you think play from that workshop brought to…
   a. To you personally?
   b. To your team?
   c. To the workshop in general?

10. Think about the following two very specific questions:
    a. In what ways do play make you feel younger, or remind you of past, more youthful times? What does this do for you?
    b. How do you feel about bringing your body and senses into play? What does that do for you?

Reflective questions:

11. What are your expectations of facilitators, when it comes to play in workshops? What do you think the role of facilitators are in the space of play, and what could they do to be more effective in bringing play that works?

12. Is play, and or playfulness, something you would want to see more of in your work and workplace? Please motivate?
APPENDIX C: INTERVIEW TRANSCRIPTS

During this research, 11 people were interviewed in order to provide additional depth and variety in conjunction with the other fieldwork. The interviews turned out to be largely confirmatory, but also provided interesting synchronicities. In this, interviewees, or rather, colleagues and participants are seen as co-creators of culture and their experiences, opinions and reports, are essential representations of the “other” in autoethnographic research. The purpose of providing transcripts of two of the interviews is to demonstrate due process and to give the reader and examiner an opportunity to evaluate the interview data in itself, unfiltered and unedited in support of the final representations in Chapter 4 and 5.

Please note that the following two interviews were transcribed verbatim with fairly minimal adjustments in terms of language and punctuation. Given that this is supplementary material, readability was sacrificed in favour of more accurate depictions of what was said. Also, note that the names of interviewees and other identifiable information were removed in accordance to the informed consent that was obtained.

Interview with a colleague

Jacques: So, just for the interview structure, a couple of broad, general questions and then I’d like to zoom in on more specific play-based experiences in workshop settings that we’ve experienced lately, maybe something you’d like to recall, e.g. something of the day we spent together last year or anything else where you could see yourself as a participant in play. More recently perhaps in play-based activities in workshop context and what I would like to ask you then is for us to think about examples where it works well for you and what your experience is when it works well; where it doesn’t work and what is your experience around that, why doesn’t it work, your reservations, etc. So from general to more specific and then there are one or two very specific theoretically based questions that I would like to get your perspective on, and that’s about it.

So I think part of what might be tricky is that you need to think with two hats, one is where you are a participant and the other is when you facilitate stuff, without clinically trying to separate the two. I think I’m more interested in your participation experience, but if you want to throw in comments from a facilitator point of view, there is one specific question that I asked everyone around how they experience the facilitation, what would their brief be to facilitators to create a space for play in facilitation, so feel free to respond from that perspective as well.

Interviewee: Cool.
Jacques: So here’s the first question, more of a playful imagination question: Imagine a really good work day, forget what this study is about, forget about trying to help the study out, just think of a perfect or really good work day. What are some of the components and experiences for you in a good work day?

Interviewee: I get through what I need to get through, have meaningful contact with people and I’m not interrupted – I hate being interrupted. It’s slow, it’s a slow pace. I’ve got time to reflect and I maybe read a bit of poetry in the middle of the day…that’s a good day for me.

Jacques: It sounds like a good day to me as well. What does the slower pace and time to reflect do for you? What does that create an opportunity for?

Interviewee: To stay connected to myself and to the task.

Jacques: That’s interesting. Ok, along the same line, also somewhat playful, if you complete the sentence: I know I’m working when … (dot dot dot) and try to fill that in with as many perspectives as you can and also try to include what is typical for you then.

Interviewee: Tasks. Tasks are typical. I know I’m working when I’m busy with a task. I know I’m working when my boss has asked me to do something and I’m busy doing that thing. I know I’m working when I’m actively facilitating with a group whatever it may be, whether it’s something I want to be doing or not. I know I’m working when a customer has called and I’m responding to that call, even if they’re asking for something we can do, but still it’s a sort of work. I know I’m working when I’m doing emails. I know I’m working when I’m not wearing my jeans, sadly.

Jacques: Yes, that sounds cool. I think those are useful perspectives. So now you’ve given what an ideal day looks like: I’m connected, getting through, when you are not interrupted, so that would be an ideal picture of work…

Interviewee: And I can wear jeans.

Jacques: And then there’s something that’s more typical. So now I’m going to move the question along to play, so let’s do the same exercise with play and you don’t have to think work related: I know I play when…(dot, dot, dot)

Interviewee: I know I play when I lose time. When anything’s possible, when I’m not worried, when I’m laughing, when I feel like a kid and I want to make stuff, I want to create stuff. I play when I’m busy with my hands, making things with my hand, that’s big for me. I know I play when I’m with other people who are in that same space. I know I’m playing when I’m relaxed, I’m not tense, I’m not worried.

Jacques: That sounds great. So still on a broader sense, and I’m quickly going to jerk it back to work, so how would you say you relate to work and what role does work fulfil in your life? You would recall we discussed some of this in previous conversations. When were some of the first working experiences you’ve had and historically what role does work fulfil for you?

Interviewee: Work has always been security for me, I think that’s the primary thing – security and independence, self-sufficiency those sort of things. That’s been the
primary driver for work. It hasn’t always been meaningful; it hasn’t always been what I love.

Jacques: And how do you feel about work currently?

Interviewee: Awful. I think what started to happen for me, in myself and who I am, I’ve been growing in my awareness beyond security, survival, self sufficiency, independence, into a bigger awareness of things. And yet, I’m still in a job which I chose from a place of security. And growth, I mean I’ve grown an enormous amount, so it’s almost like I made choices from one particular mind-set and now my mind-set has changed, but I’m still in that job. So there’s something for me that feels very stuck at the moment, because I can’t see a way out yet. So I’m not quite sure how to step into a work situation which allows me to grow in a new way. And yet, I chose this, so yes, I feel pretty stuck. I’m very very frustrated.

Jacques: And if you could attach a few descriptors to how you think your mind-set changed?

Interviewee: Collaboration is the first word that comes to mind and collaboration on all levels. I wasn’t a great collaborator when I first started this job, and I’m thinking about Barrett – levels of consciousness, collaboration is more a level 5, and I was very much at level 3 in my own mind. Achieving, being the best, excellence, doing well, getting recognition, proving myself, being good at all the tasks. I’m beginning to see, that although it brought me some joy, it’s no longer the need that I have, my needs are changing, and I need connections, meaningful connections with tasks, with people in a way of more bountiful than doing very well. So that has changed enormously from not being able to collaborate in a way I would like to, creatively collaborate in this specific work context to express more of myself, other parts of myself that are screaming to get out, that previously weren’t screaming to get out, or I was only ignoring.

Jacques: That’s very interesting because one of the first things you’ve said, when I asked you about an ideal work day, was connection with others, so something about that does sound true and consistent. So the question there was how do you generally, specifically, historically and currently relate to work, so now I want to ask the same question about play: What role does play fulfil in your life, where do you find yourself playing? And I think we might be repeating some of the stuff from previous conversations, but let’s just give it a rehash.

Interviewee: It is interesting because last time we spoke was at the beginning of this break. If I remember correctly, and now I’ve had a month of no work, I’ve attended a conference with many playful elements in the conference, so I think now that play is essential. Oh my god how am I not going to do this and play, when I talk about play I talk about those elements being creative, making things flow, being spontaneous, expressing in different ways, not to only respond to tasks all the time. I’m realising that there was a huge gap in my life and I wasn’t playing at all. And now, I’m not saying that I’m playing majorly in the traditional sense of the word, but I’ve been looser with my days and with myself with demands, and not working has allowed me to really be. And it has become quite crucial for me to really be and to make, to really make stuff, I’ve been painting, and making boxes and mosaics, so naturally making stuff without being taught this.
Jacques: So can I ask you about those two things, it’s interesting that in our previous discussion there was a difference for you between creativity and play?

Interviewee: Yes, there was...

Jacques: …it seems like something has made you rethink that relationship?

Interviewee: I haven’t really thought about it, but maybe it’s the way I’ve been creative lately, it’s way more playful. It’s very intuitive, fun, there’s an outcome attached but it doesn’t have to look a particular way.

Jacques: You’ve mentioned two very specific things, and I find it very interesting, very pertinent to play. You said two things - I’m able to be, and I’m able to make. So if you take those two things, how does play help do you think?

Interviewee: It’s not demanding, it’s not constricted, and it’s not restrained. It’s open, and there’s space in play. It’s free and it’s safe. It’s open. it’s very open. And even though there’s an outcome there’s not an expectation.

Jacques: So the outcome is more an emergent thing, without the managerialism…

Interviewee: Absolutely! And there’s a framework: I am painting boxes, I know what I’m doing, but anything’s possible. It’s emergent exactly that.

Jacques: So at this point, we’re going to move to more specific stuff, but I just want to say thank you. You are fantastic to talk to about these things, and the reason I say that is in comparison to some other people I’ve interviewed, I really get the sense that they’re giving me “good answers”, like everyone loves their job and work from a very deep sense of purpose…

Interviewee: Lucky them!

Jacques: …and I just find your honesty encouraging. So we’re going to move to the specifics. The first thing is to think, just top of mind, about memory recall: What do you remember if you think about yourself as a participant of play-based activities? And even though you shouldn’t be restricted to things we’ve done together, it’s useful if it’s stuff from that play-day focus group, but it’s absolutely non-essential. What’s more important is that you recall it well and that you can speak to how you experienced it when it works, and your experience when it doesn’t. So let’s start with some memory recall. What kind of play events stand out for you? What can you recall about the last couple of years or the last year?

Interviewee: That day in particular, and the team building institute stuff we did where I was very participative, so that stands out. Those are the two main events.

Jacques: Ok. So let’s work on those two for a moment. What play activities do you remember about the purposeful play day we had last year?

Interviewee: Childhood objects. I loved writing letters to ourselves. I remember the friend and foe game, and the lunch off course.
Jacques: That’s quite funny as a lot of people remember the lunch. And it wasn’t even a specific activity. I remember the discussion about yogurt and what you do with the cover you peel off once you opened it up and [PersonB] went: “Absolutely, you take that stuff off and you lick it!” I also remember the streamers…

Interviewee: …yes, I had streamers all over me, I love streamers!

Jacques: Anything else from that day?

Interviewee: I remember the brown paper exercise, and the music.

Jacques: Just in terms of assisted memory recall there was also the “How Do You Connect with the Enterprise work” and then the role play where you spoke to someone and how you connect with work and how you first started and then you took their name tag and then acted that out to someone else and then a third person acting it out back to you. Do you recall that?

Interviewee: Yes, I remember that.

Jacques: The only other things from that day that I remember are the broken telephone activity, which was hilarious and we really laughed ourselves silly; And off-course the imaginary ball throwing.

Interviewee: Yes, we’ve done that so many times since that I actually forgot where it came from.

Jacques: What to you recall about the TBI stuff?

Interviewee: What’s common from all these activities is the physicality of the activities, like the obstacle course, the elbow-to-elbow game, shouting our names out, throwing balls, everything was very physical.

Jacques: Cool. Are there any play activities that you can recall over the last few years that you participated in?

Interviewee: The whole [VenueL] experience did not really work for me. There were things that I was worried about at first and I thought that they wouldn’t work for me, but they ended up working for me, like the cooking fish exercise at Dullstroom. I was really nervous about that and I thought: C’mon this isn’t really what I want to do, then I got into it. The spontaneous play that our team did was also daunting for me in the beginning, like playing volley ball, or pool, or trout fishing, I didn’t really participate in any of these activities.

Jacques: So what we’re going to do now is focus on one or two of those activities that stood out for you and what about it excites you, and you already mentioned some of that, like the physicality of the games you mentioned earlier.

Interviewee: Yes, and I hadn’t really thought about this, as usually when I’m painting it’s less physical. But the physicality and team nature, which I didn’t think I would like, I ended up enjoying a lot. And it brought out my competitive side, so the healthy team competition was absolutely great! I did not have to be a good girl, I can be nice, but I can also fight, shout and scream, take my shoes off and run around.
Jacques: That’s fascinating, so it really gave you an opportunity to break the rules…

Interviewee: …yes, and win!

Jacques: Although that wasn’t the top priority for you when we played the Soweto Amazing Race?

Interviewee: No, it was a fake kind of thing, the intension of the event, like the [VenueL] event. It felt strange, very weird as forced team building into an activity.

Jacques: So maybe that’s an example, like the [VenueL] event, of what play activities did not work for you?

Interviewee: The intent and safety of the event is always very important to me.

Jacques: So what’s interesting of those two events is that one was with our team, so you would expect it to be safe in theory, and the other activity was with a larger department, which might not feel as safe. So if you think of those two things, what is the commonality between them? And what are your experiences when asked to participate in those activities?

Interviewee: I think what is common is the stated intention of bringing people together, of learning new things, but what is different is the dynamics for sure. I think there were unspoken intentions of the Amazing Race that I couldn’t put my finger on, whereas with the team day we operated like a family. We were in it all together and we knew why we were there, so it felt very much aligned. With the Amazing Race, it was also an end-year function, so we were also suppose to celebrate, but we ended up spending most of our day with team building, and I just couldn’t connect with the stated intention.

Jacques: So did it feel to you if the stated intention was to celebrate, that there are better ways to celebrate?

Interviewee: Yes.

Jacques: So take me through some of your thinking processes if you can recall, when asking to participate in activities where the intention doesn’t feel right, what happens internally for you?

Interviewee: I become like a sulky, silent teenager.

Jacques: And what does it feel like to be in that space?

Interviewee: Oh my god, it feels like I’ve been dragged through a waste of a day. And it feels fake.

Jacques: So if you think of all the play that we’ve done it’s actually amazing what it’s done for our team process, but also how it surfaced in facilitation. How would you say your experience benefits from play activities like these?

Interviewee: I think as a person who didn’t really want to collaborate in the beginning, it challenged me to step out of my discomfort with participation, I could
let me hair down, reveal stuff, be wild and free. It helped break down my resistance, and to really connect with the team through these activities. It helped us to become a family.

Jacques: I think you’re highlighting experiences that are beneficial to you, but also in terms of collaboration, you indicate that it also has benefits to the team. So just to check with you, there were times where these things really benefitted you, but there were also other times, like the [VenueL] event where it didn’t work for you, where you were in a difficult or hectic space. So did it also help you when you were in a bad space?

Interviewee: It definitely helped during the first 6 months of training, where I was possibly in the worst state ever, where I could through play activities, feel part of a family and connect with people. But there were times in the past few years where it also felt like a burden, like the [VenueL] or Amazing Race events.

Jacques: When you say burden, does it almost feel like duty or work?

Interviewee: Exactly, because my boss said I must attend.

Jacques: And those are interesting examples of how play is turned into duty. There’s also something else that I’m picking up from you: When you started with our team, you were very much a loner, we know that you struggled to find an identity in corporate, and yet something shifted because, as you indicated, you started feeling part of a family. So I’m sure that there are many things that contributed to your integration, but what benefits did play offer to this process?

Interviewee: Through these activities you learn things about people that you would not have learned by sitting in a room and talking about content, like the pink panther story, and that helps me to connect and see people in a new way through informal interactions. It brings another dimension to relationships, which helps me to belong to the team.

Jacques: So as a side comment, there’s something in my mind that is happening culturally and socially where there’s an elevation of the informal: jeans in the workplace…

Interviewee: Yes, there is a paradoxical formalisation of the informal.

Jacques: Wow, yes, could be. But it’s also something about lightness being the new heavy. Just rebelling against heaviness and over-formality, and I think about the song from Pink, “Raise your glass”, and the phrase she uses in the song: if you’re too school for cool, like when you’re too formal to play. So there is something for me of informality being pulled into the workplace and being allowed. Would you agree? What is your observation?

Interviewee: In our workplace I don’t feel it. We don’t have a strict suit and tie culture, but certainly the mind-set is very military, very hierarchical, and you need to know your place. So at [CompanyXYZ] I’m not feeling it, but when I attended that conference recently, the setting was informal, we were at round tables, it was casual smart, it was buffet, and the theories themselves were all about things emerging,
positive psychology, appreciative approaches, open space technology and world café, so in the world beyond [CompanyXYZ], in the systems of thought there is certainly is a lighter touch on being part of the change process; more of an openness, humility, freedom for things to emerge, but in our work I feel like I’m fighting against khaki and boots all the time, and I know I’m being very stereotypical, but that’s [CompanyXYZ]. Our work is not that. So that’s why we have to formalize the informal, and have a jeans day.

Jacques: I sometimes wonder about how we need to prove our worth and seniority through seriousness. The more senior you are the more serious you need to be. Something needs to justify the pay-check, and it’s not playfulness.

Interviewee: No, and you will be told to be serious and not to be playful.

Jacques: On a different question, we also at the purposeful play focus group, considered the child-like nature and characteristics of play, and to think about the positive and negative connections with child-like play? For you what are some of the positive connections of child-like play? What would a younger you (child) tell an older you (adult)?

Interviewee: I’ve been thinking about this quite a lot since we last spoke. I think she would say: Be yourself. Don’t try to be something others want you to be. Wake up and paint more! And be in charge; don’t let others tell you what to do.

Jacques: Do you think this could add value to an environment like [CompanyXYZ]?

Interviewee: Energetically speaking yes, in the greater scheme of things yes, but currently what I’m seeing and experiencing at [CompanyXYZ], I don’t know. I don’t know.

Jacques: So it’s not necessarily being welcomed?

Interviewee: No, definitely not. There’s so much concrete to work against, to chip away.

Jacques: In a sense, it almost sounds like child abuse…

Interviewee: Well not to sound dramatic, but in a sense I feel like I’ve been abused by the system, I’ve allowed it because I chose it, so I’m not playing the victim here, but the [CompanyXYZ] system is very toxic to a person like myself. I’ve been told by colleagues, like two years ago, that they were waiting for me to leave, that [CompanyXYZ] was killing my creative spirit.

Jacques: As a facilitator, what are the things that are working, or that you’d like to pay attention to, or that you’d like to brief facilitators on in terms of fostering play in workshop contexts? In other words, if you had to brief an external facilitator to work with a [CompanyXYZ] group in playful ways, what would your brief, recommendations and tips be?

Interviewee: I would say that you really need to make the environment safe and really listen to what people are asking and needing, and choose your timing carefully, know when to challenge and when to push back, and to take risks and be very human
as a facilitator. Try stuff out and be transparent with the team and give reasons for why you’re doing what you’re doing, and if you don’t have a reason, say it. Allow people’s responses to be whatever they need to be. And if people ask you as a facilitator to do things that you are uncomfortable with, then say you’re uncomfortable, but try it. So take risks, be in tune, listen, be transparent, make decisions and be humble about them. And be in service of the group. Take responsibility of that service. And have a few tricks up your sleeve, like a few games prepared just in case.

Jacques: The one thing you said that strikes me, and is also quite different to other’s remarks, is the word transparent. Would you mind elaborating on that?

Interviewee: I think I’m putting on the participant’s hat again, but as a participant I would like to know why we’re doing what we’re doing, because that’s when play worked for me: when I knew the reason for the activity. And it’s also important that the person doing the activity is very much themselves, because as a facilitator it’s important for me to be myself. Not to make it about me, but to be authentic.

Jacques: Another question: in thinking about yourself as being a play worker, or someone who creates space for play, I’m wondering when in facilitating play, does play become a duty? When do you lose touch? What is your experience as a play worker?

Interviewee: Sometimes it has been a sense of duty. I’ve been very grateful when a co-facilitator who’s comfortable with playing effectively with teams, takes over with a specific activity, as I’m quite nervous about that. And maybe it’s because I doubt my own playfulness. I think it also has to do with growing as a facilitator or growing in my own playfulness, and my own perspective of what it means to facilitate. And not necessarily see play as a specific task or activity to pass the time like now it’s 11h00, so let’s play a game, but to be more playful in my way: joking with people, laughing, bringing a lightness, then it doesn’t feel like a duty, but rather a way of being with the team. It can be fun.

Jacques: So if you think about the amount of play that is present in your work and playfulness is it something that you feel is balanced, is it something that you want more of?

Interviewee: Definitely more of.

Jacques: So firstly, what could it possibly look like? And secondly, what would allow for that?

Interviewee: I think it could create the opportunity for me to be freer in the workplace, and I think that’s happening slowly, like I joke around more. It would look like me being more spontaneous, me being less task driven, more open, more fluid, lighter. And what would allow for that? It sounds so esoteric, but when I’m more surrendered, I allow myself not to try to control the things I can’t control, like work stuff currently.

Jacques: So the opposite of the second question of what allows that, would be what obstructs playfulness. What is your experience?
Interviewee: Being over controlling, worrying. And in that being safe helps, scope helps and choosing meaningful work helps.

Jacques: So what would you want to do with the balance of play in your work and in your life?

Interviewee: I would like to be more playful in life, and work is also life, and I’ve been going round and round in my mind about this: I cannot just see this as a job. I must find a way to incorporate this in my life, and find a different way to approach work, which has been my biggest struggle.

Jacques: I’m wondering since last year when we had the play day and in more recent conversations with your deliberate consciousness about play and playfulness, how this conversation has affected you?

Interviewee: It has affected me hugely: the conversation itself, the reflections. Obviously the experience needed to happen for us to have the conversation. The last discussion we had was huge for me as I realised that I don’t play enough. And that I separate play and creativity and that maybe, I don’t need to separate the two in my own life. And how I can be more playful as I am not very playful. I’ve been down in the dumps a lot, and that has been a big struggle, and maybe I don’t want to struggle as much anymore.

Jacques: So is play something you intuitively move towards, or find appealing?

Interviewee: Well, now that I haven’t been working, it’s been amazing to discover, and I can’t stop myself in a way. I am experiencing that when the restrictions I experience in the work place are taken away, I am very playful. And I’m very easy and spontaneous and I don’t get concerned about the small stuff.

Jacques: What I keep on reflecting about is what you’re experiencing when the restrictions are taken away: you have more energy; you can’t stop with the creativity and play. So I wonder how do you create work places that allow for people to feel that? How do we harvest the energy and intrinsic motivation of people for economic benefits?

Interviewee: This is what I believe: You have to do what you love. What is the biggest problem for me right now: that I can’t rebound as easily in the work place as I’m not doing what I love, and the environment is filled with restrictions. And only when the pressure is taken away I can do what I love. Let’s say I become an art therapist, there will also be pressures, worries and concerned, but I imagine that I would be a much more resilient, playful, spontaneous human being because I’m doing what I love.

**Interview with a client**

Jacques: Let's say a couple of things at the start sort of, just to set the scene and then I want to interview you on a few things in line with what we discussed on the telephone. And I would rather want to see it as a conversation not a question-answer, question-answer, because I think you get to more depth if we compare views and get into a conversation. So the conversation or interview would go from some general ideas down to some specifics and I will guide you into that with some questions. The
broader context and scene setting for this obviously relates to a study around play and play-based methods in a workplace context. For me the curiosity in being a facilitator and always having an interest in educational pedagogical workshop kind of stuff, even from when I was 17, the role of play, energisers and ice breakers and fun and humour and those things have always been, even if I read books or if I think about making a speech, those things always had an important role.

Jacques: And we actually find play in so many expressions in the organisation, so we arrange a corporate event and we ask [Comedian A] to go and do the keynote address or we go and we do quad-biking or the boys go and play golf together or we prank one another in the office or we make a couple of jokes or we have spring days or we have a barbeque like you guys did on 1 September. And so there’s many play related expressions that we find in the workplace, it’s everywhere around us. I became curious about how those things could help us working with engagement and working with our own well-being, but to frame this study I had to select an expression of play and obviously because of the focus of our work I selected workshop-based play methods, they are going to relate to workshops. So I am saying this so you have a sense of what are the phenomena, what is the kind of stuff that I am interested in, and just to give you a broad frame.

Jacques: So from the interview itself, I might need to make use of some comments, it would be anonymised and the data is confidential, no-one else will access it, so rest assured. With that and your participation is voluntary, and in line with this form, at any point you can say: “I don't want to go there.” It's by no means meant to dig into your very deepest secrets. That's not this research, there is research like that, and this is not it.

Jacques: So that deals with some scene setting stuff and if I can kick us off then I will start with a couple of general questions and then more specifically about workshops. The first general question I want to start off on a playful mode and ask you to respond to this question, if you could sketch a perfect work day, if the word perfect is too strong just a good work day, what does it have, forget about the play, forget about the stuff this study is about, what does that day have in it and what does it look like and feel like for you?

Interviewee: For me that work day is starting the day right, I start my day right with a quiet time where I do some reflection and that to me is important because that's who you are, it's down to the basics of who you are. And to add value I think to sit down and I sort of do that every day, I sit down and I take stock of the day and I say to myself what have I achieved today, what have I meant to somebody else, have I made a difference in somebody else's life today and that to me is important because that's what makes me tick, because if I make a difference in one person's life that person thinks differently about this organisation and thinks differently about the EDP of this organisation and feels that the organisation cares for them because who is the organisation, you are the organisation, so if I can make a difference for one person today then I can kick the block and say you know I have been successful I can go through, I can do all the set transactions, I can process all of that stuff, I can go through the budget, I can do all of that stuff but you know does it mean something, well it means something from a governance perspective but does it really mean something for me. You know it's part of my job and I must do it but what is really
meaningful to me and that's why I do what I do is because I can make a difference in people's lives and that's important.

Jacques: So just out of curiosity I could immediately sense that what you are describing sounds to me exactly like why you are in the job that you are in.

Interviewee: My job is not a job my job is my passion. So yes, I don't sit here and see this as a job. I don't sit down on a Sunday and get depressed thinking I've got to go to work on Monday morning. I actually look forward to Monday because it's nice to be here because I know today I am going to make a difference in somebody's life, maybe it's a big difference, maybe it's a small difference. I will give you an example, a guy phones me and he says to me that he started a Trust Fund for his daughter because she is 18 months old and she needs a cochlear implant and I said to him well take that money and give it to cancer research or someone else because the company will cover that for you. The guy was in tears but he is thankful and he said: “You know you have made a difference in my life today.” I have given him hope where hope is maybe seven or eight or nine or ten months' time when he has collected R500,000 for a cochlear implant for his daughter and I have made a difference in his life. So when he goes to work today he doesn't sit at work and think about how am I going to collect this money he can actually go and focus on his job which makes this place a better place.

Jacques: Yes, that's great. The one thing I wonder, and again just purely from curiosity, I can't imagine there's a shortage of events or incidences where you feel like “Hey I've made a difference to someone.” But I wonder if there is not an abundance an over-abundance, too much, too much emotional drain for you in terms of making that difference?

Interviewee: I must tell you I can use psychologists who is here who I counsel, I don't sit with her very often I just go and sit with her and talk to her because sometimes you do need to see the folks and I have now said to my team you have to, I am telling you now you are either going to go and make appointments on your own to go and see a Psychologist or I am going to do it for you but you have to because we also deal with ugly stuff, we deal with the incidents, I mean we had work with the [PlaceABC] incident and we watched them pulling bodies out of the dam and we had to support the employees to make sure that the Counsellors are there, so my team also needs that because you deal with the deaths, you deal with suicides, you deal with the bad stuff as well. So it's not just the nice stuff, it's the bad stuff you deal with it as well and you need to deal with the people that you have got to make it work and what's nice for me to bring structures to roles. Because, if you go and have a look at the shut down that they are busy with now there are about 5,000 odd different activities in the shut down and I wonder how. I was with one of the expert teams and I said to him you write down on a post-it what you do to maintain your most important assets and I sort of looked at him and I knew the answer because they can't.

Jacques: It's not important to them.

Interviewee: But you know we are starting to change that mind set. I just came from the [CompanyXYZ] Exco team last week and they are now going to put wellness as a standing agenda on the Exco so we know that we are getting there, we are getting there we are starting to talk to these guys and they are starting to see the advantage of
Jacques: That's great to hear and we could spend a lot of time on talking about both how great the fact is that there is that shift but also where it comes from, a larger ethical responsibility on top of profit-driven responsibility and various different things. I think that's the broader context for a study like this that brings wellness into focus as well. But to get us a little bit more focussed the same question that I asked earlier around imagine a perfect work day think about taking your team to a good workshop or team event, describe that to me and describe the elements and what would you personally want to see.

Interviewee: You know the perfect team event is we have fun, in our team we have a huge amount of fun so we are not a stressed out. We are very relaxed in our meetings, we joke we laugh, but a nice session for us would be we go to a place, it could be here it doesn't have to be somewhere else. I think people always make the mistake of saying let's go offsite, it's better. We had a session last week where we sat down and you check in and you make sure everybody is on the same page, everybody is okay and you start working on an issue and you get it sorted and what's nice for me about a session like that is everybody contributes there's nobody that's holding back. There's nobody with a hidden agenda because everybody understands that the sum total of all is the best and everybody contributes.

Interviewee: And in fact, sometimes you have got to tell people to hang on a bit you know, let's just understand what you are saying here before you move on to something else. So you have still got to guide them, but it's about saying: “Here's the problem definition, this is the objective, this is where we want to go to and actually getting to that objective,” and actually getting to that objective without stress, without strain, without issues because you can get to that same objective in a very different way where people don't enjoy it, where people feel like they have been cross-examined, where people feel that you know this is a bit of a kangaroo court. When the guys are in their session they are relaxed they are comfortable with each other and they know that we are there for each other, we look out for each other and that's what is nice about our team and that's what makes our team efficient.

Jacques: I am venturing a little bit of script here but part of what you are mentioning sounds a lot like in development studies as well as in play studies, there is this concept that they call managerialism. So when we become over-managed, it's as if it's self defeating versus where you sometimes just allow something to not be over managed, to not be over-controlled and you are talking about reaching the objective but it does so without the kangaroo court, without the strict sense of managerialism.

Interviewee: I said to my people they are in a professional structure, but they report to me so [ColleagueB] and I have agreed that that's the way that we are going to do it for the next year at least. And I said to them you know what I don't want to know where you are everyday, I don't want to know what you are doing, if you are going to work from home today that's cool you work from home because you don't have to be in the office all day to do what. You are doing you don't have to be. In fact, I don't want to see you in your office because if you are in the office you are not with your
clients, but if you need to work from home that's cool. Just drop me an email and tell me you are working from home and I am comfortable with that. I don't check them up, I don't monitor them because I know I meet with the Exco team, doing the visits so I very quickly will find out if our people are doing their work or not. So I will monitor them through a different way but I am not going to monitor them through saying “give me a time sheet, I want to see what you did,” because that defeats the object. You know that whole thing about respect breeding respect, you treat people with respect and you show them you trust them people will actually deliver more than what they would normally in an environment where they are strictly controlled, where they can't move left or right, if they go to the toilet they are being asked why. And it works very well for us.

Jacques: It sounds like an encouraging and inviting leadership style.

Interviewee: And it's about, you know, where you are. And we trust each other and they are professionals and they are responsible and know what they have to do. And I am not going to ask them if they have done what they have to do. I will find out because you find out, and then when it comes back to me and [ColleagueB] says to me the red team and the wellness team scored the best with the client survey. So that to me is feedback, so now I know my guys are being effective because, if the business is saying these guys are doing a grand job, then they are doing their job. Then I don't have to monitor them in that manner.

Jacques: That's encouraging. One more general question and slightly playful, complete the sentence: “I know I am working when ...(dot dot dot),” and try to find as many expressions as possible.

Interviewee: I'm enjoying what I'm doing, it's fun, I am making a difference, I can have empathy with people and I am making a meaningful difference.

Jacques: Great, that's a very positive expression of work. I commend that attitude. The universal expression of work is not what you are saying now. “Sometimes I know I am working when I am obliged to” is a typical thing to come up, so it is encouraging. For some more freewheeling, let’s continue. “I know I am playing when...”

Interviewee: I'm having fun and I'm relaxed I'm with my family and I'm with my colleagues at work because we have great fun. This team that we are in, you can always walk around our corridor there will always be somebody laughing and people having fun. But we support each other, we work hard and we support each other in work as well, and that's nice. And I ascribe that to the leadership of the team, [ManagerR] does fantastically and she is somebody that gives you guidance, she is somebody that gives you space because she uses initiative.

Jacques: So when you hear the title phrase of my research 'Play at Work', those two concepts are almost opposite concepts thrown into the same space, what do you personally make of it? And I acknowledge that you have already hinted towards some of the answers, but what do you make of that phrase 'Play at Work'?

Interviewee: Yes, I think it can enhance productivity; it takes away the whole fear factor because a lot of people are under huge stress today. And you just take
functional restructuring as reduced resources across the business and when I look at some of my actual colleagues, I can physically see the strain on their face. When I look at the HR Managers that are working and I know they are not having fun. And if you are not relaxed at work, if you are wound up you are going to fall over, you can't focus properly, you can't think properly, you can't. In this role that I am sitting in where you have got to think strategically if you are wound up and you are stressed you are thinking of problems you are not thinking of the future because strategy is about the future, you need to be in a relaxed environment and that's what we have here and that's what's so nice because you are relaxed, and your manager is accessible, I can go to her office at any time and say I've got a problem help me. She will drop everything and she will help me. And you can actually differ with her as well, that's fine as well, you can differ with her and she is cool with that and she is not going to use it to victimise you later, you know your manager has got your back and that's important.

Jacques: That's great. It sounds to me like when you describe work and from the comments you made, it sounds to me like the fun factor, the lightness factor, the jovial factor is very much part of your definition of how work should be done, it is not we work and then after work...

Interviewee: Yes, because you spend so much of your working day at work, if it's a schlep, you must change your job. You must go somewhere else, and you need to go and find what is going to make you happy, what's going to fulfil you and you know money isn't fulfilling, money is an enabling factor but it is not the driver to want to do more, to want to do better and to want to make a difference. And I think that's what work is truly about. It's that stuff, it's coming here and being relaxed and I can be myself, I don't have to pretend I can just be myself.

Jacques: Yes, I think that's an important idea, I will try and touch on this...

Interviewee: And honesty I think that is what is so nice is honesty and having a manager and a team that says “thanks, great job, thank you very much,” showing appreciation. That is incredibly powerful.

Jacques: Thanks. This is great stuff and we will touch on this more. Let's quickly take our minds towards workshop settings and play-based methods. Before I ask some specific questions, let's do some memory jogging. We don't have to restrict this conversation on the work I did with you guys, but let's use that as a point of departure. So in the workshop I did with you over the three days, there were a couple of very specific things that one could categorise as play and play-based or play-derived methods. What of that do you recall and what would you say was play or playful about the work that I did with you guys?

Interviewee: No I think that the painting stuff was quite nice that whole bandana thing and it made you think you had fun while you were doing it but it made you think really actually how to explain to other people what you were doing so that is a different way of making people think. The holding hands thing where we had to unbundle it caused a huge amount of stress for you because you've got a very big personal space so that was very effective because you had to think about what you were doing and you don't normally get that close to colleagues where you are in that situation where you are holding their hands, where you are touching them, we are not
a society where we hug and touch people and I see the kids of today do that but you
don't do that at work and that to me was quite stressful but it worked well. And even
that piece of paper that we had to draw on it just makes you think differently, you
think at a different level because you think you are going to go into a session where
you are going to sit down and talk about some serious stuff, we're going to talk about
strategy, we're going to talk about where we're going and then all of a sudden we're
doing these things and it makes you relax, it relaxes you and it gets you in a different
frame of mind, I am an Accountant so I am quite analytical so it gets the other side of
you going, it gets the reactive side going and it makes you think a little differently
about stuff.

Jacques: So if I could, and you have now given the exact answer, I just want to draw
you one level deeper in terms of detail. If you think of one example of a play
expression in a workshop setting that really worked well for you, and one example
that doesn't sit well, and I think you have already said that the drawing worked pretty
easily but the touch was difficult, let's take the one that works well, let's explore how
that makes you feel if you participate in that. So think about the drawing exercise.
And I think you have already hinted to the answer but let's just be more pointed and
think of some emotional words that you attach to that.

Interviewee: You know when you draw stuff like that it gets down to the core of who
you are so you are sort of revealing your own deepest inner feelings to people and it
challenges perception. Because I know [ManagerR] from work I know [ColleagueE]
from work and [ColleagueK], I don't know all of their family lives, I don't know what
they do after hours. People reveal something of themselves and even that exercise
where we stood in a circle and we had to talk to each other like giving feedback that's
in a way it is fun but it is also quite stressful because you have really got to think of
what you are saying to someone and you have got to think very, very carefully
because once you have said something you know if you say something it is out there
and you can never ever retract it and the lesson you learn out of stuff like that is be
careful what you say and how you say it because you can really hurt somebody so
badly with words and you can never retract them, sorry doesn't take it away and you
have really got to think about it. And that drawing stuff as well when you have drawn
something it is there you know. So what does this mean to you, what does it mean to
me and how do I explain this to somebody else. So it's about really taking something
that is your real deep inner feeling and explaining that to strangers essentially and
opening that up, and when you can do that it makes the learning from the group much
better because everybody is vulnerable, everybody is exposing themselves and
through that it makes the team more cohesive because now you understand where
some people are vulnerable and you understand something about other people, you
understand about their thinking and how they think. I mean I looked at [ManagerR]
thing it's still there in her office and every time I look at it it's complex because she's a
complex person! She's a very complex person and it speaks absolutely to who she is.

Jacques: So let's think a little bit, and I want to recall something I heard you say
during the session, and maybe elaborate a little bit. I heard you expressing a
reservation around drawing as well that somehow one could look at it and someone
will psycho-analyse it and it's sort of exposing. So I heard you say that, and I can
think that there are other places and spaces. Like when I asked you guys to hold
hands and you have some personal space, or when we do quirky meaningless things,
like putting up your hand into the air and bringing it down to your knee and saying “yeah baby.” The question I would want to ask is if you remember some of those things, when do you have reservations about play and what is happening in your mind when you express those reservations?

Interviewee: I'm very reserved and private about who I am so it's very difficult for me to share with other people who I am and what I do. I don't like it so I have got reservations, and that “yeah baby” thing makes me uncomfortable, there's nothing wrong with it but I'm reserved, I am quite reserved.

Jacques: Feel free to criticise, I am very interested in what you are saying.

Interviewee: I'm very conservative so I mean you won't see me in anything else but a dark suit and a white shirt, I just wear white shirts if I wear ties, so I am conservative. So that stuff, I sometimes have a problem identifying with. What has this “yeah baby” thing got to do with the work, I struggle to bring those two things together. But I do understand that if it makes a lot of people it relax, and a lot of people are very enthusiastic when they do it, and you know it's fine. It's whatever floats your boat. I accept that and I will do it but I am a little self-conscious when I do stuff like that.

Jacques: Yes, I mean I identify strongly with you I think my examples are different, I recall participating in a session that [ColleagueM] facilitated for us where he asked us to dance.

Interviewee: You see I would walk out of that session.

Jacques: Then he asked us to dance like no-one was watching and I was looking at the people around me and I was recognising that you know, these people are finding expression and it's like when you say whatever floats your boat, these people are finding expression and finding release and relaxation and fun. I'm not! And it's stressful and what happens for me in that instance, this interview is not about me but I think it is useful if I reflect on my own experiences, there is someone watching and that someone is me. I look and I think: “Jacques you look stupid!”

Interviewee: Absolutely, absolutely that is absolutely how I feel. I mean if somebody had asked, because I can't dance, so if somebody had asked me to dance that's it, that would have just been the end of it. You know we did a session with diversity and we had [FacilitatorR] facilitating it...

Jacques: A music-related thing?

Interviewee: Yes, and it was, I mean I have got no rhythm. I don't have rhythm, that's why I can't dance. So now, I couldn't beat these things and it just stresses me out so badly that afterwards, I sit for half an hour thinking what a total asshole I was and you don't focus on the rest of the session. So I think the stuff can be good but it can also be destructive. I think it depends what you are comfortable with and I think the session that you did, and it's sometimes good to stretch your comfort zone to challenge it, you have to challenge your comfort zone otherwise you will never, that's when you change. You don't change when you are in your comfort zone. You change when you have been taken out of your comfort zone. You learn when you have been taken out of your comfort zone, and that's where your session I think was
valuable to me. Because you took me out of my comfort zone, but you didn't take me
that far out of my comfort zone that I felt this is really very stressful, where if you do
the music thing or the dance thing, I mean that would just be the end of it.

Jacques: And also if we only do that, it starts taking on a specific quality. If the
whole session is about dancing, or the whole session is about music, then it takes on
an interesting quality. There is one more specific question that I want to ask you. You
mentioned vulnerability a couple of times and I think that's a very poignant
observation is that when we play there is vulnerability.

Interviewee: You see if you play you relax then the facade goes away and that's why
I have worked through the years. I have fun out of it because I don't have this facade.
You don't have to have a facade, you can be who you are. I have seen so many guys
in meetings, I have walked into some Exco meetings where you can see that
everybody has got this facade on, because these guys are in absolute fear of losing
their jobs. You can actually feel it. It is tangible. And if you have fun, you are
relaxed, you can't have fun and be stressed, those two things don't go together. If you
have fun you can relax, if you are relaxed you are who you are and you don't have to
put on a facade, you don't have to put on a show for the rest of your team.

Jacques: And what are the benefits?

Interviewee: Well, the benefit is if you are relaxed and you are thinking clearly, you
are thinking coherently. You can add value, you are not going to make impulsive rash
decisions, you are not going to act in a controlled way that everybody expects you to
act in because, I mean, then we can take everybody, clone everybody and just put
androids down here and make them do whatever we want. And that's what makes us
unique and that's what makes organisations so strong, is if you have got a diversity of
people of different cultures, different backgrounds, different levels of intelligence,
that's what makes an organisation strong. Because it doesn't help if you have 28,000
rocket scientists. You need somebody that is going to get the [mining material] up
from the ground. I am not saying that miners are naturally stupid, but you need
somebody that can do that job too, that can do monotonous jobs and you need
somebody to clean the factory floor.

Jacques: Exactly. Different work places, different values.

Interviewee: And that's what makes the organisations strong. People must be able to
have fun at work and I think that's something that lacks in this organisation. I don't
think we have enough fun. I think we are far too serious and I think we are far too
serious in this building. And I mean, [SeniorManagerJ] is a fantastic example. He is
happy, he walks around and cracks jokes and he’s great to work with. Because he
will come into my office and he will sit down here and crack a joke with me. And
you are more relaxed with somebody like that than somebody that is just business,
who walks in and just talks shop. Because then you act that way and you just give the
answer and off they go. We sometimes, in a relaxed conversation, I sometimes get
more out of my team in a relaxed conversation. I hear more what they are saying to
me and they share more, and that's when you really understand what's going on in
people's lives it's when they actually share that thing.

Jacques: So when you think of...
Interviewee: Because it's a safe environment.

Jacques: A lot of the things that you are describing has to do and can be seen as the benefits of play in a work setting or in an interpersonal setting. But if you just think of experiencing some of those play things, from the holding hands to standing in different shapes in terms of representing the team, to painting and you almost watch yourself from above like an observer or you think back, what are the benefits to you personally, not in relation to other people but just to you personally?

Interviewee: It took me out of my comfort zone and it challenged me. You know, when you've got to go and stand over somebody in a specific way, you are getting very, very close to your colleagues, and it takes you out of your comfort zone, and it makes you think it makes you think about who are you in this team. Because here's a whole lot of people who...are you as an individual in this team more important than the team, or is the team more important than the individual? And I think the whole thing about the hands and getting in a tangle was the team is far more important than just the individual. So you do have insight, because this is about the team, and it brings you closer to your colleagues because you are very close to your colleagues!

Jacques: That's great. I want to ask two specific questions that are more difficult because it's more theoretical, and I want to test your attitude and perspective about those two things. The one thing has to do with the fact that play is associated with children. When we talk about children, there is often a positive expression of childlikeness that we call childlike and there is sometimes a negative expression that we call childish, how would you distinguish, when is something childish and when is something childlike?

Interviewee: Childlike is very naive and it's a very spontaneous type of thing because children are impulsive they do stuff and it can be impulsive. Childish is a little different childish talks to spite, childish talks to going to a colleague now and cracking jokes with her when her father-in-law has just passed away. You don't!

Jacques: Yes, out of place and at the wrong time.

Interviewee: It's about saying the wrong things in the wrong places, it's stuff that you do in bad taste and a lot of the stuff that is done under the veil of being childish I think is done intentionally because people want a reaction and it says something about your emotional intelligence.

Jacques: So it could be provocative, it could be spiteful.

Interviewee: Yes, but it's not positive. I don't think childish is positive. Childlike could be positive because that's impulsive, that's spur of the moment things not intended to shame people, shock people and it's about being natural, being honest because kids are honest.

Jacques: Honest, natural, fantastic now if I ask you this question thinking back on the play day not the work shop where there were play elements do you think play succeeds to tap into a younger you, a more naive, less controlled, do you think it succeeds in doing that?
Interviewee: Maybe less controlled, I don't think naive because I think I am quite street wise, but you also know where to stop and when not to you know, you sort of know where to go and I think that is something you have got to acquire. When do you carry on with something and when do you stop with something. Because there is also a time when it can get irritating, so it's about timing. Absolutely about timing, and there is a time to be very serious too because work isn't just about all the jovial stuff. There is some serious stuff in the job as well so that's stuff that you have got to take cognisance of.

Jacques: Do you think there are benefits that a child, your inner-child, could bring to your work?

Interviewee: Yes I'm young at heart, I'll go and roll around in the grass with my kids and they can bury me on the beach and that type of stuff. So I'm very much in touch with my children and they are young, so that does keep me young, because you have got to be able to relate to them on their level. Because you can't always relate to them on a parent level because they just don't understand it, so you have got to get down to their level you have got to relate to them. But I am quite young at heart.

Jacques: And that's important to you?

Interviewee: And I'm not that conservative, I'm conservative in a sense, I'm conservative about a lot of moral stuff but I'm very liberal about the secular stuff and I think that keeps me quite young.

Jacques: A quick curiosity question, for parents, I am not a parent I have a whole bunch of nephews and nieces and stuff, but does play become a duty for parents in your experience?

Interviewee: I think for a lot of parents play is a duty because they are so stuffed when they get home from work then they have got such stress when they get home and the kids want to play that they will sort of go and do it but they really don't want to they actually just want to sit there and veg.

Jacques: And to you?

Interviewee: You know, I exercise a lot so I think my energy levels are a lot different. Sometimes it is, it depends if I've had four hours of cycling and my son wants me to come and play rugby the answer is definitely no but I will mess around with them and we play and do all sorts of stuff so, it's different with my daughter. My boy is very different and he wants to play marbles and run around and do stuff but my daughters are very different. They are 12 and 16 now, so they are sort of getting a little older and they don't necessarily run around and play and stuff they would rather come and sit next to you and cuddle and stuff like that.

Jacques: Yes and it becomes more social play, we play with ideas, we joke, we read fiction, we watch a movie together or whatever. One more question that is somewhat theoretical, and then I just have a few reflective questions about this process. Let me ask it another way. If I use the phrase "think with your senses and feel with your mind", I heard Prof Johan Coetzee use it to emphasise sensory experiences, what comes to mind for you. "Think with your senses feel with your mind?"
Interviewee: That's about really getting in touch with somebody and being familiar with them or with something, it's about almost being able to smell flowers, physically smell it and almost touch something with your mind. To be able to think about something in such a way that you connect with it, it becomes concrete you know. It's very intense.

Jacques: You see because the question is that in our workplaces we often relate from your mind to my mind and become talking heads, you know. It's like your thinking and my thinking, that's how we connect, we connect on thinking and speaking. And what play does, is it involves senses to start working with, and it involves our bodies so we start running around, we touch, we bump, we do things. And the question is, does that help us to embrace something a little bit more wholesomely? Is that appealing to you, or is it just that uncomfortable thing because we are not used to it?

Interviewee: I think it has a place, not all the time but I think it does have a place. Because you are getting in touch with your colleague on a different level and it's not about just talking about the work or work concerns. It's about something different. It's about yourself and watching people be creative tells you something about them as well. So you learn to understand other people better and that's what it does. And it drops your guard because you know when you are in a playful situation your guard has dropped so you can actually be who you really are you don't have to try to be somebody that you are not.

Jacques: Two quick reflective questions. I heard you earlier say that you think of this office and you think of play and playfulness at [CompanyXYZ], and you think we are not doing it enough. There's an over-seriousness in our organisation, and I also heard you say a few times that in your team and in your work space that it's important, and that you find plenty of opportunity to bring the jovial, the fun, the light, the relaxed bit into it. So if I asked you, I think you have answered me but let me ask, would you want to do more of play and playfulness in your circle of influence? Would you want more play, or are you satisfied with the level that you are currently engaged in?

Interviewee: It depends on the situation, it's going to depend on every situation. You know, the more people enjoy being at work and the more fun they have at work, the more they are going to want to be at work. Because a lot of people's lives out there are very busy. Very busy! If you think of the amount of abuse that goes on, and I could tell you in this head office environment, there is most probably, 30 percent of the women in this environment are abused. If you can make work fun for them and you can make it safe for them in this environment, then this is where they want to be, and in a non threatening way. And they will add so much value because this is where they will want to be, because you don't want to be in an environment where it's hurtful and where you are stressed all the time. It's not nice to be in such an environment. And I sometimes think we could get much more out of our employees by being a little more laid back. I am not saying we mustn't hold people accountable and responsible, but you know what, allow people to make mistakes, to not punish them because we have that culture of punishment. There's an incident, we need to find the culprit, we need to punish them.

Jacques: Exactly and that has an interesting consequence.
Interviewee: And that's wrong. It's wrong because people will bring much more to the table if they are relaxed and if you are relaxed you have fun.

Jacques: Great! Anything you want to say at the end? What’s on your mind now that we have spoken for 50 minutes about play?

Interviewee: It makes me reflect, it makes me reflect on the session that we had and it makes me reflect on how I interact with my colleagues. It makes me think of how I interact with my team and with the Business Unit and what I must do as a Manager is, I must create an environment where people feel safe, where people feel relaxed, where they can crack a joke if they want to. They can laugh, they don't have to sit there with their stern faces all the time I want them to be themselves because if they are themselves we can do anything. We will move mountains and they will do it with a smile on their face and it won't be an issue. And you can ask so much more of those people than you can of stressed people and it makes you think of how you can maybe do things differently to continue having fun in the work place because you have to have fun in the work place, it's very important. Also, I am not going to do the facade thing to make people happy. This is who I am. You either accept me as I am or you need to move on. I am not going to make, life is too short to make yourself unhappy. There are too many people in this world who are unhappy and I think we need to go out there and change the perception. We need to make people smile and be happy and be fulfilled, because I think there are a lot of people walking around there who aren't fulfilled. This is a job to them it is not a passion, your job must be a passion.
APPENDIX D: SAMPLES FROM QUALITATIVE ANALYSIS

**Associations with work:**

- challenge
- stimulation
- connected
- enjoyment and fun
- make a difference
- independence
- passion
- vulnerability
- make stuff

**Associations with play:**

- fun
- connect
- lightness
- weekend
- children
- more play!
- children
- balanced life
- excitement
- relaxation
- laughter
- vacation

**Benefits of play at work:**

- creativity
- bonding
- perspective
- drop our guard
- engagement
- symbolic learning
- break down barriers
- level playing field
- learning
- introspection/insight
- stress relief and coping
- social understanding
- team understanding
- create a motivational climate

**Reservations regarding play at work:**

- look stupid
- what's the point
- not good at it
- participative safety
- waste of time
- not safe
- reserved/conservative
- personal space
<table>
<thead>
<tr>
<th>Issue</th>
<th>Candidate 1</th>
<th>Candidate 2</th>
<th>Candidate 3</th>
<th>Candidate 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>I know I'm working when… (reveals some attitudes to work)</td>
<td>service; make a difference; passion; enjoyment and fun; connect;</td>
<td>make a difference; fulfilment; enjoyment and fun; contribution; achievement; independence; challenge; stimulation; make stuff; interference; interruption and interference;</td>
<td>duty; give-and-take;</td>
<td>passion; make a difference; value add;</td>
</tr>
<tr>
<td>I know I'm playing when… (attitudes regarding play)</td>
<td>fun; lightness; humour; creative; compete; laughter; vacation; more play!;</td>
<td>means to an end; stimulation; children; vacation; fun; humour; laughter; more play!;</td>
<td>children; weekend; balanced life; enough already;</td>
<td>fun; relax; humour; connect;</td>
</tr>
<tr>
<td>Play balance?</td>
<td>more play;</td>
<td>more play;</td>
<td>enough already;</td>
<td>more play;</td>
</tr>
<tr>
<td>Expressions of play</td>
<td>subvert;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Play-based methods that worked</td>
<td>creative arts play; interactive play; narrative play;</td>
<td>creative arts play; interactive play; physical play;</td>
<td>physical play;</td>
<td>creative arts play;</td>
</tr>
<tr>
<td>Benefits associated with play</td>
<td>stress relief and coping; bonding; learning; team understanding; creativity; introspection/insight;</td>
<td>shared memories; perspective; bonding; break down barriers; symbolic learning; reduce negativity;</td>
<td>bonding; social understanding; stress relief and coping; create a motivational climate;</td>
<td>create a motivational climate; stress relief and coping; bonding; creativity; team learning; drop our guards; introspection/insight;</td>
</tr>
<tr>
<td>Play-based methods that didn't work</td>
<td>analysis in play;</td>
<td>physical play;</td>
<td>relaxation play;</td>
<td></td>
</tr>
<tr>
<td>Reservations about play</td>
<td>what's the point; look stupid; transparent intent; not safe; not good at it;</td>
<td>what's the point; personal space;</td>
<td>waste of time; too repetitive; not good at it;</td>
<td>look stupid; personal space;</td>
</tr>
<tr>
<td>Facilitating more effective play</td>
<td>transparency; link to learning;</td>
<td>balance structure and play;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inner-child reflections</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Holism and sensory aspects reflections</td>
<td>personal space;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other ideas / unique perspectives</td>
<td>What works for Karin is to tell stories through play, and to connect through that</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Consolidated analysis from interviews (continued)

<table>
<thead>
<tr>
<th>Issue</th>
<th>Candidate 5</th>
<th>Candidate 6</th>
<th>Candidate 7</th>
<th>Candidate 8</th>
</tr>
</thead>
<tbody>
<tr>
<td>I know I'm working when... (reveals some attitudes to work)</td>
<td>interruption and interference; enjoyment and fun; challenge; earn my bread and butter; satisfaction; make a difference; enjoyment and fun;</td>
<td>creativity; enjoyment and fun; connect; challenge; growth; stimulation; make a difference;</td>
<td>independence; accomplishment; satisfaction; enjoyment and fun; earn my bread and butter; stewardship; make a difference; interruption and interference;</td>
<td>independence; connect; duty; security; make stuff; connect;</td>
</tr>
<tr>
<td>I know I'm playing when...(attitudes regarding play)</td>
<td>children; friends; casual; more play;</td>
<td>fun; lightness; connect; creative; carefree; good balance;</td>
<td>children; silly; laugh; relax; fun; more play;</td>
<td>be; connect; creative; relax; lose sense of time; childlike; casual; more play;</td>
</tr>
<tr>
<td>Play balance?</td>
<td>more play;</td>
<td>good balance;</td>
<td>more play;</td>
<td>more play;</td>
</tr>
<tr>
<td>Expressions of play</td>
<td>naught;</td>
<td>interactive play; physical play; narrative play;</td>
<td>physical play; interactive play; whacky play;</td>
<td></td>
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<tr>
<td>Play-based methods that worked</td>
<td>physical play; games;</td>
<td>physical play; interactive play;</td>
<td>stress relief and coping; break down barriers; level playing field; symbolic learning; introspection/insight; team understanding; bonding; learning;</td>
<td></td>
</tr>
<tr>
<td>Benefits associated with play</td>
<td>level playing field; social understanding; symbolic learning; introspection/insight; bonding; creativity;</td>
<td>holism; creativity; engagement; social understanding; stress relief and coping;</td>
<td>bonding; level playing field; stress relief and coping; engagement; creativity; learning;</td>
<td></td>
</tr>
<tr>
<td>Play-based methods that didn't work</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reservations about play</td>
<td>look stupid; participative safety; not good at it;</td>
<td>what's the point; time to be serious; exposing; no choice;</td>
<td>no choice; participative safety; what's the point; transparent intent;</td>
<td></td>
</tr>
<tr>
<td>Facilitating more effective play</td>
<td></td>
<td></td>
<td>transparency; risk/experiment; sensitive to participant needs;</td>
<td></td>
</tr>
<tr>
<td>Inner-child reflections</td>
<td>energetic; no level; honesty;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Holism and sensory aspects reflections</td>
<td>intuitive;</td>
<td>holism; touchy/feely;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other ideas / unique perspectives</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Her expressed desire to have a slow day in order to connect to task and self; Fascinating that as a person who gravitates to Creative Arts Play, reports back on physical, interactive and whacky play</td>
</tr>
</tbody>
</table>
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APPENDIX E: SCIENCE IN REALITY

This humorous depiction, briefly discussed in Chapter 5, was obtained from http://electroncafe.files.wordpress.com/2011/05/sciencerage.png.

Part A: Public Perception of Science

(continue on next page)
Part B: Science in Reality

??
Hmm I wonder if...

Start

Do science

Find out someone already did this

Mehn deleted calibration

Hmm not quite going as expected...

Amazing results

WTF is going on?!

Results turn out to be bullshit

Thinking

Wait, no it doesn't

Hmm, that's funny

Oh hey, this makes sense!

Sweet, maybe I can publish this!

They figured this out 50 years ago

Go back to Start

Challenge Accepted
APPENDIX F: INFOGRAPHICS AS PLAYFULL ANALYSIS AND REPRESENTATION

The below example of an infographic for the Psychology and Sociology of Angry Birds were obtained from http://www.adverblog.com/2011/09/12/the-psychology-of-angry-birds-infographic. The growing trend of inorganics represents a playful and creative medium to both analyse and represent data. Currently, the method is applied more in quantitative representations, where as qualitative analysis still have some way to go in terms of embracing more playful approaches to analysis.
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APPENDIX G: EXAMPLE OF INFORMED CONSENT

Study: An autoethnographic exploration of play at work
University: North West University
Degree: M.Com. Industrial Psychology
Researcher: Jacques Kruger (contact details removed)
Supervisor: Prof. Johann Coetzee (contact details removed) Prof. Willem Schurink (contact details removed)

Dear participant,

I am conducting a study on play within the workplace and want to thank you in advance for agreeing to participate. I provide some more details below to help you understand what participation entails.

Nature if the Study
This study, titled “Too busy not to play: an autoethnographic study of play at work”, is about play, playfulness, and play-based methods. The research is aimed at investigating the benefits of play to our work and our workplaces, specifically in relation to our well-being at work.

Furthermore, the study is autoethnographic, which means that my own first-hand experiences form the primary data source. However, “no-one is an island”, and while studying my own experiences, I constantly find myself woven into a web of interdependence with others. Your perspectives and experiences therefore provide an important additional angle the data.

Impact on you
To contribute to this study, you will be asked to participate in a semi-structured interview. Your perspective and experiences will then be anonymously incorporated into the final report, together with similar views from other participants.

Although this interview is not aimed at being a stressful or confrontational experience, it does require a degree of personal reflection and sharing. According to my knowledge and in terms of my intentions, there are no legal or psychological sensitivities involved in this research, and utmost care is taken to ensure that it does no harm. At the same time, the interview hopefully could also be an insightful to you, and I sincerely trust that it will therefore be mutually beneficial.

Privacy, confidentiality, and voluntary
In order assist me with capture and analysis of the interview, it is convenient to record the experience in as much detail as possible. This will include written notes as well as an audio-recording. All data gathered in this research process will be kept completely confidential while anonymity is assured, unless otherwise stated. Furthermore, Participation in this research remains completely voluntary and you have the right to withdraw your participation at any stage.

Please feel free to contact my study-supervisor or me if you have any further questions regarding this matter.

Friendly regards,
Jacques Kruger
Informed consent form

Study: An autoethnographic exploration of play at work
University: North West University
Degree: M.Com. Industrial Psychology
Researcher: Jacques Kruger
Supervisor(s): Prof. Johann Coetzee
Prof. Willem Schurink

This agreement serves to confirm that I, the undersigned interviewee, understand the purpose and nature of this research, and give informed consent to participate in a qualitative interview related to it. I agree to provide the researcher with my perspective and experiences to the best of my ability.

I furthermore understand that my participation is voluntary and can therefore be withdrawn at any time.

While my participation is treated as confidential and anonymous, I further understand that, in terms of the applicable research methodology, the inclusion of verbatim statements as well as audio excerpts from the interview, might be required in the final research report.

In summary, with informed consent, I therefore agree to participate truthfully and grant permission for the capture and recording of this interview, in the form of written notes and an audio-recording, as well as to the discretionary and ethical usage of such material.

--------------------------------- ................................................. ................................................. .................................................
Name of Participant Signature Date