

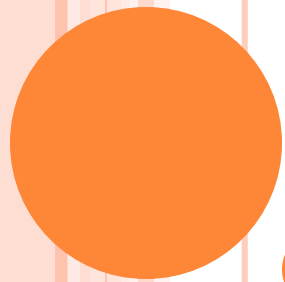
The Mindful Leader

By Ron Passfield, PhD

Director, Merit Solutions

www.meritsolutions.com.au





WHAT IS MINDFULNESS?

What is a Mindful Leader?



MINDFULNESS

Mindfulness is **BEING** in the here and now, being present, being mindful.

It is **NOT being lost** in thought distracted, or overwhelmed by difficult emotions.

Andy Puddicombe



DEFINITION OF MINDFULNESS

***Paying attention
in a particular way,
on purpose,
in the present moment,
and non-judgmentally.***

Jon Kabat-Zinn, 1994, p.4



MINDFUL LEADERSHIP

Mindfulness is a state of being fully present, aware of oneself, and sensitive to one's reactions to stressful situations.

Leaders who are mindful tend to be more effective in understanding and relating to others and motivating them toward shared goals.

Prof. Bill George



LEADERS LACKING IN MINDFULNESS

- Lack emotional intelligence
- Lack self-awareness and self-compassion
- Lack awareness of others and compassion
- Often seduced by external rewards, such as power, money, recognition
- Have difficulty acknowledging mistakes



MINDFULNESS UNDERPINS PEOPLE MANAGEMENT

- Active listening
- Positive Feedback
- Corrective feedback
- Coaching
- Influencing
- Meeting Processes
- Career counselling
- Creating a performance culture



AWARENESS OF STAFF

Mindfulness helps you to become aware of the capability, capacity and competence of your staff.



MINDLESSNESS

- Have you experienced the mindless hug or mindless “service”?
- Have you spoken to someone who is not there (physically present, but mentally elsewhere)?
- How often have you “gone through the motions” – when “listening” to someone?



OUR LACK OF AWARENESS

- We see what is not there
- We don't see what is there
- We hear what we choose to listen to
- We don't hear what we don't attend to



WE ARE ALWAYS THINKING

- Analyse
- Synthesize
- Criticise
- Generalise
- Catastrophize
- Rationalize
- Summarise



WE NEED TO BE AWARE

- Aware of ourselves – check in on our 6 senses
- Aware of self-perception – self compassion
- Aware of others – compassion
- Aware of nature – appreciation and gratitude



INSIGHT AND ACTION

To look is one thing
To see what you look at is another
To understand what you see is a third
To learn from what you understand is
something else
But to act on what you learn is all
that matters.

Anon (Quoted in *Organizational Change by Choice*,
by Dexter Dunphy in collaboration with Bob Dick)



THE LIZARD BRAIN

The lizard is a physical part of your brain, the pre-historic lump near the brain stem that is responsible for fear and rage and reproductive drive...

The amygdala isn't going away. Your lizard brain is here to stay, and your job is to figure out how to quiet it and ignore it.

Seth Godin



DRIVERS – MINDFULNESS MOVEMENT

- Mental health advances
- Nature and nurture
- Neuroscience findings
- Corporate leadership development
- Workplace and environmental stress
- Restructuring and job loss
- Near Death Experience (NDE) Research



MINDFULNESS RESEARCH

Meditation [Mindfulness] is moving out of the realm of faith-based practice into the realm of recognised Science.

Peter Allen, Director of Google University



GOOGLE ON MINDFULNESS

- “Google Talks” often involve presentations by experts in Mindfulness
- Google University, a corporate university, has a course called “Search Inside Yourself” – Google’s own mindfulness-based emotional intelligence class.



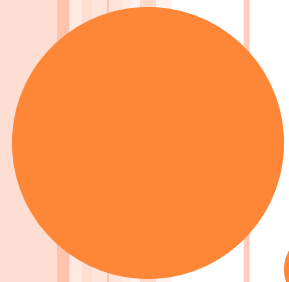
THE YEAR IS GOING FASTER

The reality is that we have become human “doings” instead of human “beings”.

Time is no different but our sense of time is very different because of the pace with which we lead our lives.

“I love being busy, it makes my working day go quickly” – why not enjoy the Moment?





WHY DEVELOP MINDFULNESS?

The real benefits



THE PERVASIVE NATURE OF DEPRESSION

The World Health Organisation estimates that **depression** is currently the fourth biggest, most costly and most debilitating disease in the world, and by 2020 It will be the second biggest.

One in five people will suffer from depression at some point in their lifetime (Davies, 1997).

Russ Harris



HANDLING STRESS TODAY

*Today's stress levels require cultivating the **domain of being** so as not to be overwhelmed by doing and performance.*

Jon Kabat-Zinn



MINDFULNESS AND ACCOUNTABILITY

What my craft as an Actor taught me is the importance of the relational dynamic and of truly being in the moment.

If we paused and thought about what we each do as practitioners and how we hold ourselves to account perhaps we would recognise the need to act differently.

Marian Naidoo – Actor and Nurse



MAINTENANCE OF OUR MIND

We spend more time maintaining our car, our clothes and our hair than we do our mind.

When was the last time that you did absolutely nothing for 10 minutes?

Andy Puddicombe



OUR MOST VALUABLE RESOURCE

The mind is our most valuable and precious resource through which we experience every single moment of our life, the mind that we rely on to be happy, content, emotionally stable as individuals and at the same time to be kind and thoughtful and considerate in our relations with others.

This is the same mind we depend upon to be focused, spontaneous, creative, and to perform at our very best in everything that we do - yet we don't take any time to look after it. *Andy Puddicombe*



MINDFULNESS AND MENTAL HEALTH

- Mindfulness Based Stress reduction – (MBSR) – Jon Kabat-Zinn
- Mindfulness Based Cognitive Therapy – MBCT
- Dialectic Behavioral Therapy – DBT
- Acceptance and Commitment Therapy - ACT



RESEARCH ON MINDFULNESS

- We need mindfulness for efficiency and effectiveness
- We need mindfulness for brain development
- We need mindfulness for survival



NEUROSCIENCE FINDINGS

- Multitasking is inefficient, mindfulness produces better outcomes
- Mindfulness creates positive changes in our brain structure
- Mindfulness extends our life, mindless responses shorten it.



BRAIN STRUCTURE CHANGES

Neuroscientists have demonstrated that the brain changes through MBSR within 8 weeks – lengthening of telomeres (anti-aging), thinning of the amygdala (reduced emotional reactivity), thickening of the parts of the brain that promote calm and clarity and that positively affect gene expression in the body as well as the creation of new neural pathways.

See Jon Kabat-Zinn, The Healing Power of Mindfulness 4/5 - YouTube



HEALTH AND WELLBEING

The whole body is really plastic and the more you tune the mind and body together, the more you participate in your own healing and wellbeing.

Jon Kabat-Zinn



CHOOSE YOUR LIFE

You can continue to live your narrative self and take stress personally and experience depression and unhappiness or you can use your direct moment by moment experiential self, grounded in the body and find happiness, meaning, calm, improved memory and learning.

Jon Kabat-Zinn





HOW TO DEVELOP MINDFULNESS

Mindfulness Practice

MINDFULNESS PRACTICE

Mindfulness practice is
coming to our senses
both literally and metaphorically.

Jon Kabat-Zinn



DEVELOPING MINDFULNESS

- Reflection
- Mindfulness exercises
- Meditation
- Prayer
- Reflective video
- Tai Chi
- Body scan
- Mindfulness walking
- Yoga
- Music
- Singing
- Group support
- Listening to sounds
- Conscious breathing
- Sensory attention
- Muscle relaxation



GROUP SUPPORT

Harvard Business School uses group support to develop mindful leaders.

The group through supportive challenge provides non-judgmental feedback in order to recognize blindspots, accept shortcomings and gain confidence.



MINDFULNESS TIP

If you are getting frustrated, unfocused or your mind is becoming “racy”, try to take a moment to tap into your favourite mindfulness technique.

This can be a video, music, relaxation exercise, attention to your breathing or listening awareness – whatever works for you in the moment.



MINDFULNESS THROUGH VOICE

- when speaking it is very useful to begin to be aware of how you can actually feel the vibration of your words in your body and reconnect with yourself.
- once you start to build a more 'conscious' presence within yourself and your body, you can start to feel the effects that your words and conversations have – you can build this awareness through singing.

Chris James



STORIES

How often do we miss the stories of people – their past, present and future.

We see ourselves as the centre of the Universe – we are the central reference point.

One aspect of mindfulness is being present, and interested enough, to hear the stories.



LOUIE SCHWARTZBERG

- Award-winning photographer, cinematographer, and film director
- Time-lapse photography (1 month to do 4 mins of film)
- Lived in the woods
- Had little money or resources but had time and a sense of wonder
- Developing “The Happiness Project”



LOUIE SCHWARTZBERG ON MINDFULNESS

Being present and observant is also the first step toward being mindful.

When you are mindful it opens your heart to beauty and compassion for humanity as you recognize that in nature it is all connected and since we are a part of nature we are connected to each other as well.

Nothing in nature survives without a relationship to another living thing.



ALL IT TAKES IS 10 MINUTES

Andy Puddicombe, mindfulness expert, suggests that all it takes is 10 minutes a day of doing absolutely nothing to develop mindfulness.

Through this process we tone up our minds and develop calmness, clarity and focus.



LISTENING WHILE WALKING

When you go for a morning stroll, the tendency may be to write something in your head or plan the day.

Try bringing your awareness to the sounds of birds around you – in front and behind you, above and below you.

You will experience nature's concert as you bring your attention to the bird sounds without interpreting or thinking.



PAYING ATTENTION

Paying attention refines awareness, that feature of our being that, along with language, distinguishes our species for learning and transformation, both individual and collective. We grow and change and learn and become aware through direct apprehension of things through our five senses, coupled with our powers of mind...

Jon Kabat-Zinn, *Coming to Our Senses*, p.8





MINDFULNESSRESOURCES

Developedby

Dr,RonPassfield,DirectorMeritSolutions

**Theseresourceswereprovidedtosupportabreakfas
seminaron“TheMindfulLeader”andaonedayworks
“CreatingaPerformanceCulture”(applyingmindfuln
shapingteamculture).**

**t
hopon
essto**

www.meritsolutions.com.au

MINDFULNESS RESOURCES

Developed by

Dr, Ron Passfield, Director Merit Solutions

www.meritsolutions.com.au

These resources were provided to support:

- a breakfast seminar on “The Mindful Leader”

- one day workshop on “Creating a Performance Culture”
(applying mindfulness to shaping team culture).

1. Louie Schwartzberg

TED Talk: *Nature, Beauty and Gratitude*

http://www.ted.com/talks/louie_schwartzberg_nature_beauty_gratitude.html

Louie Schwartzberg is an award-winning, time-lapse cinematographer, director and producer who captures breathtaking images that celebrate life-revealing connections, universal rhythms, patterns and beauty.

Louie Schwartzberg's website is “Moving Art”—video based on time-lapse photography.

Schwartzberg produces videos that offer escape from the stresses of daily life, providing a way to connect with ourselves, each other and the natural world (includes the “Gratitude” video).

<http://www.movingart.tv/>

He is working on an app that will allow you to access these videos on your TV or mobile device, e.g. tablet, smartphone—mobile access to mindfulness videos!

Louie has developed a time-lapsed video, *Wings of Life*, which is due for release by *Disney Nature* on 13 April 2013. The video showcases how our pollinator friends—bees, bats, hummingbirds and butterflies—sustain us by enabling flower-bearing plants to reproduce. This miraculous keystone event keeps us alive by providing over one third of the food we eat.

<http://www.movingart.tv/wingsoflife/>

Also on YouTube:

The Beauty of Pollination - Moving Art™

<http://www.youtube.com/watch?v=MQiszdkOwuU>

www.meritsolutions.com.au

NOTE: TED Talks –IdeasWorthSpreading(1,000+videos)-(search for “mindfulness”)

<http://www.ted.com>

2. Eckhart Tolle

Author of “ **The Power of Now** ” and “The New Earth” and many writings and videos in the area of Mindfulness. The *Power of Now*, while written in a Q&A format, is virtually a series of meditations on what it means to be present – each answer being so profound.

Talks at Google: *Eckhart Tolle in Conversation with Bradley Horowitz*

His key message was that technology can take over our life because it accelerates your thoughts and emotions. He argued that our real existence is about developing consciousness. He told Google staff that the path to real creativity and happiness was through being in the moment. Eckhart Tolle offered some consciousness practices that you could undertake even while you are in the front of your computer.

<http://www.youtube.com/watch?v=gE1dWwoJPU0>

Tolle has his own website where he sells his books, audiobooks, CDs and meditation music. He also has his own broadcast show, “Eckhart Tolle TV”. You can access all this here:

<http://www.eckharttolle.tv/>

Tolle has a YouTube Channel, *Eckhart Teachings* (91 videos at last count), where he talks about mindfulness and related topics

:

<http://www.youtube.com/user/EckhartTeachings>

3. Andy Puddicombe

All it takes is 10 mindful minutes

When is the last time you did absolutely nothing for texting, talking or even thinking? Mindfulness expert Andy Puddicombe describes the transformative power of doing just that for 10 minutes a day, simply by being mindful and experiencing the present moment. (No need for incense or sitting in strange positions.) – you will achieve a greater sense of calm, clarity and focus

for 10 whole minutes? Not just that, but Andy Puddicombe says that it is so refreshing your mind and experiencing the present moment that it will change your life. (9.5 minutes)

www.youtube.com/watch?v=qzR62JJCMBQ/ (9.5 minutes)

4. Phillippe Goldin (Stanford University)

Cognitive Neuroscience of Mindfulness Meditation and Brain Systems from a clinical perspective drawi Phillippe discusses different forms of meditation and interventions and focuses on the components, clinical neuroscience findings of Mindfulness Based Stress Reduction (MBSR—Jon Kabat-Zinn). Attention, Mindfulness based outcomes and education (MBSR—Jon Kabat-Zinn).

Google Tech Talks—YouTube:

<http://www.youtube.com/watch?v=sf6Q0G1iHBI>

5. Chris James

Chris James, a former Buddhist monk, teaches internationally about the healing power of sound and song, voice and self expression. **“Everyone is born with a beautiful voice”**. Through discovering our natural voice, we learn to trust our creativity and intuition, speak our truth and be heard. Music, for Chris, is the key to mindfulness:

<http://www.chrisjames.net/>

You are actually born with a beautiful voice... When we just let go of what we're not, best it and start to feel, our natural beautiful voice just starts to flower.

See—The Big Sing—Byron Bay

<http://www.youtube.com/watch?v=oEKME9i-MsE>

6. Seth Godin

Quieting the Lizard Brain

The lizard is a physical part of your brain, the prehistoric lump near the brain stem that is responsible for fear and rage and reproductive drive...

The amygdala isn't going away. Your lizard brain is there to stay, and your job is to figure out how to quiet it and ignore it.

http://sethgodin.typepad.com/seths_blog/2010/01/quieting-the-lizard-brain.html

7. Prof Bill George, Harvard Business School

Mindful Leadership: When East Meets West

<http://hbswk.hbs.edu/item/6482.html>

Reflections on the Mindful Leadership Retreat

<http://www.billgeorge.org/page/reflections-on-mindful-leadership-retreat>

8. Russ Harris M.D. and Psychologist – Acceptance and Commitment Therapy (ACT)

ACT is a mindfulness-based approach to behaviour therapy that has proven very powerful in dealing with a range of conditions, including depression and indecisiveness. It can be used with individuals, couples and groups.

Mindfulness skills are developed through four core principles/approaches:

1. **acceptance** – allowing unpleasant feelings, sensations and urges to come and go without struggling with them running from them or giving them undue attention.
2. **cognitive defusion** – learning to perceive thoughts, images, memories and other cognitions as nothing more than bits of language, words and pictures (they are not reality)
3. **contact with the present moment** – bringing full awareness to the here-and-now experience with openness, interest and receptiveness
4. **the observing self** – accessing a transcendent view of self, ever-present, impervious to harm.

The focus on acceptance and commitment as outcomes are achieved through two other core principles:

5. **values** – clarifying what is most important, what sort of person you want to be, what is significant and meaningful to you, what you want to stand for
6. **committed action** – setting goals, guided by your values and taking effective action to achieve them.

This summary is drawn from a very readable, non-technical article by Russ that explains and illustrates these principles with an example of treating an individual, Michael:

http://www.actmindfully.com.au/upimages/Dr_Russ_Harris_-_A_Non-technical_Overview_of_ACT.pdf

Russ Harris is the author of the bestselling self-help book, “The Happiness Trap”:

<http://www.thehappinesstrap.com/>

Heaps of free resources (book chapters, articles, podcasts):

http://www.thehappinesstrap.com/free_resources

9. Jon Kabat-Zinn

Jon Kabat-Zinn is the creator of Mindfulness Based Stress Reduction (MBSR) and has been working in this area for over thirty years. His books and videos tell the story of his astonishing results with people suffering from mental illness, stress and eating disorders. Many others in the area of mindfulness quote his work and share the findings of neuroscience that reinforce the power of mindfulness. One of his acclaimed books is "Coming to Our Senses" (both literally and metaphorically).

Stress Reduction (MBSR) ears. His books and videos lesuffering from mental in the area of mindfulness cethat reinforce the s"Coming to Our

What is Mindfulness? (2.21 minutes)

<http://www.youtube.com/watch?v=xoLQ3qkh0w0>

The Healing Power of Mindfulness (Complete Video)

http://www.youtube.com/watch?v=_lf4a-gHg_I (1hr, 52 minutes)

This video of a talk organised by the Tucker Foundation, Dartmouth College, has been broken up into 5 videos of about 27 minutes each to make it more accessible. Jon is extremely erudite in this field, humorous and practical. Some of the videos take you through mindfulness exercises.

tion, Dartmouth College, seachtomakeitmore , humorous and practical. rcises.

The Healing Power of Mindfulness: 1/5

What is mindfulness and why it has influenced every facet of modern thinking. Our need to "call up ourselves"—getting in touch with ourselves and the present moment

facet of modern thinking. with ourselves and the

http://www.youtube.com/watch?v=jPG60_4fo5U

The Healing Power of Mindfulness: 2/5

Mindfulness is awareness, paying attention on purpose in the present, **non-judgementally**. Mindfulness is the antidote to stress. We need to be more "being" than "doing". Introduce the "breath" exercise.

sein the present, **non-** tobemore cise.

<http://www.youtube.com/watch?v=yy0mULm1vYE>

The Healing Power of Mindfulness: 3/5

Continue the breath exercise for mindfulness.

The Healing Power of Mindfulness: 4/5

The power of the Mindfulness Based Stress Reduction structure of the brain in 8 weeks. Our brains see don't see things that are there—we are seriously

—actually change the thing that aren't there and out of touch. Mindfulness is

really about living - living your life as if it matters from moment to moment.
The absence of mindfulness has led to cancer and inflammatory diseases.
We need to tune body and mind to be in synchronicity with our own mechanics.
We need to develop a relationship with our body, mind and heart.
Mindfulness is expanded heartware, not human "doings" but human
"beings". (includes a Q&A section, continued in 5/5)

<http://www.youtube.com/watch?v=RJii2sciBB8>

The Healing Power of Mindfulness: 5/5

<http://www.youtube.com/watch?v=IEUB9d7b1gg>

Wrap up and Q&A (audience participation).