



MINDFUL LEADERSHIP

Essential Skills for Leading in a Complex World

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- Mindfulness Teacher
- Consultant
- Researcher/Writer

Workshop Agenda and Structure

- Introduction and brief overview
- Components of leadership excellence and reflection exercise
- What can get in the way of leadership excellence
- Mindfulness as a way to cultivate and sustain leadership capacities and capabilities
- Guided mindfulness practice(s)- reflections and meditation
- Building mindfulness practices into our busy lives
- Questions and Next Steps

Learning Objectives

- Identify factors and characteristics that make up a good leader especially in the context of an organization that seeks to promote and support diversity and inclusion in their workforce.
- Describe ways mindfulness practices support and cultivate excellence in leadership.
- Describe some key fundamentals of mindful leadership and how they relate to your own work role and organization.
- Describe mindfulness practices and ways these practices might support your well-being at work and in working with others.

Workshop Guidelines

- Participate to the extent you feel comfortable, speaking from your own experience.
- Confidentiality: What is said in the room, stays in the room. Lessons learned can be shared.
- Lean in to discomfort/awkwardness while
- Respect those around you.. listen, share the space, etc.

“Dropping in” and Reflecting

What brought you here today?

*What do you hope to get out of today's
workshop?*

Setting intention...

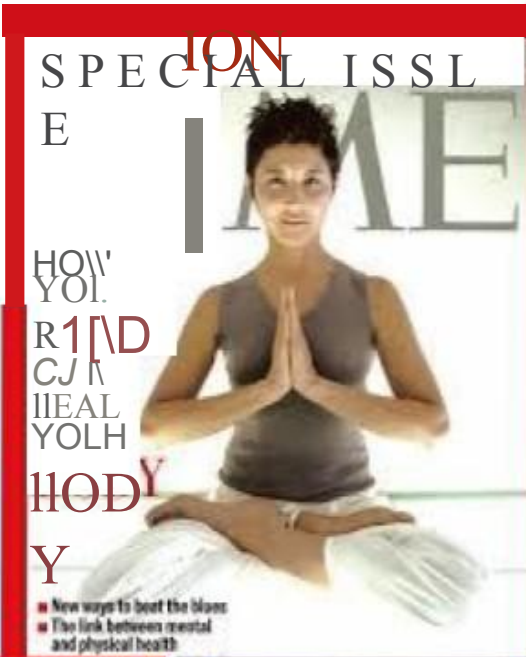


the Mindfulness REVOLUTION



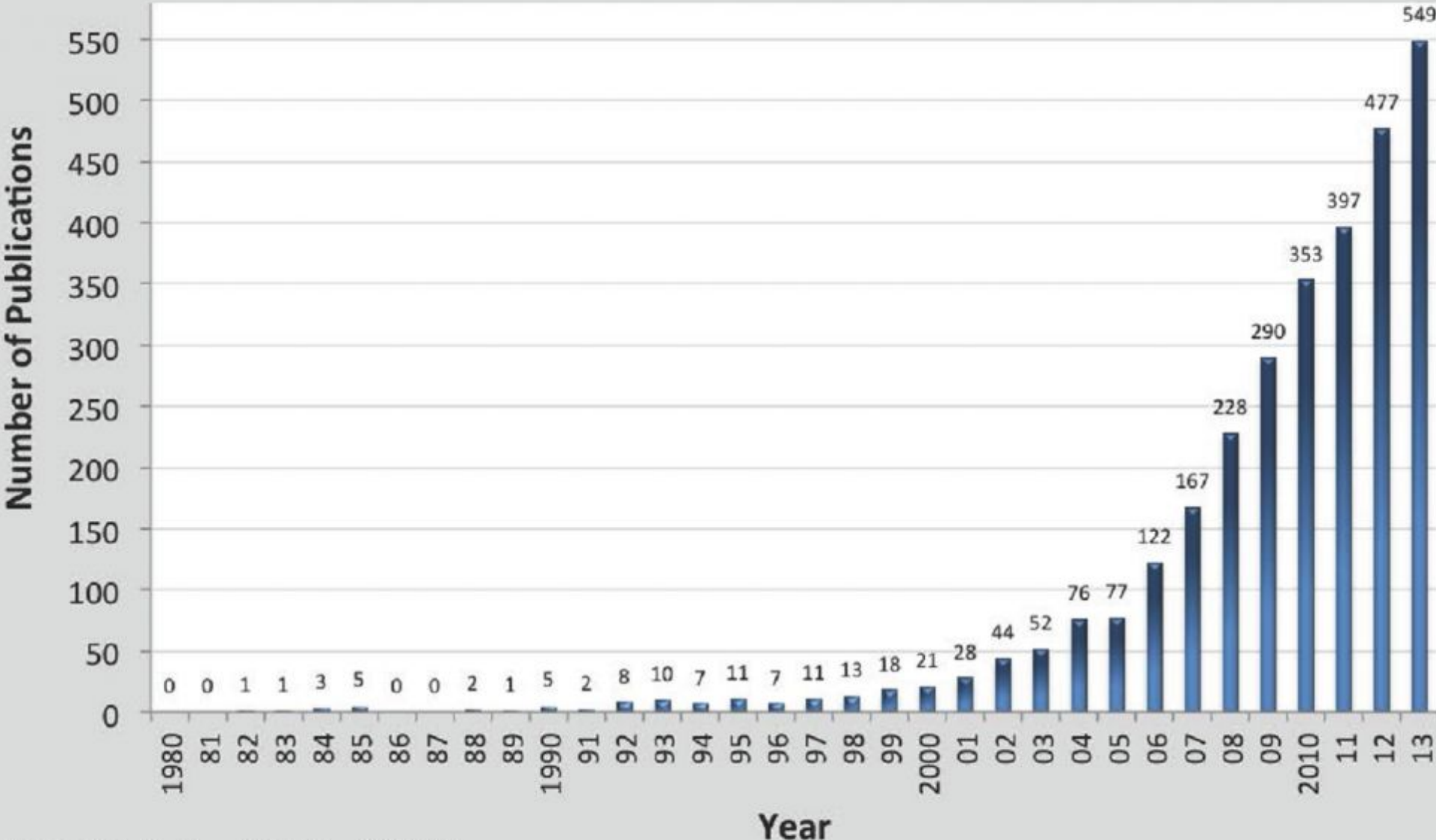
Mindful Schools

Engaging children. Supporting educators. Transforming schools.



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MINDFULNESS RESEARCH PUBLICATIONS BY YEAR, 1980 - 2013



Source: D.S. Black (2014)

Mindfulness

MEANS PAYING
ATTENTION IN A
PARTICULAR WAY,
ON PURPOSE, IN THE
PRESENT MOMENT
NON-JUDGMENTALLY.

WWW.NORTHPOINTFOUNDRY.COM

JON KABAT-ZINN

Mindfulness

"...works precisely because we don't try to attain benefit. Instead, we befriend ourselves as we are. We learn to drop in on ourselves, visit, and hang out in awareness."

Jon Kabat-Zinn, 2016

Mindfulness...

..is not:

- A religion
- A way to clear away thoughts
- Deep-breathing training
- Relaxation technique
- A way to *eliminate* stress

..is:

- A method of developing the mind's innate capabilities, including those involved in leadership excellence.
- **Paying Attention to Present Moment**
- **Awareness/Recognition (What's happening right now, in this moment?)**
- **Cultivating an Attitude of Acceptance (curiosity, compassion, non-judgment)**

Why Mindfulness?

- Increased mental focus and concentration
- Improved productivity
- Increased motivation
- Improvement in listening skills and interpersonal communication
- Improved time management
- Greater team effectiveness
- Enhanced stress management
- Improved physical health (e.g., immune functioning, pain management)



Just to name a few....

Why Mindful Leadership?

- Power Stress* and consequences on the brain, behavior, work performance, and relationships
- Leaders as emotional guides
- Most effective leaders are....

*From Resonant Leadership, Boyatzis, R & McKee, A., Resonant Leadership. Harvard Business School Press, 2005.



Mindful Leaders

Complimentary Qualities

Reflection

Bring to mind a time when you felt effective in leading a group?

What qualities contributed to your and the group's effectiveness?

Leadership Excellence

Creative Inspiring Respectful Teacher Open Listening

Kind Inclusive Collaborative Patient Clear Vision

? ? ? ?

Ability to Connect to Self, Others, and Community

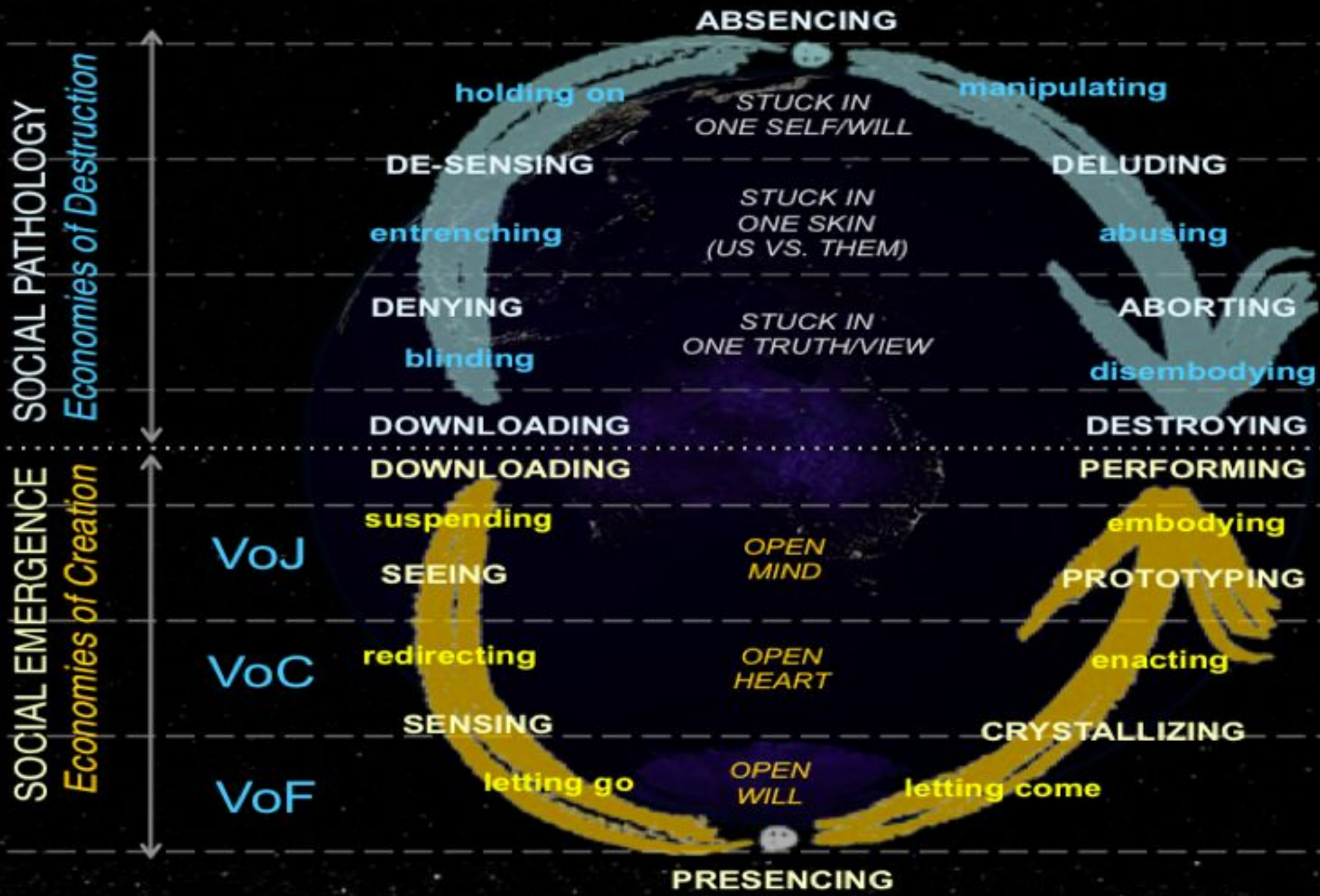
Ability of Skillfully Initiate and Guide Change

Focus Clarity Creativity Compassion

Mindfulness



Above Model based on: Graphic from: Janice Marturano, Author of "Finding the Space to Lead", Institute of Mindful Leadership. Copyright © 2016 Lisa Baker, PhD, LLC. All Rights Reserved.;



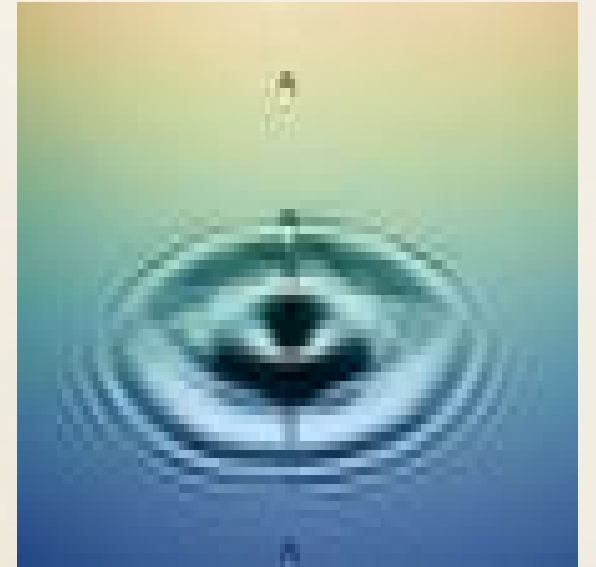


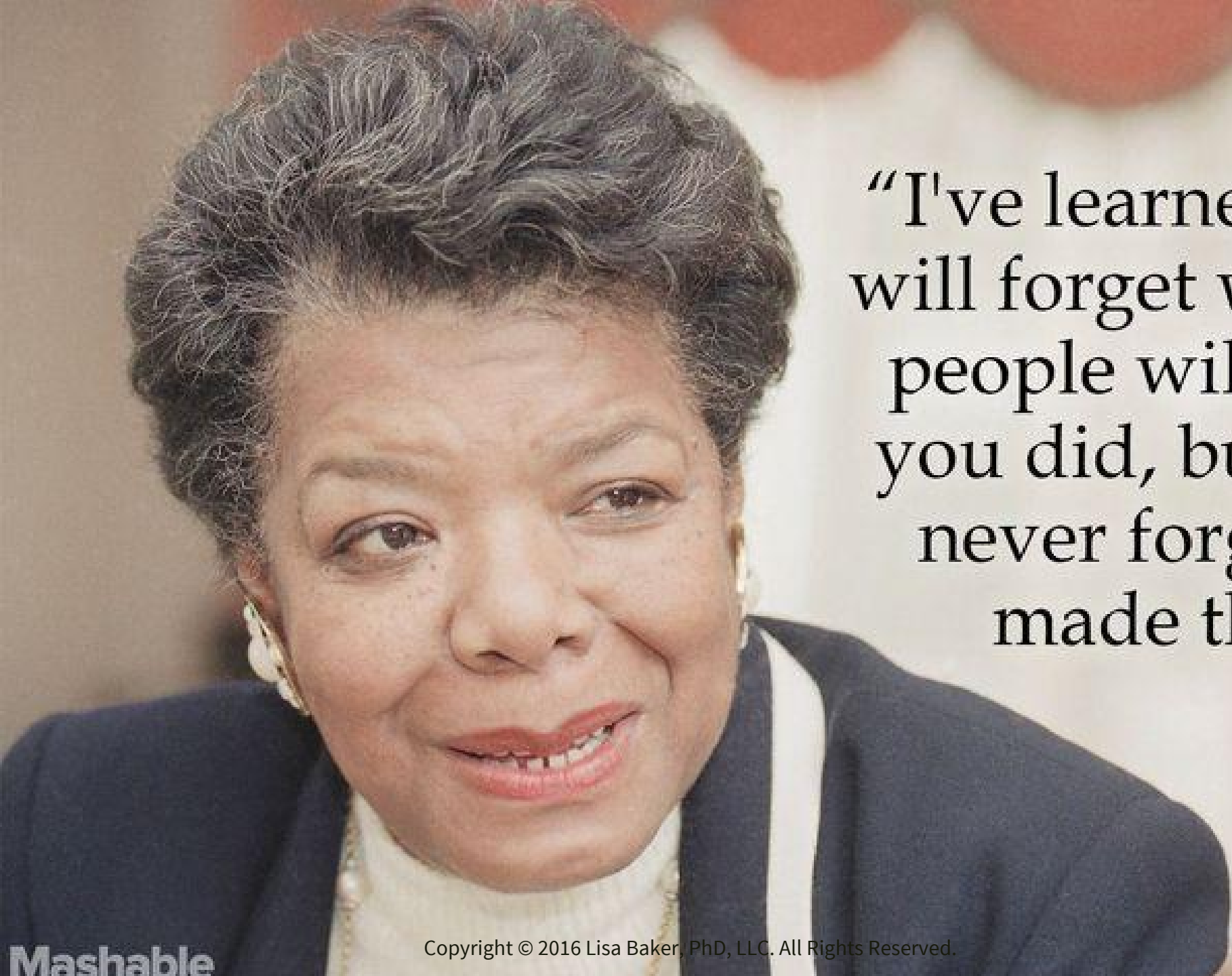
Mindfulness Exercise

Influence and Impact

- ***“Energy follows attention. Wherever you place your attention, that is where the energy of the system will go. “Energy follows attention” means that we need to shift our attention from what we are trying to avoid to what we want to bring into reality.”***
— [C. Otto Scharmer](#)

- *“Leaders play a role in how people feel – they serve as emotional guides.”- Shakil Choundury, author of Deep Diversity*



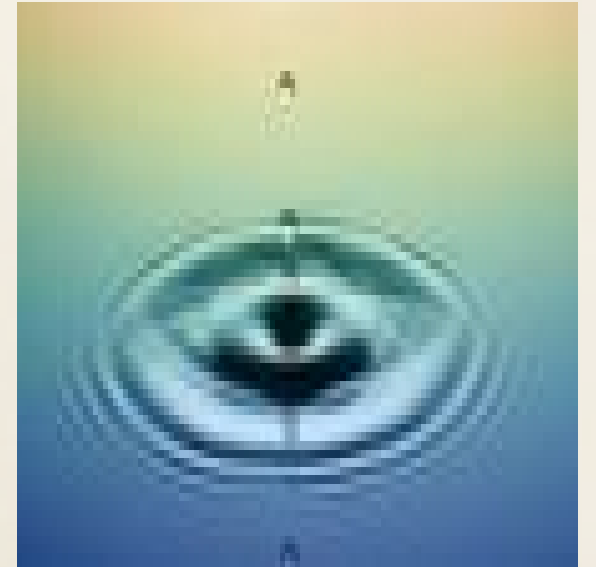


“I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”

Sustainability and Mindfulness Connection

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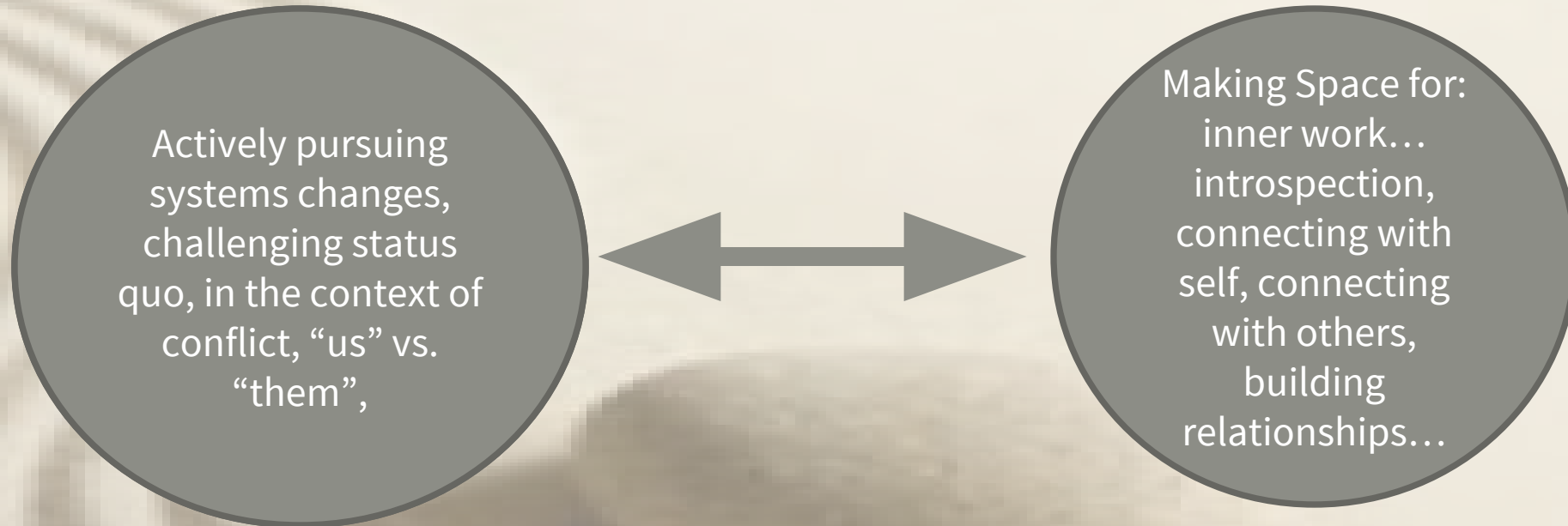
Capacity to Hold **Tension** Creatively

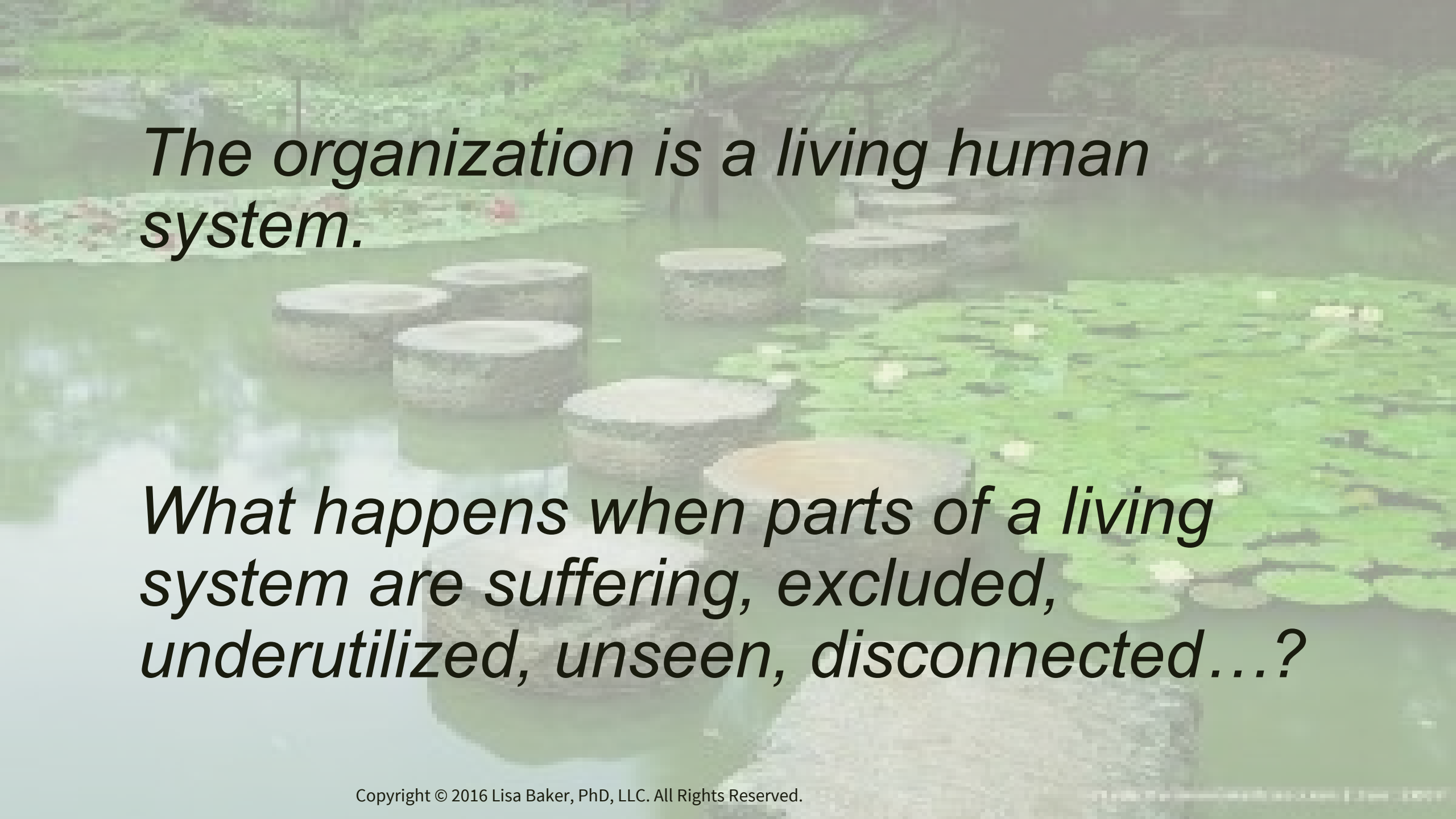
-Parker Palmer



“Sitting in the Fire” involves “Holding Tension Creatively”

-Arnold Mindell and Parker Palmer



A stone path leads through a pond with lily pads. The path is made of several large, flat, grey stones. The water is calm, and the lily pads are green and round. The background is a dense line of green trees.

The organization is a living human system.

What happens when parts of a living system are suffering, excluded, underutilized, unseen, disconnected...?

Reflection

What can get in the way of leading effectively?



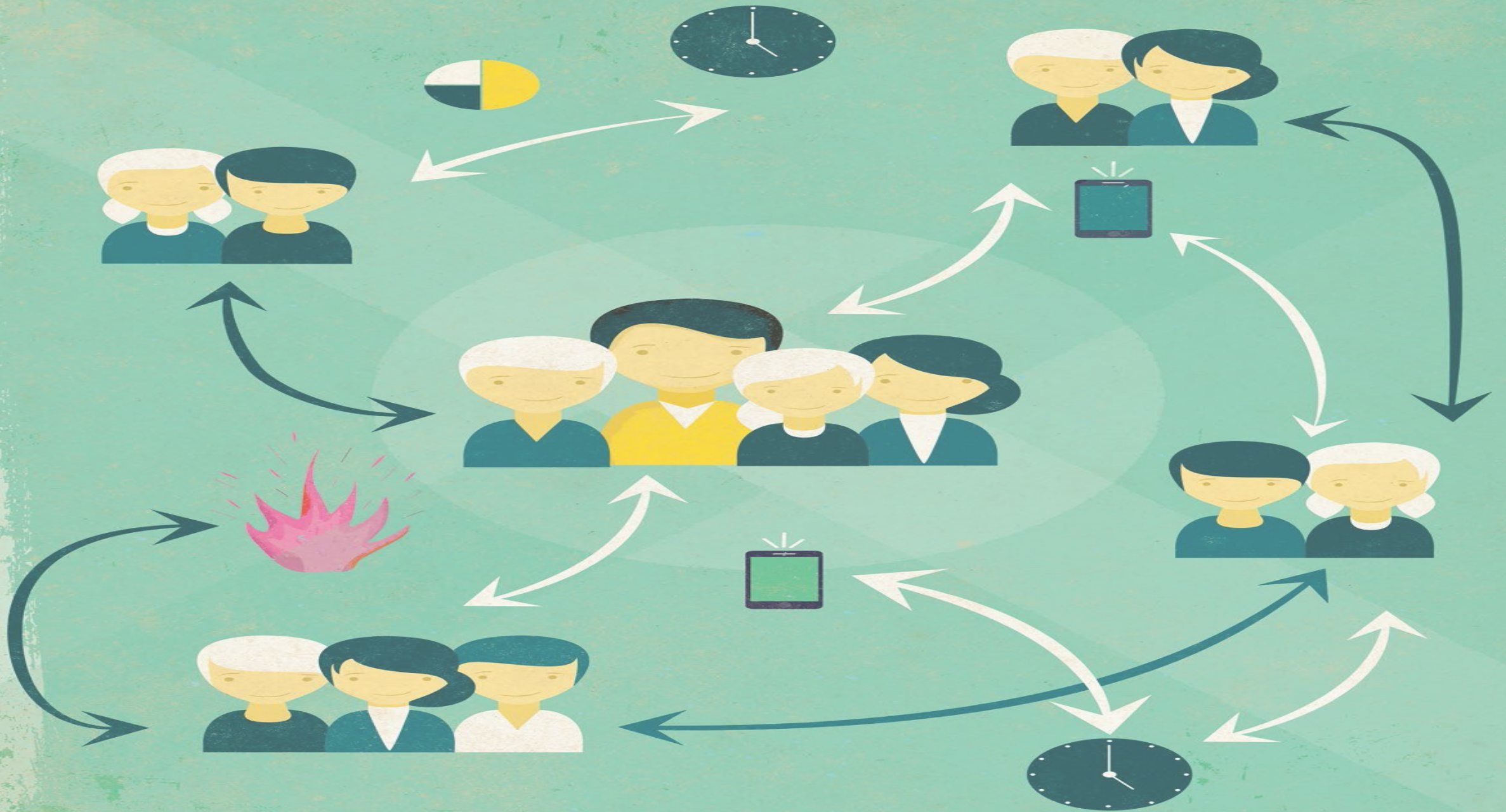
Graphic from: *Janice Marturano, Author of "Finding the Space to Lead", Institute of Mindful Leadership*

The Brain, Leadership, and Stress

- *Greater activation of LEFT prefrontal cortex relates to greater positive mood states and less negative mood states, as well as an “approach” orientation to life*
- *Greater activation of RIGHT prefrontal cortex relates to greater negative mood states and less positive mood states, as well as an “avoidance” orientation to life*
- *Chronic stress, sometimes known as “power stress” in the case of leaders, has been found to create greater activation of RIGHT prefrontal cortex and lower activation of the LEFT prefrontal cortex*

Renewal: Mindfulness and The Brain

- *Mindfulness practices have been found to increase activation of LEFT prefrontal cortex, while decreasing activation of the RIGHT prefrontal cortex (these effects were found to be lasting)*
 - *Less emotional reactivity*
 - *Greater positive emotional states/less negative emotional states (including decreased anxiety)*
 - *Improved relationships and ability to manage conflict*
 - *Improved immune functioning*
 - *Improved sleep*



Graphic from: *Janice Marturano, Author of "Finding the Space to Lead", Institute of Mindful Leadership*

Focus

- What happens when we are able to maintain focus?
 - Less on “autopilot” (a state which can lead to choices that are governed by unconscious habits and beliefs).
 - Greater connection, which can enhance trust, commitment...
 - Less mistakes. Greater productivity.

Clarity

- What can happen when we don't see clearly?
 - *We see only what we expect to see or what we want to see*
 - *Less able to challenge our assumptions*
- Benefits of cultivating greater clarity?
 - *Self-Awareness*-*We see ourselves more clearly, noticing our own reactivity and triggers*
 - *Seeing ways our conditioning and education may be affecting what we see, which can lead to important changes in how we handle situations*
 - *See others and situations more clearly and more accurately.*

Creativity

- Slowing down thinking helps better, often more creative, ideas to surface
- Taking breaks from task-based focus helps us make new connections and associations, and can help us achieve creative solutions.
- *When do you have your most creative ideas and thoughts, especially at work?*

Compassion

- Compassion literally means “to suffer together.” It is the feeling that arises when you are confronted with another’s suffering and feel motivated to relieve that suffering.
- Can help us remain open and connected to ourselves and others, including when in conflictual and stressful situations.
- Cultivating compassion begins with self-compassion.
- *What happens when we are less harsh and more compassionate toward ourselves? Toward others?*

c'mon, inner peace.
I don't have all day.



Mindfulness is simple, but not easy...

"The benefits of mindfulness...involve more than a “decision to be mindful” – they involve learning and practicing skills that our typical environment erodes. As with any new habit or skill, mindfulness exercises may be challenging, are best learned with a skilled instructor, and must be practiced regularly to be enhanced and sustained. Mindfulness is simple, but not easy.”

-Ruth Wolever, eMindful’s chief scientific officer

Practicing Mindfulness/Meditation

- Greatest impact with regular practice
- Consistency is important: A daily meditation practice of ten minutes a day, every day, is much better than only an hour of practice on Saturday.
- Try to assume a posture that encourages wakefulness, though a laying down practice can also work.
- If you miss a day or a few days (or weeks), just begin again. The daily meditation practice is as close to you as the next 10 minutes.
- Learning/Practicing in a class or group has been found to help people start and maintain their practice.

Integrating Mindfulness Into Our Busy Lives

- Purposeful pauses..
 - *When might you do this during while working?*
 - *Mindfully washing dishes, brushing teeth, driving...*

Starting today, what can you do to bring mindfulness practice (either formal or informal) into your daily life?

Questions





LISA BAKER, PHD, LLC

Thank you for your time and participation!

Feel free to visit my website for more
information on Mindfulness Workshops,
Trainings, Resources (and more)

<http://lisabakerphdconsulting.org/>