

WELCOME TO **Mindfulness and Well-Being at Work**

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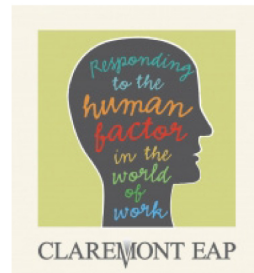


Mindfulness and Well-Being at Work

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Mindfulness and Well-Being at Work



Richard Davidson, PhD
Founding Director, Center for
Investigating Healthy Minds,
University of Wisconsin, Madison

Mindfulness and Well-Being at Work

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Mindfulness
and Well-Being
at Work

SESSION #1

Why Bring Mindfulness to Work?



Mindfulness and Well-Being at Work



Rich Fernandez, PhD
Co-founder, Wisdom Labs



Mindfulness at Work?

Why, What, How

Rich Fernandez, Ph.D.

Wisdom Labs

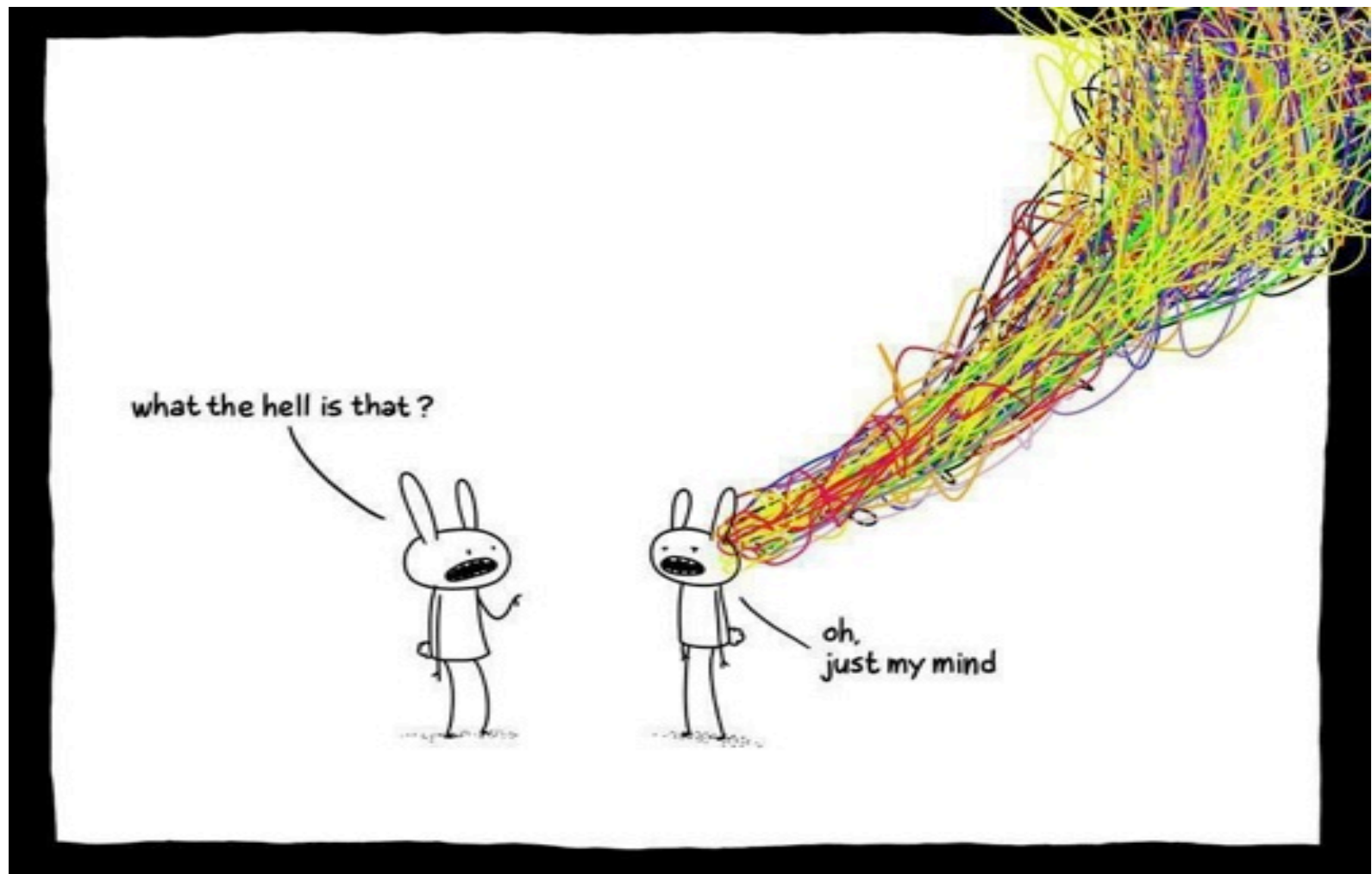
People around the world are turning their attention to the benefits of mindfulness



Why? In 5 seconds...

LATE FOR WORK
by 5secondfilms.com

21st CENTURY LIVING



“Always-on, multi-tasking work environments are killing productivity, dampening creativity and making us unhappy”

McKinsey Quarterly

The spans of control and scope of leadership have increased by an order of magnitude.

Fortune 500 Executive Trajectories	1990	2012
Vertical promotions since entering the workforce¹	11.4	7.1
Years per “level”¹	3.6	4.4
Companies per Career²	2.1	5.3
Revenue under management³	\$123mn	\$1.3bn
CEOs promoted from within⁴	62%	77%
Connections/relationships to manage⁵	~20	~50-70

1.) Merryck & Co. data 1998-2012.

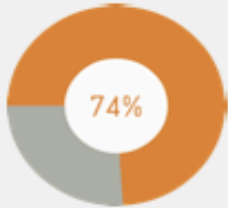
2.) WSJ July 6, 2010. Lublin, J.S. “CEO Tenure, stock gains often go hand in hand”

3.) Fortune 500 statistics

4.) Spencer Stuart, CEO Transitions 2010

5.) Booz & Company 2010 10-yr. CEO Successions Study Retrospective

EMPLOYEE STRESS COSTS



cite work stress as
significant

(American Psychological Association)



1 in 5 miss work
as a result

(American Psychological Association)

\$300B / yr

(World Health Organization)



absent **25 days**
per year

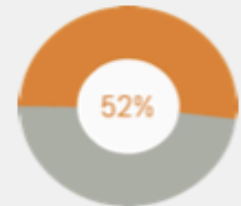
(US Bureau of Labor Statistics)



46%

higher
healthcare **costs**

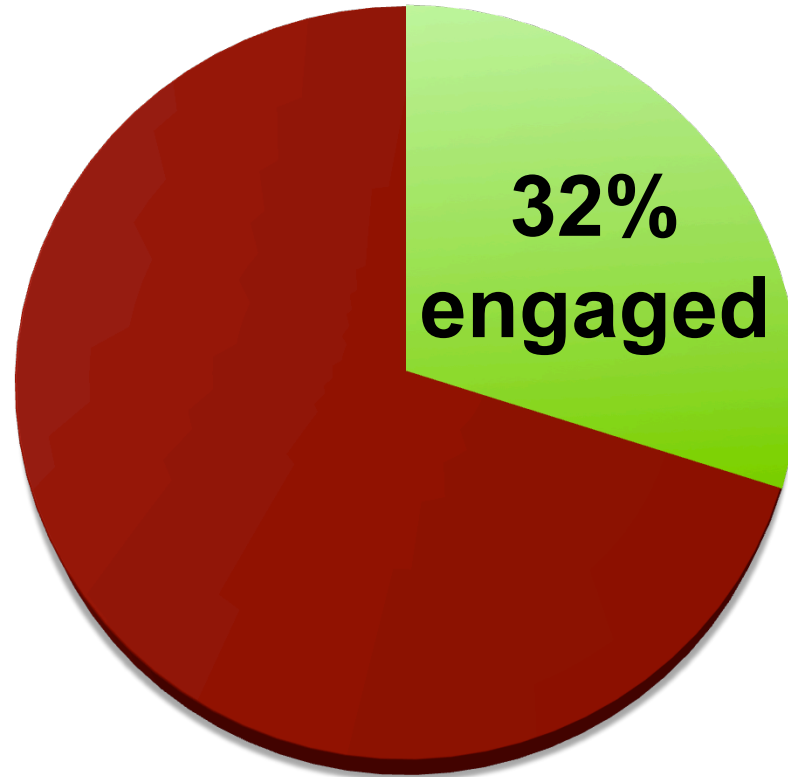
(Goetzel et al.)



consider
leaving their job

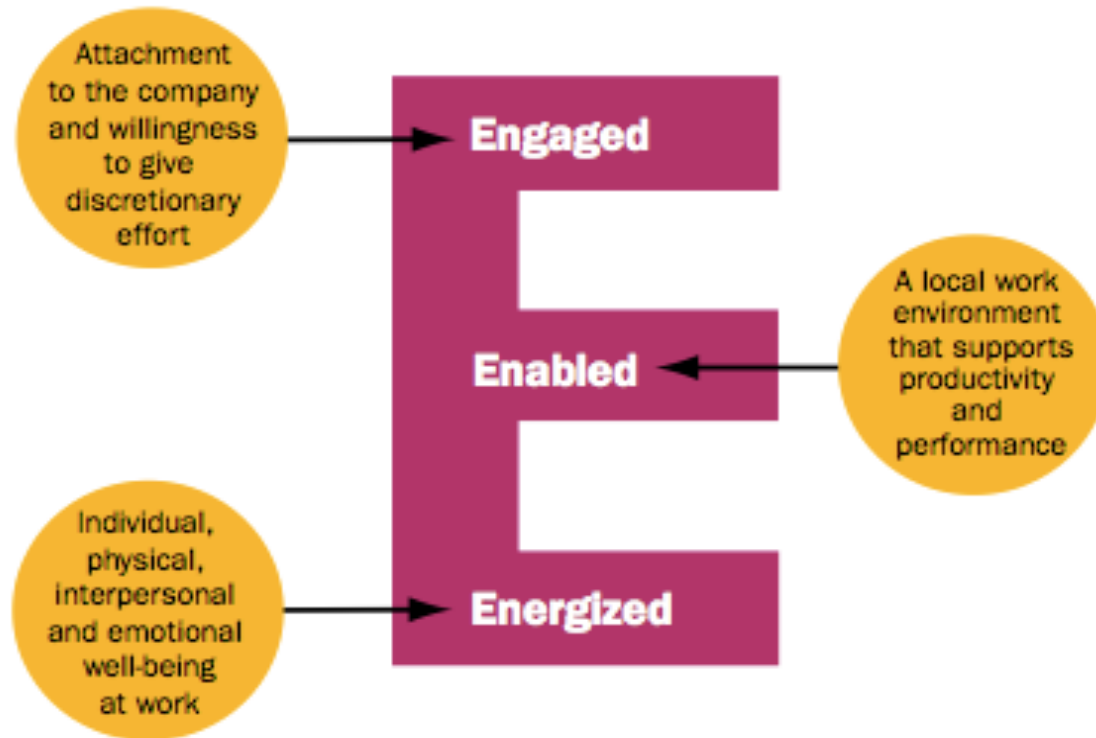
(American Psychological Association)

Current level of employee engagement is...



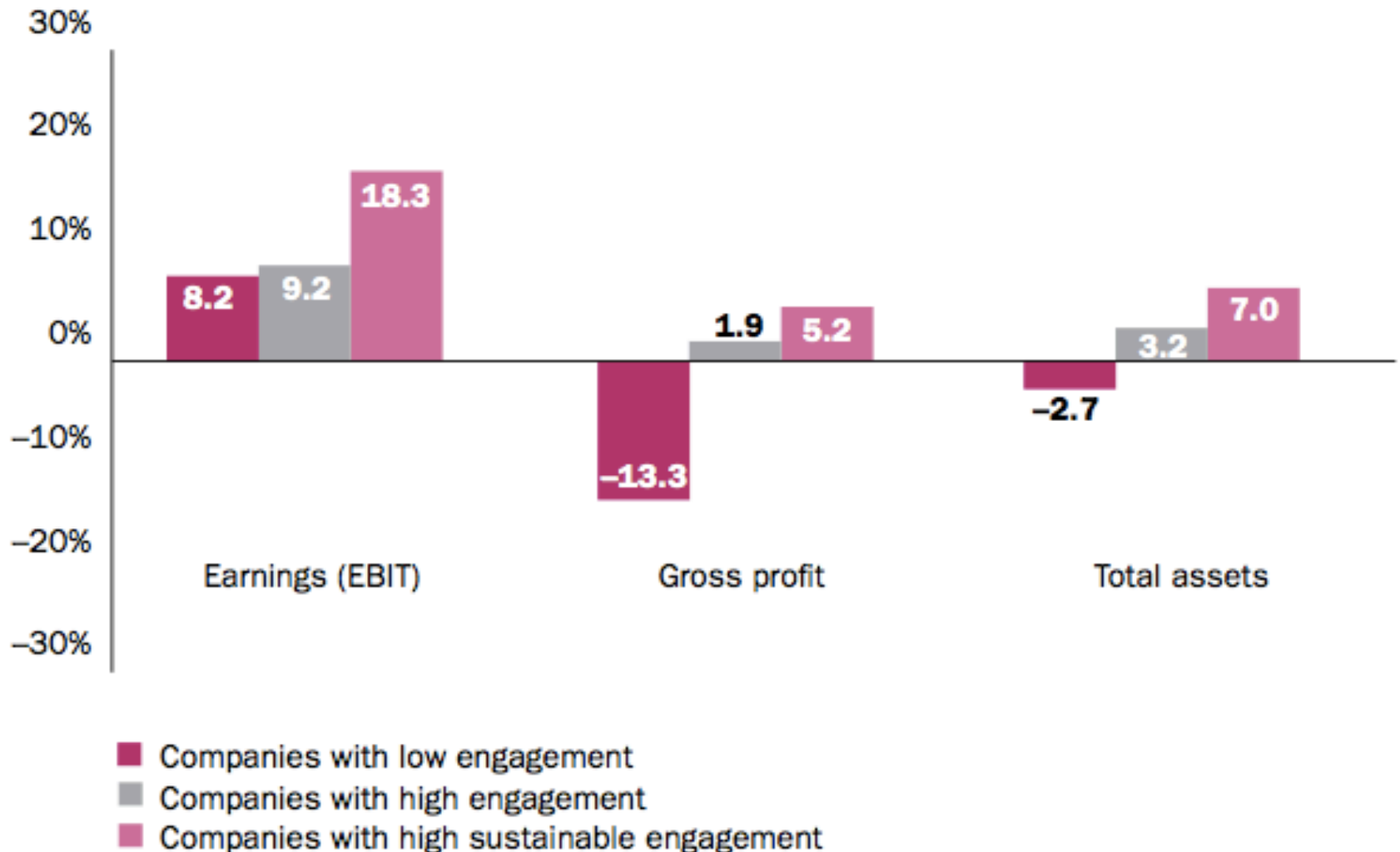
...Not good

Yet we know how to *operationalize* sustainable engagement



Sustainable engagement outcomes

One-year performance: Growth over prior year versus sector



Source: Towers Watson, 2013

“Create the happiest, healthiest and most productive workforce on the planet.”

- Google

How can mindfulness help?

Useful mental skills that build capacity for:



- Focus
- Mental Clarity & Agility
- Collaboration
- Creativity / Innovation
- Emotional Intelligence
- Empathy & Compassion
- Resilience
- Happiness
- Overall Well Being







Tara Brach, Ph.D.
Author &
Mindfulness Teacher



Chade-Meng Tan
Jolly Good Fellow,
Google



Padma Warrior
Strategic Advisor &
Former CTO,
Cisco



Larry Brilliant
Chairman,
Skoll Global Threats Fund



Donna Karan
Fashion Designer,
Founder of
Urban Zen Foundation



Jack Kornfield, Ph.D.
Founder,
Spirit Rock Center



Goldie Hawn
Founder,
The Hawn Foundation





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Fashion Designer,
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Founder,
Spirit Rock Center



Goldie Hawn
Founder,
The Hawn Foundation



IS IT POSSIBLE?

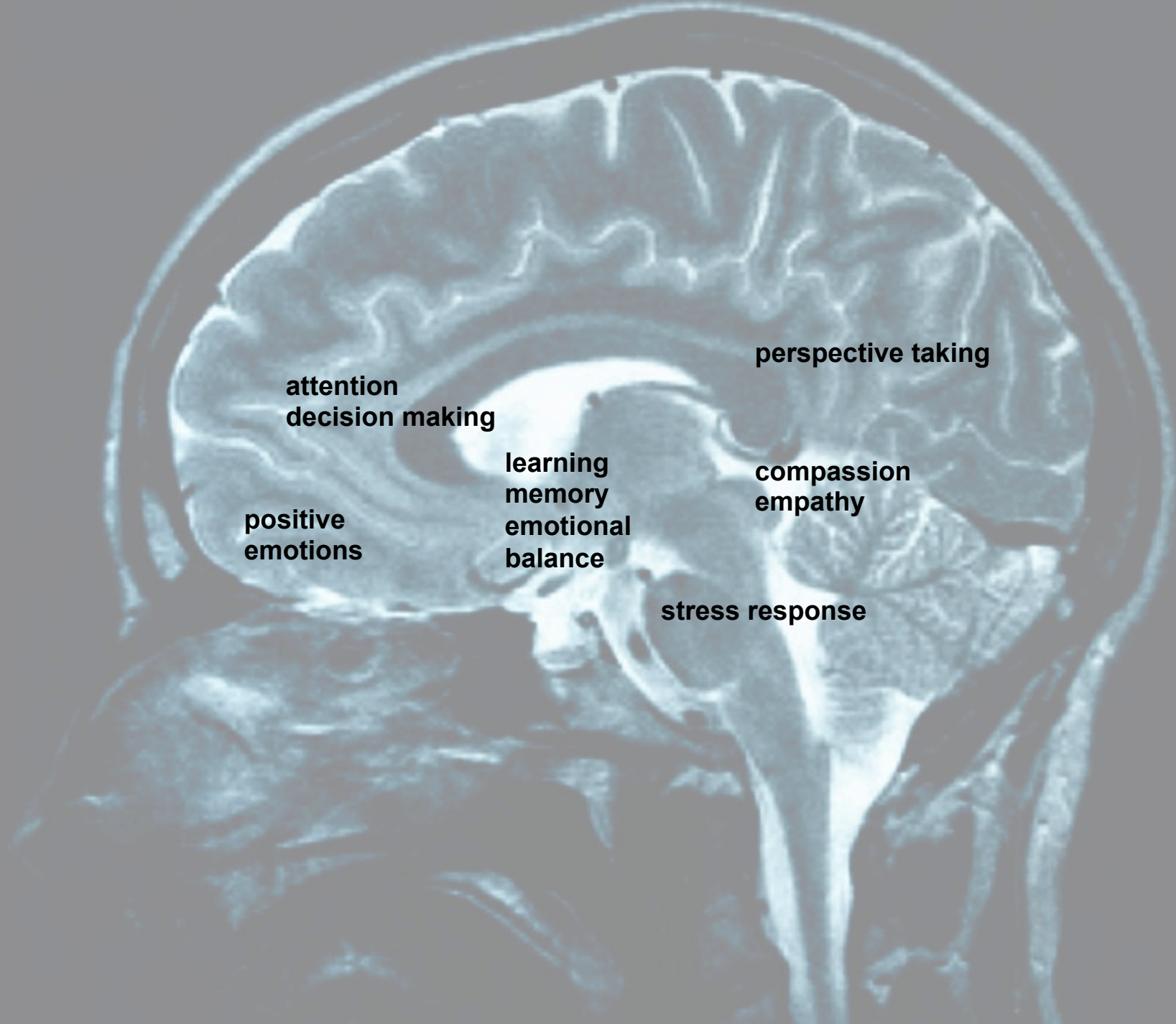
Neuroscience suggests that
mindfulness is a skill
and we can train the brain
to develop this skill.



Mechanism: Neuroplasticity



The lifelong capacity of the brain to create new connections and cells in response to our behaviors and environment.



attention
decision making

positive
emotions

learning
memory
emotional
balance

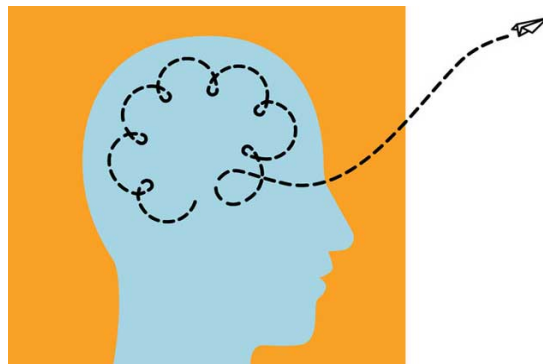
perspective taking

compassion
empathy

stress response

Train Neural Attention Networks

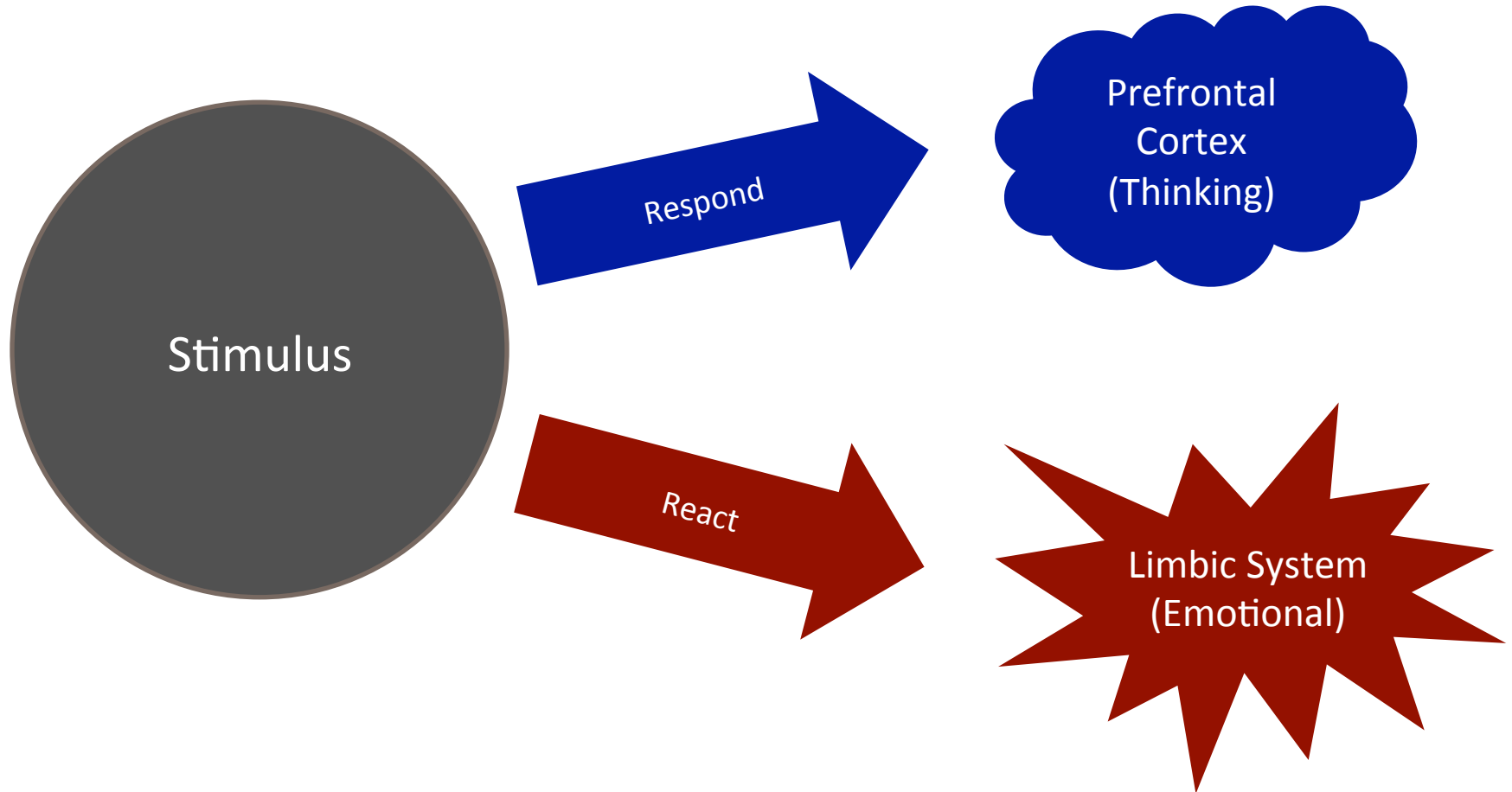
MITIGATE MIND WANDERING:
The Default Attention Network



ENHANCE FOCUS:
The Direct Attention Network

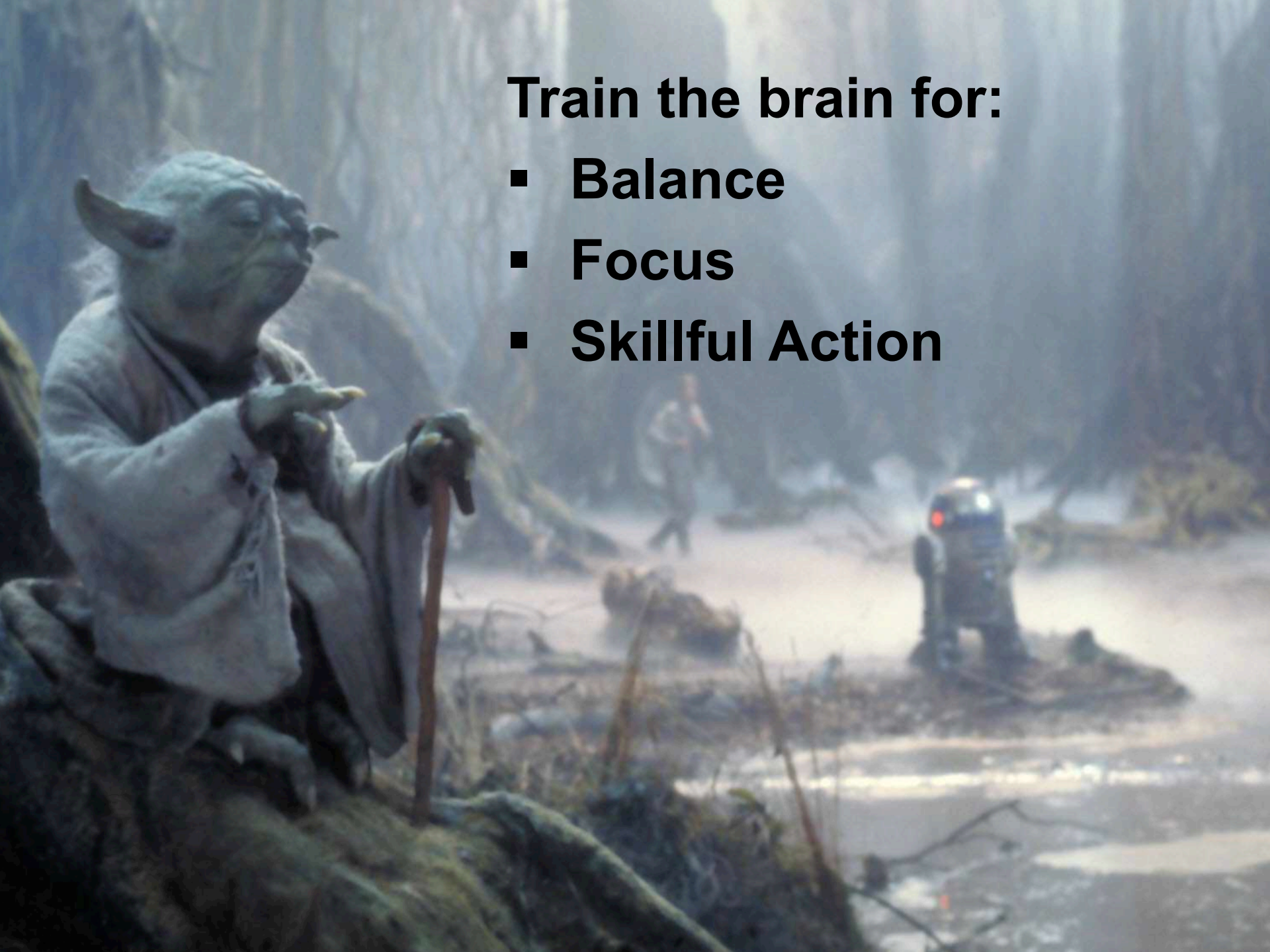


Train Mental Regulation, Clarity & Agility

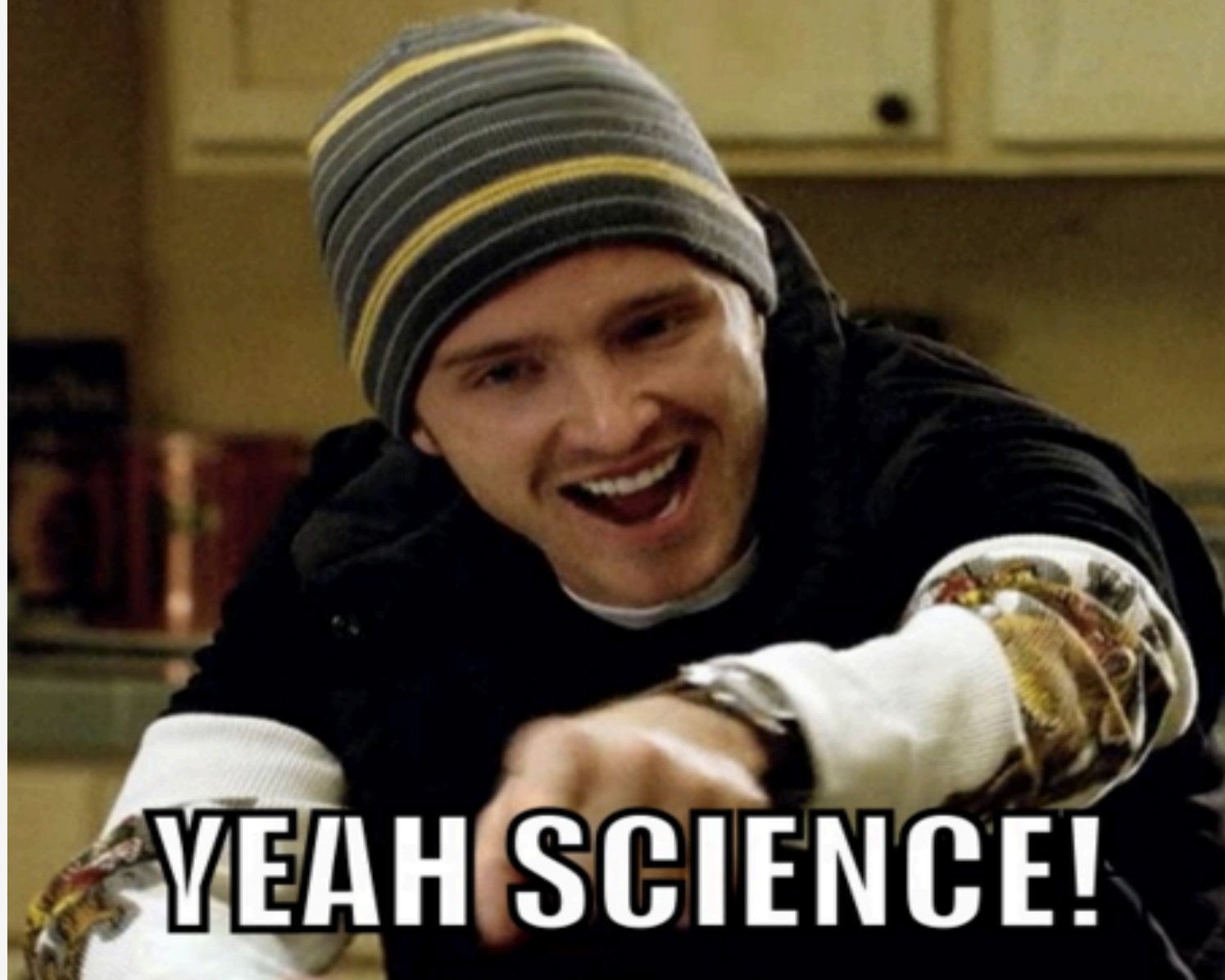


Train the brain for:

- **Balance**
- **Focus**
- **Skillful Action**



MINDFULNESS WORKS!



YEAH SCIENCE!

Organizational Benefits

Increase capacity to direct and orient attention in specific ways:

- Enhanced focus
- Regulation/balance
- Self and other awareness
- Mental clarity, insight and understanding
- Response flexibility and resilience
- Creative thinking and innovation
- Effective collaboration and co-creation
- Wise and compassionate leadership

“Compassion is not conditional.” – Jeff Weiner



A (Very) Few Metrics on ROI of Mindfulness

12,000+ employees in a mindfulness program (at Aetna) reported:

62 minutes average increased productivity per week per employee

= \$3,000 per employee savings to the company

Increasing mindfulness in the workplace (iOpener Institute) results in:

- 46% reduction in cost due to employee turnover
- 19% reduction in the cost of sick leave
- 12% increases in performance and productivity

100 leaders from cross-functional groups in a Fortune 10 manufacturing company (Wisdom Labs client):

- 98% said mindfulness tools were effective for managing stress
- 94% reported that mindfulness improved their overall well being
- 90% said mindfulness allowed them to work more effectively with colleagues in difficult situations

Mindfulness Myth Busting



- Not passive
- Not religious
- No incense required

“The main business case for (mindfulness) meditation is that if you are fully present on the job, you will be more effective as a leader, you will make better decisions and you will work better with other people.”

- Bill George

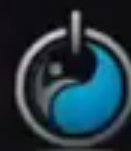
Mindfulness and Well-Being at Work



Mark Higbie

Senior Advisor, Ford Motor
Company

“I believe that the mission of any company should be to make people’s lives better.”



wisdom 2.0

*We're surrounded by many
people in our workplace.*

98%

Mindfulness tools are effective for managing stress

94%

*The content of this mindfulness program will help me
experience more overall well being*

90%

*The mindfulness content can help me improve
relationships with colleagues*

90%

Recommend this mindfulness training to a colleague

Mindfulness and Well-Being at Work

PRESENTED BY



The Challenges to Mindfulness at Work



Mindfulness and Well-Being at Work



Jacqueline Carter

Partner & North American Director,
The Potential Project



Rasmus Hougaard

Founder & Managing Director,
The Potential Project

CHALLENGES TO MINDFULNESS AT WORK



Rasmus Hougaard, Founder & Jacqueline Carter, NA Director



POTENTIAL PROJECT

5000+ workshops

30 countries/states

50,000+ attendees

150 facilitators

250+ companies

10 years development

Finance to Construction Industry

Developed by experts

CHALLENGES

#1 Misconceptions

#2 Organizational

#3 Facilitators

#4 Content

#1: MISCONCEPTIONS

Challenge

Mindfulness = woo woo

Mindfulness is individual

Mindfulness = slow

Response

Scientific framework

Mindfulness is necessary in
organizational attention economy

Mindfulness = mental speed

#2: ORGANIZATIONAL

Challenge

What's the benefit?

Not having time

Organizational acceptance

Response

Present a business case

Short, sharp, during work

Engage champions

#3: FACILITATORS

Challenge

Lack of depth of practice

Lack of business understanding

Response

Depth of practice

Business background

#4: CONTENT

Challenge

Mindfulness for the sake of mindfulness

Mindfulness is only a sitting practice

Mindfulness is the same for any organization

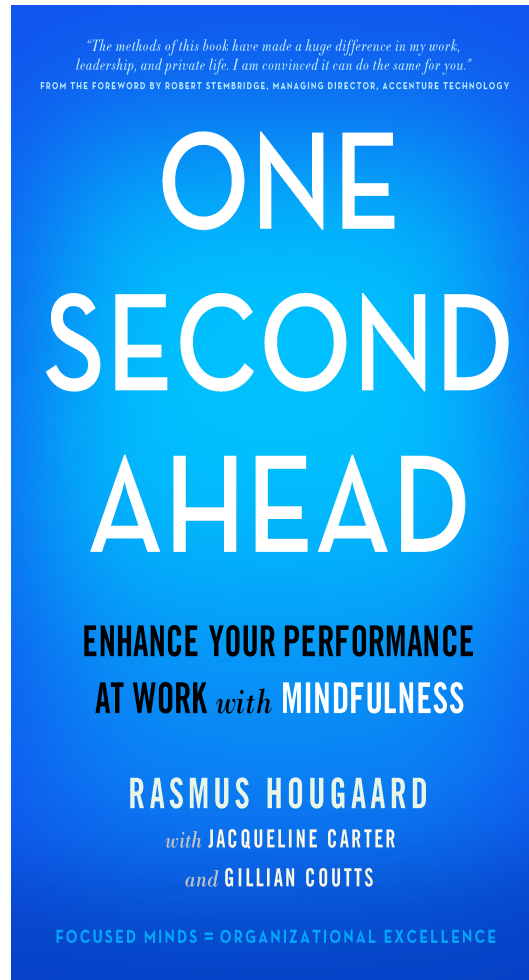
Response

Aligned with business objectives & strategy

Applications to work-life

Always customize to culture and industry

CHALLENGES & SOLUTIONS



“One Second Ahead arrives at a critical time for executives and our modern workforce”

EXECUTIVE VP & CHIEF COMMERCIAL OFFICER, LEGO GROUP

“An extremely powerful toolset for any professional”

JOUNI TORUNEN, HR DIRECTOR, NOKIA

“Through the program behind this book, we have gradually become a mindful organization”

KENNETH EGELUND SCHMIDT, FORMER CIO, CARLSBERG

“Brilliant in its clarity and simplicity”

MICHELE MILAN, CEO, EXECUTIVE PROGRAMS, ROTMAN BUSINESS SCHOOL

“Highly recommended”

MATTHIEU RICARD

Mindfulness and Well-Being at Work



Kyra Bobinet, MD, MPH
Founder & CEO, engagedIN

A small green seedling with several leaves is growing out of a deep, dark crack in a light-colored, textured concrete surface. The crack runs diagonally across the frame. The seedling is positioned in the upper right quadrant of the image. The background is a blurred concrete surface.

how to be a changemaker

kyra bobinet, MD MPH

A low-angle, close-up shot of a person's legs from the knees down, wearing dark grey running shoes with white accents. They are standing on a lush green grassy field with scattered brown leaves. The background is a soft-focus landscape of trees and hills under a warm, golden sunset sky. The text "the story" is written in a large, white, sans-serif font, and "as experienced by moi" is written below it in a smaller, white, sans-serif font.

the story

as experienced by moi

three lessons



be a good communicator

children's books

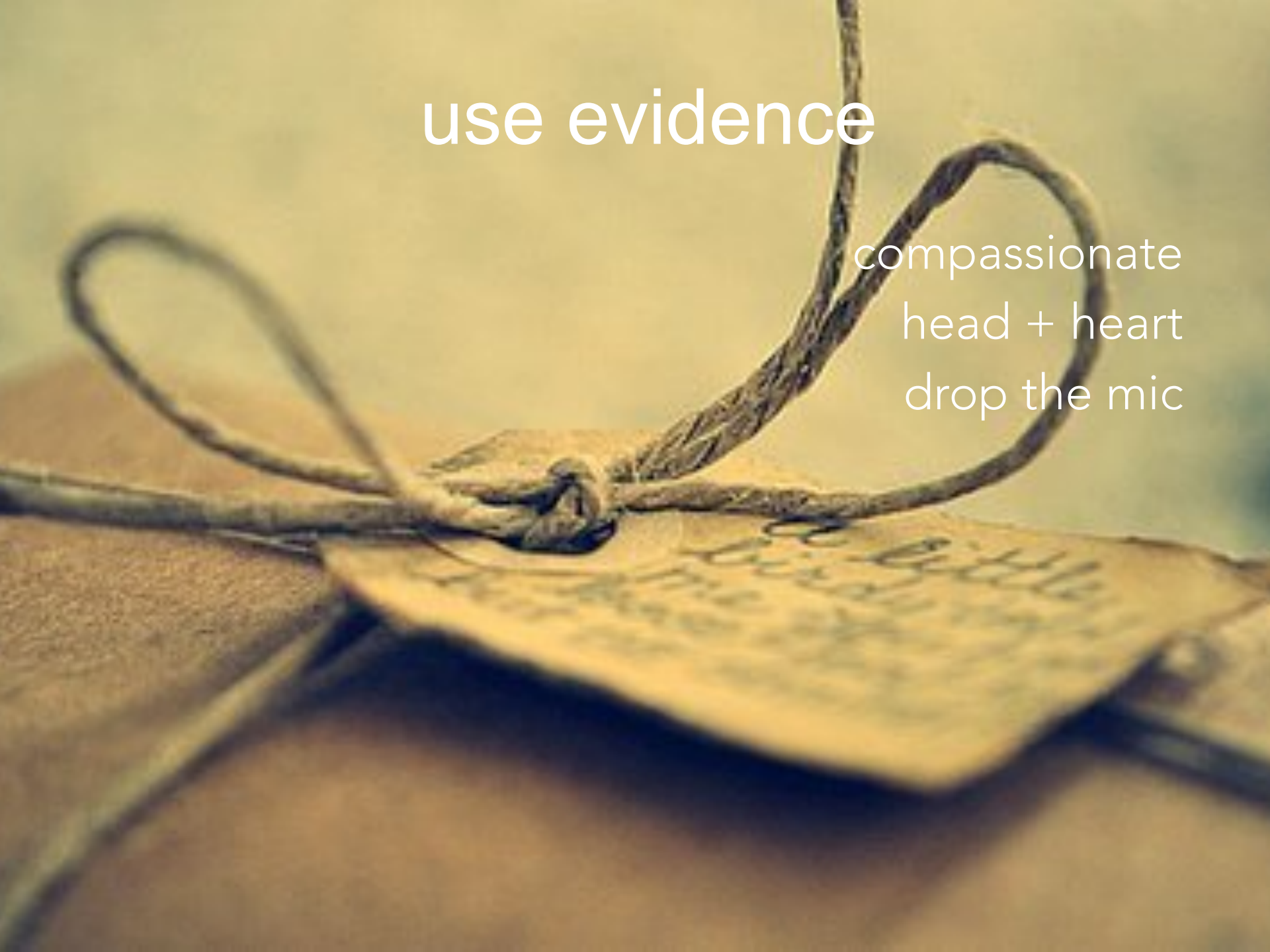
listen

include



use evidence

compassionate
head + heart
drop the mic



don't worry about credit

selflessness

focus

risk



go forth !!



HOLD SLIDE

Mindfulness and Well-Being at Work



Kelley McCabe Ruff, MBA
Founder & CEO, eMindful, Inc.

A View From the Front Lines

10 Lessons Learned From 100+ Employer Mindfulness Implementations



Kelley McCabe Ruff

CEO
kelley@emindful.com
(772) 569-4540



Some of our clients:

Aetna

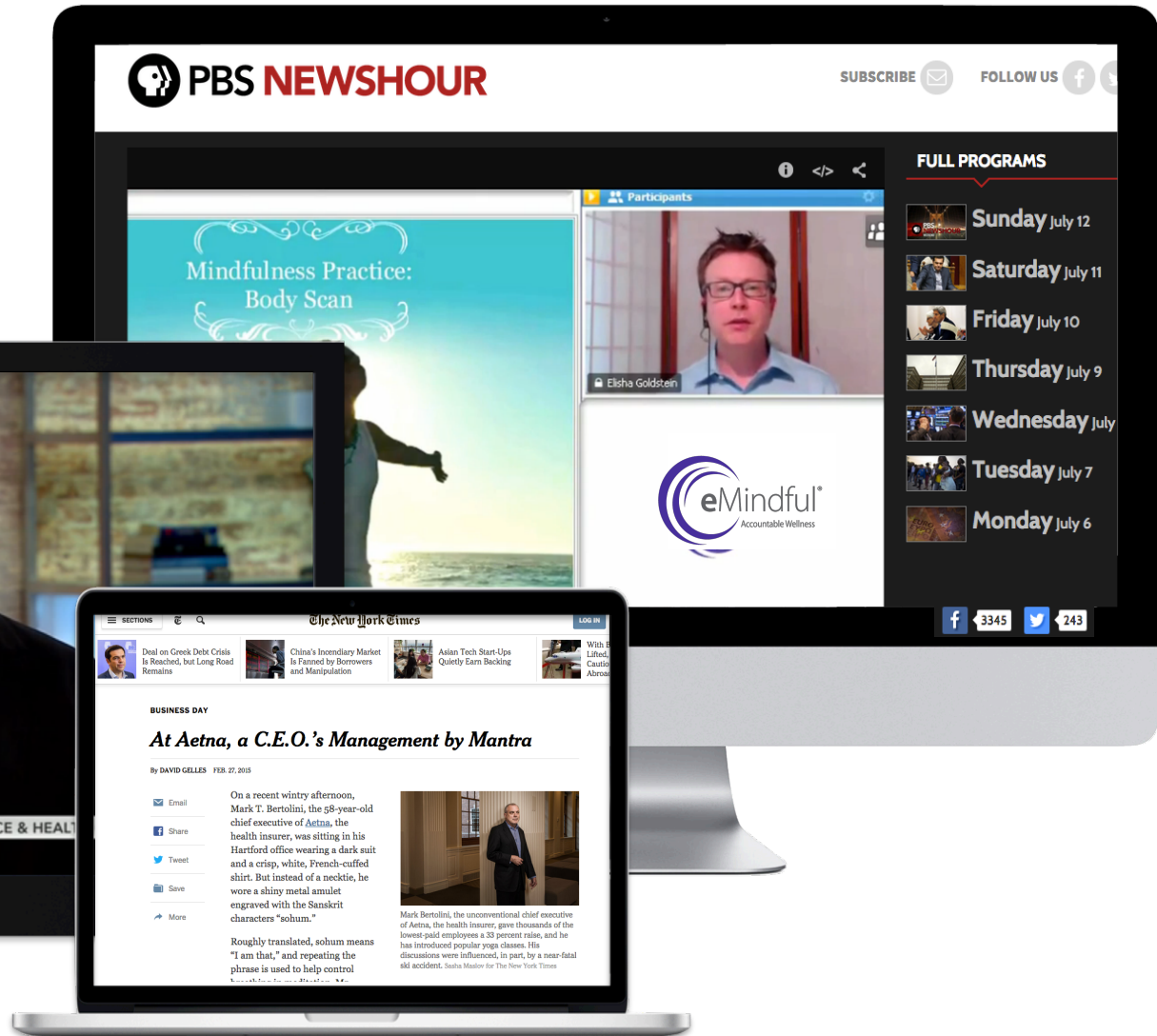
Humana

NextEra Energy

State of Arizona



Why is This Man Smiling?



He's Leading a Healthier Business



"...we saw dramatic drops - 50% drops - in cortisol levels... we saw a \$3,000 reduction in their healthcare costs for the next year."

- Mark Bertolini, CEO Aetna



Lesson 1: Leadership

Senior leadership
commitment is
absolutely crucial.

Lesson 2: Culture

Mindfulness or any well-being initiative is not “bolted on.”

It’s “built in.”

A genuine commitment to employee well-being has to be at the heart of an organization’s **culture** for this to work.



Lesson 3: Geography & Quality

How to reach a distributed population with consistent quality?

The vast majority of companies we talk with view online delivery as the only viable option for reaching a geographically disbursed workforce.

And ensuring consistent quality in delivery across the country or around the world.



Weight Balance for Life

Are you tired of dieting? Join us for a live online program that v
maintaining your weight loss. Developed by eMindful, Weight B
reconnecting the mind and body to determine hunger and fulln
improving sleep.

→ [Get started.](#)



Stress Less, Live More

Are you overwhelmed with stress? Taught in a live online class
manage work-related stressors and become more aware of hal
success. Mindfulness at Work focuses on bringing more of wha

→ [Get started.](#)



Living Fully with Diabetes

eMindful's diabetes program teaches you how to manage your
behavior changes, and mind-body connections. This class will h
confident about living with diabetes, living your life fully *with* diab

→ [Get started.](#)

Lesson 4: On Whose Time?

improved sleep

20%

reduced stress

29%

stopped smoking

40%

minutes gained in productivity per week

47 mins

reversed metabolic syndrome

55%

Are you committed enough to give employees an hour a week for this?

Lesson 5: The Missing Link

Middle managers' support is critical.

Middle managers are the first to be encouraged to attend – then they get it and want their employees to attend



Lesson 6: Keys to Getting Initial Adoption

1. Market and promote.
Get creative
2. Show top leadership support
3. Encourage participation
4. Reward participation
5. Market the results of participation
6. Participation will drive
more participation

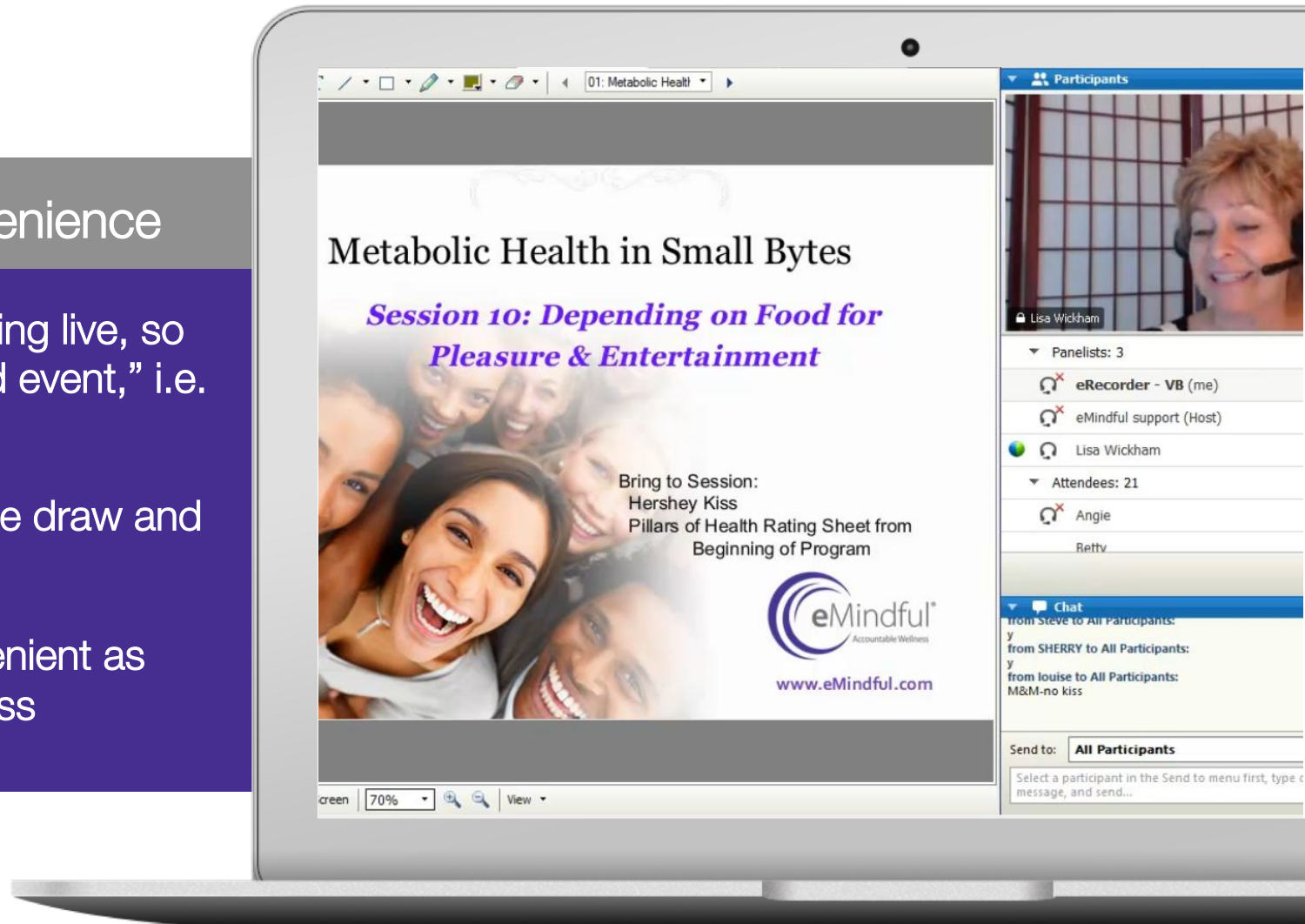
Lesson 7: How Can You Maximize Sustained Engagement?

Maximize convenience

Present the training live, so it is a “scheduled event,” i.e. a commitment

Live creates more draw and pull, community

Make it as convenient as possible to access



Lesson 8: Making it Stick

What will you do to sustain long-term momentum?

Support ongoing engagement for those who want it.

“I think you should be able to join one of these meetings once a week all year.”



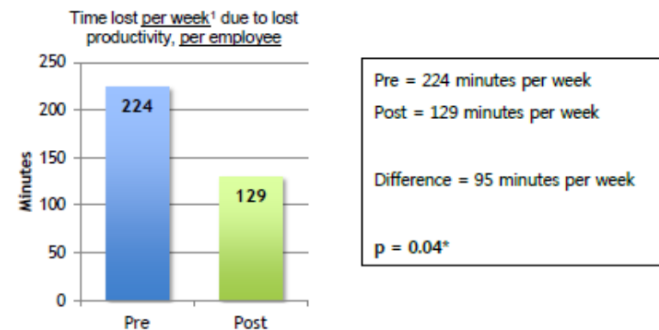
Lesson 9: Measuring Results

Create most direct linkage you can between your results and business value. Ask:

1. What will your organization require?
2. How can you define and demonstrate value?
3. What measurement tools can you deploy easily and affordably?

Work Productivity Loss

The previous subscales can be combined to estimate the amount of time lost in a week due to reduced productivity.



After taking the Mindfulness at Work® course, participants **gained** 95 minutes per week from increased productivity. This finding was statistically significant ($p=0.04$).

Lesson 10: Another Kind of Data



Listen to the data behind your numbers.

“This class...has been life-changing for me. I know I am a better mother. I know I’m a better wife. I know that I’m a better daughter because of this class. And my goals are to continue using the teachings that I have learned, even without the continued support of everyone else in the class...”

Questions



Kelley McCabe Ruff

CEO
kelley@emindful.com
(772) 569-4540

Mindfulness and Well-Being at Work



Carley Hauck
Founder & Senior Wellness
Architect, Intuitive Wellness

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Mindfulness and Well-Being at Work



Scott Kriens

Co-founder, 1440 Multiversity
& 1440 Foundation



1440

MULTIVERSITY



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Faculty highlights

Join these and other esteemed faculty to bring the 1440 Multiversity to life.



Keith Mitchell



Richard Davidson



Janice Marturano



Julia Cameron



Otto Scharmer



Sharon Salzberg



Kristin Neff



Daniel Siegel



1440

MULTIVERSITY

Mindfulness and Well-Being at Work

SESSION #3

Stories of Success and Positive Impact



Mindfulness and Well-Being at Work

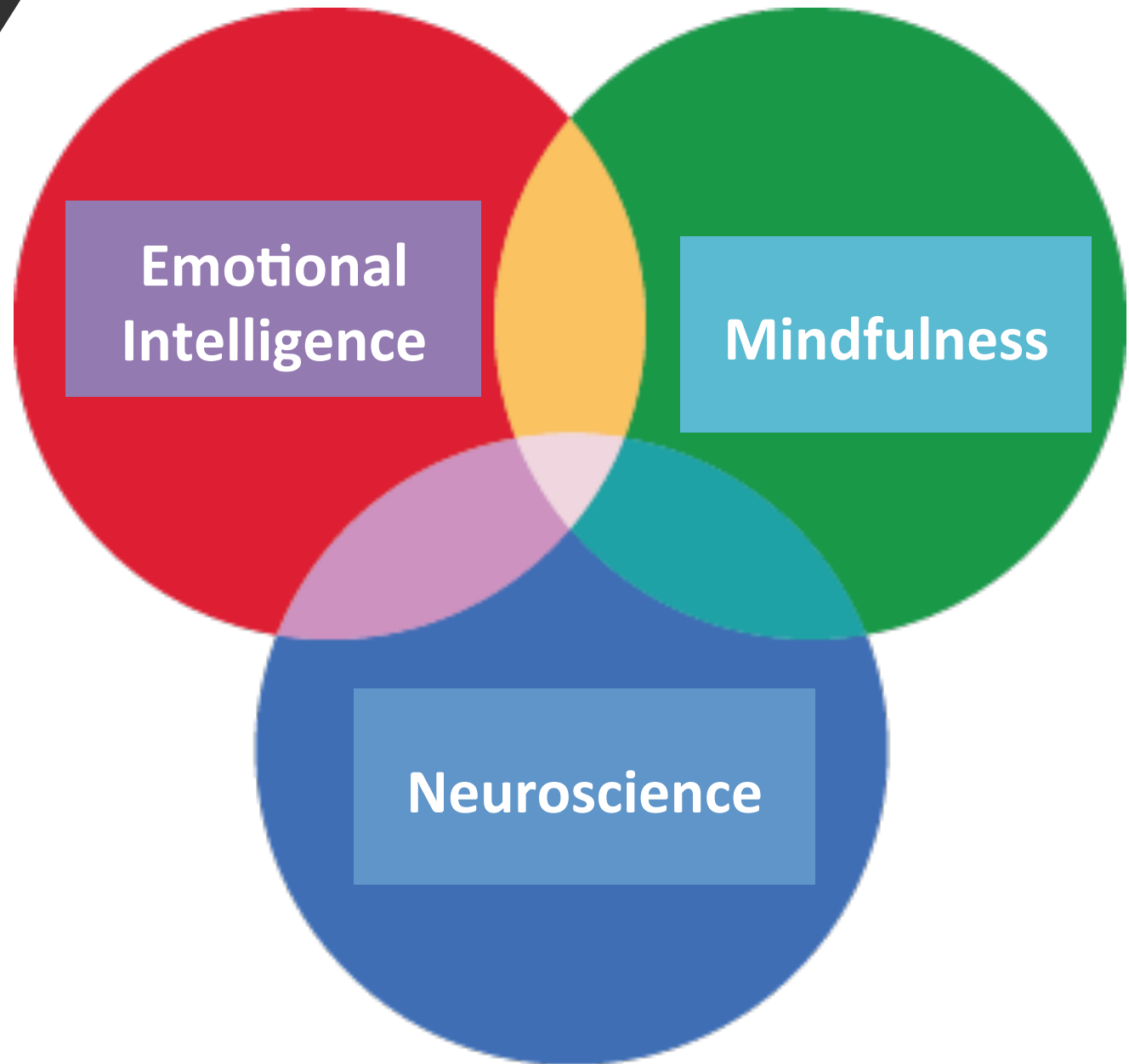


Marc Lesser, MBA
CEO, Search Inside Yourself
Leadership Institute

SEARCH
INSIDE
YOURSELF

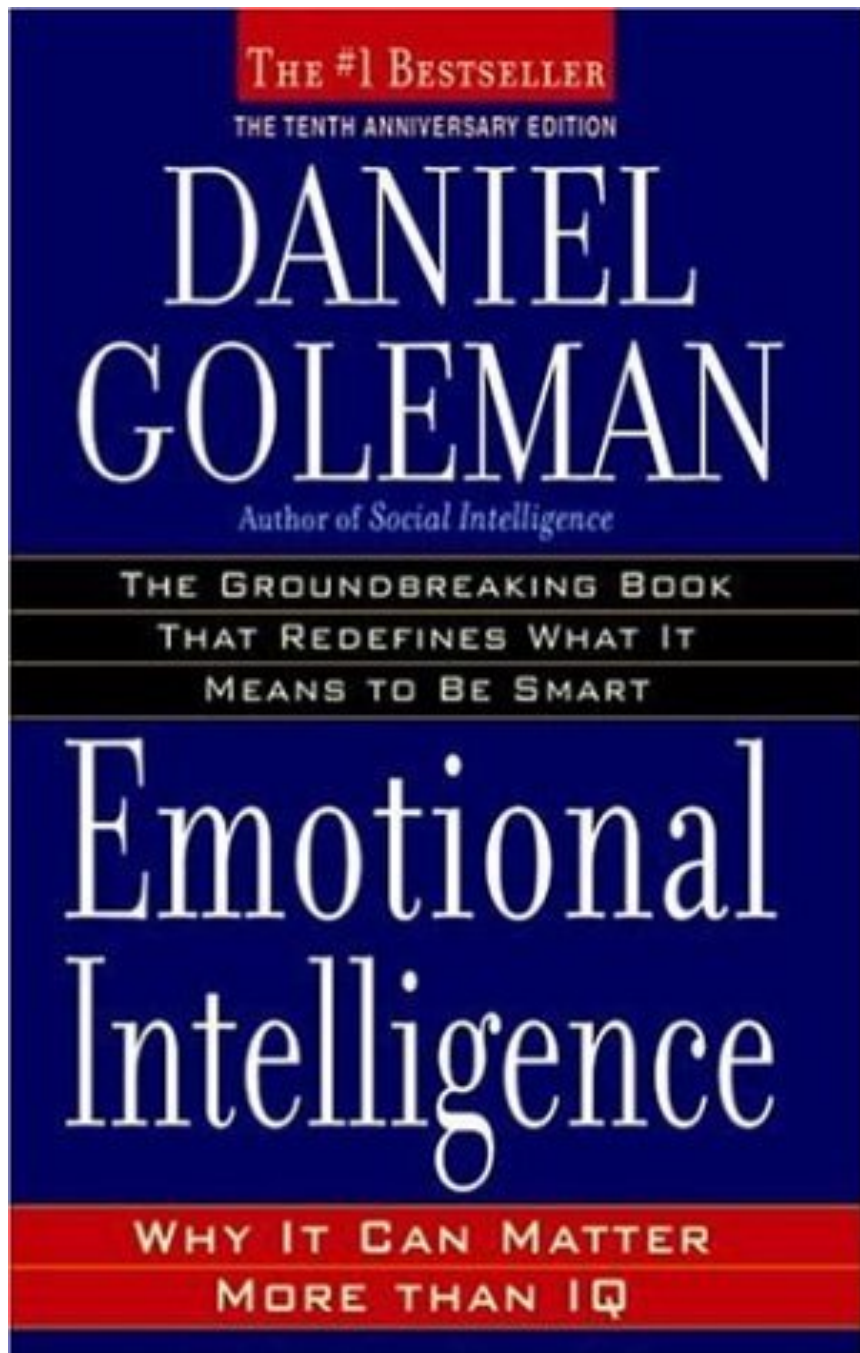
LEADERSHIP INSTITUTE

SIY









- **Self-Awareness**
- **Self-Regulation**
- **Motivation**
- **Empathy**
- **Social Skills**

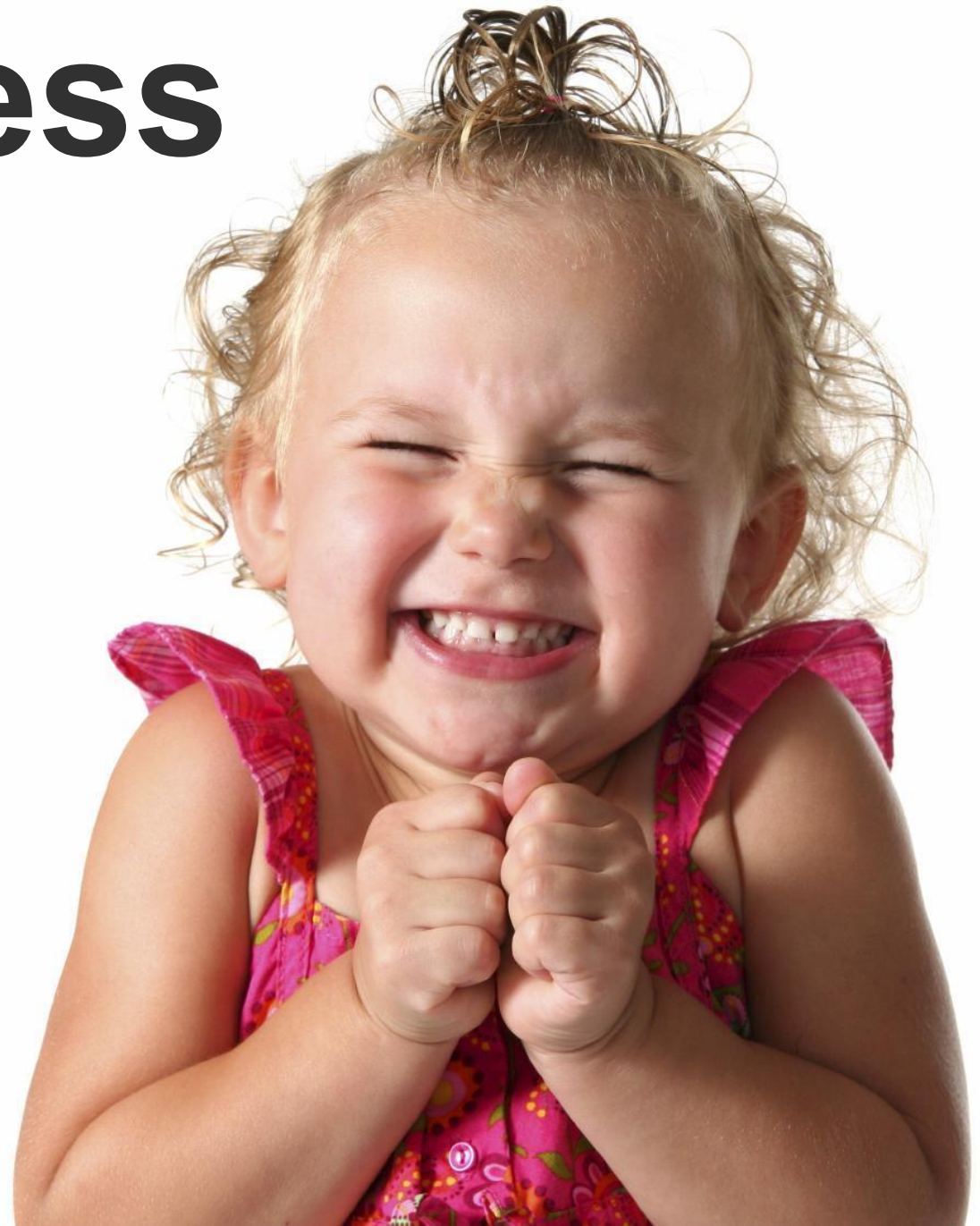


Stellar Performance

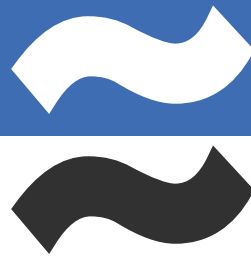
Outstanding Leadership



Happiness



mindfulness



self-awareness

1

Mindfulness is trainable

2

Mindfulness \approx SA

3

SA is trainable!

4

SA foundation to El...



**El is
trainable!**

Creating A Workplace Where People Thrive



Love The Work

Do The Work

**Don't Become
An Expert**

Feel Your Pain

Feel others'
Pain

Depend On
others

Keep Making
It Simpler



SEARCH
INSIDE
YOURSELF

LEADERSHIP INSTITUTE

Mindfulness and Well-Being at Work



Peter Bostelmann
Director, SAP Global Mindfulness
Programs

SAP Global Mindfulness Practice – Lessons Learned

Peter Bostelmann

Director, SAP Global Mindfulness Practice

Mindfulness & Well-Being at Work

GGSC - UC Berkley

November 13, 2015

Berkeley, CA



You will learn today:



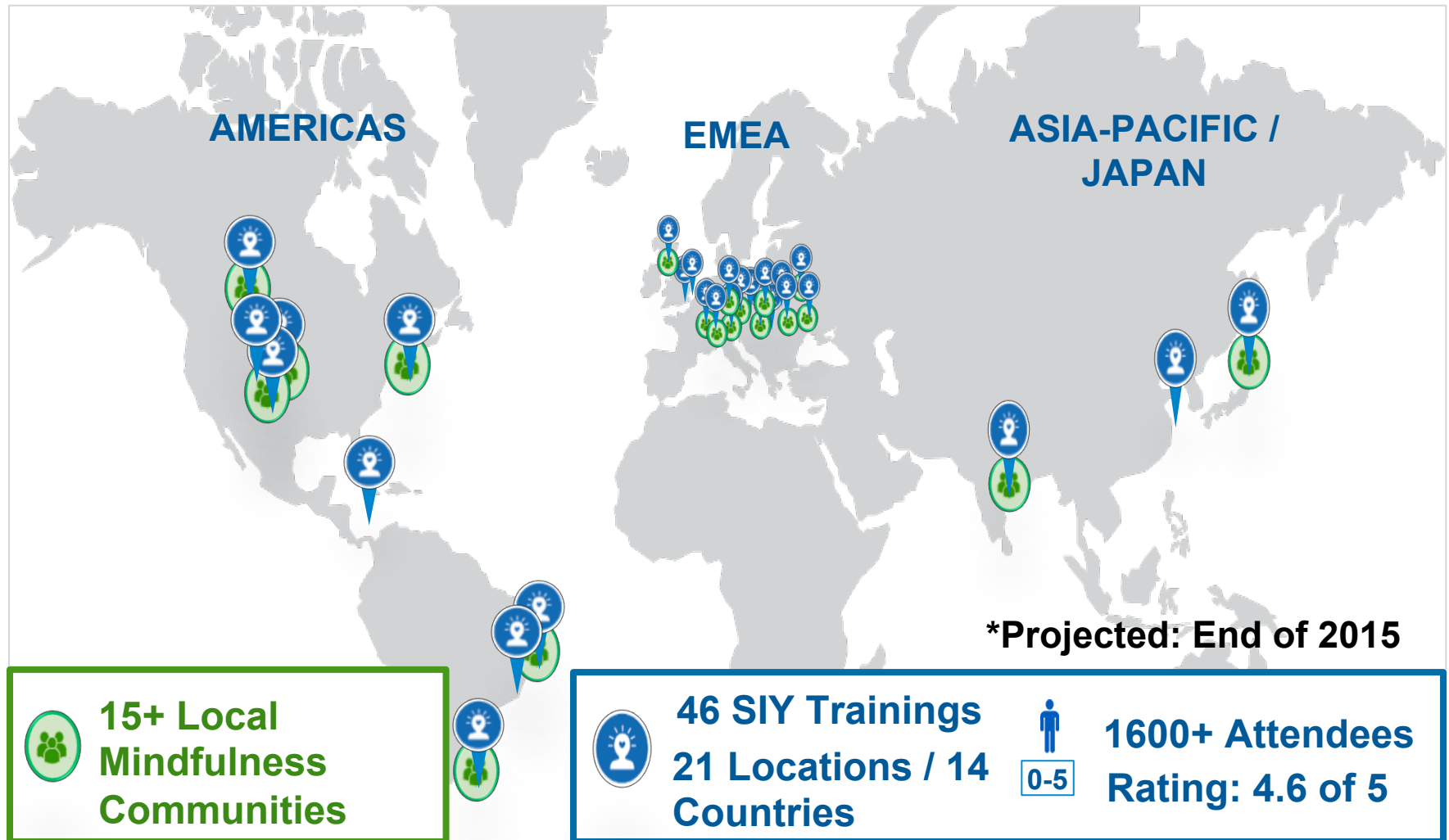
How to successfully implement a Mindfulness Practice in a global organization:

- **Step by Step**
- **Measured Benefits**
- **Lessons Learned**

Journey: From the beginning at SAP...



... till today's SAP Global Mindfulness Practice*



Step #1: Find leader and start building a community

Leadership

- Leader that believes in, and embodies mindfulness
- Can sell it to executives and can engage employees
- Persistence & Courage
- Vision: Think Big

Mindful Team & Community

- Attract likeminded and passionate people as multiplier
- Deep experience in mindfulness and success in business is key
- Local support for global rollout

“If you want to walk fast walk alone, if you want to walk far, walk together” (African Proverb)

Step #2: Create a specific pitch for your organization

Why bring mindfulness into your organization?

- **Listen!**
- **Link it to your organizations objectives**
- **Enhance potential vs. cure deficiencies**
- **Business Language!**

Example...



Step #3: Select a strong Corporate Mindfulness Program

SAP's needs

- Strong brand
- Depth in teaching mindfulness and ethics
- Based on neuroscience and evidence
- Supports global rollout and teacher training
- Close to SAP's high performance culture

SAP's Partner:
Search Inside Yourself
Leadership Institute



Step #4: Sponsorship

Sponsorship for cultural change:

- Grassroots initiative vs. executive sponsor → Ideally both

Initial approach at SAP:


- Create Events → First evidence of employee interest → Addressees for first mindfulness pilots



Step #5: Demonstrate Evidence with selected Pilots

SIY-Pilot-Trainings

- Evidence with SAP employees
- First Pilots at SAP's "Pilot location" in Palo Alto / California
- Extended Pilots at SAP HQ Germany



Evidence: Collect data and testimonials

Overall Feedback of SIY Pilots at SAP

Overall-Rating of SIY Pilots

6.53 of 7.0

(1=poor / 7=excellent)



6.34



6.65

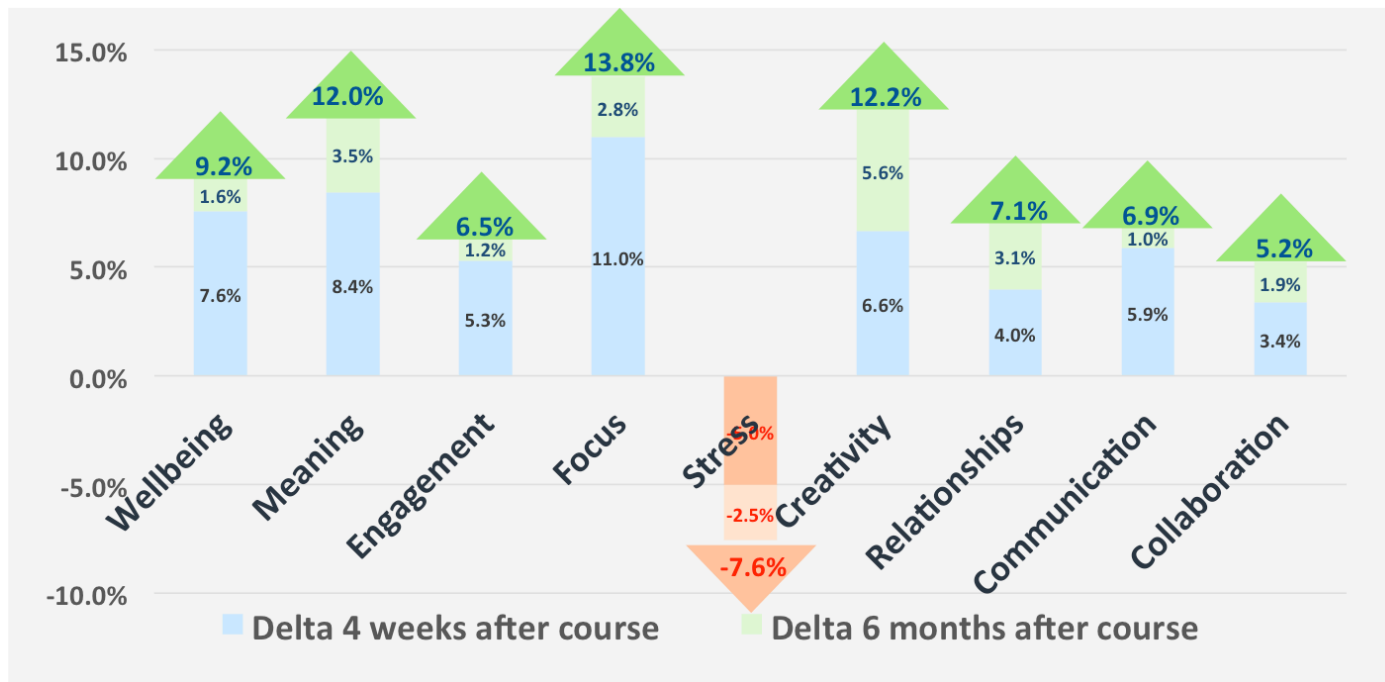
**“...SIY may just literally
change your life...”**

VP SAP Sales Plays, Palo Alto



SIY Pilots at SAP – Business Impact Metrics

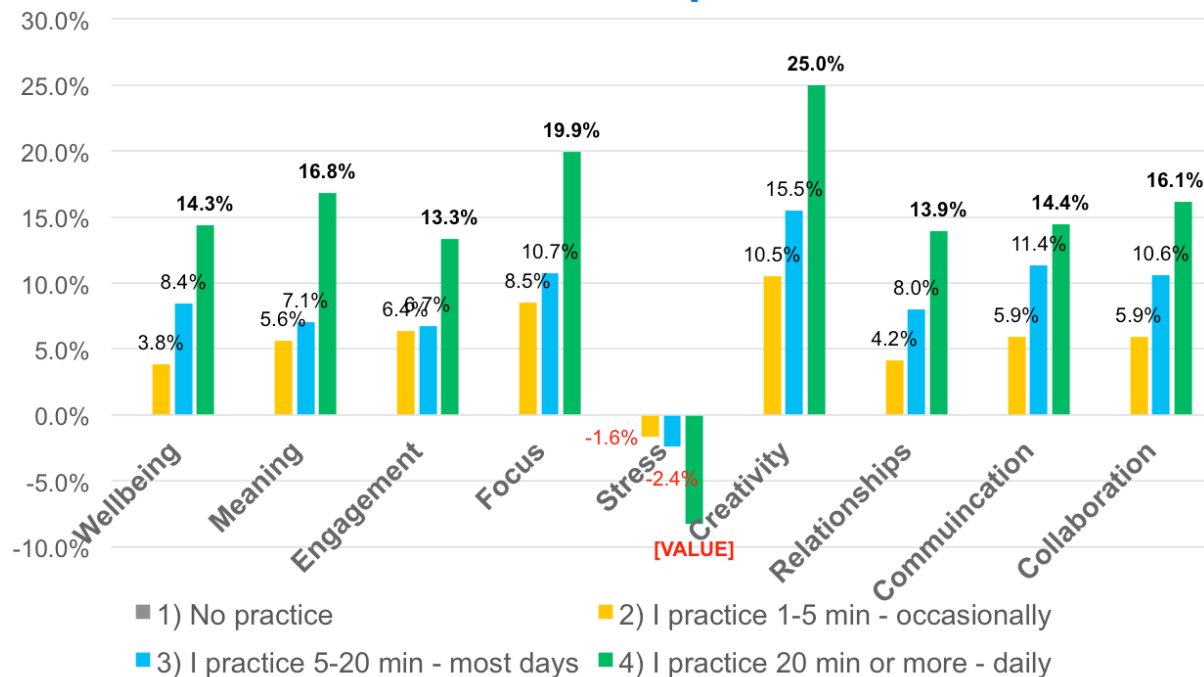
SAP internal survey results*: Participants graded the following elements on a 1-10 scale before the program, 4 weeks after and 6 months after the course.



* SIY Pilots
Germany July
2014 with 187
attendees.

SIY Pilots at SAP – Analysis of Practice Level

Correlation between practice level and measured capacities*



Analysis: Strong correlation between indicated level of personal mindfulness practices and the average responses in the different measured capacities.

Conclusion: The higher a participant's personal level of mindfulness practices was, the higher their self-perceived level in wellbeing, meaning, engagement, focus, creativity, relationships, communication, and collaboration as well as lower self-report of stress.

* SIY Pilots Germany
July 2014
with 187 attendees.

Feedback Highlights – SIY Pilot's

What did you enjoy most:

- SAP shows **willingness to be pioneers** and take up a whole new and hot topic. I find that very commendable and it should definitely be continued!
- After many years **felt the first time again respected as employee** & training participant and that the company cares about me
- The exchange with colleagues in an **open and trustful atmosphere**. The content covers exactly what I have been looking to **increase my own resilience and creativity**.
- I made use of the approach with my team and I **got great feedback** from them.

Most significant SIY course impact:

- Despite the troubled phase of an internal reorganization (with associated job cuts) I got **more peace in my professional life**. Thank you for that!
- SIY allowed me to **gain additional clarity and calm** which makes me more performant in the work I do.
- It made me realize how **I can change many things in my life myself**, i.e. not being subjected to outside influences but **things that I can have under control**.

Step #6: Gain momentum after first Pilots...

Marketing & Communication:

- Testimonials & Data
- Keep it special: Waitlists!
- Formal Role: 'Director, Mindfulness Programs at SAP'
- SAP internal and external attention

Sustainability and Integration

- Self-Practice, Self-Study, Group-Practice
- Virtual Practice Support - Social media share (SAP JAM)
- Onsite Practice support - Local groups: Meditation, Mindful Lunch, Refresher, Best Practice Exchange, Mindful Coaching and more...

SAP Global Mindfulness Practice – Virtual Community (JAM)

SAP Jam All

Home Groups Company Business Records Recommendations Bookmarks Calendar

Subgroups

SAP Global Mindfulness Practice

Overview Resources Trainings Local Activities & Practice Groups

3125 Views Edit Versions Copy Delete

What is Mindfulness? **Why at Work?** **What is Search Inside Yourself (SIY)?**

Featured Content **Recently Joined Members**

What is Mindfulness?

Mindfulness@SAP / Content / Overview

What is it?

- Our attention is hijacked by our thoughts and emotions, by our concerns, by our worries for the future, and our regrets and memories of the past.
- Mindfulness is awareness of the present moment. It is about learning to pay attention, in the present moment, and without judgment.
- It can be trained like a muscle - training attention to be where you want it to be.
- Be director of your life: mindfulness reduces your tendency to react on autopilot, it is about allowing you to **choose** how you respond.

Why care?

In a complex, fast moving environment it becomes more and more important to consciously navigate yourself and your teams. Mindfulness builds the core emotional intelligence skills needed to increase well-being and become an effective self-leader as well as a leader of others.

It's scientifically validated that practicing mindfulness has various beneficial effects on our well-being, e.g.:

RESOURCES for Self Study and Self Practice

Scientific evidence shows it only takes a few minutes a day of mental practices to build greater focus, relaxation, and wellbeing, not to mention, measurable changes in the brain!

Below you can find a selection of introductions, materials, and practices that will support you in your personal cultivation of growth and wellbeing at work and beyond.

How to Get Started **Self Study** **Self Practice**

Content Updates

- Kostenloses Feldenkrais Training (available only in German) - Noch wenige Plätze bei Feldenkrais Schnupperkurs "Body & Mind"
Jens Kostler 1 day ago
- PA Bldg 3, Lunch Meditation Sessions (Aug-Sept)
Tiffany Chihay 27 days ago

 **1700+**
Registered
Members

 **22k**
Content
Clicks (past
12 year)

 **3000+**
Registered
SIY Waitlists

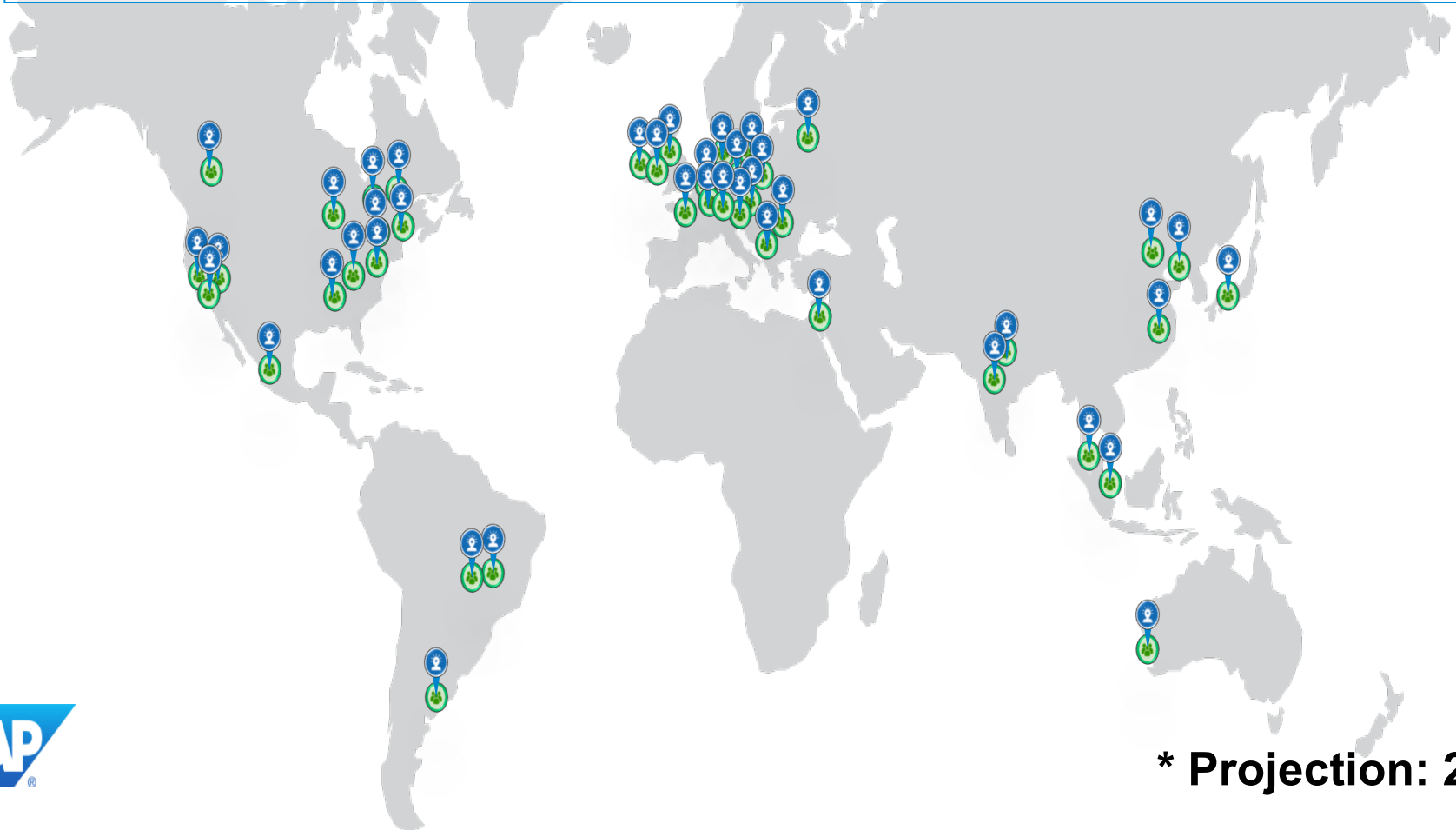
Step #7: SAP Global Mindfulness Practice

SAP Global Mindfulness Practice

- **Shift from grassroots Pilots to Global Mindfulness Practice**
- **Shift from employee driven offers to globally funded program by SAP Learning Center of Excellence**
- **Extended Global Community: Local Mindfulness Ambassadors and Mindfulness Volunteers**

Outlook: SAP Global Mindfulness Practice*

- **Extend sustainability measures**
- **Extend mindfulness community: Teacher, Ambassadors, Volunteers**
- **Extend business impact studies**



SAP's Global Mindfulness Practice in the press:

- [Mercury News: Mindfulness at work - The body mind bottom-line-connection](#)
- [Huffington Post: 4 Steps to Making Mindfulness Work in Business](#)
- [CLOMagazine: SAP's sold on Self-Awareness](#)
- [Youtube - Peter Bostelmann: Do You Dream of Creating a More Mindful Company?](#)



Thank you!

Peter Bostelmann

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Mindfulness and Well-Being at Work



Emma Adolfsson

Former Head of Enterprise
Architecture, Carlsberg Group

Adoway Consulting & Potential
Project Trainer

The situation in Carlsberg



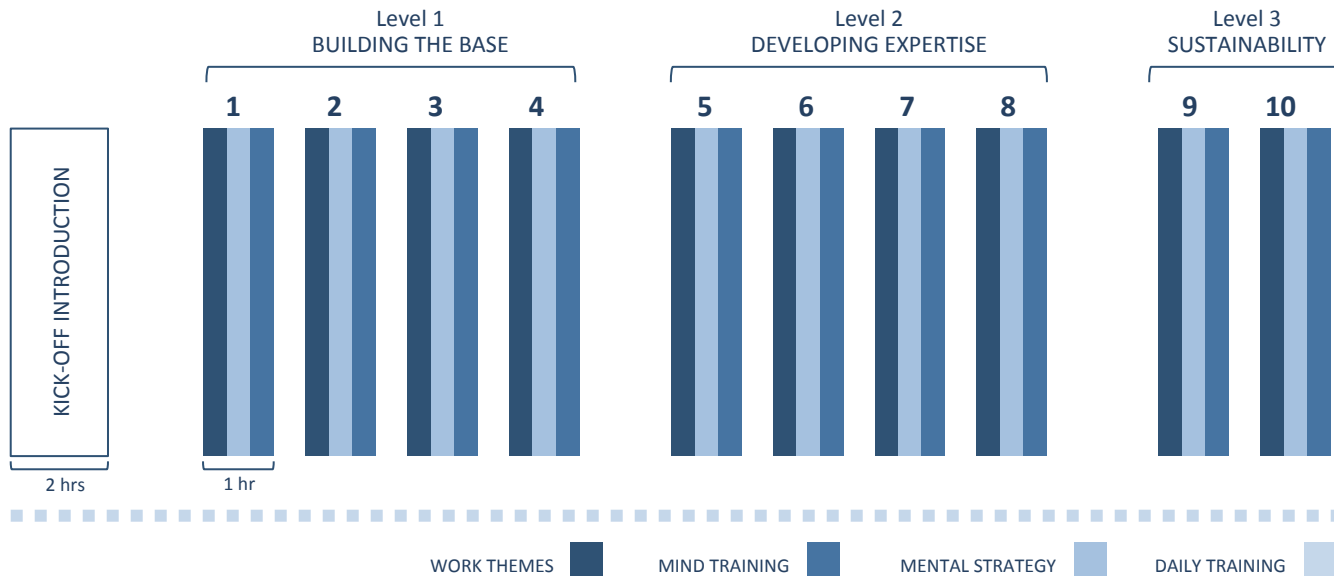
**Growth
through
acquisitions**

**Over 500 brands
and 46,000
employees**

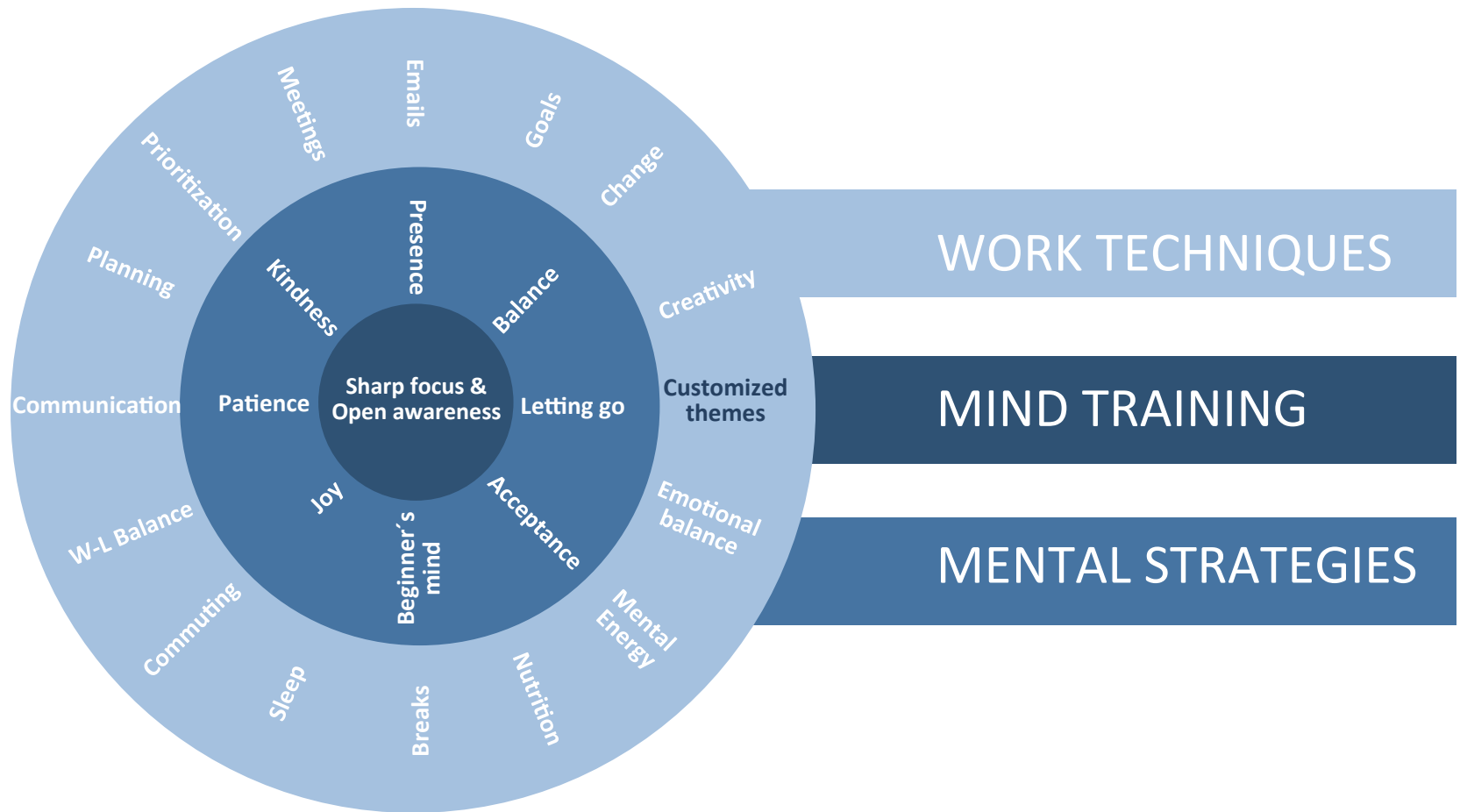
**Time to
leverage
scale**




180 people in Carlsberg IT were trained over four months



The program consisted of work techniques and mental strategies





Carlsberg Mindfulness

Dates & Material

Session 1

Workshop material

Valby
Group 1: Tuesday 13 March 9-10
Group 2: Tuesday 13 March 10-12
Group 3: Tuesday 13 March 13-16

Live Meetings
Group 4: Tuesday 13 March 13-14
Group 5: Wednesday 14 Mar 11-12

Valby
Group 1: Tuesday 27 March 9-10
Group 2: Tuesday 27 March 10-12
Group 3: Tuesday 27 March 15-16

Session 2

Live Meetings
Group 1: Tuesday 27 March 13-14
Group 5: Wednesday 28 Mar 11-12

Valby
Group 1: Tuesday 10 April 9-10
Group 2: Tuesday 10 April 11-12
Group 3: Tuesday 10 April 15-16


Session 3

Live Meetings
Group 4: Tuesday 10 April 13-14
Group 5: Wednesday 11 April 11-12


Valby

Learn Mindfulness


Mindfulness Manual:



Attitude Cards:



Post Cards:



Train mindfulness

MP3 files on yout ub PC
[10 minutes mindfulness training](#)
[20 minutes mindfulness training](#)
[Click Cancel if you are asked to update iTunes](#)

Download app
Download an Android or Iphone app for mindfulness training [here](#).

Get CD
Contact [Jeanette Frang](#) to get a CD with mindfulness training.

Research on programme

The mindfulness programme in Carlsberg IT is one of the largest mindfulness implementations in a corporate setting ever.

For that reason the programme will be closely followed by scientists from Singapore Management University. [Read more here.](#)

Articles

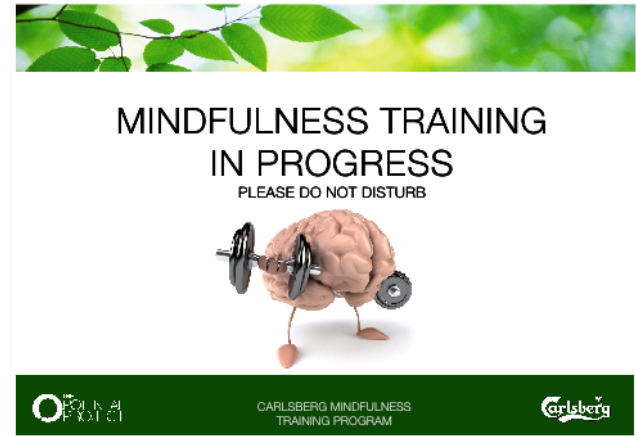
Name

- [Category : Borsen \(1\)](#)
- [Category : Science \(19\)](#)
- [Category : Session 2 \(1\)](#)
- [Category : Session 3 \(2\)](#)
- [Category : Session 5 \(2\)](#)
- [Add new document](#)

Intro Workshop

Name

Introduction [Presentation](#) [New](#)



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Article | [McKinsey Quarterly](#)

Recovering from information overload

Always-on, multitasking work environments are killing productivity, dampening creativity, and making us unhappy.

January 2011 | by Dennis Davis and Caroline Webb

For all the benefits of the information technology and communications revolution, it has a well-known dark side: information overload and its close cousin, attention fragmentation. These scourge hit CEOs and their colleagues in the C-suite particularly hard because senior executives so badly need uninterrupted time to synthesize information from many different sources, reflect on its implications for the organization, apply judgment, make trade-offs, and arrive at good decisions.

The importance of reserving chunks of time for reflection, and the difficulty of doing so, have been themes in management writing for decades. Look no further than Peter Drucker's 1969 classic, *The Effective Executive*, which emphasized that "most of the tasks of the executive require, for maximum effectiveness, a fairly large quantum of time." Drucker's solutions for fragmented executives—reserve large blocks of time on your calendar, don't answer the phone, and return calls in short bursts once or twice a day—sound remarkably like the ones offered up by today's information-management experts.

Yet they are devilishly difficult to implement, and getting more so all the time. Every challenge recounted by Drucker in 1969 remains today: an unconscious rhythm of daily meetings, a relentless expectation of travel to connect with customers and far-flung reaches of the organization, an inordinate number of opportunities to represent the company at dinners and events. Add to these challenges a torrent of e-mail, huge volumes of other information, and an expanding variety of means—from the ever-

McKinsey Quarterly

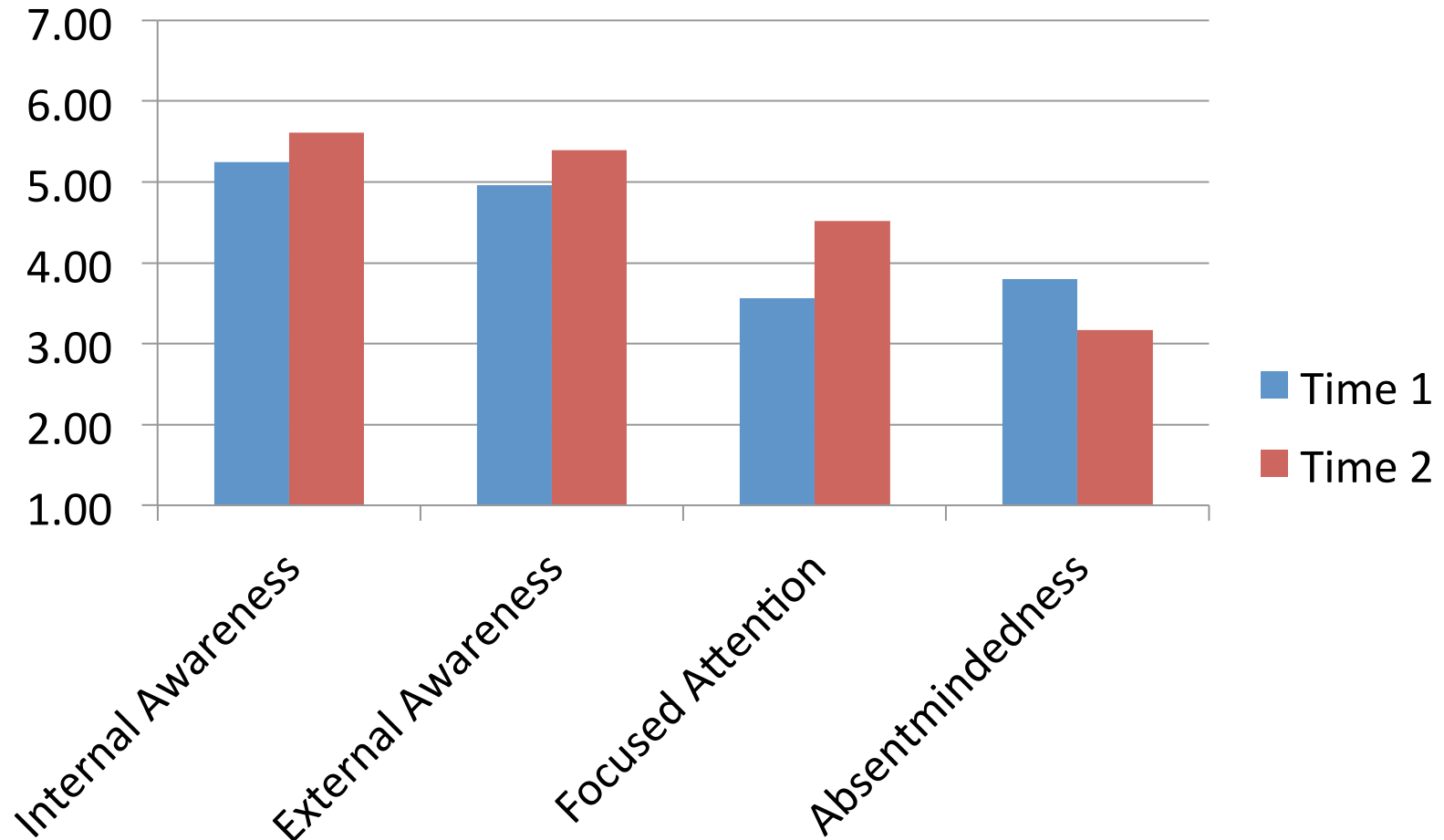


Our business publications shaping the senior management agenda since 1964.

[illegible]

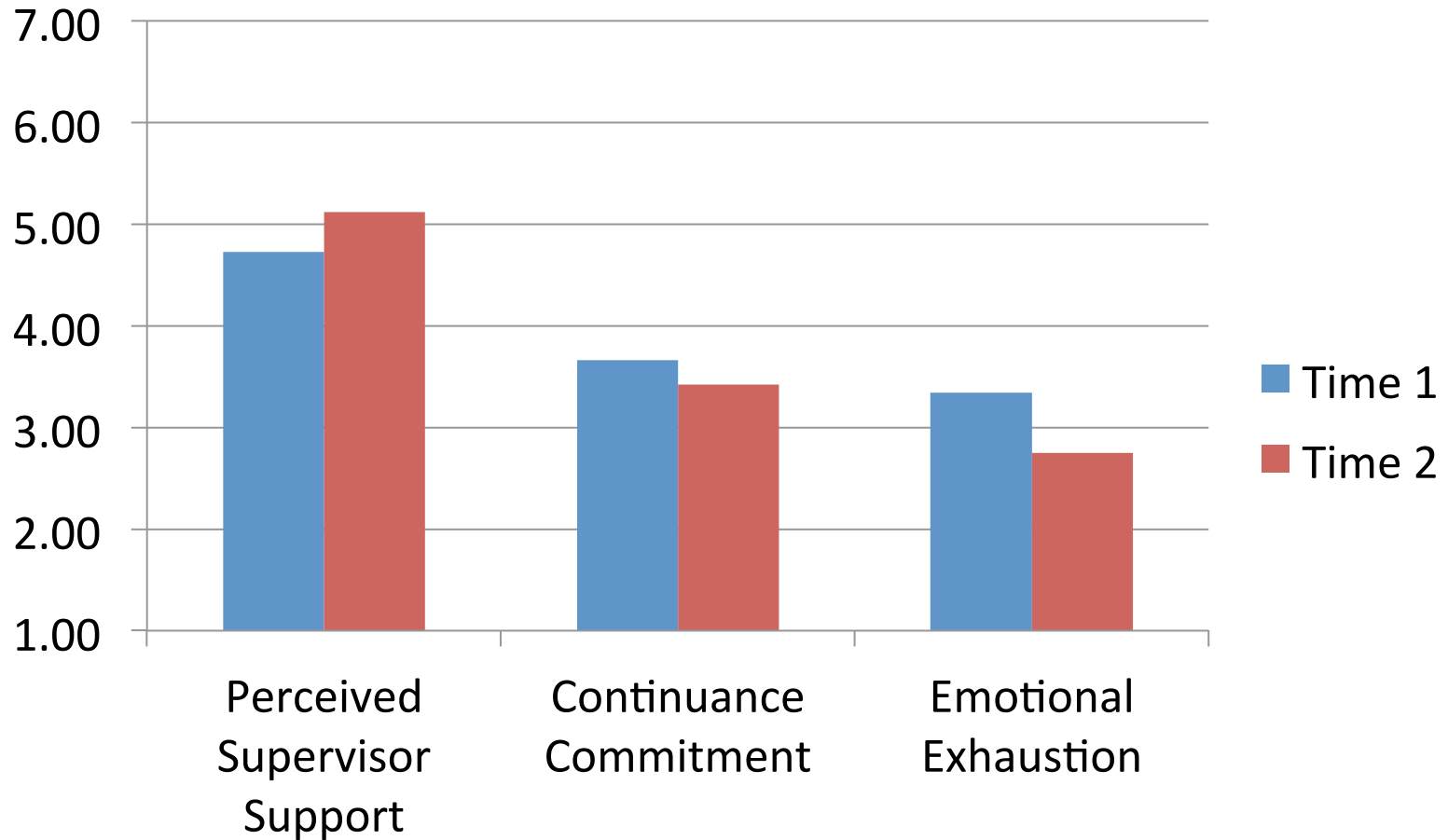
The scientific results of the program

Pre-Post comparison

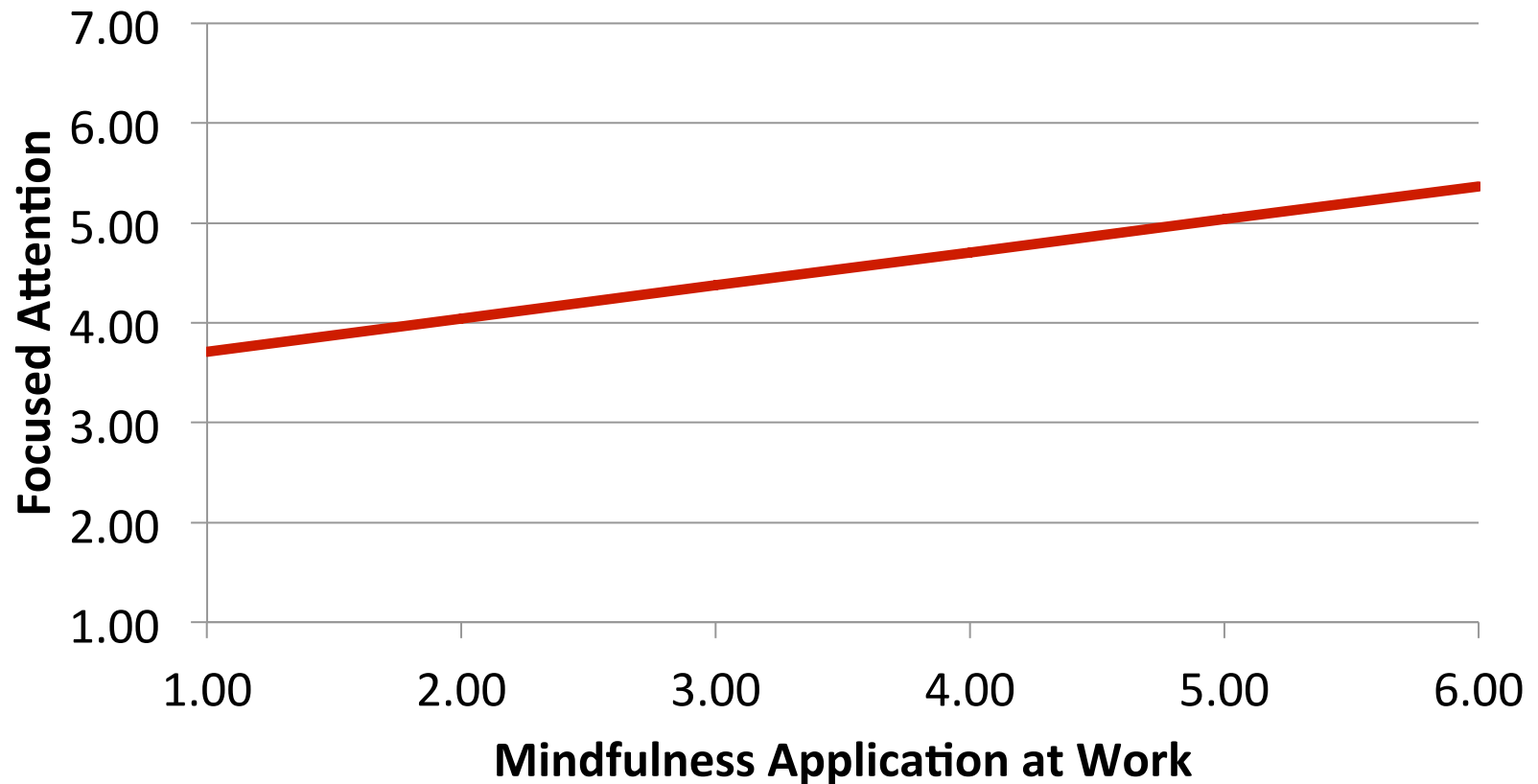


The scientific results of the program

Pre-Post comparison



Application of Mindfulness at Work and effect on Focused Attention



Results from the internal survey

[illegible]

Reflections from the program and Keys to success



Support from Top Management

Management participation in program

Roll out by department

Space for practicing in the office

Creating a community around mindfulness

Sustainability, after the program has ended

Champions during and after the program

On a personal level

Mindfulness and Well-Being at Work



Maggie Randriamamonjy
Senior Manager,
Benefits, Wellness & Community
Outreach, Pixar Animation Studios



Mindfulness and Well-Being at Work

PRESENTED BY



But What Do I Do on Monday?



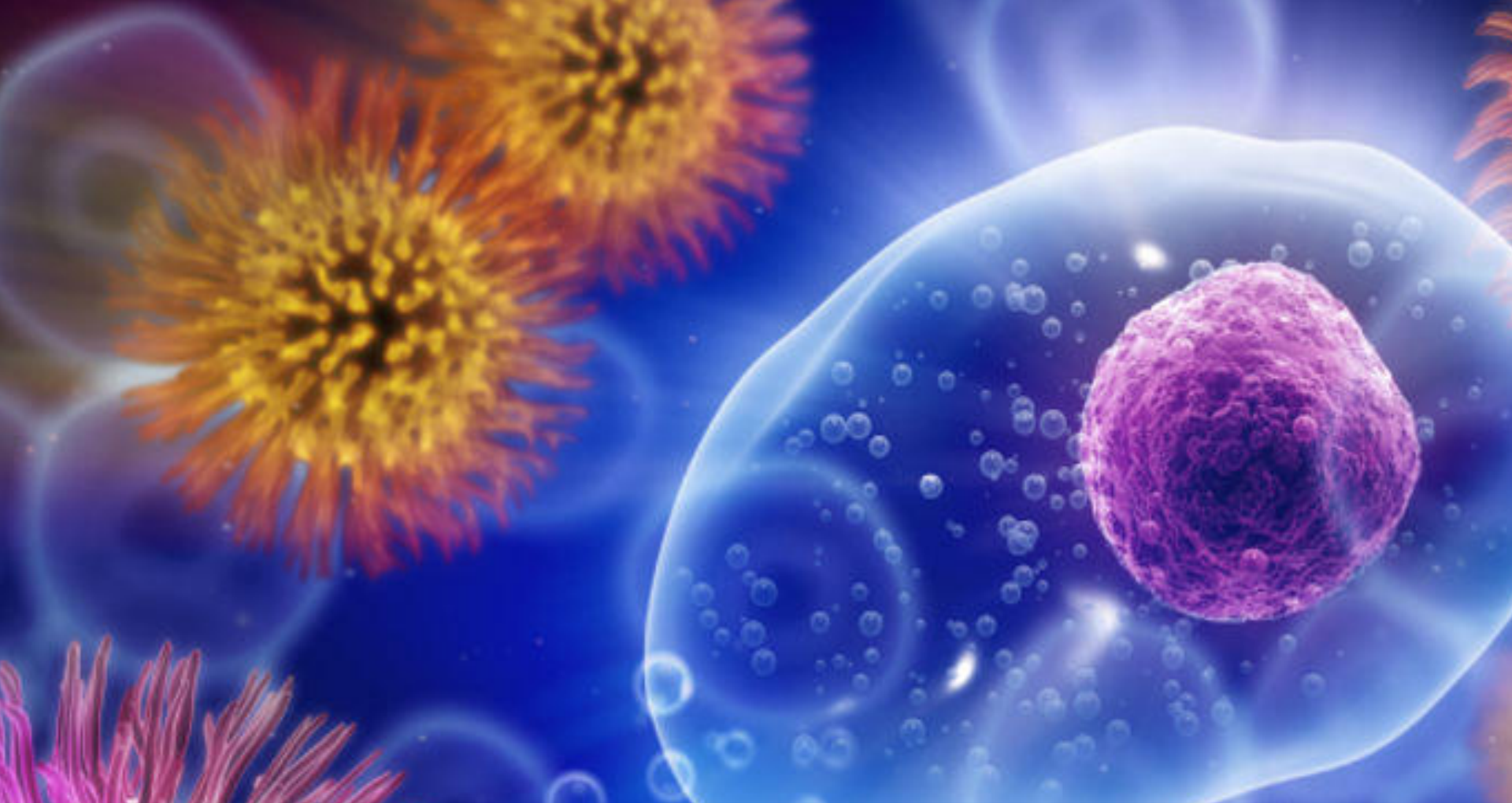
Mindfulness and Well-Being at Work



Jeremy Hunter, PhD
Associate Professor of Practice,
Peter F. Drucker Graduate School
of Management

How to talk about mindfulness to the skeptical

Jeremy Hunter, PhD
Peter F. Drucker and Masatoshi Ito
Graduate School of Management

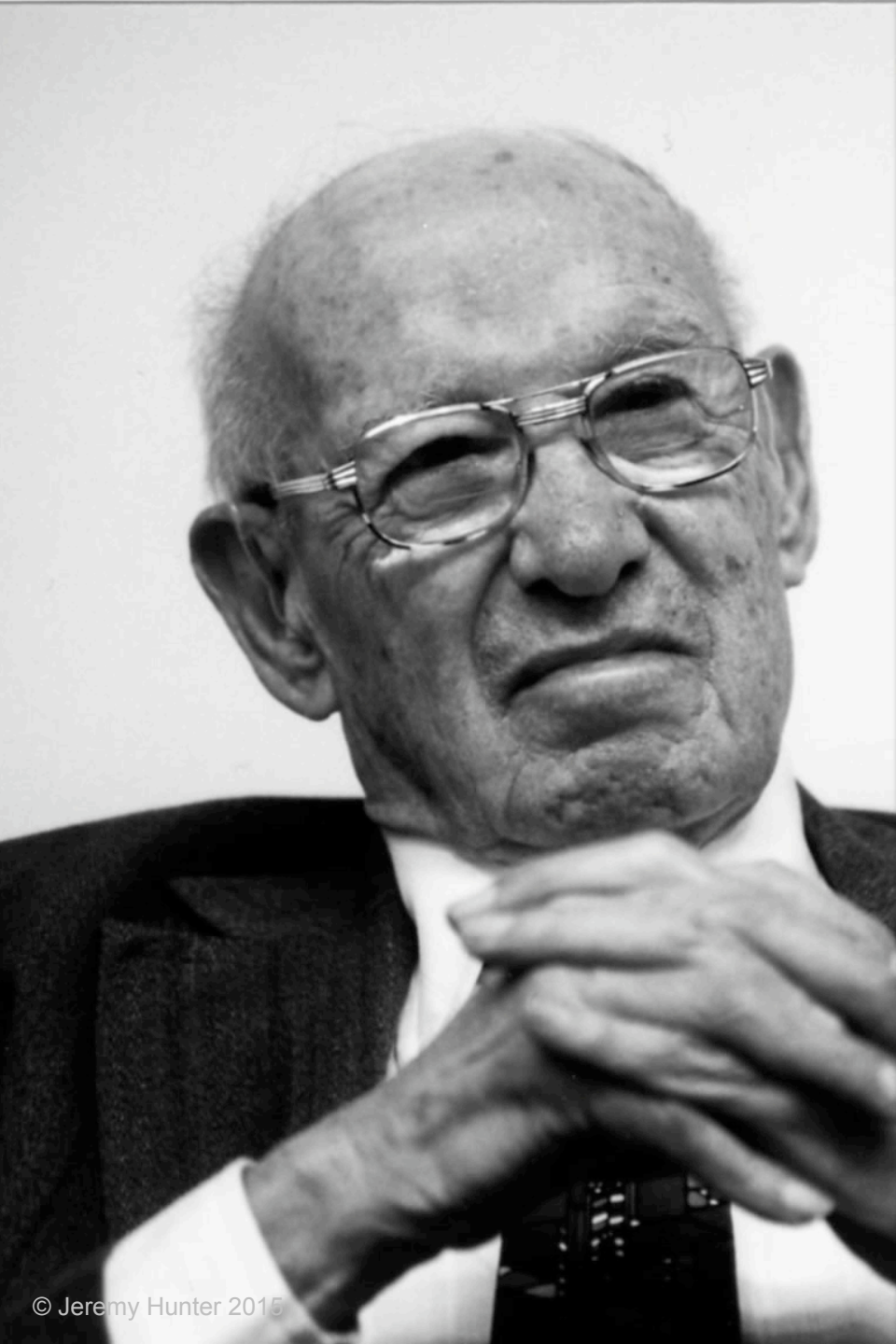


How to introduce mindfulness in a management context without arousing an immune response?



“I think
therefore
I am.”

Rene Descartes



“Descartes said:
‘*I think* therefore I am.’
We will have to say also:
‘I see therefore I am.’

Increasingly, we will balance
the conceptual with the
perceptual....the archetype
of the educated person.”

Peter F. Drucker

The New Realities, 1989.

Rule #1

QUIET PLEASE

Anthropologist



AT WORK

Ask questions and
listen for what is
important.

How can awareness
practices support
those values?

Respect the language
of that world.

Not so helpful:

Therapeutic Language

Spiritual/New Age Language

Religious Language

DANGER-MYSTERY THRILLS

You'll never forget

IN



The MYSTERIOUS DR. FU MANCHU

a Paramount Picture



Beware W.A.S.

Weird
Asian
Stuff!



The Impartial Spectator:

Key to “Self-Government”

Adam Smith

Theory of Moral Sentiment, 1759

How can enhanced
attention transform
your results?

CAMBRIDGE COMPANIONS TO MANAGEMENT

MINDFULNESS IN ORGANIZATIONS

Foundations, Research, and Applications

Edited by Jochen Reb and Paul W. B. Atkins



Useful Resource...



Offer a taste!

Have Fun!

Mindfulness and Well-Being at Work



Wendy Quan

Organizational Change Manager,
Pacific Blue Cross

Workplace Meditation Instructor,
The Calm Monkey

To share with you . . .

- Innovation at Pacific Blue Cross
- Business results that get attention
- 3 tips to become an effective workplace facilitator



- British Columbia's largest provider of health and dental benefits for 75 years
- 1.5 million members in Western Canada
- 1,500 client organizations
- 730 employees

My personal story...



Innovation at Pacific Blue Cross



Classes at Pacific Blue Cross

- 2011: Started with 12 co-workers
- Developed 'Learn to Meditate' program
- By donation
- Weekly drop-in, 30 min, lunchtime
- Format: Talk/Teach, guided meditation

Grassroots success – word-of-mouth

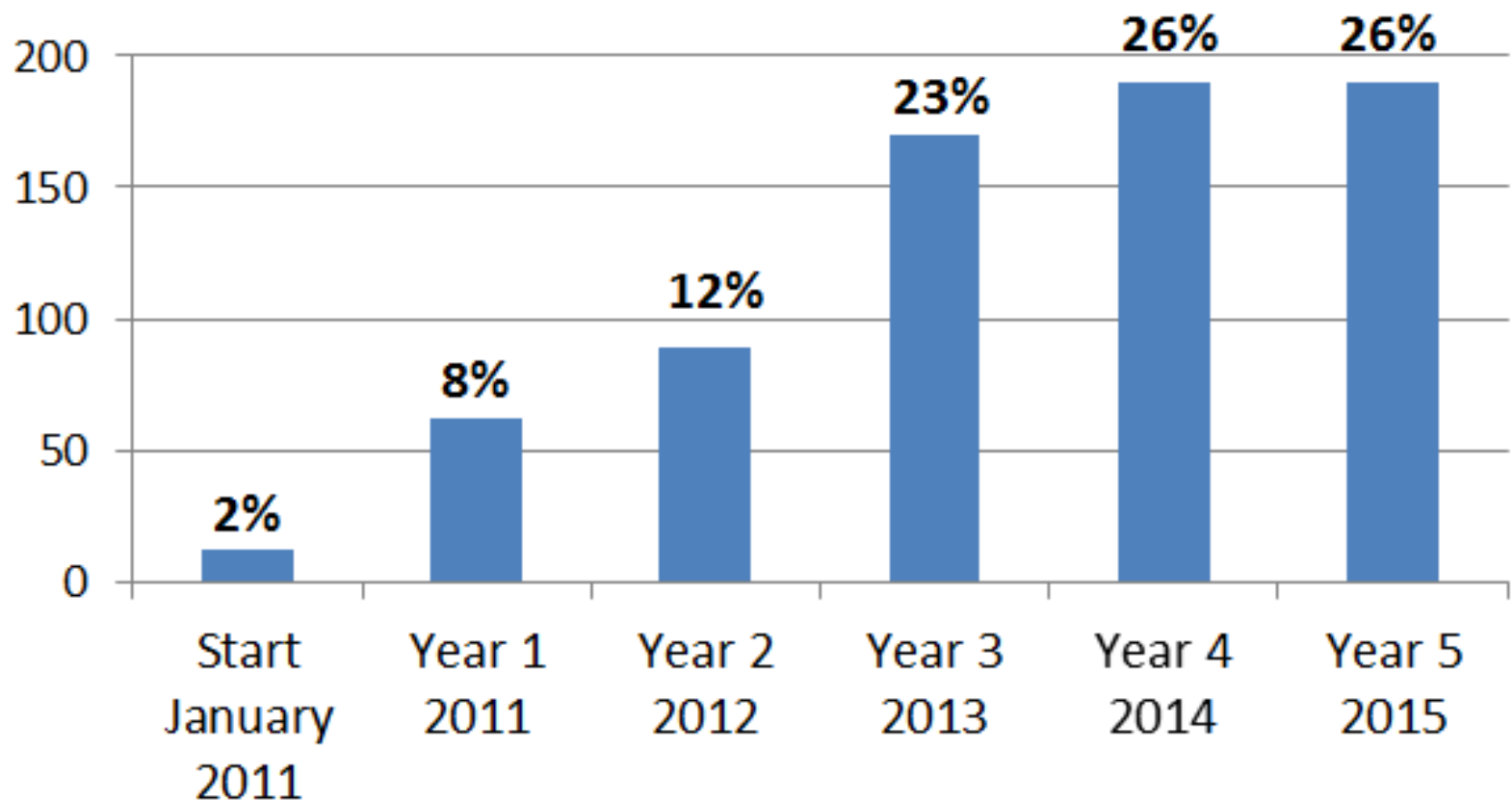
190 participants today



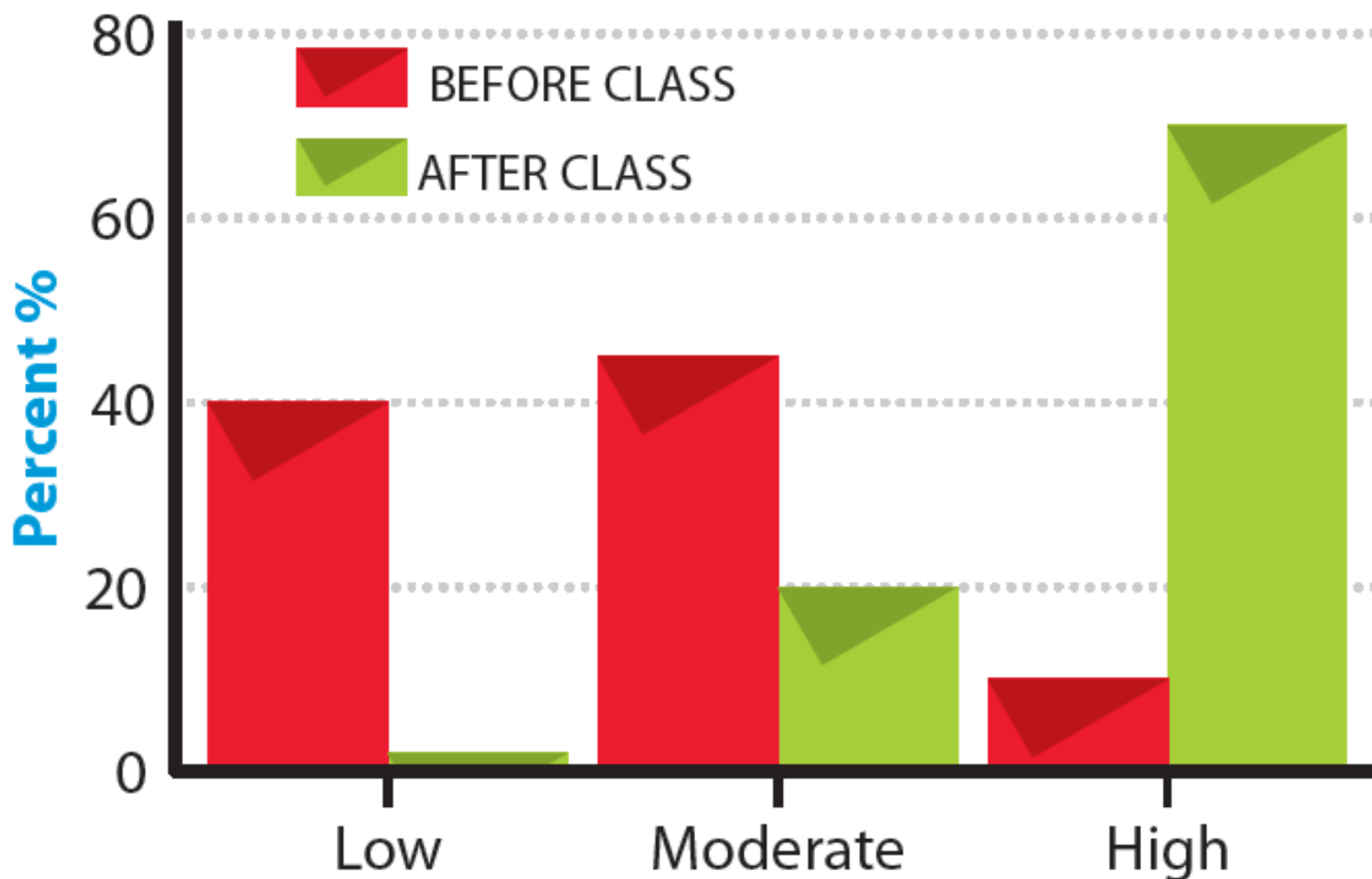
26% of organization

of Meditation Participants

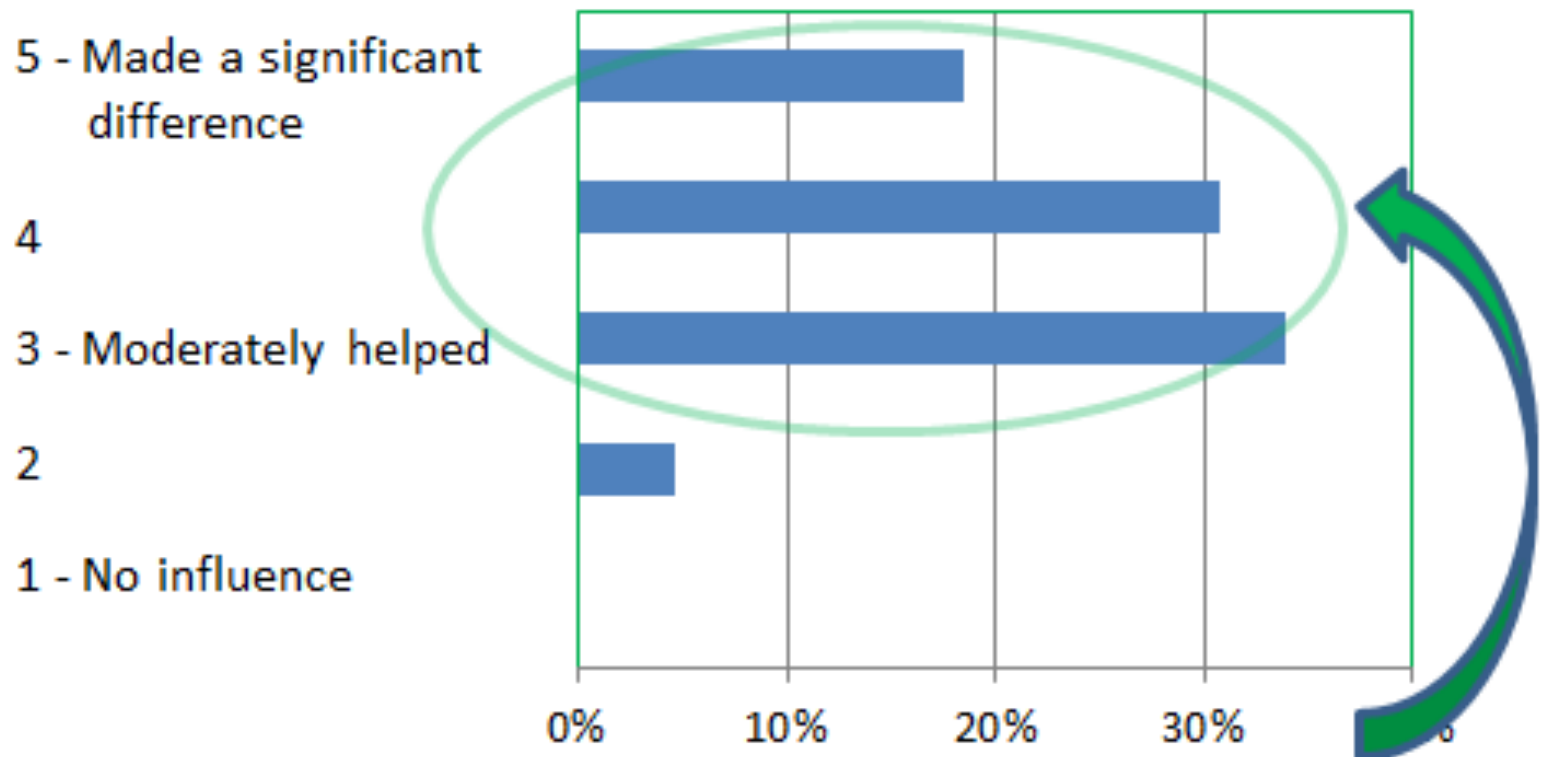
(out of 730 employees)



How would you rate your personal resiliency?



How much has meditation and/or mindfulness helped you through our big system implementation?



83% of respondents said meditation **moderately** to **significantly** helped them through a significant transition that affected business processes, systems and jobs.



Integral role of a Workplace Facilitator


- Catalysts
- Coordinators
- Creates a safe, meaningful experience
- May provide basic guidance, deliver live meditation or play a recording
- Not a meditation teacher

Do you feel ‘qualified’?

Tip #1: Onboard newcomers with an Introduction session

- Dispel myths
- What to expect when they come to class
- Demonstrate posture options
- Instill confidence that they can meditate

***Make newcomers feel comfortable
&
build a relationship***



Tip #2: Don't underestimate the value of silence

When delivering a guided meditation,

- Pace – slower than you may think
- Enunciate
- Provide ample 'space' between instruction
- Provide 'quiet' time

Tip #3: Evaluate

- Seek anonymous feedback
 - Improve your program and skills
 - Show benefit to your organization
- Possible questions:
 - *Suggestions for improvement?*
 - *Stress reduction?*
 - *Increased resiliency?*
 - *How does it benefit your work life?*

Share the results!



Workplace Meditation Program

Part 1: Information Session

Dispelling the myths, what's in it for you?

Part 2: 'Learn to Meditate' Course

Teaches the skills to meditate & practice mindfulness.

Part 3: 'Train-the-Facilitator' Workshop & Certification

A workshop and turn-key toolkit to start a self-sustaining workplace program. Optional certification to prove proficiency.

Thank you!

Be a Successful Facilitator

Wendy Quan

**Workplace Meditation
Instructor**

www.TheCalmMonkey.com

Wendy@TheCalmMonkey.com



The Calm Monkey

**Organizational Change
Manager,
Pacific Blue Cross**



Mindfulness and Well-Being at Work



Pamela Weiss
Founder, Appropriate Response

GROWING WHOLE PEOPLE



COGNITIVE

what we think

EMOTIONAL

what we feel

SOMATIC

what we sense

3 CENTER CHECK IN



What am I thinking?

*What am I aware of in my mind?
Thinking, planning, remembering?*

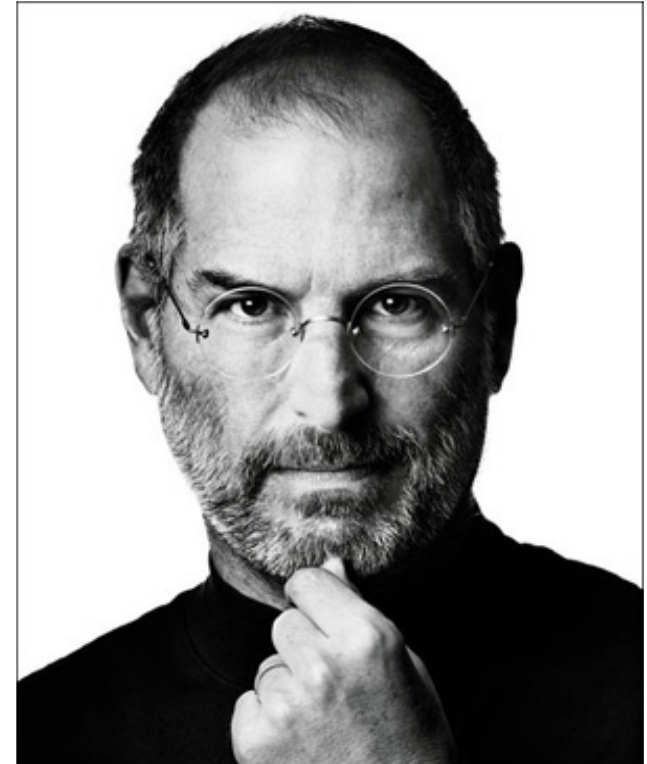
What am I feeling?

*What am I aware of in my heart?
Emotions, attitude, mood?*

What am I sensing?

*What sensations am I aware of in my body?
Energy, fatigue, heaviness, stillness?*

WHO DO YOU ADMIRE?



WHAT did they accomplish (DOING)?

HOW did they accomplish it (BEING)?

WAY OF BEING = QUALITIES

KIND patient open
 centered CALM appreciative
 PLAYFUL ethical
 INSPIRED relaxed authentic
 visionary SUPPORTIVE
 PRESENT poised RECEPTIVE
 flexible balanced grounded
 creative JOYFUL
 respectful COURAGEOUS





- When did I do (my quality) well/not well?
- What was happening *externally*?
- What was happening *internally*:
HEAD: thoughts, assumptions, beliefs, judgments?
HEART: feelings, emotions, moods, attitude?
BODY: sensations, posture, energy?
- What was the impact?
- Based on this reflection...what insights?

Mindfulness and Well-Being at Work



Birju Pandya
RSF Social Finance

Mindfulness and Well-Being at Work

THANK YOU!