

# Mindfulness and CORPORATE CULTURE

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mindfulness works

## The Client

- A leading European energy provider
- Operating across multiple domains
- Employs around 60,000 people
- Facing massive disruptive change

## Programme Structure

- Delivered to the top 360 leaders
- 3 modules: 2 days, 5 days, 2 days
- 36 participants per module
- 8 or 9 faculty per module

## Programme Vision

- SELF**
  - Taking care of myself
  - Being emotionally and psychologically centred
  - Putting my ego in the right place
  - Using my power wisely
  - The courage to stand alone
- TEAM**
  - Take care of each other
  - Team together, team apart
  - A deal to give and receive
  - An equal measure of challenge and support
  - No wavering under fire
- ORG**
  - A purpose beyond profit
  - A business that is part of society
  - Freely acknowledging its obligations
  - Transparent when things are tough, or when things go wrong
  - A workplace where we are free to be at our best

## Core Elements

Mindfulness

Change leadership approaches

Self-care

Systemic awareness

## Mindfulness Elements

- Total of five formal sessions of up to 90 minutes each throughout the programme.
- Optional 1:1 or small group sessions on a retreat day.
- Numerous informal practices.
- Mindfulness threaded through all the other programme elements

## Mindfulness Elements

### Introduction

- Science and stories
- Raisin exercise
- Mindfulness of Breathing
- Mindful Minute
- Homepractice

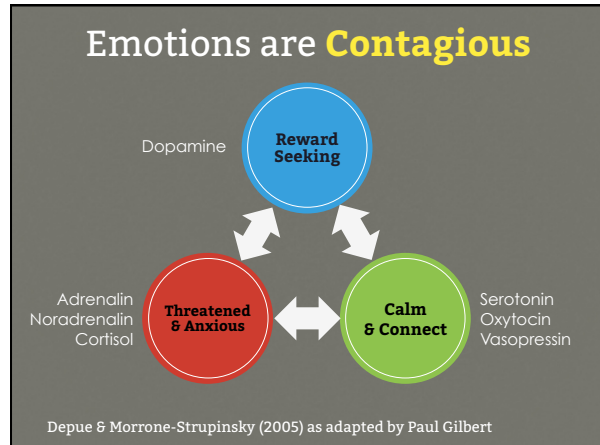
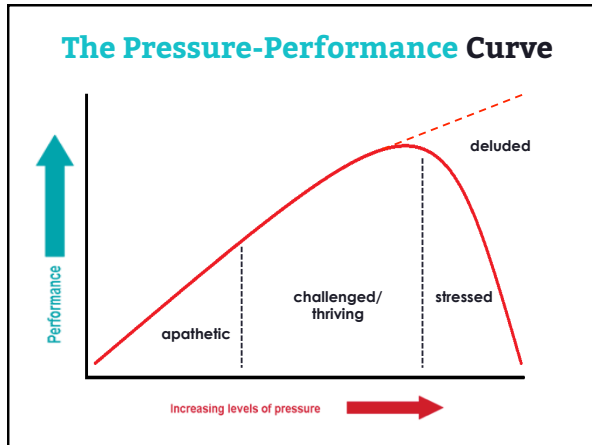
### Approach and Avoidance

- Science and stories
- Mindfulness of Breathing
- Approach and Avoidance

## Mindfulness Elements

### Emotions are Contagious

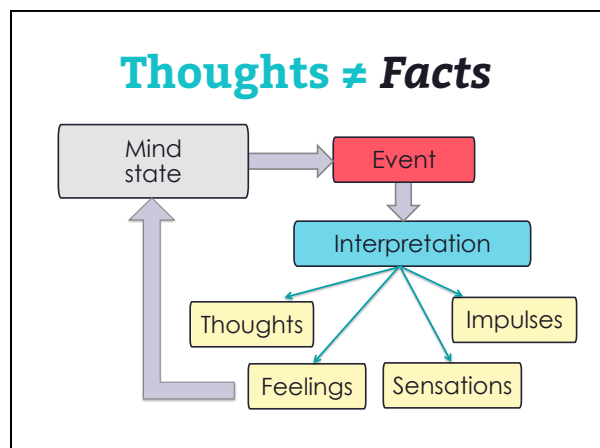
- Emotions and Empathy
- Body Scan
- Pressure / Performance Curve
- Mindful Minute
- Emotion regulation systems



### Mindfulness Elements

**Thoughts Aren't Facts**

- Mindfulness of Sounds & Thoughts
- Thoughts aren't facts exercise
- Narrative v. Experiential Mode discussion



## Mindfulness Elements

### Optional Elements

- Early morning practice
- One-to-one sessions
- Small group sessions

## Impact

- I'm more present.
- I find myself concentrating on the "now".
- I'm more aware in any moment.
- I listen better in meetings.
- I am more patient.
- My staff "feel I am here".
- We've had the best Exec Team meetings yet.
- I now leave my BlackBerry out of meetings.

- I seem to now have more time and space.
- I'm clearer about myself and how I'm approaching people.
- I now have lunch with different teams now each day.
- I'm more open minded to the new.
- I'm consciously more relaxed in a very tough situation, and able to take big decisions.
- My staff seem less anxious & more positive.

- I am less reactive now under stress and this is changing how I am leading my people
- Mindfulness is the antithesis to our "statement" culture...
- I meditate now – it really works – I find a calm place and find my breath.
- I am now applying mindfulness in day to day business. Yesterday we had a six hour Board meeting, we took mindful minutes through the day – they helped us to stay present

- Mindfulness helped me and my team make a heavy difficult decision – just as we were about to make the decision in what was a very frustrating meeting I asked for a break and that everyone went to a quiet place, to get calm and cool. I said I had been on a special event and explained the meaning behind what I was doing. People got angry – don't waste our time! But we made a very good calm decision. I had lunch with two of them after and the one who had been the most angry said he was now going to use the approach with his team!

- I am more curious about where people are, where they stand, and why they react as they do – I am less judgmental
- I have started with small things – I have cleared my schedule, focussed on the essentials, have started to meditate, it's a very deep experience
- The pain in my back was almost totally gone, perhaps due to my meditation.

- By consciously applying mindfulness and "here and now presence" the quality of meetings has risen significantly.
- The combination of Change Leadership practices and Mindfulness helped me lower my general expectations from staff of 100% delivery to 80% delivery, leading to a much more motivated, less stressed staff.

- I learned about how to bring in the bad news. Our revenues are going down, we have to institute waves of cost reductions... it's about being very clear, telling it as it is... setting tough goals and staying clear. It has worked and not produced panic"
- The more we relate as humans, the less important hierarchy becomes.
- Being truly present in a meeting and requesting that from others completely shifts atmosphere.

- I now know that it's more satisfying to have both comfort and discomfort.
- I am practising mindfulness and meditation regularly and I am taking more risks with people. It's a very fertile output.
- Mindfulness is calming me down. It has really broadened my perception.
- Mindfulness has also touched my private life. I no longer read my newspaper in the morning, I really talk to my kids and my wife. We've had better discussions.

- I now think less about work outside of work.
- It's made me think so much more about **why** I do things.
- I am much more conscious about planning my day. I don't do back on back meetings anymore and I allow for time to deal with things.
- I was extremely touched with mindfulness, and I am now more caring with my colleagues. I don't just step into my day to day routine at the office, say "hi" and then close the door.

- I've loosened up a lot. With planning now we start with the overall purpose for the setting, then I let go to see what emerges. It's worked well. We've had better results, and my people are happier.