



search inside yourself

Mindfulness-Based Emotional Intelligence for Leaders

Session 1

hallo xin chào helo سلام
bonjour ciao 안녕
χαίρε ahoj नमस्ते
hola szia hello! olá
cześć sawubona
வனக்கம் kia ora
こんにちは merhaba zdravo 你好

in pairs

- What do you love about your work?
- What are some of your biggest challenges?



in pairs

MINDFUL LISTENING

- How was the exercise?
- What is a hope you have for today?



debrief

What did you notice?



our agreements



- Co-created experience
- Sharing
- Confidentiality
- Take care of yourself

our agreements



- Opt-in & Opt-out
- Technological patience
- Use video (if comfortable)
- Share by raising hand
- Stay connected

why?





volatile



uncertain



complex



ambiguous



Bennis, W., & Nanus, B. (1985). Leaders: The strategies for taking charge. New York: Harper & Row

47%

Average time spent
mind-wandering

70%

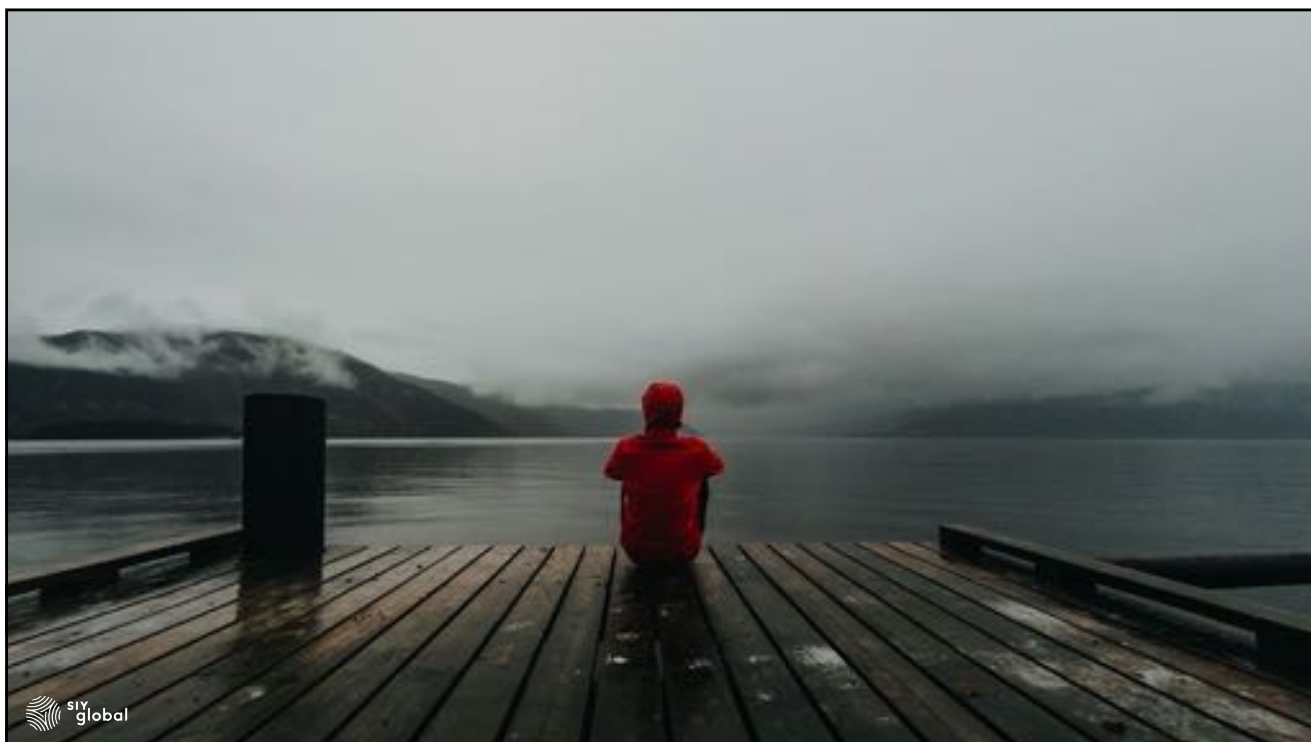
Leaders report regularly unable
to be attentive in meetings

02%

Regularly make time to
enhance personal productivity



Killingsworth, 2010; & Mindful Leadership Institute, 2010



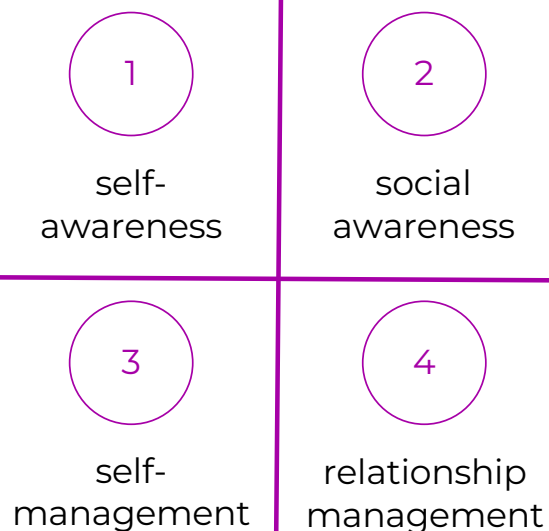
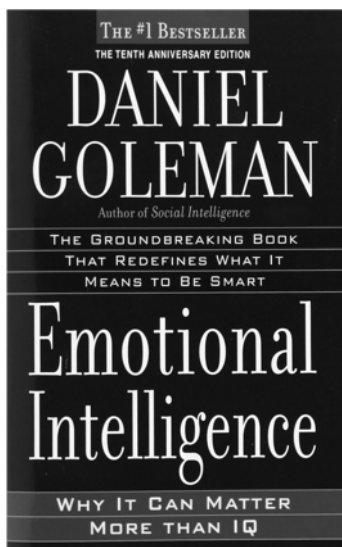
what to do?

emotional intelligence



“The ability to monitor one’s **own** and **others’** feelings and emotions, to discriminate among them and to use this information to guide one’s thinking and actions.”

Salovey & Mayer, 1990



3 benefits



outstanding
leadership



**what are the qualities
you have observed in
outstanding leaders?**



**stellar
performance**



well-being



search inside yourself

emotional
intelligence
+
neuroscience
+
mindfulness

=





SIY roadmap



blended learning

1

SIY program

2

28-day challenge

- Daily practices
- Personal goals & leadership commitment
- Buddy meetings

3

capstone webinar & post-program assessment

break



how?



autopilot → **aware**



autopilot traits

- Attention is in the past or future
- Distracted
- Less aware
- Act based on habit patterns and assumptions



“Between stimulus and response, there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.”



Viktor Frankl's teachings,
summarized by Stephen Covey

**how to get off
autopilot?**



mindfulness

“being aware”



micropractice



THREE BREATHS

- ① Attention to breath
- ② Relax Body
- ③ Ask: What's important now?



mind =
snow globe

calm
+
clarity
+
happiness



awareness & attitude

awareness of

- mind
- body
- surroundings

attitude of

- kindness
- curiosity



**“Mindfulness means paying attention to
what’s happening in the present moment
in the mind, body and external
environment,
with an attitude of curiosity and
kindness.”**



Mindful Nation UK Report

Mindfulness



In the moment:
INTEGRATED



At the gym:
DEDICATED

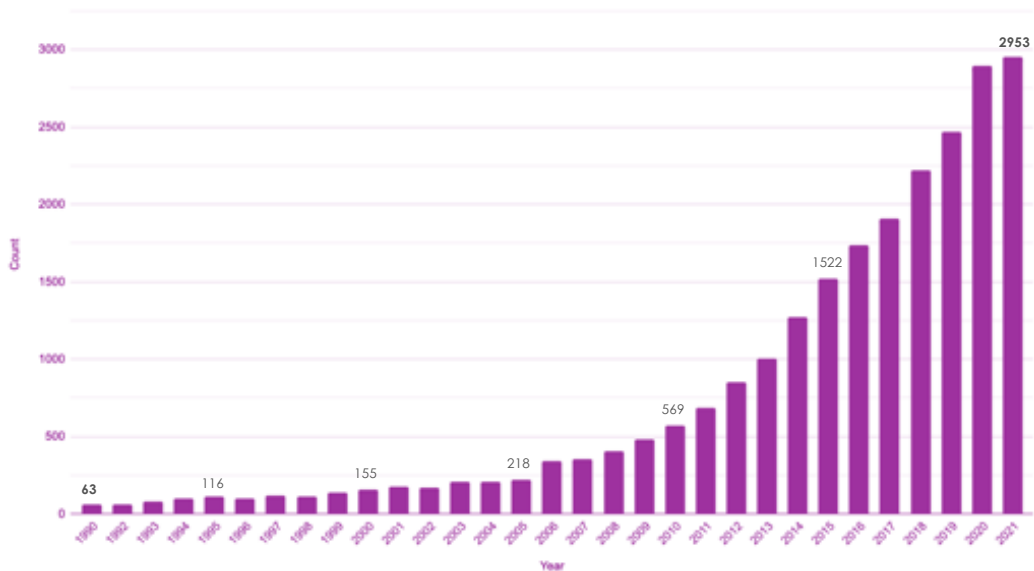


“Meditation refers to a family of mental training practices that are designed to familiarize the practitioner with specific types of mental processes.”



Brefczynski-Lewis, 2007

mindfulness research publications

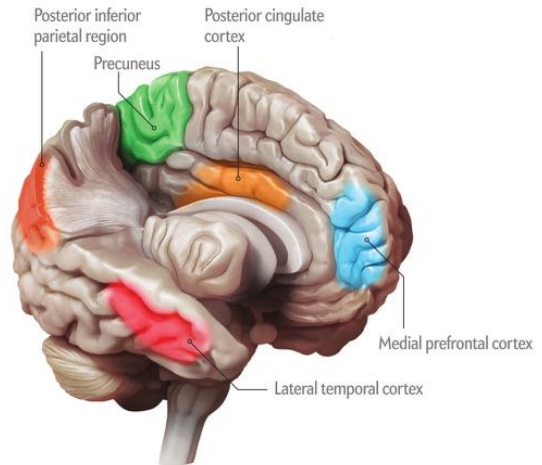


neuroplasticity

CHANGES IN ATTENTION & MIND-WANDERING

Default Mode Network (DMN)

- Related to mind-wandering & self-referential thinking
- Less active during meditation
- Meditation practice → greater connectivity with attention management regions, even when at rest



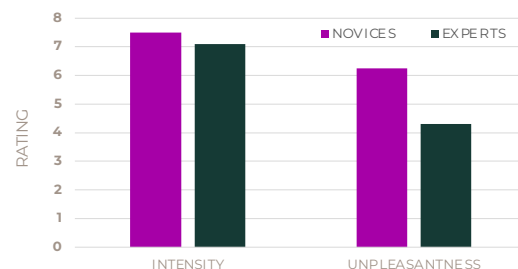
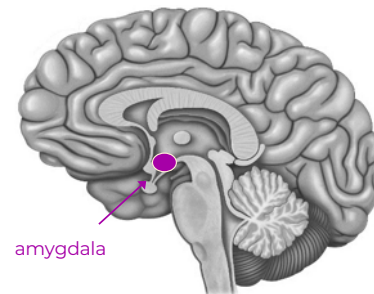
Brewer et al., 2011, image from Ricard et al. 2014

mindfulness practice

LESS ANTICIPATORY STRESS, FASTER RECOVERY

Expert vs. novice meditators responding to pain

- Less anticipatory amygdala activation
- Less self-reported unpleasantness afterwards



Lutz et al., 2013

meditation practice

is meditation associated with altered brain structure?

Certain areas of the brain seemed to enlarge in meditators:

- | | |
|------------------------|--|
| • Insula | awareness of our bodies and emotions |
| • Somatomotor areas | cortical hubs for sending touch and pain |
| • Prefrontal cortex | paying attention and meta-awareness |
| • Cingulate cortex | self-regulation |
| • Orbitofrontal cortex | self-regulation |



Fox et al., 2014

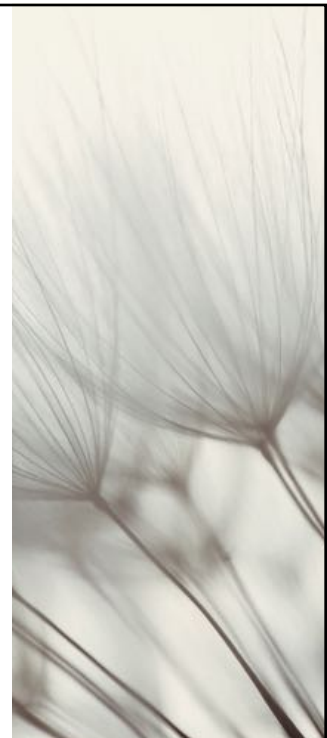
meta-analysis

CHANGE IN BRAIN REGIONS

- Attentional control
- Emotion regulation
- Self-awareness

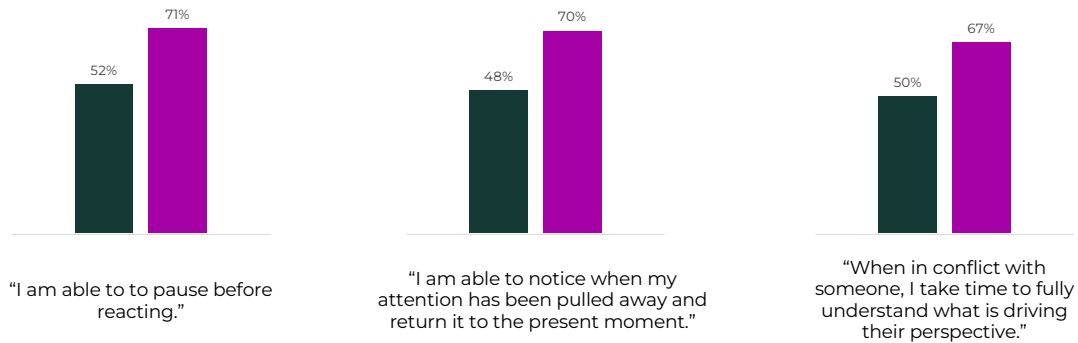


Tang, et al., 2015



changes after SIY

PRE-PROGRAM COMPARED TO 4 WEEKS POST-PROGRAM



● PRE-PROGRAM
● POST-PROGRAM

% of "Often" and "Very Often" Responses
N = 9,650

attention

"The act or faculty of attending, especially by directing the mind to an object."

meta-attention

"Attention of attention, the ability to know your attention has wandered."



focused attention

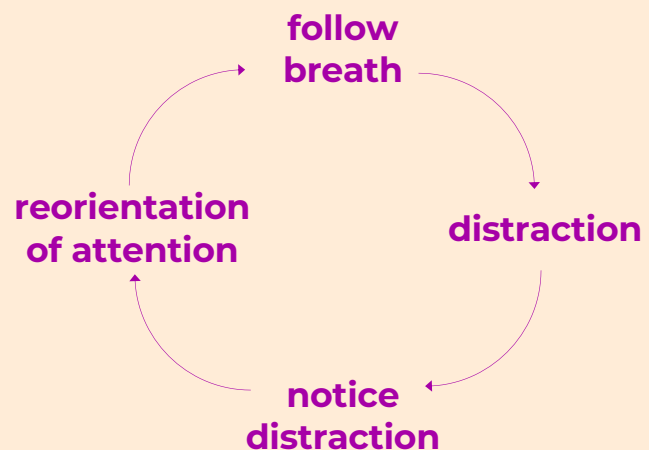
returning attention to
a single point

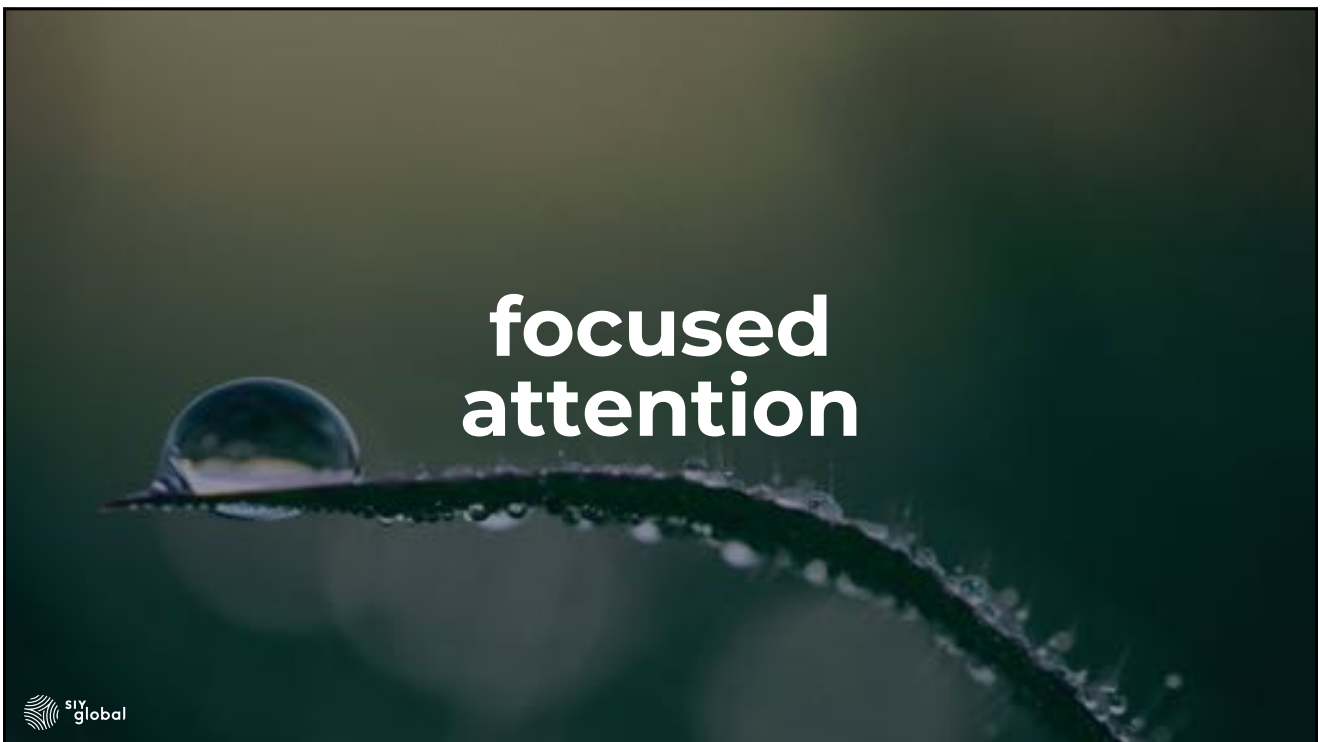
open awareness

witnessing mental
content without getting
carried away by it



focused attention process







comments & questions

**when else might you
apply mindfulness
practices?**



micropractice



MINUTE TO ARRIVE

A quiet moment to
fully arrive before
starting a meeting

key points

- Developing Emotional Intelligence helps us navigate a complex world
- Emotional Intelligence enables:
 - Performance
 - Leadership
 - Well-being
- Mindfulness facilitates movement from autopilot → aware



practices recap

- Mindful Listening
- Three Breaths Micropractice
- Focused Attention
- Minute to Arrive Micropractice



SIY
roadmap



practices

- 1-2 minutes of focused attention practice each day
- Practice mindful listening





search inside yourself

Mindfulness-Based Emotional Intelligence for Leaders

Session 2



practice how did it go?

- 1-2 minutes of focused attention practice each day
- Practice mindful listening



comments & questions



focused attention

returning attention to
a single point

open awareness

witnessing mental
content without getting
carried away by it



open awareness



micropractice



NOTING

"Notice to name it, let it
be, and just breathe."



comments & questions



SIY
roadmap





self-awareness



what?



**“Knowing one’s internal states,
preferences, resources and intuitions.”**



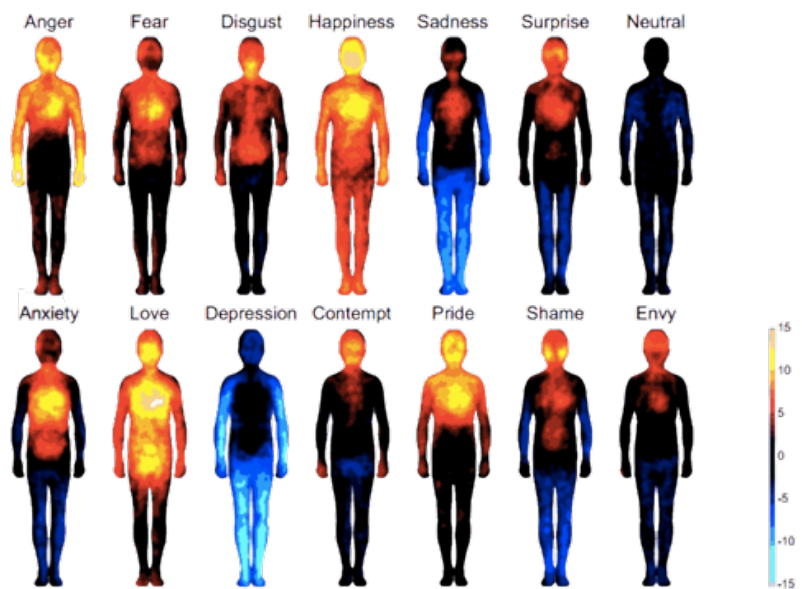
Daniel Goleman



emotional awareness



emotions in the body



Nummenmaa, et al., 2013

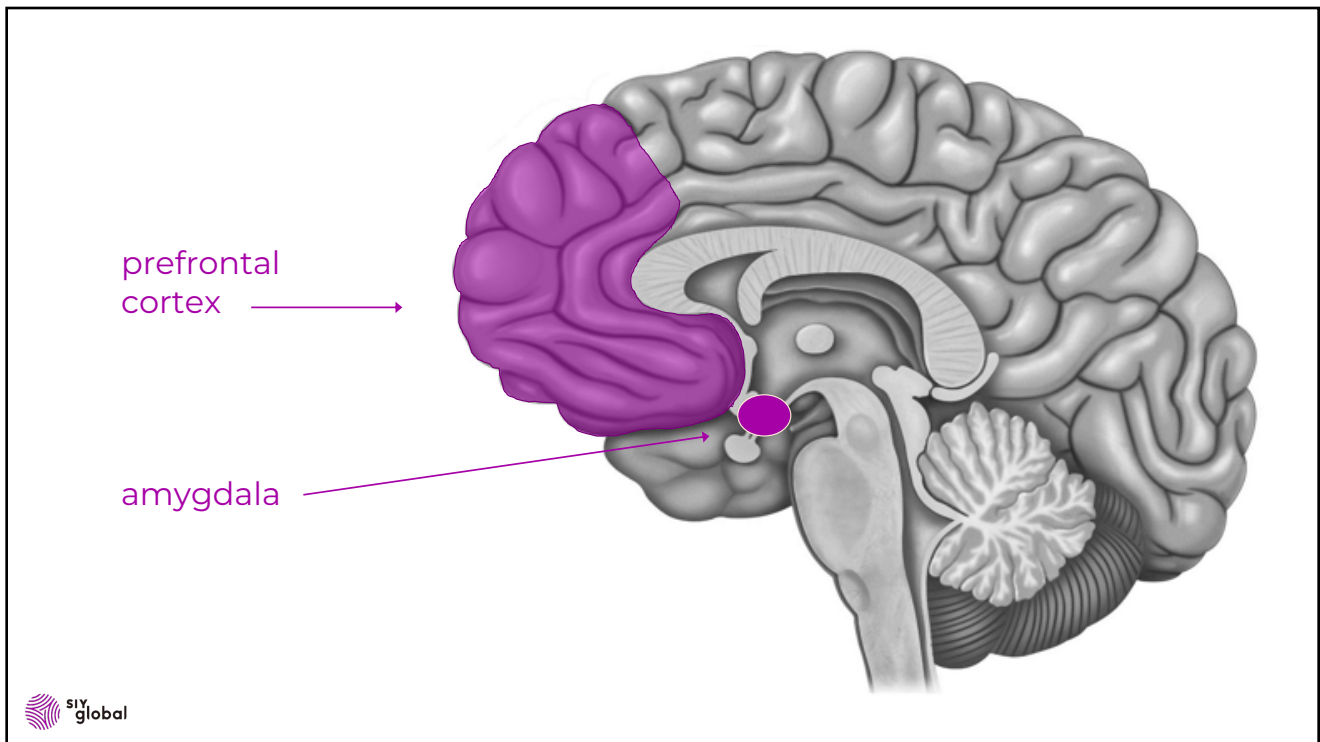
why?



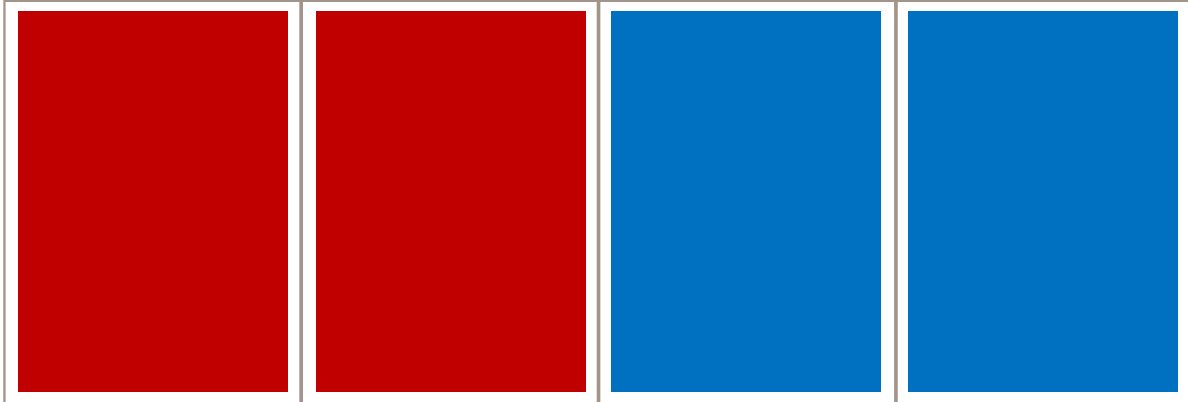
emotional awareness benefits

1. Emotions are necessary for decision-making
2. Emotions contain information
3. Emotional awareness enables perspective shift





iowa gambling task



50



Have a hunch

80



Figured it out

10



Palms sweat & behavior changes

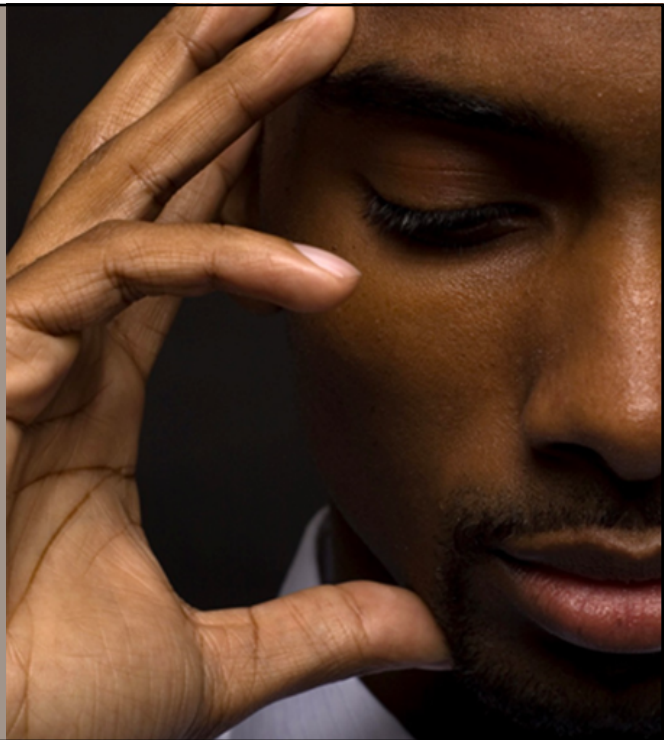
existential

“I am angry”



experiential

“I experience anger
in my body”



break



how?





body scan



comments & questions



**when might it be helpful to
do these practices?**



journaling





Things that
annoy me are...



My **challenges**
are...



Things that
bring me **alive**
are...



When I'm at my
best, I...



journaling benefits

- Laid-off professionals journaling about their feelings for five days found new jobs at a much higher rate: **68% vs 27%**
- 49 college students, two minutes journaling on two consecutive days → **improved mood** and **well-being**.



Buhrfeind & Pennebaker, 1994; University of Missouri, 2009

key points

- Self-Awareness is the foundation of Emotional Intelligence
- Self-Awareness means knowing one's internal states, preferences, resources, and intuitions
- Emotions are expressed in the body
- Emotions contain information, help decision-making, and enable perspective shifts
- Shift view from existential (I am) to experiential (I experience)



practices recap

- Open Awareness
- Noting Micropractice
- Body scan
- Journaling



practices

- 2-3 minutes of Open Awareness or Body Scan each day
- Journal (3 min each):
 - In this moment, I am aware that...
 - I feel happiest when...
 - If I know I could not fail I would...
 - What matters most to me in my life right now is...
- Mindful eating



**what practice(s) do you intend
to try between now and the
next session?**



**comments
& questions**







search inside yourself

Mindfulness-Based Emotional Intelligence for Leaders

Session 3



practice

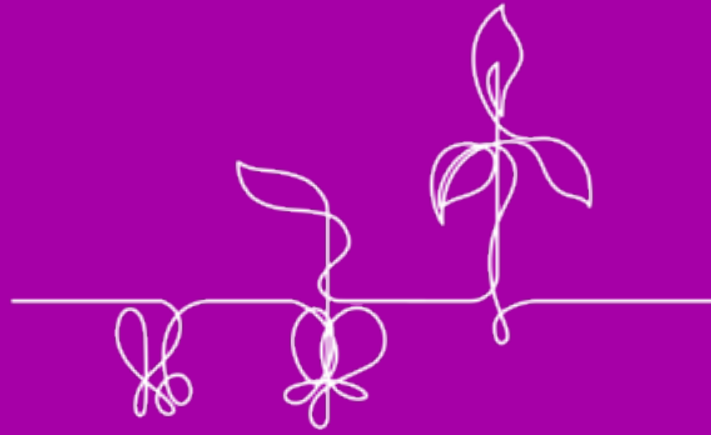
how did it go?

- 2-3 minutes of Open Awareness or Body Scan each day
- Journal (3 min each):
 - In this moment, I am aware that...
 - I feel happiest when...
 - If I know I could not fail I would...
 - What matters most to me in my life right now is...
- Mindful eating



SIY
roadmap





self-management



compulsion → **choice**



“Between stimulus and response, there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.”



Viktor Frankl's teachings,
summarized by Stephen Covey

self-management

the process of managing one's internal
states, impulses, and resources



it is not...

- Avoiding
- Suppressing
- Denying

it is...

- Reducing harm to ourselves and others
- Navigating challenges more skillfully



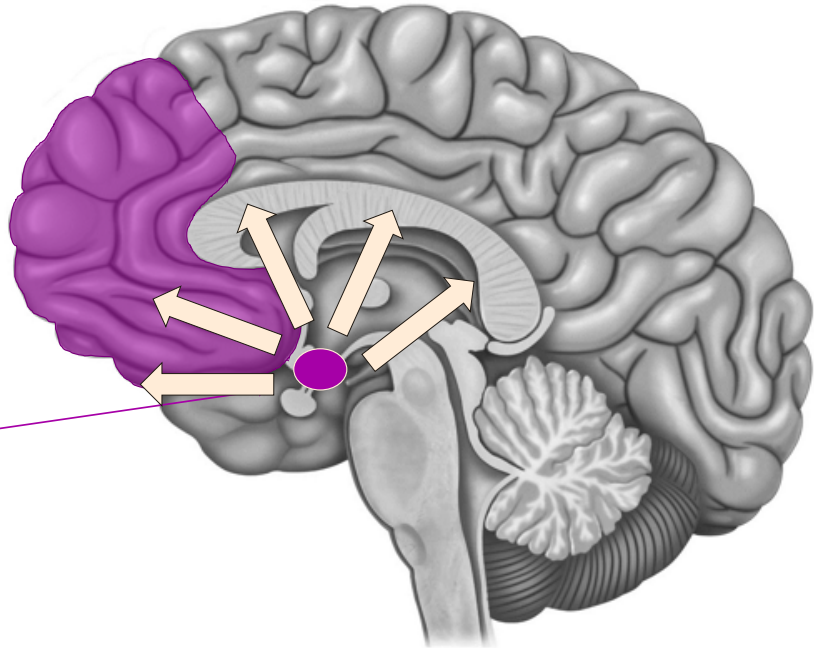
how to respond to becoming activated?



hijack

prefrontal
cortex →

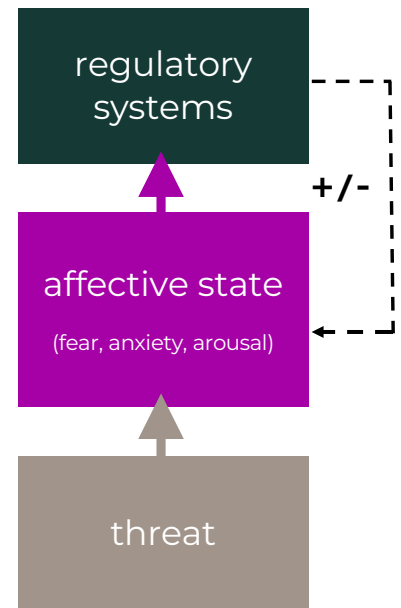
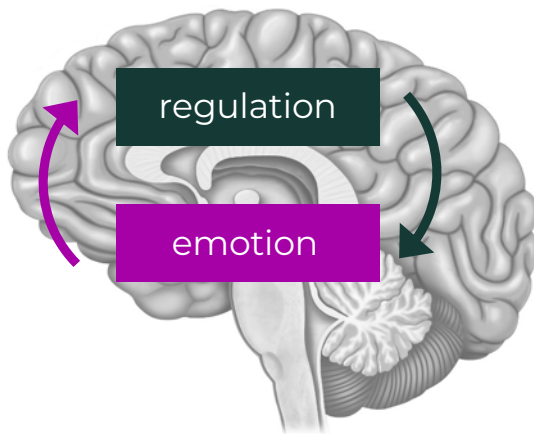
→ amygdala



when is a time that
you felt hijacked?



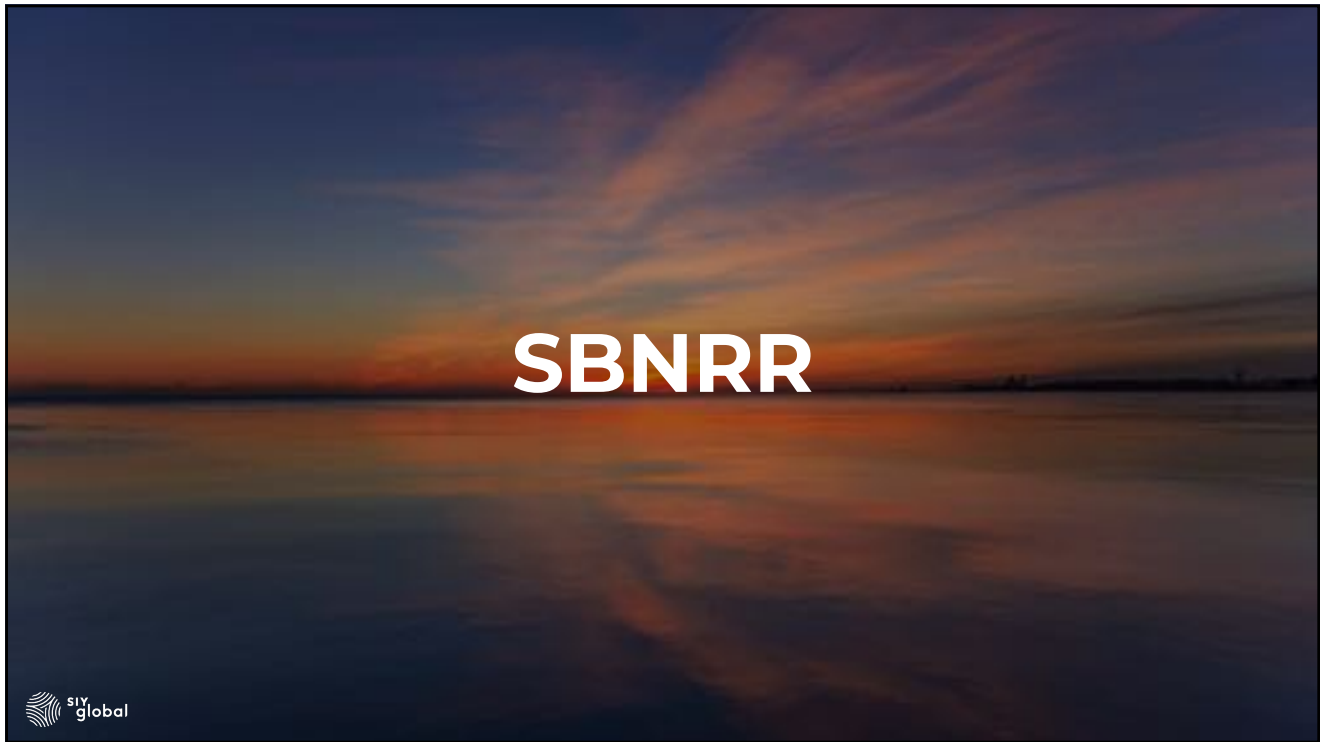
neural model of emotion regulation



SBNNRR

- Stop
- Breathe
- Notice
- Reflect
- Respond





- **A** talks, & **B** listens
 - **B** says “What I heard you say is ...” then **A** gives feedback and **B** responds until **A** is satisfied
 - Switch roles **1x**
 - Free-flow conversation
- How are you feeling now?
 - What did you experience during the exercise? (content/process)
 - OR ... anything else you want



mindful conversation



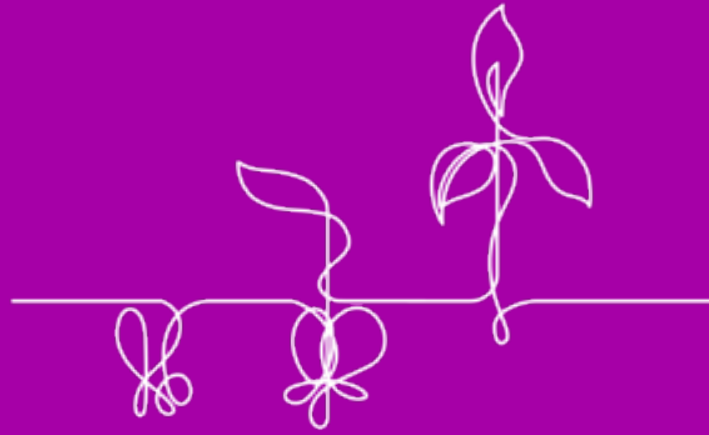


comments & questions



break





self-management

CONTINUED



emotion management strategies

activation

time



attention

reframing

acceptance



Ochsner & Gross, 2005, Trends in Cognitive Science

self-compassion

- Mindfulness
- Common Humanity
- Self-kindness



Kristin Neff



**what comes up for you
when you think about self-
compassion?**



journaling



- Imagine writing a letter to **yourself** from the perspective of a close friend or mentor.
- They know you well, understand you, want the best for **you**.
- What would they say to you about the challenges and opportunities you are facing?



comments & questions



self-compassion benefits



"Growth mindset,"
belief in change



Motivation to correct
past mistakes



Effort to improve after
setback



Motivation to grow
and learn from others



Breines & Chen, 2012

“ ... self-compassion may increase self-improvement motivation given that it encourages people to confront their mistakes and weaknesses without either self-deprecation or defensive self-enhancement.”



Breines & Chen, 2012



micropractice



ACCEPTANCE

“Breathing in, I do my best;
breathing out, I let go of the rest.”

key points

- Self-Management is about moving from compulsion to choice
- Self-Management is not about avoiding, denying, or suppressing – it's about learning to work skillfully with our emotions
- Practicing SBNRR is an effective way to work with activation
- Acceptance and Self-Compassion help manage difficult emotions, creating greater well-being and resilience



practices recap

- SBNRR
- Mindful Conversation
- Acceptance Micropractice



recap

sessions 1-3

- Emotional Intelligence is trainable
- Mindfulness facilitates movement from autopilot → aware
- Self-Awareness is the foundation of Emotional Intelligence.
- Self-Management enables a shift from compulsion to choice



practices

- 3 minutes of dedicated practice each day
(focused attention, open awareness, or body scan)
- Try the acceptance micropractice
- Practice SBNRR



