



search inside yourself

Mindfulness-Based Emotional Intelligence for Leaders
1-day Program

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 I have for today?



debrief

What did you notice?



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

our agreements

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



why?





volatile



uncertain



complex



ambiguous

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?

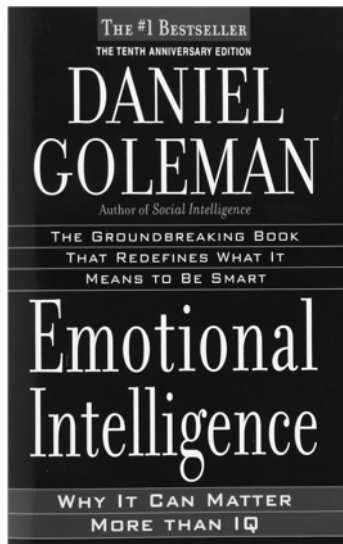


emotional intelligence

“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



self-
awareness



social
awareness



self-
management



relationship
management

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

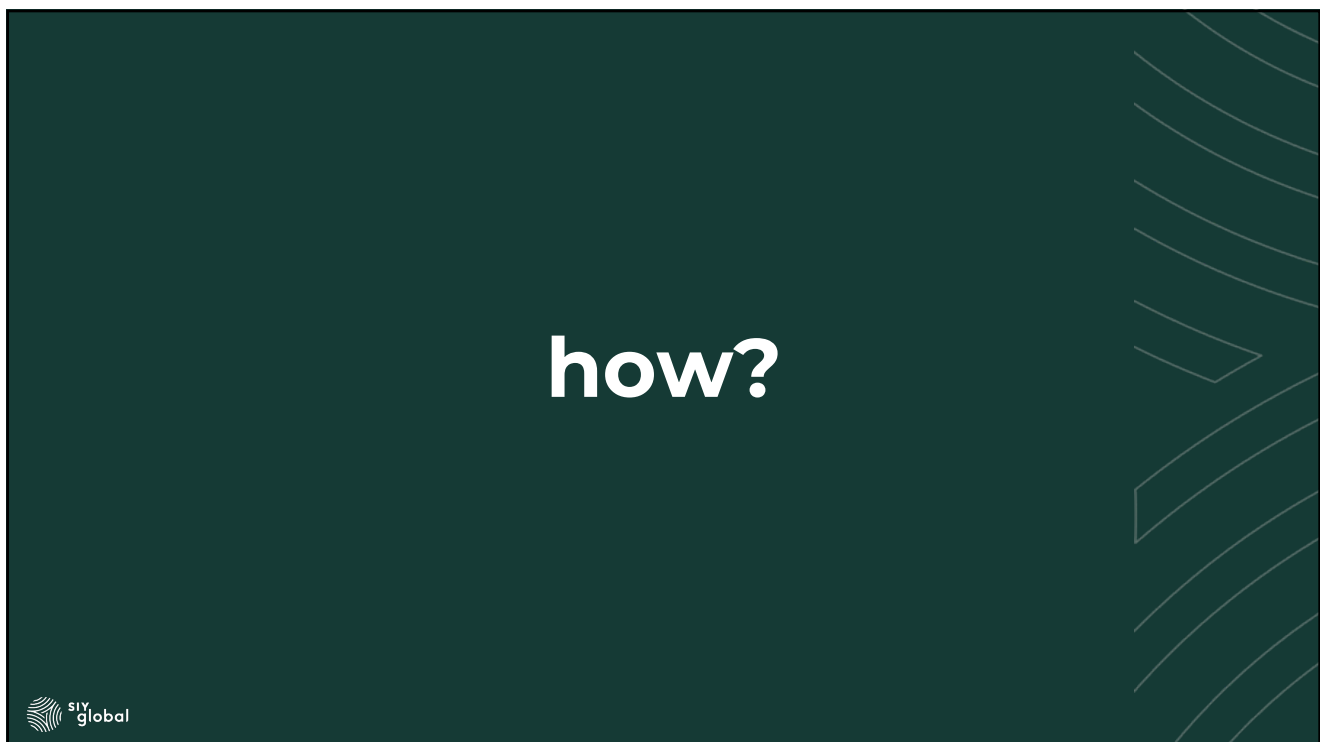
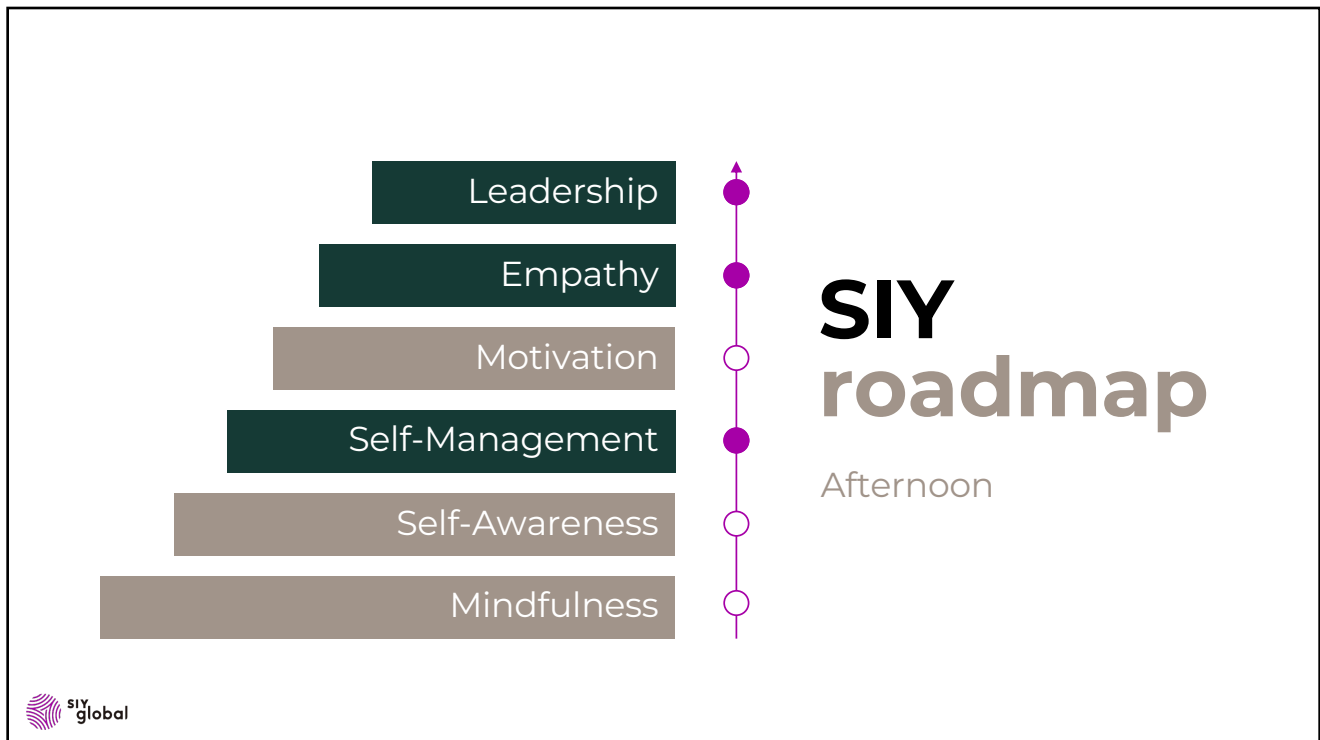
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SIY
roadmap

Morning





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”

A blurred background image of a natural scene. In the foreground, there is a field of green grass. In the background, a bright yellow sun is shining through a blue sky, creating a soft, out-of-focus effect.

being present





mind =
snow globe

calm
+
clarity
+
happiness



micropractice

THREE BREATHS

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



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,**

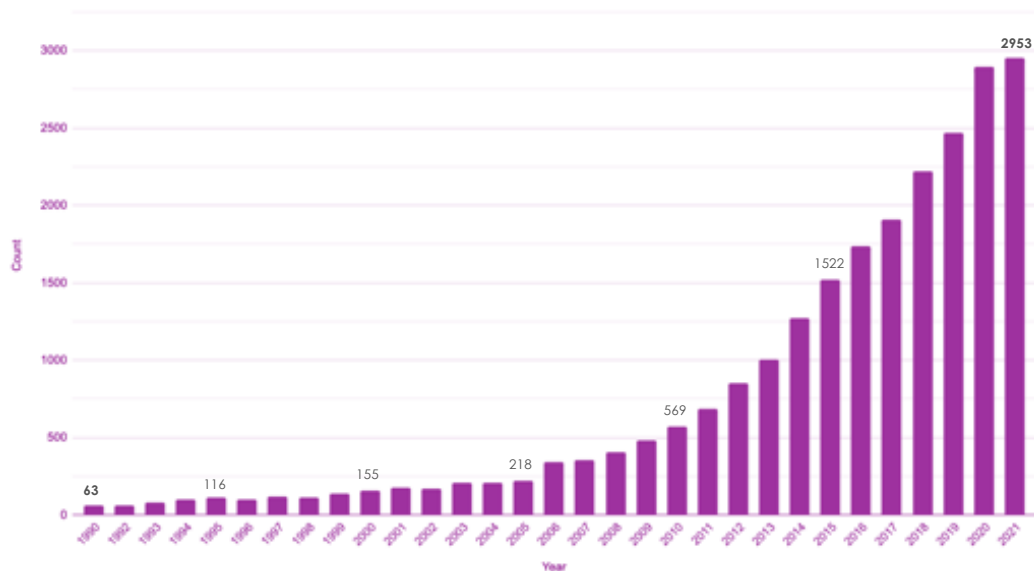
**with an attitude of curiosity and
kindness.”**



Mindful Nation UK Report

Mindfulness

mindfulness research publications



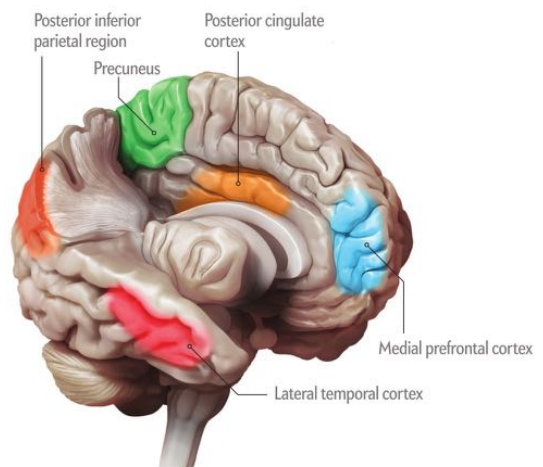


neuroplasticity

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

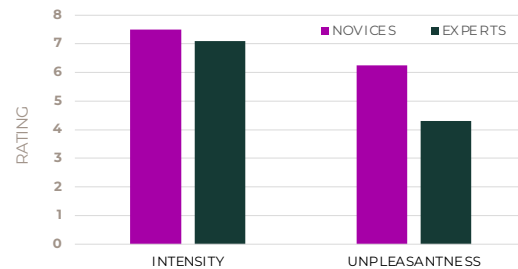
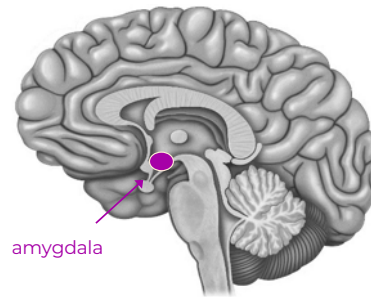


mindfulness practice

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



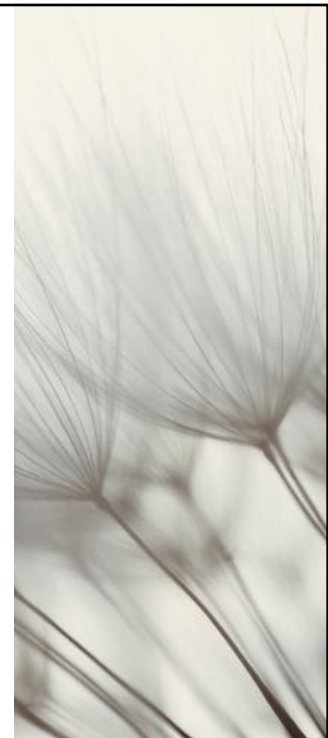
meta-analysis

CHANGE IN BRAIN REGIONS

- Attentional control
- Emotion regulation
- Self-awareness

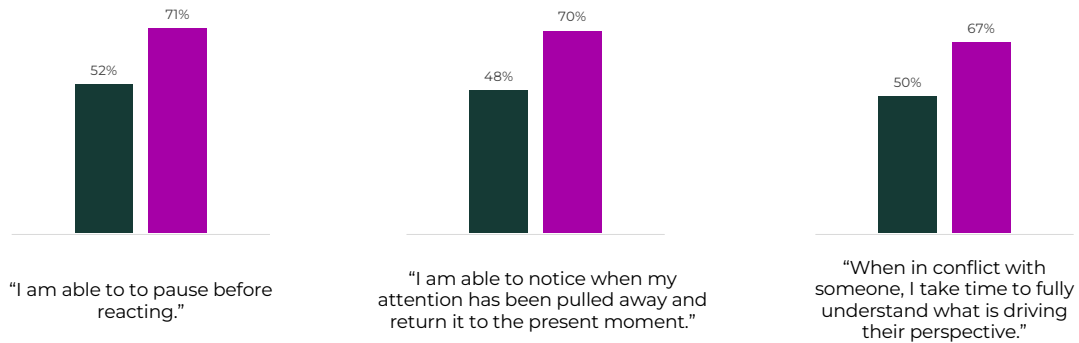


Tang, et al., 2015



changes after SIY

PRE-PROGRAM COMPARED TO 4 WEEKS POST-PROGRAM



● PRE-PROGRAM
● POST-PROGRAM

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



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

attention

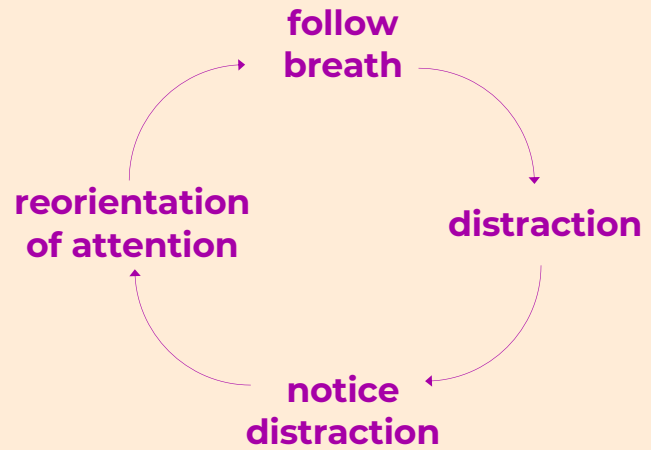
“The act or faculty of attending, especially by directing the mind to an object.”

meta- attention

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



focused attention process



focused attention



mindful listening



- **A** talks & **B** listens
- 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



comments
& questions





micropractice



MINUTE TO ARRIVE

A quiet moment to
fully arrive before
starting a meeting



self-awareness



what?



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



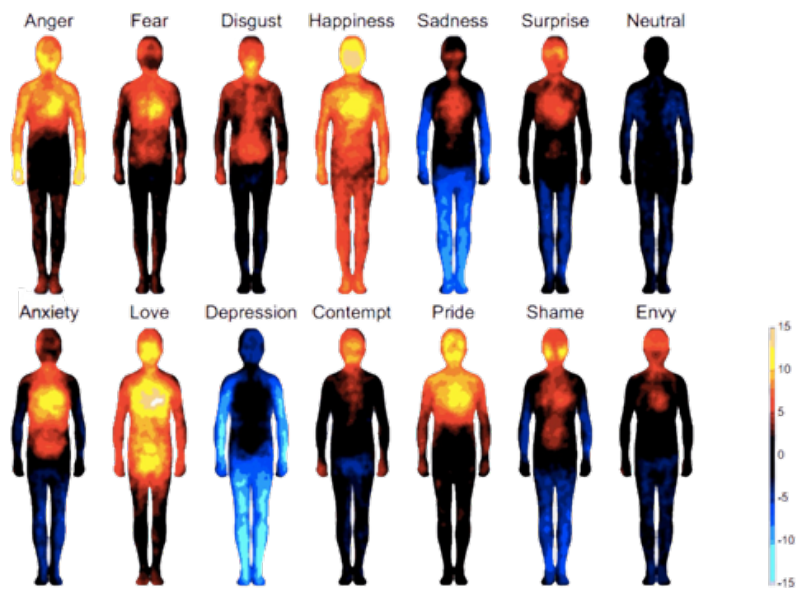
Daniel Goleman



emotional awareness

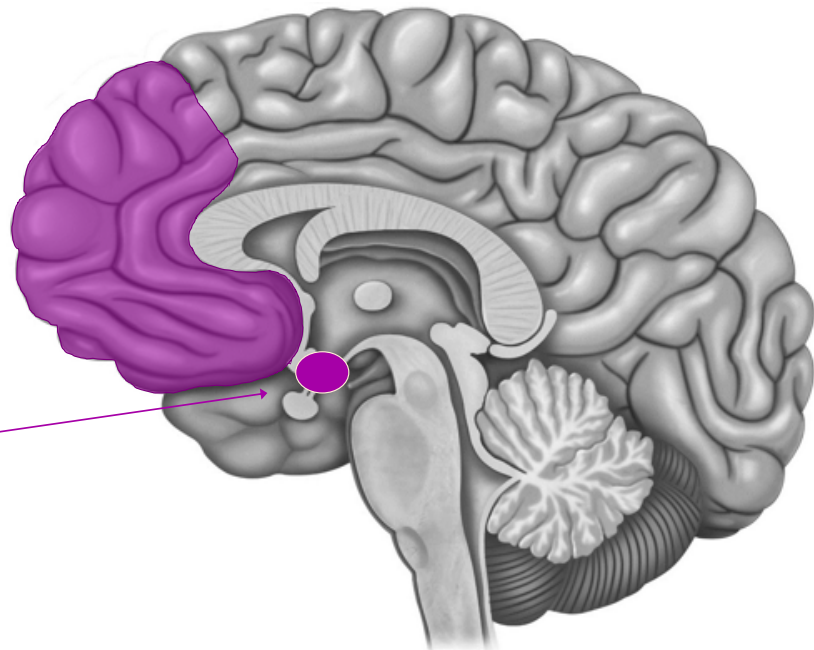


emotions in the body



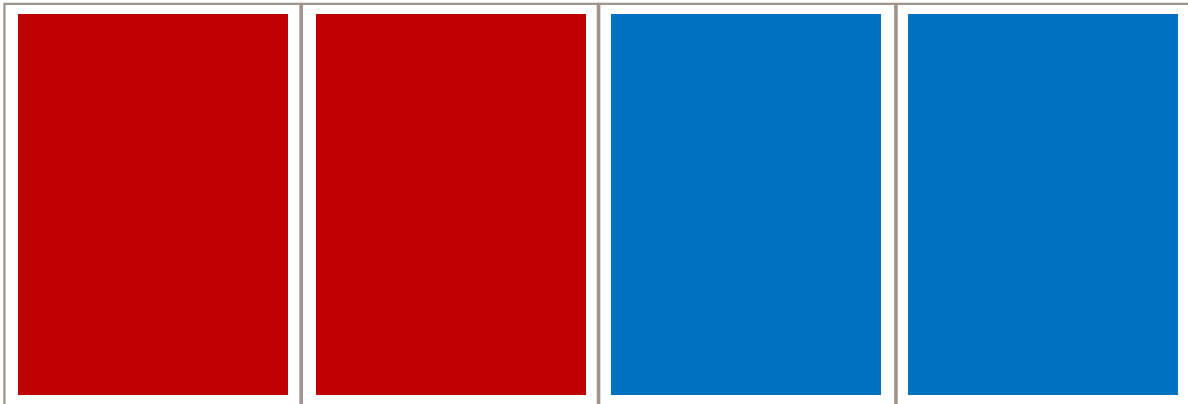
prefrontal
cortex →

amygdala →





iowa gambling task



50

—————

Have a hunch

80

—————

Figured it out

10

—————

Palms sweat & behavior changes



Bechara, et al., Science 1997

existential

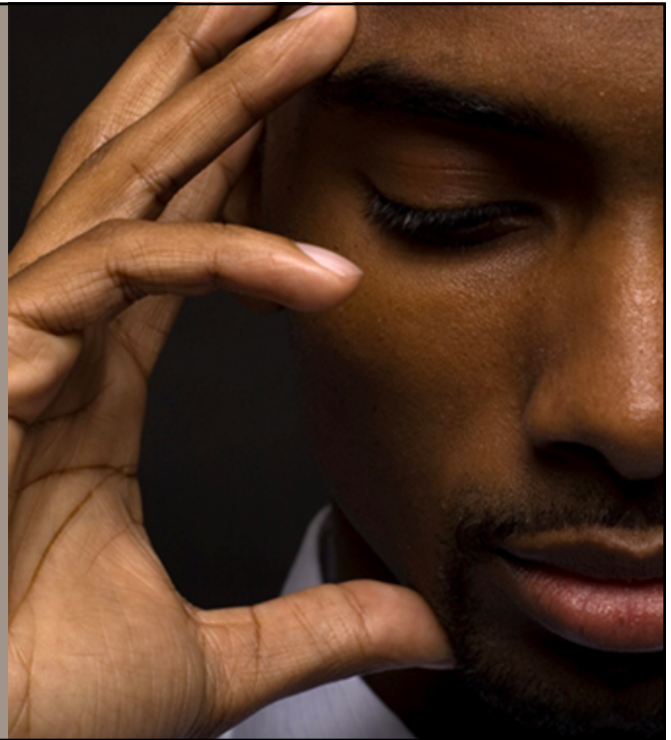
—————

“I am angry”



experiential

“I experience anger
in my body”



**body
scan**





comments & questions



micropractice

HEAD, BODY, HEART CHECK-IN

- ① Head - thoughts
- ② Body – emotions, intuitions
- ③ Heart – values, intentions

journaling



Things that
annoy me are...





My **challenges**
are...



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





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



journaling benefits

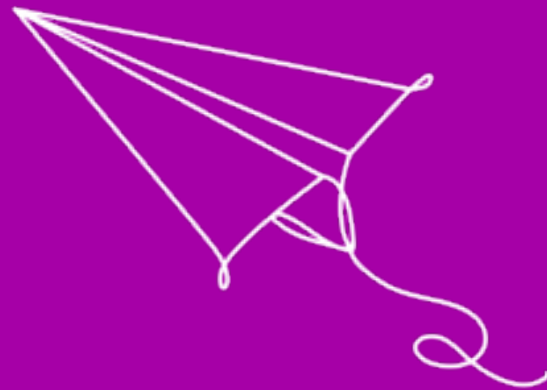
- Laid-off professionals journaling about their feelings for five days found new jobs at a much higher rate: **68% vs 27%**
- 49 college students, two minutes journaling on two consecutive days → **improved mood** and **well-being**.



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)



motivation



alignment
↑
awareness
↑
mindfulness





- Choose **3** people you admire
- For **each** person, write what traits you admire, and in what situations they displayed these traits



- Review what you wrote
- Create a list of **5** core values that you hold

in pairs

GENEROUS LISTENING

- What are your top values?
- How do these values show up in your life?



comments & questions





micropractice



HANDS ON CHAIR

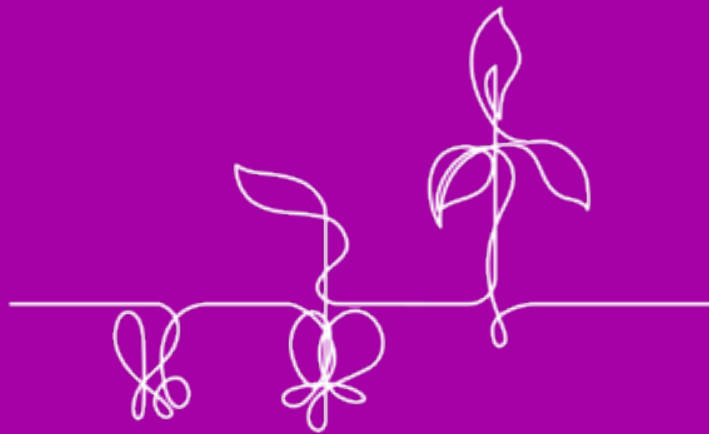
- ① Touch chair fabric
- ② Remember highest intention



lunch



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



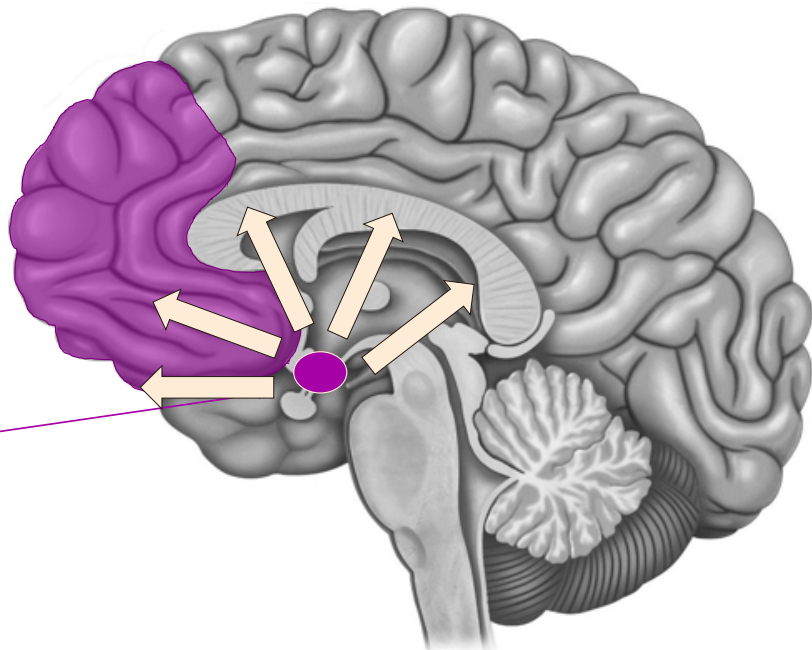
how to respond to becoming activated?



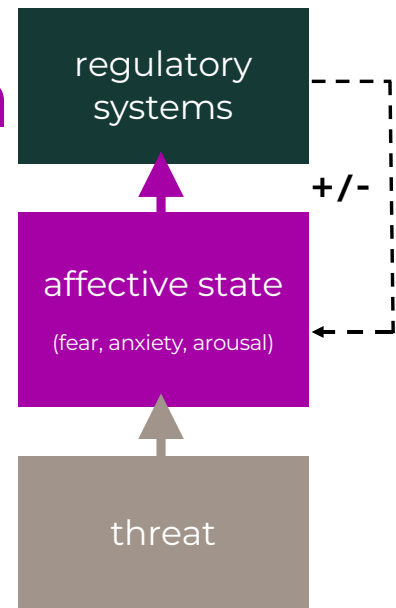
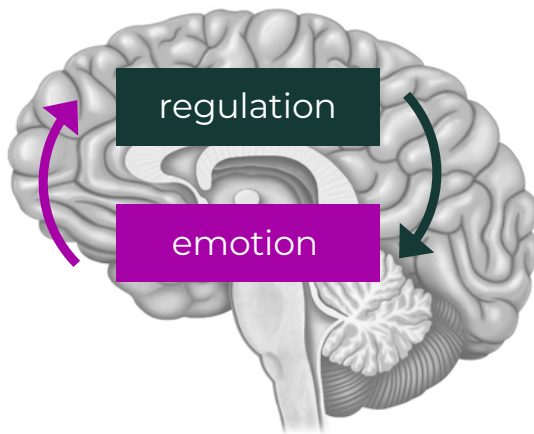
hijack

prefrontal cortex →

amygdala →



neural model of emotion regulation



SBNNRR

- Stop
- Breathe
- Notice
- Reflect
- Respond





- **A** talks & **B** listens
- 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



comments
& questions





empathy



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what google learned from its quest to build the perfect team.



1

Psychological safety

Team members feel safe to take risks and be vulnerable in front of each other.

2

Dependability

Team members get things done on time and meet Google's high bar for excellence

3

Structure & Clarity

Team members have clear roles, plans, and goals.

4

Meaning

Work is personally important to team members.

5

Impact

Team members think their work matters and creates change.

Google, "Project Aristotle"

empathy is...

- the ability to experience and understand what others feel
- while maintaining a clear discernment about your own and the other person's feelings and perspectives



Thompson, 2001, Journal of Consciousness Studies 8, 1-32

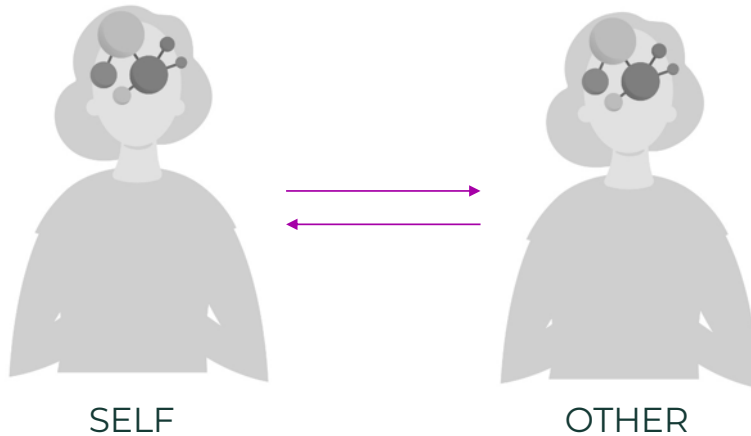
empathy is not...

- psychologizing
- agreeing with people



Daniel Goleman, Working with Emotional Intelligence

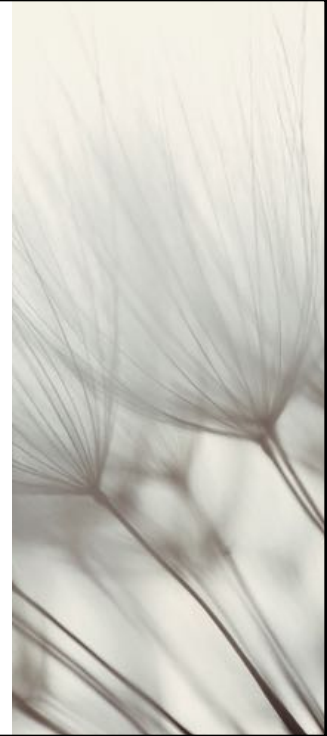
self-awareness → **empathy**



Decety & Lamm, 2006, The Scientific World Journal

empathy affected by:

- Perceived fairness
- Perceived “in-group” or “out-group”



in-group out-group

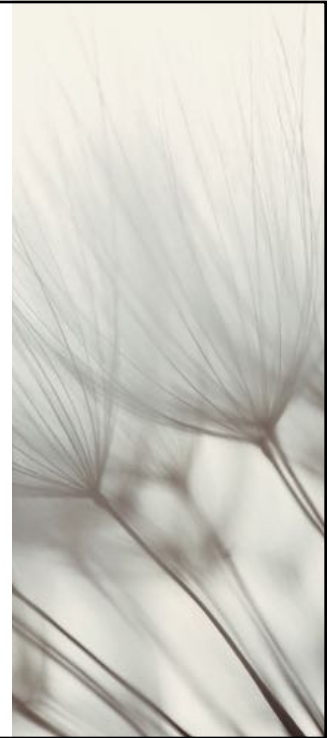


David Eagleman



foundational **empathy** practices

- Seeing similarities
- Offering kindness



creating mental habits





seeing similarities & kindness



comments & questions





micropractice



SHIFT TO CONNECTION

- ① Settle the mind
- ② See a similarity
- ③ Offer kindness



leadership & integration



**leading with
compassion**

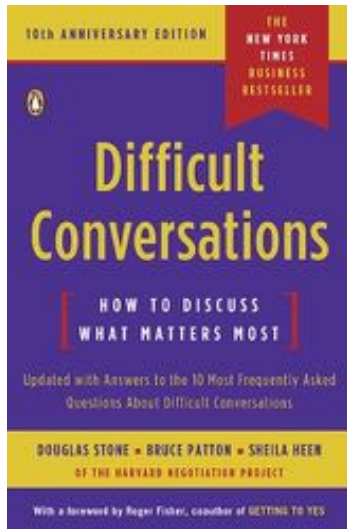
**communicating
with insight**



**leading with
compassion**

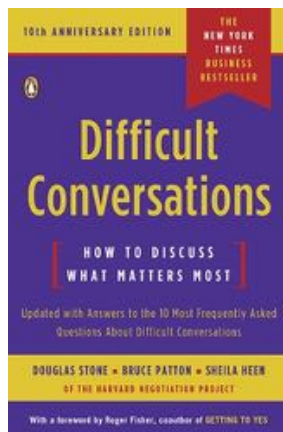
**communicating
with insight**





- Self-Awareness
- Self-Management
- Motivation
- Empathy

three levels



- ① **Content**
- ② **Feelings**
- ③ **Identity**
 - Am I competent?
 - Am I a good person?
 - Am I worthy of love and respect?

difficult conversations



practice

PERSON A

Verbalize each of the
“3 levels” from YOUR
point of view



①

Content

(What happened?)

②

Feelings

(How did I feel?)

③

Identity

(What's at stake?)

- Am I competent?
- Am I a good person?
- Am I worthy of love and respect?

practice

PERSON A

Verbalize each of the
“3 levels” from THE
OTHER PARTY’S point
of view



1

Content

(What happened from
their perspective?)

2

Feelings

(How do I think they felt?)

3

Identity

(What might have been at
stake for them?)

- Am I competent?
- Am I a good person?
- Am I worthy of love and respect?

practice

PERSON B

Verbalize each of the
“3 levels” from YOUR
point of view



1

Content

(What happened?)

2

Feelings

(How did I feel?)

3

Identity

(What’s at stake?)

- Am I competent?
- Am I a good person?
- Am I worthy of love and respect?

practice

PERSON B

Verbalize each of the
“3 levels” from THE
OTHER PARTY’S point
of view



1

Content

(What happened from
their perspective?)

2

Feelings

(How do I think they felt?)

3

Identity

(What might have been at
stake for them?)

- Am I competent?
- Am I a good person?
- Am I worthy of love and respect?



- How did it feel to
prepare a difficult
conversation with a
partner?
- What did you learn?





comments & questions



difficult conversations



- 1 Verbalize the “three levels of the conversation”
 - Content
 - Feelings
 - Identity
- 2 Check your intention & decide whether to raise the issue
- 3 Start from the “third story”
- 4 Explore their story & yours
- 5 Problem-solve

morning recap

- 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)



afternoon recap

- Self-Management is about moving from compulsion to choice
- Motivation is trainable through alignment, envisioning, and resilience
- Empathy can be developed by seeing similarities and offering kindness
- Difficult conversations are a great opportunity to develop and apply all of the Emotional Intelligence skills





practices recap

Meditations

- Focused Attention
- Body Scan
- SBNRR
- Seeing Similarities / Offering Kindness

Micropractices

- Three Breaths
- Minute to Arrive
- Head, Body, Heart Check-in
- Hands on Chair
- Shift to Connection

practices recap



Listening Practices

- Mindful Listening

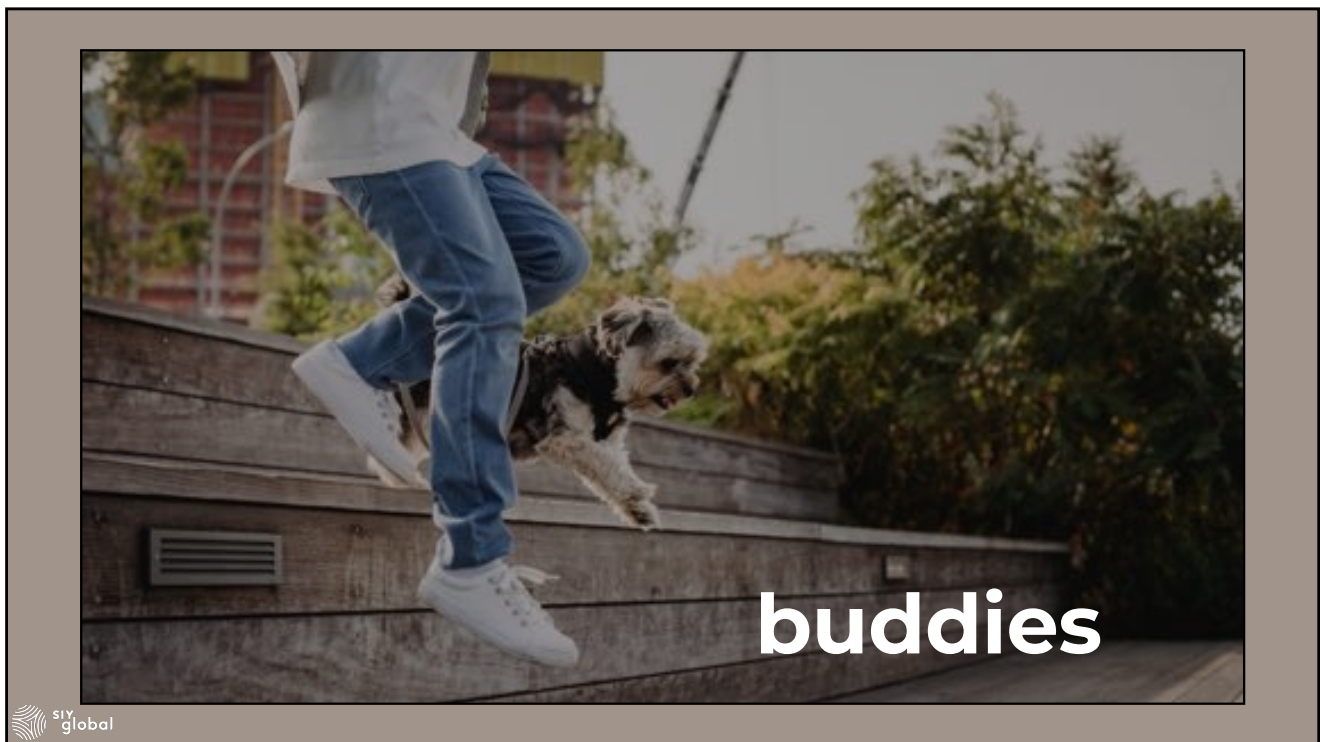
Other Practices

- Journaling: Values, Envisioning
- Difficult Conversations



comments
& questions





buddy conversations

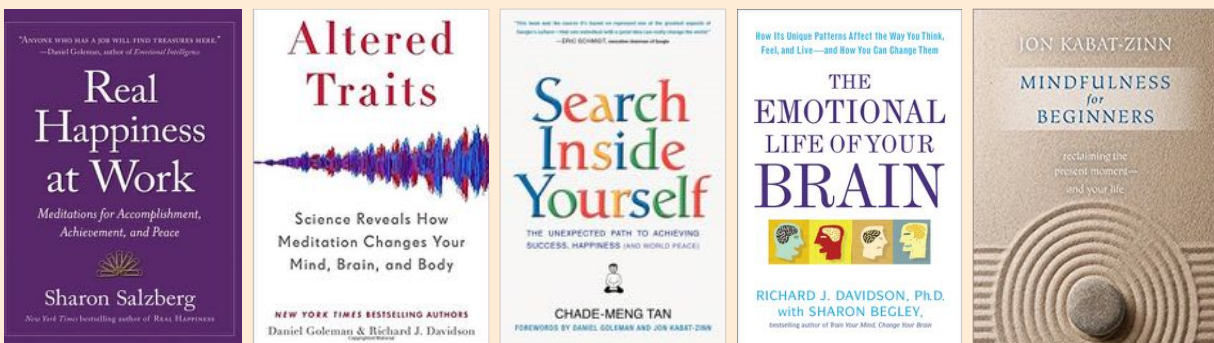
WEEKLY CALL STRUCTURE: 15-MINUTES TOTAL

- Start with a 3-breaths practice together (~1 min)
- Share how your learning is going and any challenges you're having (3-4 min each)
- Free flow conversation about what was shared (~4 min)
- State an intention you have for the coming week (1 min each)

Everything shared is held confidentially.

NOW:

- Share intentions
- Set first meeting





let's stay connected:



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**what do I take
home from SIY?**

