

National Dialogues on Behavioral Health

Introduction to Mindfulness for Organization Leaders

Building the Inner Capacity to Lead™

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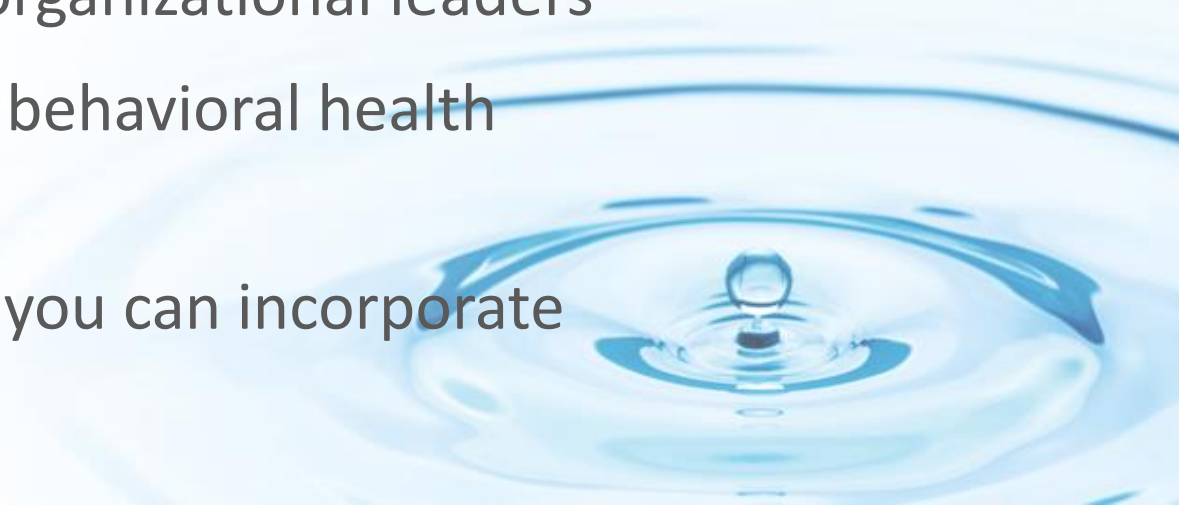
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Introduction to Mindfulness

What you will learn:

- A definition of mindfulness
- The science supporting mindfulness
- The general benefits of mindfulness
- How mindfulness can benefit organizational leaders
- Overview of mindfulness in the behavioral health context
- Two mindfulness practices that you can incorporate immediately





Building the *Inner Capacity* to Lead

What is the inner capacity to lead?

Basic preparation for leadership:

- Education
- Identified potential
- Relevant skills and competencies
- Leadership experience
- Content knowledge
- Additional training/credentials

The inner capacity to lead:

- **Emotional and social intelligence** (e.g. self-awareness; problem-solving; interpersonal; stress tolerance; flexibility; decision-making; well-being)
- **Character strengths** (e.g. curiosity, honesty, fairness, humility, humor, gratitude, forgiveness, wisdom)
- **Resilience**
- **Growth mindset**
- **Mindfulness**

mindfulness

think simply feel use
learn aware want ways
process past thinking body
object world present physical
mental may moment pain new buddhist know practices
arise help just thoughts experience meditation life important need
negative time breath work even depression find attention
mindful research training away painful learning
insight emotions concentration mbsr awareness something feeling well people become see
thought one practice sensations experiences mind emotional stress notice
feelings insight emotions concentration mbsr awareness something feeling well people become see
suffering back place need stress notice
others



What is mindfulness?

Let's start with what mindfulness is not.

Mindfulness is not:

- A religion
- A technique for *eliminating* thoughts
- A new age method involving chanting or incense
- A relaxation technique
- A training in deep breathing
- A way to *eliminate* stress



Mindfulness defined

The process of paying attention to present moment experiences, on purpose, without judgment, but with curiosity, openness, and a willingness accept your current experience (i.e. to “be with what is” for you right now).

A natural and modifiable capacity of the human mind.
Mindfulness as normal part of consciousness.



Mindfulness defined

The process of...

- *paying attention* to present moment experiences...
- on purpose...
- without judgment...
- but with curiosity, openness... (“Beginner’s Mind”)
- and a willingness to *accept* your current *experience* whatever it is (to “be with what is” for you *internally*).



Mindfulness defined

Adopting a *Beginner's Mind*



Mindfulness defined

Mindfulness is both:

- A meditation practice, and
- A quality of attention in our lives.



The wandering mind (the “default mode”)

vs

The attentive mind (the “focused mind”)

The wandering mind (the “default mode”)

- Daydreaming
- Recalling memories
- Envisioning the future
- Monitoring the environment
- Thinking about the intentions of others, etc.
- When we are just "thinking" without any explicit goal of thinking in mind



A Wandering Mind is an Unhappy Mind

- People spend almost as much time mind-wandering as they do on whatever they are supposed to be doing/experiencing
- A wandering mind is associated with increases in unhappiness

A Wandering Mind Is an Unhappy Mind
Matthew A. Killingsworth* and Daniel T. Gilbert
Science, 12 November 2010 vol 330c



The attentive mind (the “focused mind”)

Attention defined

- The act or state of applying the mind to something.
- Focus of our energy on a specific object, person, experience.



The attentive mind

*“The faculty of voluntarily **bringing back a wandering attention, over and over again**, is the very root of judgement, character, and will... An education which should improve this faculty would be the education par excellence.”*

*William James, *The Principles of Psychology* (1890).*

The Goal of Mindfulness Meditation

To bring our attention to the present moment in a sustained way, and to experience the benefits of doing so.





Brief Mindfulness Practice

The *experience* of mindfulness is the only way to fully understand it.

Brief Mindfulness Practice

A few concepts:

- Sit comfortably, feet on floor, back straight (erect posture);
- Our “anchor” to the present moment: Our breath;
- Ideally with eyes closed, but eyes can be open;
- Dealing with thoughts—Thoughts will come!
- The process:
 - Bring your attention to your breath (your anchor);
 - Be distracted by thoughts or sounds;
 - Notice you are distracted;
 - Bring your attention back to your breath.

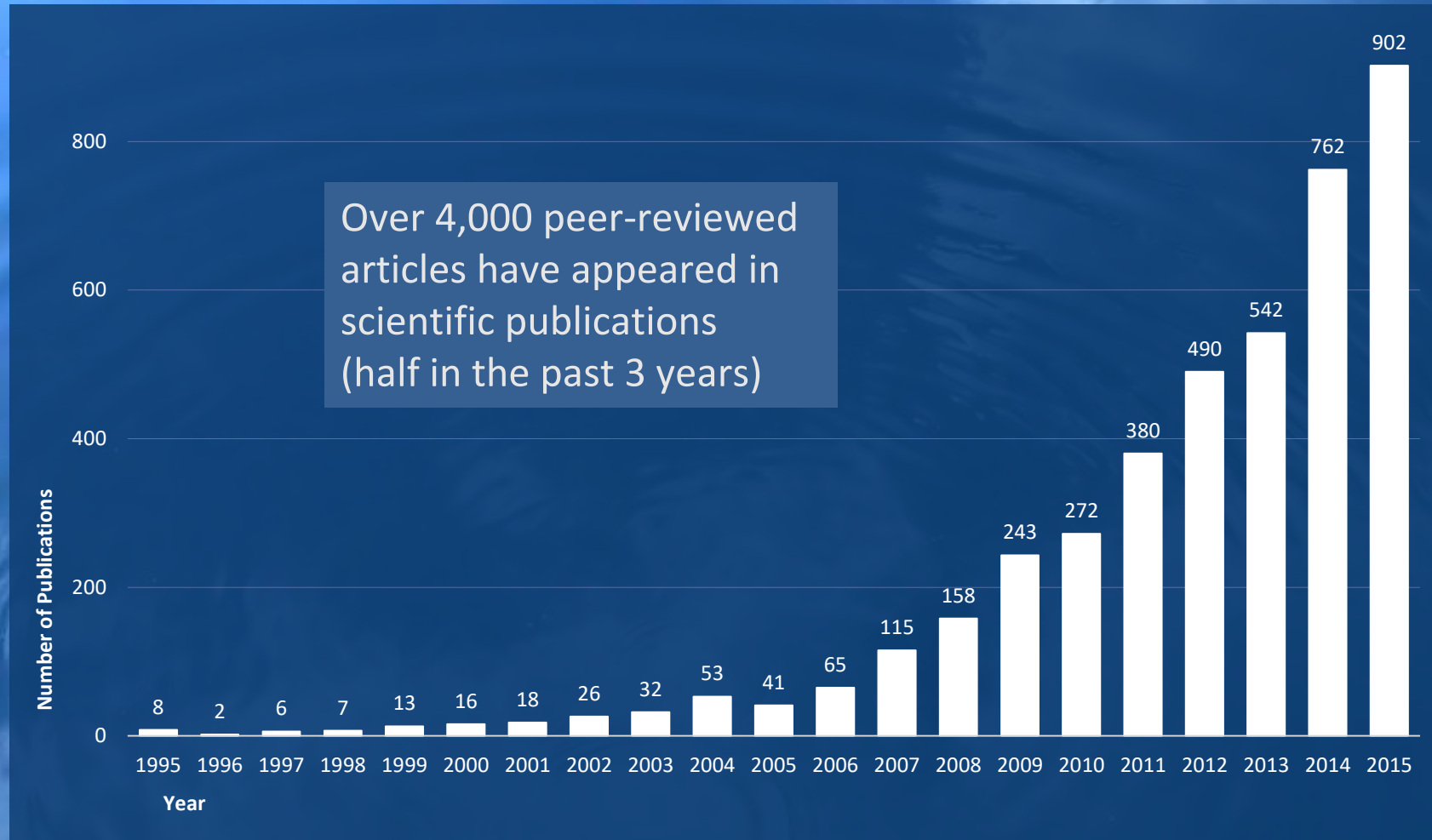




Why Does Mindfulness Matter?

A review of the benefits of mindfulness

Growth in Research on Mindfulness



Source: *Articles in Web of Science™*

A Review Of Research On The Benefits Of Mindfulness

Mind & Brain Studies

Attention

Cognition

Brain Changes

Mood & Behavior Research

Emotion/Stress

Behavior

Depression & Anxiety

Medical Findings

Clinical Biomarkers

Immune Function

Pain

Chronic Disease

Cellular Aging

Selected Benefits of Mindfulness

- Reducing **stress**,
- Reducing chronic physical **pain**,
- Boosting the body's **immune system** to fight disease,
- Coping with **painful life events**, such as the death of a loved one or major illness ,
- Dealing with **negative emotions** like anger, fear, and sadness,
- Increasing **self-awareness** to detect harmful reactive patterns of thought, feeling, and action,
- Improving **attention and concentration**,
- Enhancing **positive emotions**, including happiness and compassion,
- Improving **interpersonal** skills and relationships,
- Reducing **addictive behaviors**, such as eating disorders, alcoholism, and smoking,
- Enhancing **performance**, whether in work, sports, or academics,
- Stimulating and releasing **creativity**, and
- Changing the actual structure and functioning of our **brain**.

Mindfulness in behavioral healthcare: Selected outcomes

- **Anxiety disorders**
- **Depression**
- **Smoking**
- **Diet, binge eating**
- **Alcohol abuse**
- **Drug abuse**



Mindfulness-based interventions in behavioral healthcare and beyond

Typical Components of Interventions

- Mindfulness meditation
- Acceptance of present moment experience (vs avoidance or rejection of experience)



Mindfulness-based interventions in
behavioral healthcare and beyond

**Mindfulness-Based Stress Reduction
(MBSR)**

Developed by Dr. John Kabat-Zinn



Mindfulness in behavioral healthcare: Selected reviews of the literature

The Psychological Effects of Meditation: A Meta-Analysis

Sedlmeier, et al., *Psychological Bulletin*, 2012, Vol. 138 (6), 1139–1171

Meditation Programs for Psychological Stress and Well-being: A Systematic Review and Meta-analysis

Goya, et al. *JAMA Intern Med.* 2014; Vol. 174(3): 357-368.

Are Mindfulness-Based Interventions Effective for Substance Use Disorders? A Systematic Review of the Evidence.

Chiesa and Serretti, *Substance Use & Misuse*, 2014, 49: 492–512.

The Effect of Mindfulness-Based Therapy on Anxiety and Depression: A Meta-Analytic Review

Stefan G. Hofmann, et al. *Journal of Consulting and Clinical Psychology*, Vol 78(2), Apr 2010, 169-183



Mindfulness-based interventions in behavioral healthcare;
Selected approaches derived from **cognitive behavior therapy (CBT)**

- **Acceptance and Commitment Therapy (ACT);**
- **Mindfulness-based Cognitive Therapy (MBCT);**
- **Dialectical Behavior Therapy (DBT);**
- **Metacognitive Therapy (MCT);**
- **Mindfulness-based relapse prevention (MBRP)**



Mindfulness-based interventions in behavioral healthcare and beyond

Typical Components of Interventions

- Mindfulness meditation
- Acceptance of present moment experience (vs avoidance or rejection of experience)



Mindfulness therapies in behavioral healthcare: Selected reviews of the literature

A meta-analysis of the efficacy of **acceptance and commitment therapy** for clinically relevant mental and physical health problems.

A-Tjak et al. (2015). *Psychother Psychosom.* 84(1):30-6.

The effect of **mindfulness-based cognitive therapy** for prevention of relapse in recurrent major depressive disorder: A systematic review and meta-analysis.

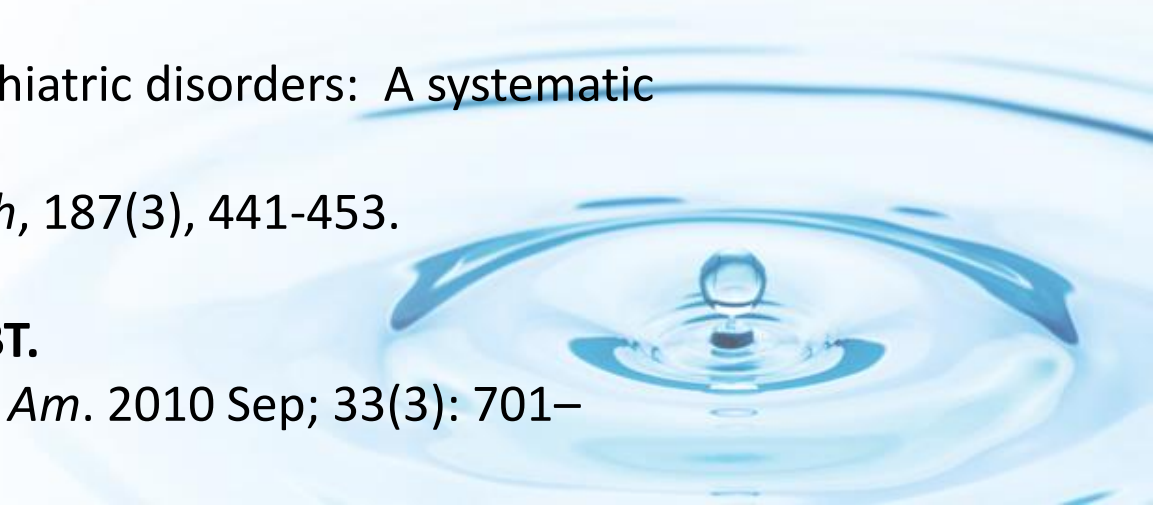
Piet and Hougaard (2011). *Clinical Psychology Review*, 31, 1032–1040.

Mindfulness based cognitive therapy for psychiatric disorders: A systematic review and meta-analysis.

Chiesa and Serretti (2011). *Psychiatry Research*, 187(3), 441-453.

The Empirical Status of the “**New Wave**” of CBT.

Stefan G. Hofmann, et al., *Psychiatr Clin North Am.* 2010 Sep; 33(3): 701–710.





Beyond Behavioral Healthcare: Mindfulness and changes in the body

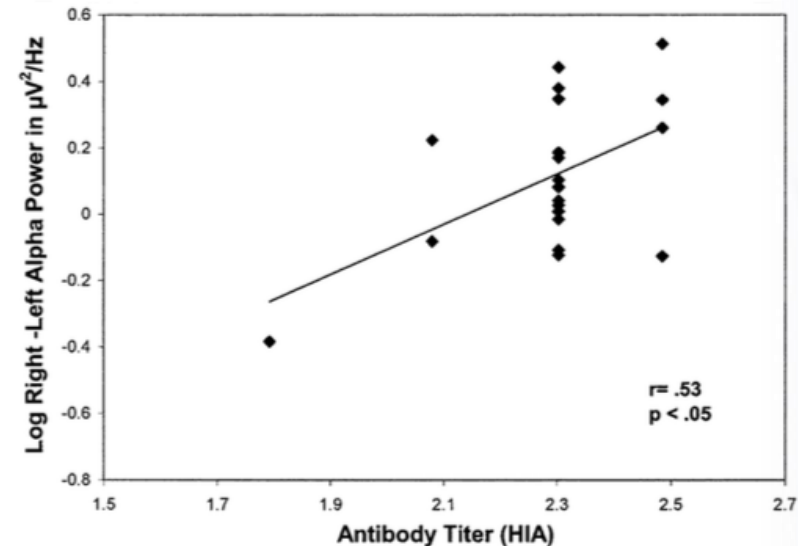
Mindfulness has been shown to *improve several clinical biomarkers*:

- Blood pressure
- Heart rate
- Stress hormones, e.g., adrenaline and cortisol
- Cardiovascular risk factors (e.g., change in urinary albumin excretion, intima media thickness, and catecholamine levels)
- **Immune system**
- **Telomeres/telomerase**

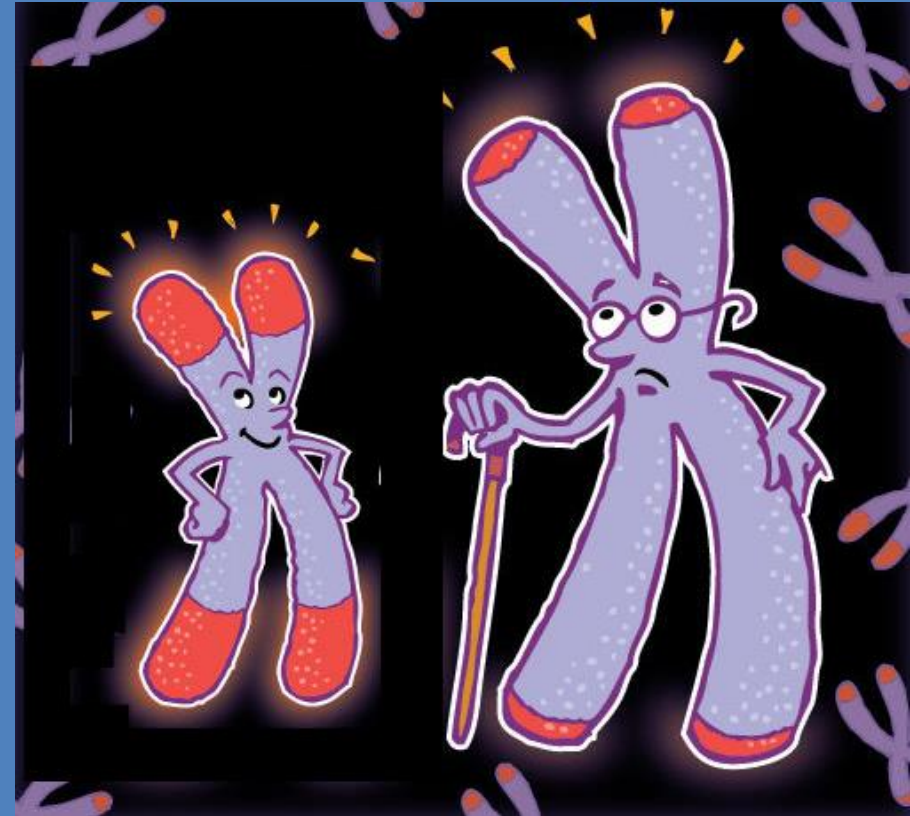
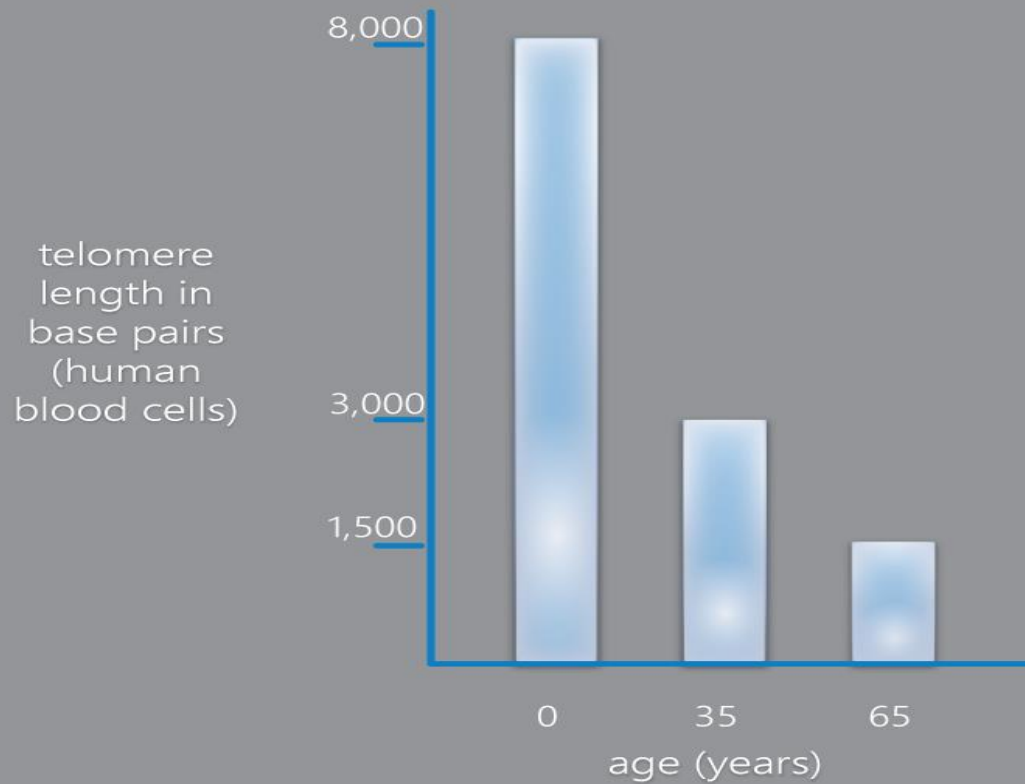
Mindfulness and Immune System Functioning

After an eight-week mindfulness program, Davidson et al (2003) showed ***increased antibody production after administration of a flu vaccine***, indicating an enhanced immune response

They also found increased left-sided anterior brain activation (associated with positive affect) in mindfulness group, and the magnitude of increase in left-sided activation predicted the magnitude of antibody titer rise to the vaccine



Telomere Length Declines in Dividing Cells as We Age



Telomere length shortens with age and is a strong predictor of mortality and chronic diseases.

Stress, meditation, and telomeres

- **Accelerated telomere shortening in response to life stress.**

Epel ES, Blackburn EH, et al *Proceedings of the National Academy of Sciences of the United States of America*; 2004

- **Intensive meditation training, immune cell telomerase activity, and psychological mediators.**

Jacobs, Epel, Blackburn et al. *Psychoneuroendocrinology*. 2011 Jun;36(5):664-81.

- **Loving-kindness meditation practice associated with longer telomeres in women**

Hoge et al. *Brain, Behavior, and Immunity*. 2013. Vol. 32, 159–163.

- **Mindfulness-based cancer recovery and supportive-expressive therapy maintain telomere length relative to controls in distressed breast cancer survivors**

Carlson et al., *Cancer*, 2015, Vol.121, 476–484

Neuroplasticity

The brain's ability to reorganize itself by forming new neural connections in response to the environment or experiences.



London Taxi Drivers and “The Knowledge”



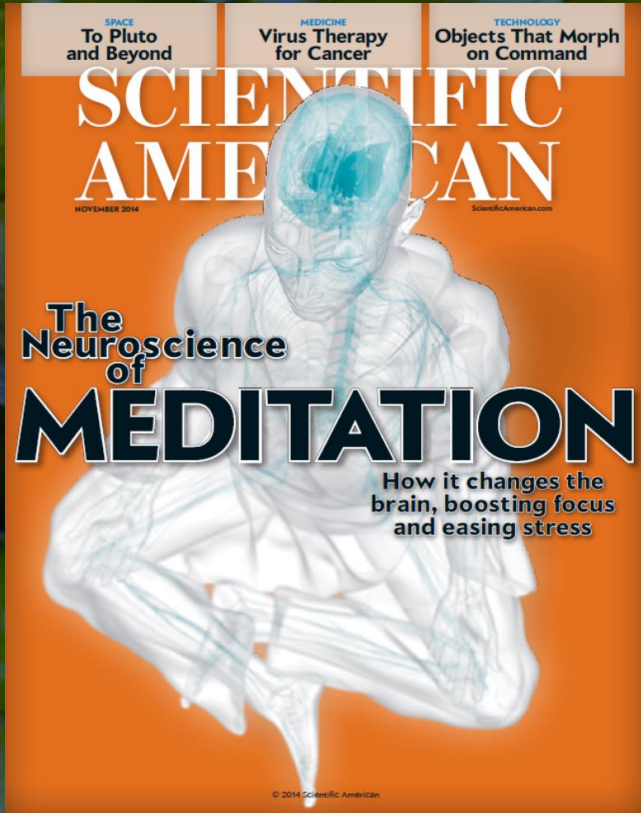
Navigation-related structural change in the hippocampi of taxi drivers

Eleanor A. Maguire, et al, *Proceedings of the National Academy of Sciences*, 2006

Acquiring “the Knowledge” of London's Layout Drives Structural Brain Changes

Katherine Woollett and Eleanor A. Maguire, *Current Biology*, 2011





Mindfulness and the Brain

Attention control

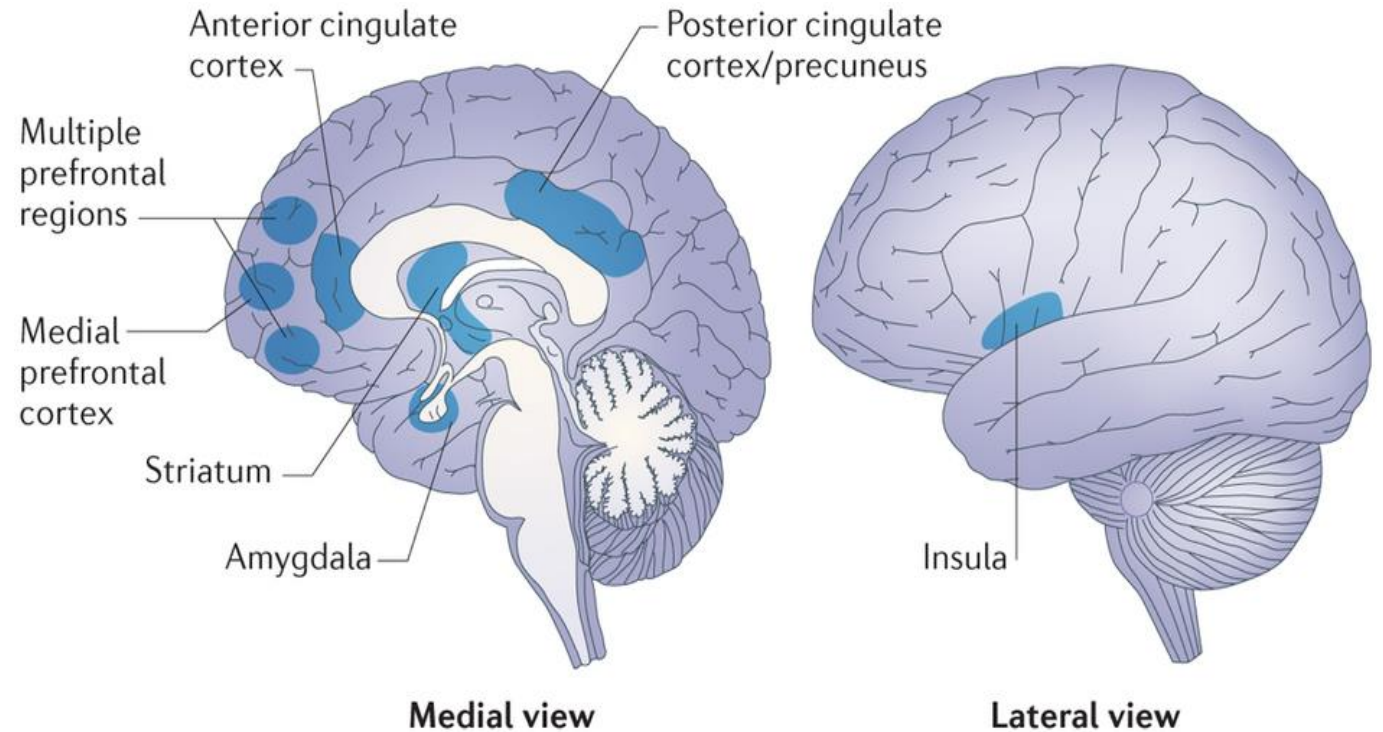
(anterior cingulate cortex and striatum)

Emotion regulation

(multiple prefrontal regions, limbic regions, striatum)

Self-awareness

(insula, medial prefrontal cortex, posterior cingulate cortex and precuneus)



Tang, Y., Holzel, B.K., & Posner, M.I. (2015). The neuroscience of mindfulness meditation. *Nature Reviews: Neuroscience*, 16, 213-226.



Why Mindfulness Matters for Leaders

The demands and challenges of today's
organizational leaders are many.



Today's organizational leaders need to:

- Create a **vision** and set organizational **direction**;
- Think **strategically** and “big picture”;
- **Motivate** and inspire;
- Meet **financial goals** and allocate resources;
- **Communicate** effectively;
- **Build effective teams** and be of service to subordinates;
- Lead and **manage change**;
- **Collaborate** with governance members;
- Navigate **political issues**;
- Respond to **stakeholders/customers**;
- Manage **competing demands**;
- Deal with **isolation**;
- Manage **crises**;
- Make **decisions** in the context of **uncertainty**; and
- Take **responsibility** for outcomes.



Why Mindfulness Matters for Leaders

Mindfulness builds the *inner capacity* of leaders to meet their many challenges and demands



Mindfulness: Building the inner capacity to lead

MINDFULNESS CAN PROMOTE

- Mental focus, concentration, clarity
- Cognitive flexibility and creativity
- Executive functions: CEO of the brain
- Self-awareness
- Self-management (emotions, behavior)
- Resiliency and non-reactivity in the face of stressors
- “Presence” with co-workers
- Seeing situations more clearly

WHICH CAN LEAD TO

- Better decision making
- More innovate ideas
- Better control of emotions
- More responding, less reacting
- More effectiveness despite challenges
- Better relationships at work and home
- Better overall workplace climate

Bringing mindful awareness to our
breath and to sounds

The Breath and Sounds



Mindful Awareness



Mindfulness Practice

The breath and open awareness to sounds as our anchor points.

When distractions arise, as they will, simply return to your anchor. This is the key to the practice. Return again and again to your anchor.



Going further with mindfulness practice

- The body as a focus for mindfulness practice
- Mindfulness and difficult emotions
- Mindfulness and stressful thoughts;
- Creating leadership presence through mindful communication
- Mindfulness and compassion for self and others

Further reading and guided meditations

Free Guided Meditations: UCLA Mindful Awareness Research Center (<http://marc.ucla.edu>)

Fully Present: The Science, Art, and Practice of Mindfulness, by Susan Smalley and Diana Winston.

Real Happiness: The Power of Meditation, by Sharon Salzberg.

10% Happier: How I Tamed the Voice in My Head, Reduced Stress Without Losing My Edge, and Found Self-Help That Actually Works--A True Story, by Dan Harris.

How to Train a Wild Elephant: And Other Adventures in Mindfulness, By Jan Chozen Bays

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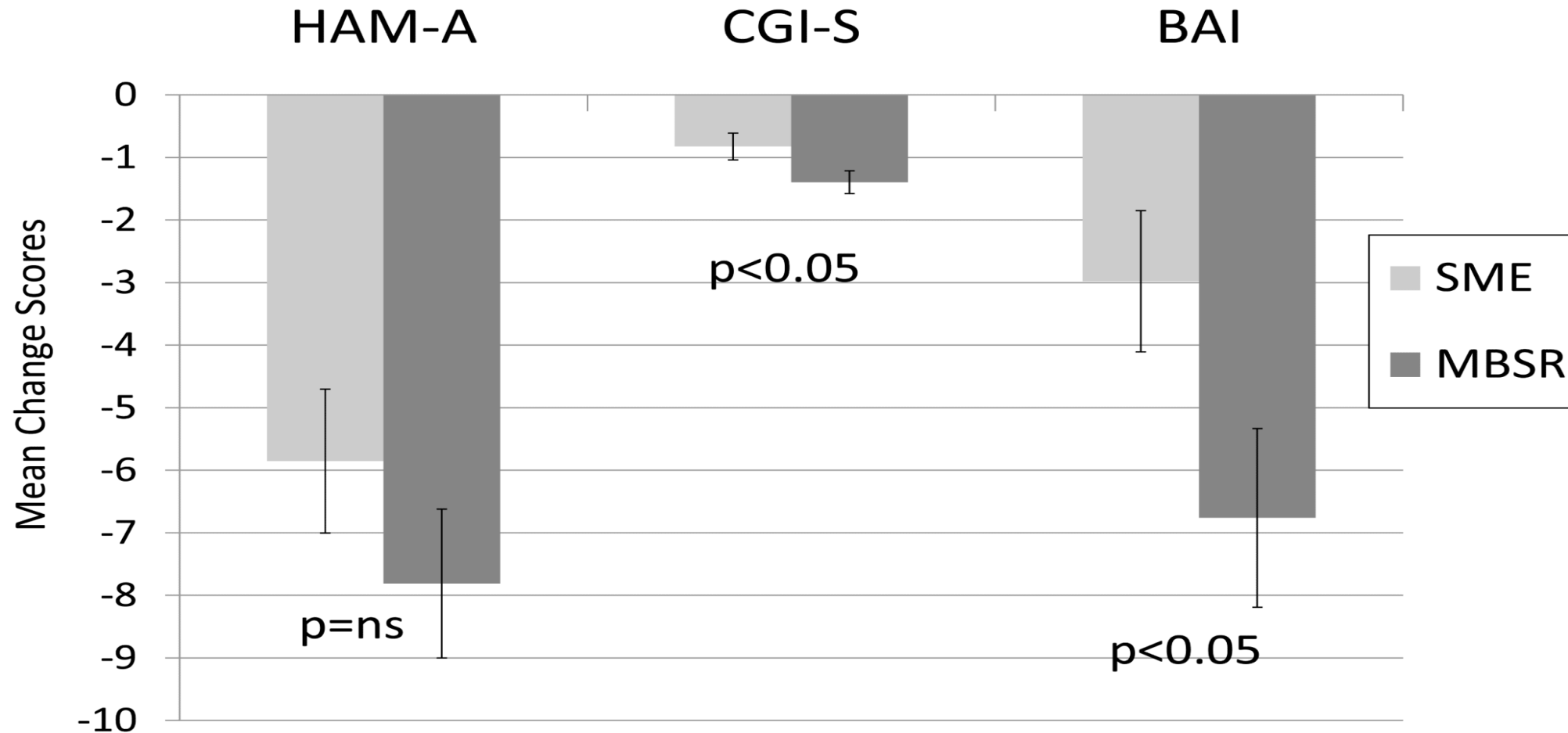
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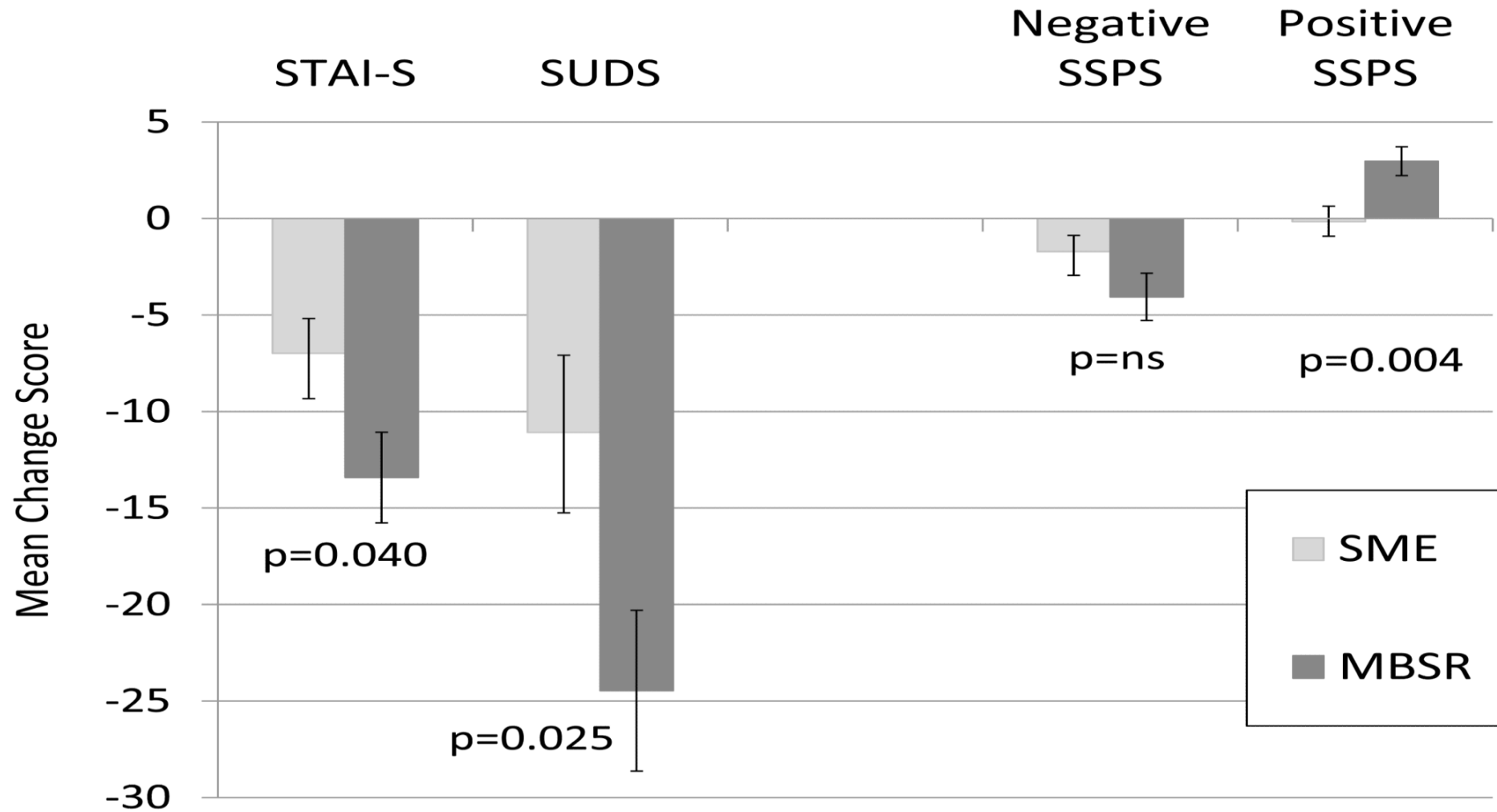
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MBSR: Hoge et al (2013). *Clinical Psychiatry*



HAMA=Hamilton Anxiety Scale
CGI-S= Clinical Global Impression of Severity
BAI= Beck Anxiety Inventory

MBSR: Hoge et al (2013). *Clinical Psychiatry*



STAI-S= State-Trait Inventory, State
SUDS= Subjective Units of Distress Scale
SSPS= Self-Statements during Public Speaking scale