

AUGUST 10

MINDFUL LEADERSHIP
THROUGH TRANSITION

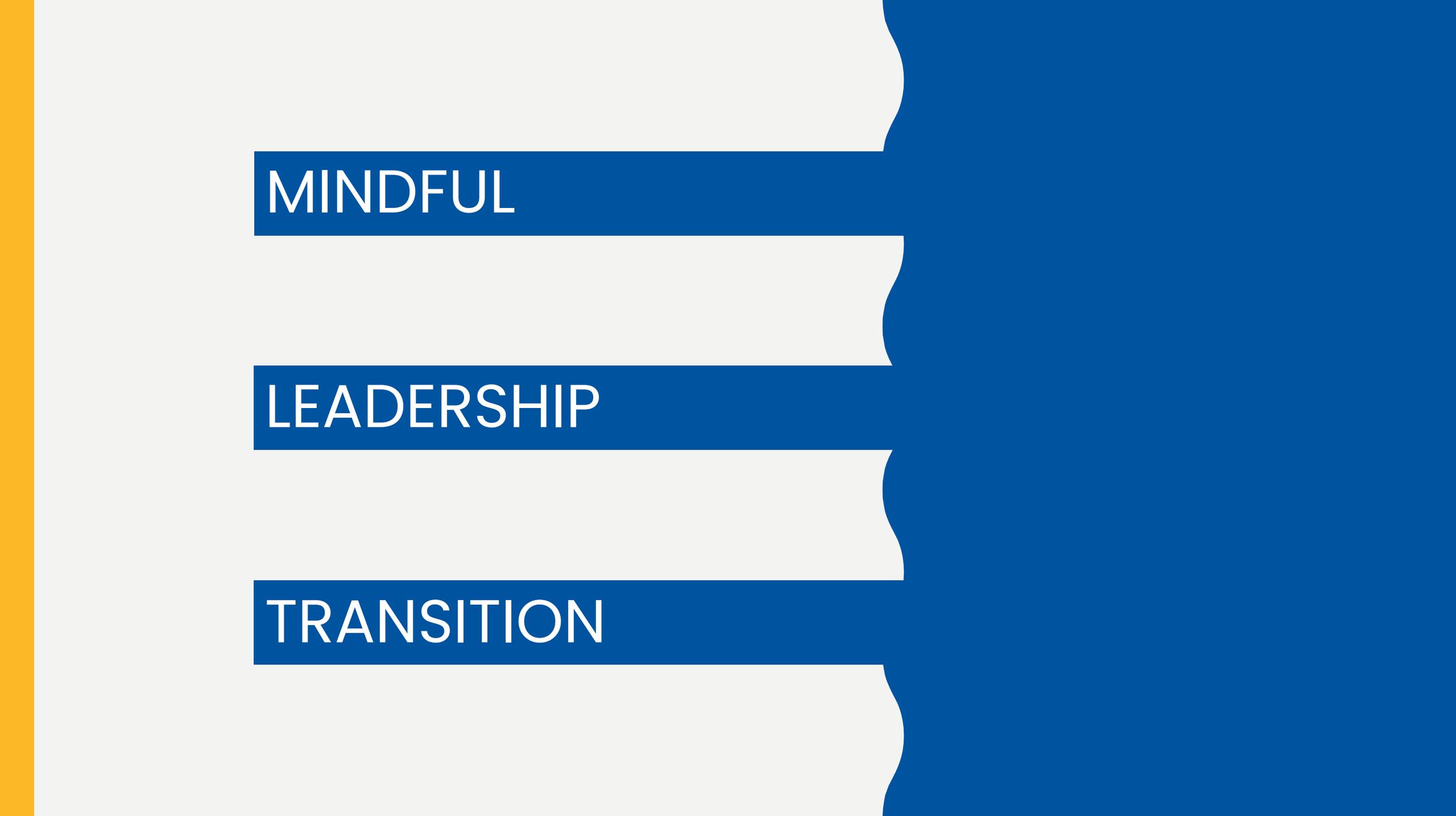
THE
BUSINESS



bite

Lunchtime talks on topics that matter





MINDFUL

LEADERSHIP

TRANSITION



mindful

- conscious or aware of something
- focusing one's awareness on the present moment

mindfulness

- a mental state achieved by focusing one's awareness on the present moment, while calmly **acknowledging** and **accepting** one's *feelings, thoughts, and bodily sensations*

paying attention to the present moment
in an accepting, nonjudgmental way

the ability not to be yanked around by your own emotions

Dan Harris, author of *10 Percent Happier*

MINDFULNESS PRACTICES

- “Create a clearing in the dense forest of your life” (from “Clearing” by Martha Postlewaite)
 - Pay attention to when you are no longer paying attention.
 - Use your breath or body (always with you) to regain your focus
- Begin paying attention to daily tasks in a new way
 - Choose something you do everyday and use it to strengthen your ability to sustain focused attention
 - Each time you bring full awareness to a task, you are strengthening the muscles of mindfulness
- Move from **reacting** (inner brain, survival mode) to **responding** (complex thinking, emotional self-regulation)



Disruption

Daron
Larson

TED^x Columbus
x = independently organized TED event

TED^x

S.T.O.P.

- **Stop.** Just take a momentary pause, no matter what you're doing.
- **Take a breath.** Feel the sensation of your own breathing, which brings you back to the present moment.
- **Observe.** Acknowledge what is happening, for good or bad, inside you or out. Just note it.
- **Proceed.** Having briefly checked in with the present moment, continue with whatever it was you were doing.

R.A.I.N.

- **Recognize.** Acknowledge what is happening, just noting it in a calm and accepting manner.
- **Accept.** Allow life to be just as it is, without trying to change it right away, and without wishing it were somehow different.
- **Investigate.** See how it feels, whether it is making you upset or happy, giving your pleasure or pain, just note it.
- **Non-identification.** Realize that the sensations you are feeling make for a fleeting experience, one that will soon pass. It isn't who you are.

MEDITATION

STEP 1

During a meditation session, your mind will inevitably wander off.

STEP 2

When it does, notice what was distracting you, then take a moment and pause. Let go of the thought, and gently return your awareness to the breath, being present for each inhalation and exhalation.

STEP 3

Don't judge your thoughts. Thinking is natural, and there's nothing inherently good or bad about it. It's simply what the mind does. Just come back to the present moment.

STEP 4

Inevitably, your mind will wander again. Just acknowledge whatever it is you were thinking of and resume your meditation.

STEP 5

With time, it will become easier to keep your attention focused on the breath or the body. But even for the most experienced meditators, the mind is prone to wander. When it does, begin again.

MINDFULNESS-LITE PRACTICES

We can make conscious choices about how distracted we will allow ourselves to be all day long.

Janice Marturano founder of the Institute for Mindful Leadership; former VP at General Mills

- Turn off notifications
- Answer email during dedicated periods of time, rather than constantly throughout the day as soon as it pops into your inbox.
- Finish one task before you begin the next.
- <https://freedom.to/blog/8-website-blockers-for-studying-productivity-focus/>



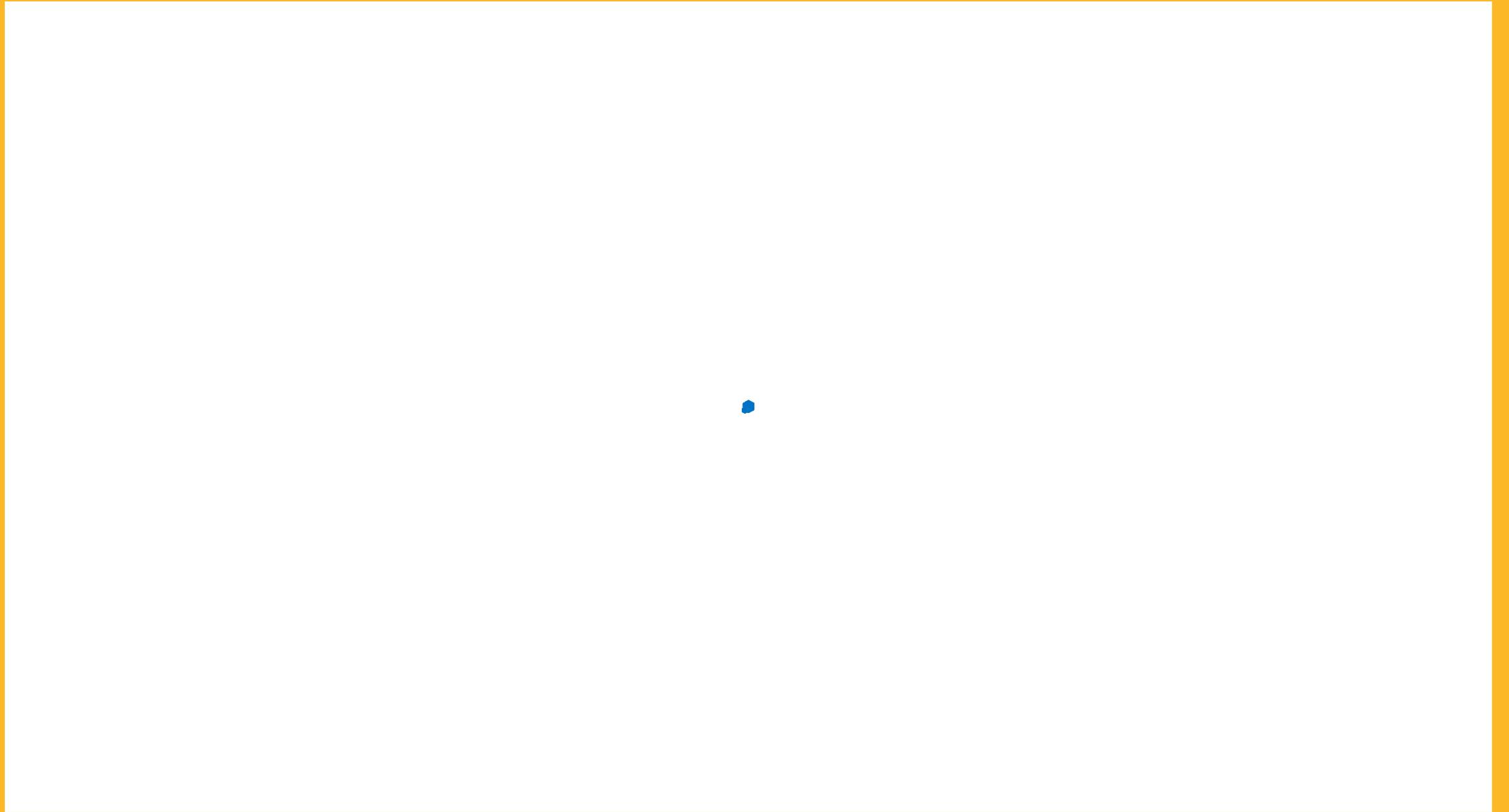
leadership

- The action of leading a group of people or an organization
- The ability of an individual or group of individuals to **influence** and **guide** followers or other members of an organization

What words do you use to describe a good leader?

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ROLES OF A LEADER

Inspire Trust

Starts with character and competence

Think big... execute all the way through to completion with and through others

Execute Strategy

Create Vision

Create a shared vision and strategy **and** communicate it so powerfully that others follow

Develop the leadership potential in others; improve performance through consistent feedback and coaching

Coach Potential

Leadership

MINDFULLY LEAD WITH...

Understand another's
struggle and situation

Don't think less of yourself;
think of yourself less

empathy
humility

open
attitude

Assume good intent; approach
tough situations with an
attitude of acceptance

Emotional Balance

Allow and accept stressful
situations without getting
caught up in the chaos

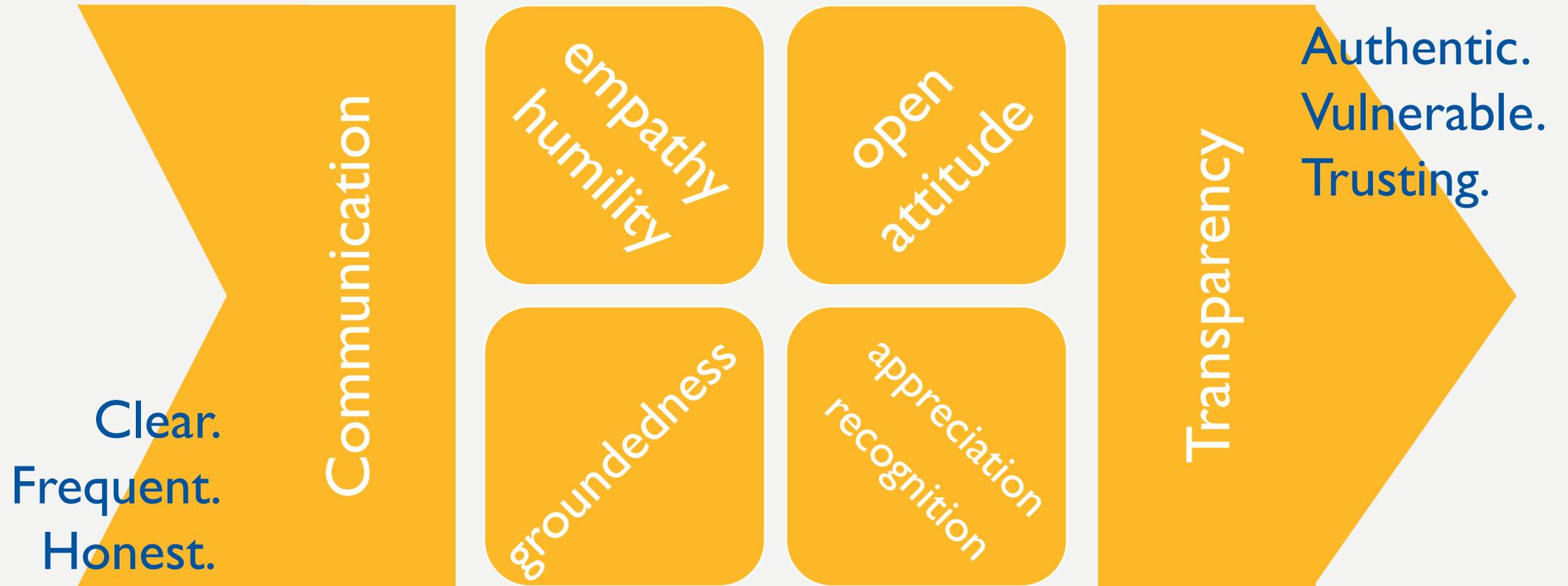
groundedness

appreciation
recognition

Employees who feel appreciated
are more engaged and tend to
stick around.

Recognize personally & publically

MINDFULLY LEAD WITH...





change

replace (something) with something else, especially something of the same kind that is newer or better; substitute one thing for (another).

SO. MANY. CHANGES.

employee priorities

an employee market

casual attire

increased diversity

4 generations

collaboration vs. competition

new protocols

tattoos

working remote

changing values

diverse teams in diverse locations

less hierarchy

new technologies.

Personnel

Process & Protocols

Reorganization

Product Offering

Acquisition

Location



change

replace (something) with something else, especially something of the same kind that is newer or better; substitute one thing for (another).

It isn't the changes that do you in...

transition

the process or a period of changing from one state or condition to another.

it's the transitions.

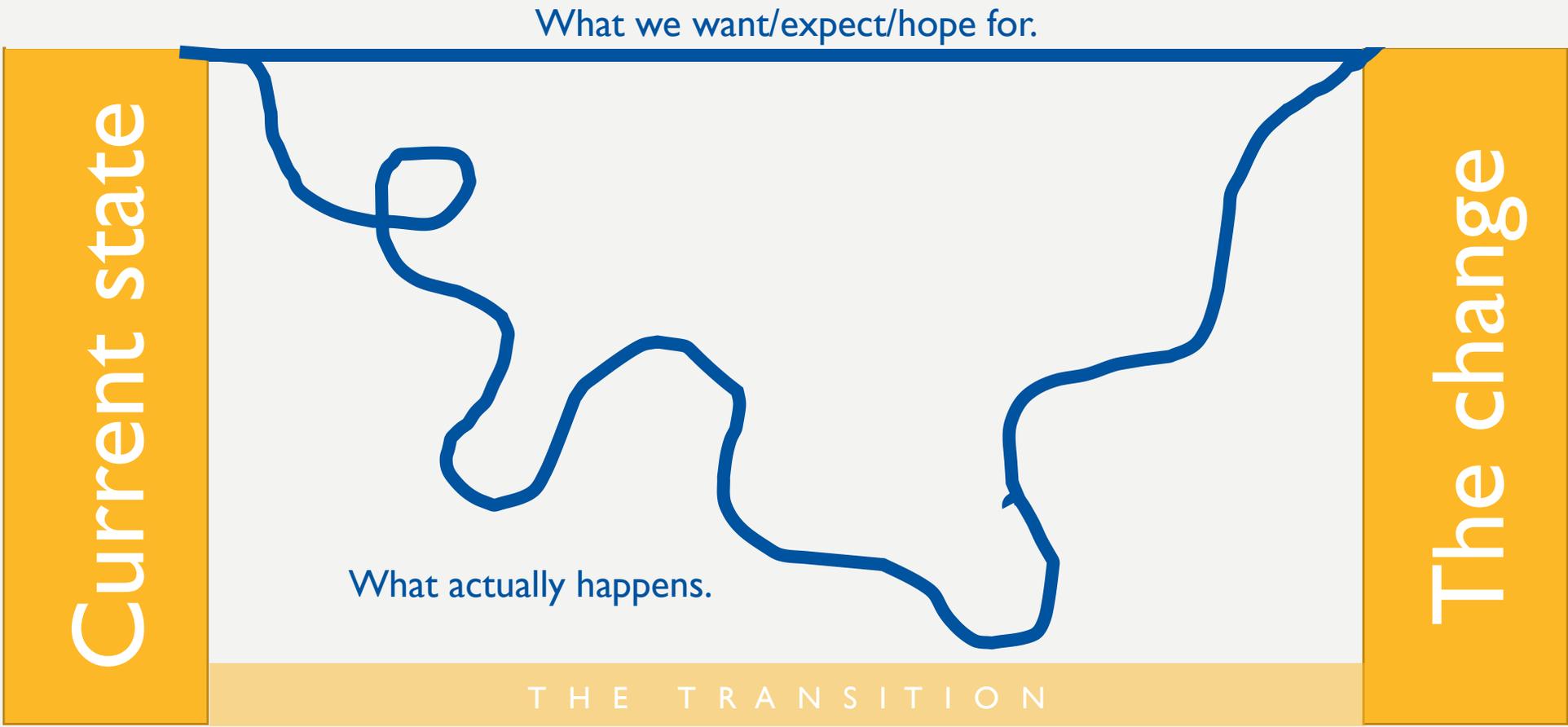


result



process

It isn't the changes that do you in, it's the transitions.



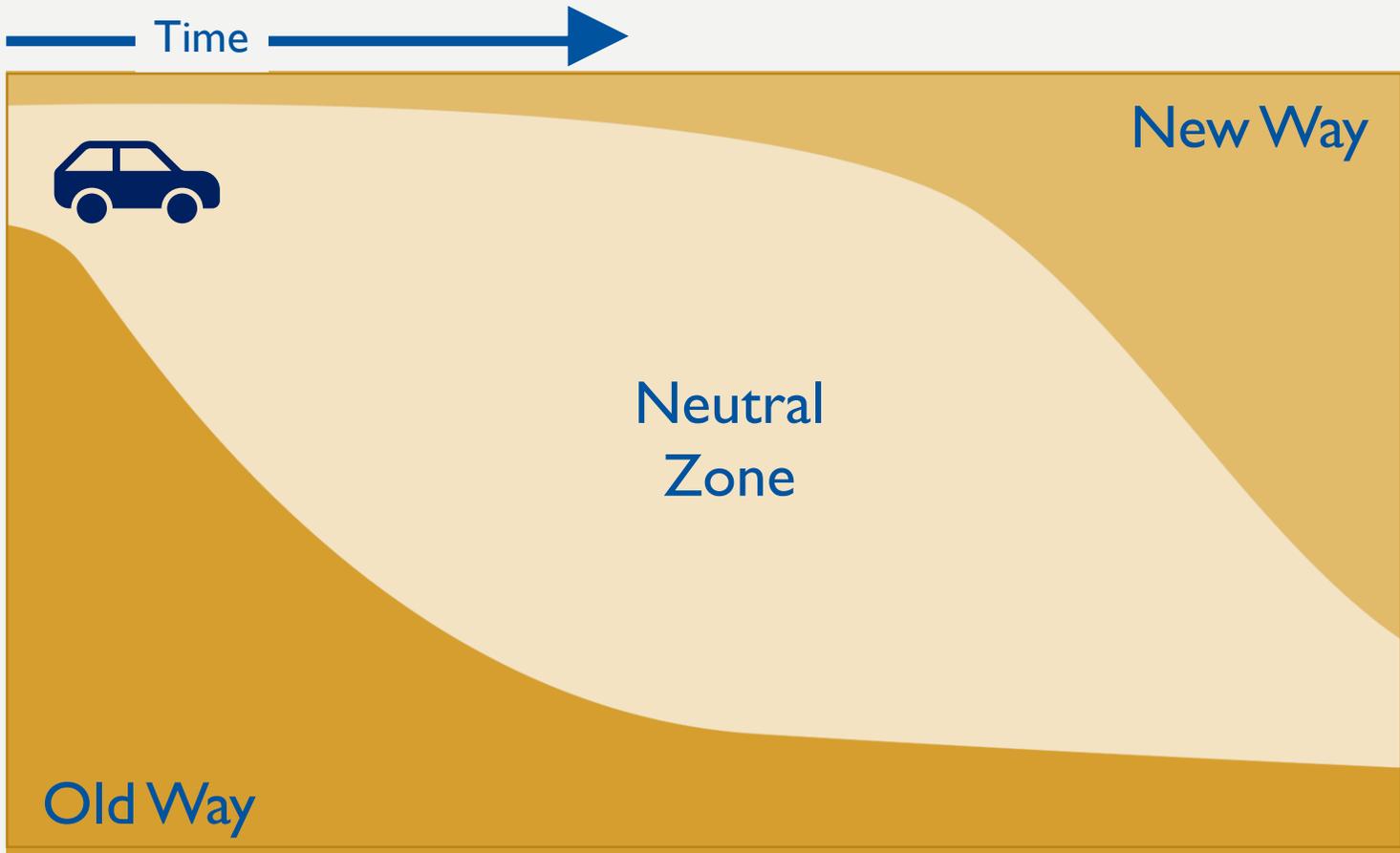
NOT UNLIKE A TRIP

I'm hungry.
Why do we have to leave?
Jarod's making faces at me!
I'm think I'm getting car sick!!
I have to go to the bathroom.
Can we please change the radio station?
I think I left my retainer at the restaurant.

Are we there yet?



It isn't the changes that do you in, it's the transitions.



LEADING THROUGH THE NEUTRAL ZONE



Communication

empathy
humility

open
attitude

groundedness

appreciation
recognition

Transparency

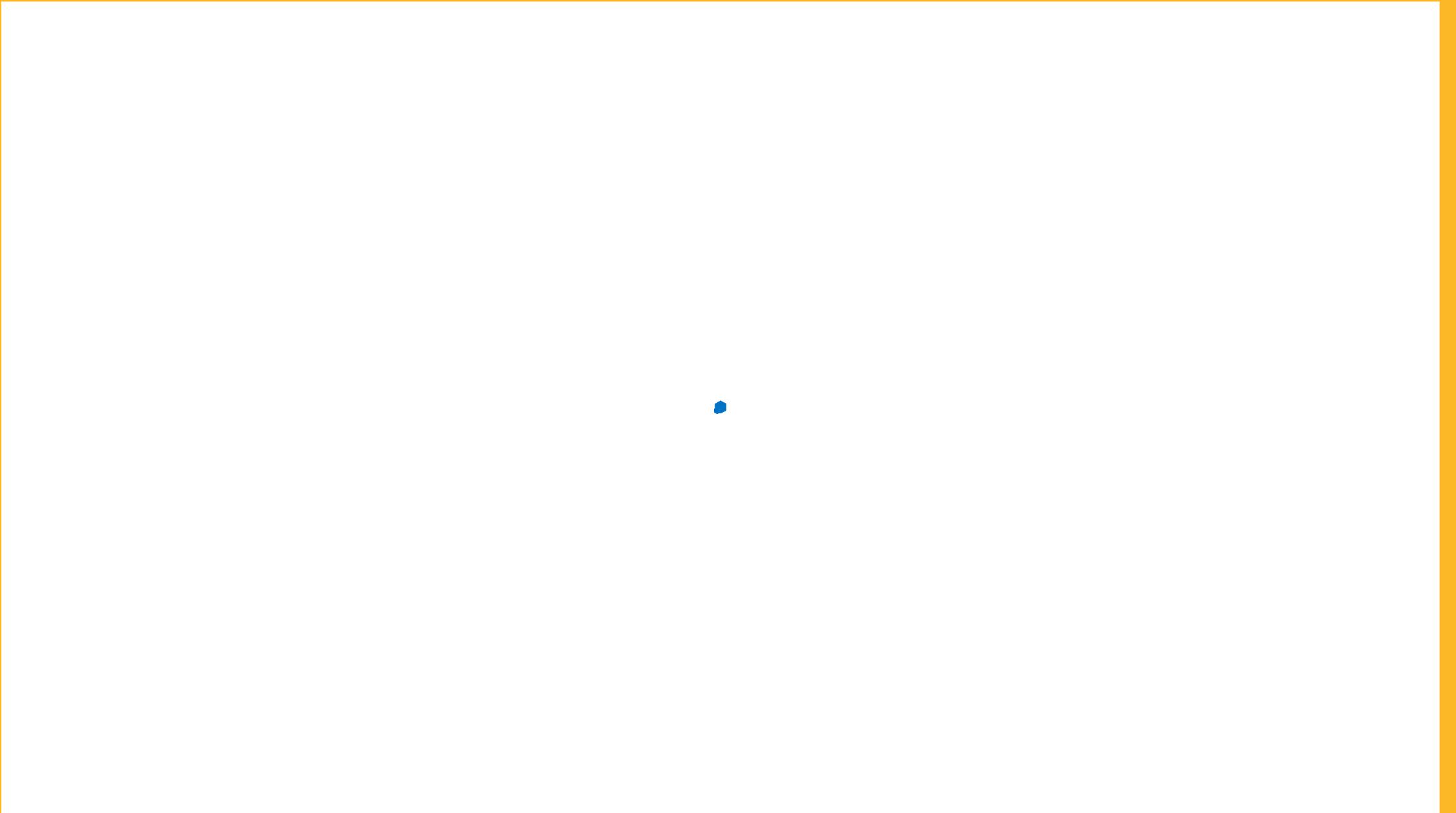
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Are we there yet?

What strategies do you use in this situation?





CONSIDERATIONS

- Effective change leadership is about leading people, not just processes. Leaders must support employees by removing personal and professional barriers to their success.
- When company **leadership stays active** in promoting change, **employees will stay on board** and be motivated to actively pursue new challenges.
- Package change management language in terms of **risks** to the project, not around *resistance to change*. “Risk is something that leaders will try to solve for. Resistance is a risk so let’s call it what it is.” (Elizabeth Buscher, change management professional)
- Even though our natural instincts tell us to resist, embracing change can actually result in a much happier and productive workplace. Change management exercises help employees more easily acclimate to something new.

EXERCISES

- Cross Your Arms
- Bounce Back
- Perspective
- Four Ps

CROSS YOUR ARMS

How to play:

Ask employees to cross their arms. When they are comfortable, ask them to cross their arms the other way. Once they've done this, ask them why the second attempt might have left them feeling uncomfortable, even though it's basically the same action.

What's the point?

Steer the conversation towards specific changes being made within your organization. Examine how tricky it is to cross your arms in different positions and equally how tricky it is to cope with change. Show understanding that the necessary changes may be uncomfortable at first.

BOUNCE BACK

How to play:

In a spacious area, hand out bouncy balls for pairs of employees to bounce back and forth for a few minutes. Then, ask them if they ever had any doubts that the ball would fail to bounce back up. Point out that, like the bouncy balls, they too will be able to bounce back from challenges. Finally, let them keep the bouncy balls as a tangible reminder.

What's the point?

The game itself is pretty simple, and while it could be explained with a PowerPoint slide of a bouncing ball, the memento of the ball is the real point of this game.

PERSPECTIVE

Setup:

- Put chairs in a circle
- Place something in the middle of the circle that looks different from different sides

How to play:

- Allow employees to sit wherever they want and make note of the details of the object.
- Have them move to a different seat. Ask them to think about how their perspective changed in moving to the new seat and why. Did the object change?.

What's the point?

- Looking at the same thing from a different perspective broadens our understanding of and appreciation for the “thing” Seeing something from a different perspective helps us see how the status quo might not be the only side to something.

FOUR Ps

Setup:

On a large whiteboard or flip chart create four columns and label them left to right: **Project, Purpose, Particulars,** and **People.**

How to play:

Have your group of employees fill in each column as follows:

Project — list the upcoming changes.

Purpose — ask what benefits the change will bring. Will it increase revenue? Will it make processes more efficient?

Particulars — list the details of what will need to change. If the project is implementing a new CRM system, one particular might be training to use the new system.

People — have the group identify which employees will need to change the way they do things or actively participate the change.

What's the point?

This exercise will help participants connect the four areas and see the greater purpose of the change they will soon experience. Participants should be able to come to the conclusion that if they don't change the way they do their job, then they won't be able to achieve the objective they set out to do.



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