



BROWN
Mindfulness Center

USING MINDFULNESS TO INCREASE WORKPLACE ENGAGEMENT AND EFFECTIVENESS

**MMA Annual Meeting and Trade Show
January 24, 2020**

Presented by:

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Brenda Fingold

Brenda Fingold, JD, MA, is the Assistant Director of Workplace and Leadership Education and a Certified Mindfulness-Based Stress Reduction (MBSR) teacher at the Mindfulness Center at Brown University School of Public Health. She previously served as the Manager of Community and Corporate Programs at the Center for Mindfulness at the University of Massachusetts Medical School. For almost two decades, Brenda has been teaching mindfulness as a way to enhance focus, resilience, well-being, inclusion, leadership excellence and the ability to skillfully respond to challenge and change. She works with businesses, law firms, judicial conferences and in education, government and non-profit organizations.

Prior to teaching mindfulness, Brenda spent 17 years as a member of the Boston law firm of Hale and Dorr (merged to become WilmerHale), where she was a litigator and the Partner Responsible for Training and Professional Development. She is a co-founder and former chair of the Professional Development Consortium, a national lawyer training organization, and for many years was an Instructor at Boston University School of Law. Brenda's almost two decades in the busy and fast-paced world of a large professional services firm coupled with her equal years of immersion in the science and practice of mindfulness give her a unique breadth and depth of wisdom and experience to guide professionals in integrating mindfulness into their work and lives.

Mindfulness Center at Brown University School of Public Health

The Mindfulness Center is a collaboration with the Brown University School of Public Health, the Warren Alpert Medical School and the Contemplative Studies Initiative. What sets Brown apart is a collaborative and rigorous approach to both research and education that brings together researchers as well as experts from medicine, public health, and humanities to examine mindfulness from all angles. Over the past 5 years, Brown and affiliated hospitals have ranked fifth in the US for NIH grant funding on mindfulness and ranked fourth in the US for the number of mindfulness peer-reviewed publications (61 papers). We offer a multitude of evidence-based mindfulness programs both in person and online including Mindfulness-Based Stress Reduction, Mindfulness for depression, Mindfulness focused Digital Therapeutics, Mindfulness- Based College programs and tailored programs for business, law, medicine, educational institutions and other organizations.

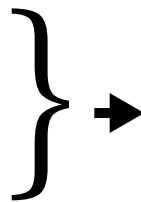
MINDFULNESS

- One Practice**
- Paying Attention
 - On Purpose
 - In the Present Moment
 - In a Particular Way (with curiosity and non-judgment)

Many Reasons to Develop this Innate Capacity

Work Quality and Experience

- easily distracted
- feeling stuck
- trouble thinking clearly
- worn down by tension
- difficulty making decisions
- irritable and easily annoyed
- overwhelmed

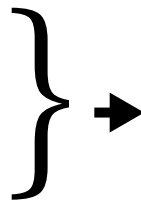


Mindfulness Can Increase

- focus
- calmness
- flexible thinking
- emotional regulation
- creativity/innovation
- memory
- communication skill
- leadership presence

Physical Health

- high blood pressure
- difficulty sleeping
- chronic pain
- heart disease
- skin disorders
- diabetes
- headaches

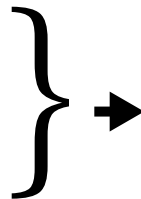


Mindfulness Can Increase

- overall health and reduce medical symptoms

Well-Being

- stress
- low mood/depression
- anxiety
- feeling “just not right”
- out of balance
- disconnected
- exhausted



Mindfulness Can Increase

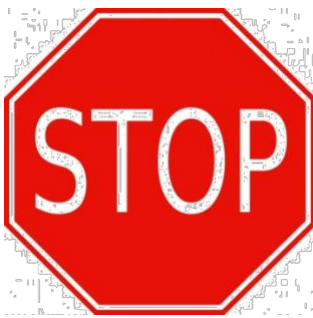
- resilience
- stress hardiness
- happiness
- sense of balance
- engagement with life

What's Your Reason?

The Stop Practice

(Aka: Pressing the Pause Button)

As soon as you notice that you are having a reaction to something/someone or that some of your personal stress warning signals are present:



STOP – intentionally pause

TAKE A BREATH – or two or three and feel the movement of breath in the body

OBSERVE – what is happening with you right now? What sensations can you feel? What emotions are present? What thoughts are going through your mind? What urges and behaviors are happening?

PROCEED – Discern what is called for now from the direct experience of the moment, not being driven by automatic reactivity, habits and stories. When we step out of autopilot, we have a choice about how we want to relate to the person or situation at hand. Notice if by adding a space for awareness, your experience is different than in the past, or if you feel more able to respond skillfully rather than react in habitual “knee jerk” ways.

Personal Stress Warning Signals

Your body is a stress barometer. It is constantly giving you messages to help you maintain health and balance. The messages let you know if something is going on that you need to pay attention to. The more quickly you can become aware of the sensations in your body, feelings, thoughts and behaviors that signal stress and imbalance, the more skillfully you can respond to intervene in the stress cycle. Without awareness, we often react to stress in unhelpful automatic and habitual ways.

Listed below are common physical, emotional, cognitive and behavioral symptoms caused by stress. Put a check next to those you experience sometimes and circle those you experience frequently. Add any other stress indicators not listed. This is for your eyes only to help you better recognize your personal warning signals.

Physical Symptoms	
<input type="checkbox"/> Headaches	<input type="checkbox"/> Back pain
<input type="checkbox"/> Digestive problems	<input type="checkbox"/> Tight neck and shoulder
<input type="checkbox"/> Stomach aches	<input type="checkbox"/> Racing heart
<input type="checkbox"/> Sweaty palms	<input type="checkbox"/> Restlessness
<input type="checkbox"/> Dizziness	<input type="checkbox"/> Fatigue
Emotional Symptoms	
<input type="checkbox"/> Anxiety	<input type="checkbox"/> Frustration
<input type="checkbox"/> Sadness	<input type="checkbox"/> Excessive worry
<input type="checkbox"/> Little joy	<input type="checkbox"/> Mood swings
<input type="checkbox"/> Irritability	<input type="checkbox"/> Edgy/angry/ready to explode
<input type="checkbox"/> Feel lost/hopeless/empty	<input type="checkbox"/> Depression
<input type="checkbox"/> Overwhelming sense of pressure	<input type="checkbox"/> Crying
<input type="checkbox"/> Loneliness	<input type="checkbox"/> Easy to upset
Cognitive Symptoms	
<input type="checkbox"/> Forgetfulness	<input type="checkbox"/> Negativity
<input type="checkbox"/> Hard to function sometimes	<input type="checkbox"/> Distracted
<input type="checkbox"/> Difficulty concentrating	<input type="checkbox"/> Foggy headed
<input type="checkbox"/> Difficulty making decisions	<input type="checkbox"/> Constant worry and self-judgement
<input type="checkbox"/> Inability to quiet/relax the mind	<input type="checkbox"/> Lack of creativity
<input type="checkbox"/> Loss of sense of humor	<input type="checkbox"/> Lack of motivation
Behaviors/Coping Strategies	
<input type="checkbox"/> Overly critical of others	<input type="checkbox"/> Bossiness
<input type="checkbox"/> Overuse of alcohol or other substances	<input type="checkbox"/> Smoking
<input type="checkbox"/> Compulsive eating	<input type="checkbox"/> Low productivity
<input type="checkbox"/> Under eating	<input type="checkbox"/> Isolating self
<input type="checkbox"/> Racing around on automatic pilot	<input type="checkbox"/> Lashing out

MINDFULNESS PRACTICES FOR THE WORKDAY

“Short practices many times a day” is a useful way to think of cultivating mindfulness. Take a look at the suggestions below and choose one or two to integrate into your day. If they don’t work well, choose another or find your own way to bring mindfulness practice into your life. Note that all of the informal practices described below will be significantly easier and arise more spontaneously if you are also strengthening your capacity for mindfulness through a daily formal mindfulness practice.

1. As you awaken in the morning, bring your attention to your breathing. Instead of letting your mind spin off into yesterday or today, or jumping out of bed and into your to-do list, focus on your breath as it moves in and out of your body. When you pay attention to the breath, it takes you out of churning thoughts and worries and into your body where you can access resources for coping and creating well-being.
2. Once you get to your office, take a moment to “just be.” Become aware of your breath, the feel of the chair and your feet on the floor and perhaps even name your intention for how you want to experience the day (not what you want to get done.)
3. Come to your senses regularly – what do you hear, see, feel, smell and taste? The senses are a doorway to the present moment and are always available for calming, regrouping and accessing your innate wisdom to determine in any moment, “what’s called for now?”
4. STAPLE IT - Choose something you do every day and staple your mindfulness practice to it so that every time you do it, you strengthen your ability to direct and sustain focused awareness. Examples include becoming fully present for the moment before you press send on an email, every time you sit in a chair, walk up or down stairs, pick up the phone, make a transition from one task to another, open a door, while eating or taking the first few sips of a beverage, or as you boot up your computer in the morning and shut it down at the end of the day.
5. STOP – as soon as you notice a stress warning signal and bring awareness to your breath, sensations, thoughts, feelings and urges, without getting caught up in them. Over time you may begin to notice how automatic those reactions are and, with practice, you will begin to notice that you are responding in new ways to what is arising rather than being driven by stress reactivity.
6. Find two places in your day to integrate a mindful pause, a moment in your day when you choose to step out of the autopilot quality of the day and bring your attention to the present moment and your breath and body. Afterwards, with distractions lessened, you may be able to see more clearly what is here in this moment and move into the next moment more strategically and with more awareness, energy and calm. This pause may be one minute or three to ten. Set a calendar reminder or find another way to remember your intention.
7. “Center Before You Enter.” Before going into a meeting, having a conversation or even answering the phone – take a few breaths, feel your feet on the floor and check in with yourself. Then, as best as you can, purposely set aside what you have been thinking about (the past) and what you are going to do next (the future). In this way, you bring your whole self to the conversation. From this present place, you will be able to focus on what is important, see and hear more clearly what is arising, access more knowledge, creativity and options and be able to make more skillful choices.

8. Commit to a “Transition Practice” – each time you make a transition from one activity to the next, stop and check in with yourself. Learn to pause in the midst of life.
9. Intentionally walk down the hall mindfully every so often during the day by bringing full attention to the soles of your feet as they meet the floor. This simple practice will build the muscle of mindfulness, bring you into the present moment, settle any scattered energy and slow down the frenetic mental and physical pace that so often takes over.
10. When you are in a meeting, notice the wandering mind and practice gently but firmly bringing it back to your breath and what is being communicated. Choose to purposely listen with curiosity and non-judgment, the qualities that are attributes of mindfulness.
11. Mindful listening – How does it feel when someone is totally present for you in an interaction? When they’re not? Every time you interact with someone you can practice being fully present. What is it like to listen to another without planning what you’re going to say, evaluating what he or she is saying, wondering what he or she thinks of you or trying to control the situation (the way we often listen when someone is speaking).
12. Mindful speaking - how does it feel to pause and take a breath before speaking and stay connected to your posture, tone, content and body while you speak? In this pause, you might bring mindfulness awareness to what you are about to say by asking yourself the following four questions: Is it true? Is it beneficial? Is this the right time to say it? Is it respectful? If you are unsure of any of the above, consider not speaking it.
13. Integrate a short body scan and/or a few minutes of mindful stretching into your day.
14. Notice if you are multi-tasking. It often happens without our being aware it has happened. We start a project, hear the sound of an incoming email or text or see a document on the desk and redirect our focus. “Continuous partial attention” has a significant impact on effectiveness, efficiency and well-being. Mindful-task instead of multi-task - Choose one thing to focus on and eliminate as many opportunities for distraction until you complete the task.
15. Bring awareness to negative thoughts whenever you notice them and strengthen the capacity to intervene in them as soon as they arise. Get familiar with your mental habits and repetitive stories (I’ll never have enough time, I’m not good enough, this always happens to me, etc.) and recognize the running commentaries that loop around in our heads. Do you really have to engage with and believe all of what it says in there?



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Mindful Meeting Practices

- **“Center Before You Enter”** - Check in with yourself before the meeting. What’s going on for you? Are you anxious or tired, having a rough day, in pain, frustrated with one of the participants? Are you carrying baggage from a prior exchange that could impact your engagement in this meeting? Intentionally choose to attend to the direct experience of the present moment.
- **Set an intention** for how you would like others to describe you *after* the meeting (e.g. calm, present, clear). During the meeting, notice how you are showing up, and re-orient to your intentions as needed.
- **Consider starting the meeting with a short mindfulness practice** – Your body is here, their bodies are here, but is anyone actually in the meeting? If you are the leader, considering taking a minute or two for everyone to settle and experience a sense of having arrived.
- **Practice Mindful Listening** – Meetings are a great opportunity for mindful listening practice. Every time you notice your attention has wandered, firmly bring it back to the present. Just like in meditation. Listen for all relevant information: take in the words, tone, posture, and facial expressions of the speaker. Sense the felt meaning in what they are saying. Listen deeply to what is arising in your mind and body as it too is relevant information.
- **Embody curiosity, non-judgment and open-mindedness** – Watch for the human tendency to “pre-judge.” When you notice you have jumped to an answer or reacted to a question, reorient to the intention to be curious. Remember the role of perception in what we see or do not see. Try to lean into what is being said with a willingness to be changed.
- **Practice Mindful Speaking** – is it true; is it helpful; is it timely; is it respectful? Feel into your own posture and expressions, knowing that they “speak” as well.
- **Create space for a mindful pause** - when it feels appropriate for the best result. The easiest thing to do is what you’ve done before. Can you stand inside the tension or discomfort of not knowing for moment or two. In that space, the answer to what’s called for now often emerges. When charged with making a good decision, we need to clearly see what is, rather than what we think is so or how it’s always been or we wish it were.
- **Practice choosing a response rather than reacting on automatic pilot** –It is likely that there will be times you will be irritated, stressed or defensive. Can you notice when you’ve been triggered and actually feel the wave of sensations/thoughts/emotions moving through you. Use the opportunity to practice noticing thoughts as thoughts and feelings as feelings. With this awareness, you might more clearly see options for skillful responding. Use the STOP Practice.
- **Stay connected to the breath and body** – No matter where the mind has gone, the breath and body are always in the present moment. Practice maintaining some felt sense of the body or breath even as you focus outward. This will help to keep your pre-frontal cortex online so you can offer your best focus, executive function, perspective taking and clear thinking.

MINDFUL CHECK IN

Begin by taking a deliberate posture of intention and wakefulness. If possible, close your eyes.

Step One - Become aware of your experience right now

Bring your awareness to what is happening right now for you, going through each of the following one step at a time.

- What sensations in the body do you notice? You might scan your body to pick up on any tightness or tension.
- What thoughts are going through your mind? Try to acknowledge the nature or content of thoughts without getting caught up in thinking about the thoughts.
- What feelings are here? Turning toward any emotional discomfort or unpleasant feelings and acknowledging their presence, without needing to do anything about them.

Step Two – Narrow your attention to the breath

Bring your focus to the physical experience of breathing. Feel the breath in the abdomen as it expands and releases. Follow the breath all the way in and out, using the breath to anchor yourself in the present moment. Whenever your mind wanders, gently bring it back to the breath.

Step Three – Expand your awareness

Now expand the field of your awareness to become aware of the body as a whole, sitting and breathing, from the crown of the head to the soles of the feet, including your posture, facial expression and the places where your body meets the floor or the chair.

Then expand your awareness even further outwards, to include the feel of the air in the room and the space around you.

As best you can, bring this expanded and more spacious awareness into the next moments of your day.

Benefits of the Mindful Check In

This is a very useful practice to use from time to time throughout the day to reconnect with, reboot and rebalance the body and mind. It is also a strategic practice that moves attention in specific ways to get unstuck from unhelpful thought patterns and automatic routines. The attention moves from wide to narrow to wide, like an hourglass, and allows for changes in perception. This movement of attention is very important because when we are lost in thoughts, worrying, caught up in automatic pilot routines, multitasking or experiencing stress reactivity, our attention is often not really available to us and we are unable to consciously and skillfully choose how we want to respond to what is arising in our life moment to moment. This practice brings us back into a direct experience of the present moment, with all of the information, wisdom and resources available in that state of being.

BASIC MINDFULNESS MEDITATION

Meditation begins with the curious and non-judgmental observation of life from moment to moment. It is helpful to sit quietly in this way one or two times a day for 5, 10 to 20 minutes or for as long a time as possible. By doing it every day, whether you feel like it or not, you allow a sense of strength and balance to develop in your life which goes beyond moods, emotional turmoil, busyness, and beyond the particular experience in your life.

To begin, find a comfortable sitting position with your back straight but not stiff. Bring your attention to the sensations of the breath as it enters and leaves your body, maintaining your awareness of the breath for the full duration of the inhale and exhale, wherever you feel it most vividly (at the nostrils, the stomach, the chest, etc.) There is no need to change the way you are breathing and you are not trying to get anywhere or feel any specific way. Note that *thinking* about the breath is different from actually *feeling* it in the body.

If focusing on the breath does not feel supportive, feel free to find another anchor for your attention. For example, consider bringing awareness to the feet, palms, contact of the body with the chair or to sounds and hearing.

When you notice that your mind has drifted off to planning, worries, memories, conversations or any of the countless places your mind may wander to, simply bring your awareness back to your anchor. This may happen over and over again, and that is not a problem. It is the nature of the mind to wander, and noticing that you have wandered is a moment of mindfulness.

As you become more comfortable directing and sustaining your attention, you can expand your awareness to take in the body as a whole, or to focus on particular sensations in the body, sounds and silence. You can also begin to observe thoughts and emotions as they move in and out of awareness moment by moment, not getting involved in the content of them but observing them as simply as objects of awareness, just like the breath.

BODY SCAN

In a body scan meditation, you methodically bring attention to the body, moving from the feet to the head or the head to the feet. You may notice a wide range of physical feelings: pressure, lightness, tingles, pulsation, itches, aches, discomfort, warmth, coolness and more. You may not notice anything. Whatever you notice is just fine. The intention is not to elicit relaxation, but to cultivate awareness, to simply notice what is there to be noticed. Some sensations may be accompanied by thoughts or emotions and you might notice those as well as you move through the scan. There is no need to analyze or change your body in any way, just feel and acknowledge whatever is present.

The more you engage in a regular practice of the body scan, the easier and more natural it will be to check in with your body with precise and concentrated attention during the day. When you notice tension in specific regions, bring non-judgmental awareness, spaciousness and curiosity to the sensation, and watch how the sensation may change. You may do this at any time of day, under any circumstances. It only takes an awareness of the body and a willingness to pay attention.

The Practice of Mindful Walking

“Do not underestimate the power that comes to you from feeling the simple movements of your body throughout the day.

*~ Joseph Goldstein, *Insight Meditation**

Mindful walking can be a formal practice that is just as potent as sitting meditation in cultivating awareness. It can also be a key to expanding awareness from formal meditation to living mindfully day to day. There are many ways to practice mindful walking. Below are some forms to explore.

Formal Mindful Walking Practice

Find a place where you can walk back and forth slowly for about 6 – 10 steps. Take a moment to close your eyes and feel your feet on the floor. You might even begin with a short body scan. As your awareness comes back into your feet, shift your weight back and forth from one foot to the other, feeling the pressure and lightness and whatever other sensations arise. Then begin to walk with small steps. As you move each foot, bring full awareness to the soles of your feet. After a while, you might expand your awareness to the stages of walking – lifting, stepping and placing one foot and then the other. Feel and engage fully with the experience of walking. When you get to the end of your walking path, pause briefly, turn around, and bring full awareness to your next steps. Walk at whatever speed keeps you most present.

As you walk, let the thoughts and images that arise remain in the background. If you find yourself lost in a thought or emotion, just stop and bring your awareness back to your breath or feet and then resume walking. Remember that the practice is not about stopping thoughts, but about noticing when you’ve been carried away and coming back to the present moment.

Informal Walking Practices

Integrating short moments of mindful walking throughout your day is a powerful way of strengthening the muscle of mindfulness. It is also a useful tool for slowing down a racing mind or body and can be used as a transition practice to help you let go of what just happened so that you can be more fully present for the next moment.

Any time you find yourself walking is a good time to practice mindfulness. For a casual walking practice, choose a place to walk where there won’t be too many distractions and starts and stops. Begin walking and focus all your attention on what you are doing, noticing sensations as they arise. You can bring your attention to the soles of your feet, legs or body as a whole. When you find yourself drifting away from your focus, simply notice where your mind has gone and return to the walking. If you are just learning this practice, you might choose to rest attention simply on feeling the sensations of the body in motion or, if you are walking in nature, you might focus on what you are seeing, hearing, smelling or feeling.

You can also practice bringing mindfulness to the walking you do as you go about your life. Notice how often you are actually present for the experience of walking and how often you are lost in thought. Commit to walking up or down stairs mindfully or walking through the halls at work with awareness that you are walking. Bringing present moment awareness to walking during routine tasks and errands short-circuits the automatic pilot mode and can make our routine experiences more interesting and leave us calmer, less exhausted and even happier, as reported in research on the connection between focus and happiness. You might choose one walking activity that you do every day and “staple” your mindfulness practice to it, such as being fully aware of the first 10 steps you take when you walk to get coffee, go to the rest room, walk into your building, etc.

Types of Stress

EUSTRESS

Considered positive stress and is characterized by focus, energy and flow. Eustress is short-term, is perceived as within our coping abilities, can feel exciting and improves performance.

ACUTE STRESS

Comes from the demands and pressures of the recent past or the demands and pressures of the near future. Acute stress is short-term and the symptoms can generally be remedied with extra attention and self-care.

CHRONIC STRESS

This is the type of stress that can wear people down and lead to significant health consequences. It is easily ignored because the impacts on the body and mind become so familiar that it is simply a “new normal.” A useful way of looking at chronic stress is: “when every so often becomes much of the time.” For example, every so often I am on edge v. I seem to be irritable all the time; every so often I don’t sleep well v. much of the time I am not sleeping; every so often my stomach hurts v. I have indigestion much of the time. Chronic stress requires more time and strategic attention to replenish and rebalance than acute stress. When it is not recognized or addressed, chronic stress often leads to maladaptive coping behaviors as a way to manage the discomfort and simply keep going.

BURNOUT

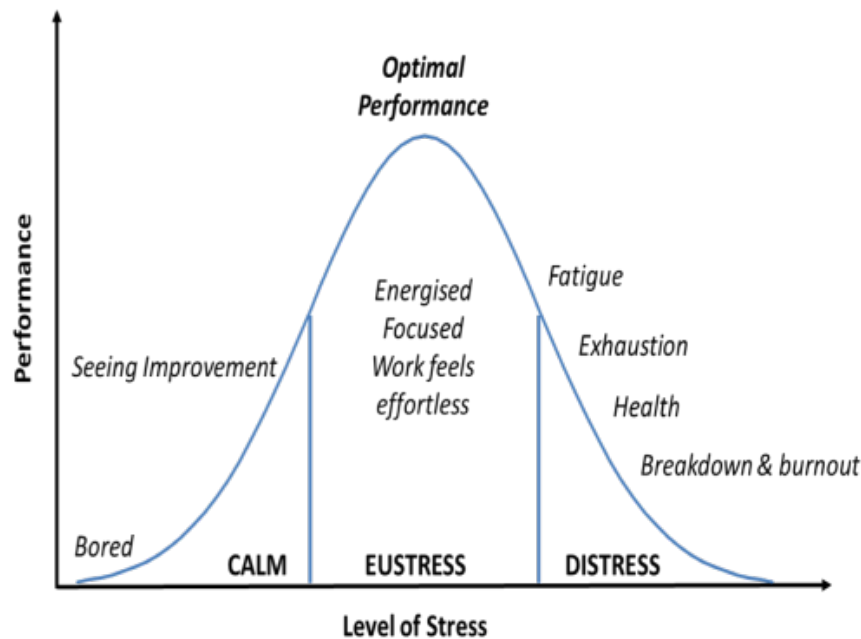
Much of the recent research on burnout comes from studies of physicians. The Maslach Burnout Inventory lists 3 classic signs of physician burnout:

1. Emotional Exhaustion - You are drained after the office day and are unable to recover with time off. Over time your energy level begins to follow a downward spiral.
2. Depersonalization - You find yourself being cynical and sarcastic about your work. Your attitude is negative, detached, uncaring, or callous.
3. Reduced Accomplishment - Here you begin to question whether you are doing good work and whether what you do really matters at all. “What’s the use.”

There are many other signs and symptoms of burnout. Burnout can also look like depression. What’s most important is to recognize that burnout is not just intense stress, but a particular experience that must be addressed directly.

In the chart below, you might consider the word “performance” to relate to our full experience of living our lives, not just work.

Performance Relative to Level of Stress



Most of us know this intellectually, but knowing it and consciously living it are two different things. The more you can know directly your experience in each of these zones, the more you will be aware of when you are tipping into a zone that is not supportive for health and well-being and can intervene.

“Resilience is About How You Recharge, Not How You Endure.”

~ Harvard Business Review (6/24/16)



BROWN
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THE POWER OF ENHANCED AWARENESS: Mindfulness Training and Practice

This 8-hour course includes clear and pragmatic lessons, dialogue, experiential exercises, written and audio resources and daily practice, all of which are designed to optimize the ability to access innate capacities to respond to whatever arises day-to-day with more ease and effectiveness. Class practices include focused attention meditation, body scan practice, mindful walking, mindful gentle yoga, mindful eating and informal practices that can be easily integrated into busy and fast-paced days. Expected benefits include:

- Increased attentional control and focus
- Greater clarity, cognitive flexibility and perspective
- Increased emotional regulation and stability under pressure
- Decreased reactivity and more skillful responding to stress and challenge
- Enhanced resilience and capacity to minimize the harmful impacts of stress
- Heightened awareness of habits and patterns of relating to self, others and situations
- Improved physical and psychological well-being

The curriculum is adapted from the internationally acclaimed and evidence-based Mindfulness-Based Stress Reduction (MBSR) program and includes:

Session 1

Mindfulness – Introduction to the science, benefits and practice of mindfulness; mindfulness in daily life; formal and informal practice; the Mindful Pause

Session 2

Building mental muscles to direct and sustain attention; Understanding the role of perception and thinking habits in how we experience and relate to life circumstances, including stressful and challenging situations.

Session 3

Stress reactivity – attending to and investigating the way things are in the mind and body in the present moment and how this connects to habitual reactivity to stress, stress physiology and related neuroscience.

Session 4

Response flexibility - Exploring mindfulness as a means to reduce the negative effects of stress reactivity and develop more effective ways of responding adaptively and proactively to stressful situations, thoughts and emotions; Introduction of more choice and flexibility in responding to what arises.

Session 5

Creative responding, resilience and the path to flourishing.

Session 6

Mindful communication – listening and speaking for connection and optimal outcomes; Communication choice points and options; interpersonal mindfulness.

Session 7

Mindful Meetings; Navigating conflict and uncomfortable conversations

Session 8

Integrating mindfulness into daily life – intentions, logistics and planning

Brenda Fingold - 8 week/8 hour Workplace Mindfulness Programs

Representative comments from participants on post-program evaluation forms

- *One morning I came to work very angry from something that happened the night before. One of my team members sent me an email suggesting a process improvement. I started to respond very negatively, then realized I was still angry from the night before and replied: Let's talk about that more the next time we get together."*
- *I was able to take a breath and choose a different approach with a person who was giving me difficult feedback. I had the awareness to "see" my desired knee-jerk reaction of wanting to slam down the phone to hang up on them. Instead of doing that, I was able to choose to stay calmly engaged and eventually we were able to find understanding. I left the call with a stronger trust in the relationship and in my own ability to handle challenging conversations.*
- *I noticed that I had lost all motivation and energy one afternoon, so I did a short 20 minute body scan and came out feeling refreshed and focused.*
- *I was able to catch a few stories that were biasing my predictions or judgments of people. Very glad now to be aware of these.*
- *Yesterday I was very frustrated. Public transportation was backed up and I had to walk for about 35 minutes. I was walking so fast and my legs and feet were hurting and I was cold but also sweating and I started to get really, really frustrated. I was mad at myself and at the situation and thinking about all the ways this could have been avoided. And then this mindfulness popped into my head and I started to slow down my pace and think about my steps and my body and really feel the air. In that moment I regained perspective. The ability to regain focus and be in the present moment helps me to appreciate everything that I have and let go of unnecessary worries.*
- *This has completely changed my mindset and how I approach things in life. I am able to step back from stressful situations and approach them for what they are. I am also so much more in tune with my body and have stopped ignoring aches and pains.*
- *I am often frustrated with myself if I am not doing as well at something as I think I should be. Taking the time to accept "that's just how it is now" helps me from getting down on myself so instead I can constructively think how to do better.*
- *In a meeting that was particularly irritating, instead of just reacting and yelling, I thought about mindful speaking, and while what I had to say may have been valuable, the time was not right and the tone was definitely not kind. I chose to say nothing instead and sought people out for a more meaningful conversation later.*
- *This class has opened my mind to alternative ways of responding in many different situations. The ability to recognize a situation where mindfulness can be applied has greatly improved my performance, enjoyment and engagement at work and also at home!*

- *When someone recently made a comment to me that struck a nerve, instead of responding immediately (in an angry manner), I paused for a moment and decided not to respond because what I would say would not be helpful.*
- *It helped me to center down to the task at hand at work, following the occurrence of a frustrating or anger-producing event.*
- *I was preparing to talk with a work leader for a project that wasn't going smoothly. I had been stressing about it since the meeting was planned. I spent a few minutes before the meeting examining my physical, mental and emotional state. That helped me to enter the conversation with compassion and an open mind.*
- *Prior to a meeting I made a note to myself to practice active listening. I looked around the room and noticed how many other people appeared to be tuned out.*
- *I seem to practice mindfulness more in my personal life but notice how it has affected my professional life as well. When lifting weights, I have been able to tune into the different muscle groups in my body. This has helped me avoid unnecessary back pain and it's a full hour several times a week that I dedicate to mindfulness. This has also helped tremendously with parenting. Recognizing the heat in my body, the triffers, identifying my "symptoms", all these thoughts help force me out of the feeling (mostly anger or frustration) and allow me to make more rational, thoughtful decisions/actions. Thank you!!!!*

What were the benefits you received?

- *Focus, happiness and better listening skills*
- *Calming my thoughts on stressful days*
- *Being able to recognize when I am stressed and knowing that there is something I can do about it that actually works*
- *Feel more in control of my reactions and more thoughtful*
- *Reduced tension in shoulders; reduced stress*
- *Helped me not judge myself and be too hard on myself when I was already in a difficulty situation*
- *Instead of being impulsive and reactive, I am more poised and aware of how my emotions get triggered*
- *Slowing down and reconnecting with my feelings to better understand what I need to do to give myself the self-care I need when I need it*
- *I am becoming much better in becoming aware of the negative thoughts I get. This has led me to show greater compassion to myself*
- *I noticed that my mind has greater bandwidth – more ability to take in and process circumstances and information.*
- *Helped lower my work anxiety, especially in the morning as I wake up*
- *I pay more attention to my present moment, instead of wondering off to other stuff helps me be more productive, getting more done in less time*
- *It has increased my awareness of my own physical, mental and emotional state and given me awareness and empathy for others*
- *I feel that I am more focused and my brain is sharper*

MINDFULNESS RESOURCES

Audio, Video, Web

Mindfulness Center at Brown workplace recordings - go to mindfullytoday.org/workplace. Password is Mindfulness - download to the homepage of your phone for easy access.

Mindfulness Center at Brown provides weekly free guided meditations of varying lengths as well as online and in person classes - <https://www.brown.edu/public-health/mindfulness/>

PBS/WGBH Public Television production: Mindfulness Goes Mainstream – available online

The Connection: Mind Your Body - a 73 minute documentary featuring leading experts in mind body medicine talking about the power to change your mind and change your health. www.theconnection.tv

NPR broadcast: The Science of Mindfulness (January 27, 2014) (25 min.) (Search the web for this excellent overview of mindfulness with Jon Kabat-Zinn.)

Dr. Jon Kabat-Zinn - Mindfulness CDs from the founder of The Center for Mindfulness at The University of Massachusetts Medical Center. See www.mindfulnesscds.com

Dr. Judson Brewer, Director of Research and Innovation at the Brown Mindfulness Center – TED talk: “A simple way to break a bad habit” (The 4th most viewed of all TED talks in 2016)

Apps –

10% Happier: Meditation for Fidgety Skeptics –ABC news anchor Dan Harris teams up with well-respected meditation teachers to offer daily short lessons and guided meditations.

Insight Timer, Calm, Headspace – find one you like.

Eat Right Now – 28 day program using mindfulness techniques and the latest science on habit change to become more mindful of eating habits.

Unwinding Anxiety – This course integrates mindful practices with the science behind the mind’s habit loops. Using a mobile app, you’ll have daily access to tips, feedback, tools and support from a community of professionals and peers.

Jon Kabat Zinn – Series 1 contains guided meditations from the Mindfulness-Based Stress Reduction program; Series 2 contains sitting and lying down meditations of various lengths.

Books

Mindful Work: How Meditation is Changing Business from the Inside Out, Gelles (2015)

Finding the Space to Lead: A Practical Guide to Mindful Leadership, Janice Marturano (2014)

10% Happier, Dan Harris (2014)

Bouncing Back: Rewiring your Brain for Maximum Resilience and Well-Being, Graham (2013)

Meditation is Not What You Think: Mindfulness and Why it is so Important, Kabat-Zinn (2018)

Falling Awake: How to Practice Mindfulness in Everyday Life, Jon Kabat-Zinn (2018)

The Healing Power of Mindfulness: A New Way of Being, Jon Kabat-Zinn (2018)

Mindfulness for All: The Wisdom to Transform the World, Jon Kabat-Zinn (2019)

Full Catastrophe Living: Using the Wisdom of Your Body and Mind To Face Stress, Pain and Illness, Jon Kabat-Zinn (Revised Ed. 2013)

Mindfulness: Finding Peace in a Frantic World, Williams and Penman (2011)

A Mindfulness Based-Stress Reduction Workbook, Stahl and Goldstein (includes 21 guided meditations) (2010)

The Mindful Way Workbook: An 8-week Program to Free Yourself from Depression and Emotional Distress, Teasdale, (Includes MP3 CD and downloads of guided meditations) (2014)

A Mindfulness-Based Stress Reduction Workbook for Anxiety, Stahl, Meleo-Meyer and Koerbel, senior faculty with the Mindfulness Center at Brown. (Includes 24 downloadable guided meditations) (2014)

The Inner Advantage: Applying Mindfulness in Business and Law - and Everywhere Else, Patton Hyman (2016)

Self-Compassion: The Proven Power of Being Kind to Yourself, Kristin Neff (2015)

My Grandmother's Hands: Racialized Trauma and the Pathways to Mending Our Hearts and Bodies, Resmaa Menakem (2017)

Everyday Blessings: The Inner Work of Mindful Parenting, Myla and Jon Kabat-Zinn

Articles and Other Publications - All of the following materials are available online

American Mindfulness Research Association – Database mindfulness research. goamra.org

Mindfulness Can Literally Change Your Brain, Harvard Business Review (1/8/15)

Spending 10 Minutes a Day on Mindfulness Subtly Changes the Way You React to Everything, Harvard Business Review (1/18/17)

The Making of a Corporate Athlete, Loehr and Schwartz, Harvard Business Review (2001)

Report of the National Task Force on Lawyer Well-Being, ABA and others (2018)

Mindfulness moderates the relationship between perceived discrimination and depressive symptoms, research paper from Duke University and UNC (2014)

Awareness and Ethics in Dispute Resolution and Law: Why Mindfulness Tends to Foster Ethical Behavior, 50 South Texas Law Review 493 (2009)

Mindfulness in the Heat of Conflict: Taking STOCK, Riskin and Wohl, Harvard Negotiation Law Review Vol. 20:121 (2015)

In the Moment: The Effect of Mindfulness on Ethical Decision Making, Ruedy and Schweitzer, Journal of Business Ethics, 95:73-87 (2010)

Improving Decision Making Through Mindfulness, Karelaia and Reb in Reb. And Atkins, eds., Mindfulness in Organizations, pp. 163 – 189 (2015)

Contemplating Mindfulness at Work: An Integrative Review, Good et. al., Journal of Management (2015)

Mindfulness and Well-Being, Fingold, Trial Magazine (March 2018)



Guided Mindfulness Practices for Workplace Mindfulness Programs

Go to the website below for recordings of guided mindfulness practices of various lengths, including breath meditation, body scan, come to your senses, mindful chair yoga, mindful lying down yoga, mindful check in, and others.

mindfullytoday.org/workplace

Click on workplace programs - password is: Mindfulness (*note the capital M*)

You can save this page to the home page of your phone so that it looks and operates like an App. This makes it very easy to access the guided meditations. Below are instructions for doing this.

On an iPhone, go to the icons on the bottom of the screen and press the box with the up arrow to forward the page. Then look for the icon that says "add to home screen".

On an Android OS (operating system), click on the row of 3 dots in the upper right hand corner of the screen. Select "Add to Home Page" from the dropdown menu.

If you have any questions or difficulty in accessing the recordings, please contact:

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