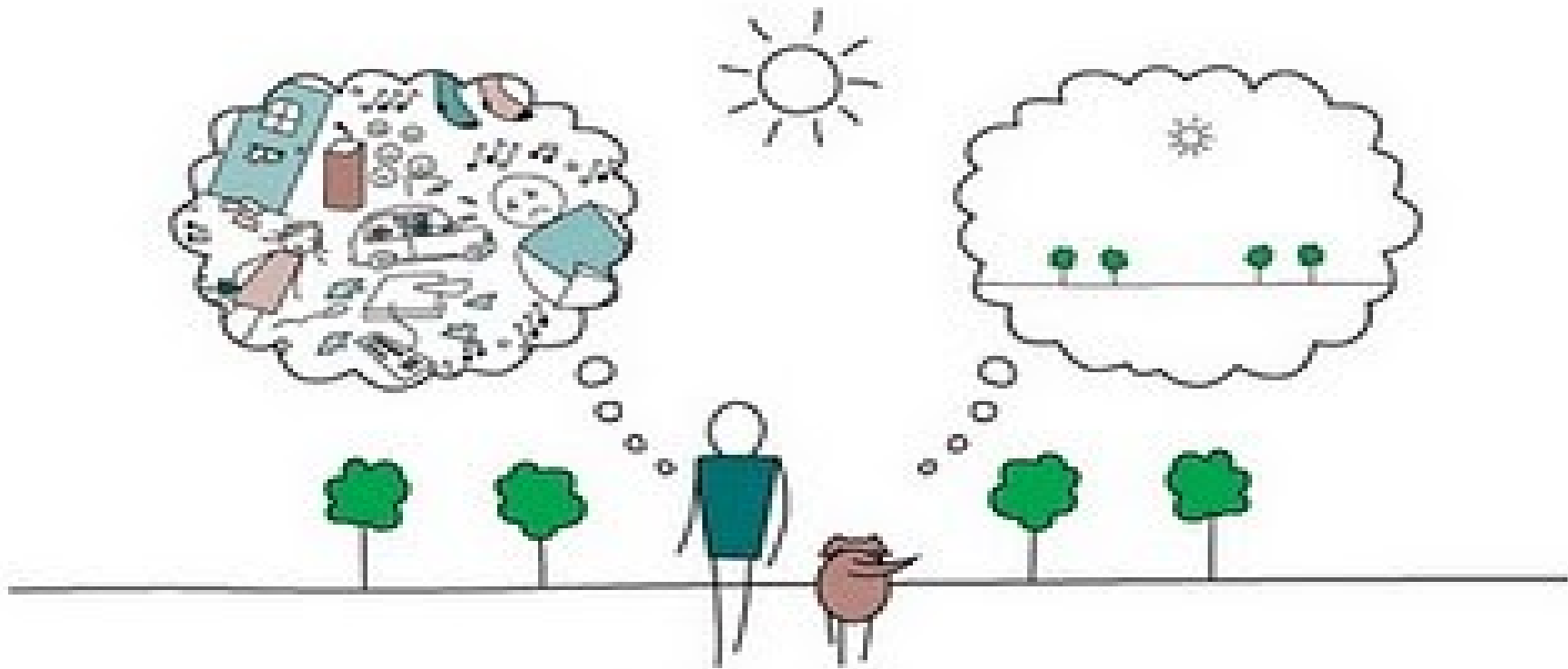


Mindfulness and Moods: A Three Way Study of New Zealand Leaders

Maree Roche (WINTERC) & Assoc Prof Haar (UoW)



Mind Full, or Mindful?

Leadership in Organizations

- Increasing competition and complexity in leadership and organizations (globalization, crisis management, technology changes, recession).
- Pressure on decision making, ethics and resultant wellbeing diminishes leaders capacity to energize the organization during these complex times.
- Leadership shortfall....

What Leaders actually do

Conclusions from one study found that leaders:

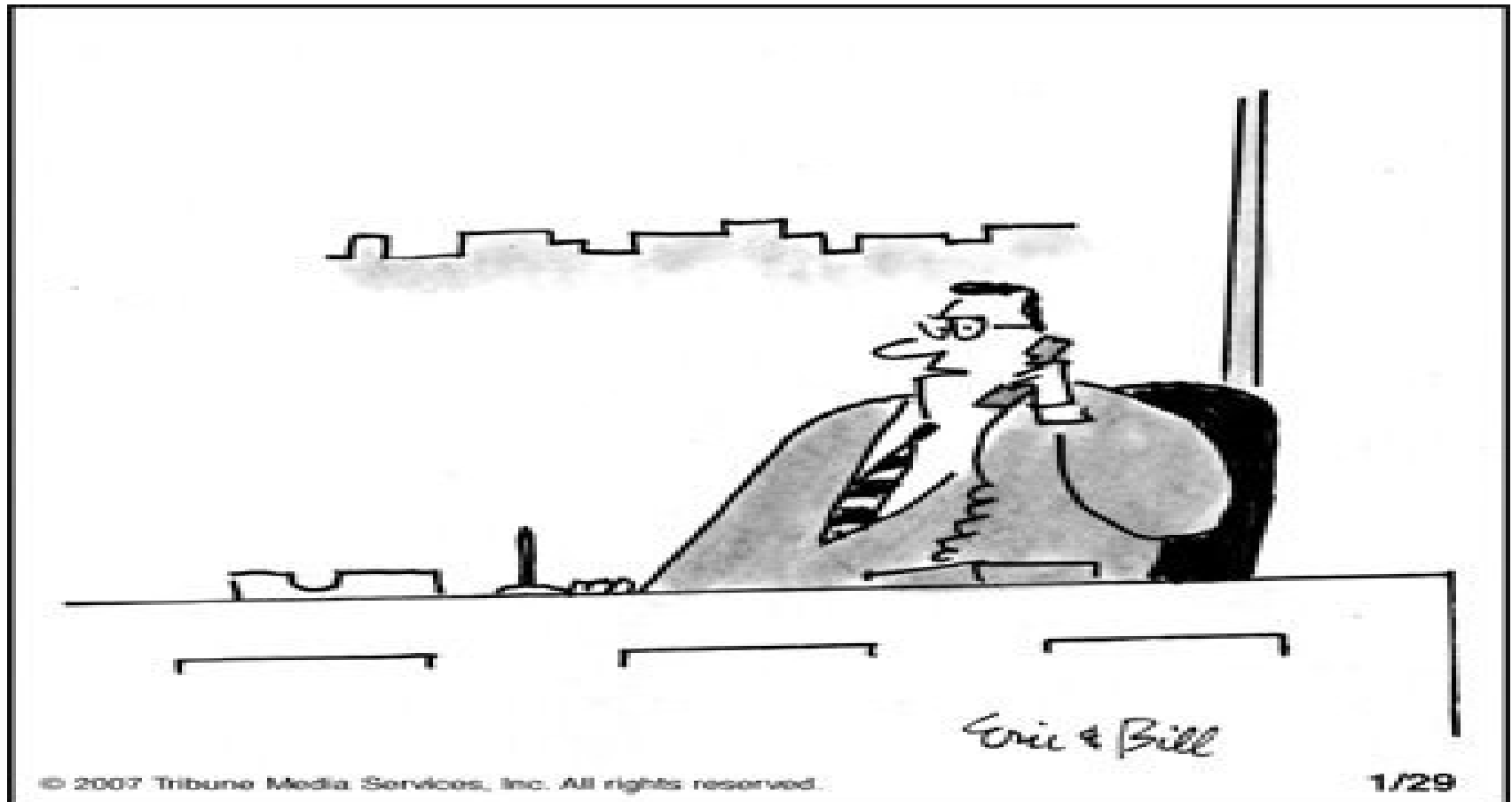
- Perform a great quantity of work at an unrelenting pace.
- Work is typically varied, fragmented and brief, no time for thought and deliberation – decision making ‘on the go’.
- They end up dealing current, specific *ad hoc* issues.
- Tend to leave meetings early ...to attend another meeting.
- Face constant interruptions with email, phone calls etc

A typical leadership day...



“You busy?”

..decision making...



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“A lousy trillion? Call me when you’re ready to talk some real money.”

Mindfulness and Leadership

- How do leaders drive change in organizations, and lead positively in a climate of uncertainty and negativity.....?

..successful interventions in organizations are contingent upon the '*internal state*' of the *intervener*...dealing with limited time and complex issues means bringing mindfulness into leadership is crucial....

Mindfulness

- “awareness and observation of present moment without reactivity or judgement”

Google search on mindfulness = 6 million links

Mindfulness and business = 1.4 million links

CEOs talk about mindfulness

- ..being mindful I am able to manage change and complexity, and although difficult in times of restructuring and redundancy, this brings a truthfulness and empathy to situations....
- Being mindful aids in my ability to manage complexity as I am able to focus, to hear the 'texture' of conversations and situations, that enable me to truly grasp the importance in situations....
-more able to deal with the 'noise' and 'confusion'mindfulness aids my calm and this in turn the clarity needed in noisy, complex and confusion times...
- Being mindful brings about a state of strength and vulnerability – being in an inner state of stillness allows one to both observe and be in complex situations ...

Mindfulness and Wellbeing

- Significant research demonstrates the positive role of mindfulness on wellbeing, including anxiety and stress reduction.
- However, the role of mindfulness is not well explored in Leadership/Business literature and research has been called for.

(Dane 2010 and Bono 2011)

The Leadership Pipeline

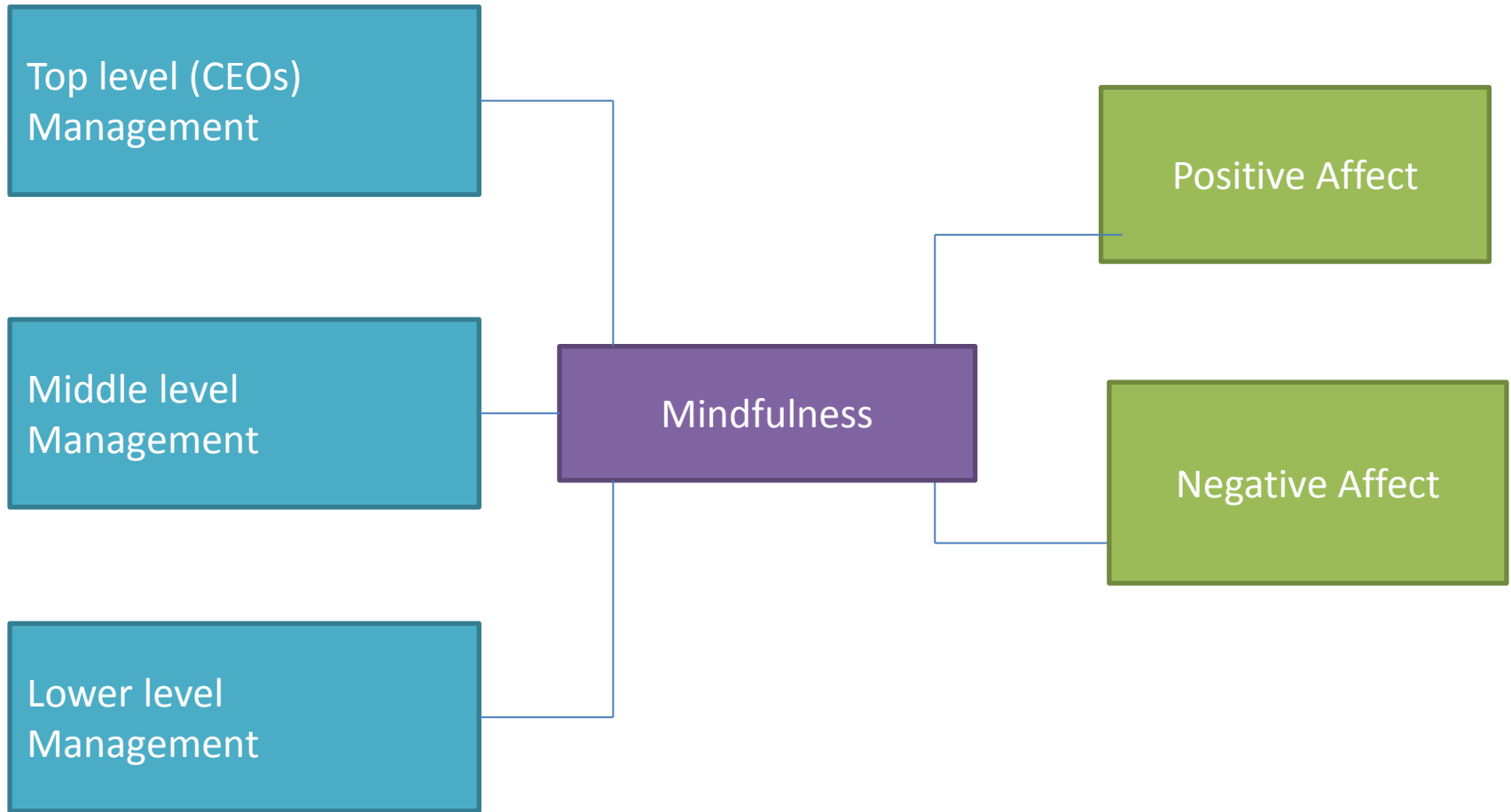
- Leadership Pipeline suggests that each level of leadership within an organization has distinct competencies...
 1. Lower level – Task and Interpersonal factors.
 2. Middle – Interpersonal and Conceptual (some Task)
 3. Senior - Conceptual and Interpersonal dominate.
- Due to the leadership shortfall developing leaders - and those wanting to be leaders - remains crucial for organizations.

Hypothesis & Sample

- In total, three studies were undertaken to test the effects of Mindfulness towards Leaders' wellbeing.

Surveys were split (predictors and outcomes)

- Study One: Junior Leaders, 202 matched surveys
- Study Two: Senior Leaders, 183 matched surveys
- Study Three: CEOs, 205 matched surveys



(H1) Greater self report mindfulness will enhance positive affect and reduce negative in leaders in ALL levels in organizations...

Variables	Positive Affect		
	Junior Managers	Senior Managers	CEOs
Age	-.02	-.21*	.20*
Gender	-.09	-.08	-.14
Hours Worked	-.05	.00	.17*
Tenure	.08	.13	.08
Education	.01	-.03	.12
R ² change	.02	.04	.12**
Mindfulness	.35***	.30***	.20**
R² change	.11***	.07**	.04*
Total R ²	.12	.11	.15
Adjusted R ²	.09	.07	.12
F Statistic	3.428**	2.866*	4.264**

Variables	Negative Affect		
	Junior Managers	Senior Managers	CEOs
Age	-.09	-.24**	-.19*
Gender	-.04	.08	.07
Hours Worked	.00	-.07	.11
Tenure	.09	-.01	-.08
Education	.07	.14	.10
R ² change	.01	.10*	.10*
Mindfulness	-.37***	-.37***	-.37***
R² change	.12***	.11***	.13***
Total R ²	.14	.21	.22
Adjusted R ²	.10	.18	.19
F Statistic	3.945**	5.929***	6.531***

Implications

- Leadership is about enabling individuals, groups and organisations to grow and flourish...this starts with the individual Leaders' wellbeing.

(De Rue & Workman, 2011)

- We found that mindfulness aided Leaders' wellbeing – across ALL levels of organisations.
- Future research may look at meditation interventions in organisations...

Mindfulness at work.....



Geek meditation session.

Questions.....?

