



Effects of mindfulness

Focused, calm & effective



in the workplace

editor **Jens Näsström**



potential project

Focused Minds | Organizational Excellence

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Checklist for purchasing mindfulness training adapted to the workplace

1. Suitability of the material to the workplace in general and specifically to the company in question.

Is the material developed specifically for the challenges of a busy worklife? Can the supplier credibly adapt the material to the needs of the company in question?

2. The material's empirical track record.

Has the positive effects of the material been verified by scientifically validated scales? How many evaluations have been done? Has any scientific studies been conducted on the material? What case studies are available?

3. References and prior clients.

What references are available and can they be contacted? Which companies are on the client list? Has any senior management completed the training program?

4. Measuring the effects of the implementation.

Can the supplier measure the effects of the implementation at your company? If that's case, then how is it done?

5. The trainer's expertise and experience.

Does the trainer have solid experience in mindfulness training, such as occupational psychology training for businesses?

6. Supporting material

Is there any training documentation, app and/or work material? What does it look like? Is there any protocol or resources to help participants deepen their understanding between the training sessions?

Efficiency



Challenge

High productivity with impeccable quality is a characteristic in the organizational culture of prominent companies. But while the strong ambition to maintain such a performance is a stimulating challenge, it can also drive key people to harmful and counterproductive levels of stress.

Positive effects

The ability to maintain focus and conserve energies on the one hand, and regulating the added stress and the negative thoughts and feelings on the other hand, are some of the most important factors behind the increased efficiency, which have been established in numerous studies (Dane & Brummel, 2014, Kozlowski & Salas, 2010, Banich, 2009, De Gray Birch, 2012, Shao & Skarlicki, 2009). A Swedish study found an efficiency increase of 17% after eight weeks of training (Ström & Ström, 2013). Reb et al (2013) measured increased efficiency based on the psychometric scales task performance, organizational citizenship behaviors and deviance. Other positive factors that may contribute to the increased efficiency is that the employees' awareness increases, while they are also becoming less absentminded (cf. Glomb et al., 2011; Shao & Skarlicki, 2009). Mindfulness is also correlated to reliability in production (Weick and Sutcliffe 2006; Weick et al. 1999) and better productivity in industries with intense competition and rapid changes (Dane, 2011). But mindfulness doesn't just increase the quantitative efficiency, but also the creativity and quality of work. Greenberg et al (2012) "found a tremendous impact of focused-attention (mindfulness) and open-monitoring meditation (observing without judging) on creativity."

Multitasking



Challenge

Multitasking results in more mistakes and tasks taking longer to complete (Eyal Ophir, 2009). It also makes us less creative, slower and leads to poor decisions (Dean & Webb, 2011). We also get worse at multitasking the more we do it (Ophir et al., 2009); “multitaskers are worse at multitasking”. According to the Stanford professor Clifford Nass, multitasking does not only make it harder for us to concentrate, but also to learn new things and treat our coworkers nicely (Ophir et al, in press).

Positive effects

Numerous studies have replicated the positive effects of mindfulness of focus, endurance, and multitasking (Schmertz, Anderson, & Robins, 2009; Evans, Baer, & Segerstrom, 2009; Hodgins & Adair, 2010; Moor & Malinowski, 2009; Speca et al. 2000; Bishop et al, 2004; Posner & Peterson, 1990; Chambers, Lo, & Allen, 2008; Jha, Stanley, Kiyonga, Wong, & Gelfand, 2010; Tang et al, 2007; Slagter et al, 2007; Moore & Malinowski, 2009; Zeidan et al, 2010; Maclean et al, 2010; Valentine & Sweet 1999; Jha et al, 2010).

Stress and Stress Related Illnesses



Challenge

Stress is currently the most common cause for sick leave in Sweden (SVT, 2012) and is one of the most common for long-term sick leave (Läkartidningen, 2010). According to Paula Liukkonen, Doctor in Economy and Associate Professor in Business Administration at the University of Stockholm, a sick day results in a cost of 10% of the monthly salary (Johansson & Johrén, 2007). There is broad consensus in research that stress also contributes to, among other things, quality defects, reduced productivity, high staff turnover and decreased employee satisfaction.

Positive effects

The stress relieving effects of mindfulness are well supported in several studies (e.g. Chisea & Seretti, 2010; Klatt, Buchworth, & Malarkey, 2008; Astin, 1997; Bränström et al., 2010; Nyklíček & Kuipers, 2008; Oman et al., 2008; Shapiro et al., 2005; Specia et al., 2000; Williams et al., 2001). After only eight weeks of mindfulness training a 32% reduction in stress was measured in a Swedish study (Ström & Ström, 2013) and 25% in a Danish study (Gaden Jensen, working paper), as well as a 76% reduction of sick days in another study (Barrett et al., 2012).

Employee Turnover



Challenge

Employee turnover creates direct and indirect costs in terms of lost production during the vacancy, including extra work for employees who has to cover, training of the new employee, recruitment costs, reduced customer satisfaction, as well as loss of institutional knowledge (Saratoga, 2010). Even though the actual cost differs in each situation, it is always substantial. For example, the cost for an attorney office to replace one of their attorneys has been estimated to be 150-200% of the attorney's annual salary (Catalyst, 2005). Two-thirds of the cost (\$244,000) consisted of investment costs; the remaining third (\$71,000) was separation costs (Project for Attorney Retention, 2000).

Positive effects

There is a clear link between stress and employee turnover (Blomkvist & Skoglund, 2007), and many who change jobs do so because they can't cope with the stress - not because they don't enjoy their workplace (ibid.). The effects of mindfulness on stress are well documented (see the section about "Stress and stress related sick leave") Lee & Ashforth (1996) and Wright & Cropanzao (1998) have found links between employee turnover and emotional fatigue, while Enligt Hülshager, Alberts & Lang (2012) and Weinstein, Brown and Ryan (2009) were able to show that mindfulness reduces emotional fatigue.

Narayanan et al (2011) noticed the same reduction, and could also show a correlated reduction in employee turnover as a result thereof. Bad relationships, aggression, and conflicts at the workplace also result in increased employee turnover (Gerstner & Day, 1997). Several studies shows that mindfulness effectively redress exactly this type of psychosocial problems in workplace environments (Davidson et al, 2003; Anderson et al, 2007; Heppner et al, 2008; and Saavedera et al, 2010; Wachs & Cordova, 2007, Barnes et al, 2007, Riskin 2002).

Focus and Mental Clarity



Challenge

Mind wandering impairs the job performance of knowledge workers, both in terms of quality as well as quantity. That is enhanced by constant interruptions in work and distractions in a modern IT environment. A large study showed that mind wandering occurs 46.9% of the time in an average population (Killingworth and Gilbert, 2010). There is a link between depression and mind wandering, and mindfulness can reduce mind wandering (Deng et al., 2012).

Positive effects

Mrazek et al., (2013) found that mindfulness increases both the capacity of the working mind as well as reduces mind wandering, which replicated the effect of mind wandering in an earlier study (Mrazek, 2012). Two concepts that are closely related to mind wandering is employee awareness and employee absentmindedness. Mindfulness can have positive effects on both of these concepts, which in turn leads to increased well-being and increased ability to perform (Reb et al., 2013).

Psychological Well-Being



Challenge

Cropanzano and Wright (1999) found in a five yearlong study, a strong connection between well-being and work performance. Harter et al., (2002) found in a study of thirty-six companies a link between well-being on the one hand, and sick leave, customer satisfaction, productivity and employee turnover on the other. Flexibility, good management of negative feedback, as well as a high level of commitment also correlates to well-being (Lyubomirsky et al., 2005).

Positive effects

In several studies, e.g. Brown and Ryan (2003), it has been established that mindfulness has a positive impact on the psychological well-being. Notable studies among those supporting the relieving effects of mindfulness training on depression are Foley et al.(2010), Jimenez et al.(2010), Anderson et al.(2007), Grossman et al.(2010), Kszycki et al.(2007), Sephton et al.(2007), Shapiro et al.(1998), Specia et al.(2000), as well as Bränström et al.(2010).

Aggression and Cynicism



Challenge

Coworkers exposed to aggression in the workplace experience a broad spectrum of social, psychological and physical problems, things that makes it harder to work efficiently (Fox & Spector, 2005). Cynicism is correlated to burnout, stress, compliance, as well as eroded citizenship behavior (James, 2005). And conversely, Shneidman (1984) concluded that emotional stability is important for lifelong success of lawyers.

Positive effects

Up to 40% reduction in aggression was identified by Davidson et al., (2003). Similar conclusions were drawn by Anderson et al. (2007), Heppner et al. (2008) and Saavedera et al. (2010). Carlson et al (2005) found an increase in emotional stability, while the interpersonal gains in the work of attorneys have been validated by, among others, Codiga (2002), Freshman et al. (2002), Keeva (2002), Shapiro et al. (1998) and Dekeyser et al. (2008).

Negotiation and Mediation



Challenge

Negotiating with customers and clients, both formally as well as informally is an integrated part of knowledge workers' day. But it is also a recurring element in interactions between coworkers, administrative staff, etc. Mediation is also an important skill for both potential and manifested conflicts.

Positive effects

There is growing empirical evidence for the presence of a positive link between mindfulness and the ability to negotiate and mediate, for example, Riskin (2002), Codig (2002), Freshman, Hayes & Feldman (2002), Keeva (2002), Riskin (2004); Ellinghausen (2006), Rock (2004) and Frehsman (2006). Training of emotional awareness - which is associated with mindfulness training - at American Express Financial Advisors increased revenue (Cherniss & Caplan, 2001).

Creativity and Innovation

Challenge

Creativity and innovation are critical for growth, improved productivity, increased profits, and sustained success in certain business models (Heunks 1998, Morris et al. 1974). Yet common stressors in the business world, such as adverse organizational climates, weak support systems, challenging market environments, time pressures, and environmental uncertainties, inhibit creativity (West 2002). Methods for reducing the effects of stress and enhancing creativity in the workplace are needed.

Positive effects

Mindfulness reflects the ability to attend to emotions, thoughts, and sensations occurring in the present moment. Mindful practices, such as meditation, are believed to enhance multiple aspects of creativity, including perceptual change, invention, fantasy, and visualization (Dawson 2003, Horan 2009, Cowger et al. 1982, Ding et al. 2014a and 2014b, Baas et al. 2014). Mindfulness and meditation may facilitate forms of problem solving that require insight and creative responses (Ostafin et al. 2012).

Mindfulness, the detached, non-judgmental witnessing of thoughts, feelings, and sensations, reduces cognitive rigidity. In Greenberg et al. (2012), mindfulness participants had less “tendency to be ‘blinded’ by experience,” in that they were less likely to persevere in the use of old, familiar strategies. Horan (2009) concluded that mindfulness meditation supports creative thinking and cognitive flexibility, by enhancing awareness, sensitivity, cognitive performance, and novelty seeking, while reducing habituation to stimuli and strong associative thinking. Colzato et al. (2012, 2014) found that open-monitoring meditation, which promotes flexible and unrestricted attention to sensations or thoughts, encourages the generation of multiple new ideas (“divergent thinking”).

The benefits of mindfulness on creativity have been noted across multiple settings, disciplines and cultures, from education (Sarath 2006, Justo et al. 2014) to business (Langer et al. 2000). Leaders from Apple, Google, and other corporations have harnessed the benefits of meditation to enhance creativity.

Leadership and Management

Challenge

As leaders operate in complex and dynamic market environments the leader's ability to establish and maintain crucial awareness, both towards internal and external developments, is put under pressure. Exactly which components constitute successful leadership is still unclear, however there are three specific sets of rudimentary leadership skills: interpersonal-, informational- and decisional skills (Mintzberg, 1990). The leader relies on competence in these aspects in order to perform sustainably. During day-to-day duties engaging co-workers and peers, evaluating information and executing and communicating decisions the challenge is to stay effective, and to deliver focused guidance throughout the organization in order to transform good ideas into value over time.

Positive effects

Based on these generic traits it is easier to evaluate how mindfulness contribute to the core of leadership: (for more in-depth analysis see Sauer & Kohls, 2011)

Interpersonal: in the leadership role the ability for empathy is essential in order to effectively lead people (Blair et al, 2008). As mindfulness helps the leader disconnect from rumination and excessive thinking the ability to genuinely interact and engage during interpersonal activities increases (Sauer & Kohls, 2011). Also, emotional intelligence as a broader concept has recently been widely recognized as important for leadership performance (Goleman, 2002). In 2007 a randomized control trial concluded that already after 5 days of mindfulness training, 20 minutes per day, brain areas relating to emotional and attentional regulation were more activated (Fan et al., 2007), suggesting that mindfulness plays a role in enhancing emotional intelligence.

Informational: this ability involves information processing and dissemination of knowledge. Mindfulness in its essence involves seeing information in a novel way as the mind naturally conceptualizes information which could lead to misinterpretation and false assumptions, also called cognitive bias. Several studies confirm how mindfulness practice shifts cognitive bias towards more accurate information processing (Herndon 2008, Kiken & Shook 2011). This is an important precondition for the decisional aspect of leadership, discussed below.

Decisional: How mindfulness is affecting decision-making performance has been investigated in various controlled tests, often through certain simulations combined with other cognitive testing. Findings reveal that not only do mindfulness improve decision making but also working memory and the ability to perform under stress and risk (Laureiro-Martinez 2014, Hunter & Chaskalson 2012, Karelaia & Reb 2014).

Scientists from different domains are starting to understand how leader mindfulness is affecting corporate performance, and recent studies reveal strong indications of positive impact. In 2012 a comprehensive study investigated more generally correlations between leader mindfulness and employee well-being and performance, and their findings confirm leader mindfulness transcending into organizational benefits:

"Leader mindfulness was significantly related to both employee well-being and performance measures in the expected directions. The more mindful the supervisor, the lower the employee's emotional exhaustion, $r = -0.40$, $p < 0.01$. Also, higher leader mindfulness was associated with higher employee work-life balance, $r = 0.28$, $p < 0.05$. With respect to performance, the higher the supervisor's mindfulness, the more favorable were overall job performance ratings, $r = 0.32$, $p < 0.01$. Finally, higher supervisor mindfulness was related to lower employee deviance, $r = -0.57$, $p < 0.01$." (Reb et al., 2012:41)

Studies on CBMT

Mindfulness as an approach to meeting the challenges of the modern workplace – Perceived effects of a mindfulness program

The affectivity of a CBMT program at an international pharmaceutical company has been researched in a qualitative study conducted by Marie Swartling at the Karolinska Institute. A summary of the results follows below.

Positive effects at work

In the study, the interviewees describe that they are better at focusing on one thing at a time than before, and on the contrary, multitasking doesn't make them more effective. Furthermore, they describe that they realize the value of breaks and on being satisfied when a job is done, and mention that they have received concrete tools for handling their calendars, mails and daily planning. With this, it is both easier to focus and have fewer distractions at the same time. They express a sense of being more effective and productive, which has led to more positive feedback from their bosses. Many mention that they do not take work home with them like before, that they are more present, more effective and focused.

Effects on health and stress

Several of the respondents mentioned that they feel lighter and less tired. They feel more focused and experience higher job satisfaction and happiness. Additional effects are that they feel calmer, freer, and have more patience, while not getting irritated as easily. Worry and anxiety have also been reduced. They feel more emotionally balanced and can distance themselves and make informed choices. Many experience better health in the form of less stress, better sleep and improved balance between work and leisure. One individual cited fewer sick days that could have been caused by mindfulness training. Many testify to a new motivation to take on other activities outside of work and that it has become easier and more enjoyable to do things.

Interpersonal effects

Most respondents perceive that mindfulness training has not affected their relationships at work or in their own working teams. However, as individuals are not as irritated or find themselves in conflict, they do not perceive it as important to fight every battle. They achieve better patience, listen better and find new approaches to other people, and have a greater understanding for diversity, which leads to better consideration. Few have received any direct feeling that they have changed after the program, but could say, however, that they see changes in others, for example, more transparency. One participant brought up that their partner noticed a difference. Another had heard the comment, "Those that have gone to Mindfulness have become a little nicer." At the same time, participants experience the feeling of good cohesion in the groups that have gone through the mindfulness program together, and since they are in different levels in the organization, new connections and communication channels have been created. This creates the feeling of belonging and a common experience.

Effects on the organizational level

Those interviewed believe that if everyone in the organization could participate it could have major effects. Meetings would be more efficient and less time consuming. Discipline at meetings could increase and lead to less energy loss. It is believed that this approach within the organization would enable more friendliness, a unified approach to work and an open climate where soft issues would have a larger place, and where a climate is created where people don't need to feel contactable all the time. But, knowing that not everyone can be forced to participate, it is known that it is not enough that only some participate. To have an impact on the organizational level, it is vital that the leaders also participate in order to create conscious leadership. Many believe that stress would be reduced and that there would be calm and focus within the organization, as well as a better approach to the boundary between work and leisure; perhaps sick leave would decrease and productivity increase. It is said that when workloads increase, new tools are necessary to prevent illness. It is also suggested that there are risks if the employers do not grasp this initiative fully.

Sustainability in the long-term

Ten months after the completion of the program, follow-up interviews were conducted to research the long-term effects experienced after the program. Participants experienced that the effects after the program remained, and that they were reinforced and integrated further. They find that the day is better if they use mindfulness training in the morning. The experienced health effects are definitive: calm, the feeling of balance between work and leisure as well as more happiness and less stress. They have also received feedback from their bosses that they have more outputs, but don't find that the effort required is greater. Rather, it comes from joy and ease.

Encouraging factors

The participants feel that the key to the mindfulness program working is that the program is concrete and directly applicable at the workplace. The simplicity in the structure and suitability to working life have been specially highlighted. Many adopt these mental strategies as the key to mindfulness working so good. The majority appreciate the clarity in the link between practice and theory and realize the necessity of consistent support from the instructor and the coaching approach. Support from the employer to have mindfulness training during working hours has been appreciated as it feels lavish and shows that the employer values the employees, and many especially appreciate when they get to train with their colleagues.

Compliance with quantitative assessment

These results agree well with the quantitative assessment of the implemented CBMT program, which showed that the participants' perceived stress dropped by 37%, perceived negative emotions had gone down by 15% and the ability to control attention and focus had increased by 19%, compared to the control group. Participants in the assessment felt that their efficiency and productivity had increased by 9% and mental flexibility by 11%.

Conclusions

The study shows that mindfulness training can provide a new approach and strengthen resistance against stress while giving a perception of well-being. The interviewees perceived increased focus, partly due to the fact that they had concrete tools for work, which made them more efficient, and with techniques for controlling attention. Mindfulness has contributed tools to regulate feelings, distance oneself and make informed decisions, which gives the experience of performing better with more energy left over. The perceived social effects are communal feelings, fewer conflicts and more effective communication and therefore a better balance between work and leisure. Regular mindfulness training, preferably daily, is the basis for experiencing the best possible effect and training opportunities at the workplace that enables sustainable outputs. For an effect on the organizational level, the leadership should also participate.

Company adoption of mindfulness programs is deemed necessary for the effects to truly be embraced and not be too wishy-washy. In today's workplace where mental illness is increasing, mindfulness, according to this study, is a useful tool to contribute to wellness and promote the great benefits of a company working together to use methods of stress management, and employee and leadership development. CBMT is a program that focuses on reducing stress and increasing efficiency and productivity, whereas MBSR is used more for rehabilitation purposes. With this, mindfulness can be a useful tool to support the needs of the organization: to reduce loss of productivity and the costs of sick leave to the employee, and improve overall health for the individual.

Effects of Corporate Based Mindfulness Training on Employee Well-being and Performance - a pilot study

This pilot study explored the effects on employee well-being and performance of a nine week CBMT implemented at an IT company. The study indicated positive effects on self-regulation of attention and emotion, mindful attention and awareness, decreased levels of negative affect, and increased efficiency and productivity. Some evidence was found that the amount of mindfulness training correlated positively with reduced stress, reduced negative affect, and efficiency and productivity.

In the study, a model for the underlying mechanisms of the effects of mindfulness training (see figure 1) was hypothesized and tested.

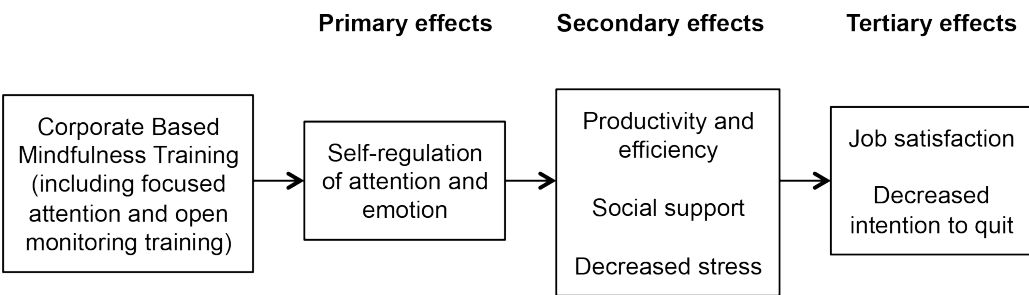


Figure 1

Participants were divided into two groups depending on their level of participation in the program (“exposure”). Results from an adapted study design comparing the high and low exposure groups showed statistically significant improvements in self-regulation of attention and emotion (primary effects). Individuals in the high exposure group (the individuals that participated to a large extent in the CBMT program) increased their ability of mindful awareness and attention and decreased their levels of negative affect in comparison to individuals in the low exposure group (the individuals with less participation in the CBMT program). Thus, they were better able to regulate their attention towards outer and inner aspects of the present reality. In addition, their levels of negative emotions were lower, which is one aspect of emotion regulation.

Regarding the secondary effects, there were non-significant differences with large effect sizes for productivity and efficiency as well as perceived stress. This indicates positive effects of the program on these outcomes. Regarding social support there was

no interaction effect, meaning no difference could be observed between the high and low exposure groups. This is in line with what one would expect, if the social support increases in the workplace it should affect all employees, not only the ones in the high exposure group. An increase over time for both groups was observed indicating that the intervention had a positive effect on social support.

A potential effect on productivity and efficiency was corroborated by three objective measures of performance. All three measures were indicative of a positive trend that coincides with the CBMT intervention. There was a 44% increase in the number of customers delivered per week, a 43% increase in the number of campaigns delivered per week, and a 10% decrease in the average number of days required for each delivery. The objective measures corroborate the measures of self-rated productivity and efficiency, but this does not mean that a causal relationship has been proven.

There were no improvements on the tertiary effects, intention to quit or job satisfaction.

The impact of the amount of mindfulness training on these measures was also investigated using a set of hierarchical multiple regressions. These results showed that the amount of mindfulness training was significantly related to reduced negative affect and decreased stress. There was also a very weak indication of a possible effect of amount of mindfulness training on efficiency and productivity. It was a nonsignificant result but it is still interesting to note that this is in line with the trend indicated in the comparison between the low and high exposure groups. This is indicative of the possibility that CBMT training can affect levels of efficiency and productivity and that this effect can correlate with the amount of mindfulness training performed by participants.

It thus appears that the results support the model depicted in Figure 1 to some degree. Despite limitations of this pilot study, these results suggest that future, larger studies of the CBMT program and mindfulness training in organizational settings are warranted.

Study Summary

“MEDITATION AWARENESS TRAINING (MAT) FOR WORK-RELATED WELLBEING AND JOB PERFORMANCE: A RANDOMISED CONTROLLED TRIAL”

by Edo Shonin & William Van Gordon & Thomas J. Dunn
& Nirbhay N. Singh & Mark D. Griffiths

REFERENCE

Shonin, E.S., van Gordon, W., Dunn, T., Singh, N. & Griffiths, M.D. (2014). *Meditation Awareness Training (MAT) for work-related wellbeing and job performance: A randomized controlled trial*. International Journal of Mental Health and Addiction, 12, 806–823.

INTRODUCTION

Little research has addressed the effects of meditation in the workplace. This study marks the first randomized, controlled trial to identify the impact of meditation on work wellbeing and job performance.

METHOD AND AIMS OF THE STUDY

The aim of the study was to determine the effects of meditation on work wellbeing and job performance in middle managers. The authors hypothesized that managers who received eight weeks of meditation training would demonstrate significant improvements in work-wellbeing and job performance compared to a non-meditating control group, and that benefits would be sustained when assessed at 3-months.

Subjects included full-time office-based employees with middle management responsibilities, recruited from advertisements, presentations to local employers, and databases from meditation centers consisting of potential clients who had not yet received meditation training. A comprehensive list of inclusion/exclusion criteria also specified that subjects must be adults with an annual income between £40,000 and £65,000.

Participants were randomly assigned to either meditation training or the control condition. Randomization was stratified by sex, such that an equal number of men and women would be represented in each study group.

The treatment group underwent an eight-week program of Meditation Awareness Training (MAT), consisting of a series of seminars and workshops, guided meditation, self-practice with an instructional CD, and one-on-one support sessions. The overall goals of meditation were to encourage mindfulness, citizenship, perceptive clarity, ethical and compassionate awareness, insight, patience, generosity, and perspective. Meditation also aimed to decrease self-involved behaviors and emphasis on the ego.

The control subjects received an educational program regarding cognitive-behavioral theory and principles, which did not include any component of meditation.

OUTCOME MEASURES INCLUDED:

- **HSE Management Standards Work-Related Stress Indicator Tool (WSIT):** a measure of self-perceived work-related stress
- **Abridged Job in General Scale (AJIGS):** an assessment of global job satisfaction
- **Depression, Anxiety, and Stress Scale (DASS):** a questionnaire that measures psychological distress over the previous week, with subscales for depression, anxiety, and stress
- **Role-Based Performance Scale (RBPS):** an assessment of general work performance, completed by the employee's supervisor

KEY FINDINGS

A total of 152 subjects were enrolled, with 76 per group. Results suggested more favorable outcomes and sustained benefits for MAT vs. the control condition. Statistical analyses demonstrated that MAT participants had sustained improvements on the measures of work-related stress, job satisfaction, psychological distress, and employer-rated job performance when baseline scores were compared to the end of training and three-month follow-up timepoints.

While the control group had initial positive results on these measures, they were not maintained over time. When baseline testing was compared with 3-month follow-up, only the job performance and psychological distress scores demonstrated a positive effect.

Furthermore, the intervention group had better outcomes on all measures at the end of training and 3-month follow-up when compared to controls. These findings are demonstrated by the following table.

		WSIT		AJIGS		DASS		RBPS	
	Group	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Pre	Intervention	88,46	28,54	12,93	3,55	10,61	3,15	73,66	6,1
	Control	89	20,07	13,5	2,6	10,76	2,27	77,72	6,95
Post	Intervention	136,09	23,94	19,46	3,32	4,13	2,86	88,1	6,31
	Control	97,7	19,29	14,62	2,53	9,47	2	79	6,7
Follow-up	Intervention	139,36	26,96	20,21	3,21	3,72	3	89,19	6,96
	Control	90,76	20,09	13,59	2,64	10,41	2,48	78,55	6,64

FINANCIAL IMPACT OF RESULTS

- By altering internal cognitive processes, meditation may improve an employee's psychological disposition and rating of work conditions, even when the external conditions remain unchanged. Hence, employers who wish to engage in work-stress reduction initiatives may not necessarily need to make large, costly changes in the work environment.

- Stress can lead to work-related injuries, diminished productivity, absenteeism, high staff turnover rates, and employee compensation claims. In Great Britain, 10.4 million working days were missed in 2011-2012 due to work-related stress, with up to £26 billion per year in losses. Meditation could potentially mitigate these losses by reducing worker stress.

OTHER RELEVANT ISSUES FROM A CORPORATE PERSPECTIVE

- Improvements in employer-rated job performance in the MAT group suggest that meditation may improve the quality of an employee's output. Working styles incorporating a focus on the present, as opposed to long-term goals, may actually be a more effective approach.
- By reducing attention to selfish needs, meditation may help to close the gap between an employee's own interests and those of the organization.
- Meditation encourages a broader, less selfish perspective, which is believed to lead to better strategic planning, decision-making, identification and appraisal of risks and opportunities, sensing and understanding customers' needs, and leadership abilities.

LIMITATIONS

The main shortcomings of the study relate to its generalizability. Recruitment methods may have biased the sample towards those who were most interested and committed to MAT. The study was also restricted to middle managers of a specified income, hence it is unclear whether these findings are true of other employees. Finally, a greater duration of follow-up may provide better information regarding the long-term impact of workplace meditation. The present results are encouraging, however, and additional studies are warranted.

Endorsements of the Corporate-Based Mindfulness Training approach

From international business leaders

“We are all now working in environments that are moving faster and faster with more demands on our time and less chance for recovery. As time for good communication is squeezed we are experiencing more misunderstanding and, therefore, conflict in our organisations.

The Potential Project provides a number of tools that enable us to put things in perspective and to avoid some of these misunderstandings by viewing things positively rather than negatively. I think these types of tools can play a big role in helping individuals and organisations manage the increasing pressures that we all face.”

ROY WHITE, *Vice President*, Sony Business Europe

“To address the challenges of an always connected, always-on working life, I decided to take an unconventional approach to trying to support my own and my team’s ability to reduce stress and gain focus. The Potential Project’s 5-week program enabled us to not only understand the science behind mindfulness but more importantly how we can integrate it into our daily working life. My team and I have developed a regular mindfulness practice and have positively altered the way in which we conduct meetings and use email. We are learning to become more present, and with more presence comes greater engagement, meaning and productivity.”

LOREN SHUSTER, *Country Director* - Singapore & Emerging Markets, Google

“Carlsberg IT has over the last quarter acquired a new competence. The competence of conscious living and working. By the help of the Potential Project and their Corporate Based Mindfulness Training program we have ventured into the journey of becoming a mindful organization.

A mindful organization is an organization where people do the right things. Not just things. It is an organization where people have the mental competence to think clearly, make the right decisions and act accordingly.

Over the duration of the program we have taken big steps where the individual and organizational benefits have come apparent; more focus and effectiveness, less stress and a more open culture.

The program has been presented in a down to earth and concise way with clear instructions and kind guidance through the entire process.”

KENNETH EGELUND SCHMIDT, *C/O, Carlsberg*

“The choice of an 'Always-On' lifestyle brings its additional stresses and strains. The relentless push for productivity has its price eventually. At Sony, our future leaders have been working with TPP to learn how to incorporate mindfulness into their lives, as well as those around them. What seemed like a risk when we designed the leadership programmes has turned out to be the missing piece to our puzzle of unlocking potential and creativity.”

HEW EVANS, *Director Region Human Resources
(Asia, Middle East & Africa), Sony Electronics*

“The Corporate-Based Mindfulness Training program is combining the ancient wisdom and method of mindfulness with the challenges of modern busy life. I have observed how the methods of the CBMT program, combined with the thoughts in Coveys 7 habits for personal effectiveness can create profound results in organizations. The book on CBMT should stand side by side with Coveys books on any leaders book shelf.”

TONNY MAAK LARSEN, *Partner and Director of
Effectiveness, FranklinCovey nordic approach*

“It is a privilege and an enormous opportunity to learn about how our mind works. But it is even more important to learn how to be present and conscious of our never-stopping flow of thoughts. These learnings allow me to live happier with myself, keep better peace of mind and successfully cope with my demanding professional life. The people of The Potential Project show a very high level of expertise on each of the subjects of the program as well as on the methodology that helps you achieve the objectives.”

PACHE PLADEVALL, *Managing Director*, Volkswagen Audi Spain

“The mindfulness training has helped me feel more positive energy towards work and deadlines. I am more in the moment, have better concentration, I’m happier with myself and sleep better at night!”

MARITA ROUHOF, *Regional Head of Communications*, AXA Asia, Hong Kong

“I do observe that my mood is more balanced, e.g., I went on a training that meant 5 nights away from home, travelling on Sunday. In the past, that would have spoilt my Sunday altogether, now I could still enjoy the time I had with my family and then also leave without getting into a very negative mood. Also, I took it surprisingly lightly that the plane had to return to the parking position and needed to get a part replaced, so we ended up landing at the destination at 1:00am the next day.

What I also observe is that I can switch off from work more quickly and easily, that I can concentrate much better when I read a book, that I feel much more comfortable and am more patient in situations where I have “nothing to do” (waiting for a train/bus/plane, standing in line in the supermarket...).

These are all gradual and still not revolutionary changes but thinking back how I used to feel in these situations a few months ago I do notice a significant difference.”

MARC REINHARDT, *National Service Manager*, General Electric Healthcare

“At this moment in human history, many people find themselves saturated by information, bombarded by possibilities, and exhausted by the demands that our jobs and personal lives make of us. The Potential Project offers tools and methods that can help us navigate through all this, and regain the necessary calm and clarity to function at our optimum potential.

For me, the most exciting thing about the Potential Project is its ability to present profound and timeless wisdom in a scientific context and a fresh contemporary style. All around the world, scientists, corporate managers and educators are realising the practical difference that the ancient practice of mindfulness can bring to our lives. Through the Potential Project, we have the opportunity to taste this for ourselves.”

ALISON MURDOCH, *International Director*, Essential Education

From leading researchers

“The CBMT is a pioneering program in the application of mindfulness to organizations, dedicated to making a positive difference to the lives of working people. Much effort has gone into designing it to be based not only on traditional writings of mindfulness, but also modern science and the demands of the workplace. The ongoing research we have been conducting on this program revealed some remarkable, while preliminary, findings. CBMT does not only seem to lead to the kind of benefits one might expect, such as focused attention and decreased absentmindedness, but can have a much broader range of benefits such as reducing emotional exhaustion and increasing job performance, job satisfaction, organizational citizenship behaviors, organizational commitment, and even work-life balance.”

PROFESSOR JOCHEN REB, *Cambridge University Business School*

“I have been very impressed by the Potential Project. It is appropriately named. Its potential for improving relations and effectiveness in corporations is clearly evident. The methods are based on those developed in oriental traditions over centuries of experience. They work.”

PROF. DENIS NOBLE, *President of International Union of Physiological Sciences*, Oxford University, UK

“The Potential Project works to actualize the now well recognized power of mindfully directed attention to enhance brain function in a serious but still very user friendly training model. Multiple studies have now confirmed the ability of mindfulness training techniques to accentuate the activity of areas of the brain that serve executive functions. Further, because the Potential Project approach strives to remain true to the ancient traditions from which these practices spring, their program should also enhance the judgment and clarify the value systems of those who participate. All of these factors serve vital functions in the challenging work environments of this current (and indeed of any) era.”

DR. JEFFREY SCHWARZ, *Research Psychiatrist*
at UCLA School of Medicine

“Long-term gains in productivity can never be achieved without implementing best -practices in human development. Building strong, focused teams, creating work environments that foster cooperation rather than discord and giving individuals the cognitive tools they need to perform at their best are all effective ways to ensure long-term success in competitive business environments.

The Potential Project offers the means to achieve these goals using scientifically validated techniques for stabilizing and maintaining attention and mental clarity. Based on an understanding of cognitive science and the brain's inherent flexibility, the Potential Project also draws on time-honored techniques for developing peak mental performance, producing workers and managers who are both more focused and healthier. I believe the Potential Project's approach can dramatically change workplace life for the better for all.”

DR ADAM FRANK, *Professor* at Rochester University, New York

“The Potential Project represents a major innovation in the corporate sphere since it offers mind training techniques to employees and managers in business organizations. Recent scientific studies have shown that these techniques, which are based on millennia-old practices, can positively transform the brain and lead to mental clarity, emotional balance, peace, compassion and happiness. Given this and the fact that large- scale corporations are becoming increasingly influential, the Potential Project may significantly contribute to the creation of a better world.”

PROF. MARIO BEAUREGARD, *University of Montreal*

“The concept of mindfulness and its applications in a corporate environment is now accepted and validated as a highly effective means of enhancing wellness, performance and leadership. More recently it has been underpinned by research in the fields of neuropsychology and neuro-endocrinology. In this regard, the Potential Project provides invaluable expertise and support in the implementation of this vital component.”

DR. IAN WEINBERG, *pioneering researcher in the field of psychoneuroimmunology*

From international leading mindfulness experts

“The Potential Project makes a ground-breaking contribution to the corporate world by introducing ancient, time-tested mind training techniques to the corporate world. Now, more than ever before, it is vital that leaders of the corporate world develop exceptionally levels of mental balance and psychological health. These are a central focus of Buddhism, which requires no allegiance to any dogma before venturing into practice. So there is indeed great potential in adapting these methods—while remaining true to their tradition—to the modern world. This project has my wholehearted support.”


DR. ALAN WALLACE, *President of the Santa Barbara Institute for Consciousness Studies*

“The Potential Project’s CBMT program is a well-thought through response to today’s frenetic working environment. Being rooted in both state-of-the-art science and sound ancient wisdom, it cultivates the one executive resource that is in shortest supply, namely, focused attention. In a series of straightforward and ingenious steps, participants learn to develop presence, clarity and adaptability to productively meet challenging situations.”

JEREMY HUNTER, *Ph.D, Assistant Professor of Practice, Peter F. Drucker School of Management*

“The Potential Project offers an innovative contribution to the corporate sphere that is essential to enhancing both productivity and well being, of the company and the individual. The Potential Project weaves together the rigor of science, the wisdom of reflection, and years of practical clinical application into an easily accessible and effective program, illuminating a wealth of ideas and practices that will be of great benefit to the corporate environment. The Potential Project has the power to transform individual and collective lives and I whole-heartedly support it.”

SHAUNA L. SHAPIRO, *Ph.D. is Associate Professor of
Counseling Psychology at Santa Clara University*



Health
South Eastern Sydney
Local Health District

CBMT CASE STUDY: SESLHD

MANAGING MINDFULLY


MENTAL HEALTH MANAGERS ENHANCE EFFECTIVENESS & RESILIENCE

The South Eastern Sydney Local Health District (SESLHD) Mental Health Service provides mental health services to a population of more than 840,000. This highly rewarding and demanding work includes inpatient, community, habitation and special services. While most managers in the service are health care professionals themselves (including Psychiatrists, Psychologists and Senior Nurses), they are not immune to burnout and other adverse impacts of modern work life – pressured; always on; information overload and constant distractions.

VOICES OF THE PARTICIPANTS

"I have certainly got a lot out of CBMT. Professionally I am more attuned to my colleagues in meetings, discussions and workshops. I am making a determined effort to be present to conversations rather than 'multi-tasking'. As a result, I am finding I am more effective and can retain information more easily. I am also more able to tune out background noises and conversations and concentrate on the computer and other tasks. I am seeing things with fresh eyes and have been surprised at how I see 'new' things, which have been there for years."

"In addition to the personal benefits, the CBMT program is benefiting the Mental Health Service as a whole. It has encouraged a more mindful and respectful culture."



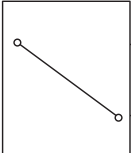
THE PROGRAM AND THE RESULTS

In 2013, 45 Mental Health Service managers from SESLHD completed the 4 month Corporate Based Mindfulness Training © (CBMT) program.

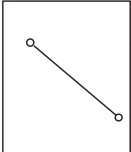
Together with consistent positive feedback from participants about the impacts on individual and organisational effectiveness, performance and resilience, a formal scientific study found the program had the following statistically significant impacts:

- ✓ Increased focus at work
- ✓ Enhanced work-life balance
- ✓ Increased awareness
- ✓ Improvement in total mindfulness

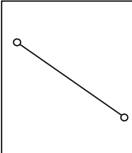
WORKLIFE BALANCE



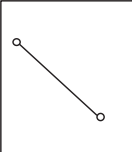
AWARENESS



FOCUS

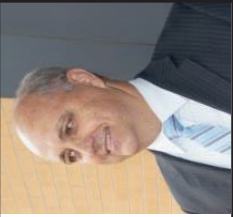


MINDFULNESS



David Pearce, Service Director, Mental Health, SESLHD

"There is definitely a 'buzz' around the service regarding mindfulness, and when things happen in meetings etc, people feel free to remind others to share the 'joy' or to take time out to breathe. I believe it has made us more aware of our colleagues and how our behaviour can affect them. It has been a very positive experience and very helpful to the organisation."



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POTENTIAL PROJECT SHOW CASE: VENDEMORE

In 2012 the staff of the IT company Vendemore participated in the Corporate Based Mindfulness Training (CBMT) program. The results were scientifically evaluated in a research study by the department of Psychology at Stockholm University.



VENDEMORE

Vendemore is a company in the next generation of Internet marketing and advertising. The company is international with its headquarters in Stockholm, Sweden. The staff includes IT technicians, sales staff and business developers.

MINDFULNESS TRAINING AT VENDEMORE

Over eight weeks staff at Vendemore did 10 minutes of daily mindfulness training together. The program also comprised weekly workshops to convey beneficial mental attitudes and ways of working that promote focus, presence and overview.

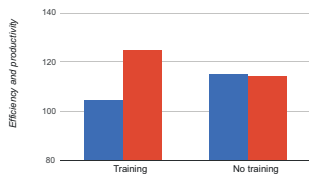
CORPORATE BASED MINDFULNESS TRAINING (CBMT)

The Corporate-Based Mindfulness Training (CBMT) program is developed to train the brain to meet the daily challenges of modern worklife. It has been created in co-operation with leading authorities from science, business, and mindfulness.

THE POTENTIAL PROJECT

The Potential Project strives to help corporations and organizations implement mindfulness training in daily operations to increase well-being, efficiency and productivity. With a global presence, we offer mindfulness training to multinational companies all over the world.

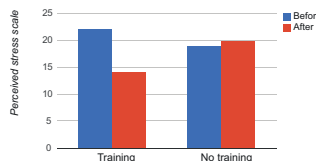
RESEARCH RESULTS



Efficiency and productivity

The group which regularly trained in mindfulness experienced a 17% increase in efficiency and productivity.

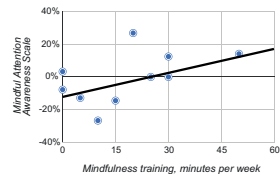
The effects came gradually during the program and the company's management claimed that the effects continued after the end of the program.



Perceived stress

At the same time as productivity increased by 17% the perceived level of stress decreased by 36%.

This shows that it is possible to be productive without necessarily being stressed. The key is in training the brain in presence and focus.



More training = better results

The more mindfulness training an individual practiced, the higher were the effects in several of the variables that were studied.

Higher amounts of training correlated with outcomes like increased ability of focused attention, self-regulation, and productivity.

Christopher Engman, CEO

"At Vendemore we want to offer our employees tools to get a lot done, but at the same time be happy, feel good and have a balance between work and leisure. The CBMT program is the best we've tried so far.

We can see very clearly that those who did the most mindfulness training also had the best results. Their productivity has increased to a whole new level. They are also more present, less stressed and more responsive. They are calm, but still keep a high pace and do not miss nothing.

Personally, the program has meant a lot for my ability to focus and get back to what's important when thoughts pull me away. I also appreciated the theoretical parts. One example is how the brain easily got stuck in old patterns. Being able to let go of preconceived ideas is incredibly helpful. Companies who think they already know everything are not successful in my experience."



Anna Engman, partner and account manager

"The CBMT program has had great results. Those who have been practicing mindfulness get more done and are able to organize their time better. In addition, they listen more to their colleagues and now have a completely different ability to see others' perspectives. Communication has become much better. People are less reactive.

I myself feel much less stressed while delivering more. During this period, I have had more to do than ever, but have been able to handle stress much better. Now I am aware of how I react emotionally and can put things on the to-do list instead of stressing out about them.

I've been stressed for many years and at times has been on the verge of burnout. During these periods I have been absentminded, forgetting things and sleeping very poorly. Here I've noticed a huge difference. Above all, I sleep a lot better. Nowadays, I can let go of thoughts of work."



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MINDFUL SUSTAINABLE PERFORMANCE

In a period of financial downturn, Carlsberg was forced to significant layoffs and organizational restructuring. Leaders and employees alike were facing emotional uncertainty and productivity challenges. To support their people, Carlsberg introduced corporate mindfulness to help people prioritize and stay emotionally balanced. Together with Potential Project, a 12 month implementation program was designed and rolled out. Researchers from Singapore Management University have studied the impact of the training and found significant results.



"Over the past 12 months we have become an increasingly mindful organization. A mindful organization is an organization where people do the right things. Not just things. It is an organization where people have the mental fitness to think clearly, make the right decisions and act accordingly. We now experience more focus effectiveness and less stress."

Kenneth Egelund Schmith, Former Carlsberg CEO

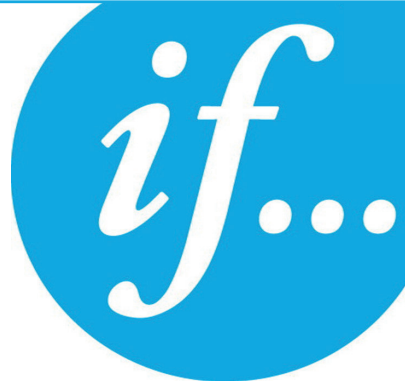


- Facilitated onsite and online in 10 countries
- Each participant joining 11 workshops of 60 minutes
- Throughout entire IT division



POTENTIAL PROJECT BUSINESS CASE: IF INSURANCE

From September 2009 to January 2010 the industry department of Scandinavia's largest insurance company, IF Insurance, undertook a 13 hours Corporate-Based Mindfulness Training program.

**ABOUT IF INSURANCE**

Corporate Insurance Company committed to achieving personal and professional excellence.

Employees: 6.400

Yearly turnover: 8 billion \$

Number of participants in program: 35

IF INSURANCE'S OBJECTIVES

To become the healthiest and most productive workplace in Scandinavia by developing and supporting the highest potential in all employees.

IF INSURANCE'S CHALLENGES

Raising productivity by reducing workplace stress and meeting challenges that can arise during a recession. Keeping abreast of their competition.

WHY CBMT WAS CHOSEN

A practical and supportive training based on scientific research and positive psychology. Time honoured; which goes to the root of raising potential, and creating balance in work/life. All training delivered in-house.

THE PROGRAM THEY UNDERTOOK

Inclusive and habituating. 13 hrs over 4 months of in-house training. 10 minutes of daily mindfulness training. They are still doing it!

RESULTS AFTER 4 MONTHS

Evaluation conducted by external evaluation consultancy, Health Group. Immediate benefits, far reaching and surprising:

- 88%** EXPERIENCED A HIGHLY INCREASED ABILITY TO STAY FOCUSED ON THEIR TASK.
- 76%** EXPERIENCED A SHARP RISE IN CO-OPERATION AND POSITIVE RELATIONSHIPS WITHIN TEAMS.
- 65%** EXPERIENCED HIGHLY PERSONAL ENHANCED EFFICIENCY AND PRODUCTIVITY.
- 59%** EXPERIENCED HIGHLY INCREASED ABILITY TO COUNTERACT STRESS.
- 59%** EXPERIENCED BETTER RELATIONS WITH FAMILY AND FRIENDS.


Halldor Machholm,
Head of Risk
Management

"The results of the CBMT program showed immediate benefits. After only four weeks, a big difference could be seen within the organizational teams. All participants reported improved ability to focus, increased productivity, better cooperation and less stress."


Ester Bang,
Account Manager

"I am very busy and have always looked for a tool that could help me live a more balanced life. I used Steven Coveys books on the 7 habits, and other tools, but I always had the feeling that it did not go to the root. Now, after 8 weeks of the CBMT program I have no doubt that I have found what I was always looking for."


Thomas Berg,
Sales Director

"I joined the program expecting that I would become more focused and productive. That has happened and I am grateful. However, I realize another much bigger change:

I experience on myself and my employees that we are becoming better human beings."



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MINDFUL LEADERSHIP PERFORMANCE

In an increasingly complex industry, with growing global competition, focus and clarity of mind is becoming a clear competitive advantage. IF Insurance, a large European insurance company has partnered with Potential Project to bring mindful performance to their leaders and employees since 2009. The training programs are brought to all levels and divisions of the company with a strong focus on creativity, effectiveness and wellbeing. Researchers from Singapore Management University have studied the impact of the training and found significant results.



"I initiated the programs expecting we would become more focused and effective. That has happened and I am grateful. However, I experience another, much bigger change in myself and our teams; we are becoming better human beings."
Thomas Berg, former Sales Executive



"I can't imagine anything we have done in leadership development that has changed so much in such a short time."
Jesper Askjaer, Head of IF Academy



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Focused Minds | Organizational Excellence

POTENTIAL PROJECT CASE STUDY:

Since March 2012, Sony Electronics Asia Pacific has conducted intensive leadership development programs for high potential individuals from across the region. The Potential Project's CBMT® program is an embedded core element of this ongoing initiative.


THE SENIOR LEADERSHIP DEVELOPMENT PROGRAM

Sony is a global consumer electronics corporation that places a high value on leadership development. In the Asia Pacific Region, Sony employs Korn Ferry International to conduct senior leadership development programs that challenge and inspire high potential leaders. Korn Ferry partners with The Potential Project to create high impact and lasting learning experiences for the Sony leaders. The program is a 6 day intensive training offered twice a year.

ABOUT KORN FERRY

Korn Ferry's international leadership and talent consulting team provides world class, tailor made solutions to enable clients to meet strategic objectives.


**CORPORATE-BASED MINDFULNESS TRAINING IN LEADERSHIP**

"You cannot manage other people - unless you manage yourself first" - said the leadership pioneer Peter Drucker. However, in a pressured, always-on, information overloaded and distracted reality, any leader's ability for self-mastery is under siege.

CBMT® training allow leaders to find their way to the eye of the storm of busy work-life, rather than being whirled around by it. The training teaches the need for inner calm and clarity for effective and impactful leadership—and it teaches the way to get there.

Hew Evans, Director Region Human Resources (Asia, Middle East & Africa)

"The choice of an 'Always On' lifestyle brings its additional stresses and strains. The relentless push for productivity has its price eventually. At Sony, our future leaders have been working with TPP to learn how to incorporate mindfulness into their lives, as well as those around them. What seemed like a risk when we designed the leadership programs has turned out to be the missing piece to our puzzle of unlocking potential and creativity."

**Participant Feedback**

"The program has helped me be more aware of myself and to better focus on how to achieve my goals."

What will I implement right away?
"Awareness - action - acceptance - listening - open mind and the 10 minutes mindfulness training."

"This program helped me analyze myself, identify opportunities for improvement and provided me with tools so I can be a more effective leader."

Matt Walton-Smith, GM Marketing, Sony New Zealand

"Through the mindfulness sessions, it became evident to me that in our fast paced environment we use up our time so quickly and don't take enough time to be present. I realized I needed to get more focus into my working day and into my team's working day. Now I feel more productive, when I go into meetings I am more alert and more prepared. I feel like I achieve more during the day and can attack tasks more effectively which makes a huge difference."



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ATTENTION FOR BUSINESS SUCCESS

In an always-on, multitasking consultancy environment, attention is under siege. Attention to detail, attention to the client and attention on the task determines the success of consultants and staff. It is an attention economy.

A global consulting firm partners with Potential Project to design programs to meet the specific needs of a high-paced consulting firm. The program included attention training with specific focus on managing priorities, emails and overall effectiveness. The programs are facilitated onsite and online in more than 15 countries.



"Balancing priorities and being stretched too thin are the biggest challenges for our leaders and teams today. The tools and techniques provided by Potential Project enables us to manage these challenges, and to be focused and attentive to the moment, without distraction".

Robert Stembridge, Managing Director,




"Understanding and managing attention is now the single most important determinant of business success".

Thomas Davenport, former director of Accenture Institute of Strategic Change

Global consulting firm





VOICES OF THE PARTICIPANTS

"A constant business requires a strong focus. The training has increased my ability to stay focused and thereby effective in my work."

"In Nike we are always connected and there is always a task at hand. The training helps me to be more effective and less stressed. I enjoy the here and now more."

"In a busy organization I need to drop the chaos in my head to be effective and not stressed. The training has given me more inner calm and a better balance between work and the rest of my life."

"The training program has helped us to a more smooth collaboration culture with less conflicts and more work-life satisfaction. I would highly recommend this to any organization."

JUST DO IT®

CBMT CASE STUDY: NIKE

SUSTAINABLE HIGH PERFORMANCE

AT WORK AND HOME - WITH CORPORATE-BASED MINDFULNESS TRAINING

Being the worlds most popular sports brand, delivering the highest quality on the market for 5 decades, requires extraordinary people. Nike headquarters in Europe uses CBMT to maintain sustainable high performance and well-being amongst their top performing staff.

THE PROGRAM AND THE RESULTS

In collaboration with The Potential Project, Nike has designed a 4 module program (6 hours spread over 4 weeks). The program contains key elements of the Corporate-Based Mindfulness Training program and specifically targets sustainable high performance in a busy Nike work life. Nike monitors the training and find below results:

Category	A LOT	SOME	A LITTLE	NONE
FOCUS	100%	0%	0%	0%
AWARENESS	90%	10%	0%	0%
EFFECTIVENESS	82%	18%	0%	0%
STRESS	80%	20%	0%	0%
W-L BALANCE	63%	37%	0%	0%

100% IMPROVED FOCUS

90% IMPROVED AWARENESS

82% RECOMMENDS THE TRAINING

80% IMPROVED EFFECTIVENESS

80% STRESS REDUCTION

63% IMPROVED WORK-LIFE BALANCE

THE POTENTIAL PROJECT

HARNESSING THE MIND'S POTENTIAL

CORPORATE-BASED MINDFULNESS TRAINING

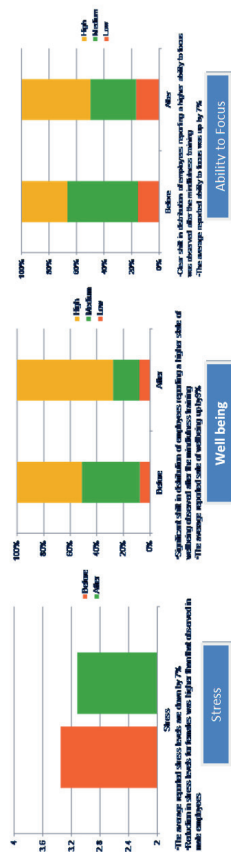
American Express is committed to being the world's most respected service brand which includes a strong focus on employee development and organizational well-being and effective. In July 2013, American Express engaged The Potential Project to help increase focus, calm and clarity starting with offices in Singapore with plans to extend to other countries.

THE PROGRAM AND THE RESULTS

The design of the program includes a series of workshops plus daily group sessions. The workshops are designed to enable participants to discuss issues that are relevant to their work environment and includes creating action plans for how they would like to integrate mindfulness into their culture as well as their own work activities.

American Express conducted a survey of participants and found the following results:

- a) Even 6 weeks of mindfulness practice can have a tangible impact on improving stress levels with our employees
- b) The impact is greatest for people with moderate to low levels of stress viz ones who are looking to improve their stress or well-being levels.
- c) Stress levels are down by 7%
- d) State of wellbeing up by 9%
- e) Ability to focus was up by 7%



VOICES OF THE PARTICIPANTS

"I have colleagues around the globe, many of my meetings are virtual and often outside of normal working hours. I realize now I can choose whether or not to remain fully present in these calls and resist the temptation to do other tasks."

"I was a little shocked to discover how much my mind wanders and how difficult it is to stay focused. Although I am still working on it, I can see how beneficial this will be for me."

"It is great that we are developing a common language around the importance of being more present with ourselves and with each other."

THE POTENTIAL PROJECT

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WORKING BETTER – LIVING BETTER

Podio, a branch of Citrix found themselves in massive expansion due to a great product. To consciously create an effective working culture, as the organization was growing, they engaged Potential Project to design a mindfulness training program. Through 10 one hour sessions, their ways of dealing with emails, meetings, priorities and other basic work skills were enhanced, week by week.



"In my daily work life I have come out of action addiction so instead of jumping into emails, I start the day prioritizing important tasks – and completing one of them before jumping in my inbox."
Casper Fabricius, Engineering Manager

"My way of working has definitely changed. I am more focused in each task. My role includes many people distracting me. I have learned how to choose the distractions I can refocus much easier."
Dorthe Rosenbom, Office Manager



Focused Minds | Organizational Excellence

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MINDFUL LAWYER PERFORMANCE

“As a newly merged global law firm, HSF looks for ways to foster greater collaboration and connection across our offices so we can provide legal services of the highest value to our local and global clients. Focus, greater clarity of thinking and improved performance of our leaders, partners and lawyers is key in this endeavour. And mindfulness is fundamental to developing these attributes. We partner with the Potential Project as their evidenced-based program stands the test of being both practical and engaging for our audience of highly critical thinkers.”

Murray Paterson, Head of Capability Development, Australia.



“The Corporate Based Mindfulness Training has had a profound effect on me. My team says that I have become more serene, and I notice how quickly I feel stressed if I don’t do my daily practice. I have noticed a marked difference in clarity of thought and feel much calmer.”

Nicole Lacy, Special Counsel, HSF



- 11 X 60 min workshops
- 10 minutes daily training
- Facilitated by internal HSF trainer



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SAFETY & MINDFULNESS

Headwaters, a nationwide US construction company is taking employee safety to a new level. Research shows that most work incidents happen due to lack of focus or situational awareness. Headwaters addresses the issue by implementing mindfulness training for leadership and employees to create a culture of mindful situational awareness. In partnership with Potential Project, specialists in utilizing mindfulness for safety, Headwaters train their staff to avoid incidents with potential human or environmental implications.



"In operating big machinery, the risk of incidents will always be there. But mindfulness, combined with standard safety procedures takes safety to another level. Safety is a core value for us. With Potential Project we use mindfulness to enhance situational awareness which is absolutely vital in a safe environment. We are creating situational awareness subcommittees at each site, to utilize mindfulness and improve the safety of our people."

Kirk Benson, CEO of Headwaters



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MINDFUL LEADERSHIP PRESENCE

The health insurance industry is changing rapidly. New products are launched and legislations are changed. Health New England faced increasing stress levels amongst their leaders as a result. To support their leaders model the HNE mission of improving the health and lives of people, the company introduced Potential Projects Mindful Leadership program to the top leadership teams. Researchers from National University of Singapore Singapore have studied the results and will publish them shortly.



"Our people have taken what they have learned through the program, and brought to their homes. And to me as an employer, that is priceless. This program is offering our people to be part of the mission of improving the health and life of the people in the community. And they are enabled to do so at an outstanding level. I cannot say enough good things about Potential Project. And if someone would ask me "would I invest the dollars again?" - in a heartbeat."

Amy Trombley, Vice President & Chief Talent Officer, Health New England

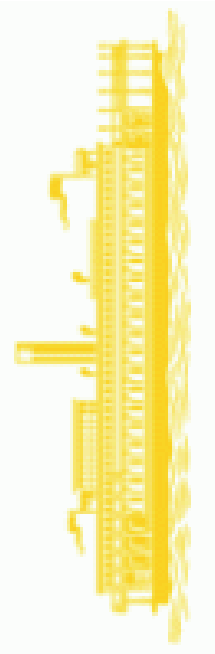


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MINDFUL CREATIVE PERFORMANCE

Advertising is pervaded by a “now-culture” of client demands requiring high creative performance on short notice. But to be creative you need “mind-space”. The double demand of maintaining a viable business, while meeting the need for creative performance on command, is an eternal catch 22 in the advertising industry.

Landor and Potential Project is partnering to enhance mindful creative performance by training the mind to be present and non-distracted. Moment by moment. The results include better creative output and less stress. Mindfulness, in the advertising industry is becoming a clear competitive advantage.



“Since undertaking mindfulness training, I have been pleasantly surprised by the positive impact the training has had on my creativity. By choosing to focus on only one task at a time, I engage in more useful conversations with my colleagues and have also found that my enhanced concentration has significantly improved my overall creative output.”

Nick Foley, President SE Asia Pacific & Japan, Landor



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MINDFUL PERSONAL EFFECTIVENESS

One of the world's largest biotech companies, has one purpose; delivering highly effective medical solutions to people with illness. The effectiveness of each employee is the key for achieving that purpose. The company engages Potential Projects Corporate Mindfulness Training program to enhance personal and organizational effectiveness. A research study looked at the outcomes and found significant results.



"I am more at ease. I can better handle situations at work which were previously very energy consuming. I make more active choices, have increased my focus at work and I am happier."
Senior leader



"I experience less stress and more enjoyment of everyday life. Less irritation with everyday problems beyond my control. Generally speaking, a much more thoughtful approach to life and my surroundings." Engineer



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