

## **A CONCEPTUAL REVIEW ON MINDFULNESS OF A LEADER: LEADER PERSONALITY DEVELOPMENT PERSPECTIVE**

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### **Abstract:**

There exists no description nor a prescription for the best leadership style nor strategy, hence leadership is very unique in sensing and realising, and a trait which cannot be taught easily too. Since ages it is a topic very closely studied across the world, and still not a point has reached that a particular research can tell its prescription of results as final. In the competitive world of economic and performance pressures, life of a leader is not easy to maintain equanimity with any kind of balance score card in place, and the confusion of the equilibrium between achieving organisation's long-term goals and short-term financial metrics is a huge, and it throws enormous challenges in a leader's life. When a leader moves ahead with greater leadership responsibilities, the quality of staying grounded and authentic, facing new challenges will go by balancing professional success with great skill and wisdom. The above is easy to talk and write on a paper but very difficult to measure, and continue with personal success. A skill that can be built **with the practice of mindful leadership** allows leaders to achieve the above or even measure and manage as a leader is now a newer area of research and discussion. The mindfulness facilitates the leader to pay attention to the present moment, recognize the feelings and emotions, keep emotions under control, when faced with highly stressful situations. When a leader is mindful, the leader is aware of the presence and the ways it impact other peoples lives. A leader is able to both observe and participate in each moment, while recognizing the implications of the actions

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for the longer term, which can prevent the leader from slipping into a life that takes away the values of life of a leader.

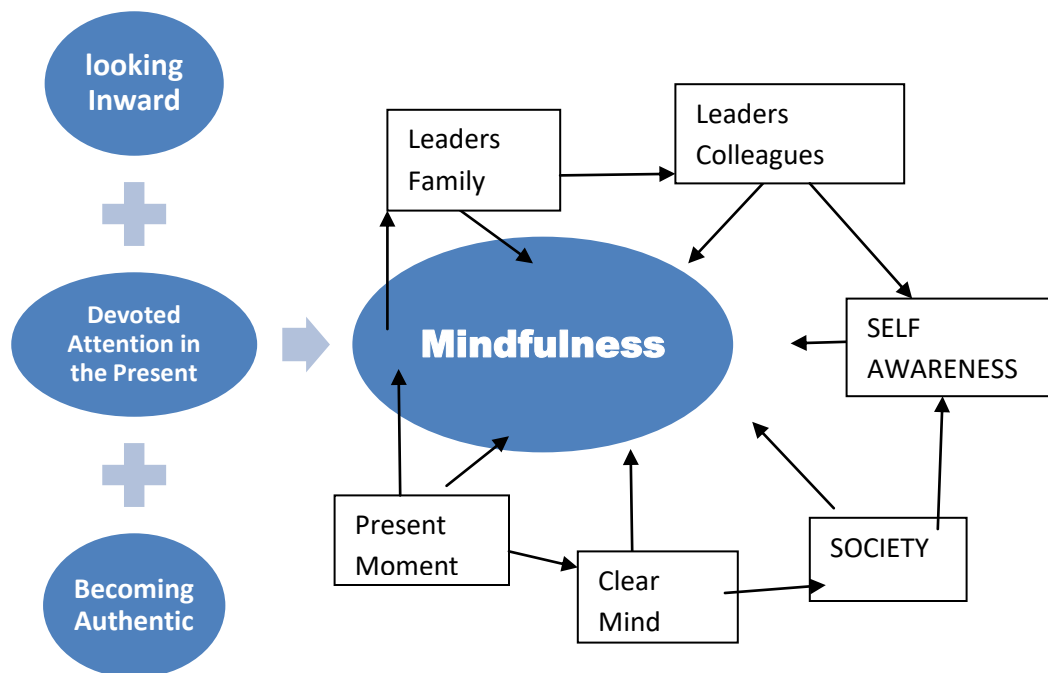
**Keywords:** Mindfulness; Leader; Values; Work Life Balance; Emotions; Control; Leadership Personality.

**Introduction:** Every leader try their best to lead their organisation based on their personal and moral values, but once their thought process moves towards measuring success in monetary terms, they stumble from values and move towards erring side, without even realising that there is no come back from there, especially for a leadership position. The world is expanding with huge technological revolutions every minute and, market expansion with digital revolutions are creating dynamism in market space, with the competitive strategies, that are pushing hard on the values in order to achieve financial goals. The leadership levels now needs to tackle all the above. The financial success in terms of bottom line is the only way to survive now, and with different perks and incentive pools growing, leaders are falling with eyes and ears open without even examining the process that created it. Almost every leader except hardly few, are **positioning the self-interest ahead of their organizations'** interests, that ends him with the results of disappointed customers, employees, and shareholders who trusted them. So there is a solution emerging, and that is, the concept of leadership with mindfulness, which needs to be built assiduously. **The Conceptual Development: Leadership** Mindfulness has gained more popularity in the West in recent years. Part of the reason is due to its close connection with notions of self-awareness and emotional intelligence, both of which have been studied extensively. Buddhism becoming widespread in the West also plays a major part. Right mindfulness is the seventh element of the noble eightfold path, the core teaching of Buddhism as the way to the cessation of suffering and the achievement of self-awakening, also known as enlightenment (Noble Eightfold Path, n.d.). Daniel Goleman, the father of emotional intelligence, describes the effect of mindfulness for focusing the mind's cognitive abilities. As Goleman says in his new book, Focus, "One way to boost our will power and focus is to manage our distractions instead of letting them manage us." First, a brief definition of mindfulness. According to Jon Kabat-Zinn, mindfulness is simple awareness of the present moment. The Chinese calligraphy character for mindfulness (the graphic in this article) is

literally translated as “present heart.” It is the practice of paying careful attention to what is happening in the now, whether it be a sight, a sound, a taste, a smell, a sensation in the body, a thought, or an emotion. It is observation without attachment or judgment. The mindful leaders get help from their mindfulness by continuous nurturing.

**The Conflict of Self Worth Vs Net Worth:** A leader gets into trouble when they overvalue on financial standings and physical assets as net worth, without realising the real self worth, which has brought him to this stage, but usually many leaders get caught up in this game without realizing, as what’s important in their lives. Many leaders in the present generation are growing up thinking success as achieving a certain position or achieve a certain net worth, which is not correct. The time is ripe now, that the leaders who are growing up to tackle the millennials, need to learn on how to see success by making a positive difference in the lives of their colleagues, their organizations, their families, and society as a whole. Hence self awareness and clarity about the present moment, and practicing a tremendously difficult task of concentrating on the present with a clear mind, can only make a leader become an authentic leader.

**Figure: 1 : The conflict inside a leader about Self Worth and Net Worth**



**Figure: 2 : The convergence to Mindfulness for a leader:**

A mindful leader is the one who gets converged as a authentic leader, and a leader who engages in the present every day unconsciously starts to practice devoted attention that which is otherwise a meditation and also starts to look inward to make a difference in the world surrounding him. A authentic leader who is mindful will be able to set time each day to pull back from the intense pressures of leadership and can reflect on what is happening and also take time for daily journaling, prayer, and reflecting while walking, hiking or jogging. Regardless of the daily introspective practice the leader can have the pursuit of mindful leadership to develop a deeper understanding of the world around them. Mindfulness will help leaders to clear away the trivial and needless worries about unimportant things, and it will help them nurture passion for their work and compassion for others, and develop the ability to empower the people in their organization.

**Objectives:** (i) **To analyse the growth of Mindfulness in a leader**  
(ii) **To review leadership practices of a mindful leader**  
(iii) **To examine the Importance of Leadership Mindfulness in an organisation**  
(iv) **To explore the habits of convergence from an ordinary to a Mindful leader**

**Methodology:** Descriptive Analytics using qualitative description and Literature research cases from secondary data, and previous related studies.

**Data:** Secondary Data (non-clinical) and qualitative

**Scope:** Contribution for development of concept for Authentic Leadership and add perspectives of Leadership Development research as well as theoretical concepts across the world.

**Limitations:** Very few authentic research from literature and particular from the asian sub-continent.

#### **Review of related Literature:**

**Research by Wisconsin's Richard Davidson demonstrated** direct correlation between mindfulness and changes in the brain - away from anger and anxiety and toward a sense of calm and well-being. UCLA's Mindful Awareness Research Center found meditation can improve executive functions (sustaining attention, diminishing distractibility) better than medication in many cases.

Increasingly, **companies see mindfulness training** as a competitive advantage. Aetna, a large health insurer, partnered with Duke University to study meditation and yoga. Researchers found these practices decreased stress levels by 28%, improved sleep quality (20%), reduced pain (19%), and improved productivity 62 minutes per employee per week. Aetna is now offering similar programs to all employees as well as its insured customers.

**The World Health Organization (WHO)** estimates that stress costs businesses. Over the past thirty years, an 18-23% increase of self-reported stress for men and women, respectively. As companies such as Google, General Mills, Blackstone, and Goldman Sachs have shown, mindfulness training decreases stress levels.

The key to effective leadership is the ability to **integrating head (IQ) with heart (EQ)**. As Buddhist monk Thich Nhat Hanh states, “The longest journey is the eighteen inches from your head to your heart.” Our hearts are where essential leadership qualities like passion, compassion and courage reside. By practicing mindfulness, mindful leaders exhibit high levels of self-awareness and intentionality in their actions.

**Dr. Jon Kabat-Zinn**, professor emeritus of the started exploring how mindfulness was also being used inside companies, including Aetna, Keurig Green Mountain, Intel, Google, General Mills and many others. In fact, at this year’s World Economic Forum, mindfulness was one of the hottest topics, with multiple sessions not only devoted to the science behind mindfulness but also how to practice it.

**Dr. Kabat-Zinn**, mindfulness is “paying attention in a particular way; on purpose, in the present moment and nonjudgmentally.” A simple exercise to begin practicing mindfulness is to sit quietly and focus on your breathing for two minutes.

**Dr. Kabat-Zinn’s** early focus was on using mindfulness to transform a person’s relationship to pain (this was also my early use of the discipline), but in the last decade, mindfulness has been used inside companies to lower health costs, improve increase employee productivity, help

employees stay “on task” and reduce employee stress through a combination of breathing techniques and mental relaxation.

**Gloria Mark**, professor of Informatics at the University of California, Irvine, office workers are interrupted or self-interrupt every three minutes during the day, with distractions coming from both digital and human forms.

Researchers from **Johns Hopkins University in Baltimore, MD** sifted through nearly **19,000 meditation studies**, and found **47 trials** that addressed the above mentioned issues and which met their criteria scientifically valid research. The research suggest that mindfulness meditation can help ease psychological stresses like anxiety, depression and pain and improve sleep patterns.

A study conducted by **Harvard researchers at Massachusetts General Hospital (MGH)** determined that meditation literally rebuilds the brain’s grey matter. The study only lasted eight weeks and in that time they found benefit equal o prescription drugs—and without the side effects.

**Bill George (2010, 2012)** argues that the practice of mindful leadership teaches leaders to pay attention to the present moment, recognizing their feelings and emotions and keeping them under control. He further suggests that among several ways to practice mindfulness, meditation is the most introspective way.

**Dunoon and Langer(2011)** found that mindfulness enables leaders to see new or different things in the particular context, whether in the external environment or in their own reactions. They listed **three aspects** of mindfulness and used them as lenses to consider leadership while focusing on actions to make headway with 6 contentious problems. The **first is the alertness** to multiple perspectives which allows leaders to notice without immediately judging. The **second is the active self-reappraisal** which prepares leaders to step out of a particular framing and take a second look at their own thinking. The **last one is the attentiveness to the use of language**, e.g.,

use descriptive rather than judgmental languages, as well as conditional rather than absolute languages.

**Arias (2008)** demonstrates a relationship between meditation practice and stress reduction, change assimilation, conflict management, and leadership performance. Meditation practice is positively related to reduction of executives' stress levels. Gains in executives' leadership performance within business increase by introducing formal practice of meditation oriented to develop compassion. Note that these studies did not put much emphasis on mindfulness, and they also did not study how meditation can enhance the quality of leadership, attribute by attribute.

**Goleman (1995)** first brought the term "Emotional Intelligence" to a wide audience in his book "Emotional Intelligence". The three authors then together published a series of papers on this topic in the Harvard Business Review (Goleman, 1998; Goleman 2000, Goleman, Boyatzis & McKee, 2001; Goleman & Boyatzis, 2008). These papers defined what makes a good leader, with an emphasis on emotional intelligence components. In their book "Primal Leadership",

**Goleman, Boyatzis & McKee (2002)** further elaborated the importance of emotional intelligence to leadership. There they highlighted key emotional components of leadership which include self-awareness, self-management, social awareness, and relationship management. These components were later developed as part of one leadership theory.

**Stogdill (1974)** exact definition is less relevant than understanding the desirable leadership qualities: meaning the traits and qualities that leaders should possess, the principles leaders should adhere to, as well as the behaviors that leaders should demonstrate. The focus of the pre-interview stage is to review various literature on leadership theories as well as Buddhist principles to understand what attributes constitute good leadership.

**Kets de Vries & Korotov (2007)**. To make the interview stage more interesting, I also ask if the interviewees see the relationship between mindfulness and some psychodynamic concepts such as negative capability (Keats, 1899) and listening with third ear (Tonge, 1967).

Synthesis of Leadership Attributes There is a vast body of literature on leadership but no single universally accepted definition of leadership (**Goethals, Sorenson, & Burn, 2004**).

**Rost (1991)** found hundreds of different definitions. Below are some examples from the literature search:

**Chemers (1997)** defined it as “a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task”

**Northouse (2007)** defined it as “a process whereby an individual influences a group of individuals to achieve a common goal”

**Goethals et al (2004)** said “Leadership is a process (not a position) that involves leaders, followers and situations”

**Katz & Kahn (1966)** described it as “any act of influence on a matter of organizational relevance” Again, for the purpose of this thesis, achieving the exact definition is less relevant than understanding the traits and qualities that leaders should possess, the principles leaders should adhere to, as well as the behaviors that leaders should demonstrate.

**Kabat-Zinn (1994)** found that practices of mindfulness have been utilised for thousands of years as part of Buddhism, but the last two or three decades have also seen widespread adoption and research of mindfulness in clinical settings: to help people cope with depression and pain among other conditions.

**Allen, Chambers et al. (2006); Shapiro, Carlson et al. (2006); Hölzel, Lazar et al. (2011)** In addition however, and on the basis of teaching, research and leadership development with my colleague Richard Searle, this article describes our observations and the feedback we get from people about how ideas of mindfulness change their leadership and lives.

**Dalai Lama and Van den Muyzenberg 2008;** regular practices of mindfulness give leaders a different perspective on their world, opening them up to ways of being which are both more



focused on what matters and more observant and appreciative of what is there. Paradoxically, becoming more present enables leaders to see reality more clearly and act more purposefully and with less of their own stuff getting in the way

**Senge, Scharmer et al. (2004); Sinclair (2007)** states that a number of paradoxes which we often see operating in mindful leadership: to open up for change, it is necessary to sometimes stop striving to change things; to empower others, stop talking and listen from a different place; to go forward effectively, notice the present; to achieve things, stop doing and start being. 2 Nhat **Hanh (Hanh 1999)**. Since the later decades of the twentieth century, mindfulness has been more widely researched and its benefits documented in a range of clinical and non-clinical settings.

Psychologist **Ellen Langer** was a pioneer in experimentation of the benefits of mindfulness in old age, documenting that regular mindful practices helped delay and reverse mental and physical symptoms of ageing (**Langer 1989; Langer 1992**). Langer did, however, adopt a very specific definition of mindfulness which referred to the cognitive capacities to categorise familiar stimuli in new ways and to elaborate new categories of thought.

**Craig Hassed** has indeed suggested that a condition of excessive thinking is one of the key causes of stress in contemporary life (**Hassed 2003**). He and others have noted that we have an over-reliance on thinking which does us harm and that mindfulness provides a very different mode of consciousness. There is a further, related risk in much contemporary research that equates the mind with the brain. In these accounts, mindfulness is sometimes treated as an artefact of superior brain functioning. However we would argue that this is a predictable trap for western trained researchers with their biases reproducing the dominance of the brain.

**Brown and Ryan 2003; Shapiro, Carlson et al. 2006; Brown, Ryan et al. 2007; van den Hurk, Giommi et al. 2010; van den Hurk, Janssen et al. 2010; Hölzel, Lazar et al. 2011:** Each of these three effects of mindfulness on intention; attention and emotion or affect; has been subject to further study. Though mostly undertaken in clinical and laboratory settings rather than field studies, an increasing number seek to observe effects of mindfulness and its contrary states, such as decision-making under stress and multi-tasking, in workplaces and leadership contexts.

Some of the research described here is also interested in tracking the neurological changes- the chemical and physiological changes in neural structures - that accompany mindfulness and mediate its effects on behaviour and attitude. While this is a burgeoning area of research and there is clear evidence that mindfulness does elicit neuroplastic changes (see the interest in 'neuroleadership' for example), my particular interest is on the experienced and observed outcomes for leaders and organisations.

**van den Hurk, Giommi et al. (2010) found that mindfulness** trains people to increase their capacity to pay attention (beyond the 3-7 seconds that is normal) and to develop different qualities of attention for different situations.

**B. Allan Wallace** has differentiated qualities of attentional ease (an open relaxed noticing); attentional stability (being able to sustain focused attention); and attentional vividness (being awake and energised to what's there). The capacity to give different qualities of attention to different aspects of context is highly relevant for leaders who often face multiple competing demands on their attention. What often occurs in response are patterns of hypervigilance – giving everything a high level of suspicious attention – and patterns of distraction – moving between many different issues of varying importance. In their research on the costs of multi-tasking,

**Dean and Webb (2011)** multitasking is an often lionised norm in workplaces, it reduces job satisfaction, feelings of health and well-being, while increasing feelings of stress and anxiety (despite or perhaps because it is addictive), and it results in lower productivity. A range of other studies focus on the emotional benefits of regular mindfulness practice.

**Weinstein et.al.** found that mindfulness changed habits of stress attribution, improving coping and emotional well-being (Weinstein, Brown et al. 2009).

**Van den Hurk et.al.** found evidence of reduced reactivity following regular practice of mindfulness(van den Hurk, Janssen et al. 2010).

**Reudy and Schweitzer (2010)** found that low mindfulness was associated with the presence of self-serving cognitive justifications, self-deception and unconscious biases, in turn supporting unethical conduct such as cheating. In contrast were those who rated high on mindfulness and were more likely to uphold ethical standards and adopt a principled approach to decision-making

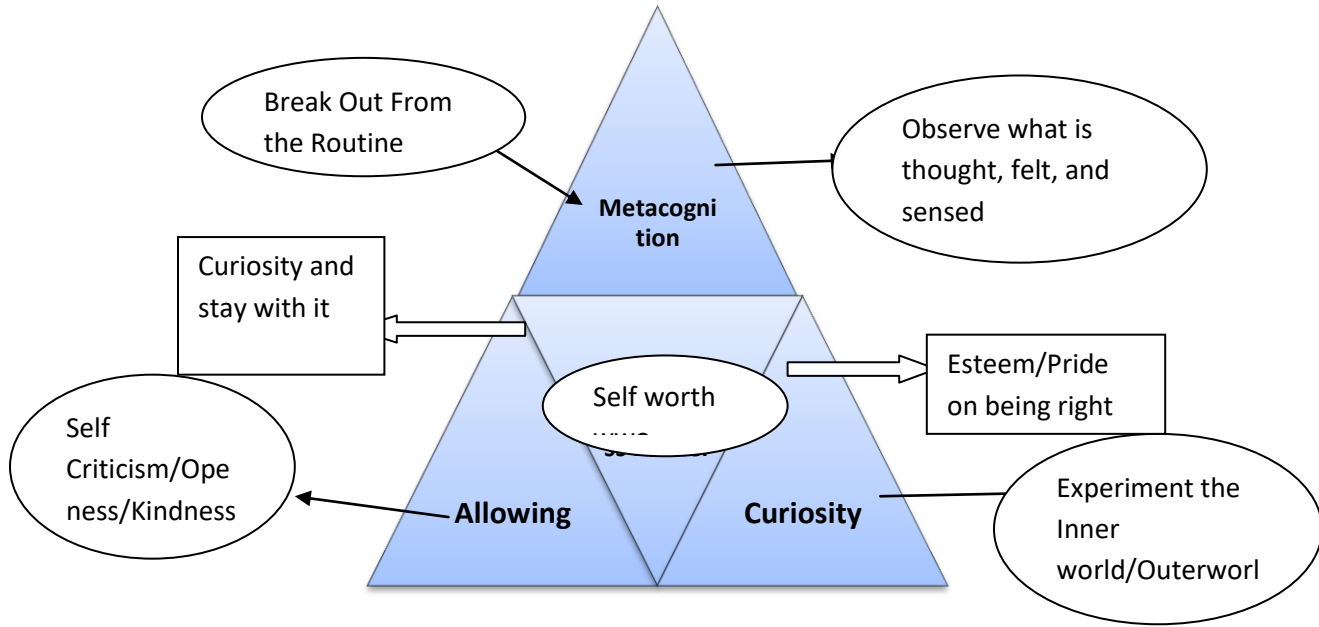
**Davidson, Kabat-Zinn et al. (2003)** found Leader's lives, work and workplaces: what happens? For about 8 years, Richard Searle and I with colleagues at Melbourne Business School have been incorporating mindfulness practices and ideas into the work we do with leaders.

**Heifetz 1994; Heifetz and Linsky (2002)** found leaders who by being wholly present make different possibilities available to those around them

**Senge, Scharmer et al. (2004); Scharmer (2009);** and leaders who can focus their attention on what matters, initiating difficult but powerful dialogue (Isaacs 1999).

**Objective : (i) : To analyse the growth of mindfulness in a leader:**

Three Leadership Capacities improves in a mindfulness leaders. **Metacognition** is the leaders ability to choose at crucial times to simply observe what is thought, felt, and sensed. The Leaders have to break out from the routine or rushing time, and put things off for some time and quietly observe the reactions happening around and try to arrive at a meaning. This exercise enable the leaders to come out of their own shoes and look the same picture with a different angle which can provide insights to go to the next step. **Allowing**. Is the ability of the leader to let what is the case, be the case, and meet the case experience with a spirit of openness and kindness to self and others. It's not about being passive or weak, but just facing up to what is actually going on in each passing moment. Without *allowing*, self criticism, and the ability to observe what is really happening. **Curiosity of** a leader is the lively interest in what shows up in our inner and outer worlds.



**Figure: 3 : Factors facilitating growth of Mindfulness in a Leader: Prof Dr.C.Karthikeyan**

Without curiosity, the leader gets no impetus for getting the awareness about the present moment and staying with it till a desired result is achieved. The scientific evidence of the benefits of mindfulness and meditation practice is nothing short of astounding. Studies have shown that regular practice can result in changing the chromosomes; increased neuroplasticity; greater enjoyment of work; increased happiness, focus, clarity of mind and calmness; improved decision making; enhanced listening skills; and greater productivity, etc.



**Figure:4 : Converging process of Mindfulness Meditation: Prof Dr.C.Karthikeyan**

Companies like Google, Facebook, Twitter, LinkedIn, Apple, Intel, Medium, Starbucks and General Mills have become advocates of the value of this practice to their business and leadership development, and some have even developed their own programs (perhaps most notable Google's "Search Inside Yourself"-program created by Chade-Meng Tan with support from CEO Larry Page). The benefit of mindfulness has been praised by high-profile leaders such as Evan Williams (Twitter co-founder), Arianna Huffington (President of The Huffington Post), William Ford (of Ford Motor Company), Bill George (Harvard Professor in leadership/management and former CEO of Meditronic), Mark Bertolini (CEO of Aetna), Bob Shapiro (formerly CEO of Monsanto), Salesforce.com's Marc Beniof, and the late Steve Jobs of Apple. An increasing number of professors at some of the most prestigious schools in the world, such as Harvard, Stanford, MIT and Peter F. Drucker School of Management, are proponents of mindfulness training for business leaders and executives

**Objective :(ii) To review the qualities nurtured, and leadership practices of a mindful leader**

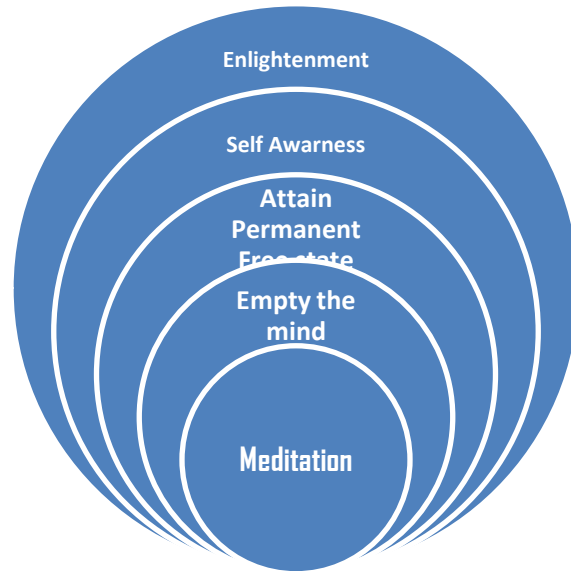
The Mindful Leadership, never gets bombarded with distractions despite demands and requests piling up, and notifications flickering in the background, the mindful leader's attention is never perturbed and scattered. Taking into the conditions and realities of today's 24/7 world, this study for the above objective would like to find how great leaders slow down and focus in order to make thoughtful decisions. The state of Leader's **Mindfulness gets visible by** the practice of self-observation without judgment with a focus on the minds and inner voices. Mindful practices include daily meditation, prayer, journaling, or jogging alone. In a fast paced world, mindfulness enables a leader to clear the mind with good thoughts, focus on what is important, and make it creative.



**Figure:5 : The Leader's Mindfulness state : Designed by : Prof Dr.C.Karthikeyan**

A leader's life today is occupied with technology for some reason or other; the distractions the leaders face increase exponentially. This 24/7 click of a mouse world or touch screen world are diminishing the focus of a leader, and interrupts the need to think clearly, which makes leaders task complex, and decision making becomes critical. The leaders have to be fully present physically and mentally. Hence becoming a mindful leader isn't easy. Like what Dalai Lama states developing a daily habit of introspection is the only way to become mindful human and then a leader. Today the next gen companies have realized this and are promoting mindful practices to improve the health and decision-making capacities of their leaders. **Meditation:** Meditation is seriously considered now at corporate training ways to develop an inner sense of well-being, and gain clarity in making decisions. Though science support that ideas come from meditating, and meditation has built resilience to deal with difficult times the mind training, of which meditation is one form, is now indispensable tool of training at the top levels of corporate. **Firstly**, it starts with learning how to empty the mind. **Secondly it helps to** attain a permanent stress-free state. Thirdly it helps to achieve enlightenment. **Stress Reduction** happens in the process with deep breaths, and getting away from the hustle and bustle of life to just get deeply connected, and stillness of the body aids in stillness of the mind. Meditation has also been shown to reduce gray matter in the amygdale, which is a part of the brain commonly associated with stress, anxiety, and emotional processing. **Self-Awareness** – Leaders need to slow down and observe the breath, observing my thoughts, and observing my feelings is a huge factor in

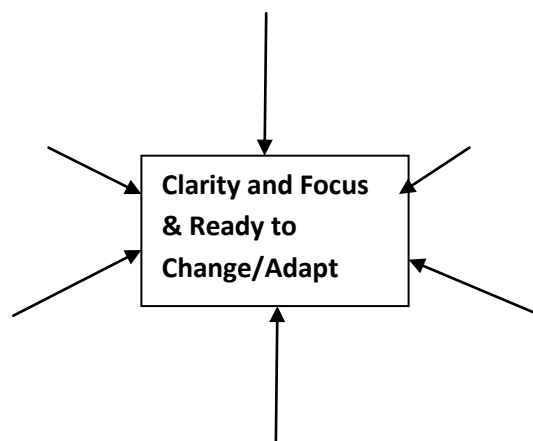
increasing self-awareness. Developing **greater empathy for self** provides greater compassion and empathy for self and provides a wonderfully deep insight. It prevents a leader from kicking, blaming, and judging will not allow a greater state of calmness.



**Figure: 6 : Meditation Effects on Leader and its Stages for Effectiveness: Prof Dr.C.Karthikeyan**

Acceptance of knowing self by leaders without judging is the first real step to choosing to make any change. Managing energy **footprint for self motivation and motivating others** can give leaders greater self-awareness of their own thoughts, emotions, and feelings allows leaders to manage their energy levels, and energy footprint is highly contagious. The neuroscience research finds emotional contagion and limbic resonance are real biological processes that happen where people impact others around them through their own energy and attitude in any given situation. So, as a leader, what is the attitude a leader expects in people, a leaders energy footprint decides that. **Growing as a better listener by observing** their breath and the listening capacity and thought process and judgments arise while listening. **Judgments starts in the head of a leader which** filters through the experience and makes leaders understand others from where they are coming from rather than through the interpretations and stories about them. Leaders who truly understand self and others are the key tenets to emotional intelligence, shown to be a key driver of success and well-being in life. **Leaders need to strongly engage others** and need to recognize their judgments and stories about others and develop the capacity to make a choice in

those judgments, leaders are able to connect with others more meaningfully and authentically by becoming engaging leaders, to truly understand what motivates others. The leaders is able to influence others more powerfully because they listen and connect better. **Creating Distance Between Thought and Action** For a leader mindfulness gives the leader the power of the high-action culture, and makes them aware of the state of being to calm oneself down, so that the right action can arise from the right place. As a leader, how many times have they acted in haste to only regret it later?. **Leaders shall tap into intuition** which is a sense of knowing what a leader has through their inner voice. Albert Einstein said, “The intuitive mind is a sacred gift and the rational mind is a faithful servant. We have created a society that honors the servant and has forgotten the gift.” So Leader Mindfulness, or paying attention to the present, allows us to listen to the small inner voice that is often drowned out by our thoughts, emotions, constant action, worries about the past or the future. That choice based on intuition led to great learning, growth and future promotions. Intuition is often felt in the body if we take the time to listen to it. **Leaders embrace and adapt to Change** with mindfulness, change is constant and as leaders job is to artfully adapt to it a leader contemplates the things that are supposed to be, and what is supposed to get my boss’ job, suppose to win that contract etc. Though nothing wrong on the notions as above, still leaders without being attached to a specific outcome, leaders quite often try to be open to possibilities and opportunities that are in front and that is how mindfulness practice allows us to give up attachment to what we want something to be, while observing it as it is. From this observation it is clear that leaders need to be adaptive to change. **Leaders gets greater clarity and focus:** research shows that meditation improves the ability to focus and concentrate on any task at hand. Leaders need to get mindfulness and meditation a try.







**Figure: 7: Contribution to Organisation on improving Mindfulness: Prof Dr.C.Karthikeyan**

**Objective: (iii): To examine the Importance of Leadership Mindfulness in an organisation**

**How a leader reacts to a situation is the problem of the leader, not the circumstances in organization** is the new way the expectations from organization is viewing leadership. Leaders have the innate capacity to experience, strength as a leader, and with time and practice, the leaders realise that problems are largely not created by external events and situations as its assumed, but instead originate in conditioned, habitual and unconscious reactions. This gives Mindful Leaders more power to generate productive and effective action along with increased capacity for remaining grounded, connected and act more responsibly.

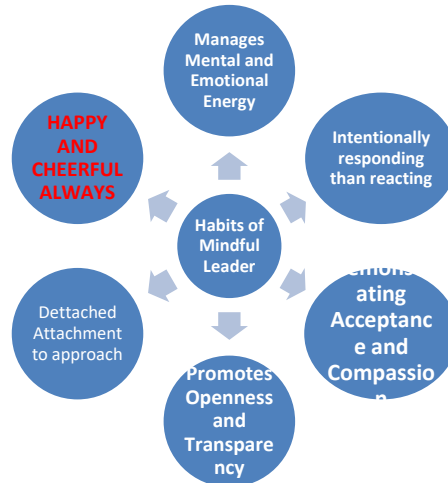
This is of immense value for everyone involved but, perhaps most importantly; it creates greater happiness, freedom and power. **Mindlessness to mindfulness** convergence though often difficult, still mindlessness is not a tolerated trait accepted in any organisation, has led to some the need for mindful leaders. Only mindful leaders can enable their followers to be mindful as well. In this complex world where work takes away institutional boundaries the leader's only task may be to promote and harness distributed mindfulness. Leaders in positions of power often keep quiet about what they don't know. Instead of making a personal attribution for not knowing and do show attributions for uncertainty, the mindful leader gets less distracted by the need to appear to know, and instead move on to the problem at hand. This strategy of a mindful leader allows them and followers to work on the problem at hand and improvise learning better, and concentrate on what they need to know now. **Mindful leaders are aware that they can't know**

**everything and that's fine, and they nevertheless need to guide the** followers from mindlessness, which can lead to assumptions about judgment in a way of impulsive/spontaneous, grim/serious, and conforming/eager to have everyone get along with less rigid view of people. Hence sometimes the leaders keep everyone in their place, sometimes with the illusion follower mindlessness which costs leaders well being and health, which fetches the organization negative results. Mindfulness makes the leaders and their team the know how to exploit the power of uncertainty and it keeps the team awake all time. Researchers have found that the most harmful stress hormones gets released within minutes after waking because thinking of the day ahead triggers fight-or-flight instinct and releases cortisol into the blood. All this stimulation can result in scattered attention and focus, elevated stress levels and sped-up thinking. Being keenly aware of these negative forces, highly mindful leaders master the elements of mindfulness to effectively regulate their physical, mental and emotional states for greater productivity and well being. Several research studies have shown how distractions such as interruptions, social media, and email negatively affect productivity and engagement in the workplace.

**Objective :(iv): To explore the habits of convergence from an ordinary to a Mindful leader**

**The 7 Habits of Highly Mindful Leaders: Conscious focus on the present improves** leaders thinking about the past usually occurs as a result of mistakes or while analyzing problems that have already occurred. The tendency can be to inordinately spend time analyzing past events beyond just learning lessons which can be applied to the present. The reality is that events and situations never completely repeat themselves; there are too many variables. A preoccupation with the future is more common as a result of a leader's focus on a future vision or goals or strategy. However, spending too much time thinking about the future can result in a leader being closed-minded to different possibilities that exist in the present. Focusing on the present need not be limited to important or extraordinary events, but rather can include everyday mundane activities at home and the workplace, from mindful eating and walking to empathetic listening in every conversation, restricting interruptions and multitasking or noticing one's surroundings with the senses. **Introspective self-awareness is a kind of** self-awareness can be enhanced by getting feedback from others, this habit also involves taking the time in the present to reflect on one's inner thoughts; being aware and accepting one's emotional state as it occurs; regularly connecting with one's personal purpose in life; and taking the time for quiet reflection alone, in

silence, unencumbered by interruptions. **Energy management** for highly mindful leaders includes managing one's mental and emotional energy, not just physical energy. Keeping the energy well refilled requires habits not only of physical exercise, proper sleep, diet and positive relationships, but also practices such as self-compassion, kindness to others and expressing gratitude. Habit of **intentionally responding, rather than unconsciously reacting** gives spontaneous, the highly mindful leaders demonstrate an ability to slow down, being conscious of their breathing, observing carefully what is going on in their internal emotional state, and then making a conscious intentional decision to respond. The habit of **demonstrating acceptance and compassion can improve positivity in** many toxic work cultures, can improve employee engagement levels, and improve job satisfaction, which can result improving positive relationships, particularly with leaders. Highly mindful leaders demonstrate through their interactions with others, not only empathy, and restraint in judgment and criticism, but also through acceptance of and compassion for others, a desire to create a humanistic work culture, one in which the well-being of self and others thrive. The habit of **Openness and transparency** by being open to varying ideas and perspectives of others, which generally involves cognitive processes, but also practicing what is known as "beginner's mind," or approaching each person, event and situation as though one had never experienced that before. This is an effective way reducing bias in decision-making. This habit also involves openness of heart as well as mind, practicing empathy and compassion for others' experiences, background and perspectives. The habit of detached-**attachment**, on the results and control by the mindful leaders can have a desired vision of the future and general notion on how to get there. The mindful leaders with their enormous capacity of mindfulness are flexible, adaptable and embrace a methodical and open minded approach to get positive and benefitting results for the organization and in turn for their inward happiness.



**Figure:8: The habits of a Mindful Leader:**

### **Conclusions and Suggestions:**

A leader with a positive attitude decides to change significant parts of the organizational system his mindful leadership behavior can help attain it, which is beneficial for both the leaders and the organisation. A formal mindfulness intervention, which supports practice over a sustained period needs to be put in place by the respective leaders. The leader can allocate a space for people to practice in the workplace and can encourage people to practice together if they wish to. Successful leadership in the 21st century, **resilience, the capacity for collaboration, and the ability to lead in complex conditions.** The leader development depends on the level of practice that the leader does. Simply attending one or more workshops might help strengthen resilience by sharing some useful tools and techniques, but other improvements require practice. Hence mindfulness training can impact the important leadership capacities of resilience, collaboration, and leading in complex conditions. Mindfulness interventions, as long as they are combined with practice, can indeed develop leadership, and we now know why. But there remains the question about what we learned about how to design those interventions. People seeking to introduce mindfulness into leadership development should be realistic, but there are real benefits to be had. We offer the following tips for anyone designing a mindfulness program:

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