

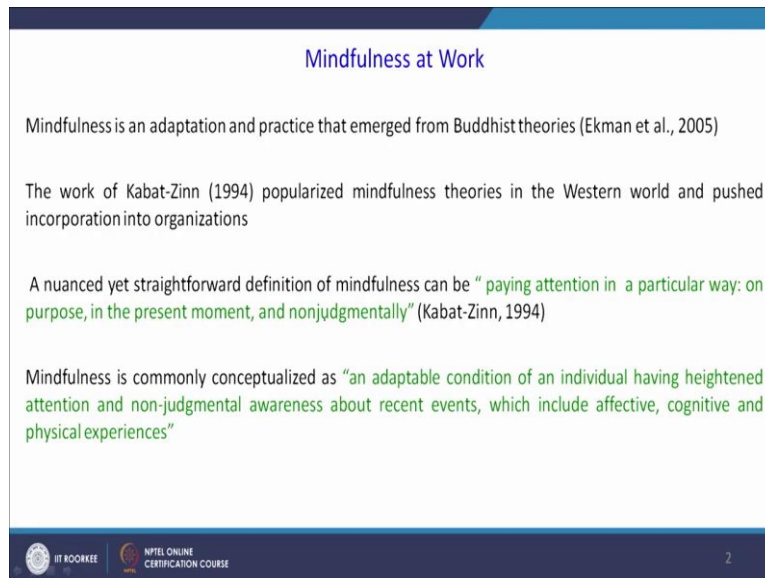
Group Dynamics
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Lecture No 33
Positive Organizational Scholarship_ Part VI

Hello friends welcome back. Let us continue with the eighth module that is positive organizational scholarship. We have discussed at length about this aspect of group behaviour in terms of well-being in terms of virtuousness in terms of meeting in work. Today I will talk about another positive demand behaviour which comes under a positive organizational scholarship that is mindfulness at work.

This is one of the most recent researched aspect of human behaviour in group dynamics and in the area of organizational behaviour.

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Mindfulness at Work

Mindfulness is an adaptation and practice that emerged from Buddhist theories (Ekman et al., 2005)

The work of Kabat-Zinn (1994) popularized mindfulness theories in the Western world and pushed incorporation into organizations

A nuanced yet straightforward definition of mindfulness can be “paying attention in a particular way: on purpose, in the present moment, and nonjudgmentally” (Kabat-Zinn, 1994)

Mindfulness is commonly conceptualized as “an adaptable condition of an individual having heightened attention and non-judgmental awareness about recent events, which include affective, cognitive and physical experiences”

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The significance of discussing about mindfulness at work actually focuses on an individual's own intent attention and attitude. How we respond to a particular situation to a particular event or to the behavioural pattern of the members of the group or the whole organization. Although as a Layman we understand stand the meaning of this term to be aware of oneself or others. But how this term mindfulness or mindfulness at work can be applicable at workplace or in group behaviour plays a very significant role in organizational behaviour.

So, right now I will discuss about the basic understanding and definition of mindfulness. So, basically it is an adaptation in practice that emerged from Buddhist theories no doubt this practice also has some and most of the time it has ground roots from Indian mythology as well. So, the work of Kabat Zin in the 1994 popularize this term in every aspect of human behaviour related to human behaviour and pushed the incorporation of this term mindfulness in organizations.

So, that is how the term has been popularized most of the time as mindfulness at work. So, a very nuanced and a very general understanding of the term definition is paying attention in a particular way on purpose in the present moment and non-judgmentally. Now here three ways has been mentioned in the definition that is on purpose that is whatever the stimulus we are exposed to we are just focusing on that stimulus and ignoring the other experiences in the present moment.

That means whatever stimulus we are exposed to in that particular moment that is more important than any other thing that is in the present moment. We are trying to relate with that moment we are trying to relate with that stimulus while filtering out the in required information and not judgmentally. We can absorb the situation we can absorb the information we are receiving through the stimulus.

But we cannot judge that situation based on our previous experiences or past experiences. So, when we are particularly into that situation and we are completely aware that how the relationship can be established between the stimulus and the person while ignoring the other factors in the environment and judging only when we have relevant information related to that stimulus then only we can say that mindfulness exists in particular person or at work.

So, mindfulness is commonly conceptualized as an adaptable condition of an individual having heightened attention and non-judgmental awareness about recent event which include effective cognitive and physical experiences. How we perceive the stimulus or the event or the situation how we are influenced emotionally by that particular event and how we are physically getting affected by that stimulus.

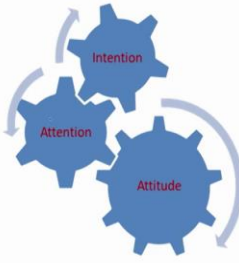
It should be totally as one in form of the awareness, awareness about ourselves that how we are relating to with the stimulus and to what extent we are aware of that stimulus. So, there is

completely nothing between two aspects that is the individual and this stimulus and the rest of the world is stand still or aside. So, this is a general notion for mindfulness. That means we are aware and we are stable enough based on our awareness.

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"It is a heightened state of involvement and wakefulness in the present moment; while paying attention to the stimuli (both within the external environment and internal emotional states), and processing stimuli without reactivity or judgment." (Brown et al., 2007)

Core elements of mindfulness



The diagram consists of three interlocking blue gears arranged in a triangle. The top gear is labeled 'Intention', the bottom-left gear is labeled 'Attention', and the bottom-right gear is labeled 'Attitude'. Curved arrows indicate a clockwise flow from Intention to Attention, from Attention to Attitude, and from Attitude back to Intention.

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So, it is a heightened state of environment and wakefulness in the present moment while paying attention to the stimuli that is both within the external environment and the internal emotional states and processing stimuli without reactivity or judgment. Until unless the stimulus and an individual are not absorbed into each other the reaction should not come in a way that the reaction will be judged as judgmental or very much conclusive rather it should come the interpretation should come in a very meaningful and constructive manner.

So, when we are talking about mindfulness and we are focusing on self-awareness or stability while focusing on the inner State and the external environment then this requires three core elements. The first is intention the second is attention and the other is attitude. So, when these three elements are being combined there is amalgamation of these three elements of mindfulness then the process of mindfulness can be very much active and precise.

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- ✓ **Intention:** Intention involves knowing why we are paying attention. It involves reflecting on our values, goals, and hopes and consciously setting our heart's compass in the direction we want to head. As Shunryu Suzuki (1970) put it, "the most important thing is to remember the most important thing." Reflecting on our values, our motivations, and our intentions is an essential element of mindfulness
- ✓ **Attention:** Attention refers to attending to our experience in the present moment, right here and now. Mindfulness involves training and stabilizing the mind in the present moment. Attention refers to seeing clearly the nature of reality so that we can respond effectively
- ✓ **Attitude:** Mindfulness involves an attitude of curiosity and open-heartedness. We do not try to change our experience; we simply observe it with an attitude of acceptance, openness, caring, and curiosity

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So, let us go into detail about intention this involves knowing why we are paying attention there has to be some reason that why we are getting influenced by a particular stimulus in the environment. So, that attention or that intention we can only find out when we can relate ourselves based on our values goals motivations and beliefs with that stimulus available in the environment.

So, that reflects and involves the our goals our motives our values and we consciously direct our heart in that particular direction. So, whatever the stimulus is throwing at us and what we are throwing at the stimulus there has to be some synchronization based on an individual's goals beliefs values hopes and ideas. The most important thing to understand is to understand what is important that carries lot of significance that what information we are receiving from the stimulus what information do we have regarding the stimulus.

Only regarding the stimulus and to what extent we can direct that synchronization in a particular direction. So, that is intention this will reflect our own intention aspirations values beliefs which is essential in terms of mindfulness. If our values hopes beliefs ideas and goals are in synchronization with the stimulus then. Then definitely that awareness level goes very high because we are being absorbed by that stimulus.

So, this is in tension which is only reflected when we are completely aware of the stimulus of the environment of our internal States and how we relate with the stimulus the other is attention. That means attending to your own experiences in that particular moment regarding that

particular stimulus event or any occasion. So, attention refers to attending to our experience in the present moment that is right here and now.

What you are into right situation that that is attention. So, it involves training and stabilizing the mind in the present moment and refers to seeing clearly the nature of the reality. So, that we can respond effectively it should not be that we are reacting to the situation it is that we are responding to the stimulus or this in a particular situation in a very effective manner where stable mind is also existing stable response is there and at the same time synchronization is there.

Now this requires attention or focus on the reality that what situation it is we have to dig out the real meaning of the situation we have to understand the nature of the reality that what are the demands what control we have on the situation and based on that we can only respond effectively. So, this is another core element of mindfulness and the last is attitude it evolves an attitude of curiosity and open-heartedness.

That means how we are evaluating the situation cognitively effectively and in terms of behaviour. What we feel in that particular moment how we react to that particular moment and how we perceive. That means how our sensory system or nervous system is getting triggered within insight to understand the whole situation. So, when we are talking about mindfulness it is not only that there are only theoretical aspect to understand this term.

We have a physiology involved in understanding this mindfulness although this discussion does not come under the domain of talking about or discussing about the neural basis of mindfulness. But yes when we are in a particular situation then physiology also gets activated it the physiology also gets triggered and the sensory system will gives you some message to the mind and then we interpret the whole situation.

So, when it comes to attitude it is all about cognitive effective and behavioural aspect of human behaviour that how we are influenced by the stimulus or the event how we are perceiving. That means how we are feeling in that particular situation and how we react to it. So, the attitude we follow based on curiosity and open-heartedness and we do not try to change our experiences rather we simply observe and accept in a very open manner.

So, along with acceptance comes lot of curiosity. So, we tend to settle down with our curiosity only when we accept the situation while accepting only comes a meaning for the situation. So, these are the three core elements intention attention and attitude when combined all together can help a person understand any situation or even in a very mindful manner as only giving reaction to it can only lead to mindlessness.

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The slide is titled "Trait, State, and Practice" in blue text. Below the title, it states: "Social scientists have viewed mindfulness as a mental state, while others have viewed it as a set of skills and techniques. A distinction can also be made between the state of mindfulness and the trait of mindfulness". It then lists three points with green checkmarks:

- ✓ State mindfulness is a temporary condition and involves the practice of maintaining a non-judgmental state of heightened or complete awareness of one's thoughts, emotions, or experiences on a moment-to-moment basis." Whereas,
- ✓ Trait mindfulness is the more permanent ability to enter a mindful perspective at will, in which an individual recognizes what they are thinking and feeling, accepts them without judgment, and keeps the focus on being present
- ✓ A practice (mindfulness meditation practice itself)

At the bottom of the slide, there are logos for IIT ROORKEE and NPTEL ONLINE CERTIFICATION COURSE, and the number 5 in the bottom right corner.

Next comes how to consider whether mindfulness is a trait a state or practice. As a common notion people relate mindfulness to practicing meditation. Yes, definitely this is a correct notion to certain extent that when we talk about mindfulness then people relate this concept with meditation in terms of breathing exercises and getting into some pursuing some Hobbies or exercises which emulate positive emotions.

But actually before we get into the practice of meditation it is very important to understand that whether mindfulness is a personality trait or it is situation based. So, social scientists have identified three situations to understand mindfulness at three levels the first is State mindfulness trait mindfulness and a practice. So, State mindfulness is a temporary situation which involves the practice of maintaining a non-judgmental state of heightened.

Or complete awareness of one's thought emotions or experience on a moment-to-moment basis maybe our attention level or awareness level is high in a particular moment and maybe it is missing in the another moment we cannot say that it is a permanent trait of an individual it is wearing it is fluctuating. So, the person's attention pan or another factor is also affect the person's state of mindfulness.

But yes if it becomes a part of an individual's personality and it is a distinct and a consistent part of individuals nature or behaviour then we can say that mindfulness also has a trait characteristics which means that it is a more permanent ability to enter a mindful perspective at will in which an individually recognizes what they are thinking and feeling accept them without judgment and keeps the focus on being present.

This becomes a consistent characteristics of an individual's behaviour that whenever the person is exposed to another or encounters any new even or stimulus in the environment the person will react to the situation in a very consistent manner that is in a very mindful manner. The person do not have to get into the state of transformation to behave in a very or to dispose himself or herself in a mindful manner.

Rather in a trade State the person has to transform make an effort to get into a state of mindfulness and then respond to the situation effectively. Whereas if it is a trade then that transformation is automatic and the response will be very much effective in a very automatic manner. It becomes an automatic function of an individual behaviour. And the last is a practice which is the most common notion that we adhere to me to the meaning of mindfulness.

That is mindfulness is meditation practice in itself as it evolved from Buddhist theories and from Indian mythology. So, we can only reach to a state of practicing mindfulness when we understand the significance the vitality that why we have to be mindful in our own behaviour.

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What is Mindfulness in the Workplace?

Put very simply; workplace mindfulness is the degree to which individuals are mindful in their work setting

According to Brown, Ryan, and Creswell (2007): mindfulness is "a receptive attention to and awareness of present moment events and experiences" (Brown et al., 2007)

A mindful employee will take in what is happening in the workplace and not react to it, rather simply taking in information from their surroundings. They will non-judgmentally approach their work and their relations with other colleagues and management

"It is the extent to which an organization captures discriminatory details about the emerging threats and creates the capability to act in response to those details swiftly and derive employees' ability to successfully manage complexity, dynamism, and error intolerance" (Weick and Sutcliffe, 2015).

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Next comes what is mindfulness in the workplace we have got an outline understanding of what is mindfulness. But how to execute understand mindfulness in the workplace definitely the whole meaning can be substituted at workplace which means that it is a degree to which individuals are mindful in their work setting. Earlier we were discussing in a general notion in a day-to-day life behaviour.

But particularly when it is workplace then also we will say that it is a degree to which individuals are mindful in their work setting. But how that work setting has to be so, much absorbing to an individual that the person responds in a very effective manner which has some positive organizational consequences. So, according to Brown Rion and Creswell mindfulness is a receptive attention and to an awareness of present moment events and experiences.

Now organization is a dynamic word every now and then people are exposed to different kind of demands different kind of controls different type of exposure events and stimulus because there is. So, much of rough competition cut throat competition and rapid changes takes place in the markets. So, how the person is able to control and manage these kind of stimulus in the environment in terms of competition in terms of resources in terms of growth and development.

And positive consequences then every time the person as an employee has to be very mindful because that awareness level has to be high how the person is receptive to that stimulus in the organization based on his our experiences. So, mindful employee will take in what is happening in the workplace and not react to it. Rather simply taking in information from their surroundings it is not that one information has been received by the employee and the employee as an individual will react to that situation.

The person will absorb in that information interpret in a very meaningful manner and then try to respond in a very effective manner. They will non-judgmentally approach their work and their relations with other colleagues and management. Having one information in their mind and then reacting to the managers or to the colleagues will not give any solution to the problem.

Rather absorbing that information giving more meaningful interpretation to that information will help that employee to continue to work with the management and co-workers in a very lucid manner. So, here is here we are talking about a very thin line difference that how managers

and employees need to work in a very mindful manner. So, it is the extent to which an organization captures the discriminatory details about the emerging threats.

And creates a capability to act in response to those details swiftly and derive employees ability to successfully manage complexity dynamism and error intolerance. Now intolerance definitely will exist in any organization. Any bad news can break the morale of the employee that is that that happens with everybody who is working as an employee in any organization. Now the person will suffer from some kind of stress or strain or pressure on himself.

But how to manage that pressure stress management technique will definitely help you to overcome. But how to absorb yourself in that stress or in that negative news you have received and then interpreting the whole news in a very constructive manner why not tolerating the error identifying the causes of that error or the failure and then reacting in a very Swift manner while maintaining the dynamics of the organization.

So, this is mindfulness at work that we are discriminating the causes and the reasons we are discriminating the correct and the wrong information. We are using filtered information to come at a right decision and then responding effectively. So, this is mindfulness at work. So, ultimately even mindfulness at work will lead to emerge from the threats and fears of the market and the organization.

And derive employees ability to successfully manage complexity dynamism and error intolerance. Now when these three are in line within an employee that they are dynamic they have the ability to manage complexity and they have tolerance to where the error with correct solution then we can say that employee is considered as a mindful employee.



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Benefits of Mindfulness in the Workplace

The beneficial and transformational effects of integrating mindfulness in the workplace may occur through a number of different pathways. Below, we explore potential mechanisms of action:

1. **Mindfulness operates to control these automatic cognitive processes:** Mindfulness helps to focus one's resources on the present task and allows one to prioritize competing tasks and attend to a current task for a longer period of time before shifting attention to a new task. In integrating a mindful approach, employees will be more productive and able to attend to what they were doing prior to the distraction
2. **Mindfulness practice cultivates a process of reperiencing or a shift in consciousness:** Mindfulness helps manage highly reactive thoughts and feelings before they overtake behavior. Mindfulness has a role in mitigating conflict and, therefore, applies to the interactive nature of the business world. Managers, too, may use the practice of mindfulness to aid employees in reconceptualizing professional disappointments. In the right conditions, supervisors may assist people in regulating their emotions by emphasizing different aspects of the situation and augmenting their employees' sense of control over the experience

Mindfulness practice has the potential to assist managers and employees in reperiencing the situation nonjudgmentally. This reframed perspective opens doors to providing more constructive feedback. By emphasizing employees' strengths and operational obstacles, managers affirm that each disappointment need not reflect on employees' essential worth or abilities. Therefore, the ability to reexperience influences our capacity to step back during stressful moments



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Next comes benefits of mindfulness. Now we can go to any length of discussion to talk about the what are the organizational outcomes of a mindful organization or we having any organizations with employees who are extremely mindful. But the benefit of mindfulness actually goes beyond imagination that how mindfulness in the workplace has very deep impact the positive impact on employee.

So, let us discuss those benefits in detail the first is that mindfulness operates to control these automatic cognitive processes. Here automatic cognitive process means that once we have received the task from the management then how mindfully we are using those resources to complete that one particular task. We are overloaded with different kind of tasks at work it is not only one job to perform every manager has to perform different kind of tasks.

They indulge in multitasking. But the idea is that if you are talking about mindfulness at work then it actually talks about that how one particular task that has been taken should not contradict with the other task and at the same time the employee is using his own personal or organizational resources to an extent that one task becomes a priority and how that task can be completed in a very successful manner.

So, completing this task attending the task in a complete manner maybe it will take longer period of time to complete. But ultimately when we are completing the task then only we should shift on to the other task. So, when we are making a task a priority based on the available resources then the cognitive processes also become streamlined because there is no shifting of the of attention from one point to another.

So, this is the understanding that how we are responding to our job in a very mindful and effective manner. We have so, many tasks to do but doing one task focusing on it in deep manner while using the resources in effective manner and then shifting to the new task in that case there is no conflict we are not confronting any conflict while performing number of tasks at a time.

So, in that case the cognitive process or understanding that how the task has to be performed what kind of knowledge has to be applied to perform a particular task will streamline the cognitive process. So, this is the first benefit of mindfulness in the workplace the other is that mindfulness practice cultivates a process of re-perceiving or a shift in consciousness. That means mindfulness helps manage highly reactive thoughts and feelings before they overtake behaviour.

Sometimes we are overwhelmed by the tasks that are being assigned to an employee that we have to perform a number of tasks we become overwhelmed while receiving so, many instructions from the higher authorities and it leads to giving certain reactions to the system and sometimes it leads to conflict also. But pursuing or falling mindfulness can help to manage the conflicts maybe we are unable to reduce or curb the conflict.

But we can manage the conflict while managing certain behaviours which can overtake the appropriate behaviour and it can disturb the whole organizational system. So, when we're talking about re-perceiving or a shift in consciousness it actually talks about the interactive nature of the job to what extent we are able to interact with the job whether the job is demanding then what kind of demands are being put up by the job itself how we are aligning with the job.

So, that that overwhelming nature can be curbed or overwhelming emotions and conflict can be curbed at a particular time and with the use of practice of mindfulness we can reconceptualize the professional disappointments. Maybe we are not supposed to perform a particular task. But it has been imposed by the system on you it leads to disappointment it leads to frustration it leads to decreased attention span.

But how to reduce all these deviant behaviours this is the only way when we try to identify what has been expected to perform what is the demand of the job what we are up to perform that job

once we are able to synchronize refocus or reshift or re-perceive the whole situation and back to our conscious level then it is easy for us to perform that task. So, in the right conditions supervisors may assist people in regulating their emotions by emphasizing different aspects of the situation.

And augmenting their employees sense of control over the experience that is what that when all the factors are being combined into one and then perceived all together then it can be re-perceived or refocused or re-shifted into a different state of consciousness. So, the idea is that mindfulness practice has a potential to assist managers and employees in re-perceiving the situation non-judgmentally.

Now any task that we have been we have been assigned to perform if we are judging the task at what when and how I have to do then definitely it is not response it is reaction to the situation. But if we are synchronizing that task based on the available information based on the abilities we have and based on the situation and interaction with the co-workers then we can judge that situation in a very balanced manner.

So, this is the idea that what is the benefit of mindfulness. So, this reframe perspective opens doors to provide more constructive feedback by emphasizing employees trends and operational obstacles and managers affirm that each disappointment need to reflect on employees essential worth or abilities in that case that employees only or managers help to identify the strengths of the employees that what friends they possess.

How they can use your strengths and reshift or re-perceive their focus from their overwhelming emotions to a balanced perspective. So, this is another benefit of mindfulness at workplace. The other is that mindfulness training increases social connectedness, careful examination cultivation of emotions and feelings and identifying emotions of the employees from moment to moment basis.

It is not an overall from one situation to another to what extent managers and employees itself are trying to understand the emotions then they are highly acceptable by each other. Once their emotions are being accepted then they become non-judgmental because they have that understanding that my emotions have been understood by the system by the managers by the leaders by the co-workers.

And ultimately they have accepted each other and they become socially connected. So, once they are connected to each other at emotional level there is more social connection there is more transference of emotions positive emotions there is more upward spirals. And at the same time they are able to regulate self-regulate their emotions sentiments pertaining to their work pertaining to themselves.

So, once they are able to balance their emotions in perspective of their work then they are emotionally intelligent in terms of balancing their emotions they are becoming aware of their own emotions and they are becoming aware of the co-workers emotions. So, that make them extremely emotionally intelligent and that training through mindfulness may support a shift from relentless depersonizing focus on results to a shared emphasis between results and relationships.

That means there is more personalization of emotions among members. Once they are mindful enough to understand the fact that they are together everybody has some sort of emotions beat negative and positive once we accept those emotions of ones and others in a very acceptable manner then that synchronization of emotions is streamlined. And it is possible enough and there is less or reduce depersonalization.

In other words the person is able to connect with the employees in a more broader sense. So, this makes the functioning of the employees more effective and at the same time results are also positive. So, this is another benefit of mindfulness training increases social connectedness. The other is that it fosters appropriate decision framing. Every organization suffers from some kind of problem.

And problems are inevitable and solutions also exist for every problem in every organization. If there is a problem the first thing that comes to an individual's mind or individual employees mind is that we have to find solution to a problem. We have to come to a decision to resolve a particular problem or to execute any policy procedure or practice. This is the direct solution or notion that exists in every organization.

But the idea is that why we have to take the decision why not frame the decision why not frame the decision in a way to understand that what can be the consequence. What are the

circumstances that where decision has to be framed not that decision has to be executed. So, decision framing decision making and execution are completely different ideas. So, before coming to executing any decision why not to think about to frame a decision; in a way that suits everyone.

So, when we are talking about mindfulness then it fosters appropriate decision framing which is arguably the most important step in decision making procedural which is the foundation of decision making process. So, giving due attention by decision makers if a decision is framed poorly then even good execution will typically do not lead to good results. It is not that we have taken the decision and we will execute it.

Even decision that has been taken if not discussed at length that how it has to be executed what will be the long term outcome. And will it impact positively or negatively then that decision making is ineffective. To make the decision effective then it requires that decision framing has to be very much appropriate. So, pertaining to this same discussion decision framing may be influenced by mindfulness while noticing when a decision could be made and when not clarifying objectives and generating options avoiding irrational escalation of commitment.

And sunk cost bias and recognizing the ethical dimensions of decisions. Now when we are taking any decision most of the time what happens that organizations would just execute it without giving a thought to what extent it is ethical whether this is the right time even if a decision has been taken to execute at this point of time or whether we should delay in executing the decision.

Or what it cost to execute a decision and most importantly that if decision has been taken to what extent commitment has to be made to execute and follow the decision. So, all these intricate aspects of decision making should be considered which is actually a mindfulness manner or mindfulness more mindful way to execute or frame any decision. So, mindfulness actually helps to identify the distinction between decision framing and decision making or decision execution.

So, in these two decision framing and execution. So, many intricate things exist for example ethical dimensions whether the time is correct or not to execute any decision what and how it can impact to some quarter of employees and not to some quarter of employees whether decision

can be delayed to have a major impact on the employees when all these aspects are not considered it can be said that the decision making was not mindful.

Rather if decision framing becomes the major area of attention in decision making process then we can say that mindfulness exists in any organization or mindful behaviour needs to appropriate decision framing for appropriate consequences. And the last is reverting a failing course of action. We have framed the decision we have executed the decision. But that decision execution should not become a phenomenon process that everyone has to commit to that decision.

Even if decision has failed then a mindful organization or mindful employee or manager should take the responsibility of the results of the decision that has been executed and undo it. Because the cost that has been paid by the employees because of wrong decision making or execution that will impact the organization in long run. So, there should be no long run commitment to a particular decision.

So, here reverting a failing course of action is very important that if decision has been done then a mindful employee or manager will definitely have the ability to undo or undone that decision. So, as to stop or curtail the cost that has imbibed or it has incurred on other assets of the organization. So, mindfulness helps individuals realize when to discontinue a formally chosen course of action.

The irrational commitment makes individuals persist in a failing course of action. By even if the course of action is executed then because it has been imbibed it becomes a human nature that a decision has been implemented we have to follow it. It should not be like dude taking a mindful decision means that even if course of action is not successful it should be stopped while considering that what will be the impact and long run.

But being mindful helps employees to overcome or let go of the sunk cost mindful practices has a potential to assist managers and employees in re-perceiving the situation non-judgmentally. Now if the managers are just focusing on the cost itself then definitely the organization will incur more loss in money or resources. But if the decision has been reverted by the employees then definitely it is going to let go that cost and take a better decision to overcome those losses.

So, a practice of mindfulness places this orientation to a defeat squarely in the hands of both managers and employees enhancing the capacity of all professionals to identify and distance themselves from their emotions so as to prevent painful or possibly career limiting emotionality from interfering with destructive communication among team members and clients.

So, here mindfulness at work says that when we are in a particular situation and action has been taken or decision has been executed that person has to detach oneself emotionally from that decision. While focusing on reward the decision let go the cost it has incurred on the organization and to the employees. Reframe those situations based on constructive communication or positive or constructive emotions and feedback communication and feedback and then execute another decision in a very mindful manner.

So, here the mindfulness is not getting narrowing down the thought process it is actually broadening the thought process in a way that once we are emotionally attached to any decision or action then we can incur some losses. But if we are judging any action or the impact of action on the organization while detaching one cell from that action then we can say that this action has profound effects on positive effects on the functioning or effectiveness of the organization.

So, reverting a failing course of action is the most important benefit of mindfulness. So, I am through with the discussions of what is mindfulness what is mindfulness at work and what are the benefits. Next I am going to discuss about mindful leadership which I will discuss in the next lecture, thank you.