

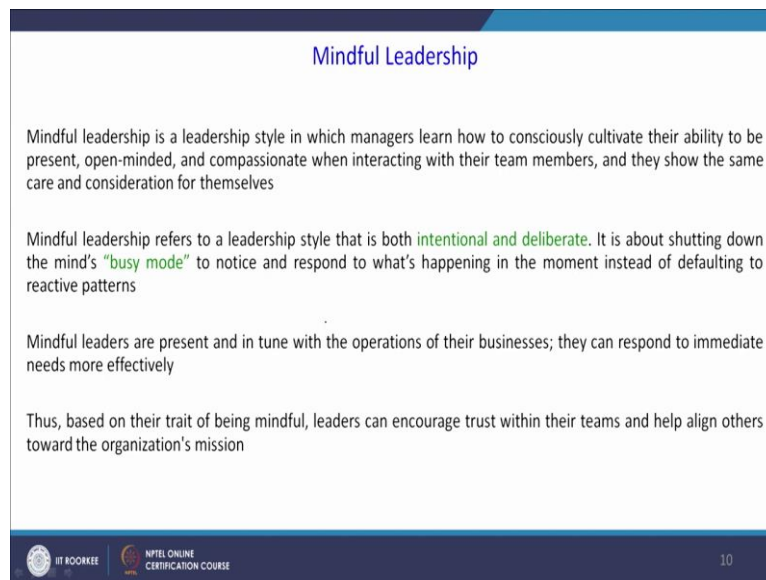
**Group Dynamics**  
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**Lecture No 34**  
**Positive Organizational Scholarship\_ Part VII**

Hello friends in our previous session I talked about mindfulness at work about the benefits of mindfulness workplace. Today I will discuss about mindful leadership. Till now we have discussed number of leadership styles in terms of contingency and contemporary leadership since when we are discussing about mindfulness at workplace I will also talk about mindful leadership. Now this mindful leadership is something which has been cultivated.

We cannot train any leader to be mindful. But yes a leader who has the capability to lead the organization can also cultivate some characteristics or traits which can help followers to achieve their goal in a very open-minded compassionate and while being in present manner. So, before we discuss that how mindful leadership can impact the followers let us talk about that what is mindful leadership.

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**Mindful Leadership**

Mindful leadership is a leadership style in which managers learn how to consciously cultivate their ability to be present, open-minded, and compassionate when interacting with their team members, and they show the same care and consideration for themselves

Mindful leadership refers to a leadership style that is both **intentional and deliberate**. It is about shutting down the mind's "busy mode" to notice and respond to what's happening in the moment instead of defaulting to reactive patterns

Mindful leaders are present and in tune with the operations of their businesses; they can respond to immediate needs more effectively

Thus, based on their trait of being mindful, leaders can encourage trust within their teams and help align others toward the organization's mission

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So, mindful leadership is a leadership style in which managers learn how to consciously cultivate their ability to be in present open-minded and compassionate while interacting with their team members as they show the same care and consideration for themselves. So, it is

basically a reciprocal process where not only a leader is cultivating some moment-to-moment awareness for their members.

But it is actually they are responding equally in a similar way that both the followers and the leaders are cultivating same type of traits so that the exchange is completely mindful between two parties. So, mindful leadership refers to the leadership style that is both intentional and deliberate intentions are the goals and aspirations and deliberate here is that while deliberately consciously cultivating those skills to touch upon the sensitivities of the employees or the followers.

And developing some awareness about how the task has to be performed that leads to mindful leadership. So, it is about shutting down the mind's busy mode to notice and respond to what is happening in the moment instead of defaulting to reactive patterns. Again earlier what we discussed about mindfulness at work is that how managers can be able to curve down the reactive patterns when they are exposed to different kind of stimulus or different kind of tasks at work.

Similarly even when we are talking about mindful leadership then a leader has to cut down on his busy mode and stop reacting and responding to every new situation given by the follower in a very subtle manner or in a very aware manner. That means there should be no default reactive patterns or reactions that can create or evolve any conflicting situation. So, this is all about mindful leadership.

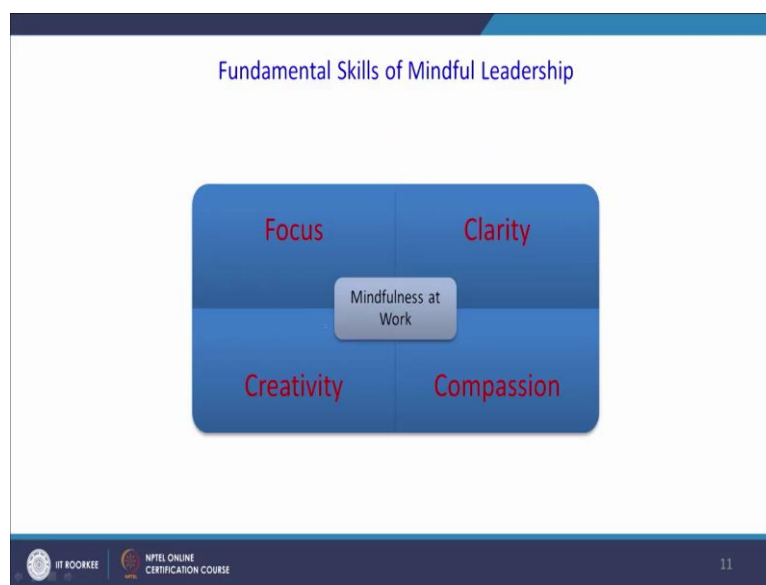
So, mindful leaders are present and in tune with the operations of their business and they can respond to immediate needs more effectively. Interacting with the team members while having a complete knowledge of the business or the market environment then the mindful leader can relate the demands and control that is being given to him to control the followers then there can be a proper synchronization in the thought process which is completely based on awareness there is moment to moment perception of the situation of the followers and the business operations.

And how when three are aligned then it can lead to mindful leadership and mindful functioning of the employees thus based on the trait of being mindful leaders can encourage trust within their teams and help align others toward the organizational mission. So, it is reciprocal if the

leader can cultivate their ability to be present and open-minded and compassionate when interacting with their team members then they also show the same care and consideration for themselves.

So, this is how mindful leadership can evolve in any organization only when managers or any leader is able to understand the moment-to-moment interaction with the followers based on the knowledge of the business a leader possess and how the patient of the organization and emotions of the members can be streamlined in a proper manner that organizational Effectiveness is also maintained and employees or followers are also functional at the same time.

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So, when we are talking about mindful leadership it is about four components the focus Clarity creativity and compassion. If all these components are working together within a leader then definitely we can say that a leader is a mindful leader because all these elements are working in one particular moment based on the situation.

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Mindful leadership requires the following four fundamental skills:

- ✓ **Focus:** Mindful leadership allows leaders to sustain their attention and engage in the problem-solving process. Thus, invoking a state of related alertness from which a conscious, skillful response can be made
- ✓ **Clarity:** Mindful leader is able to see what is not and what we expect to see. Mindful leadership helps to see one's own conditioning, biases, and filters
- ✓ **Creativity--requires spaciousness:** Mindful leaders possess the ability to create space for creativity and innovation in the midst of busyness and to-do list. Mindful leadership activates neural systems that allow leaders to learn and adapt to the demands of the situation to explore multiple perspectives and attend to information holistically, thereby enhancing the potential for innovation
- ✓ **Compassion:** Mindful leaders exhibit empathy and a deep understanding with their members, including things that are complex and difficult and cause suffering in work lives and in communities. This fosters authentic relationships with other clients and co-workers

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So, if we talk about in detail about the focus as the component then mindful leadership allow leaders to sustain their attention and engage in problem solving process. So, thus invoking a state of related alertness from which a conscious skillful response can be made. So, based on the problem that has existed in the organization what problem solving strategy has been followed or established and how it is related to that particular moment while including the leaders also.

Then that decision making or a conscious decision becomes more effective and an appropriate or effective response will come from the following first side as well. So, this is the focus. So, focus is to manage the problem effectively based on the available information based on the response of the followers and based on the effect of the problem solving strategy. When all these factors are being combined into one line then we can say that the focus or the ability of the leader is very mindful.

The other is clarity understanding the real nature of the situation that what the nature demands and then picking out that available resource and fitting it into that situation that is focus or clarity. So, a mindful leader is able to see what is not and what we expect to see. So, mindful leadership helps to see one's own conditioning biases and filters. We are biased how to help a particular follower in a particular situation.

We know how to filter out that what resources are helpful what resources are not helpful in a particular situation and how we condition ourselves to get into or absorb into that situation that is clarity. So, what situation requires what situation is and what it can be and then what it cannot

be it all depends on the available resources reaction or responses of the followers. And how, the reaction or responses of the followers are very much in line with the available resource that gives more clarity to the situation based on mindful leadership.

The other is creativity that it requires spaciousness filtering out the unnecessary information and including which is required more relevant to the situation creates more space for creativity and innovation. More thought process becomes expansive in terms of being more accepting the environment and bringing solution to the problem. So, that means that whenever there is any problem in any organization.

Then it becomes very much important for the leader to be mindful enough to first learn and adapt the situation understand the problem and then imagine or visualize that what can be the solution based on the available resources. So, mindful leaders possess the ability to create space for creativity and innovation in the midst of business and to do it list. Mindful leadership activates neural systems that allow leaders to learn and adapt to the demands of the situation to explore multiple perspectives.

And attain to information holistically thereby enhancing the potential for innovation. And the last is compassion which is the most important aspect of mindful leadership. No matter what how many resources an organization have to deal with the problem or to introduce new solution to the problem. If the leader is not mindfully compassionate while not giving moment-to-moment attention to each and every emotion of the leader.

Then that mindful leadership will fail to operate in particular situation. So, mindful leaders exhibit empathy and deep understanding with their members including things that are complex and difficult and cause suffering in work lives and in communities understanding the pain of the employee we can be empathetic we can understand the emotion. But to what extent any negative emotion or situation is inflicting an employee's performance.

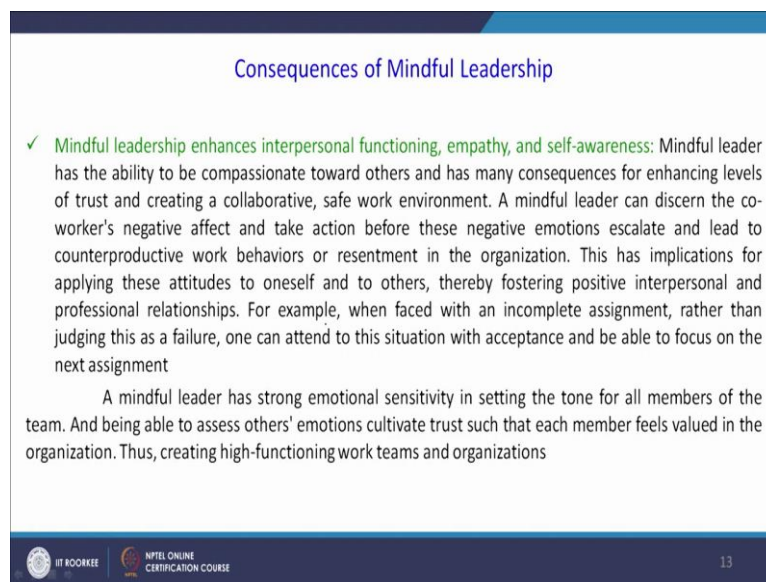
Understanding infliction; that to what extent the employee is in pain that compassion that empathy will help to introduce mindful leadership and mindful functioning of the employees thus fostering authentic relationship with others clients and co-workers. So, this is how when empathy is existing in any leader then how it expands to other corners of or other vital

connections of the organization in terms of employee in terms of clients and in terms of co-workers.

The more the leader is mindful the more the organization is mindful the more organization is able to mindfully attach the sensitivities and intricacies of the emotional level or aspect of a co-worker any client or any manager which will help leader to understand the emotional states of the followers and giving a right solution to resolve. So, these are the four components or skills I would say in terms of focus clarity creativity and compassion to become a mindful leader.

When these skills exist within a leader then we can definitely be sure that the leader is mindful enough to lead the organization in the right direction which as a result not only leads to positive organizational consequences. But actually that leads the organization to be called as a mindful organization.

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The slide is titled "Consequences of Mindful Leadership" in blue text at the top. Below the title, there is a green checkmark followed by the text: "Mindful leadership enhances interpersonal functioning, empathy, and self-awareness: Mindful leader has the ability to be compassionate toward others and has many consequences for enhancing levels of trust and creating a collaborative, safe work environment. A mindful leader can discern the co-worker's negative affect and take action before these negative emotions escalate and lead to counterproductive work behaviors or resentment in the organization. This has implications for applying these attitudes to oneself and to others, thereby fostering positive interpersonal and professional relationships. For example, when faced with an incomplete assignment, rather than judging this as a failure, one can attend to this situation with acceptance and be able to focus on the next assignment". Below this, there is another paragraph: "A mindful leader has strong emotional sensitivity in setting the tone for all members of the team. And being able to assess others' emotions cultivate trust such that each member feels valued in the organization. Thus, creating high-functioning work teams and organizations". At the bottom left, there are logos for "IIT ROORKEE" and "NPTEL ONLINE CERTIFICATION COURSE". At the bottom right, the number "13" is displayed.

Next comes consequences of mindful leadership. As I mentioned that definitely it will lead to effective results or positive consequences of mindful leadership. But these consequences are something Beyond organizational outcomes we will not talk about productivity we will not talk about effectiveness we will not talk about efficiency. We will talk about the consequences which are beyond imagination which is the result of mindful leadership.

The first is that mindful leadership enhances interpersonal functioning empathy and self-awareness. This connotes that a mindful leader can discern the emotion of the co-workers discern here means to understand and identify clearly the emotional state of the employees. The

mindful leader actually or mindful leadership actually enables the leader to identify the negative effect of a leader.

And how it can impact the functioning of the leader. So, before the functioning before the negative emotions impact the functioning of the leader in a very negative manner the mindful leader actually takes decision how to be empathetic and become aware of his her emotions and then propose any solution to their problems. So, ultimately it is ability of a leader to be compassionate towards others and has many consequences for enhancing levels of trust and creating a collaborative safe working environment.

Now safe working environment is not only in terms of physical connotations it also relates to safe working environment where emotions are being taken care of which actually evolves through trust. So, a mindful leader can discern the co-workers negative effect and take action before the negative emotions escalate and lead to counterproductive work behaviors. So, there is less resentment and more acceptances of the organizational targets.

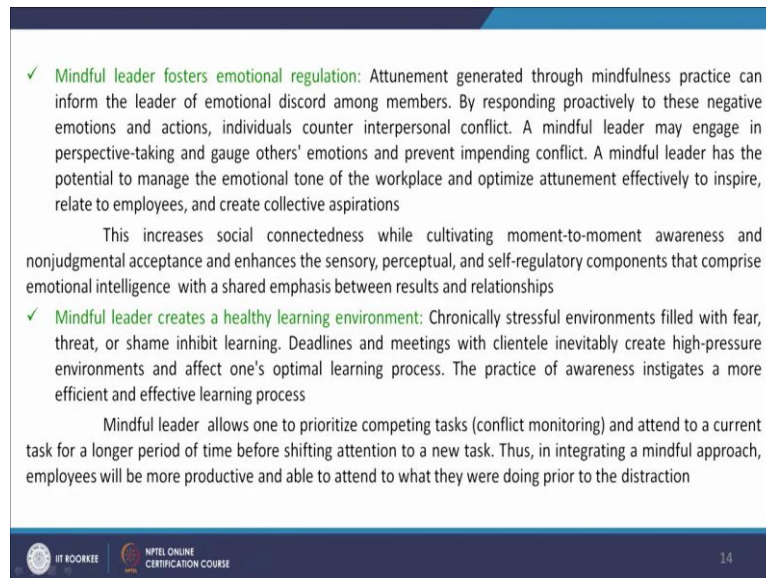
So, this has implications for applying these attitudes to oneself and to others that is even a leader is also becoming aware of his or emotions and at the same time the others and vice versa. So, there is reciprocal process that when leaders are understanding the emotions of their followers and followers also understand the emotional aspects of the leaders thereby fostering positive interpersonal and professional relationship.

For example when faced with an incomplete assignment rather than judging that this is a failure of an employee one can attend to the situation with acceptance and be able to focus on the next as assignment. So, this is about not focusing on the negative it is about focusing on the positive that maybe the assignment is not complete. But half of is complete. So, what half can contribute to the effectiveness of the organization.

So, this is all about interpersonal functioning empathy and self-awareness. So, we can say that a mindful leadership has strong emotional sensitivity in setting the tone for all members of the team and being able to assess others emotions cultivate trust such that each member feels valued in the organization thus creating high functioning work teams and organizations. So, it is something an outcome which is beyond our visualization.

Otherwise every leader would just focus on Effectiveness and efficiency of the followers in the organization. But to what extent we are touching on the emotional sensitivity aspects of the organization and followers that is the outcome of mindful leadership.

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✓ **Mindful leader fosters emotional regulation:** Attunement generated through mindfulness practice can inform the leader of emotional discord among members. By responding proactively to these negative emotions and actions, individuals counter interpersonal conflict. A mindful leader may engage in perspective-taking and gauge others' emotions and prevent impending conflict. A mindful leader has the potential to manage the emotional tone of the workplace and optimize attunement effectively to inspire, relate to employees, and create collective aspirations

This increases social connectedness while cultivating moment-to-moment awareness and nonjudgmental acceptance and enhances the sensory, perceptual, and self-regulatory components that comprise emotional intelligence with a shared emphasis between results and relationships

✓ **Mindful leader creates a healthy learning environment:** Chronically stressful environments filled with fear, threat, or shame inhibit learning. Deadlines and meetings with clientele inevitably create high-pressure environments and affect one's optimal learning process. The practice of awareness instigates a more efficient and effective learning process

Mindful leader allows one to prioritize competing tasks (conflict monitoring) and attend to a current task for a longer period of time before shifting attention to a new task. Thus, in integrating a mindful approach, employees will be more productive and able to attend to what they were doing prior to the distraction

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The other is mindful leader fosters emotional regulation. That means the leader has the ability to identify the emotional discord among members it is not about that there is discord or disagreement about values opinions and beliefs or ideas the discord can be at emotional level between two members then that emotional discord can between two people can also have a very negative impact on the functioning of the group or the or the organization or the team.

To identify that emotional discord while being sensitive to the emotions of the employees and then resolving the interpersonal conflict will actually help a mindful leader to lead organization in a very positive direction. So, a mindful leader may engage in perspective taking and gorge others emotions and prevent impending conflict. Before taking any action; if mindful leader is focusing on the emotional discourse that exists among members.

Actually it fosters or augments another trait of mindful leader that is perspective taking that is understanding the situation that how that conflict has evolved rather than thus directly attacking the problem and finding the solution between for two people it is more important to take the perspectives of the two employees who are having emotional discord and then coming to the solution that will actually delay the conflict or curb the conflict.



So, a mindful leader has the potential to manage the emotional tone of the workplace and optimize attunement effectively to inspire higher and relate to employees and create Collective aspirations. So, this increases social connections not between leader and the and the member it is among the group members as well. While cultivating moment-to-moment awareness and non-judgment acceptance and enhance the sensory perceptual and self-regulatory components that compromise emotional intelligence.

So, as soon as a perspective taking has been taken into account the leader a mindful leader can even make two conflicting persons aware about their emotions identify correct them evolve positive emotions and resolve that discord in a very compassionate manner. So, this is actually an area of emotional intelligence that how mindful leader uses this concept or process of emotional intelligence in a very effective manner.

We share emphasis between results and relationships. The other is that mindful leader creates a healthy learning environment. No doubt stress exists in every organization work demands are there in every organization and it leads to stress. But at the same time when these stress fears threat inhibit learning process of the of the employees then actually accepting that threat and converting that threat mindfully as a learning environment then actually more talent has been exhibited by the employee.

As it is being said that it is not only that whenever stress is there the performance goes down sometimes to overcome the stress the performance also goes up. So, this is actually the area of being mindfulness about that particular moment that what is required and how it can be recovered. So, recovering your loss because of threat pressure or fear it can only be recovered when we tend to understand in a particular moment that what is required what has to be filtered and what has to be performed.

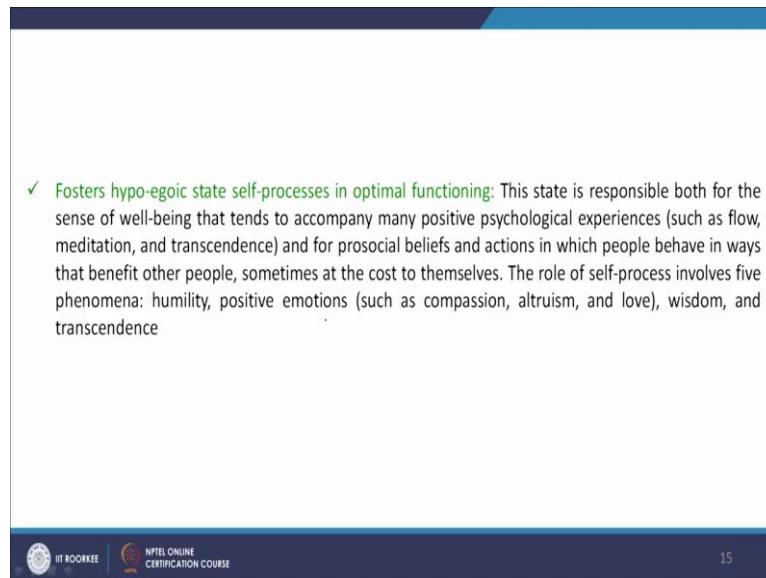
Which actually creates, new learning and unlearning old patterns of work gaining new knowledge patterns and executing it at the work. So, this actually creates a healthy learning environment. So, when deadlines in meetings with client innovatively create high pressure environment then it affects one's optimal process. But awareness instigates a more efficient and effective learning process.

So, the attention shifts from stress to learning new skills so, that the stress can be overcome to perform new skill and knowledge and having another or reaching another level of goal. So, mindful leadership actually gives a priority to complete the task here competing task means the conflict monitoring that whenever there is a conflict between performing the task and stress then how to attend that stress in a current situation by influencing lot of knowledge to the task on that task and shifting attention to new tasks and at the same time learning new skills.

So, that the task can be performed in a very effective manner thus in integrating a mindful approach employees will be more productive and able to attend to what they were doing prior to the distraction. So, attention focus is required. Now here what happens that whenever we are in a particular moment that moment requires lot of attention this attention is shifting your attention from stress to your new learning.

So, that stress can be overcome and learning new knowledge or excelling in a new area would help to perform the task and overcome the stress in a very constructive manner. So, this is the benefit the major benefit of mindful leadership is that it creates a healthy learning environment.

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And the last is this is a very important consequence of mindful leadership that it fosters hypo egoic state of cell process in optimal functioning. In brief I can say that it leads to well-being. But here hyper egoic State can be evolved when we are pursuing mindfulness at work. This actually refers to a sense of well-being that turns to accompany many positive psychological experiences. It is not about that thinking only about from your perspective by only focusing on your edge state that this is what I want, no.

It is beyond something that you are giving to the organization while focusing on your acceptance and moment to moment awareness. So, this also focus on hypo egoic states in terms of self optimal functioning and at the same time pro-social beliefs and actions in which people behave in ways that benefit other people not only costing to themselves. So, this is hypo egoic state of optimal functioning which is a cell process and how a person evolves when he or she is practicing mindfulness at work.

It can be humility it can be positive emotions such as compassion altruism and love wisdom and transcendence. Your transcendence means at par that being mindful being in a particular moment achieving something in a particular moment and what you can contribute to the betterment for the employee. So, this is a hypo egoic state in optimal function. So, this is all about mindful leadership and mindfulness at work.

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**Multiple conceptualizations of mindfulness**

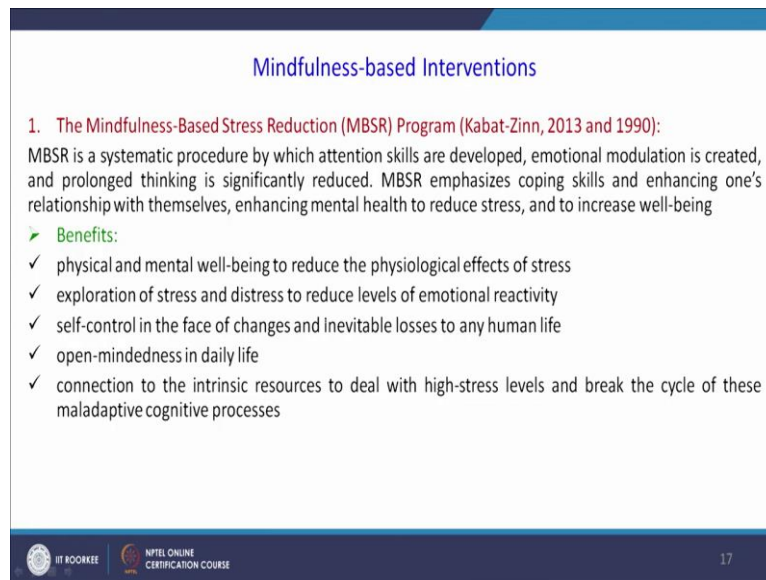
Scale	Description	Example
<b>Mindful Attention Awareness Scale (MAAS)</b> , Brown and Ryan (2003) A 15-item trait measure rated on a 6-point Likert-type scale assessing the awareness and attention to internal and external events.	"Do jobs or tasks automatically, without being aware of what I'm doing"; "I feel myself preoccupied with the future or the past"	"It's good at feeling the work to describe my feelings"; "I make judgments about whether my thoughts are good or bad"; "I notice the smells and tastes of things"; "I am preoccupied with the future"; "I am easily distracted"; "I am able to accept the thoughts and feelings I have"
<b>Five-Facet Mindfulness Questionnaire (FFMQ)</b> , Baer et al. (2006) A 39-item trait measure rated on a 5-point Likert-type scale encompassing five facets of mindfulness: 1) observing, 2) describing, 3) acting with awareness, 4) non-judgment of inner experience, and 5) non-reactivity to inner experience.	"I perceive my emotions and feelings without having to react to them"; "I push through activities without being really attentive to them"	"I'm good at feeling the work to describe my feelings"; "I make judgments about whether my thoughts are good or bad"; "I notice the smells and tastes of things"; "I am preoccupied with the future"; "I am easily distracted"; "I am able to accept the thoughts and feelings I have"
<b>Mindfulness-Mindlessness Scale (MMS)</b> , Baiker and Langer (2001) A 21-item Weems trait measure rated on a 5-point Likert-type scale assessing four factors (joyfully working, engagement, flexibility, and readily producing). One of the original measures of mindfulness, this scale examines cognitive flexibility and avoidance of mindless or habitual behavior.	"I try to think of new ways of doing things"; "I am rarely aware of change"; "I make many novel contributions"	"I'm good at feeling the work to describe my feelings"; "I make judgments about whether my thoughts are good or bad"; "I notice the smells and tastes of things"; "I am preoccupied with the future"; "I am easily distracted"; "I am able to accept the thoughts and feelings I have"
<b>Freiburg Mindfulness Inventory (FMI)</b> , Buchheld, Gommert, and Walach (2001) A 30-item trait measure rated on a 4-point Likert scale (the short form uses 14 items) assessing nonjudgmental present moment awareness, openness to (negative) experience, and distinguishes meditative experience.	"When I notice an absence of mind I gently return to the here and now"; "I notice how emotions express themselves through my body"	"I'm good at feeling the work to describe my feelings"; "I make judgments about whether my thoughts are good or bad"; "I notice the smells and tastes of things"; "I am preoccupied with the future"; "I am easily distracted"; "I am able to accept the thoughts and feelings I have"
<b>Kennedy Inventory of Mindfulness Skills (KIMS)</b> , Baer et al. (2004) A 39-item trait measure rated on a 5-point Likert-type scale assessing four aspects of mindfulness (observing, describing, acting with awareness, and accepting without judgment).	"I notice the smells and tastes of things"; "I am preoccupied with the future"; "I am easily distracted"; "I am able to accept the thoughts and feelings I have"	"I'm good at feeling the work to describe my feelings"; "I make judgments about whether my thoughts are good or bad"; "I notice the smells and tastes of things"; "I am preoccupied with the future"; "I am easily distracted"; "I am able to accept the thoughts and feelings I have"
<b>Cognitive and Affective Mindfulness Scale (CAMS)</b> , Faldutun et al. (2007) A 12-item trait measure rated on a 4-point Likert-type scale that assesses four domains of mindfulness (attention, present focus, awareness, acceptance) and judgment to yield a single total score.	"I notice the smells and tastes of things"; "I am preoccupied with the future"; "I am easily distracted"; "I am able to accept the thoughts and feelings I have"	"I'm good at feeling the work to describe my feelings"; "I make judgments about whether my thoughts are good or bad"; "I notice the smells and tastes of things"; "I am preoccupied with the future"; "I am easily distracted"; "I am able to accept the thoughts and feelings I have"
<b>The Toronto Mindfulness Scale (TMS)</b> , Lau et al. (2006) A 38-item trait measure rated on a 5-point Likert-type scale that can distinguish levels of meditation expertise and non-meditators.	"I notice the smells and tastes of things"; "I am preoccupied with the future"; "I am easily distracted"; "I am able to accept the thoughts and feelings I have"	"I'm good at feeling the work to describe my feelings"; "I make judgments about whether my thoughts are good or bad"; "I notice the smells and tastes of things"; "I am preoccupied with the future"; "I am easily distracted"; "I am able to accept the thoughts and feelings I have"
<b>Southampton Mindfulness Questionnaire (SMQ)</b> , Chalwick et al. (2008) A 16-item trait measure on a 7-point Likert-type scale that assesses mindful responses to negative thoughts and distinguishes meditation experience and psychobias.	"I notice the smells and tastes of things"; "I am preoccupied with the future"; "I am easily distracted"; "I am able to accept the thoughts and feelings I have"	"I'm good at feeling the work to describe my feelings"; "I make judgments about whether my thoughts are good or bad"; "I notice the smells and tastes of things"; "I am preoccupied with the future"; "I am easily distracted"; "I am able to accept the thoughts and feelings I have"
<b>Philadelphia Mindfulness Scale (PMS)</b> , Cardiacus et al. (2008) A 30-item trait measure on a 5-point Likert-type scale along two sub-scales of mindfulness (acceptance and present moment awareness).	"I notice the smells and tastes of things"; "I am preoccupied with the future"; "I am easily distracted"; "I am able to accept the thoughts and feelings I have"	"I'm good at feeling the work to describe my feelings"; "I make judgments about whether my thoughts are good or bad"; "I notice the smells and tastes of things"; "I am preoccupied with the future"; "I am easily distracted"; "I am able to accept the thoughts and feelings I have"

Next comes these are the multiple conceptualizations of mindfulness. Since, there are some physiology involved in understanding the state of mindfulness within individuals. But at the same time we have some standardized questionnaires to conceptualize the state of mindfulness among employees. So, there are standardized scales and very much into research areas. The first is mindful attention awareness scale five facet mindfulness.

Mindfulness and mindlessness skill, Freiburg mindfulness, inventory kenchuki inventory of mindfulness skills cognitive and effective mindfulness skills the Toronto mindfulness scale Southampton mindfulness questionnaire and Philadelphia mindfulness scales. So, these are the

scales which are being used in workplaces to understand the state of mindfulness of employees at work.

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The slide is titled "Mindfulness-based Interventions" in blue text. Below the title, it lists "1. The Mindfulness-Based Stress Reduction (MBSR) Program (Kabat-Zinn, 2013 and 1990):". The text describes MBSR as a systematic procedure for developing attention skills, emotional modulation, and reducing prolonged thinking. It emphasizes coping skills and enhancing one's relationship with themselves to reduce stress and increase well-being. A green arrow points to a "Benefits:" section, which includes a list of five items: physical and mental well-being to reduce stress effects, exploration of stress to reduce reactivity, self-control in the face of changes, open-mindedness in daily life, and connection to intrinsic resources to deal with high-stress levels.

**Mindfulness-based Interventions**

1. **The Mindfulness-Based Stress Reduction (MBSR) Program (Kabat-Zinn, 2013 and 1990):**  
MBSR is a systematic procedure by which attention skills are developed, emotional modulation is created, and prolonged thinking is significantly reduced. MBSR emphasizes coping skills and enhancing one's relationship with themselves, enhancing mental health to reduce stress, and to increase well-being

➤ **Benefits:**

- ✓ physical and mental well-being to reduce the physiological effects of stress
- ✓ exploration of stress and distress to reduce levels of emotional reactivity
- ✓ self-control in the face of changes and inevitable losses to any human life
- ✓ open-mindedness in daily life
- ✓ connection to the intrinsic resources to deal with high-stress levels and break the cycle of these maladaptive cognitive processes

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Next comes which is the most important aspect when we are talking about mindfulness or mindfulness at work that how it can be incorporated as an intervention. So, that there is less stress and better effective and efficient performance. So, psychologists have identified some therapies in form of interventions that how mindfulness can be cultivated among employees. The first is which is one of the most basic form of intervention that is the mindfulness based stress reduction program.

This was introduced by Kabadzin in the year 2013 and 1990 and it is a systematic procedure by which attention skills are developed as moment to moment awareness is required to achieve a state of mindfulness. So, these kinds of interventions actually focus on the attention skills and span of an individual that how attention skills can be developed emotions can be related or modulated and how thinking can be enhanced significantly while reducing the stress levels.

So, MBSR emphasizes coping skills and enhancing one's relationship with themselves enhancing mental health to reduce stress and to increase well-being. Once an individual learns some skills to be more attentive in a particular moment then he or she is able to discern not only others emotions but emotions of oneself and create a space where the person fits emotionally well in that situation.

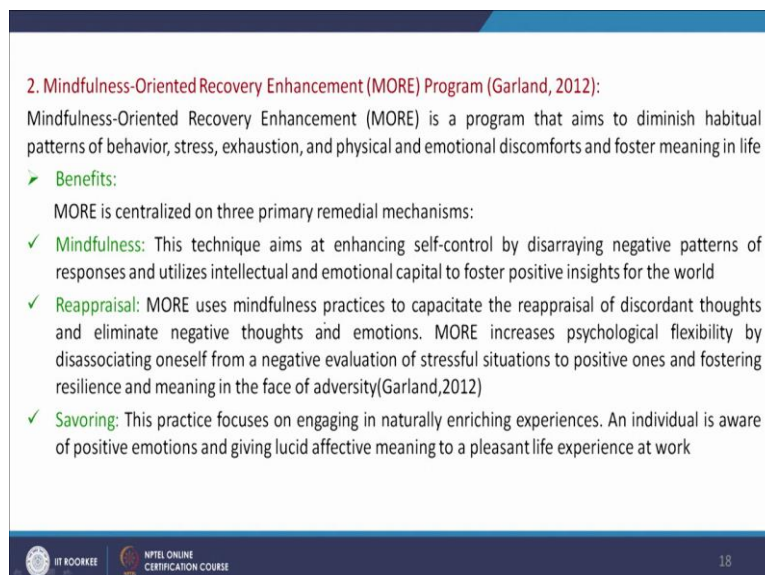
That is detaching oneself and from the situation and then imposing oneself in that situation or adjusting in that situation is actually a state of mindfulness. So, this requires long-term training sessions that how attention can be increased to understand a particular moment in a very mindful manner. That means how you are receiving that particular moment. So, the benefits are that there are physical and mental well-being to reduce the physiological effects of stress.

There is explore duration of stress and distress to reduce levels of emotional reactivity when the more attention is given to the moment less reactions will be evoked, self-control in the face of changes and inevitable losses to any human life. Open-mindedness in daily life when we are more mindful to the moment to moment situation the more we are detached then the more we are able to receive openness in the change.

And gradually we tend to become acceptable to the noble changes in day-to-day life. And the last is that there is connection to the intrinsic resources to deal with high stress levels and break the cycle of these maladaptive cognitive processes. Now here maladaptive cognitive process means that once we are detached from any particular moment while identifying that situation in discerning any situation in a very objective manner.

Then the cognitive process becomes very precise we are not able to relate every time with our own personal emotions rather in a more open manner.

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**2. Mindfulness-Oriented Recovery Enhancement (MORE) Program (Garland, 2012):**  
Mindfulness-Oriented Recovery Enhancement (MORE) is a program that aims to diminish habitual patterns of behavior, stress, exhaustion, and physical and emotional discomforts and foster meaning in life

- **Benefits:**  
MORE is centralized on three primary remedial mechanisms:
- ✓ **Mindfulness:** This technique aims at enhancing self-control by disarranging negative patterns of responses and utilizes intellectual and emotional capital to foster positive insights for the world
- ✓ **Reappraisal:** MORE uses mindfulness practices to capacitate the reappraisal of discordant thoughts and eliminate negative thoughts and emotions. MORE increases psychological flexibility by disassociating oneself from a negative evaluation of stressful situations to positive ones and fostering resilience and meaning in the face of adversity (Garland, 2012)
- ✓ **Savoring:** This practice focuses on engaging in naturally enriching experiences. An individual is aware of positive emotions and giving lucid affective meaning to a pleasant life experience at work

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The other is mindfulness oriented recovery enhancement or more program garland this program aims to diminish habitual patterns of behavior stress exhaustion and physical and emotional

discomforts and foster meaning in life. We have already used this concept previously that how to add meaning in life and work. So, this basically focuses on some remedial measures.

The first is mindfulness that is enhancing self-control while detaching oneself from the negative patterns of response and utilize emotions in a more productive manner. That means we are capitalizing to produce more or exhibit more positive emotions and positive insights for the world the other is reappraisal. That means we are detaching from the discordant thoughts and eliminate negative thoughts.

And emotions we are detaching oneself from the negative emotions and try to reappraise the situation in a very flexible manner that is psychological flexibility by dissociating from negative evaluation of stress and bringing more positivity or looking out for more positivity in that situation which Fosters resilience and meaning. Here resilience means any tough situation we are encountering to what extent we develop the stamina to bounce back and accept the situation.

And bring more meaning because once we are resilient enough to bounce back from the adversity or untoward incident then we actually understand the real meaning of problem solving and give better meaning to that situation and the consequence. So, this is another aspect of more program. And the last is savoring filtering out positive events and detaching from the negative events and savoring those events in a form of enriching experiences.

So, an individual is aware of positive emotions and giving Lucid effective meaning to a present life experience at work. Again an employee spends more than 30 years or 40 years in an organization giving so, much of time to his career filtering out all the positive experiences and then savoring those experiences will actually reflect an individual's mindful state of mind while detaching from all the negativities and accepting act negativity. But savoring and remembering and cherishing and enriching only the positive experience.

So, cherishment is there and at the same time acceptance is there. But we are attaching to positive experiences and detaching from negative experiences although both will stay there. So, this is mindfulness oriented recovery enhancement program how we are recovering from adversity how we are recovering from negative experiences and being more acceptable.

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3. Mindfulness-Based Relapse Prevention (MBRP) Program (Bowen, Chawla, and Marlatt, 2010): MBRP is a neoteric method designed to cultivate an understanding of provocative, automatic, and destructive behavioral patterns of behavior. Mindfulness practices in MBRP are designed to suspend and scrutinize the present situation and bring awareness and consciousness to a broad spectrum of alternatives to respond appropriately in a situation (Bowen et al., 2009)

➤ Benefits:

- ✓ Develop awareness and understanding of automatic behavioral reactions, and grasp different ways to control the automated responses
- ✓ Develop an understanding of how to perceive challenging emotional and physical experiences and acknowledge them competently
- ✓ Foster an open-minded, compassionate approach towards oneself and experiences
- ✓ Build a style of life that acts as a fulcrum to foster both well-being and restoration

The other is mindfulness based relapse prevention program it is a neoteric method or novel method designed to cultivate an understanding of provocative automatic and destructive behavioral pattern of behaviour this is something that completely focuses on the negative perception of employees or an individual that how to curb how a person can diminish the discordant the deviant the destructive patterns of behaviour.

And how it can suspend and scrutinize the present situation and bring awareness and consciousness to a broad spectrum of alternatives to respond appropriately in a situation. Subsiding all the negative feelings emotions thoughts and reactions and then focusing on that situation. It should not be that the person when is thrown to a new situation negative situation the person is dominated by his own negative thoughts.

This therapy or intervention builds capacity within a person how to shed off the negative thought patterns and try to perceive that negative situation in a very objective and detached manner. Not bringing one's own thought patterns negative thought patterns to that negative situation because it will add more negativity or it will lead to more addition of problems. So, once the negative thoughts are being detached from a person the person can perceive the problem in a noble Manner.

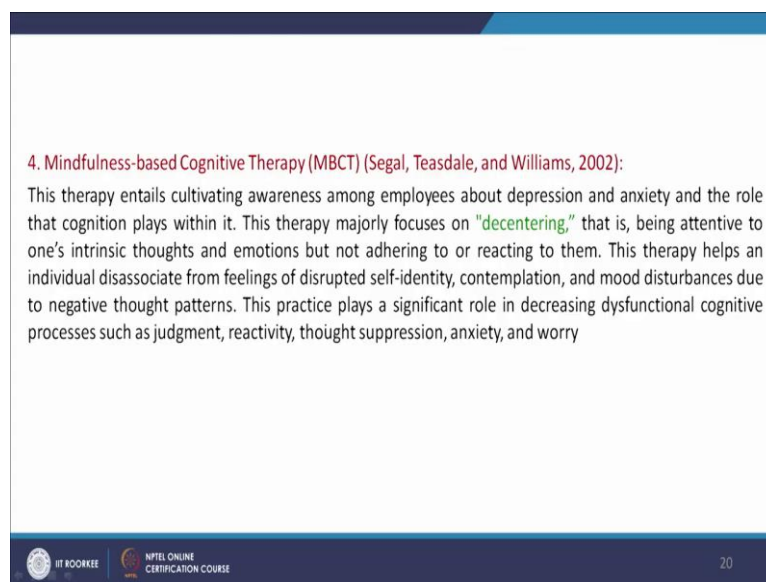
And can give more insights to resolve those negative situations in a very productive manner. So, this is about present situation and brings awareness and objectivity to understand the situation with a broad spectrum of alternatives and respond appropriately. So, what are the

benefits of these kinds of program. They develop awareness and understanding of the automatic behavioral reactions and grasp different ways to control those automated response.

Develop an understanding of how to perceive challenging emotional and physical experience and acknowledge them competently. Foster an open-minded, compassionate approach towards oneself and experiences and build a style of life that acts as a fulcrum to foster both well-being and restoration. So, this kind of program actually creates a fulcrum a point at which the person can uplift himself or herself to a state of well-being while detaching from his own negative thoughts and rising from that point to resolve that conflict.

So, it is a kind of into a complex situation and how to reduce that percent of complexity by first reducing one's own complex emotions and then stepping out of those emotions to handle those negative situations at hand. So, it is at hand experience why you are in a state of negativity. So, this brings more objectivity and moment to moment awareness of any situation.

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4. Mindfulness-based Cognitive Therapy (MBCT) (Segal, Teasdale, and Williams, 2002):

This therapy entails cultivating awareness among employees about depression and anxiety and the role that cognition plays within it. This therapy majorly focuses on "decentering," that is, being attentive to one's intrinsic thoughts and emotions but not adhering to or reacting to them. This therapy helps an individual disassociate from feelings of disrupted self-identity, contemplation, and mood disturbances due to negative thought patterns. This practice plays a significant role in decreasing dysfunctional cognitive processes such as judgment, reactivity, thought suppression, anxiety, and worry

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And the other is mindfulness based cognitive therapy this is also one of the most widely used and popular intervention program used to cultivate mindfulness it is a therapy which entails cultivating awareness among employees about depression and anxiety and the role that cognition plays within. So, this is more towards treating psychological problems at workplace such as depression anxiety stress.

And how this therapy majorly focuses on de-centering that is being attentive to one's interesting thoughts and emotions. But not adhering or reacting to them it is simply about what factors lead



to depression. What work factors lead to anxiety what factors are leading an individual towards stress it can be emotional stress it can be work stress. How those factors can be resolved while focusing on the internal thoughts.

If any employee who is suffering from depression anxiety or work stress then identifying those thoughts that you are under depression and disassociating yourself from those factors which are causing depression stress or anxiety that is actually a mindfulness based cognitive theory. That first identify your thoughts then identifying what factors are leading to these kind of depression anxiety stress or negative thoughts.

So, how these thoughts or sources of depression can be dissociated between within the person and how those patterns can be converted to positive ones. So, this practice plays a significant role in decreasing dysfunctional cognitive process such as judgment the activity thought suppression anxiety and worry. Once we are able to identify that what factors leading us to get into or pushing oneself into this negative thought pattern then immediately those thought patterns can be broken down.

There can be a bridge between the negative thought patterns and the factors that lead to negative thought patterns. Once that association is breached it is broken within the person then the person is able to reframe his cognitive process in a very constructive manner. Because there is de-centering that how these negative patterns are making a central point in an individual's thought process.

How to decentralize this thought process based on identifying the sources and then detaching oneself from those resources. So, this is mindfulness based cognitive theory that is MBC. So, this is all about mindfulness, mindfulness at work mindful leadership and mindfulness intervention programs which are being pursued at workplaces to help employees to evolve themselves at mindful employee's leaders and finally organization. Thank you so much we will meet again in the next session, thank you.