

MINDFUL LEADERSHIP

THE CONCEPT

MINDFUL LEADERSHIP™

The adaptive Leadership for the 21st Century

Private & Confidential

THE ABSTRACT

FACILITATOR

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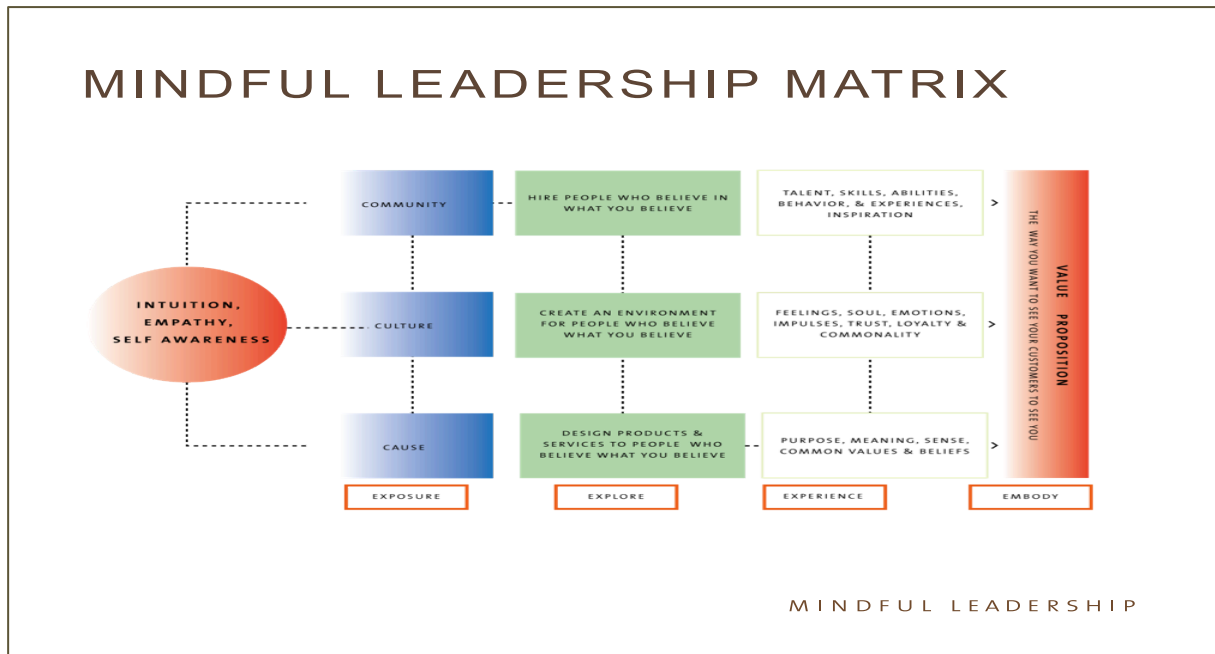
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MINDFUL LEADERSHIP

THE IDEA

WHAT IS MINDFUL LEADERSHIP ?

With mindful leadership we are not trying to prove anything. Nor is it an idealistic propaganda, but perhaps raising the inner values and beliefs that involve in every day life's. These values form the basis of our own behavior, shape the meaning and purpose as well as the content of our responses within the organisation and develop betterment to raise bonding and belonging and stabling the inner balance of the organisation. Based on formal leadership research, business ethics, principles of anthropology, ground knowledge of neuroscience as well as eastern philosophies and around cultural values. Latest research results show that an empathic and intuitive management style increases quantitatively and qualitatively improves results tremendously.



Incomplete knowledge, thought and attention is leading to aggressiveness, striving and judging leading towards a toxic environment, which at the end of the day is not purpose oriented.

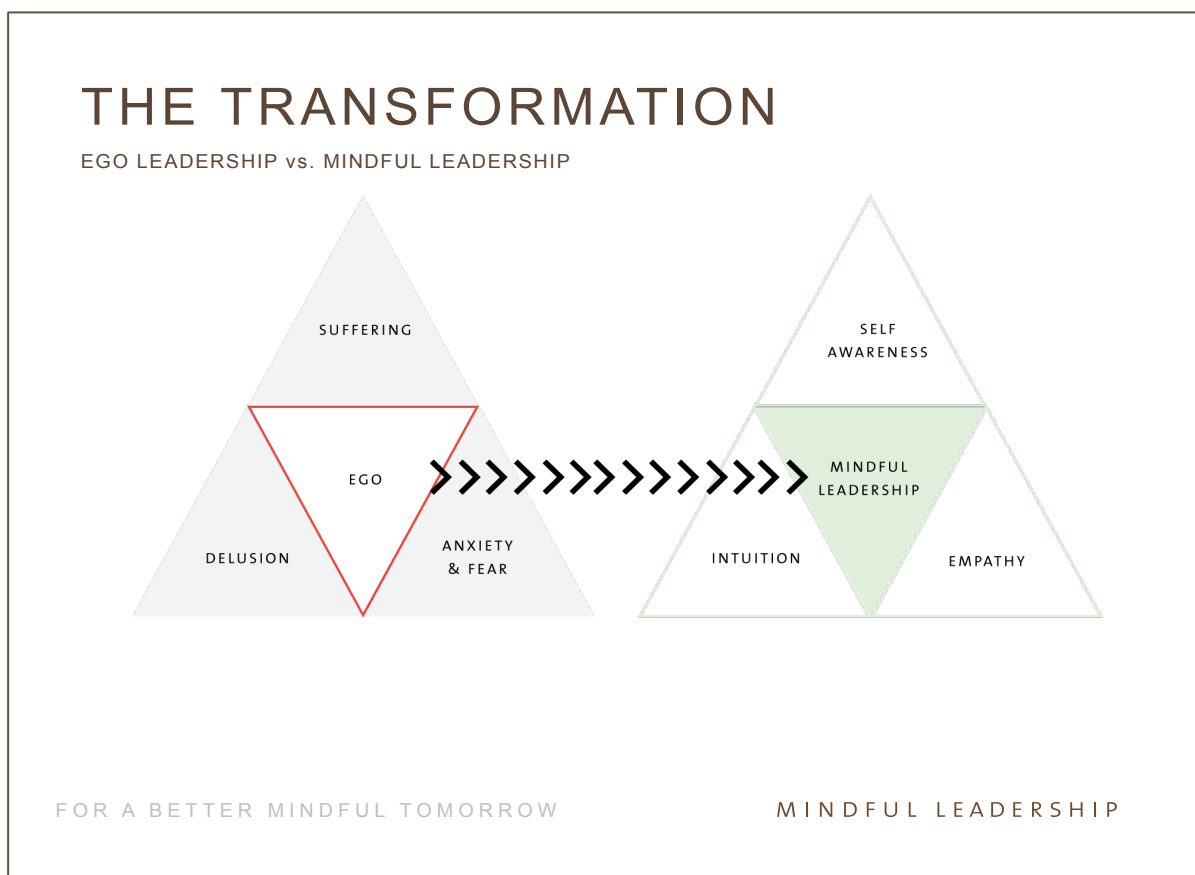
That is why "Mindful Qualities" part of mindful leadership and becomes crucially important and are embedded in the corporate culture. They combine business and social ethics, which lead to a higher value proposition.

Mindful leadership is a value-enhancing investment in training for the leaders and decision makers of tomorrow to seeking an action that is not self-centered.

THE SOLUTION

WHAT DO LEADERS NEED TO DO ?

We must introduce a new approach how we carry out personal transformations fully, evolving “togetherness” that becomes a new self–reflection within the organisation how we live and work together and encourage and inspire them to take their own life in their hands. This stimulates executives to accept that there are areas they can’t make a difference, but become more conscious and courageous to evolve by designing their own island of possibilities and opportunities. This enables them to be more useful and become important, which is satisfying and stimulates their over all wellbeing. Hence it is so crucially important to let individuals taking off their own inner journey and act.



That is why we have so much trouble letting go of our habitual patterns of thought ideologies that are slow to change. Our inner attitude and convictions have been established based on our influences and reflections, which become desensitised to our closest environment. Why do employees and teams so easily end up restricting themselves to this pattern ?

We need to understand that the conditions, in which we live and work are absolutely vital for our health. The amount of control is intimately related to our health. The amount of control is therefore related the way we are in our occupational during pregnancy, a solidarity, closeness and security, which remains deeply rooted in its brain over its entire lifetime and is vehemently influenced from the closest environment such as family, school, relationships, and work. There is an endless urge to believe that we have to match the "community's conformity", because we are drawn to be a part of a community and often do not find the courage to break away and risk the psychological and physical pain, if we feel we are excluded.

Only, after six months of habitual practice, we develop our cooperative support feeling, which we promote as "protection of self survival", is heavily influenced over the years by outside factors, that influences the way we lead.

As leaders we must therefore understand, how important it is for us to foster a good inner attitude so that we can maintain our solidarity, freedom and enthusiasm. This gives us the right attitude that we need to pass on to our employees and teams, ensuring they feel secure and trusted. This makes them to feel safe, so that they can experiment freely, explore and find their true enthusiasm and make contributions towards the community and organisation and receive recognition.

THE IMPLEMENTATION

With the implementation of mindful leadership and the introduction of mindful organisation, we tend to guide leaders, decision makers and their organisation's towards a evolutionary organisational changes, as more and more stakeholder, society and the market demand for it. We can no longer anticipate today's challenges, because everything about us has collapsed. Though seemingly there is order, in fact there is slow decay, destruction: the wave of destruction is constantly overtaking the wave of life.

Out of chaos we cannot create order; we cannot deliberately bring about chaos and hope to create order out of that chaos. Because for the moment we have influence, authority and power, we assume we know all the ways of producing order, creating organisational stability. Since organisational transformation is never in the future, we must focus more in the present moment. The implementation of mindful leadership and the mindful organisation in any current system requires a thorough process:

- Dharma Leadership
- Roundtables
- Mindful Group Sharing
- Mindful Leadership– & Mindful Organisation Workshop
- Individual Mindful Leader Meeting
- Individual Mindful–, Team–, Divisional and Company wide Practices
- The Mindful Talks
- The Mindful Quality Circle
- The “Be” Moment
- Functional Mindful Leadership & Mindful Organisational Diagramme

THE OPPORTUNITY

WHY STILLNESS BECOMES INDESPENSIBLE TODAY ?

Continuous changes require flexibility and customization, that we must learn and cultivate. This means that leaders and decision makers must maintain their inner balance when external changes occur, because a strengthened inner balance gives them more security and confidence to make the right decisions. If we learn to let go of doubts, fears and attachments, unconventional decisions are better accepted and can be firmly established.

Mindful leadership training is about shaping one's inner balance and inner attitude. Silence is practiced in order to provide clarity in the assessment of new situations when challenges occur. It allows us to perceive impulses and instincts and incorporate them into our decision-making process. The process of gaining self-knowledge leads us to recognize our own skills, talents, possibilities and opportunities much better.

If we cultivate serenity in stillness, this fortifies our curiosity, desire for innovation, gratitude, esteem and affection. This inner attitude gives us more security and trust to perceive things differently than we have done previously. It is exactly these moments that grant

This means we recognise our inner mind-set, which is a really good exercise, because it connects us deeper within ourselves and does not focus on psychological self-centred knowledge and experience entirely, but it triggers rational feelings.

These feelings are signals to help us gage what is really important and how we should deal with it.

us the opportunity to better solve problems, which motivates us to discover new situations, to observe and allow experimentation to happen. If we lead with devotion, joy and enthusiasm, we improve the networking within our brain and this promotes learning and creativity.

If we have learned to let go of our doubts, fears and uncertainties, we can feel deeply grounded to our inner-selves and towards the community with an impenetrable belief in our abilities. This level of confidence gives us certainty that there is much more possible than we ever previously anticipated. The brain is always geared to precisely adjust, if we do it with enthusiasm and willingness without striving. Therefore, mindful leadership includes several trainings, where we practice stillness and form the inner attitude to prepare us for inspiration, allowing us to take the opportunity to feel our potential. This opens us up to new and exciting beginnings.

THE COMPETITIVE ADVANTAGE

That is why the mindful practice, comes to an end with every form of search. In fact this is where mindful leadership kicks in and lays the foundation of morality: order, serenity, feeling of security and virtue, which comes out of understanding. To enable order we must understand disorder within a situation between two parties or a hierarchical authority within an organisation. Mindful practices are giving us the courage, consciousness, compassion and clarity, which come along with a particular experience to reinstate a comforting organisational order, that are established without effort or control. Therefore, organisational order can only exist when we can understand the origin of disorder, which is within the organisation itself.

That is why leaders and decision makers, must observe, without any choice, distortion, compulsive or direct impulse. This means virtue comes without any effort or control to understand disorder, as control implies suppression, rejection, exclusion or division between the controller and the one, who is being controlled, which could be either between people, organisational clusters or higher and lower organisational hierarchies.

This is when control and choice come naturally to a division, which creates conflict. This means that the controller is “the controlled”. Only then, control and conflict come to an end, resulting the ending of division, which is “comprehension”.

This means, when we are in serenity, the mind, the brain and the emotions are completely

connected and are in harmony, which gives us the kind of attitude of “togetherness” when we take decisive decisions to better deal with the unknown or when we are confronted with unexpected situations.

We have built a great of knowledge based on which we are acting. Psychologically we built an image about ourselves and others, that is recognised as “the knowledge”, which is very limited and selfish.

As a leader and decision maker, we are in “stillness” to avoid being trapped with illusion and delusion, so that we can better

deal with anxieties, worries and sentimental dreams and thoughts that elude from the purpose the organisation needs to fulfill. This all requires tremendous discipline over time, not to learn from others, an organisational system or any other value system, but from oneself by observing what is going in one’s inner self.

THE PROMISE

THE MINDFUL LEADERSHIP WORK SHOP

Since the life of senior executives and decision makers was never easy; being responsible for the success of an organisation and the job of its members always involved a significant amount of responsibilities. But the business world of the 21st century has become considerably more competitive, intense and unpredictable, making the jobs and the life of today's senior executives extremely challenging.

How do senior executives recharge? How do they take a step back to think about their objectives? To consider where they have been and where they would like to go next? To reflect on the leader they have become, and the effects they are having on themselves, on their professional ecosystem and on their family? To decide on the leader they would like to become, the purpose they want to pursue and the legacy they want to develop? To identify the strengths they can leverage and the hurdles they may have to overcome in order to get closer to this "better version of themselves"?

We have created the **MLP: Mindful Leadership Programme** to give senior executives an opportunity to work on these questions. We then gave it a unique design to ensure that the MLP journey does not only add knowledge, it also increases executives' capabilities. MLP graduates leave the programme with new ideas, of course, but more importantly the programme's nine-month journey gives them an opportunity to embed their new insights into their professional and private life.

Mindful Leadership is an innovative workshop that provides a powerful leadership development roadmap for leaders and decision makers which enables the organisation to stay in balance. This workshop pinpoints the critical internal factors, executive behaviors, and development pathways that determine leadership growth and maturity. The workshop provides not only a lens for personal development and executive development, but also a practical framework for working with individuals, teams and divisions across the entire organisation. The mindful leadership model has tremendous practical applicability for leadership development in today's fast paced business environment.

Key Areas

Roadmap to Leadership Success: How you need to think and act differently toward leadership:

- Peer learning activities: Learning is retained through collaborative critique and application to real-life situations
- Individual Leadership development plans: Leadership strengths, development and action-plans are finely-tuned

Purpose

- Your leadership success roadmap/understanding of your self awareness o your “Inner” and “Outer-Core” in more depth
- Understanding the “Map of Mindful Leadership”.
- A peer learning activity/understanding your leadership inventory leadership
- Building your pre-dominant traits a peer learning activity/building your least-dominant trait a peer learning activity
- Mindful Leadership presentations and debrief/mindful leadership key learning’s/post retreat accountability and sharing with key stakeholders

Objectives of Mindful Leadership

- Mastery of effective methods for the development of the inner attitude, decision making, strategic management and organisational development and alignment of organisational culture
- Confrontation with thinking, feeling and behaviour patterns when dealing with fears, confusion or worries and inner uncertainty
- Mastery of basic techniques of mindfulness training
- Developing basic mindful leadership and mindful organisation:
 - Intuition, empathy and self-awareness
 - Clarity, courage, confidence and compassion
 - Mastery of mindful leadership style
 - Maturing the feeling of security and serenity
 - Cultivation of stillness and inner-observation in the organization
 - Guiding a sense of belonging and cohesion
 - Integration into the organisational system

The Benefits

- Increasing awareness by observing the shape of the corporate culture
- Increasing morale among employees and better understanding among teams
- Better resolving interpersonal or political conflicts among team members
- Building internal and external stake holder communities for betterment
- Restoring inner organisational balance that effectives the individuals positively in dealing with change, crisis and the unknown
- Fine tuning decision making in balancing competing demands and balancing values
- Better evolving talents, skills, abilities and attitudes

Work Shop Methods

- Intensive indoor & outdoor mindful trainings:
 - Sitting and walking meditation
- Mindful stillness practices
- Physical exercises and awareness training in silence
- Organisation functional diagramme
- Role playing different behavioural patterns
- Mindful leadership talks and leadership group discussions
- Individual and group story telling
- Individual and group feed back sessions

PROFILE

CHRISTIAN KURMANN



Christian pursued a career in the international luxury hotel business and held numerous management and senior management positions in the Middle East, Southeast Asia and East Africa, where he was responsible for several multi-unit hotel resorts. After his Stanford MBA and advanced training in organisational development and organisational behavior at INSEAD and Cornell University. He founded a hotel management company in South Africa.

The diagnosis of brain cancer changed his life radically. He visited Zen master Thich Nhat Hanh, who left a lasting impression. He left for Bhutan, where he lived in a Buddhist mountain monastery. During one hundred days in absolute isolation, he learned mindfulness and numerous Tibetan meditation techniques until he reached "Samadhi". Furthermore, he was invited to learn, exceptional Tibetan meditation practices that he integrates today in his training. He repeatedly returned to the Himalayas where he visits reputable Lama Rinpoche and

“In today’s corporate business we need to understand how we can manage fear and anxiety to better deal with unexpected surprises, so that the organisation can learn better and stays in balance. To survive and grow an organisation, we must be more “attentive” to better satisfy internal as well as external needs”.

other experienced Tibetan yogis, who guided him the art of mediation in Ladakh, Laptchi, Sikkim and Mustang.

and courage into the world of work and work processes. This strengthens, when holistically integrated into one’s professional and private lives, allows one to maintain a solid and good inner attitude that encourages better decision-making. It leads to more belonging and bonding and encourages well-being.

Today, Christian teaches executives around the world this valuable practice. He shows them how to practice mindfulness leadership in their professional and private lives through practicing stillness. Mindful leadership binds confidence, clarity, compassion

He is also the founder of the Mindful Leadership Symposium™, which takes place around the world. Well-known keynote speakers discuss and debate to great lengths on economic and social issues of global importance.

Christian Kurmann, Founder

MINDFUL LEADERSHIP LLC

The Mindful Leadership®

Mindful Leadership Symposium®

Mindful Leadership Retreats

The Next Mindful Generation®

Mindful Leadership™ LLC

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