



MINDFULNESS AT THE WORKPLACE

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1. INTRODUCCIÓN.

Today, we live in a society is immersed in a constant and dynamic change in all aspects, and this is no exception.

Companies must evolve and adapt to a highly competitive market and fluctuating. It is for this reason the traditional companies, the typical we knew and we were studying as role models a few years ago, are becoming increasingly scarce and are already becoming obsolete.

Currently, companies are looking for new organizational models, because this can mean a big competitive advantage compared to its competitors. Not only we use the differentiation of the products or services we offer, but they are the human resources of the company which can make a big difference.

In recent years, certain techniques or disciplines such as emotional intelligence, the Mindfulness, cooperative learning, etc, have gained great importance, the implementation of which have provided significant benefits to the companies in its productivity and performance.

Therefore, as the main theme for my final project I have tried to deepen more in one of these techniques, the practice of mindfulness applied to the workplace, but why is it that the mindfulness and not the emotional intelligence or any other discipline?

A couple of years ago, my teacher Alma Rodriguez, in her class of Design and Organizational Change, sparked my curiosity when she started the class with 5 minutes of mindfulness to help us to help us focus attention on the task, and in me personally worked.

So, finished the course I wondered if you really this practice would be efficient in the field of work or it was just a practice with a certain aura of mysticism, so what better than to investigate about the application of mindfulness at the workplace? Why not take advantage of my work at the end of the track and find out more about the discipline of mindfulness?

Interestingly, at the beginning of the study I discovered large American companies are applying techniques of mindfulness for more than 10 years, but is only an American phenomenon?, It really brings changes in workers? Why is not a discipline that we study in HR?, Is It true the practice of this discipline can bring some benefit to the worker?

2. THEORETICAL FRAMEWORK.

The concept of human resources or labor relations has evolved over the years according to the organizations' needs, workers or the market.

Thus, on the basis of the first great theories of authors such as Frederick W. Taylor, Henry Fayol, Elton Mayo or Max Weber, who studied the organization of work, the improvement of the performance, labor relations,... we see how more and more, the theories evolve toward a less theoretical stream and go deeper into the study of the social factor.

From the 80's, the worker is the key point and becomes an asset of great value for the companies. To be able to meet the needs of workers, improve their performance, and so on, companies create the departments of human resources, which will cover the 5 functions: recruitment, selection, training, assessment and remuneration of workers. It seeks to work faster, and increase productivity, but without creativity or innovation.

20 years later, the worker has become an indispensable part of the company, even to provide a competitive advantage over their competitors. It is for this reason that different approaches have emerged to meet the challenges presented in the area of human resources.

Nowadays, with the powerful development of technology, innovation, competitiveness and the war of talent among companies, the HR department becomes so vital, because it is the link with the Organization. Its objectives are: forming an organizational culture, retaining talent, improving performances,... From this way, within the functionalities of the new concept of Human Resources, called Human Resources 2.0, it highlights the "build community among the employees".

It is intended that workers collaborate between them, develop a sense of belonging toward the company, and consequently, to be able to retain the talent. To achieve this, they are put into use new practices, new technologies, new behaviors,..., firstly can cause some controversy or seem too innovative, but that prove being effective and productive. A goal is creating companies with structures completely flat, the fintech or the implementation of practices that help their employees on an emotional level, social,..., among others. And it is in the innovative practices where we will find the discipline of Mindfulness.

3. ORIGINS OF MINDFULNESS

Although the mindfulness is an ancient Buddhist discipline, it was not until the end of the 70 when applied to the field of science thanks to Dr. Jon Kabat-Zinn. Dr. Kabat sought to bring the benefits and properties of meditation to stress-related situations and to certain health problems that did not palliate medicine. According to the descriptions of the authors and theorists most relevant in this regard, we can describe Mindfulness as:

- "*Pay attention intentionally to the present moment, without judgment.*" Dr. Jon Kabat-Zinn

- "*Mindfulness refers to that movement in you perceive that your mind wandered. With the full attention you can monitor what goes on inside your mind.*" Daniel Goleman, psychologist, author of the best-seller Emotional Intelligence, co-founder of the Collaborative for Academic, Social and Emotional Learning, among others.

- "*Mindfulness is a simple, but effective form of meditation that allows you to gain control of the thoughts and undisciplined behaviors. It is the simple act of focus all his attention on the present.*" Dr. Travis Bradberry, author of the best-seller Emotional Intelligence 2.0 and the co-founder of TalentSmart.

In 1979, Dr. Kabat-Zinn, in his Stress Reduction Clinic, at the Medical Center of the University of Massachusetts, developed the Stress Reduction **Mindfulness Based Stress Reduction (MBSR)** program.

The MBSR program consisted of 8 weekly sessions of two and a half hours, and a day of intensive practice over the weekend. It is divided into 3 areas:

- **Resilience, welfare and both the physical and psychological** (stress reduction, pain management in case of chronic diseases)
- **Reinforcement of competencies and cultivation of personal attitudes more positive and effective** (attentional capacity development, improvement of skills of emotional intelligence and social emotional regulation, listening, communication and decision-making)
- **Greater presence and better personal connection** (empathy, confidence, ability to establish links and relationships)

With the MBSR program were observed so great results both in the short, medium and long term, which in 1993 was published the first scientific study on the effects of the practice of mindfulness.

From that moment, its dissemination and application as a technique to improve the quality of life grew significantly. This resulted in more than 200 North American and European medical centers already have implanted the MBSR program.

In 2005, the National Geographic magazine echoed the benefits and applications of mindfulness and published an article on the results of the investigations of the practice of contemplative techniques and their benefits.

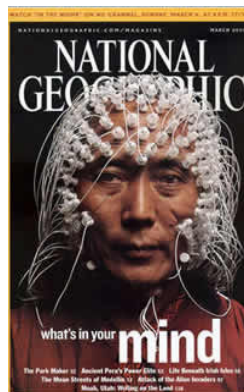


Figure 1: Cover of the National Geographic: What's in your mind?

Today, this discipline is used not only in the field of medicine, but it has spread to other branches, as in justice, sports, politics,... and, of course, the business. Thus, one-fourth of the large US firms have already launched initiatives of Mindfulness and, in Europe, this discipline has come with force and more and more companies have implemented mindfulness programs for their employees.

In the following figure, we can see a summary of the evolution of the discipline of Mindfulness from the Buddhist principles to our present:

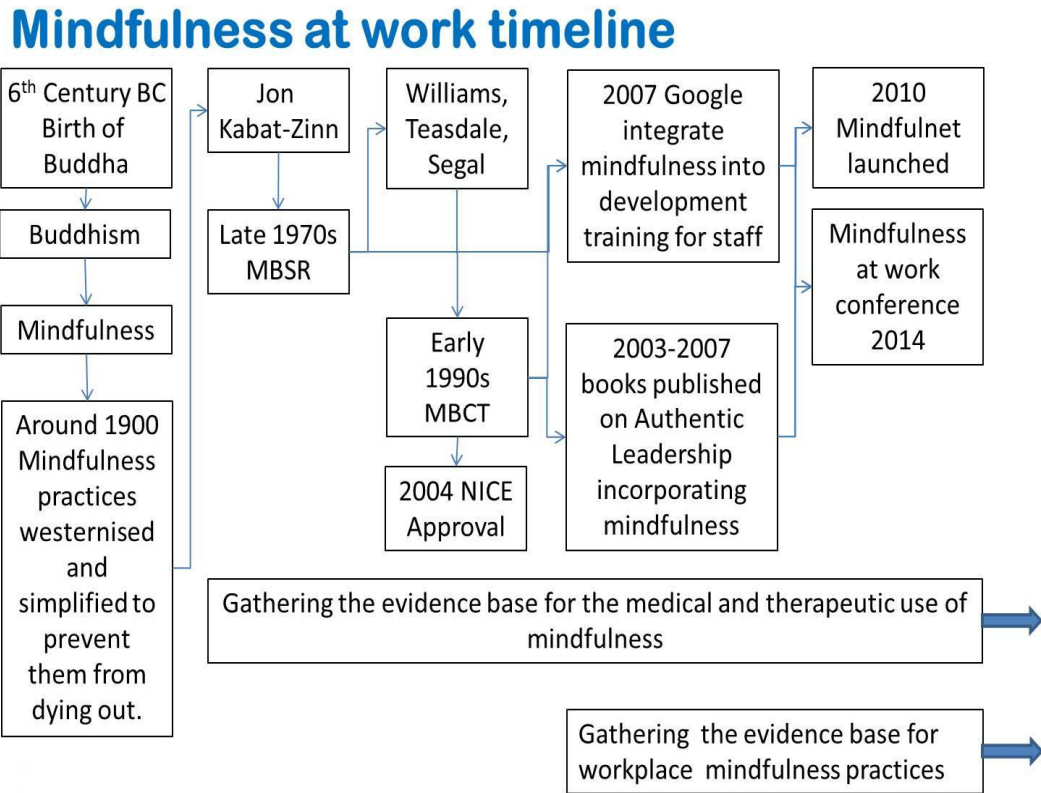


Figure 2: Mindfulness at work timeline. Source: www.mindfulnet.org

4. THE WORK-RELATED STRESS.

As I just mentioned, one of the reasons for the emergence of the MBSR was to reduce stress. And work-related stress is one of the main reasons for the companies implement mindfulness programs among their employees.

The World Health Organization (WHO) has described the work-related stress as a global epidemic. According to the European Agency for Safety and Health at Work, the stress comes at a cost of more than \$150.000 million for American companies, and in Europe estimated that around 28 % of the workers suffer from work-related stress.

The **International Labor Organization (ILO)** describes the occupational stress as a "dangerous disease for the industrialized economies and developing countries; to the detriment of the production, to affect the physical and mental health of workers".

In addition to the effects of the stress on the worker, also entails some costs for companies:

In Europe:

According to the report of the European Agency for Safety and Health at Work (OSHA) of the 2.015:

- The stress is the second health problem related to the job.
- Between 50-60% of the lost days of work are attributed to stress
- The price of the stress per year = €240.000 million.

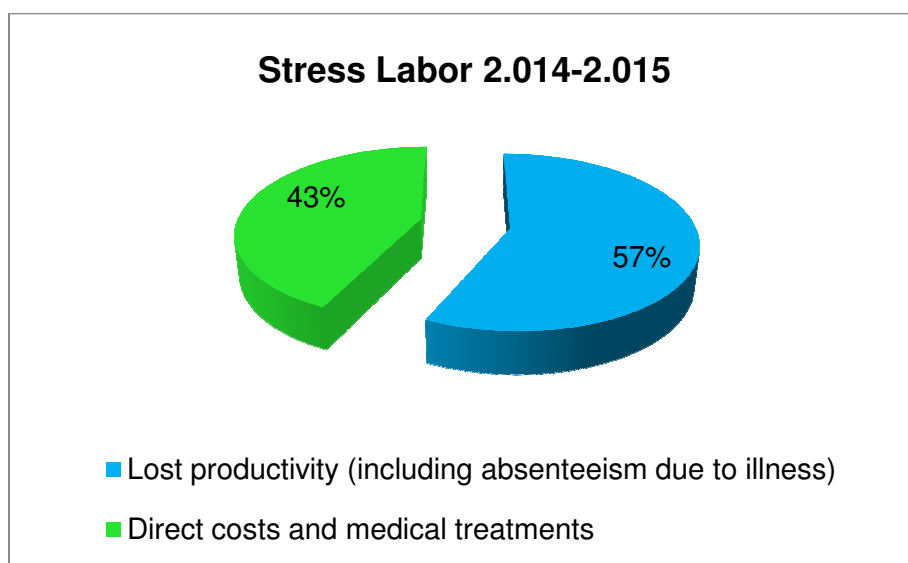


Figure 3: Stress Labor 2014/2015. Source: *Costs of work-related stress in the European companies – 2.015 OSHA Report*

In Spain:

The actual cost of the stress and absenteeism resulting in:

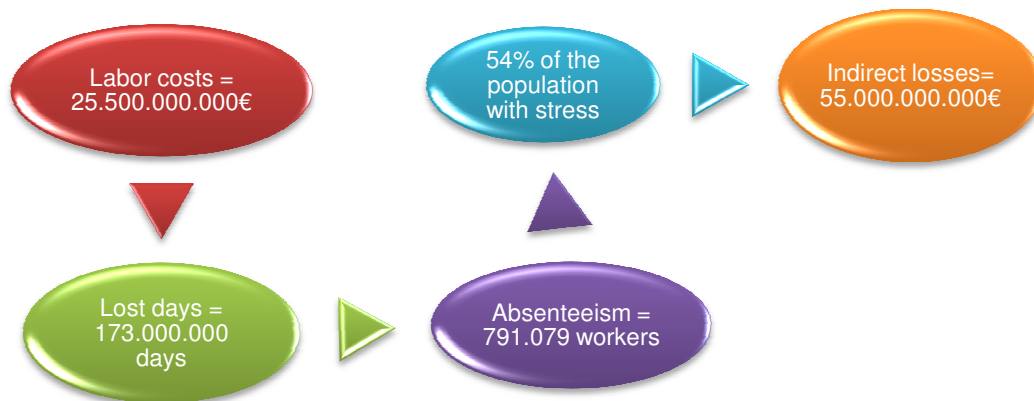


Figure 4. Actual cost of stress and absenteeism. Source: European Institute Positive Psychology (IEPP)

For companies are supposed to be:



Figure 5. Actual cost of stress and absenteeism. Source: European Institute Positive Psychology (IEPP)

Because of this, it is no wonder that companies seek solutions to try to reduce the increasing levels of stress among their employees. And one of the most effective solutions that they have found the companies are practices of mindfulness. As we will see later, this discipline has not only managed to reduce the stress and absenteeism, but which it has brought great benefits for both the workers and the company itself.

But, what is mindfulness at the workplace?

5. THE MINDFULNESS AT THE WORK ENVIRONMENT.

In today's society, It seeks the well-being as a new philosophy of life, but to do so we must overcome the obstacle of stress caused by the hectic pace of life and the multitude of tasks that we carry out at the same time, social pressures, changes in the labor market and economic,... For this reason, many companies among its employees are implementing programs that help them achieve that looked for well-being.

Among these programs, which is growing in fame from several years ago is the Mindfulness. We are talking about a psychological technique that helps to focus in the present moment. You must be aware of the environment and receive and process the information required, without outside noise that can slow down and hinder.

Great results have been obtained after its implementation in the work environment. As several studies and research have shown, with only 8 weeks of Mindfulness practice, this provides great benefits:

- Help to personal development,
- Controls and reduces stress and anxiety on both the personal and labor,
- Improves concentration and motivation at work,
- Encourages communication and empathy,
- Adds fluidity to creativity and innovation,
- Increases productivity,
- Improves efficiency,
- ...

More specifically, one of the most important benefits of this discipline is the reduction of stress, which is reflected in a decrease in absenteeism, the reduction of conflicts at work, the talent, the increase of productivity,...

The practice of mindfulness not only provides benefits to their employees, as I mentioned above, reduces stress, increases the attention and concentration, but also entails a number of benefits to the enterprise, as are a few employees more productive, reduced absenteeism and a significant decrease in health care costs, among others.

The Mindfulness has become a leadership strategy because it helps managers to be more effective, to focus on the objectives, to consider all the options, on the most successful decision-making and facilitate the creation of an atmosphere of commitment among their employees. In short, this leadership aware gives the company a great competitive advantage.

Thus, it is not surprising the mindfulness is becoming an essential part within the management development program in business schools and an essential tool for vanguard leadership.

5.1. MINDFULNESS IN LARGE COMPANIES.

As I have said, thanks to the visible and numerous benefits that the practice of mindfulness provides in the work environment, It is no wonder that today more than 20% of the companies in the United States have implemented these programs among its employees.

For more than 10 years, almost being a discipline unknown in this area, large companies such as Google, General Mills or Apple programs were implemented Mindfulness in their facilities. At present, its implementation has been extended significantly between some of the most important companies of the world.

This is largely due to the fact that in recent years, CEOs and senior executives of large companies declare openly practicing mindfulness techniques that allow them to earn global vision and perspective, and improve decision - making.

Examples include Google, NASA, Nike, Apple, Intel, General Mills, MIT Unilever, BP, Shell, eBay, Cisco Systems, Ford, Westin Hotels, AstraZeneca, AOL, or Procter and Gamble, ...



Figure 6. USA companies with mindfulness programs. Source: <http://www.themindfulnessnetwork.com>

Deeper in the Mindfulness programs of these companies, we find:



This multinational, one of the largest in the world, located in Minnesota, is dedicated to the production of food consumption. Among its best known brands we can name Pillsbury, Häagen-Dazs, Old El Paso, Cheerios, Yoplait, Green Giant, ...

From 2.006, General Mills has implemented one of the most sophisticated Mindfulness programs among its employees, known as "*Mindful Leadership*".

The forerunner of this program was Janice Marturano, at that time head of the Department of law. During a complicated fusion between her company and Pillsbury, which lasted from 3 to 18 months and that hung some 10.000 jobs, along with a great family loss, made Janice to slide into a difficult situation of stress that led her to attend casually spiritual retreat of Jon Kabat-Zinn, where she continued a program called "The Power Of Mindfulness: an intensive retreat for executives and innovators."

The Mindful Leadership program is a voluntary program among employees, and consists of a retreat of 4 days, 2 days of training and during 7 weeks, and a kind of meditation for 2 hours.

After more than 15 years of work at General Mills, in 2011 Janice Marturano founded the Institute for Mindful Leadership dedicated to educating, training and support to leaders in the exploration of the full attention and the fundamentals of the excellence in leadership.

The work of Janice has been discussed and recognized in mainstream media such as the BBC, NY Times, Financial Times, Huff Post Live, The Saturday Evening Post, Time Magazine and The Times among others. Moreover, her book, "Finding the space to Lead" has become required reading in business schools, such as Columbia, NYU and USC.

In annex 10.1., we can see the survey that the Institute Mindful Leadership did in 2011 workers of General Mills, to see how the Mindfulness had influenced the workers. The results were quite revealing and show the benefits of its implementation in this company.



The well-known multinational technology, services and products related to the internet, electronic devices, from 2007, it has a great variety of courses of Mindfulness. But, without doubt, its most recognized program is "Search inside yourself (SIY)" created by Chade Meng-Tan.

The program emerged as a proposal of Meng-Tan to cover the 20% of the time Google engineers have to develop projects outside of your area of work.

According to Meng-Tan Chade, "We know that if a worker is fit and healthy, it is more productive, but companies do not realize that a person mentally and emotionally healthy, you can be much more creative and productive".

Video: Search Inside Yourself - What to Expect. Link:
<https://www.youtube.com/watch?v=vqpv0c8mSfc>

The SIY program combines 3 disciplines:

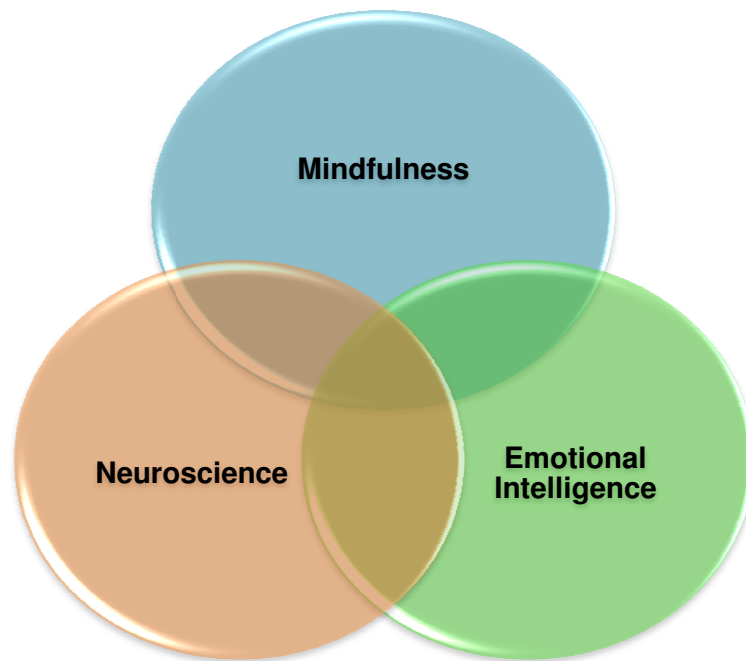


Figure 7. Disciplines of the SIY program. Source: Google.

And consists of four sessions, 3 and a half hours of duration:

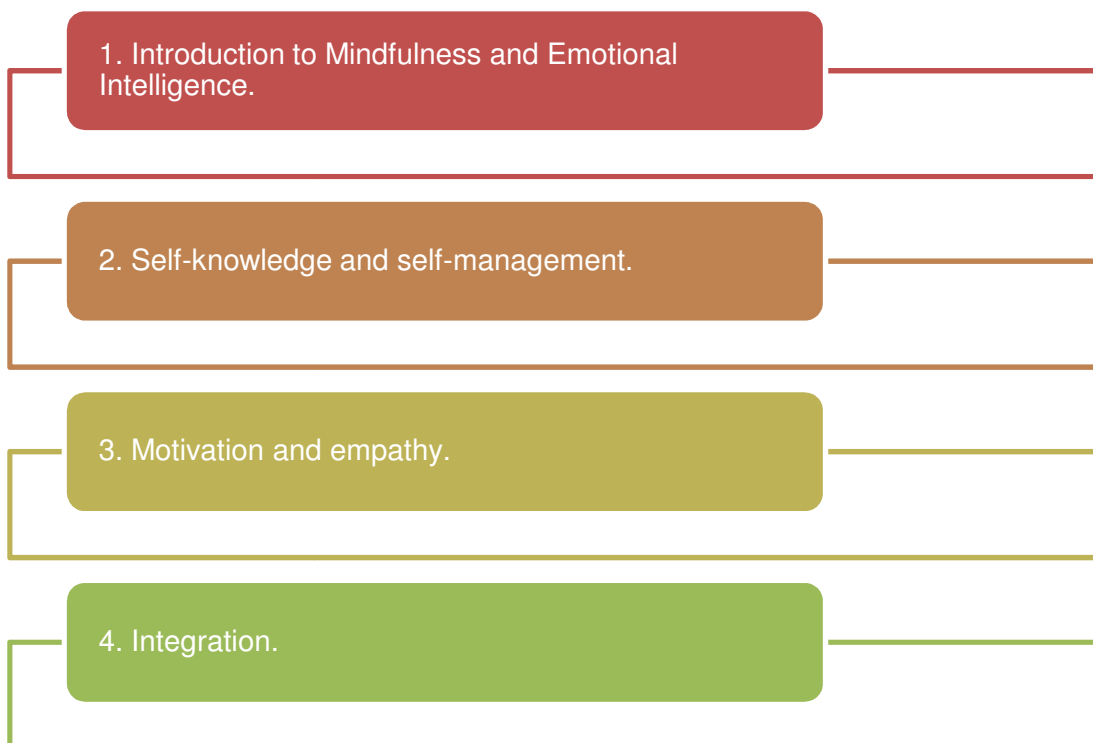


Figure 8. SIY program. Source: Google.

The success of this program is such that more than 4.000 employees of Google have already passed by, and has a waiting list to enroll for several months.

But not only is the respondent within Google, there are many users who request this program. It is for this reason that in 2.012 was founded the Search Inside Yourself Leadership Institute (SIYLI). And companies like Ford, LinkedIn, AXA, American Express, ThyssenKrupp and SAP already being put into practice.

Interestingly, one of the leaders of the courses of Mindfulness of Google is the Spanish neuroscientist Mario Galarreta. According to him, thanks to the meditation you feel "more control, more calm and appreciating things much more":



It is one of the largest insurance companies in the US. Mark Bertolini, CEO of Aetna, established mindfulness programs and yoga among their employees in 2.010. As a result of the success of its programs in more than 13.000 of its employees, the company decided to sell it as a service to its clients.

Aetna's mindfulness-based wellness programs are divided into 2 sub-programs:

- Mindfulness at work,
- Viniyoga stress reduction.

In June 2.017 inaugurated the Center for Comprehensive Care of Aetna, whose goal is to create a culture of well-being at work.

One of the main benefits that have brought this program to the company is the reduction of the costs of health care for their workers.



It is another technology company that works with the discipline of mindfulness. In 2014, Lindsay Van Driel, operations manager at Intel, with a leadership consultant and specialists in mindfulness, put into operation the program Awake@Intel. Until today, more than 1.500 of its workers have already participated in the program.

Awake@Intel has a duration of 9 weeks and consists of about 19 sessions. The first half of the program focuses according to Lindsay in "connect with that sense of being in place to do so" and the rest is focused toward the relational intelligence and heard aware.



The Dow Chemicals is one of the largest chemical companies in the world, located in Michigan. In 2012, created its mindfulness program called Practicing Mindfulness for Positive Life Change.

In 2014 company employees participated in a research study to assess the efficacy of mindfulness in the workplace. The study: Mindfulness goes to work: impact of an online workplace intervention, conducted by Aikens KA, Astin J, Pelletier KR, Levanovich K, Baase CM, Park YY, Bodnar CM, concluded that:

- Reduction of the perceived stress in a 30%
- Decrease in the number of episodes of high stress on a 50%
- Increase the elasticity in a 13%
- Increase in the commitment to work in a 15%
- Decrease in the exhaustion of the employees in a 50%

In annex 10.2. we can see the results of the study Mindfulness goes to work.

KEURIG

 **GREEN MOUNTAIN** Keurig Green Mountain, formerly known as Green

Mountain Coffee Roasters, is an American company specialist in coffees, teas, coffee makers, ...

The peculiarity of this company was the resistance opposed by the majority of its workers to the practice of mindfulness in the beginning, but when they see the results in terms of reduction of stress, became a great success of participation.

The company offers free monthly retreats for its employees, families and friends of a day. Are all months, on a Saturday or Sunday.

In addition, in the facilities of the company also includes practice of mindfulness. At the headquarters of Vermont, Shinzen Young is responsible for directing the session of mindfulness, while James Muthana trains the employees of the London headquarters.



Steve Jobs was who wanted to convey his passion for meditation to his Apple workers by allowing them to take 30 minutes a day to your routine of meditation, offering yoga and meditation classes and putting at your disposal a meditation room.

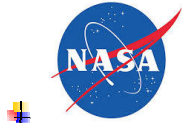
In the biography of Steve Jobs written by Walter Isaacson in 2011, we can find various quotations of jobs on the mindfulness:

- "If you just sit and watch, you will see how restless it is your mind,"

- "If you try to calm him down, only makes it worse, but with time it calm, and when it does, there is space to hear things more subtle, it is when your intuition begins to flourish and you begin to see things more clearly and be in the present",

- "Your mind only slows down, and you see a tremendous extension at the time. You see much more of what you had seen before".

Apple is so involved in this discipline that already counts with several apps of mindfulness in the market. In 2016 launched the app "Breathe" that helps its users to reduce stress through breathing.



Even the Center of NASA research is introducing meditation and mindfulness classes among its workers to improve their well-being and increase productivity in high-demand environment in which they find themselves plunged.



This chain of department stores implanted its program "Meditating Merchants" in 2.010 and up to the moment counts with more than 500 participants.

Other companies known classes of mindfulness, meditation or yoga in its facilities are:

- The Publisher Prentice Hall Publishing has its own meditation space "Quiet Room"
- The consulting firm McKinsey & Co. Mindfulness program development to one of its customers with the saved more than \$20 million.
- Yahoo, Nike, Virgin, Deutsche Bank, HBO, Ford, Starbucks,...
- But if there is one place where there is a high concentration of companies with mindfulness programs, it is without any doubt the Silicon Valley:



Figure 9: Silicon Valley. Source: <http://www.nepalhomepage.com/wp-content/uploads/2014/12/SiliconValley-Mindfulness-At-Work.jpg>

5.2. MINDFULNESS IN SPANISH COMPANIES.

After the great impact and expansion of mindfulness in the United States, and in view of the great results that have been obtained the companies that have implemented these programs, it is not surprising that this trend has come to Europe, and companies such as Coca-cola, Kea, Volkswagen, Mediamarkt or the British Parliament have mindfulness programs.

In the case of Spain, although has arrived recently, many companies have already opted for the implementation of mindfulness among their employees. Some of these companies are:



This Spanish bank, through Ibercide has educated all his team in Mindfulness and, for almost two years, Ibercaja Mindfulness Training courses to more than 100 executives from more than 30 small and medium-sized enterprises.

From 9 October to 27 November 2.017, Ibercaja held the 3rd edition of the **original Training Mindfulness-MBSR Program in Zaragoza.**



DENIOS Spain is a company specialized in the storage of chemicals.

Like Ibercaja, thanks to Ibercide and the "Mindfulness for Business" program, directed by Javier García Campayo and the business coach Virginia Gasi3n, the workers of Denios have been trained in the practice of mindfulness.



The oil company Repsol started a couple of years ago with sessions of mindfulness self-managed by their employees. They are currently trying to create pilot groups more structured and extended to other centers.

Your mindfulness workshops are taught in hours, during 4 weeks, one session a week and has a duration of 3 hours.



This Spanish brewer introduced workshops of mindfulness in 2016. Workers receive training to acquire habits that may put into practice in your daily routine.

Their courses are adapted to the working day and not only are directed to the workers, but that members of the senior management are also users of these workshops. More than 80 employees have already passed through these workshops.



In the II Edition of the Awards ZEN Adecco, the award went to the company Gas Natural Fenosa for his project 'pack Mindfulness', aimed at improving the well-being of their managers and employees



Has implemented a pilot project of mindfulness as a proposal to improve the quality of life of its employees.

Other Spanish companies who practice the mindfulness are: Astra Zeneca, Xerox, Heineken, Sodexo.

For the first time in Spain, from 25 to 26 May of 2017 was held in Zaragoza the "I International Congress of Mindfulness in the organizations and companies for the 21st Century", whose inaugural conference was given by Janice Marturano. In Congress with large speakers experts in Mindfulness, such as Janice Marturano (founder and executive director of the Institute for Mindful Leadership), Rasmus Hougaard (founder and general director of Potential Project), Jamie Bristow (director of The Mindfulness Initiative) Javier García Campayo (director of the Master Of Mindfulness of the University of Zaragoza and organizer of this congress) and Jaume Gurtis (director of organization and development of people in Schibsted Spain).

Inaugural conference. Link: <https://www.youtube.com/watch?v=biuidgT41hs>

5.3. MINDFULNESS FOR LEADERS.

As we have seen, meditation and mindfulness are revolutionizing the companies, thanks to the positive impact they have had their programs. But these programs or workshops are not limited to employees, but that hundreds of executives and senior managers are followers of this discipline.

It is not surprising that the business schools have enrolled in the fashion of the mindfulness and teach classes in this discipline to train leaders aware. In the U.S.A are already more than 180 schools that offer courses of mindfulness.

A leader incorporates mindfulness as part of their growth strategies, develop a greater awareness of self, others, and their environment, and thus, respond effectively to the challenges that will face.

With mindfulness, the leaders acquire 5 essential skills:

1. Focus on what is important. The mindfulness offers mental clarity needed to focus on what is really important. The leader must know what you want and how you are going to achieve with your computer.

2. Emotional Intelligence. It is the ability to regulate our emotions, find the emotional balance.

3. Strategic vision. It helps to have greater vision and perspective. It allows you to anticipate and generate a global vision. You must know the sector, the environment and to be aware of this.

4. Flexibility to change. The mindfulness enhances the cognitive flexibility; it helps to manage the uncertainty, and not to cling to traditions that limit the growth of the company. A manager must be flexible to changes.

5. Creativity and innovation. With the practice of mindfulness, the mind becomes calm, and helps to flourish creativity and innovation since it provides the clarity of the mind.

How to be a Leader. Link: <https://youtu.be/ZsaZjFS0aAU>

6. BENEFITS.

As I mentioned earlier, the practice of mindfulness brings a host of benefits for both the worker and the company itself. And as several studies and research have shown, these benefits can be seen with only 8-10 days practicing this discipline.

Then unpack the benefits in 2 parts:

6.1. BENEFITS FOR THE WORKER:

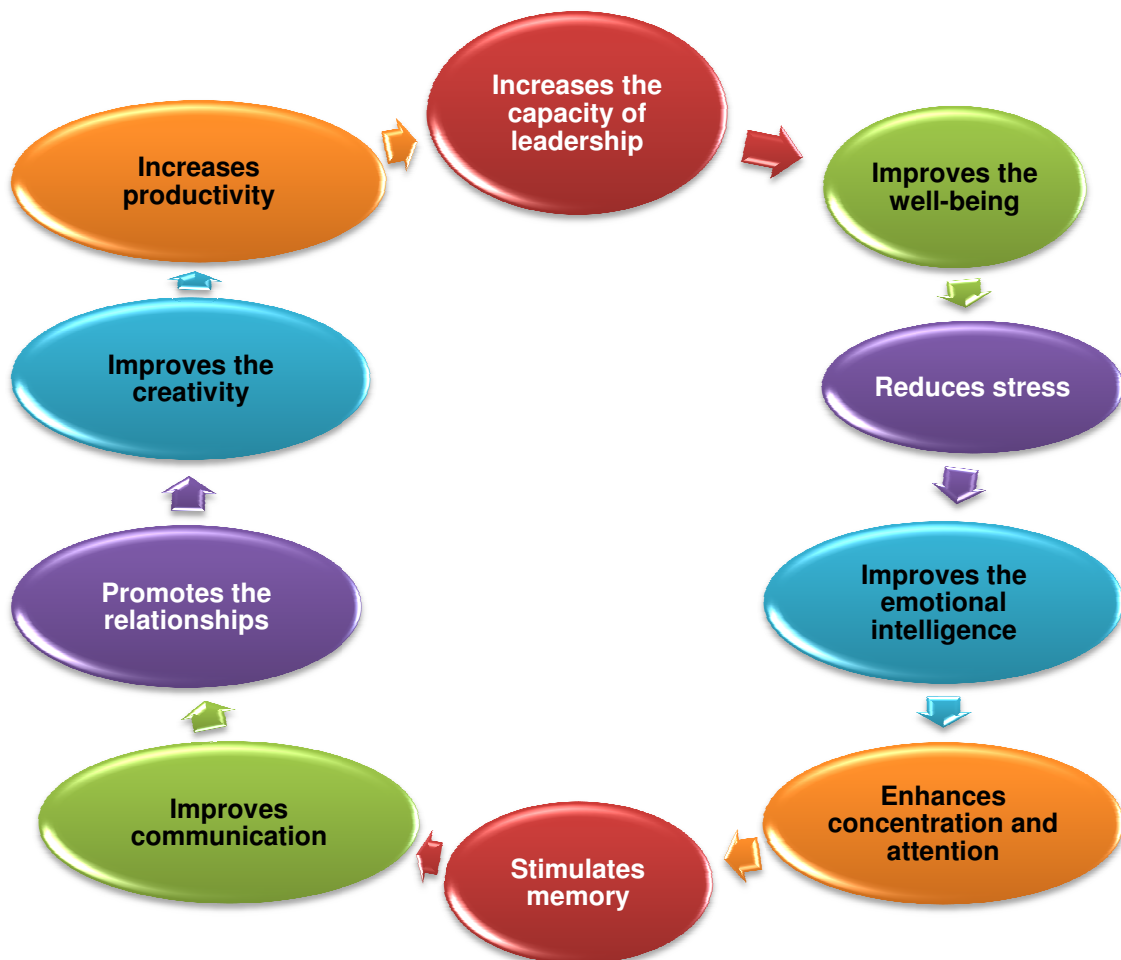


Figure 10. Benefits of mindfulness to the worker. Source: Own elaboration.

Among all the many benefits that Mindfulness provides to those who practice it, we can highlight the 10 most important:

1. Increases the capacity of leadership:

The Mindfulness is positive for the middle and senior management positions in a company. It helps them to have greater confidence in themselves, to have a better relationship with their subordinates, to become more aware and more emotionally intelligents.

This is the conclusion reached by a study conducted by Professor Amar Dev Love and his colleagues at the University of Westminster, which studied the perception of the leadership skills of a group of high-level managers in the area of London before and after practicing mindfulness during 12 weeks.

2. Improves the well-being of the employees:

The welfare of the employees is directly related to the success of the company. That is, the greater the welfare of workers, the greater its productivity.

There are many studies that have shown that the mindfulness improves the well-being of the employees because it helps them to be more positive, to cope better with the problems and helps them to resolve conflicts, both internal and external, with greater ease.

3. Reduces stress:

The MBSR is a very effective method for reducing anxiety and stress level of workers. In addition, the stress is inversely linked to the well-being, thus, when you increase the well-being decreases the stress, and vice versa.

The study of the Journal of Occupational and Environmental Medicine, which I mentioned in the case of Dow Chemical Company (Annex 10.02), thus it showed. It was found that the employees became more resistant to stress and improved their job satisfaction.

4. Improves the emotional intelligence:

Some of the benefits that provides the emotional intelligence are increased productivity, higher sales, better customer services, better control in difficult situations, better communication,.... So if the mindfulness improves the emotional intelligence, will also offer the same benefits.

5. Enhances concentration and the ability of attention:

It helps workers to decrease the level of distraction by keeping the concentration, favors the concentration, helps you stay focused and increases the capacity of attention.

This was the conclusion reached by a study conducted by Amishi Jha, Professor of Psychology and Director of Contemplative Neuroscience at the University of Miami, a group of students that during 8 weeks followed a Mindfulness program.

6. Stimulates memory:

The improvement of memory is linked with the benefit. A reduction of the levels of distraction and the increase of the concentration favor the improvement of memory.

The study of the teacher Amishi Ja, it also showed the mindfulness improves memory. Also yielded the same conclusions in an investigation made by the University of California at 2.013.

7. Improves communication:

The practice of mindfulness improves communication skills, such as the active listening.

In the words of Javier García Campayo, director of Master in Mindfulness of the University of Zaragoza, "Mindfulness improves internal communication in organizations because it helps us to be more aware and to express ourselves in a more efficient manner".

8. Promotes the relationships with co-workers:

Thanks to the Mindfulness we relate better with others and improve communication with these since it helps us not to judge. Help to reduce conflict, reduces the empathy and promotes group cohesion.

9. Improves the creativity:

The Mindfulness encourages creativity as it transports us to a more relaxed and meditative state.

According to the psychologist Aron Soul, of human resources consulting TeamLogics: "The Mindfulness is useful not only to improve the well-being, thanks to meditation we can be more relaxed, with the calm mind, which helps to create a space to generate new ideas."

10. Increases productivity:

This benefit would be the accumulation of benefits as a lower level of stress, increased creativity, greater well-being and concentration, ..., results in an increase in the productivity of employees.

This could be summarized in: Bet by workers is to bet for the organization.

In addition to these 10 main benefits, the Mindfulness offers other benefits to workers who are not perhaps so perceptive to the naked eye.

- Learn to prioritize better,
- Increase of empathy,
- Increase in flexible responses to different experiences,
- Increase of self-determination and persistence,
- ...

6.2. BENEFITS FOR THE COMPANY:

Apart from the benefits directly related to the workers, the practice of mindfulness also offers multiple benefits to the company itself.

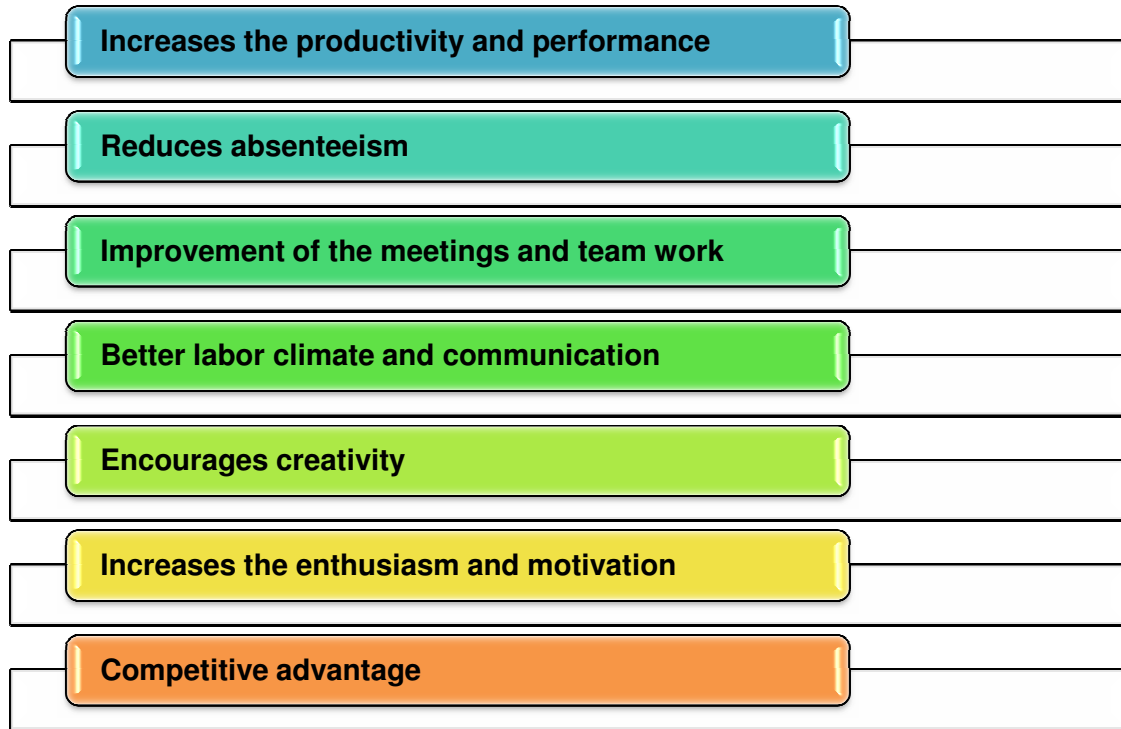


Figure 11: Benefits of mindfulness for the company. Source: Own elaboration.

These benefits can be summarized as follows:

1. Increases the productivity and performance of workers by increasing the effectiveness throughout the company.

2. Reduces absenteeism. Not only will reduce the rates by stress but also those relating to health.

A study of the staff of the NHS between 2,011 and 2,014 noted a significant decline in the absenteeism related to health after a course of Mindfulness, which resulted in a saving of £109.4146 for the company.

3. Improvement of the meetings and team work. Creates a climate of connection and belonging to the company, which translates into working teams with more collaboration, more productive, and dominated by active listening.

4. Better labor climate and better communication between the employees.

Healthy environments are created that provide calm and stability to the workers and reduce conflicts.

5. Encourages creativity. With what the company can secure and retain the best talent. Also will be reflected in a better resolution of the problems.

6. Increases the enthusiasm and motivation of the employees that has a positive effect on their productivity. This can have a positive impact on the relationship of the workers with the customers, and therefore we will obtain a greater customer satisfaction.

7. Competitive advantage: the increase of the efficiency of the company can be a competitive advantage over their competitors.

6.3. COMPETITIVE ADVANTAGE:

Currently, with the existing uncertainty in the markets and the global economic instability, there is a great opportunity for companies to achieve a competitive advantage through leadership and culture.

As a strategy of leadership, the mindfulness helps the leaders and their workers to be more effective, providing the company with a competitive advantage over their competitors. The practice of mindfulness allows workers, and in turn to the company, have greater well-being, be more effective and to be more competitive.

In addition, the culture of the company is one of the most important success factors. To create a strong culture, there are several skills and capabilities you should possess, such as the ability to listen, to be fully present, to be creative ... and as I mentioned, these capabilities are enhanced by the practice of mindfulness.

7. IMPLEMENTATION.

According to David Gelles, author of Mindful Work, there are 3 main points to ensure a smooth transition from the Mindfulness in the company a success:

1. Small-scale begins: The transition should not be done overnight, cannot be converted to the company in an expert in mindfulness right away, but that it is "back to the place of the present moment in a gentle and acceptable".

2º. Looking for a guide: It is best to follow the steps or let ourselves be guided by an expert in mindfulness and take advantage of any support that will help to promote the practice of mindfulness.

3º. You want the good of others: "It is about cultivating a sense of good will". It is a small but efficient pattern.

7.1. IMPLEMENTATION OF MINDFULNESS AT THE COMPANY:

To properly implement Mindfulness programs in the company, there is a need for certified instructors to teach and introduce the necessary techniques and practices for proper operation.

There are several possibilities to implement mindfulness programs in the companies. Everything will depend on the size of the company, its characteristics, its own functioning, the budget, For that reason, before implementing mindfulness programs we should be clear about the following points:

- The company culture,
- Objectives and needs,
- Available resources,
- Analyze the benefits and risks,
- Planning and commissioning.

Once you have decided on the adoption of a mindfulness program, we must analyze what will be the best option to deploy it in the company. Among the wide range of options we can choose between:

- Course of 8 weeks. It is the most complete course. It is weekly meetings of 2 hours for 8 weeks led by a certified expert. The expert will guide the group of workers for about 30-40 minutes a day in the practice of mindfulness.

The best known example of the course of 8 weeks is "SEARCH INSIDE YOURSELF" (SIY), the Google's Mindfulness program. It is divided into 4:

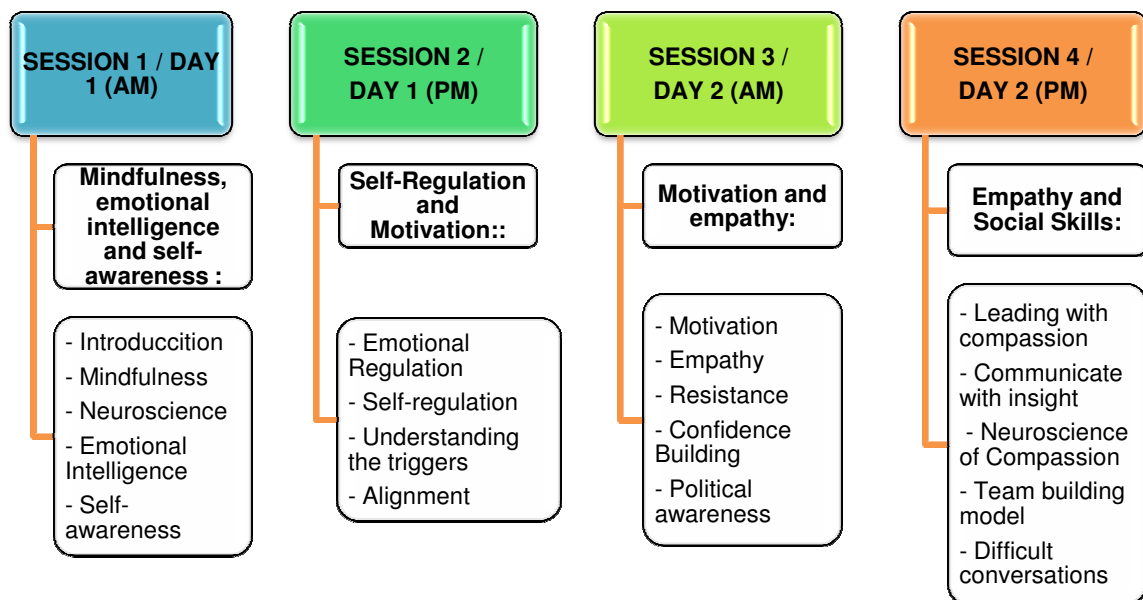


Figure 12: Course Search Inside Yourself (SIY). Source: Google.

- Intensive Courses. It is done in 1 day and explains the foundations of mindfulness and put into practice some of the techniques chosen specifically for each type of company. are made especially for companies with schedules or for a more basic.

- Courses. With a slightly higher cost, but fully customized to the needs of the company. The courses are adapted to the schedule, the company structure and their training needs.

- Train a worker. If there is a possibility, and we can count with a willing worker to be formed as an expert of mindfulness, this may start to the rest of workers.

As an example we can mention the University of Valencia, which offers a postgraduate course for the Graduate Certificate of Mindfulness in the company, with just a cost of 250 €.

- Virtual Seminars. Today on the internet it is easy to locate specialized companies that offer courses of mindfulness online.

- Apps. How to expand in point 7.2., at the individual level there is the possibility to train in mindfulness through specialized apps in the discipline of mindfulness (both at the general level and more targeted toward work).

- Lectures. Used to reform the courses and the formations, and a way to motivate workers.

7.2. APPLICATIONS (Apps):

We cannot form not only in the discipline of Mindfulness within the company or an expert, but that in the market there are many alternatives. Given the technological environment in which we move it is not surprising that also in the world of Apps The Mindfulness has found a hole.

In addition to the Apple apps I mentioned in point 5.1., exist in the market different specialized apps in personal training of Mindfulness (in particular, more than 1.300 apps). Some of these apps are:

- **EI Mindfulness App**: offers guided meditations and custom, reminders of meditation, session timed, statistics, and notifications. We can choose between the basic version: 200 guided meditations and some courses, and the premium version: with more than 20 full courses of Mindfulness.

- **Headspace**. Created by Andy Puddicombe, former Tibetan monk, is the most popular app in English to be introduced for the first time in the world of Mindfulness. Account with audio guided meditations by himself and the first 10 are free. We can find from simple exercises to whole sections dedicated to specific issues, such as the stress and anxiety.

This app has videos with animations to better understand the approach that must face the Mindfulness. Already have downloaded more than 11 million users.

- **10% Happier.** Created by the American journalist Dan Harris, who came to the meditation after suffering a panic attack live on TV. The teacher and guide of the session of Mindfulness is the Buddhist teacher and writer Joseph Goldstein. The first week is free.

- **Intimind:** Meditation is an application developed by experts in Mindfulness. Account with a repertoire of 11 free meditations, but for less than 10 €/month you can access all content. It has different programs: fear, anger,...

7.3. BARRIERS:

At this point we must ask, if the mindfulness is beneficial for workers and for the company, why are there companies have not yet implemented mindfulness programs?

Well, there are certain barriers that would answer to this question:

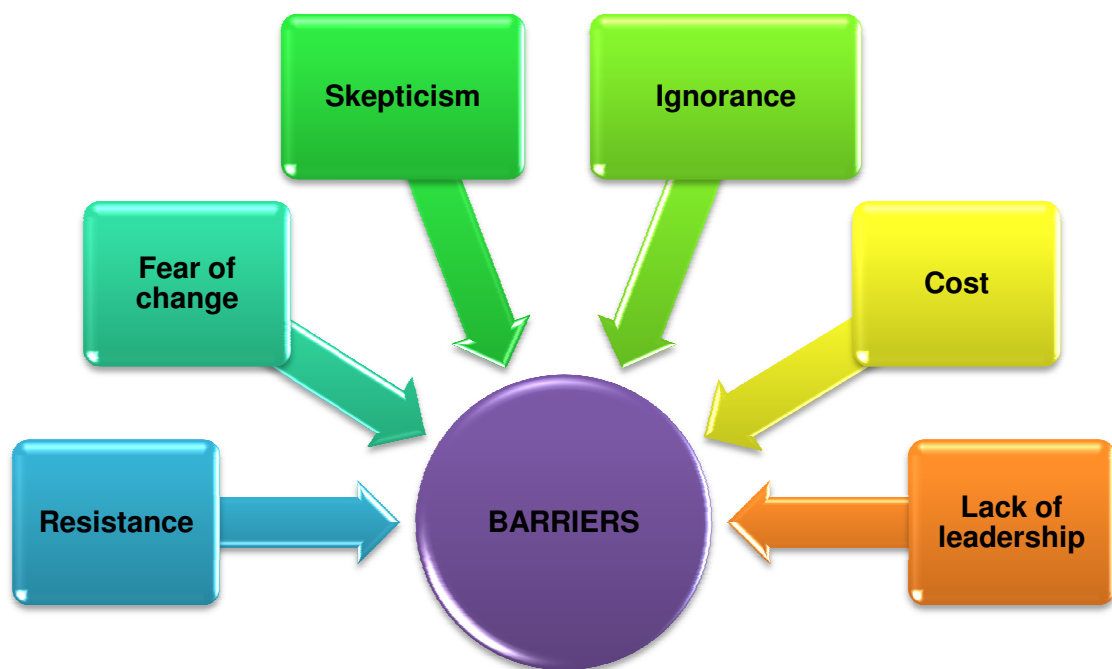


Figure 13: Barriers to the implementation of mindfulness. Source: Own elaboration.

- **Resistance and fear of change:** especially in more traditional businesses there is a high level of resistance to change, both workers and managers. Especially with the innovative practices, there is some suspicion in its implementation.

- **Ignorance:** that this discipline is still of recent implementation in companies is a disregard for the majority of the population. But this cultural barrier would be the easiest to knock down since large companies that have implemented mindfulness programs are spreading their countless benefits.

- **Skepticism:** being a discipline related to Buddhist practices, there may be some degree of skepticism at the beginning.

- **The cost** can be expensive: the implementation of the program through experts or specialized companies. In the USA, programs for large groups typically cost between \$500 to \$10.000; if we do through an app (for example, Headspace), the cost is 9,95 Euros per month, ...

- **Lack of leadership:** That there is a responsible person to facilitate the adoption of these practices.

- **Lack of experience:** Although the company count with an instructor of mindfulness, experts recommend that for good practice, these should be provided with an experience of more than 2.000 hours of practice of mindfulness.

8. CONCLUSIONS.

Once analyzed all the benefits of the mindfulness techniques in both the workers and the leaders of the companies, and overall benefits for the company itself, I raised: in the society in which we live conditioned by the technological revolution and the strong commitment to innovation, why are not all companies establishing mindfulness programs among their workers for the reduction of levels of stress?, and if its implementation is economically feasible and there is a wide variety of options to implement mindfulness programs, why are companies still reticent or apprehensive with its implementation?, the most logical answer seems to me the ignorance.

In spite of being a technique that many American companies are practicing in their companies from over ten years ago, in Spain begins now to dream with more force, there is still great lack of mindfulness.

In my particular case, I had not heard of it until a couple of years ago, specifically from the hand of the professor of the University Jaume I, Alma Rodriguez, who in her university subject: Design and Organizational Change, introduced us to the practice of mindfulness. Alma spent the first few minutes of class to focus our attention on the present moment, to help us focus on what we should do. Although at first it may seem strange and even difficult to focus and forget the environment that surrounds us, even if only for 1 hour, after several classes, the mind is clearer and comes to understand the meaning of mindfulness.

For this reason, in the middle of my project I thought: if I know the benefits and how can I practice it, why not start it myself in my work?. Working in a fairly traditional company, and in the case of a consultancy firm, the level of stress during periods of fiscal models is quite high, the place is ideal. I thought about it in a gradual and subtle, so about 7 months ago I convinced one of my bosses to sign up for yoga classes once a week to help us in the meditation phase and disconnect from the environment (or better said, targeting and centralization of the problems).

Although at first it was a bit weird, the benefits to both soon became visible, not only helped to reduce the level of stress, but helps us focus, to take things more calmly, even has improved the level of mutual trust and, moreover, has improved our well-being and health in general. Despite the fact that the rest of the workers remain reluctant to practice mindfulness, my commitment to introduce it internally does not cease.

In my personal opinion, the mindfulness is a practice very beneficial in many aspects which I do not think it is going to take too long to be extended both at work and in other applications of everyday life, and for this reason I believe only lacks a bit of dissemination, that is, provide more information about this technique, its benefits and applications.

So, there are still some questions in the air, what is the best way to disseminate information?, how can we spread the knowledge of mindfulness between companies?, and more importantly, how can we open the minds of the managers/entrepreneurs to the mindfulness?

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10. ANNEXES.

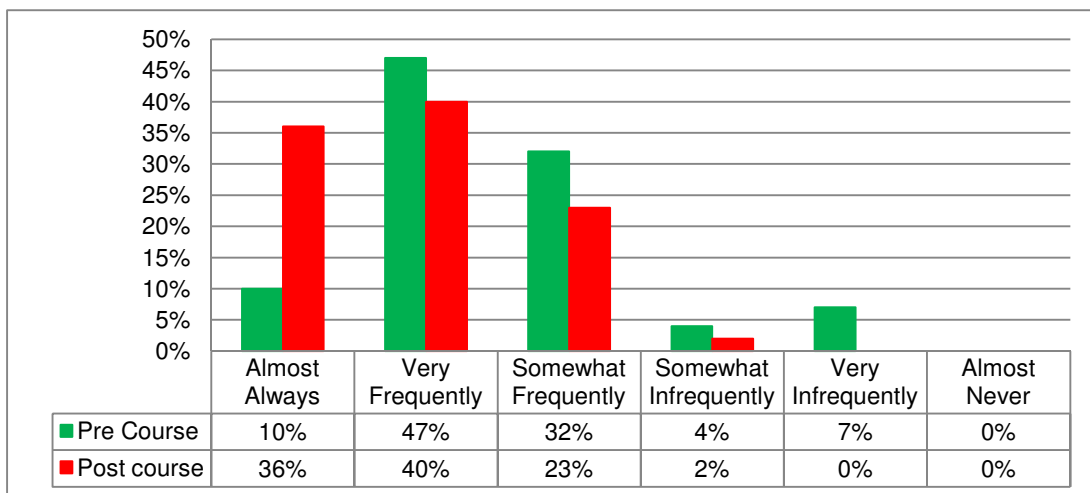
10.1. Survey of the Institut Mindful Leadership:

What does the research show?

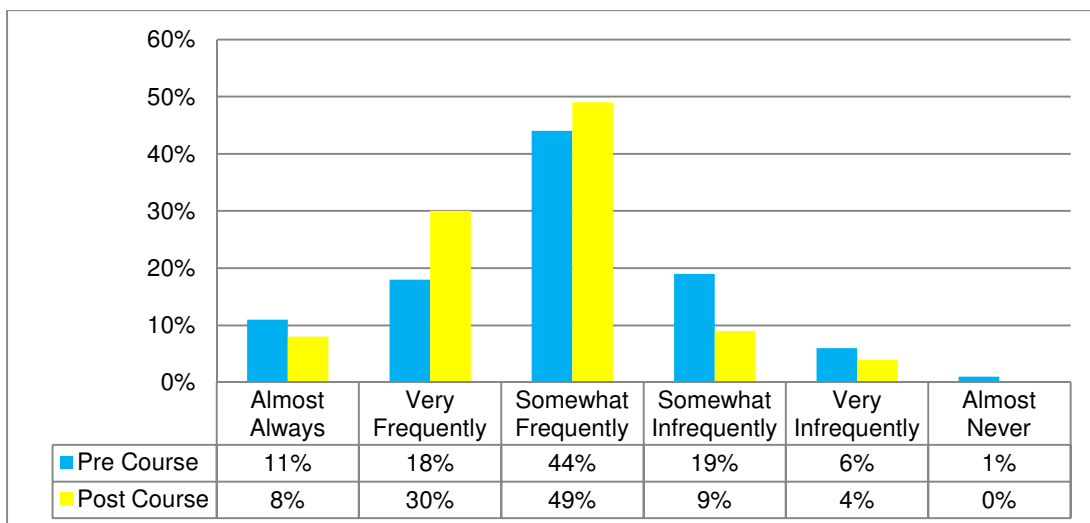
1. The participants were General Mills employees at the director and manager level.
2. The results depicted in the charts are from the 72 participants in the first three courses.
3. The results were confirmed by an analysis of 51 participants in subsequent courses.
4. All 19 questions show a statistically significant change with a 95% confidence factor.

Results:

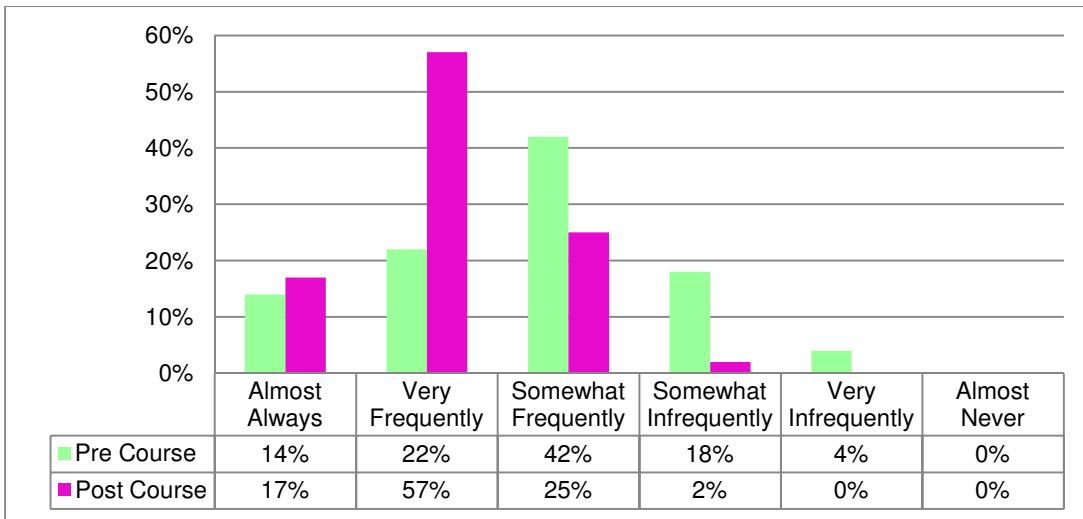
1. I feel like I am able to be myself in the workplace:



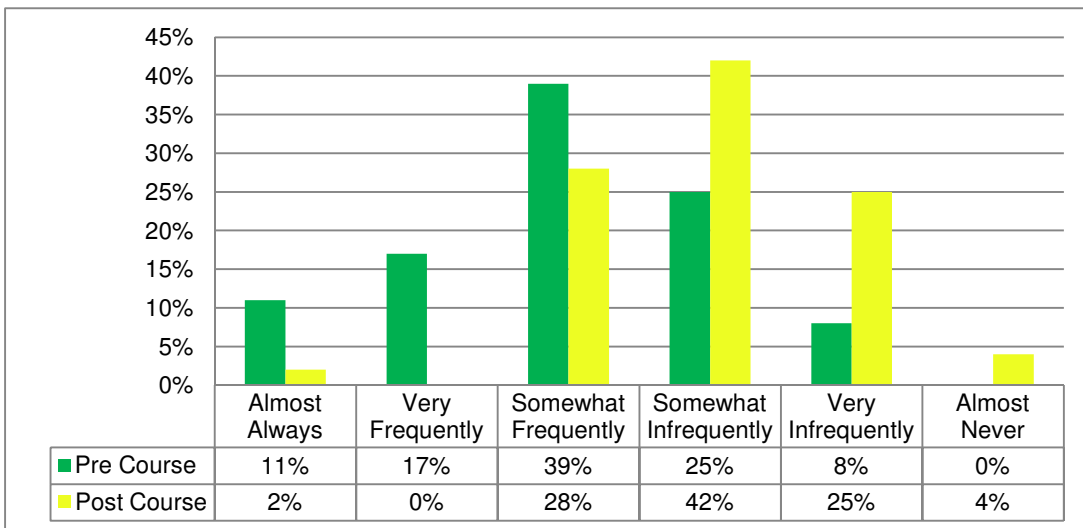
2. I'm an important contributor to the strategic plans of my department:



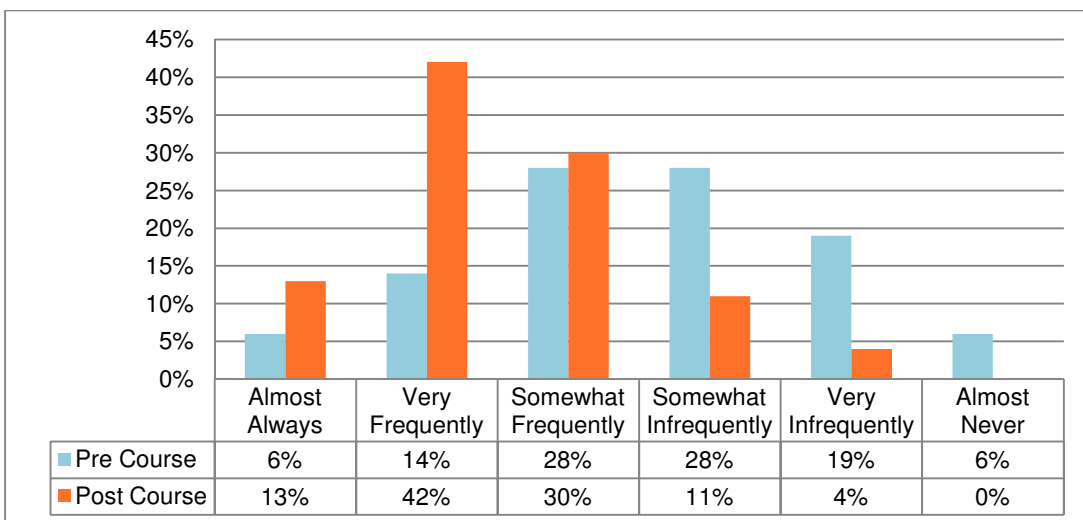
3. I'm able to be fully attentive to a conversation:



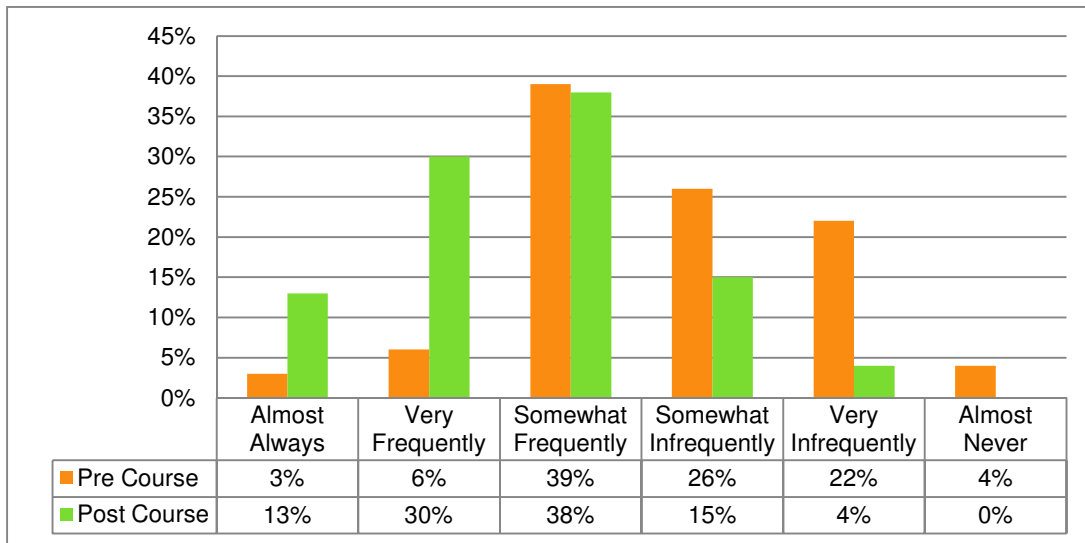
4. I find it difficult to stay focused on a project from beginning to end.



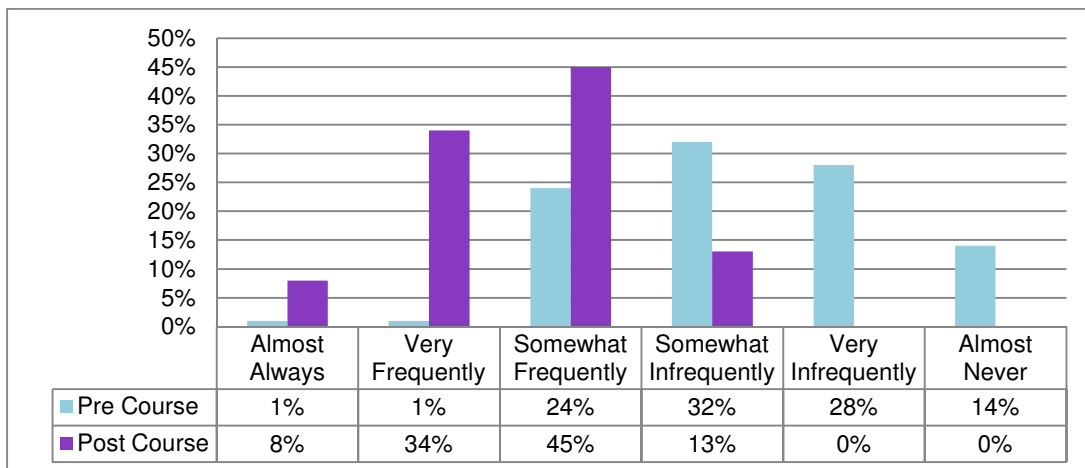
5. I am able to make time on most days to prioritize my work.



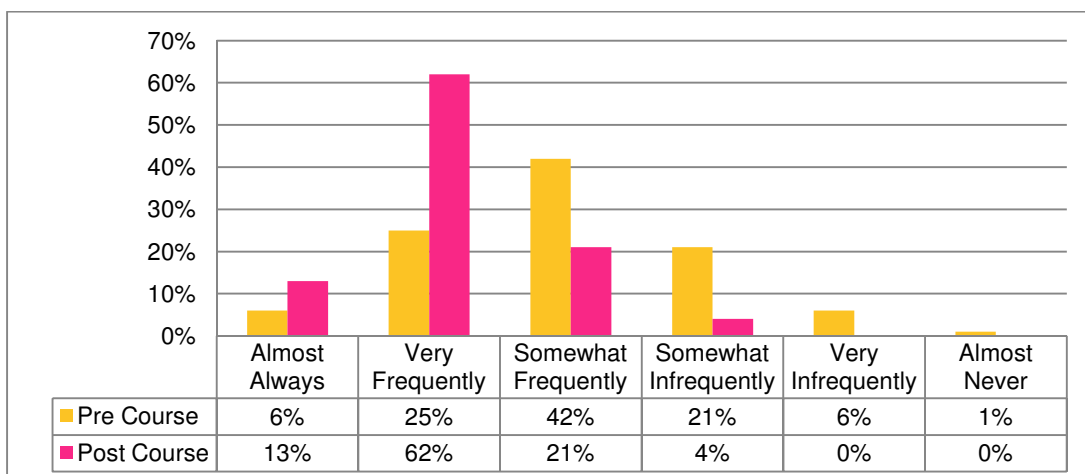
6. I am able to make time on most days to eliminate some tasks/meetings with limited productivity value.



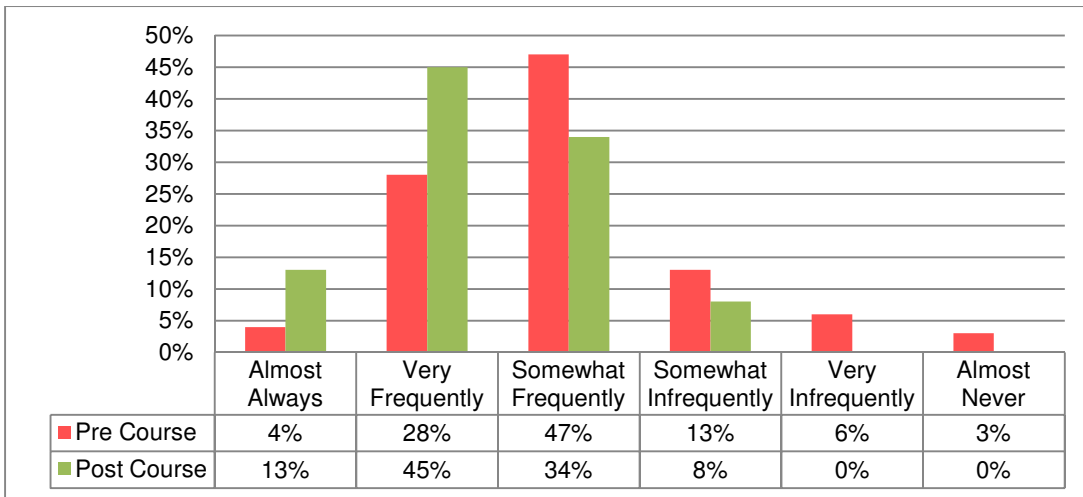
7. I take time each day to optimize my personal productivity.



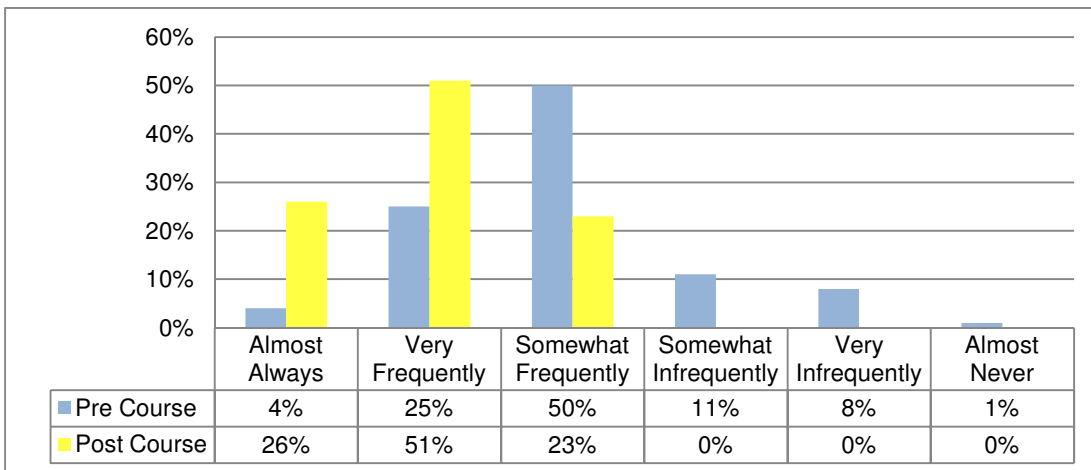
8. I am able to be fully attentive in meetings, conference calls and presentations.



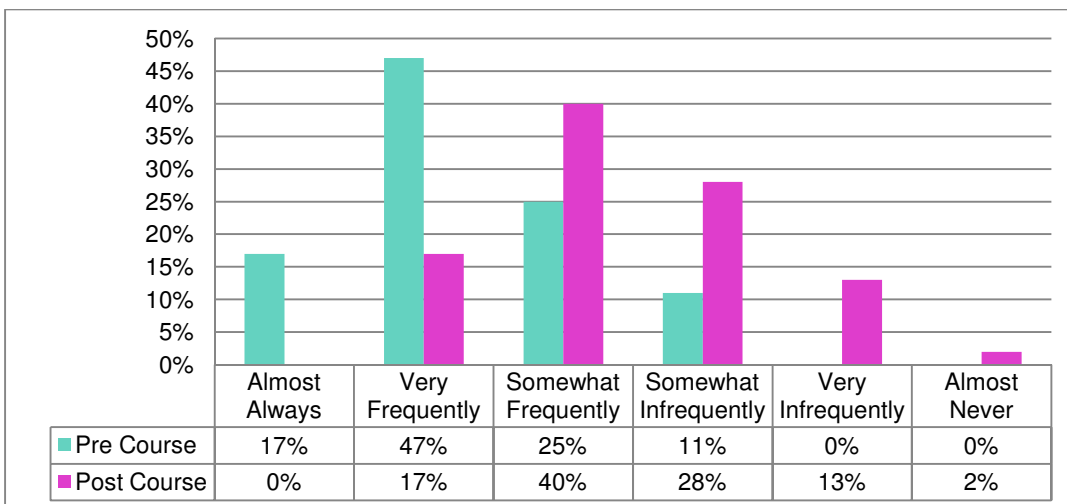
9. I am able to respond with clarity, even under pressure.



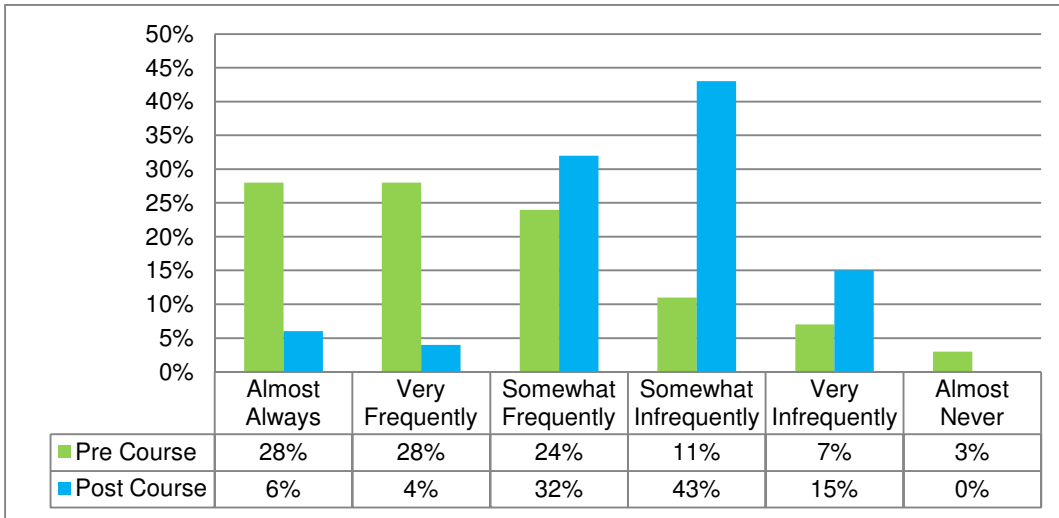
10. I am able to notice when my attention has been pulled away and redirect it to the present.



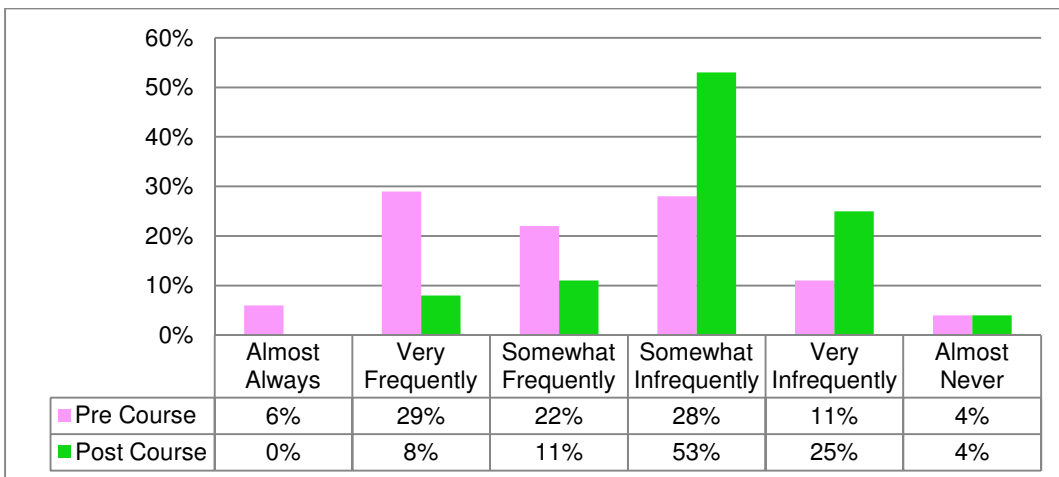
11. I notice that I am distracted by thoughts about work when at home, or about home when at work.



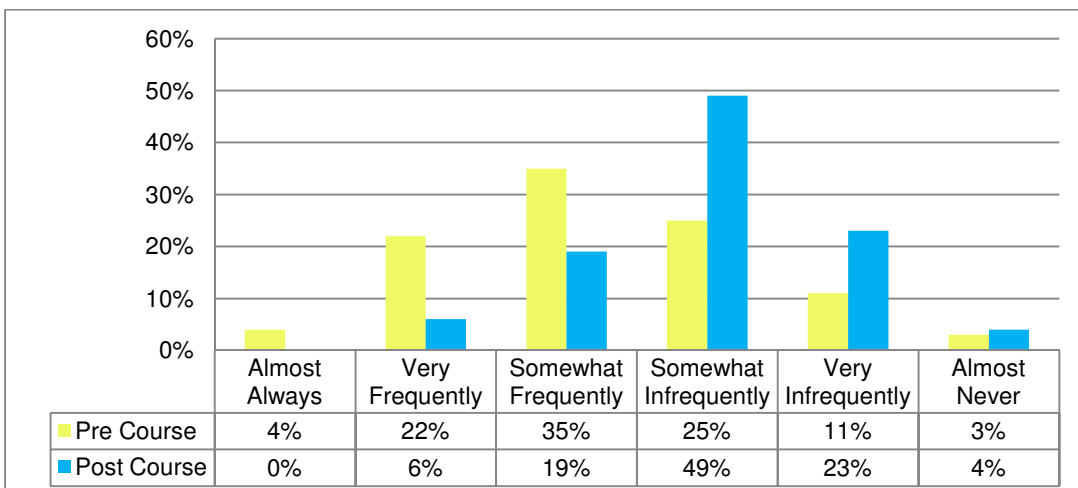
12. I tend to walk quickly to get where I'm going without paying attention to what I experience along the way.



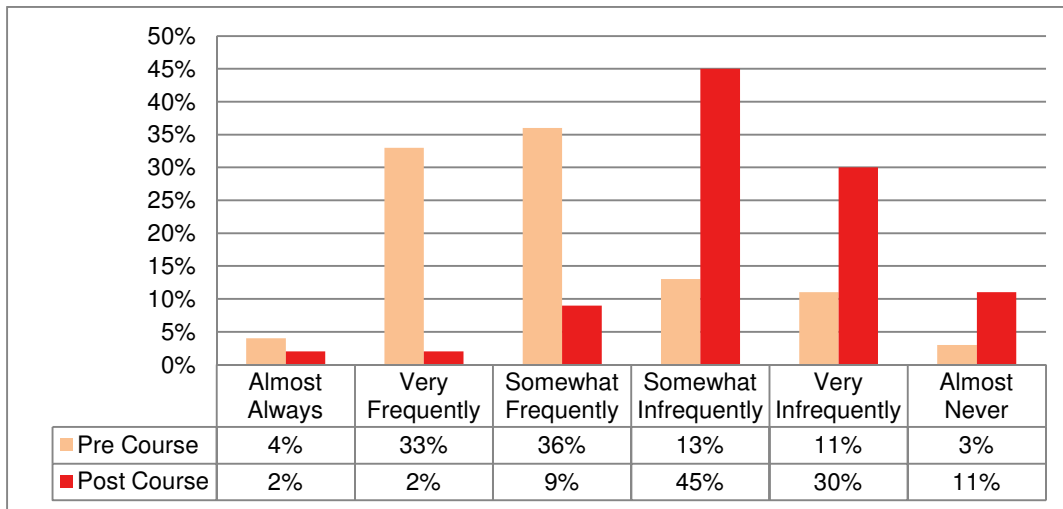
13. It seems I am running on automatic, without much awareness of what I am doing.



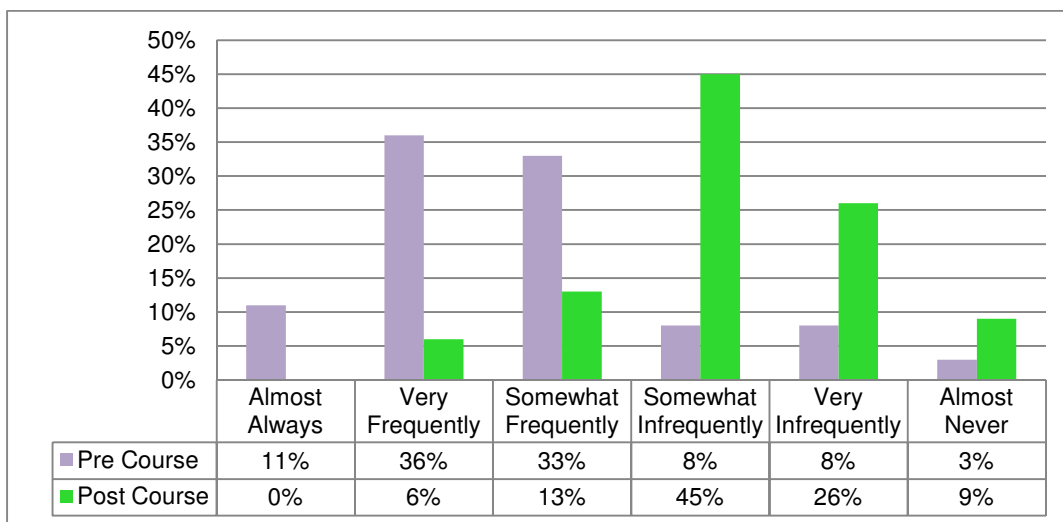
14. I rush through activities without being really attentive to them.



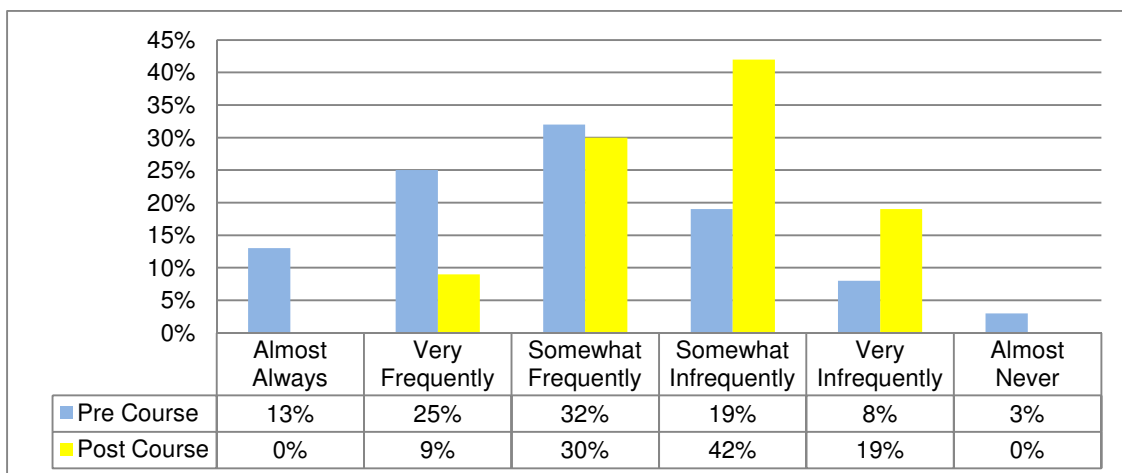
15. I find myself listening to someone with one ear, doing something else at the same time.



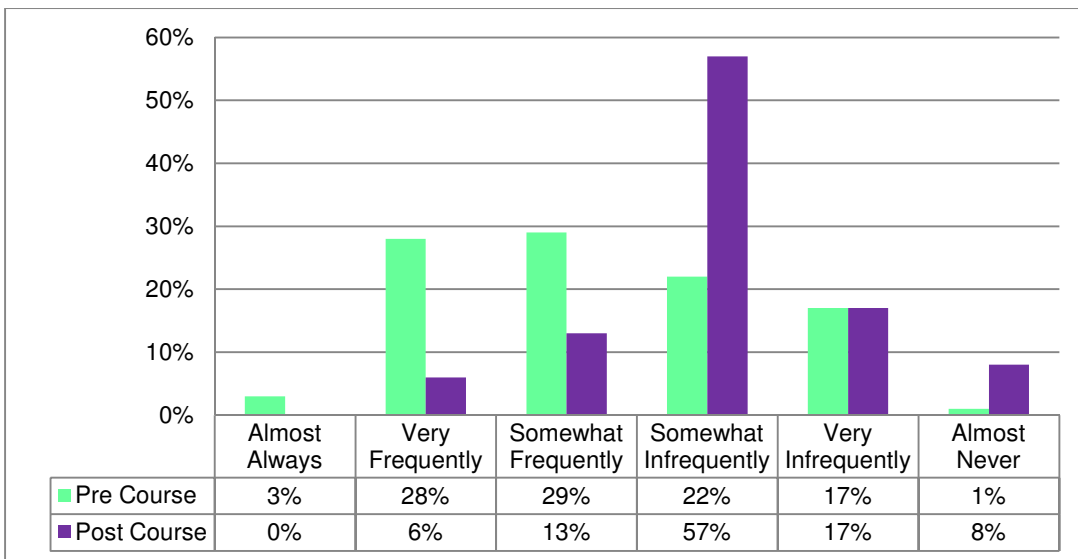
16. I drive places on automatic pilot.



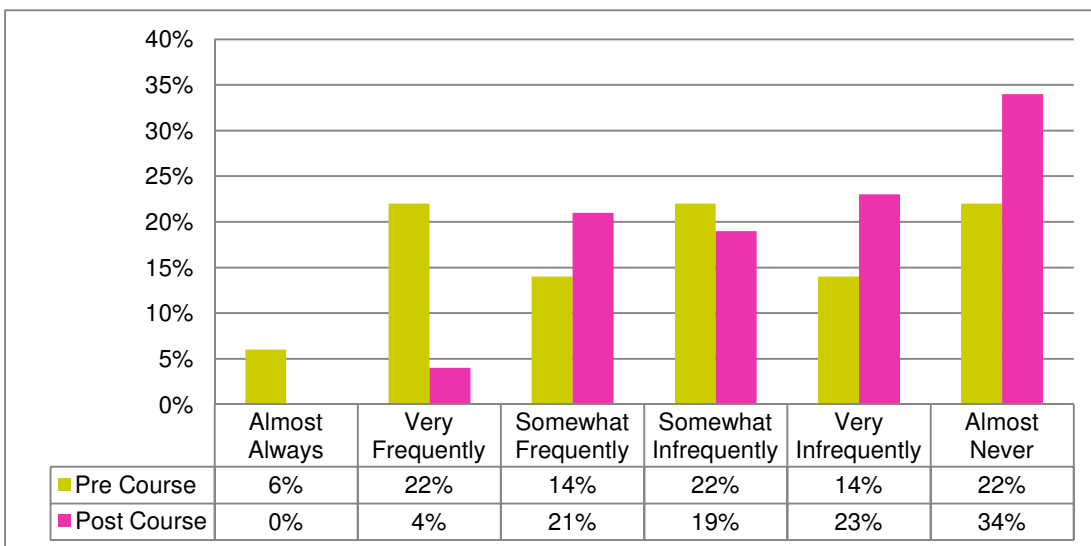
17. I find myself preoccupied with the future or the past.



18. I find myself doing things without paying attention.

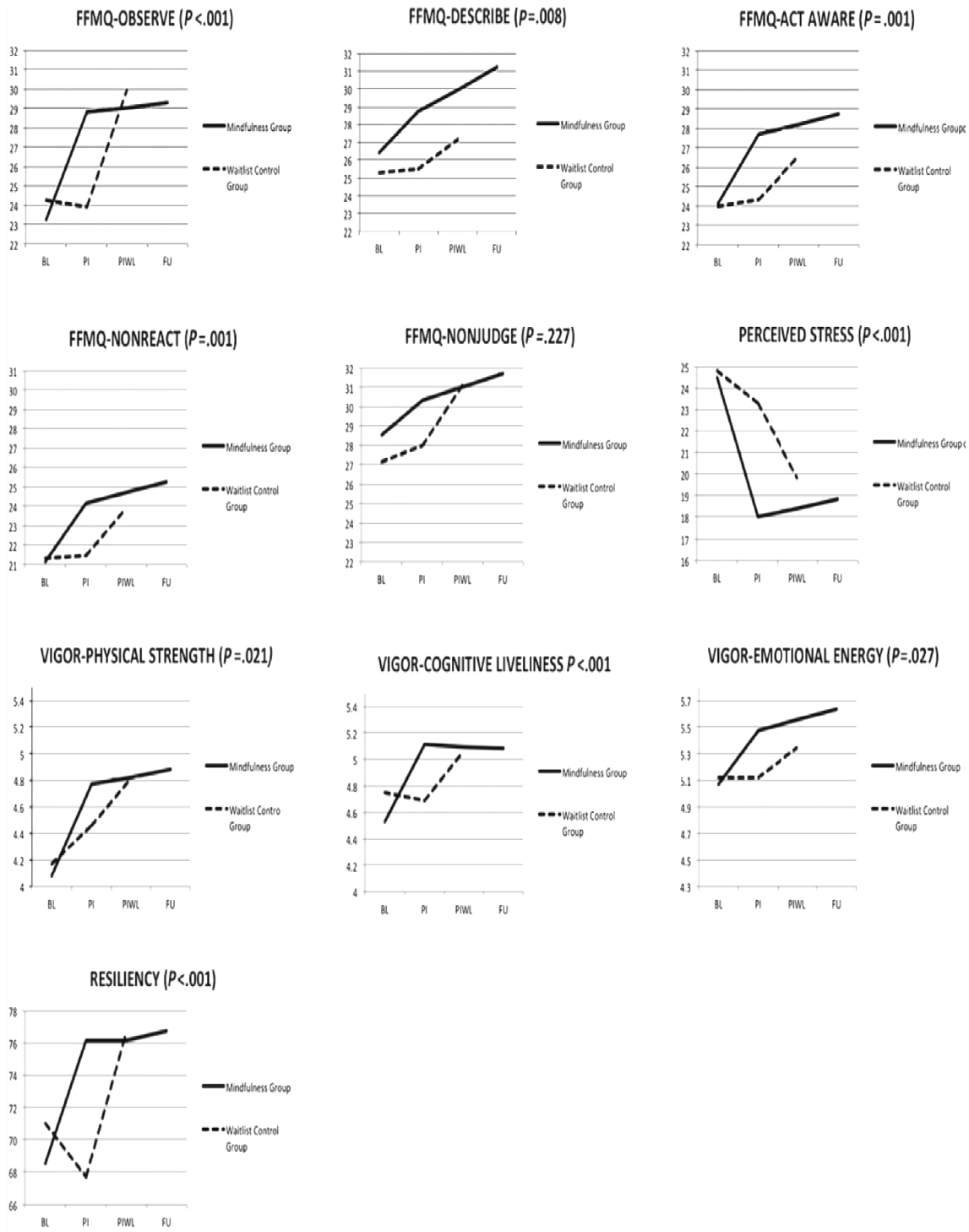


19. I snack without being aware that I'm eating.



10.2. Mindfulness goes to work: impact of an online workplace intervention. Study of the Dow Chemical Company by The Journal of Occupational and Environmental Medicine:

Results:



Graphic: Outcome measures over time for ITT intervention vs. waitlist control groups. P values for IIT intervention vs. wait-list control group at PI. BL, baseline; FU, 6-month follow-up; PI, post Mindfulness group intervention; PIWL post intervention, waitlist control group.