



The Next Generation of Leadership Excellence

Why do 35% of US companies—including industry leaders like Google, Goldman Sachs, and General Mills—offer structured programs of mindfulness to reduce stress and improve performance?

Why are elite business schools—including Harvard, Stanford, and MIT—turning to mindfulness to define excellence for the next generation of leaders?

Why do so many successful business people link their success to the profound and far-reaching benefits of mindful leadership? Consider this list of leaders who champion mindfulness:

- Bill Ford, Chairman of Ford Motor Company
- Ray Dalio, Founder of Bridgewater Associates
- Bill George, Professor of Management, Harvard Business School
- Dan Harris, Anchorman for ABC
- Tim Ryan, US Congressman (Ohio)

The Game-changing Competitive Advantage

Dozens of studies are supporting recent findings in neuroscience that practicing mindfulness is an effective way to build the self-awareness, resilience and focus leaders need to thrive into today's complex business environment. Mindful leaders consistently demonstrate greater innovation, better decision-making, and more effective talent management, giving them a much-needed competitive advantage.¹

The Challenge for Today's Leadership

In today's digital economy, where information is measured in terabytes and speed in nanoseconds, businesses are finding that the stakes are higher than ever, the growth opportunities more fleeting and the margin of error much narrower. Besieged by the stress and ambiguity of this highly unpredictable work environment, business leaders are increasingly prone to burnout, aggression and resignation.² The negative impact of these stressors and of a



leaders' mindless reaction to them can rapidly spread through the ranks and compromise the performance of an entire organization.^{3,4} Consider some of the key facts:

Lost Productivity

- Information and distraction overload has been estimated to cost \$900 billion annually in lost productivity and innovation in the U.S. alone.⁵

Unmanageable Stress

- 72% of Americans report feeling physical symptoms of stress, while 67% are experiencing emotional problems due to stress.
- 69% of those who report stress identify work a major source of that stress.⁶

Spiraling Healthcare Costs

- Stress related conditions cost over \$300 billion annually in absenteeism, job turnover, lost productivity, and insurance costs.^{7,8}
- Approximately 68% of employees feel fatigued and out of control.⁹
- Workers with low well-being have 41-46% higher healthcare costs.¹⁰

Low Employee Engagement

- According to a recent Gallup poll, *less than 1/3* of employees around the world are engaged with their job or company.
- More than 20% of employees act maliciously at work, adding to the stress and toxicity of the environment.

The Power Behind a Mindful Leader

In order to thrive—indeed survive—in today's rapid-fire business environment, companies must maximize the potential of their organization's human capital. Studies show that mindfulness is one the best techniques to help business leaders *do just that*.^{11,12}

Mindful leaders develop:

- Greater resilience, focus, and clarity
- Stronger access to the higher cognitive and performance capacities of the pre-frontal cortex and an ability to override the reactive aggression and short-term thinking of the primitive 'reptilian brain'



- Greater ability to develop the positive emotions that bring out the best in their people and sustain peak performance. Businesses that seek to maintain or improve their competitive advantage will need to build these mindful leadership capacities across the organization.

The Case for Mindfulness

Scientific Evidence

Recent neuroscientific research demonstrates that the brain is “plastic,” meaning it can be consciously trained and developed to be more effective. Neuroscience is also showing that practicing mindfulness is one of the most efficient ways to engage the brain’s neuroplasticity and develop new behaviors – including key leadership skills and competencies.

How does this work? Mindfulness trains individuals how to choose effective responses to stressors rather than default to ineffective habits of reactivity. In the process, it shrinks the amygdala – the reactive alarm bell of our brain – while growing the prefrontal cortex, hippocampus, and insula, supporting greater abilities to modulate, create and connect.

Specific benefits of mindfulness include:

- Protecting the brain from stress-hijacking and chronic stress wear-and-tear.^{13, 14}
- Enhancing well-being,¹⁵ attention,¹⁶ executive function,¹⁷ and decision-making.¹⁸
- Reducing social emotional stress,¹⁹ increasing emotional self-regulation,²⁰ and enhancing social self-awareness, connectedness, and positivity.²¹

Proven Business Impact

A growing body of research demonstrates the business application of this emerging science.

Superior Business Performance

- Conscious businesses led by mindful executives outperform the S&P by 10X.²²
- 18 publicly traded companies who scored high on being a conscious business and strongly supported mindfulness activities performed significantly better than the S&P over a 15 year period.

Expanded Self-awareness

- Executives who meditate are better able to receive feedback from colleagues and thus better able to enhance their leadership development.²³



Improved Decision Making

- A recent study, using the common Sunk-Cost Bias criteria for decision-making, found that participants who meditated three times a week for three weeks were able to make the correct decision 78% of the time, while their counterparts in the control group who had no meditation, chose the right decision only 44% of the time.²⁴

Accelerated Innovation

- Research has shown a significant improvement in creativity and innovation resulting from various types of meditation.
- Specifically, people who engage in focused meditation are more creative in the convergent task of crafting innovative solutions than the non-meditative group. Similarly, people who engage in open meditations perform significantly better than controls in divergent creativity tasks such as brainstorming.²⁵

The Bottom Line

A growing body of research is showing that mindfulness improves organizational effectiveness. It helps leaders to stay focused, improve their capacity to communicate, and inspire others, thus positively impacting the bottom line.

Who We Are

The Nalanda Institute for Contemplative Science was established over a decade ago specifically to make mindfulness practices accessible to people who are intent on building a productive, calm, creative and sustainably happy life.

The Mindful Business Practice within Nalanda offers coaching, on-site programs, and seminars and workshops designed specifically to address workplace issues such as Leadership Excellence; Team Engagement; and Innovation and Creativity. Clients include Fortune 100 companies, high-tech start-ups and entrepreneurial ventures.

Through several decades of working with business executives, the Nalanda faculty has developed a proven methodology that weaves together the necessary skills and the science behind them to help empower people, and transform lives.

The Nalanda Institute's home is at 300 Central Park West, suite 1D. For more information,



please call us at 212-362-3895, email us at info@nalandascience.org, or write Dr. Joe Loizzo at Nalanda Institute, 300 Central Park West, 1D, New York, NY 10024.

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