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Master's Thesis

Mindful Leadership

The Impact of Mindfulness on Managers' Ethical Responsibility

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Management Summary

Many publications highlight the importance of mindfulness in today's world. However, it is vital to link this topic with organizational performance and ultimately with leadership, since leaders do not only directly influence employee but eventually also corporate performance. Companies are facing challenges regarding performance, pressure on the workforce is rising dramatically, since companies need to remain competitive and are thus trying to do more with less. Therefore, people are working more and harder while paying less attention to detail. With a constant flow of information, individuals can get overwhelmed quickly. Thus, it can be a challenge to focus on a particular matter and more importantly, to set priorities. This pace of life requires being mindful of activities from moment to moment, particularly in times where people are pressured to act against their own values. Studies show that times of pressure and stress can lead to unethical behavior and drastic measures.

The aim of this thesis is to evaluate how mindfulness impacts leadership, with regards to the ecological dimension of the leadership model as well as the triple corporate responsibility model. The emphasis, in this case, lays on the intrinsic responsibility, rather than managers solely being compliant with corporate standards. An increasing number of businesses is providing mindfulness training programs for their employees, such as the company SAP. Hence, it is to be evaluated, whether mindfulness impacts responsible leadership, ethical behavior and if it is a suitable concept to foster the two.

Findings show that mindfulness impacts both responsible leadership and ethical behavior. Furthermore, it is evaluated as a suitable concept to foster both aspects. For example, mindfulness practice influences a manager's leadership style, by increasing empathy, compassion, and the shift in perspective of the "I" to "We". Moreover, mindfulness increases awareness of habitual behavioral patterns, thus questioning one's behavior can result in ethical behavior by recognizing and leaving harmful behavior behind.

The thesis applies a qualitative method approach. By applying a non-probability approach, namely purposive sampling, six interviews with industry experts were carried out, designed as semi-structured interviews in person or Skype. In addition, one industry expert answered a questionnaire via email. To include company views, five company representatives answered a questionnaire in person, by phone, or email. Data from both expert and company interviews were analyzed by grouping the answers according to keywords.

For a mindfulness training to be successful, it is recommended, that strong supporters have to be evaluated in order to implement it in a company, either by management or a sponsor within the company. Furthermore, for the program being anchored throughout the whole company, it should be made accessible to as many employees as possible. Company culture should be shaped by an environment of free speech, employees should not be afraid of talking about exhaustion, and lastly, they should not feel ashamed to take time for themselves.

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1   Introduction

Many publications (e.g. Gonzalez, 2012; Shapiro, Wang, & Peltason, 2015; Ryan, 2015; Ehrlich, 2017; Search Inside Yourself Leadership Institute, n.d.*b*) highlight the importance of mindfulness in today's world. However, it is vital to link this topic with organizational performance and ultimately with leadership, since leaders do not only directly influence employee but eventually also corporate performance. Companies are facing challenges regarding performance, be it financial or relating to output. Cost reduction, for example, leads to measures that impact leaders and employees alike. Sometimes these actions include dismissals which result in an increased workload for the surviving employees and hence, to a stressful working environment. Regardless of the dismissals, the pressure on the workforce is rising dramatically, since companies need to remain competitive and are thus trying to do more with less. The Job-Stress-Index published by Gesundheitsförderung Schweiz (2016), shows that 25.4% of the Swiss working population suffer from stress, in other words, strains outnumber resources at the workplace (p. 2). Moreover, every fourth employee is feeling exhausted, and the cost for companies rise to CHF 5.7 billion per year, caused by stress (p. 3). Distraction can lead to being stressed out, suffering from the burn out syndrome and the sensation of being overwhelmed represent challenges that need to be overcome in today's environment (Search Inside Yourself Leadership Institute, n.d.*b*).

Nonetheless, another important factor in today's hectic world is digitalization (Marturano, 2015, p. 21). The digital revolution represents both a blessing and a curse to society. On the one hand, it facilitated many processes, not only in business but also in social life. On the other hand, there's constant reachability and the speed of innovations. Both lead to increased stress and pressure on companies and their employees alike, for example by creating a feeling of disconnectedness (e.g. Hallowell, 2005; Ryan, 2013; Marturano, 2015, p.21; Ehrlich, 2017). Additionally, today's workplace differs in many ways from previous workplaces; everything and everyone are moving faster, communication has increased since digitalization facilitated the means of communicating, and lastly, the use of technology has increased enormously compared to some years ago. Employees and companies need to be flexible and able to adapt to change quickly, which, in turn, again increases the level of pressure, stress, and uncertainty (e.g. Hallowell, 2005; Marturano, 2015, p.21; Ehrlich, 2017). Stress has a significant impact on people's health and well-being. Anja Jardine (2017*a*) explains if situations of stress persist over several months or years, it can have severe consequences, such as the heart not being able to switch from tension to relaxation. This results in vascular constriction, high blood pressure, and lack of sleep. A chronical lack of sleep, in turn, can cause depression, cardiac infarctions, a weakened immune system, and diabetes.

All these aspects result in people working more and harder while paying less attention to detail. With a constant flow of information, individuals can get overwhelmed quickly. Thus, it can be a

challenge to focus on a particular matter and more importantly, to set priorities. Sometimes, the reason for not paying attention is the means of communications used today; it is convenient and quick to send a chat, instant message or e-mail to someone. But the person on the other end might be working on a task and is being interrupted, again losing focus, as highlighted by Hallowell (2005) and Ehrlich (2017).

On the whole, it can be said that employees and especially managers with performance objectives and responsibility can feel overwhelmed easily (Niven & Healy, 2011). This pace of life requires being mindful of activities from moment to moment, particularly in times where people are pressured to act against their own values. This unethical behavior can result from dutifulness, proving one's competence, or by being influenced by an authority, just to name a few (Schüz, 2017). Studies show that times of pressure and stress can lead to unethical behavior and drastic measures (Design Professionals Risk Control Group, & XL Insurance, 2009). The question arises whether mindfulness with its positive impacts on a person's mind could lead to managers not only be compliant with corporate standards but to extend it to the intrinsic responsibility.

1.1 Topic

The aim of this thesis is to evaluate how mindfulness impacts leadership, with regards to the ecological dimension of the leadership model (see figure 1), as well as the triple corporate responsibility model. The emphasis, in this case, lays on the intrinsic responsibility, rather than managers solely being compliant with corporate standards. An increasing number of businesses is providing mindfulness training programs for their employees, such as the company SAP. Thus, it is to highlight the opportunities and limits of mindfulness in business and how companies can implement mindfulness programs in their business environment, for example during the assessment of future employees or in management training.
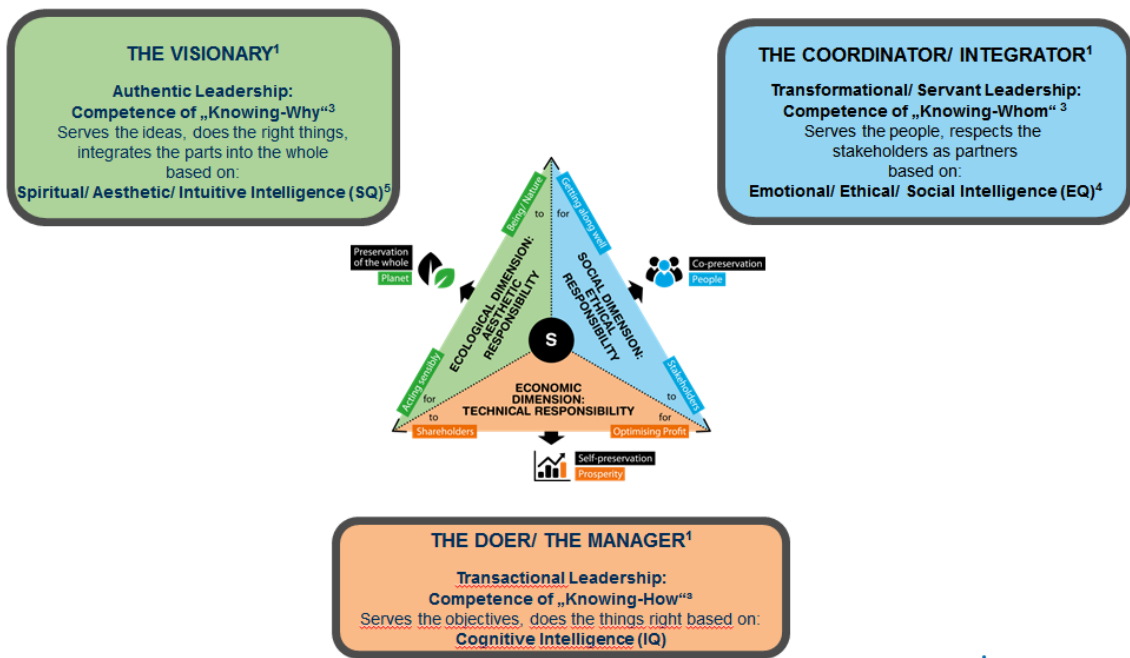
Figure 1: New Model of Responsible Leadership (Schüz, 2016a)

1.2   Research Questions

First of all, it is to be evaluated whether mindfulness impacts responsible leadership and ethical behavior. Moreover, it is to be assessed if mindfulness is a suitable concept to foster ethical behavior and responsible leadership. Furthermore, it is to be highlighted, what the impacts of mindfulness in business are, including opportunities and limits, and how these effects can be measured. Additionally, the question needs to be answered, whether managers can train mindfulness and if it is reasonable for companies to implement mindfulness in business. Lastly, after having assessed the benefits for firms, it is to be clarified, how businesses can successfully implement mindfulness programs. Consequently, the following research questions to be answered, arise:

- Does mindfulness impact responsible leadership?
- Does mindfulness impact ethical behavior?
- Is mindfulness a suitable concept to foster ethical behavior and responsible leadership?

Possible impacts of mindfulness can be assessed through the below sub-questions:

- What are the impacts of mindfulness in business, including opportunities and limits?
- How can impacts be measured?
- Can managers train mindfulness?
- Is it reasonable for companies to implement mindfulness in business?
- How can companies successfully implement mindfulness programs?

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1.3   Domain Limitation

This thesis focuses on the impact of mindfulness on responsible leadership and ethical responsibility. Hence, in addition to the secondary data analysis, six semi-structured interviews are being conducted with experts such as certified Mindfulness-Based Stress Reduction (MBSR) teachers, psychologists, psychotherapists, and managing directors of coaching and consulting companies. On top of that, two semi-structured interviews are carried out with company representatives from SAP (Schweiz) AG and AXA Winterthur. Additionally, three company representatives answered a questionnaire by email. Hence, this thesis focuses on companies and interview partners from Switzerland and Germany.

1.4   Relevance for Subject Area

The focus of this thesis is to evaluate how mindfulness impacts leadership, with regards to the ecological dimension of the leadership model, as well as to link it with the triple corporate responsibility model. The emphasis, in this case, lays on the intrinsic responsibility, rather than managers solely being compliant with corporate standards. As mentioned before, people live in a fast-paced, constantly changing, and developing world. Reb and Choi (2014) explain that companies and employees are acting in a challenging and competitive environment, characterized by long working hours which can lead to "stress, exhaustion, and burnout", with work being experienced as more demanding and intense by some. On top of that, the day is not over once employees leave the office; through their smartphones, they are constantly connected, available and receiving information. Today's technology has changed the way of how people work; since people are always available, the expectation of immediate responses has risen and thus, blurred the line between work and leisure time. Consequently, people try to multitask and accomplish as many tasks as possible (p. 3).

The question arises if people are more efficient by multitasking. Oberauer and Kliegl (2004, p. 704) note in the results of their experiments that "[…] Without practice, most participants experienced substantial dual-task costs when they executed two cognitive operations in working memory, even though the operations were highly different and were applied to representations from different domains". Additionally, it can even result in attention deficit trait, short ADT, as explained by the author and psychiatrist E.M. Hallowell (2005). He notes that ADT is solely caused by the environment since people are constantly flooded by information – or "noise" as he calls it – the human brain loses the ability to concentrate on anything entirely. However, ADT develops gradually, during a time when a person tries its best to manage all responsibilities. Nonetheless, they are hardly able to cope with the burden, no matter how hard they try. This results in feelings such as panic and guilt and the person does everything to manage the

uncontrollable situation of an increasing workload by being in a hurry, nervous, and unfocused, but still pretending that everything is under control (pp. 55-56).

Consequently, today's corporate environment has changed significantly due to technological innovations which takes its toll on companies, managers, and employees alike. Companies need to be able to adapt quickly to this fast-paced and ever-changing environment in order to remain competitive, and they are subject to new and complex economic and resource constraints (Ehrlich, 2017; Marturano, 2014, p. 21). The workload increases and performance pressure on managers and employees rises enormously. Tim Ryan (2013) states that a lot of the anxiety people feel today stems from busyness and overuse of technology, which both disconnect people from each other. Hence, this behavior can result in feeling worn out and leave people with the impression of not having time to even take one deep breath. Modern, self-imposed anxieties arise, such as the constant availability; people feel anxious if a text message is not instantly returned or they get bothered if someone is not immediately available (p. 141).

Crises and scandals, such as the collapse of ENRON in 2001 (The Economist, 2002), the VW emission scandal (Hotten, 2015), or the Madoff investment scandal (Appelbaum, Hilzenrath, & Paley, 2008) raise the question why managers act unethically, despite the severe consequences these scandals entailed. Koh, Scully, and Woodliff (2016) note that unethical behavior often results from circumstances, such as time pressure. They highlight that time pressure has an adverse impact on ethical decision making and the unethical behavior could be reduced by anticipating time pressure. Selart and Johansen (2011, pp. 137-138), evaluated in their study that "On the whole, perceived stressful situations lead the decision makers to act more unethical", but only marginally. Yet, looking at different stressful situations, correlations to unethical behavior was significantly higher, for example when decision makers experience a lack of reward, unethical behavior is used as compensation. Furthermore, poor team work can result in a decrease of mental resistance for acting unethical. Lastly, their findings "[…] indicate that while stress has little influence on peoples' recognition of moral issues, it shows a negative effect on the establishment of a moral intent" (p. 138). Another reason for unethical behavior could result from goal-setting in companies, as explained by Niven and Healy (2011, p. 115); they note that "[…] it is thought that specific goals can interfere with individuals' ability or motivation to recognize actions as having ethical connotations and may inflate the perceived benefits of cheating or positively influence affective judgments about cheating". In their experimental study, the findings suggest, that "[…] setting specific performance goals does indeed influence two forms of unethical behavior but that not everyone is equally susceptible to the 'dark side' of goal-setting" (p. 126).

Thus, the question arises, whether there are tools to prevent unethical behavior. Research on mindfulness and its training have shown that people are more aware of how their actions have an

impact on others and the world they are surrounded by (Skibola, 2012). Additionally, awareness is a critical component of ethical decision making (Ruedy & Schweitzer, 2010). Mindfulness does promote compliance with the appliance of the Golden Rule ("do unto others as you would have others do unto you") and "[…] mindfulness can foster a sense of interconnection, an understanding of others, and, sometimes, compassion for them" (Riskin, 2009, p. 498). Riskin notes further that mindfulness can raise awareness, which can lead to taking a step back and questioning the merit of actions, in addition to questioning habitual self-centered thoughts, including emotions, bodily sensations, and the behaviors triggered by these (p. 499). Hence, in a first step, it is to be investigated, if mindfulness impacts responsible leadership. Additionally, research is to be carried out about the opportunities and limits of mindfulness in business. Also, the question should be answered, if and how managers can train mindfulness and if it is reasonable for companies to implement mindfulness programs to foster ethical behavior.

1.5 Organization

In the first part of this thesis, sound secondary research for the relevant focus areas will be carried out in order to provide a basis for the empirical part. Therefore, different bodies of literature, such as books, articles, and scientific papers dealing with these particular sub-chapters will be used to gain a profound understanding and provide an overview of the current state-of-the-art.

Several databases, such as NEBIS, Business Source Premier, and ResearchGate, were used in order to find appropriate literature. Topic-specific keywords, for instance, "mindfulness", "leadership", "ethics", "mindful leadership", "ethical leadership", "mindfulness effects", "mindfulness programs", "measuring mindfulness", were looked up to filter results. On top of that, the search engine Google was used to gain additional content about the selected topics, which is published online.

Subsequently, in the empirical part of this thesis, six expert interviews will be carried out, as well as two company interviews and questionnaires answered by three companies in order to answer the aforementioned research questions.

1.6 Focus Areas

The following chapters provide an overview of different subjects concerning the thesis, namely, Ethics and Responsibility according to Mathias Schüz, Ethical Responsible Leadership, The Concept of Mindfulness, Spiritual Leadership, Mindful Leadership, and Mindfulness and Ethical Behavior. The aim is to depict the current state of knowledge in those fields.

1.6.1 Ethics and Responsibility according to Mathias Schüz

Mathias Schüz (2017, pp. 85-86) states that a person's actions become predictable and consequently this behavior increases trust among others if he or she always acts ethically, for example by being honest. In addition, ethics can be seen as an extension of legal systems. It does not suffice to simply observe the law, especially because laws do not cover all ethical aspects of collective living together. On top of that, laws stemming from a regime of injustice, such as the Third Reich, are seen to be unethical today. Thus, he provides the following definition: "Ethics deals with getting along well with each other" (Schüz, 1999, p. 156). If this definition is translated into a business environment, it could be said that "getting along well with each other" includes all stakeholders a company is faced with.

Responsibility refers to two things, which means that a subject is responsible for something to an instance. In a business context, instances can be line managers or stakeholders for example. Responsibility for something can be things or people, duties, or consequences of actions or the absence of actions (Schüz, 1999, p. 146). Moreover, Schüz (2017) notes that the aim of responsible behavior is to survive in the long term. Therefore, he defines three dimensions of the universal responsibility; the economic, the social, and the ecological dimension (see Figure 2). The first dimension serves the sustainability of a company in financial terms, resulting in an even balance of earnings and expenses in order to secure self-preservation. The social dimension focuses on the fair exchange of services with all stakeholders, which leads to the aforementioned "getting along well with each other" or the co-preservation. Lastly, the ecological dimension emphasizes the urge for ecologically worthwhile behavior with resources and the preservation of the planet, more precisely the preservation of the whole (pp. 55-57). Hence, holistic responsibility can only be achieved when all three dimensions are taken into account (Schüz, 1999, p. 147). In addition, if there is a value conflict, Schüz suggests evaluating all values at risk to avoid one-sided solutions since this could lead to serious consequences for a company for example. It is of utmost importance to include all relevant factors from an unlimited point of view when assessing risks (p. 134).
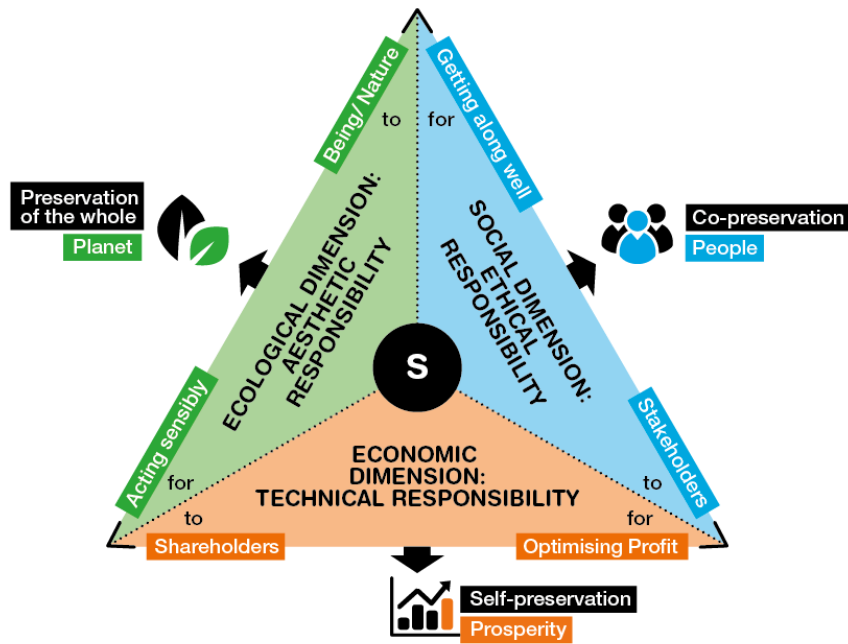
Figure 2: Triple Corporate Responsibility (Schüz, 2016a, p. 639)

The spatial scope of responsibility shows further, where the emphasis of interest resides, as shown in figure 3. Depending on an individual's values, responsibility can be egoistic, meaning that self-interest is the most important, mutual, namely on reciprocal interests, or universal, aligned with interests of all people affected (Schüz, 2016*a*, p. 640).
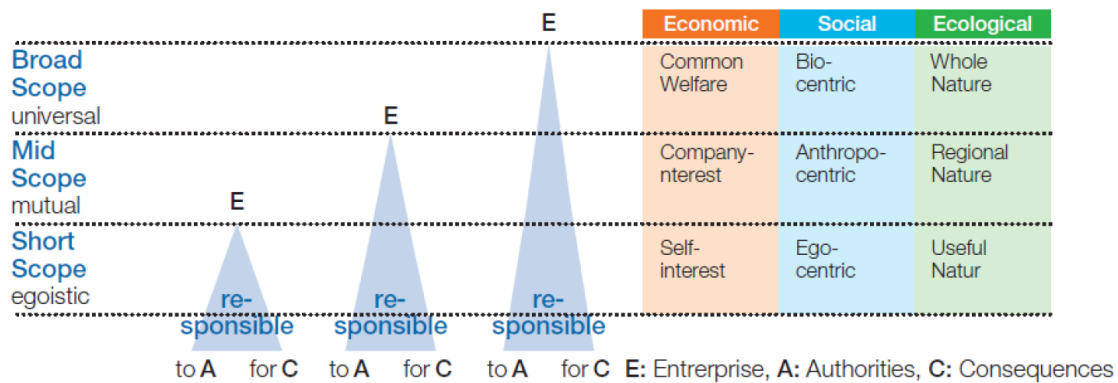
Figure 3: Scopes of Corporate Responsibility (Schüz, 2016a, p. 640)

As illustrated in figure 4, this can be conveyed to the stages of moral development according to Lawrence Kohlberg. Egoistic responsibility, in other words, the self-preservation, represents the pre-conventional stage at the bottom. It is characterized by egoistic benefit, compliance with regulations, avoidance of penalties and that the individual solely reflects on its own desire or reluctance. Furthermore, second stage "co-preservation" considers the motivation by reciprocal interests, the pursuit of mutual benefits, and the reflection on the variety of interests. Lastly, the

post-conventional stage on the top of the pyramid is motivated by universal principles, acting without expecting anything in return and the reflection of the consequences for the whole (Schüz, 2017, pp. 58-59). However, Mathias Schüz (2017) states "Only when the categorical imperative would put all living beings under protection, it generally moves at the postconventional stage" (p. 60).
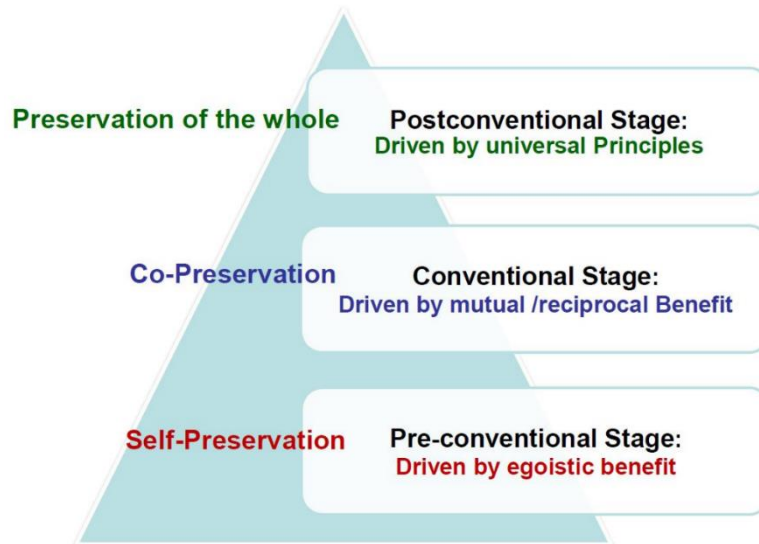
Figure 4: Stages of Moral Development according to Lawrence Kohlberg (Schüz, 2016b, p. 59)

The third Dimension of sustainable corporate responsibility is the temporal dimension. Decisions are taken in the past, present, and future bear responsibilities for the consequences resulting from the decisions taken. The past can't be changed, yet, it influences future decisions which are taken in the present. Additionally, sustainable, responsible actions include the fact that economic activity should not be managed on the cost of future generations (Schüz, 2017, pp. 60-62). Therefore, Sustainable Corporate Responsibility has to answer the following four questions:

Are my actions economically useful?

Are my actions socially acceptable?

Are my actions ecologically reasonable?

Are my actions compatible with future generations? (Schüz, 2017, p. 62)

As a result, Mathias Schüz defines Sustainable Corporate Responsibility as: "A manager or company acts sustainably responsible if he or it is able to answer the consequences of his actions in front of acceptable instances, in four aspects:

1. In front of shareholders for profitability and prosperity respectively (= economic responsibility – focus on self-preservation)

2. In front of his stakeholders for "getting along well with them" (= social responsibility = focus on co-preservation)

3. In front of nature, the being as a whole for his "reasonable acting" (= ecological responsibility = focus on preservation of the whole)

4. In front of future generations for "temporal foresight" (= sustainable responsibility = focus on long-term compatibleness) (Schüz, 2017, p. 62)

As a result, the model of Sustainable Corporate Responsibility (SCR) was created, including the three dimensions of economic, social, and ecological responsibility, the triangles of responsibility (subject, consequences, authorities), whereby the length of the clock-hand indicates the scope of responsibility (see figure 5) (Schüz, 2014, pp. 640-641).
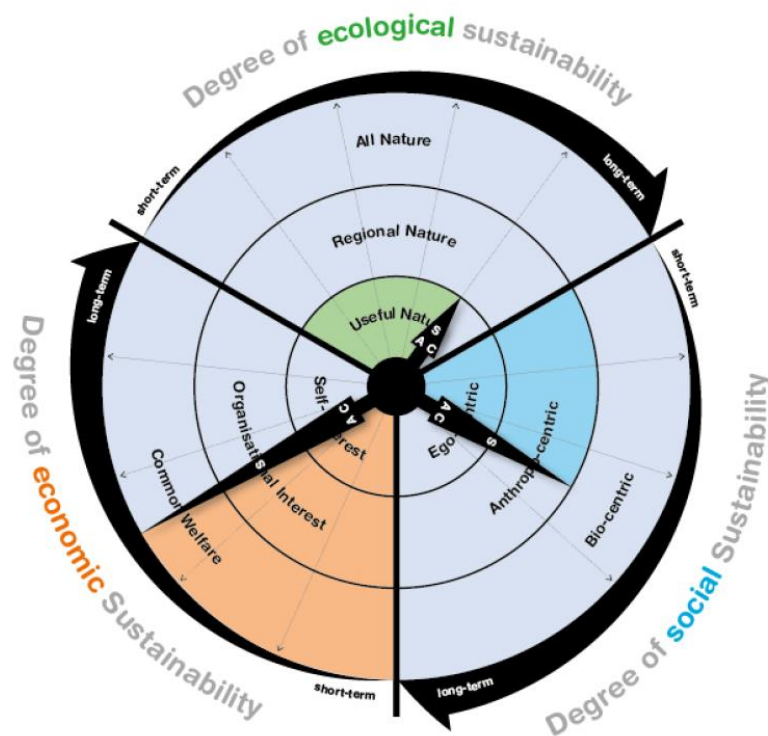
Figure 5: The Model of Sustainable Corporate Responsibility (SCR) (Schüz. 2014)

There are three approaches with regards to ethics and responsibility as shown in figure 6, namely utilitarian ethics, deontological ethics, and virtue ethics (Schüz, 2016*b*, pp. 84-87). Utilitarian ethics deals with the consequences resulting from actions. In this approach, consequences should be assessed equally for all parties involved, thus respecting the moral equivalence and serving an overall utility. Hence, it can be summarized as "The greatest good for the greatest number" (p. 88). Deontological ethics is related to principles that tell what should be done, such as the Ten Commandments, The Golden Rule, The Categorical Imperative, or corporate conducts (pp. 119-125). In other words, one should treat others, how he or she would like to be treated. Lastly, virtue

ethics focuses on the capabilities one has to act ethically responsible, resulting from a particular situation and the ability to act responsibly. Yet, not every individual or company acts the same way which can be explained by their different skills applied in differing situations (pp. 155-157). If this is translated into a business context, it can be said that corporate virtues influence the way individuals, or a company as a whole acts (p. 181).
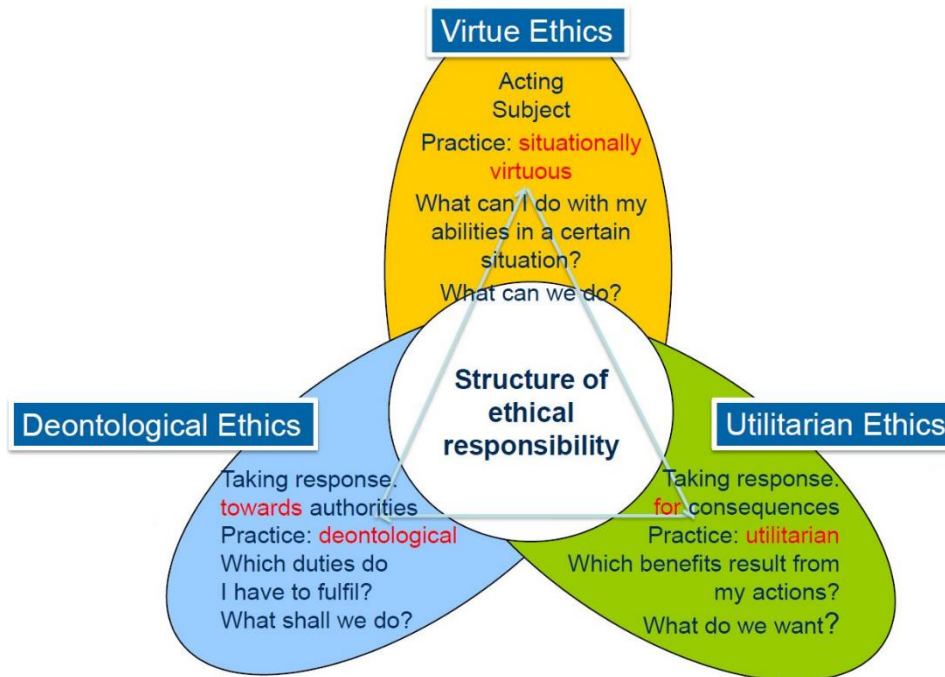
Figure 6: Structure of Responsibility and Ethical Approaches (Schüz, 2016b, p. 82)

1.6.2 Ethical Responsible Leadership

"Ethics is central to leadership because of the nature of the leadership process and the need to engage followers to accomplish mutual goals" (Fry, 2003, p. 708). This engagement or encouragement is crucial for companies to keep the employees' commitment up (p. 709). Looking at the following definition of Kouzes and Pozner (2012) "Leaders mobilize others to want to struggle for shared aspirations […]" (p. 30), it can be said that in order to mobilize followers to achieve collective aims, a strong encouragement is vital.

According to Maak and Pless (2006), in today's stakeholder-oriented society, a "leader becomes a coordinator and a cultivator of relationships towards different stakeholder groups" (p. 100). These stakeholder groups include amongst others, employees, clients and customers, business partners, the social and natural environment, and shareholders. This results in a complex network of different parties and individuals who have different demands and interests towards a company. This means "that corporations are no longer solely accessed against their economic bottomline, but also against their ability to preserve and improve the state of the natural environment and to

contribute to the wellbeing of society" (p. 103). In other words, "helping to meet the needs of the present without compromising the ability of future generations to meet their needs" (Brundtland, 1987, p. 8). Consequently, it is of utmost importance for a responsible leader to be aware of the different relationships to stakeholders and their influence on the company itself and the consequences if these relationships are imbalanced or cease to be existent.

According to Nicola M. Pless (2007), the demand for responsible leadership has emerged due to scandals in business, as well as leadership failures of individuals. However, he notes that this is not the sole reason for the emergence of responsible leadership. The realization that companies have a further reaching influence on this planet than ever and can thus contribute "to the betterment of the world", intensified the need for responsible leadership enormously (p. 438). He further argues that a responsible leader needs to be accountable not only for the economic success of a company but has to also take over additional responsibilities such as ecological, social, political, and human responsibilities. He states that it "requires leaders who care, who are morally conscious, open towards the diversity of stakeholders inside and outside the corporation and who are aware of and understand the responsibilities of business in society" and therefore, "responsible leadership research examines the leadership dynamics in the context of stakeholder society and includes the ethical perspective – the norms, values, and principles" (p. 438).

Mathias Schüz (2016*a*) states that "responsible leadership is linked to the dimensions of sustainable corporate responsibility" (p. 634). Thus, the author determined "three main types of leaders", namely: the doer, the coordinator and the visionary (p. 634). In his book *Angewandte Unternehmensethik*, he points out that the aforementioned leader types are equipped with different forms of knowledge, specifically "knowing-how" for the doer, "knowing-whom" for the coordinator and "knowing-why" for the visionary (Schüz, 2017, p. 332). On top of that, they possess different kinds of intelligence and skills such as cognitive intelligence and "managerial skills" for the doer, emotional intelligence and "interpersonal skills" for the coordinator as well as spiritual intelligence and "reflective skills" for the visionary (p. 332). The above-mentioned responsible leadership competences ("knowing-how", "knowing-whom", and "knowing-why") complement each other, in other words, the leader is fully aware of and represents the consequences of his or her actions towards nature, society, future generations and investors. This results in the leader being capable of orientating himself in a dynamic and complex environment and to making decisions in uncertain situations (p. 338). Thus, the author concludes that "from a sustainably responsible leader not only technical "knowing-how" to run a business profitable, and ethical "knowing-whom" to get along well with all stakeholders, but also esthetic "knowing-why", the answer to the question to what extent their own actions serve the whole in the long-term and meaningfully, are required" (p. 338).

A responsible leader should ideally be equipped with all three skills, as well as the different types of intelligence. Nonetheless, a responsible leader should cooperate with others that complement his or her deficiencies in skills (Schüz, 2016, p. 634). Moreover, these dimensions should be balanced since an imbalance could lead to decreasing the effectiveness of leadership and ultimately harm the business. Yet, it is not important, as mentioned before, whether these dimensions are all present in one single person, or split between different people, which in cooperation complement each other and ultimately combine the pieces into a whole (p. 644) An overview of Mathias Schüz' concept is provided in figure 7. Regarding the reflective skills of the visionary, Mathias Schüz refers to Wilson, Lenssen, and Hind (2006, p. 22), who define them as follows:

Systemic thinking

Embracing diversity and managing risk

Balancing global and local perspectives

Meaningful dialogue and developing a new language

Emotional Awareness

In addition, Mathias Schüz refers to Furtner and Baldegger (2013) with regards to self-reflection and self-awareness. According to the them "Self-Leadership refers to the self-influencing and goal-oriented steering of one's own thoughts and behavior" (p. 60). Hence, Mathias Schüz concludes that "[…] a visionary should also develop "authentic leadership" which refers to one's self and its intuitive force of imagination" (2014, p. 644).

Adrian Furnham (2011), notes that unethical managers are bad role models for their followers and in acting unethically, they influence them in a bad way, which can lead to staff mistrust, resulting in a negative influence the attitude of the whole workforce and their performance. Managers should know the difference between right and wrong and implement it into business, by being fair and honest, as well as following the rules and being consistent in their words and actions (p. 199).

Brown, Treviño, and Harrison (2005) define ethical leadership as "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making" (p. 120). The first part of this definition suggests that a leader is a role model for being honest, trustworthy, fair, and cares about his or her followers. "Two-way" communication means that they talk to their followers about ethics, make it clear, and give them the chance to speak up about ethics. "Reinforcement" stands for the implementation of ethics, the reward of ethical behavior and the punishment for disregarding it. Lastly, "decision-making" suggests that leaders are aware of the consequences of their choices of action (pp. 120-121). In

their literature review, Brown and Treviño (2006) state further that employees imitate their superiors' behavior, thus they don't need to be explicitly trained in ethical behavior. Hence, by being a role model, ethical leaders influence their followers' ethical conduct (p. 606).

Joan Marques (2014) points out that one's own moral behavior has a huge impact on how people think about themselves and how they are perceived by others. With regards to self-perception, he notes that only a person itself knows what they do when no one is looking. This implies that only a person itself knows how morally responsible he or she is. Sometimes it is simpler to engage in unethical behavior than acting the right way, especially if the surrounding environment is very bottom line-oriented. It could even be said that profit-oriented corporate performance can only be achieved without an entirely ethical approach. Yet, any leader can decide how morally responsible they want to be and thus, direct the organization in the desired direction. He also points out that future regrets have to be considered when making decisions using unethical practices. Especially in today's corporate world, unethical behavior will not go unnoted. At this point, subordinates will decide whether they truly accept the leader or if it is just someone who is currently leading them but "whom they will not support beyond the current situation" (pp. 9-10).
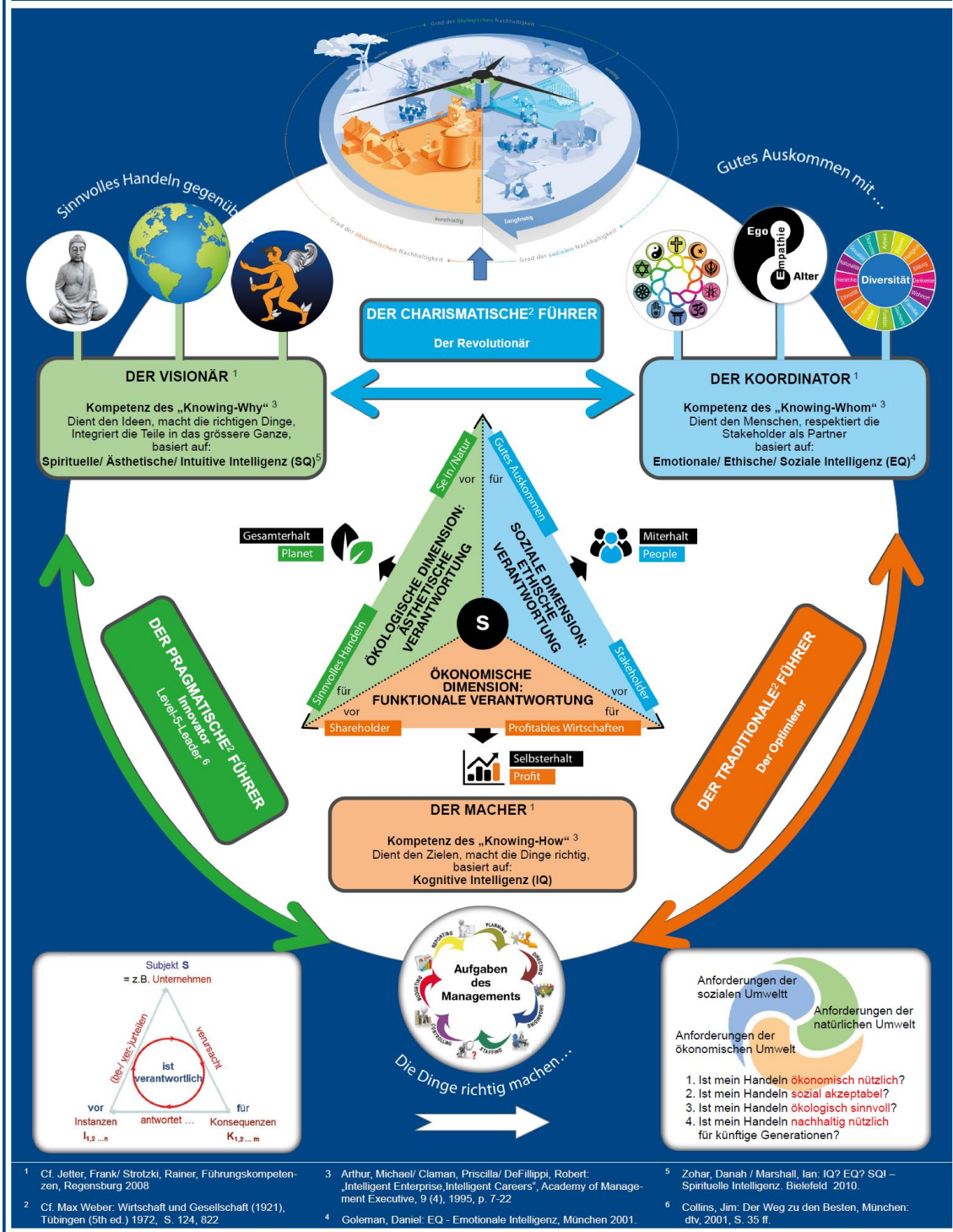
Figure 7: Fähigkeiten der Sustainably Responsible Leader (Schüz, 2016)

According to Daniel Goleman (2014), it is crucial that businesses need to reinvent themselves for the long future. By defining shared values that are supported by both the company and its stakeholders, the focus can shift away from financial goals only towards benefiting all stakeholders connected, and or affected by a company. He further explains that studies have shown better financial outcomes for consciously operating companies than companies solely focusing on their profit. Still, no matter how great the leaders, unless their time frame is not wide enough, they can all fall for a blind spot. Hence, it is vital they expand their horizon farther (p. 36). Consequently, this can result in highlighting the connections and web of relationships with stakeholders a company is embedded in. Nonetheless, making money is important for companies. Leaders with this broadened horizon care about how a company generates these profits and will thus shift how they make decisions, by balancing a company's financial returns with the public good. Moreover, he explains that innovation can be promoted if companies focus on social needs, which results in providing meaning to people's work. Furthermore, great leaders always question existing systems and they can "see what they could become", thus direct their work towards changing them for the better, "to benefit the widest circle". These kinds of leaders include the welfare of humanity in their thinking and "see people as a We, not as Us and Them" (p. 37). He further addresses the issues of inequality in education and access to opportunities and that solving these problems require approaches including both the understanding of how the current systems work, as well as self-awareness, own actions, empathy, and compassion. Also, leaders need to be aware of geopolitical, economic and environmental systems (p. 38). "But there's a hidden ingredient in any true solution: enhancing our attention and understanding—in ourselves, in others, in our communities and societies". This also includes to ask oneself in the service of what one is using his or her talents (p. 39).

According to Joan Marques (2014), respect is key for ethical behavior. If a leader respects the organization, as well as its stakeholders, he or she will refrain from unmoral behavior and act responsibly. One aspect of moral behavior is honesty; being honest to people means respecting them. With regards to organizations, he even takes it further when asked if corporate social responsibility and ethics are the same or related to each other: "How can a corporation be socially responsible without being ethical or be ethical without being socially responsible?" he asks. Yet, many leaders deceive everyone by stating they are morally conscious. Still, they run companies in unethical ways, such as Kenneth Lay, Enron's former CEO (p. 46). Looking at Enron's Code of Ethics (2000), it says "[…] we are responsible for conducting the business affairs of the companies in accordance with all applicable laws and in a moral and honest manner" (p. 2). It can be summarized that Enron was not behaving ethically since they neither respected their stakeholders nor were they honest, despite them claiming to be according to their Code of Ethics.

1.6.3 Mindfulness

Jon Kabat-Zinn, Ph.D., is Professor of Medicine Emeritus and founding Executive Director of the Center for Mindfulness in Medicine, Health Care, and Society at the University of Massachusetts Medical School (University of Massachusetts Medical School, 2014). Kabat-Zinn defines mindfulness "[…] as moment-to-moment, non-judgmental awareness, cultivated by paying attention in a specific way, that is, in the present moment, and as non-reactively, as non-judgmentally, and as openheartedly as possible" (2015, p. 1481). In other words, to be mindful means being fully aware in the here and now, without judging the current moment or situation by perceiving what truly is without prejudice about people, things, and the current situation. Moment-to-moment implies that every moment is a new moment and every moment differs from the other. Routine can thus lead to the so-called auto-pilot mode, which leads to being unconscious. It is noteworthy that the present moment is the only one that exists since the past is gone and the future is yet to come (Guillén & Fontrodona, 2018, p. 124).

Nevertheless, it also means to be completely aware of external stimuli, for example, events or objects that happen to be around a person. In addition, this also includes "internal processes or states, such as emotions, perceptions, sensations, and cognitions" (Reb, Narayanan, & Chaturvedi, 2014, p. 37). According to Kabat-Zinn (2015*b*), mindfulness can happen in two ways, either on an intentional basis (deliberate mindfulness) or on a spontaneous basis (effortless mindfulness). When mindfulness is practiced regularly, that is to say intentionally, it will become effortless over time (p. 1481). He further argues that mindfulness has to be improved by practice for most people, even if it is a hereditary trait of mind. This improvement can be achieved through meditation, "[…] the systematic and intentional cultivation of mindful presence, and through it, of wisdom, compassion, and other qualities of mind and heart conducive to breaking free from the fetters of our own persistent blindness and delusions" (p. 1482). Ultimately, mindfulness practice raises awareness, which results in increased attention, which in turn supports the perception of the current moment and ourselves.

In his book *Wherever you go there you are: Mindfulness meditation in everyday life* (2005), Kabat-Zinn adds that the ancient Buddhist practice is relevant today, since people have to examine who they are, question their view of the world as well as their place in it, and "cultivating some appreciation for the fullness of each moment we are alive" (p. 3). The relevance becomes crucial when recalling the conclusion of Reb and Choi (2014), that companies and employees are acting in a challenging and competitive environment, characterized by long working hours which can lead to "stress, exhaustion, and burnout", with work being experienced as more demanding and intense by some (p. 3). Since employees are being absorbed by their workload and hours of overtime, leisure activities, family time or even their rest period becomes increasingly shorter. In addition, if people are not aware of the present moment, it can result in automated actions,

reactions, and behaviors which result from fears and insecurities laying within people. Eventually, people feel stuck and out of touch with their wisdom and vitality, and they feel powerless to direct their energies towards an increased quality of life, which can be exhausting and lead to losing confidence. These people have a limited perception of their mind and how it influences actions, behaviors, and perceptions. Typically, people tend to think of events to happen in the future, instead of focusing on the present moment and being aware of what there is and how things, people, and situations are connected (Kabat-Zinn, 2005, pp. 4-5).

Nonetheless, it is exactly the awareness of those connections to oneself, other people, things, and situations that become crucial when recalling Mathias Schüz' (1999) definition of ethics, namely "to get along well with each other" (p. 156).

1.6.3.1 *Effects of Mindfulness*

Positive effects of mindfulness in business are highlighted by notable SAP executives, for example, Peter Bostelmann, SAP Global Mindfulness Practice Director, states "It's about becoming more aware and the capacity to recognize yourself, so if something happens, you become more aware. Whenever I am confronted, I am becoming more clear in what's happening and how I want to respond" (Giang, 2015). According to SAP Chief Learning Officer Jenny Dearborn, "Mindfulness can play a key role in the health both of employees and of the organization as a whole. But it does more than that. It enhances people's sense of satisfaction and raises their motivation levels. Which is why this new kind of mental training is now firmly entrenched in our learning offering". SAP's HR director in Germany, Wolfgang Fassnacht further points out the beneficial effects of mindfulness: "Focus and creativity are strengths that are essential for a fast-moving and innovative company like SAP" (Falk, 2016).

Shapiro, Wang, and Peltason (2015, pp. 25-30), summarize the benefits of mindfulness as the following mechanisms of action:

> Mindfulness decreases stress
>
> Mindfulness creates a healthy learning environment
>
> Mindfulness enhances innovation and creativity
>
> Mindfulness improves attention and concentration
>
> Mindfulness reduces the negative effects of multitasking
>
> Mindfulness decreases reactivity
>
> Mindfulness enhances interpersonal functioning, empathy, and self-awareness

According to Maria Gonzalez (2012, pp. 7-8), "[…] mindfulness can help leaders to remain focused on what really matters to them and to their companies and stakeholders", which in turn

makes them authentic. In addition, they are able to respond to any situation as it comes into existence, by being calm and focused in order to face the situation's reality. Furthermore, mindful leaders inspire others by using clear communications and the led feel that decisions are "[…] made from a place of awareness, integrity, and courage". She highlights the effects and benefits of mindfulness meditation, such as "[…] greater focus and concentration, improved time management, improved judgment and decision making, an enhanced ability to anticipate and serve stakeholder needs, increased ability to deal with conflict, enhanced team effectiveness, greater innovation and inspiration, greater productivity, increased ability to deal effectively with stress" (Gonzalez, 2012, p. 10).

Results from the Search Inside Yourself Leadership Institute (n.d.*b*) "show significant improvements across many dimensions". Examples such as participants feeling less stressed after having attended the program, an increase in performance due to participants' ability to focus and thus being more effective, improvement in leadership skills, such as remaining calm during challenging situations. Moreover, Tim Ryan (2015) points out that mindfulness programs do not only improve employees' well-being on the job but also enhance their team work skills and enable them to make critical and innovative decisions (p. 142). Furthermore, he notes "We may not know today precisely what ideas will positively transform the way we live, but mindfulness will help us to see the best in the emerging ideas in our rapidly changing time" (p. 143).

Wolever, Bobinet, McCabe, Mackenzie, Fekete, Kusnick, and Baime (2012) conducted a randomized controlled pilot trial among others "to evaluate the viability and proof of concept for two mind-body workplace stress reduction programs", namely a yoga-based on the one hand and on the other hand a mindfulness-based program (p. 246). Their results highlight that both programs showed reductions in perceived stress and sleep difficulties with participants. On top of that, there were improvements in heart rhythm coherence and their breathing rate. Furthermore, they suggest that implementing mind-body stress management programs in the workplace are both effective and viable. In addition, they mention that they provided both easy access to the programs and suitable scheduling times to decrease the time constraint barriers for employees. Moreover, the choice for employees between personal, online, and in-group settings facilitated the provision of the interventions (p. 255).

The Institute for Mindful Leadership conducted a study with 123 General Mills directors and managers. They answered a 19 questions survey both before and after having attended the "Mindful Leadership and Wellness©" program. The effectiveness of the program was evaluated by General Mills. An overview of the results is shown in table 1. On the whole, it can be said that the rates of employee engagement and sound decision making have increased for at least one third or more of the employees. Moreover, the results show that the attendance of the course

successfully reduced behavioral risk for at least 20% of employees who participated in this training (Institute for Mindful Leadership, n.d.).

Employee Behavioral Outcomes	% Employees Indicating: "Almost Always" or "Very Frequently"	Pre-Course	Post-Course	%age Pt Chg
✓ Increases Employee Engagement	I am able to notice when my attention has been pulled away and redirect it to the present	29%	77%	+48
	I take time each day to optimize my personal productivity	2%	42%	+40
	I feel like I am able to be myself in the workplace	57%	86%	+31
✓ Promotes Sounder Decision Making	I am able to make time on most days to eliminate some tasks/meetings with limited productivity value	9%	43%	+34
	I am able to responded with clarity, even under pressure	32%	68%	+34
✓ Reduces Behavioral Risk	I rush through activities without being really attentive to them	26%	6%	-20
	I find myself doing things without paying attention	31%	6%	-25

Table 1: Institute for Mindful Leadership (n.d.)

After the successful outcome of the first training, The Institute for Mindful Leadership enlarged the field and conducted additional training with another 80 leaders from 12 organization who engaged in their Cultivating Leadership Presence through Mindfulness© retreat. Overall the feedback was overwhelming, for example, 93% of the participants said their ability to create space for innovation had been positively influenced, 89% stated that their ability to listen to themselves and others has increased, and almost 70% mentioned that the training influenced their ability to think strategically in a positive way (Institute for Mindful Leadership, n.d.).

The Institute for Mindful Leadership cooperated with The Catholic Health Corporation of Manitoba from 2011 until 2016 to teach mindfulness to their executives, health care professionals, and managers using the Cultivating Leadership Presence through Mindfulness© training. Participants attended a 4.5-day retreat in order to be taught mindful meditation as well as mindful leadership skills. The results were evaluated by using different scales, for example, the Five Facet Mindfulness Questionnaire (FFMQ), Self-Compassion Scale, Compassion Scale, Perceived Stress Scale-10 Item (PSS-10), etc. The outcomes revealed that after having completed the training, there were significant increases of the participants' perception of mindfulness with regards to non-judging and non-reactivity. The fears of expressing compassion towards themselves, towards others, and the fear of responding to the compassion of others decreased significantly amongst the people who were part of the training. Consequently, they felt more

compassionate towards themselves and others. Concerning perceived stress, it was not possible to generate significant results, since participants did note a decrease in perceived stress level after three months since the completion of the program, yet, after six months, they claimed an increase in the perceived stress levels after six months, compared with the general population (Halldorson, St-Hilaire, MacDonald, Kornelsen, & McIntyre, n.d.).

Mindfulness helps of getting back to being aware of oneself, and of getting unstuck. It is a way to support the change of direction in order to improve a life and relationships to oneself, and everyone we are connected with, even with the planet itself. It reveals the web of relationships, people are navigating in, as well as highlighting the influences a mind has in perceptions, actions, and behaviors (Kabat-Zinn, 2005, p. 5). Moreover, practicing mindfulness is satisfying since it reveals many overlooked aspects of life that people are unaware of and it provides people with a certain clarity. This clarity can reveal deep emotions that are not pleasant to deal with but encountering these sentiments belong to the journey of becoming mindful. Furthermore, being mindful is empowering, since ways that were untapped so far, suddenly become accessible, for example, imagination, creativity, intelligence, clarity, choice, determination, and wisdom (p. 8-9).

In their empirical study, Reb et al. (2014) explored if leader mindfulness is positively associated with employee well-being and their job performance. In addition, they analyzed whether psychological need satisfaction is a mediating means when it comes to leader mindfulness and employee performance. They tested these hypotheses in two studies by using supervisors' and employees' data, which both resulted in supporting their hypotheses (p. 42). Furthermore, they discovered that mindful leadership was negatively related to employee emotional exhaustion and positively related to their work-life balance. Moreover, it was also positively related to employees' overall performance, whereas it was negatively related to employee deviance. On top of that, their results showed that it was positively related to both job satisfaction and psychological need satisfaction, as well as overall job performance, in-role performance, and organizational citizenship behaviors (p. 43).

Reb, Narayanan, and Ho (2015) found results in their study that mindfulness plays an important role in the workplace, namely on employee well-being and performance. Awareness, as well as a lack of absent-mindedness, can help employees to avoid unfavorable states of well-being, for example, emotional exhaustion. In addition, awareness fosters effective states of well-being in a business environment. They add "The more absent-minded (aware) an employee, the lower (higher) is the supervisor-rated task performance". Moreover, their results suggest that workplace mindfulness is influenced by the organizations, meaning that constraints could hinder it and support could facilitate it. Especially when looking at supervisor support, which influences workplace mindfulness positively or negatively, it can be said that supervisors play a major role

in facilitating or obstructing employee mindfulness (p. 120). Hence, it is crucial also to take the organizational and supervision factor into account when looking at workplace mindfulness.

Moreover, Reb, Sim, Chintakananda, and Bhave (2015) state that present-moment attention is beneficial when it comes to avoiding of paying attention to negative aspects from the past or future. In other words, present-moment attention can influence rumination, anxiety, or worries in a positive way. If a leader is exclusively focused on the present moment, it could lead to too little future-oriented planning, especially when considering overall organizational goals. Thus, the aim is to find a balanced equalization between the past, present, and future (p. 260). Additional benefits of mindfulness include, amongst others, an increase in acknowledgement and appreciation, since employees receive full attention and therefore a leader signals interest and respect for employees. This, in turn, can lead to increased workforce self-esteem and ultimately commitment and, or engagement in managers' goals (p. 261).

However, some question the Western interpretation of mindfulness and take it even a step further by arguing that the concept might rather harm than promote exemplary behavior. Purser and Loy (2013) call it "McMindfulness", standing for a "stripped-down, secularized technique", not related to the primary liberating and transformative ambition and its foundation in social ethics. Rather, it is transformed into an attractive concept for organizations, altered into a self-helping technique far away from its original roots, which could promote unethical behavior, rather than moving companies and individuals away from a delusion state filled with greed and ill will. It is looked at as a promising concept to reduce stress and enhance attention, factors becoming increasingly vital in today's corporate world, and thus becoming gradually popular and interesting for companies and employees alike. Yet, this definition of mindfulness is far away from its original roots in the Buddhist tradition, with the aim of avoiding baneful and inept behavior amongst others.

1.6.3.2   *Effects of Structural Changes in the Brain*

The positive effects of mindfulness practice, for example on well-being or coping with stress, have been researched and evaluated by many studies. However, for a long time, it was not clear, how meditation changes structures in the brain. Therefore, throughout the past years, extensive research has been done on structural changes in the human brain due to meditation. Hölzel, Carmody, Vangel, Congleton, Yerramsetti, Gard, and Lazar (2011) carried out a controlled longitudinal study in order to investigate changes in brain gray matter concentration before and after the attendance of a MBSR program (p. 36). Their results confirmed an increase in gray matter concentration within the left hippocampus after the attendance of an eight-week MBSR course compared to the control group. In addition, their whole brain analyses showed further that

there was also increased gray matter concentration in temporo-parietal junction, the posterior cingulate cortex, and the cerebellum (p. 40).

The hippocampus is part of the limbic system and is crucial when information is consolidated to the long-term memory and is also responsible for processing emotional responses (Brain Made Simple, n.d.*a*). The posterior cingulate cortex is on the one hand "active during the recall of autobiographical memories" and is "activated by emotional stimuli" on the other hand. It also plays a crucial role when it comes to awareness and attentional focus (Neuroscientifically Challenged, 2015). The temporal-parietal junction (TPJ) sorts the uncountable information that a human is exposed to into a comprehensible bundle. Furthermore, "The TPJ also happens to be the region that controls our comprehension of our own body and its situation in space" (Clark, 2017). The cerebellum is located in the lower part of the brain. Its purpose is to assure balance, coordination, as well as the coordination of muscles and the body, for example, to stand upright (Brain Made Simple, n.d.*b*). Gotink, Meijboom, Vernooij, Smits, and Hunink (2016) evaluated whether an eight-week MBSR course brings about the comparable changes to the brain as long-term traditional meditation practice. Hence, they reviewed 30 studies (pp. 32-33). The results suggest comparable changes between long-term practitioners and participants of an eight-week MBSR training in the prefrontal cortex, "[…] the hippocampus, insula and the cingulate cortex, associated with attention regulation, self-referential processing, and perspective taking, all stimulated in both long-term meditation and MBSR exercises" (p. 39). Figure 8 depicts "Prefrontal cortex (blue) and Hippocampus (yellow) show increased activation, the Amygdala (green) shows decreased activation (Gotnik et al., 2016, p. 38).
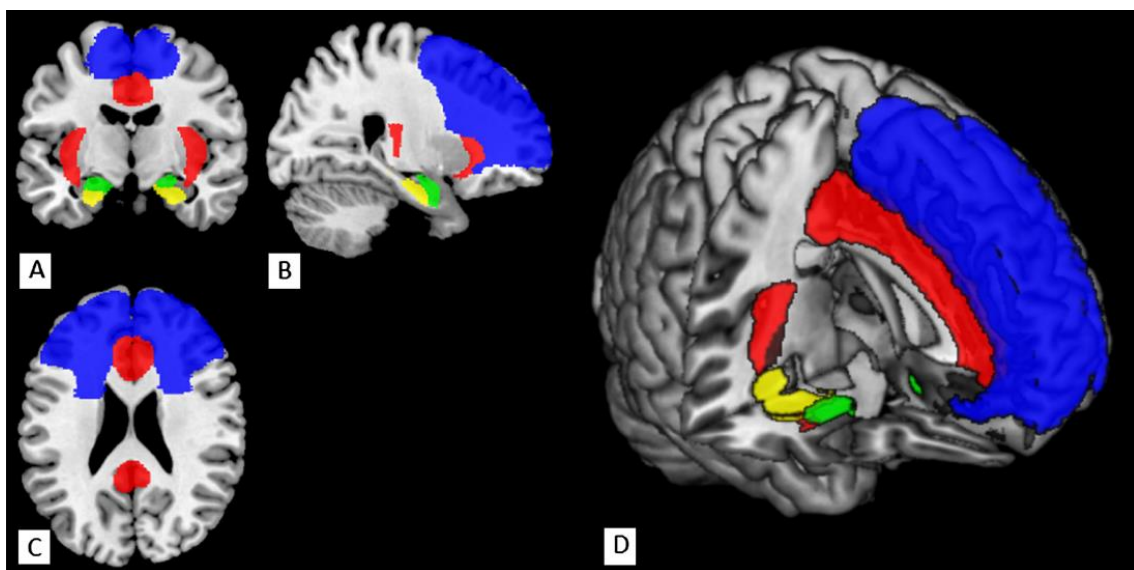
Figure 8: Based on Hammers ROIs[1]. Coronal (A), Sagittal (B), Axial (C) and 3D (D) view of gray matter areas involved in MBSR (Gotnik et al., 2016, p. 38)

By evaluating these findings, it can be said that several studies have shown the impact of MBSR training on a human brain. Table 2 provides an overview of the 11 neuroimaging studies reporting on MBSR effects examined by Gotnik et al. (2016):

Author (year)	Mindfulness Condition of Participants
Farb et al. (2007)	MBSR
Ives-Deliperi et al. (2011)	Post-MBSR
Goldin et al. (2009) and Goldin and Gross (2010)	Post-MBSR
Hölzel et al. (2013)	Post-MBSR
Kirk et al. (2016)	MBSR
Kilpatrick et al. (2011)	MBSR
Roland et al. (2015)	Post-MBSR
Wells et al. (2013)	Post-MBSR
Smart et al. (2016)	Post-MBSR
Hölzel et al. (2010, 2011)	MBSR
Pickut et al. (2013)	MBSR

Table 2: Overview of the neuroimaging studies reported on MBSR effects (Adapted from Gotnik et al., 2016, p. 35)

1.6.3.3 *Mindfulness Trainings*

This chapter will provide an overview of the following mindfulness training programs:

Training	Major Contributors
Search Inside Yourself	Chade Meng Tan
Mindfulness-Based Stress Reduction	Jon Kabat-Zinn
Mindfulness-Based Cognitive Therapy	Zindel Segal, John Teasdale and Mark Williams
Mindful Leadership	Janice Marturano
Mindful Self-Compassion	Kristin Neff and Christopher Germer
Headspace	Andy Puddicombe

Table 3: Mindfulness Trainings Overview

The Search Inside Yourself program was developed by the engineer Chade-Meng Tan at Google in 2007. Tan established the course together with leading experts in mindfulness, neuroscience and emotional intelligence. Since it became the most popular training program at Google and interest outside the company grew, the Search Inside Yourself Leadership Institute (SIYLI) was founded in 2012. The program provides tools such as compassion, empathy, and wisdom to create a better world for both individuals, as well as companies (Search Inside Yourself, 2017*c*). The program equips people with mindfulness and emotional intelligence skills with the aim to achieve sustainable performance, collaboration, and effective leadership. Furthermore, the "training increases self-awareness, empathy, communication and resilience" resulting in strong and inspiring leadership presence. The skills taught at the Search Inside Yourself program will enhance the abilities to intensify focus, being resilient, governing stress, unleashing creativity, foster innovative thinking, developing greater self-awareness, regulating emotions, communicating clearly and effectively, and experiencing greater overall well-being. The program is divided into three parts: a two-day interactive, in-person program with "an introduction to neuroscience, mindfulness and the five emotional intelligence capacities", followed by a four-week virtual practice, with weekly exercises and resources delivered by email, and lastly a one-hour webinar, where teachers and group reconnect to review the past weeks and set a plan for the continuation (Search Inside Yourself, 2017*d*).

In her article "Inside Google's Insanely Popular Emotional-Intelligence Course", Vivian Giang (2015) explains that Peter Bostelmann, SAP Global Mindfulness Practice Director and former

program engineer at SAP, attended a course in 2012. He then decided that SAP would need the same program for its employees and began discussing it with executives and brought Tan to the company as a guest speaker. Not much later, in 2013, a pilot course took place at SAP.

Tan said the program is part of his plan to bring peace to the world. Through meditation, the body can relax, but it is also training for the brain to become increasingly emotionally intelligent, which is a trait often found in great leaders (Everson, 2015). The Search Inside Yourself program offered at SAP is a mix between theory and practical exercises, where participants learn about fundamentals of neuroscience, self-perception, and self-mastery. Participants are taught how to observe their behavior and to direct it more effectively, how to articulate their goals in a clearer way, and ultimately, to boost self-motivation. In addition, they gain knowledge about emotional intelligence, how to become more attentive and empathetic, as well as to be more open and attentive to others (Falk, 2016). The program consists of two eight-hour lecture days, self-practice, and group discussions shaped around the five elements of emotional intelligence, namely self-awareness, regulation, motivation, empathy, and handing relationships. The first three elements focus on people's own mindfulness, whereas the last two have an emphasis on interactions with others. Lastly, the program aims to develop both social and leadership skills. However, the training continues once the program is completed. By practicing "[…] people gain control over their reactions and train their attention, which helps them tune out distractions and focus on a single task, person or idea". One of the difficulties they were facing when they wanted to implement the program was resistance towards something that sounded esoteric. But thanks to Tan, who was an engineer himself and believes in facts, the program is based on neuroscientific evidence. Statistics from SAP published in Everson's article show that there was an overall decrease of 5% in stress, and the capacity to focus increased by 11% both in the United States and Germany. On the whole, the changes in workplace experience increased in Germany and the U.S. with regards to well-being, perceived engagement, creativity, communication skills, and relationship strength (Everson, 2015). In his article, Sven Rohde (2017) cites Peter Bostelmann who said: "The number of days absent sink to the level of that the program pays for itself". Bostelmann calculated a return on investment of 200 percent, and they even use it as an incentive for attracting new talents.

"We call the effort to cultivate our ability to be in the present moment 'practice' or 'meditation practice'" (Kabat-Zinn, 2005 p. 9). The persistent habit of being unaware and act automatically make being mindful difficult. Thus, practicing mindfulness, even though it is simple, requires much effort and also discipline to overcome these obstacles. Commitment and a certain amount of work are indispensable in order to become present in the moment and to continue being mindful (pp. 8-9). However, practicing does not mean constant repeating to improve a performance for example. It is about the commitment to being present in each moment, no performance, no

improvement, no running after something special, no constraint of trying to be as calm, relaxed, or judgmental as possible, and lastly, it does not mean preoccupying oneself or promoting self-consciousness. If mindfulness is practiced continuously, it results in being equanimous, calm, observant without being reactive, non-judgmental, and mindful. Nevertheless, practicing is not done for the sake of experiencing these sensations, or as Jon Kabat-Zinn notes "The spirit of mindfulness is to practice for its own sake, and just to take each moment as it comes – pleasant or unpleasant, good, bad, or ugly – and then work with that because it is what is present now" (pp. 22-23).

The most known mindfulness training is the Mindfulness-Based Stress Reduction (MBSR) program, developed by Jon Kabat-Zinn in 1979. The program consists of intensive mindfulness meditation on the one hand, and on the other hand, of its integration into the challenges and adventures of daily life (University of Massachusetts Medical School, 2016*a*). The eight-week program at the Center for Mindfulness at the University of Massachusetts contains an orientation session to gather information about the course, eight weekly class sessions at 2.5 hours each, and one all-day session (7.5 hours). These direct instructions are accompanied by daily home practice assignments that take between 45 and 60 minutes per day (University of Massachusetts Medical School, 2016*b*). The subsequent table provides an overview of the program:

Week	Program
1	- Overview of the course - Establish learning context - Theory - Mindful eating, mindful breathing, body-scan method
2	- Focus on perceptions, assumptions, how you see the world - Body-scan to cultivate awareness
3	- Mindful hatha yoga, sitting meditation, walking meditation - Formal practice, integration of mindfulness into daily life
4	- Development of ability to concentrate - Expand field of awareness - Physiological and psychological bases of stress reactivity - Mindful strategies to respond to stressful situations
5	- Recognizing repeating, unhealthy patterns - Applying mindfulness at critical moments when experiencing a physical sensation, intense emotion, or condition
6	- Resilience - Transformational coping strategies to broaden inner resources and enhance resilience - Fundamentals of interpersonal mindfulness
All Day Retreat	Assistance to firmly and effectively establishing the use of MBSR skills across multiple situations
7	- Mindfulness as a lifetime commitment - Discipline and flexibility of daily practice
8	- Complete review of everything learned over the course - Resources available to pursue mindfulness in new directions

Table 4: MBSR Course Overview (Adapted from University of Massachusetts Medical School, 2016c)

The Mindfulness-Based Cognitive Therapy (MBCT) is a program designed for people suffering from depression. It consists of both practical and clinical application of mindfulness meditation, using the tools of cognitive therapy. The aim is to break the circle of recurring depression. Clinical studies show that symptoms of depression can be reduced, it prevents future episodes, and can even lead to a reduced need for medication when it is practiced continuously (University of Massachusetts Medical School, 2016*d*). The structure of the MBCT program is similar to the MBSR program, offered at the University of Massachusetts Medical School. It is an eight-weekly group intervention program, with an orientation session before the start of the course. It consists of eight weekly class sessions at 2.5 hours each, and one all-day session. In addition to the class sessions, there will be daily home practice assignments that take between 45 and 60 minutes per day (University of Massachusetts Medical School, 2016*e*).

Janice Marturano (2015) developed a training for managers, the so-called Mindful-Leadership-Training. She states that leading people is one of the most challenging activities since a variety of skills are required, in addition to a solid education and genuine passion. The business activity often distracts from the really important things, due to today's interconnected world and thus, to lead with excellence is often limited. Most of the time, working days leave the impression of wasting time instead of having given one's best. Nonetheless, it is possible to learn how to lead with excellence by cultivating innate skills, such as to focus on the essential, to see situations more clearly, to foster creativity and compassion (p. 7). Hence, Janice Marturano's Mindful-Leadership Training aims to foster and strengthen excellent leadership qualities, namely, concentration, clarity, creativity, and compassion (p. 50).

She provides a guideline to develop a personal practice, which is illustrated below:

Week	Meditations (at least two times 10 minutes of meditation per day)	Purposeful Breaks	Reflections
1	Breath and Sound Meditation	Three times per day	
2	Desk Chair Meditation	Three times per day	What is excellent Leadership?
3	Breath and Sound Meditation and Desk Chair Meditation in turn	Three times per day	Calendar Reflection
4	Mindful Communication: Listening to oneself Walking Meditation	Four times per day (including Calendar Reflection)	Reflection about Inspiration
5	Meditation with Thoughts and Emotions	Four times per day	Which are your leadership principles?
6	Mindful Communication: Listening to others Meditation about Friendliness	Five times per day (including a mindful discussion)	Who (not what) do you want to be?
7 and after	Choose any two meditations daily. Extend the time you are practicing.	Add more purposeful breaks (including letting go of expectations)	Use the reflection practice for any important question in your life.

Table 5: Developing a personal practice (Adapted from Marturano, 2015, Annex 2)

The Mindful Self-Compassion Program was designed by Kristin Neff and Christopher Germer, who also founded the Center for Mindful Self-Compassion together in 2012. The aim of this eight-week course is to enhance people's capacity for mental well-being by combining mindfulness and self-compassion skills, which can be learned by anyone and no meditation experience is needed. The program consists of discussions, meditation, experiential exercises, and also home practices. In contrast to the programs mentioned before, the home practices only take up to 30 minutes per day. Participants learn how to soothe and comfort themselves, and giving themselves caring attention to create "a state of warm, connected, presence during difficult moments in our lives".

Research has highlighted the advantages of Mindful Self-Compassion: not only is it strongly associated with emotional well-being, but participants are also able to cope better with challenges in their lives, as also seen before with other programs, it lowers levels of depression and anxiety, and can lead to increased satisfying personal relationships. In addition, participants learn to also live according to their values and motivate themselves with kindness and not criticism (Germer, n.d.).

Headspace is an app developed by Andy Puddicombe who decided to become a Buddhist monk and was ordained at a Tibetan monastery. The events company was launched in 2010, yet due to an increasing demand of taking the lessons learned home, the company decided to launch a mobile app with guided meditations, animations, articles, and videos. There are free basic packs available, where participants learn the basics of meditation and mindfulness. (Headspace Inc., n.d.). There are 12 million active users and the company attempts to make mindfulness appealing for people who have not yet considered to practice it. One of the advantages of an app-based training is that people can practice whenever it is most suitable for them, especially with regards to a working environment, where it can be difficult to gather people for one hour of practice (Weisul, 2017).

To provide an additional example, the six practices to foster mindfulness at work are presented by Shapiro, Wang, and Peltason (2015):

1. **Intention.** Begin each day by setting intention. Throughout the day, take a few moments before each new activity (e.g. a phone call, a meeting, a presentation) and set a specific intention for it.

2. **Pause.** Throughout the day set a bell to ring, pause, take three mindful breaths and renew your intention.

3. **Listen.** In the course of the workday, practice deeply listening to others. Feel the resonance of what they are sharing by listening with your whole being.

4. **Attend to the body.** Listen to the body's messages, attend to and honor them.

5. **Reflection.** Find some time at the end of the workday for self-reflection and discernment for what needs to be followed up or inquired into. Write these reflections down and let them go.

6. **Gratitude.** Practice gratitude for all that you have offered and received today. Take a moment of kind appreciation for yourself and those who have helped you (pp. 35-36).

1.6.3.4 *Instruments to Measure Mindfulness*

There are different tools to measure mindfulness. Subsequently, there will be an overview of nine different measurement scales:

The Mindfulness Attention Awareness Scale (MAAS) is a 15-items scale to measure attention and awareness across several domains of experience in daily life (Brown & Ryan, 2003). The Five Facet Mindfulness Questionnaire (FFMQ) is a 39-items scale assessing the construct of mindfulness by measuring the following skills: observing, describing, acting with awareness, non-judging of inner experience, and non-reactivity to inner experience (Baer, Smith, Hopkins, Krietemeyer, & Toney, 2006). The Applied Mindfulness Process Scale (AMPS) is a 15-items scale "to quantify how participants in mindfulness-based interventions (MBIs) use mindfulness practice when facing challenges in daily life" (Li, Black, & Garland, 2015). The Cognitive and Affective Mindfulness Scale (CAMS-R) is a 12-items scale to measures mindfulness during general daily incidences on four components (attention, awareness, present focus, and acceptance / non-judgment) that are needed to reach a mindful state (Feldman, Hayes, Kumar, Greeson, & Laurencau, 2007). The Freiburg Mindfulness Inventory (FMI) is a 30-items scale to measure characterization of mindfulness for individuals with experience in meditation (Walach, Buchheld, Buttenmüller, Kleinknecht, & Schmidt, 2006). The Child and Adolescent Mindfulness Measure (CAMM) is a 10-items scale used to measure mindfulness in children and adolescents (Greco, Baer, & Smith, 2011). The Philadelphia Mindfulness Scale (PHLMS) is a 20-items, two-dimensional scale in order to measure mindfulness and the two main components present-moment awareness and acceptance (Cardaciotto, Herbert, Forman, Moitra, & Farrow, 2008). The Mindfulness-Based Relapse Prevention Adherence and Competence Scale (MBRP-AC) is a scale to measure treatment integrity for mindfulness-based relapse prevention (Chawla, Collins, Bowen, Hsu, Grow, Douglass, & Marlatt, 2010). The State Mindfulness Scale (SMS) is a 23-items scale to measure different models of mindfulness, such as the traditional Buddhist and contemporary psychological science models (Tanay, & Bernstein, 2013).

Instrument	Items	Quantification
Mindfulness Attention Awareness Scale (MAAS)	15	Measuring attention and awareness across several domains of experience in daily life
Five Facet Mindfulness Questionnaire (FFMQ)	39	Assessing the construct of mindfulness by measuring five essential skills
Applied Mindfulness Process Scale (AMPS)	15	MBI participants using mindfulness practice when facing challenges in daily life
Cognitive and Affective Mindfulness Scale (CAMS-R)	12	Measuring mindfulness during general daily incidences on four components
Freiburg Mindfulness Inventory (FMI)	30	Characterizing experience of mindfulness
Child and Adolescent Mindfulness Measure (CAMM)	10	Assessment of mindfulness in children and adolescents
Philadelphia Mindfulness Scale (PHLMS)	20	Measuring mindfulness and its two key components present-moment awareness and acceptance
Mindfulness-Based Relapse Prevention Adherence and Competence Scale (MBRP-AC)	-	Measuring treatment integrity for mindfulness-based relapse prevention
State Mindfulness Scale (SMS)	23	Measuring different models of mindfulness (e.g. traditional Buddhist and contemporary psychological science models)

Table 6: Mindful Measurement Tools (Author)

1.6.4 Spiritual Leadership

Louis W. Fry (2003) defines spiritual leadership "as comprising the values, attitudes, and behaviors that are necessary to intrinsically motivate one's self and others so that they have a sense of spiritual survival through calling and membership" (p. 694). He argues that it is necessary for learning organizations with regards to continue being able to transform in order to be

successful. Furthermore, it results in being more committed towards an organization and being more productive, since it is linked to the essential leaders' and followers' needs spiritual survival. His definition involves creating a vision in which employees or members of an organization in general "experience a sense of calling in that their life has meaning and makes a difference" (p. 695). Furthermore, organizations need to establish a culture that is based on honest care, concern, and appreciation for themselves and others, in other words, a culture based on altruistic love. This will ultimately result in members experiencing a sense of membership, where they feel understood and appreciated (pp. 694-695).

Figure 9: Causal Model of Spiritual Leadership (Fry, 2003, p. 695)

Vision	Altruistic love	Hope/faith
Broad appeal to key stakeholders	Forgiveness	Endurance
Defines the destination and journey	Kindness	Perseverance
Reflects high ideals	Integrity	Do what it takes
Encourages hope/faith	Empathy/compassion	Stretch goals
Establishes a standard of excellence	Honesty	Expectation of
	Patience	reward/victory
	Courage	
	Trust/loyalty	
	Humility	

Table 7: Qualities of Spiritual Leadership (Fry, 2003, p. 695)

Fry further points out that companies are reluctant to become engaged in workplace spirituality because there is confusion, whether it is related to religion. Yet, there is a connection to religion in terms of altruistic love, with the "regard or devotion to the interests of others" (p. 706), which in religion is embodies by the Golden Rule ("do unto others as you would have them do unto you") (pp. 705-706). He defines altruistic love as "[…] unconditional, unselfish, loyal, and benevolent care, concern, and appreciation for both self and others" (p.712). A clear vision and mission are vital to motivate employees and provide meaning and a sense of membership, and which ultimately also impacts a company's culture (p. 711). On the whole, it can be said that work itself can become rewarding through spiritual leadership by using vision, hope and faith, and altruistic love.

1.6.5 Mindful Leadership

According to Maria Gonzalez (2012), "mindful leaders behave coherently and consistently, and exhibit nine specific ways of being […]" (p. 5). She defines mindful leaders as being present, aware, calm, focused, clear, equanimous, positive, compassionate and impeccable (pp. 6-7). These traits are strongly related to Jon Kabat-Zinn's definition as seen in the chapter "Mindfulness"; both definitions highlight the fact of being in the here and now, fully aware of the particular moment while being focused. The term "equanimous" refers to being non-judgmental in the words of Kabat-Zinn. The traits "positive, compassionate, and impeccable" are related to a leadership style. Gonzalez explains that mindful leaders are inspiring others by being positive and of service to others while always doing their best without attachment. Most importantly, these leaders need to take care of themselves in order to sustainably serve and perform at a high level. Additionally, the term "impeccable" refers to mindful leaders being unerring in the choice of their words and actions. It should not be confused with being perfect since the emphasis lays on them being upright, honest, and courageous and taking responsibility for their actions and not blaming others. Also, mindful leaders are aware of their internal compass, can respond to change from a state of calm and focus, and are present to face the reality of any situation. In addition, they are clear in communication, and their subordinates can be assured that the decisions taken from a mindful leader "[…] are made from a place of awareness, integrity, and courage" (p. 9). Moreover, mindful leaders are inspiring others to greatness and make them achieve goals beyond their expectations (pp. 6-9).

It is crucial to bear in mind that leaders can only lead others if they are able to lead themselves. Most of the time people are just following habitual patterns when they think they are leading themselves. Hence, it is vital to question these patterns or the way one is going, whether they really are rewarding and if they still make sense to be followed. This includes asking oneself many questions in order to create awareness. These questions do not only include examining oneself, but also perspectives concerning colleagues, family, the environment, and so forth. Creating awareness also embraces questioning the patterns with regards to just having them adopted without any personal inclusion, and now plainly following them (Marques, 2014, p. xi). Joan Marques takes leadership further than just leading others; it requires being an internal process first, namely leading oneself, before it can be developed into an external process. He concludes "In short, you must discover, through self-examination, what inspires you so much that you want to do it for its own sake" (p.3). By being disciplined and having self-respect, one can become a good leader, regardless of their position of power (pp. 2-3).

The problem of "sleepwalking" as Marques (2014) calls it, is that it can lead to many problems for the person doing it and for the people who are affected by this behavior. Running on autopilot can lead to missing opportunities, and thus, it is crucial to becoming mindful, which in turn results

in creativity, in order to deal with life's unpredictability. Sleepwalking people also operate organizations, hence, running on autopilot and remaining in the same patterns can be destructive for companies, if they cease being innovative and do not constantly reinvent themselves innovative (pp. 23-27).

Janice Marturano (2015) states "the best management skills are far beyond just doing the job" (p. 22). In other words, the best managers need a variety of skills besides their first-class education. She notes that they need to be warm-hearted, be passionate about their function, have a strong connection with their colleagues, a sense of the community, be courageous to open up to life, strive for excellence, for innovation, and to effectuate something in the world. Nonetheless, despite performing at a high level, they seem to be missing something, and according to Marturano, the missing piece is to have room for breathing, to be focused and to have the room to listen to oneself and others. If this room is missing, opportunities to be creative and innovative could go missing, and relationships to others could be neglected since the autopilot-modus only allows to jump from ticking off one task after the other. Hence, mindfulness is needed in order to lead with excellence. Present leaders are required to have full and non-judgmental awareness in the present moment. Consequently, a mindful leader develops leadership excellence with four qualities, namely, concentration, clarity, creativity, and compassion for the well-being of others. Ultimately, this leadership presence will influence the people around a person, such as colleagues, friends, family, an organization, society, and potentially the whole world. Hence, the aims of a Mindful-Leadership-Training are to foster the skills of leading with excellence, being fully present when performing a task and to get in touch with others (pp. 22-29).

1.6.6   Mindfulness and Ethical Behavior

Ruedy and Schweitzer (2010) state that "Many unethical decisions stem from a lack of awareness" (p. 73). Hence, they establish how mindfulness impacts ethical decision making, and highlight their relationships through two empirical studies. In their first study, they show people being high in mindfulness are associated with a lower incidence of unethical behavior. In their second study, they demonstrate that participants high in mindfulness cheated less than participants low in mindfulness, although they also cheated in the experiment (pp. 73-74). They argue

> "Because of its accepting, non-judging quality, mindfulness encourages the consideration of all relevant information for a given decision. Mindful individuals may feel less compelled to ignore, explain away, or rationalize ideas that might be potentially threatening to the self, such as a conflict of interest or a potential bias" (p. 74).

Furthermore, since mindfulness requires being aware of oneself, it should limit unethical behavior. Moreover, mindfulness practice also increases the awareness of one's thoughts as seen earlier, they argue the higher mindfulness, the less likely it becomes that individuals violate

ethical behavior. Lastly, they state that due to the nature of mindfulness and its self-evaluation process, more mindful decision makers are less likely to value external rewards over internal rewards, for example, honesty over financial benefits (pp. 76-77). In addition, their results suggest "[…] a significant negative correlation between mindfulness and the willingness to engage in unethical behavior" and "[…] that individuals high in mindfulness place more importance on upholding a high moral standard" (p.78). They also tested measure scales with regards to the predictability of ethical behavior. The result of the regression analysis highlights the MAAS scale with strong predictability. Ruedy and Schweitzer conclude from the first study that mindful participants made more ethical decisions that participants that were less mindful. Additionally, they found a positive correlation between mindfulness and formalism, "a principled approach to ethical decision making" (pp. 78-79).

In their second study, most participants (55.2%) cheated, however, among the people who cheated, less mindful participants cheated by greater amounts. From this finding, they conclude that greater self-awareness sets limits for unethical behavior. However, mindfulness did not prevent people from cheating in this study (p. 81). Another interesting finding suggests that mindful individuals are more concerned with actually acting ethically rather than being perceived as ethical by others. Their findings suggest that as long acting unethical is within a certain range of tolerance for an individual, unethical behavior will always be present, although not as high of a range as with less mindful individuals. They state "By lowering the threshold for which behaviors are registered as unethical, mindfulness might help individuals to detect and avoid a wider range of violations" and they suggest that organizations could foster ethical decision making by offering mindfulness training for employees (p. 82). Thus, if a leader is fully aware of him- or herself, including hidden motives of self-interests that might negatively influence decisions serving the whole, mindfulness could foster ethical behavior and companies should foster mindfulness practice among their employees by providing mindfulness training as a start and give them the opportunity to regularly practice mindfulness since it requires regular meditation time and practice.

Jon Kabat-Zinn (2015*a*) states "The foundation for mindfulness practice, for all meditative inquiry and exploration, lies in ethics and morality, and above all, the motivation of non-harming" (p. 133). He argues that it is not possible to attain stillness and calmness if a person's actions are continuously "clouding, agitating, and destabilizing" his or her mind (p. 133). In an interview with the Omega Institute (2012), Jon Kabat-Zinn argues that mindfulness can support ethical behavior: "Mindfulness is about love and loving life. When you cultivate this love, it gives you clarity and compassion for life, and your actions happen in accordance with that. All ethics and morality, and a sense of interconnectedness, come out of the act of paying attention". Moreover, even if mindfulness is about being present in the current moment, it includes the future: "With

the long view, we can trust that the seeds that we're planting are transforming the world". Hence, it can be argued that being mindful implies behaving ethically and morally correct. In her article, Anja Jardine (2017*b*) interviewed Lucien Berlinger, CEO Zürcher Kantonalbank Österreich AG, who said that he experienced going from silence to emptiness after four years of meditation. In other words, there is a connection between everything that a person is surrounded by and it results in becoming one. He said, "to feel this connection with others and nature makes it easier to bear responsibility".

Lampe and Engleman-Lampe (2012) suggest that business students should be taught mindfulness meditation skills rather than just being provided with rules to foster ethical behavior. They argue that the mindfulness approach includes emotions, promotes self-monitoring, and increases awareness and attention which results in a higher understanding of the self. Moreover, they claim "Without business students gaining an understanding of the inner workings of the mind and being offered self-empowerment by adopting mind training processes, they will continue to look outside themselves for a way to fix the unethical practices while the real solution to these problems lies within" (p. 100). Hoyk and Hersey (2008) describe 45 traps leading to unethical behavior. The existence of traps is explained due to impulses that give the motivation to act. These impulses result from reactions to internal or external stimuli (p. 6). As mentioned above, Shapiro, Wang, and Peltason (2015, pp. 25-30) claim that mindfulness "[…] improves attention and concentration", "[…] decreases reactivity", and "[…] enhances interpersonal functioning, empathy, and self-awareness". With regards to Lampe's and Engleman-Lampe's claim that the solution for fixing unethical practices lies within, mindfulness could be used to improve both self-awareness and reactivity to internal or external stimuli.

Lampe and Engleman-Lampe (2012) state that "Mindfulness leads us to remember to act from compassion, live in our physical bodies and remember that we are more than just our thinking minds" (p. 101). Moreover, mindfulness meditation provides practices which enable the mind to recuperate and be tamed. In addition, it enhances the ability to experience physical sensations and to release emotional leftovers in the body. Ultimately, clarity and insight result from mindfulness meditation, which can be translated into daily life. If every moment is lived mindfully, meaning as awake as possible when thinking, speaking, and acting, the thought of ethical intention manifests itself into ethical action in daily activities (p. 101). Therefore, it is of utmost importance to teach and understand how the mind works and how it can be trained as a foundation for the new approach, called Mindfulness-Based Business Ethics Education by Lampe and Engleman-Lampe. "Seeing outside the box requires awareness that one is inside a box" (p. 107). Translated into a business class or business setting in general, this means that "people tend to notice and register information that confirms their preexisting viewpoints" (p. 107). Thus, to be ethical, being familiar with implicit personal biases is required. Moreover, they emphasize that executive

function is key for conscious ethical decision-making (p. 107). One of the dilemmas in business ethics is represented by the involvement of strong opinions and emotions. This dilemma can be diminished by increasing emotional regulation through applying mindfulness meditation. If cognitive and emotional regulation resulting from mindfulness meditation are combined with an ethical, open inquiry process, chances are that "one will be able to follow through with ethical decision making based on one's ethical intent" (p. 108). As seen earlier, emotional regulation and a decrease in reactivity are only some benefits of mindfulness training (Shapiro et al., 2015, pp. 25-30). Moreover, especially in stressful and pressured situations, it can help to remain focused on what really matters by being calm and focused to face this particular situation's reality (Gonzalez, 2012, pp. 7-8).

Paul G. La Forge (1997) states that the aim of using meditation in teaching Business Ethics is to create an "Ethical Vision", since it provides "[…] students an awareness of ethical issues in their lives and leads to the discovery and application of models of ethical conduct to serve as guides to behavior in general and to ethical decision making in particular" (p. 1283). He uses discursive and non-discursive meditation. Non-discursive meditation, a self-centered and observational process, enhances ethical persons to become aware of themselves, their ethical values, and their place in the world by stopping the world in a hectic life. Furthermore, he notes that by stopping the world, people are able to escape from ordinary activities to identify ethical problems arising both in professional and personal life (pp. 1283-1284). Through discursive meditation, students have the possibility to examine themselves and their place in the world with the possibilities they have (p. 2190).

According to Leonard Riskin (2009), most ethical rules deriving from the Golden Rule can be divided into two categories: the first one is related to "minimal standards", meaning that these standards are the least we can do to acting ethically and not benefitting on the cost of others. The second category focuses on an aspirational aspect, namely, "how we ought to behave in relationship to others" and to spread out to others in order to help them by leaving our comfort zone and leave self-interest in the background (p. 496). Mindfulness fosters compliance with the both categories of the Golden Rule explained above since it helps developing qualities such as awareness of self-centered thoughts, a sense of connection, understanding others, and sometimes even compassion for others. He further notes that through mindfulness training, the awareness increases for people's thoughts, processes, and their intents to behave in a certain way. Hence, being mindful provides the opportunity, to consider people's behavior before they act and to explore the intents behind one's actions. This could eventually lead to warning thoughts when thinking about behaving unethically or to benefit at the cost of other people. Moreover, through mindfulness, connections to others are highlighted. Since it facilitates monitoring one's own suffering, it promotes the awareness of the fact that others are suffering, too, which results in

compassion. These factors, along with a better understanding of oneself, are likely to promote a helpful behavior to others. Since mindfulness promotes clarity, it enhances the ability to remember that one has once agreed to follow ethical rules, values, or standards. Lastly, since mindfulness also promotes equanimity, it enhances people's ability to remain calm when taking decisions (pp. 498-502).

1.7   Research Gaps

Although the positive impacts of mindfulness have been researched extensively as seen above, the connection and the impact of mindfulness on ethical behavior, responsible leadership, as well as on the triple corporate responsibility model has only been examined by a limited number of studies and requires additional, more in-depth, and long-term studies. Moreover, the impacts of mindfulness programs offered in a business setting on companies, managers, and employees need to be evaluated more extensively.

2 Research Design and Methodology

The thesis applies a qualitative method approach. Six interviews with industry experts were carried out, designed as semi-structured interviews in person or Skype. In addition, one industry expert answered a questionnaire via email. To include company views, five company representatives answered a questionnaire in person, by phone, or email. The detailed research process is described in the next paragraphs.

2.1 Variable Identification and Operationalization

In order to link mindfulness to ethical behavior, responsible leadership, and the triple corporate responsibility model, results are examined based on variables deriving from the literature review, as well as from the Sustainably Responsible Leader Model by Mathias Schüz (2016). There are keywords attributed to each variable in order to provide an overview, which factors were taken into consideration when evaluating a variable. Since there was no numerical data provided by neither experts nor company representatives, the impacts are linked to the variables to compare the answers given by participants. However, to give an impression of how impacts could be measured, examples are given in the operationalization column.

#	Variable	Dependency	Operationalization	Keywords
1	Responsible Leadership	Independent	• Impact on responsible leadership (high / neutral / low)	• Responsible Leadership • Self-management • Employee management • Inner attitude • Communication • Solidarity • Empathy • Leader – employee relationship • Empathy
2	Health	Dependent	• Number of people suffering from burn-outs / depression • Health Costs • Number of Absences	• Medical effects • Health • Well-being • Pain • Anxiety • Depression

				• Sleeping problems
				• Burn-out
				• Health costs
				• Absences of employees
3	Stress, Concentration, and Attentiveness	Dependent	• Heart rate variability • Electroencephalogram (EEG) • Mindfulness measurement scales • Happiness measurement scales	• Stress • Stress management • Concentration / focus • Attentiveness • Attention • Presence • Relaxation • Perception (self & others) • Past experience • Distraction • Uncertainty • Emotion regulation • Work-life balance • Resource allocation • Time perception • Self-compassion • Clarity • Self-regulation • Reactiveness • Happiness • Negative feelings • Empathy • Self-awareness • Meaningfulness • Awareness of thoughts • Awareness of bodily sensations
4	Performance	Dependent	• Performance ratings of individuals	• Performance • Efficiency

				• Crisis resistance
			• Overall performance ratings of companies	• Independence
				• Pressure
				• Resilience
				• Task performance
				• Mind wandering
				• Multitasking
				• Goal achievement
				• Decision making
5	Creativity	Dependent	• Rate of innovations	• Creativity
				• Capability / potential development
				• Meaningfulness
				• Capability to be innovative
				• Intuition
6	Values and Ethics	Independent	• Impact on values and ethics (high / neutral / low)	• Values
				• Ethics /ethical behavior
				• Convictions
				• Tolerance for ambiguity
				• Culture (incl. company)
				• Perspective change ("I to We" – "Self-interest to common welfare")
				• Sustainable culture
				• Identity development
				• Self-perception
				• Conscience
				• Areas of conflict due to increased awareness
				• Decency
				• Profit seeking
				• Greed
				• Responsibility

				• Own perspective on the world

Table 8: Variable Identification and Operationalization

2.2 Sampling Approach

After having identified a field of research on the topic of mindfulness and responsible leadership, a non-probability sampling approach, namely purposive sampling, was applied. Hence, participants were selected according to preselected criteria. By using the search engine Google, the author searched for institutions that offer mindful leadership programs for companies. Consequently, six expert interviews were carried out. However, one expert wished not to have the interview published in this paper, hence only results from five interviews plus results from one questionnaire answered by email are presented in this paper. In addition, businesses applying mindfulness programs in their companies were addressed. Mathias Schüz provided the input for the SAP program called "Global Mindfulness Practice". Consequently, SAP was contacted to arrange an interview. Since it originates from Google's Search Inside Yourself program, additional eight companies were contacted, stemming from a list of customers on the Search Inside Yourself homepage (Search Inside Yourself Leadership Institute, n.d.*a*). However, only two companies replied of which one was able be interviewed by telephone, even though the initial inquiry was followed by several follow-up requests by e-mail. Yet, some experts provided company contacts, hence, three additional companies were contacted and answered a questionnaire by email.

2.3 Data Collection and Sources

The aim is to provide the reader with an understanding of mindfulness in business, ethical behavior, responsible leadership according to the triple corporate responsibility, and the correlation between the three. Furthermore, the perspectives of both consultants and companies are crucial for understanding the effects of mindfulness on companies and employees. Therefore, interviews were carried out and questionnaires were answered, which will be explained in detail in the next few paragraphs.

2.3.1 Primary Data Collection: Expert Interviews

In order to gain a practical understanding of consultants' points of view, seven industry experts answered a questionnaire either as a semi-structured interview or via email. As mentioned before, only results from six expert interviews are being presented in this paper, since one participant revoked the participation. Expert interviews provide several advantages when looking for detailed information; first of all, they can be prepared in advance and be used as a guideline during the

interview, secondly, by conducting semi-structured interviews, crucial information can be extracted from the discussions and compared to other interviews that were carried out, and thirdly, interviewees can speak freely and add vital information during the interview. Moreover, this method allows analyzing answers more in-depth, by asking interviewees why or how questions. The interviews took place in person or via Skype during a time period of two weeks. One industry expert answered the questionnaire via email since it was not possible to arrange a meeting. In order to protect confidentiality, all interviews are anonymized.

#	Expert Information	Date of Interview	Type of Interview
1	Partner at a consulting firm	July 31, 2017	Skype
2	Psychologist, consultant for organizational change, leadership coach	July 31, 2017	Skype
3	Certified psychological consultant, certified MBSR teacher, Interpersonal Mindfulness teacher	July 31, 2017	Personal Interview
4	Partner at a human resource development company	August 3, 2017	Skype
5	Psychologist, federally recognized Psychotherapist, certified MBSR teacher, certified MSC teacher and trainer	August 9, 2017	Personal Interview
6	CEO, executive coach, consultant and trainer	August 11, 2017	E-Mail Questionnaire

Table 9: Overview Interview Partners Experts

The questionnaire consists of ten questions related to mindfulness in business, ethical behavior, and responsible leadership. It is to be evaluated whether managers can train mindfulness, what the opportunities and limits of mindfulness in business are, if it is reasonable for companies to implement mindfulness in business, how companies can successfully implement mindfulness programs, what the impacts of mindfulness in business are, and how these impacts can be measured. Furthermore, it is to be assessed if mindfulness impacts responsible leadership, why people act unethically, and if mindfulness is a suitable concept to foster both ethical behavior and responsible leadership. Consequently, responses can be compared.

2.3.2 Primary Data Collection: Company Interviews

To gain a practical understanding of companies' points of view and to compare the results with the insights gained from the expert interviews, five company representatives answered a questionnaire. One was answered in person, one by phone, and three questionnaires were answered by email, during a time period of four weeks. By applying this design, questions can be prepared in advance and be used as a guideline during an interview, either in person or on the phone. By using a semi-structured questionnaire, vital insights can be gained and ultimately be compared to the other questionnaires answered. Additionally, respondents can reply in their own words, and add important information. Although questionnaires answered by email do not provide the same opportunities to interact with respondents, they still provide valuable insights due to their semi-structured nature. None of the company representatives, except for the representatives from SAP (Schweiz) AG and AXA Winterthur, will be mentioned by name in this thesis, in order to protect confidentiality. Company representatives are both from German and Swiss companies. Petra Maria Heeb is Global Director, GCO Sales Planning and Sales Plays at SAP (Schweiz) AG. Furthermore, she is the mindfulness representative at SAP Switzerland and one of 24 coaches. Esther Graf is specialist in charge of the Health Management department at AXA Winterthur. The company representatives who participated in answering the questionnaire do all work in different companies.

#	Company Representative Information	Date of Interview	Type of Interview
-	Petra Maria Heeb, Global Director SAP (Schweiz) AG	July 31, 2017	Personal Interview
-	Esther Graf, Specialist in charge of Health Management department at AXA Winterthur	July 31, 2017	Phone Interview
1	Executive Partner at a German Company with Limited Liability	July 31, 2017	E-Mail Questionnaire
2	Managing Director at a German Company with Limited Liability	August 1, 2017	E-Mail Questionnaire
3	Quality Manager at a German Company with Limited Liability	August 10, 2017	E-Mail Questionnaire

Table 10: Overview Interview Partners Company Representatives

The questionnaire consists of seven questions related to mindfulness in business, ethical behavior, and responsible leadership. It is to be evaluated what the opportunities and limits of mindfulness in business are, if it is reasonable for companies to implement mindfulness in business, how companies can successfully implement mindfulness programs, what the impacts of mindfulness in business are, and how these impacts can be measured. Furthermore, it is to be assessed if mindfulness impacts responsible leadership and if mindfulness is a suitable concept to foster both ethical behavior and responsible leadership. Consequently, responses can be compared.

2.4   Data Analysis Approach

The goal of the expert interviews is to understand the subjective meaning of mindful leadership from a practical perspective. The aim is not to find a universal agreement, but to gather different viewpoints and insights into the subject in order to answer the research questions. Data from both expert and company interviews were analyzed by grouping the answers according to the keywords defined in the chapter "Variable Identification and Operationalization" to identify differences and similarities in the answers given by the participants. In addition, by grouping answers into separate categories, it facilitates the demonstration of impacts of mindfulness on various aspects. Keywords play a major role in identifying common answers and filtering out responses to answer the research questions. Through this process, the most important and most relevant impacts of mindfulness can be highlighted.

3 Findings

3.1 Expert and Company Interviews

Most of the experts support the fact that mindfulness can be trained. It can be trained through attention training or courses, such as the eight-week MBSR course. However, these kinds of courses only serve as an introduction. Mindfulness requires regular practice, for example through meditation. It is very difficult to measure outcomes in numbers, as explained by both experts and company representatives. For example, Expert 2 highlights the difficulty in measuring outcomes by emphasizing that mindfulness is holistic and would need to be split into parts in order to measure outcomes. And even then, it could be that the measures do not really measure what was intended (Expert 2, personal communication, July 31, 2017). Expert 5 explains that by applying quantitative research, it could be shown that focus has increased by 45% and stress has decreased by 40%. The influence is still too little measured, and there needs to be more research about the impact of mindfulness in business (Expert 5, personal communication, August 9, 2017). Most of the Experts and Company Representatives explained that they use questionnaires to measure the outcomes of mindfulness training. However, some of the companies noticed a lower fluctuation rate or that employees are less often absent due to illness.

The mindfulness program at SAP is a case in point when it comes to successful programs; more than 6'000 employees have already attended the course, and there are more than 5'000 employees on the waiting list. In addition, customers show great interest in their program and would like that their leadership teams attend the program at SAP. However, attention training or meditation is still not fully integrated into the Western society, which is reflected by employees being ashamed of meditating during working hours (P.M. Heeb, personal communication, August 23, 2017). This is also pointed out by Expert 1, if mindfulness is truly rooted in a company's culture, people are not being smiled at when they take a moment for themselves to relax and breathe. It is seen as this person taking care of him- or herself and returning more powerful after this exercise (Expert 1, personal communication, July 31, 2017). Another point mentioned by Petra Maria Heeb is that mindfulness is not the answer to everything but it can help to understand and improve difficult situations (P.M. Heeb, personal communication, August 23, 2017). This can also be seen in AXA Winterthur's Health Management. As Esther Graf points out, it is crucial to offer a variety of programs or courses to employees, since every person differs from the other. Some might be responsive to this training, yet others need different ways with regards to health and prevention (E. Graf, personal communication, August 22, 2017). In order to successfully implement mindfulness programs, an introduction to a value-oriented management culture is required in addition to appropriate training and training on personality development among employees, according to Company Representative 2 (Company Representative 2, personal communication,

August 1, 2017). Most of the experts and company representatives stated it is advantageous to implement a mindfulness program by engaging management members first, a so-called top-down approach. Strong opinion leaders who support and stand behind the implementation of a program are needed. This facilitates the process of implementation by creating experience and reduce prejudice. In a next step, the program roll-out can happen throughout the whole organization (e.g., Expert 1; Expert 2; Expert 3; Expert 4). However, it is also possible to approach the implementation process from a different angle, for example by using a "grass-root" approach across the whole company because a company is in a situation of change (Expert 2, personal communication, July 31, 2017). Nonetheless, it is important that once the implementation has taken place, regular individual or group practice is required for the program to become successful, as mentioned above.

It is crucial to bear in mind that mindfulness is free of results, meaning that it should not be implemented with the aim of achieving specific goals. Hence, companies should not focus on a too narrowed expectation. Expert 2 stated that the greater the suffering, the clearer the results become visible (Expert 2, personal communication, July 31, 2017). Also, Expert 3 mentioned this point. Mindfulness is not meant to generate more profit since this would be unethical towards mindfulness. Additionally, short-term thinking can lead to a collapse, if it is only about turnover and profit. The employee is the gear-wheel in the company, and it has to be made sure, that he is doing well. Otherwise it won't work in the long run (Expert 3, personal communication, July 31, 2017). Also, Expert 4 points out that mindfulness should not be used as a means to an end. Otherwise it presents some limitations: it does, on the one hand, make managers more stress resistant. However, it is just a statement and not really integrated into a company's culture (Expert 4, personal communication, August 3, 2017). Expert 6 highlights that today, companies already offer several trainings to their employees such as trainings on resilience, time management and so on. Therefore, offering programs such as mindfulness training is just taking corporate trainings to the next level (Expert 6, personal communication, August 11, 2017).

3.1.1 Impact of Mindfulness on (Responsible) Leadership

Petra Maria Heeb points out that Emotional Intelligence skills can be developed through mindfulness, which leads to more empathy and thus, influence the leadership style. The "old-fashioned" leadership style, based on numbers and not on people, is not a sustainable way of doing business. Another point in case is compassion, which enables people to remain connected to the bigger "We" and bearing in mind to be of service rather than protecting the "Me" due to fear by shutting down. This will enable people to ask what the best thing to do is for the bigger "We", which will ultimately influence great leadership. Ultimately, the shift from "I" to "We" will lead to responsible leadership, if a leader chooses to lead with compassion, which postulates taking responsibility for the team, the company, and society (P.M. Heeb, personal

communication, August 23, 2017). According to Esther Graf, it can have an impact on responsible leadership, but it can not be generalized since every person is different. It might be possible to impact leadership style. However, it is not possible to change a person's personality (E. Graf, personal communication, August 22, 2017). This is also pointed out by Company Representative 1, the limits of mindfulness in business are represented by people who do neither want to change, not accept this change. They noticed in their business that a change of company culture has a significant impact on leadership. Employees become more sensible which results in them making higher demands on their superiors with regards to leadership behavior. He is convinced that mindfulness is suitable to foster responsible leadership, but it is crucial that leaders exemplify it every day, or it will just be written on paper and nothing more (Company Representative 1, personal communication, July 31, 2017).

Company Representative 2 points out, that through the increased perception that resulted from mindfulness training people are able to take an increased responsibility, thus mindfulness can represent an important component when it comes to responsible leadership (Company Representative 2, personal communication, August 1, 2017). Furthermore, mindfulness offers the possibility to recognize and interrupt the stress spiral and the associated behavior patterns, which lead to a conscious change of behavior and situations, according to Company Representative 3 (Company Representative 3, personal communication, August 10, 2017). Expert 1 explains that mindfulness can be seen as a portal, meaning the more a person finds access to him- or herself, the more he or she finds access to a greater "us" and to the relationship of designing culture in organizations. People can add human potential in this fast-moving, rational, and thought affected time, both for managers and employees. This results in managers: seeing people differently and leading differently. But it also enhances employees' self-management to live more conscious. Additionally, people start living in a connected way and ultimately, a higher intelligence results from this behavior. The "We" is more reasonable than the "me". The more mindful people are, the more conscious or ethical are their decisions. This impacts culture, such as company culture, economy and society and ultimately, impacts responsible leadership (Expert 1, personal communication, July 31, 2017).

Expert 3 is convinced that mindfulness impacts responsible leadership because people see what consequences result from their actions. They see what consequences their actions have on employees, customers, and nature because it is not only about humans but to also recognize whether actions are harmful towards the world and it is about taking responsibility towards nature and life. People are a part of nature, which happens to be forgotten sometimes when they are pursuing their goals. Ultimately, every person wishes to be happy and suffer as little as possible, even if their behavior might be odd from some points of view. If someone is aware of this fact, his or her reactions become different. It doesn't mean that everything will be ok then, but it has

to be always kept in mind. Hence, it is an appeal to our responsibility (Expert 3, personal communication, July 31, 2017). Furthermore, Expert 4 explains that it generally attracts wider circles, whether it is for individuals or executives, where it influences the style of leadership. In addition, the way of dealing with customers changes. However, it affects not only the individual level but also the organization as a whole and enables it to develop regarding culture and structure. Finally, it also contributes to the whole world. He explains that the term mindfulness is very close to responsibility; responsibility for oneself, for a company, for employees, for today's world, and also for future generations. If a person is more connected with its heart and is calm, and in a mental state of free space, if a person is in this condition or altered state of consciousness, some things can't be done, or the question doesn't even arise, hence it influences responsible leadership because it fosters empathy and commiseration and thus, one can tell that doing something bad does not feel good at all, and refrain from acting badly or unethically (Expert 4, personal communication, August 3, 2017). Expert 5 states, too, that mindfulness is about connection and responsibility, as seen before, and therefore, it affects responsible leadership. Mindfulness is always the same: benevolence, focus, presence, joie de vivre, and wisdom. It is possible to learn how to be more present which will lead to responsible leadership (Expert 5, personal communication, August 9, 2017).

3.1.2 Impact of Mindfulness on Health

Petra Maria Heeb states that the development of Emotional Intelligence skills through mindfulness will increase well-being by finding inner peace and happiness. If people do not deal with and confront their own emotional state, for example by learning about themselves, it could result in sickness or burn-outs (P.M. Heeb, personal communication, August 23, 2017). AXA Winterthur offers various trainings for example at noon or a two-day seminar with a MBSR trainer. Esther Graf points out the importance of not tabooing high levels of stress and that people can talk about it, which is crucial to train managers by making sure to not only react when it is too late (E. Graf, personal communication, August 22, 2017). Expert 2 emphasizes this point further. Mindfulness training can be successful if the company culture fosters the discussion about frustration and stress, and people are not being judged as having a problem (Expert 2, personal communication, July 31, 2017).

Furthermore, Company Representative 3 pointed out that they noticed a lower fluctuation rate and fewer employees being off due to illness (Company Representative 3, personal communication, August 10, 2017). Expert 1 sees a huge opportunity in mindfulness, especially in this fast-moving time we are in, it's almost the only chance to remain healthy and creative to seize the opportunities that are there. To seize these opportunities, it is crucial that a person is in contact with him- or herself. Also, Expert 1 stated that the disease rate decreases, employees are more stable, can deal more consciously with change and future pressure, which in turn results in

more healthiness and resilience among employees. There are studies where managers' stress factor was measured continuously by heart (-beat) variance, before and after mindfulness programs, and it could be proven that after having attended mindfulness programs, the heart rate and tight feeling in the chest was reduced (Expert 1, personal communication, July 31, 2017). Expert 5 further explains that burn-outs, also called empathy fatigue, can be better dealt with Mindfulness Self-Compassion. The reason for burn-outs in middle management are caused because of empathy and the mirror reflex: managers notice how their subordinates feel and connect with them but also with their superiors, which results in a conflict of feelings that can lead to the empathy fatigue (Expert 5, personal communication, August 9, 2017). Expert 6 says that mindfulness and, or meditation can have a positive impact on responsible leadership and he sees it as part of the transformational leadership style. Transformational leadership is about meaning and inspiring people to something that is meaningful to them, whereas transactional leadership is more about short-term individual gains which may have very bad consequences for others, society and the environment, such as the financial crisis in 2007. Mindfulness and meditation help leaders to become aware of the larger picture and thus becoming more responsible with regards to the consequences of their decisions and actions (Expert 6, personal communication, August 11, 2017).

3.1.3 Impact of Mindfulness on Stress, Concentration, and Attentiveness

According to Petra Maria Heeb, people are able to get to know themselves better, thus increase their self-awareness and -perception. People experience what is going on in their minds, their bodies, their external environment, what is driving and triggering them. In addition, they learn how to understand their emotions and handle them. SAP's internal survey revealed that participants are able to focus significantly better on what they are doing in addition to a significant decrease of their stress level (P.M. Heeb, personal communication, August 23, 2017). Company Representative 2 points out that mindfulness results in having a bigger spectrum of perception, in addition to intellectual perception. However, this perception is blurred in the beginning but can be sharpened through mindfulness training. The newly gained perception creates a bigger foundation of information which can be used to make decisions (Company Representative 2, personal communication, August 1, 2017). The importance of this perception is also pointed out by Company Representative 3: it helps to perceive colleagues from a different perspective, to respond differently to colleagues with regards to language, gesture, and mimics, which results in better cooperation within teams. Mindfulness training results in an increased knowledge, which in turn impacts perception. People are more aware of their feelings, thoughts, bodily impulses, and interpretation, which stimulates intuitive competencies (Company Representative 3, personal communication, August 10, 2017).

Expert 1 explains that there is a shift away from pressure towards a creative and enthusiastic perspective. Mindfulness helps to separate the stimulus-reaction scheme to judge one's reaction towards a stimulus, to consciously decide if and how to react, which ultimately increases the relational ability and there are more options to act. Moreover, as seen before, it helps to escape the autopilot mode. By using a simple method such as the "one minute of silence" before a new meeting starts, people can concentrate on what is really going on and leave the meeting they just came from behind them. This ultimately results in the meeting being considerably more effective and faster to come to an end, it is more precise, and there is a different form of listening to each other. If only physical stress is looked at, the impact of mindfulness training can be proven well, thanks to several studies. There has been a lot of research regarding stress, and the MBSR method provides many studies with regards to de-stressing. However, decreasing the stress level is only the first step when it comes to mindfulness training and can almost be seen as a side effect. It is essential that the actual life-longing and creativity and evolutionary power in people is to come into effect (Expert 1, personal communication, July 31, 2017).

According to Expert 2, people develop an interested distance to what makes them feel stressed out, to recognize ways and gaining experience from situations that usually bring them to the edge of cognition or emotions, they learn how to look at it from a different perspective and to remain calm. Additionally, some people express improved concentration (cognition), after having attended mindfulness training (Expert 2, personal communication, July 31, 2017). According to Expert 3, mindfulness training results in a greater presence from moment to moment, more presence of what people are surrounded by. They are in contact with themselves, they can listen to themselves, and they can listen to fellow human beings, and they are interested in what is happening from moment to moment. This particular interest is very important since every moment is a new moment. It also contains a crucial factor of "not knowing". Thus people have to be open, interested, and accepting for what is. This results in people being less reactive, and to act or answer to what really is and not to what they would like to be or hoped for to be. They can consider situations appropriate to each situation and are not desperate if there is a state of not knowing how everything will go on. This presence creates the recognition of how everything is connected to one another, that every statement, or action, be it verbal or non-verbal, has an influence on the person vis-à-vis and also on oneself. Furthermore, Expert 3 explains that people start to notice when their body can no longer continue like this and needs a break. This is crucial with regards to health management. To be in contact with oneself provides the opportunity to notice how a person feels and what he or she needs at this very moment. Hence, it increases self-care. Prevention is very important because, in the long run, the employee does not serve the company if he or she can't work anymore due to exhaustion. It is better for both employee and company if the employee notices when he is exhausted and needs to resign. However, the levels of stress and

overwork are very individual, there is no measure, and it could be that no one from the outside notices the overload, yet for the individual, it is perceived as too much. Therefore, mindfulness provides a different approach to deal with stress, since people often lose themselves in self-critical thoughts or feelings of excessive demand and thoughts begin to circle. These self-critical thoughts are very tiring because people can not admit to colleagues or managers that they are at their limits. Thus, mindfulness can be supporting in this matter because people get to know themselves, accept themselves and develop compassion. To disavow the feeling of excessive demand and to always perform more, will result in not being able to relax anymore if the thoughts are always absorbed (Expert 3, personal communication, July 31, 2017).

Expert 4 explains that mindfulness offers a great opportunity to deal with stress equanimously and there is a change in perspective from the outside to the inside of a person. There are attempts to find a higher self, to break out of the autopilot mode and it changes the general perspective on everyday life. Thus, it generates a more thorough, differentiated, and clearer awareness to make decisions from a clearer consciousness and concentration (Expert 4, personal communication, August 3, 2017). Expert 6 states that with regards to individual wellbeing, meditation plays a major role. It helps individuals to relax and cope better with stress (Expert 6, personal communication, August 11, 2017).

3.1.4   Impact of Mindfulness on Performance

As mentioned before, Petra Maria Heeb explained that Emotional Intelligence skills can be developed through mindfulness. Consequently, people's focus increases, which in turn leads to better decision making and ultimately to stellar performance. In addition, she points out if people are happy and have found their "meaning" in life, they become more creative, open for new ideas and will ultimately change, challenge and drive businesses to the next level. Moreover, for businesses to survive in a volatile, uncertain, complex, and ambiguous world, it is reasonable to implement mindfulness (P.M. Heeb, personal communication, August 23, 2017). On top of that, as mentioned by Company Representative 1, employees are now included and given responsibility. Thus, they have the possibility to influence and change processes. Additionally, employees are more motivated, they have not resigned internally, but use their strength for the benefit of the company (Company Representative 1, personal communication, July 31, 2017). Through mindfulness training, Company Representative 3 explains that they learned about communication and relational competencies that enrich professional contacts and, as planned, also increase the level of performance of their organization with colleagues who contribute to one's own transformation (Company Representative 3, personal communication, August 10, 2017).

Expert 1 stated that changes in organizations are easier to create, since often there is unconscious fear, especially with regards to change, and if this can be more perceptible in communication, an organization as a whole can shape change dynamics more consciously and actively. It could even lead to employees perceive change as "fun" and not from a fearful or narrow perspective. In general, the innovation rate increases, since there is more room for creativity, and people are not absorbed by their thoughts or feelings and act under pressure or stress but can take care of themselves and are consequently more open and there is room for inspiration, creativity, and intuition, which consequently increases the capability for innovation and fosters the development of dynamics (Expert 1, personal communication, July 31, 2017).

Expert 2 further points out that mindfulness does not only have an impact on cognitive, emotional, or relational levels but also for sales people for example, where empathy plays a big role. Additionally, it offers huge benefits for people who need to solve conflicts, such as managing directors who constantly face difficult situations with problems to solve. They learn how to be confrontational and honest, without being threatening (Expert 2, personal communication, July 31, 2017). Moreover, according to Expert 3, people start questioning nonsensical processes or meetings with agenda items that have been set twenty years ago. Everything becomes more straight-lined and related to a topic. Fewer emotions are included, and even if emotions are always present, everything is less lost in these emotions, less personal (Expert 3, personal communication, July 31, 2017). Expert 5 notes that in companies, for example, hierarchies change and they become flatter. It can also lead to disputes on important issues because part of the people only wants to make money with the company and others have the intention to use the company for a good purpose. So, it can result in a cut, and the "greedy" are thrown out because they do not fit with the ruling ethics in the company. Furthermore, the quality of output and the satisfaction level among employees increase, since a healthier interaction with each other results from mindfulness in business. (Expert 5, personal communication, August 9, 2017).

Expert 6 explains that companies can take advantage since the practice of meditation can help to make leaders and employees more agile and thus more competent in handling constant change and the demand to be adaptive. On a team level, meditation and mindfulness can help to increase trust and connectedness in the team. However, to achieve this, it is necessary to combine mindfulness and, or meditation with team building processes. Having established trust and connectedness in a team in combination with transformational or agile leadership can create ownership among the employees for the vision of the company and thus lead to more effective and high performing teams. He further explains that increased well-being among employees may not immediately translate into higher profits or new innovative products, although he believes it definitely does so in the long run (Expert 6, personal communication, August 11, 2017).

3.1.5 Impact of Mindfulness on Creativity

Employees who have already resigned internally and just do their job without any meaning, without challenging or improving it, can contribute to a halt in creativity, change, and ultimately growth, which is vital for companies to survive, as Petra Maria Heeb notes. By measuring the impacts of their mindfulness program, a significant number of participants stated that their creativity had improved considerably (P.M. Heeb, personal communication, August 23, 2017). Furthermore, Expert 1 explains that mindfulness is an important portal to self-perception, to one's own presence, and to a deeper connection with other people, and lastly to a higher creativity potential as a person. It supports creativity and future viability for an organization. In addition, conflicts are used in a more creative way, since people are less stuck on an interpersonal level. A more mindful and conscious way of communication fosters discussion movement. Ultimately, it results in creating new things, pioneering spirit, or innovation (Expert 1, personal communication, July 31, 2017). Expert 6 states that mindfulness helps leaders or managers to step back from time to time from their current activity and allows them to fully switch off for a moment. This is important not only to cope with stress but also do be more far-sighted and innovative. Especially in complex and stressful situations, it is important to take a step back, in order to see the larger picture. This stepping back through conscious letting go (which is mindfulness or meditation) allows the individual to recognize the not-so-obvious, sharpens one's intuition and, eventually, to take wiser and more effective actions (Expert 6, personal communication, August 11, 2017).

3.1.6 Impact of Mindfulness on Values and Ethics

Mindfulness in business has many influences on a company, for example on their core values, the interaction with each other, relations to customers, or engagement in social projects., according to Petra Maria Heeb. She stated that most of the great leaders interviewed by Bill George had in common that the transition in perspective from "I to We" happened due to a transformative experience, for example experiencing an accident (P.M. Heeb, personal communication, August 23, 2017). Esther Graf points out that mindfulness has an impact on a company's culture and their perception, yet at AXA Winterthur, the trainings are on a voluntary basis and not trained on a large scale (E. Graf, personal communication, August 22, 2017). Furthermore, in their internal survey, SAP found out that their mindfulness program has a significant impact on giving employees a "meaning" in what they are doing. People act unethically because they have been following these patterns since childhood and this behavior continues, as long as there are no employees who question and challenge it. Hence, from her experience with feedback from employees, managers, teams, and conferences, mindfulness can be a suitable concept to foster ethical behavior and responsible leadership (P.M. Heeb, personal communication, August 23, 2017).

In Esther Graf's opinion, people act unethically because they are afraid of losing something, such as power, money, reputation, or appreciation. Hence, mindfulness is one of the concepts that can foster ethical behavior and responsible leadership, but it is not the sole concept, it is one among many (E. Graf, personal communication, August 22, 2017). Also, Company Representative 1 notes that there is a change in company culture and leader behavior, and ultimately, it can influence ethical behavior if leaders exemplify it through their behavior every day (Company Representative 1, personal communication, July 31, 2017). The ethical and moral requirements of a company to itself and all stakeholders increase, are communicated more clearly and ultimately implemented via reflected leaders and employees, according to Company Representative 2. He points out if sustainability is anchored in the values of an organization's long-term existence in a dynamic environment, it soon becomes clear that this can not happen on the costs of others, hence, mindfulness can be an important element with regards to fostering ethical behavior (Company Representative 2, personal communication, August 1, 2017).

Expert 1 explains that there is an evolutionary power in humans, which he knows from different stage models such as Spiral Dynamics, a value level model, and it can be seen that if this evolutionary power develops, ethical values arise, to take care of and include the whole. Fear plays an important role when it comes to unethical behavior. Fear leads to narrowness, which could result in a fight or hasty reaction, which serves to secure existence and or power that is not very reasonable for the whole or an organization, but at least for a manager. Mindfulness can be very helpful in these kinds of situations. If these unconscious fears are experienced as more conscious, they can be handled differently. Consequently, one can deal better with oneself, with other people, and ultimately corporate culture can be shaped (Expert 1, personal communication, July 31, 2017).

Expert 2 explains that the question of how groups, organizations, companies, that are in service of something create a space to manage unsolvable things that managers have to deal with. Hence, as many people as possible should be invited into this room of "not knowing" and discuss together what should be done. The more people that are invited, not only managers but also employees with expert knowledge, ethics will be brought to the whole and not only to individuals. Mindfulness has to be seen from its original roots deriving from Buddhism. There is a new generation that clearly states, they want to include all aspects of the "original" mindfulness and thus, they make sure it's not only a concentration exercise but that insight, understanding, to face one's own habitual patterns, understand them and to leave them behind because they are harmful to oneself or others, this already includes an ethical decision (Expert 2, personal communication, July 31, 2017).

Moreover, Expert 3 points out that people recognize behaviors that are beneficial or harmful for oneself or the company. This presence creates more happiness and reasonability for what a person

is doing; they notice their influence, they notice that they become more creative and focused. Reasonability is a factor which is often missing in this day and age; people ask themselves why they go to work, what am I doing here. This is a crucial point, not only for leaders. Mindfulness also impacts communication; the way people speak and how they perceive others. Managers often report that they receive completely different reactions from their employees after having attended a MBSR course, because they speak differently, are more present, and perceive employees differently. It also creates a different team feeling. Since there is more personal room, there is room for emotions for what is good or bad, without taking it personally. If it expands from the individual to the group or team, it also expands to a different, culture with regards to thoughtfulness, perception, appreciation, and to start seeing opportunities and limits, which ultimately results in a different cooperation. If people are not aware of themselves and not present, the inner sight narrows down and they constantly compare and judge. Ultimately, this results in a feeling of being separated, and they don't feel the connectivity to anything anymore. This results in a feeling of being lonely, separated from the rest of the world and they need to save themselves, which is ultimately only about survival. Consequently, unethical behavior can result. If the awareness of being part of the whole is lost and they do not see that they are dependent on everything and if people are stressed, it results in a tunnel-vision, where they lose the vision for the big whole, and that's where it starts being only about one's own survival. In this narrowed down vision, anxieties develop which can become very dominant, consequently, the overview is lost and then it is only about not drowning. Ultimately, this results from the desire of being happy, that's the motivation, but the vision for the big whole is missing. Improving this vision for the whole can be addressed through mindfulness practice (Expert 3, personal communication, July 31, 2017).

Expert 4 points out that according to the definition of mindfulness, it is about the contact to one's own heart, if someone focuses on that and experiences a good feeling by doing so, this person can't do some things, or act in a certain way anymore. It is like a given, or equivalent; these people are no longer able to do certain things, in other words, to act unethically (Expert 4, personal communication, August 3, 2017). Furthermore, according to Expert 5, a company that has no purpose is unethical. We are talking about "getting along well with each other" as Mr. Schüz said, which means that the environment is included in this mindset and therefore, it includes sustainability. He refers to Diego Hangartner; He says there is not enough sustainability in psychology, especially in relations to one self or another, that is mindfulness. At the end of life, people do not regret what they have done but what they have not done. Especially in the new generation, stable relationships play a big role in their lives. Furthermore, all people are dependent on connections; ever since they are born, they need people who take care of them in the beginning. A connection through love is always needed. Otherwise they can become lonely. In the West,

there is an achievement-oriented society, which leads to separation. For example, by implying the credo "I am better than you", or in the form of incentives, such as bonus payments. However, it is not about separation, but a connection to each other, the "getting along well witch each other". But people experience callousness, despite them working very hard, and achievements are appreciated more than life. All these factors result in people acting unethically, and mindfulness is a tool towards acting more ethically (Expert 5, personal communication, August 9, 2017). Expert 6 highlights the factor of connection: if there is a lack of feeling a connectedness to others and society and if a person is missing this awareness, they may take decisions which are allegedly good for oneself but bad for society. Also, an excessively transactional leadership style, which emphasizes the interests of the individual rather than the community, can support unethical actions. Mindfulness is a suitable concept to foster ethical behavior in his opinion, but not the only one. Nonetheless, it helps increasing awareness for one's actions (Expert 6, personal communication, August 11, 2017).

3.2   Discussion of Results

A short overview of the results to the research questions is provided. However, the results will be discussed more extensively in the chapter "Summary and Recommendations".

Does mindfulness impact responsible leadership?

Mindfulness practice influences a manager's leadership style, for example by increasing empathy, compassion, and the shift in perspective of the "I" to "We", which can also be attributed to the increased perception resulting from mindfulness practice. Consequently, the understanding is fostered, that the "We" is more reasonable than the "me". Ultimately, this can lead to responsible leadership, since this shift will cause the manager to take responsibility for the team, the company, and society. Due to increased awareness, managers perceive their employees in a different way, and they will react and lead differently. Moreover, it impacts responsible leadership because people notice what consequences result from their actions towards employees, customers, future generations, and nature. However, this impact can't be generalized, since every person is different. Although it can impact a manager's leadership style, it isn't possible to change one's personality. The impact on mindfulness training can also be observed with employees: they become more sensible, and they make higher demands to their superiors with regards to leadership behavior. Another point in case is the increased awareness of habitual behavioral patterns, which leads people to question their behavior. Mindfulness does not only influence managers and employees, but it also enables companies to develop in terms of culture and structure.

Does mindfulness impact ethical behavior?

Due to the shift in perception from "I" to "We", mindfulness has several influences on employees including managers, as well as on a company, for example, its culture, core values, interactions

with stakeholders, relations to customers, or engagement in social projects. Furthermore, the increased ethical and moral requirements are communicated more clearly throughout an organization and ultimately implemented by leaders and employees. Moreover, mindfulness practice can result in providing a meaning for people in what they are doing. As mentioned before, mindfulness increases awareness of habitual behavioral patterns, thus questioning one's behavior can result in ethical behavior by recognizing and leaving harmful behavior behind. People and companies will notice that they can't do business on the costs of others if sustainability is deep-seated in a firm's core values. If values change, people and companies become aware of the fact that they can't continue to behave in a harmful way. The dependency on everything becomes evident, and the importance of stable and sustainable relationships is reinforced. By increasing awareness through mindfulness practice, ethical values arise that include the whole. Especially with regards to fear of uncertainty or losing something, such as power or money, mindfulness increases consciousness, creates a feeling of connection, and situations are handled and decisions are taken differently, that is to say with an emphasis on the interests of the whole and not individuals. The more people are included in this process of not knowing, the more ethics will be brought to the whole and not only to individuals.

Is mindfulness a suitable concept to foster ethical behavior and responsible leadership?

Mindfulness practice improves the capability to deal better with challenges in daily business and the uncertain, volatile, and complex world and people learn to manage triggering emotions and challenges. In addition, it increases people's perception, which results in taking responsibility for actions and raises awareness of harmful behavior. They become aware of the consequences of their actions on themselves, employees, companies, and nature, through an increased presence. If people reside in this altered state of consciousness, it is not possible for them to act in a harmful way, for example, due to their increased compassion towards others. It is of utmost importance that managers make an example by leading mindfully for the effects to be successful on themselves, the employees, the company, and society.

4 Summary and Recommendations

4.1 Summary

The positive impacts of mindfulness practice on stress, health, depression, pain, time management, well-being, focus and concentration, performance, leadership, decision-making, creativity, innovation, empathy, interpersonal functioning, (self-)awareness, judgment, presence, reactivity, conflict management, team effectiveness, calmness, equanimity, (job-)satisfaction, meaning, clarity, innovation, authenticity, and compassion have been researched and analyzed, as shown in the literature review (e.g. Kabat-Zinn, 2005; Gonzalez, 2012; Wolever et al., 2012; Reb et al., 2014; Giang, 2015; Reb et al., 2015; Shapiro, Wang, & Peltason, 2015; Ryan, 2015; Falk, 2016; Institute for Mindful Leadership, n.d.; Halldorson et al., n.d.).

Interviews with experts and company representatives highlighted the importance of mindful leadership in today's world, since it increases empathy, compassion, perception, and creates a shift in perspective from "I" to "We", which includes the greater whole and fosters the understanding that the "We" perspective is more reasonable than just focusing on oneself. The aforementioned shift in perspective can lead to responsible leadership. Managers will take responsibility for their teams, the company, and ultimately society. They are aware of the consequences of actions, decisions, or words, and therefore perceived as being honest. Moreover, since awareness is raised through mindfulness practice, managers perceive employees, colleagues, and superiors differently and will hence react in a different way and amend their leadership style. It also impacts responsible leadership as they notice what consequences result from their actions towards employees, customers, future generations, and nature. However, although mindfulness practice can impact leadership style, it is not possible to change personality, hence impacts can not be generalized. The limits are therefore represented by people who do not want to change or accept change. When looking impacts of mindfulness practice from employees' point of view, it becomes evident that they become more sensible and make higher demands in terms of leadership behavior. Moreover, through mindfulness training, people become increasingly aware of habitual behavioral patterns, and they begin to scrutinize them. Ultimately, mindfulness training does not only have an impact on managers and employees but also on companies. It provides the opportunity to cultural and structural development.

These findings are in line with the aforementioned literature. Through mindfulness practice, leaders develop empathy and compassion, which will impact and change leadership behavior (P.M. Heeb, personal communication, August 23, 2017). By increasing self-awareness about their own feelings or thoughts, managers are able to better understand their reactions, which results in ameliorated leadership skills by adding human potential in this fast-moving time (Expert 1, personal communication, July 31, 2017). Furthermore, the ability to take responsibility is fostered

through mindfulness practice (Company Representative 2, personal communication, August 1, 2017). As mentioned by Marques (2014), sleepwalking, or running on autopilot and remaining in the same patterns can be destructive for a company, if they cease being innovative and do not constantly reinvent themselves (pp. 23-27). Thus, as mentioned before, mindful behavior will ultimately also affect a business as a whole and add room for being creative and innovative as mentioned by Expert 1 and Expert 3.

Ruedy and Schweitzer (2010) state that "Many unethical decisions stem from a lack of awareness" (p. 73). As highlighted in the interviews, mindfulness practice fosters awareness and the shift in perception from "I" to "We", which in turn influences employees including managers, as well as companies, for example their culture, core values, interactions with stakeholders, relations to customers, or engagement in social projects, as mentioned by several experts (e.g., P.M. Heeb, personal communication, August 23, 2017). This influence can also be seen so as that there are higher ethical and moral requirements in companies that are communicated in a clear way and implemented in daily business by both leaders and employees (Company Representative 2, personal communication, August 1, 2017). Moreover, mindfulness practice can result in providing a meaning for people in what they are doing (e.g., P.M. Heeb, personal communication, August 23, 2017). The aforementioned recognition of habitual behavioral patterns, or in other words questioning one's behavior can enhance ethical behavior by firstly recognizing it and secondly, leaving harmful behavior behind (e.g. Expert 4, personal communication, August 3, 2017). Increased awareness also enhances the development of ethical values to include the whole (Expert 1, personal communication, July 31, 2017). People and companies will notice that they can't do business on the costs of others, if sustainability is deep-seated in a firm's core values. If values change, people and companies become aware of the fact that they can't continue to behave in a harmful way. As Jon Kabat-Zinn (2015a) states: "The foundation for mindfulness practice, for all meditative inquiry and exploration, lies in ethics and morality, and above all, the motivation of non-harming" (p. 133). In addition, mindfulness practice highlights one's dependency on everything. Therefore, the importance of stable and sustainable relationships is reinforced (Expert 3, personal communication, July 31, 2017).

Fear can influence unethical behavior significantly, for example when people face uncertainty or are afraid of losing something, such as power or money. In these situations, mindfulness training and the associated increased consciousness, can create a feeling of connectedness instead of separations and therefore, situations can be handled in a different way, which results in a different approach of taking decisions, namely the interest of the whole is taken into consideration (e.g. Expert 1, personal communication, July 31, 2017; P.M. Heeb, personal communication, August 23, 2017).

4.2   Recommendations

To implement a mindfulness program in a company, a solid support is needed, either by management or a sponsor within the company with a strong and passionate attitude which stands behind the concept. As a result, it will facilitate the implementation process. Furthermore, feedback from employees should regularly be collected on how the program could be improved. Additionally, feedback can also highlight whether it is the right moment to implement it throughout the whole company, or if the program should only be offered to certain groups of employees. However, for a mindfulness training being anchored throughout in a company, it should be accessible to as many employees as possible. Nonetheless, there should be alternatives to the mindfulness program, since not all employees are responsive to this kind of training. Therefore, it could be considered as a complementary training throughout a company's health management.

Companies should bear in mind that solely providing mindfulness training for their employees is not sustainable. Company culture should be shaped by an environment of free speech, employees should not be afraid of talking about exhaustion, and lastly, they should not feel ashamed to take time for themselves. Rather, there should be a culture that appreciates employees looking after themselves, not only because they are dependent on the workforce, but also because of the impacts mindfulness has on the health, well-being, and performance of employees. To make the initial implementation sustainable, companies can integrate it into daily business for example by providing mindful lunches, specific exercises before meetings, yoga classes, or online solutions, which are accessible for all employees. As seen before, mindfulness needs to be practiced continuously, hence, by giving employees the chance to practice it also in their working environment, a sustainable result can be expected. Another case in point is that leaders need to exemplify it through their behavior.

It can be summarized that companies have the possibility to provide their employees possibilities to train and practice mindfulness on a regular basis, which will impact them, the company, and ultimately society.

5   Limitations

Due to the limited number of companies that contributed to this thesis, it can be said that the results are not representative and applicable to every business. Also, due to the applied non-probability sampling approach, it is not possible to make generalizations. However, results from the secondary data analysis are consistent with the statements of both consultants, as well as with company representatives. Even if the companies that participated in answering the questionnaires are not doing business in the same industries, it can be said that managers in general deal with difficult and stressful situations, tempted to act unethically.

Due to time constraints and the limited scope, it was not possible to provide a generalizable theory about the influence of mindfulness on responsible leadership. Therefore, additional studies would have to be conducted to generate more precise results. Herewith, the thesis constitutes a part of an extensive study and can be used as a basis for further research.

On top of that, empirical studies should be done in order to test hypotheses measuring the impact of mindfulness and ethical responsibility, since there was almost no numerical data available from neither secondary research, experts, or company representatives. Although interviewees agreed on mindfulness having an impact on both responsible leadership and ethical behavior, no distinct evidence could be found based in terms of numbers (e.g., increase in performance, output, or financial figures).

Another limitation is represented by the positive results that were generated. There is little to no evidence for adverse effects of mindfulness. Further studies should, therefore, evaluate if there are any negative consequences and how they impact ethical behavior and responsible leadership.

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7   Appendices

Questionnaire Industry Experts

Zürcher Hochschule für Angewandte Wissenschaften

School of Management and Law

Interview Questionnaire

Mindful Leadership

The Impact of Mindfulness on Managers' Ethical Responsibility

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Introduction

Ethics as defined by Mathias Schüz (1999) means "to get along well with each other" (p. 156). It is of utmost importance for a responsible leader to be aware of the different relationships to stakeholders and their influence on the company itself and the consequences if these relationships are imbalanced or cease to be existent. According to Nicola M. Pless (2007), a responsible leader needs to be accountable not only for the economic success of a company but has to also take over additional responsibilities such as ecological, social, political, and human responsibilities. He states that it "requires leaders who care, who are morally conscious, open towards the diversity of stakeholders inside and outside the corporation and who are aware of and understand the responsibilities of business in society" and therefore, "responsible leadership research examines the leadership dynamics in the context of stakeholder society and includes the ethical perspective – the norms, values, and principles" (p. 438).

The aim of this interview is to evaluate if mindfulness has an impact on this aspect of human behavior. Furthermore, it is to be assessed whether a correlation between mindfulness and responsible leadership exists. Can managers train mindfulness and how are trainings or training programs designed? Moreover, it is to be identified, if it is reasonable for companies to implement mindfulness and if it is, to evaluate the reasons and benefits. Lastly, it is to be clarified, how companies can successfully implement mindfulness in business.

Interview Questions

1. Can managers train mindfulness?
2. What are the opportunities of mindfulness in business?
   a. e.g. for employees / companies / stakeholders / society in general
3. What are the limits of mindfulness in business?
   a. e.g. for employees / companies / stakeholders / society in general
4. Is it reasonable for companies to implement mindfulness in business?
5. How can companies successfully implement mindfulness programs?
6. What are the impacts of mindfulness in business?
   a. e.g. for employees / companies / stakeholders / society in general
7. How can impacts be measured?
8. Does mindfulness impact responsible leadership?
9. Why do people act unethically in your opinion?
10. Is mindfulness a suitable concept to foster ethical behavior and responsible leadership?

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Questionnaire Industry Experts: Expert 1

Expert 1 is partner at a consulting firm. The Skype interview took place on July 31, 2017.

Can managers train mindfulness?

Yes, can definitely be trained, blended learning methods are an adequate tool for training. Time is scarce for these trainings; therefore, e-learning tools are suitable to get a general idea and then in a next step to attend presence trainings with a counterpart to create an experience. In his experience, reading mindfulness is limited and is only accessible through experience. Thus, blended learning is very suitable to provide a mix of fast access but then deepen the experience.

What are the opportunities of mindfulness in business?

Huge opportunity, especially in this fast-moving time we are in, it's almost the only chance to remain healthy and creative to seize the opportunities that are there and this only works if a person is in contact with him- or herself. Mindfulness is an important portal to self-perception, to one's own presence, and to a deeper connection with other people, and lastly to a higher creativity potential as a person. Therefore, it is essential for the future. The relational ability increases through mindfulness.

What are the limits of mindfulness in business?

Depends on how mindfulness is seen. If people only refer it to themselves, it's helpful but not enough, especially when considering relationships to other people. He sees mindfulness as a portal, meaning the more a person finds access to him- or herself, the more he or she finds access to a greater "us" and to the relationship of designing culture in organizations. And it has to take this next step, because if it is only about finding relaxation and to have peace, then it's not enough. It helps to support deceleration but it is essential, to take on further steps into the direction of creativity, relationships, communication, and ultimately to the movement of life.

Is it reasonable for companies to implement mindfulness in business?

Reasonable because it simply supports creativity and future viability. And people in this fast-moving time, rational and thought affected time, can bring additional human potential, both for managers and employees. Managers: to see people differently and to lead differently. Employees: self-management to live more conscious.

How can companies successfully implement mindfulness programs?

It is a two-stage process, first of all, there needs to be an offer for managers, to create experience top-down and to reduce prejudice. Sometimes, mindfulness is still seen as something esoteric and only spiritual. But if managers can stand there and say, there is something that I experienced myself, or opinion leaders, for example masters state that it helps them to bear responsibility or

to accept and shape conflicts. Once these opinion leaders have been accessed and they stand behind this concept, it creates a door opener for the organization as a whole. Hence, managers or opinion leaders should create an experiential space first, to foster the discussion about mindfulness and to show the benefits, and then a roll-out across the whole organization can take place. In the second step- of the roll out, blended learning methods are helpful to provide simple offers directly at someone's place of work, be it simply breathing exercises or something similar. Therefore, it becomes usable and acceptable in a company's culture. For example if someone takes a moment for himself to relax and breathe, he will not be smiled at, but it should rather be seen as this person taking care of himself and return more powerful after this exercise.

What are the impacts of mindfulness in business?

Several levels: disease rate decreases, employees are more stable, can deal more consciously with change and future pressure, results in more healthiness and resilience ultimately on the level of employees. Next, changes in the organizations are easier to create, since often there is unconscious fear, especially with regards to change, and if this can be more perceptible in communication, an organization as a whole can shape change dynamics more consciously and actively. Maybe up to the point that chance is fun for people and they can shape these dynamics and not be seen from a fearful or narrow perspective. From a cultural point of view, conflicts are used in a more creative way or more solution-oriented because people are less stuck on an interpersonal level. Through a more mindful or conscious way of communication, and people play a bigger part, it ultimately results in more discussion movement. Therefore, long-ranging conflicts between departments, people, and managers decrease, since there is more movement and flexibility. In general, the innovation rate increases, since there is more room for creativity and people are not absorbed by their thoughts or feelings and act under pressure or stress but can take care of themselves and are consequently more open and there is room for inspiration, creativity, and intuition, which consequently increases the capability for innovation and fosters the development of dynamics. Everything shifts from pressure to creativity, which is very important for organizations because many act solely due to pressure because there is a lot to do. If organizations move from this pressured perspective to a more creative and enthusiastic perspective, there is more strength and vitality available. It helps to separate the stimulus-reaction scheme to judge one's reaction towards a stimulus, to consciously decide if and how to react, which ultimately increases the relational ability and there are more options to act. It is a tool for people to escape the "autopilot" mode and move away from acting unconsciously. If people consciously pursue this path, there is a second level which grants access to additional creative room. Good news is that this can be trained and mindfulness represents the access. In leadership trainings or companies' change processes, he introduces the "one minute of silence" before every meeting because managers go from meeting to meeting ("meeting-hopping") and

are not capable to do the follow up of the last meeting and prepare themselves for the next one. Consequently, the emotions from the last meeting are present in the current meeting and are mixed. If people have only one minute of silence, to focus again and to realize what can be left behind and what is to happen next, feel their bodies and be present, the meeting is considerably more effective and faster to come to an end, is more precise, and there is a different form of listening to each other. This is similar to the case in Janice Marturano's book (SOURCE), there is honesty, backpedaling, to check what there is, and what happens to myself? I can hear the voices of the other people, I can invite my creativity because my first dynamic is already out there, I can hear what is there in terms of greater wisdom after having heard the other voices, can merge it with my point of view and can then suggest a connecting alternative. This is meant by the term relationship competence, to connect conversations. Not only exchange opinions and every person tells the other people something, but every individual waits for the other to prove their point. People start living in a connected way and ultimately, a higher intelligence results from this behavior. "We" is more reasonable than "me".

How can impacts be measured?

He is doing research where they started measuring impacts with interviews and disease rate. In addition, they are waiting for approval to do research where they want to measure the innovation rate over a period of three years, to see that creativity and cooperation have an impact on the rate and quality of innovations. But this has not been scientifically proven yet. Nonetheless, there was a company called stress ball, and there are measuring methods where managers' stress factor was measured continuously by heart (-beat) variance, before and after mindfulness programs, and it could be proven that after having attended mindfulness programs, the heart rate and tight feeling in the chest was reduced. The impact on physical stress can be proven well, thanks to several studies. There has been done a lot of research regarding stress and there is the MBSR method, which provides many studies with regards to de-stressing. However, this is only the first benefit, almost just a side-product, that people feel less stressed. Because the essential is that after this, the actual life-longing and creativity and evolutionary power in people is to come into effect. This results in new things, pioneering spirit, or innovation and thus, de-stressing is the first level and only then it really starts. And on this point, there should be more studies.

Does mindfulness impact responsible leadership?

In his worldview, it does. He thinks that people are evolutionary beings, meaning that if we don't stop it on purpose, we develop from the first second of our lives up until death. There is an evolutionary power in humans, which he knows from different stage models such as Spiral Dynamics, a value level model, it can be seen that if this evolutionary power develops, ethical values arise, to take care of and include the whole. From his experience, if people develop from

distress and narrowness, and perceive themselves more freely and consciously, and look more freely and consciously on his or her contemporaries, a more ethical and conscious acting arises. A more meaningful life, a more meaningful economic activity, and in the long-run an evolving society emerges. That's the reason he thinks that mindfulness impacts responsible leadership. The more people are mindful, the more conscious or ethical are their decisions. This impacts culture, such as company culture, and ultimately economy and society.

Why do people act unethically in your opinion?

There is a big variety of reasons why people act unethically, but he thinks the biggest part is because people know this as a successful concept while growing up or in their development. They don't follow this revolutionary impulse, but rather follow this short-term success, which they have memorized as a successful action strategy. When people find support and connection to other people, the whole thing changes. But if the egocentric action strategy was the most successful because maybe "we" experience to other people was connected to pain, sanctions, loss, or defeat, it remains on an egocentric level and the person simply wants to improve his or her own state. There are shadows or psycho-dynamics in people, which prevent a different way of acting because experience to act differently with people was rather negative. But from his point of view, this can be changed, as soon as there are different experiences. Managers face many unconscious dynamics of fear, depending on a company's culture, the conscious being there of fear is dangerous. Managers are not allowed to show that they are insecure in certain situations, or that they reach their limits, and if managers are required to know something, despite them not knowing at this very moment, there is fear which results in narrowness, and there is a fight or hasty reaction, which serves to secure existence and or power, not very reasonable for the whole or the organization, but at least for the manager. Mindfulness can be very helpful in these kinds of situations. If these unconscious fears are experienced as more conscious, they can be handled differently. Consequently, one can deal better with oneself, with other people, and ultimately corporate culture can be shaped.

Is mindfulness a suitable concept to foster ethical behavior and responsible leadership?

Yes, as mentioned before, it represents an entry portal but it requires more. They work with a more integral perception, to provide companies with a structure and culture where people, dynamics in their behavior, or thoughts and emotions can be noticed simultaneously. Additional tools and organs of speech within an organization for mindfulness to open a path as a portal. Otherwise it is a nice way, since people are more present and the communication culture changes but it is not enough to shape a company.

Questionnaire Industry Experts: Expert 2

Expert 2 is a psychologist, consultant for organizational change, leadership coach, and offers trainings in mindfulness mindfulness-based cognitive therapy. The Skype interview took place on July 31, 2017.

Can managers train mindfulness?

Attentiveness is an aspect of mindfulness and can be trained. To take it further, understanding and insight have to be included and trained, especially with regards to ethics and mindful and, or responsible leadership. Some companies only train attentiveness, which is questionable. They only offer programs doing Shamata, which is ultimately only to foster concentration. Mindfulness can be trained through meditation. The door opener for these trainings in enterprises is a cognitive one, they expect something and to receive neuroscientific facts. And then it is about doing, experiencing, and reflecting about these experiences. After that, new knowledge can be brought in, but only after these steps have been completed. Trainings last between eight to ten weeks, sometimes six weeks, but under six weeks can only be seen as a teaser as a possibility to gain experience. If people wish to proceed, they know it is a socratic way of experiencing and learning.

What are the opportunities of mindfulness in business?

Individual / personal level: employees are looking for different things, one main motivation or what they developed that is helpful to them is an interested distance to what makes them feel stressed out, to recognize ways and gaining experience from situations that usually bring them to the edge of cognition or emotions, they learn how to look at it from a different perspective and to remain calm. This is in the context of stress reduction, some people feel a difference in cognition, others in emotions or in their bodies, and thus they all describe it differently. Some experience improved concentration (cognition). When looking at relationships to others, this also means that they are not being triggered immediately, but change perspective and are curious. This is one important point, to become curious again and to marvel at others and recognize that everything could be different. And people need to be reminded of that. The first prize of mindfulness is an increase of room, a cognitive and emotional room that enables to notice and experience oneself and, or others. With regards to decision processes or conflict treatments, going from meeting to meeting, is nothing other than to perceive every moment as a new one that is actually fresh, unexpected and not what the person thinks might come. The willingness not to know how something really is. This is key to almost every business process.

What are the limits of mindfulness in business?

None but it depends on what a company declares, what is important to them. Most of them want to consider it as a health aspect because their employees are stressed, some want more engagement or creativity or they start with such a formulation and then they notice that it is more than just a reassurance process or tool. It depends what the managing directors or employees define, where this transformational process should lead. Bearing this in mind, it is limitless. One could constantly ask where in the company are we ready to apply it there? It is a continuous decision of where they want to deliberately implement a structure or process collectively with mindfulness, or if every person should decide for him or herself. These are decisions that need to be constantly taken. Thus, it is limitless. It is important when she receives an inquiry, where a company wants to do a roll-out including every one, that's when she says no. It has to be on a voluntary basis and not decreed. NZZ article about Bosch: she worked there too, and especially there, there was this in-group, out-group thing going on ("We did mindfulness, you did not"). That is counterproductive, for example "the good ones did mindfulness".

Is it reasonable for companies to implement mindfulness in business?

It depends what companies want. What is their motivation, their intention? Do they understand what mindfulness is or what is their understanding of mindfulness? Does the company and its expectation, and their assessment of corporate culture match? How do they want to try / test it? What happens if it does not fulfill their expectations? How do they deal with it? A lot of questions need to be asked and a common understanding needs to be generated about what it means and how it should be implemented with whom. Finally, one of the big challenges is represented by a too specific expectation ("We want to do it because xy.." / "We will monitor it like xy, in order to.."). Too result-oriented. When they are confronted with the fact that mindfulness is free of results, that's the point where it gets interesting and she can check if there is a way of working together or not, or maybe not with her.

How can companies successfully implement mindfulness programs?

A big German company decided to do it in a "grass-root" way, because the whole enterprise is in a situation of radical change. The mother company has a strategy, but there are also bottom-up and sideways movements, and this leadership academy decided to not implement it top-down but across the company. This made sense based on the first discussions with the company. In the past it was said if it doesn't happen top-down, it doesn't stand a chance but today there are all kinds of movement, especially in big companies. In smaller companies, it is great to implement it with the management and also, that they are looking for these kinds of trainings. If a company is interested in a pure mindfulness training, she offers courses lasting between eight and ten weeks. If it is a mindful leadership training, she offers different formats, but all are designed in stages. These stages can be exercising, webinars, contact training, buddies, etc. All of them contain

physical training sessions with exercises and reflection time. From her point of view, and also from a scientific point of view, it is known, the higher the suffering, the clearer the evidence of how helpful it is, physically and mentally. It is important to assess the recurring suffering in mindful leadership trainings. Is it frustration with leadership or stress, etc. If there is a company culture, where issues like these can be discussed, the higher the chances that mindfulness trainings can work out successfully and can be integrated. Culture is a very important point, to speak about that every person suffers from something. It is important that people can speak about this and not being judged as having a problem.

What are the impacts of mindfulness in business?

Internal mindful leadership trainings generate the highest benefits. Especially because people went together through this training, silent phases, contemplation, exchange of experiences, new experiences, this creates a certain connection. The connectional element of being awake for each other and present is a gift from person to person, not just a profit of data augmentation or a variety of perspectives, but also an empathic and caring bond. This results in realizing "I am not the only person struggling". It has a positive impact on different levels, be it cognitive, emotional, or relational. These positive impacts are stronger when worked with a whole team of managers from the same company. Of course, they make the same experience but they go back to the different companies and it is more of an individual process. It also has an impact on contacts with customers, especially in sales, where people need to be empathic to better present and sale themselves. Also, it is a huge benefit for people who need to solve conflicts. For example, managing directors who constantly face difficult situations with problems to solve, and people are not really happy about their presence, because this could be a sign that something is wrong. It can be very helpful with regards to anxieties, threats, and problem solving. People learn how to be confrontational or honest without being threatening. It does not appear as a confrontation but as a cooperation.

How can impacts be measured?

There are good hints in the whole working world, but only hints. There is only a small amount of data. That is why they are referring to the large amounts of data deriving from psychology and medicine. Yet, if looked at very closely, these are just hints. Also, neuroscientists are very reluctant, especially when considering the ethical and responsible aspect. Yet, the hints can be used, also the ones with regards to engagement, problem solving, cooperation, and decision making. There are a few, even if the samples are relatively small. There is a lot of additional research needed. The second issue is that something holistic such as mindfulness, needs to be split into parts, in order to be measured. It could be if only a little part of it is measured, it is not measured what is to be measured. Yet, for businesses and the industry it is a gateway and

companies have only started to show interest, since there has been more basic research. Since there is more data and hints available, companies start being interested. However, with regards to leadership, there needs to be more data.

Does mindfulness impact responsible leadership?

Yes, if it is not only understood as attentiveness and an individual topic. It is the third wave in the mindfulness scene: first it was only individual related to the body, then it was related to psychology, and then it was connected with compassion, and now collective mindfulness is a huge topic. How can groups, organizations, companies with leadership (collective phenomenon), in service of something, then mindfulness is a key competence to create space around a dilemma, create a space to manage all the unsolvable things that managers have to deal with. As many people as possible should be invited into this room of "not knowing" and discuss together what should be done. The more people that are invited, not only managers but also employees with expert knowledge, ethics will be brought to the whole and not only to individuals. Yet, she understands mindfulness from its original roots, it derives from Buddhism, and Buddhists criticize that it is a secular, slimmed-down version called mindfulness, does not cover all aspects of mindfulness. There is a generation now, that clearly states, they want to include all aspects from the "original" mindfulness and thus, they make sure it's not only a concentration exercise, but that insight, understanding, to face one's own habitual patterns, understand them and to leave them behind because they are harmful to oneself or others, this already includes an ethical decision. If this is not included, it is just a breathing exercise. It is very brave if companies are willing to engage in this because it is unclear, how the final result will look like. Ethics can mean different things in different context, it does not just mean to follow the ten commandments for example, but that's not everything to simply follow these rules.

Why do people act unethically in your opinion?

Out of greed.

Is mindfulness a suitable concept to foster ethical behavior and responsible leadership?

Yes, because of the aforementioned topics we discussed. One thing is to know, I am usually not focused on what I am doing, I am not with myself, not with anything, but anywhere. But if a person knows that he or she is led by a blurred, unconscious thinking and interpreting, to only achieve one's own advantages and safety, due to some blurred ideas about oneself and the world, if a person is fully aware of those facts, then he or she is interested to "wake up" and to check regularly, "how is it at this very moment?", "what is new?". If a person dares to truly notice and observe these things, even if it might be uncomfortable to notice something that is not nice for myself or others, and also to endure this and try to understand what is happening, only then a person can find out and decide what is helpful as a next step. This could be a question as ethical

direction. Or asking oneself "what is not helpful in my usual behavior?". Yet, this is related to the courage to endure the reality how it really is and not indulging in one's blurred reverie.

Questionnaire Industry Experts: Expert 3

Expert 3 is a certified psychological consultant, certified teacher in Mindfulness-Based Stress Reduction, and a teacher for Interpersonal Mindfulness. The personal interview took place on July 31, 2017.

Can managers train mindfulness?

Yes, through developing a meditation or mindfulness meditation practice and attend retreats to deepen this understanding. In the best case, they have regular talks with meditation or Dharma teachers. This ensures being at the source of original mindfulness, deriving from the East.

What are the opportunities of mindfulness in business?

Many opportunities. On an individual level, it always originates from an individual level, from people who practice and implement it into their lives, hence, there results more presence from moment to moment, more presence of what they are surrounded by, they are in contact with themselves, they can listen to themselves, and they can listen to fellow human beings, they are interested in what is happening from moment to moment. This interest is very important, since every moment is a new moment. This contains a crucial factor of "not knowing", thus they have to be open, interested, accepting for what is. They are less reactive, act or answer to what really is and not to what they would like to be or hoped to be. They can consider situations appropriate to each situation. They are not desperate if there is a state of not knowing how everything will go on. This presence creates the recognition of how everything is connected to one another, that every statement, or action, be it verbal or non-verbal, has an influence on the person vis-à-vis and also on oneself. They recognize behaviors that are beneficial or harmful for oneself or the company. This presence creates more happiness and reasonability for what one is doing, they notice their influence, they notice that they become more creative and focused. Reasonability is a factor which is often missing in this day and age, people ask themselves why they go to work, what am I doing here. This is a crucial point, not only for leaders. In addition, they notice what makes sense with regards to nonsensical processes, or meetings with agenda items that have been set twenty years ago. It is more straight-lined and related to a topic. It is less emotional, even if emotions are always present, it is less lost in these emotions, less personal. Moreover, they notice when their body can no longer continue like this and needs a break. This is crucial with regards to health management. To be in contact with oneself provides the opportunity to notice how you feel, and what do I need right now. It increases self-care. Many people suffering from burn-outs told her that they were able to agree suitable rehabilitation plans with their employers, but she does not know, to which hierarchical level they belong. Hence, prevention is very important, because in the long run, the employee does not serve the company if he or she can't work anymore due to exhaustion. It is better for both employee and company, if the employee himself notices

when he is exhausted and needs to resign. The levels of stress and overwork are very individual, there is no measure. It could be that no one notices the overload from the outside, yet for the individual it is perceived as too much. Therefore, mindfulness provides a different approach to deal with stress, since people often lose themselves in self-critical thoughts or feelings of excessive demand and thoughts are circling. These self-critical thoughts are very tiring because people can not admit to colleagues or managers that they are at their limits. Thus, mindfulness can be very supporting in this matter. People get to know themselves, accept themselves and develop compassion. To disavow the feeling of excessive demand and to always perform more, will result in not being able to relax anymore if the thoughts are always absorbed. Mindfulness also impacts communication, the way we speak to people and perceive them. Managers often report that they receive completely different reactions from their employees after having attended a MBSR course, because they speak differently, are more present, and perceive employees differently. It also creates a different team feeling. Since there is more personal room, there is room for emotions for what is good or bad, without taking it personally. If it expands from the individual, to the group or team, it also expands to a different, culture with regards to thoughtfulness, perception, appreciation, and to start seeing opportunities and limits, which ultimately results in a different cooperation. This has also an impact if someone is speaking on the phone. They often receive the feedback that everything runs smoothly with them, it doesn't mean that everything is going well, but they have a different way of talking to each other. There is a different atmosphere. All these factors can impact a company as a whole and their customers.

What are the limits of mindfulness in business?

There are no limits because it is about the awareness and insight. One big insight is changeability. Everything is constantly changing. Mindfulness is not meant to generate more profit. This would be unethical towards mindfulness. Fundamentally, mindfulness has no limits.

Is it reasonable for companies to implement mindfulness in business?

Yes definitely, if they care about the well-being of the individual and if they care about the company in the long-run. Yet there are companies that don't feel responsible for the well-being of their employees. This is short-term thinking. Therefore, mindfulness programs should be implemented top-down. Also, short-term thinking can lead to a collapse, if it is only about turnover and profit. The employee is the gear-wheel in the company, and it has to be made sure, that he is doing well, otherwise it won't work in the long run. Our whole culture should bring more awareness into every moment, which results in a more complete and valuable life.

How can companies successfully implement mindfulness programs?

8 weekly programs, 1.5 hours per week with instructions for meditation. Yet, this is just an introduction and to get to know it but the interest has to come from the companies and employees.

Also, it should not be seen as a tool to go from point A to point B. It should be implemented with a top-down approach, for example the cantonal hospital of St. Gallen did the eight-weekly course with 12-14 people in responsible positions, and there are 2-3 introduction in mindfulness days every year for employees, or there are speeches about mindfulness. it is present. Not all-encompassing the whole level but they have been organizing many things for four years. It takes a lot to penetrate the whole company. Jon Kabat-Zinn talks about a time frame of 1000 years; thus we have to think in very wide time frames. They also did a program with the cadre at Midor, interestingly, they found out that some employees who participated in this program have resigned. They don't know the reason, but it could be a result from this training. The best thing is to do it top down, and implement it with individuals who have experienced mindfulness, that's the optimal way. Many companies, for example Helsana did several things such as an eight-weekly program for 30 people, they had practical presentations, and retreats for cadre employees, they come from different angles and then it is about observing the development. Also, it is always the company that approaches the consultants. There has been an inquiry from a company just recently for health prophylaxis for employees. Often, there is an offering for employees, a bottom-up approach so to say, which can also be a way of implementing it. It can also have kind of a domino effect because people carry it in them and bring it home, to their relationship or friends. It is not possible to change people, but if you change yourself, it has an impact on other people.

What are the impacts of mindfulness in business?

See question 2

How can impacts be measured?

She does not know if companies measure the impacts. There are questionnaires and measuring tools, for example from Janice Marturano with regards to specific topics, but she does not know how. They do not let people fill out questionnaires or make measurements. But they receive feedback from participants. They tell what they experience and with regards to the domino-effect, they wish to attend additional programs. There is also feedback from companies and they also visit them more or less regularly. There is an interest, it is fascinating, it does not yet penetrate a company. These are ways how they can tell if there are impacts. It is very difficult to measure and capture because it expands in an organic way.

Does mindfulness impact responsible leadership?

Definitely, because people see what consequences result from their actions. They see what consequences their actions have on employees, customers, and nature, because it is not only about humans but to also recognize whether actions are harmful towards the world. It is an appeal of responsibility towards nature and life. People are part of nature, sometimes we forget this when we are pursuing our goals. We are not just ideas but also have a body with emotions and have

the same swinging such as a leaf or a tree or a mountain. Every person wishes to be happy, even if their behavior might be odd from our point of view, they wish to be happy and to suffer as little as possible. If someone is aware of this fact, his or her reactions become different. It doesn't mean that everything will be ok then, but it has to be always kept in mind. Hence, it is an appeal to our responsibility.

Why do people act unethically in your opinion?

Because they have a wrong perception about themselves. They are not aware about themselves and not present, thus the inner sight narrows down and they constantly compare and judge. Ultimately, this results in a feeling of being separated, they don't feel the connectivity to everything anymore. It results in a feeling of being lonely, separated from the rest of the world and they need to save themselves, which is ultimately only about survival. Consequently, unethical behavior can result. If the awareness of being part of the whole is lost and they do not see that they are dependent from everything. If people are stressed, it results in tunnel-vision, and lose the vision for the big whole and that's where it starts being only about one's own survival. In this narrowed down vision, anxieties develop which can become very dominant, the overview is lost and then it is only about not drowning. Ultimately, this results from the desire of being happy, that's the motivation, but the vision for the big whole is missing.

Is mindfulness a suitable concept to foster ethical behavior and responsible leadership?

Has been already answered. It is inherent.

Questionnaire Industry Experts: Expert 4

Expert 4 is partner at a human resource development company. The Skype interview took place on August 3, 2017.

Can managers train mindfulness?

Yes, easy to answer. However, the question is whether they want to or not since it requires a lot of discipline. However, every person can do it since there are few prerequisites. How? With training programs such as MBSR, meditation, to sensitize mindfulness. It depends on people's needs, how structured it should be trained.

What are the opportunities of mindfulness in business?

Stress reduction and it offers a great chance to deal with the outside and stress equanimously. There is a change in perspective from the outside to the inside. After all, it offers more possibilities and perspectives. There are attempts to find a higher self, to break out of the autopilot mode and it changes the general perspective on everyday life. It generates a more thorough, differentiated and clearer awareness to make decisions from a clearer consciousness and concentration. It generally attracts wider circles, whether it is for individuals or executives, where it influences the style of leadership. In addition, the way of dealing with customers changes. However, it affects not only the individual level, but also the organization as a whole can develop in terms of culture and structure. Finally, it also contributes to the whole world.

What are the limits of mindfulness in business?

There are always limits, there is for example the danger of using it as a means to an end. Also, the method could be used to become increasingly efficient, more stress resistant. On the one hand this is true, yet if these are the main reasons to train mindfulness, nothing changes in terms of the daily routine and it could be seen as an abuse or as said before, a means to an end. This could be a danger, it should be more integrated into the company culture and not just be a statement. It should be cultivated and people should be rewarded if they make use of it in a company and not be punished. Furthermore, it should not be underestimated, since there is a psychodynamic component. Hence, it is to be exercised with caution and trainers should be experienced.

Is it reasonable for companies to implement mindfulness in business?

Yes, due to the facts mentioned before. There is an individual level, organizational level and it even goes further. It has become popular recently. Still, with their customers, demand is not very high yet. More USA, Germany, people talk a lot about it but there are not many companies where it really has a meaning yet. But there should be more demand here soon. Yoga for example is booming and it could be similar with mindfulness.

How can companies successfully implement mindfulness programs?

There should be a godparent first on top of the organization or a strong belief. Everything that should have an impact has to happen top-down. However, considering the implementation process itself, it does not have to be a top-down approach, yet to take decision to implement it, there has to be a strong belief on the top of the organization in order to be incorporated into the corporate culture. Otherwise there are just a few individuals doing it but it does not result in anything. The company benefits from it once it influences leadership and how decisions are taken. With regards to training, part of it, especially the introduction, should be in person, for example on a weekend in a group with a trainer. After that it can be done individually. From time to time there should be an anchoring session to exchange experiences, how do other people in the group deal with discipline, etc. it is important to integrate it into everyday life. This could be promoted by implementing rituals, which is very important. If it is integrated into the corporate culture it results in tapping the full potential. It has to become less foreign. Also, here it has to be exemplified from top down that it is "normal", nothing esoteric, yet it should not be brought to people in a sectarian way, they should recognize the benefits themselves.

What are the impacts of mindfulness in business?

Not sure, what measurements have been done, not very familiar with impacts specifically deriving from mindfulness. MBSR is based on science, a connection between Western and Eastern thinking, there have to be scientific results. He does a lot of coachings and there are big differences between the people how sensitive they are to this topic. Generally, not just mindful leadership, it is about the willingness to look inside oneself and not only to look at the outside. Those who have the willingness and who are interested, who are concerned with and try to go in a direction in the sense of feeling themselves, "what is happening inside me", which develop mindfulness without specifically attending a mindful leadership training, there are other ways to approach this topic, for those it is easier to remain quieter and more deliberate in complex and demanding situations. There is more potential to deal with such situations. However, this is not just related to mindful leadership. There are many bridges to emotional intelligence, competence and perception. It may not be identical, but very similar.

How can impacts be measured?

The mandate for coachings usually comes from the companies. There are three-way discussions (company representative, person to be coached, coach) where it will be discussed, what goals should be achieved from coaching up to a specific time. At the end of the coaching, there is a discussion where the target achievement is discussed, maybe new goals have arisen in the meantime, ultimately there is a reflection over the whole period. There is also an evaluation taking place during the coaching, to evaluate whether they are on the right way. Hence, they do evaluate

the outcomes of the coachings, but this is difficult, since the coach himself only receives information about changes or developments during the coaching session, but not in everyday life. To get feedback from the person being coached, how he or she perceived it, and also his or her environment, which can be very difficult. It also depends on the relationship and how open people are.

Does mindfulness impact responsible leadership?

Yes, mindfulness is not a synonym, yet, it points to responsible leadership. Mindful to what? It is a close term of responsibility. The question can be asked "responsible for what"? Not only for oneself, but also for a company, for employees, for today's world and future generations. There are impacts on all dimensions. According to the definition of mindfulness, it is about the contact to one's own heart, if someone focuses on that and experiences a good feeling by doing so, this person can't do some things, or act in a certain way. It is like a given, or equivalent, these people are no longer able to do certain things.

Why do people act unethically in your opinion?

In a business context, it is about having divided loyalties. There are imperatives from the top, such as from the manager or corporate goals, sometimes they are unofficial or not precisely spoken out, yet they are weighed very high and have to be met. It could be that these are rated higher than one's ethical beliefs when someone decides to act in a certain way, and these ethical beliefs are side-stepped in this moment. This is a crucial reason, there are many managers in leading positions, who experienced that some unethical things just were part of their job, and these things were in conflict with their own ethical beliefs and world view. Such things can make people ill, it can start by becoming disaffected and cynical, and result in a burnout. The psychological strain increases because they do not want this anymore and they are losing their self-respect. Moreover, they start questioning the meaning, and realize they need to back out and do something different. However, it does not only come from the outside, but in a business context it is one of the main points. Every person has such sides, not only the environment is bad. Yet it only becomes dangerous, when these sides are being split off and if a person does not want to accept that these sides are inside oneself and that maybe they enjoy doing something that is not right and chances are these people really do it once pressure on them is high enough. There may be other people who are more pragmatic and say, well we're all no angels, we all possess a bad side inside us, yet the danger with these people of acting unethically is smaller he believes. Maybe that's because it can be arranged in a certain order and this side is integrated within this person. Maybe they would like to do something that is not right, yet, they notice that it is not possible. This behavior results from the fact that these people accept the bad sides inside every person. Others who pretend to be saints, for example priests and bishops who abuse children, they exclude

this side explicitly because it is not allowed what they want to do and therefore, it does not exist. Yet, it exists.

Is mindfulness a suitable concept to foster ethical behavior and responsible leadership?

Yes, if someone is more connected with its heart and is calm, and in a mental state of free space, if a person is in this condition or altered state of consciousness, some things can't be done or the question doesn't even arise. It doesn't even exist in that moment. For example, a psychopath does not have any compassion, if this is non-existent, there is no reason at all not to do certain things, it does not matter. Yet, if someone is in the aforementioned condition or state of consciousness, there is empathy and commiseration and thus, one can feel inside him- or herself that doing something bad does not feel good at all, hence, one doesn't do it. It's like the chicken and the egg, what was there first. It is important that mindfulness is not looked at as sacred, it has to do with meditation, with the energy of the heart, but the big chance for mindful leadership is that it seems pragmatic in some way and not sacred.

Questionnaire Industry Experts: Expert 5

Expert 5 is a psychologist and federally recognized Psychotherapist, certified MBSR teacher, and certified MSC teacher and trainer. The personal interview took place on August 9, 2017.

Can managers train mindfulness?

Every human being can practice mindfulness independently of the professional genre. As Mr. Schüz has said, it is about the human not the profession.

What are the opportunities of mindfulness in business?

All possibilities are open. Mindfulness is aimed at people. In some cases, it is possible, in some cases it is not because they do not want to be mindful, or do not want to deal with themselves. It can not be imposed; the impulse must come from the inside. The work life balance becomes life balance and this results in only life. It is an inner attitude, which can not be generally related to employees.

What are the limits of mindfulness in business?

It depends on the individual person. For example, if employees do not want it, then it is not possible. Therefore, the boundaries depend only on whether someone wants or not. In Kabat-Zinn's eight-week course, one should bring commitment. You should do the tasks according to the motto "just do it, you do not have to like it". If there is no change after eight weeks, one can stop, but one has at least shown commitment. The commitment is thus a further limit. In addition, an exemplary function is important, an example that shows commitment, attracts others, a kind of top-down approach with commitment. There are boundaries only where the personal boundaries are. In the article "Too early to tell" by Jon Kabat-Zinn, it is pointed out that we only now realize whether there are people who think ethically and tell others to stop. In companies, for example, hierarchies change, they become flatter. There can be disputes on important issues, because some want to make money with the company and others have the intention to use the company for a good purpose, for example for cancer research. So, it can come to a cut and the "greedy" are thrown out because they do not fit with the ruling ethics in the company. A company that has no purpose is unethical. We are talking about "getting along well with each other" as Mr. Schüz said, which means that the environment is included in this mindset and therefore, it is about sustainability. She refers to Diego Hangartner; He says there is not enough sustainability in psychology. Especially in relations to one self or another, that is mindfulness. At the end of life you do not regret what you have done but what you have not done. Especially in the new generation, stable relationships play a big role.

Is it reasonable for companies to implement mindfulness in business?

Yes, the teaching of mindfulness is an important tool to implement the theory of Mr. Schüz.

How can companies successfully implement mindfulness programs?

It is successful when people continue to practice and take responsibility after the implementation. Burnouts are usually found in middle management. How so? It is about empathy: the middle managers are good people with a lot of know how. Empathy comes from the mirror reflex, they notice how their subordinates feel and connect with them, but also with their superiors. Therefore, the burnout is also called empathy fatigue. It refers to the level of feelings and how to deal with it. Mindful Self-Compassion deals with these topics.

What are the impacts of mindfulness in business?

Higher output quality and satisfaction among employees. A healthier interaction with each other.

How can impacts be measured?

One can compare before and after, for example, in co-operation. One can ask oneself whether one works more effectively. It can effectively be measured that the focus has increased by 45% and stress has decreased by 40%. These results can be measured by quantitative research. You can also use qualitative measuring instruments such as questionnaires. Peoples' brains change after an eight-week course. Yet, influence is still too little measured, therefore, more needs to be done.

Does mindfulness impact responsible leadership?

Yes, if mindfulness is about connection and responsibility, then it affects responsible leadership.

Why do people act unethically in your opinion?

Mindful Self-Compassion: All people are born and dependent on a connection, for example, people who take care of one. This refers to the external and the emotional level, through love a connection is made. This connection is always needed, otherwise people can grow lonely. Research has shown that lonely people die sooner. The connection with oneself and others is broken on the way to becoming adult. The achievement motivation works with separation rather than connection. "I'm better than you". The Western achievement-oriented society also works with separation, for example, in case of incentives such as bonus payments. However, it is not a question of separation, but of a connection to others, the "get along well with each other". People act unethically because a distortion takes place towards a direction in which people are not mindful. There are scientists who try to find out how violence happens. They scan children's brains in Switzerland and Palestine and evaluate neurological mechanisms to return back to love. In addition, secondary traumatized people from World War 2; all parents experienced the war and need to return to feelings. Love equaled performance, thus it is a cultural trauma. People experience callousness, they perform but it is never enough. This achievement-oriented society is

also exemplary for burnt out mothers who are desperate because their children start walking later than other children. Achievements are appreciated more than life.

Is mindfulness a suitable concept to foster ethical behavior and responsible leadership?

Yes, it is a tool to act ethically. Mindfulness is always the same: benevolence, focus, presence, joie de vivre, and wisdom. It is possible to learn how to be more present.

Questionnaire Industry Experts: Expert 6

Expert 6 CEO, executive coach, consultant and trainer. The interview questionnaire was returned on August 11, 2017.

Can managers train mindfulness?

Yes, they definitely can. I would like to mention here that what we do at (company anonymized) is not mindfulness as such. We we work on mindsets through various techniques such as breathing techniques, meditation and innovative processes in the form of workshops and seminars.

What are the opportunities of mindfulness in business?

There are several opportunities for businesses when it comes to mindfulness or meditation in my opinion. Firstly, companies can take advantage since the practice of meditation can help to make leaders and employees more agile and thus more competent in handling constant change and the demand to be adaptive. Secondly, with regard to individual wellbeing, meditation plays a major role. It helps individuals to relax and cope better with stress. Thirdly, I believe that meditation or mindfulness can also help companies to act more ethically.

What are the limits of mindfulness in business?

There are limits to meditation and mindfulness when it comet to so-called "hard-skills". Mindfulness definitely helps people with their soft skills and soft skills are often equally important as expert knowledge. However, hard-skills are also very essential. Interestingly, when you ask a graduate how much they learnt about soft skills in college or university, most of them have to admit that they hardly learned these in their education.

Is it reasonable for companies to implement mindfulness in business?

I believe that it is very reasonable for companies to implement mindfulness, meditation or, in general, working on mind-sets (see my answer to question 2).

How can companies successfully implement mindfulness programs?

It is most effective, in my opinion, to learn mindfulness/meditation from experienced instructors. My company, (company anonymized), offers for example the Mind Matters program, where we teach several breathing techniques and other tools for working on one's mindset and ability to handle stress effectively. Today, companies already offer several trainings to their employees such as trainings on resilience, time management and etc. So offering programs such as mindfulness programs is just taking corporate trainings to the next level.

What are the impacts of mindfulness in business?

There are several impacts of mindfulness/meditation in business. On the level of the individual, it helps leaders or managers to step back from time to time from their current activity. It allows them to fully switch off for a moment. This is important not only to cope with stress, but also do be more far-sighted and innovative. Especially, in very complex and stressful situations it is important to go "on to the balcony", i.e. to take a step back, in order to see the larger picture. This stepping back trough conscious letting go (which is mindfulness or meditation) allows the individual to recognize the not-so-obvious, sharpens one's intuition and, eventually, to take wiser and more effective actions.

On the level of the team, meditation and mindfulness can help to increase trust and connectedness in the team. However, to achieve this it is necessary to combine mindfulness/ meditation with team building processes. Having established trust and connectedness in a team in combination with transformational or agile leadership can create ownership among the employees for the vision of the company and thus lead to more effective and high performing teams.

How can impacts be measured?

In the short run, impacts can be measured through questionnaires by assessing people's wellbeing and opinions. In general, I think that people will be the main informants when it comes to the impact of such programs. Increased wellbeing among employees may not immediately translate into higher profits or new innovative products, although I believe it definitely does so in the long run.

Does mindfulness impact responsible leadership?

I believe that mindfulness/ meditation can have a positive impact on responsible leadership. I see mindfulness and meditation as part of the transformational leadership style rather than transactional leadership. And we have seen where the transactional leadership style can lead to when we look at the financial crisis in 2007. Transformational leadership is about meaning and inspiring people to something that is meaningful to them, whereas transactional leadership is more about short-term individual gains which may have very bad consequences for others, society and the environment.

Mindfulness and meditation help leaders to become aware of the larger picture and thus becoming more responsible with regard to the consequences of their decisions and actions.

Why do people act unethically in your opinion?

This is a difficult question and not easy to answer. I think for some it is a lack of feeling connectedness to others and society. If you're missing this awareness then you may take decisions which are allegedly good for you but bad for the society. Also, an excessive transactional

leadership style which puts emphasis on the interests of the individual rather than the community can support unethical actions.

Is mindfulness a suitable concept to foster ethical behavior and responsible leadership?

I think that mindfulness is a suitable concept but not necessarily the only one to foster ethical behavior and responsible leadership. It definitely helps to increase awareness for one's actions.

Zürcher Hochschule für Angewandte Wissenschaften

School of Management and Law

Questionnaire

Mindful Leadership

The Impact of Mindfulness on Managers' Ethical Responsibility

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Introduction

Ethics as defined by Mathias Schüz (1999) means "to get along well with each other" (p. 156). It is of utmost importance for a responsible leader to be aware of the different relationships to stakeholders and their influence on the company itself and the consequences if these relationships are imbalanced or cease to be existent. According to Nicola M. Pless (2007), a responsible leader needs to be accountable not only for the economic success of a company but has to also take over additional responsibilities such as ecological, social, political, and human responsibilities. He states that it "requires leaders who care, who are morally conscious, open towards the diversity of stakeholders inside and outside the corporation and who are aware of and understand the responsibilities of business in society" and therefore, "responsible leadership research examines the leadership dynamics in the context of stakeholder society and includes the ethical perspective – the norms, values, and principles" (p. 438).

The aim of this questionnaire is to evaluate if mindfulness has an impact on this aspect of human behavior. Furthermore, it is to be assessed whether a correlation between mindfulness and responsible leadership exists. How are trainings or training programs designed? Moreover, it is to be identified, if it is reasonable for companies to implement mindfulness and if it is, to evaluate the reasons and benefits. Lastly, it is to be clarified, how companies can successfully implement mindfulness in business.

Questions

1. What are the opportunities and limits of mindfulness in business?
2. Is it reasonable for companies to implement mindfulness in business?
3. How can companies successfully implement mindfulness programs?
4. What are the impacts of mindfulness in business?
5. How can impacts be measured?
6. Does mindfulness impact responsible leadership?
7. Is mindfulness a suitable concept to foster ethical behavior and responsible leadership?

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Questionnaire Companies: Petra Maria Heeb

Petra Maria Heeb is Global Director, GCO Sales Planning and Sales Plays at SAP (Schweiz) AG. The personal interview took place on August 23, 2017.

Can managers train mindfulness? (additional Question in this interview)

They can train it thru attention training, which strengthens their self-awareness and self-management. As there are also skills that can be qualified within Emotional Intelligence, this will lead to more empathy, and influence the leadership style.

Even more so, the habit of compassion can enable great leadership. When we face difficulty, compassion enables us to stay connected to the bigger "We", and to be of service-rather than shutting down out of fear and trying to protect Me. We can be aware of the role we play, AND also open up, and ask what's best for the larger 'we' that we're a part of. As it turns out, this is a critical ingredient for great leadership. Bill George is the acclaimed former CEO of Medtronic, and went on to be a Harvard Business School Professor. He and his team interviewed over 150 of the world's most successful leaders-founders and CEOs of companies like Starbucks, IBM, Novartis, eBay, and General Electric. All of these leaders were very different: some were more collaborative, others were innovators. Some were young, some were late career. But what his team noticed is this: most of the great leaders had a transformative experience where they made a transition from "I to We"-that is, they were able to "recognize that leading was not about their success but the success they could create by empowering others to lead." Ferose, SVP – Father of an autistic child, Bill McDermott – his accident.

What are the opportunities and limits of mindfulness in business?

Opportunities

As we develop EI qualities through Mindfulness, we know from certain studies that this will influence our leadership style (influencing others), will lead to stellar performance (the more you are focused, the better decisions you lead) and increase our well-being, to find your inner peace, happiness. It is a kind of process where you learn yourself better, what's going on in my mind, my body, my external environment, what is driving me, what is triggering me. To understand your emotions and guide them, learn to handle your emotions like you learn riding a horse.

We can measure the business impact and with a waiting list of more than 5000 people, already trained 6000 and the number of the list is increasing, we can prove the success of this program.

The happier the people are, they know what is the "meaning" in their life, the more they are creative and open for new ideas and will change, challenge and drive the business to the next level.

And our customers want to send their leadership teams to us to learn and integrate it in their organizations.

Also other KMUs go already an integrated way (Paul Habbel (Gutmann Aluminium Draht GmbH), Waldemar Seiler (Einhorn))

Limits

Attention training is not common in the western culture – the employees are ashamed to meditate during their working hours.

"Old-fashioned" leadership style – numbers drive the success and not the people – but we know today this is not a sustainable leadership style

Your own emotional state – the more you learn about yourself, the less you can hide yourself or your story – you will be confronted with it. Not solving it, not knowing the meaning of your life, will most likely result in sickness or burn out etc.

Mindfulness is not the overall solution for everything. But it will help to improve and understand difficult situations.

Is it reasonable for companies to implement mindfulness in business?

If you want to survive in this volatile, uncertain, complex and ambiguous world – yes.

Companies are dependent on the creativity of their employees, their health. Just imagine the cost of sickness or burn out leave. Or even worse, when people just do their job without any meaning, those just follow the process without challenging / improving it – this means no growth, no changes – which is impossible in business life.

How can companies successfully implement mindfulness programs?

Look at SAP:

i. *Just start – create awareness in your leadership teams / have an executive sponsor*

ii. *Hear the employee feedback - this will be already a very important factor*

iii. *Create a team to drive a pilot*

iv. *JAM sites*

v. *Take all the challenges, go against any resilience*

vi. *Learn from others, like we did from Google*

vii. *Ambassador Programs*

viii. *Teacher Program*

What are the impacts of mindfulness in business?

It will change the companies' core values, how you interact with each other, this will influence our relations with the customer, therefore we start also teaching our sales force regarding customer empathy. The more we understand our customer, the better we get. And we are also engaged in lot of social projects.

"Everything has to start with empathy for the end user and the experience they are getting from your company". Bill McDermott, Sapphire 2016

How can impacts be measured?

We do this already at SAP with internal survey results

Participants grade their well-being / meaning / engagement / focus / stress / creativity / relationships / communication / collaboration on a scale from 1-10 before, 4 weeks after the course and 6 months later.

The highest impact have meaning, being able to focus better and to be creative again – AND stress-level reduction (based on survey data of 650 participants (2014-2015)).

Does mindfulness impact responsible leadership?

The move from I to WE will result in responsible leadership – some when.

But always consider that each employee has a choice – to lead with compassion and this will automatically include taking responsibility in your team, company, society.

Why do people act unethically in your opinion (Additional question in this interview)

Because they follow patterns, patterns that are their best friend since their childhood. It works as long as you have employees who do not challenge this. But those people will get less and less. When I look at the new generation Y – they will not accept this kind of acting. For them a good work-life-balance is more important than any career with long working hours, less social contacts etc.

Is mindfulness a suitable concept to foster ethical behavior and responsible leadership?

As what we see now, what the feedback is from the employees, the managers, teams, and learn also from other conferences, congresses etc. – I would agree to this.

It is a way to deal better with the challenges in our daily business and this VUCA world. To become a JEDI-master of your triggering emotions & challenges & VUCA world.

The world is changing and so we are.

Questionnaire Companies: Esther Graf

Esther Graf is Responsible Health Management at AXA Winterthur. The phone interview took place on August 22, 2017.

What are the opportunities and limits of mindfulness in business?

It has to be taken further than just classic mindfulness. It is about learning to talk about certain topics in society or a company. For some, it is the access via mindfulness to others via something else. The point is that people get to know themselves better and to recognize and respond to this level of symptoms so that they can perceive themselves better. Not only classical mindfulness training includes that. Mindfulness also has an influence on other stakeholder groups but it is not the only influence on them. It offers a huge additional value to the extent that there are people, for which mindfulness is exactly the right thing; they are responsive to this method and can implement it. However, others say this is not the right thing for them. The topic of health and prevention offers an enormous added value for a company. Yet. Mindfulness as a single pillar is too little, it is a part of the whole.

Is it reasonable for companies to implement mindfulness in business?

It is crucial for companies to introduce health management and to work in prevention, intervention and early detection. This is especially important. As with the question before, it is a part of the whole. At the beginning Mindfulness had more weight in the company, but there are employees for whom it is not the right method, due to different personality types.

How can companies successfully implement mindfulness programs?

It already begins before that, by discussing and explaining what exactly is health. In addition, privacy questions regarding health must be answered: what is private or not private concerning employees' health. If someone suffers from private strains, the question arises whether this has to concern the company or not. Such clarifications have to be done in advance and serve as a precursor to mindfulness training. The whole must be seen in this context, since company health management consists of a preventive part, an intervention part (for example in the case of rehabilitation, in case of illness and conflicts or mobbing), and a part of the early diagnosis (for example a training, where people learn to notice that someone does not feel well and what they can do with a hope for little intervention). A consciousness for the whole is required, which makes it easier to introduce a mindfulness program. It is also a cultural question and related to the attitude of a company. Therefore, the topic should be broadened. In this company, the input came from the health management department. They have quite different employees and it needs a range of offers in the prevention, which are suitable for every individual employee, so that the

whole health management has an effect. The course offered at this company is led by a MBSR teacher who is very familiar with the company.

What are the impacts of mindfulness in business?

To name the impact of precisely is difficult in such a big company, because many factors have an impact. However, it has an impact on a company's culture and their perception, but at their company, nothing is trained on a large scale, not every employee has to do it, it is on a voluntary basis. With 4000 employees, it is a high requirement to measure it and translate it into a business success. Employees say it was good or that it was not good, or that they do not wish to proceed that way. There is a seminar specifically for executives, but there is no feedback about impacts. After all, it is a cultural question of the company: whether it is a company that is on appreciative terms with each other or not. However, if this has already been a part of the culture and the more this is already part of it, the less is the individual impact or it is at least more difficult to measure. This company maintains an appreciative approach, but people also tell each other if something is wrong. Therefore, it has a smaller influence than with a company where things like that are not discussed.

How can impacts be measured?

This company has a lot of key figures that they measure. But it's hard because there never is the same, identical person twice. It is not possible to measure the effect of an individual intervention. They measure how the employees are doing, but how much an attribute contributes to a key figure is very difficult to measure. It is something that influences so many things, so it is difficult to measure it. Key figures, which are the easiest to measure, can be how figures such as how the course was attended, how many places there were in total, or how the feedback was. In addition, they question participants by using questionnaires. Examples of questions can be whether or not they practice it regularly, what was good or less good about the course, or what the take-aways were into everyday life. However, it is not possible to relate influences only to mindfulness, as so many factors play an important role.

Does mindfulness impact responsible leadership?

If it is the suitable thing for a manager, it can have an influence on this person, but it depends from person to person. Moreover, it can not be generalized. Here, too, the role of a culture plays a crucial role. If there is a supervisor, who is very commanding and has little appreciation for the employees, it can have an influence on the leadership style but not change his personality.

Is mindfulness a suitable concept to foster ethical behavior and responsible leadership?

People act unethically because they are afraid of losing something, such as power, money, reputation, or appreciation. Thus, mindfulness is one of the concepts that can foster ethical

behavior and responsible leadership, but it it not THE concept, it is one among many. It is important that it represents a possibility. With regards to mindfulness, it can be the appropriate thing for some employees, yet, there are many others who say it is not the right thing for them, hence, the statement does not apply to them.

Questionnaire Companies: Company Representative 1

Company Representative 1 is Executive Partner at a German Company with Limited Liability. The questionnaire was returned on July 31, 2017.

What are the opportunities and limits of mindfulness in business?

Mitarbeiter sind im Verantwortungsprozess mit eingebunden und haben Möglichkeiten Prozesse mit zu verändern. Die Grenzen sind bei den Menschen, die keine Veränderungen wollen und akzeptieren.

Is it reasonable for companies to implement mindfulness in business?

Die Frage ist hier wieder, was verstehen Sie unter Achtsamkeit. Ist Achtsamkeit die Potentiale der Menschen zu erkennen und Stärken stärken, anstatt Schwächen zu stärken. Es macht keinen Sinn die Schwächen eine Menschen zu verbessern, da dieser Mensch nicht lange motiviert bei seiner Arbeit sein wird

How can companies successfully implement mindfulness programs?

Die Frage ist mir zu universell und so nicht zu beantworten

What are the impacts of mindfulness in business?

Ich sehe die Auswirkungen in der Weise, dass die Mitarbeiter motivierter sind, nicht innerlich gekündigt haben, sondern ihre Kraft zum Wohle des Unternehmens einsetzen.

How can impacts be measured?

Hier spreche Sie einen wichtigen Punkt an, der sehr schwierig zu messen ist. Wir gehen den Weg über regelmäßige Mitarbeiterbefragungen und Einsatz von agilen Teams. Wir haben hier die Kombination aus SCRUM und KATA.

Does mindfulness impact responsible leadership?

Wir haben in unserem Hause festgestellt, dass eine Kulturveränderung auch das Führungsverhalten stark beeinflusst. Die Mitarbeiter werden sensibler, und stellen höhere Anforderungen an ihre Vorgesetzte hinsichtlich des Führungsverhaltens.

Is mindfulness a suitable concept to foster ethical behavior and responsible leadership?

Kann ich zu 100% bejahen. Wichtig ist aber, dass Führungskräfte dies tagtäglich vorleben müssen. Ansonsten ist es geschriebenes Papier, weiter nichts.

Questionnaire Companies: Company Representative 2

Company Representative 2 is Managing Director at a German Company with Limited Liability. The questionnaire was returned on August 1, 2017.

What are the opportunities and limits of mindfulness in business?

Achtsamkeit eröffnet ein breiteres Spektrum der Wahrnehmung zusätzlich zu intellektuellen Wahrnehmungen. Diese Wahrnehmung ist jedoch eher unscharf. Mit entsprechenden Achtsamkeitsübung ist es möglich diese Wahrnehmungsart etwas zu schärfen und somit als ein weiteres Entscheidungskriterium heranzuziehen.

Is it reasonable for companies to implement mindfulness in business?

Selbstverständlich! Durch die erweiterte Wahrnehmung habe ich einen größere Informationsbasis um Entscheidungen zu treffen.

How can companies successfully implement mindfulness programs?

Einführung einer werteorientierten Führungskultur und entsprechende Ausbildung und Trainings zu Persönlichkeitsentwicklung bei Mitarbeitern und Angestellten.

What are the impacts of mindfulness in business?

Die ethischen und moralischen Ansprüche eines Unternehmens an sich selbst und alle Stakeholder steigen, werden klarer kommuniziert und letztendlich über reflektierte Führungskräfte und Mitarbeiter umgesetzt. Ist Nachhaltigkeit, also der langfristige Bestand einer Organisation in einem dynamischen Umfeld in den Werten verankert, wird schnell klar, daß dies nicht auf Nachteile von Anderen ausgerichtet sein darf.

How can impacts be measured?

Die rein betriebswirtschaftlichen Kennzahlen bringen nicht alle Vorteile einer werteorientierten Führung zum Vorschein. Neue Messmethoden sollten entwickelt werden. Ansätze gibt es mit der Gemeinwohl-Ökonomie von Christian Felber oder dem Bruttonationalglück von Bhutan (Gross National Happiness).

Does mindfulness impact responsible leadership?

Auf jeden Fall. Mit einer breiteren Wahrnehmung kann ich auch eine breitere Verantwortung übernehmen.

Is mindfulness a suitable concept to foster ethical behavior and responsible leadership?

Achtsamkeit kann ein wichtiger Baustein zur Förderung von ethischen Verhalten und verantwortlichem Führungsverhalten sein.

Questionnaire Companies: Company Representative 3

Company Representative 3 is Quality Manager at a German Company with Limited Liability. The questionnaire was returned on August 10, 2017.

What are the opportunities and limits of mindfulness in business?

Stressspirale und die zugehörigen Verhaltensmuster erkennen und unterbrechen / bewusstes Ändern von Verhalten und Situationen - in der Hektik des Alltags ist vor allem das unterbrechen nicht so einfach und benötigt konsequentes Üben, das Einhalten des veränderten Verhaltens (Reiz - Handlung) ist anstrengend, wenn der "Gegenüber" sich dann ausweichend verhält (4 Handlungsstufen)

Is it reasonable for companies to implement mindfulness in business?

das halte ich für durchaus sinnvoll, wir haben zu dritt dieses Programm absolviert und durch den gemeinsamen Austausch fällt es auch leichter, diesen Weg weiterzugehen. Wir haben Kommunikations- und Beziehungskompetenzen kennengelernt, die die beruflichen Kontakte bereichern und wie geplant auch das "Leistungsniveau der eigenen Organisation steigern" - mit Kollegen und Kolleginnen, die meine Veränderung "mittragen".

How can companies successfully implement mindfulness programs?

durch geplante, regelmäßige Treffen, Kurzanleitungen (waren für mich sehr hilfreich zu meinen Aufschrieben - Erinnerungen), "Hausaufgaben" = "individuelles Programm für die Selbstintegration", Austauschpartner (wobei ich ab und zu auch mit anderen Teilnehmern Kontakt hatte)

What are the impacts of mindfulness in business?

veränderte Wahrnehmung der Kollegen und Kolleginnen, besseres Eingehen auf den anderen (Sprache, Gestik, Mimik) und Miteinander (Team) möglich

How can impacts be measured?

subjektiv - motivierte Mitarbeiter, besseres Arbeitsklima / Stimmung, weniger "Kompetenzgerangel", objektiv - weniger Krankheitstage, geringere Fluktuation

Does mindfulness impact responsible leadership?

ja, durch dieses "neue" Wissen ist eine andere Wahrnehmung (Gefühle - Denken - Körperimpulse / Interpretation) möglich, intuitive Kompetenz wurde "angeregt"

Is mindfulness a suitable concept to foster ethical behavior and responsible leadership?

sehe ich so, auch wenn es andere Konzepte geben mag Wertebenen nach spiral dynamics / durchs U (open source, open will, open heart, open mind) sind da sehr gute Beispiele, haben meinen Blick deutlich geweitet und verändert