

As two of the first people in the world to offer Mindful Leadership and to develop Mindful Organisations, beginning in the 1970s, we have been privileged to witness the emergence of the modern mindfulness movement revolution in its many creative expressions and styles around the globe.

Over the past 40+ years we have been invited by leaders to develop and guide mindfulness and mind-fitness inspired Wisdom at Work programmes for leaders, teams, divisions, and departments in over 200 leading organisations worldwide, and we have witnessed consistently heartening results.

On this journey we have discovered a wealth of profoundly practical wisdom, that when rigorously applied, generates tremendous value for the individuals, organisations, and communities of stakeholders involved in this work. We have also witnessed inspiring transformations and the ripples of benefit in the lives of thousands of leaders and also within their teams, organisations, families and communities, which have emerged from their dedicated commitment informed by clear intention, purpose, and good science.

One of the most inspiring organisations that we've worked with in recent years is Here, a progressive social enterprise delivering and designing healthcare services, which is based in Brighton, England, where Mindful Leadership has become a way of life-work throughout the



mindful leadership & wisdom at work at HERE

by Dr Joel and Michelle Levey

organisation. Here was recently honoured as the winner of the Social Enterprise of the Year award at the UK Social Enterprise Awards for 2017, which recognise excellence and outstanding achievements by social enterprises, businesses set up for a social purpose that reinvest or donate the majority of their profits in order to meet their mission. Given that there are now nearly 80,000 social enterprises in the UK, which together contribute £24 billion to the economy each year, this award is a great honour for Here

commissioning groups (CCGs), NHS Trusts, third sector providers, social enterprises, the independent sector and other healthcare companies, and also community groups. They have transformed the focus of care from 'What's the matter?' to 'What matters to you?'

The work of Here touches the lives of over 1 million citizens in Sussex and the South East of England, who might need support with mental health problems, conditions relating to their

to manage their workflow, ensuring citizens' records are up to date, and creating a more seamless journey for the people who use their service.

Zoe Nicholson, co-founder, Board Member and Chief Executive of Here, has been an inspirational presence in our work at Here. Speaking with Zoe about how cultivating mindfulness has helped shape how people work together at Here, she said, 'My role is to tether the organisation to its purpose, working in our health and social care communities to understand what matters to citizens. I care deeply about helping people live better lives....'

At Here we find that mindfulness practices help us feel more connected to ourselves, to each other and to those we serve. Our experimentation with mindfulness practices has also helped us to define our organisation's purpose: Care Unbound.'

Reflecting on how our work together developed, Zoe mused, 'In 2013 our Wellness Group, formed of representatives from each of our teams, came together to share and consider ideas about how to promote health and wellbeing at work. The group offered two eight-week courses of mindfulness and this drew in 30 people. I brought myself along too and for me, it was a kick-start back into a practice that I had begun in my 30s and wanted to explore more.'

Zoe continued: 'In a series of synchronous events the next winter, a colleague, John Watters, a friend of Here (then BICS) introduced me to Joel and Michelle Levey, who are world renowned mindfulness practitioners and teachers and pioneers in bringing mindfulness into the workplace. Soon after, many members of my team attended the Meaning Conference in Brighton where the Leveys offered a keynote and workshop. After being inspired by the Leveys' sessions on mindfulness, resilience, and wisdom at work at Meaning, we held a



It feels so critical in these turbulent and VUCA times to know what and whom you stand for and with. We try to make Mindfulness part of our operating systems, part of how we work together, think together and act together. It's a daily practice not an easy path, at its simplest we see it as a way of creating a foundation to see clearly and act wisely. The people we serve deserve that!



Zoe Nicholson, Co-founder, Board Member and Chief Executive of Here



and its mindful approach to fulfilling its mission of providing 'Care Unbound' to the community it serves.

Founded in 2008, Here (formerly BICS – Brighton and Hove Integrated Care Services) is owned by its GPs, practice managers, nurses, and staff. Its partners include citizens, GPs and local healthcare practitioners, clinical

bones, joints, or eyes, or help with the management of long-term conditions, such as arthritis. Here's integrated services put people at the centre of their care and remove the barriers and fragmentation that can occur in the existing services. The practical solutions that Here offers to Primary Care providers help over 5 million people nationwide by assisting GPs

debriefing session with the team we had taken to the conference, to ensure our learning was conscious and our shared commitments were developed. Attending their workshop at Meaning rekindled a sense of possibility of using mindfulness as a means to listen deeply to ourselves and each other. I remember being struck by how many people around the circle were 'coming out' about their mindfulness practices, or were taken by the simplicity and accessibility of the practices they had experienced with the Leveys at Meaning. We committed to exploring how we might develop our practice and really bring mindfulness more alive in our workplace culture, and engaged the Leveys to partner with us as we sought to bring forth our new emerging vision for the work of Here.'

WISDOM AT WORK WITH HERE

While many training companies have limited their engagement with mindfulness to simply offering workshops or multi-week training programmes, our work with Here, and with most of our other clients, takes a more robust and integrated approach to leadership development and business transformation, which focuses on developing mindful leaders and thriving organisational cultures in which mindfulness is a vital core competency and life-skill, together with a wide range of factors that facilitate greater wisdom at work.

With this organisational culture-centric approach, mindful presence simply becomes a norm or way of life-and-work, which is present and encouraged in every interaction, activity, and moment of embodied, or virtual, presence throughout the day. In this way, times of more focused formal mindfulness practice interspersed throughout the day, are employed to recalibrate, and to align and attune to the qualities of clarity, focus, openness, caring, presence and being that mindful leaders carry with them into the workplace and beyond. In mindful organisations, virtually every encounter,

every activity, every thought and conversation, with everyone at every level across an organisation becomes an opportunity to train your mind, rewire and upgrade your brain, and rock your world with ripples of benefit to everyone within the boundless sphere of your influence in the world.

Our work with Here offers an encouraging example for leaders of the wisdom of this organisation-wide mindful approach. At Here, our mindfulness work has taken a variety of different forms and has involved nearly 250 employees over the past 3 years. These forms of engagement include:

Intensive one-day and two-day 'In-Balance' workshops focused on developing Foundation Skills for Mindfulness; Living and Working in Balance; Mastering Stress; Enhancing Resilience; and developing more meaningful working relationships across the entire organisation.

Team-specific sessions that demonstrate the efficacy and profound practicality of taking a mindful approach to addressing the unique mix of complex challenges faced by clinical and administrative teams.

A week-long intensive course on workplace mindfulness training that demonstrated how mindfulness can be seamlessly integrated into the workplace and into every moment of interpersonal interaction. At Here this also provided a potent demonstration of the power of personal and shared mindfulness as a contagious force for organisational transformation that brought benefits to both those who were actively embodying and practicing mindfulness, as well as to those whose lives they touched.

Board meetings with the senior leaders of Here have further inspired the integration of mindfulness into organisational life-work. This approach proved conducive to renewal, reflection, and deep dives into shared mindful inquiry and creativity. These



DR JOEL AND MICHELLE LEVEY

Dr Joel and Michelle Levey, founders of Wisdom at Work, are faculty members of the University of Minnesota Medical School; they were early pioneers in the fields of mindfulness, contemplative science and collective wisdom, and have nearly 50 years of experience. Their seminal/ pioneering work has inspired leaders in hundreds of leading organisations around the globe, and their acclaimed Jedi Warrior programme for the Special Forces was described by West Point leaders as 'the most exquisite orchestration of human technology we have ever seen.'

The Leveys' co-authored works are available in 14 languages, and include: Living in Balance: A Mindful Guide for Thriving in a Complex World; Mindfulness, Meditation, and Mind Fitness; Wisdom at Work; Ancient Skills for Modern Minds; The Focused Mindstate; The New Bottom Line; Community Building in Business; Learning Organizations; and Intuition at Work.

sessions encouraged everyone involved to deepen their Presence-Acceptance-Resonance-&-Trust (PART), essential keys to collective mindfulness and collective intelligence.

A residential 5-day training programme entitled 'Mindfulness and Care Unbound Intensive' was open to anyone from Here to attend and served as a welcome and beneficially supportive approach for developing and deepening a mindfulness practice, as well as for developing closer ties among people who work together.

Co-facilitating sessions with leaders from Here and NEO (a branding firm), which involved hundreds of people who worked at Here to have their voices heard in order to inform, inspire, and coalesce the new, emerging vision, purpose, beliefs, and commitments for creating the identity of Here. This collaboration helped to demonstrate the profound power of personal and shared mindfulness for clarifying personal and collective values and purpose.

Individual mentoring and coaching sessions were available to anyone interested in exploring how mindfulness and mind-fitness principles and practices can be woven into the fabric of their personal lives-work to enhance the quality of health, work-performance, and relationships at work and beyond, and these have helped to fine-tune, individualise and inspire people's practice.

As this work developed and matured, many people expressed an interest in developing their understanding and skills for introducing mindful moments or guiding mindfulness sessions for their teams. Each time we visit we offer special sessions to mentor the ever-growing community of mindfulness facilitators that have stepped forward to help guide people into 'mindful moments' at the beginning of team meetings, and to host mindfulness sessions open to all Here employees in the lovely Meadow Room three times

each day.

To expand the ripples of benefit from this work at Here more broadly into the larger community, we also offered 1+ sessions that encouraged Here employees to bring partners, family members, colleagues, or friends to share their mindfulness and related learnings. The expanding positive effects of our work with Here have also rippled out into the wider community through a variety of programmes for local youth organisations, professional networks, faith communities, and universities.

HERE: BITS OF DATA

A glimpse of the data collected from our programmes at HERE offers further insights and inspiration for leaders in other organisations curious about the potential value and benefits of taking a more mindful approach to their roles as leaders in developing their organisations:

- Out of nearly 80,000 social enterprise organisations in the UK, Here, with its mindful, visionary approach to 'Care Unbound' was honoured with the Social Enterprise of the Year 2017 award!
- During the course of our work together, empowered by the new mission of providing 'Care Unbound', Here expanded its reach from 1 million people in Sussex to more than 5 million people throughout the UK, realising the potential both for expanding the value they offer and in expanding the bottom line resources they have available.
- Data from our programmes at Here indicate that among the programme participants:
 - o 100% - agree that they have seen an improvement in the quality of relationships at work.
 - o 100% - agree that their participation in Here's Mindfulness and Mind-Fitness Initiatives has helped them to connect to the organisational



JOIN JOEL & MICHELLE LEVEY FOR THEIR UPCOMING PROGRAMS IN THE UK AND EUROPE

WISDOM AT WORK EXECUTIVE LEARNING EXPEDITION

A year-long exploration of Mindful Leadership and transformational practices specially designed for CEOs and C-Suite executives intent on developing the extra-ordinary capabilities necessary to thrive, inspire others, and create a meaningful legacy through their life-work. Learn more: www.wisdomatwork.com/executivelearningexpedition

WISDOM AT WORK UK LEARNING EXPEDITION

A year-long exploration of Mindful Leadership and transformational practices essential for realizing your extra-ordinary potentials and capacity to thrive in your life-work-&-relationships. Learn more: <http://www.wisdomatwork.com/uklearningexpedition/>

- purpose of 'Care Unbound: to create more possibilities for care in every moment.'
- o 92% - have seen improvement in their capacity to care more deeply for themselves and for others.
 - In addition the programme participants noted that:
 - o 91% - I am more mindful of what is true for me in different situations
 - o 83% - I am a better listener
 - o 83% - I am more aware of the choices I make
 - o 67% - I have greater ability to manage my emotions
 - o 66% - I am clearer in my communications with others.