

# Mindfulness and its contributions to organisational life

Oberdan Marianetti  
Jonathan Passmore



# Objectives

- Formulate a Rationale for Mindfulness in the Workplace
- Present Exciting New Research I'm Conducting to Reduce Stress Through Mindfulness in the Workplace



# Mindfulness

*A **state of mind** that cultivated regularly promotes an inclusive and authentic experience of the **present moment*** (Marianetti & Passmore, 2008)

- Purposeful Awareness
- Inclusive & Authentic Attention
  - EXAMPLE
- Non-judgemental Acceptance
  - EXAMPLE

# Mindfulness in Organisations – Why?

- **Context:**
  - 2008: Health Secretary Alan Johnson
  - 2006: HSE & DOP join forces
  - 2005: Health, Work and Well-Being strategy
- **Business Psychologists Must Play a Role**
- **Mindfulness is One Tool We Could Use**



# Psychological Benefits

- Stress – Shapiro, Astin, Bishop & Cordova, 2005
- Anxiety – Kabat-Zinn et al, 1992; Miller, Fletcher & Kabat-Zinn, 1995
- Memory – Williams, Teasdale, Segal, Soulsby, 2000
  
- Others Include:
  - Contentment, Job Satisfaction – Barrios-Choplin, McCraty & Cryer, 1997
  - Decision-Making – Fiol, O’connor, 2003

# Physiological Benefits

- Brain & Immune Functions – Davidson et al, 2003
- Immune response – Carlson, Speca, Patel & Goodey, 2003
- Cortisol Levels – Marcus et al, 2003
  
- Meta-analysis Confirm!!! – Baer, 2003 – Grossman, Niemann, Schmidt & Walach, 2004



# Organisational Benefits

- Organisational Effectiveness – Weick, Sutcliffe, Obstfeld, 1999
- Organisational Analysis – Knotek & Watson, 2006
- Communication; Sense of Team and Community – Duerr, 2004



# Mindfulness in Organisations – How?

- **Primary Interventions**
  - Culture Change Initiatives (i.e. Safety; Sense of Community)
  - Process Review (i.e. Planning; Risk Assessment)
- **Secondary Interventions**
  - Training (i.e. Stress-Management; Self-Awareness)
  - Coaching
- **Tertiary Interventions**
  - Support (possibly the full MBSR)



# Exciting New Research

- **Context:**
  - Interventions Tend to Be Too Long (up to 8 weeks)
  - Usually Include Formal Meditation
  - Shorter Ones Have Not Been Tested Empirically
- **Objective:**
  - Develop a 1-day Mindfulness Solution to Reduce Stress
  - Measuring the Impact Post-Intervention and at 1-month follow-up

# Phase 1 – Training Needs Analysis

## Training Needs Analysis

- What is the current understanding of Stress and Mindfulness concepts?
- Course Focus and Content
- **Participants:**
  - Randomly selected 389 from sample of 2,000
  - 188 usable responses (65% M; 35% F)
- **Knowledge Questionnaire:**
  - Stress Concept
  - Stress Causes
  - Stress Impact
  - Mindfulness Concept



# Training Needs Analysis (cont'd)

- **Results:**

	<b>Correct answers (out of 5)</b>	<b>Std. Deviation</b>	<b>Min</b>	<b>Max</b>
<b>Mindfulness</b>	2.66	1.12	0	5
<b>Stress Concept</b>	3.71	0.94	1	5
<b>Stress Impact</b>	3.91	0.92	1	5
<b>Stress Causes</b>	4.40	0.69	2	5

- **Course Content: Stress + Mindfulness**

# Phase 2 - Delivery

## Randomised Experiment:

- Control 1 (N=30): Wait List
- Control 2 (N=30): Stress Training
- Experimental (N=30): Stress + Mindfulness Training
- Timeframe for Delivery:
  - T1: Pre-intervention measure (T2 – 1 week)
  - T2: Training + Post-intervention measures
  - T3: Follow-up measures (T2 + 1 month)
- Measures:
  - Mindfulness: Freiburg Mindfulness Inventory
  - Stress Levels: Perceived Stress Scale

# Conclusion

- Mindfulness Improves Health and Well-Being
- Organisations Could Benefit
- Business Psychologists Must Play a Role
- More Research, Samples and Organisations



# Questions

- Oberdan Marianetti
  - E: [om@omarianetti.com](mailto:om@omarianetti.com)
  - M: +44 (0)79 8161 0191
- Jonathan Passmore
  - E: [J.Passmore@uel.ac.uk](mailto:J.Passmore@uel.ac.uk)
  - M: +44 (0)77 3601 7463

