

Cultivating the Next Generation of Wise and Innovative Leaders

Daniel J. Siegel, M.D.
Mindsight Institute, California



Leaders

- Envisioning the Future
- Seeing the “Big Picture” of long-term goals **not** *only* the “bottom-line” of profits and short-term goals
- Guiding and Inspiring Others
- Serving as a Role Model
- Embracing these Notions: *Meaning* comes from Connection—Being a Part of a Larger Whole; *Purpose* and *Value* come from Service to a Larger Good

Innovative

- Seeing meaning and purpose at the heart of an organization
- Considering the questions, not simply knowing the answers
- Imagines what might be
- Problem-solving beyond the routine
- Identifying unseen patterns
- Creating new solutions to previously unsolvable challenges

Wisdom

- Those who are considered by others to:
 - Know themselves and have equanimity (emotional balance)
 - Be open to and concerned for others
 - See interconnections in the world

The Next Generation

- Supporting the Future
- in the Present
- by Building on the Past

Cultivating

- Intentionally supporting the development...
 - Of what?
- Wise and Innovative Leaders
 - How?
 - What are the ESSENTIALS?

Essential Elements

- Wisdom and Innovation draw on THREE fundamental features:
 - 1) Self-knowledge
 - 2) Focus on Others
 - 3) Awareness of different elements and their linkages: “INTEGRATION”
- Combined, what can these be called?
- ***MINDSIGHT***: Insight, Empathy, and Integration

Three MINDSIGHT MAPS

- Mindsight map of “**ME**”: Inner Awareness or INSIGHT
- Mindsight map of “YOU”: Other focus or EMPATHY
- Mindsight map of “**WE**”: The Kind & Compassionate INTEGRATION of self and other; the interconnectedness of our relational, societal, and ecological worlds of people and places



Mindsight: Insight,
Empathy and
Integration in
Relationships and
in the Brain

Mindsight:

Insight
Empathy
and
Integration

How do we do this?

- One component of developing MINDSIGHT, the “mechanism beneath *social and emotional intelligence*” (Daniel Goleman) is through training the mind.
- “Mindsight skills” develop insight, empathy, and integration through self-reflection *and* interpersonal interaction.
- One of several research-validated factors is called “Mindful Awareness”—How is this developed and what in the world is it? What’s the supportive SCIENCE—the RESEARCH PROVEN benefit?

Mindfulness: Using the focus of attention to transform...

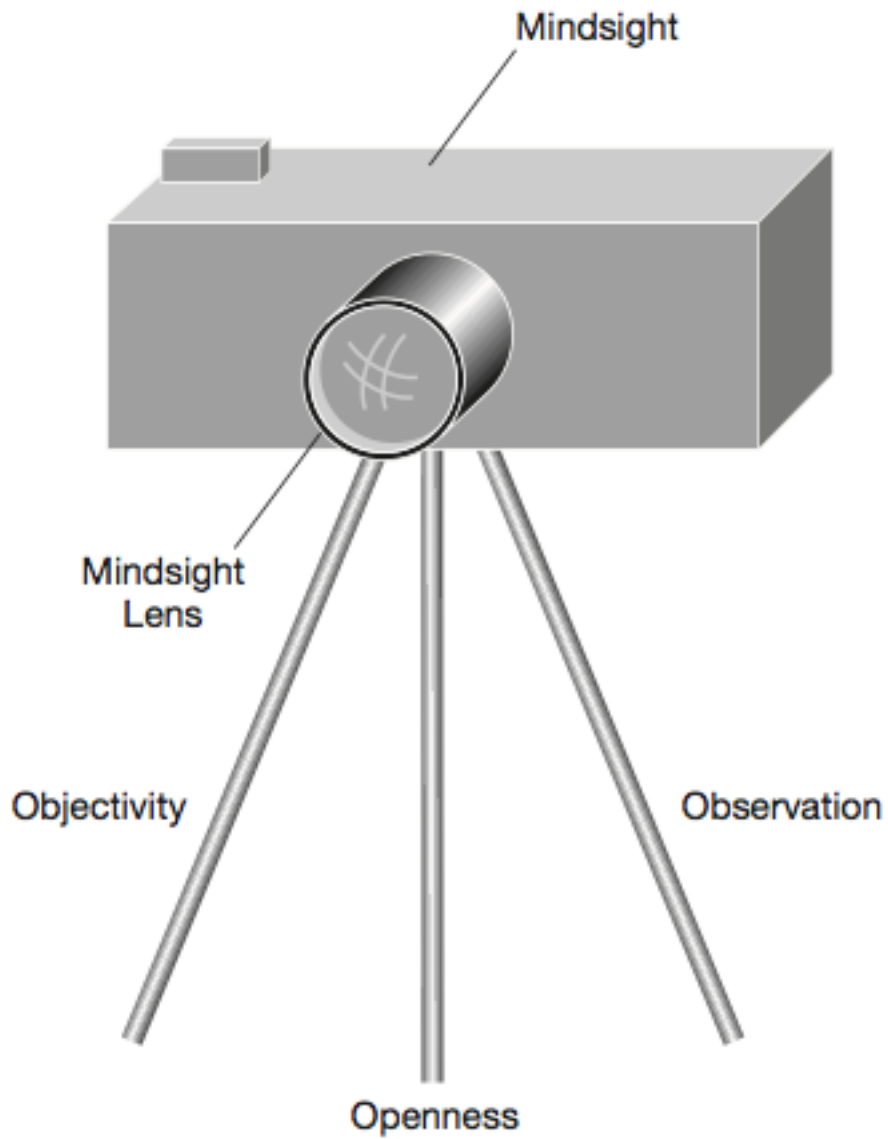
- The Brain (Davidson et al; Lazar et al): MORE INTEGRATED
- The Immune System (Davidson et al): MORE ROBUST
- Sense of Well-Being (Kabat-Zinn et al): ENHANCED
- Professional Burn-Out (Epstein, et al): REDUCED
- Attention (Zylowska et al; Jha, et al): STRENGTHENED
- Relational Function (Shapiro, et al): MORE EMPATHIC
- Epigenetic Regulation (Fredrickson, et al): OPTIMIZED
- Telomerase Levels (Epel, et al): RAISED

“Meditation” STRENGTHENS THE MIND:

Enhances Regulation:

Monitoring

Modulating

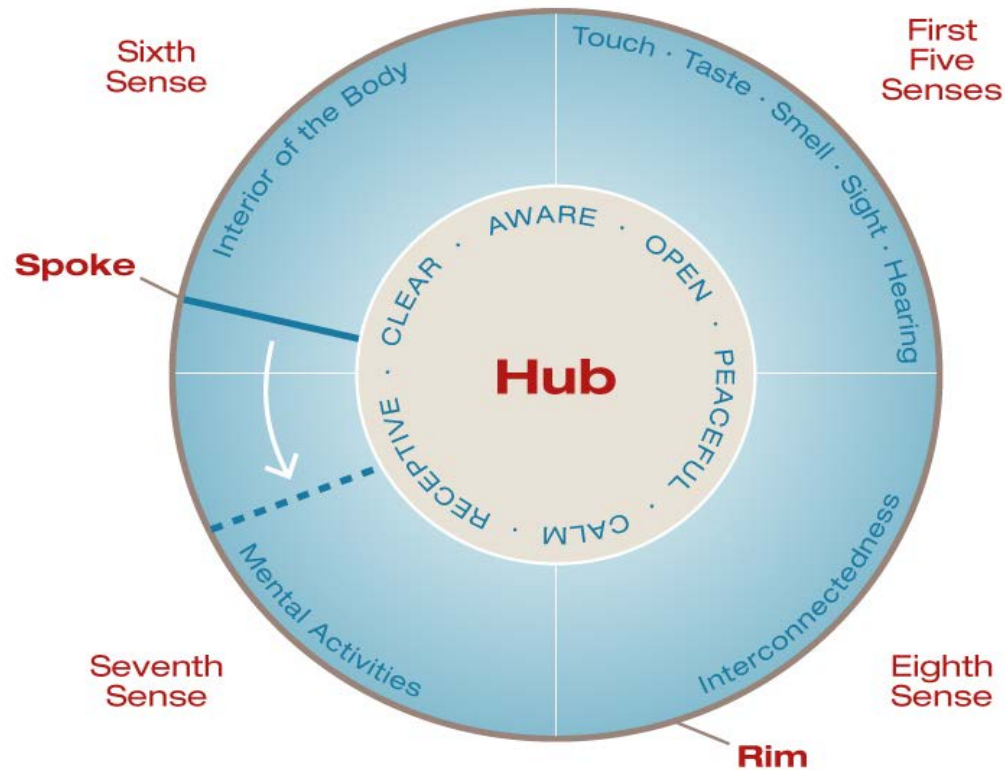


Mindfulness Meditation increases Mindful Awareness: HOW?

Cultivating *PRESENCE*

- Focusing Attention on Intention
- Awareness of Awareness itself
- “Training the Mind” to focus on inner experience
- “Integrating Consciousness”:
Differentiating the Knowing from the
Known of awareness

The Wheel of Awareness



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The Benefits of Presence

- Transforming Stress
- Thriving with Uncertainty
- Openness to Possibility
- Cultivating Connection
- Integration and Harmony

Cingulate

Left Cingulate Cortex
Right Cingulate Cortex

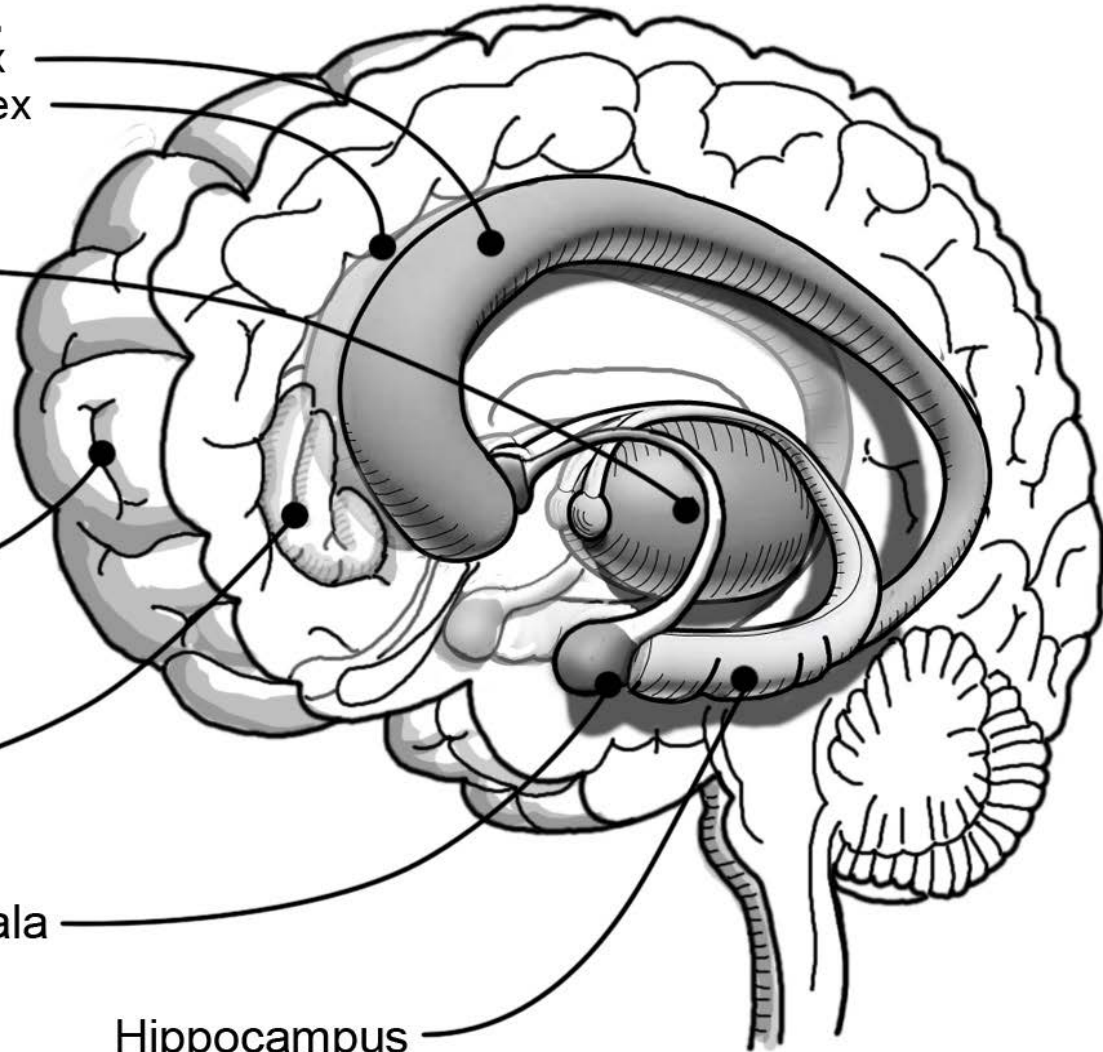
Thalamus

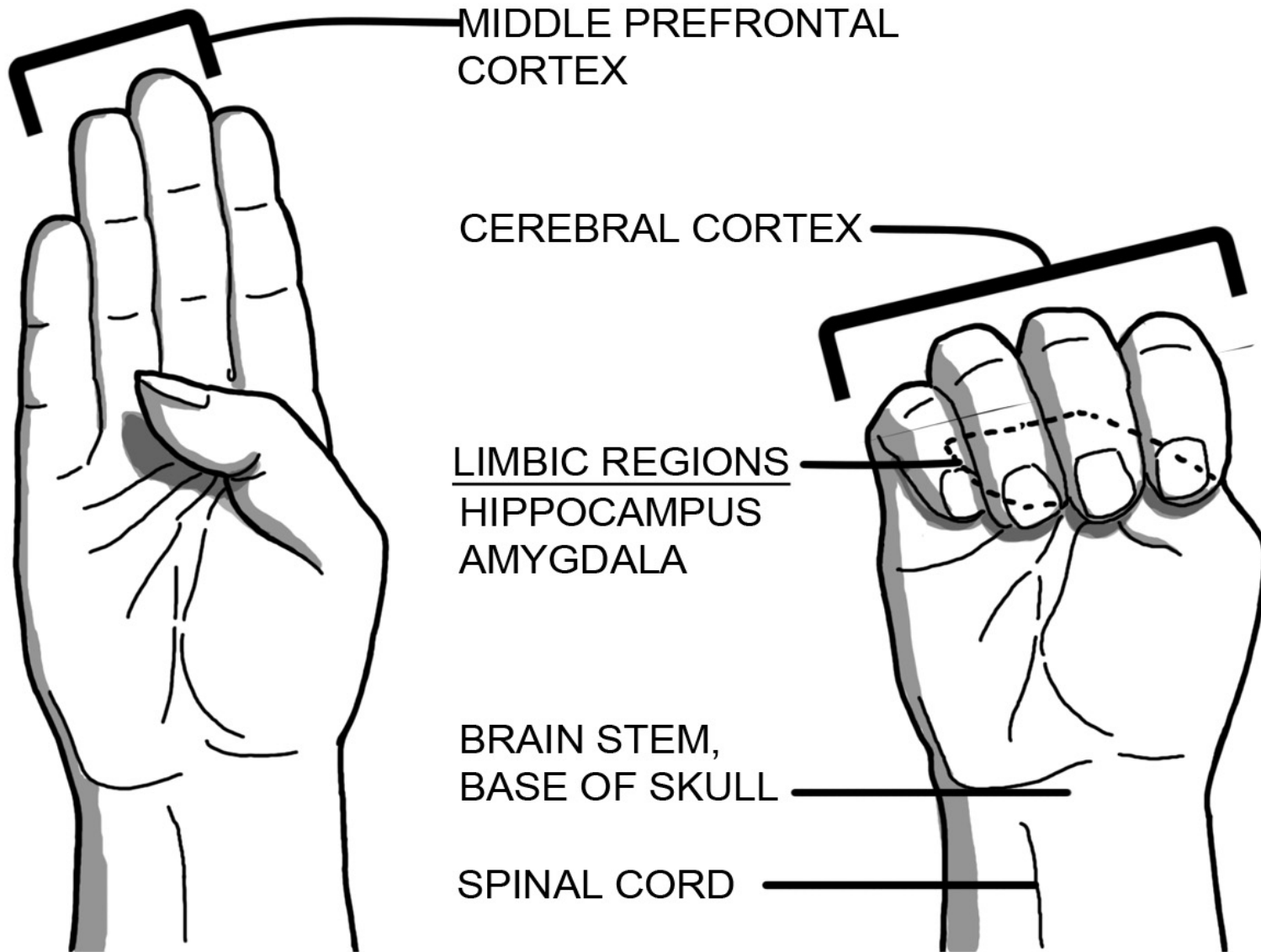
Middle
Prefrontal
Cortex

Insula

Amygdala

Hippocampus





INTEGRATION:

THE
LINKAGE
OF
DIFFERENTIATED
PARTS

Middle Prefrontal Functions

- Bodily Regulation
- Attuned Communication
- Emotional Balance
- Fear Extinction
- Flexibility
- Insight
- Empathy
- Morality
- Intuition

Integration in Leadership: Seeing the Big Picture:

The Whole is Greater than the Sum of its Parts

Harmony and Coherence

The River of Integration



The **PART** we play as Leaders:
Presence
Attunement
Resonance
and
Trust

Seven Important Terms Related to Integration

- Mind
- Mindsight
- Mindfulness
- Compassion
- Kindness
- Empathy
- Health

A Simple Leadership Phrase

Integration

Made Visible

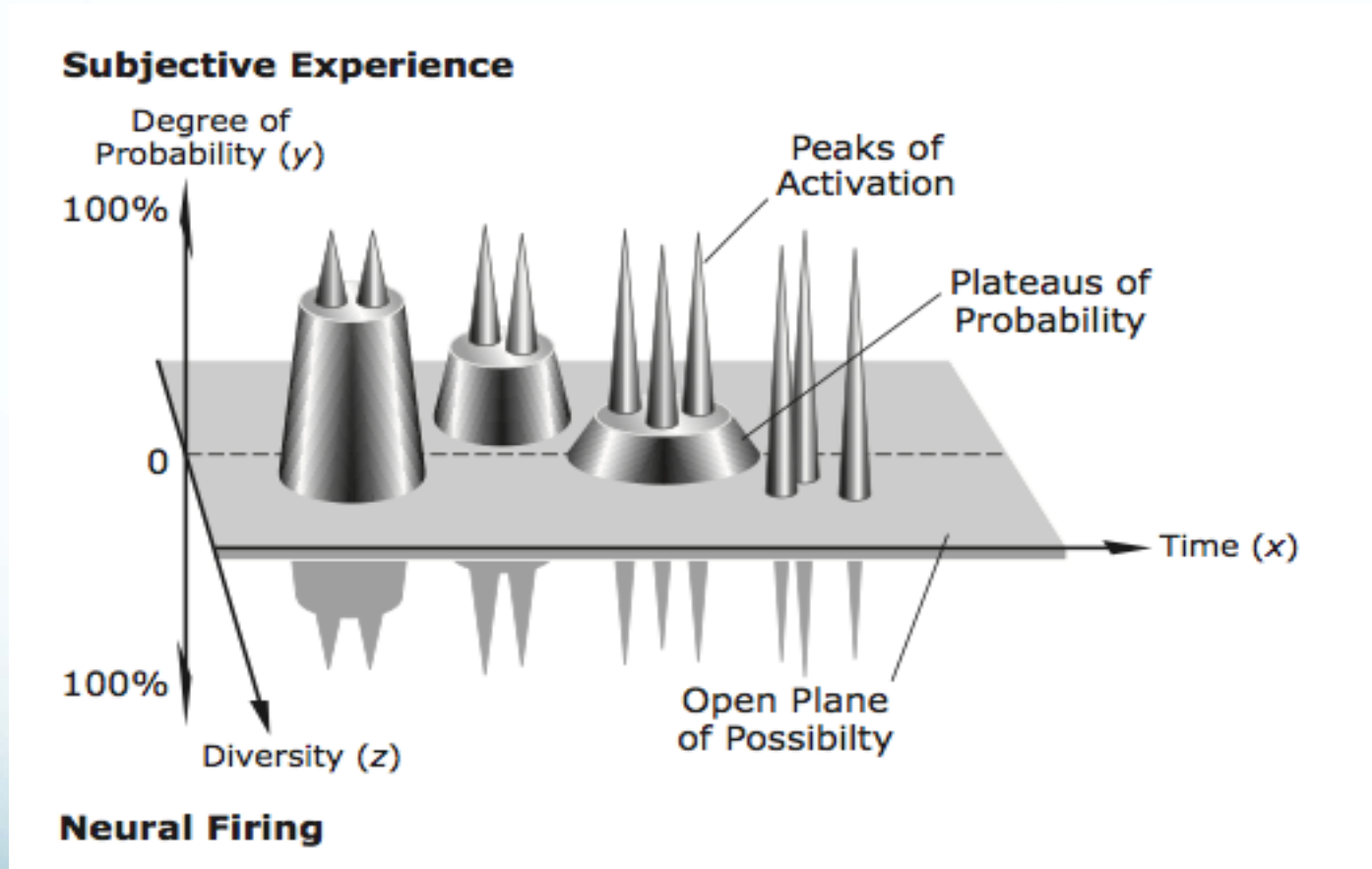
Is

Kindness and Compassion

“SELF”:
Singular Noun
or
Plural Verb?

“MWe”

Mindfulness & the Plane of Possibility: *Integrating the Degrees of Certainty*



Implications of the Plane of Possibility

- Mental experience arises from an **energy probability distribution curve**
- Mental representations and activities as **Peaks**
- Mental processes of Mood, Intention and Modes as **Plateaus**
- Awareness arises from the **Open Plane** where certainty is near zero and possibility is infinite

Summary of Major Mindsight Principles

- Mind viewed as a self-organizing emergent property or process that *REGULATES energy and information flow*
- The mind is both EMBODIED and RELATIONAL
- Regulation entails MONITORING and MODIFYING
- Harmony emerges from **integration**—*the linkage of differentiated elements of a system*
- **Chaos and/or Rigidity** result from impaired integration