





# ISACS New Division Heads

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Applied Attention

Presence & Purpose	The Opportunity	Main Points	Why Mindfulness?
<b>Open</b> Presence <b>Observe</b> Intentional <b>Accept</b> Values <b>Act</b> Norms Beliefs/Intent	 When we focus on what we are practicing – paying attention to what is and is not working.  We are most powerful, personally and socially, when we are in the most challenging circumstances.	Resistance is normal & malleable Understand but agree to create safety & clarity Approach resistance to build relationship & culture Resistance is normal – Always begin internally	Why Mindfulness?  1. Attention wanders  2. Impulses & urges just show up
"Everyone you meet knows something you don't." -Rumi  If you want to become wise, let others teach you.  If you want to truly know others, then make others teach you.  If you want to build a healthy culture, listen deeply to others.	 Listen to understand Listen to learn Listen to build relationships Listen to build trust	<b>Mindful Listening</b> What has been challenging this year?  Let me see if I get this...  Why is this important to you?	<b>Self-regulation</b> Social Behavior Emotion Attention  Self-regulation is foundational to overall well-being, healthy relationships, transformative leadership.
<b>Listening</b>  <b>What gets in the way?</b>	<b>Conditioning</b> Listening with a mind full of judgments, preconceptions, and biases Listening with a mind full of judgments, preconceptions, and biases Listening with a mind full of judgments, preconceptions, and biases Listening with a mind full of judgments, preconceptions, and biases	 Disagreement is inevitable Getting triggered is inevitable	 DAMN YOU LIVE! Having discontent is a common habit.
<b>Conversations</b>  <b>Decisions</b> <b>Meetings</b> How do we prepare to go into a meeting? How do we prepare to go into a meeting? How do we prepare to go into a meeting?	<b>Let's Rumble</b> What do we want this year? What do we want this year? What do we want this year? What do we want this year?	<b>Checking in</b> What have you accomplished right now? What have you accomplished right now? What have you accomplished right now? What have you accomplished right now?	<b>Culture with strategies for success</b> Personalities are not culture A mix of personality doesn't create culture Culture is a collective practice Culture is a largely artificial set of conventions we use to bring & the conversations we want having
<b>"Clear is kind,"</b> -Suzanne Brahm	<b>Essential Toolkit</b> The 40/40/20 rule The 40/40/20 rule The 40/40/20 rule The 40/40/20 rule		

# Presence & Purpose

Open Posture  
Breathing

Observe Sensations  
Thoughts

Accept Release  
Smile

Anchor Values  
Purpose

Act Approach  
Next right thing



# The Opportunity



"I'm tired — very tired — but it was worth it!"  
"It was a great feeling to cross the finish line here. This is the best race of the year."

When we focus on what we practice -- putting attention & energy into values & relationships...

We can lead peacefully, purposefully  
(and even joyfully)

We can create healthy, vibrant cultures  
in the most challenging circumstances



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"It was a great feeling to cross the finish line here. This is the best race of the year."



# Main Points

Resistance is normal & inevitable

Understand (not agree) to  
create safety & clarity

Approach resistance to build  
relationships & culture

Resistance is internal --  
Always begin internally

# Why Mindfulness?

1. Attention wanders

2. Impulses & urges  
just show up

# Self-regulation



Social  
Behavior  
Emotion  
Attention

Self-regulation  
is foundational  
to overall well-  
being, healthy  
relationships &  
transformative  
leadership



# Mindful Listening

What has been  
challenging this year?

Let me see if I get this...

Why is this  
important to you?





Sometimes a solution  
is not most important

"Everyone you meet knows something you don't."

~Bill Nye

If you want to expand your life, listen deeply to others.

If you want to help others expand their lives, listen deeply to them.

If you want to build a healthy culture, listen deeply to others.



# Listening

What gets  
in the way?

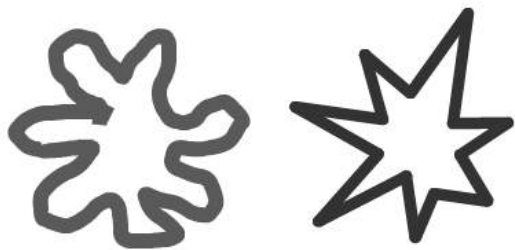
# Conditioning

Existing neural networks &  
patterns of activity that create  
automatic perceptions & behavior



Habit  
=  
Comfort  
=  
Survival

Foster, K. R., & Kokko, H. (2009). The evolution of superstitious and superstition-like behaviour. *Proceedings of the Royal Society of London B: Biological Sciences*, 276(1654), 31-37.

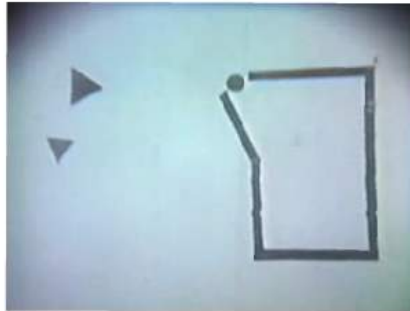


Our nervous system sometimes defends our  
stories as if it were defending our physical selves

Ursin, H., & Eriksen, H. R. (2004). The cognitive activation theory of stress. *Psychoneuroendocrinology*, 29(5), 567-592.

Your brain is a storyteller

Gottschall, J. (2012). *The Storytelling Animal: How Stories Make Us Human*. Houghton Mifflin Harcourt.



Think of a bear



"Let me see if I get this"  
"I get it, and..."

Some of our  
conditioning  
works brilliantly  
& some does not.

This is the nature  
of being human.



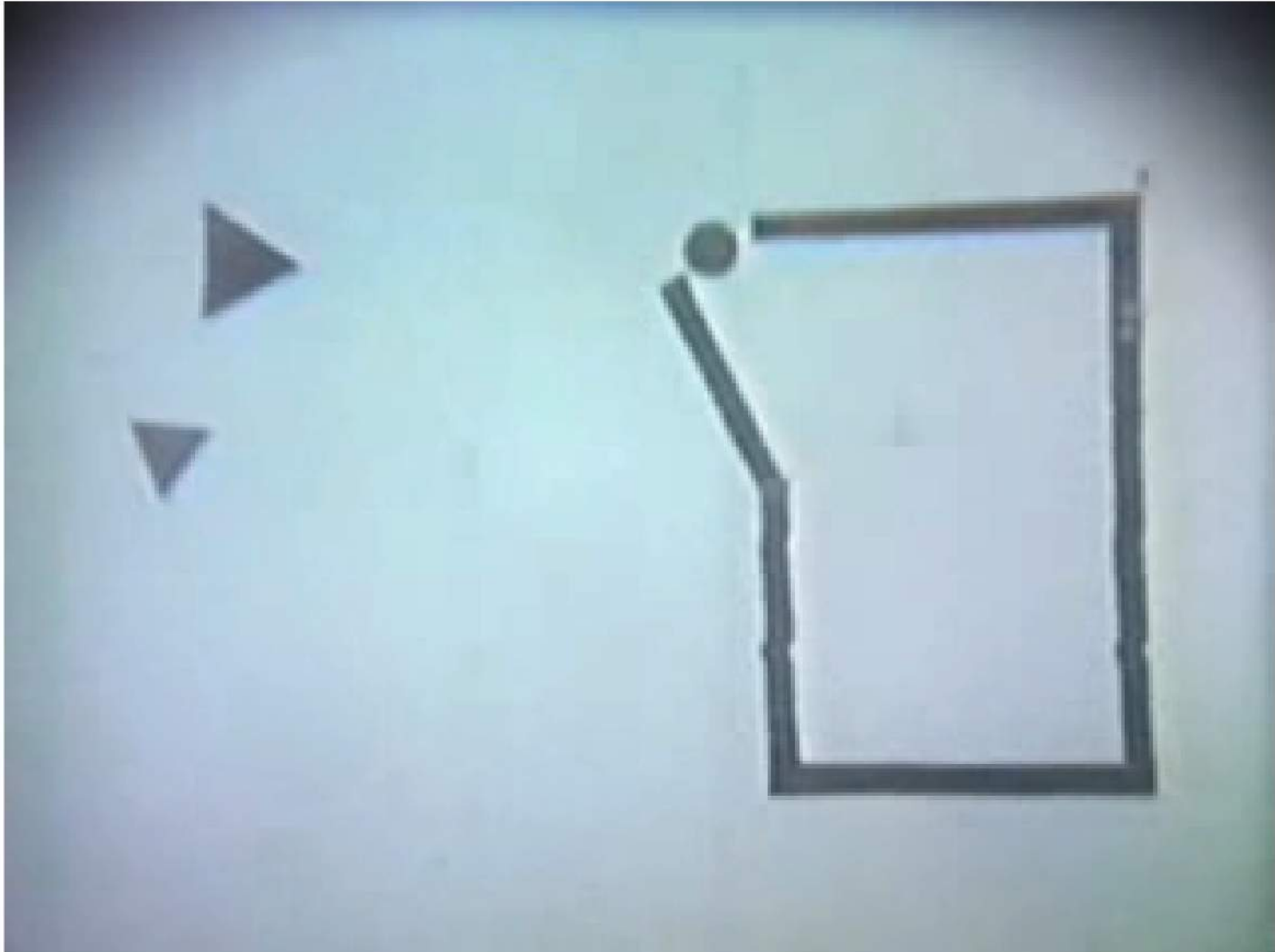


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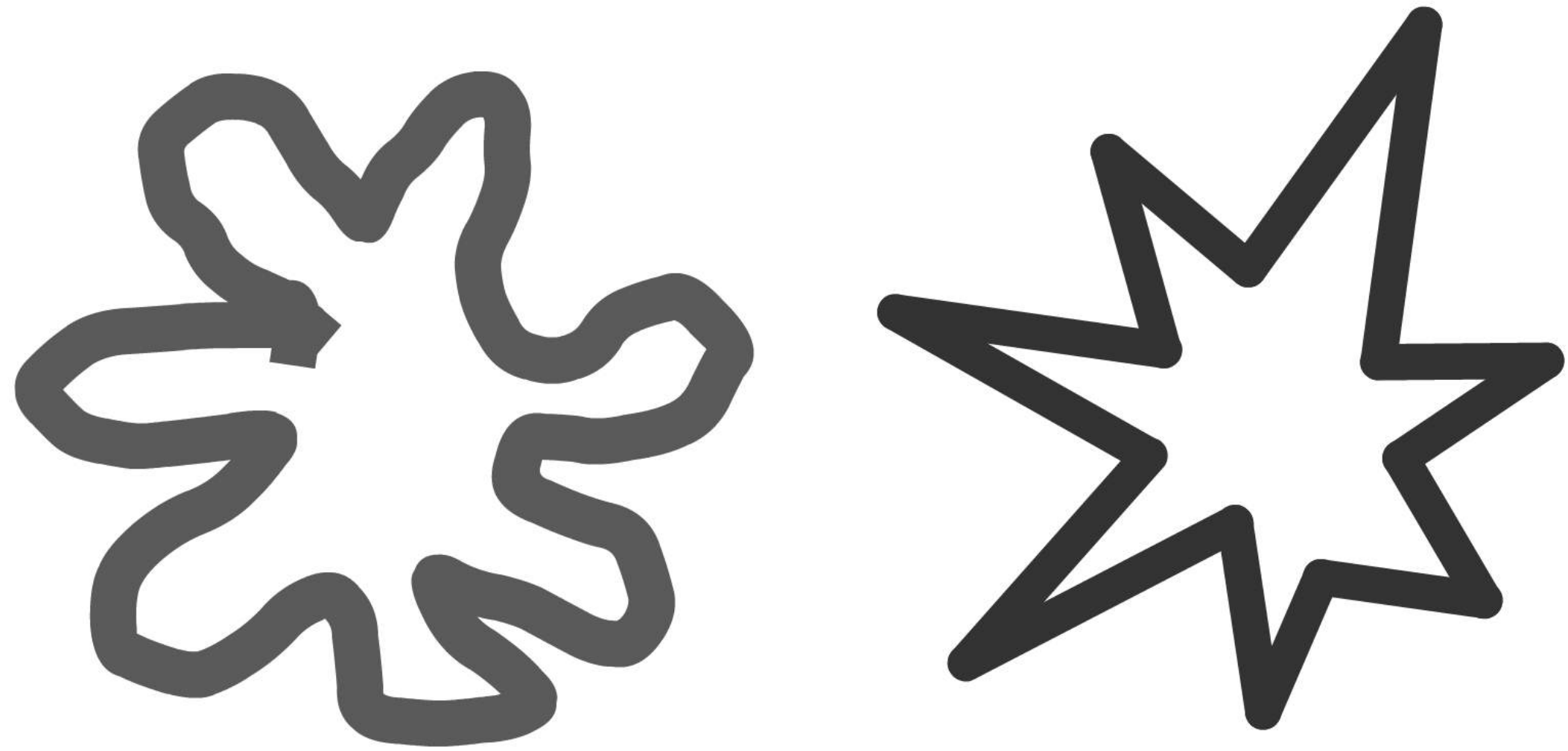
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# Think of a bear



## "Let me see if I get this"


## "I get it, and..."





Disagreement  
is inevitable

Getting triggered  
is inevitable



**DAMN YOU STEVE.**

Avoiding discomfort  
is a common habit

# "Culture eats strategy for lunch"

-Peter Drucker

Personalities are not culture

A mission statement  
does not create culture

Culture is collective practice

Culture is a largely a function of:  
the conversations we are having &  
the conversations we aren't having



# Checking in

What is going on?

What feels most important right now?

How can I support you?

If you feel the urge to interrupt, argue, or fix the other person, let the urge pass.

"Tell me more..."

# Let's Rumble

What has worked this year?  
How did we support each other?

What has not worked this year?  
What didn't feel like support?

What needs to be owned or cleared up?

What is needed moving forward?  
What do we need to do better? or more often?

# Conversations

Have them

# Decisions

Transparent as possible

# Meetings

Plan for engagement

What is the problem or goal?  
Why does it matter? (purpose)  
How might we...  
Who owns it?



"Clear is kind."

~Brene Brown

Clear agreements  
& responsibilities  
are critical to  
healthy culture

# Essential Toolkit

Tell me more...

Let me see if I get this...

Help me understand

Why is that important to you?

I get it, and...

Can you tell me what you heard?

I have a concern

Can I challenge you?

What will you commit to?