



TECHSHOW2018

Mindful Leadership for Technology and Innovation

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Mindful Leadership for Technology and Innovation

Creativity and innovation will drive the existence of sustainable and competitive law firms and related legal service providers in the future. The challenge for leaders in the legal service industry will be to influence and create environments where legal professionals can express creativity and implement innovation. This session will demonstrate how a mindful leadership model can play a significant role in facilitating employees in the legal industry to evolve, enhance, and implement creativity in the provision of legal services in a way that will respond to changes in the industry and the workforce.

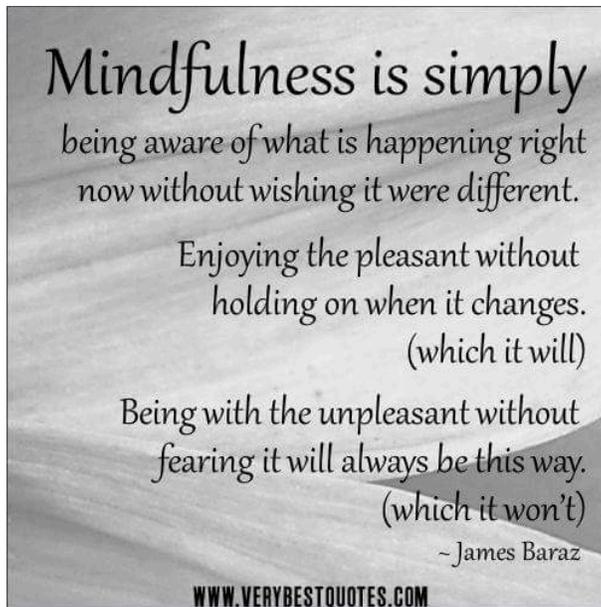
Mindfulness as a Challenge in the Age of Technology

- Consider this example: You are in your office. The landline rings. Your cell phone rings. Several reminders pop up on your screen. Several texts arrive. Numerous email are landing in your inbox. Someone opens your door without knocking and says “Did you get my email?”
- Developing mindfulness can facilitate our ability to remain productive and positive despite the presence of multiple forms of communication sometimes inundating us all at the same time.

What Is Mindfulness?

1. Mindfulness is simply being fully aware of the present moment – maintaining a moment by moment awareness of thoughts, feelings, bodily sensations, and surrounding environment.
2. Being fully ware in the present moment can result in you observing your thoughts and feelings objectively, without judgment, which helps you to awaken your experience and live in the moment. - <http://tinyurl.com/nkn2kpo>
3. Knowing what you are doing while you are doing it is the essence of mindfulness.
4. “Being mindful simply means having good control over your attention: you can place your attention wherever you want and it stays there; when you want to shift it to something else, you can. When your attention is steady, so is your mind: not rattled or hijacked by whatever pops into awareness, but stably present, grounded and unshakeable.” Buddha’s Brain - The Practical Neuroscience of Happiness, Love and Wisdom, by Rick Hanson, 2009.
5. Some definitions refer to “nonjudgmental” – You may or may not achieve a nonjudgmental state of mind. Such a state could result from regular mindfulness practice but the most important aspect of mindfulness is present awareness of whatever state you are in physically, emotionally, or spirituality in that moment.





6. **Mindfulness Example** – Seated Meditation

- A. Find a comfortable seated position.
- B. Relax into your seated posture.
- C. Let your mind be soft.
- D. Notice your breath.
- E. Breathe naturally and normally without seeking to control it.
- F. Notice the in breath.
- G. Notice the exhale.
- H. Notice the sensations of sitting.
- I. Notice your breath.
- J. If your mind shifts to past or future, gently shift focus back to your breath.
- K. Simply sit and notice the breath for two minutes.

Benefits of Mindfulness Practice

- 1. **Mental Focus:** Mental focus is the ability to concentrate on what you are doing currently without being distracted. Having the ability to focus requires practice, similar to working out a muscle to achieve strength or flexibility.



2. **Self insight:** Self insight is the ability to understand one's own nature, needs, desires, strengths, challenges, and what makes you tick.
3. **Cognitive Flexibility:** Cognitive ability is about the ability to switch the concept that one is thinking about to another concept.
4. **Stress Reduction:** Many studies indicate that practicing mindfulness reduces stress. My own experience is that it makes me to less likely feel stressed in the first place; and it allows me to better cope when I am feeling stressed.
5. **Relationship Satisfaction:** "Several studies find that a person's ability to be mindful can help predict relationship satisfaction - the ability to respond well to relationship stress and the skill in communicating one's emotions to a partner. Empirical evidence suggests that mindfulness protects against the emotionally stressful effects of relationship conflict (Barnes et al., 2007), is positively associated with the ability to express oneself in various social situations (Dekeyser et al., 2008) and predicts relationship satisfaction (Barnes et al., 2007; Wachs & Cordova, 2007)."
6. **Less Emotional Reactivity:** Emotional reactivity is an uncontrollable reaction to a stimulus. Instead of reacting based on thought, a reaction may come from intense emotions.

Mindfulness practices can assist in learning to control or blunt reactions to situations or stimuli that may have previously caused a loss of temper or over-reaction. For many people, this is the biggest benefit of learning to be mindful because it positively impacts them on a daily basis. This can be described in many ways, but I particularly liked the description provided in Buddha's Brain by Rick Hanson:

"To borrow an expression from the Buddha, inescapable physical or mental discomfort is the 'first dart' of existence. As long as you live and love, some of those darts will come your way.

First darts are unpleasant to be sure. But then we add our reactions to them. These reactions are 'second darts' - the ones we throw ourselves. Most of our suffering comes from second darts.

Suppose you're walking through a dark room at night and stub your toe on a chair; right after the first dart of pain comes a second dart of anger: 'Who moved the darn chair?!' Or maybe a loved one is cold to you when you're hoping for some caring; in addition to the natural drop in the pit of your stomach (first dart), you might feel unwanted (second dart). ...

...

Remarkably, most of our second-dart reactions occur when there is in fact no first dart anywhere to be found - when there's no pain inherent in the



conditions we're reacting to. We add suffering to them. For example, sometimes I'll come home from work and the house will be a mess, with the kids' stuff all over. That's the condition. Is there a first dart in the coats and shoes on the sofa or the clutter covering the counter? No, there isn't; no one dropped a brick on me or hurt my children. Do I have to get upset? Not really. I could ignore the stuff, pick it up calmly, or talk with them about it. Sometimes I manage to handle it that way. But if I don't, then the second darts start landing, tipped with the Three Poisons: greed makes me rigid about how I want things to be, hatred gets me all bothered and angry, and delusion tricks me into taking the situation personally.

...

As the saying goes, pain is inevitable but suffering is optional. If you can simply stay present with whatever is arising in awareness - whether it's a first dart or a second one - without reacting further, then you will break the chain of suffering right there. Over time, through training and shaping your mind and brain, you can even change what arises, increasing what's positive and decreasing what's negative."

7. **Improves Physical Health:** Studies indicate that mindfulness can:
 - help relieve stress
 - treat heart disease
 - lower blood pressure
 - reduce chronic pain
 - improve sleep
 - alleviate gastrointestinal difficulties
8. **Social Engagement:** You are truly present when you're with others. You become a better listener, and you are not thinking about anything other than your present situation.
9. **Less Suffering:** You can learn to enjoy activities you would otherwise strongly dislike. For example, I generally hate manual labor. Before I learned of mindfulness, when doing something I didn't like, I would generally try to focus on anything else to distract myself from the miserable task I was engaged in. Now, I actually focus on the task I dislike as a way to practice being mindful. Not only does this help me tolerate the task better, but sometimes I even enjoy it. For example, when painting a room, I can concentrate on and enjoy the precision required when I'm edging and how much better the room looks as I finish painting the walls. When cutting grass, I focus on my appreciation of being outside,



getting exercise and how nice the yard looks when I cut a new pattern with the push mower and edge the gardens, driveway and sidewalk. When I'm cleaning my car, I think about how good it looks when it's clean, how wax makes the black paint look deep and glittery in the sun, and what a good arm workout I get when I wash and wax the car over 2 or 3 hours.

Foundations of Mindfulness Practice

1. Commitment to Mindfulness Practice. It isn't something someone else can do for us or that will happen if we consider practicing rather than actually practicing.
2. Cultivation of non-judgement. Seek to see things as "just being as they are" rather than as good, bad, or otherwise. Become an impartial witness to your own experience.
3. Patience. Let things unfold in their own time. Practice patience with self as well as with others.
4. Specific time. Carve out a specific time to practice; however, mindfulness can be practiced anytime, anywhere. If you are standing in a line, sitting in a waiting room, waiting in your car in a drive-through, you can shift your focus to your breath – that is a mindful practice.
5. Find a mindfulness guide – but learn to trust your own truth – and see any guide's offerings as just an opinion formed from his/her own perspective.
6. Avoid setting mindfulness practice goals. Mindfulness is simply about being aware. Change may occur as a result of mindfulness practice but avoid goal setting and striving for change. That is something different from mindfulness.

Practicing mindfulness is unlikely to turn you from a Type A to instant and constant Zen but as you practice mindfulness, you may become more aware of your Type A reactivity and such awareness might ultimately result in change.

7. Mindfulness is about seeing things as they are rather than as you would like them to be. Ideally, acceptance of things as they are might come with the regular practice of mindfulness but the most important aspect of mindfulness is seeing things as they are in the present moment, whether we like what we see or not.
8. Be Present. For example, put your phone down and pay attention to the conversation. Don't watch TV while you eat.
9. Letting Go. When our minds are caught up in the past or the future, letting go becomes un-achievable. Focusing on the past and the future is a form of "attachment" that prevents us from letting go and being fully present exactly where we are.
 - A. Mindfulness is letting things go and simply observing.



- B. If we are holding on, we can shift our focus to what “holding” feels like. Holding is the opposite of letting go.

What is Modern Mindfulness?

1. There is a lot of press given to the concept of digital detox, which generally refers to periods of time during which a person refrains from the use of electronic devices.
2. Disconnecting doesn't make sense as part of daily worklife.
3. Modern mindfulness practices acknowledge that multiple forms of devices have become part of our work-life.
4. Concepts of Modern Mindfulness:
 - A. Mindfulness doesn't require a full hour and a cushion. You can practice awareness when sitting on a subway.
 - B. Find the space between the devices.
 - C. Make technology part of the solution. Mindfulness itself is a “technology”. “Technology” is the application of scientific knowledge for practical purposes.
5. Mobile Mindfulness Practices
 - A. Practice Body Awareness wherever you are.
 - B. Practice Awareness of the present moment whenever you can, wherever you are.
 - C. Engage in Walking Meditations.
 - D. Use Mindfulness Apps.
 - E. If you are on hold, practice focusing on your breath.
 - F. Notice when you become distracted. That is an important part of learning how to rest the mind in one place.
 - G. If focusing on the breath does not come easily to you, use a phrase or a symbol to help you focus.
6. Focusing on the present moment is simply the key. If you are trying to finish a work project but are thinking about what classes are on at the gym this evening, what you want to make for dinner the next weekend, what you want to do for your next vacation, you are not present in the moment.



7. Focusing on the present moment helps us become aware of how we are reacting to what exists in the present moment.
 - A. We may be avoiding physical pain or emotional pain.
 - B. Mindfulness helps us deal with the layers. There is the actual pain. There is the reaction to the pain.
 - C. Mindfulness practices help us separate experience from our reactions to experience. We can't always change what life brings our way but we can change how we relate to the experience.
8. Design your own meditations.
 - A. Choose something you do regularly.
 - B. Decide on a quality you want to work on.
 - C. Create a meditation that allows you to work on the quality in the activity that you do regularly.

What is Mindful Leadership?

1. Mindful leaders are open, aware and present to the people and the working environment.
2. Mindful leaders have self-knowledge, self-awareness and are centered.
3. Mindful leaders have emotional intelligence.
 - A. Emotional intelligence involves the ability to recognize one's emotions and those of others and to distinguish among feelings and then use such information to guide thinking and behavior in a non-reactive fashion.
 - B. Three key skills are emotional awareness; ability to harness emotions and apply them to tasks like thinking and problem solving; and, the ability to regulate emotions of self as well as support others in regulating their emotions.
4. Mindful leaders have empathy.
5. Mindful leaders are "inside-out leaders" rather than top down leaders.
6. Mindful leaders seek to inspire by offering authentic leadership that brings the leader personally into the process and seeks to lead by inspiring others as well as being inspired by others.
7. Mindful leaders are cool under fire and remain calm when others are not.



8. Mindful leaders are realistic about the workplace as it exists rather than as he or she would like it to be.
9. A mindful leader fully appreciates the current circumstances and leads by setting expectations and creating accountability based on the facts as they are rather than an inaccurate picture.
10. Mindful leaders patiently gather all information and investigate before reacting or deciding upon a course of action.

What Are the Obstacles to mindful leadership in the legal profession when it comes to technology and innovation?

1. A mindful leader will realistically evaluate what obstacles exist at the present moment. He/she won't adopt the attitude that "Obstacles are that which you see when you take your eyes off the goal."
2. Goals matter but a failure to assess the existence of the workplace in the present moment may be the reason for constant failure to achieve goals, especially with respect to technology and innovation.
3. Obstacles in the law firm to technology and innovation:
 - A. It's a business that is all about time. When a firm is busy, all focus is on billing time for every possible hour. Diverting time to improving processes, technology, and efficiency just doesn't happen.
 - B. The focus on the billable hour, production and origination.
 - C. Innovation and technology development is not typically valued in compensation systems.
 - D. Very few firms invest in resources focuses on innovation and technology.

What is Innovation in the Legal Profession and Why Does it Matter?

1. Innovation is the act or process of introducing new ideas, devices, and methods.
2. An innovation can be a completely new idea or a modification of an existing idea or process in a manner that creates an internal efficiency or creation of a value for which consumers are willing to pay.
3. For law firms to be sustainable currently and into the future, innovation is necessary – not just in technology but in all aspects of how law firms function.



4. Innovation can be about delivering legal service differently.
5. Innovation can be about using data.
6. Innovation can be about unbundling services.
7. Innovation can be a new or improved approach to automation.
8. Innovation can be about non-traditional employment roles within a law firm.
9. Innovation can be about unique partnerships with other professions or businesses.

What Role Does Mindful Leadership Play in Technology and Innovation?

1. For innovation to occur within an organization, there must be an intention to innovate. Mindful leadership will recognize the organization as it is, identify obstacles to innovation, make innovation an organizational objective and create the environment in which it can occur.
2. A mindful leader will facilitate the creation of clear objectives with respect to the implementation of technology and innovation.

Mindful Leadership Strategies to Support Technology and Innovation in the Legal Industry

1. Cultivate the Beginners' Mind. "In the beginner's mind, all things are possible."
 - A. Often, we let what we know stop us from seeing things as they are. Cultivate a mindset that is willing to see things as they are.
 - B. Enlist your newest employee to evaluate your processes and your services.
 - C. Ask your new client to evaluate your service and to provide you ideas on what other services you could offer or how you could offer them differently.
 - D. Cultivate your own beginners' mind. Practice seeing people, situations, and things with "new eyes."
 - E. Encourage others to cultivate beginners' mind.
2. Practice attention leadership. Attention leadership is about being aware. Leaders should structure their work life in a manner that allows them to pay attention. The pace of business and the constant stimulation of technology can keep a leader off balance absent a conscious effort to structure the l



3. Practice Clarity of Intention
4. Optimize Attitude and Develop Emotional Intelligence
5. Create a culture of mindfulness AND innovation.
6. Consider the “Medici Effect” – Innovation occurs at the intersection of different disciplines.
 - A. Within our own field, we sometimes struggle to see past what we “know”. We have “associative” barriers.
 - B. A mindful leader will recognize barriers to innovation and find ways to reduce the barriers by such strategies as creating different ways of learning, challenging assumptions, encouraging viewing issues from multiple perspectives, and exposing the law firm to differing options.
7. Engage in mindfulness laboratories for the purpose of innovation. Involve everyone at some level.
8. Law firm leaders should have technology skills.
9. Take the time out for a firm retreat focused on technology and innovation. Then, create an environment that allows for strategy from the retreat to be implemented.
10. Invest capital in technology and innovation.
11. Invest human resources in the development of technology and innovation.
12. Create innovation networks.
13. Facilitate the idea generation of innovation networks into action.
14. Compensate technology and innovation.
15. Find technology consultants/advisors/other attorneys who understand your practice and are dedicated to technology and innovation.
16. Develop strategies to assist lawyers in incorporating technology.
17. Consider technology and innovation an opportunity and seek to be a leader.
18. Create a sustainable law firm.



Good Books On Mindfulness:

1. Modern Mindfulness: How to be More Relaxed, Focused and Kind While Living in a Fast, Digital, Always On World by Rohan Gunatillake.
2. Full Catastrophe of Living: Using the Wisdom of Your Body and Mind to Reduce Stress, Pain and Illness by John Kabat-Zinn, Ph.D.
3. The Miracle of Mindfulness by Thich Nhat Hanh
4. The Mindful Leader: Ten Principles for Bringing Out the Best in Ourselves and Others by Michael Carroll
5. Mindful Leadership: The 9 Ways to Self-Awareness, Transforming Yourself, and Inspiring Others by Maria Gonzalez
6. Buddha's Brain - The Practical Neuroscience of Happiness, Love & Wisdom by Rick Hanson, 2009
7. Mindsight: The New Science of Personal Transformation by Daniel J. Siegel, 2009
8. 10% Happier: How I Tamed the Voice in My Head, Reduced Stress Without Losing My Edge, and Found Self-Help That Actually Works--A True Story by Dan Harris, 2014
9. Change Your Mind: A Practical Guide To Buddhist Meditation by Paramananda, 2006
10. Teachings on Love by Thich Nhat Hahn, 2004
11. Mindfulness In Plain English by Bhante Gunaratana, 2011
12. The Wise Heart: A Guide to the Universal Teachings of Buddhist Psychology by Jack Kornfield
13. How Yoga Works by Christie McNally and Michael Roach, 2004

Guided Meditation Apps & Websites:

1. Apps: just search "meditation" or "mindfulness"
2. Fragrant Heart - <http://www.fragrantheart.com/cms/free-audio-meditations>
3. Tara Brach - <https://www.tarabrach.com/guided-meditations/>
4. Do Yoga With Me - <https://www.doyogawithme.com/yoga-meditation>
5. Free Mindfulness Project - <http://www.freemindfulness.org/download>



6. Meditation Oasis - <http://www.meditationoasis.com/podcast/>
7. Calm - <http://www.calm.com/> (free app for iOS and Android)
8. Audio Dharma - <http://www.audiodharma.org/series/1/talk/1835/>
9. UCLA Mindful Awareness Research Center - <http://tinyurl.com/yzjav76>
10. Chopra Centered Lifestyle - <http://www.chopra.com/ccl/guided-meditations>
11. Headspace - <https://www.headspace.com/>
12. Dharma Seed - <http://dharmaseed.org/>
13. TruReach
14. Insight Timer
15. Aura
16. Stop, Breathe and Think
17. Omvana
18. Calm

