



MASTER IN ENTREPRENEURSHIP
INNOVATION MANAGEMENT
IN COLLABORATION WITH **MIT SLOAN**

IN COLLABORATION WITH
MIT MANAGEMENT
SLOAN SCHOOL



UNIVERSITÀ DEGLI STUDI DI NAPOLI
PARTHENOPE

MASTER MEIM 2021-2022

Emotion Management in the workplace

Lorenza Corti

www.meim.uniparthenope.it

Introduction to Mindfulness

- Definition
- Meditation instructions
- Mindfulness and emotion regulation

The word “Mindfulness”

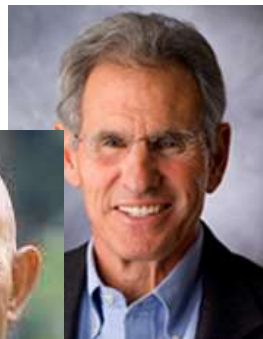
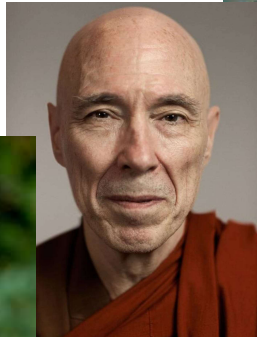
The term "Mindfulness" is the translation of the Pali word “sati” used in ancient Buddhist texts.

It is interesting to note that the word Mindfulness, in English, belongs to the semantic sphere of "remembering" rather than "being aware", a concept for which the word awareness can be more properly used. However, the implication of remembering in the term Mindfulness manages to properly describe an aspect of sati which is to remind us to be aware of what we are experiencing in the present moment.



Definition of Mindfulness

Different perspectives



Mindfulness is

*“la **consapevolezza** che emerge dal prestare attenzione di proposito, nel momento presente e in maniera **non giudicante**, al fluire dell’esperienza, **momento dopo momento**”* (Kabat-Zinn, 2003, pag. 145).

*“mantenere la propria **consapevolezza** viva sulla realtà del **presente**”*
(Hanh, 1987, pag. 11).

*“sia **memoria**, sia lucida **consapevolezza** degli avvenimenti che accadono nel **presente**”* (Bodhi, 2011, pag. 25)

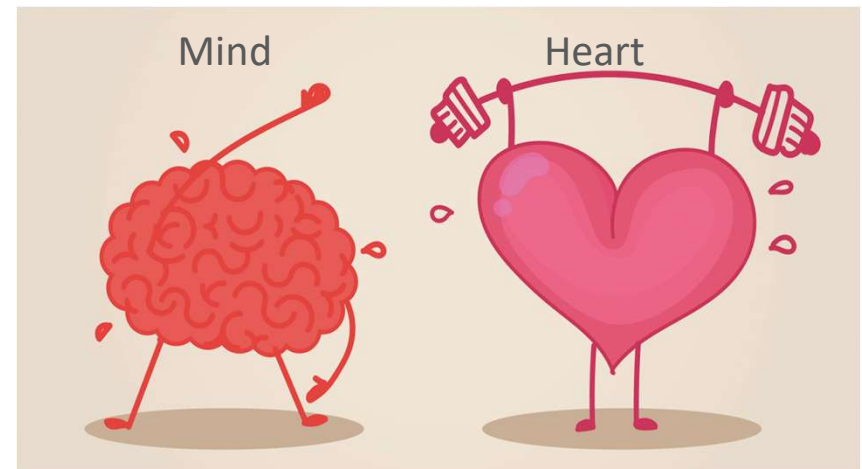
*“l’abilità di **mantenere in mente** un oggetto selezionato **senza distrazione e dimenticanza**”*
(Thompson, 2020, pag. 120).

Definition of Mindfulness

Characteristics

Mindfulness

- is a *faculty of the mind*,
- is based on mindful awareness which has self-reflective abilities,
- is maintained by a mind-heart endowed with skilful qualities,
- aims to cultivate the mind by collaborating with attention, investigation and discernment,
- operates in a three-dimensional reference system whose components are: wisdom, ethic and meditation,
- acts in the present moment (even if it has memory of the past).



Neuroscience of Mindfulness

Science of mind

By means of neuroimaging (fMRI) it has been possible to investigate which are the effects of meditation on the brain.

It has been possible to prove that meditation practice induce beneficial effects to the brain and therefore to the mind.

That is possible due to the neuronal plasticity.



Inner pathways of brain activity register on an electroencephalogram as co-author Matthieu Ricard meditates. Credit: Jeff Miller *University of Wisconsin–Madison* Ricard, Lutz, & Davidson (2014).

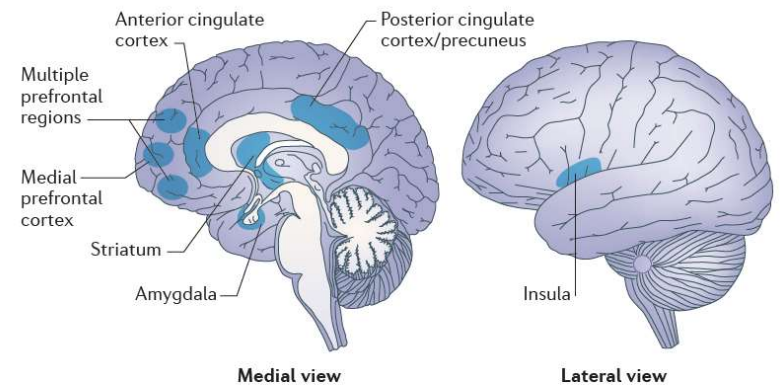
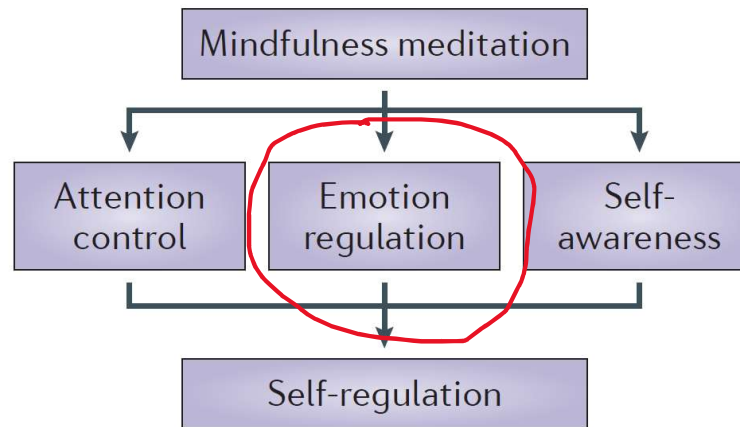


Figure 1 | **Brain regions involved in the components of mindfulness meditation.** Schematic view of some of the brain regions involved in attention control (the anterior cingulate cortex and the striatum), emotion regulation (multiple prefrontal regions, limbic regions and the striatum) and self-awareness (the insula, medial prefrontal cortex and posterior cingulate cortex and precuneus).

Benefits of Mindfulness

There are so many

- Awareness
- Self-regulation
- Anxiety and Stress reduction
- Openness and Acceptance
- Memory improvement
- Cognitive performance improvermer
- Creativity and flexibility
- Wellness and Well-being
-



Tang et Al. (2015)

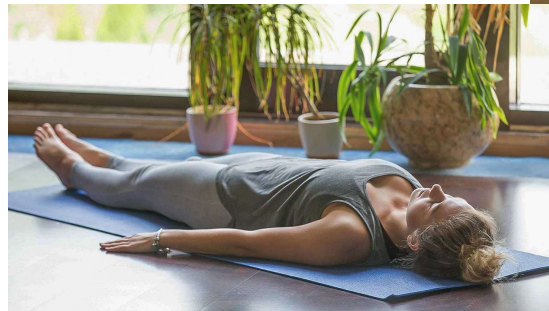


How to practice Mindfulness

Formal practice – the posture

Formal practice can be:

- Seated
- Standing
- Laying



Full Lotus



Half Lotus



Quarter Lotus



Burmese



Seiza



Chair

How to practice Mindfulness

Formal practice – the posture

There is also the walking meditation!



Plum Village Monastery – Thich Nhat Han

How to practice Mindfulness

Formal practice – instructions

It is an internal training, we train the mind-heart

Pay attention to the posture

Close your eyes (can be also open)

Orient the attention inside

Choose a contemplative object (internal or external)

Practice with FA (Focus Attention) or OM (Open Monitoring)

Just observe what arise in the consciousness without judging

See the real nature of the phenomenon you are contemplating



How to practice Mindfulness

Informal practice

We can be mindful also in our daily activities

Be present in the action (no past, no future)

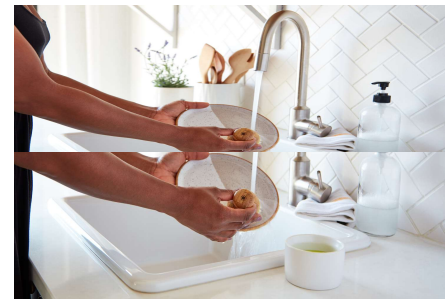
Detect emotions, feelings, thought, body sensations

Don't be judging with yourself (with others)

Be open and accepting

Be compassionate

Be able to discern what is going on and wisely react



State



Trait

Emotion regulation and Mindfulness

Mindfulness improve self-regulation abilities and awareness

By mean of meditation we can:

- Be aware of emotions
- Be detached from emotions
- See the real nature of emotions
- Transform emotions

Response
modulation

As a result, we can:

- Control re-action



Emotion regulation and Mindfulness

From *top-down* to *bottom-up*: another paradigm



top-down emotion
regulation in short-term
practitioners.

Top-down regulation



bottom-up emotion
regulation in long-term
practitioners.

Bottom-up regulation



By doing a direct experience,
contemplate the body in the
body, the sensations in the
sensations and the mind in the
mind.

Emotion regulation and Mindfulness

Be aware

We can be aware of what we are feeling in the present moment

We detect and recognize what is going on moment by moment

We can “observe” or “listen to” emotions like a witness:

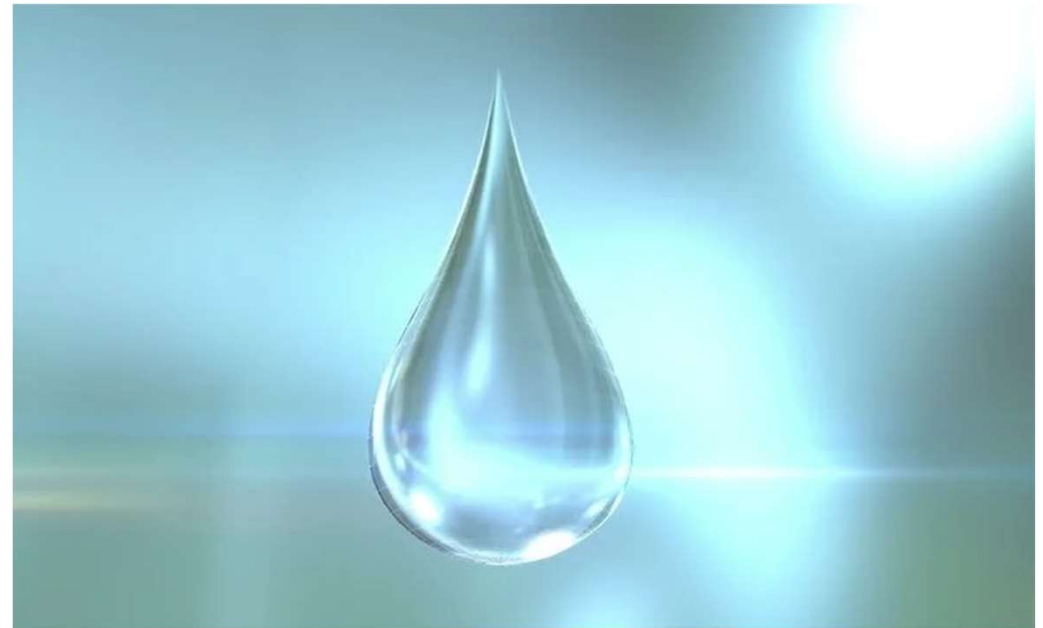
Internal **affective states**

Body sensations (breath tone)

Thoughts related to emotions

Imagines, visions related to emotions

Desires, impulses, compulsions, intentions...



Emotion regulation and Mindfulness

Be detached

It is not to be emotionally unconcerned

It is to be unidentifed from emotions: “that emotion is not me”.

The **witness** realize that emotion comes up without our control

In psychology it is “depersonalization” (also “derefication”)

The mind thinks the mind

Meta-awareness



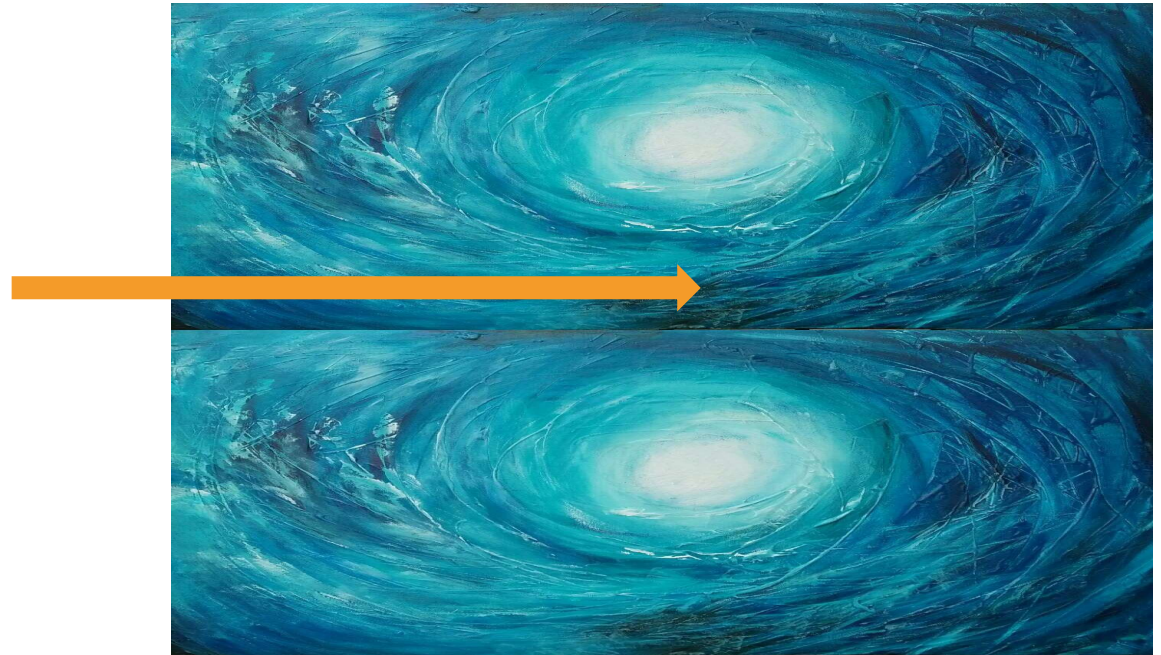
Emotion regulation and Mindfulness

Be the witness

Put yourself in the center of the vortex

In that position there is peace and tranquility

From there you can see what is going on with
wisdom and discernment and equanimity



Emotion regulation and Mindfulness

Equanimity

The internal witness contemplate both negative and positive emotions in the same way

But wisdom can discern the differences and we can make an intention to transform what is unhealthy



Emotion regulation and Mindfulness

See the real nature

All emotions are impermanent



All emotion are not “I, me, mine”



From
“I am sad”



to

“there is sadness”

Emotion regulation and Mindfulness

Let it go

We can train our ability to let things go
... when discernment deems that it is opportune

What have we let go?
We let go the attachments.



Emotion regulation and Mindfulness

Transform

Open awareness to everything arise in the consciousness

Include negative emotions (which give us suffering)

Give space to that emotions

Notice that:

- there is some other emotions at the same time
- the emotions are impermanent and unsubstantial

So done, we are in the center of the vortex where everything is peaceful, and we can let emotions go just waiting enough time



Emotion regulation and Mindfulness

Transform

There are some skillful means to transform emotions:

- Opposite action
- Cultivate opposite quality and feelings
- Recall some situation that inspire us opposite emotions
- Practice loving kindness and gratitude



Social emotion regulation and Mindfulness

In relationships

We can be still mindful in communication because the qualities trained by Mindfulness:

- Listening
- Empathy and not judging
- Be in contact in the present moment
- Observe and recognize non verbale communication
- Recognize and manage emotions arisen inside
- Manage our reactions
- Discern what is going on



Mindfulness in the workplace

Mindfulness research

Benefits:

job satisfaction

work–family balance

sleep quality

vitality

engagement

reduced emotional exhaustion and burnout

decrease stress

3 areas of mindfulness research in workplace:

1) investigating the role of mindfulness in psychological wellbeing and resilience

2) the role of mindfulness in improved task performance:

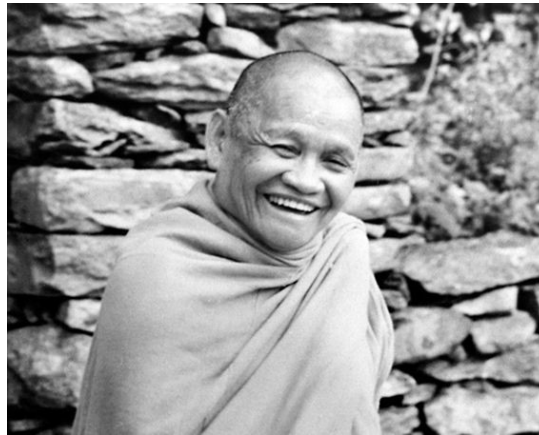
- supervisor-rated performance and organisational citizenship behaviours
- improved decision-making
- safety behaviours

3) research avenue was the benefit of mindfulness on interpersonal functioning at work. This research has generally focused on how mindful leaders have an impact on subordinates. Given that many employees spend more time interacting with their peers than their leader, and that there is more latitude for reciprocity in co-worker interactions, this is a noticeable gap in the research.



Mindfulness

Conclusion



*' . . . we see that there is actually nothing worth wanting;
there is only arising and passing away, a being born followed by a dying.
This is when the mind arrives at letting go,
letting everything go according to its own nature. . . .
And this knowing happiness means that we don't identify it as being ours.'*

Ajahn Chah



MASTER IN ENTREPRENEURSHIP
INNOVATION MANAGEMENT
IN COLLABORATION WITH MIT SLOAN



UNIVERSITÀ DEGLI STUDI DI NAPOLI
PARTHENOPE

References

- Beck, J. S. (2020). *Cognitive Behavior Therapy, Third Edition: Basics and Beyond*. Guilford Publications.
- Bodhi, B. (2011). What does mindfulness really mean? A canonical perspective. *Contemporary Buddhism, 12*(1), 19–39.
- Bolton, S. C. (2005). *Emotion management in the workplace* (p. 134). Basingstoke: Palgrave Macmillan.
- Bush, M. (2011). Mindfulness in higher education. *Contemporary Buddhism, 12*(1), 183–197.
- Chiesa, A., Serretti, A., & Jakobsen, J. C. (2013). Mindfulness: Top–down or bottom–up emotion regulation strategy? *Clinical Psychology Review, 33*(1), 82–96.
- Damasio, A. (2006). *Descartes' error. Emotion, reason and the human brain*. Random House.
- Ekman, P., & Friesen, W. V. (1971). Constants across cultures in the face and emotion. *Journal of personality and social psychology, 17*(2).
- Fineman, S. (2003). *Understanding emotion at work*. Sage Publication, 1-204.
- Fonagy, P., Gergely, G., & Jurist, E. L. (2018). *Affect Regulation, Mentalization and the Development of the Self*. Routledge.
- Goleman, D. (1995). *Emotional Intelligence: Why It Can Matter More Than IQ*. Bantam books.
- Gopinath, R. (2020). *Employees emotions in workplace*.
- Gross, J. J. (2014). Emotion regulation: Conceptual and empirical foundations. In J. J. Gross (Ed.), *Handbook of emotion regulation* (pp. 3–20). The Guilford Press.
- Hyland, P. K., Lee, R. A., & Mills, M. J. (2015). Mindfulness at Work: A New Approach to Improving Individual and Organizational Performance. *Industrial and Organizational Psychology, 8*(4), 576–602.
- Hanh, T. N. (1987). *Miracle of mindfulness*. Beacon Press.
- Hawkes, A. J., & Neale, C. M. (2020). Mindfulness beyond wellbeing: Emotion regulation and team-member exchange in the workplace. *Australian Journal of Psychology, 72*(1), 20-30.
- Heyes, C. (2010). Where do mirror neurons come from? *Neuroscience & Biobehavioral Reviews, 34*(4), 575–583. <https://doi.org/10.1016/j.neubiorev.2009.11.007>
- Kabat-Zinn, J. (2011). Some reflections on the origins of MBSR, skillful means, and the trouble with maps. *Contemporary Buddhism, 12*(1), 281–306.
- Kahneman, D. (2011). *Thinking, fast and slow*. Macmillan.
- LeDoux, J. (2003). *Il cervello emotivo. Alle origini delle emozioni*. Dalai Editore.
- Mischel, W. (2014). The marshmallow test: Understanding self-control and how to master it. Random House.
- Ricard, M., Lutz, A., & Davidson, R. J. (2014). Neuroscience Reveals the Secrets of Meditation's Benefits. *Scientific American, 11*.
- Rizzolatti, G., & Craighero, L. J. A. R. N. (2004). The mirror-neuron system. *Annu. Rev. Neurosci. 27*:169–92
- Sutcliffe, K. M., Vogus, T. J., & Dane, E. (2016). Mindfulness in Organizations: A Cross-Level Review. *Annual Review of Organizational Psychology and Organizational Behavior, 3*(1), 55–81.
- Tan, C.-M., Goleman, D., & Kabat-Zinn, J. (2012). *Search Inside Yourself: The Unexpected Path to Achieving Success, Happiness (and World Peace)*. Harper Collins.
- Thompson, E. (2020). *Why I am not a buddhist*. Yale University Press.
- Watson, D., Clark, L. A., & Tellegen, A. (1988). Development and validation of brief measures of positive and negative affect: the PANAS scales. *Journal of personality and social psychology, 54*(6), 1063.
- Zheng, X., Ni, D., Liu, X., & Liang, L. H. (2022). Workplace Mindfulness: Multidimensional Model, Scale Development and Validation. *Journal of Business and Psychology, 1*-25.



MASTER IN ENTREPRENEURSHIP
INNOVATION MANAGEMENT
IN COLLABORATION WITH **MIT SLOAN**

IN COLLABORATION WITH
MIT MANAGEMENT
SLOAN SCHOOL



UNIVERSITÀ DEGLI STUDI DI NAPOLI
PARTHENOPE

MASTER MEIM 2021-2022

Thank you!

www.meim.uniparthenope.it