Strategic Decision Making

Mindfulness
Agenda

The Competitive Environment

The Organization

Understanding of the Organization and Its Competitive Environment

Agreement Design Resource Allocation

Awareness Understanding

Content Process

Technologies

INFORMING
The mindfulness experience

Sum the following numbers aloud

1,000
40
1,000
30
1,000
20
1,000
10

Source: Schlomo Benartzi, UCLA Anderson School of Management
Definitions

No matter what we do, we do it either *mindlessly* or *mindfully*.

**Mindfulness**: an *active* mental state, characterized by the creation of new distinctions, that result in:
1. Being situated in the present
2. Being sensitive to context and perspectives
3. Being guided by rules and routines

**Mindlessness**: an *inactive* mental state, characterized by the dependence on distinctions and categories created in the past, that result in:
1. Being determined by the past more than the present
2. Being trapped in one perspective
3. Being insensitive to context
4. Being directed by rules and routines
Findings

Much of our suffering, both psychological and physical, is directly and indirectly due to mindlessness.

Over the past 30 years of research, we observe measurable benefits when mindfulness increases, in psychological and physical well-being.

Increases

- Competence, memory, attention, learning, creativity, social satisfaction, charisma, self-esteem, positive affect, leadership, productivity, vision, longevity

Decreases

- Emotional burnout, accidents, prejudice, arthritis, stress, alcoholism, ADHD/hyperactivity

Greater mindfulness leads to better overall health and well-being.
Applications

• Creativity
  • Dog toy. *Mindfulness*, 119-129
  • Bridges. *The Power of Mindful Learning*, 85-86, 130-133
  • *On Becoming an Artist: Reinventing Yourself through Mindful Creativity*

• Innovation
  • *Mindfulness*, 138-143
  • Painting and discovering new lands. *On Becoming an Artist: Reinventing Yourself through Mindful Creativity*, 78-79.

• Commitment
  • Air Florida. *Mindfulness*, 4
  • Dolphins. *On Becoming an Artist: Reinventing Yourself through Mindful Creativity*, 28-29.
Representative references


Reflections from Today

Please write down any insights from today’s class, and next to them what you are going to do differently tomorrow.

The following template might help you organize these thoughts.

<table>
<thead>
<tr>
<th>Insights</th>
<th>Related Action Items</th>
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<tbody>
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