

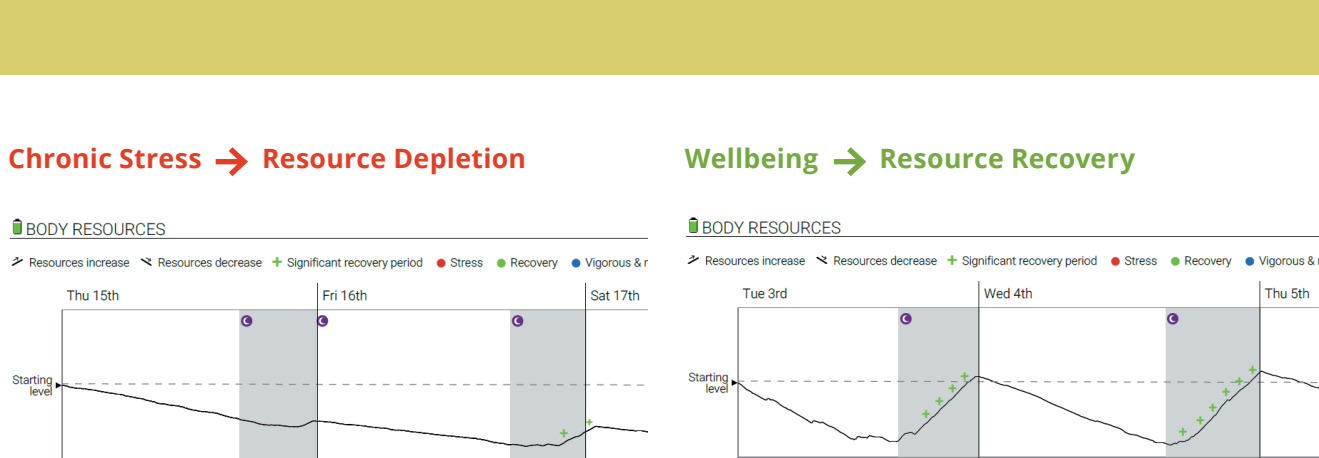
# MINDSET-CHANGE FOR TRANSFORMATION IN FINANCE

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## What creates sustainable cultural transformation?

### Improved Employee Wellbeing after mindfulness-based training

Better coping with transformation stress



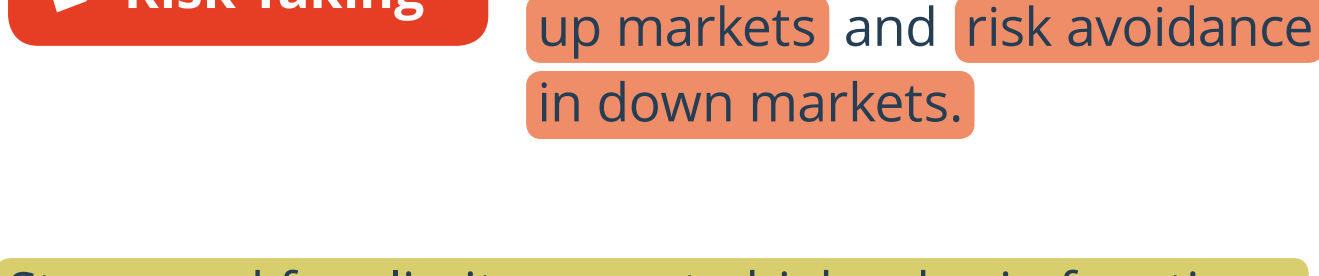
“ Treating employees well is one of the top characteristics of a resilient business. ”

HSBC Navigator Report 2020



Transformation Pressure creates Stress (up arrow) Employee Wellbeing as antidote to stress (down arrow)

### Significant Stress Reduction after mindfulness-based training



“ Banking cannot prosper within a culture of fear. ”

Financial Times

**Unfavorable Risk Taking** Stress and fear contribute to both **overconfidence in up markets** and **risk avoidance in down markets.**

Stress and fear limit access to higher brain functions useful for reflection and decision making.

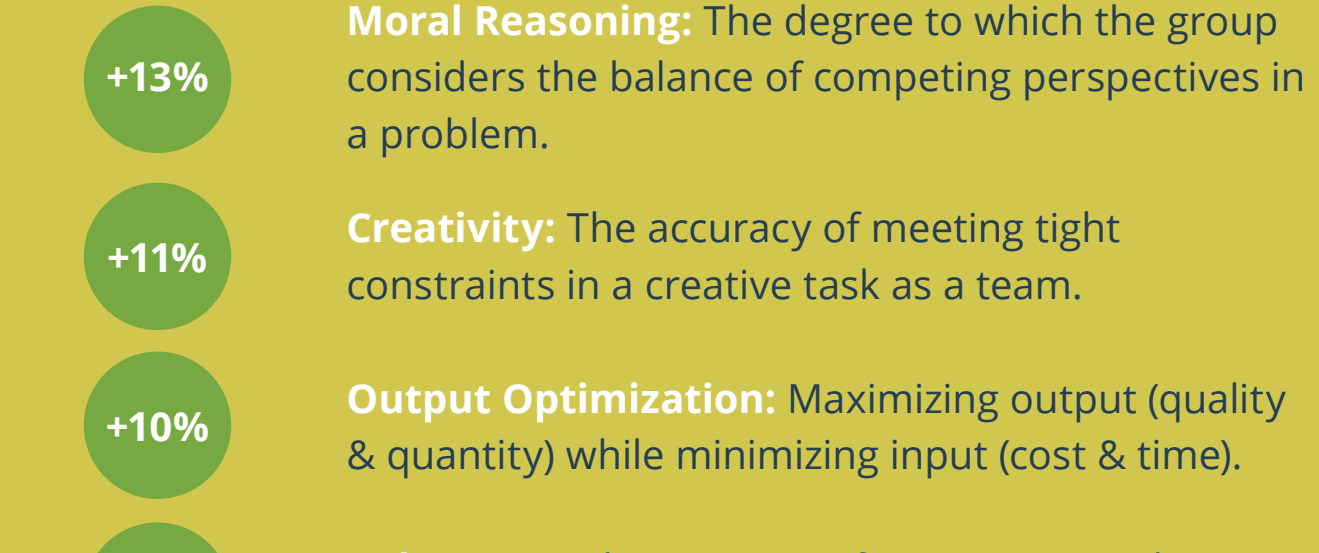
**Innovation** In fear-based cultures people do not have the **mental space** to find the **best or novel solutions.**

“ Concentration is the key to economic results. ”

Peter Drucker

**Stanford Study:** Those who frequently multitask are the least skilled at attention and memory tasks, and are the most highly distractible.

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### Greater Collective Intelligence Through psychological safety

“ Diversity must become an imperative... Diversity in thinking, problem solving, and leadership styles helps organizations achieve better results. ”

Group of Thirty

**+13%** **Collective Intelligence:** The capability of a group of people to solve complex problems – as measured by tests developed by the MIT Center for Collective Intelligence.

**+13%** **Moral Reasoning:** The degree to which the group considers the balance of competing perspectives in a problem.

**+11%** **Creativity:** The accuracy of meeting tight constraints in a creative task as a team.

**+10%** **Output Optimization:** Maximizing output (quality & quantity) while minimizing input (cost & time).

**+17%** **Judgement:** The accuracy of a team's agreed on estimates of quantities for diverse questions.

“ A risk culture can be described by the behavioral patterns ...

- It is normal to talk about each ones own mistakes, ...
- Colleagues point to each other's mistakes, ...
- They are addressing misconduct, admitting doubts or given the opportunity to discuss dilemmas. ”

Moritz Römer, Supervisor for Behaviour and Culture at De Nederlandse Bank

### Agile Mindsets for Agile Work

Looking beyond agile methods

**+11%** **Acting with Awareness** = novel curiosity & interest in everyday tasks & conversations.

**Non-judgement** = developing a non-judging mindset towards emotions and thoughts. **+10%**

**+11%** **Non-Reaction** = refraining from automatically acting out inner experiences through meta-awareness (E.g. „Am I/are we still on task?)

**Self-Compassion** is necessary for allowing oneself to make mistakes / acknowledging weakness & failure, i.e. learning. **+16%**

### Response During Covid-19

Improvements during first lockdown in April



Remarkable improvements following mindfulness training at HSBC that took place during the Covid-19 pandemic (N=115, p<.001)

### Rapid scaling through blended internal & external model:

**Planned** 2 courses → 10 courses  
80 staff → 450 staff

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### Strong Improvements in KPIs

After mindfulness training with leaders at savings bank NASPA



Strong improvements in KPIs after mindfulness training with leaders at savings bank NASPA (N=55) Source: WorkingMIND study?

“ The evaluation results showed significant and measurable improvements in the managers' ability to cope with stress and to focus and manage their attention. A notable side effect was that managers' openness for new things also increased. ”

Alexandra von Dziegielewski, Head of Human Resources Development

### Implementing Mindfulness

as a foundational resource for resiliency & change

- Explore the groundswell** – Who are the people experienced in and passionate about mindfulness? They can be a source of energy and momentum.
- Identify the champions** – And establish a shared understanding of modern high performance culture.
- Train the leaders in mindfulness** – There is strong evidence that followers perceive mindful leaders as more authentic and supportive. And that mindful leaders bring greater presence, acceptance and calm into communication.
- Get the whole team on board** – Collaborating well can be profoundly supported by individual and shared team mindfulness practices.
- Build an ecosystem of mindfulness** – When more people and teams engage regularly in mindfulness practices and habits, their benefits can become a part of company culture and conduct.

### Why and how does mindfulness affect culture and conduct



Mindfulness puts the spotlight on the non-conscious factors affecting behavior, which in turn determines culture and conduct and affects performance and wellbeing.

Mindfulness is the ability to intentionally regulate attention, awareness and emotions. Applying awareness and attention regulation can lead to greater insights in habits of mind (the previously non-conscious factors affecting behavior) and the resulting patterns of behavior. This enables a person to choose rather than automatically react. Repeated choice creates inner transformation and, as a result, new patterns of behavior.