How mindfulness can help your employees and improve your company's bottom line

A special report for Wellness Directors / 4th edition / April 2018



Contents

Executive summary	2
The problem	3
The solution: Mindfulness	5
How mindfulness benefits businesses	6
What is mindfulness?	8
Experts agree on the benefits	8
Companies that have embraced mindfulness meditation	9
What HR departments need to know	10
Mindfulness at the World Economic Forum	12
Mindfulness and cortisol levels	12
Tech companies lead the way	13
Mindfulness and happiness	13
Mindfulness and emotional intelligence	14
Mindfulness and addictions	14
Bring mindfulness meditation into your organization	15
About Mental Workout	16
Notes	17

Executive summary

Businesses face a multitude of employee problems that directly affect the bottom line: stress and anxiety, chronic illness and absenteeism, dissatisfaction and burnout, inattention and inefficiency, reduced creativity, and workplace conflict. Despite the time, money, and resources spent trying to resolve these problems, they continue to sap productivity, siphon off profits, and undermine employee morale. On-the-job trainings, morale-boosting retreats and conferences, system-wide interventions, counseling, coaching, psychotherapy, and the other tools in the EAP toolbox barely scratch the surface.

Recently, a single, elegant, well-researched solution has emerged that can enable employees to be more relaxed, less stressed out, happier, healthier, more creative, more focused, and more productive. Employed by a growing list of major companies, including Google, Facebook, Target, eBay, Intel, and General Mills, this solution is known as mindfulness. Over 400 scientific studies have demonstrated the unparalleled effectiveness of mindfulness in reducing stress, lifting mood, increasing concentration, fostering creative thinking, improving decision-making, strengthening the immune system, and developing empathy and altruism.

Mindfulness is simple to teach and easy to learn. But in the past, company-wide implementation has been expensive, and quality control has been difficult, if not impossible, to maintain. Now, with the advent of digital programs created by recognized experts and designed for mobile devices and computers, top-quality mindfulness training is within the reach and budget of every business.

Employee well-being and corporate success are not at odds. In fact, they depend on one another. By bringing mindfulness to the workplace, businesses can advance their bottom line by cultivating happier, healthier employees who are also more focused, productive, inventive, and efficient.

The problem

Each year HR departments are faced with a variety of employee problems that detract from the corporate bottom line. Topping the list are workplace stress and anxiety, which contribute to a host of other issues, including chronic illness and absenteeism, dissatisfaction and burnout, inattention and inefficiency, reduced creativity, and workplace conflict. These problems sap productivity, siphon off profits, and undermine employee morale.

In their attempts to deal with these problems, businesses implement a host of measures, including:

- Informational newsletters
- Employee manuals
- Stress management trainings
- Psychological counseling
- Work-related coaching
- Organizational restructuring
- Team-building retreats
- Health education and consultation

But somehow, despite all the time and money spent trying to resolve these problems, they stubbornly persist:

- Stress and anxiety: According to the World Health Organization, stress costs American businesses as much as \$300 billion a year. While some stress can be helpful, evidence suggests Americans' stress levels are much too high. For example, "three-quarters of Americans experience physical or psychological symptoms related to stress in a given month", "one-third of Americans feel they are living with extreme stress," and "one half of Americans report lying awake at night because of stress." According to the U.S. Department of Health and Human Services, "70% of all illness, both physical and mental, is linked to stress."
- Illness and absenteeism: Studies show that U.S. employers spend 200 to 300 percent more for the indirect costs of health care -- in the form of absenteeism, sick days, and lower productivity -- than they do on actual health care payments. In the 2011 Absence Management Survey from CIPD (a global HR development organization), stress was the most common cause of long-term absence due to illness for both manual and non-manual employees.³
- Dissatisfaction and burnout: A 2011 study by Opinion Matters of 500 IT administrators from various firms revealed that 72% were stressed, 67% considered switching careers, 85% said their job intruded on their personal life, and 42% lost sleep over work.⁴ According to John Izzo, author of Values-Shift: The New Work Ethic and What It Means for Business, employees suffering from burnout may show up for work, but their apathy reduces their productivity, stultifies innovation, and contributes to inertia.

- Conflict in the workplace: According to the Bureau of Labor Statistics, U.S. employees in 2008 spent 2.8 hours per week dealing with conflict, equating to approximately \$359 billion in paid hours. One estimate suggests that 27 percent of employees have witnessed conflict turn into a personal attack, and 25 percent say that the avoidance of conflict has resulted in sickness or absence from work.
- Lack of creativity: Management research confirms that business and organizations that can generate creativity and innovation outperform their competitors in terms of market share, profitability, growth and market capitalization. Innovative organizations are better able to mobilize the knowledge, skills, and experiences of their employees and successfully create new products, services and ways of getting things done faster, better and cheaper. But stress, burnout, illness, inattention, and rigid, habitual ways of thinking inhibit creativity and stifle innovation.⁶

The solution: Mindfulness

The usual measures taken to deal with these problems create a patchwork of resources and initiatives that are implemented only sporadically or as needed and have very limited effectiveness. Employee trainings, morale-boosting retreats and conferences, system-wide interventions, counseling, coaching, psychotherapy, and the other tools in the EAP toolbox may have a short-term impact but barely scratch the surface of the problem in the long term.

In this paper, we will argue that there's a single, elegant, well-researched solution that can get to the root of these problems and enable employees to be more relaxed, less stressed out, happier, healthier, more creative, more focused, and more productive. No, we're not talking about artificial intelligence or pharmaceuticals here. The single elegant solution to a host of problems affecting the corporate bottom line turns out to be a centuries-old technique for relaxing the body and calming and focusing the mind: Mindfulness.

As we'll show, persuasive scientific research over the past 10-15 years has demonstrated that mindfulness activates and even grows areas of the brain associated with focus and concentration, personal and contextual awareness, cognitive performance, emotional intelligence, insight and creativity, happiness and contentment, and the ability to break old habits and form new ones. At the same time, it shrinks brain centers associated with anxiety and stress while boosting the immune system and enhancing overall well-being. Mindfulness is simple to teach, easy to learn, requires only 15-20 minutes of practice a day, and can be easily implemented system-wide.

Unfortunately, until recently company-wide implementation of mindfulness training has been expensive, and quality control has been difficult, if not impossible to maintain. Inhouse trainings, for example, have been plagued by concerns about the introduction of religious bias and the paucity of experienced trainers, and CD sets and downloads lack the functionality to maintain frequent updates, track employee participation, and monitor usage trends. Now, however, with the advent of digital programs created by top experts and designed for mobile devices and computers, top-quality, integrated, system-wide mindfulness training is within the reach and budget of every business.

More than 30 million people in the U.S. practice meditation on a regular basis, and many leading employers and schools, such as Google, Facebook, General Mills, Target, INSEAD, and Harvard Business School, understand the benefits and are supporting and promoting meditation to their employees and students. Another reason for the growing interest in this approach is the increased accessibility and affordability of mindfulness education and guidance through technology.

How mindfulness benefits businesses

- Stress reduction: In the last 10 years, numerous studies have demonstrated the robust effectiveness of mindfulness meditation in reducing stress, anxiety, and depression, making it the gold standard among stress-reduction techniques. Since employee stress is one of the greatest sources of lost revenue for businesses, mindfulness can be an essential safeguard for the corporate bottom line. Brain scans of mindfulness meditators consistently show a shift in activation and gray matter density from the areas of the brain associated with negative emotions like stress, anxiety, frustration, and dissatisfaction to the areas associated with positive emotions like happiness and contentment. Mindfulness practice also reduces levels of the primary stress hormone, cortisol.
- Fewer sick days: Since many illnesses, both major and minor, are caused or exacerbated by stress, it makes perfect sense that an effective stress-reduction technique like mindfulness would translate into better health--and fewer sick days. And the research supports this conclusion. In a ground-breaking study of biotech workers that revealed that mindfulness makes people happier, researchers at the University of Wisconsin found that it also boosted their immune system, as measured by the amount of flu antibodies in their blood after receiving a flu shot.⁸ Similarly, a more recent study at the University of Wisconsin demonstrated that mindfulness practitioners missed 76% fewer days of work than non-practitioners.⁹
- Greater creativity: Innovation and creative problem-solving require an ability to think "outside the box" and to examine a situation from multiple perspectives simultaneously. Research in the Netherlands demonstrates that mindfulness reduces the intrusion of habitual thinking and facilitates insight-based problem solving.¹⁰ Similarly, a study at Ben Gurion University in Israel found that mindfulness reduces cognitive rigidity and opens subjects to novel and adaptive ways of responding.¹¹ According to a survey by the Institute of Mindful Leadership, 93% of leaders report that mindfulness training helps them create space for innovation, and nearly 70% say it helps them to think strategically.¹²
- Increased resilience: The cluster of qualities that enable us to withstand stress and thrive in challenging situations is known as resilience--and every one of these qualities is cultivated and enhanced with mindfulness practice. In addition to positive mind-states like compassion, contentment, and equanimity (addressed in another section), mindfulness increases the ability to be open to new perspectives, to think creatively, to distinguish thoughts from feelings, and to respond to challenges rather than merely reacting.

- Focus and concentration: By its very nature, mindfulness is the practice of returning attention again and again to the present moment and the task at hand. Research at Emory University and elsewhere reveals that mindfulness activates and grows areas of the brain associated with cognitive processing, emotional regulation, and increased communication between attentional networks. Researchers at the University of Washington found that HR professionals who took an eight-week mindfulness course could concentrate better, stay on task longer, multitask more effectively, and remember what they'd done better than those who didn't take the course.¹³
- Workplace harmony: At the heart of harmonious workplace relationships is the ability to empathize with another's experience and point of view. In a study published in the journal Psychological Science and reported in the New York Times, subjects who practiced mindfulness were three times as likely to offer assistance to a person in need than those who didn't.¹⁴ The principal author of the study suggests that mindfulness increases empathy and altruism because it dissolves arbitrary social distinctions and encourages feelings of interconnectedness. In another study with nurses, mindfulness fostered the ability to empathize with patients without taking on their negative emotions.
- Greater employee satisfaction and well-being: Numerous studies have demonstrated a direct correlation between the practice of mindfulness and positive mind states like happiness, contentment, equanimity, and compassion. In one study at the University of Wisconsin, brain scans of employees at a biotech company who practiced mindfulness for just eight weeks indicated a happier, more upbeat mood, both immediately thereafter and three months after the practice period ended. Not only that, the employees reported being in touch again with what they loved about their jobs. In another study, published in the Journal of Applied Psychology, participants trained in mindfulness meditation experienced significantly less emotional exhaustion and more job satisfaction than those who received no training.¹⁵

What is mindfulness?

Mindfulness is the practice of bringing nonjudgmental awareness to the present moment. Most of the time our attention is caught up indiscriminately in the ever-changing kaleidoscope of our busy minds - thoughts, emotions, memories, stories, worries, plans, fragments of popular songs, etc. Because the majority of our attention is already engaged, we have very little left to focus on the task at hand.

In mindfulness meditation, we develop the capacity to be present for our experience just as it is, with full awareness, beginning with the breathing and gradually expanding to include sights, sounds, feelings, and ultimately thoughts. Eventually, we learn how to bring mindful awareness to every area of our lives and to both inner and outer experience. Like other skills, mindfulness can be cultivated and honed, and the more mindful we are, the more we benefit. Mindfulness has no religious or spiritual message or affiliation and can be practiced by anyone, no matter what their beliefs may be.

Experts agree on the benefits

- "For the first time we have shown there is actually a neurological reason for doing mindfulness meditation. Our findings are consistent with what mindfulness meditation teachers have taught for thousands of years." Assistant Professor David Creswell, Carnegie Mellon University
- "Our findings indicate that a short training program in mindfulness meditation has demonstrable effects on brain and immune function." *Professor Richard Davidson, University of Wisconsin*
- "Productivity rests on focused human attention." Assistant Professor Jermey Hunter, Peter F. Drucker School of Management
- "Building mind-fitness with mindfulness training may help anyone who must maintain peak performance in the face of extremely stressful circumstances, from first responders, relief workers and trauma surgeons, to professional and Olympic athletes." Associate Professor Amishi Jha, University of Miami
- "It's fascinating to see the brain's plasticity and that, by practicing meditation, we can play an active role in changing the brain and can increase our well-being and quality of life." - Research Fellow Brita Holzel, Harvard Medical School
- "The simple process of focusing on the breath in a relaxed manner, in a way that teaches you to regulate your emotions by raising your awareness of mental processes as they're happening, is like working out a bicep, but you are doing it to your brain." Research Fellow Fadel Zeidan, Wake Forest School of Medicine

Companies that have embraced mindfulness meditation

_	QΔ	
-	OH	

- McKinsey & Company

- UnitedHealth Group

- Target

- Google

- Sun Life Financial

- Aetna

- Hearst Publications

- eBay

- General Mills

- Twitter

- Apple

- Nike

- Deutsche Bank

- DONG Energy

- Ford Motor Company

- Cargill

- Genentech

- Facebook

- Kaiser Permanente

- Compusense

- Green Mountain Coffee Roasters

- Plantronics

- Intel

- Proctor & Gable

- McKinsey & Company

- Astra Zeneca

- Royal Bank of Canada

What HR departments need to know

The most streamlined and cost-effective approach for disseminating mindfulness to employees is through a mobile app. But if you really want to inspire and empower your employees to realize the full range of benefits that mindfulness offers, your HR department needs to promote the new offering effectively in the workplace, maintain a continuous buzz, and encourage the practice at every rung of the hierarchy and in every workplace setting.

Here are some suggestions for creating a supportive workplace environment where mindfulness can flourish.

Implement and enable:

- 1. Invite a mindfulness expert to provide a proper introduction to mindfulness and mindfulness meditation, preferably including exercises that enable your employees to get an experiential appreciation of mindfulness for themselves.
- 2. Give employees access to a mobile app they can use whether they're at home, in the office, or on the go, allowing them make mindfulness a part of their everyday life. Of course, we would like to highlight our own critically acclaimed Mindfulness Meditation program you can find inside the Mental Workout app for iPhone, iPad, Android, Mac, and PC, which is a cost-effective and easy-to-implement solution.
- 3. Feature mindfulness tips and updates in employee bulletins, newsletters, and postings: Keep mindfulness front and center as a core value of your business by interjecting pointers in company-wide communications and posting signs in strategic locations like conference rooms, commissaries, and coffee areas. To have any value at all, mindfulness needs to become a new habit, to replace distraction, worry, and inattention, and regular reminders can help immeasurably.
- 4. Provide mindfulness meditation at your company's annual health fair: Educate employees about the benefits, get them to try mindfulness meditation, distribute tips on how to integrate mindfulness into everyday life, and challenge them with an 8week plan.

Engage and support:

- 5. Offer follow-up townhall talks and/or webinars to sustain your employees' interest and inspire them to apply mindfulness in every area of their lives.
- 6. Set aside a time and location for meditation in-house: Dedicating a quiet shared space for a 15-minute "mindfulness break" each day (or once a week) signals that you value mindfulness and encourage your employees to practice it. Otherwise, they're forced to carve out the time and space themselves amidst the urgent emails, mandatory meetings, and pressing deadlines that constantly compete for their attention.

- 7. Set up an online group (maybe on Facebook or Google) with or without an expert moderator, giving employees a chance to share their experiences and ask questions.
- 8. Recruit trainers or "facilitators" from within your company to host daily or weekly mindfulness group sessions. Most companies have "closet meditators" willing to host regular sessions of group meditation, perhaps reading an inspirational message, playing guided audio instructions, and then encouraging sharing and discussion.

(Mental Workout provides a "group facilitation guide" with certification and materials to enable motivated individuals to easily organize and facilitate a group, using our app, without years of training. Read more about this guide in the "Mental Workout's solution" section.)

Integrate and embed:

- 9. Encourage (or require) management to endorse and practice mindfulness themselves: Nothing says you're serious about mindfulness like doing it yourself and getting your management team to do it too. Join the mindfulness breaks, attend the facilitated sessions, and take some of the other measures listed here to show you're on board.
- 10. Begin meetings with a few moments of silent mindfulness: Paying careful attention to the moment, without judgment or interpretation, has no affiliation with organized religion or spiritual dogma. As such, it's a focused way to set the tone for a meeting (and for the business as a whole) by inviting everyone to set aside their distractions for a few moments and be present together. You might be surprised at how much more efficient those meetings become.
- 11. Hold periodic "mindful lunches": Google has pioneered mindfulness in the workplace, and their monthly "mindful lunch" program, where participants share a meal in silence, has caught on at other firms as well. Breaking bread together in a mindful, peaceful way sends a powerful signal of harmony and solidarity that ripples out through the company for the rest of the month.
- 12. Invite employees for annual retreats: Even more powerfully, spending a day or two setting aside workplace differences and cultivating the practice of mindfulness together fosters a sense of solidarity and shared dedication to the well-being of the company and everyone in it. Alternatively, you can incorporate a day or half-day of mindfulness practice into your usual corporate brainstorming or training retreats.
- 13. Share success stories: Highlight employees who have benefited from mindfulness in various ways to inspire more employees to join. This might also give skeptics the proof they need to try it out.

Businesses that follow these suggestions will inevitably see a reduction in stress-related problems like absenteeism, illness, inefficiency, reduced creativity, and employee burnout. Before you implement any of them, however, be warned that the practice of mindfulness may change the way you do business at every level. As you start paying closer attention, you may end up discovering a more enjoyable and harmonious way to grow your company.

Mindfulness at the World Economic Forum

Mindfulness came of age in the corporate world when it made its presence felt recently at the prestigious World Economic Forum Annual Meeting in Davos, Switzerland, where economic and political leaders convene to discuss the world's most pressing issues.

Janice Marturano, former attorney at General Mills and founder of the Institute for Mindful Leadership, teamed up with Oxford professor Mark Williams to offer a presentation at the 2013 gathering titled "Mindful Leadership Experience." They taught mindful leadership in an experiential format with a focus on the foundations of leadership excellence and the ways in which every person (at every level) can use mindfulness training, leadership reflections, and practical applications to live and lead with excellence.

"Mindfulness cultivates our ability to sustain attention for longer periods of time – to be in the moment in order to make clear decisions," explains Marturano. "Just as we now know that our body holds capabilities that can be trained to improve our physical resiliency, strength, and flexibility, we also now know that we can train innate capabilities of the mind to be much more focused, clear, creative and compassionate." ¹⁶

Mindfulness and cortisol levels

Perhaps the most concrete measure of stress is the level of the adrenal stress hormone cortisol. No matter what employees may say about how stressed out they feel, their body and mind are experiencing stress if their cortisol level rises above baseline—and this stress inevitably affects their performance at work.

In a recent study at the University of California, Davis, Center for Mind and Brain, participants who took a three-month mindfulness meditation retreat had measurably lower levels of cortisol in their saliva. In fact, the more mindful the subjects, the lower their cortisol levels. The study appeared in the March 2013 issue of the journal <u>Health Psychology</u>. ¹⁷

"The more a person reported directing their cognitive resources to immediate sensory experience and the task at hand, the lower their resting cortisol," said post-doctoral researcher Tonya Jacobs, one of the study's authors. Training the mind to focus on immediate experience, she explained, may reduce the tendency to ruminate about the past or worry about the future, which have been linked to elevated cortisol levels.¹⁸

Tech companies lead the way

Perhaps not surprisingly, Silicon Valley has led the way in encouraging employees to practice mindfulness. Everyone knows that Steve Jobs credited Zen meditation for some of the insights that inspired him to create the Mac and the iPhone. But the pioneer in workplace mindfulness has been Google. Resident guru Chade-Meng Tan has developed the Search Inside Yourself program, a blend of mindfulness and emotional intelligence training that's taught to employees and offered to other Valley companies through the Search Inside Yourself Leadership Institute.

Likewise, according to <u>Wired</u> magazine, "the co-founders of Twitter and Facebook have made contemplative practices key features of their new enterprises, holding regular inoffice meditation sessions and arranging for work routines that maximize mindfulness.

"These companies are doing more than simply seizing on Buddhist practices," the article continues. "Entrepreneurs and engineers are taking millennia-old traditions and reshaping them to fit the Valley's goal-oriented, data-driven, largely atheistic culture. Forget past lives; never mind nirvana. The technology community of Northern California wants return on its investment in meditation." ¹⁹

In the past few years, the Valley's growing fascination with meditation has evolved into the annual Wisdom 2.0 conference, where the technology and contemplative communities meet to explore how to bring mindfulness to the digital workplace. The 2013 gathering featured LinkedIn CEO Jeff Weiner, Twitter co-founder Evan Williams, and Paypal co-founder Luke Nosek.

Mindfulness and happiness

Brain scans have shown that each person has an emotional set point, an innate level of positive or negative mood that's basically determined at birth. No matter how positive or negative your experiences may be, you'll oscillate up or down and then soon return to your emotional baseline.

But mindfulness has a unique ability to lastingly raise your set point and make you happier and more contented. Early research with Tibetan Buddhist monks revealed them to be some of the happiest people on the planet, and subsequent studies showed that as little as eight weeks of regular meditation can boost the set point on a lasting basis.

Richard Davidson, distinguished professor of psychology and psychiatry at the University of Wisconsin, identified a particular area of the brain, the left prefrontal cortex, as the seat of positive emotions. The monks he studied had highly activated LPFCs - but so did the eight-week mindfulness meditators, both at rest and in response to emotional stimuli. Not only that, they reported significant reductions in depression, anxiety, and other negative emotions that continued long after the program ended.

Numerous studies have since corroborated the positive impact of mindfulness on mood. In fact, the most effective new therapy for depression, mindfulness-based cognitive therapy, combines the proven benefits of challenging negative beliefs with the mood-boosting power of mindfulness.

Mindfulness and emotional intelligence

Before mindfulness became the latest fix for the corporate bottom line, there was "emotional intelligence," an approach based on the insight that people who are more adept at perceiving, understanding, and managing emotions make more successful employees. The good news is that mindfulness boosts EQ, by increasing our awareness of our own thoughts and feelings and our ability to attune to the feelings of others. The more awareness we bring to our interactions at work, the more we can take emotional responses into account — our own and others' - to enable us to communicate more appropriately and effectively.

Mindfulness and addictions

Many businesses offer addiction counseling and treatment for employees with substance abuse problems because addictions sap creativity and productivity and contribute to illness, absenteeism, and low workplace morale. Unfortunately, success rates are generally poor and relapse rates high. The good news is that mindfulness helps substance abusers become more aware of their cravings and the cues that prompt them to relapse, and studies have shown that mindfulness training is often more effective for addictions than conventional treatment programs.

For example, researchers at Yale gave one group of smokers mindfulness training, the other group a smoking cessation program developed by the American Lung Association. Smokers who practiced mindfulness showed a significantly greater rate of reduction in cigarette use during treatment than the ALA group and maintained those gains during follow-up. In another study, published in the journal Psychology of Addictive Behaviors, an incarcerated group with a history of substance abuse received a course in Vipassana (Buddhist mindfulness) meditation (VM), while the control group received conventional treatment. After release from jail, participants in the VM course showed significant reductions in alcohol, marijuana, and crack cocaine use; decreases in alcohol-related problems and psychiatric symptoms; and increases in positive psychosocial outcomes, as compared with participants in the control group. Other studies have noted similar outcomes with eating disorders.

Bring mindfulness meditation into your organization

Together with internationally known meditation teacher, psychotherapist, and mindfulness consultant Stephan Bodian, Mental Workout pioneered "mindfulness in an app" for individuals back in 2009, and is now spreading mindfulness through a diverse range of businesses. Stephan Bodian has been practicing and teaching mindfulness for more than 40 years, including 10 years as a Buddhist monk. He is the former editor-in-chief of Yoga Journal and the bestselling author of Meditation For Dummies, Buddhism for Dummies, Wake Up Now, and Beyond Mindfulness.

Here are some of the services Mental Workout can provide to help you successfully implement mindfulness in your organization:

Townhall talks: Stephan Bodian can speak on a wide-range of topics at your events, which is a great way to inspire change. Topics include Mindfulness for Mental Strength and Resilience, Mastering the Basic Principles of Mindfulness in the Workplace, Practicing Mindfulness in Everyday Life, and The Mindful Way to a Happier Family Life.

- Highly engaging
- Great way to kick off campaigns
- Useful for reinforcing efforts
- Can be delivered internationally

In-app talks: Our pre-recorded talks can be made available from inside of our app. They offer practical guidance and extended Q&A sessions, and can be replayed and shared with family and friends.

- Better than webinars!
- No onboarding or browser plugins
- Extended Q&A

Mobile app: Our Mindfulness Meditation™ program, available inside our Mental Workout app, offers instruction and inspiration to enable employees to enjoy the many benefits of mindfulness and is accessible on iPhone, iPad, Android, Mac, and PC. It works great stand-alone or as an "activation tool" after a townhall talk or workshop! The app allows users to start a guided meditation wherever and whenever, follow an 8-week plan to create their own practice, or explore a range of tools to use as needed. The app includes detailed instructions, guided meditations of various length, deep relaxation exercises, short and long body scans for sensory awareness, lovingkindness meditation for cultivating compassion for self and others, exercises for integrating mindfulness into everyday life, inspirational talks, and much more.

- No IT involvement required
- Accessible at work, at home, or on the go!
- Distribute via link in email or as gift card/flyer
- Engagement monitored without infringing privacy
- Customized welcome message with logo

Group facilitation guide: Our mindfulness meditation group facilitation guide empowers employees with information and tools to set up their own mindfulness "study groups" and create in-person peer support and community, without years of training.

- Designed to deliver in-person peer support and community
- Employees themselves can easily host a group without years of training
- Guidance for weekly or daily sessions
- Use together with app to ensure that integrity and quality are maintained

Tools to increase engagement: Regardless of service(s) selected, we offer a range of communication tools to help you increase awareness and engagement — from promotional posters, table cards, desk drops, and door signs, to ongoing delivery of fresh articles, blog posts, and media alerts for your intranet, employee magazine, and newsletters.

Other topics covered: In addition to mindfulness meditation, Mental Workout also offers similar integrated solutions, covering other topics, such as sleep.

More information

To find out more about how we can optimize your employees' mental performance and well-being — and your bottom line — call +1 212 271 0120 or email business@mentalworkout.com. If you're in Scandinavia, please contact our office in Copenhagen at +45 39 77 50 07 or business@mentalworkout.dk.

About Mental Workout

Mental Workout® brings together leaders in science and technology to optimize people's mental performance and well-being. Inside the Mental Workout app for iPhone, iPad, Android, Mac, and PC, users can subscribe to a growing collection of programs, each adapting to their needs and situation. Scientific research and user feedback enables Mental Workout to improve the experience over time, creating a cycle of learning and development that is truly revolutionary. Businesses that deploy Mental Workout are provided with a range of complementary services to increase engagement, such as townhall talks, workshops, facilitator training, and promotional materials. Partners that distribute Mental Workout receive training and marketing tools to help them better serve their customers. Mental Workout is a privately held company, headquartered in New York and with a Scandinavian office in Copenhagen.

For more information, visit www.mentalworkout.com

Notes

- ¹ http://www.apa.org/pubs/info/reports/2007-stress.doc
- ² http://www.huffingtonpost.com/arianna-huffington/corporate-wellness_b_2903222.html
- ³ http://www.cipd.co.uk/hr-resources/survey-reports/absence-management-2011.aspx
- 4 http://management.fortune.cnn.com/2012/05/21/employee-burnout-around-the-corner-already-here/
- ⁵ http://www.entrepreneur.com/article/207196
- ⁶ Tidd, J., Bessant, J., & Pavitt, K. (2005). Managing innovation: Integrating technological, market and organizational change (3rd ed.). Chichester, UK: Wiley.
- ⁷ http://www.verksampsykologi.com/wp-content/uploads/2013/11/Khoury 2013 mindfulness-metaanalys.pdf
- 8 http://www.psychosomaticmedicine.org/content/65/4/564.full
- ⁹ http://www.annfammed.org/content/10/4/337.short
- 10 http://www.ncbi.nlm.nih.gov/pubmed/22483682
- ¹¹ http://www.plosone.org/article/info%3Adoi%2F10.1371%2Fjournal.pone.0036206)
- 12 http://www.instituteformindfulleadership.org/Research.html
- ¹³ http://www.washington.edu/news/2012/06/13/mindful-multitasking-meditation-first-can-calm-stress-aid-concentration/
- 14 http://www.nytimes.com/2013/07/07/opinion/sunday/the-morality-of-meditation.html?ref=global-home&_r=0
- 15 http://www.ncbi.nlm.nih.gov/pubmed/23276118
- ¹⁶ http://blog.generalmills.com/2013/01/mindful-leadership-debuts-at-world-economic-forum/
- 17 http://www.ncbi.nlm.nih.gov/pubmed/23527522
- ¹⁸ Rumination: Jain et al. (2007): http://ladharma.org/pdfs/lad-176.pdf Worry: Evans et al. (2008): http://spers.ca/wp-content/uploads/2013/08/Mindfullness-based-CBT-on-GAD.pdf
- 19 http://www.wired.com/business/2013/06/meditation-mindfulness-silicon-valley/