

## INDEX



Note: Page references in *italics* refer to figures.

### A

achievement orientation, 49  
Achor, Shawn, 86–87, 88  
adaptability, 49  
advanced-level training, 166–177  
    brutal, compassionate honesty,  
    169–170  
    fearlessness, 172–173  
    foundation of awareness (“best movie  
    ever” exercise), 167–168  
    investigation of phenomena, 170–172  
    listening, 175–176  
    managing change, 173–174  
    power of doing nothing, 176–177  
    sensing opportunity, 174–175  
    transformation with, 166–167  
Allen, Micah, 76, 99  
American Mindfulness Research  
    Association, 209, 216n9  
amygdala, 53, 75, 214  
Anderson, Abraham, 44–45  
anger, 130–139  
anterior cingulate cortex (ACC), 37,  
    213–214, 214  
archetype, of innovators, 62–63  
Aristotle, 90  
attitude shift, 3–22  
    beginner’s mind and, 6–9, 8  
    default mode network (DMN) for,  
    9–10  
    egoic thinking and, 8, 8–14

    example, 3–6  
    as intentional, 19–22  
    mindful self-awareness for, 14, 14–19  
auto-pilot mode, freedom from, 36–39

### B

basal-ganglia-thalamocortical loops, 13  
Beaudoin, Raymond O., 70–72, 73,  
    77–78  
beginners, mind of, 6–9, 8, 14, 14–15  
Beijing Normal University, 91  
belongings, respect for, 195–196  
Bio-Bus, 23–24  
body  
    awareness of, 121–124  
    identity and, 145–150, 149, 163–165  
    mind-body problem (mind-brain  
    problem), 216n7  
Bornemann, Boris, 36  
Boyatzis, Richard, 48  
brain. *See* Neuro Notes; neuroscience  
    research  
breaks, need for, 115  
breathing  
    “in”/“out” (for sitting still exercise),  
    118, 120–124  
    for mastering emotion, 131–132  
Brefczynski-Lewis, Julie, 21  
Bristol airport (UK), 23–24  
Bristol Cognitive Development Center  
    (University of Bristol), 143

- business acumen, 23–43  
 cognitive bias, 25–27, 42  
 example, 23–24  
 illusion of control bias, 27–28  
 logic bias, 30–31  
 mental agility for, 36–42  
 mindful self-awareness for decision making, 32–36, 35  
 reaction time bias, 31–32  
 status quo bias, 29–30
- C**
- Campbell, Joseph, 44–45  
 Campbell Soup Company, 44–45, 55–57  
 Camp Pendleton (U.S. Marine Corp), 73–74  
 Case Western Reserve, 3–5  
 caudate, 38  
 change, managing, 173–174  
 character. *See* Foundations of Wisdom  
 cingulate cortex  
 anterior cingulate cortex (ACC), 37, 213–214, 214  
 dorsal anterior cingulate cortex (dACC), 16–17  
 posterior cingulate cortex (PCC), 10, 214  
 coaching, 50  
 cognitive bias, 25–27, 42  
 Cohn, Jeffrey, 66–67  
 comfort level, habits and, 41–42  
 communication  
 conflict management, 185–188  
 empathy in, 189–191  
 expressing opinions, 184  
 skillfulness of, 182–183  
 speaking to be helpful, 183–184  
 using electronic devices, 184–185  
 Company F, U.S. Army, 70–72, 73, 77–78  
 comparative thinking, 107–108  
 compassion  
 character and, 188, 190–191  
 emotion regulation and, 136, 138–139  
 empathy compared to, 122, 235–236n11  
 honesty and, 169–170, 172  
 innovation and, 67–68  
 kindness of, 197  
 leadership and compassion training, 78–79  
 meaning and, 205–207  
 for serving others, 84  
 Conant, Douglas, 55–57  
 conditioning  
 freedom from, 18  
 as habitual thinking, 10–13  
 Condon, Paul, 67  
 conflict management, 50, 185–188  
 conformity, need for, 65  
 consumption, wise, 191–193  
 control, of emotion, 131–132  
 core values, 195–198  
 counting exercise, 120  
 Covey, Stephen R., 18, 150, 183  
 creativity  
 egoic perspective and, 14  
 innovation and, 59–69  
 curiosity, 14, 14–15
- D**
- Dancing Wu Li Masters, The* (Zukav), 6  
 Davidson, Richard, 67, 89  
 decision making, 15–17, 32–36, 35  
 default mode network (DMN)  
 brain anatomy, 213–214, 214  
 defined, 9–10  
 mind wandering due to, 16–17  
 objective view of self, 149–150

- present-moment awareness practice, 20–21
  - Desbordes, Gaëlle, 67
  - desire, recognizing, 163
  - DeSteno, Dave, 67
  - dictator game, 79
  - diffusion tensor imaging (DTI), 212
  - discomfort, habits and, 41–42
  - distraction, freedom from, 100
  - doing nothing, power of, 176–177
  - dorsal affect processing system, 53
  - dorsal anterior cingulate cortex (dACC), 16–17
  - dorsolateral prefrontal cortex (dlPFC), 16–17, 79
  - dorsomedial prefrontal cortex (dmPFC), 10
  - Draganski, Bogdan, xxi
- E**
- economic games
    - dictator game, 79
    - ultimatum game, 33–34
  - education, business acumen and, 40–41
  - egoic thinking
    - conditioning and habitual thinking, 10–13
    - default mode network (DMN), 9–10
    - ego, defined, 8–9
    - selfishness and negative emotions, 13–14
  - Einstein, Albert, 5–7
  - electroencephalography (EEG), 210
  - electronic devices, 184–185
  - emotion
    - emotional resilience, 65–66
    - emotional self-awareness, 49
    - emotional self-control, 49
    - happiness, 82–93
    - lateralization hypothesis of emotions, 237n2
    - reducing emotional interference, 76–77
    - regulation of, 52–54
    - See also* emotion, mastering; emotional intelligence
  - emotion, mastering, 125–140
    - overview, 125–127
    - reducing time to resolve unpleasant emotions, 128–130
  - SCIL (Stop, Control and name, Investigate, Look deeply) technique, 130–139
  - emotional intelligence
    - body awareness and, 121–122
    - Emotional and Social Competency Inventory (ESCI), 48
    - improving, 51–57
    - in leaders, 47–50
    - self-awareness for, 18–19
  - empathy
    - in communication, 189–191
    - compassion compared to, 122, 235–236n11
    - for innovating, 66–69
    - organizational climate and, 50
  - engineers, women as, 60
  - eudemonic well-being, 90, 91
  - European Institute for Business Administration (INSEAD), 16
- F**
- Farb, Norman, 17
  - fearlessness, 75–77, 172–173
  - fight-or-flight response, 126
  - flow state, 246–247n9
  - focus, 115
  - foundation of awareness (“best movie ever” exercise), 167–168
  - Foundations of Wisdom, 178–200
    - generosity, 194
    - integrity, 181–182

- Foundations of Wisdom (*continued*)  
 kindness, 195–198  
 overview, 178–181  
 personal core values, 195–198  
 skillful communication, 182–191  
 wise consumption, 191–193
- Fox, Kieran, 35–36
- Frankl, Viktor, 18
- functional magnetic resonance imaging (fMRI), 212–213, 217n11
- G**
- Gallup, 45, 56
- Gard, Tim, xvii–xviii
- Gates, Bill, 63
- gender, career choice and, 59–62, 68–69
- generosity, 194
- Gilbert, Dan, 19–20
- GoldieBlox, 59–62, 68–69
- Goleman, Daniel, 48, 52, 54
- Google, 54
- Grant, Joshua, 157–158
- gray matter (brain), defined, 212, 215n2
- H**
- habits  
 brain as habitual machine, 103–104  
 conditioning and, 10–12  
 deviating from comfort level, 41–42  
 formation of, 12–13  
 mindfulness as ultimate success habit, 91–93
- happiness, 82–93  
 enjoying pleasantness *versus* suffering, 160–162  
 example, 82–86  
 as good for business performance, 87–88  
 mindfulness for, 91–93  
 present moment awareness as first step to unconditional happiness, 104–108  
 serving others for, 84–85  
 study of, 86–91  
 as unconditional, 85–86
- Happiness Advantage, The* (Achor), 87, 88
- Harvard Business Review*, 66–67
- Harvard University, 20, 34–35, 67, 75, 79, 90, 99
- Hay Group, 48
- hedonic well-being, 90
- Hoge, Liz, 53
- Hölzel, Britta, 75, 79, 90, 209
- honesty, 169–170
- Hood, Bruce, 143
- hypothalamus-pituitary-adrenal (HPA) axis, 38–39
- I**
- identity, 145–150
- illusion, perception and, 143–144
- illusion of control bias, 27–28
- implicit learning, 51
- inferior frontal gyrus (IFG), 47, 91
- influence, 50
- inner voice, for mastering emotion, 132
- innovation, 59–69  
 empathy and, 66–69  
 example, 59–62, 68–69  
 innovator archetype, 62–63  
 resilience for, 63–66
- “in”/“out” breathing exercise, 118, 120–124
- “inside”/“outside” of mind, 247n1
- inspirational leadership, 50
- insula  
 brain anatomy, 214, 214  
 effect of mindfulness on, 34–35, 35  
 emotional intelligence and, 121–122

- mindfulness-related brain activity in, 17
- integrity, 181–182
- intelligence  
 emotional intelligence, 18–19, 47–50, 48, 51–57, 121–122  
 mindfulness for improving, 98–99
- intention, 19–22
- investigation  
 of emotion, 133–135  
 of phenomena, 170–172
- Ireland, Tom, 157–158
- J**
- James, William, 99
- Jha, Amishi, 52
- Johnson, Douglas, 73
- juggling training, 215n4
- K**
- Kabat-Zinn, Jon, 39
- Kahneman, Daniel, 25
- Katzenbach, Jon R., 66–67
- Killingsworth, Matthew, 20, 106–107
- Kilner, Sachne, 77
- kindness, 195–198
- Kirk, Ulrich, 33
- Klein, Miriam C., xxii
- Klimecki, Olga, 91, 235–236n11
- knowledge, wisdom *versus*, 150–151
- “Knowledge, the” (London taxi cab training), xxii
- Kong, Feng, 91
- Kozasa, Elisa, 37, 98–99
- Kripalu Yoga, 239n8
- L**
- lateralization hypothesis of emotions, 237n2
- lateral prefrontal cortex, 16–17, 79
- Lazar, Sara, 34–35, 67
- leadership presence, 70–81, 153–165  
 authenticity of, 180–181  
 business acumen relationship to, xxiii  
 emotional intelligence of leaders, 18–19, 47–50  
 enjoying pleasantness *versus* suffering, 160–162  
 example, 70–72  
 fearlessness for, 75–77  
 importance of, 77–81  
 improving emotional intelligence for, 51–57  
 liberation from suffering, 158–160  
 mindful self-awareness as skill for, 15  
 overview, 153–154  
 pressure of, 72–75  
 recognizing desire and, 163  
 root cause of suffering, 163–165  
 suffering as optional, 155–158  
*See also* business acumen; Foundations of Wisdom; organizational climate change; present moment awareness
- left tilt, 89–90
- liberation, from suffering, 158–160
- Lieberman, Matthew, 132
- listening, 175–176, 183, 189–191
- logic bias, 30–31
- looking deeply, at emotion, 135–139
- Lutz, Antoine, 209
- M**
- magnetic resonance imaging (MRI), 210–213, 217n11
- Maguire, Eleanor A., xxii
- Massachusetts General Hospital, 34–35, 67, 75, 79, 90, 99
- Matrix, The* (film), 219n13
- Max Planck Institute, 36, 91
- McKee, Annie, 48

- meaning, 201–208  
 discovering, 201–202  
 purposeful paradigm shift for, 202–206  
 realizing benefits of mindfulness, 206–208
- medial prefrontal cortex (vmPFC), 10, 13, 34, 39, 213
- medial prefrontal regions, 53
- mental agility, 36–42
- mentoring, 50
- Michelson, Albert A., 3–5
- Miller, Willa, 67
- mind-body problem (mind-brain problem), 216n7
- mindfulness  
 brain anatomy involved in, 213–214, 214 (*See also* Neuro Notes; neuroscience research)  
 of emotions, 130–139  
 overview, xxiii, xxiv  
 realizing benefits of, 206–208  
 resources for, 209  
 as ultimate success habit for happiness, 91–93 (*See also* happiness)
- Mindfulness-based Mind Fitness Training (MMFT), 73–74
- Mindfulness-Based Stress Reduction (MBSR), 39, 90
- Mindfulness Edge, The (website), 117, 209
- mindful self-awareness  
 awareness, defined, 8–9  
 for decision making, 15–17, 32–36, 35  
 defined, 14, 14–15  
 emotional intelligence and, 18–19  
 freedom from conditioning for, 18  
 training for (*See* advanced-level training; emotion, mastering; present moment awareness; sitting still)
- minivacation, 115–116
- mirror neurons, 47
- Morley, Edward W., 3–5
- Mrazek, Michael, 16
- N**
- negative emotion, 13–14
- Neuro Notes  
 Body Awareness and Emotional Intelligence (8.2), 121–122  
 Breaks Improve Performance (8.1), 115  
 The Formation of Habits (1.2), 12–13  
 How Mindfulness Facilitates a Reduction in Suffering (11.2), 156–157  
 How Mindfulness Helps to Effectively Manage Change (4.1), 64  
 Mental Habits (2.4), 40  
 Mindful Mechanisms of Emotion Regulation (9.1), 128–129  
 Mindfulness and an Objective View of the Self (10.1), 149  
 Mindfulness and Empathy (4.3), 68  
 Mindfulness and Mental Agility (2.2), 37–38  
 Mindfulness and Other-Centered Mind States (5.3), 78–79  
 Mindfulness and Reduced Emotional Interference (5.2), 76–77  
 Mindfulness and Resilience to Stressful Situations (5.1), 74–75  
 Mindfulness and Shifting from the Default Mode Network to Present Moment Awareness (1.3), 16–17  
 Mindfulness and the Emotionally Intelligent Brain (3.2), 52–54  
 Mindfulness and Well-Being (6.1), 90–91

- Mindfulness Enhances Cognitive Functioning (7.1), 98–99
- Mindfulness for Better Decisions (2.1), 33–34
- Mindfulness for Emotional Resilience (4.2), 66
- Mind State Affects Pain Perception (11.1), 156
- Mirror Neurons and the Emotionally Contagious Brain (3.1), 47
- Neuroplasticity (0.1), xxi–xxii  
overview, xvii–xviii
- Self-Regulation, the Anterior Cingulate Cortex, and Mental Agility (2.5), 41
- Shifting from Mind Wandering to Present-Moment Awareness: It Gets Easier with Practice (1.4), 20–21
- Stress and Habits (2.3), 38–39
- The Wandering Mind and the Default Mode Network (1.1), 10
- neuroplasticity  
defined, xxi–xxiii  
importance of training the mind, xx–xxi
- neuroscience research  
brain neuroplasticity, xxi–xxiii  
functional connectivity of brain, 213  
functional magnetic resonance imaging of brain, 212–213, 217n11  
magnetic resonance imaging (MRI), 210–213  
mindfulness and brain anatomy, 213–214, 214  
network analysis, 213
- Neuro Notes, xvii–xviii
- neurons, 211–212  
overview, xix–xx
- structural magnetic resonance imaging of brain, 212  
study of brain, 210–211  
training the mind, xx–xxiii
- Nonviolent Communication (NVC), 186–188
- Nonviolent Communication* (Rosenberg), 190–191
- Northeastern University, 67
- Northwestern University, 89
- O**
- object permanence, 108
- open loop, of nervous system, 46
- opinions, 184
- opportunity, sensing, 174–175
- optimism. *See* happiness
- orbitofrontal cortex (OFC), 91
- organizational awareness, 50
- organizational climate change, 44–58  
emotionally intelligence, improving, 51–57  
emotionally intelligent leaders and, 47–50  
example, 44–45, 55–57  
power of positive emotional climate, 45–46  
role of leaders in, 46–47
- Ortner, Catherine, 77
- other-centered mind states, 78–79
- others, respect for, 195–196
- P**
- pain, avoiding, 155–158
- paradigm shift, 108–111, 202–206
- perception, 142–145, 153–165
- perfection of present moment. *See* present moment awareness
- personal core values, 195–198
- Perth Leadership Institute, 26, 27, 34, 63
- Pomodoro Technique, 115

- “Poo Bus,” 23–24  
 positive outlook, 49  
 positive psychology, 87–90  
 posterior cingulate cortex (PCC), 10, 214  
 practice  
   importance of, 113–114  
   integrating sitting still into daily life, 114–117  
   Mindfulness-based Mind Fitness Training (MMFT), 73–74  
   of mindfulness training, 51  
   mindfulness training and empathy, 66–68  
   of present moment awareness, 100–103  
   Shifting from Mind Wandering to Present-Moment Awareness: It Gets Easier with Practice (Neuro Note 1.4), 20–21  
   training regimen for emotional intelligence, 54–55  
   training the mind, xx–xxiii  
   *See also* advanced-level training; emotion, mastering; present moment awareness: sitting still  
 prefrontal cortex  
   lateral prefrontal cortex, 16–17, 79  
   medial prefrontal cortex, 10, 13, 34, 39, 213  
 present moment awareness, 97–111  
   beginning practice in daily life, 100–103  
   brain as habitual machine for, 103–104  
   as first step to unconditional happiness, 104–108  
   leadership presence, 77–81  
   overview, 97–100  
   shifting to, 16–17 (*See also* mindful self-awareness)  
     for win-win-win paradigm shift, 108–111  
     *Primal Leadership* (Goleman, Boyatzsis, McKee), 48  
     Prince, E. Ted, 26, 34, 40, 63  
     *Psychology Today*, 25, 185
- R**  
 rational choice theory, 33  
 reaction time bias, 31–32  
 relationship management, 50  
 resilience, 63–66, 74–75  
 Ricard, Matthieu, 89–90  
 Robinson, Ken, 147  
 Rosenberg, Marshall, 186–188, 189–191  
 rostral inferior parietal lobule (IPL), 47
- S**  
 Scholz, Jan, xxii  
*Scientific American*, 157–158  
 SCIL (Stop, Control and name, Investigate, Look deeply), 130–139  
 Search Inside Yourself (SIY), 54  
 self, objective view of, 145–150, 149  
 self-awareness  
   emotional, 49  
   flow state and, 246–247n9  
   improving, 114  
 self-control, 49  
*Self Illusion, The* (Hood), 143  
 selfishness, 13–14  
 selflessness, 77  
 self-management, 49  
 Seligman, Martin, 86, 87  
*Serve to Be Great* (Tenney), xxiii, 45, 85  
 service, to others, 84–85  
*7 Habits of Highly Effective People, The* (Covey), 183  
 Silbersweig, David, 209  
 Singer, Tania, 36, 235–236n11



- sitting still, 112–124  
 beginner's guide to, in mindfulness, 117–121  
 integrating training into daily life, 114–117  
 intermediate-level guide to, in mindfulness, 121–124  
 overview, 112–114  
 skillful communication, 182–191  
 social awareness, 49–50  
 speaking, to be helpful, 183–184  
 speed of light, discovery of constancy of, 3–7  
 stable awareness, 151–152, 179  
 Stanley, Elizabeth, 73–74  
 status quo bias, 29–30, 63, 64  
 Sterling, Debbie, 59–62, 68–69  
 stress response  
 fight-or-flight response, 126  
 mindfulness-based stress reduction (MBSR), 90  
 overview, 38–39  
 under pressure, 72–75  
 Stroop task, 37, 76–77, 98–99  
 success, training the mind for, xx–xxi  
 sunk-cost bias, 16  
 Suzuki, Shunryu, 6–7  
 Sze, Jocelyn, 35
- T**  
 Tan, Chade-Meng, 54  
 Tang, Yi-Yuan, 209  
 Taylor, Jim, 25  
 Taylor, Véronique, 52–53, 75, 128–129  
 teams  
 emotional intelligence of, 18–19  
 power of positive organizational climate on, 44–46 (*See also* organizational climate change)  
 relationship management and, 50  
 teeth, brushing (mindfulness exercise), 101–103  
 Tenney, Matt  
 The Mindfulness Edge website of, 117, 209  
*Serve to Be Great*, xxiii, 45, 85  
 Thiel, Peter, 63  
 thoughts, awareness of, 119–120  
 top-down pattern, of emotion regulation, 53–54, 129  
*Touchpoints* (Conant), 56  
 training regimen. *See* advanced-level training; emotion, mastering; practice; present moment awareness, sitting still  
 Tversky, Amos, 26
- U**  
 ultimatum game, 33–34  
 University College London, xxii, 76  
 University of Bristol, 143  
 University of British Columbia, 35–36  
 University of California, Berkeley, 35  
 University of California, Los Angeles, 132  
 University of California, San Diego, 73–74  
 University of California, Santa Barbara, 16  
 University of Massachusetts, 39, 89  
 University of Montreal, 75  
 University of Toronto, 17, 77  
 University of Virginia, 116  
 University of Wisconsin, 67, 79, 89  
 U.S. Army, 70–72, 73, 77–78  
 u-shape pattern, of brain activity, 21  
 U.S. Marine Corps, 73–74, 82–84
- V**  
 Vago, David, 209  
 ventral affective network, 53

- ventral striatum, 91  
 ventromedial prefrontal cortex (vmPFC),  
 10, 13  
 Vlsek, Gus, 66–67
- W**
- Weinschenk, Susan, 184–185  
 well-being  
   eudemonic, 90, 91  
   hedonic, 90  
   mindfulness for improving,  
   89–93  
 Weng, Helen, 67, 79  
 Wenk-Sormaz, Heidi, 38  
 West Virginia University, 21  
 white matter (brain), defined,  
 212  
 Wilson, Timothy, 116  
 win-win-win paradigm shift,  
 108–111  
 wisdom of true excellence, 141–152  
   identity of mind and body, 145–150,  
   149  
   knowledge *versus*, 150–151  
   overview, 141–142  
   perception and, 142–145  
   stable awareness for, 151–152  
   *See also* advanced-level training;  
   Foundations of Wisdom  
 wise consumption, 191–193  
 witness consciousness, 239n8  
 Woollett, Katherine, xxii  
 word-color interference, 37, 76–77,  
 98–99  
 World War II, leadership in, 70–72, 73,  
 77–78
- Z**
- Zeidan, Fadel, 53  
 Zelazo, Philip, 77  
*Zero to One* (Thiel), 63  
 Zukav, Gary, 6