

Business Plan

TRANSFORMATIVE IMMERSION WEEKEND

Mindfulness as a Leadership Tool

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# Transformative Immersion Weekend – Mindfulness as a Leadership Tool

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## **Sumário**

O trabalho desenvolvido neste Projeto de Tese visa propor uma formação anual de dois dias em liderança, que conta com o Mindfulness como ferramenta no desenvolvimento de uma maior solidez na liderança para que esta se torne mais motivacional.

O projeto apresentado conta com o Mindfulness como nova ferramenta de desenvolvimento. Mindfulness é o nome dado à habilidade de estar presente e consciente no momento, permitindo responder da melhor forma perante diversas possibilidades emocionais, lógicas e racionais.

Este projeto compõe uma perspectiva de liderança focada na capacidade de motivar que, através do Mindfulness, poderá ser desenvolvida.

A pesquisa teórica que suporta este plano, resultou em 4 competências essenciais para desenvolver esta capacidade de motivar: inteligência emocional, empatia, capacidade de comunicação e presença.

Assim, proponho o Mindfulness como base de um serviço inovativo no mercado português. Este serviço terá o nome de Transformative Immersion Weekend.

É importante mencionar que este Projeto, de momento, trata-se de uma proposta. Assim, alguns dados logísticos constituem uma simulação para procurar verificar a viabilidade do projeto.

## **Summary**

The work developed in this Thesis Project aims to propose an annually leadership training based on a motivational leadership with Mindfulness as a development tool.

The project presented is based on take Mindfulness as a new approach of development. Mindfulness, the ability to be present in the moment and consciously able to choose the best response out of a number of emotional possibilities, represents the innovative factor of this financial plan.

This project composes a leadership perspective, taking into account the ability to motivate people, that can be developed with Mindfulness.

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Based on an intensive research, I concluded that there are 4 fundamental skills in growing motivation in others: emotional intelligence, empathy, communication and presence.

Therefore, I propose Mindfulness as a basis of an innovative service in the Portuguese market. This service will be called Transformative Immersion Weekend.

It is important to mention this thesis deals with an Innovative Business Project where all informational and logistical data related to the planning constitute a simulation, which aims to verify the viability of the project realization.

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## 1. Sumário Executivo

Nos dias de hoje, o ambiente onde as empresas atuam é altamente competitivo. Consequência da globalização do Mercado, esta situação faz as empresas atravessarem grandes desafios de negócio, algumas nas áreas principais da atividade. Kets de Vries, Korotkov e Florent-Treacy confirmam que recentes mudanças no Mercado de trabalho contribuíram para um aumento significativo da pressão psicológica na liderança. Assim, este projeto pretende dar uma inovadora e interessante solução para este problema, através do Mindfulness.

Dentro da interação de negócios diária entre os trabalhadores, é comum que o stress ao nível individual possa facilmente crescer para um stress a nível organizacional. Da mesma forma, a liderança disfuncional pode converter-se em ansiedade dentro da organização como um todo. Assim, o stress organizacional pode ser traduzido em custos psicológicos para a liderança (Jaques, 1974). Relativamente aos seus objetivos, as empresas devem enfrentar os desafios de contexto adaptando-se rapidamente ao desenvolvimento constante na sua indústria, e respondendo rapidamente à tecnologia de forma mais eficiente e eficaz. Esta pressão é caracterizada pelo crescimento da competição, declínio dos resultados, diminuição, diminuição da quota de Mercado, escassez de recursos, desregularão, exigências tecnológicas e problemas com os fornecedores, que são alguns dos fatores externos que podem causar preocupação nas organizações ao tentar seguir com as suas próprias estratégias. Nem só as pressões externas prejudicam as empresas, as pressões internas podem trazer também muitos problemas.

Assim, uma ineficaz liderança, problemas éticos, alta rotatividade, absentismo, conflitos no trabalho e em toda a empresa são algumas das origens das pressões internas (Kets de Vries, 2001).

Empiricamente, pode-se dizer que a motivação no local de trabalho é a chave para um colaborador bem-sucedido. Além disso, continua a ser uma das melhores soluções para obter o melhor das organizações. As empresas precisam de encontrar outras maneiras de reter e aproveitar ao máximo o seu talento. Para além disso, é também preciso encontrar maneiras inovadoras para estar ao nível dos desafios deste rápida evolução de gerações nas equipas de trabalho (Gladwell & Dorw-art et al., 2010). Não existe uma fórmula exata para o mecanismo de motivar colaboradores. Contudo, as organizações devem focar-se nas estratégias de

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motivação de colaboradores que tiram o máximo potencial de cada empregado. Os líderes precisam de estar atentos à variedade dos fatores de motivação e das mudanças nas prioridades destes fatores ao longo do tempo.

Esta Tese propõe um projeto para líderes em que estes têm a oportunidade de desenvolver competências de liderança diretamente relacionadas com a cultivação de uma cultura de motivação de uma maneira diferente, suportada no Mindfulness. Mindfulness, um estado de mente caracterizado pela plena presença no momento e a complete atenção para o que o momento consiste. Este estudo pretende dar uma revisão geral do conceito de inteligência emocional, empatia, comunicação e presença como fator integrante da motivação no local de trabalho. Primeiro, uma visão geral do impacto que a motivação tem na produtividade de um colaborador, Depois, a definição de algumas competências de liderança importantes para cultivar a motivação dos colaboradores (inteligência emocional, empatia, comunicação e presença) é analisada. Finalmente, o desenvolvimento de um Plano de Negócio para um programa de desenvolvimento onde será possível o desenvolvimento de líderes nestas 4 competências através do Mindfulness. Este Plano de Negócio espera propor um serviço inovador para, a longo prazo, aumentar a produtividade nas organizações.

## 2. Executive Summary

Nowadays the environment where companies act is highly competitive. Consequence of a globalized market, these situations lead them to strive in some of the core business areas. Kets de Vries, Korotkov, and Florent-Treacy (2007) argue that recent changes in the labor world contributed to a significant rise in the psychological pressures of leadership. Therefore, this project intends to give an innovative and interesting solution for it through the so far called, philosophy of mindfulness.

Within the daily business interaction among workers it is common that stress at an individual level can easily grow into stress at organizational level. In the same way, dysfunctional leadership may convert into anxiety within the organization as a whole. Thus, organizational stress can be translated into psychological costs of ineffective leadership (Jaques, 1974). Towards its targets, companies must address the environment challenges by adapting rapidly to the development constantly happening on their industry, and by responding quickly to technology in an effective and efficient way. This pressure is characterized by the increase competition, declining of profits, decreasing market share, scarcity of resources, deregulation, technological demands and problems with suppliers, which are some of the external pressures that can cause pain in organizations when trying to follow successfully their own strategies. Not only external pressure damages organizations, internal pressure can bring some problems as well. Hence, through an ineffective leadership, ethical problems, high turnover, absenteeism, labor conflicts and the whole organizational environment are some of the causes of internal pressure (Kets de Vries, 2001). Budget cuts, program closures, workforce reductions and accountability in order to stay in the front line of the business world are all causes of anxiety, stress and fear.

Empirically we can say that motivation in the workplace is a key to a successful employee. Moreover, it is still one of the best solutions to take the best of organizations. Companies need to find other ways to retain and make the most of their talent. Additionally, it is also a need to find innovative ways to meet the challenges of this fast evolving multigenerational workforce (Gladwell & Dorw-art et al., 2010). There is not an exact formula to the mechanism of motivating employees. Therefore, organizations must focus on employee motivation strategies that take the best of employees' potential. Leaders need to be aware of the variety of employee motivational factors and the changes in priorities of these factors over time.

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This thesis proposes a project for leaders where they have the opportunity to develop leadership skills directly connected with the cultivation of a motivation culture, in a very different way, called Mindfulness, a state of mind characterized by a full presence at the moment and a complete attention to what the moment consists of. This study intends to give a general review of the concept of emotional intelligence, empathy, attention and communication as an integral factor of motivation in the workplace. First, a general overview of the motivation's impact on productivity, as well as the impact of leadership in cultivating it is provided. Then, the definition of the leadership's key elements to cultivate an employee motivation (emotional intelligence, empathy, communication and presence) is analyzed. Finally, the development of a Business Plan for a training program where it would be possible the development of leaders in these 4 competences through Mindfulness benefits. This Business Plan aims to propose an innovative service to, in a long term, increase productivity in the organizations.

### **3. Description of the Promoting Entity and the Proposal for Innovation**

When I verified the logical cycle between productivity, motivation, leadership and mindfulness, I started a research on the possible interested entities in developing an innovative service based in bringing Mindfulness to the market.

Then I did a research about companies which meet the purpose of TIW (Transformative Immersion Weekend). I found Jason Associates as an human capital consulting, directed for a mission and a vision which matched with what I aspired to Transformative Immersion Weekend. In addition, this company is known by the creative and innovative way of work the services presented to the market. One meeting was enough to get the interest of the organization about TIW release.

The creative and innovative factor that characterize Jason Associates made of the ideia of integrate TIW a different way of adopt a different leadership training, and hence, an opportunity to innovative its products and services in direction to the main purpose of the company: develop organizations through human capital.

Talking frequently with Mariana Sá, a senior consultant of the company, I realized Gonçalo Pereira could be also interested in help an idea with Mindfulness as its core. Actually, Gonçalo Pereira is the head office of Centro Upaya, a Mindfulness Portuguese center.

Gonçalo seemed to be very excited about the idea of bring Mindfulness to organizations in an official leadership moment. In order to prepare an implementation of this service follows a small presentation about each promoting entity:

#### **3.1. Jason Associates**

Jason Associates has its history linked to the "Jason", a hero of Greek mythology who faced a number of important challenges with a group of other heroes, to achieve a great achievement. Based on the lend of "Jason", Jason Associates aims to take the best fit of a company through human capital development. The company was founded in 2004 by Pedro Brito, actually the main responsible for the company.

Actually Jason Associates is already present in various countries (Lisbon, Porto, São Paulo, Luanda, Maputo).

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The core of Jason Associates activity is the believing that when people are happy in their work contexts, they produce better and for a longer period of time. As explained with detail in chapter “Developed Strategy”, a believing that fully meets with TIW view. Pedro Brito, the CEO of Jason Associates, has the ambition to serve the talent community and empower organizations to the complex and exciting task of managing and developing people. The action of Jason Associates is very broad, concerned with designing a strategic approach, integrated and directly related to the business.

With a very unique culture, Jason Associate's team supports companies to define and implement the best talent management practices in the market ranging from the attraction and selection, assessment, development of skills and human architecture, communication, engagement and organizational culture.

Following the meetings with Mariana Sa (senior consultant of the company) we defined the critical points of the plan, as well as the beneficial parts for both sides of this potential partnership. Thus, in exchange for free advertising moment, opportunity to increase customer base and opportunity to expand the company's services, Jason Associates agreed to support this innovative project through advisory, speakers and trainers providing and helping in the logistical planning of the Weekend. This support is explained with more detail in the Chapter “Definition of Implementation Policies”.

### **3.2. Gonçalo Pereira - Centro Upaya**

As said before, was Mariana Sá who brought Gonçalo Pereira's name to TIW. Following the meetings with Jason Associates to promote the development of this service, the company suggested to contact with Gonçalo Pereira, an external trainer for Jason Associates in issues related to Mindfulness.

Gonçalo Pereira is one of the most recognized persons in Portugal regarding the practice and knowledge of Mindfulness. Gonçalo Pereira has been involved in Mindfulness and other related practices for 25 years. Gonçalo Pereira has made his training with Ann Weiser Cornell, an American renowned author and educator, and the past president of the Association for Humanistic Psychology in United States of America. He is the founder and director of Centro Upaya, a centre dedicated to sharing awareness related practices.

After talking with Goncalo Pereira I realized his enthusiasm about the program and ideas that support it, and, in addition, he showed high availability in contributing to the achievement of the Transformative Immersion Weekend.



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The reasons that captivate more Gonçalo Pereira to help in this development were the opportunity to an annual moment to contact with the market and the opportunity to create an official moment about mindfulness and organizational development.

In a first moment I thought the TIW could come to represent a threat to the activity of Gonçalo Pereira, but he confessed that the idea of starting such a service with Jason Associates as a partner would bring many advantages when it comes to penetration market, customer base, implementation of the service in the market, impact on the market and further know-how.

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### **3. Literature Review**

#### **3.1. How Can Organization Increase Productivity Through Leadership?**

Leadership can be defined as the process of communicating ideas, gaining acceptance of the vision and motivating followers to support and implement the ideas through others (Lussier 2010). Even with a clear definition of leadership and what makes a leader effective, being effective is not easy. Meanwhile, organizations pay a heavy price for bad and ineffective leadership (Bedeian and Armenakis, 1998). A book by Barbara Kellerman, the director of the Centre for Public Leadership at Harvard University, suggests that we can learn as much from bad leaders as we can from good ones (Kellerman, 2004). Poor communication, coldness, arrogance, poor performance, untrustworthiness and abrasive or intimidating style are some of the characteristics of bad leaders suggested by Kellerman.

An effective leader has the power to influence people to carry out requests, support proposals, and implement decisions.

In fact, leadership can affect employee behaviour in an organisation. Thus, motivated employees are one of the most important results of effective leadership. According to (Abbas & Asgar, 2010), successful managers are also successful leaders because they influence employees to help accomplish organisational goals.

Leadership effectiveness is often defined in terms of leaders' ability to motivate followers toward collective goals or a collective mission or vision (Shamir, Zakay, Breinin, & Popper, 1998). The more motivated the followers, the more effective the leader, and the more effective the leader, the more motivated the followers.

Most people have already seen someone performing its job by doing as little as possible, coming to work late and leaving early. This kind of employees misses deadlines, and when they complete a task, they do only the minimum required. This kind of employees can also be found spending some extra time in the break room complaining about their jobs. On the other hand, there are the ones who give 110 percent to any project. They are punctual and hardworking, approaching new projects with a smile instead of a complaint. In fact, what makes these two types of workers so different is motivation.

Keeping employees motivated has never been as important as during the current economic downturn. As companies reduce their workforces, employees need to work at optimal levels to ensure increased productivity and profitability. Now, more than ever, organizations must be proactive and must have the right strategies in place to keep employees

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motivated. Every organisation should be concerned with what should be done to achieve sustained high levels of performance through its workforce, giving close attention to how individuals can best be motivated and the organisation context within which they carry out the work (Armstrong, 2006).

Employee motivation affects productivity, and so part of a leader's job is to channel followers' motivation toward the accomplishment of the organization's vision and goals (West, 1998). Motivation is the driving force in pursuing and satisfying one's needs (Kontodimopoulos, Paleologou & Niakas, 2009). Motivation is defined as the process that accounts for an individual's passion, direction, and persistence of effort toward attaining a goal, meaning the result of the interaction between an individual and a situation (Robbins, Judge, Odendaal & Roodt, 2009). Motivation is a fundamental instrument for regulating the work behaviour of employees (Olusola, 2011). The motivation to work is critical in the lives of employees because it forms the essential reason for working in life (Ololube, 2006).

The impact of motivation is in behaviours that reflect high performance within organizations. However, leaders can also use motivation to help satisfy followers' needs and encourage high work performance. When workers are not motivated to achieve organizational goals, the fault is often with the leader.

The success of any business can almost be directly related to motivated employees. This is especially true and important in today's turbulent and often chaotic environment where commercial success depends on employees using their full talents.

Unsatisfied employees produce unsatisfactory results. It is very vital for top management to take care of their employees to ensure that they are satisfied in their jobs. When employees are satisfied, they strive for the company's goals and aim (Latham, 1994).

Motivation helps people achieving goals, gaining positive perspective, creating the power for change, building self-esteem and capability, and managing their development. Thus motivation has a positive impact on productivity, quality and service.

In addition, employees characterized by a high level of motivation show a higher work and life satisfaction. Having a high level of motivation is therefore in itself valuable for employees and, in the same logic, a decrease in motivation might affect employee's performance.

### **3.2. Four Motivational Skills**

Motivation is very important for company's successful operation (Timm & Peterson, 2000). After an intensive search and analysis about leadership and employees' motivation, I choose to study in particular four leadership skills, which I believe should be the ones developed by leaders concerned with motivation in their workplace: emotional intelligence, empathy, communication and presence. These four leadership skills are essential by themselves and closely related with each other.

One essential part of leadership is giving feedback to employees. For example, if the manager poorly communicates that feedback with a low emotional intelligence, it can be transformed in a negative effect, causing dissatisfaction and a drop in performance. On the other hand, managers with a high level of emotional intelligence can inspire employees to achieve results by communicating both praise and criticism appropriately. When an organization selects people with higher levels of emotional intelligence, their development towards high levels needs less control and follow-up (Harmon, 2000). In the other hand, it is also important for leaders to find the emotional balance to constructively confront problems. To cultivate and develop emotional intelligence it is necessary the ability to understand the perspectives of others, and this is called empathy. Empathy, a competence of Emotional Intelligence (Goleman, 2016) can be defined as real communication that occurs when we listen with understanding and respond in a way that honours the unique experience of others. Empathy management is simply a management style based in understanding the concerns of others (Goleman, 2002). In the same logic, to develop emotional intelligence, empathy and communication in a leadership style, it is also necessary to cultivate the ability to be fully present in the moment, what is called presence.

#### **3.2.1. Emotional Intelligence as a Motivational Competence**

The definition of emotional intelligence has emerged over the time. According to Daniel Goleman (Goleman, 2000), the concept of emotional intelligence refers to the individual's abilities to know and handle one own feelings as well as aware about the feelings of others. Great leadership is based on emotions. A major function of a leader is to generate enthusiasm, optimism and passion for work, cultivating a cooperative and reliable environment.

In human groups, leaders must use power to direct the emotions of all. If people's emotions are pushed to enthusiasm, performance can improve a lot. In addition, managers

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with a great deal of emotional intelligence are more efficient in terms of time management. They can determine the needs of their employees more quickly, as well as find solutions to employee problems faster. Employees also respond to this type of manager in a more positive way. Therefore, successful managers are able to spend less time managing people problems and more time focusing on their contribution.

An emotional intelligent workforce is also able to work harmoniously as a strong collective team (Goleman, 2006, Riggio & Reichard, 2008, Goleman & Boyatzis, 2008 and Emmerling & Boyatzis, 2012). Emotional intelligence could be a better success predictor of job performance and leadership ability than IQ. (Goleman, 2006)

A study, by Professor Stephane Cote, published in *Leadership Quarterly* (Cote, 2010), using two different analysis of business students concluded that there was a strong correlation between those ranked as good leaders and those who scored high on the emotional ability scale. To conclude the study, Cote said “Traditionally, we’ve assumed that leaders have high IQs, are gregarious, and have dominant personalities, but the study indicates that being able to process other people’s emotions may be just as important.”

An emotionally intelligent workforce is passionate, motivated and inspired (Emmerling & Boyatzis, 2012).

### **3.2.2. Empathy as a Motivational Competence**

Following Daniel Goleman model, Emotional Intelligence is composed by twelve competences, where empathy is inserted.

Thus, Emotional Intelligence’s competencies are the following:

- In self-awareness are included the competence of emotional self-awareness.
- In self-management are included the competencies of emotional self-control, achievement orientation, positive outlook and adaptability.
- In social-awareness are included the competencies of empathy; and organizational awareness;
- In relationship management are included the competencies of influence, coach and mentor, conflict management, inspirational leadership and teamwork.

Following Daniel Goleman’s model, it is possible to located empathy in emotional intelligence through social-awareness.

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Empathy is the ability to grasp the emotions of others, understand the point of view of them and be actively interested in issues that concern them. This capacity for empathy comes from neurons that are connected to the amygdale, which read facial expressions and the tone of interlocutors. Empathy, the ability to experience and align with the thoughts, emotions and experiences of others, is a fundamental construct to leadership. It is possible to differentiate a good leader from a great leader, since the great leaders use empathy, show their people that they care for their wants, needs and development.

Empathy is not agreeing with others all the time. Rather, empathy means taking into account the feelings of subordinates and make intelligent decisions to channel those feelings for the reaction. It includes the ability to listen to others, to experience the thoughts and emotions of others and, then, to take into account their views. Being able to understand and support others with compassion or sensitivity allows leaders to tune with the emotional interpersonal channels that create resonance.

Empathy, an emotional intelligence dimension (Goleman, 2002) is essential for companies, not only to retain people with talent, but also to recognize and meet the needs of employees.

Empathetic leaders are assets to organizations, since they are able to effectively build and maintain relationships, a critical part of leading organizations. As Ciaramicoli and Ketcham explain, we have the ability to interpret the behaviour of other people. However, there are an infinite number of possible causes for a person's mood and disposition. By contrast, the goal of empathy management is not only to understand a person's behaviour, but also to comprehend their perspective and the causes of the behaviour.

In the Harvard Business Review article "What Makes a Leader?", Daniel Goleman isolates three reasons why leaders should be worried about empathy development: the increasing use of teams, the rapid pace of globalization (with cross cultural communication easily leading to misunderstandings) and the growing need to retain talent. "Leaders with empathy do more than sympathize with people around them: they use their knowledge to improve their companies" (Goleman, 2000).

### **3.2.3. Communication as a Motivational Competence**

Leadership is the ability to persuade others to look for defined objectives strongly, which is very much possible through effective communication. However, communication, as an integral element of management, is ignored in many organizations. Leaders must be familiar with their employees, because by understanding employees' wishes, by knowing the specifics of their behaviour and knowledge, it is possible to make the best choice for selecting motivational factors (Timm & Peterson, 2000).

For motivation to succeed, effective communication is required (Cheney, Christensen, Zorn, & Ganesh, 2011). Successful communication contributes to better set objectives, to create a positive working atmosphere and to develop employees (Simcic Bronn, 2010; Timm & Peterson, 2000).

Effective communication helps the company to create a positive and mutually respectful environment, improve employee's morale, increase their motivation and strengthen their loyalty to the company (Simcic Bronn, 2010).

Communication is categorized into two different forms: verbal and non-verbal. Verbal communication means the use of the spoken word when communicating, while nonverbal communication means using other mediums such as body signals, writing etc. Shannon and Weaver (1949).

To manage the performance of the employees and to motivate them for better performance, efficient communication practices have become more important in all organizations. Today, communication is one of the most dominant and important activities in organizations (Harris & Nelson, 2008).

### **3.2.4. Presence as a Motivational Competence**

Belle Halpern thinks of presence as the ability to connect authentically with the thoughts and feelings of others. Because presence is about connections between people, it is useful for anyone who engages with others. Connecting authentically with the thoughts and feelings of others improve relationships.

When leaders have these three components in sync, they create powerful visions and make good decisions that allow them to move themselves and their followers towards them with energy and conviction.



### **3.3. Mindfulness as a Leadership Tool**

Mindfulness is a flexible state of consciousness that encompasses an open and receptive attention (Brown & Ryan, 2003; Brown, Ryan, & Creswell, 2008).

Mindfulness is the opposite of being reactive: while reactivity is emotion automatically and thoughtlessly translated into action, Mindfulness is the active observation of emotions that leads to a greater awareness of possible responses of emotions. The practice of Mindfulness brings long-term benefits for businesses, based on the development of concentration, presence, communication, emotional intelligence and empathy. Together it represents an increase of productivity (Buodo, 2002).

Then we will see how Mindfulness represents a tool in the development of each of these four competencies:

#### **3.3.1. Mindfulness as a Tool in Emotional Intelligence Development**

A study developed by Schutte, N., and Malouff, J., that supports the article “Emotional intelligence mediates the relationship between Mindfulness and subjective well-being”, concluded that greater Mindfulness is directly associated with higher emotional intelligence. In the study prepared for the same article, three hundred and forty-two participants completed an online questionnaire incorporating measures of constructs expected to be related to Mindfulness, emotional intelligence, and positive affect, where higher levels of Mindfulness were found to be associated with increased emotional intelligence and positive affect.

There are some other studies and evidences suggesting that higher levels of Mindfulness are associated with more adaptive emotional functioning and operationalized as emotional intelligence (Baer, Smith, & Allen, 2004; Brown & Ryan, 2003).

Facilitating the growth of emotional intelligence is one of the processes through which Mindfulness brings about desirable outcomes. Greater subjective well-being is associated with both more Mindfulness (Baer et al., 2004; Brown et al., 2009; Brown & Ryan, 2003) and higher emotional intelligence (Brackett & Mayer, 2003; Brackett et al., 2004; Schutte et al., 2009).

Schutte and Malouff (2011) examined the relationship between emotional intelligence and Mindfulness, concluding, again, that higher levels of Mindfulness are associated with higher emotional intelligence. These results are consistent with previous preliminary research on the relationship between Mindfulness and emotional intelligence (Brown & Ryan, 2003).

Research by Snowden et al (2015) also concludes that Mindfulness training was associated with higher emotional intelligence when the latter is viewed as ability.

### **3.3.2. Mindfulness as a Tool in Empathy Development**

In 2006, a qualitative study of therapists found that Mindfulness meditation helps develop empathy (Aiken, 2006). Along similar lines, Wang (2007) found that therapists who were experienced Mindfulness meditators scored higher on measures of self-reported empathy than therapists who did not meditate.

Another study by Shapiro, Schwartz, and Bonner (1998) found that participants who attended their Mindfulness programme tended to score higher on the overall empathy self-reported measurement. A study published in 2010 by Birnie, K., Speca, M., and Carlson, L. also aimed to analyse correlations between empathy and Mindfulness (Shapiro et al., 1998).

“Focused Practice: Exploring the Relationship Between Mindfulness and Empathy Among Clinical Social Workers” is an interested article of Shannon Savageau, which explores the impact of Mindfulness in building the skill of empathy.

The results of this study point to a relationship between Mindfulness and empathy among workers. It is the practice of Mindfulness that has been lauded as a meaningful way to teach empathy to practitioners (Shapiro and Carlson, 2009). Research supports that the practice of Mindfulness helps build feelings of empathy in its practitioners and empathy is a necessary skill in the field of social work (Shapiro and Carlson, 2009; Campbell and Christopher, 2012).

### **3.3.3. Mindfulness as a Tool in Communication Development**

Valerie Brown and Kirsten Olson, in order to support the book “The Mindful School Leader: Practices to Transform Your Leadership and School” met with one leader who had practiced Mindfulness for two years, and the changes in communication style were noticeable. The behaviour turned warm, open, and attentive and this showed that the leader was really listening to and reflecting on the conversation. (Brown and Olson, 2015).

For effective communication to occur, leaders must focus on the process of communication. When a person is mindful, it is possible to make conscious choices as to what is needed to do in the particular situation in order to communicate effectively (Gudykunst, 2004).

A research within healthcare showed how Mindfulness develop communication, once it leads to higher information quality and better understanding between employees (Anthony

& Vidal, 2010). Anthony & Vidal (2010) concluded that: “in delegation, the right communication is a mindful communication”.

#### **3.3.4. Mindfulness as a Tool in Presence Development**

Mindfulness and presence are two interdependent concepts and both share many concepts. Mindful presence, the combination between these two concepts, refers to the capacity of being fully conscious and aware in the present moment (Senge et al., 2004).

In the Harvard Business Review article “Mindfulness Helps You Become a Better Leader” Bill George discusses a Harvard Business School course called Authentic Leadership Development. In this article, George explains how being mindful allows leaders to remain in the present moment and to recognize feelings and emotions. George also explains that Mindfulness allows observing and participating in each moment, recognizing the implications of actions (George, 2012).



#### 4. Reference Table

In the present section, I present the issues and themes analyzed in the Literature Review in a simpler presentation, in order to get the theoretical reasoning that has led to planning this innovative project.

This innovative business plan aims to develop a new service to address the problem of low productivity through leadership impact, based on Mindfulness techniques and instruments. Thus, this project is supported by a theoretical basis that confirms the need and feasibility of this project. It follows a practical representation of the literature review's involvement.



Figure 1: The Representative Cycle of Literature Review

This cycle is the reasoning that led to the accomplishment of this business plan.

A Literature Review begins in leadership as a starting point for the development of an organization. The point 2, named productivity, refers to the long-term objective of TIW. To increase the productivity of the organizations, we believe in a motivational perspective (point 3) based on the development of four suggested skills (point 4). For the development of these four skills (emotional intelligence, empathy, communication skills and presence) Mindfulness comes as the innovative way of achieving this development (point 5).

The main content of each parte of the Literature Review can be verified by the following table:

## Transformative Immersion Weekend – Mindfulness as a Leadership Tool

Order of the Literature Review	Topic Discussed	Main Content in the Topic
1	How Can Organizations Increase Productivity Through Leadership?	<p>In the first part of Literature Review is explained the source of all project. The main objective of this project is creating an innovative and efficient way of increase productivity. Thus, this first point of Literature Review starts with the confirmation of the direct relation between productivity and motivation. Thus, the impact of a leader to increase productivity involves working employee’s motivation. This first part seeks to impact the reader to the important role that a leader has on productivity and performance of a company, through its performance in motivating people.</p>
2	<p style="text-align: center;">Motivational Skills:</p> <ol style="list-style-type: none"> <li>1. Emotional Intelligence as a Motivational Skill</li> <li>2. Empathy as a Motivational Skill</li> <li>3. Communication as a Motivational Skill</li> <li>4. Presence as a Motivational Skill</li> </ol>	<p>Thus, in the second part of Literature Review is mentioned and explained four skills that I found necessary to get higher motivated employees.</p>
3	<p style="text-align: center;">Mindfulness as a Leadership Tool:</p> <ol style="list-style-type: none"> <li>1. Emotional Intelligence as a Motivational Skill;</li> <li>2. Empathy as a Motivational Skill</li> <li>3. Communication as a Motivational Skill</li> <li>4. Presence as a Motivational Skill</li> </ol>	<p>The last part of Literature Review has the objective to announced the innovation of this project: Mindfulness. Thus, introducing this practice, this point of the Literature Review aims to explain, in detail, how can Mindfulness helps each leader in the development of the four mentioned skills, in order to increase productivity. At the end, we can conclude that, in fact, Mindfulness increases productivity.</p>

Table 1 - Schematized Presentation of the Issues from the Literature Review

## 5. Methodology

As it was mentioned above, the empirical analysis will be focused on understanding the following issues regarding leadership:

1. The impact of leadership on productivity through motivation;
2. Key motivational skills;
3. Mindfulness as a motivational tool for leaders.

In order to obtain an answer to these issues, a study was conducted through qualitative and quantitative analysis in several stages:

### 1<sup>st</sup> Stage: Investigation about each starting point of the project

To build the basic premises, numerous research journals, books and online resources have been consulted.

This project is supported by a scientific research discussed in the chapter “References”. To begin the analysis of the impact of leadership in productivity, we first conducted an investigation on how motivation impacts a person’s productivity. Then, knowing the positive relation between motivation and productivity comes the second part of the investigation, centered in motivational skills, as well as the importance of their development.

The investigation goes deep in each dimension, explaining, based on scientific references, the impact of each one on motivation. Thus, the research goes on to the second part: Mindfulness as a tool in the development of each numbered leadership skill as essential in motivating cultivation.

### 2<sup>nd</sup> Stage: Practical Analysis

As mentioned earlier, the study is also based on data collected through a survey. The major chunk of information was derived from the respondents to the surveys as well as the conversations with certified persons in the area.

#### a) Questionnaires

In order to truly understand how big the leadership impact in employees’ motivation is, it is almost mandatory to make an analysis to the employees’ opinion. These opinions were analyzed through data collected in questionnaires. We conducted an online questionnaire

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which approached: 1) personal information; 2) self-assessment about motivation in work; 3) assessment about leader's skills.

Along with the correlation of information mentioned above, and to complement it, several points about motivation and leadership were classified. The target population was characterized by respondents who are actually working in a company, and thus reporting to someone.

With all the information and data collected we expect to draw conclusions on “Is it necessary develop skills to better motivate people?” mainly in the workplace area and in team environment. After reaching conclusions, this thesis will be focused on planning an innovative moment for facilitating a different way of leadership development, based on Mindfulness benefits.

### b) Conversations with Certified People

On the other hand, in order to understand specialized people's opinion about the topics which support TIW, it was selected some certified persons to ask for some feedback and opinion. Thus, some conversations were promoted, not also to receive some feedback, but also to receive diversified opinions about the logistic of this new service.

### 3<sup>rd</sup> Stage: Search for support and feedback about the project

Looking for some professional and experienced advisory, I decided to ask for some support and opinion with entities which have activity inside the main topics of the project: leadership, motivation and Mindfulness.

Thus, I talked to Jason Associates, an Human Resources Consultant, and with Gonçalo Pereira, one of the most recognized person in Portugal regarding the practice and knowledge of Mindfulness, actually the director of Centro Upaya.

Both Jason Associates and Gonçalo Pereira supported this idea, taking into account:

- 1) The problem to solve;
- 2) The benefits it may arise for companies where those leaders will act.

### 4<sup>th</sup> Stage: Planning the Leadership Retreat, as the innovative element that supports this project

This research concludes the starting points mentioned before:

- The motivation of a person reproduces in productivity



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- The leader plays a key role in motivating an employee
- Emotional intelligence, empathy, communication and presence are four fundamental skills in a team motivation cultivation.
- Mindfulness has high impact on the development of emotional intelligence, empathy, communication and presence.

### 5<sup>th</sup> Stage: Project Planning

So, then it follows the last phase of the thesis: Project Planning.

The Planning involves all the things that come to mind when we think about starting a new service, such as: logistic details, financial plan and communication program.

## **6. Market Analysis**

Taking into account the Portuguese market where TIW will be inserted, there was chosen three different ways to analyze the market: first, a deep research about the tendencies and necessity of developing productivity and motivation through leadership; second, there was applied an online questionnaire for analyzing Portuguese employees' satisfaction as well as their evaluation about respective leader; and third, there was promoted some conversation with experienced and certified people in the themes that support this project: Mindfulness, leadership and training.

### **6.1. Research**

Based in the research made on the Portuguese market it is possible to take some conclusions, such as:

- Portuguese leaders still need to learn on delegating – A study realized by Hay Group and published by Público magazine concluded that Portuguese leaders still have a lot to learn about leadership.
- Portugal presents a low productivity relating to others European countries – The Visão magazine, a Portuguese magazine focused on social and economic issues.
- One of the biggest problem of Portugal is the low productivity of Portuguese people – An article published by Expresso magazine and written by Diogo Agostinho said that the numbers presented in several studies proved that the Portuguese are, in fact, less productive than other European peoples, even with

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more hours of work. "Portugal is not even in the countries where it people works less, the question is the value that is created", said Rui Madaleno, former Director of Economics of the Portuguese Industrial Association

- Portuguese workers are the less motivated people in Europe – Other recognized Portuguese economics magazine, Dinheiro Vivo, published an article that based on a big study throughout Europe, concluded that Portuguese are the people who became less and less motivated since the beginning of economic crisis.
- In advance, looking for the conversations with certified people, displayed next, we can see that Diogo Rolo confirms that Mindfulness is a practice that has tendency to increase in the next years.

### 6.2.Questionnaire

One research model chosen to study the influence of leadership on employee's motivation was a questionnaire. A questionnaire is a tool for collecting and recording information about a particular issue of interest. It is mainly made up of a list of questions, generally ordered by themes. Questionnaires should have a purpose related to the objectives of the research, and it needs to be clear for the participants.

In this case, as said before, the main purpose of this questionnaire was to analyse how impacting is a leadership on employees' motivation.

I choose to appeal to this research model, for the following reasons:

1. It represents a practical research model;
2. It can be carried out by a variety of participants;
3. The results of the questionnaires can usually be quickly and easily quantified by a software package;
4. When data is quantified, it can be used to compare and contrast other research;
5. It can contact a large number of people at a relatively low cost.

The main objective of this questionnaire was to verify if there is, or not, a correlation between the quality of a leadership and the motivation of employees.

In order to test the importance of the four skills chosen to be developed with Mindfulness, the questionnaire asks specifically for an assessment of the respective leader in this 4 competencies (emotional intelligence, empathy, communication and presence).

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With a few questions directed to evaluate the motivation of each participant in the work, the questionnaire pretends to support the necessity to develop this 4 dimensions in leadership in order to increase motivation in each employee, as well as productivity.

The participants of this questionnaire were chosen according to the following requirements:

1. Working in Portugal
2. Actually reporting to someone

### **6.2.1. Questionnaire Results**

“A way to learn about leaders’ individual characteristics is to evaluate leaders who are not successful and who derail”

Kellerman, 2004

The survey counted with a total of 150 participants. 74.83% are aged between 18 and 25 years, 18.54% are aged between 25 and 40 years and 7.95% are aged between 40 and 65 years.

Of the total participants in the survey, 71.5% are female and 28.5% are male.

Taking into account the survey results, there is a clear relationship between employee motivation and leader performance:

1. Participants who presented higher motivation levels were those who classified the leader in a more positive way. They gave a high rating to the following self-assessment criteria: motivation for continuous improvement; ambition for the success of the company; comfortable to talk with the leader about the lack of motivation; and sense of belonging to the company. These participants were those who attributed high evaluation to their leader's performance in the following criteria: emotional intelligence; empathy; communication; presence.
2. On the other hand, participants who had a low motivation for the current job, were those who highlighted by classifying the respective leader in the most negative way. These ones gave lower rating to the same self-assessment criteria: motivation for continuous improvement; ambition for the success of the company; comfortable talking to the leader about the lack of motivation;

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sense of belonging to the company. These participants were those who attributed a low evaluation to their leader's performance in the same leadership criteria: emotional intelligence; empathy; communication; presence.

Below we present a brief analysis of the results of the questionnaire, with a brief description of the questions that were presented to the participants.

### 1. Age

Number of participants: 151

	18-25		25-40		40-65	
	Σ	%	Σ	%	Σ	%
Idade	113x	74.83	28x	18.54	12x	7.95

Table 2: Age of the Participants of the Questionnaire

### 2. Gender

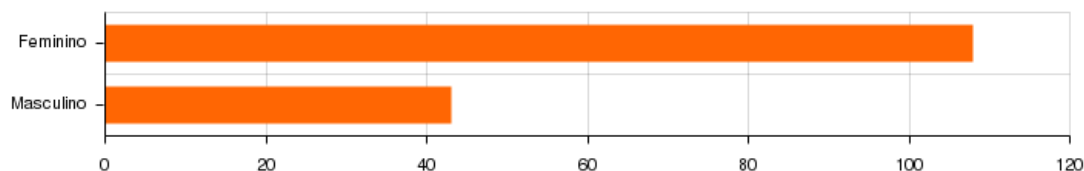


Table 3: Gender of the Participants of the Questionnaire

3. "For a self-assessment of motivation to work, you must check the column that is closer to the way you actually behave or feel. The options are assessed in a quantitative scale, depending on the intensity with which you classify each point."

	Nada (1)		Pouco (2)		Médio (3)		Muito (4)		Ø	±
	Σ	%	Σ	%	Σ	%	Σ	%		
Motivação pela melhoria contínua	21x	15.44	8x	5.88	39x	28.68	68x	50.00	3.13	1.08
Ambição pelo sucesso da empresa	20x	14.71	9x	6.62	51x	37.50	56x	41.18	3.05	1.04
À vontade para falar com o líder so...	30x	22.06	27x	19.85	49x	36.03	30x	22.06	2.58	1.06
Sentimento de pertença à empresa	23x	17.04	11x	8.15	49x	36.30	52x	38.52	2.96	1.07

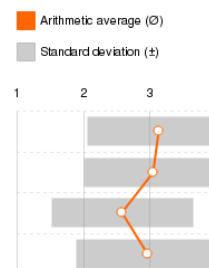


Table 4: Self-assessment of Motivation in the Workplace

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4. For a general overview of some leading factors please indicate the column that is closer to the way you evaluate your leader in the following skills: emotional intelligence, empathy, communication skills and presence. The options are assessed on a qualitative scale, depending on the intensity with which classifies each point.

	Muito (1)		Bom (2)		Normal (3)		Fraco (4)		Ø	±
	Σ	%	Σ	%	Σ	%	Σ	%		
Inteligência Emocional: capacid...	31x	24.22	36x	28.13	33x	25.78	28x	21.88	2.45	1.09
Empatia: capacidade de ouvir e ex...	38x	29.69	37x	28.91	21x	16.41	32x	25.00	2.37	1.16
Capacidade de Comunicação: cap...	36x	28.13	42x	32.81	21x	16.41	29x	22.66	2.34	1.12
Presença: capacidade de desenvo...	25x	19.53	52x	40.63	20x	15.63	31x	24.22	2.45	1.06

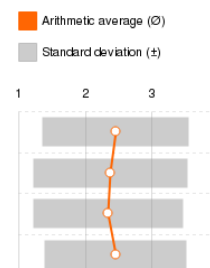


Table 5: Assessment of Leader to Whom Each Participant Report

Based on 150 answers to the questionnaire, we concluded that the motivation of an employee is directly related to the performance of its leader. Thus, the leader may either be the reason for a high employee motivation and consequent high productivity, as can be the reason for a low motivation and consequent low productivity.

### 6.3. Conversations with Certified Persons

Taking into account the innovation that characterized this service, some certified and specialized persons in Mindfulness, leadership and motivation was contacted in order to promote some inputs with the following objectives:

- 1) To confirm the availability of the service
- 2) To confirm the necessity of the service
- 3) To receive suggestions about the logistic and practical details
- 4) To analyse the market

Therefore, the certified persons who was contacted in order to complement the market analysis were:

- Vasco Gaspar

With a humanistic and integral approach, Vasco Gaspar is graduated in Psychology at the University of Coimbra and took certifications in several areas, such as Search Inside Yourself (a leadership and emotional intelligence program developed in Google, based on Mindfulness practices and latest advances in neuroscience).

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For more than 10 years, Vasco Gaspar has been collaborating as a facilitator in many organizations in Portugal, Spain, Germany and the US, in order to inspire and facilitate human flourishing leaders, teams and organizations.

Actually Vasco Gaspar became part of the Academy for Contemplative and Ethical Leadership, a project of the Mind and Life Institute that seeks to accelerate the development of a new generation of leaders. Vasco Gaspar has professional contact with big names of emotional intelligence, leadership and psychology, such as: Daniel Goleman, Daniel Siegel, Otto Scharmer, Mirabai Bush, Peter Senge and Arthur Zajonc.

The services provided by Vasco Gaspar focus on raising awareness and inspiring action, facilitating the flourishing of the human potential in leaders, teams and organizations.

The final goal of Vasco Gaspar's services is to bring out the best in people. That is accomplished by using an integral approach, high leverage tools and cutting edge awareness-based technologies, like Search Inside Yourself, Integral Wellbeing, Presenting, and delivering them in a way tailored to the client's needs (public speaking, workshops, coaching, consulting, etc.).

So Vasco Gaspar experience in working Mindfulness in organizational environment might be a great help, not only in shaping the Transformative Immersion Weekend, as in his own participation in talk shows and training that would meet the program and purpose of TIW. Since Vasco Gaspar is one of the most recognized Portuguese name related to Mindfulness, I promoted an online conversation with him in order to understand his opinion in some specific aspects. Here follows the transcription of conversation with Vasco Gaspar:

1. From the experience you have with the Human Resources organizations, do you think Emotional Intelligence, Empathy, the communication capacity and presence with a leader works has a direct impact on employee motivation?

*Vasco Gaspar: I have not the slightest doubt.*

2. Do you believe that Mindfulness can really contribute to the development of Emotional Intelligence, Empathy, Communication Skills and Attendance?

*Vasco Gaspar: I am one of the certified teachers Search Inside Yourself, based on the program "Mindfulness-Based Emotional Intelligence" and I can tell you that the*

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*program basically shows how Mindfulness develops emotional intelligence and all associated dimensions (self-awareness, self-regulation, motivation, empathy and social skills, which can include the ability to communicate). On the presence, if I think, Mindfulness is not more than the same capacity: be present at every moment.*

3. Do you think a training program on these four skills could help change the performance of the leaders?

Vasco Gaspar: *Yes, of course. It exists since 2007 in Google (Search Inside Yourself, again), among other places (SAP is a global case study of application of SIY).*

4. Have you ever attended to a case where a company or a leader overcame a difficulty resorting to Mindfulness? If so, how did Mindfulness become a contribution?

Vasco Gaspar: *I do not see Mindfulness like this. It's a bit like you ask if I know any leader who has overcome a difficulty in that sport to 3x per week. The answer is yes and no. Mindfulness develops the ability to present and centered doors, is something that develops over time and gradually it grows. It's not really something that applies in the sense of "let's see if I can solve this with Mindfulness."*

- Diogo Rolo

Diogo Rolo has a degree in Economics and a Master in Finance. The interest in the contemplative traditions began in 2007 and then Diogo started exploring various schools and meditative traditions. Since 2011, his professional interest has focused on the convergence of the latest discoveries of Western science and ancient wisdom of the contemplative traditions of the East, exploring ways to integrate this knowledge in the workplace, in order to improve performance and the well-being of employees of the today's demanding organizations. In 2013 he became a certified instructor with "Cultivating Emotional Balance", a program with the aim of developing a secular approach that encourages emotional balance.

Actually, Diogo Rolo is the head of Mindful Leadership Initiative and is part of Potential Project, the global provider of leading organizational effectiveness programs based on Mindfulness. Potential Project has the mission to help organizations Achieve strategic objectives by enhancing performance, creativity and resilience.

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It follows the conversation with Diogo Rolo:

1. From the experience you have with the Human Resources organizations, do you think Emotional Intelligence, Empathy, the communication capacity and presence with a leader works has a direct impact on employee motivation?

*Diogo Rolo: Yes, clearly. In terms of emotional intelligence, and taking into account the Goleman model, Goleman says that the basis of emotional intelligence is self-consciousness. And one way of working self-consciousness is practicing Mindfulness. So, in that point of view it is obvious that Mindfulness has an impact on self-consciousness, which in turn has an impact on emotional intelligence, and in turn has an impact on motivation.*

*About empathy... The same thing. With my experience with Mindfulness and training I can tell you that only a person who is stable is able to percept others around. When you are very busy with something, you cannot capture what is around you. Empathy flowers, that means, the ability to read others flowers, when you are internally stable.*

*About communication... If you work Mindfulness with a person who does not speak in public inevitably anxiety levels will lower in the next time, and for sure will be more able to public performances.*

*In terms of presence, the way in which I notice better that Mindfulness has impact in leadership and motivation is in the following situation: is very common for people to receive someone in the office and still with Outlook open, using the phone and all that kind of stuff. This people are literally absent from the conversation. This is a very important thing for the connection quality that people establish between each other's. To me it is one of the great pillars of motivation, the feeling of being connected with others around and with the leader. When you get someone in the office, if you turn off the monitor of computer, turn the phone in silence, this has a huge impact on other. And the opposite too. Imagine, I was talking with you, and be picking up the phone just because you are my subordinate. You cannot imagine how it destroys someone's motivation.*

2. Do you believe that Mindfulness can really contribute to the development of Emotional Intelligence, Empathy, Communication Skills and Attendance?



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Diogo Rolo: *For my experience I can say that it is amazing to verify the gratitude that an employee feels when he perceives that the company to whom he works is investing in him, in his development...Just the fact of having people saying "Oh.. they are really worried about me." or "I'm on this company for many years and it is the first time I felt genuinely they are investing on me."*

*In addition, I can also experience the employees feeling about professional and personal benefits of Mindfulness training. It is still surprising for me how much people appreciates the benefits that Mindfulness has had on their lives.*

3. Do you think the financial and economic crisis that Portugal is facing represents a threat or an opportunity for TIW?

Diogo Rolo: *It depends on the companies: those who have a long-term vision will see the TIW a great opportunity to maximize and develop the human capital they already have; on the other hand, those who have a short-term vision will find TIW an expense that would be not currently a priority. However, I think that those companies who have a more sophisticated vision about people development will think something like: "Wait ... I have here a great opportunity. I cannot get more resources to work, I cannot recruit more people, but maybe if those people I already have still more balanced within, if all what TIW is telling me is true, then my human capital will become more productive.*

4. During the training you have been doing over the years, there is some part of the training you do individually, or is the whole training directed to a group of people?

Diogo Rolo: *The training is always directed to a group of people... However, if there is anyone interested in any follow-up, if there is the necessity of work and develop something with more detail and if participants have any questions on individual cases, I am the first available to help, as already happened.*

5. Do you believe that, even in a group, the Mindfulness training has the desired impact on each participant?

Diogo Rolo: *Yes, a lot. I don't have any doubt about that.*

*There are a lot of advantages of doing this kind of programs in a group of people... In a group each participant realized that is not alone in its journey, as well as each*

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*participant turns available to learn with others, and, in the same logic, to teach others.*

*In the training I lead, is it very interesting the fact of making random group within the organization. That means that an intern can share training with the CEO of the company. It is very motivating the random groups and it also promotes a good climate between company.*

*On other hand, there is also the kind of training which is shared with people we will never meet again probably... And I think this is where TIW is, no? Well... I believe that this kind of programs also have a big, but different, advantage, in the sense that some participants feel more comfortable with people who do not know yet, learn a lot with people from other area of business, and create new contacts in the market.*

6. Do you think that the practice of Mindfulness can become a barrier to people who practice the Catholic religion? Having in mind that Mindfulness based on the Buddhist religion?

*Diogo Rolo: Not at all. It is true that Mindfulness is a concept that Buddhism developed and decided to use as a kind of mediation. However I can't tell you that I have had the experience of training Catholic people who said me "Now my prayers run much better.", or "Now, when I'm praying I am, in fact, there." and "Now to my relationship with God is transformed.". So about that I think that it can result as a tool of meditation practice, being that directed for any religion, as catholic.*

## 7. Internal Analysis

For an internal analysis of Transformative Immersion Weekend it is mandatory analyze the Strengths and Weaknesses of this innovative Service. That is, make use of part of SWOT matrix suggested by Porter.

The SWOT matrix is divided into two parts: internal and external analysis. In this chapter we will focus on internal analysis that follows below:

SWOT Analysis											
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Figure 2 – Internal Analysis based on SWOT Matrix

The SWOT analysis is composed by an Internal and External Analysis.

Here we focused on the Internal Analysis, defined by the strengths and weaknesses of the service.

The strengths of a business are the internal factors that are favorable for achieving organization's or services' objective. Thus the strengths of TIW are the following:

- a) Short period of training - Because we are talking about a weekend, participants will no need to seal some kind of long-term commitment to an institute, as it happens with some weekly and monthly leadership courses.
- b) Contact, at once, with specialized persons from different areas - The organization of the retreat ensures the delivery of a certificate of participation that shows concern for the development of performance and career. The Transformative Immersion Weekend will be a unique opportunity to hear, at once, testimonies, training and lectures of great reference persons on leadership issues.

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- c) The agenda is in accordance with the work schedule - The presence in TIW does not meet with working hours, since is planned to be implemented on Saturdays and Sundays. Persons who really want to enjoy this service will not to have to fail office rules or requests.
- d) Certified Document - The presence in TIW will also provide to the participants a certified document by Jason Associates, Centro Upaya and TIW, that will prove the presence in this leadership training. It is possible to verify an example of a TIW's Certified Document in Appendixes.

Continuing with the Internal Analysis, the weaknesses of this type of service are the internal factors that are unfavorable for achieving the organization's and services' objectives. Thus, the weaknesses of TIW are the following:

- a) Impossibility to change the data of TIW - The weekend is presented with a fixed date. Once marketed, the data cannot be modified. This causes that some of the potential customers will not attend the weekend for inability to attend. Because the proposal is presented with a defined local and date, this point may represent the loss of some inscriptions.
- b) Training issues limited to the program - TIW composes a very specific training for leaders, targeted only to the development of 4 competencies in order to develop the ability to motivate people.
- c) Requirements of Registration - The registration at the retreat has some requirements. It can represent a weakness since some interested people would be barred from attending the weekend.
- d) TIW Localization – Since TIW is aimed to be a national service, the fact the weekend being held in Lisbon, at least in a first edition, may be a reflection point for interested leaders who live in another region of the country.

## **8. Competitive Analysis**

To identify competitors two complementary approaches are possible:

1. The first is demand-side based, comprised of firms satisfying the same set of customer needs: in TIW we can say that this service aims to satisfy leaders and organizations who want to get better results, that means, the business market.
2. The second approach is supply-side based, identifying firms whose resource base, technology, operations, and the like, is similar to that of the focal firm: in TIW we can say that its supply-side base is composed by a mindfulness program of two sprints, in an annually frequency and located in Lisbon.

Now, to distinguish about direct and indirect competitors there are also three domains for recognizing the sources and types of direct and less direct competitors to which the firm must also attend. These domains represent:

1. Industry when the company is active in the market.
2. Area of influence where the firm is competing: territory, market, business, or industry in which the firm is competing.
3. Method characterized by the company to serve the same need.

Then follows a table that represents the competition analysis of TIW, based by the criteria mentioned in the article "Predicting Your Competitor's Reaction," written by Coyne and Hom and published from Harvard Business Review:

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Company or Service	Method	Contiguous Area	Industry	Type of Competitor
Deloitte	A consulting company concerned with solving Businesses problems needs when related with strategy, finance, management or human capital	Portugal	Consulting	Indirect
Pwc	A consulting company concerned with solving Businesses problems needs when related with strategy, finance, management or human capital	Portugal	Consulting	Indirect
Ernst and Young	A consulting company concerned with solving Businesses problems needs when related with Human Capital	Portugal	Consulting	Indirect
Neves de Almeida	A portuguese consulting firm directed only for human capital projects	Portugal	Consulting	Indirect
Mindfulness Leadership Summit	A leadership service concerned with leadership development through Mindfulness	USA	Training and Development	Indirect
Mindful Leadership Forum	A leadership service concerned with leadership development through Mindfulness	Australia	Training and Development	Indirect
Search Inside Yourself	A leadership service concerned with leadership development through Mindfulness	Usa, Denmark, Germany, Spain, Australia and Dubai	Training and Development	Indirect
Leadership Solutions Global	A leadership service concerned with leadership development through Mindfulness	Australia	Training and Development	Indirect
Porto Buiness School	This entity offers a leadership programme called "Global Advanced Leadership Programme" that has as its principal objectives: anticipate change, inspire people and deliver results.	Portugal	Academic and Education	Indirect
Católica Business School	Executive Trainings in programs like: Strategic Communicatio; Development Program for Leaders; Leadership and Organizational Environment	Portugal	Academic and Education	Indirect
Nova	Na Executive Program focado em potenciar as capacidade dos líderes, desenvolvendo um estilo de liderança eficaz no contexto das suas equipas e organizações.	Portugal	Academic and Education	Indirect
Sofia Calheiros	A professional certified coach who facilitates individual coach on topics such as: leadership, coaching skills, negotiation skills and team effectiveness.	Portugal	Individual Coaching	Indirect

Table 6 – Analysis of Transformative Immersion Weekend Competition

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Knowing that:

- The direct competitors are the ones who serve the exact same customers in exactly the same way as the subject firm. It sells the same product made by the same technology to the same customers via the same marketing channels. Here the firms serve the same needs using the same resources and in the same place.
- The indirect competitors are those firms that serve the same customer need but with different resources. They may serve the same need but through differing distribution channels (Coyne & Hom, 2009).

We concluded there are no direct competitors. As we saw by the table above and our research, there are a lot of leadership development solutions in the market.

Looking for the direct competitors's criteria, we can see that these different services can serve the exact some customers, but in a very different way from TIW. On the other hand, the ones who serve in exactly same way are not serving the same customers, since these services are located out of Portugal, as we can see in the table.

However, all the competitors of TIW have in common the desire to create a solution for organizations in order to make them reach a better productivity. These companies, considered as competitors, believe it is crucial to understand, manage and develop the competencies of the people who work in organization. In general, these companies help employees to realize their potential, enabling them to achieve better results and explore opportunities for growth.

By focusing on the greatest resource (people), these competitors are concerned in developing personalized solutions that address the specific needs of each company, taking into account their own values, culture, language and business. Bellow a table with some practical details about the indirect competitors that meets TIW through their method to serve the same need:

## Transformative Immersion Weekend – Mindfulness as a Leadership Tool

Service Name	Localization	Price per Person (€)
Mindful Leadership Summit	USA	266,73 to 622,23
Mindful Leadership Forum	Australia	943,94 to 1079,76
Search Inside Yourself	Usa, Denmark, Germany, Spain, Australia and Dubai	895 to 916,77
Leadership Solutions Global	Australia	1086,55 to 2037,28

Table 7 – Practical Details about some Indirect Competitors

### 8.1. Systematic SWOT Analysis

The SWOT analysis is a business analysis about a product or service that aims to help companies to decide for the best way to achieve future growth. This process involves identifying the strengths and weaknesses of the service, as well as the opportunities and threats of the market. In the chapter “Internal Analysis” we analyzed the strengths and weaknesses of Transformative Immersion Weekend.

Before continuing to the External analysis, it is important to remind that SWOT analysis involves a lot of subjective decision making at each stage. There is no such thing as a definitive SWOT for any particular service because each point depends to a large extent on the business objective under consideration (McDonald & Wilson 2011).

The External Analysis includes the analysis of the environment where the service will be involved. The Opportunities of a service can occur for a variety of reasons and may result from changes within the market, customer lifestyle, advances in technology, new production methods, etc.

The Opportunities that constitutes the External Analysis of TIW are:

1. Financial Crisis - The financial crisis that Portugal is outpacing makes companies have to make the most of each asset, making it as profitable as possible. Thus, training in human resources has been a bet of Portuguese companies.



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2. Innovative Subject - Mindfulness is not a very famous subject in Portugal in organization's point of view. TIW come represent a point of interest since would represent an unknown and innovative way to train their leaders.
3. A successful method in recognized companies - Mindfulness is already a successful solution for many international organizations such as Google, Apple, McKinsey & Company and Deutsche Bank. This represents an opportunity in the sense that are references organizations.
4. Motivation - When a company offers a development program to leaders, it can represent a motivation moment to them. Leaders will feel integral part of the company. When a company cares about its employees and invests in their growth and training, this can bring satisfaction and a great motivation to the leaders to achieve an even better performance, as well as the objectives expected with TIW.

Now, thinking about the final part of the SWOT analysis, we know that threats involves assessing the external risks that TIW faces. These are made up of external factors that are beyond our control. Looking for TIW, the threats of this service are:

1. Unknown practice - Some people may not trust in an unknown practice to pay for a service based on it.
2. Implementation of new services based on TIW.
3. Buddhist Origin – Portugal is considering a catholic country, where most part of the population practices the catholic religion. Considering that TIW has a Buddhist original influence, through the connection to Mindfulness it can represent a threat since some part of the contents and ideas are based on the Buddhism religion.
4. Dependency - The realization of Transformative Immersion Weekend is dependent on many entities (Jason Associates, Upaya center, restaurant dock 6 and CCB). If any of these organizations does not comply with the support and activities needed for it, probably the Transformative Immersion Weekend will feel consequences.

In the chapter “Internal Analysis” was displayed a table that represented the Internal Analysis that composes SWOT matrix. It follows now a figure that represents the entire SWOT analysis.

## Transformative Immersion Weekend – Mindfulness as a Leadership Tool

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Figure 3 – SWOT Analysis

In the Figure 3 it is possible to see the complete SWOT Analysis related to TIW. Here, are displayed all the strengths, weaknesses, opportunities and threats explained in the chapter “Internal Analysis” and “Competition Analysis”.

## **9. Objectives of the Plan**

### **9.1 Quantitative Objectives**

It is important to mention that this innovative program it is neither about a new business nor a new company. This project was designed to create a new service.

The principal quantitative objectives of this service are related with the support the costs of TIW, as well as cover some necessary extra costs. Then, comes the objective of getting some funds to TIW's administration and to promoting entities. With more detail, in chapter "Financial Evaluation" is specified the expected profit for each year.

### **9.2. Qualitative Objectives**

As leaders, Mindfulness can be thought as a key instrument in the cultivation of leadership presence, a quality that, as seen before, requires full and complete non-judgmental attention in the present moment. Mindfulness improves also self-assessment and, when combined with practice, it strengthens empathy, leading to higher emotional intelligence. Transformative Immersion Weekend was thought with the goal to recognize leadership as a service to others. This weekend is concerned with creating the space in the leader's life to develop emotional intelligence, empathy, communication and presence, in order to consolidate the capacity to motivate others. Doing this, leaders can transform their own lives, own organizations and own communities.

With the basis on Mindfulness's practices, Transformative Immersion Weekend (TIW) tends to find the capacity to increase productivity making use of the existing resources.

The question that supports TIW is "How to be a motivational leader?" not just "How to do leadership?" It is at this level of learning where this project begins, analysing the role of emotional intelligence, empathy, presence and communication in motivation and, then, in productivity.

There can be no leadership without influence, because influencing is how leaders lead. Thus, the results aimed with TIW are internal and external to the leader, in a sense that it will have advantages, not only to the leader, but also for the whole company.

In the long term, the Mindfulness training provided by Transformative Immersion Weekend will also help to reach a state of quiet and spaciousness needed to see clearly and to respond to daily challenges in the right way.



## **10. Developed Strategy**

In this chapter it will be presented the strategy formulation, that means, the direction, as well as the most appropriate strategy to follow it.

The Strategy was defined in accordance with TIW's objectives, as well as promoting entities advisory.

### **10.1. Strategic Formulation**

#### **10.1.1. Vision**

A vision is a global concept; it paints a picture of the direction and future. An effective vision statement directs a team to embrace challenges in order to successfully accomplish its goals. The vision of IW is to be the most certified event about Leadership in Portugal, as well as the first chosen when looking for a motivation solution.

#### **10.1.2. Mission**

The mission statement is the heart of a company or service. It describes its central purpose and the basic principles that guide the actions of employees, partners, and management. Mission articulates the strategy design to accomplish your goals and objectives.

The Mission of TIW is based on:

- Recognizing leadership as a service to others;
- Bringing happiness and success to organizations;
- Creating the space in leaders' life to leading with authenticity;
- Increase organization's productivity;
- Increase motivation in employees;
- Brings together leaders from all organizational levels and various backgrounds.

#### **10.1.3. Values**

“... A set of beliefs and values that become embodied in an ideology or organizational philosophy thus can serve as a guide and as a way of dealing with the uncertainty of intrinsically uncontrollable or difficult events.”

Schein, 2004

Values are important since they play the guiding role in any decision making process. The Values of TIW are:

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- Inspiration – TWI aims to be an inspiration model of leadership;
- Openness – There is the need to have an open mind to enjoy TIW, to be able to receive with success an innovative leadership tool with these characteristics;
- Diversity – There will be a diversity subjects during this weekend, taking into account the 4 main competences to develop there. In addition, the persons who will be there will have a different experience and training;
- Honesty – Along TIW, many dynamics will be promoted in order to develop leaders. Honesty is a mandatory attitude that each participant must have present to have success in the retreat;
- Balance – Mindfulness aims to bring balance to each participant. Thus, it represents a condition to get the motivational leader that TIW desires;
- Insight – This retreat promotes an individual insight.

### **10.1.4. Objectives of Transformative Immersion Weekend Service**

The objectives translate the results that the organization should achieve in order to fulfill the mission and achieve the vision set (Carvalho e Filipe, 2006).

Therefore the following objectives have been established:

1. To verify how mindfulness can be transformative;
2. To increase productivity through employees' motivation;
3. To bring together leader and aspiring leaders from all organizational levels and various backgrounds;
4. To show how mindfulness can be a leadership tool.

### **10.1.5. Competitive advantage**

“Competitive advantage is at the heart of a firm's performance in competitive markets.”

Michael E. Porter

A company has competitive advantage whenever it has an edge over rivals in securing customers and defending against competitive forces. The competitive advantage of TIW is based on:

1. A unique opportunity to connect with the people who share the desire for a more meaningful and effective kind of leadership

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2. An innovative service based on an innovative subject
3. Variety of the program - A variety of subjects are analyzed and trained during these 2 days.

### **10.1.6. Critical Key Factors**

The conditions to generate and sustain competitive advantage, that means, the essential elements for TIW get success are:

- Customer orientation
- Quality of services and facilities
- Innovation
- Creativity
- Quality of service
- Diversity

### **10.2. Strategy**

Based on the Porter model, the strategy chosen to follow the strategy formulation, involves:

- Differentiation
- High Cost

Differentiation is a viable strategy for earning above average returns in a specific business because the resulting brand loyalty lowers customers' sensitivity to price. Research does suggest that a differentiation strategy is more likely to generate higher profits than is a low cost strategy, once differentiation creates a better entry barrier.

A firm's relative position within an industry is given by its choice of competitive advantage (cost leadership vs. differentiation) and its choice of competitive scope. Competitive scope distinguishes between firms targeting broad industry segments and firms focusing on a narrow segment. (Porter, 1985)

According to Porter, competitive advantage requires a firm to make a choice about the type and scope of its competitive advantage.

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Thus, the type of competitive advantage of TIW is by differentiation and the scope of TIW strategy is characterized by its wide reach, considering the TIW aims to receive leader from all kind of business, organizations and position.



## **11. Definition of Implementation Policies**

For the implementation of the Transformative Immersion Weekend in the market, there are many details that must be clarified and analysed, not only to verify the viability of the project, but also to find the best solutions for the feat. Thus, the issues to consider are distinguished by the following areas:

### **11.1. Marketing Strategy**

For anyone who tries to move a group toward obtaining a particular result, the first task is recognizing the need for change. Use Mindfulness as an instrument means providing a new perspective of leadership, promoting a leadership on service to others.

An effective leadership must be more than simply developing more subjects. An effective leadership is characterized by the way people use own minds and interact with others. The skills to work with minds, emotions, and other people are essential for an efficient leader, but rarely developed.

Mindfulness is a way of knowing own self in order to be fully realized in the individual style of leadership. After TIW participants will be able to lean towards difficult and challenging situations and how to redirect one focus. Participants will be part of a gathering of people, all of whom are interested in exploring this emerging path of leadership excellence. Connecting leaders at this event will even provide an environment that encourages peer to peer learning and community building.

TIW will offer opportunities to train the mind's innate capability to be focused, see with clarity and embody compassion.

This retreat will teach practical advice and easy-to-adopt exercises to implement in the organizations. In addition, in this weekend there will be opportunities for making personal connections and take advantage of organic group discussions. Devote time to stand still at the moment allows the exit of conditioned behaviour and find a deep sense of connection with others.

As seen before, Mindfulness helps to be less reactive, make better decisions, count on bigger perspectives, create better results, and to develop environments of trust and safety, where there is respect for each individual's unique style, skills and contributions. Strong professional relationships are the basis for sustained success. After all, leaders can only create valuable organizational results through the help of other people. In this stimulating

experiential program, participants will learn self-development and develop cognitive skills for leading, interacting, and communicating in the more productivity way.

### **11.1.1. Segmentation**

The market comprises a range of customers with different needs and characteristics. Thus, it is essential to segment the market to know the target audience and later to define the marketing policies that best fit the segment that is intended to serve.

The segmentation is conducted in accordance with the following criteria:

- Demographic
- Geographic
- Social and economic criteria
- Professional criteria

Based on the Segmentation prepared for this innovative service, here follows the market Target for the service according to the segmentation criteria.

### **11.1.2. Target**

For some of us, to talk about leadership is to talk about those in organizations who have positions of formal authority, such as the CEO, the director of marketing, the supervisor of customer service, and so on. The people in these positions are leaders by definition. But when we talk about leaders, we can include anyone who tries to foster achievement and positive change in any group of people. It can also be a social club, a volunteer organization, a government agency, etc.

The TIW aims to bring together leaders from all organizational levels and various backgrounds, including business, non-profit, education, health and government. This is an opportunity to connect with people who share the desire for a more meaningful and effective kind of leadership.

After defining the segmentation criteria, they will be analysed in order to determine TIW's target. Based on segmentation, the target will be:

- Demographic: we believe that the diversity of demographics can represent richness to the quality of the training provided in TIW. Even so as a requirement it is necessary that the participant has, at least, 25 years old. We are not expecting that a person with less than 25 years old has the necessary professional and leadership experience that

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enables her/him to enjoy this training moment in its totality. Thus, it is also a requirement, at least, one year of leadership experience.

- Geographic: TIW will be located in Lisbon, so it will be easier to persons who live near to participate on TIW. Nevertheless, this retreat is open to any location.
- Social and long term objectives: TIW will be directed to persons who wish to develop their relations with others and to better motivate others; and to companies who have as a long term objective a better performance through human capital strategies.
- Professional criteria: active workers and management positions for at least one year. In addition, participants must be fluently in Portuguese.

To participate in TIW, each participant must present an evidence of its leadership role.

### 11.1.3. Position

According to Lindon et al. (2004: 154), "Positioning is the company choice for the salient and distinctive features that enable the public to place the product in a universe of comparable products and, then, to distinguish it from the competition."

For the choice of the distinctive attributes, which will be the backbone of positioning, it is necessary to consider three factors: public expectations in relation to the considered products category, the positioning of competitors to respond to these expectations and the potential benefits of the product in the segment where inserted. These factors constitute the "golden triangle", where it should be located positioning (Lindon et al., 2004).

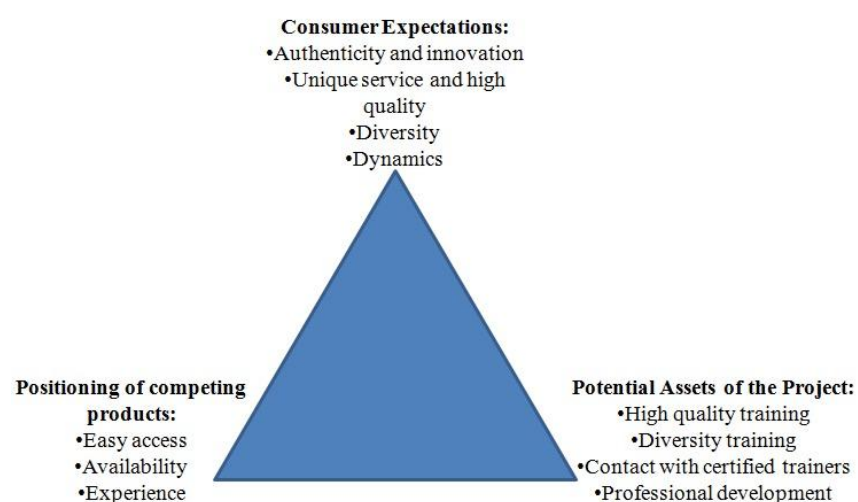


Figure 4 – Golden Triangle of Positioning

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Thus, we conclude that the positioning of TIW in the market ranges between these qualities adapted to the Golden Triangle.

1. The Consumer Expectation was analysed in accordance with the way this service will be communicated to the market. Thus, we believe that consumers will expect that TIW represents an:
  - a. Authentic and innovative service
  - b. Unique and high quality service, taking into account the certified trainers that will be planning and promoting it.
  - c. Diversity, in the sense that it represents a variety of subjects to be trained
  - d. Dynamic, since these 2 days will be composed for different kind of dynamics and activities
2. The most potential assets that we believe will bring value to the service are:
  - a. High quality training
  - b. Diversity training
  - c. Contact with the most certified persons
  - d. Professional development
3. The positioning of the competing products in advantage to TIW is in:
  - a. Easy access
  - b. Regular availability at any time (on opposite, TIW is a moment that will happen annually)
  - c. High experience in some very diversity industries

### **11.2. Marketing-Mix**

#### **11.2.1. Product**

The product of this innovative service is composed by a different training services provided with the support of Jason Associates, Gonçalo Pereira and extra trainers.

This product consists of a set of services that differ depending on the subject to develop. So follow the activities to be undertaken in this program, as well as services and logistic details this product is depending on:

##### **11.2.1.1. Program**

Transformative Immersion Weekend will offer an array of programs designed to explore the intersection of Mindfulness training and the qualities associated with cognitive

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skills development. Based on existing research programs directed to the development of leaders and according to supporter's entities, we defined a proposal of the program, taking into account the development of emotional intelligence, empathy, communication and presence through the benefits of Mindfulness.

The weekend will consist on events based on the following practices:

1. Organic group discussions - To provide a confidential, respectful and non-judgmental environment for business leaders to work through some questions related to the topics of the day. A possibility to share mind-set and experiences.
2. Opportunities to share and connect success stories - A time to share success stories, challenges, practical tools and best leadership practices related with the topics of TIW.
3. Keynote talks with certified persons – An opportunity to learn with certified and experienced people who would be there to inform and teach about specific themes that characterize TIW.
4. Leader Forums - A leader shares lessons learned related to the importance of emotional intelligence, empathy, communication and presence; a leader shares lessons learned about the benefits of Mindfulness.
5. Mindfulness Introduction: a group of presenters come to help leaders explore the growing practice of mindful leadership.
6. Contemplative Practice -The Mindfulness training provided by Transformative Immersion Weekend will help to reach a state of quietness and spaciousness needed to see clearly and to respond to leadership challenges.
7. Interviews and Questionnaires intended to understand the issues that are impacting or limiting each leader in their performance with employees and the organization.

### **11.2.1.2. Schedule**

Once this retreat will not be done in a near future, the retreat's simulation took into account the date of 17, 18 and 19 December of 2016.

The initial plan is to organize this retreat annually. Thus, in future opportunities, people who have already done the program may re-enroll, but will have priority people who have never participated. The objective is to improve each edition and turn the program even better year on year, that means, the objective of next editions will be not to develop a continuous

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training, but a better and more attractive way of offer the program to work the competencies addressed.

At the end of the retreat each participant would receive a certificate of training provided by Jason Associates and the Upaya Center.

### **11.2.1.3. Agenda**

Combining the theoretical research that supports this project, the program mentioned before and the feedback from supporters, a proposal of agenda for the TIW could be the following:

Day 1 – Emotional Intelligence and Empathy – 2 Dependent Skills

Introduction: Manage Your Mind First: Mindfulness and the Inside Work of Management

Keynote Talk: The Power of a Motivated Team

Emotional Intelligence

1. What is Emotional Intelligence?
2. How can Emotional Intelligence help in my team motivation?
3. How can Mindfulness help me in Emotional Intelligence development?
4. Keynote Talk: Manage impulses and reactions
5. Practice: Develop a Personal Plan about Emotional Intelligence

Empathy

1. Keynote Talk: Understand others' feelings and experiences
2. Mindful Exercise: Empathetic Listening
3. Keynote Talk: Lead with Compassion
4. Practice: Develop a Personal Plan about Empathy

Day 2 – Communication and Presence

Presence

1. Keynote Talk: The Power of a Purposeful Pause - Becoming more present
2. Mindful Practice: open awareness

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3. Keynote Talk: The Science and Benefits of Being Fully Present
4. Mindful Practice: Mindfulness contemplative
5. Mindful Practice: Mindful Listening
6. Practice: Develop a Personal Plan about Presence

### Communication

1. Mindful Practice: Mindful Conversation
2. Mindful Practice: Mindful listening
3. Exercise: difficult conversations
4. Practice: Develop a Personal Plan about Communication

### Conclusion: Mindfulness as Foundation for Successful Leadership Change

#### **11.2.1.4. Board of Speakers**

To be part of the TIW's board of speakers is mandatory to be certified in the following issues: emotional intelligence, empathy, communication skills, presence, Mindfulness and leadership.

As said before, the trainers of Jason Associates and Upaya Center will also become part of the board of speakers. In order to have a good portfolio of speakers, a research about possible external speakers was made.

The names collected as able to be part of TIW's Board of Speakers are:

- Vasco Gaspar – Vasco studied psychology and took a course in leadership "Search Inside Yourself" owned by Google and based on Mindfulness. Vasco is also one of 20 teachers in the world qualified to teach this course.
- Diogo Rolo - Diogo graduated in Economics and did a master in Finance. Since 2011, his professional interest has focused on contemplative practices, including Mindfulness, and its integration in the workplace, with the aim of improving the performance and well-being of employees of the today's demanding organizations. In 2013 she became a certified instructor protocol "Cultivating Emotional Balance", a program with the aim of developing an approach that encourages emotional balance.
- João Perestrelo – After completing the Master of Medicine, University of Porto, he conducted several courses within the traditional medicine, clinical hypnosis, interpersonal psychotherapy, and most recently attended training in Mindfulness by

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Mindfulness Institute in Barcelona in partnership with the University of Massachusetts. It is currently a trainer and speaker on Mindfulness area.

### 11.3. Price

To define the right price to ask for TIW, some criteria were analysed in order the follow parameters:

1. A price that covers the total costs
2. A price that could be fair taking into account the whole training involved
3. A price that meets the target expectations

Thus, looking to the first point follows an analysis of the costs:

#### 11.3.1. Initial Costs

Initial Costs are all the investment cost that a service has to activate it. It is a cost that an entity only has in the first accounting moment. So, in this case, the initial cost is just the achievement of the Site with XXX as a supplier.

	Quantity	Price per Unit (€)	IVA (23%)	Total Price (€)
Site	1	1.000,00	230	1.230,00

Table 8 – Initial Costs of TIW

#### 11.3.2. Fixed Costs

When we talk about fixed costs, we talk about the costs that, most probably (considering there will be no significant change in the format of the service) will keep equally over the editions of TIW. These types of costs are mandatory to the development of each edition of TIW, so, in this case, will be accounting annually.

Since it is an annual service, this cost is spent once a year, when realized an edition of TIW.

- a) CCB proposal gives the total price of meeting room rent with the lunch included. Since CCB does not give the information about the price per person of the lunch, we will assume that it has a cost of € 12 more I.V.A, that gives a total of € 14,76.



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Taking into account that we ask a proposal for 50 participants (relative to the first edition), the price for 50 lunches will be:  $50 \times 14,76$ , that gives a total of €738,00.

So, the Total price for Meeting Room would be the total given by CCB (where was included the lunch price for 50 participants) less the price for the meals, that means:  $2.800,00 - 12 \times 50 = 2.200,00$  (this value is being calculated without I.V.A).

- b) The cost of extra speakers is also a fixed cost. Considering that we will need 1 extra speaker, and generally each speaker asks for €500,00 for its presence. So we count with € 500,00 annually.
- c) In the same order, the costs with technologic equipment are also considered fixed costs, since it is a cost that does not depends on the quantity of the participants.

	N° Days	Price (€)	IVA (23%)	Total Price (€)
Meeting Room	2	2.200,00	506	2.706,00
Equipment	2	2.470,00	568,1	3.038,10
1 Speaker	1	400,00	92	492,00
Total	-	5.070,00	1.166,10	6.236,10

Table 9 - Fixed Costs for the Transformative Immersion Weekend

### 11.3.2. Variable Costs

When we talk about variable costs, we talk about costs that can differ according to the quantity of participants. In this category are:

- Support material
- Meals

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Since the Variable Costs change depending on the number of participants, follows a table of the Variable Costs for the first year of TIW. The same table can be analysed with more detail in the chapter “Financial Evaluation”.

	N° Days	Price (€)	IVA (23%)	Total Price (€)
50 Stamped Block Notes	1	0,38 # 50 = 19	4,37	23,37
50 Stamped Pens	1	1,23 # 50 = 61,5	14,145	75,65
50 Meals	2	600,00	138	738,00
Total	-	680,50	156,52	837,02

Table 10 - Variable Costs of the Transformative Immersion Weekend

### 11.3.3. Total Costs

Taking into account the first criteria to set a price, looking for the following table we can conclude that the price per person must have to be superior than the costs for person, so, it has to be more than €164,082.

Expected Numer of Participants	50
Initial Costs	1.230,00
Fixed Costs	6.236,10
Variable Costs	738
Total Costs	8.204,10
Cost per Person	164,082

Table 11 – Cost per Person in the 1<sup>st</sup> Edition of Transformative Immersion Weekend

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Now, considering the prices of this kind of trainings and the target to whom it is directed, it is possible to set a higher price. As we can see in the chapter “Competitive Analysis”, the price per person is much higher than €164,082. So the final price is expected to be around €290,00.

### **11.4.Place**

After a careful research of places of interest to resurface this leadership retreat, I chose the Centro Cultural de Belém (CCB) as the place of interest, not also for the good relationship between price and quality, but also for the national reference that it represents to Portugal.

In appendixes is detailed the proposal of the CCB to this request, with prices, conditions and requirements. For a simulation of booking, was asked the proposal for the days 17 and 18 of December of 2016. The retreat will have capacity for 120 participants.

### **11.5.Promotion**

To communicate the existence and utility of TIW, there is no better idea than make use of the supporters of this project: Jason Associates and Gonçalo Pereira. Both Jason Associates and Gonçalo Pereira work constantly with companies and leaders. In addition, Jason Associates and Gonçalo Pereira are used to work together.

Jason Associates is responsible for designing solutions to their clients. Jason Associates can help in communicating this project through its area of training and development, an area directed to develop solutions for organizations related to education and development.

There are two means by which Jason Associates can help to communicate the TIW:

- Through communication with their clients, especially more enhanced to customers involved in leadership and motivation projects;
- Through the adoption of TIW in Jason Associates proposals in designing solutions for their clients to all those related with leadership, motivation, emotional intelligence, empathy, communication and presence;

The support of Gonçalo Pereira to the communication of this project may be viable also through two different ways:

- Gonçalo Pereira is the Upaya Center' s manager. The Upaya Center offers emotional intelligence and communication courses, based on Mindfulness and its benefits. This

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is directly correlated with the goal of TIW. In this sense, the participants of these courses could be interested in continuing the development of these competencies in a different way with TIW. Counting that many of the people attending the Upaya Center are leading teams.

- Gonçalo Pereira usually provides Mindfulness training in business contexts. In this sense, Gonçalo would be one of the TIW communication tools, once he has contact with people interested in developing leadership skills. Gonçalo Pereira, also known for Saraga, has more than 20 years of personal experience in this area. Gonçalo made part of his formation in United Kingdom: MBSR, teacher training in Mindfulness Based approaches, Bangor University; MBCT, Mindfulness Based Cognitive Therapy specialist teacher training, Bangor University; Mindfulness for Health, Breathworks teacher training programme; and Mindfulness in Schools teacher training.
- In addition to the thousands of people who have attended their courses, nowadays, there are a growing number of companies making use of their training.

### **11.6. Technology**

An official website will be created by the company Ongagement with an online reservation service. Ongagement will be responsible for the maintenance of website. In the chapter “Financial Evaluation” we detailed the costs that it represents for TIW.

In addition, during the weekend will be need some technological material in order to promote the best conditions to the participants, like:

- Projector
- Screen
- Microphone
- Interface

### **11.7. Organization**

This moment represents just one weekend per year; however, there will be the need for some previous organization, as well as a constant market analysis and logistical adaptations.

After a research of the necessities to organize the service, we concluded that the team will be composed by me, Mariana Sá and Gonçalo Pereira, where:

1. I will be responsible to organize the logistical and practical details

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2. Mariana Sá, represents Jason Associates, and will be responsible for:
  - a. Communicating TIW to the clients;
  - b. Planning the train taking into account the subjects;
  - c. Organize Board of Speakers.
3. Gonçalo Pereira will be responsible for:
  - a. Communicating TIW to the clients;
  - b. Implement Mindfulness in the Program;
  - c. Organize Board of Speakers.

### **11.8.Partnerships and External Services**

About the External Services, we can count with some suppliers, such as:

- a) Ongagement – Ongagement is an online engagement agency with the mission of get brands and companies more online engaged with their stakeholders.  
The Ongagement is an organization characterized by its creativity. With a multi-disciplinary and high-performance team, Ongagement accept the proposal of TIW to create its own site.
- b) Centro de Cópias – A empresa Centro de Cópias situada em Lisboa aceitou o pedido de encomenda do TIW para canetas e blocos estampados para os participantes.

The partnerships that will have support TIW will be, as said before, are characterized by the alliance between TIW and Jason Associates and Centro Upaya. In addition to the support and training that TIW will have for Centro Upaya, the partnership with Gonçalo Pereira will make possible to activate the follow promotion:

1. At the end of the retreat, there will be a raffle where the winner would have the opportunity to enjoy in a course of Conscious Communication in Upaya Center, directed by Gonçalo Pereira. It is a course which takes place over 4 weeks, once a week for a total of 10 hours. In normal conditions the course would cost € 110,00 per participant, but the partnership between the Transformative Immersion Weekend and Upaya Center offers this training moment for the winner.

In the same logic, the partnership with Jason Associates will help TIW with human resources expertise's, training and development in emotional intelligence, empathy, communication and presence skills.

In general, TIW can count on Jason Associate's support when it comes to:

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- Disclosure
- Formation

It is important, in this chapter, to analyse what are the real benefits of Jason Associates and Gonçalo Pereira to close a partnership relation with TIW services. In exchange of partnership's relation with Jason Associates and Gonçalo Pereira, TIW offers in return the opportunity to:

- Present own company to a diversity of leaders at a national level, who have great influence and power decision in their companies. This may raise the interest for the company's services, as well as a greater awareness at national level of benefits of the services of this two entities.
- Increase client portfolio
- Create marketing actions, since in TIW each entity will have the opportunity to present the company, the services and their results.
- Appear in TIW, not only physically in the retreat, but also through support material, such as gifts, personalized products, notebooks, pens, flyers, and other material that entities think important.
- The TIW represents a contact with a range of people with the necessity of development. Thus, this weekend can also represent a future relationship between each leader and each supported company: Jason Associates and Centro Upaya.
- The cost to a publicity action in an event like this, or in an action who get much leaders as TIW will get, would cost something like between €2.500,00 and €5.000,00 depending on the advertising of the event.

From a perspective of bringing benefits also to the TIW's participants, we would develop a partnership with Restaurant Doca 6. This partnership is based on an extra delivery to the participants of TIW, in order to promote business meetings in a cheaper price and in a very nice place. I believe that the promotion in Restaurante Doca 6 could be a good opportunity to develop future business relationships encouraged during the activities of the retreat.

The choice of this restaurant had the following criteria:

- Location: Located in one of the most referenced places to eat in Lisbon, Docas de Alcantara; it is surrounded by a Portuguese mythical landscape characterized by "25

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de Abril" Bridge and Tejo river. A broad and natural landscape, framed in the foundations that support the Transformative Immersion Weekend retreat.

- Mutual interest in a partnership: restaurant's administration found interesting this partnership with TIW and agreed it would be beneficial to both parties; the restaurant creates the opportunity to increase their customer base, given that their target audience is characterized by business people.

## 12. Implementation Requirements

For the implementation of this project it is necessary to take into account many details, such as:

Location - The location will be in Portugal, in Lisbon, specifically in Belém. Belém is one of the landmarks in Lisbon, full of history and natural beauty, ideal for a huge meeting as TIW.

- Target
  - For now, open to national leaders. There will be no age requirement. Each participant must be coordinating a team for, at least, one year and show evidence that really leads a group of people.
  - In a first edition, the retreat will be exclusive to national leaders. This is because, being a first edition in which many of the dynamics and logistics will also be tested, it is important to reduce the customer ray to become clearer an evaluation strategy after a first approach. It is open the possibility to follow with TIW available for people of others nationalities.
- Speakers Table - The board of speakers will be only completely defined when confirmed the progress of this project. Still, it is clear that the Board of Speakers cover people from Jason Associates and Centro Upaya. In addition, there is a list of certified and specialized names that can be a great suggestion to give diversity and quality to TIW.
- Organization Team – In conversation with the partnerships, we concluded that me, with the support of Jason Associates and Gonçalo Pereira, will complete the organization team. However, the team may also suffer modifications if confirmed the necessity for it.

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- Required Equipment - The required equipment is the one which will be rent to CCB and buy to a graphic company. It means: room, technology equipment and support material. This kind of information is more detailed in the Financial Plan.
- Meals - The retreat does not include breakfast. However, lunch is included in the rental space.
- Number of Participants - Having regarded the availability of rented room (Almeida Negreiros Room of Centro Cultural de Belém), the maximum capacity of the participants will be 250 people. For a first edition, I see no need to seek a solution with more capacity, once the expected number of participants to this edition is approximately 50 persons, and it is expected that this number will increase in the following editions. Again, this information is more detailed in the Financial Evaluation.

For the implementation of the project will need to fulfill the following steps:

- The rent of the space
- The rent of technology equipment
- To define the data for the retreat
- To define the program and agenda of each day
- To define the trainers for each subject of the retreat
- To receive and deal with registrations



### 13. Financial Evaluation

As seen above, the rental of space (with lunch included) and technological equipment is the highest cost of the retreat: as we can see in the following table, the rental of space and equipment represents a total cost of € 6.482,10. This value is in accordance with the proposal for the first edition, which counts with 50 persons.

	N° Days	Price (€)	IVA (23%)	Total (€)
Meeting Room (Lunch with Buffet)	2	2.800,00	644	3.444,00
Rent for the equipment	2	2.470,00	568,1	3.038,10
Total	-	5.270,00	1.212,1	6.482,10

Table 12: Costs of Rents for the 1<sup>st</sup> Edition of Transformative Immersion Weekend

Explaining Table 11, if TIW take place in CCB, in Almada Negreiros room, the price of the 2 days will be 2.800,00 + I.V.A, which represents a total of € 3.444,00 (since the actual I.V.A in Portugal is 23%). This price includes lunch with buffet for 50 persons.

As shown in Table 5, for the necessary technology equipment, the price for rent will be 2.470,00 + I.V.A, which represents a total of € 3.038,10.

The total rent cost for the 2 days would be around € 6.482,10.

To realize an edition of TIW, more other costs must be counted.

It is important to note that:

1. Each year represents a different cost of implementation;
2. The variable costs (Lunch and Support Material) changes in accordance with the number of participants.
3. In the first edition of TIW there are Initial Costs for the investment (site implementation)

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4. Each year has the same fixed costs (speakers, space rent and technological equipment rent)

To get a better idea of the costs which evolve the realization of TIW, as well as better understand the risks and financial benefits of their implementation, follows a Financial Plan:

Year	2016	2017	2018	2019
<b>Costs</b>				
Site	1000	-	-	-
Website Maintenance	-	100	100	100
<b>Support Material</b>				
Stamped Block Notes	1,5129 # 50 = 75,645	1,5129 # 75 = 113,4675	1,5129 # 150 = 226,935	1,5129 # 250 = 378,225
Stamped Pens	0,4674 # 50 = 23,37	0,4674 # 75 = 35,055	0,4674 # 150 = 70,11	0,4674 # 250 = 116,85
Space Rent	2.200,00 + I.V.A = 2.706,00	2.706,00	2.706,00	2.706,00
Meals	14,76 # 50 = 738,00	14,76 # 75 = 1.107,00	14,76 # 150 = 2.214,00	14,76 # 250 = 3.690,00
<b>Equipment Rent</b>				
<b>Image Projection</b>				
1 Projector	1.200,00 + I.V.A = 1.476,00	1.476,00	1.476,00	1.476,00
1 Screen	100,00 + I.V.A = 123,00	123	123	123
1 Interface	170,00 + I.V.A = 209,10	209,1	209,1	209,1
<b>Sound</b>				
5 Microphones	550,00 + I.V.A = 676,5	676,5	676,5	676,5
<b>Workforce</b>				
1 Audiovisual Technician	450,00 + I.V.A = 553,5	553,5	553,5	553,5
<b>Total Costs</b>	<b>7.581,12</b>	<b>7.099,62</b>	<b>8355,145</b>	<b>10.030,17</b>
<b>Expected Revenue</b>				
Price per Subscription	290	290	290	290
Expected Registrations	50	75	150	250
<b>Total Expected Revenue</b>	<b>14.500,00</b>	<b>21.750,00</b>	<b>43.500,00</b>	<b>72.500,00</b>
<b>Expected Profit</b>	<b>6.918,88</b>	<b>14.650,38</b>	<b>35.144,86</b>	<b>62.469,83</b>

Table 13 – Expected Revenue for Tranformative Immersion Weekend Editions

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Some points of the Plan that may raise doubts:

- Number of participants - It is assumed to be 50 in the first year, 75 in the second year, 150 in the third year and 250 in the following years.

This happens because in the first year of entry in the market we should count with not reach or convince the entire audience. In a second and third year of publication, since the retreat will gain more name within the organizational environment (from the methods discussed in the Communication Strategy), it is expected that the numbers of participants increase gradually. Simulating a first edition occurred in 17,18 and 19 of December of 2016, there will be less time to convey the market. In the following years there will be a whole year of communication and strategy to work on filling all vacancies. In addition, the participants that already tried the first edition of TIW will represent a new and more valuable tool of communication.

- Price per person – As seen in the chapter “ Competition Analysis”, taking into account the competition, I believe the price € 290 for this training would be accepted by the target audience that the TIW addresses.

As said before, this value was also based on:

- The existing retreats in other countries with similar vein and also directed at the same target of people.
  - The total costs of the retreat
- In analyzing the financial plan it is possible to conclude that the final profit of TIW will increase gradually over the years.

Since this project does not bring a huge value of profit, it can represent a project not interesting for all kind of people. However, my interest in this project goes further than money. My principal objective is to design a new and dynamic idea to help leaders developing the motivation of its employees, making the most of each one. After all, each employee represents a cost to the company and it should be maximized and profitable. On the other hand, and speaking by employee side, I also believe that leaders in developing these four skills would make happier employees in the workplace.



#### **14. Evaluation Process and Program Continuing**

The TIW Evaluation Process will be composed by three different phases:

1. Formal evaluation survey of the TIW – this will be a simple survey, sent to the participants right the weekend, about the impact of the training in each participant, feedback about logistic details, penetration of addressed issues, as well as the evaluation of each trainer, speaker and training duration. An example of this survey is displayed in the chapter “Appendixes”.
2. A Follow up Survey 3 months after the TIW – After 3 months will be sent a survey to remember participants about addresses issues, practices learned. In this moment the leader will also have a moment of self-assessment about own leadership performance.
3. A Follow up Survey 6 months after the TIW – In order to keep in touch with the participants and to find out how well they are applying what they have learned on a daily basis, it will also be sent other online survey about the way each participant is using mindfulness to work the 4 skills development in the retreat.

Thus, with all the feedback received from each participant, we hope to proceed to the necessary changes to get a better leadership moment in the next year. There are already some ideas for the future, if the outputs of TIW will justify it, such as:

- Opening the program to foreign leaders.
- A new and more advanced program with continuing coach from Gonçalo Pereira and Jason Associates
- To promote a TIW 2, as a following program of the first retreat, which will be a second level just to who participated in the first one.

As future directions for this project we would further continue this investigation by:

1. Testing the TIW and, with the outputs, prove that mindfulness contributes to the increase of these four leadership characteristics;
2. Based on TIW' s participants prove that the development of these four characteristics provoked best leadership practices and, therefore, greater motivation in the teams lead by these leaders;
3. Explore the possibility of a continuous program for the TIW or, at least, support a longer program to increase the impact of this correlation between mindfulness, leadership and motivation.

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In this sense, some of the tools that would make sense in a TIW 2, would be:

1. MBTI - The Myers–Briggs Type Indicator (MBTI) is an introspective self-report questionnaire designed to indicate psychological preferences in how people perceive a situation. This questionnaire allows you to allocate a person to a personality type. The MBTI can be a self-knowledge tool, since knowing the natural tendencies of our personality; we are watchful to our trends and able to fight them according to need. The MBTI was constructed by Katharine Cook Briggs and her daughter Isabel Briggs Myers. The MBTI was constructed for normal populations and emphasizes the value of naturally occurring differences.
2. Situational Leadership Model – The Situational Leadership Model is a powerful and flexible leadership tool concerned in preparing leaders to face with the variety of personalities and to more effectively influence others. The Situational Leadership Model was developed by Dr. Paul Hersey in 1960. Situational Leadership Model is based on the relationship between leaders and followers and serves as a framework to analyze each situation based on:
  - a. The amount of guidance and direction (task behavior) a leader gives;
  - b. The amount of socio emotional support (relationship behavior) a leader provides;
  - c. The readiness level that followers exhibit in performing a specific task, function, or objective.

These are two essential tools in self-knowledge and the development of relationships with others. In relation with the logistic details, according to the first edition, some modifications can take into account if needed.

## 15. References

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## 16. Appendixes

### Appendix I – Certified Document of Participation in TIW

Certifica-se que \_\_\_\_\_,  
natural de \_\_\_\_\_, nascido(a) em \_\_\_\_\_, titular do  
cartão de cidadão com o nº de identificação \_\_\_\_\_, válido  
até \_\_\_\_\_, frequentou a seguinte ação de formação:

## **Transformative Immersion Weekend**

Que decorreu a \_\_\_\_\_, com duração total de \_\_\_\_ horas.

Lisboa, \_\_ de \_\_\_\_\_ de \_\_\_\_\_.

\_\_\_\_\_  
responsável entidade formadora



# O Programa

## *Dia 1 – Inteligência Emocional e Empatia: Duas Competências dependentes*

### Introdução

Gene a Tua Mente Primeiro: Mindfulness e o Trabalho Interior da Gestão

Keynote Talk: O Poder de uma Equipa Motivada

### Inteligência Emocional

O que é a Inteligência Emocional?

Como pode a Inteligência Emocional ajudar na motivação da minha equipa?

Como pode o Mindfulness ajudar-me no desenvolvimento da Inteligência Emocional?

Keynote Talk: Gerir os Impulsos e as Reações

Exercício: Desenvolver um Plano Pessoal de Inteligência Emocional

### Empatia

Keynote Talk: Perceber os Sentimentos e Experiências dos Outros

Exercício de Mindfulness: Ouvir com Empatia

Keynote Talk: Liderar com Compaixão

Exercício: Desenvolver um Plano Pessoal de Empatia

## *Dia 2 – Presença e Comunicação*

### Presença

Keynote Talk: O Poder de uma Pausa Propositada – Torne-se mais presente

Prática de Mindfulness: Atenção Plena

Keynote Talk: A Ciência e os Benefícios de Estar Completamente Presente

Prática de Mindfulness: Contemplação de Mindfulness

Prática de Mindfulness: Ouvir com o Mindfulness

Exercício: Desenvolver um Plano Pessoal de Presença

### Comunicação

Prática de Mindfulness: Conversa com Mindfulness

Prática Mindfulness: Saber Ouvir de Forma Mindfulness

Exercício: Desenvolver um Plano Pessoal de Comunicação

### Conclusão

Mindfulness como Fundação para o Sucesso na Mudança da Liderança



Appendix II – Satisfaction Survey about TIW

**Questionário de Satisfação**

Numa escala de 1 a 5, sendo que 1 corresponde a Fraco e 5 a Excelente, classifique cada ponto referido tendo em conta o programa que frequentou.

**Satisfação**

- Adequação dos materiais da dinâmica.
- Metodologia utilizada.
- Qualidade dos materiais.

**Facilitador**

- Relação com o grupo.
- Competência e conhecimento.
- Clareza na abordagem do tema.

**Recursos**

- Qualidade dos materiais.
- Adequação dos materiais.
- Espaço onde decorreu a ação.
- Duração da ação.


**Avaliação global**

- Cumprimento dos objectivos da acção.
- Correspondência da ação às expectativas.
- Em termos globais, qual o grau de satisfação?

**Perguntas abertas:**

- Recomendaria este curso a outra pessoa?
- Principais obstáculos no momento da formação:
- Ideias-chave adquiridas:

**JASON ASSOCIATES**  
Human Performance Design



**Inteligência Emocional**

Percepção da sua importância no impacto da liderança.

Impacto do programa no desenvolvimento pessoal nesta competência.

Relação que encontrei entre o desenvolvimento desta competência e a minha capacidade de motivar.

**Empatia**

Percepção da sua importância no impacto da liderança.

Impacto do programa no desenvolvimento pessoal nesta competência.

Relação que encontrei entre o desenvolvimento desta competência e a minha capacidade de motivar.

**Comunicação**

Percepção da sua importância no impacto da liderança.

Impacto do programa no desenvolvimento pessoal nesta competência.

Relação que encontrei entre o desenvolvimento desta competência e a minha capacidade de motivar.

**Presença**

Percepção da sua importância no impacto da liderança.

Impacto do programa no desenvolvimento pessoal nesta competência.

Relação que encontrei entre o desenvolvimento desta competência e a minha capacidade de motivar.

**Mindfulness**

Encontrou no Mindfulness uma ferramenta para o desenvolvimento profissional?

Encontrou relação do Mindfulness com as competências sugeridas?

Principais obstáculos no momento da formação:

Ideias-chave adquiridas:





# Transformative Immersion Weekend – Mindfulness as a Leadership Tool

## Appendix III – Questionnaire to Portuguese Employees

### Questionário de Satisfação do Colaborador com o Impacto da Liderança na Motivação

#### Página 1

##### Idade \*

	18-25	25-40	40-65
Idade	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

##### Sexo \*

Feminino

Masculino

#### Página 2

O seguinte questionário vem no âmbito de uma Tese de Mestrado de Gestão intitulada Transformative Immersion Weekend (TIW).

TIW é o nome de um projeto para líderes que, com base numa filosofia Mindfulness, tem como objetivo ajudar no desenvolvimento das seguintes competências: inteligência emocional, empatia, capacidade de comunicação e presença.

Pretende-se, com os resultados deste questionário, avaliar o impacto da liderança na produtividade de uma equipa a partir da motivação dos seus elementos.

O questionário aborda, numa primeira parte, a auto avaliação do colaborador relativa à motivação para o trabalho e, por último, a avaliação do seu líder. As competências a avaliar foram escolhidas com base em artigos científicos.

É importante responder de forma rápida, honesta e espontânea, sendo que não há respostas certas ou erradas.

De forma a validar as respostas, ser-lhe-á pedido que avalie cada ponto conforme o grau de intensidade que lhe atribui.

## Transformative Immersion Weekend – Mindfulness as a Leadership Tool

### Página 3

Para uma auto avaliação da motivação para o trabalho, deve assinalar a coluna que se aproximar mais do modo como realmente se comporta ou daquilo que sente.

As opções estão avaliadas numa escala quantitativa, consoante a intensidade com que classifica cada ponto. \*

	Nada	Pouco	Médio	Muito
Motivação pela melhoria contínua	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ambição pelo sucesso da empresa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
À vontade para falar com o líder sobre a falta de motivação	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sentimento de pertença à empresa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Transformative Immersion Weekend – Mindfulness as a Leadership Tool

### Página 4

Para uma avaliação geral de alguns fatores de liderança, deve assinalar a coluna que se aproximar mais do modo como avalia o seu líder nas seguintes competências: inteligência emocional, empatia, capacidade de comunicação e presença. As opções estão avaliadas numa escala qualitativa, consoante a intensidade com que classifica cada ponto. \*

	Muito	Bom	Normal	Fraço
<b>Inteligência Emocional:</b> capacidade de regular o humor dos outros, isolando as emoções do pensamento racional. À inteligência emocional estão relacionadas competências como autocontrolo, persistência e capacidade de motivar os outros (Davies M et all, 1998).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Empatia:</b> capacidade de ouvir e experimentar os pensamentos e emoções dos outros (Ernest J Wilson III, 2015).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Capacidade de Comunicação:</b> capacidade de ouvir, fazer perguntas e fornecer feedback, recorrendo a uma variedade de estilos de comunicação capaz de articular metas e objetivos em diferentes níveis de uma organização (Deborah B Roebuck, 2012).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Presença:</b> capacidade de desenvolver uma autoridade capaz de refletir a intenção de um resultado esperado. Um líder presente é caracterizado por um profundo conhecimento da situação, confiança, humildade e reconhecimento pelas qualidades dos outros (John Baldoni, 2010).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Página 5

Este questionário foi feito com base no livro: Hill, M. M., & Hill, A. 2012. Investigação por Questionário.

Obrigado pela sua colaboração!

## Transformative Immersion Weekend – Mindfulness as a Leadership Tool

Exma. Sra.  
D. Assunção Cruz  
[assuncaorcruz@gmail.com](mailto:assuncaorcruz@gmail.com)

Lisboa, 19 de Maio de 2016  
N/Ref.<sup>a</sup> MC/26737/2016

Exma. Sra.

Na sequência da consulta relativa à realização no Centro de Reuniões do Centro Cultural de Belém de uma Reunião de Líderes, nos dias **17 e 18 de Dezembro de 2016**, vimos por este meio remeter as informações solicitadas:

### **ORÇAMENTO**

#### **ESPAÇOS**

##### **Sala 6 - Almada Negreiros - Plateia**

Lotação: 250	Nº PAX: 50	
Data Montagem: 17-12-2016	Data Início: 17-12-2016	
Data Desmontagem: 18-12-2016	Data Fim: 18-12-2016	
	<b>€os:</b>	<b>2.800,00 + I.V.A.</b>

##### **Sala 5 - Fernando Pessoa - Almoço c/ Buffet (nosso catering)**

Lotação: 120	Nº PAX: 50	
Data Montagem: 17-12-2016	Data Início: 17-12-2016	
Data Desmontagem: 18-12-2016	Data Fim: 18-12-2016	
	<b>€os:</b>	<b>0,00 + I.V.A.</b>

<b>Total Parcial €os:</b>	<b>2.800,00 + I.V.A.</b>
---------------------------	--------------------------

## **EQUIPAMENTOS**

O equipamento audiovisual e sonoro e a realização de filmagens a operar no Centro de Reuniões do Centro Cultural de Belém é, obrigatoriamente, fornecido pela Fundação Centro Cultural de Belém ou por entidades por ela contratadas.

### **Sala 6 - Almada Negreiros**

**Data Início: 17-12-2016 a Data Fim: 18-12-2016**

#### Projeção de Imagem

1 Projetor Barco RLM G5	€os:	1.200,00 + I.V.A.
1 Ecrã - 2,40 x 1,80 (4:3)	€os:	100,00 + I.V.A.
1 Interface PLS350	€os:	170,00 + I.V.A.

#### Sonorização

3 Microfones de mesa		
1 Microfone de púlpito	€os:	400,00 + I.V.A.
1 Microfone emissor mão	€os:	150,00 + I.V.A.

#### Técnicos

1 Audiovisuais	€os:	450,00 + I.V.A.
----------------	------	-----------------

**Total Parcial €os: 2.470,00 + I.V.A.**

**Total Global €os: 5.270,00 + I.V.A.**

### **CATERING**

Qualquer alteração no que respeita ao número de participantes relativo ao serviço de Catering deverá ser feita por escrito com a **antecedência mínima de 3 dias úteis**, sob pena de se proceder à faturação na íntegra do serviço previsto.

### **ATIVIDADE CULTURAL**

Espetáculos e concertos, visitas guiadas ao edifício e às exposições de arquitetura na Garagem Sul.

Condições especiais para espetáculos de programação do CCB, nos dias do evento.

Consulte-nos.

- Os espaços propostos encontram-se em pré reserva em nome da vossa Empresa/Entidade.
- A reserva é garantida com a liquidação a pronto pagamento de 100% do valor do espaço acrescidos de 50% do valor dos serviços. Os restantes 50% serão faturados na data do evento e liquidados a 30 dias da data da fatura, assim como os extras apurados após o evento.
- O cancelamento ou adiamento de um evento confirmado e faturado, até 30 dias antes do início do mesmo, implicará o pagamento de 20% do total orçamentado em espaços. Qualquer cancelamento ou adiamento inferior a este prazo, implicará o pagamento total dos serviços confirmados.
- Caso a Direção de Desenvolvimento e Comunicação receba outro pedido para os mesmos espaços/datas, ser-vos-á solicitada uma resposta por escrito num prazo de 48 horas úteis. Na ausência de resposta por escrito no prazo estipulado, a pré reserva será considerada sem efeito.

Solicitamos que os orçamentos ora remetidos nos sejam confirmados, por escrito, com urgência.

Colocamo-nos, desde já, à disposição de V. Exas. para prestar qualquer esclarecimento que entendam necessário.

Com os nossos melhores cumprimentos,

Madalena Castro

Direção de Desenvolvimento e Comunicação

Para mais informações sobre os nossos espaços e serviços consultar o nosso “site na Internet” em [www.ccb.pt](http://www.ccb.pt).

**Condições Gerais de Utilização:**

- Todas as salas são alugadas com climatização e sistema de iluminação instalado e com o respetivo mobiliário de acordo com o layout escolhido (Plateia; Escola; Mesa Redonda; Mesa "U"; Palmatória, ou outro). Alterações ao layout confirmado no dia do evento serão cobradas em 10% do valor do espaço. Outras alterações de layout serão orçamentadas caso a caso.
- O preço dos espaços não inclui afetação de equipamento técnico e/ou audiovisual, o qual será orçamentado caso a caso.
- Serão imputados aos organizadores dos eventos quaisquer custos adicionais relativos ao reforço de medidas de segurança ou de higiene determinados pela realização dos eventos.
- O horário de funcionamento do Centro de Reuniões do Centro Cultural de Belém, para este efeito, é das 8 às 20 horas, nos dias da semana, e das 10 às 18 horas, aos sábados, domingos e feriados. Qualquer alteração ao horário de funcionamento do Centro de Reuniões será orçamentado, caso a caso, de acordo com o solicitado pelo cliente.
- Os períodos de montagem e/ou desmontagem são cobrados em 50% do valor do espaço.
- Salvo mediante o prévio acordo escrito da Fundação, nenhuma alteração estrutural ou de decoração pode ser feita nas áreas cedidas e o utilizador não poderá, sem prévio consentimento, afixar, pregar ou colar o que quer que seja nas paredes, pavimento, pilares, teto, etc., nem poderá cortar ou perfurar tais elementos.
- Se o espaço cedido não for restituído nas condições em que se encontrava a Fundação mandará executar as obras que se mostrem necessárias e imputará ao utilizador as despesas e custos incorridos com tais obras.
- O serviço de catering é exclusivamente fornecido pelo Centro Cultural de Belém em todos os espaços.
- Agradecemos que nos informem se o seu evento contará com participantes com dificuldades de mobilidade.
- Salvo informação expressa do cliente, todos os eventos são mencionados na agenda de eventos do CCB que se encontra incluída no site [www.ccb.pt](http://www.ccb.pt). Neste sentido far-se-á referência ao nome da Empresa organizadora, ao nome do evento e ao espaço onde o mesmo decorrer.

Appendix V – Questionnaire Results

<b>_Answer ID</b>	<b>Resume-Code</b>	<b>Start</b>	<b>Date and time</b>	<b>Participation status</b>	<b>1. Idade</b>	<b>Idade</b>	<b>'18-25</b>	<b>'25-40</b>	<b>'40-65</b>	<b>2. Sexo</b>	<b>Feminino</b>	<b>Masculino</b>
26418758	b0c23c7	Jun 06, 2016 19:18	Jun 06, 2016 19:19	participated and completed			1				1	
26418774	a42eb94	Jun 06, 2016 19:19	Jun 06, 2016 19:20	participated and completed			1				1	
26418845	75b6853	Jun 06, 2016 19:22	Jun 06, 2016 19:22	participated and completed			1				1	
26419066	83d6502	Jun 06, 2016 19:29	Jun 06, 2016 19:32	participated and completed			1				1	
26419201	6c50b1d	Jun 06, 2016 19:35	Jun 06, 2016 19:37	participated and completed			1				1	
26419216	13cbec8	Jun 06, 2016 19:35	Jun 06, 2016 19:37	participated and completed			1				1	
26419570	bcd5520	Jun 06, 2016 19:48	Jun 06, 2016 19:49	participated and completed			1				1	
26419771	51ea299	Jun 06, 2016 19:55	Jun 06, 2016 19:56	participated and completed			1				1	



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26419884	1a3d534	Jun 06, 2016 19:59	Jun 06, 2016 20:00	participated and completed			1				1	
26419991	6f1447a	Jun 06, 2016 20:03	Jun 06, 2016 20:04	participated but not yet completed				1				1
26420008	9aed9b2	Jun 06, 2016 20:03	Jun 06, 2016 20:05	participated and completed			1				1	
26420029	2e288a4	Jun 06, 2016 20:05	Jun 06, 2016 20:07	participated and completed			1					1
26420076	983ffb4	Jun 06, 2016 20:07	Jun 06, 2016 20:08	participated but not yet completed			1				1	
26420118	f1a6039	Jun 06, 2016 20:09	Jun 06, 2016 20:09	participated but not yet completed			1				1	
26420180	57d6778	Jun 06, 2016 20:09	Jun 06, 2016 20:12	participated and completed			1				1	
26420559	882b29b	Jun 06, 2016 20:25	Jun 06, 2016 20:27	participated and completed			1				1	
26420691	7723c32	Jun 06, 2016 20:31	Jun 06, 2016 20:32	participated and completed			1				1	
26420872	631addf	Jun 06, 2016 20:37	Jun 06, 2016 20:40	participated and completed			1					1
26420874	7cf2501	Jun 06, 2016 20:38	Jun 06, 2016 20:40	participated and completed			1				1	

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26420987	44ba16c	Jun 06, 2016 20:43	Jun 06, 2016 20:45	participated and completed			1				1
26421054	85933f6	Jun 06, 2016 20:46	Jun 06, 2016 20:47	participated and completed			1				1
26421219	3b468af	Jun 06, 2016 20:52	Jun 07, 2016 10:13	participated and completed			1				1
26421666	15a732c	Jun 06, 2016 21:10	Jun 06, 2016 21:11	participated and completed			1				1
26421734	c50ec22	Jun 06, 2016 21:13	Jun 06, 2016 21:15	participated and completed			1				1
26421840	67c0217	Jun 06, 2016 21:17	Jun 07, 2016 00:16	participated and completed			1				1
26421949	a43fabb	Jun 06, 2016 21:23	Jun 06, 2016 21:24	participated and completed			1				1
26422307	6d5c988	Jun 06, 2016 21:37	Jun 06, 2016 21:38	participated and completed				1			1
26422343	ae951ab	Jun 06, 2016 21:38	Jun 06, 2016 21:40	participated and completed			1				1
26422502	90a048e	Jun 06, 2016 21:34	Jun 06, 2016 21:45	participated but not yet completed			1				1
26422621	f5c18af	Jun 06, 2016 21:48	Jun 06, 2016 21:50	participated and completed					1		1

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26422721	6a7bd76	Jun 06, 2016 21:51	Jun 06, 2016 21:54	participated and completed			1				1	
26423032	718abd6	Jun 06, 2016 22:04	Jun 06, 2016 22:07	participated but not yet completed			1				1	
26423073	c9d915f	Jun 06, 2016 22:06	Jun 06, 2016 22:09	participated and completed				1			1	
26423308	91201b9	Jun 06, 2016 22:16	Jun 06, 2016 22:18	participated and completed			1				1	
26424443	71554fa	Jun 06, 2016 23:28	Jun 06, 2016 23:29	participated but not yet completed			1				1	
26424453	b3adfd1	Jun 06, 2016 23:28	Jun 06, 2016 23:39	participated and completed			1				1	
26424545	54e13fe	Jun 06, 2016 23:39	Jun 06, 2016 23:41	participated and completed			1				1	
26424572	61ef528	Jun 06, 2016 23:41	Jun 06, 2016 23:43	participated and completed			1				1	
26424637	560ec1f	Jun 06, 2016 23:47	Jun 06, 2016 23:48	participated and completed			1				1	
26424812	77083df	Jun 07, 2016 00:08	Jun 07, 2016 00:09	participated and completed			1				1	
26424831	2364d66	Jun 07, 2016 00:10	Jun 07, 2016 00:12	participated and completed			1					1

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26428725	c1f6957	Jun 07, 2016 07:24	Jun 07, 2016 07:26	participated and completed			1				1	
26429222	8aec8a2	Jun 07, 2016 07:45	Jun 07, 2016 07:49	participated and completed				1				1
26429405	4ba33c5	Jun 07, 2016 07:52	Jun 07, 2016 07:54	participated and completed			1				1	
26429857	4ba0448	Jun 07, 2016 08:09	Jun 07, 2016 08:09	participated and completed					1		1	
26429896	76d4f65	Jun 07, 2016 08:10	Jun 07, 2016 08:11	participated and completed					1			1
26429954	b3c190a	Jun 07, 2016 08:12	Jun 07, 2016 08:13	participated and completed					1		1	
26431366	d563420	Jun 07, 2016 09:00	Jun 07, 2016 09:04	participated and completed				1				1
26431694	0575c5f	Jun 07, 2016 09:12	Jun 07, 2016 09:12	participated but not yet completed				1			1	
26431695	d77a1c0	Jun 07, 2016 09:11	Jun 07, 2016 09:14	participated and completed			1				1	
26431705	baf8c2b	Jun 07, 2016 09:12	Jun 07, 2016 09:12	participated but not yet completed				1				1
26431745	df845a7	Jun 07, 2016 09:13	Jun 07, 2016 09:16	participated and completed			1				1	

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26433230	13b0516	Jun 07, 2016 10:00	Jun 19, 2016 13:23	participated and completed			1				1	
26433249	cf9d88a	Jun 07, 2016 10:00	Jun 07, 2016 10:02	participated and completed			1	1			1	
26433277	e55b16c	Jun 07, 2016 10:01	Jun 07, 2016 10:03	participated and completed			1					1
26433468	3e2f7f4	Jun 07, 2016 10:07	Jun 07, 2016 10:08	participated and completed					1			1
26433471	7cf3a05	Jun 07, 2016 10:07	Jun 07, 2016 10:09	participated and completed			1				1	
26433514	d4c8c7a	Jun 07, 2016 10:09	Jun 07, 2016 10:10	participated and completed					1			1
26433557	78d93f2	Jun 07, 2016 10:10	Jun 07, 2016 10:11	participated and completed				1			1	
26433834	d58c29e	Jun 07, 2016 10:19	Jun 07, 2016 10:19	participated and completed			1				1	
26434005	af24902	Jun 07, 2016 10:23	Jun 07, 2016 10:26	participated and completed				1			1	
26434209	f37a7b9	Jun 07, 2016 10:29	Jun 07, 2016 10:30	participated and completed			1				1	
26434477	8ea0c91	Jun 07, 2016 10:37	Jun 07, 2016 10:53	participated and completed			1				1	

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26437048	5114f1e	Jun 07, 2016 12:06	Jun 07, 2016 12:08	participated and completed			1				1
26437194	7869f1c	Jun 07, 2016 12:09	Jun 07, 2016 12:14	participated and completed			1				1
26437724	93f2587	Jun 07, 2016 12:25	Jun 07, 2016 12:26	participated but not yet completed			1				1
26438245	3ad5bef	Jun 07, 2016 12:38	Jun 07, 2016 12:39	participated and completed			1				1
26438898	eb2108d	Jun 07, 2016 12:57	Jun 07, 2016 13:01	participated and completed			1				1
26439034	dcb84dd	Jun 07, 2016 13:00	Jun 07, 2016 13:05	participated and completed				1			1
26441239	9638b13	Jun 07, 2016 14:11	Jun 07, 2016 14:12	participated but not yet completed				1			1
26442012	33fb253	Jun 07, 2016 14:36	Jun 07, 2016 14:36	participated but not yet completed			1				1
26442590	7a163c7	Jun 07, 2016 14:55	Jun 07, 2016 14:56	participated and completed			1				1
26442856	a6f3823	Jun 07, 2016 15:03	Jun 07, 2016 15:05	participated and completed			1				1
26444887	2660af9	Jun 07, 2016 16:04	Jun 07, 2016 16:05	participated but not yet completed			1				1

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26444904	992629b	Jun 07, 2016 16:05	Jun 07, 2016 16:06	participated and completed			1				1	
26444995	c330fa9	Jun 07, 2016 16:07	Jun 07, 2016 16:08	participated but not yet completed			1				1	
26445418	ea7f67c	Jun 07, 2016 16:20	Jun 07, 2016 16:21	participated and completed			1					1
26445422	7bff81e	Jun 07, 2016 16:20	Jun 07, 2016 16:22	participated and completed			1					1
26445522	87ea798	Jun 07, 2016 16:23	Jun 07, 2016 16:24	participated and completed			1					1
26445857	a51a76b	Jun 07, 2016 16:33	Jun 07, 2016 16:34	participated and completed			1				1	
26445960	372c32b	Jun 07, 2016 16:37	Jun 07, 2016 16:38	participated and completed			1					1
26445994	9954e6e	Jun 07, 2016 16:37	Jun 07, 2016 16:40	participated and completed			1				1	
26446750	68efc31	Jun 07, 2016 17:04	Jun 07, 2016 17:06	participated and completed					1			1
26447065	541f3af	Jun 07, 2016 17:15	Jun 07, 2016 17:16	participated and completed			1	1			1	
26447174	a0a60a9	Jun 07, 2016 17:19	Jun 07, 2016 17:22	participated and completed				1				1

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26447287	963df1d	Jun 07, 2016 17:24	Jun 07, 2016 17:26	participated and completed			1				1
26447540	b5209c1	Jun 07, 2016 17:34	Jun 07, 2016 17:35	participated and completed			1				1
26447809	8e29cb1	Jun 07, 2016 17:45	Jun 07, 2016 17:46	participated but not yet completed			1				1
26447834	26b0287	Jun 07, 2016 17:46	Jun 07, 2016 17:47	participated and completed			1				1
26448474	79bc81f	Jun 07, 2016 18:07	Jun 07, 2016 18:09	participated and completed			1				1
26451183	c03aca3	Jun 07, 2016 19:57	Jun 07, 2016 19:57	participated and completed			1				1
26451377	acbdcd0	Jun 07, 2016 20:03	Jun 07, 2016 20:06	participated and completed			1				1
26452582	562cc0e	Jun 07, 2016 20:48	Jun 07, 2016 20:49	participated but not yet completed				1			1
26453375	41a7ea8	Jun 07, 2016 21:18	Jun 07, 2016 21:21	participated and completed			1				1
26454232	a9b1cd3	Jun 07, 2016 21:50	Jun 07, 2016 21:51	participated but not yet completed			1				1
26460258	d6d420c	Jun 08, 2016 08:01	Jun 08, 2016 08:03	participated and completed				1			1



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26462056	0807a92	Jun 08, 2016 09:09	Jun 08, 2016 09:12	participated and completed			1				1	
26462660	d7744f2	Jun 08, 2016 09:30	Jun 08, 2016 09:32	participated and completed			1				1	
26463488	4b22ec7	Jun 08, 2016 09:57	Jun 08, 2016 09:59	participated and completed			1				1	
26465888	b5f8b5b	Jun 08, 2016 11:13	Jun 08, 2016 11:14	participated and completed			1				1	
26465963	6aaa96c	Jun 08, 2016 11:15	Jun 08, 2016 11:18	participated and completed			1				1	
26466050	037b938	Jun 08, 2016 11:18	Jun 08, 2016 11:21	participated and completed				1			1	
26466582	bdbe8ae	Jun 08, 2016 11:35	Jun 08, 2016 11:37	participated and completed				1			1	
26468058	693cbae	Jun 08, 2016 12:22	Jun 08, 2016 12:24	participated and completed			1				1	
26468851	6bd6b00	Jun 08, 2016 12:45	Jun 08, 2016 12:47	participated and completed			1				1	
26470660	7d3ab2a	Jun 08, 2016 13:35	Jun 08, 2016 13:36	participated and completed				1			1	
26483005	65ef358	Jun 08, 2016 17:51	Jun 08, 2016 17:53	participated and completed			1					1

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26484362	f9a87a2	Jun 08, 2016 18:38	Jun 08, 2016 18:40	participated and completed			1				1	
26491276	c4e430f	Jun 08, 2016 23:44	Jun 08, 2016 23:46	participated and completed				1				1
26492090	eb06450	Jun 09, 2016 01:22	Jun 09, 2016 01:24	participated and completed			1				1	
26508282	2011f43	Jun 09, 2016 14:12	Jun 09, 2016 14:14	participated and completed			1					1
26508542	8e7cc43	Jun 09, 2016 14:18	Jun 09, 2016 14:19	participated and completed					1		1	
26593926	717da52	Jun 13, 2016 22:27	Jun 13, 2016 22:28	participated and completed			1				1	
26595068	9cb2439	Jun 14, 2016 00:37	Jun 14, 2016 00:39	participated and completed			1				1	
26603482	7b6f688	Jun 14, 2016 11:02	Jun 14, 2016 11:05	participated and completed			1				1	
26629141	94baa81	Jun 15, 2016 08:34	Jun 15, 2016 08:35	participated and completed			1				1	
26629521	95166ff	Jun 15, 2016 08:50	Jun 15, 2016 08:50	participated and completed			1				1	
26629564	fd66192	Jun 15, 2016 08:51	Jun 15, 2016 08:52	participated and completed			1				1	

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26634372	66be73b	Jun 15, 2016 11:38	Jun 15, 2016 11:42	participated and completed					1		1
26637022	8203ff4	Jun 15, 2016 12:54	Jun 15, 2016 12:57	participated and completed					1		1
26643962	36bcfa0	Jun 15, 2016 16:36	Jun 15, 2016 16:37	participated and completed			1				1
26647142	00ac8d9	Jun 15, 2016 18:32	Jun 15, 2016 18:33	participated but not yet completed			1				1
26647146	f45e50d	Jun 15, 2016 18:32	Jun 15, 2016 18:36	participated and completed			1				1
26647148	fa79515	Jun 15, 2016 18:33	Jun 15, 2016 18:33	participated but not yet completed			1				1
26647165	1fa323b	Jun 15, 2016 18:33	Jun 15, 2016 18:34	participated but not yet completed			1				1
26647220	6653b41	Jun 15, 2016 18:35	Jun 15, 2016 18:38	participated and completed			1				1
26648819	b1f01c0	Jun 15, 2016 19:36	Jun 15, 2016 19:44	participated and completed			1				1
26648826	140bd27	Jun 15, 2016 19:37	Jun 15, 2016 19:39	participated and completed			1				1
26649505	316a556	Jun 15, 2016 20:02	Jun 15, 2016 20:03	participated and completed			1				1

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26650203	576029a	Jun 15, 2016 20:27	Jun 15, 2016 20:28	participated but not yet completed			1					1
26650739	813c114	Jun 15, 2016 20:48	Jun 15, 2016 20:55	participated and completed			1					1
26650814	00601ea	Jun 15, 2016 20:51	Jun 15, 2016 20:52	participated but not yet completed			1				1	
26652119	84e92cf	Jun 15, 2016 21:46	Jun 15, 2016 21:48	participated and completed			1					1
26652682	8cf1dc6	Jun 15, 2016 22:18	Jun 15, 2016 22:19	participated and completed			1					1
26653137	b910d6b	Jun 15, 2016 22:47	Jun 15, 2016 22:50	participated but not yet completed			1				1	
26679272	f9a3620	Jun 16, 2016 23:27	Jun 16, 2016 23:28	participated but not yet completed			1				1	
26765986	bc7eefb	Jun 21, 2016 15:26	Jun 21, 2016 15:27	participated and completed					1		1	
26766954	e2f9c31	Jun 21, 2016 16:00	Jun 21, 2016 16:02	participated and completed			1					1
26767962	c5c7486	Jun 21, 2016 16:41	Jun 21, 2016 16:43	participated and completed					1			1
26768385	f3fd6be	Jun 21, 2016 17:03	Jun 21, 2016 17:06	participated and completed			1				1	

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26768717	a25c2c5	Jun 21, 2016 17:19	Jun 21, 2016 17:20	participated and completed			1					1
26768789	b0ee7f9	Jun 21, 2016 17:22	Jun 21, 2016 17:23	participated and completed				1				1
26768810	03d1f9a	Jun 21, 2016 17:24	Jun 21, 2016 17:24	participated and completed				1				1
26768885	fea56c4	Jun 21, 2016 17:28	Jun 21, 2016 17:28	participated and completed			1					1
26768909	a62afbd	Jun 21, 2016 17:30	Jun 21, 2016 17:30	participated and completed				1				1
26768946	c0ec06b	Jun 21, 2016 17:31	Jun 21, 2016 17:32	participated and completed			1					1
26768971	385c3c5	Jun 21, 2016 17:33	Jun 21, 2016 17:33	participated and completed				1				1
26781048	f8da1c6	Jun 22, 2016 09:56	Jun 22, 2016 09:58	participated and completed				1				1
26782689	86c8573	Jun 22, 2016 11:15	Jun 22, 2016 11:16	participated and completed				1			1	
26782741	7a20cbc	Jun 22, 2016 11:17	Jun 22, 2016 11:18	participated and completed				1				1
26815110	ae6179c	Jun 23, 2016 16:26	Jun 23, 2016 16:29	participated and completed				1				1

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Q.3. Para uma autoavaliação da motivação para o trabalho, deve assinalar a coluna que se aproximar mais do modo como realmente se comporta ou daquilo que sente. As opções estão avaliadas numa escala quantitativa, consoante a intensidade com que classifica cada ponto.

<b>_Answer ID</b>	<b>Motivação pela melhoria contínua</b>	<b>Ambição pelo sucesso da empresa</b>	<b>À vontade para falar com o líder sobre a falta de motivação</b>	<b>Sentimento de pertença à empresa</b>
26418758	1	1	1	1
26418774	3	3	4	3
26418845	1	1	1	1
26419066	3	3	4	3
26419201	4	4	2	3
26419216	3	3	4	3
26419570	4	3	3	3
26419771	3	4	3	3
26419884	4	4	2	4

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26419991				
26420008	4	4	3	4
26420029	4	4	4	3
26420076	4	3	4	4
26420118				
26420180	4	4	2	4
26420559	3	4	3	4
26420691	3	4	3	3
26420872	4	4	2	3
26420874	4	4	4	4
26420987	4	4	3	4
26421054	4	4	4	4
26421219	4	4	4	4
26421666	4	4	4	4
26421734	4	4	3	4
26421840	4	3	2	3
26421949	4	4	4	4

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26422307	4	3	4	4
26422343	3	3	2	3
26422502				
26422621	2	2	1	2
26422721	3	4	2	4
26423032	3	3	3	2
26423073	2	2	3	2
26423308	4	4	3	3
26424443				
26424453	4	3	3	4
26424545	3	3	3	3
26424572	3	4	4	3
26424637	4	4	3	3
26424812	4	4	3	4
26424831	4	3	3	2
26428725	4	4	2	3
26429222	4	4	3	4



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26429405	3	3	2	3
26429857	2	2	2	2
26429896	1	1	1	1
26429954	1	1	1	1
26431366	3	3	3	4
26431694				
26431695	3	3	3	4
26431705				
26431745	4	4	3	4
26433230	4	4	4	4
26433249	4	4	4	3
26433277	4	3	2	4
26433468	2	2	1	1
26433471	4	4	3	4
26433514	1	1	1	1
26433557	1	1	1	1
26433834	1	1	1	1

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26434005	4	4	4	4
26434209	2	2	2	2
26434477	4	4	3	4
26437048	3	4	3	3
26437194	3	3	2	3
26437724	4	4	3	3
26438245	2	2	2	3
26438898	4	4	4	4
26439034	4	3	2	3
26441239	4	3	4	4
26442012				
26442590	2	3	1	1
26442856	3	3	3	3
26444887				
26444904	3	3	1	3
26444995	4	3	1	

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26445418	4	4	4	4
26445422	3	4	4	4
26445522	4	3	2	4
26445857	4	4	3	3
26445960	3	3	4	3
26445994	4	4	3	3
26446750	4	4	4	4
26447065	4	3	4	4
26447174	4	3	2	3
26447287	4	3	3	2
26447540	4	3	3	3
26447809				
26447834	2	3	1	2
26448474	4	4	3	4
26451183	1	1	1	1
26451377	3	2	3	4
26452582	3	3	3	3

Transformative Immersion Weekend – Mindfulness as Leadership Tool

26453375	4	3	1	4
26454232				
26460258	4	3	4	4
26462056	4	3	1	3
26462660	4	4	3	3
26463488	4	4	2	4
26465888	4	4	4	4
26465963	3	3	2	4
26466050	4	4	3	3
26466582	1	1	1	1
26468058	4	3	4	3
26468851	4	3	3	4
26470660	4	4	4	4
26483005	4	4	4	4
26484362	3	3	2	3
26491276	3	4	4	4
26492090	4	3	3	3

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26508282	3	4	3	4
26508542	1	1	1	1
26593926	3	3	3	4
26595068	4	4	3	4
26603482	4	3	3	4
26629141	3	3	3	3
26629521	4	4	4	4
26629564	3	2	1	3
26634372	4	4	3	4
26637022	3	3	3	3
26643962	3	2	1	2
26647142				
26647146	3	3	3	3
26647148				
26647165				
26647220	3	4	2	3

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26648819	3	4	4	3
26648826	3	3	2	3
26649505	1	3	2	2
26650203				
26650739	4	4	3	3
26650814	3	4	3	4
26652119	3	3	2	3
26652682	4	4	3	4
26653137				
26679272	4	4	3	3
26765986	1	1	1	1
26766954	3	3	3	3
26767962	4	3	2	3
26768385	4	3	3	4
26768717	1	1	1	1
26768789	1	1	1	1
26768810	1	1	1	1

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26768885	1	1	1	1
26768909	1	1	1	1
26768946	1	1	1	1
26768971	1	1	1	1
26781048	3	3	2	2
26782689	1	1	1	1
26782741	1	1	1	1
26815110	4	4	2	1

## Transformative Immersion Weekend – Mindfulness as Leadership Tool

Q.4. Para uma avaliação geral de alguns fatores de liderança, deve assinalar a coluna que se aproximar mais do modo como avalia o seu líder nas seguintes competências: inteligência emocional, empatia, capacidade de comunicação e presença. As opções estão avaliadas numa escala qualitativa, consoante a intensidade com que classifica cada ponto.

_Answer ID	Inteligência Emocional: capacidade de regular o humor dos outros, isolando as emoções do pensamento racional. À inteligência emocional estão relacionadas competências como autocontrole, persistência e capacidade de motivar os outros (Davies M et all, 1998).	Empatia: capacidade de ouvir e experimentar os pensamentos e emoções dos outros (Ernest J Wilson III, 2015).	Capacidade de Comunicação: capacidade de ouvir, fazer perguntas e fornecer feedback, recorrendo a uma variedade de estilos de comunicação capaz de articular metas e objetivos em diferentes níveis de uma organização (Deborah B Roebuck, 2012).	Presença: capacidade de desenvolver uma autoridade capaz de refletir a intenção de um resultado esperado. Um líder presente é caracterizado por um profundo conhecimento da situação, confiança, humildade e reconhecimento pelas qualidades dos outros (John Baldoni, 2010).
26418758	4	4	4	4
26418774	2	2	2	2
26418845	4	4	4	4
26419066	2	2	2	1
26419201	3	1	2	2
26419216	2	2	2	2
26419570	3	3	3	3
26419771	1	2	2	2



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26419884	3	2	3	2
26419991				
26420008	3	4	2	2
26420029	3	3	3	2
26420076				
26420118				
26420180	2	2	2	2
26420559	2	2	2	1
26420691	3	2	3	4
26420872	1	1	1	1
26420874	2	1	2	2
26420987	1	2	1	2
26421054	4	3	3	4
26421219	2	3	2	2
26421666	1	1	1	1
26421734	2	1	2	1

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26421840	1	1	1	2
26421949	1	1	1	1
26422307	3	3	3	3
26422343	3	3	3	3
26422502				
26422621	4	4	4	4
26422721	2	2	2	2
26423032				
26423073	2	3	3	3
26423308	3	2	3	2
26424443				
26424453	1	2	1	2
26424545	3	1	2	2
26424572	2	2	1	2
26424637	3	3	3	3
26424812	1	2	2	1

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26424831	4	4	3	4
26428725	1	1	1	3
26429222	3	4	3	3
26429405	2	3	2	2
26429857	4	4	4	4
26429896	4	4	4	4
26429954	4	4	4	4
26431366	1	1	1	2
26431694				
26431695	4	4	4	3
26431705				
26431745	2	2	1	3
26433230	1	1	1	1
26433249	2	1	1	1
26433277	3	4	4	3
26433468	4	4	4	4
26433471	3	3	2	2

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26433514	4	4	4	4
26433557	4	4	4	4
26433834	4	4	4	4
26434005	3	2	3	2
26434209	4	4	4	3
26434477	2	2	2	2
26437048	2	1	1	1
26437194	1	1	1	2
26437724				
26438245	3	4	4	4
26438898	1	1	1	1
26439034	2	1	1	2
26441239				
26442012				
26442590	3	3	2	2
26442856	2	2	2	2

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26444887				
26444904	1	2	1	2
26444995				
26445418	3	2	2	3
26445422	1	3	1	2
26445522	3	3	2	2
26445857	2	2	2	3
26445960	3	3	2	2
26445994	2	2	2	3
26446750	2	2	2	2
26447065	2	1	1	2
26447174	1	1	1	1
26447287	1	1	1	1
26447540	1	1	2	2
26447809				
26447834	2	1	2	2

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26448474	1	1	1	1
26451183	4	4	4	4
26451377	2	2	2	2
26452582				
26453375	1	1	1	1
26454232				
26460258	3	1	2	2
26462056	3	2	2	3
26462660	3	1	1	3
26463488	2	1	2	1
26465888	2	2	1	1
26465963	2	2	2	2
26466050	2	1	1	3
26466582	4	4	4	4
26468058	1	1	2	2
26468851	1	2	1	1
26470660	1	1	2	2

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26483005	1	1	1	1
26484362	2	1	1	1
26491276	3	1	2	2
26492090	3	1	2	3
26508282	3	3	3	2
26508542	4	4	4	4
26593926	2	2	2	2
26595068	2	2	2	1
26603482	1	1	1	1
26629141	4	4	4	4
26629521	2	2	2	2
26629564	3	3	3	3
26634372	3	3	1	1
26637022	3	3	3	2
26643962	3	4	4	4
26647142				
26647146	3	2	2	2

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26647148				
26647165				
26647220	1	2	3	4
26648819	2	2	1	2
26648826	2	1	1	2
26649505	3	2	3	4
26650203				
26650739	1	2	1	1
26650814				
26652119	1	3	3	2
26652682	1	1	1	1
26653137				
26679272				
26765986	4	4	4	4
26766954	1	2	2	2
26767962	3	3	3	3



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26768385	2	1	2	2
26768717	4	4	4	4
26768789	4	4	4	4
26768810	4	4	4	4
26768885	4	4	4	4
26768909	4	4	4	4
26768946	4	4	4	4
26768971	4	4	4	4
26781048	2	3	3	2
26782689	4	4	4	4
26782741	4	4	4	4
26815110	1	1	1	2