

Mindfulness in the workplace supporting evidence



Please note: This reference guide includes a brief summary of report findings. If you wish to quote from this summary, please refer directly to the source research document to satisfy yourself that your understanding of the research conclusions and findings concurs with the summary provided here.

How to use this guide

This guide lists research into mindfulness in the workplace. The majority of the papers summarised in this guide are workplace specific – i.e. the research was conducted in the workplace with employees or involved employees. *Papers in italic are not workplace specific – ie involved a general adult population.*

How to find what you are looking for

- See **page 2** for research linked to the **format and duration of mindfulness training**
- See **page 2** for research linked to **employment sector**
- See **page 2** for research listed by **research methodology**
- See **page 3** for benefits associated with mindfulness training that would contribute to **Developing leadership capability**
- See **page 3** for benefits associated with mindfulness training that would contribute to **Change and organisational transformation**
- See **page 3** for benefits associated with mindfulness training that would contribute to **Increasing employee engagement**
- See **page 3** for benefits associated with mindfulness training that would contribute to **Improving employee performance**
- See **page 3** for benefits associated with mindfulness training that would contribute to **Improving employee wellbeing**
- See **page 4 & 5** For benefits of mindfulness training listing benefits **alphabetically**

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Format & duration of mindfulness training

- **MBSR** – 6, 19, 20, 22, 24, 25, 26, 28, 30, 65, 73, 79, 100, 101, 102, 114, 116, 118, 124, 126, 136 **MBCT** – 14, 29, 37, 52, 54, 83, 96, 102, 107, 118
- **Research into low dose / shortened mindfulness courses / practices** 10, 12, 19, 21, 22, 25, 26, 35, 43, 44, 45, 50, 51, 52, 55, 58, 59, 60, 63, 64, 65, 67, 70, 72, 73, 77, 80, 82, 83, 87, 88, 96, 102, 103, 107, 109, 110, 111, 114, 118, 120, 122, 124, 125, 126, 141, 142
- **Research explicitly cites adaptation for the workplace** 4, 15, 21, 26, 25, 22, 28, 44, 51, 52, 54, 58, 67, 71, 73, 82, 83, 104, 107, 110, 126, 136, 137, 142
- **8 week duration:** 4, 6, 15, 16, 20, 22, 24, 27, 28, 30, 46, 52, 54, 73, 77, 78, 79, 87, 91, 101, 102, 118, 121, 122, 123, 136, 137 **7 week duration** 124
- **4-6 week duration:** 4, 10, 17, 25, 26, 28, 43, 55, 62, 64, 67, 88, 99, 104, 107, 118, 125, 137
- **2-3 week duration:** 40, 60, 120, 137
- **Duration of teaching session:** **30 mins or less :** 26, 28, 99 **1 hour** 23, 62, 67, 104 **1.5 hours** 23, 87, 107, 109, 122 **1-2 hours** 67, 101, 120, 124 **2.5 hours** 7, 22, 24 3 hours 79 **Weekend retreat** 80,
- **Daily practice requirement:** **10 mins or less** 21, 26, 67, 104, 107, 110, 126 **15 minutes** 21, 28, 35, 43, 67, 70 **20 minutes** 21, 25, 28, 62, 67, 70, 91, 102, 122
- **Online training or app:** 9, 10, 21, 37, 44, 52, 52, 60, 91, 92, 102, 141
- **The more you practice, the better the outcomes** 4, 14, 15, 51, 58, 71, 102, 110, 116, 137
- **Impact of mindfulness training continues after the training ends:** 10, 17, 19, 29, 39, 44, 70, 72, 78, 87, 88, 102, 122, 142

Research by Employment Sector

Education: Teachers 22, 23, 24, 28, 45, 60, 70, 77, 89, 103, 105, 109, 117, 118, 129, 139, 140 **University staff:** 25, 28, 58, 78, 86, 104, 114, 124, 139 **'Education workers'** 18, 88, 114 **Emergency services:** 31, 77 **Financial / Insurance** 9, 18, 45, 79 **Government organisations:** 77, 83, 107

Healthcare : **Doctors:** 7, 8, 16, 36, 37, 52, 65, 72, 73, 77, 92, 101, 141 **Nurses:** 7, 16, 19, 20, 26, 28, 36, 37, 45, 52, 68, 74, 77, 88, 90, 92, 96, 97, 101, 134 **'Healthcare professionals'** 7, 14, 26, 29, 30, 37, 39, 45, 55, 68, 69, 74, 77, 80, 87, 89, 88, 101, 111, 120, 127, 128, 134 **Psychologists** 7, 45, 92, 98, 101

Misc: **Armed forces** 4, 15, 51, 62, 71, 137, 142 **Administrators** 88 **Architects** 79 **Call centre** 6, 43, 64, 77, 91, 132 **Customer service** 91 **Change managers** 83

Consultancy 77 **Construction:** 93 **Estate agent** 125 **Engineering** 99 **Finance:** **Traders:** 113 **High Tech** 2, 21, **HR** 56, 83 **IT:** 76, 77, 126 **Judiciary** 77 **Librarians** 115

Police 77, 88 **Manufacturing** 18, 44, 45, 61, 77 **Project manager** 83 **Restaurant workers** 32 **Sales** 45 **Social workers** 7, 27, 45, 92, 98, 101 **Transport workers** 5

Telecoms 79, 5 **Utilities (electricity):** 33, 77 **Managers or leaders** 18, 38, 50, 52, 64, 66, 77, 80, 83, 87, 88, 100, 102, 111, 122, 123, 127, 131, 132, 134, 138

High reliability organisations: see Armed forces, Emergency services, Healthcare, Utilities, also see 76, 77, 90 **Not for profit organisations:** see 11, 16, 79, 106

Public Sector: see Healthcare, Transport, Emergency services, Government organisations and 11

Research methodology

Randomised Control Trial (RCT) 2, 4, 6, 9, 10, 12, 16, 17, 21, 23, 25, 30, 35, 38, 40, 43, 44, 45, 51, 57, 70, 72, 78, 87, 91, 100, 101, 104, 107, 116, 121, 122 **Meta-analysis or Systematic review** 1, 13, 46, 63, 64, 67, 84, 105, 106, 110, 117, 118

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1: Developing Leadership capability

Mindfulness is becoming a component of leadership development courses offered by leading business schools. It can increase resilience, reduce burnout, encourages creativity and innovation and helps you to see the *bigger* picture. It can also help you set aside personal agendas and work for the good of the organisation as a whole. It can decrease risk of burnout, and helps leaders work for the good of the organisation, setting aside personal agendas. It can improve creativity and innovation, awareness, decision making, judgement, leadership capability, meeting effectiveness, negotiation, and performance working in high pressure environments. It can improve perspective (seeing the bigger picture), problem solving ability, self-regulation (including emotions & impulses). It can improve task performance, working memory capacity, attention, focus and concentration. It encourages less Machiavellian behaviour (the use of cunning and duplicity) Ethical behaviour, and corporate social responsibility (CSR), and can reduce sunk cost bias. It can improve optimism, self-kindness, motivation, and self-efficacy (belief in own ability to complete tasks & achieve goals)

2: Change and organisational transformation

To date research has not specifically covered the impact of practicing mindfulness on change and culture transformation programmes. However, mindfulness has been shown to improve a number of attributes that are useful when working through change such as resilience, problem solving, reducing rumination and developing coping strategies. It can support behaviour change and the development of collective mindfulness. It can cultivate positivity and helps people develop coping strategies. It can improve decision making, flexibility, problem solving ability, resilience, and self-regulation (including emotions & impulses). It can improve optimism, perspective (seeing the bigger picture), and the ability to cope with change. It can support organisational transformation, reduce rumination and improve work engagement / commitment.

3: Increasing employee engagement

A number of studies have indicated a positive correlation between practicing mindfulness and improved employee engagement. Mindfulness can also improve job satisfaction, relationships at work, and emotion regulation, all of which have the capacity to improve employee engagement. It can improve empathy, happiness, interpersonal relationships, self-regulation (including emotions & impulses), and employee engagement. It can increase job satisfaction, reduce psychological distress, staff turnover, and workplace sickness absence.

4: Improving employee performance

A large volume of workplace mindfulness research indicates that the practice of mindfulness can improve task performance, including the service provided to customers. It can improve awareness, decision making, flexibility, problem solving ability, and performance working in high pressure environments. It can improve self-regulation (including emotions & impulses), goal setting and working towards goals, task performance, working memory capacity, attention and or focus and or concentration, collaboration, and staff engagement. It can improve safety, client satisfaction, or service provided to the customer, self-kindness, and organisational citizenship behaviours.

5: Improving employee well-being and work life balance

Mindfulness has been associated with improved well-being for the last 40 years. There are a huge volume of research studies that demonstrate its effectiveness in reducing stress, anxiety and depression. It's also linked to increased auto-immunity to bugs and viruses doing the rounds, reducing time off for sickness. It's proven to reduce burnout and can increase job and life satisfaction. It can also improve work / life balance. It can decrease the risk of burnout and sickness absence, and Improve well-being. It can improve happiness, life satisfaction, self-regulation (including emotions & impulses), and sleep quality. It can improve the ability to psychologically detach, improve work / life balance, energy / vitality and increase self-kindness. It can reduce anxiety, depression, stress emotional exhaustion, fatigue, and psychological distress. It can reduce blood pressure and the stress hormone cortisol.

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Benefits of mindfulness training listing benefits alphabetically: Alphabetical Quick reference guide: A to O

Agile working practices 126	Depression 9, 21, 24, 31, 43, 52, 54, 55, 61, 62, 73, 75, 105, 128, 129
Anxiety 21, 24, 55, 61, 73, 75, 82, 105, 116, 128, 129, 139	Distress (reduced) 8, 23, 43, 46, 55, 64, 78, 87, 98, 104, 107, 122, 128, 129
Attention, focus, concentration 1, 8, 14, 22, 27, 33, 34, 40, 42, 48, 51, 56, 63, 70, 77, 83, 118, 124, 127, 134, 136, 137, 139, 142	Emotion regulation 3, 4, 7, 8, 15, 18, 22, 43, 54, 55, 56, 57, 61, 62, 63, 66, 83, 114, 115, 118, 124, 126, 127, 129, 132, 139
Auto-pilot (reduced) 114, 124, 139	Emotional exhaustion 7, 18, 26, 28, 34, 45, 69, 72, 77, 116, 132
Awareness 6, 8, 14, 27, 33, 34, 38, 49, 62, 79, 80, 85, 86, 88, 93, 124, 127, 139, 141	Empathy 8, 36, 69, 129, 134
Balance Work / life 10, 18, 38, 47, 60, 77, 119, 124, 136 Work/ family 47, 60, 108, 119, 124, 134, 135	Employee engagement 2, 11, 18, 32, 34, 44, 52, 53, 65, 67, 79, 94, 104, 110, 116, 120, 140
Burnout 7, 8, 16, 19, 22, 26, 30, 36, 64, 65, 67, 70, 73, 89, 91, 96, 98, 105, 118, 128, 129, 132, 140	Energy / vitality 2, 26, 28, 44, 45, 47
Behaviour change 3, 13, 63, 64, 66, 83, 110, 114	Ethical behaviour 49, 85, 86, 138
Blood pressure (reduced) 123, 124	Fatigue 10, 36, 43, 47, 61, 82, 96
Change / organisational transformation 67, 83, 103, 112, 142	Flexibility 8, 15, 38, 85, 106
Collaboration 102	Goal setting and working towards goals 38, 49, 75
Collective mindfulness 76, 90, 103, 142	Happiness 66, 120
Commitment - see engagement below	Impulse control: 113
Compassion Self 19, 22, 30, 52, 70, 72, 96, 98, 101, 109, 118, 123, 129 Others: 36, 72, 73, 96, 98, 129	Judgement 49
Conflict (reduced) 60, 110, 127, 134, 139	Listening 8, 126
Coping Strategies 6, 26, 61, 62, 67, 77, 83 Coping with complexity 15, 33, 41, 102, 138, 142	Leadership capability 18, 50, 75, 77, 80, 85, 95, 102, 103, 111, 112, 131, 134
Corporate social responsibility (CSR) 66	Motivation 70, 90, 95, 110
Cortisol (reduced) 21, 25, 69, 123, 124	Meetings 42, 58, 126
Creativity and innovation 49, 66, 76, 77, 81, 99, 103, 106, 125	Negotiation 50, 110
Culture change 142 Customer service (see service to customer)	Optimism 11, 31, 53, 75
Decision making 13, 15, 34, 42, 49, 59, 66, 80, 83, 86, 103, 126, 138	Organisational citizenship behaviours 18, 34, 83

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Benefits of mindfulness training listing benefits alphabetically: Alphabetical Quick reference guide: P to Z

Performance Performance (task) 1,3, 13, 18, 21, 22, 32, 33, 34, 38, 40, 41, 43, 50, 51, 52, 53,59, 63, 67, 75, 87, 93, 105, 106, 107, 110, 113, 115, 116,117, 120, 122, 124, 126, 129, 130, 131, 132, 133, 139, 137 Performance (under high pressure) 6, 16, 32, 33, 74, 77, 97, 137	Self-belief /efficacy 75, 118, 141
Perspective (seeing the bigger picture) 35, 38, 52, 55, 63, 77	Sickness absence 5, 100, 116, 121
Positivity 2,4	Sleep quality 9,10,12, 25, 47,57, 88, 107, 123, 124, 135, 139, 141
Problem solving 15,42, 77, 81, 106	Staff turnover 32, 94, 106, 132, 134
Relationships at work 3, 5, 13, 38, 52,59, 63, 77, 83, 103, 107, 117, 124, 127, 131, 139, 142	Stress (reduced) 2, 6, 9, 15, 16, 17, 19, 20, 21, 23, 24, 25, 27, 29, 30, 38, 39, 43, 44, 46, 55, 61, 62, 64, 65, 67, 70, 71, 72, 73, 77, 78, 80, 84, 85, 87, 91, 93, 98, 100, 104, 105, 107, 109, 110, 111, 114, 118, , 121, 123, 124, 128, 129, 131, 135, 139, 140, 142
Resilience 6, 13, 31, 44, 53, 68, 75, 97, 100, 102, 103, 129	Sunk cost bias (reduced) 35, 49, 110
Safety 33, 74, 90, 93, 106	Team Teamwork 126, 142 Team mindfulness 127, 142
Satisfaction Client satisfaction 6,8, 26, 43,74, 75, 77, 91, 97, 106, 119 Job satisfaction 18, 26, 34, 38, 44, 45, 50, 53, 87, 116, 122, 124 , 129, 130, 134, 139, 140 Life satisfaction: 14, 26, 28, 30, 38, 39, 60, 105, 107, 108, 119	Vitality (increase) 47, 108, 119, 135
Self-kindness (See compassion)	Well-being 4, 5, 7, 9, 13, 14, 17, 19, 20, 21, 22, 23, 24, 26, 29, 31, 34, 38, 44, 50, 53, 63, 64,65, 72, 75, 77, 87, 91, 94, 101, 102, 103, 104, 105, 106, 108, 109, 114, 117, 119, 129, 135, 141
Self-regulation (including emotions) 3, 4, 7, 8, 15, 18, 21, 22, 26, 28, 36, 38, 43, 46, 54, 55, 56, 57, 61, 62, 63, 64, 66, 83, 94, 110, 112	Work for the good of the organisation, setting aside personal agendas 18, 34, 35, 38, 83
Service to customer / client satisfaction 6,8, 26, 43,74, 75, 77, 91, 97	Working memory capacity 1,4, 15, 40,41,48, 56, 70, 82

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Research summary

Ref no	Researcher	Title/ publication	Research findings	Hyperlink
1	Dane, E. (2010).	Paying attention to mindfulness and its effects on task performance in the workplace. Journal of Management 37(4), 997-1018.	Conclusions: The external and internal attentional breadth facets of mindfulness contribute to improved task performance. Mindfulness widens your attentional breadth Method: A meta-analysis research study into mindfulness in a work context	Abstract http://jom.sagepub.com/content/37/4/997.abstract
2	Davidson, R.J., Kabat-Zinn, J., Schumacher, J., et al. (2003)	Alterations in brain and immune function produced by mindfulness meditation. Psychosomatic Medicine, 65, 564–570	Conclusions: The study showed significant increases in LPFC activation (LPFC associated with approach mode of mind) in the meditators compared with the non-meditators. They also found significant increases in immunity. The course resulted in participants feeling more positive, more energetic, more engaged in their work and less stressed. Method: RCT study on volunteers at a biotech company to investigate the effects of mindfulness training on prefrontal activation.	Abstract http://www.ncbi.nlm.nih.gov/pubmed/12883106
3	Krishnakumar S, Robinson MD (2015)	Maintaining An Even Keel: An affect-Mediated Model of Mindfulness and Hostile Work Behaviour (2105)	Conclusions: Mindfulness may benefit equanimity both outside and inside the workplace. The study suggests that mindful people were less hostile in their behaviours in part because they were less prone to hostile feelings. The results suggest that mindfulness may be helpful in reducing hostile feelings and behaviours at work. Method: Two studies involving 224 part-time employees supported this idea. Employees who were higher in dispositional mindfulness were less Machiavellian (Study 1), and they engaged in fewer counterproductive work behaviours (CWBs; Study 2).	Abstract http://www.ncbi.nlm.nih.gov/pubmed/25775231
4	Jha AP, Stanley EA, Kiyonaga A, Wong L, Gelfand L (2010)	Examining the protective effects of mindfulness training on working memory capacity and affective experience, Emotion, Vol 10(1), 54-64	Conclusion: Mindfulness training is associated with higher levels of positive affect and well-being, and lower levels of negative affect and rumination, as well as decreased emotional reactivity. Higher MT practice time also corresponded to lower levels of negative affect and higher levels of positive affect These findings suggest that sufficient MT practice may protect against functional impairments associated with high-stress contexts. Mindfulness training may improve affective experience via improved regulatory control over affective mental content. In the Mindfulness training group, working memory capacity increased in those with high practice time. Method: RCT trial on the impact of mindfulness training (MT) on working memory capacity (WMC) and affective experience. 2 x military cohorts during the high-stress pre-deployment interval. 31 received 8 weeks mindfulness training and logged the amount of time they spent practicing. The control (17 people) received no training. WMC was measured pre and post.	Full paper: http://www.amishi.com/lab/wp-content/uploads/jha_stanley_et_al_emotion_2010.pdf

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5	Mental Health Foundation (2010).	Mindfulness Report (London: Mental Health Foundation)	Report: Among participants in a mindfulness-based programme offered to workers at Transport For London, 80 per cent of participants said their relationships had got better. Absences for all health conditions were halved	Full document https://www.mentalhealth.org.uk/publications/be-mindful-report
6	Walach, H., Nord, E., Zier, C., Dietz-Waschkowski, B., Kersig, S., and Schu, H. (2007)	Mindfulness-Based Stress Reduction as a Method for Personnel Development: A Pilot Evaluation. American Psychological Association, 14 (2)188-198.	Conclusion: Qualitative interviews indicated that the employees who had participated in Mindfulness training had attained more awareness of work-related problems contributing to stress. Their positive strategies of coping with stress increased and negative strategies of coping decreased. Mindfulness also helped them develop more consistent positive feelings for the client. Method: In a pilot RCT study 12 German call centre staff participated in 8 weeks an MBSR training for stress-related problems with the control group of 11 waiting for mindfulness training	Abstract: http://psycnet.apa.org/journals/str/14/2/188/ mindfulness-based-stress-reduction-method-personnel-development-pilot-evaluation/
7	Goodman, M. J. & Schorling, J. B. (2012).	A mindfulness course decreases burnout and improves well-being among healthcare providers. <i>The International Journal of Psychiatry in Medicine</i> , 43(2), 119-28.	Conclusion: Significant improvements in burnout scores and mental well-being for a broad range of healthcare providers. Emotional Exhaustion scores improved significantly from before to after the mindfulness course as did mental well-being. Method: pre-post observational study conducted in a university medical centre. A total of 93 healthcare providers, including physicians from multiple specialties, nurses, psychologists, and social workers participated. MBSR programme 2.5 hrs a week x 8 weeks plus a 7-hour retreat. The course was offered 11 times over 6 years.	Abstract http://www.unboundmedicine.com/medline/citation/22849035/A_mindfulness_course_decreases_burnout_and_improves_well_being_among_healthcare_providers
8	Beckman, H. B., Wendland, M., Mooney, C., Krasner, M. S., et al. (2012).	The impact of a program in mindful communication on primary care physicians. <i>Academic Medicine</i> , 87(6), 1-5.	Conclusion: Participants reported that mindfulness training improved their ability to be attentive and listen deeply to patients' concerns, respond to patients more effectively, and develop adaptive reserve. Mindfulness also increased their self-awareness Method: Primary care physicians who completed a mindfulness intervention demonstrated reduced psychological distress and burnout while improving empathy.	Abstract http://www.ncbi.nlm.nih.gov/pubmed/22534599
9	Wolever RQ, Bobinet KJ, et al. (2012)	Effective and viable mind-body stress reduction in the workplace: a randomized controlled trial. <i>Journal of Occupational Health Psychology</i> 2012 Apr;17(2):246-58.	Conclusion: This study demonstrates not only the effectiveness, but also the viability of integrating mind-body stress management programs into the workplace using interventions of relatively short duration (12–14 hr). Mindfulness provided a viable and effective intervention to target high stress levels, sleep quality, and well-being in employees Method: The participant group consisted of 239 employees of a national insurance carrier. RCT pilot: Two hundred and thirty-nine employee volunteers were randomized into Group (1) a therapeutic yoga worksite stress reduction program, Group (2) mindfulness-based programs taught face to face Group (3) Mindfulness taught on line Group (4), a control	Full paper http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.471.6070&rep=rep1&type=pdf
10	Dawn Querstret and Professor Mark Cropley (2014)	Online mindfulness intervention reduces fatigue, negative work-related worry	Conclusion: Brief online mindfulness interventions requiring only two hours of training and practice per week are effective at reducing fatigue and negative work-related rumination and at improving sleep quality. The intervention had a significant positive effect on levels of	http://www.alphagalileo.org/ViewItem.aspx?ItemId=145169&CultureCode=en

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			<p>affective rumination, sleep quality and fatigue for participants in the intervention group in comparison to the control group.</p> <p>Method: In the RCT study, 127 participants took part in the four-week internet-based mindfulness stress-reduction course. Participants were randomly allocated to the intervention or control group. Participants levels of affective rumination, sleep and fatigue was measured over four time points (pre-treatment, post-treatment, and at three- and six-month follow up).</p>	
11	Malinowski, P. & Lim, H. J. (2015)	Mindfulness at work: Positive affect, hope, and optimism mediate the relationship between dispositional mindfulness, work engagement and well-being	<p>Conclusions: Mindfulness is positively related to work-engagement and wellbeing in Higher mindfulness leads to more work-engagement through raised positive emotions and a general increase in psychological functioning.</p> <p>Method: Research conducted on 299 full-time employees from various job sectors (public: 34.8%, private: 53.5%, non-profit: 10.0%, volunteer work: 1.7%) who participated in the study by completing an online survey. 46 participants classed themselves as non-meditators and 153 as meditators</p>	<p>Full paper: http://researchonline.ljmu.ac.uk/338/1/MalinowskiLim2015.pdf </p>
12	Ute R. Hülshager, Alina Feinholdt and Annika Nübold (2015)	A low-dose mindfulness intervention and recovery from work: effects on psychological detachment, sleep quality and sleep duration	<p>Conclusion: The brief workplace intervention had a positive effect on an individual's sleep quality and sleep, processes that are vital for daily recovery from the demands of work.</p> <p>Method: A RCT study of 140 employees investigated the effectiveness of a low-dose mindfulness intervention for recovery from work over 10 working days.</p>	<p>Abstract: http://onlinelibrary.wiley.com/doi/10.1111/joop.12115/abstract </p>
13	Theresa M. Glomb, Michelle K. Duffy, Joyce E. Bono and Tao Yang, (2011):	Mindfulness at work. Personnel and Human Resources Management, Volume 30, 115–157	<p>Conclusion: Mindfulness-based practices in the workplace enhance employee self-regulation of thoughts, emotions, and behaviours, linking them to both performance and employee well-being in the workplace. In addition, mindfulness enhances social relationships in the workplace, making employees more resilient in the face of challenges, and increased decision making and task performance</p> <p>Method: Meta-analysis chapter in book</p>	<p>Full paper http://www.themindfulnessorganization.com/mindfulnessatwork/glombduffy.pdf </p>
14	Nicole de Zoysa, Florian A. Ruths, James Walsh, Jane Hutton (2012)	Mindfulness-Based Cognitive Therapy for Mental Health Professionals: a Long-Term Quantitative Follow-up Study	<p>Conclusion: A statistically significant improvement of mindful awareness and psychological well-being, with significant reduction in worry, trait anxiety and general psychopathology, was observed in participants who continued to practice. More practice correlated with an increase in mindful awareness and attention, general psychological well-being and a decrease in general psychopathology, trait anxiety and worry.</p> <p>Method: Study investigated the adherence of 27 mental health professionals to a Mindfulness-Based Cognitive Therapy (MBCT) programme. 24 (88 %) completed the course. 63% reported continued practice at 20-week follow-up.</p>	<p>Full paper http://oxfordmindfulness.org/wp-content/uploads/MBCT-for-Mental-Health-Professionals.pdf </p>
15	Stanley and Jha (2009)	Mind fitness: Improving operational effectiveness and	<p>Conclusion: Research on the impact of Mindfulness on US Marines concluded that mindfulness training encourages a more adaptive responses to and interpretation of stressors. It helps individuals to manage stress and build resiliency, leading to faster</p>	<p>Full article http://sill-www.army.mil/firesbulletin/2010/Jan_Fe </p>

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		building warrior resilience. Joint Force Quarterly, 55, 144-151.	recovery from cognitive degradation and psychological injury. Mindfulness maintains or enhances individual's baseline levels of working memory capacity which has a cascading beneficial effect on effective decision-making, complex problem-solving, and emotional regulation. Mindfulness training can enhance performance and mission accomplishment. Method: Research published in Joint Quarterly review. Pilot study of Mindfulness-based Mind Fitness Training with a detachment of 31 Marine Reservists, who received the training before they deployed to Iraq. Before training the Marines participated in a Battery of behavioural tasks to measure their cognitive capabilities. Marines who spent more time engaging in mind fitness exercises (on average, 10 hours outside of class) saw an improvement in their cognitive performance compared to Marines who spent less time engaging in the exercises. Mindfulness-based Mind Fitness Training is a 24-hour course that is taught over eight weeks in groups of 20 to 25 service members. Training was tailored for the military pre-deployment training cycle, with real-world examples from the counterinsurgency environment.	b_2010/Pages_17_23.pdf
16	Duchemin, Anne-Marie MD; Steinberg, Beth A. MS, RN; Marks, Donald R. PsyD; Vanover, Kristin MSW; Klatt, Maryanna PhD (2015)	A Small Randomized Pilot Study of a Workplace Mindfulness-Based Intervention for Surgical Intensive Care Unit Personnel	Conclusion: "a workplace mindfulness-based intervention reduced stress levels of employees exposed to a highly stressful occupational environment." "These data suggest that this type of intervention could decrease not only reactivity to stress but also the risk of burnout." Levels of salivary α -amylase, an index of sympathetic activation, were significantly decreased between the first and second assessments in the intervention group with no changes in the control group. There was a positive correlation between salivary α -amylase levels and burnout scores. Method: Staff from a surgical intensive care unit were randomized to a mindfulness based stress-reduction intervention or a waitlist control group. 32 staff attended an 8-week group mindfulness-based intervention included mindfulness, gentle yoga, and music. Psychological and biological markers of stress were measured 1 week before and 1 week after the intervention.	Abstract: http://journals.lww.com/joem/Abstract/2015/04000/A_Small_Randomized_Pilot_Study_of_a_Workplace.8.aspx
17	Limm, H., Gundel, H., Heinmuller, M., Marten-Mittag, B., Nater, U. M., Siegrist, J., & Angerer, P. (2011).	Stress management interventions in the workplace improve stress reactivity: A randomized controlled trial. Occupational and Environmental Medicine, 68, 126 – 133.	Conclusion: Trial demonstrated decreased stress reactivity and sympathetic nervous system activation. Assessments were repeated in 154 participants 1 year later. Stress Reactivity Scores score decreased in both groups. Methods: 174 lower or middle management employees (99% male) were randomly assigned to an intervention or a waiting control group. The programme comprised 24 x 45 min group sessions (2 full days followed by two 4 x 45 min sessions within the next 8 months).	Abstract
18	Reb J, Narayanan J, & Chaturvedi S, 2012.	Leading Mindfully: Two Studies on the Influence of Supervisor Trait Mindfulness on Employee Well-Being and Performance:	This research examines the influence of leaders' mindfulness on employee well-being and performance. Conclusion: Supervisor mindfulness reduced employee emotional exhaustion and increased employee work-life balance. It improved employee performance and staff engagement. Supervisor mindfulness was positively related to employee job satisfaction and	Full document http://ink.library.smu.edu.sg/cgi/viewcontent.cgi?article=4319&context=lkcsb_research

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		Springer Science+Business Media, LLC 2012	<p>psychological need satisfaction. Furthermore, leader mindfulness was positively related to overall job performance, as well as to in-role performance and organizational citizenship behaviours. The results suggest a potentially important role of leading mindfully in organizations.</p> <p>Method: 96 Supervisors and their subordinates participated on a voluntary basis as part of a larger study involving additional measures. Participants came from a variety of industries including service (27.1%), financial (18.8%), education (9.4%), and manufacturing (8.3%) Data from both supervisors and their subordinates was used.</p>	
19	Bazarko et al (2013). Journal of Workplace Behavioural Health; vol.28, issue 2, pp.107–133.	The impact of an innovative mindfulness-based stress reduction program on the health and wellbeing of nurses in a corporate setting	<p>Conclusion: Nurses who completed the programme, which is based on a small number of group telephonic sessions rather than multi-week in-person training, showed improvement in general health, lower stress and burnout. These observed improvements were sustained over time and employees who continued with the mindfulness practice after the programme finished demonstrated even greater positive outcomes.</p> <p>Method: This study implemented an innovative new model of delivering a Mindfulness-Based Stress Reduction (MBSR) program that replaces six of the eight traditional in-person sessions with group telephonic sessions (tMBSR) and measured the program's impact on the health and well-being of nurses employed within a large health care organization. 36 nurses completed measures of health, stress, burnout, self-compassion, serenity, and empathy at three points in time. 6 of the 8 sessions were a one-hour tMBSR informational teleconference call, including a 10-minute meditation session, led by an MBSR instructor.</p>	Full article http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3646311/
20	Baer et al 2012	Weekly change in mindfulness and perceived stress in a MBSR: Journal of clinical Psychology	<p>Conclusion: Mindfulness skills and perceived stress both changed significantly from pre-treatment to posttreatment. Significant increases in mindfulness occurred by the second week of the program, whereas significant improvements in perceived stress did not occur until week 4. Extent of change in mindfulness skills during the first three weeks predicted change in perceived stress over the course of the intervention. Program resulted in a significant reduction in stress.</p> <p>Method: 87 adults (including 75 nurses) with problematic levels of stress related to chronic illness, chronic pain, and other life circumstances took part in an 8 week MBSR course.</p>	Abstract http://www.ncbi.nlm.nih.gov/pubmed/22623334
21	Bostok et al (2013)	Can finding headspace reduce work stress? Randomised controlled workplace trial of mindfulness app. Psychosomatic Medicine 75 (3) A36-A37	<p>Conclusion: Participation in an app based mindfulness training programme led to significant improvements in job control, reduced anxiety and depression.</p> <p>Method: 120 employees of a UK based high tech company with raised levels of workplace stress used a self-administered mindfulness training app 45 day programme of 10-20 minutes practice. Pre and post measures included the Perceived Stress Scale (PSS) and Cortisol levels.</p>	
22	Flook et al (2013)	Mindfulness for teachers: A pilot study to assess effects on stress,	<p>Conclusion: Significant reductions in psychological symptoms and burnout. Improvements in performance, improvements in attention and self-compassion</p>	Full paper

Mindfulness in the workplace supporting evidence



		burnout and teaching efficiency. Mind, brain and education 7 (3) 182-195	Method: 18 elementary teachers received MBSR training specifically adapted for teachers. Length of time: weekly 2.5 hour sessions spanning an eight week period + A 7-hour day of mindfulness (following the 6th session). Options for length of home practice: participants complete guided and unguided home meditation practices that range in length from 12 to 45 minutes.	http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3855679/
23	Franco et al (2010)	Reducing teacher's psychological distress through a mindfulness training programme. The Spanish Journal of psychology 13 (2) 184-189	Conclusion: Those who attended mindfulness training had a significant reduction in stress. Method: 68 secondary school teachers received 10 x 1.5 hr sessions of mindfulness.	Abstract http://www.ncbi.nlm.nih.gov/pubmed/20977015
24	Gold, E., Smith, A., Hopper, I., Herne, D., Tansey, G., & Hurland, C. (2010).	Mindfulness-Based stress reduction (MBSR) for primary school teachers. Journal of Child and Family Studies, 19(2), 184-189.	Conclusion: Mindfulness training resulted in a significant reductions in stress, anxiety and depression Method: A self-selected sample of primary school teachers and 2 teaching assistants attended an 8 week MBSR course. The course was delivered immediately following the school day, as 8 x 2.5-hr weekly sessions, including a 5-h 'silent day' conducted on a Saturday between weeks 5 and 6.	Full paper: http://www.uihealthcare.org/uploadedFiles/UIHealthcare/Content/Services/Mindfulness_Programs/Mindfulness-Based%20Stress%20Reduction%20(MBSR)%20for%20Primary%20School%20Teachers.pdf
25	Klatt et al (2009)	The effects of low dose Mindfulness based stress reduction (MBSR_Id) on working adults. Health Education and Behaviour 36 (3) 212 -233	Conclusion: Significant reductions in perceived stress were obtained for only the 'Low dose' MBSR group. Scores on the global measure of sleep improved for the MBSR-Id group as well as for the control group. MBSR-Id produced similar outcomes to traditional MBSR with longer practice requirements. Effect sizes equal to and greater than traditional MBSR studies were obtained. Method: This RCT study assessed the effects of a shortened (low-dose [Id]) work-site MBSR intervention (MBSR-Id) on indicators of stress in healthy working adults to determine if results similar to those obtained in traditional MBSR could be demonstrated. 24 university staff undertook a 6 week MBSR course + 20 minutes practice a day. Participants were randomized into MBSR-Id and wait-list control groups. Self-reported perceived stress, sleep quality, and mindfulness were measured at the beginning and end of the 6-week intervention. Salivary cortisol was assessed weekly.	http://www.essentia.nl/userfiles/files/Effecten%20Mindfulness%20in%20het%20werk.pdf
26	Mackenzie et al (2006)	A Brief mindfulness based stress reduction intervention for nurses and nurses aides. Applied Nursing Research 19 (2) 105 -9	Conclusion: Decreased exhaustion, increased sense of control and job related personal satisfaction. "The results of this study support the feasibility and potential effectiveness of a brief mindfulness training program for reducing symptoms of burnout, enhancing relaxation, and improving life satisfaction for nurses and nurse aides.	Full paper: https://www.researchgate.net/publication/7055053_A_brief_mindfulness-based_stress_reduction_intervention

Mindfulness in the workplace supporting evidence



			Method: 16 nurses and nurses' aides were given 4 x 30 minute sessions + practice of 10 minutes a day - a shortened version of the traditional MBSR program that was easier to incorporate into nurses' work schedules. Each week, participants attended one of six sessions held during day and evening shifts to increase opportunities for access.	
27	McGarrigle and Walsh (2011)	Mindfulness, self-care, and wellness in social work: effects of contemplative training. Journal of Religion and spirituality in Social work: social thought 30(3) 212-233	Conclusion: Significant increase in mindfulness attention and awareness, significant decrease in stress. "Mindfulness practice can increase self-care which can, in turn, positively affect the service human service workers provide to their clients." Method: 12 Human services and social work staff attended 8 x 2hr meditation group based on mindfulness.	http://www.tandfonline.com/doi/abs/10.1080/15426432.2011.587384
28	Poulin et al (2008)	Mindfulness training as an evidence based approach to reducing stress and promoting well-being among human services professionals. International Journal of Health Promotion and Education, 46 (2) 35-43	Conclusion: The mindfulness programmes led to improved relaxation, life satisfaction, and decreased exhaustion Method: 40 nursing staff and 28 teacher trainees were given brief mindfulness based interventions adapted from MBSR. Participants were asked to practice five days a week for 15 to 20 minutes. Intervention 1: 40 nursing staff took part in the 8 week experiential MBI Intervention 2: 28 trainee teachers - The programmes consisted of four 30-minute training sessions.	Full paper http://www.geoffreysoloway.com/files/39327965.pdf
29	Schenstrom et al (2006)	Mindfulness based cognitive attitude training for primary care staff: A pilot study. Complimentary Health Practice Review 11 (3) 144 - 152	Conclusion: As a group, course participants demonstrated significant positive changes reflected in all assessment scales after completing the course. These positive changes persisted at a 3-month follow-up assessment. A significant increase in well-being and reduced stress sustained after training. Method: 52 primary care staff attended 50 hours of MBCT training spread over 4 workshops	http://chp.sagepub.com/content/11/3/144.abstract
30	Shapiro et al (2005)	Mindfulness based stress reduction for health care professionals: Results from a randomized trial. International Journal of Stress Management 12 (2) 164-176	Conclusion: Reduced stress, increased self-compassion, improved life satisfaction, decreased burnout. "Results from this prospective randomized controlled pilot study suggest that an 8-week MBSR intervention may be effective for reducing stress and increasing quality of life and self-compassion in health care professionals." Method: RCT trial. 18 healthcare professionals attended 8 x 2 hour weekly MBSR training.	Full paper http://self-compassion.org/wp-content/uploads/publications/shapiro.study.pdf
31	Smith et al (2011)	Mindfulness is associated with fewer PTSD symptoms... In urban fire-fighters. Journal of Consulting and Clinical Psychology 79(5) 613-617	Conclusion: The results showed that mindfulness was associated with fewer PTSD symptoms, depressive symptoms, physical symptoms, and alcohol problems. Mindfulness reduced PTSD, depression, increased well-being and resilience Method: 124 fire fighters –posttraumatic stress disorder (PTSD) symptoms, depressive symptoms, physical symptoms, and alcohol problems and measures of resilience resources including mindfulness, optimism, personal mastery, and social support assessed pre and post. The Mindful Awareness and Attention Scale (MAAS; Brown & Ryan, 2003) was used to assess mindfulness.	Abstract: http://www.ncbi.nlm.nih.gov/pubmed/21875175

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32	Dane E, Brummel BJ (2014)	Examining workplace mindfulness and its relations to job performance and turnover intention. Human Relations	<p>Conclusion: There was a positive correlation between workplace mindfulness and the three dimensions of work engagement (vigour, dedication, and absorption). "The correlation between workplace mindfulness and job performance is positive and significant". In a dynamic work environment, workplace mindfulness improves job performance and reduces staff turnover. A positive relationship between workplace mindfulness and job performance that holds even when accounting for all three work engagement dimensions</p> <p>Method: Research conducted in the service Industry with service workers (servers) and managers in the American restaurant industry. Survey data was gathered from 102 servers across seven chain restaurants, the 7 restaurants selected because they had the same general performance expectations and role responsibilities for their servers. For each server who completed the survey, performance ratings from their manager was also gathered.</p>	Full text http://hum.sagepub.com/content/67/1/105.full.pdf+html
33	Zhang J, Ding W, Li Y, & Wu C (2013)	Task complexity matters: The influence of trait mindfulness on task and safety performance of nuclear power plant operators. Personality and Individual Differences 55, 433-439	<p>Conclusion: People with high level of trait mindfulness are more likely to maintain an open and present-focused awareness and attention. "These results suggest that the benefit of being mindful outweighs its cost for complex but not simple tasks". Trait mindfulness interacted with task complexity to influence performance. For high-complexity-task holders (the control room operators), the presence factor was positively related to their task and safety performance. The acceptance factor did not have any meaningful influences</p> <p>Method: In a study the influence of trait mindfulness on task and safety performance. Was conducted with a sample of 136 Chinese nuclear power plant operators</p>	Abstract http://www.sciencedirect.com/science/article/pii/S0191886913001566
34	Reb J, Narayanan, J, & Ho ZW, (2013).	Mindfulness at Work: Antecedents and Consequences of Employee Awareness and Absent-mindedness. Mindfulness, February 2015, Volume 6, <u>Issue 1</u> , pp 111-122	<p>Conclusion: The study examines two aspects of mindfulness in a work setting: employee awareness and employee absent-mindedness. Using two samples (231 people in total), the study found these two aspects of mindfulness to be beneficially associated with employee well-being, as measured by emotional exhaustion, job satisfaction, and psychological need satisfaction, and with job performance, as measured by task performance, organizational citizenship behaviours, and deviance.</p> <p>Method: Data gathered via an online survey. FFMQ used to measure mindfulness.</p>	Full paper http://ink.library.smu.edu.sg/cgi/viewcontent.cgi?article=4539&context=lkcsb_research
35	Hafenbrack, Andrew C., Kinias, Zoe., Barsade Sigal G, 2013	Debiasing the Mind Through Meditation. Mindfulness and the Sunk-Cost Bias	<p>Conclusion: 4 studies demonstrated that mindfulness increased resistance to the sunk-cost bias. The results suggest that increased mindfulness reduces the tendency to allow unrecoverable prior costs to influence current decisions. Research participants who had spent just 15 minutes in "mindfulness" meditation, focusing on their breathing, were 77% more likely than others to resist what's known as the "sunk-cost bias," the tendency to stick with a less-than-optimal strategy merely because a lot of money has been sunk into it. "Meditation's impact on the sunk-cost bias may have to do with its ability to improve mood and decrease people's focus on the future and past". "We found that a brief period of mindfulness meditation can encourage people to make more rational decisions by</p>	Abstract: http://pss.sagepub.com/content/25/2/369

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			considering the information available in the present moment, while ignoring some of the other concerns that typically exacerbate the 'sunk cost bias,'" Method: four studies to test the idea that mindfulness meditation could improve decision-making by increasing resistance to the sunk-cost bias. In one online study, American participants reported about how much they typically focus on the present moment, and also read 10 sunk-cost scenarios -- such as whether to attend a music festival that had been paid for when illness and bad weather made enjoyment unlikely -- and then reported how much they would let go of sunk costs in each of them. The results revealed that the more people typically focused on the present moment, the more they reported that they would ignore sunk costs.	
36	Geller, R., Krasner, M., & Korones, D. (2010).	Clinician self-care: The applications of mindfulness-based approaches in preventing professional burnout and compassion fatigue. Journal of Pain and Symptom Management, 39(2), 366.	Conclusion: An intervention using Mindful Communication had significant effects on burnout, empathy, and mood state Method: Study explores a Mindful Communication MBI, which uses mindfulness, appreciative inquiry, and narrative medicine to address clinician self-care and burnout.	Full text http://www.jpsmjourn.com/article/S0885-3924(10)00038-2/pdf
37	Lau, M., Colley, L., Willett, B., & Lynd, L. (2012).	Employee's preferences for access to mindfulness based cognitive therapy to reduce the risk of depressive relapse-A discrete choice experiment. Mindfulness.	Conclusion: When selecting MBCT delivery methods the most important preferences were the effectiveness of MBCT, the type of interaction, face-to-face delivery, and receipt of MBCT on their own time. The presence of latent classes also shows that preferences for alternative modes of delivery vary in association with differences in sociodemographic variables between groups of employees. Method: The aim of the current study was to determine the stated preferences of employees from large healthcare organizations for four different MBCT delivery methods (i.e., group, online group, individual, and individual via the telephone). 151 health authority employees involved.	Abstract http://link.springer.com/article/10.1007%2Fs12671-012-0108-3
38	McCormick, Donald W & Hunter J (2008)	Mindfulness in the workplace: an exploratory study.	Conclusion: Analysis of the interviews suggest that persons who practice mindfulness may have more external awareness at work; be more accepting of their work situation; have more modest, realistic work goals; be more selfless; be less concerned with material acquisition and wealth; have a more internal locus of evaluation; be more likely to derive meaning in life from more sources than just work; be better able to cope and remain calm in difficult work situations; be more likely to experience work difficulties as challenges than threats; enjoy their work more; be more adaptable at work; and have more positive interpersonal relations at work. Method: This paper examines the effects mindfulness has on people's work lives. It includes an analysis of interviews with eight managers and professionals who have a mindfulness practice.	Whole paper http://www.mindfulness.org/Mindfulness%20in%20the%20Workplace.pdf

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39	Anna Schenström, Sten Rönnerberg, Owe Bodlund (2006)	Mindfulness-Based Cognitive Attitude Training for Primary Care Staff: A Pilot Study Journal of Evidence-Based Complementary & Alternative Medicine January 2006 vol. 11 no. 3 144-152	<p>Conclusion: Course participants demonstrated significant positive changes in mindfulness quality of life, and a reduction in stress reflected in all assessment scales after completing the course. These positive changes persisted at a 3-month follow-up assessment.</p> <p>Method: This pilot study explores feasibility and outcomes of a newly developed mindfulness-based cognitive attitude training program for health care personnel. The study group consisted of 52 individuals from various categories of caregivers within a primary care setting. The study includes pre- and post-intervention assessments and a 3-month follow-up assessment of levels of mindfulness (Mindfulness Attention Awareness Scale), quality of life (the WHO-5 Well-Being Questionnaire), and perceived stress (two VAS scales)</p>	Abstract: http://chp.sagepub.com/content/11/3/144.abstract
40	Michael D. Mrazek, Michael S. Franklin, Dawa Tarchin Phillips, Benjamin Baird, and Jonathan W. (2013)	Mindfulness Training Improves Working Memory Capacity and GRE Performance While Reducing Mind Wandering: Schooler University of California, Santa Barbara	<p>Conclusion: The 2-week mindfulness-training course improved both GRE reading-comprehension scores and working memory capacity while simultaneously reducing the occurrence of distracting thoughts during completion of the GRE and the measure of working memory. Improvements in performance following mindfulness training were mediated by reduced mind wandering among participants who were prone to distraction at pretesting. Results suggest that cultivating mindfulness is an effective and efficient technique for improving cognitive function, with wide reaching consequences.</p> <p>Method: In a randomized controlled investigation, 48 students were randomly assigned to either a 2 week mindfulness class or a nutrition class. Their success in GRE reading-comprehension scores and working memory capacity was measured pre and post.</p>	
41	Marieke K. van Vugt, Amishi P. Jha (2011)	Investigating the impact of mindfulness meditation training on working memory: A mathematical modelling approach	<p>Conclusion: Response times were faster after mindfulness training and significantly less variable in the MT versus the control group. "Mindfulness Training leads to improved information quality and reduced response conservativeness".</p> <p>Method: Investigation into how mindfulness training (MT) influences information processing in a working memory task with complex visual stimuli. 29 Participants were tested before and after participation in an intensive one-month MT retreat, and their performance was compared. A mathematical modelling approach was applied. (The EZ diffusion model)</p>	Full article http://www.lorenzcenter.nl/ic/web/2013/556/ThemePapers/vanVugtLWS.pdf
42	Dr Andrey Pavlov And Dr Jutta Tobias (2014)	MINDFUL meetings	<p>Conclusion: Research found that when the chair of a meeting leads everyone into a 'mindful space', people engage in a more effective way. Research concluded that the most productive moments of meetings were when people were exhibiting mindfulness. Everyone's minds may still be busy but in an effective meeting, their attention is focused on specific priorities rather than on everything inside their head.</p> <p>Method: Observations of behaviour and interactions during meetings within organisations Post meeting interviews with participants.</p>	Article summarising research findings http://www.som.cranfield.ac.uk/som/dinamiccontent/media/SHerry%20Davison/management%20focus%20sue%2036%20mindful%20meetings.pdf
43	Simon Gregoire and Lisa Lachance (2014)	Evaluation of a brief mindfulness based intervention to reduce psychological distress in the workplace	<p>Conclusion: After mindfulness training Mindfulness increased, as did client satisfaction. Stress anxiety, depression, fatigue and negative affect (low mood) decreased for all employees throughout the intervention</p>	Abstract https://www.researchgate.net/publication/265327049_Evaluation_of_a_Brief_Mindfulness

Mindfulness in the workplace supporting evidence



			Method: 18 Employees of a busy call centre for a financial institution took part in a mindfulness intervention each day for five weeks. Each day they listened to two short recorded guided mindfulness exercises via headphones – 10 minutes in the morning, 5 minutes after lunch. Changes in mindfulness, psychological distress and client satisfaction were measured pre and post	Based Intervention to Reduce Psychological Distress in the Workplace
44	Aikens KA1, Astin J, Pelletier KR, Levanovich K, Baase CM, Park YY, Bodnar CM. (2014)	Mindfulness goes to work: impact of an online workplace intervention.	Conclusion: Stress decreased, Mindfulness, resilience, work engagement and vigour and employee well-being increased. Key improvements included <ul style="list-style-type: none"> • 30 percent reduction in perceived stress • 50 percent decrease in number of high stress episodes • 13 percent increase in resiliency • 15 percent increase in work engagement and vigour • 50 percent decrease in employee burnout Method: In the Randomised Control Trial (RCT), 44 randomly selected Dow Chemicals employees took part in a 7 week mindfulness course especially adapted for the workplace, with short practices. The course was taught live over the internet each week. Stress, mindfulness resilience and vigour were measured pre, post and 6 months after the intervention.	Abstract http://www.researchgate.net/publication/263712117_Mindfulness_goes_to_work_impact_of_an_online_workplace_intervention
45	Hülshager UR1, Alberts HJ, Feinholdt A, Lang JW. (2012)	Benefits of mindfulness at work: the role of mindfulness in emotion regulation, emotional exhaustion, and job satisfaction.	Conclusion: Results revealed that participants in the mindfulness intervention group experienced significantly less emotional exhaustion and more job satisfaction than participants in the control group. Method: Researchers investigated the idea that mindfulness reduces emotional exhaustion and improves job satisfaction. Employees were recruited from organisations in the Netherlands and Belgium. Study 1 was a 5-day diary study with 219 employees holding interactive service jobs, working in various organizations, such as hospitals, schools, shops, public offices, nursing homes, or kindergartens. Mindfulness decreased emotional exhaustion and increased job satisfaction. In Study 2 (an RCT) involved 65 employees holding a broad range of jobs (teachers, social workers/social pedagogues, kindergarten teachers, physicians, waiters/hotel service employees, industrial clerks, bankers, medical assistants, nurses, psychologists, retail salesmen, pharmacists, and other interactive service jobs from Berlin and Germany). Employees were randomly assigned to a self-training mindfulness intervention group (learning mindfulness on 10 days with short home practice) or a control group.	Full paper https://www.researchgate.net/publication/234018520_Benefits_of_Mindfulness_at_Work_The_Role_of_Mindfulness_in_Emotion_Regulation_Emotional_Exhaustion_and_Job_Satisfaction
46	Virgili M (2013)	Mindfulness-based interventions reduce psychological distress in working adults: a meta-analysis of intervention studies	Conclusion: Analyses suggested that brief versions of mindfulness-based stress reduction developed for organisational settings are equally effective as standard 8-week versions originally developed for clinical settings. Overall, these findings support the use of MBIs in organisational settings for the reduction of psychological distress	http://www.ncbi.nlm.nih.gov/pubmedhealth/PMH0061964/

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			Method: The meta-analysis included 19 controlled and uncontrolled intervention studies with a total of 1,139 participants	
47	Tammy D. Allen, Kaitlin M. Kiburz (2011)	Trait mindfulness and work–family balance among working parents: The mediating effects of vitality and sleep quality	<p>Conclusion: Mindfulness has a positive impacts on work life balance, sleep quality and vitality. The research concluded that working parents who report greater trait mindfulness also report greater work–family balance - enhanced self-regulation that comes with mindfulness may enable individuals to experience satisfaction and effectiveness within each role. Individuals more predisposed to mindfulness tend to experience greater sleep quality and vitality, which in turn relate to greater work–family balance.</p> <p>"These findings have several important practical implications for organizations. Recent estimates indicate that fatigue-related productivity losses cost organizations thousands of dollars per employee annually"... "Cultivating mindfulness may be one tool that can help in this regard".. "Organizations may consider mindfulness-based interventions as a way to facilitate employee health and vitality, as well as work–family balance."</p> <p>Method: The sample consisted of 131 alumni of a south eastern university. A total of 100 participants worked 40 or more hours a week, 21 worked 30–39 hrs a week, and 10 worked 20–29 hrs a week. All had at least one child living at home. Trait Mindfulness was measured with the 15-item Mindfulness Attention Awareness Scale (MAAS). Work–family balance was measured with a 5-item scale developed by Allen et al. (2010). Sleep quality during the past month was assessed with seven items from the Pittsburgh Sleep Quality Index (PSQI). Vitality was measured with a 6-item scale developed by Ryan and Frederick (1997)</p>	<p>Full paper</p> <p>https://www.researchgate.net/publication/232241331_Trait_mindfulness_and_work-family_balance_among_working_parents_The_mediating_effects_of_vitality_and_sleep_quality</p>
48	Chiesa A1, Calati R, Serretti A. (2011)	<i>Does mindfulness training improve cognitive abilities? A systematic review of neuropsychological findings.</i>	<p>Conclusion: Reviewed studies suggested that early phases of mindfulness training, which are more concerned with the development of focused attention, could be associated with significant improvements in selective and executive attention whereas the following phases, which are characterized by an open monitoring of internal and external stimuli, could be mainly associated with improved unfocused sustained attention abilities. Additionally, Mindfulness training could enhance working memory capacity and some executive functions</p> <p>Method: The present paper reviews current evidence about the effects of MMPs on objective measures of cognitive functions. Five databases were searched. Twenty three studies providing measures of attention, memory, executive functions and further miscellaneous measures of cognition were included. Fifteen were controlled or randomized controlled studies and 8 were case-control studies.</p>	<p>Abstract</p> <p>http://www.ncbi.nlm.nih.gov/pubmed/21183265</p>

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49	Natalia Karelaia and Jochen Reb (2014)	Improving Decision Making through Mindfulness	<p>Conclusion: Mindfulness does not only have a positive effect on health and wellbeing, but also, is likely to improve one's ability to make high-quality judgments and decisions. Mindfulness can help individuals at each stage of decision making. At the stage of decision framing, mindfulness is likely to increase one's awareness of the possibility (or the necessity) to make a decision and mitigate the sunk cost bias. It may also increase goal awareness thereby enhancing decision consistency with one's objectives and reducing post-decision regret. Greater goal clarity will in turn facilitate option generation, which will be further enhanced by creativity that mindfulness is likely to spark. Importantly, mindfulness is also likely to facilitate the recognition of ethical challenges and thereby reduce the instances of bounded ethicality</p> <p>Method: The paper explores the impact of mindfulness on different stages of the decision making process, taking into account other research studies.</p>	Full paper http://faculty.insead.edu/natalia-karelaia/documents/Karelaia%20Reb%202014%20Mindful%20Decision%20Making.pdf
50	Jochen Reb, Jayanth Narayanan (2013)	The Influence of Mindful Attention on Value claiming in Distributive Negotiations: Evidence from Four Laboratory Experiments	<p>Conclusion: In Studies 1 and 2, participants who performed a short mindful attention exercise prior to the negotiation claimed a larger share of the bargaining zone than the control participants they negotiated with. Study 3 replicated this finding using a different manipulation of mindful attention. Study 4 again replicated this result and also found that mindful negotiators were more satisfied with both the outcome and the process of the negotiation. Supervisor's trait mindfulness is positively associated with different facets of employee well-being, such as job satisfaction and need satisfaction, and different dimensions of employee performance, such as in-role performance.</p> <p>Method: The research examines the influence of leaders' mindfulness on employee well-being and performance Paper explores the effect of mindful attention on negotiation outcomes in negotiations using four experiments</p>	http://ink.library.smu.edu.sg/cgi/viewcontent.cgi?article=4319&context=lkcsb_research
51	Amishi P. Jha, Alexandra B. Morrison, Justin Dainer-Best, Suzanne Parker, Nina Rostrup, Elizabeth A. Stanley (2015)	Minds "At Attention": Mindfulness Training Curbs Attentional Lapses in Military Cohorts	<p>Conclusion: Results suggest that the group who spent more time practicing Mindfulness in class out performed those whose MMFT classes were more focussed on theory input (didactic approach). Sustained attention improved in both of the MMFT groups compared to the 2 control groups.</p> <p>Method: RCT trial using 4 conditions - and a shortened version of the original Mindfulness training (MMFT). Two intervention groups - MMFT -Training focus (mindfulness practice in sessions), MMFT Didactic focus (minimal in session practice), & Military and Civilian Control groups. Sustained attention was measured (SART) and self - reported of mind wandering as outcome measures.</p>	Full paper (scroll down) http://journals.plos.org/plosone/article?id=10.1371/journal.pone.0116889 article https://www.army.mil/article/149615/
52	Rees, Bronwen (2013)	Cambridgeshire and Peterborough Foundation Trust Mindfulness Pilot	<p>Conclusion: Eighty-three percent of participants completed their course. The online course had the lowest completion rate at 60%. 93% of participants continued to practise mindfulness directly after the course with 93% agreeing this was a good use of their time. 93% reported that mindfulness had in some way helped them improve their performance at</p>	

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			work with about half reporting a great or significant increase in performance. There was an overall increase in positivity when answering staff survey questions, a decrease in depression anxiety and stress, and increase in self-compassion. Additional benefits included improved relationships at work Method: 34 staff working for an NHS Trust including senior managers, doctors, nurses and admin staff participated in Mindfulness Training. Two groups received adapted MBCT 8 x 2hrs a week + 20 mins home practice, one group were taught via a well-established web based mindfulness course.	
53	Peter Malinowski and Hui Jia Lim (2015)	Mindfulness at work: Positive affect, hope, and optimism mediate the relationship between dispositional mindfulness, work engagement and Well-being.	Conclusion: The researchers concluded that mindfulness leads to improved work engagement and general well-being. It also improves job satisfaction, hope, optimism, resilience. The results indicate that non-reactivity and being non-judgemental are important skills for the workplace Method: 299 adults in full time employment were interviewed for this study	Abstract http://link.springer.com/article/10.1007/s12671-015-0388-5#page-1
54	Alexandre Heeren & Sandrine Deplus & Virginie Peschard & François Nef & Ilios Kotsou & Christophe Dierickx & Laurie Mondillon & Donald J. Robinaugh & Pierre Philippot (2014)	Does Change in Self-reported Mindfulness Mediate the Clinical Benefits of Mindfulness Training? A Controlled Study Using the French Translation of the Five Facet Mindfulness Questionnaire	Conclusion: Relative to a wait-list control, mindfulness training led to a change in self-reported mindfulness and a reduction in psychological distress. Method: 24 employees took participated in an adapted 8 week MBCT programme, whilst 26 were assigned to the wait list. Assessment was made at base line and immediately after. Participants were recruited with no experience of mindfulness or meditation who were experiencing stress-related problems, illness, anxiety, or chronic pain	Full paper https://www.researchgate.net/publication/271662050_Does_Change_in_Self-reported_Mindfulness_Mediate_the_Clinical_Benefits_of_Mindfulness_Training_A_Controlled_Study_Using_the_French_Translation_of_the_Five_Facet_Mindfulness_Questionnaire
55	Manotas et al 2014	Association of brief mindfulness training with reductions in perceived stress and distress in Colombian health care professionals.	Conclusion: The results showed that the group that received mindfulness training reported increases in the mindfulness facets of observing and non-judging, as well as reduced anxiety, depression, somatization (the manifestation of psychological distress by the presentation of bodily symptoms), and perceived stress. Overall, the findings suggest that 4-week mindfulness interventions may be an effective means of reducing stress among health care professionals Method: RCT study exploring the impact of mindfulness on health care employees at La Fundación Santa Fe de Bogota in Bogota.	Abstract http://psycnet.apa.org/psycinfo/2013-43013-001/
56	Levey et al 2012	The Effects of Mindfulness Meditation Training on Multitasking in a High-Stress Information Environment	Conclusions: Those trained in mindfulness stayed on tasks longer and made fewer task switches, as well as reporting less negative emotion after task performance, as compared with the other two groups. Groups (1) and (3) also showed improved memory for the tasks they performed	Full paper https://faculty.washington.edu/wobbrock/pubs/qi-12.02.pdf

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			Method: A RCT study to determine the effects of mindfulness training on the multitasking behaviour of knowledge workers. Three groups each of 12-15 human resources personnel were tested: (1) those who underwent an 8-week training course on mindfulness-based meditation, (2) those who endured a wait period, (3) those who had 8-weeks of training in body relaxation.	
57	Hülshager et al Journal of Applied Psychology, Vol 99(6), Nov 2014	The power of presence: The role of mindfulness at work for daily levels and change trajectories of psychological detachment and sleep quality.	Conclusions: Those who experienced mindfulness during work experienced improved sleep quality, and the ability to psychologically detach from work in the evening Method: This RCT research study examined the role of mindfulness in recovery from work.	Abstract http://psycnet.apa.org/psycinfo/2014-36699-001/
58	Malarkeya, Jarjourab & Klattc (2013)	Workplace based mindfulness practice and inflammation: A randomized trial	Conclusion: MBI-Id significantly enhanced mindfulness by 2-months and it was maintained for up to a year when compared to the education control. Method: An RCT low dose Mindfulness-Based Intervention (MBI-Id) with shortened meetings and formal mindfulness practice, with sessions conducted in the workday. 186 University faculty and staff took part.	Abstract http://www.sciencedirect.com/science/article/pii/S0889159112004710
59	Daire O. Cleirigh, John Greaney (2014)	Mindfulness and Group Performance: An Exploratory Investigation into the Effects of Brief Mindfulness Intervention on Group Task Performance	Conclusion: Results suggest that mindfulness has a positive effect on group performance with participants who practised mindfulness scoring significantly higher on the group task. Results also supported a possible association between group performance and group cohesion. Method: Research which examines the effects of mindfulness training on task performance. Participants took part in a 10-min mindfulness intervention (or 10-min control intervention), after which they completed a 40-min group decision-making task	Abstract http://link.springer.com/article/10.1007/s12671-014-0295-1
60	Michel A et al (2014).	Mindfulness as a cognitive-emotional segmentation strategy: an intervention promoting work-life balance	Conclusion: At a two-week follow-up, those participating in the intervention reported significantly less strain-based work-family conflict and significantly more psychological detachment and satisfaction with their work-life balance than a control group. This finding prompted study authors to conclude that “voluntary organisational health and work-life balance programmes should include low-cost but effective brief mindfulness interventions”. Method: An intervention involving teaching workers to practice mindfulness can help promote work-life balance, according to a study evaluating the effects of a three-week online self-training programme	Abstract http://onlinelibrary.wiley.com/doi/10.1111/joop.12072/abstract
61	Huang SL, Li RH, Huang FY, Tang FC (2015)	The Potential for Mindfulness-Based Intervention in Workplace Mental Health Promotion: Results of a Randomized Controlled Trial.	Conclusion: Compared with the control group, the intervention group were significantly lower on psychological distress, prolonged fatigue, and perceived stress when MBI was completed. The findings demonstrate that psychologically distressed employees who participated in a MBI program offered during regular paid work hours showed reduced anxiety, depression, stress, and fatigue.	Abstract http://www.ncbi.nlm.nih.gov/pubmed/26367270

Mindfulness in the workplace supporting evidence



			<p>Method: Two largescale manufacturing factories in Taiwan were chosen for this study. The RCT study involved 144 participants, Control and intervention group. Intervention group participated in MBI for eight weeks. Measurements were collected for both groups at five time points: at pre-intervention (T1), at mid-intervention (T2), at the completion of intervention (T3), four weeks after intervention (T4), and eight weeks after intervention (T5).</p>	
62	Dana Dharmakaya Colgan , Michael Christopher, Paul Michael, Helané Wahbeh (2015)	The Body Scan and Mindful Breathing Among Veterans with PTSD: Type of Intervention Moderates the Relationship Between Changes in Mindfulness and Post-treatment Depression	<p>Conclusion: At post-intervention The 2 mindfulness groups showed a significant increase in levels of overall mindfulness and Acting with Awareness. They reported higher levels of overall mindfulness than non- mindfulness group, and decreased depression scores. There were significant decreases in PTSD symptoms for the mindfulness groups, and the ‘Sitting Quietly’ group. Increases in Describing and Non-reactivity in the mindfulness were significantly correlated with decreased PTSD symptoms.</p> <p>Method: RCT trial. The researchers randomly assigned 102 predominantly male (96%), middle-aged average age=52),Caucasian (77%) combat veterans with chronic PTSD to one of four treatment groups: two “mindful” conditions either the Body Scan or Mindful Breathing, and Two “non-mindful” control conditions—either Slow Breathing or Sitting Quietly. The groups met for six one-hour sessions over a six-week period. Each group session included 20 minutes of practice in the designated technique along with reviews of home practice and, for the Mindfulness groups only, discussions of the principles of mindfulness.</p>	<p>Abstract http://link.springer.com/article/10.1007%2Fs12671-015-0453-0</p>
63	Darren J. Good ; Christopher J. Lyddy ; Theresa M. Glomb ; Joyce E. Bono ; Kirk Warren Brown ; Michelle K. Duffy ; Ruth A. Baer ; Judson A. Brewer ; Sara W. Lazar (2015)	Contemplating Mindfulness at Work: An Integrative Review	<p>Conclusion: The document shows how mindfulness influences attention, with downstream effects on functional domains of cognition, emotion, behaviour, and physiology. Ultimately, these domains impact key workplace outcomes, including performance, relationships, and well-being.</p> <p>Method: Meta-Analysis of research studies into mindfulness in the workplace. Emerging evidence across multiple fields suggests that mindfulness is fundamentally connected to many aspects of workplace functioning, but this knowledge base has not been systematically integrated to date. This review coalesces the burgeoning body of mindfulness scholarship into a framework to guide mainstream management research investigating a broad range of constructs</p>	<p>Abstract http://jom.sagepub.com/content/early/2015/11/18/0149206315617003.abstract</p>
64	Grégoire, S., Lachance, L., & Taylor, G. (2015). International Journal of Wellbeing	Mindfulness, mental health and emotion regulation among workers.	<p>Conclusion: The intervention helped increased mindfulness and psychological wellbeing, but also reduced psychological distress, stress and burnout among employees.</p> <p>“Short periods of meditation done regularly in the workplace can help employees cultivate mindfulness and reduce both their psychological distress and emotional reactivity. Overall, the intervention helped employees refrain from impulsive or reactive behaviour when experiencing negative emotions.”</p>	<p>Full text http://www.internationaljournalofwellbeing.org/index.php/ijow/article/view/444/508</p>

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			<p>Method: An evaluation of a Brief Mindfulness-Based Intervention to Reduce Psychological Distress in the Workplace. Semi-randomized controlled trial of a brief Mindfulness-Based Intervention (MBI) delivered in audio format. Involved 41 employees working in a not for profit call centre (90% of the participants were call centre agents, while the others were managers). Every day, for five consecutive weeks, employees were guided through a 10-minute audio meditation session in the morning, before beginning their work, and an additional 5-minute audio session immediately after lunch. Data was collected using self-report questionnaires at baseline (t1), week 6 (t2), week 11 (t3) and week 25 (t4) in order to have a follow-up measure.</p>	
65	Hanne Verweij, Ruth C Waumans, Danique Smeijers, Peter LBJ Lucassen, A Rogier T Donders, Henriëtte E van der Horst, Anne EM Speckens 1 February 2016	Mindfulness-based stress reduction for GPs: results of a controlled mixed methods pilot study in Dutch primary care	<p>Conclusion: A pilot study working with Dutch GPs (Verweij et al 2016) showed promising results in assisting busy practitioners in reducing stress and burnout using a short course. The study shows that Mindfulness for GPs is feasible and might result in fewer burnout symptoms and increased work engagement and wellbeing.</p> <p>Method: Design and setting A mixed methods pilot study, including a waiting list-controlled pre-/post-study and a qualitative study of the experiences of participating GPs in the Netherlands. Participants were sent questionnaires assessing burnout, work engagement, empathy, and mindfulness skills, before and at the end of the MBSR training/waiting period. Qualitative data on how GPs experienced the training were collected during a plenary session and with evaluation forms at the end of the course.</p>	http://d1ksgr6v5tsksf.cloudfront.net/content/66/643/e99
66	Maurizio Zollo et al INSEAD (2007)	<p>Understanding Corporate Responsibility: An Executive Briefing</p> <p>Results and Insights from Project RESPONSE</p>	<p>Conclusion: Managers who undertook the meditation-based coaching program showed a significant increase in positive emotions (happiness, self-confidence, inspiration, among others) and decreased frequency of negative emotions (anger, tiredness and anxiety). They also gave increased priority to values such as 'responsibility', 'wisdom', 'forgiving', 'inner harmony', 'unity with nature', and decreasing importance to 'preserving public reputation'. These emotions and personal values are considered to be likely to support the development of more socially responsible decision-making and behaviour. "Meditation and relaxation techniques seem to enable managers to break free from patterns of decision making driven by short-term outcomes, self-interest and reliance on safe solutions to embrace more proactive and innovative approaches to social and environmental challenges". "Companies and business schools need to look beyond traditional methods for executive learning and consider different pedagogical approaches to CSR – such as meditation and relaxation techniques, experiential learning and others. This appears to be necessary in order to address the more fundamental issue of developing social consciousness in managers"</p> <p>Method: The Project assessed for the first time, the impact of different approaches, including (i) a traditional executive education program, (ii) a coaching approach focused solely on deep meditation, without any mentioning of CSR, (iii) a relaxation-based stress management technique, also devoid of any explicit reference to CSR.</p>	Full paper http://www1.agora21.org/ddpme/Docs/Atelier1_Site/RESPONSE_ExecutiveBriefing.pdf

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			93 managers in four companies to evaluate pre-post. Difference in their response patterns consequent to one of the training approaches, as well as no Training at all (control group), in a randomized, controlled, experimental setting. Managers Were asked to respond to a series of decision dilemmas, as well as a number of tests to establish a psychological profile of the individual manager based on emotional dispositions, personal values and decision- making criteria. The responses gathered suggest that the innovative approaches (ii) and (iii) could influence a stronger move towards socially responsible behaviour than the traditional executive Education approach could do	
67	Patrick K. Hyland, R. Andrew Lee, and Maura J. Mills (2015)	Mindfulness at Work: A New Approach to Improving Individual and Organizational Performance	<p>Conclusion: The time demands of clinical models of mindfulness training “make it impractical for delivery in organizations. Therefore, mindfulness training for workplace applications has been adapted in several ways. First, weekly classes are generally shorter, lasting anywhere from 1 to 2 hours. Second, expectations for daily mindfulness practice are also shorter, ranging from 10 to 20 minutes daily. Other adaptations to workplace audiences include offering training as a one-shot offsite event. This has been used effectively with senior leadership audiences by the Institute of Mindful Leadership”</p> <p>Method: PHD Meta-analysis of current research on mindfulness in the workplace.</p> <p>The paper identified how mindfulness programmes positively impacts 4 areas of relevance to the workplace: 1) Managing Employee stress, 2) Improving High Potential Development, 3) Enhancing Engagement, Reducing Burnout 4) Helping Employees Cope With Organizational Change</p>	Full paper: http://www.sio.org/journal/8.4/hyland.pdf
68	Foureur, M., Besley, K., Burton, G., Yu, N., & Crisp, J. (2013).	Enhancing the resilience of nurses and midwives: Pilot of a mindfulness-based program for increased health, sense of coherence and decreased depression, anxiety and stress. Contemporary Nurse: A Journal for the Australian Nursing Profession, 45, 114-125.	<p>Conclusion: “mindfulness practice holds promise for increasing individual and workplace resilience”</p> <p>Method: Twenty midwives and 20 nurses participated in a one-day mindfulness workshop, undertook to meditate daily for 8 weeks and completed pre and post intervention measures: general health questionnaire (GHQ-12); sense of coherence (SOC) - orientation to life and the depression, anxiety and stress scale (DASS).</p>	Abstract http://www.ncbi.nlm.nih.gov/pubmed/24099232
69	Galantino, M., Baime, M., Maguire, M., Szapary, P. O., & Farrar, J. T. (2005).	Association of psychological and physiological measures of stress in health-care professionals during an 8-week mindfulness meditation program: mindfulness in practice. Stress & Health :Journal of the International Society for the Investigation of Stress, 21, 255-261.	<p>Conclusion: 8 weeks of mindfulness training resulted in a reduction in emotional exhaustion. “Psychometric results present a strong case for additional clinical trials of Mindfulness Meditation to reduce stress for health-care professionals.”</p> <p>Method: This study evaluated the association of subject-reported stress symptoms and salivary cortisol in health-care professionals, in an 8-week Mindfulness program, with data collected prospectively at baseline and 8 weeks after program completion. Questionnaires [Profile of Mood States—Short Form (POMS-SF), Maslach Burnout Inventory (MBI), and Interpersonal Reactivity Index (IRI)] measured mood, burnout and empathy.</p>	Abstract http://onlinelibrary.wiley.com/doi/10.1002/smi.1062/abstract
70	Roeser, R. W., Schonert-Reichl, K. A., Jha, A., Cullen, M., Wallace, L., Wilensky, R., & Harrison, J. (2013)	Mindfulness training and reductions in teacher stress and burnout: Results from two randomized, waitlist-control field trials. Journal of Educational Psychology, 105, 787-804.	<p>Conclusion: Results showed that 87% of teachers completed the mindfulness program and found it beneficial. Teachers who participated in mindfulness training showed greater mindfulness, focused attention and working memory capacity, and occupational self-compassion, as well as lower levels of occupational stress and burnout at post-program and follow-up</p> <p>“The results of two randomized trials suggest that mindfulness training holds promise for the improvement of teaching and learning in public schools by assisting teachers in managing job stress</p>	Full paper http://www.amishi.com/lab/wp-content/uploads/Jha_MindfulnessTrainingAndReductionsInTeacherStress_Apr2013.pdf

Mindfulness in the workplace supporting evidence



			and feelings of burnout more effectively ". " By helping teachers to develop self-regulatory resources to meet the cognitive, social, and emotional demands of teaching, mindfulness training also may help teachers to conserve precious motivational and self-regulatory resources for investment in relationships with students and classroom teaching rather than coping and defence" Method: 2 RCT field trials In Canada and the US in 2009/10. The sample included 113 elementary and secondary school teachers from Canada and the United States. Measures were collected at baseline, post-program, and 3-month follow-up; teachers were randomly assigned to condition after baseline assessment. The mindfulness training program was experiential, 8 weeks in duration, 11-sessions, taught after school for a total of 36 contact hours. Participants reported an average of 16 minutes of home practice/day across the 8 weeks	
71	Elizabeth A. Stanley, John M. Schaldach, Anastasia Kiyonaga and Amishi P. Jha (2011)	Mindfulness-based Mind Fitness Training: A Case Study of a High-Stress Predeployment Military Cohort	Conclusion: More time spent engaging in practice corresponded with greater self-reported mindfulness; increases in mindfulness were associated with decreases in perceived stress Method: 34 U.S. Marines received Mindfulness-Based Mind Fitness Training (MMFT) prior to deployment. Self-report measures of mindfulness, perceptions of stress, predictors of compliance with mindfulness practice, and time spent engaging in practice were indexed. Participants ranged in rank from Lance Corporal to Major. The 8 week MMFT was taught on-site at the unit's training locations. A separate detachment of 21 male participants acted as the control group. MMFT course included about 12 hours of Mindfulness training instruction to introduce and practice mindfulness techniques and discuss participants' questions; 6 hours of didactic instruction and skills training related to stress, resilience, and trauma; 5 hours of didactic instruction and discussion about military applications; and 1 hour for breaks and administrative issues + max 30 mins a day practice.	Full study http://www.amishi.com/lab/wp-content/uploads/Stanelvetal_2011.pdf
72	David A. Schroeder, Elizabeth Stephens, Dharmakaya Colgan, Matthew Hunsinger, Dan Rubin, Michael S. Christopher (2016)	A Brief Mindfulness-Based Intervention for Primary Care Physicians A Pilot Randomized Controlled Trial	Outcomes and Conclusions: Participants in the Mindfulness programme reported significant improvements in stress, mindfulness, emotional exhaustion, and depersonalization whereas in the control group, there were no improvements on these outcomes. The findings suggest that brief mindfulness interventions "can have a positive impact on physician well-being and potentially enhance patient care." Method: This RCT examined the impact of a brief mindfulness-based intervention (MBI) on burnout, stress, mindfulness, compassion, and resilience among physicians. A total of 33 physicians took part in the trial. 17 undertook a 'Mindful Medicine Curriculum' (MMC) – completing self-report measures at baseline, post-MBI, and 3-month follow-up.	Abstract http://ajl.sagepub.com/content/early/2016/02/03/1559827616629121.abstract
73	Luke Fortney, Charlene Luchterhand, Larissa Zakletskaia, Aleksandra Zgierska, David Rakel (2013)	Abbreviated Mindfulness Intervention for Job Satisfaction, Quality of Life, and Compassion in Primary Care Clinicians: A Pilot Study ANNALS OF FAMILY MEDICINE VOL. 11, NO. 5	Conclusions: "participating in an abbreviated mindfulness training course adapted for primary care clinicians was associated with reductions in indicators of job burnout, depression, anxiety, and stress. Modified mindfulness training may be a time-efficient tool to help support clinician health and well-being, which may have implications for patient care" METHODS 30 primary care clinicians participated in an abbreviated version of the 8-week MBSR program. Participants completed a set of online measures assessing burnout, anxiety, stress, and resilience pre training, after 1 day, 8 weeks and 9 months post intervention.	Full text http://www.annfammed.org/content/11/5/412.full.pdf+html
74	Douglas N. Hales, James Kroes, Yuwen Chen,	The cost of mindfulness: A case study JOURNAL OF BUSINESS RESEARCH	Conclusion: Mindfulness is found to improve the reliability of intensive care for direct patient care involving medication administration, hygiene, and working with the patient's family. "When applied	Full text

Mindfulness in the workplace supporting evidence



	Kyung Woo (David) Kang (2012)		properly, mindfulness improves the reliability of organizational processes, an important dimension to process quality". "Increasing the reliability of medical care is an issue of Prevention, for which Mindfulness improves". Method: Study measures the cost of mindfulness in an Intensive care unit in a Hospital. Pre data gathered for 6 months before intervention and interviews gathered each months for the 6 months after. Research conclusions were based on the performance of the unit for a sixth-month period following the start of the implementation. In the six months before the mindfulness intervention 972 negative incidents were recoded between a nurse and patient's family This number drops to 520 after the intervention.	https://www.researchgate.net/publication/222648244_The_cost_of_mindfulness_A_case_study
75	Roche, M., Haar, J. M., & Luthans, F. (2014, June 16)	The Role of Mindfulness and Psychological Capital on the Well-Being of Leaders. Journal of Occupational Health	Conclusion: This study involved over 1000 leaders in a range of roles in organisations across New Zealand. "The findings of this study attest to the positive impact that mindfulness seems to have in combating a number of dysfunctional outcomes affecting today's leaders. Mindfulness not only had direct effects on the dysfunctions, but further analysis found that the leaders' positive psychological capital served as a partial mediator between their mindfulness and these outcomes. Overall, the results indicate mindfulness and Psychological Capital may prove to be the type of psychological strengths* () leaders can draw from for their mental well-being in these trying times." * high self-efficacy (belief in one's own ability to complete tasks and reach goals), optimism, hope and resiliency Method: Four independent samples to test the effects of leaders' mindfulness on their mental well-being outcomes. Samples were junior managers, middle managers, senior managers, and entrepreneurs. Levels of mindfulness were measured using MAAS.	Full paper: https://www.researchgate.net/publication/263205598_The_Role_of_Mindfulness_and_Psychological_Capital_on_the_Well-Being_of_Leaders
76	Timothy J Vogus and Theresa m Welbourne (2003)	Structuring for high reliability: HR practices and mindful processes in reliability-seeking organizations Journal of Organizational Behavior J. Organiz. Behav. 24, 877-903 (2003)	Conclusion: The results of this study indicate that three HR practices (the use of skilled temporary employees, positive employee relations, and an emphasis on training) help reliability-seeking organizations achieve innovation, and help cultivate collective mindfulness. Method: The initial sample was drawn from data held on 269 software firms between 1993 and 1996 drawn from official company records, the number of patents filed, their financial performance, positive employee relations and the emphasis they placed on staff training.	Full paper: https://www.researchgate.net/publication/46513170_Information_technology_and_mindfulness_in_organizations
77	Mindfulness All party parliamentary Group (MAPPG) October 2015	Mindful Nation Uk: Report by the Mindfulness All-Party Parliamentary Group (MAPPG)	This report is the culmination of over a year of research and inquiry including eight hearings in Parliament. The report includes a summary of evidence gathered and recommendations under 4 headings, one of which is mindfulness in the workplace. Evidence gathered includes: ♦ A number of randomised controlled trials of MBIs have found positive effects on burnout, wellbeing and stress. ♦ Mindfulness can assist with focus and a range of cognitive skills. ♦ Studies have shown that those using mindfulness report lower levels of stress during multi-tasking tests and are able to concentrate longer without their attention being diverted. ♦ Even brief periods of mindfulness practice can lead to objectively measured higher cognitive skills such as improved reaction times, comprehension scores, working memory functioning and decision-making. ♦ Researchers tested creative problem-solving skills and found that participants who had practised mindfulness for just 10 minutes before these tests generated significantly more creative strategies. ♦ Other research suggests	Full report: http://themindfulnessinitiative.org.uk/images/reports/Mindfulness-APPG-Report-Mindful-Nation-UK_Oct2015.pdf

Mindfulness in the workplace supporting evidence



			<p>that employees of leaders in a range of other settings who practise mindfulness have less emotional exhaustion, better work-life balance and better job performance ratings. They are also more likely to show concern towards co-workers and express opinions honestly</p> <p>Mini Case studies include: Bosch, Beiersdorf, RWE npower, Tata steel, Surrey and Sussex Police, Google, Transport for London, Emergency services, teachers and judges.</p> <p>Recommendations include:</p> <ol style="list-style-type: none"> 1. The Department for Business, Innovation and Skills (BIS) should work with employers to promote the use of mindfulness and gather good practice. 2. What Works Centre for Wellbeing should commission, as a priority, pilot research studies on the role of mindfulness in the workplace 3. Government departments should encourage the development of mindfulness programmes for staff in the public sector – in particular in health, education and criminal justice – to combat stress and improve organisational effectiveness. 4. The National Institute of Health Research should invite bids to research the use of mindfulness as an occupational health intervention 	
78	Kimberly A. Williams, Maria M. Kolar, Bill E. Reger, and John C. Pearson (2001)	<i>Evaluation of a Wellness-based Mindfulness Stress Reduction Intervention: A Controlled Trial. American Journal of Health Promotion: July/August 2001, Vol. 15, No. 6, pp. 422-432.</i>	<p>Conclusions: "Self-selected community residents can improve their mental and physical health by participating in a stress reduction intervention offered by a university wellness program." Participants practicing and applying mindfulness to daily situations reported significant decreases from baseline in effect of daily hassles (24 %), psychological distress, (44 %), and medical symptoms (46 %) were maintained at the 3-month follow-up compared to control</p> <p>Method: A randomized controlled trial of a stress reduction intervention with a 3-month follow-up. The intervention consisted of an 8-week group stress reduction program in which subjects learned, practiced, and applied "mindfulness meditation" to daily life situations. The control group received educational materials and were encouraged to use community resources for stress management .A total of 103 adults, with 59 in the intervention group and 44 in the control group. Eight-five percent of subjects completed the intervention.</p>	<p>Abstract: http://www.ajhpcontenets.org/doi/abs/10.4278/0890-1171-15.6.422</p>
79	Leroya, H., Anseel, F., Dimitrov, N. and Selsa, L. (2013)	"Mindfulness, authentic functioning, and workengagement: A growth modeling approach" Journal of Vocational Behavior Vol 82 (3), pp238-247.	<p>Conclusion: Mindfulness is positively related to work engagement. "Mindfulness is important not only for reduction of negative symptoms of burnout, but also for strengthening the personal resources of work engagement". "Mindfulness is a meaningful antecedent of authentic functioning". "Results provide empirical evidence for the assumption that authentic functioning is an antecedent of work engagement"</p> <p>Method: This study set out to investigate whether the mind set of mindfulness (a receptive attention and awareness to the present moment) would be linked to feelings of engagement (vigour, dedication, absorption) in one's daily work. We further hypothesized that the behavioural mechanism of authentic functioning (being more open and non-defensive) would mediate those relationships. Data was collected in collaboration with a training institute for mindfulness who provide in-company mindfulness training. Data was collected over a one year time period from six distinct Organizations (76 participants) in the area of telecommunication, consulting, and architecture (for-profit) and parliamentary services, public services, and health insurance (not-for-profit). The trainings</p>	<p>Abstract: http://www.sciencedirect.com/science/article/pii/S0001879113000456</p> <p>Full paper: https://biblio.ugent.be/publication/3218720/file/6789697</p>

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			were offered on a voluntary basis. The training was MBSR 8 weeks x 3 hours. Meditation practices typically took from 30 to 90 minutes.	
80	Wasylikiw, L. (2015)	The impact of mindfulness on leadership effectiveness in a health care setting: a pilot study" Journal of health organization and management Vol 29 (7) pp893 – 911.	<p>Conclusion: The researchers found that significant positive changes in leadership were reported by the retreat participants and that this was confirmed by their colleagues. The aspects of leadership which showed statistically significant improvements were 'leadership effectiveness' and 'balanced processing.' Follow-up interviews were carried out post-intervention which showed significant increases in mindfulness and corresponding decreases in stress that were sustained across eight weeks post-retreat.</p> <p>Method: A study in Canada, researchers examined the effects of a mindfulness programme on 11 Healthcare managers, measuring the effects of a weekend retreat and online webinar on participants' self-reported leadership effectiveness, through the Authentic Leadership Questionnaire. The mindfulness group was compared with a control group of 10 survey respondents, assessments of participants' leadership were provided by colleagues and follow up interviews undertaken with 8 participants 12-16 weeks post-intervention. Perceived stress and leadership effectiveness were assessed pre- and post-intervention. A control group (n=10) also completed the same measures twice. Additionally, 28 informants provided assessments of participants' leadership pre- and post-intervention.</p>	Abstract: http://www.ncbi.nlm.nih.gov/pubmed/26556157
81	Ostafin, B.D. and Kassman, K.T. (2012)	"Stepping out of history: Mindfulness improves insight problem solving" Consciousness and Cognition Vol. 21 (2), pp1031-1036.'	<p>Conclusion: The results indicated that trait mindfulness predicts better insight problem solving. "Mindfulness (both trait and training) were related to insight problem solving". "These data indicate a direct relation between mindfulness and creativity."</p> <p>Method: two studies involving 157 participants in both studies completed a measure of trait mindfulness and a series of insight and non-insight problems. Participants in Study 2 completed measures of positive affect and a mindfulness or control training.</p>	Abstract: http://www.sciencedirect.com/science/article/pii/S1053810012000578
82	Zeidan, F., Johnson, S.K., Diamond, B.J., David, Z., and Goolkasian, P. (2010)	Mindfulness meditation improves cognition: Evidence of brief mental training Consciousness and Cognition, Vol 19 (2), pp597–605	<p>Conclusion: Brief meditation training reduced fatigue, anxiety, and increased mindfulness. Moreover, brief mindfulness training significantly improved visuo-spatial processing, working memory, and executive functioning. "Our findings suggest that 4 days of meditation training can enhance the ability to sustain attention; benefits that have previously been reported with long-term meditators". "Four days (20 min/day) of MM training was effective in significantly increasing mindfulness scores in comparison to an active control group". "Our brief MM training protocol promoted significant effects on several cognitive tasks that require sustained attention and executive processing efficiency"</p> <p>Method: Sixty-three University of North Carolina, Charlotte students who were interested in learning meditation and who had no prior meditation experience randomly assigned to a meditation or a book listening group. 24 were assigned to the meditation group and 25 to the control</p>	Full paper: http://itoomim.org/briain-training/Zeidan2010MindfulnessMeditation.pdf
83	Jessica Pykett, Rachel Lilley, Mark Whitehead,	Mindfulness, Behaviour Change and Decision Making An Experimental Trial	<p>Conclusion: Key findings included Increased knowledge of behavioural insights, Increases in specific mindfulness traits. "When combined with learning about behaviour change, mindfulness training can enable people to take greater control of their own behavioural systems and lead more empowered lives."</p>	Full document http://www.sps.ed.ac.uk/staff/sociology/rachel_howell/Mindfulness

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	Rachel Howell, Rhys Jones (January 2016)		<p>"Combining mindfulness and behaviour change provided a connection between theory and practice. The programme as a whole helped some participants reconsider the mechanics of decision making".</p> <p>"Overall in the qualitative feedback many participants reported feeling calmer, more focused, more relaxed, noticing more, and reporting more enjoyment of simple tasks."</p> <p>"The focus on cognitive biases was seen as the most useful aspect of combining mindfulness and behaviour change, with many participants also reporting the value of a focus on the role of emotions in decision making and designing behavioural interventions."</p> <p>"Participants reported being able to better avoid the escalation of negative spirals of thoughts, and more able to be non-judgmental and non-reactive to inner experience, which also seemed to enable them to pause and think before reacting to external events. For some they were expressly applying this to their decision making".</p> <p>"Since the programme, there was a greater willingness within working teams to acknowledge and address different manifestations of emotional response to particular situations and projects and see them as relevant."</p> <p>Method:</p> <p>This report provides an overview of an experimental trial conducted on mindfulness and behaviour change in the workplace from 2014 - 2016 by Aberystwyth University and the University of Birmingham. The research involved the development and delivery of a Mindfulness, Behaviour Change and Decision Making Programme in 3 partner organizations: the Welsh Government, Global Action Plan (GAP) and Ogilvy & Mather. The programme was delivered to a total of 96 participants. 3x 6 week x 2hr a week programmes delivered for the Welsh Government (emphasis on understanding behavioural insights through mindfulness in order to improve public policy, knowledge of citizen behaviour and civil service work practices.). 1 x 4 week x 2 hour a week programme for Global Action Plan (focus was on addressing understandings and applications of behaviour change theories in relation to their environmental remit). Ogilvy & Mather (focussed on decision making processes, meeting situations and client relationships of relevance in this sector). Used 2hr teaching sessions based on MBCT Frantic world. Participants included Change, Project Managers, in Talent Management and HR, Government employees at various levels, managers</p>	ss_Behaviour_Change_and_Decision_Making_Final_Report.pdf
84	Amy Burton,, Catherine Burgess, Sarah Dean, Gina Z. Koutsopoulou and Siobhan Hugh-Jones (February 2016)	How Effective are Mindfulness-Based Interventions for Reducing Stress Among Healthcare Professionals? A Systematic Review and Meta-Analysis	<p>Conclusion: "Workplace stress is high among healthcare professionals (HCPs) and is associated with reduced psychological health, quality of care and patient satisfaction" "Results of the meta-analysis suggest that Mindfulness-based interventions have the potential to significantly improve stress among healthcare professionals"</p> <p>Method: A systematic review and meta-analysis reviewing evidence on the effectiveness of MBIs for reducing stress in HCPs. Systematic literature search was conducted. Papers were screened for suitability using inclusion criteria and nine papers were subjected to review and quality assessment. Seven papers, for which full statistical findings could be obtained, were also subjected to meta-analysis</p>	http://onlinelibrary.wiley.com/doi/10.1002/smi.2673/abstract;jsessionid=4953AE45AFE05971ED3BCCE922DB7B23.f04t02

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85	VICH, M (2015)	The Emerging Role of Mindfulness Research in the Workplace and its Challenges. Central European Business Review, North America, 4, sep. 2015.	<p>Conclusion: "Mindfulness has the potential to effectively address three topical organizational challenges of growing demands on adaptability, prevailing issues of work-related stress and the necessity to raise the moral level in organizations." "Implementation of MBI into organizational settings does not require the presence of the leading author of a particular program, but it definitely requires a certified facilitator". "It is always important to thoroughly examine the biography of a particular trainer, especially his/her own dedication to the practices taught. "Focusing on well-being of people in an organization rather than on profit can be helpful for smooth implementation of particular MBI. For similar reasons, it is important to understand that participation in these programs needs to always be voluntary"</p> <p>Method: This literature research paper focuses on the current state of art in mindfulness research on workplace and identifies some of the necessary steps and risks in the creation of mindful leadership theory. This paper discusses the core variables of mindful leadership, and how this differ from other leadership approaches like authentic leadership. This paper also presents recommendations for entrepreneurs and managers willing to incorporate mindfulness into their organizational settings.</p>	<p>Abstract and download full document http://cebr.vse.cz/cebr/article/view/210</p>
86	Ruedy, N. E., & Schweitzer, M. E. (2010)	<i>In the moment: The effect of mindfulness on ethical decision making. Journal of Business Ethics, 2010(95), 73–87.</i>	<p>Conclusion: Results of two studies "demonstrate important connections between mindfulness and ethical decision making." Study 1: "compared to individuals low in mindfulness, individuals high in mindfulness report that they are more likely to act ethically, are more likely to value upholding ethical standards (self-importance of moral identity), and are more likely to use a principled approach to ethical decision making (formalism). Study 2: "compared to individuals low in mindfulness, individuals high in mindfulness cheated less." "Interventions that increase mindfulness can bring more of the decision maker's experience into conscious awareness and might help to temper unethical behaviour. Prescriptively, managers might be able to promote ethical decision making by sponsoring mindfulness training or by encouraging employees to take a few moments to centre themselves by bringing their attention to the present moment before making important decisions."</p> <p>Method: This study considers how mindfulness impacts ethical decision making. Includes two studies. Study 1: 97 participants from a large North-eastern university. Mindfulness measured pre task. Given tasks to complete, cheating and non-cheating observed. Study 2: 135 participants in a behavioural lab. A 15 minute induction - participants to wear headphones and listen to a recording which led them in a mindfulness of breath practice, then given tasks to solve with a nominal financial payment reward for each task solved. Cheating and non-cheating observed.</p>	<p>Full document http://opim.wharton.upenn.edu/risk/library/WPAF2010-07-02_NR,MS.pdf</p>
87	Shonin, E.S., Van Gordon, W., Dunn, T., Singh, N. & Griffiths, M.D. (2014).	Meditation Awareness Training (MAT) for work-related wellbeing and job performance: A randomized controlled trial.	<p>Conclusions: Following completion of the eight-week Mindfulness intervention and compared to a non-meditating active control condition, middle managers who received mindfulness training demonstrated statistically significant improvements in levels of: (i) work-related stress, (ii) job satisfaction, (iii) psychological distress, and (iv) employer-rated job performance. "It is concluded that MAT appears to be an effective intervention for improving both work-related wellbeing and job performance in middle-hierarchy office-based managers." "By reducing the amount of ego allocated to work tasks and interpersonal interactions, employees may be better able to nurture clearer, more</p>	<p>Counselling at work article on findings: http://irep.ntu.ac.uk/26055/1/221397_2994.pdf</p> <p>Full paper http://irep.ntu.ac.uk/26055/1/221397_2994.pdf</p>

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		International Journal of Mental Health and Addiction, 12, 806–823	<p>insight based, and strategically-focussed working styles, and to work in a manner that reduces the separation between their own interests and those of the organisations they work for.</p> <p>Method: RCT study involving 152 Full time office-based middle-hierarchy managers from three cities in the East Midlands, UK. All participants were healthy, had volunteered to take part, and were not currently practising mindfulness or meditation. Participants of in the Mindfulness group received an eight-week secular mindfulness intervention that we developed, known as Meditation Awareness Training (MAT): 8 weeks x 90 mins a week, around 20 minute mindfulness practice exercises. The control condition was a group program involving educating participants in cognitive behavioural theory and principles.</p>	6554/1/PubSub3170 Griffiths.pdf
88	Querstret, D., Cropley, M., & Fife-Schaw, C. (2016, April 7).	Internet-Based Instructor-Led Mindfulness for Work-Related Rumination, Fatigue, and Sleep: Assessing Facets of Mindfulness as Mechanisms of Change. A Randomized Waitlist Control Trial. Journal of Occupational Health Psychology.	<p>Conclusions: Participants who completed the online mindfulness course reported significantly lower levels of work-related rumination and fatigue, and significantly higher levels of sleep quality, when compared with waitlist control participants. The effects of the intervention were maintained at 3- and 6-month follow-up with medium to large effect sizes.</p> <p>Conclusions: The course also resulted in increased 'acting with awareness'. "This study provides support for online mindfulness interventions to aid recovery from work".</p> <p>Method: This RCT study assessed an Internet-based instructor-led mindfulness intervention for its effect on key factors associated with "recovery from work," specifically, work-related rumination, fatigue, and sleep quality; It also explored how different facets of mindfulness (acting with awareness, describing, non-judging, and non-reacting) act as mechanisms of change; and assessed whether the effect of the intervention was maintained over time by following up with participants after 3 and 6 months. 60 took the course taking 4-12 weeks to complete the 4 week course (average of 6 weeks to complete. 25% drop out rate (in line with other studies of online mindfulness courses) The online intervention was the mental Health Foundations 'Be Mindful Online' which is a blend of MBSR and MBCT taught over 4 weeks but incorporating content from the respective 8 week programmes. Participants included nursing/medicine, healthcare, administration, education, management and the police.</p>	<p>Full paper</p> <p>http://epubs.surrey.ac.uk/809897/1/Manuscript_mindfulness%20for%20WRRR%20fatigue%20and%20sleep_JoH_P_accepted.pdf</p>
89	Luken & Sammons (2016)	Systematic Review of Mindfulness Practice for Reducing Job Burnout American Journal of Occupational Therapy, January 2016, Vol. 70	<p>Conclusions: There is strong evidence for the use of mindfulness practice to reduce job burnout among health care professionals and teachers.</p> <p>Method: systematic search and critical appraisal of interdisciplinary literature was conducted to evaluate the evidence for practicing mindfulness to treat job burnout</p>	<p>Abstract</p> <p>http://ajot.aota.org/article.aspx?articleid=2484239</p>
90	Dierynck et al (January 2016)	The Role of Individual and Collective Mindfulness in Promoting Occupational Safety in Health Care. Medical Care Research and Review	<p>Conclusions: "Mindfulness is associated with a decrease in occupational safety failures through a decrease in work-arounds. " "Individual mindfulness may prevent the depletion of motivational resources caused by worrying about the consequences of time lost when adhering to safety regulations". "Collective mindfulness may provide nursing teams with a cognitive infrastructure that facilitates the detection and adaptation of work processes.</p> <p>Method:</p>	<p>Full paper:</p> <p>https://www.researchgate.net/publication/289245574_The_Role_of_Individual_and_Collective_Mindfulness_in_Promoting_Occupat</p>

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			Stage 1: 580 nurses surveyed from 54 nursing departments with different specializations from 4 hospitals. This data was used for multilevel analyses. In Stage 2, six months later, survey data was collected from the head nurses on the number of occupational safety failures.	ional Safety in Health Care
91	Allexandre et al	A Web-Based Mindfulness Stress Management Program in a Corporate Call Center: A Randomized Clinical Trial to Evaluate the Added Benefit of Onsite Group Support.	<p>Conclusions: Mindfulness participants had significant reductions in perceived stress and increases in emotional and psychological well-being compared with control. Group support improved participation, engagement, and outcomes. A self-directed mindfulness program with group practice and support can provide an affordable, effective, and scalable workplace stress management solution. Engagement may also benefit from combining web-based and traditional CD delivery.</p> <p>Methods: RCT trial: objective to determine the effectiveness of an 8-week web-based, mindfulness stress management program (WSM) in a corporate call centre and added benefit of group support. 161 participants including customer service and fraud investigation were randomized to WSM, WSM with group support, WSM with group and expert clinical support, or wait-list control. Daily mindfulness practice requirement 20 – 30 mins. Perceived stress, burnout, emotional and psychological well-being, mindfulness, and productivity were measured at baseline, weeks 8 and 16, and 1 year.</p>	Full text http://journals.lww.com/joem/Fulltext/2016/03000/A_Web_Based_Mindfulness_Stress_Management_Program.6.aspx
92	Kemper (2016)	Brief Online Mindfulness Training Immediate Impact Published online before print March 21, 2016	<p>Conclusions: 68% of participants who took 1 module took all 3 modules. Completing modules was associated with small but significant improvements on three mindfulness scales.</p> <p>Online training “is associated with immediate improvements in mindfulness.”</p> <p>Method: Nurses, doctors, social workers and psychologists completed self-reflection exercises embedded in online mindfulness training. Individual changes in mindfulness were measured using standardized scales. Three modules were delivered on-line: Introduction to Mindfulness, Mindfulness in Daily Life and Mindful Breathing and Walking.</p>	Abstract: http://chp.sagepub.com/content/early/2016/03/18/2156587216639199.abstract
93	Mei-yung Leunga, Qi Lianga & Jingyu Yub (2016)	Development of a mindfulness–stress–performance model for construction workers Construction Management and Economics Volume 34, Issue 2, 2016	<p>Conclusions: The results show that mindfulness characteristics indirectly improve construction workers’ performance by relieving their stress. Mindfulness directly improves construction workers’ performance, namely description and observation enhance working performance; and awareness improves safety performance.</p> <p>Method: a questionnaire survey was administered among construction workers. Nine mindfulness and three stress types and three kinds of performance were identified.</p>	Abstract: http://www.tandfonline.com/doi/pdf/10.1080/01446193.2016.1147652
94	Zivnuska et al (2016)	Mindfulness at work: resource accumulation, well-being, and attitudes	<p>Conclusions: Results suggest that mindfulness at work is an important antecedent to resource accrual, well-being, and organizational attitudes. Mindfulness at work exerted direct and indirect effects on turnover intentions and affective commitment</p>	Abstract: http://www.emeraldinsight.com/doi/abs/10.1108/CDI-06-2015-0086?journalCode=cdi

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		Career Development International, Vol. 21 Iss: 2, pp.106 – 124 2016	Method: Using a sample of 503 full time employees, the authors test the model with structural equation modelling.	
95	Verdorfer (2016)	Examining Mindfulness and Its Relations to Humility, Motivation to Lead, and Actual Servant Leadership Behaviors Mindfulness: August 2016, Volume 7, Issue 4, pp 950-961	Conclusions: Leaders' dispositional mindfulness is positively related to direct reports' ratings of the servant leadership dimensions humility, standing back, and authenticity. With non-leaders, positive relationship between dispositional mindfulness and humility as well as a non-self-centred motivation to lead were seen. Method: Study 1 used a non-leader sample. Study 2 used a leader sample and investigated the relationship between leaders' dispositional mindfulness and actual servant leadership behaviours as perceived by their followers.	Abstract: http://link.springer.com/article/10.1007%2Fs12671-016-0534-8
96	Craigie et al	A Pilot Evaluation of a Mindful Self-care and Resiliency (MSCR) Intervention for Nurses	Conclusions: Significant improvements were observed following mindfulness training for compassion, burnout, negative affect, and reduced stress scores. At pre-intervention, 45 % of the sample had high burnout scores, but this reduced to just 15 % by post-intervention. "The results of this preliminary study indicate that MSCR may represent a feasible approach to improving resilience and well-being among nurses" Methods: 21 nurses recruited from a large teaching hospital in Western Australia, participated in a mindful self-care and resiliency (MSCR) intervention. (1-day compassion fatigue prevention educational workshop + weekly mindfulness training seminars conducted over 4 weeks - 12 h total intervention time, based on MBCT). Participants completed a number of standardized measures at pre, post, and 1-month follow-up.	Abstract: http://link.springer.com/article/10.1007/s12671-016-0516-x
97	Brass (2016)	How mindfulness can benefit nursing practice Nursing Times; 112: 18, 21-23 2016	Conclusion: This article explores the concepts of mindfulness and compassion and the positive effect they may have on staff and patients. It outlines how nurses can practise these activities, and presents a case study highlighting the benefits that have been reported. Mindfulness can positively affect how nurses feel and cope with the pressures of their work, thereby resulting in better self-care and improved patient outcomes. Methods: Literature research	Full article: http://www.nursingtimes.net/roles/mental-health-nurses/how-mindfulness-can-benefit-nursing-practice/7004433.fullarticle
98	Harker et al	Exploring resilience and mindfulness as preventative factors for psychological distress burnout and secondary traumatic stress among human service professionals	Conclusion: Higher levels of mindfulness were a significant predictor of lower levels of psychological distress and burnout. "The findings suggest that cultivating resilience and mindfulness in human service professionals may assist in preventing psychological distress burnout and secondary traumatic stress." Methods: 133 human service professionals working in the fields of psychology, social work, counselling, youth and foster care work were surveyed to explore the relationship between resilience, mindfulness, and psychological distress.	Full article http://content.iospress.com/articles/work/or2311
99	Bernardez et al (2016)	An experimental replication on the effect of the practice of	Conclusions: "The practice of mindfulness can improve the efficiency of Software Engineering students in the development of conceptual models"	http://www.sciencedirect.com/science/article/pii/S0164121216301005

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		mindfulness in conceptual modelling performance <i>Journal of Systems and Software:</i> Available online 30 June 2016	Method: Experiment to test whether the practice of mindfulness improved or not the conceptual modelling performance amongst Software Engineering students. 27 students practiced mindfulness during 6 weeks, while 26 (the control group), received no training. All the students developed two conceptual engineering models using UML class diagrams from a transcript of an interview, one before and another after the 6 weeks of mindfulness sessions, and the results were compared in terms of conceptual modelling effectiveness and efficiency. The mindfulness workshop took six weeks with four 12 min sessions per week.	
100	Żołnierczyk-Zreda et al (2016)	Mindfulness-based stress reduction for managers - a randomized controlled study	Conclusions: The results showed that mindfulness had significant effects on several outcomes, including: decreases in perceived work-related stress, negative affect, intensity of somatic complaints, and sickness absence, and increase in self-esteem, and positive affect. "These results suggest that MBSR is an effective method for managing work-related stress and bolstering psychological resilience in the workplace." Method: RCT to examine the impact of mindfulness on work-related stress management using MBSR for middle-level managers who are considered to be particularly affected by the negative effects of stress related to organizational restructuring. Measurements taken at baseline & post-treatment. Managers were randomly assigned to an 8-week intervention group or to a wait-list control group.	Abstract: http://www.ncbi.nlm.nih.gov/pubmed/27440398
101	Shauna L. Shapiro (2005)	Mindfulness-Based Stress Reduction for Health Care Professionals: Results From a Randomized Trial International Journal of Stress Management 2005, Vol. 12, No. 2, 164–176	Conclusion: "An 8-week MBSR intervention may be effective for reducing stress and increasing quality of life and self-compassion in health care professionals" Method: RCT trial involving physicians, nurses, social workers, Physical therapists, and psychologists. Participants were randomly assigned to an 8-week MBSR group or a wait-list control group. 18 took part in MBSR training, 20 were assigned to the control group.	Full paper: http://self-compassion.org/wp-content/uploads/publications/shapiro.study.pdf
102	Megan Reitz, Michael Chaskalson, Sharon Olivier, Lee Waller (2016) Hult research.	The Mindful Leader Developing the capacity for resilience and collaboration in complex times through mindfulness practice	Conclusion: "Mindfulness training and practice leads to improvements in collaboration, resilience and leading in complexity". "Those who practiced for ten minutes or more per day showed significant increases in measures related to their resilience and their overall mindfulness in comparison to those who practiced less than ten minutes" Method: 8 week mindfulness programme blending MBSR and MBCT for 57 senior leaders at Ashridge. Equal number of managers formed a control group. Programme consisted of ½ day taught input at outset, mindfulness blended with leadership content. ½ day at weeks 3 and 6, full day at the end. Pre-program and post program measures taken including 360 factors: 'collaboration', 'resilience', 'care and concern for self and others', 'perspective taking', 'agility in complexity', Interpersonal Reactivity Index (IRI), Beck Anxiety Inventory (BAI), Ashridge Resilience Questionnaire, (ARQ), Automated Operation Span Task (OSPAN) Five	Full paper: http://ashridge.org.uk/Media-Library/Ashridge/PDFs/Publications/Ashridge-Mindful-Leader-for-web-low-res.pdf

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			Facet Mindfulness Questionnaire (FFMQ). Correlation analyses were conducted to explore any relationship between mindfulness practice score and pre and post data.	
103	The Mindfulness Initiative (2016)	Building the Case for Mindfulness in the workplace.	<p>This report was published following recommendations contained in the Mindful Nation UK report (see 77)</p> <p>Conclusion: Mindfulness training can produce a number of desirable workplace outcomes including: Well-being and resilience (see 3.1), Enhanced working relationships (see 3.2), performance (See 3.3), including leadership, decision-making, organisational transformation, and creativity and innovation. It also contains guidance on selecting a mindfulness teacher, a mindfulness teaching approach, Mindfulness at work case studies, and making the business case for mindfulness. It also concludes that 8 medical models of mindfulness training may be unsuitable for a workplace population.</p> <p>Method: 30 companies and 10 mindfulness experts provided content and research for the study.</p>	<p>Full paper: http://www.mindfulness.org.uk/Building-the-Case-for-mindfulness-in-the-workplace_v1.1_Oct16_Full_doc.pdf </p>
104	Koncz R, et al (2016)	<p>Mindfulness-Based Stress Release Program for University Employees: A Pilot, Waitlist-Controlled Trial and Implementation Replication.</p> <p>Journal Occupational Environmental Medicine</p>	<p>Conclusion: A significant improvement in distress, workplace wellbeing, and vigour was observed within the first SRP group, when compared with the control group. The improvement in distress and wellbeing was reproduced in the second SRP group. "This study adds to the growing body of research that mindfulness may be an effective method for reducing workplace stress, improving employee wellbeing, and enhancing work engagement".</p> <p>Method: The aim of this study was to evaluate the effectiveness of a 6-week mindfulness programme on stress and work engagement in fulltime university employees. Programme was half-day introductory session, followed by five weekly 60-minute face-to-face sessions with a trained instructor. Participants asked to practise formal mindfulness meditation at least 5 minutes per day and practise informal, mindfulness 'pauses' (15-30 seconds) as needed. There is also a homework task related to each weekly topic, which involves identifying unhelpful cognitive patterns in real time as often as possible as they go about their usual daily life. Fifty participants undertook the SRPs, and 29 participants were waitlisted. Perceived stress, workplace wellbeing, and engagement were measured at baseline and within 1 week of the SRP completion, and contemporaneously 6 weeks apart for a waitlist control group. A second program was implemented to examine reproducibility of results</p>	<p>Abstract https://www.ncbi.nlm.nih.gov/pubmed/27580228 </p>
105	Tim Lomasa, Juan Carlos Medinab, Itai Ivztana, Silke	The impact of mindfulness on the wellbeing and performance of educators: A systematic review of the empirical literature	<p>Conclusion: Mindfulness was generally associated with positive outcomes in relation to mental health, wellbeing, and performance outcomes.</p> <p>Method: Systematic review of empirical studies featuring analyses of mindfulness in teaching contexts. Databases were reviewed from the start of records to January 2016.</p>	<p>Full paper: http://affinityhealthhub.co.uk/storage/app/attachments/impact-of-mindfulness-on-the-wellbeing-and- </p>

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	Rupprecht, Francisco José Eiroa-Orosaa (2017)	Teaching and Teacher Education Volume 61, January 2017, Pages 132–141	Eligibility criteria included empirical analyses of mindfulness, mental health, wellbeing, and performance outcomes acquired in relation to practice. A total of 19 papers met the eligibility criteria and were included in the systematic review, consisting of a total 1981 participants. Studies were principally examined for outcomes such as burnout, anxiety, depression and stress, as well as more positive wellbeing measures (e.g., life satisfaction).	performance-of-educators-a-systematic-review-of-the-empirical-literature-1498233648.pdf
106	Kathleen M. Sutcliffe, Timothy J. Vogus, and Erik Dane (2016)	Mindfulness in Organizations: A Cross-Level Review	Conclusion: Mindfulness is positively related to worker well-being across a range of industries and occupations. It can increase the generation of creative ideas, improve problem solving, and help people maintain cognitive flexibility. It can help people overcome rigid patterns of thinking. Paper also discusses the consequences of collective mindfulness—(the collective capability to discern discriminatory detail about emerging issues and to act swiftly in response to these details). The benefits of collective mindfulness include lower turnover rates, greater customer satisfaction, greater; and improved quality, safety, and reliability Method: Meta-analysis of current research	Full document: https://www.researchgate.net/publication/293009713_Mindfulness_in_Organizations_A_Cross-Level_Review
107	Larissa Bartlett, Pamela Lovell, Petr Otahal, Kristy Sanderson (2016)	Acceptability, Feasibility, and Efficacy of a Workplace Mindfulness Program for Public Sector Employees: a Pilot Randomized Controlled Trial with Informant Reports	Conclusion: “Mindfulness improved significantly as did perceived stress, distress and quality of life. Sleep, social functioning, job-stress and productivity all improved” as a result of a 5 week programme. “The intervention thus appears to have potential merit as a workplace intervention for public sector employees across a range of outcomes.” Method: Randomised Control trial of a 5 week Mindfulness course based on MAWT (designed by Juliet Adams as published in Mindfulness at work for Dummies). 20 Public sector employees participated in the program, The wait group (66 staff) were provided with information only. 59 colleagues, family, or friends acted as informants to report changes they observed in the participants of the programme and wait group.	Abstract: http://link.springer.com/article/10.1007/s12671-016-0643-4
108	Tammy D. Allen, Tyler G. Henderson, Victor S. Mancini Kimberly A. French Feb 2017	Mindfulness and Meditation Practice as Moderators of the Relationship between Age and Subjective Wellbeing among Working Adults	Conclusion: “Cultivating mindfulness can be a proactive tool for fostering health and subjective wellbeing in an aging and age-diverse workforce.” Individuals who meditated reported better physical health than those who reported that they never meditate. Method: Two independent studies. In study 1, trait mindfulness was examined as a moderator of the relationship between age and vitality and between age and work-family balance in a sample of 240 participants. In study 2, data from the USA (MIDUS II) project was used to investigate mindful-practice (i.e., meditation) as a moderator of the relationships between age and multiple measures of subjective wellbeing (life satisfaction, psychological health, physical health) in a sample of 2477 adults.	Abstract: http://link.springer.com/article/10.1007/s12671-017-0681-6
109	Shadi Beshai, Lindi McAlpine, Katherine Weare, Willem Kuyken	A Non-Randomised Feasibility Trial Assessing the Efficacy of a Mindfulness-Based Intervention for	Conclusion: “Mindfulness-based interventions show promise in reducing stress and increasing well-being by cultivating mindfulness and self-compassion”. “Results revealed that individuals in the intervention condition reported significant reductions in stress, and	Whole paper: https://www.researchgate.net/publication/281449730_A_Non-

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	Mindfulness 7(1) · August 2015	Teachers to Reduce Stress and Improve Well-Being	significant increases in well-being post-intervention in comparison to their counterparts in the comparison group.” Method: .b Foundations is an 8-week course for staff and other adults working in educational contexts to learn mindfulness. A sample of 89 secondary school teachers and staff were recruited and self-selected – 49 into the intervention (.b foundations) 40 into the comparison group. PSS, WEMWBS, FFMQ, and self-compassion (SCS) measured at baseline and after the completion of the intervention.	Randomised Feasibility Trial Assessing the Efficacy of a Mindfulness-Based Intervention for Teachers to Reduce Stress and Improve Well-Being
110	Andrew C. Hafenbrack (2017)	Mindfulness Meditation as an On-The-Spot Workplace Intervention	Conclusion: Short ‘one the spot’ mindfulness “can reduce negative emotions and make people feel less threatened in stressful situations, thus ensuring better conflict resolution. Mindfulness can also inspire people to cut their losses sooner or improve their strategy, in part by helping them admit when they are wrong.” “On-the-spot mindfulness intervention has a few advantages: it requires less time and money; it provides the benefits of mindfulness precisely when needed” Method: Meta-analysis of workplace mindfulness literature leading to a model of how short ‘on the spot’ mindfulness techniques can be applied in specific situations to help people feel and perform better in ways that matter in the workplace.	http://www.academia.edu/31264685/Mindfulness_Meditation_as_an_On_The_Spot_Workplace_Intervention
111	Louise Wasylkiw, Judith Holton, Rima Azar, William Cook (2015)	The impact of mindfulness on leadership effectiveness in a health care setting: a pilot study	Conclusion: “In comparison to controls, retreat participants showed significant increases in mindfulness and corresponding decreases in stress that were sustained across eight weeks post-retreat; retreat participants reported significant positive changes in their leadership effectiveness that were corroborated by informants. “ Method 11 mid-level health-care managers in eastern Canada took part in an intensive weekend retreat and a follow-up webinar on mindfulness awareness. Perceived stress and leadership effectiveness were assessed pre- and post. A control group also completed the same measures twice. Additionally, informants provided assessments of participants’ leadership pre- and post-intervention. Follow-up interviews were carried out with eight participants 12-16 weeks post-intervention.	Abstract https://www.ncbi.nlm.nih.gov/pubmed/26556157
112	Elizabeth King, Jarrod M Haar (2017)	Mindfulness and job performance: a study of Australian leaders	Conclusion: “mindfulness is positively related to leadership self-mastery and leadership Organizational-transformation.” “Findings suggest that leadership performance may ultimately be enhanced by having leaders who are more mindful and present at work.” “mindfulness was especially beneficial for leadership self-mastery at low tenure duration” Method: Self-reported mindfulness from 84 Australian leaders towards two forms of leadership performance as rated by their immediate manager.	Abstract: http://onlinelibrary.wiley.com/doi/10.1111/1744-7941.12143/full
113	Charoensukmongkool, P. , & Aumeboonsuke, V. (2017).	Does mindfulness enhance stock trading performance?: The Moderating and Mediating Effects of Impulse Control Difficulties,	Conclusion: "Individuals with higher mindfulness measure tended to experience lower impulse control difficulties problem, and subsequently exhibited better stock trading performance". "The positive contribution of mindfulness on stock trading performance is only present for those with high impulse control difficulties. Surprisingly, mindfulness	Abstract: http://www.inderscienceonline.com/doi/abs/10.1504/IJWOE.2016.081837

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		International Journal of Work Organisation and Emotion , 7(4), 257-274.	appeared to lower trading performance of traders who did not have impulse control difficulties." Method: This research investigates the contribution of mindfulness on performance of stock traders, focussing on the role of mindfulness in helping individual's lower impulsive behaviours when they trade stocks. Survey data collected from 120 independent traders and 73 professional traders in Thailand.	
114	Siobhan Hugh-Jones, Sally A. Rose, David Sheffield, Martyn Harling (2017)	The integration of a workable ranges model into a mindfulness-based stress reduction course: a practice based study	Conclusion: "this study is the first to report that early resonance (between the programme and the person) may be an even more foundational mechanism of change". "Notably, our findings support Good et al.'s (2015) hypotheses of how mindfulness might promote well-being at work, including the de-automatization of potentially toxic responses (seen in detection-choice-opportunity), increased confidence in dealing with challenging workplace situations (seen in recovering agency) and greater experience of positive emotions (seen in upward spiralling)." Method: Qualitative case study of the inclusion of the workable range model into an MBSR course as a refinement of the didactic teaching about stress. Ten staff, on a MBSR course in a higher educational setting. Adapted diagrams and written answers to two question schedules, completed as reflective exercises within the course, were analysed thematically using template analysis. Explores how learning the workable ranges model integrated with MBSR and the applicability of workable ranges as a teaching resource in MBSR. The study highlights questions about how conceptual and experiential teaching and learning interrelate in mindfulness-based interventions.	Full paper: https://link.springer.com/article/10.1007/s12671-017-0790-2?wt_mc=Internal.Event.1.SEM.ArticleAuthorOnlineFirst
115	Jolene M. Miller (2017)	The Role of Intentional Reflective Practice and Mindfulness in Emotional Self-Regulation for Library Administrators	This is a new field of study and suggestive of a widening of the evidence base for mindfulness at work - beyond the healthcare and teaching/education work sectors. Chapter provides an overview of emotional self-regulation, its importance to library administrators, and the roles that intentional reflective practice and mindfulness play in adaptive emotional self-regulation.	Abstract: http://www.emeraldinsight.com/doi/abs/10.1108/S0732-067120170000037011
116	Elizabeth A. Hoge, Brittany M. Guidos, Mihriye Mete, Eric Bui, Mark H. Pollack, Naomi M. Simon, Mary Ann Dutton (2017)	Effects of mindfulness meditation on occupational functioning and healthcare utilization in individuals with anxiety	Study examined the effect of mindfulness meditation on occupational functioning in individuals with Generalized anxiety disorder (GAD). Conclusion: "Compared to the attention control class, participation in MBSR was associated with a significantly greater decrease in partial work days missed". "Greater home mindfulness meditation practice was associated with less work loss and with fewer mental health professional visits."(A decrease in the clinical encounters by about 42% compared to pre-treatment.) Individuals that received the mindfulness meditation showed improved job	Abstract: http://www.ipsychore.com/article/S0022-3999(17)30066-1/fulltext

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			performance and work engagement. Those individuals also experienced job satisfaction and less emotional exhaustion. Method: 57 individuals with GAD, 8-week clinical RCT trial in which they were randomized to mindfulness-based stress reduction (MBSR) or an attention control class. In this secondary analysis, absenteeism, entire workday's missed, partial workday's missed, and healthcare utilization patterns were assessed before and after treatment.	
117	Yoon-Suk Hwanga, Brendan Bartletta, Melissa Grebenb, Kirstine Handa (2017)	A systematic review of mindfulness interventions for in-service teachers: a tool to enhance teacher wellbeing and performance	Useful paper on the value of mindfulness interventions for teacher, highlighting the nature, effects and underlying mechanisms of mindfulness interventions for teachers. Conclusion: Mindfulness enhances teacher wellbeing, performance and resilience Method: Systematic review five databases examined to determine the quantum of research reported on mindfulness interventions for teachers. Reports on 16 studies	Abstract: http://www.sciencedirect.com/science/article/pii/S0742051X17301130?via%3Dihub
118	Lisa-Marie Emerson, Anna Leyland Kristian Hudson Georgina Rowse Pam Hanley Siobhan Hugh-Jones (2017)	Teaching Mindfulness to Teachers: a Systematic Review and Narrative Synthesis	Conclusion: "Through participation in mindfulness training, an individual may see gains in mindfulness (e.g. decentring, regulation of attention) and self-compassion that lead to more effective emotion regulation strategies and increased professional self-efficacy and ultimately reduced stress". Adaptations for teachers included greater reference to teaching practice and ways to bring mindful practices into the classroom, shorter sessions (75–120 min rather than 180 min standard) and shorter home practices (10–30 min rather than 45 min per day). Method: A systematic review of studies that report the effects of MBIs for teachers of children aged 5–18 years on stress and emotion regulation and self-efficacy. Twelve independent publications were identified meeting the inclusion criteria and these gave a total of 13 samples, drawn from 600 titles and abstracts.	Full paper: https://link.springer.com/article/10.1007/s12671-017-0691-4
119	Allen, T.D., Henderson, T.G., Mancini, V.S. et al. Mindfulness (2017).	Mindfulness meditation practice as moderators of the relationship between age and subjective wellbeing among working adults.	Investigation of the relationship between age and subjective wellbeing Conclusion: "We found evidence that mindfulness moderates relationships between age and work-family balance, vitality, life satisfaction, and psychological health." "The findings suggest that cultivating mindfulness can be a proactive tool for fostering health and subjective wellbeing in an aging and age-diverse workforce." "Individuals who reported that they mediated often combined with those who reported they meditated a lot reported better physical health than those who reported that they never meditate." Method: Examining the moderating role of mindfulness in two independent studies. In study 1, 240 participants. In study 2, 2477 adults.	Full paper: https://pdfs.semanticscholar.org/d6b9/f66bd1a4c5d01834dcd9e68752d15892067.pdf?ga=2.118029961.1417309587.1504710803-1898017588.1504710803
120	Coo, C. & Salanova, M. J Happiness Stud (2017).	Mindfulness can make you happy and productive: A mindfulness controlled trial and its effects on happiness, work engagement and performance.	Conclusion: "these findings suggest that shorter versions of traditional Mindfulness programs could be an effective Healthy Organizational Practice to boost happiness and performance among healthcare professionals." Method: A controlled trial of a Mindfulness Based Intervention (MBI) - big Spanish public hospital. Mindfulness program offered to the staff as an initiative to promote psychosocial	Abstract: https://link.springer.com/article/10.1007/s10902-017-9892-8

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			health of workers. 19 employees participated in 3x 150-min sessions. 15 employees acted as a control group in a waiting-list format. Pre-Post evaluations of Mindfulness, Work Engagement, Happiness and Performance were taken	
121	Netterstrom, B., Friebe, L., & Ladegaard, Y. (2013).	Effects of a multidisciplinary stress treatment programme on patient return to work rate and symptom reduction: Results from a randomised, wait-list controlled trial. Psychotherapy and Psychosomatics, 82(3)	<p>Conclusion: Compared to the waitlist control group, both the intervention and treatment as usual group showed significantly greater improvement in stress symptoms. After treatment, a significantly higher rate of participants in the mindfulness group returned to work (67%) compared to 36% in the treatment as usual and 24% in the waitlist control group.</p> <p>Method: RCT study: 198 employed patients on sick leave randomly divided them into three groups: an intervention group receiving an 8-week mindfulness intervention and additionally 8 workplace-specific psychotherapy sessions, a treatment as usual group receiving standard 12 psychotherapy sessions and a waitlist control group</p>	Full paper: https://bonetter.files.wordpress.com/2014/02/copestresspsychot her- psychosom2013.pdf
122	Shonin, E., Van Gordon, W., Dunn, T. J., Singh, N. N., & Griffiths, M. D. (2014).	Meditation awareness training (MAT) for work-related wellbeing and job performance: A randomised controlled trial. International Journal of Mental Health and Addiction, 12(6)	<p>Conclusion: strong and sustainable intervention effects on work-related stress, job satisfaction, psychological distress and employer-rated job performance. They also concluded that mindfulness may be linked to more effective work styles. Mindfulness training participants demonstrated "significant improvements (with strong effect sizes) compared to controls on levels of work related stress, job satisfaction, psychological distress, and employer-rated job performance. These interventional gains were maintained (and slightly augmented) at three-month follow-up."</p> <p>Method: RCT study: 152 middle-level managers in a corporate setting were randomly assigned to an 8-week mindfulness intervention or an active control condition involving cognitive-behavioural theory and principles. MAT training was a secular 8 week x 90 minutes a week workshop with 20 mins daily home practice.</p>	Full paper: http://irep.ntu.ac.uk/id/eprint/26554/1/PubSub3170_Griffiths.pdf
123	Zubin R. Mulla, Kalaiselvan Govindaraj, Srinivasa Rao Poliseti, Elis George, Nagraj Rao S. (April 2017)	Mindfulness-based Stress Reduction for Executives: Results from a Field Experiment	<p>Conclusion: "The MBSR intervention not only had a positive impact on various stress indicators (physical, sleep, behavioural, emotional, and personal habits) and self-compassion but also reduced systolic and diastolic blood pressure and blood cortisol levels. The findings suggest that MBSR can be a useful stress management intervention for addressing the issues of high stress for senior executives in Indian organizations."</p> <p>Method: 16-week (MBSR) program. 30 executives of a large public sector oil company located in the south of India. A total of 22 executives (21 male) completed the MBSR training, which included a one-day introductory session, and single-day trainings at the end of weeks 4 and 8. Participants were tested pre and post. Physiological assessment via blood cortisol and measurement of systolic and diastolic blood pressure. Participants also reported on variables such as self-compassion, and various stress indicators such as physical indicators, sleep indicators, behavioural indicators, emotional indicators, and personal habits.</p>	Full paper: http://journals.sagepub.com/doi/abs/10.1177/2278533717692906

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124	Nualnong Wongtongkam, Branka Krivokapic-Skoko, Roderick Duncan & Mariagrazia Bellio Published online: Apr 2017	The influence of a mindfulness-based intervention on job satisfaction and work-related stress and anxiety	<p>Conclusion: "The findings showed a significant increase in awareness, with staying focused, noticing feelings of physical tension, being aware of running automatically and not being preoccupied with the future or the past. Mindfulness was also effective in reducing sleep disturbance." Mindfulness "contributed to calmness and relaxation, and increased ability to handle difficult matters in the workplace. Apart from helping participants to better manage emotions, the mindfulness intervention could promote better relationships towards family members and reduce blood pressure to normal levels. Therefore, mindfulness meditation should be promoted across academic settings to enhance job performance and satisfaction and reduce work-related stress." There was a significant link between feeling calm and relaxed, and greater workplace wellbeing, with those reporting less stress and anxiety also noting higher levels of job satisfaction. Participants described a new found ability to calm down, stay present, and regulate thoughts, feelings, emotions, and reactions, even in the midst of stressful events. Some participants also reported added personal benefits including more healthy and harmonious relationships with family, and the ability to leave work behind at the end of the day.</p> <p>Method: Fifteen faculty and staff from 2 Australian universities were offered a 7-week, modified MBSR program. Weekly 60 to 90- minute mindfulness lessons were offered for the first 4 weeks. Further training provided in week 7 to revise and refine participant's skills. Before and after the program participants completed questionnaires to assess mindfulness, anxiety, and job satisfaction. Five members were also selected for interviews 2 weeks after program's end.</p>	Abstract: http://www.tandfonline.com/doi/abs/10.1080/14623730.2017.1316760?journalCode=rijm20
125	Ellen Keithline Byrne Jan 2017	Mindful Creativity: An Exploration of a Mindfulness Intervention on Workgroup Creativity	<p>Conclusion: "The results indicated that the mindfulness training impacted creativity both in the moment and over time in most measures."</p> <p>Method: Estate agents and support staff working for a real estate company based in the USA, included members of an intact workgroup divided into a group who received 5-week series of mindfulness training, and a comparison group who did not. Individual and group creativity was assessed before and after a 5-week series of mindfulness training.</p>	Full paper: https://www.researchgate.net/publication/320024699_Mindful_Creativity_An_Exploration_of_a_Mindfulness_Intervention_on_Workgroup_Creativity
126	Peter den Heije, Wibo Koole, Christoph J. Stettina First Online: 14 April 2017	Don't Forget to Breathe: A Controlled Trial of Mindfulness Practices in Agile Project Teams	<p>Conclusion: "Our findings indicate an immediate positive impact on perceived effectiveness, decision-making and improved listening in the active groups compared to the placebo and natural history groups". "Teams that submitted themselves to the mindfulness exercise showed a slight but statistically significant increase in some key elements of effectiveness and cultural aspects of the team. Specifically our data indicates an improvement on the perception of listening, decision-making, effectiveness of the meeting, good interaction and healthiness of emotional responses."</p>	Full paper: https://link.springer.com/chapter/10.1007/978-3-319-57633-6_7

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			<p>Method: Rigorous controlled trial executed to understand the impact of the three minute breathing exercise on the perceived effectiveness of stand-up meetings. Participants from software development teams in companies in the Netherlands. The study compared (1) an active group using a three minute breathing exercise, to (2) a placebo, and (3) a control group in 3 organizations and 8 teams with over 152 measurements.</p>	
127	Yu, L., & Zellmer-Bruhn, M. E. (2018). Academy of Management Journal.	Introducing team mindfulness and considering its safeguard role against conflict transformation and social undermining.	<p>Conclusion: When teams are more mindful, the degree of interpersonal conflict decreased. Team members were also less likely to transform their frustration with a particular task into a personal conflict with their colleagues. This helped the team members detach from the task and eliminated strong emotions and feelings of prejudgment. “Our research shows that interpersonal conflict can further spill over into interpersonal social undermining behaviours, harming teamwork as a whole. Team mindfulness can act as a safeguard against this and ensures that the task, rather than the person, remains the focus of reactions. It can also limit the intensity of one’s opposition and negative emotions, thereby limiting escalation.” The researchers argue that more companies should consider making a concerted effort to be mindful— not only for individual employees, but as a team.</p> <p>Method: the researchers conducted two field studies with a total of 394 employed adult students in Masters of Business Administration programs in the United States to develop a scale of team mindfulness and to test the benefits of team mindfulness in reducing conflict. A third field study tested the benefits of team mindfulness within a different work culture using 292 health care workers in China. They defined Team mindfulness as “as a shared belief among team members that their interactions are characterized by awareness and attention to present events, and experiential, non-judgmental processing of within-team experiences”.</p>	<p>Abstract https://journals.aom.org/doi/pdf/10.5465/amj.2016.0094</p>
128	Lomas, Tim and Medina, Juan Carlos and Ivztan, Itai and Rupprecht, Silke and Eiroá-Orosa, Francisco José (2017)	<i>A systematic review of the impact of mindfulness on the well-being of healthcare professionals 2017</i>	<p>Conclusion: “Overall, mindfulness does appear to improve the wellbeing of healthcare professionals”. “Mindfulness was generally associated with positive outcomes in relation to most measures (burnout, distress, anxiety, depression and stress).</p> <p>Method: A systematic review of empirical studies pertaining to mindfulness in healthcare professionals. 81 papers met the eligibility criteria, consisting of a total 3,805 participants. Studies were principally examined for outcomes such as burnout, distress, anxiety, depression and stress</p>	<p>Full paper: http://affinityhealthhub.co.uk/storage/app/attachments/impact-of-mindfulness-on-the-wellbeing-and-performance-of-educators-a-systematic-review-of-the-empirical-literature-1498233648.pdf</p>

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129	Tim Lomas a, Juan Carlos Medina, Itai Ivztan , Silke Rupprech, Francisco Jose Eiroa-Orosa (2016)	The impact of mindfulness on the wellbeing and performance of educators: A systematic review of the empirical literature	<p>Conclusion: The review concluded that mindfulness can reduce anxiety, depression, distress & anger, stress & strain, and risk of burnout. It can improve resilience, emotional regulation, health, job performance, wellbeing & satisfaction, and foster compassion & empathy. "Mindfulness was generally associated with positive outcomes in relation to most measures."</p> <p>Method: A systematic review of empirical studies featuring analyses of mindfulness in teaching contexts. Databases were reviewed from the start of records to January 2016. A total of 19 papers met the eligibility criteria and were included in the systematic review, consisting of a total 1981 participants.</p>	Full paper: http://affinityhealthhub.co.uk/storage/app/attachments/impact-of-mindfulness-on-the-wellbeing-and-performance-of-educators-a-systematic-review-of-the-empirical-literature-1498233648.pdf
130	Saleh M Bajaba, Jerry Bryan Fuller, Laura Marler, Abdulah Bajaba (September 2018)	Does mindfulness enhance the beneficial outcomes that accrue to employees with proactive personalities? Article in Current psychology	<p>Conclusion: Trait mindfulness has a positive impact on both job performance and career success, measured by career satisfaction. High trait mindfulness substitutes the positive influence of proactive personality.</p> <p>Method: Study investigates the interactive effects of trait mindfulness and proactive personality on job performance and career success. Included three hundred subjects with at least of three years of work experience in the United States of America.</p>	Abstract: https://www.researchgate.net/publication/327581421_Does_mindfulness_enhance_the_beneficial_outcomes_that_accrue_to_employees_with_proactive_personalities
131	Reb J, Chaturvedi S, Naryanan J, Kudesia Ret al., (2018)	Leader mindfulness and employee performance: a sequential mediation model of LMX quality, interpersonal justice, and employee stress. Journal of Business Ethics, ISSN: 0167-4544	<p>Conclusion: "employees of more mindful leaders feel treated with greater respect and experience less stress" The LMX (quality of Interactions between the mindful Leaders and employees) "improves employee performance—defined in terms of both in-role and extra-role performance."</p> <p>Method: Explores examine the relation between leader mindfulness and employee performance through the lenses of organizational justice and leader-member relations. Two field studies of triadic leader-employee-peer data (Study 1) and dyadic leader–employee data (Study 2).</p>	Abstract: https://link.springer.com/article/10.1007/s10551-018-3927-x
132	Reb J, Narayanan J, Chaturvedi S, Ekkirala Set al., (2017)	The Mediating Role of Emotional Exhaustion in the Relationship of Mindfulness with Turnover Intentions and Job Performance,	<p>Conclusion: "mindfulness was associated with lower turnover intentions and less emotional exhaustion, and that emotional exhaustion mediated the relationship between mindfulness and turnover intentions." "Mindfulness was positively related to supervisor-rated task performance."</p>	Abstract: https://link.springer.com/article/10.1007/s12671-016-0648-z

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		MINDFULNESS, Vol: 8, Pages: 707-716, ISSN: 1868-8527	<p>Method: Researchers examined the role of employee emotional exhaustion in mediating the relationship of mindfulness with turnover intentions and task performance. The researchers predicted that more mindful employees would show lower turnover intentions and higher task performance and that these relationships would be mediated by emotional exhaustion. The hypotheses were tested in two field studies in an Indian context. Study 1 was a field study of call centre employees of a multinational organization, an industry in which turnover rates are very high. Study 2 replicated these results in a sample of employees based in major Indian cities and drawn from different industries.</p>	
133	Ruodan Shao Canadian Journal of Behavioural Science 41(4):195-201 · October 2009	The Role of Mindfulness in Predicting Individual Performance.	<p>Conclusion: "The results show that mindfulness interacted with gender to predict performance. Specifically, the positive association between mindfulness and performance was stronger for women than for men."</p> <p>Method: Unknown: Study examined whether mindfulness was related to performance among a group of 149 employees undertaking MBA's</p>	<p>Abstract: https://www.researchgate.net/publication/232567341_The_Role_of_Mindfulness_in_Predicting_Individual_Performance </p>
134	Basharat Raza, Muhammad Ali, Khalida Naseem, Abdul Moeed, Jamil Ahmed, Muhammad Hamid (2018)	Impact of trait mindfulness on job satisfaction and turnover intentions: Mediating role of work–family balance and moderating role of work–family conflict	<p>Conclusion: "the result indicates that psychological presence in the workplace with full concentration is significantly related to employee job satisfaction." "Trait mindfulness is positively associated with job satisfaction. A mindful approach added to relaxed feelings and calmness and enhanced in job satisfaction. Trait Mindfulness reduces job turnover, and can improve work: family balance. "Mindfulness is a beneficial concept for organizations "</p> <p>Practical considerations suggested in this paper include:</p> <ul style="list-style-type: none"> • When recruiting executive leadership tests should check the applicant's ability of mindfulness. • Employees should be given the training to improve their concentration on work and enhance their capacity for mindfulness. • To develop mindfulness in the organizations, HR practitioners should consider integrating mindfulness consideration as an employee development program that results in augmented empathy for others • Organizations should make time to help employees to revitalize their energies and mindfulness ability during stressful workdays. 	<p>Full paper: https://www.cogenta.com/article/10.1080/23311975.2018.1542943 </p>

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			<ul style="list-style-type: none"> The training of trait mindfulness will reduce the stress in employees <p>Method: This study investigates the influence of mindfulness to increase employee job satisfaction and reduce turnover intentions via mediating effect of work–family balance. This research also examines the moderating effect of work–family conflict between the relationship of mindfulness and work–family balance. The real-life organizational empirical data were collected from 306 nurses working in public and private hospitals of Lahore, Pakistan.</p>	
135	Allen, T. D., & Kiburz, K. M. (2012)	Trait mindfulness and work-family balance among working parents: The mediating effects of vitality and sleep quality. Journal of Vocational Behavior, 80(2)	<p>Method: Study investigates the relationship between trait mindfulness and work–family balance among a sample of working parents. Sleep quality and vitality are tested as mediators of this relationship.</p> <p>Conclusion: “those with greater mindfulness report greater work–family balance, better sleep quality, and greater vitality”.</p>	<p>Abstract: https://www.sciencedirect.com/science/article/abs/pii/S0001879111001205</p>
136	Hugh-Jones, S., Rose, S., Koutsopoulou, G. Z., & Simms-Ellis, R. (2018).	How is stress reduced by a workplace mindfulness intervention? A qualitative study conceptualizing experiences of change. Mindfulness, 9(2), 474–487.	<p>Conclusion: The researchers concluded that stress is reduced by discrete, temporal experiences building on each other to generate multiple, positive benefits. Whilst improvements in employees attentional capacity is important, "but resonance, self-care, detection of stress markers, perceiving choice, recovering self-agency and upward spiralling may be central mechanisms that lead to positive outcomes". "Understanding mechanisms of change may help support participant engagement and trust in work-based mindfulness programmes, and enhance participants' ability to apply mindfulness in their work life".</p> <p>Method: The aim of the present study was to elicit and analyse accounts from past participants of a workplace mindfulness intervention in order to generate a preliminary model of how positive benefits appear to be secured. In-depth, semi-structured interviews were completed with 21 employees of a higher education institution who had completed an eight-week intervention based on Mindfulness-Based Stress Reduction, adapted for the workplace.</p>	<p>Abstract: https://www.ncbi.nlm.nih.gov/pubmed/29599850</p>

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137	Jha, A. P., Morrison, A. B., Parker, S. C., & Stanley, E. A. (2017)	Practice is protective: Mindfulness training promotes cognitive resilience in high-stress cohorts. <i>Mindfulness</i> , 8(1), 46–58.	<p>Conclusion: "engaging in sufficient Mindfulness training practice may protect against attentional lapses over high-demand intervals." In the Mindfulness group, improvements in Sustained Attention to Response Task (SART) correlated to the amount of time spent engaging in MT homework practice, and reduced subjective reports of mind wandering over time in those who engaged in high practice vs. low practice. The control group and those who spent little time practicing mindfulness experienced a decline in performance. In contrast, the high practice group had stable performance over time.</p> <p>Method: Attention is critical for successful performance in demanding real-world situations. Yet, protracted periods of high demand may compromise attention and increase off-task thinking. Herein, we investigate if mindfulness training (MT) may promote cognitive resilience by curbing attentional lapses in high-stress cohorts. Two military cohorts were recruited during their high-stress pre-deployment interval. Mindfulness-based Mind Fitness Training (MMFT)[®] was provided to one group (MT, N = 31) but not the other group (military control group, MC, N = 24). The MT group attended an 8-week MMFT[®] course and logged the amount of out-of-class time spent practicing formal MT exercises.</p>	<p>Abstract: https://link.springer.com/article/10.1007/s12671-015-0465-9</p>
138	McGhee, P., & Grant, P. (2015).	The influence of managers' spiritual mindfulness on ethical behavior in organizations. <i>Journal of Spirituality, Leadership and Management</i> , 8(1), 12–33.	<p>Conclusion: "managers bring a spiritual consciousness that is mindful of themselves, others and their context to their decisions and actions in complex and challenging ethical situations". It enabled them to "transcend their environments in ways that often led to enhanced moral praxis and conduct. Conversely, situations in which they failed to be spiritually mindful resulted in feelings of frustration, anxiety and loss".</p> <p>Method: 14 managers from a variety of organisations were interviewed to determine how their spirituality influenced their ethical behaviour in the workplace.</p>	<p>Full paper: https://core.ac.uk/download/pdf/132419311.pdf</p>
139	Wongtongkam, N., Krivokapic-Skoko, B., Duncan, R., & Bellio, M. (2017)	The influence of a mindfulness-based intervention on job satisfaction and work-related stress and anxiety. <i>International Journal of Mental Health Promotion</i> , 19(3), 134–143.	<p>Conclusion: The findings showed a significant increase in awareness, with staying focused, noticing feelings of physical tension, being aware of running automatically and not being preoccupied with the future or the past, respectively. Mindfulness was also effective in reducing sleep disturbance. "Qualitative results demonstrated the mindfulness approach contributed to calmness and relaxation, and increased ability to handle difficult matters in the workplace. Apart from helping participants to better manage emotions, the mindfulness intervention could promote better relationships towards family members and reduce blood</p>	<p>Abstract: https://www.researchgate.net/publication/316308119_The_influence_of_a_mindfulness_based_intervention_on_job_satisfaction_and_work</p>

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			<p>pressure to normal levels." "Mindfulness meditation should be promoted across academic settings to enhance job performance and satisfaction and reduce work-related stress."</p> <p>Method: Mixed methods with a quasi-experiment and in-depth interviews were used. Fifteen participants engaged in a mindfulness meditation approach and five volunteers were interviewed.</p>	related stress and a anxiety
140	Gloria Guidetti, Sara Viotti , Rosa Badagliacca, Lara Colombo, Daniela Converso (2019)	Can mindfulness mitigate the energy-depleting process and increase job resources to prevent burnout? A study on the mindfulness trait in the school context	<p>Conclusion: Teachers who are more mindful report less workload related stress, and experience a greater work meaning, reducing their risk of burnout.</p> <p>Method: A sample of 605 primary, middle, and secondary school teachers completed a questionnaire that aimed to assess teachers' mindfulness trait and the measures of the quality of occupational life in the school context.</p>	<p>Abstract: https://journals.plos.org/plosone/article?id=10.1371/journal.pone.0214935</p>
141	T Radia, N Dowling, S Hewett, S McLoughlin, H Jacob, C Alviani, S Broughton, C Kingdon (2019) BMJ Volume 104, Issue Suppl 2	All in the mind: a mindfulness tool for trainees	<p>Conclusion: 61% of trainee doctors (ST1 & ST2) activated their Headspace mindfulness training accounts in the one month since launch. The most accessed area of the platform is the sleep package (44%). In addition, the ST2's reported 64% trainees had their sleep affected more than once a week during their ST1 rotation. "Early data from the study (still ongoing) include the positive impact of a digital mindfulness medium on trainees' self-belief and awareness of the importance of relaxation."</p> <p>Method: current ST2 trainee doctors were surveyed on their ST1 experience focusing on self-care, sleep and mindfulness. As part of the ST2 induction there was a 10 minute session outlining benefits and usage of mindfulness to focus on self-care. A 12 month subscription to a digital mindfulness online platform called Headspace was purchased. Free access was publicised to trainee doctors.</p>	<p>Abstract: https://adc.bmj.com/content/104/Suppl_2/A175.2.abstract</p>

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142	Carter, A. and Tobias Mortlock, J. M. (2019).	<p>Mindfulness in the military: Improving mental fitness in the UK Armed Forces using next generation team mindfulness training</p> <p>Brighton, UK: Institute of Employment Studies.</p>	<p>Conclusion: “Mindfulness should be applied simultaneously at different levels and in different ways to generate mental fitness and change-readiness. Mindfulness training should focus not only on generating individual mindfulness meditation skills but also on developing mindful teams, making possible individual and collective readiness for change.”</p> <p>Both types of mindfulness training (new TMT & more traditional IMM– see below) increased individual resilience. The TMT programme “significantly improved perceptions of mindful team work, especially in the longer-term”. TMT participants reported both individual and collective benefits relating to managing stressful challenges effectively. "The findings in the technical report suggest that the intended culture change towards a ‘mindful team or unit’ may be feasible through a multi-level TMT mental fitness programme, but not through more conventional individual mindfulness based training programmes."</p> <p>IMM training participants reported only basic wellbeing improvements, and none recommended this for Armed Forces training.</p> <p>“We recommend that the military should consider mindfulness as a ‘team activity’, training teams to systematically anticipate and respond unitedly to stressful situations by learning to be ‘mindful as a team’. This means fostering a team culture in which every team member is encouraged to consistently notice the needs and reactions of others especially in the face of stress, and creating collaborative solutions to all aspects of demanding challenges, intellectual as well as emotional. This helps teams to become collectively responsible for consistent performance under pressure, leave no individual alone in their battle with their own thoughts and feelings when stressed, and thus benefit from every team members’ full capacity to face complex threats collectively. In addition, we recommend that only formally trained psychotherapeutic counsellors should deliver individual-focused mindfulness meditation initiatives. Prolonged periods of quiet contemplation (eg. sitting in silence for 20 minutes or longer), common in ‘traditional’, individual-focused mindfulness meditation programmes such as Mindfulness Based Stress Reduction (MBSR) may unearth latent trauma in unexpected ways, and military populations could be particularly vulnerable in this regard.</p> <p>Method: Phase 1 was a literature review and stakeholder interviews, to understand links between mindfulness and strategic change-readiness.</p> <p>Phase 2 tested a new program combining individual level mindfulness with collective mindfulness principles. Team Mindfulness Training’ (TMT) was tested with 23 Potential Officer Cadets. Following positive feedback, a second research pilot with 105 Officer Cadets in training at Britannia Royal Naval College (BRNC) Dartmouth. The new multi-level TMT programme was compared to a more traditional mindfulness programme of Individual Mindfulness Meditation (IMM) based on the well-established Mindfulness Based Stress Reduction (MBSR)</p>	Fully paper http://openaccess.city.ac.uk/22198
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