

Exploring Inner Science, OurSpace & InnerWork



Mastery, Mystery, & Mindful Leadership

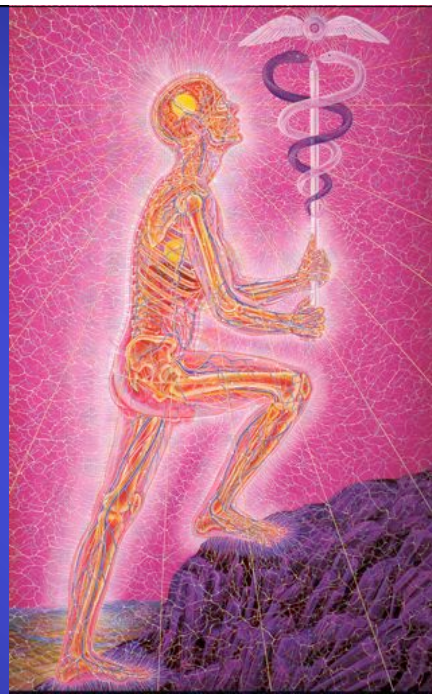
Special Keynote Presentation with

Dr. Joel & Michelle Levey

WisdomAtWork.com

In2: InThinking Network
April 26, 2009

"To know
how to wonder & question
is the first step
of the mind
toward discovery."
Louis Pasteur



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What's at stake?

***Why is this exploration
of InnerWork, MySpace,
Mastery, Mystery, and Leadership
important at this time***



***in our lives,
our work,
and our world?***

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**Raise your
Initial Intention
to the level of Mindful Awareness**

and then

***Tune Your Intention*
to bring it
to the highest possible level.**



Clarity of Intention

What are your highest motivations or intentions for attending this session?

What do you aspire to learn about InnerWork, Mastery, Mystery, and Leadership that will enrich the quality & capacity of your life-- personally & professionally?

Learning Goals

- **To introduce you to the varieties of inner-work disciplines for enhancing the quality of attention, change resilience, relationships, health, and effectiveness in your life-work.**
- **To offer a glimpse of profoundly practical personal and professional applications of mind fitness disciplines in business... and beyond.**
- **To offer a glimpse of compelling research.**
- **To provide a learning experience that invites deep reflection, questioning of assumptions, and clarification of core values.**
- **To inspire a deeper sense of awe and wonder at the multi-dimensional mystery of the human mindbody and how its health and performance can be optimized.**
- **To explore how to integrate these principles and practices into your life-work and relationships.**
- **To inspire greater faith~confidence in your potential for personal mastery and to bring these principles and practices more fully alive in your life-work.**

Spectrum of Motivations



To reduce our distress, suffering, & disease
To feel happier, healthier, & more at peace
To enhance our performance & achievement
To expand our capacity & realize our
highest potentials
To increase our capacity to help & serve others

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"There is an important link between deep change at the personal level and deep change at the organizational level. To make deep personal change is to develop a new paradigm, a new self, one that is more effectively aligned with today's realities."

Robert Quinn in *Deep Change*



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"And in all of my experience, I've never seen lasting solutions to problems, lasting happiness and success, that came from the outside in."

Stephen Covey



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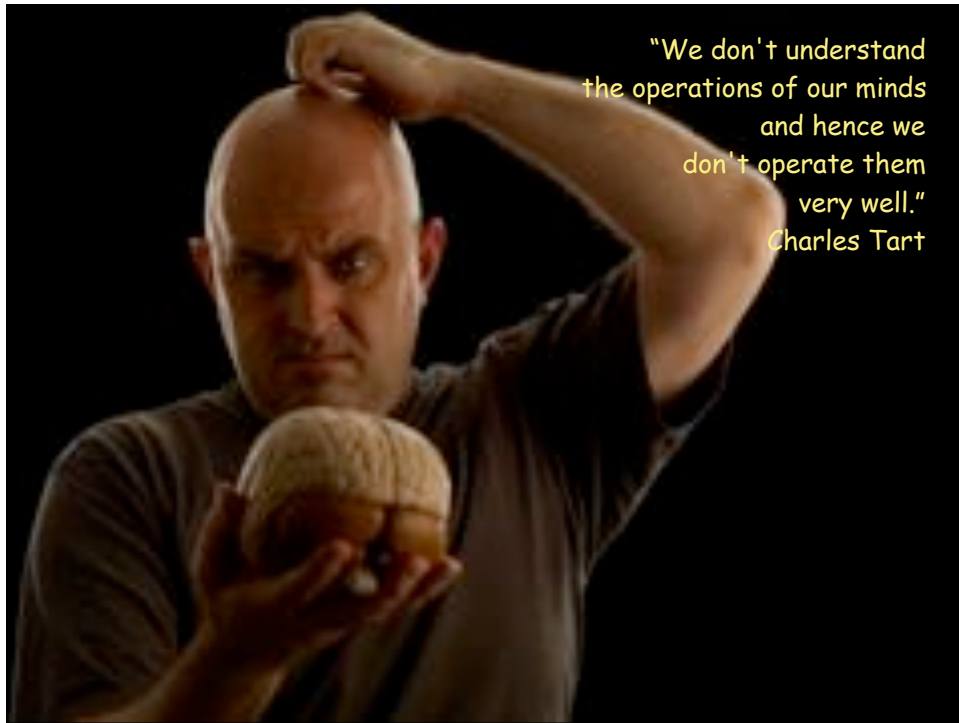
The only real advantage you have over your competitors is the brain power you have in your own organization.



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"We don't understand
the operations of our minds
and hence we
don't operate them
very well."
Charles Tart



"We don't understand
the operations of our minds
and hence we don't operate them
very well."
Charles Tart





"A problem cannot be solved
at the same level of thinking that created it..."

We shall require a substantially
new manner of thinking
if humankind is to survive."

- Einstein



*"The greatest thing
in all education,
is to make
the nervous system
our ally,
instead of
our enemy."
William James*

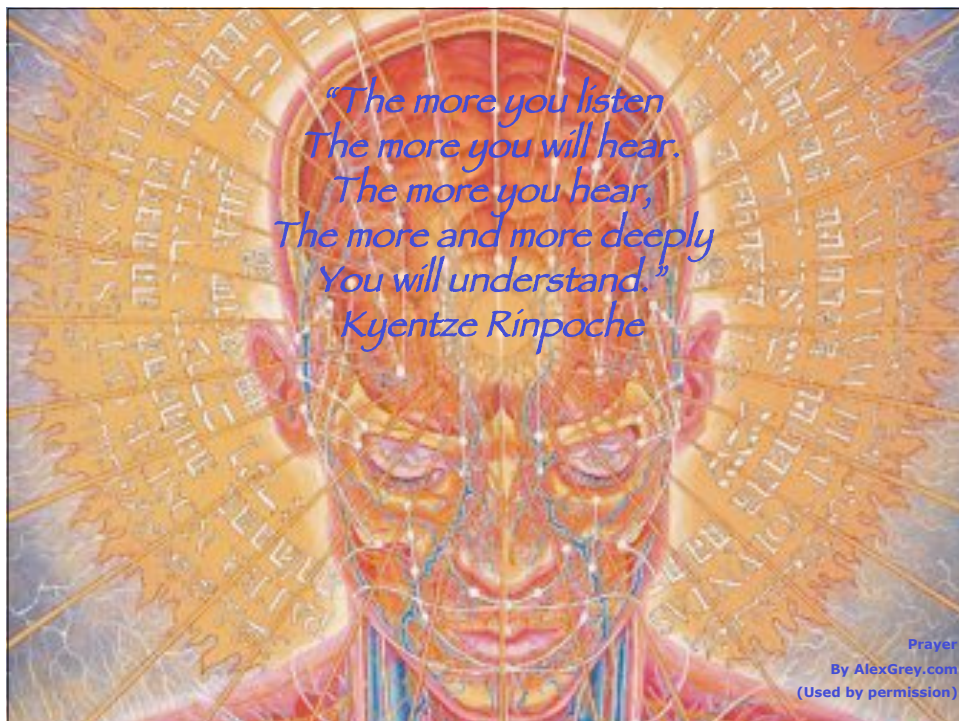


"When personal mastery becomes a discipline... it embodies two underlying movements.

The first is continually clarifying what is important to us...

The second is continually learning how to see current reality more clearly...

Peter Senge in *The 5th Discipline*



*"The more you listen
The more you will hear.
The more you hear,
The more and more deeply
You will understand."
Kyentze Rinpoche*

Prayer
By AlexGrey.com
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"The reason why we emphasize mental training is the realization that although outer conditions are important contributive factors to our well-being or suffering, in the end the mind can override that. You can retain inner strength and well-being in very difficult situations, and you can be totally a wreck where apparently everything seems perfect. Knowing that, what are the inner conditions for well-being and suffering?..."



That's what mental training is about, trying to find antidotes to suffering and to afflictive mental states - antidotes that let you deal with the arising of hatred, for example, to dissolve it before it triggers a chain reaction. Mental training is gradually going to change the baseline. . .



...It is the most fascinating endeavor we can conceive. Mind training is the process of becoming a better human being for your own sake and for the sake of others."

- Matthieu Ricard

"We must learn to treat ourselves with love and respect before we are able to treat others that way."

Jean Watson, R.N.



Self-Assessment

What *percentage* of your education/training has focused on:

Technical knowledge and skills?

Inter-personal knowledge and skills?

(e.g. communications, negotiations, empathy, conflict transformation, high-performance team work, collective wisdom and intelligence)

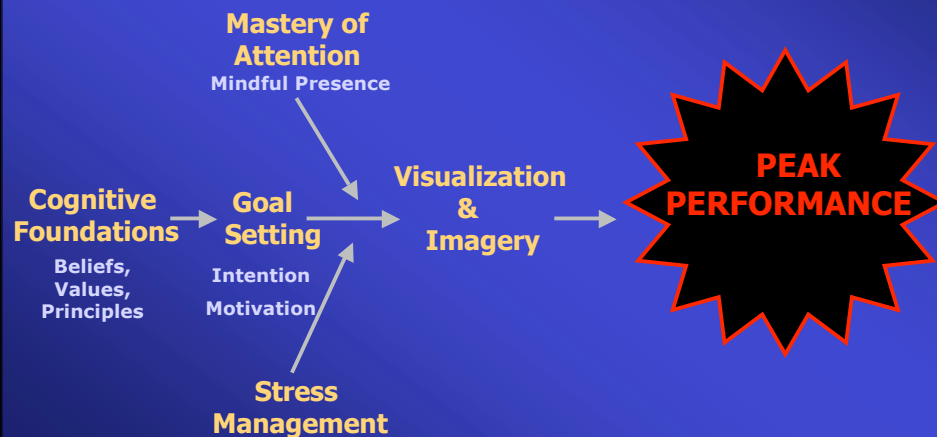
Intra-personal knowledge and skills?

(e.g. self-awareness/mindfulness/"presence," wisdom, beliefs, worldview, confidence, values, intuitive and emotional intelligence, creativity, compassion, self-mastery, etc.)

U.S. Army West Point Military Academy's

"PEAK PERFORMANCE MODEL"

Mind Fitness Disciplines in Action



Mind Science in Business

Military's Delta Force Think Tank, First Earth Battalion founders, and "Psi Ops" researchers retire and enter corporate arena.

TQM ~ Brings discipline of quality of attention to work

MIT'S Peter Senge ~ 5th Discipline book introduces the meme of Personal Mastery

Daniel Goleman ~ Emotional Intelligence "EQ"

Ken Wilber's ~ Integral Philosophy

The "Mind Science Revolution" ~ Breakthrough research on *neuroplasticity* and mind training for extra-ordinary health, performance, & well-being.
"What gets fired, gets wired!"

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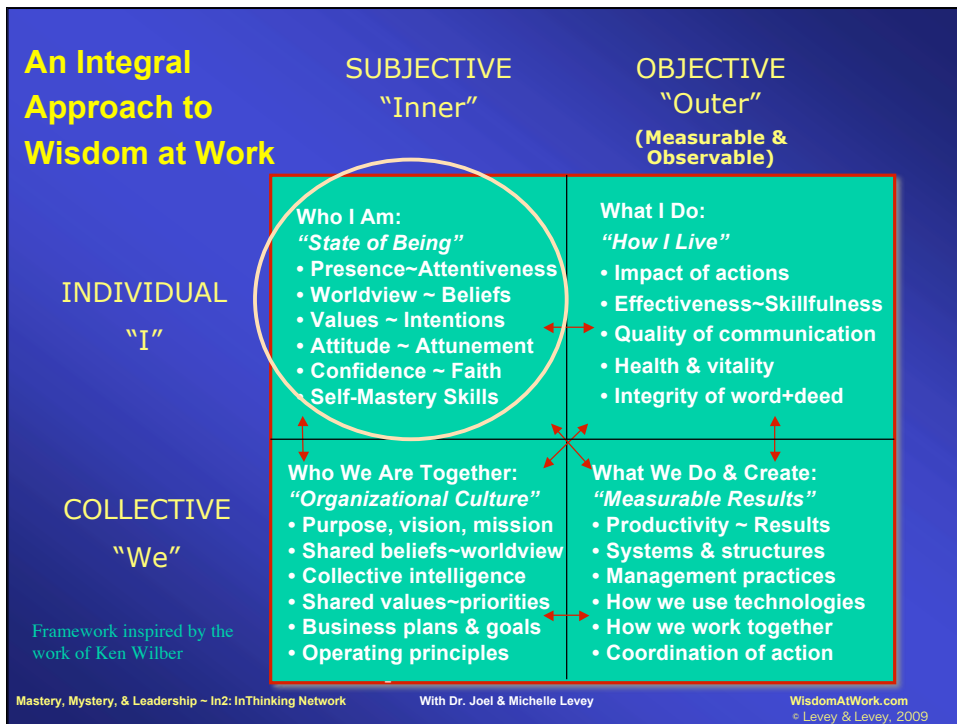
of organizational change initiatives fall short of their intended goals?



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Sustained Success at HP & Beyond

After measuring the results of the Leveys' programs at Hewlett Packard, Travelers Insurance, and Group Health HMO, Dr. Richard Wagner of University of Wisconsin's School of Management wrote:

"The post-test measurements we took are like nothing we've seen in looking at over 20,000 change program participants. Nearly every one of the 17 measures went up in statistically significant ways. What's even more impressive is that these measures remain as high or higher, even after six months. We are especially impressed by the significant improvement on the factors of Risk Taking and Locus of Control ("I control my own success at work"). In our database, these measures have never shown any change in post-program surveys for the change projects at many large organization."

InnerWork Results at Hewlett-Packard

(Note: Smaller p-value = greater significance)

<u>MEASURE</u>	<u>p-Value</u>
Working as high performing team	.001
Team cohesiveness	.000
Trust in peers	.016
Clarity of vision of work setting	.002
Sense of bonding with team	.023
Feedback received	.000
Interpersonal communications	.000
Honesty level	.002
Support given and received	.000
Task effectiveness	.012
Effort exerted on the job	.010
Job satisfaction	.048
Fun at work	.000
Sense of empowerment	.000
Mastery of stress	.019
Shift in locus of control	.073
Mental fitness	.017

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Qualitative Results from Intuit's Leaders New Work Program

% Percent Agree / Strongly Agree

- 94%** "Participation helped me become a more effective leader."
- 84%** "More aware of when my team or I approach the "danger zone", burn out or rust out."
- 90%** "Developed skills for recognizing and mastering stress."
- 100%** "More aware of choices that I make that affect my performance."
- 97%** "Relating and learning with coworkers at LNW has enhanced relationships back at work."
- 87%** "More accountable and focus more on what I 'can do'."

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Qualitative Results from Intuit's Leaders New Work Program

% Percent Agree / Strongly Agree

- 97%** “Learned strategies that help me to live more in balance.”
- 87%** “More self directed and self motivated.”
- 87%** “More likely to notice and respond to ‘whispers’, less likely to wait for ‘screams’.”
- 70%** “Others notice positive changes in me at work.”
- 84%** “Others notice positive changes in me outside of work.”

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**“Here is the very heart and soul
of the matter of leadership:**

**If you seek to lead, invest 50% of your
time (attention) leading yourself—**
your own purpose, ethics, principles,
motivation, conduct. Invest at least 20%
leading those with authority over you and
15% leading your peers... Use the remainder
to induce those you “work for” to understand
and practice the theory... If you don’t
understand that you should be working for
your mislabeled “subordinates,” then you
know nothing of leadership. You know only
tyranny... Lead yourself, lead your superiors,
lead your peers, and free your people
to do the same.
All else is trivial.”

Dee Hock, founder and CEO Emeritus Visa
International



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**"Without a global revolution
in the sphere of human consciousness, nothing will
change for the better in the sphere of our being as humans,
and the catastrophe towards which this world is headed - be it
ecological, social, demographic or a general breakdown of
civilization - will be unavoidable. . .The salvation
of this human world lies nowhere else than
in the human heart, in the human power to reflect,
in human meekness,
and in human responsibility."**

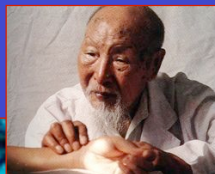
Vaclav Havel, President of Czech Republic
in his historic address to the U.S. Congress

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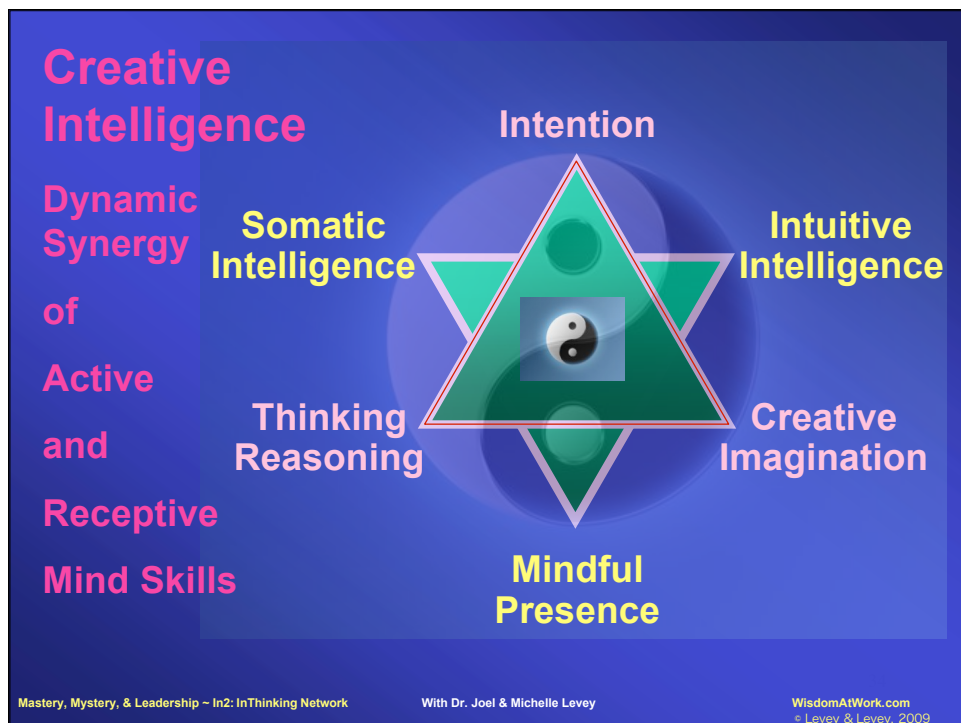
"Physicists explore levels of matter;
mystics explore levels of mind.
What they have in common
is that both levels lie beyond
ordinary sense perception."
Fritjof Capra



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The Wheel of Mindfulness



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Train Your Mind ~ Change Your Brain!

High tech, high stress workers in a study on mindfulness training in the work-place demonstrated that after only 8 weeks of disciplined mind training that their stress levels dropped, their moods improved, and they reported feeling more energized and less anxious and engaged in their work again. These psychological changes were correlated with significant changes in their brain signatures confirming the decrease in distress and more positive outlook on life.



In mindfulness training, people learn to monitor their moods and thoughts and stop energizing those mind-states that might spin them toward anxiety and distress. The results of this and many other studies demonstrate that given proper training, that our the emotional set point can shift. Brain changes consistent with more effective handling of negative emotions under stress endured for at least 4 months after the training concluded. These studies demonstrate that as we train our minds - we change the structure and the functioning of our brains!

See: Alternations in Brain and Immune Functioning Produced by Mindfulness Meditation, Richard Davidson, Jon Kabat-Zinn, et al.) Psychosomatic Medicine 65:564 (2003)

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Research on Mindfulness, Medicine, and Health

- Brain function: increases left to right prefrontal cortex ratio-positive mood
- Immune function: improves production of antibodies to the flu
- Cardiac functions: reduces heart rate, blood pressure
- Chronic illness symptoms: especially psychological distress and increase in quality of life measures
- General stress reduction: across a wide variety of participants
- Feelings of well-being: general happiness and contentment, even when ill with a chronic illness
- Prevention of relapse in depression: risk of relapse is reduced in randomized controlled trials
- Anxiety reduction: reduces anxiety in general and in clients with anxiety disorders
- Cancer stress: enhances quality of life and decreases stress symptoms
- Sleep disturbance: improves quality of sleep in cancer patients
- Increased melatonin: regular meditation practice increases physiologic levels of melatonin
- Pain reduction: effective for treatment of chronic pain, reduces emotional overlay from sensation
- Stress in multiple sclerosis: improvement over a broad range of symptoms
- Reduction of symptoms in psoriasis: lesions resolved more quickly in meditators
- Reduced stress in fibromyalgia: meditators showed marked improvement
- Headache: reduced chronic pain from headaches



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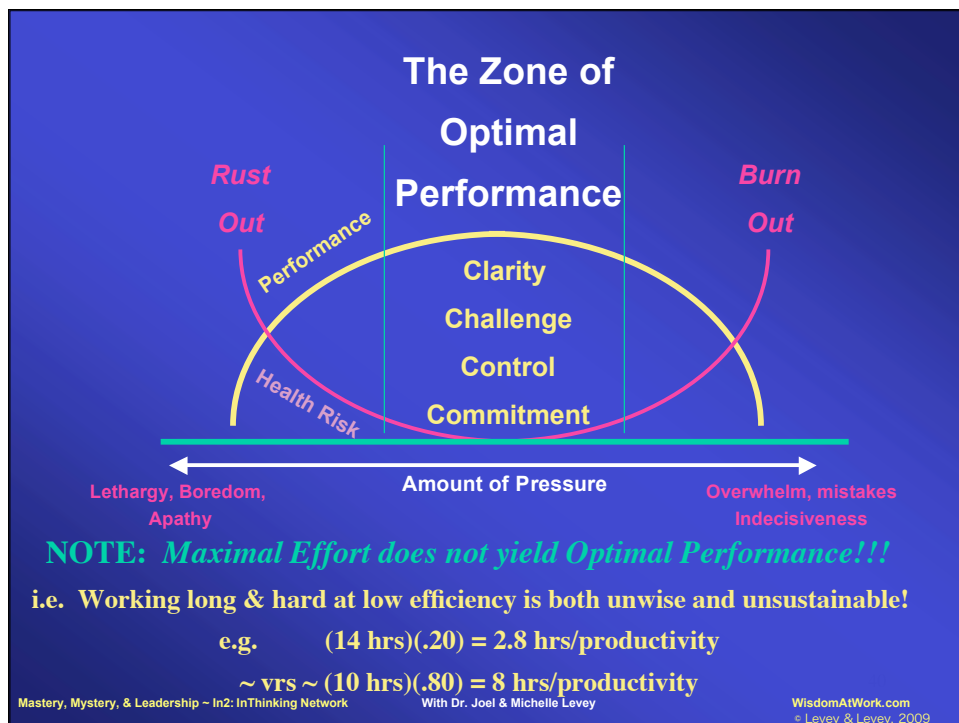
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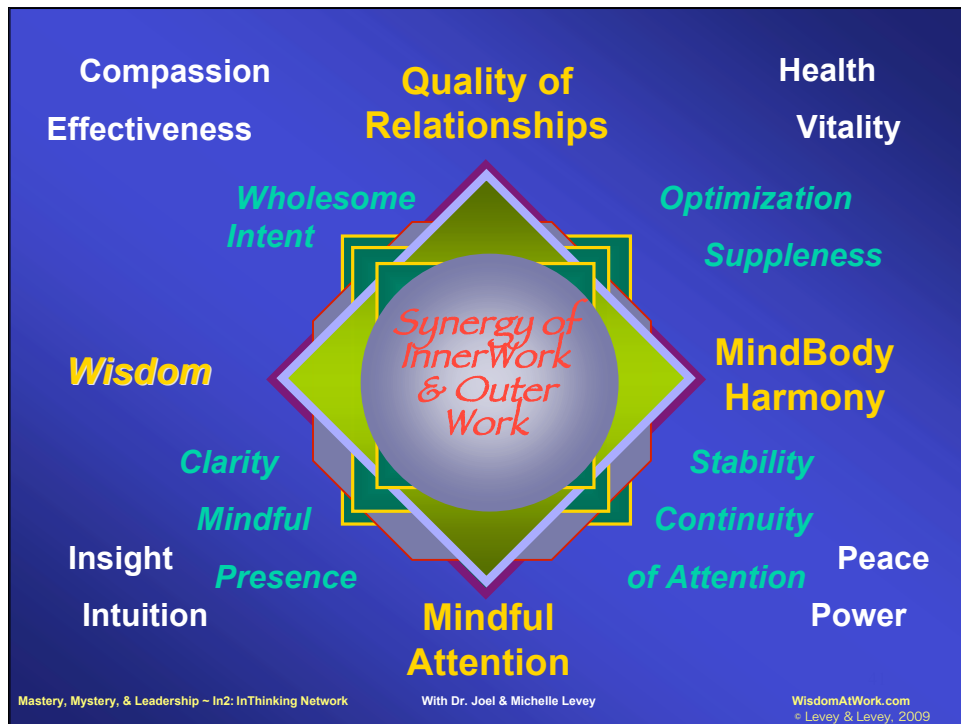
NEUROPLASTICITY

Our Capacity for Radical Transformation



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TROJAN WARRIOR

aka *Jedi Warrior*

The “Ultimate Warrior Training Program”
For the US Army Special Forces



10th Special Forces ~ Ft. Devens, MA

Aug. 12, 1985 - Feb. 14, 1986

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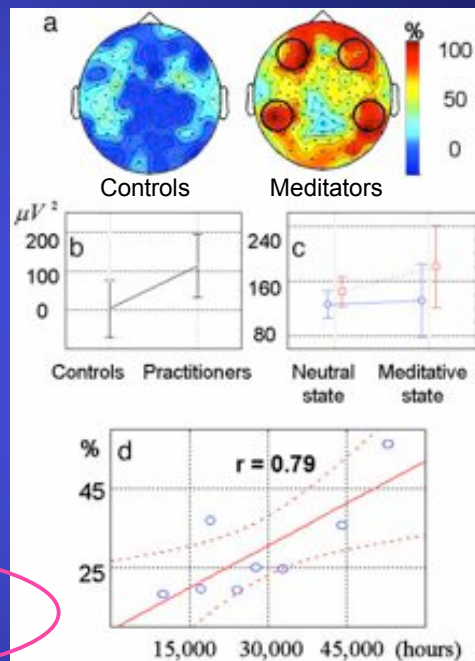
Train Your Mind - Change Your Brain!

Absolute gamma power and long-distance synchrony during mental training. (a) Scalp distribution of gamma activity during meditation. The color scale indicates the percentage of subjects in each group that had an increase of gamma activity during the mental training. (Left) Controls. (Right) Practitioners. An increase was defined as a change in average gamma activity of >1 SD during the meditative state compared with the neutral state. Black circles indicate the electrodes of interest for the group analysis. (b) Adjusted gamma variation between neutral and meditative states over electrodes F3-8, Fc3-6, T7-8, Tp7-10, and P7-10 for controls and long-time practitioners [$F(1, 16) = 4.6$, $P < 0.05$; ANOVA]. (c) Interaction between the group and state variables for the number of electrode pairs between ROIs that exhibited synchrony higher than noise surrogates [$F(1, 16) = 6.5$, $P < 0.05$; ANOVA]. The blue line represents the controls; the red line represents the practitioners. (d) Correlation between the length of the long-term practitioners' meditation training and the ratio of relative gamma activity averaged across electrodes in the initial baseline ($P < 0.02$). Dotted lines represent 95% confidence intervals. Proc Natl Acad Sci U S A. 2004 November 16; 101(46): 16369–16373.

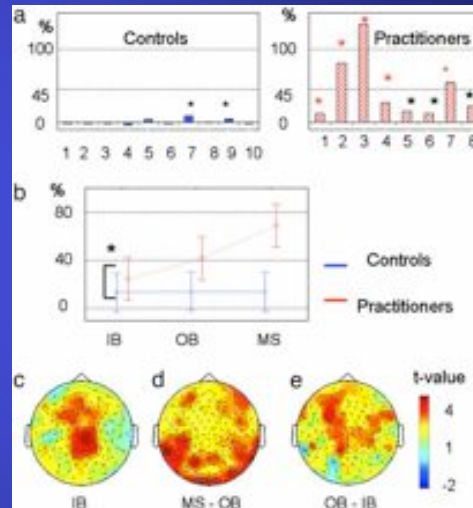
Published online 2004 November 8.
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Relative gamma power during mental training. (a and b) Intraindividual analysis on the ratio of gamma (25-42 Hz) to slow (4-13 Hz) oscillations averaged through all electrodes. (a) The abscissa represents the subject numbers, the ordinate represents the difference in the mean ratio between the initial state and meditative state, and the black and red stars indicate that this increase is >2- and 3-fold, respectively, the baseline SD. (b) Interaction between the subject and the state factors for this ratio [$F(2, 48) = 3.5, P < 0.05$; ANOVA]. IB, initial baseline; OB, ongoing baseline; MS, meditative state. (c-e) Comparisons of this ratio between controls and practitioners over each electrode [$t > 2.6, P < 0.01$, scaling (-2.5, 4); t test] during the premeditative initial baseline (c), between the ongoing baseline and the meditative state (d), and between the ongoing baseline and the initial baseline (e). Proc Natl Acad Sci U S A. 2004 November 16; 101(46): 16369-16373.

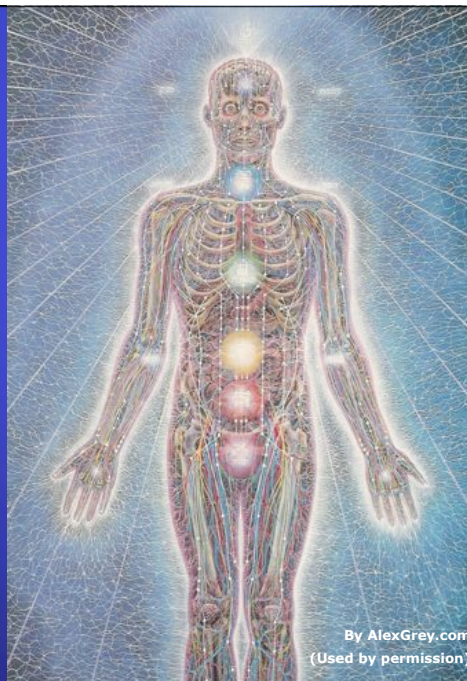


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Patterns of energy-and-mind weave together into the subtle and gross body influencing the coherence & circulation of energy, our biochemical balance, & physical functioning associated with both health & disease.




These formative patterns of mind may arise due to mindless habit and social conditioning... or... they may be intentionally cultivated. Each method of mind training will generate a different energetic, biochemical, & neurological signature.

By AlexGrey.com
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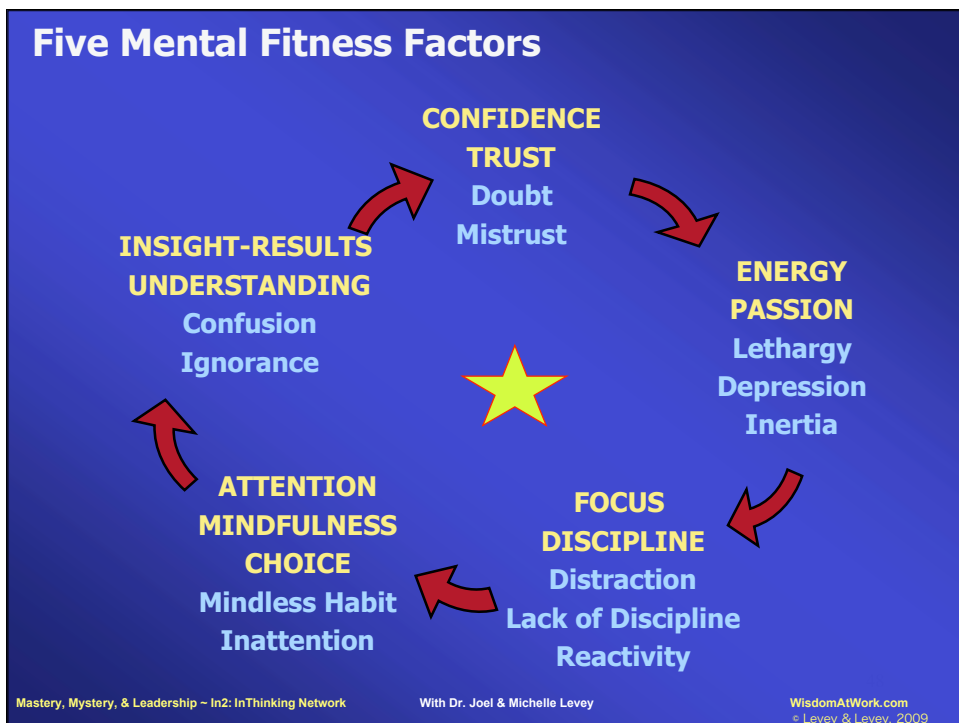
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“[T]he new physics presents prima facie evidence that our human thoughts are linked to nature by nonlocal connections: what a person chooses to do in one region seems immediately to effect what is true elsewhere in the universe. This nonlocal aspect can be understood by conceiving the universe to be not a collection of tiny bits of matter, but rather a growing compendium of ‘bits of information. . . .’ And, I believe that most quantum physicists will also agree that our conscious thoughts ought eventually to be understood within science and that when properly understood, our thoughts will be seen to DO something: they will be efficacious.”

-- Henry P. Stapp, a leading theorist in quantum physics at University of California, Berkeley



Guidelines for Daily Practice (1): Waking Up!

The first moment of your day that you are awake-that-you-are-awake smile to yourself, & give thanks for another day of opportunities to awaken more fully in your life!

Reach up, touch your heart, and softly sigh to yourself...(((Ah))) to activate and affirm your Clear Mindful Presence.

In that moment rest in the natural waves of your breath to help you establish a continuity of awareness ... Here...Now... Focus...Flow....

Clarify and affirm your dedication to being more mindful and present throughout your day.

Guidelines for Daily Practice(2): Clarify Your Intentions for the Day

From this state of clarity and flow, pause for a few moments to reflect upon your current reality and the challenges/opportunities that this day holds.

Listen deeply for guidance regarding:

"What is most important for me to remember, stay true to, and keep in mind today?"

If you like, write down a word, image, or phrase that reflects the essence of these intentions.

Throughout the day, frequently remember and re-affirm your intentions.

Guidelines for Daily Practice (3): Throughout the Day

Be mindful of where your attention flows...

When you notice that you have lapsed into mindlessness, "Reboot" your Mindful Clear Presence by smiling to yourself... touching your heart... and softly sighing (((ahhhhh)))

Remember and re-affirm your intentions for the day.

Guidelines for Daily Practice (4): Evening Reflections

At the end of the day, pause to reflect on your learnings and on the "Four Rivers." Where today were you...

Challenged?
Inspired?
Surprised?
Deeply Touched or Moved?

Generate a mind of gratitude for what you have learned today and set your intentions/aspirations for tomorrow.

Carry this sense of gratitude and clear intention into your sleep and dreams.

"A human being is part of the whole called by us 'universe', a part limited in time and space. We experience ourselves, our thoughts and feelings as something separate from the rest.

A kind of optical delusion of consciousness. This delusion is a kind of prison for us, restricting us to our personal desires and to affection for a few persons nearest to us.

Our task must be to free ourselves from the prison by widening our circle of compassion to embrace all living creatures and the whole of nature in all of its beauty."

-- Albert Einstein



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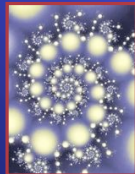
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Wonders of Nature
Mark Hensen ~ www.sacredlight.to/

Future generations are likely to call this pivotal time in human history the time of

"The Great Turning."

This Great Turning is the shift from the Industrial Growth Society to a more sustainable and life-sustaining way of life and civilization.



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Three Paths of Action In This Time of the Great Turning



Act to slow the damage to Earth and its beings

Analyze and understand the dynamics of the old system and create wise alternatives.

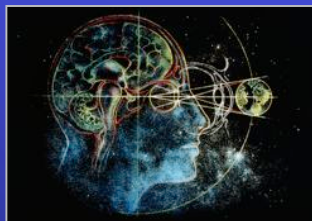
Raise consciousness and deepen in the wisdom, creativity, and compassion we bring to life!

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"You have brains in your head.
You have feet in your shoes.
You can steer yourself
any direction you choose.
You're on your own.
And you know what you know.
And YOU are the one who'll decide where to go!"
- Dr. Seuss



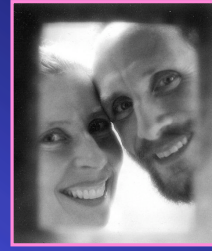
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Dr. Joel & Michelle Levey

are founders of The International Center for Corporate Culture & Organizational Health at InnerWork Technologies, Inc. WisdomAtWork.com - a Seattle and Hawaii based firm dedicated to developing organizational cultures in which inspired leadership, change resilience, and collective intelligence can thrive. They Chaired The Center for Corporate Culture & Organizational Health at the Institute for Health and Productivity Management, and are advisors to executives and teams in over 200 leading organizations around the globe. Their clients include: NASA, World Bank, Intel, Hewlett Packard, Shell, Boeing, Rhone-Poulenc Rorer, Microsoft, Clinton Global Initiative, Phillips, Washington Athletic Club, West Point Military Academy, the Pentagon, and MIT.



The Leveys have directed clinical programs on mindbody medicine and stress mastery for Group Health Cooperative and Children's Medical Center and serve as clinical faculty of University of Minnesota and University of Texas Medical Schools, faculty for Indian Institute of Management, and Mahidol University in Thailand, and Change Agents in Residence at Bainbridge Graduate Institute's Sustainability Program. The Leveys have coached Olympic and World Class champions, and directed advanced biocybernetic training for the US Army Green Berets' acclaimed "Jedi Warrior Program" which was described by West Point leaders as *"the most advanced transformational leadership development program to be delivered in modern times,"* and *"the most exquisite orchestration of human technology we have ever seen."* The enduring benefits of their work has been widely documented.

Nobel Laureate, the Dalai Lama, an advisor on a number of the Leveys' once said of their work, *"You are presently engaged in work that has great prospects for bringing the inner sciences and technologies of human development and transformational learning to a very wide section of people who may not under ordinary circumstances come into contact with these teachings."*

The Leveys' published works include: *Wisdom at Work; Corporate Culture & Organizational Health: A Critical Analysis of How Workplace Culture Influences Business Success; Living in Balance; Learning Organizations; Luminous Mind; Intuition at Work; Community Building in Business; and The New Bottom Line.* For more information, explore: <http://WisdomAtWork.com>

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Heartfelt thanks for your whole-hearted attention!

Joel & Michelle Levey

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Publications, Retreats, Practices
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