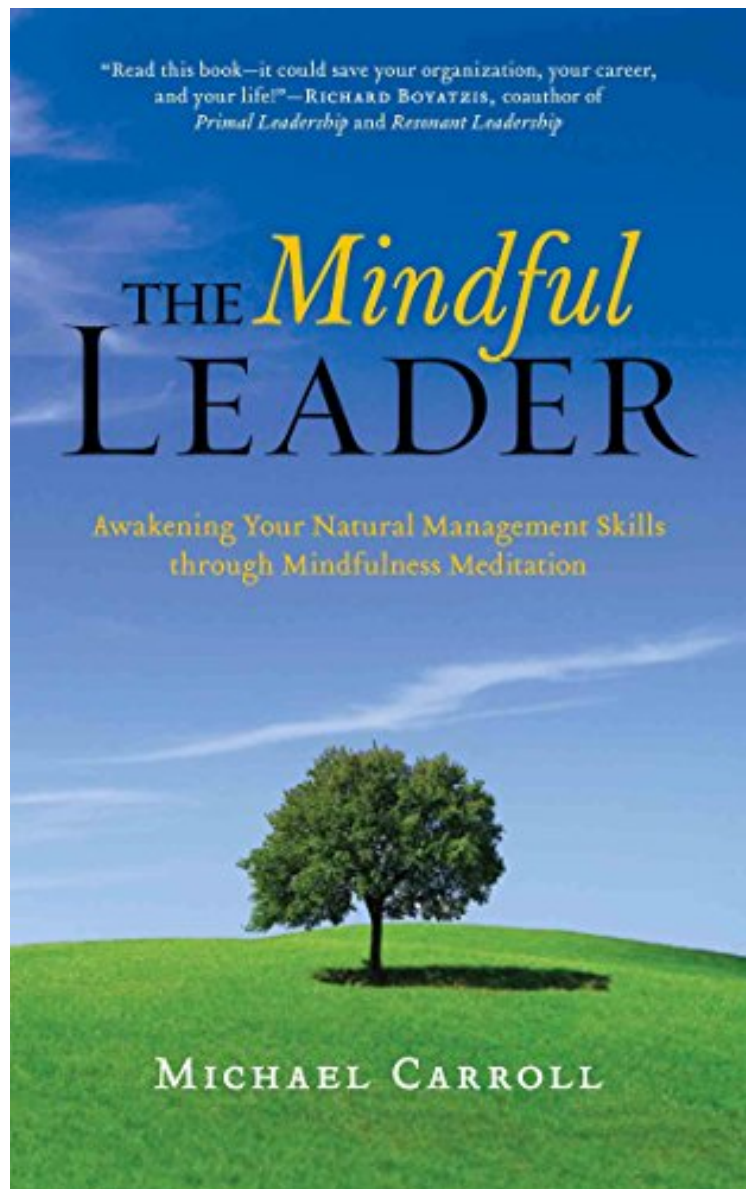


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## The Mindful Leader: Awakening Your Natural Management Skills Through Mindfulness Meditation

*Michael Carroll*

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**Michael Carroll : The Mindful Leader: Awakening Your Natural Management Skills Through Mindfulness Meditation** before purchasing it in order to gage whether or not it would be worth my time, and all praised The Mindful Leader: Awakening Your Natural Management Skills Through Mindfulness Meditation:

21 of 21 people found the following review helpful. This book will save your life... or at least make you a great leader! By Robert Birkenes Reading Michael Carroll's book and attending his weekend retreat earlier this year turned around my attitude at the office, prepared me well for several looming crises at work, and nearly saved my life. His book *Mindful Leadership* is essential for anyone trying to lead successfully in today's world of information overload, anti-rationalism, and blind decision-making. It is equally helpful for a business leader, public servant, diplomat or aid worker, NGO or community organizer. Rather than give advice on what to do when, he teaches us that mindful leadership means being open and synchronized--which allows us to tap into our own natural goodness and wisdom that is already in our environment and telling us how to lead. In many respects, Michael's teachings struck familiar chords for me, since I have been meditating and leading mindfully for years. I already knew that dropping our own addiction to rehearsing our emotions as mental dramas and being open to a situation can yield unexpected wisdom, and I also knew that being open to the world can leave us feeling unprepared and deeply exposed (p. 187). It was reassuring to read examples that show awareness and patience to be among the skills of a mindful leader, and to learn to trust in the basic wisdom of our environment and self. No doubt you (as a leader) are already strong in some areas too, and this book will help you to see how to improve in those areas that may be underdeveloped. Some of his ideas were uncomfortable for me at first--for instance, the idea that it's a waste of energy to fight arrogance and hypocrisy as if they were a static enemy, and that mindful leaders instead paddle with the fluid momentum of organizations by using a synchronized sense of timing, awareness, and realism (p. 174). Once I read that chapter, I realized that Michael presented a more mature approach, and testing it out I found that his teachings were right on the mark. I immediately stopped flailing my arms as a tired boxer, and started working with the world as it is rather than as I thought it should be; this was a change that has helped save my sanity and make me more effective in the midst of serious crises. Michael's writing style successfully combines unparalleled business experience with the thousand-year-old wisdom of Tibetan Buddhism, without being too strong (or weak) on either. This book reads very much like Chouml;gyam Trungpa's *Shambhala: The Sacred Path of the Warrior*--very down to earth and practical, yet based on deep wisdom from one of humankind's oldest spiritual paths. If only I could encourage my colleagues to read this book and internalize its teachings, U.S. foreign policy and government leaders would be more effective. Michael and a few other colleagues have already been applying mindful leadership to the field of law with wonderful results, and there is room for application to other fields. Perhaps if I write a longer review for our diplomatic service publications... 4 of 4 people found the following review helpful. A Challenging Task By Rob Fairfax This book is a must for any manager, or anybody who is not one (that covers everybody, right?). You will see how your actions affect those around you in positive and negative ways that can inspire or sap a room or a team. You will finally be able to put your finger on what your manager does wrong, and what you can do tomorrow to be a better contributor to work and society. I can appreciate the challenge Michael Carroll faces in writing a book that is not meant to be an introduction to mindful meditation (like "Turning Your Mind into an Ally" is), but will surely be picked up by people who have not yet explored mindful meditation. So he goes back and forth between how the benefits of meditation can be applied to business situations and tying it back to what it means to meditate in the first place. But he pulls it off with book that could help a meditator better address the working world's challenges, and even turn some people on to Shambhala's traditions and practices. 2 of 2 people found the following review helpful. More Execs Should Read This By S. Patton I loved this book, which was given out at a work conference I attended. It is an approachable and oh so relevant look at how we all can be more effective in our life and work through a practice of mindfulness. If only CEOs and execs everywhere could read this, they would see a way to break through the corporate games and politics that they often initiate. The narrative is a quick read with simple lessons. But, like many books that totter between spiritual guide and self-help, it is easier to read than to live out the lessons of a mindful path. The good news is that this book is different from others in that it lessens instead of adds to those guilty feelings we often get when we stumble.

A new generation of business leaders is turning to mindfulness as a cutting-edge leadership tool. Scientific research suggests that the practice of mindfulness (a technique for learning to live in the present moment) can help individuals to gain clarity, reduce stress, optimize performance, and develop a greater sense of well-being. In *The Mindful Leader*, Michael Carroll explains what mindfulness is and how to develop it in the hectic and often stressful environment of the twenty-first century workplace. He focuses on ten key principles of mindfulness and how they apply to leading groups and organizations. Along the way, Carroll addresses a range of topics, including how to: heal the "toxic workplace," where anxiety and stress impede performance; cultivate courage and confidence in the face of workplace difficulties; pursue organizational goals without neglecting what's happening here and now; lead with wisdom and gentleness, not just with ambition and power; start a personal meditation practice to develop your innate leadership talents. Full of engaging stories and practical exercises, *The Mindful Leader* will help leaders in any field to discover their innate intelligence, bravery, and joy on the job.

From Publishers Weekly While most business books focus on how readers can do more, better and faster, this welcome addition to the category is about taking a moment to pause and reflect. Anticipating some resistance from harried

executives, Carroll, a Buddhist-trained HR executive with many years of experience in both the corporate and Zen worlds, emphasizes the renewal and perspective that can result from taking time out; he only discusses meditation directly at the end. His discussion about Inspiring the Best in Ourselves and Others includes anecdotes and parables addressing issues like developing openness and breaking out of routine. A series of short descriptions of The Ten Talents of a Mindful Leader includes poise, courage, enthusiasm and awareness. After suggesting some practical ways to test these leadership skills, he reviews the basics of meditation. Although Carroll practices what he writes, the book is more informative than preachy. By the end, stressed-out executives may be willing to read about how to give meditation a try as a way to reconnect with themselves and become more open to their colleagues. (Oct. 9) Copyright copy; Reed Business Information, a division of Reed Elsevier Inc. All rights reserved. "While most business books focus on how readers can do more, better and faster, this welcome addition to the category is about taking a moment to pause and reflect. Carroll, a Buddhist-trained HR executive, emphasizes the renewal and perspective that can result from taking some time out. By the end, stressed-out executives may be willing to read about how to give meditation a try as a way to reconnect with themselves and become more open to their colleagues."—Publishers Weekly "Read this book—it could save your organization, your career, and your life!"—Prof. Richard Boyatzis, coauthor of Primal Leadership and Resonant Leadership

About the Author For over two decades Michael Carroll worked on Wall Street and in the publishing industry, holding executive positions at Shearson Lehman Brothers, Paine Webber, Simon Schuster, and the Walt Disney Company. Founding director of AAW Associates, Carroll consults with major corporations on bringing mindfulness into the workplace. He is a longtime student of Buddhist meditation and an authorized teacher in the lineage of Chouml;gyam Trungpa. Carroll has taught mindfulness meditation at the Wharton School of Business, Columbia University, Kripalu, and the Cape Cod Institute. For more information, visit [www.awakeatwork.net](http://www.awakeatwork.net).