

## Developing effective mindful leadership programs

To support the development of theoretically guided mindful leadership programs, it is helpful to consider the key question: What are the kinds of skills, competencies, capabilities or qualities that different types of mindfulness programs are expected or required to deliver? And what identifiable behaviors, accomplishments and outcomes are intended or achieved?

The following tables outline such capabilities. The descriptions provided are deliberately generic to allow for adaptation to diverse contexts and purposes. For further explanation, see *The Wheel of Mindfulness: A Generative Framework for Second-Generation Mindful Leadership* by Dr. Elizabeth King and Dr. Richard Badham. The paper is available upon request.

### Knowing That

	INDIVIDUAL	COLLECTIVE
SUBSTANTIVE	<p><b>Incongruity</b> Subordination to self-imposed quests</p> <p><b>Impermanence</b> Fluid cognitive constructions of purpose</p> <p><b>Identification</b> Commercial self-centred entrapments</p>	<p><b>Incongruity</b> Contradictions between economic &amp; social/ecological objectives</p> <p><b>Impermanence</b> Instability, uncertainty &amp; lack of sustainability in global systems</p> <p><b>Identification</b> Organized irresponsibility</p>
INSTRUMENTAL	<p><b>Incongruity</b> Twin arrows &amp; surplus suffering</p> <p><b>Impermanence</b> Present momentness &amp; the transience of thoughts, feelings, sensations</p> <p><b>Identification</b> Metacognition &amp; reflexivity on self-narratives</p>	<p><b>Incongruity</b> Risk of disaster from rigid &amp; divergent views of group tasks &amp; individual contributions</p> <p><b>Impermanence</b> Unpredictable emergence &amp; situational contingencies in group endeavours</p> <p><b>Identification</b> Entrapments of habituated groupthink</p>

## Knowing How

	INDIVIDUAL	COLLECTIVE
SUBSTANTIVE	<p><b>Awareness</b> Of subordination to transient, self-imposed &amp; commercialised self-centredness &amp; control</p> <p><b>Attention</b> Attention regulation &amp; disciplined meta-cognition of such forms of subordination</p> <p><b>Acceptance</b> Openness, curiosity &amp; compassion towards such entrapments &amp; their transcendence</p>	<p><b>Awareness</b> Of organized irresponsibility &amp; contradictions between economic &amp; social/sustainability concerns</p> <p><b>Attention</b> Collective attention regulation &amp; disciplined meta-cognition of narrow &amp; contradictory group purposes</p> <p><b>Acceptance</b> Openness, curiosity &amp; compassion towards transcending tensions in complex purposive systems</p>
INSTRUMENTAL	<p><b>Awareness</b> Of the twin arrows, present-momentness &amp; the self-narrated nature of experience</p> <p><b>Attention</b> Attention regulation &amp; disciplined meta-cognition of above individual experiences</p> <p><b>Acceptance</b> Open, curious &amp; compassionate attendance to the above experiences</p>	<p><b>Awareness</b> Of the emergent &amp; situated nature of collective action &amp; risks of partial &amp; habituated viewpoints</p> <p><b>Attention</b> Collective attention regulation &amp; disciplined metacognition applied to such experiences</p> <p><b>Acceptance</b> Open, curious &amp; compassionate attendance to the experimental &amp; risky nature of group endeavour</p>

## Showing How

QUADRANTS	BEHAVIOURAL OUTCOMES	PERFORMANCE ACCOMPLISHMENTS
<b>INDIVIDUAL MINDFULNESS</b>	<p>Demonstrated awareness of self, others &amp; complex environments</p> <p>Demonstrated regulation of attention &amp; double loop reflective metacognition</p> <p>Demonstrated calm &amp; equanimity in reacting to stress &amp; attending to relationships</p>	<p>e.g. low levels of stress</p> <p>e.g. select, sustain &amp; switch attention</p> <p>e.g. cooperative social relationships</p>
<b>COLLECTIVE MINDFULNESS</b>	<p>Established mindful infrastructures</p> <p>Demonstrated mindful organizing values, behaviours and practices</p>	<p>e.g. low levels of accidents</p> <p>e.g. high levels of goal attainment in collective projects</p>
<b>INDIVIDUAL WISDOM</b>	<p>Demonstrated meta-skills of self-awareness in establishing purpose &amp; controls</p> <p>Demonstrated meta-abilities in self-regulating behaviour based on such awareness</p> <p>Demonstrated meta-qualities in open, curious &amp; compassionate responses to challenges</p>	<p>e.g. level of engagement with goals and direction of action</p> <p>e.g. rapid &amp; effective redirection in response to unpredicted crises</p> <p>e.g. level of experimental initiatives &amp; achievements</p>
<b>COLLECTIVE WISDOM</b>	<p>Demonstrated institutional reflection on organized irresponsibility &amp; socioeconomic contradictions</p> <p>Established routines, practices &amp; structures attending to such concerns</p>	<p>e.g. level of resourcing &amp; scope of corporate social responsibility</p> <p>e.g. operational outcomes achieved by following principles &amp; procedures</p>

# ABOUT DR LIZ KING



Dr. Liz King is a globally recognised authority on safety leadership and high-reliability organisations (HRO), renowned for her expertise in fostering performance and safety in high-risk environments. Her extensive research bridges the gap between theoretical insights and practical application, making her a trusted partner for organisations navigating complexity and uncertainty.

Dr. King's PhD, conducted within a global engineering company, focused on leadership and performance in uncertainty, integrating HRO principles to drive safety and reliability in dynamic settings. Building on this foundation, her recent research explores safety and performance in the elite, high-stakes context of ocean racing. This multi-year, multi-method study reveals critical insights into the behaviours and systems that underpin resilience and safety under pressure, detailed in her published papers and books.

With academic credentials spanning a PhD in Performance, a Master's in Coaching Psychology, an MBA, and a Bachelor of Science in Biology, Dr. King combines scholarly rigour with real-world relevance. Her leadership development programs are built on evidence-based approaches, empowering leaders to embed safety as a core organisational value while excelling in high-stakes environments.

Dr. King's work reflects her commitment to fostering accountability, transparency, and sustainability in leadership, making her a highly sought-after expert for organisations seeking to advance safety and performance.

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