

For questions regarding the content of **OrIginIcIty** workshops or methodology, please contact Roy at maurer@theclariongroup.com, 860-232-3667.

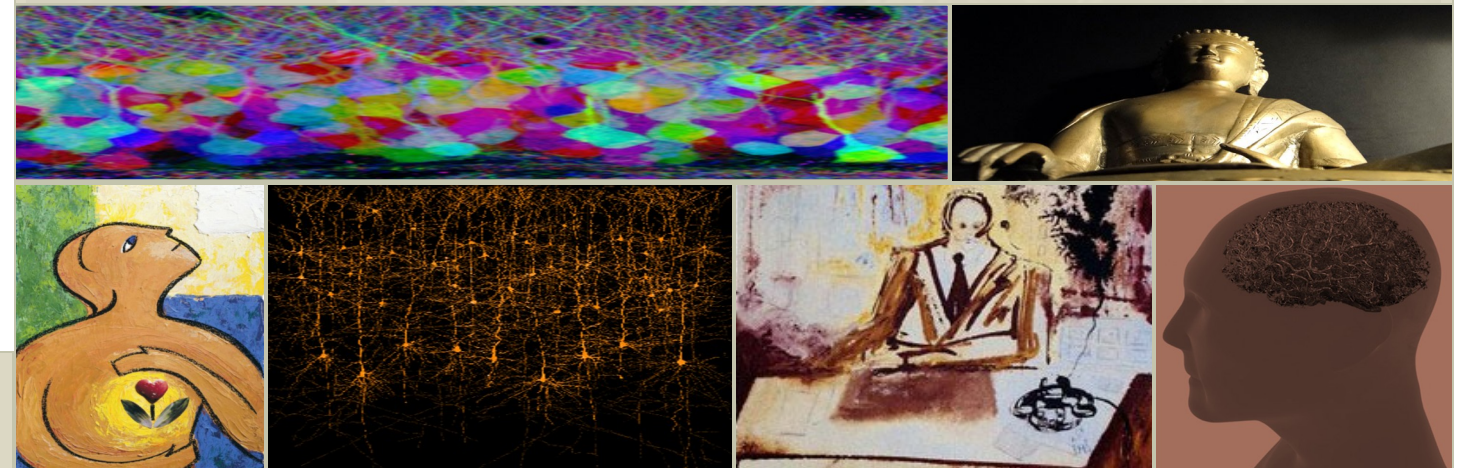
For further information regarding workshop dates, locations, registration and fees please contact Liz Mancini at The Clarion Group:

OrIginIcIty™

The bold contention is that leadership intelligence is not hard wired, but rather neural structures in the brain are formed through a process now known as neuro-plasticity.

*It is possible to cultivate leadership capacities -- for example, the capacity to **originate** intelligent models of reality -- by how we focus and use our minds.*

OrIginIcIty



The Clarion Group, Ltd.

www.theclariongroup.com

920 Farmington Avenue, West Hartford, CT 06107 * 860-232-3667

135 Lake Street South, Suite 1000, Kirkland, WA 82033 * 425-822-1222

Cultivating Leadership Capacity

Workshops in “OrIginIcIty”



Workshops

OrIgInIcIty

Offering

A new approach that combines insights from research in neuroscience with techniques known to be successful in the disciplines of clinical cognitive psychology and Buddhist meditation:

“OrIgInIcIty”

is a methodology and a discipline for cultivating mental capacities that are characteristic of high performing business leadership. It specifically targets the cultivation of deeper cognitive capacities previously assumed to be “hard wired” – including those critical mental capacities through which executives originate their view of reality, business and strategic. These include differentiating attributes such as:

- ⇒ Conceptual learning and creative thinking core to effective executive decision making
- ⇒ Capacity for strategic insight and innovative reasoning amid complexity and ambiguity
- ⇒ A leader’s awareness of emotion in self and others; the ability to accommodate and effectively manage positive or negative emotional factors (bias, fear, inspiration, etc.) in oneself and others.
- ⇒ The capacity to manage stress (physical, emotional and mental), and maintain optimism and leadership focus in the midst of chaos or uncertainty.
- ⇒ Awareness of internal and external environments including changes in underlying patterns and subtle inter-connections.
- ⇒ An openness to change; in particular, the capacity to challenge prevailing assumptions and originate new ideas or mental models.

- ⇒ Workshops first develop the ability of the mind to observe the mind in action. The neurological activity of the brain is at the heart of all leadership capacity but extremely rare is the person who looks inside to investigate cognitive functions at work in one’s own mind. Most of us don’t know this is possible.
- ⇒ Next workshop exercises help to cultivate and deepen certain skillful mental capacities (like focus, investigation, attention, awareness) and diminish the impact of other unskillful mental habits (like bias, perceptual blinders, limiting assumptions). This relates to how the mind perceives data and makes sense of information to arrive at insight. This is a higher level cognitive process through which the mind **originates** a leadership perspective -- a point of view, a sense of the reality of the business environment.
- ⇒ Finally, workshops explore the pragmatic applications of cultivated mental capacities to business problems or challenges. This includes the cognitive skills associated with strategic intelligence, creative insight and decision making in business. For example, this workshop provides types of mental training that William Duggan identifies as the source of brilliant strategy, the “flashes of insight” in *Strategic Intuition*.

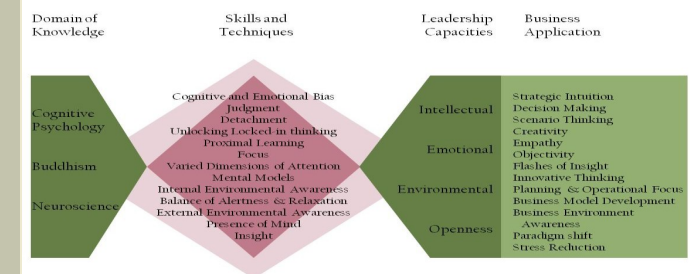


Daily Schedule

The intent of workshops is to create an environment conducive to observing the mind and practicing new mental skills. The schedule of daily activity includes:

- ⇒ Instructional talks
- ⇒ A mixture of group and individual practice sessions
- ⇒ Guided instruction and practice observing the mental processes. Learning sequences are based on progressive steps that demonstrate what to observe and how to observe it, starting with simple mental objects and gradually incorporating more complex mental objects.
- ⇒ Practice sessions to introduce and train the mind in the use of new mental skills through guided instruction. Initial sessions utilize environments that reduce the speed and stream of stimulation, purposefully calming the volume of mental activity to enable practice of new skills.
- ⇒ Practice sessions progressively extend the application of new mental skills into daily activity. The enjoyment of these practice skills is enhanced by the choice of aesthetically beautiful natural settings, enhancing mental awareness of both internal and external environments.
- ⇒ Similarly, activities are selected that *both* contribute to a sufficient level of stress reduction for deeper levels of concentrated attention *and* also use sensory awareness as an object of focus (eating, walking, massage, spa treatments, yoga, exercise, etc.).
- ⇒ The entire structure of the day is used to reinforce a continuity of practice, increasing the ability of the mind to observe mental processes (perception, focus, concentration, subtle biases and judgments, etc.).
- ⇒ Individual coaching sessions with the instructor
- ⇒ Application of insights and new skills to day-to-day business challenges, both through individual exercises and group discussion.

From Source to Application



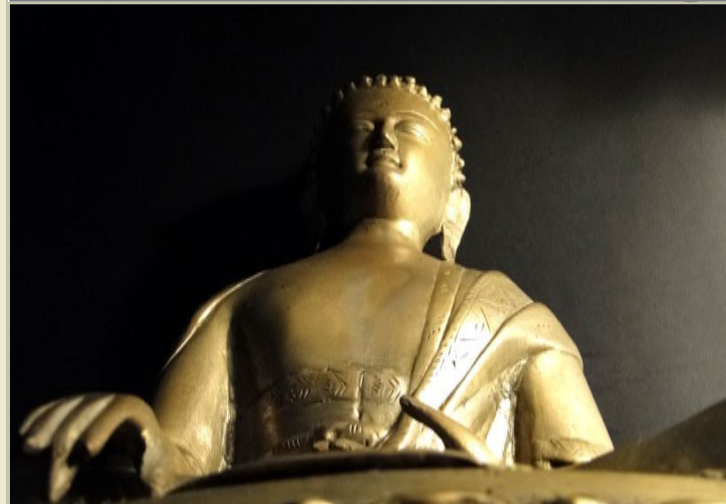
Setting

Workshops are designed explicitly for senior level business executives with full understanding of the demands on their business and personal lives. Facilities are carefully selected to create the most conducive environment for this highly specialized learning. Criteria include:

- ⇒ Concierge staff and business centers able to manage personal and business communications for participants in order to minimize interruptions but assure confidence that all critical messages will be received.
- ⇒ A semi-retreat-like setting with sufficient privacy and seclusion to allow continuity of practice.
- ⇒ Aesthetically beautiful and inspiring natural settings -- including healthy, appetizing cuisine - - all contributing to a heightened awareness of sensory experience.
- ⇒ Spa facilities to provide optional relaxation and stress reduction treatments; while relaxation is not the primary objective, the proper balance of relaxation and alertness is highly conducive to skillful practice.
- ⇒ Quiet environments that enable more complete absorption in the practice and help avoid sensory overload. Various research studies have shown that the brain will utilize available or unused neural “space” to re-wire new learning.

What and Why?

OrIgInIcIty



Why Buddhist Meditation?

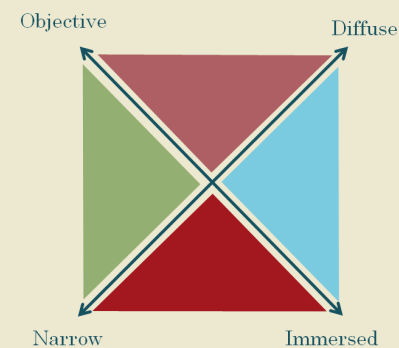
The discovery that mental capacities are formed through a neurological process of mutual interdependency with the external environment may be new to western science, but it was realized and held as a fundamental truth in Buddhism over 2500 years ago. Known as Dependent **Origination**, it captures the essence of the Buddha's deepest insight. The teachings that followed present a simple set of pragmatic techniques to cultivate insight – to see for oneself the truth or illusion of personal mental models. Today these cognitive, emotional, and physical meditation practices are widely accepted in Western medicine as foundational to physiological stress reduction. Beneficial as it is, relaxation is little more than a skillful mental state, a developmental building block for cultivating deeper insight. Originicity draws upon the highly developed psychological knowledge of Buddhist disciplines, as well as recent developments in cognitive behavioral science. These are domains of expertise with enormous validity but which have rarely, if ever, been applied to the cultivation of business leadership.

OrIgInIcIty workshops are predominantly experiential in nature. The skills and techniques that teach a different way of using the mind require minimal intellectual explanation to practice or develop. However, for many analytically trained business executives, intellectual background in the scientific research is helpful as context. Therefore, sufficient explanation of the neurological theory behind skills and techniques is provided to explain how and why they might cultivate leadership competencies over time.

OrIgInIcIty is based on the conviction that deeper leadership capacities commonly thought to be hard-wired or genetic (traits we are born with) can in fact be cultivated through awareness and practice over time. This is a new perspective in leadership development, one that is based on growing knowledge of the brain discovered through neuroscientific research. “Scans show that the neural networks in your brain change when you think differently, perceive differently, imagine things and become aware of things.” ([The Brain that Changes Itself](#), Doidge)

Our neurological wiring is influenced by how we focus our attention and where we direct our awareness. This characteristic of the brain is referred to as **neuro-plasticity**. The wiring behind leadership capacity is not “hard” but rather is developed over time through a mutually interdependent process between the brain and its environment.

One key differentiator of executive leadership performance is the capacity to create mental models of the external business environment that accurately capture reality and successfully predict strategic



outcomes. This cognitive capacity to build mental models is described as the essence of higher intelligence by Hawkin's ([Theory of Intelligence](#)).

Why This Method Of Learning And Instruction?

The following principles are critical to the success of the OrIgInIcIty methodology:

I. The methodology is one of developing the mind to observe the mind. The ability to more closely observe the nature of the mind requires a certain level of unlearning and relearning, best achieved by temporarily stepping back from the speed and volume of everyday mental activity. Parallels can be drawn in sports and the performing arts, where fundamental changes in form or style are more successfully introduced and practiced in carefully designed private coaching session. During the heat of competition, pressure for immediate results too often overrides ones receptivity to experimentation with new technique. In Buddhism, this is aptly called: Zen Mind, Beginners Mind.

II. This instructional approach is based on methodologies that are known to be most effective in developing the necessary insight into the nature of the mind. That includes slowing down and simplifying mental experience in order to observe elements as they unfold from moment to moment. Through this technique one can observe the building blocks of perception, judgment, preferences, bias, thought, emotion, etc. as they happen naturally but go unnoticed.

III. The foundational mental capacities that are being developed (like awareness, focus, concentration, etc.) are universally applicable across a wide range of human endeavor. (Leadership capacity in business is only one specialized application among many.) This fact enables one to practice techniques in non-business activities and environments. For a number of reasons, it is particularly skillful to develop cognitive abilities such as awareness and concentration using simple sensory experiences – sound, sight, physical sensation. This is critical because it allows for the development of foundational mental skills through much simpler “building block” activities than attempting to acquire them “on the job, in the midst of, say, strategic decision making.

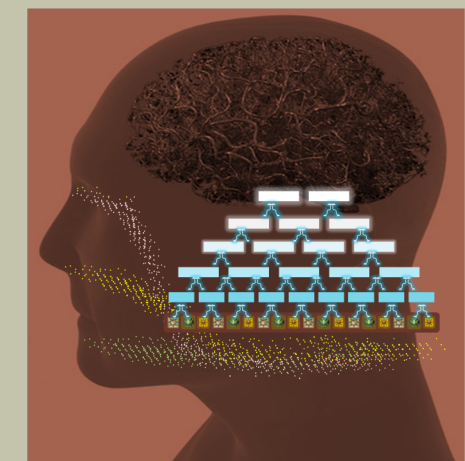
Workshop Leader



Originicity Workshops are designed and led by Roy Maurer. Business and Buddhist meditation have run in parallel through most of his life.

Currently Roy is a partner in The Clarion Group, a boutique management consulting firm providing leadership advice to senior executives. He is particularly valued by clients for the originality of his strategic insight. Roy has an MBA from Yale and is a Chartered Financial Analyst (CFA). His previous business career includes multiple business development and international distribution responsibilities in Fortune 50 financial services as well as being the co-founder of a successful international startup venture in health care.

Earlier in life, Roy received a BA in Psychology from Duke. Then, while completing his Master of Divinity at Yale, he served as a Chaplain and worked in Psychiatry at Yale New Haven Hospital. During that same period he began a personal pursuit of deeper spiritual development in which he practiced a variety of Eastern and Western techniques including Lectio Divina, Centering Prayer, yoga, TM and Zen Buddhism. In the 4-5 years following Yale, he lived in both Zen Buddhist and Catholic (Trappist) monastic settings, as well as participating in intensive three month retreats in the Buddhist Vipassana tradition. Also known as Insight Meditation, it is this tradition that has been the foundation of Roy's spiritual practice for over 30 years.



Additional theoretical background and context

Originicity



Higher level intellectual and emotional leadership capacities (example: “ability to think strategically”) are often considered to be more neurologically based, or “hard wired” – “you either have it or you don’t”. While content knowledge and technical expertise can be transferred by subject matter experts to executives through instructional education and training, leadership capacity is not. As a result, the most commonly accepted talent strategy is to hire executives with already demonstrated leadership ability or promote those with emerging signs of potential. There is a certain element of wait-and-see hopefulness when matching “high potentials” to the right management opportunities. Success in leadership development is dependent upon a number of uncertain factors, not the least of which is one’s own internal effort in those on-the-job, trial-by-fire leadership experiences.

The idea that it is possible to explicitly train executives to learn and develop mental skills that correlate with leadership capacity is not considered in current approaches to talent development. It is a foundation of Originicity, one that is based on emerging knowledge in neuroscience and centuries of experience in domains outside business leadership.

What neuroscience has learned about how our brains work in the last 20 to 30 years through research with new technologies has far exceeded the sum total of all we have ever know about our minds. Through tools such as MRIs we can now observe mental activity both in discrete parts of the brain and through the interconnections between areas of the brain.

For example, the leadership capacity to sustain a sense of optimism in the face of adversity is highly prized. We now know through neuroscience that there are two discrete areas of the brain correlated with pessimism and optimism, and we observe scientifically that instructing people to focus on certain mental activities will stimulate greater activity in the area associated with optimism. What was once thought to be a hard-wired, in-born personality trait is in fact more malleable. It is possible to intentionally cultivate this optimism over time. Neuroscience is confirming the “plasticity” of the mind: the neurological wiring of the mind is influenced by intentional focus and experience. Based on the plasticity of the mind, we can originate optimism through the intentional choices of how we focus and use our minds: “Originicity”.

A sense of optimism is but one example. The application to leadership spans emotional, intellectual and environmental capacities. The instructional tools and techniques utilized in Originicity are drawn in part from mental activities observed to be effective through neuroscientific research (as described with optimism). It also includes certain mental practices proven to be effective in clinical Cognitive Psychology. In addition, there is wealth of pragmatic instructional knowledge to be drawn from mental disciplines adapted from Buddhist meditation. In fact, successful practices in clinical Cognitive Psychology are based on instructional practices in Buddhist meditation on how to change the unskillful, habitual focus of the mind. Today our society has widely adopted scientifically-validated mental practices known to be medically effective in stress reduction – the vast majority of which have their roots in Buddhist and/or Hindu meditation. Clinical Cognitive Psychology is drawing from the same roots.

Likewise the specific mental activity that was scientifically observed to be effective in stimulating optimism in the brain was also an application of Buddhist meditation practice. It has been scientifically validated that Buddhist monks subjected to neuroscientific laboratory research studies demonstrate mental capacities that far exceed “ordinary” subjects -- not just for stimulating optimism or reducing stress, but for extraordinary levels of concentration, focus, and attention. Buddhist monks have explicitly been trained to use the mind to observe the mind, using techniques that effectively sustain different dimensions of mental focus. As a result, they can hold their attention to a set mental task many times longer than untrained subjects.

While the primary purpose of Buddhist meditation is different from business, the underlying mental activities of the brain are not. The application is different but the training discipline shares similar roots. Originicity adapts the techniques that are known to be successful in developing core mental capacities and provides an instructional context and training discipline that has specific application to business leadership.

For more in-depth information on **Originicity**, please go to www.orginicity.com

