The end of a performance model:

How can an "enlightened" Leader use emotional intelligence and neuroscience to unleash mindfulness and determine a new model of "Humanship" or "Humanist Leadership" in order to support the vast paradigm shift the world is facing?

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Dissertation submitted to Selinus University of Sciences and Literature, Faculty of Neuroscience in fulfillment of the requirements for the Degree of Doctor of Philosophy in Neuroscience and Business

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June 2023

DECLARATION

"I do hereby attest that I am the sole author of this project/thesis and that its contents are only the result of the readings and research I have done. The PhD thesis entitled « How can an "enlightened" Leader use emotional intelligence and neuroscience to unleash mindfulness and determine a new model of "Humanship" or "Humanist Leadership" in order to support the vast paradigm shift the world is facing? » submitted for the Degree of Doctorate of Philosophy in Neurosciences at Selinus University of Sciences and Literature, School of Neurosciences is my original work and the dissertation has not formed the basis for the award of any degree, associateship, fellowship or any other.

This thesis contains no material that has been submitted previously, in whole or in part, for the award of any other academic degree or diploma. Except where otherwise indicated, this thesis is my own work".

Date: 15 July 2023

STUDENT SIGNATURE

STUDENT ID: UNISE1070IT

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Personal and professional journey

At the age of 16, I started my atypical career with a Certificate of Professional Aptitude in the field of hairdressing (CAP) in apprenticeship and continued with a Professional Colorist and Perm Specialist Certificate ("Brevet Professionnel coloriste-permanentiste").

This path was not a vocation in itself, I chose it because they accepted my application while I did not feel comfortable with the educational system in high school. Indeed, my high school teachers were not open-minded about students' expectations and non-traditional career paths, so I felt excluded. I suffered from this academic failure, but in reality it turned out to be an opportunity to experience different fields in life…

First step : Hairdressing

Becoming an apprentice and working in a hairdressing salon was not always an obvious choice. I had no family reference, my Mother was mostly absent and showing disinterest in me. My only family was my Grandmother. This profession brought me a sudden revelation: I loved trade, exchanges, sales... I remember when I was a child, at 7 years old, I was given a box to make DIY candles. One Wednesday when I was alone at home, I decided to knock on our neighbors' doors and offered to sell them some candles I had crafted.

As a shy child, hairdressing did not allow me to work on my self-confidence right away. This first experience was not easy. My boss was regularly harsh and narrow-minded, distrusting younger generations. She used apprentices as a source of income (receiving government subsidies) and cheap labor. This helped me get stronger and build self-confidence. Like many teenagers, it was also at this age that I started to go clubbing, to have my first flings, first loves and to experience a foretaste of what adult life would bring…

I saw the world of hairdressing as sly, only driven by ego and artistic performance but that led me to a new path. One day, a sales representative came to sell his products and something clicked: "I want to do the same". I started to feel changes coming, my being was starting to trigger new mechanisms of action.

This is how I progressed in my academic career by applying to a wholesaler of hairdressing and beauty products in order to do an Advanced Technician's Certificate in salesforce ("Brevet de Technicien Supérieur force de vente" - equivalent to HND in salesforce) through a sandwich course as a sales representative during two years. I thus found myself in the shoes of this man who came to sell us his products.

Freshly graduated, I wanted to open up to the World, that of Champagne, a symbol and a pioneer industry in my region. I got a new job: Export manager in a champagne house for 1 year with different missions: cellar visits to tourists, wine tastings, sales, customer relationship, bottle dressing, maintenance of the premises... for a family business who gave me carte blanche for pretty much

everything. At that time I also worked every weekend in a nightclub in the cloakroom and then as a waiter to make ends meet, invest in a new car and save for my future academic projects.

At that point, I felt like I wanted to become a sales representative again, be on the road, surrounded by nature, no matter the weather.

This is when an opportunity appeared: my best friend who was working as a cashier in a DIY retailer store was approached by a sales manager of an insurance company who wanted to hire her thanks to her way of selling a paying loyalty card. She refused because she was attached to the company she worked for, but she thought of me and gave me the contact. I called this gentleman, who a few weeks later became my Sales Director. A new adventure and here I am, Key Account Manager in the insurance industry for a year. I met fabulous people during my training weeks in Paris, discovered the capital, train journeys, my first company car, my first company mobile phone and a decent salary. It was a difficult job, however, because I had to canvas small self-employed businesses (bakers, hairdressers, craftsmen, etc.) to sell them health insurance solutions. This lasted for almost a year after I was asked to market life insurance policies for the elderly. One day during a visit to a village an hour away from my home, I had extreme empathy for this person with a modest income who accepted my commercial proposal thanks to a well-established sales method. This range of insurance was only a profit-making proposition for the insurance company I worked for and if this person were to become disabled, she would have to be 40% physically disabled to 'hope' to get an annuity of 200 euros per month.

I thought of my grandmother and realized that my ethics could not be in line with this job.

As I had kept a good relationship with my previous employer, I called the wholesaler in hairdressing products back, and my previous manager offered me to come back and develop their business in several regions. It was a difficult start because I had few customers, but I immediately built up a clientele and here I was, back in this adventure for eight years with an employer who was "paternalistic" and resolutely "tyrannical" with his teams.

My dreams caught up with me: to graduate with a Bachelor's and a Master's degree. I therefore joined the CNAM (Conservatoire National des Arts et des Métiers) in evening classes (every Monday and Friday from 6.30 pm to 9.30 pm and every Saturday from 8.30 am to 12.30 pm) for two years. It enabled me to reconcile my professional activity, a source of income, with the opportunity to study marketing and management. I was able to put my "evening" knowledge into practice the next day on the field.

Moreover, one day during a sports session, I heard a sportsman telling me that it was easy to get money being a waiter in prestigious Champagne houses, so I seized this information as an opportunity by registering in a temporary work agency. I started my first evening event at Moët et Chandon, I was quickly spotted by the management and I continued to work some evenings of the week and the weekend that regularly ended at 3am. Sometimes I had weeks without rest between my job as a representative, evening classes and working the other evenings in the Champagne houses until 3am or later on weekends. It was a great experience that brought me to meet new people, to

learn how to have fun at my workplace and to know more about the luxury industry. I met politicians, celebrities (Scarlett Johansson, Roger Federer...) and many personalities from the LVMH Group (owner of Moët et Chandon brand).

In 2013, I fractured my right hand in a car accident where I almost lost my life, and was off work for two months. This professional break led me to another turning point: I decided to boost my career and obtain an MBA in a prestigious Business School. My application to Neoma Business School was accepted. My level of English was mediocre, so I studied English again (TV series in English, public library, Wall Street Institute) and studied full time. Ten months after graduating with honors, I joined Yves Rocher France as Regional Director for five years and then successively as Regional Director at Pro Duo to manage shops, an amazing opportunity to practice in management.

In 2019, I joined the German Fressnapf Group as Regional Manager for the French brand Maxizoo, they put me in charge of 15 shops with an average size of more than 600 square meters.

In September 2020, I joined the French Optic 2000 Group as National Network Manager for the Audio 2000 brand, which consists of 207 hearing correction centers (that sell hearing aids). I was in charge of managing branches (recruitment, complete management) and co-deciding on national strategies to be implemented (investments, marketing, communication, etc).

Since February 2022 and following a "burnout", I decided to change companies. I then worked for "Feu Vert" in

the automotive industry as an Internal Consultant for the franchisees of over 1/5 of the French territory. My missions: support, development and financial optimization of their business model.

In parallel to my functions and for more than four years, I have also been tutoring business school students and I am also a member of the jury for Master's degree admissions.

As a member of the Neoma Alumni Retail Club and coach/mentor of the "My new job" program, I advise students who are having difficulties finding their dream job.

Here are my hobbies: walking in nature, mindfulness meditation, yoga, mountain biking, motorcycling, traveling, meeting new people, improvisational theater and hypnosis (I got certified in Ericksonian and spiritual hypnosis in 2022).

Every year, I retire to a high energy place called Le Domaine du Taillé (https://www.domainedutaille.com/) in order to take part in different workshops and practice mindfulness, inner healing for a complete harmony and to develop my leadership towards the spiritual path.

I sense 2023 will bring a professional renewal in my life, questioning my balance at work, new food for thought that might lead towards the service industry.

If you want to know more about my career, I invite you to have a look at my Linkedin page as well as my different evolutionary projects.

linkedin.com/in/jérémie-labat

Here is another of my dreams: write a thesis about a new world in the management industry. Being sensitive to events, people, the environment and to business, I wish to contribute to a better world, that of now, that of our future generations, of an earth weakened by the abuse of global performance and the race for short-term profitability…

I feel concerned by all the changes in our moving world and all the professional crises I witness (burnout, economic crises, psychological depressions including those due to COVID 19, remote working...). It looks like an old world is dying and a new one is trying to emerge.

Why did I choose this topic?

The end of a performance model:

How can an "enlightened" Leader use emotional intelligence and neuroscience to unleash mindfulness and determine a new model of "Humanship" or "Humanist Leadership" in order to support the vast paradigm shift the world is facing?

Growing up with my mother and then my grandmother, and since I have started my professional career (as a hairdresser, waiter, sales manager, sector manager), I have spent most of my time in a 90% female environment. It has helped me forge my coaching attitude taking into account my environment, knowing I also had a family to build.

It was therefore natural for me to concentrate my research on an evolution of the world supporting female entrepreneurship and the women who have enabled me to be who I am today.

It is also clear that not all women get the credit they should in business and that unfortunately many suffer from inequalities. I believe in a future where both women and men can build on their sensitivity, intuition, spirituality and emotional intelligence.

Women are an important part of my life. I wish to dedicate my research to help them in their entrepreneurial process, to help them develop business practices based on exchange, diversity, awareness and on a more global scale to make this world more equal.

"Behind every great man is a woman" D'Artagnan

I am actually convinced that "behind every great man is a GREAT woman".

As a manager at heart, I would like to include in my research some of the women who have practiced spirituality in their entrepreneurship, in order to study the changes and behaviors it has caused. The final aim would be to create common conceptual tools for men and women to manage their careers successfully.

It is time to change the future and reinvent a new path, one that can perhaps leave a positive mark...

Motivations through the subject

I am convinced that this subject is important and that we need to lead a change. It fascinates me as much as seeing talents emerge, especially when it comes to women. Their courage is admirable, mothers in particular: their energy is double and often misunderstood.

I have been lucky enough to participate in many projects with women, which is a real shared strength because having grown up with them, my sensibility is quite present. Understanding each other enabled us to achieve and share great entrepreneurial success.

I have already made contact with people and entities from all over the world, the company that encouraged my project, and made partnerships with women's associations with the aim of developing entrepreneurship and sustainable projects. I am proud to have accompanied men and women in various business plans. It is important for me to develop research by their side and consider a possible collaboration afterwards.

Moreover, I can count on a relevant network to carry out my research. The Champagne sector is also an important stake, especially in this economic context of recession linked to COVID 19, it is a market that honors great powers and world leaders.

A recovery plan seems to be mandatory and should not occur without a better equality between men and women.
Women's sensitivity is key in this new form of leadership, and a fundamental need for all genders.

This study will be mixed with a focus on a female audience.

"We need healers, women who have been through hell and back, bringing with them innocence and purity.

Women who see the soul, listen to it, give it the vibrations of love, magic words, and sweet songs.

Women who can caress the soul.

They hold the hand of a wounded child, a wounded girl and lift them up to look at the rainbow.

Women who talk to trees, stones, animals, mountains, water, who listen to them, understand them, advise them. They help them, support them.

Women who have healed their emotional wounds, violence, built their self-esteem, learned to love themselves, to love, to say no.

Women who know about plants, flowers, magic arts and have learned not to be ashamed of it.

Women who, when they move, are accompanied by rows of Angels, and their movement is like a dance of energy, at different levels.

Women who honor their roots by transforming them and bringing new lymph to the tree.

Women who are no longer victims, but operative choices.

Women who can help other souls to free themselves, who possess the sacred art of healing, the fruit of a long healing journey.

Women who express themselves in a humble way, because they no longer need to be seen by others, they have become aware of who they are.

They have been honored with blessings.

Women who know who they are, women who serve the world."[1]

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[1] BOARI Valeria, author, Service of holistic and alternative medicine, 2023.

Expected gains/enrichments

I sincerely believe that I will obtain constructive elements, highlighting my passion for human-based business development and its necessary evolution for our new era.

A personal, deep, detailed enrichment should ensue from it, which will hopefully allow me to build on all existing resources.

Obtaining a PhD will allow me to value my life experience, to participate actively in universities and business schools teaching, to encourage and support future projects in strategic consulting and why not in association with a woman entrepreneur.

Could another thesis be considered?

I strongly believe that over the years of research, revelations will come to light to expand and promote these ideas.

Of course, thanks to the strengths of social networks (online and offline), I think I will gain wisdom thanks to our exchanges, with the other candidates publishing their thesis and the teaching staff.

Finally, writing a book is another dream coming true, shaping a research project based on my life, my experience and that of others.

Thank you for giving me the opportunity to express myself, a collective intellectual wealth is underway.

Acknowledgments

I would like to sincerely thank the following people for their contributions, awareness and support during the elaboration of this project.

Dr Flava for his trust and support;

Agathe Dandelot for her advice, support, and great help translating this thesis into English;

My family:

My Grandmother to whom I owe the courage and will to succeed;

My sisters for their trust in my various projects and being proud of me;

My former Neoma professors who helped me give a sense of direction to my career path and identified my potential;

My friends for their support and kindness;

Of course, the various people I interviewed with whom I have a friendly relationship;

My thoughts also go to my late relatives, especially my Dad who taught me life lessons including courage and positivism.

I dedicate this thesis to my daughter Milana, full of energy, who lives far away from me and who will be an actress in this new world.

I express my deepest gratitude to all those people who will make this world a new and better one.

I also dedicate this thesis to all those who suffer in this world, hoping to give them courage, hope and support for a necessary transformation in this future world of Metaverse.

CHAPTER ONE: the problem and its context

1.1 Introduction

They say the world changes every 500 years…

Tomorrow's world promises developments, technological mutations but also that of numerous paradigms on an international scale.

The world is living in a quantum leap, notably with the arrival of the Internet and soon of the Metaverse with a real global mutation. In physics, a **quantum leap**[2] is "an abrupt change in the state of a quantum system in a practically instantaneous manner".

This name alludes to the fact that nature apparently violates an informal principle enunciated by Gottfried Wilhelm Leibniz and Isaac Newton: "Natura non facit saltum", (Nature does not produce jumps or discontinuities).

The quantum leap is found in many situations.

In reality, the Universe does make leaps and bounds and therefore the theory of Leibniz and Newton is called into question.

This irregular and permanent system of leaps prevents us from looking at our reality with a distance and developing certain senses like intuition. All this contributes to an increasing feeling of exhaustion because of the violence of constant changes.

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[2] Source : https://fr.wikipedia.org/wiki/Saut_quantique (accessed June 27, 2023)

Can you feel this exhaustion on a collective and individual level?

We experience exhaustion when it comes to our educational, political and social system, with many deficiencies resulting in oxidative stress and lack of sleep.

Did you know that 75% of suicide bombers are middle class and college graduates? Intelligence sometimes leads to destruction: The World is accelerating, and the awakening of conscience is necessary to avoid destroying Humanity with a "simple nuclear button" erected by intelligent forces that have become irrational.

Let's also consider the depletion of our Earth, of resources in constant exaggeration of extraction (lithium...).

What do you think about the origin of wars, world shortages and ecological upheaval? Why are crises periods capable of forging the best leaders?

"To renounce one's freedom is to renounce one's quality of man, the rights of humanity, even one's duties."[3]

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[3] ROUSSEAU Jean-Jacques, *Du contrat social, livre I Chapitre IV, 1762,* Flammarion, GF, 2001

1.2 Relevance of the topic and problem statement

This topic is relevant because it raises awareness about what we do, what we build and what we destroy...

The present world has inherited a past based on conquest, ego, power, industrial wealth and technical progress such as space travel or our health system evolution.

These developments have led to the discovery of deeper knowledge through advanced technology, artificial intelligence, neuroscience...

The problem is that disruptions exist and will accelerate with time:

- The decline of material abundance with the successive shortages linked to the economic crises that we know to date (Ukraine, COVID 19, global economic instability and above all inflation whether controlled and/or artificially created for certain companies to generate wealth). The crisis calls into question many systems, enriches some but leaves others in a state of uncertainty. In the meantime, humans, workers and families are questioning themselves without psychological support; those who can direct their path to a better life are a minority. We must help and accompany those who are left behind.

- Digitalization, uberization are accelerating as well as robotization, algorithms and artificial intelligence, which is leading to a mutation of activities initiated by Men.

A socio-economically autonomous world is being created. The need to make our lives more autonomous and the increase of systems based on individuals is a sign of it.

- The economy based on speculative bubbles is collapsing to leave room for human and creative values. We can observe the numerous initiatives taken by new generations through the use of sustainable, recyclable elements, the efforts of companies on the Corporate Social Responsibility (CSR) or Sustainable Development policy.

- Career changes resulting from burnouts and deterioration of personal situations are signs that our current professional and societal model needs to evolve.

1.3 Objectives of the study

The aim of this study is not only to solve our current psychological problems on a global scale. I want to use it as a tool to implement progressive solutions to improve our life purpose and life mission.

Here are a few examples of how we could start:

- Improve our current business world and raise awareness of change management.

- Reconcile well-being and performance in companies and organizations.

- Prevent stress, burnout and psychosocial risks.

- Help companies to train their employees with both benevolence and performance.

- Help leaders improve themselves and bring benevolence to their colleagues and the people they manage. The new Leadership is Humanship.

- Reveal emotional intelligence and/or emotional quotient and bring spirituality or holistic education to improve well-being.

- Study changes and behavioral shifts when it comes to questioning one's life after experiencing a burnout.

- Create tools to transform one's objectives into concrete actions, offer conferences, highlight and make accessible to all a set of tools of consulting / coaching / skills assessment.

- In a more holistic way, to associate our spiritual aspect to the material one and radiate in a beautiful way, become aware of the detachment of the different bodies (physical, etheric, causal, astral and mental bodies)

- Make one's rationale clearer for everyone.

- Identify what takes us away from the guidelines and align coherently with the World around us.

- Propose an open discussion on an education stream to adopt or reinvent in a hybrid way.

1.4 Study framework

This study was carried out based on several elements:

- A look back at history and what pushed us to evolve by trend or necessity,

- Excerpts from readings, speeches, conferences, scientific studies

- Testimonies that allow us to enrich our critical thinking on the subject.

1.5 Research hypotheses

Several hypotheses allow us to combine societal changes and new knowledge in psychology with the new needs and expectations of today's world.

1.5.1 Hypothesis 1

How does awareness make it possible to shake up the pre-established society and to elevate human interactions via the management of tomorrow?

1.5.2 Hypothesis 2

How does the attachment of awareness to the different bodies (physical body, esoteric body, causal, astral, mental, etc.) make it possible to develop one's autonomy and to harmonize with our deep "me" to access a certain plenitude which goes beyond the socio-economic context/issues?

1.5.3 Hypothesis 3

How can neuroscience help us develop our emotional intelligence? What tools and methods can be put in place to teach them to children and adults for more sustainability?

1.6 Limits of the study

This study is limited to human barriers, concerning the acceptance and open-mindedness of different readers.

Many subjects complement each other but diverge according to the spiritual, behavioral and sociological beliefs of each.

The aim is not to create another religion/belief but to leave the debate open and demonstrate that our beliefs can come from our own resources before being influenced.

Defining a universal solution is utopian, but it may be possible to initiate a collaboration of global collective thought that would take into consideration certain current movements

and could be taken up within various governments in charge of sociological changes.

Another limit concerns the bias that may exist given the plurality of interactions linked to our very different and sometimes atypical life paths, but I consider this diversity to be a real richness.

Finally, controversies oppose certain supporters of "neurobiologist" currents of thought and others with a "psychological or social" vision, this theoretical debate also opposes transhumanism[4] and the cultural side and complex, dialectical and ethical interactions.

1.7 Document's structure

This study is divided into eight main sections.

The first chapter is an overview of the societal and economic context that leads to our research hypotheses and the problem at stake in the study. The second chapter defines the research methodology. The third chapter provides a historical overview of the different types of leadership in order to better understand past applications, make the link with the social disruption and highlight new types of leadership.

The fourth section develops the role of neuroscience in this study. In a fifth part we analyze the role spirituality and neuroscience can play to develop human potential. The sixth chapter emphasizes on using awareness to achieve well-

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[4] Definition from Le Robert Dictionary, Transhumanism: school of thought according to which the physical and intellectual capacities of the human being could be increased thanks to scientific and technical progress (cf. augmented human being).

being at work. The seventh chapter gives concrete tools to develop mindfulness in companies and improve economic productivity as well as well-being of the employees.

The eighth chapter gives a final answer to the hypotheses formulated at the beginning of the study.

CHAPTER TWO: Research methodology

2.1 Research methodology

The publications were identified and selected according to various databases and the following approaches:

1) **Qualitative approach** concerning philosophical readings, with authors who have revolutionized their own lives and speakers who are recognized worldwide for their influences.

2) **Quantitative approach** with the bias of medical studies in neuroscience and cognitive biases.

3) **Holistic approach** with the fruit of my experience and the development of my knowledge which engages only my beliefs including my training in Laughter Yoga and Ericksonian hypnosis.

4) **Case studies**:

- Case study of the company Yves Rocher and its franchisees, managerial relations in a perimeter of 26 beauty centers, a global turnover of 16 million Euros and representing 80 employees with a turnover of 10% in the occupation.

- Case study of the company Feu Vert SAS and its franchisees, managerial relations in a perimeter of 30 car repair centers, a global turnover of 39 million Euros and representing 340 employees with a turnover of 40% in the profession.

- Case study of Maxizoo, a retailer selling accessories and pet food.

2.2 Data collection method

As my research progressed, I was able to interview individuals according to my interest, such as: Instagram profiles with professional retraining, "lifestyle" related to the subject of the study, follow-up over several months and several years on the evolution of these profiles from an experimental point of view, management of emotions and results in business and society.

This research has focused on the last 10 years, enriched by the variety of backgrounds of the people I encountered, conversations and various contacts.

The tools used are linked to the use of computers, videoconference and face-to-face conversations for interviews and readings in different formats (web, books, scientific journals and individual and personal questions with consultants, including those offering skills assessments for vocational guidance).

Regarding the Feu Vert company, the data collected is based on information provided by the different Human Resources departments.

Data was also provided through the scientific studies cited in this study.

To conclude this chapter, I have chosen those methods thanks to a part of intuition, which I have decided to highlight in this study.

It is then a question of undertaking a spiritual approach and following one's heart.

CHAPTER THREE: The different types of leadership

3.1 Introduction

This chapter is an important step to start this study because it adds to our societal reality a context of rupture.

The content of this part does not require detailing what has already been "standardized" in the past or in various literatures.

The idea is to synthetically compare current currents of leadership and compare them to our new form of **"enlightened" leadership**.

For this, a historical summary is necessary to understand better the road that was traveled, and which one still has to go.

We all need a humanist leader. Leadership is considered as effective when others do what they are asked to do. The true leader must act with a certain enthusiasm, be at ease in all circumstances, especially in uncertainty, he learns on the way thanks to his courage, his tenacity and the respect he has for others to lead them in the good direction.

3.2 Leadership according to generations

The concept of the word « Leader » dates back to the 8th century and appeared in England.

We will study here the different styles of existing leadership in order to observe the evolutions, the current ones and those to come.

According to a set of known definitions and to synthesize, Leadership is the global influence in the fields of politics, social and psychological of an individual on a group. The leader has many personal skills that enable him to interact with a community in order to be listened to and followed.

Hundreds of definitions exist, here is the one I have chosen, and which corresponds the most to the object of my research:

The current leader relies on values of encouragement from his teams and is endowed with strong collective support to encourage self-transcendence and build an optimistic community.

"Companies have been forced to transform the way they develop and sell their products to meet the demands of an increasingly well-informed clientele. In the same way, the cohabitation of four generations within an organization or a team induces a change in the way of managing.

The employees of various generations who work side by side in the company have very different expectations, values and needs. These differences are noticeable, among other things, in relations with the hierarchy, the search for quality

of life at work, work-life balance, commitment, career plan, rewards and feedback. »

Context and generations' timelines:

The social, political and economic context in which each of these generations lived from childhood to adulthood shaped the thinking of each cohort and influenced their attitude towards work. Here is a study that compares the various generations. The initial study is from 2007, which makes the « current age » different than what it is now with the same dates of birth. It is an important point to take into account when understanding this analysis. The study however is still interesting as the differences remain even though the age is not accurate anymore.[5]

Generation	Date of birth	Current age
Traditionalists	Between 1925 and 1945	62 years old and more
Baby-boomers	Between 1946 and 1964	43 to 61 years old
X Generation	Between 1965 and 1980	27 to 42 years old
Y Generation	Since 1981	26 years old and less

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[5] DUGUAY Pierre, CRHA, president of Com-Inter and FORTIER Madeleine, consultant in quality of life in the workplace, « Générations : Un leader pour tous! », Effectif, vol. 10, no.1, January/February/March, 2007

Four employees and their ideal manager:

Georges, traditionalist, 65 years old.

Context:

His generation knew the reconstruction period following 1929's depression and the Second World War. After these events they had to work hard and make huge sacrifices to build the economy again.

Childhood:

It is marked by discipline, fixed schedules and obedience.

Specificities:

Georges respects traditional values. Institutions are very important to him and he places all his trust in them. Disciplined, he has a concern for the economy and a sense of sacrifice for the common good. For him, morality and ethics are paramount values.

His ideal manager: Directive, logical, fair and coherent, he/she sets long-term objectives, a clear direction and precise expectations for work.

The manager who scares him away: Undecided, he/she fears making decisions that will not be popular.

Patricia, optimist baby-boomer, 53 years old.

Context:

Her generation took full advantage of post-war prosperity, the explosion of consumer products and the rise of television. Legacy of May 1968, "generation sixty-eight", it is forbidden to forbid, and on the USA Woodstock side, the hippies against the war in Vietnam, etc…).

Childhood:

Mommy is home after school with milk and baked cookies. Growing up, Patricia questions authority and wants to change the world.

Specificities:

The weight of the number of baby boomers has always given her the feeling of being able to do great things. At the same time, she had to work hard to stand out from the crowd, both at school and at work. She wants to see her value recognized by her peers and especially by her boss.

Her ideal manager: He/She seeks consensus. Democratic, warm, people-oriented, he/she is a boss who works with the group to define the vision and mission. He/She appreciates Patricia's contribution.

The manager who scares her away: He/She is closed to new ideas and discussion, arrogant and bureaucrat.

Geneviève, X Generation, skeptical, 30 years old

Context:

Geneviève's generation has seen the symbols of stability crumble: corporate scandals, rising divorce rates, company restructuring, layoffs. Technology is developing and we are witnessing the emergence of the personal computer. All the mechanisms are dismantled, from the making of heroes to the production of a film.

Childhood:

Both of her parents work. She belongs to the first generation of children that go back from school with their home key around their necks. Waiting for her mother, she plays video games or computer games. The world does not feel as secure as it used to, some children disappear, and they publish their pictures on the milk carton boxes.

Specificities:

She learnt how to believe in herself instead of in other people or the institutions. She is independent and full of resources, yet her journey to success has not been easy. She is autonomous and excellent in developing what others have created without having time to develop the idea.

Her ideal manager: He/She is competent, frank and results-oriented. He/She is simple and goes straight to the point. He/She gives Genevièves a project with a due date and lets her work on her own. He/She is also constantly looking for opportunities to help her develop.

The manager who scares her away: He/She is a specialist of micro-management. He/She speaks but does not

act according to what he/she says. He/She spends too much time on processes and not enough on results.

Mathieu, Y generation, realist, 25 years old

Context:

Technology has made spectacular leaps. Mathieu's generation has access to material everyday more complex, sophisticated and miniaturized. The Internet enables us to visit virtually several countries, to speak with people from everywhere, and to receive an incredible amount of information. That makes Mathieu and the youngsters from his generation more realistic and pragmatic when it comes to the challenges of modern life.

Childhood:

We do not see pictures of missing children on milk carton boxes anymore but see children dead or hurt in school shootings. His parents ask his opinion for everything (holidays, choice of a computer, even choice of the partner!) and regularly encourage him.

Specificities:

He is a networking person for whom the world is small. He is used to being consulted and encouraged and expects the same at work. Multi-skilled, he wants everything, he seeks change, challenges and stimulation.

His ideal manager: He/She is good in transmitting his/her knowledge, with a positive attitude, and realizations-oriented. He/She knows Mathieu's personal objectives and helps him achieve a personal life and work balance.

The manager that scares him away: He/She is cynical, treats him as if he were too young to have real skills and value. Moreover, he/she feels threatened by his technical knowledge.

A common Leader?

Can a coherent portrait of Leader emerge from these different expectations? How can we address them all without being excessive and losing sight of the company's objectives?

We could gather **the behaviors of a transformational leader** under four categories, which can answer differently the expectations of Georges, Patricia, Geneviève and Mathieu.

Their ideal manager:

1) He/She **believes in them**: autonomy, acknowledgement of their value and skills;

2) He/She helps them **find a balance**: flexibility, feeling that the manager is careful of their needs;

3) He/She builds a **career plan** with them that takes into account the **realization of their own personal potential**;

4) He/She **adapts to differences** but remains fair and does not sacrifice the objectives of the company.

« The manager is a key player who must recognize the stakes of a clash of generations, create occasions to communicate and share, put people development at the top of the priority list and finally facilitate the knowledge transfer. » [6]

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[6] AUDET Michel, "La gestion de la relève et le choc des générations" in Gestion, 2004/3 vol 29

3.3 The collaborative Leadership and its evolution

In a world where everything changes very quickly, the agile and resilient Manager's method is essential to adapt constantly with flexibility. A resilient Manager knows how to maintain trust among his/her staff, he/she regulates emotions and projects himself/herself into the future despite stress or a major crisis.

62 % of managers today would be ready to hire mostly on the base of a person's « soft skills » like creativity, communication, personality and adaptability.

Nowadays, considering the uncertain economic context, individuals want their Leader to have more skills related to **charismatic vision** and inspiration to encourage thinking out of the box.[7]

3.3.1 The transformative leadership

This charismatic leader especially brings an optimistic vision based on innovation and the collective mission to transform the older generation's codes and revolutionize the company from inside. This Leader bases his/her approach on communication, the opinion of his/her coworkers and their ideas, encouragement and commitment.

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[7] Steve Job, "Think Different" campaign launched in 1997

3.3.2 The objectives leadership

He/She defines a common roadmap with his/her coworkers in order to reach operational excellence and solve the difficulties on the way while challenging the existing resources. It can mean negotiating again certain objectives in full autonomy or delegating certain tasks.

3.3.3 The exemplarity leadership

This Leader basically relies on sharing values like altruism, fairness and collective integrity to facilitate team construction and cohesion.

3.3.4 The authentic leadership

The overall feeling of fulfillment and creation of a positive climate enables transparency and conscious agreement with oneself, respect of one's values and those of others.

The authentic leader is leading with his/her heart as well as his/her head, and makes decisions respecting his/her values. He/she is able to trust his/her singularity, does not have to force himself/herself to be a perfect manager according to the others: he/she stays true to himself/herself. « One leads with one's own personality. The best thing we

can do to differentiate oneself is to be true »[8], says Éric Brunelle, Associate Professor in the Management Department of HEC Montréal.

The authentic leader builds his/her legitimacy by having honest relationships with people. Instead of letting the expectations of others determine how he/she should work, he/she tries to be the same person at home and at work. The authentic leaders generally are positive people, who have a realistic perception of themselves and promote open-mindedness.

Some studies show that Y and Z new generations have a vision of the company based on experimentation. They work differently, seeking meaning and willing to contribute to organizations' future when they share common values. They are ambassadors of transformation, looking for regular and quick feedback as the manager is not as their manager is not as prescriptive as they used to be. They shape the numerical world with their « test and learn » way of thinking. Their autonomy is increased and demands a faster evolution as the pace quickens.

To sum it up, here are the evolutions in terms of expectations that this new generation has.[9]

[8] https://www.revuegestion.ca/le-leadership-authentique-diriger-et-inspirer-en-etant-soi-meme, October 2019 (accessed June 27, 2023)

[9] https://arctus.com/fr/levolution-management-leadership-face-aux-jeunes-generations/ REYRE Isabelle, July 2022 (accessed June 27, 2023)

YESTERDAY	TODAY
My salary	➔ My aim
My satisfaction	➔ My development
My boss	➔ My coach
My anual evaluation	➔ My common conversation
My weaknesses	➔ My strengths
My job	➔ My life

BEFORE		NOWADAYS EXPECTATIONS
Manage and control		Stimulate
Show the example		Accompany
Realize		Decide
Passing on instructions	➔	Help understand decisions
Define functions		Entrusting assignments
Have ideas		Generate ideas
Manage what is existing		Imprive what is existing, innovate
Manage and lead individuals		Manage and lead a team

This enables us to understand better what younger generations want in terms of innovation, change and mission. Personal development and balanced private/personal life are decisive elements in their daily choices.

3.4 Enlightened leadership and awakening of a form of internal spirituality

« Our world needs contemporary wise people, as talented to abandon oneself to silence as to create breathtaking innovations».[10]

A new form of Leadership currently emerges that implies mindfulness. We will see its principles and how it applies workwise and in our everyday lives.

Our world suffers from an ecological, social and spiritual fracture.[11] Otto Scharmer highlights the fact that the number of people who died of suicide has exceeded the one of people dead because of wars. Psychological depressions have increased by +18% from 2005 to 2015 according to WHO (World Health Organization), and now concern more than 300 million people in the world.

« For the first time in Humanity's history, the destiny of future generations is closely related to our actions ».[12]

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[10] RABBIN Robert, author, Initier votre Âme au travail, October 2010

[11] SCHARMER Otto, *La théorie U, Renouveler le leadership*, Éditions Yves Michel, 2016

[12] RICARD Matthieu, conférence TEDx Paris, 2013

3.4.1 Are emotions and desire for change the nerve centers of all human evolution? Does spirituality exist in an invisible way in companies?

Consciences are awakening everywhere in the world. Stress, disillusion and uneasy feelings in the workplace have societal, social and personal consequences because they create confusion and malfunctions. Our Leaders then have the heavy responsibility to lead us to a necessary adjustment in order not to be dragged down by the old ways of working that do not correspond anymore to the changing world we live in.

Many companies start freeing themselves from traditional hierarchical systems in order to satisfy their thirst for meaning and their need to believe in what they do. It paves the way for an increased collective accomplishment characterized by a society in need of authentic human resources.

We usually find spirituality in the personal sphere by essence, yet it subtly integrates itself in the business world thanks to its empirical essence. It shapes the individual as a whole and pushes one to use one's instinct and heart and not only one's rationality and brains when taking actions.

Indeed, this new world is not about addressing a new management doctrine or improving the efficiency of an organization while keeping on exhausting its workers. It is about reinventing the very function of our business world and directing it towards actions that are more sustainable, fair and agile.

We previously illustrated and detailed the end of a blind race for performance and classical systems of pyramidal organizations. The true potential lies in immense human wealth.

The development potential of a company is linked to the level of conscience and open-mindedness and possibly even to the spiritual development of the individuals who work in it. The world is ingenious and intellectual resources are abundant. However, it lacks wise people ready to change the actions and lack of actions that have caused the successive crises we face nowadays. 60% of the world GDP (Gross Domestic Product) is created by the private sector that is the main cause of global warming. « 100 companies alone have caused 71% of greenhouse gas emissions since 1988»[13].

This dominant system has led us to extreme capitalism pushing leaders to reinvent themselves to serve better the interests of their hierarchy seeking financial profits. It created a feeling of unease in the work environment as well as a loss of meaning for many individuals that did not feel comfortable with the idea of blindly following orders. The rise of social networks and digitalization of human relationships worsened this phenomenon of loss of bearings and feeling of mismatch with the current real world.

The spiritual dimension enables individuals who feel lost to reconnect with the real world and other human beings, away from screens and economic injunctions.

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[13] Carbon Majors Reports 2017

« The ego says: when everything is in place, I will find peace. The soul says: find peace and everything will fall into place. »[14]

3.4.2 Inner liberation, daring and knowing how to come back to oneself

Freeing oneself from our old patterns and reuniting with oneself is the base to act in a different and new way in a company and stop living fleetingly and superficially.

« The big mistake of our time has been to lean, I even say to bend people's minds towards the search for material well-being. We must raise people's spirits, turn them towards conscience, towards beauty, fairness and truth, towards selflessness and greatness. It is then and only then that one will find peace with oneself and therefore with society. ».[15]

Introspection is a fundamental key as well as being humble when facing one's nature.

Here is the testimony of the author Romain Cristofini[16]:

« Like a big void…

In 2009, the crisis was arriving in France. For the first time in seven years, my company experienced decline. The uncertainty of its future grew. Years of sacrifice and efforts could vanish. Because I was afraid of losing everything, I had

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[14] WALSCH Neale Donald, *Conversations avec Dieu*, Éditions J'ai Lu, 2003
[15] HUGO Victor, Speech to the National Assembly, session of November 11, 1848
[16] www.romaincristofini.com   www.monastera.org,   2019 (accessed June 27, 2023)

no other choice but to hold on. Contrary to an employee, there was no escape for the entrepreneur I am: the captain sinks with his ship.

This is when I realized that my creation – my company- now possessed me: I was tied up to it, its employees, its clients, morally and physically. In a bulimic way, it had taken a huge place in my life and I harshly came to the conclusion that I had lost the freedom that I had always cherished. My weeks were heavy, I slept away from home two days a week. I could not attend my team workers carefully, and my grown-up children blamed me for being absent at home. So, I decided to sell my company: I did not want to be tied up forever. At the precise moment when I made this decision, I already felt there was no way back.

After a year, the company was experiencing good growth again, but happiness did not come back. Despite record numbers, I ceded control of my company, knowing I would definitely leave three years later.

Nevertheless, I had created this company from scratch, willing to change the business world by reducing its suffering. When I was thirty years old, I had put my heart and convictions into it. And yet… Year after year, the adventure of the beginnings gradually gave way to the demands of customers, management, to the pressure of filling the order book. The prevention of psychosocial risks (our profession) became a « business ». And I put on the boss's costume and its obligations without realizing it. Yet the most important point was somewhere else: my daily life and actions dissolved my sense of commitment. I lost my enthusiasm, the sacred fire that made me want to get up in the morning to change the world. I felt suffocated by the

operational demands (what nearly caused me a burnout), something inside me got turned off. I lost myself on the way and irresistibly needed to reconnect with the thread of my existence. Breaking free was not a reasonable choice, it was an existential necessity. I had to reconnect with myself. Being « successful » financially speaking, I was realizing that the security I had acquired was only highlighting my need for deeper meaning. Deep inside me, I also felt guilty when thinking about my children's future: I knew that our society and our world were agonizing, and I felt I did not do my part. I wished they could later think that their father did everything he could. Sometime, life « hits » something inside of us, as if it asked to be able to spring out of our bodies and make us more alive.

It is as if our inner self wants to remind us that it exists. One can wait, repress one's discomfort and put up with an unsatisfactory personal or professional life for a while, but there is always a price to pay for it on a physical or psychological level.

In my case, there was also a risk I was not ready to take: the one to be missing out on the true experience of life. I realize now that all those years, my inner life had dried up. In ten years of time, I had not really taken any time to step back. Holidays were more a saving occasion to catch my breath than a real encounter with myself. I was teaching others but did not take time to register myself for any course. My role, my responsibilities and my need to succeed had extinguished my deepest aspirations, putting my existence on hold. I did not have any coach, any therapist or any other space that could actually make me realize my inner wasteland. I was an efficient leader, hyper operational and

sharp. I was intellectual and innovative, but in an automatic way. I had been concentrating so much on doing, that I had forgotten being. Ideas and decisions came from my head, rarely from my heart, almost never from my soul. I was not fully alive and certainly not capable of reinventing the future, breathing new life into the company's project or inspiring our teams. Spirituality had deserted my life.

On the 1st of April 2014, the day after the final sale of my company, I found myself at home, alone, with no job. I was no longer the boss, just a dad who sometimes ran into one of his ex-employees when he took his little girl to school. I had no idea what to do next, no plans, and I did not want any. For an uncertain time, I had decided to take a break. To understand better what had brought me to this point, to let go of what had to die inside me and let Life come. »

3.4.3 The leader and the ego

Here we can see how important the ego is in our society and the suffering it can cause, such as control, wars, submission, dictatorship and much more...

To illustrate this, here is a testimony[17] from Jean-Bernard Rivaton, 68 years old, Chairman of the Supervisory Board of Exhibit Group that he founded in 1991, and currently employs 130 people.

« In the 1970s, business schools trained managers who were very autocratic and directive. I remember the

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[17] CRISTOFINI Romain, *L'intelligence spirituelle au cœur du leadership*, Intereditions, 2019

emblem of EM Lyon was the crocodile because "it had long teeth, tough skin and it could swim". I was that man in the early years of my life.

When I created my company, I stayed on that path and modeled it according to a pyramid model headed by a cold and unfailing boss.

As the years went by, I realized that I was doing a lot of damage to myself. The first indicators were, I think, the loss of meaning and the feeling that I was developing the business without it being a joy for me. It was even sad in a way, despite the success.

Work meetings, particularly executive committee meetings, were held with over-powering egos. They had become toxic. My colleagues were like me: I modeled and we created this toxicity together. The atmosphere had become poisonous. When I was very young, I read a lot of spiritual books and I was careful about what I ate.

But there was a sort of rupture between the young man I had been and what I had become. I had forgotten all that. I no longer paid attention to my body. I no longer paid attention to my relationships with others in my company. I do not think I was a good person in that respect. I thought about quitting everything, changing jobs to find meaning again, not just the meaning of work but the meaning of my life. It was as if a blanket had gradually been put over this gentleness, this goodness that I had within me.

I was protecting myself to build up this image of myself as a boss and in the end, it hurt me a lot and it hurt other people a lot as well. The trigger for my changeover was something very private: my wife decided to leave me. That

was very painful for me. That is when I realized just how much I could hurt people around me. I had not even been aware of what was happening in our relationship, which was in fact a mirror image of what was happening in my business.

After this followed a great emptiness, a period of great grief and sadness.... This triggered some work on myself, in particular with a coach and various other support people.

In fact, I was totally lost. I did not know what I was going to do, I was in a deep abyss. I did not even know if I was going to continue with my company. On the advice of some friends, I had lunch with a woman who was also a companion and who said this surprising sentence to me: "Your ex-wife has given you the greatest gift in the world". At the time, of course, I did not understand. I even thought she was making fun of me. In fact, this sentence made me realize that there were other ways of relating to others.

The second trigger was an intensive retreat in a Buddhist monastery, involving meditation, teachings and group discussions.

It was so transformative that I did not want to leave. I discovered that you could calm your mind and your emotions. But I also discovered something mind-boggling: that there is a consciousness, a 'self', that never moves. I discovered a kind of distance between me and myself.

In meditation, you can find everything. You can access a space of unconditional calm. I did not want to leave because I felt so good.

All this began to calm the man I was. When I analyzed what had happened, I realized that I had built up layers to protect myself. Over the years, I had created the persona

that I thought was normal for a boss. A very austere person, with an overpowering ego. My view of others was that people are fallible and therefore need to be controlled. I could no longer be that man...

My personal transformation enabled me to take a different look at my company. I also said to myself that I could not keep to myself what I had discovered personally.

So, the first thing I did was to share it. I spoke to my partners and managers. Essentially, I said to them: you can see that I am changing on a personal level. If you want, I would like to give you the opportunity to work on yourself too, without of course imposing any model. Substantial training budgets have been dedicated to this, a managerless department has been set up, team leaders have been co-opted, personal development trainings have been implemented, a meditation room has been set up, and a completely atypical, creative and open head office has been created.

I remember the first time I suggested to my executive committee that we conduct our meeting differently. I took the plunge and asked them to sit down, to connect with the sky and the earth, in a meditative posture. I asked them to connect with each other, taking a moment of silence. When the silence began, I was obviously terrified. I saw that some of them were smiling, which made me feel uncomfortable, but that is how it started. I think you have to know how to take the plunge. It is a bit like crossing the threshold of the hero's journey. I put it off for a long time. I think I was afraid of being ridiculed. And I had to let go of the belief that a leader had to be heroic.

How would you sum up my personal transformation? A lot of emotions, much better human relations in the company.

The most important thing for me is to be able to speak from the heart, without fear, to be authentic. I am humble about my contribution, but the fact of contributing, even in a small way, is wonderful for me. As a boss, I can have an impact on 130 people, who in turn can have an impact on others. Imagine if the big companies got involved... For my part, I feel I have a duty to contribute to a better world, through my personal actions and those of the company. I do this by giving testimonials to schools and professional associations. I do these testimonials from the heart, because that's what touches people. My life's mission is to pass on my knowledge to young people. I am firmly convinced that many managers go through a lot of suffering and do not say so. And they experience this suffering as an intrinsic part of their profession. Being a manager is a wonderful job if you see it as the management of a project that is above all human.

One should not be afraid to humanize your job, to peel away the layers of protection we put on ourselves to shield ourselves from both external and internal attacks. Open up your heart and soul and you'll see the benefits for your teams. There is no risk in being authentic!

The further I go, the more I believe that the role of an entrepreneur is to play that part. The world is undergoing profound change, and the role of the company is to have an impact on its environment. I used to believe that a company was there to make money, to make a profit and that employees were there to execute. The new belief I have

installed is that a company has different missions. And one of them is to help people develop as human beings.

I believe that the leader of the future will have the ambition to lead very human companies and will attach importance to spirituality, i.e. meaning. We need to give power back to the soul, to rebalance the soul (vision) and the ego (ambition). I believe the great leaders of tomorrow will be humanist visionaries capable of bringing together all the stakeholders to help build a sustainable world. »

Jean-Bernard's story illustrates how he 'let go' of his image and therefore of the veil, the mask imposed by his past beliefs, and became aware of the dangers caused by his ego. He discovered that the ego distracts us from human relationships. The spiritual journey in business is underway, serving individuals in complete freedom, integrating humor, advocating better living, living in peace at the heart of the system.[18] Another key to achieving this collective success is to identify our own personal wounds, such as rejection, abandonment, humiliation, betrayal and injustice.[19] [20]

Many books and methods exist on this subject to meet coaching needs. Growing training courses and the rise of personal development in companies mean that we can take off this egotistical mask and reconnect with our life goals and our deepest aspirations.

It is important to look at our successes and failures in a different way, to put them into perspective, to

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[18] BALSEINTE Marion, *Spiritualité et leadership dans les organisations*, Colligence, April 2014
[19] https://hypnos-therapie.fr/les-5-blessures-de-lame/ (accessed June 27, 2023)
[20] BOURBEAU Lise, *Les 5 blessures qui empêchent d'être soi-même*, Pocket, 2013

shine a light on them, to savor our successes with love and gratitude so that we can manage our ego in a balanced way.

« The two most important days of your life are the day you are born and the day you find out why »

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Mark Twain.

CHAPTER FOUR: The role of neuroscience

"Intelligence is the ability to adapt to change" - Stephen Hawking, physicist.

The stakes of research into applied neuroscience are high, considering it can provide invaluable tools for developing well-being and self-awareness.

Faced with a world that is increasingly connected, but at the same time more complex and uncertain, we are suffering from more stress and anxiety, which can lead to inappropriate or even aggressive behaviors.

Wouldn't this feeling be exacerbated by geopolitical crises, wars and, on a larger scale, the impression of a certain political will to subjugate people?

4.1 What is neuroscience?

According to several universal definitions, theoretical neuroscience develops biological studies, theories and scientific models to describe the activity of the human brain.

Since the 1990s, numerous Nobel Prizes have been awarded in recognition of innovative scientific research and considerable advances in brain imaging. It has made it possible to observe the cognitive functions and behavior of individuals in order to identify the various structures of the brain. These indispensable measuring tools have also been created to be able to act structurally in applications such as the development of clinical, cognitive and surgical

neuroscience, but also in fields such as finance, marketing, law and artificial intelligence, or even the metaverse.

Possible applications include[21]:

Figure 1: Biological science of neuroscience

Branch	Main subjects	Experimental and theoretical methods
Neurobiology	Biological study of the brain system	*All the methods below*
Neurodevelopment	Cell proliferation, Neurogenesis, Axonal guidance, Dendritic development, Neuronal migration, Growth factor, Neuromuscular junction, Neurotrophin, Apoptosis, Synaptogenesis	Xenopus oocyte, Protein chemistry, Genomics, Drosophila, HOX genes
Molecular neurobiology	Protein biosynthesis, Protein transport, Ion channels	
Neurohistology	Neurocytology, Glia (Astrocyte, Schwann cell, Oligodendrocyte, Microglia)	Immunohistochemistry, Electron microscopy
Neurophysiology	Action potential, Synapse, Synaptic transmission, Neurotransmitters, Photoreceptors, Neuroendocrinology, Neuroimmunology	PCR, Patch clamp, Molecular cloning, Biochemical assay, Fluorescent in situ hybridization, Southern blots, DNA chip, Green fluorescent protein, Calcium imaging, HPLC, Microdialysis, Functional genomics
Neuroanatomy	Somatosensory system, Visual system, Primary visual cortex, Auditory system, Vestibular system	Dissection, Light microscopy, Neuronal tracing
Functional neuroanatomy	Hearing, Sensory integration, Nociception, Colour vision, Olfaction, Motor system, Spinal cord, Sleep, Homeostasis, Vigilance, Attention	
Neuropharmacology	Ion channel, Signal transduction	Psycho(neuro)pharmacology Neuropsychopharmacology
Psychophysiology	circadian rhythms	Evoked potential

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[21] Wikipedia https://fr.wikipedia.org/wiki/Neurosciences (accessed June 27, 2023)

Figure 2: Cognitive science of neuroscience

Branch	Main subjects	Experimental and theoretical methods
Emotional neuroscience	Emotions, motivation, pain	Experimental methods of human genetics
Behavioural neuroscience	Behavioural genetics, biological psychology, equilibrium (behaviour), aggression behaviour, maternal behaviour, sexual behaviour, homeostasis, motor control, activation effect of hormones	Animal model, mouse knock-out
Cognitive neuroscience	alertness, attention, perception, vision, hearing, smell, taste, decision-making, language, memory, motor learning	EEG, MEG, MRI, TEP, SPECT, transcranial magnetic stimulation, experimental methods of cognitive psychology, psychometrics
Social neuroscience	Cognition, emotions, motivation, social perception, moral reasoning, empathy	Theoretical models of social psychology, cognitive science an biology
Neurolinguistics	Language, Broca area, language acquisition, perception of speech	Theoretical models of psycholinguistics, experimental methods of cognitive neuroscience

Figure 3: Medical science of neuroscience

Branch	Main subjects	Experimental and theoretical methods
Neuropathology		
Neurology	Dementia, peripheral neuropathy, spinal cord injury, head injury, autonomic nervous system, Parkinson's disease, amnesia	Clinical trial, neuropharmacology, deep brain stimulation, neurosurgery
Neuropsychology	Aphasia, apraxia	
Psychiatry	Schizophrenia, depression, addiction, anxiety	

Figure 4: Technological science and engineering of neuroscience

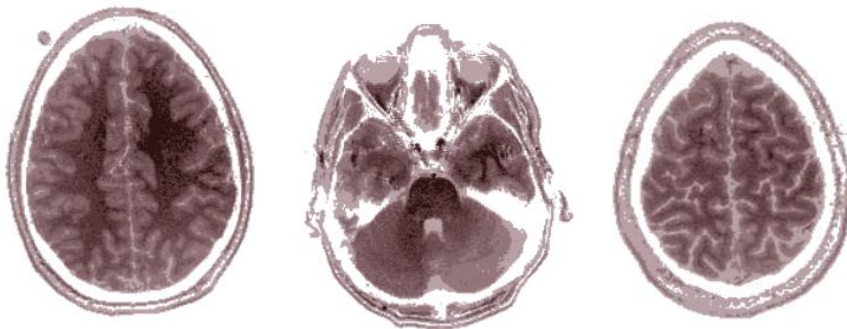| Branch	Main subjects	Experimental and theoretical methods
Neuro-engineering	Direct neural interface	Electromyogram, EEG, MEG
Brain imaging	Structural imaging, Functional imaging	Positron Emission Tomography (PET Scan), Magnetic resonance imaging, magnetoencephalography, diffusion MRI

Figure 5: The different Nobel Prizes in neuroscience[22]

Year	Laureate	Rationale
1904	Ivan Petrovich Pavlov	"in recognition of his work on the physiology of digestion, through which knowledge on vital aspects of the subject has been transformed and enlarged"
1906	Camillo Golgi	"in recognition of their work on the structure of the nervous system"
	Santiago Ramón y Cajal	
1911	Allvar Gullstrand	"for his work on the dioptric of the eye"
1914	Robert Bárány	"for his work on the physiology and pathology of the vestibular apparatus"
1932	Charles Scott Sherrington	"for their discoveries regarding the functions of neurons"
	Edgar Douglas Adrian	
1936	Henry Hallett Dale	" for their discoveries relating to chemical transmission of nerve impulses "
	Otto Loewi	
1938	Corneille Jean-François Heymans	" for the discovery of the role played by the sinus and aortic mechanisms in the regulation of respiration "
1944	Joseph Erlanger	" for their discoveries relating to the highly differentiated functions of single nerve fibers "
	Herbert Spencer Gasser	
1949	Walter Rudolf Hess	" for his discovery of the functional organization of the interbrain as a coordinator of the activities of the internal organs"
	António Caetano Egas Moniz	" for his discovery of the therapeutic value of leucotomy in certain psychoses "
1955	Vincent du Vigneaud	" for his work on biochemically important sulfur compounds, especially for the first synthesis of a polypeptide hormone" (oxytocin)
1957	Daniel Bovet	" for his discoveries relating to synthetic compounds that inhibit the action of certain body substances, and especially their action on the vascular system and the skeletal muscles"
1961	Georg von Békésy	" for his discoveries of the physical mechanism of stimulation within the cochlea"
1963	John Carew Eccles	" for their discoveries concerning the ionic mechanisms involved in excitation and inhibition in the peripheral and central portions of the nerve cell membrane"
	Alan Lloyd Hodgkin	
	Andrew Fielding Huxley	
1967	Ragnar Granit	" for their discoveries concerning the primary physiological and chemical visual processes in the eye"
	Haldan Keffer Hartline	
	George Wald	
1970	Julius Axelrod	"for their discoveries concerning the humeral transmitters in the nerve terminals and the mechanism for their storage, release and inactivation"
	Ulf von Euler	
	Bernard Katz	
1973	Karl von Frisch	"for their discoveries concerning organization and elicitation of individual and social behavior patterns"
	Konrad Lorenz	

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[22] Source Wikipedia: https://en.wikipedia.org/wiki/Neuroscience
(accessed June 27, 2023)

	Nikolaas Tinbergen	
1977	Roger Guillemin	"for their discoveries concerning the peptide hormone production of the brain"
	Andrew V. Schally	
1981	Roger W. Sperry	"for his discoveries concerning the functional specialization of the cerebral hemispheres"
	David H. Hubel	"for their discoveries concerning information processing in the visual system"
	Torsten N. Wiesel	
1986	Stanley Cohen	"for their discoveries of growth factors"
	Rita Levi-Montalcini	
1997	Stanley B. Prusiner	"for his discovery of Prions - a new biological principle of infection"
	Jens C. Skou	"for the first discovery of an ion-transporting enzyme, Na+, K+ -ATPase"
2000	Arvid Carlsson	"for their discoveries concerning signal transduction in the nervous system"
	Paul Greengard	
	Eric R. Kandel	
2003	Roderick MacKinnon	"for discoveries concerning channels in cell membranes for structural and mechanistic studies of ion channels"
2004	Richard Axel	"for their discoveries of odorant receptors and the organization of the olfactory system"
	Linda B. Buck	
2012	Robert Lefkowitz	"for studies of G-protein coupled receptors"
	Brian Kobilka	
2014	John O'Keefe	"for their discoveries of place and grid cells that constitute a positioning system in the brain"
	May-Britt Moser	
	Edvard I. Moser	
2017	Jeffrey C. Hall	"for their discoveries of molecular mechanisms controlling the circadian rhythm"
	Michael Rosbash	
	Michael W. Young	
2021	David Julius	"for their discoveries of receptors for temperature and touch"
	Ardem Patapoutian	

4.2 How can neuroscience contribute to our analysis?

Over the years, neuroscience has become one of the major tools for understanding how the human brain works. They have, for example, enabled the development of artificial intelligence and an understanding of brain codes and their influence on our daily lives.

The latest discoveries in neuroscience have transformed management today. Effective leaders and their teams now need to understand how the brain works in order to take emotions into account, and to develop positive psychology in order to raise collective awareness of the need for encouragement and benevolence within a company on a long-term basis.

By mastering the tools and mechanisms of the brain, we can make more appropriate decisions and adopt more appropriate behavioral postures in today's world.

Understanding these conscious and unconscious mechanisms provides concrete tools for better managing complex situations in our environment that can be stressful both at work and in our social lives.

The "neuromyth" that asserts that the right brain or the left brain govern reptilian codes or logic is no longer enough to understand women and men.

Let's discover together the brain regions that are being studied and are the subject of advanced scientific research, particularly in the field of AI artificial intelligence.

The back of the brain and its limbic system:

The limbic system is defined as a hard drive containing all the intelligence we have acquired over the course of our lives, our knowledge, our emotions, our skills, our values and our motivations.

Overall, it refocuses our automatic mode, but also our beliefs, false beliefs, limiting thoughts and the rigid way in which we form unconscious cognitive barriers at the root of behavioral aversions.

The front of the brain and its frontal functions (prefrontal neocortex):

Its complementary but radically different and exceptional function gives it the particularity of adaptive intelligence, which provides an incredible mobilization of resources to face all situations.

It enables us to explore the unknown and the new, and helps us to make the right decisions in the face of an uncontrolled environment. It's also the part of the brain that helps us stand back from a situation, providing analysis, flexibility, nuance and intuition for a common and individual objective. This process takes place thousands of times a day.

However, there are conflicts of interest between these two parts of the brain, the front and the back.

These conflicts are the source of the stress that only the prefrontal neocortex can manage. Our front brain creates a strong cognitive barrier that isolates it from complex situations.

"When we are stressed, it is the situation that manages us. When we are calm, we manage the situation"[23].

Advances in the field of neuroscience now enable us to decode better brain functions in order to define corrective actions and thus reduce stress in our lives and our professional careers.

For instance, we can find the origin of the stress created by our aversions, our rigidities, our egocentric thoughts, our beliefs and our judgments, which result in inappropriate words and behaviors.

It is now possible to reverse all this with serenity thanks to hypnosis, relaxation and mindfulness methods, including the rediscovery of nature.

There are methods for breaking down all emotions by going through them and then reconstituting the anxiety-generating part.

For example:

"My daughter's room is a mess and it annoys me deeply. Despite repeating out loud, nothing changes."

The emotion in this example is annoyance/frustration.

The origin is disorder, with the neural imprint of "aversion to disorder".

Neural plasticity enables the brain to be reprogrammed without difficulty every day of our lives to change our limiting vision of disorder.

The method consists in working on oneself and not on the child by creating a list of 15 disadvantages that extreme

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[23] Neuronal proverb, Magazine « Être plus », December 2022

"order" can bring (phobias, mania, rigidity going as far as dictatorship, madness, etc.) and then a list of 15 advantages to disorder (creativity, questioning, mental evolution, lightness, etc.).

This work can be applied to each of the aversions, including those linked to the professional sphere, in order to develop a serene attitude when it comes to managing events.

4.3 The contribution of adaptive intelligence and its development

For decades, this subject has studied developing certain widespread approaches such as the Intelligence Quotient (IQ).

This approach has been criticized and often used in a controversial way, which has enabled multiple intelligences to highlight emotional intelligence and the understanding of emotions.

Today, intelligence is defined as the ability to adapt creatively and with flexibility to resolve complex situations and to interact in the most appropriate way with our peers, hence the understanding of adaptive intelligence.

Let's take a look at the Flynn effect, which describes how, since 2008, IQ has been expected to increase over the generations, but in reality, the opposite is happening.

The new generations have a lower IQ but are better prepared for the world around us. In fact, skills (e.g. mastery of equations, historical events, etc.) are no longer very useful for today's needs because we have to be more focused on

functions for which we have not been trained, in other words, the school of life or experience.

4.4 Developing the components of emotional intelligence

4.4.1 What is emotional intelligence?[24]

In order not to repeat the theoretical definitions of this subject, here are some of its approved experimental and scientific components.

Developing emotional intelligence necessarily involves mastering our emotions and understanding those of others. Originally, the professional environment valued the intellectual above all else, with the analysis that the Intelligence Quotient (IQ) provided invaluable weapons for solving complex issues and constructing convincing arguments. Today, managing emotions and understanding those of other individuals is a more important factor in success than intelligence based on IQ and therefore logic.

Several scientific studies have shown that emotional intelligence is twice as correlated with professional success, even going so far as to suggest that extraordinary emotional intelligence distinguishes 90% of stars in the business world. This is a major challenge in the world of business, in terms of managing and directing while developing oneself on a personal level.

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[24] "Développer les différentes composantes de son intelligence émotionnelle", Managéris, n°205B, March 2022. Available online : https://www.manageris.com/fr-synthese-d-velopper-son-intelligence-motionnelle-418.html (accessed June 27, 2023)

The advantages and virtues of emotional intelligence are numerous. For instance, it helps make better decisions.

Scientists have clearly demonstrated that decisions are not the result of a simple logical analysis of a particular situation.

Emotions play a major role when the best option is not chosen on a purely logical basis.

The relationship with intuition and listening to traumas, fears and preferences all play a part in the decision-making process. Neurologist Antonio Damasio shows that emotion is at the heart of reason and that feeling emotions is essential to rational behavior. The mind is therefore distinct from the body and the brain but cannot be totally dissociated from them in terms of verbal and non-verbal behavior.

Reason and emotion are not opposites, as the emotional process has a significant influence on decision-making via somatic markers. From a scientific point of view, thanks to Magnetic Resonance Imaging (MRI), EEG electrical activity and MEG magnetoencephalography, it has been shown that a brain lesion that cuts us off from certain emotions can compromise the best decisions.[25]

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[25] Case study of neurological patient Phineas Gage: "Frontiers - Neuroscience Education Begins With Good Science: Communication About Phineas Gage (1823–1860), One of Neurology's Most-Famous Patients, in Scientific Articles": https://www.frontiersin.org/articles/10.3389/fnhum.2022.734174/full (accessed June 27,2023)

Figure 6 Decisions and emotional experiences[26]

Source : A. Damasio, Spinoza avait raison : joie et tristesse, le cerveau des émotions - 2003
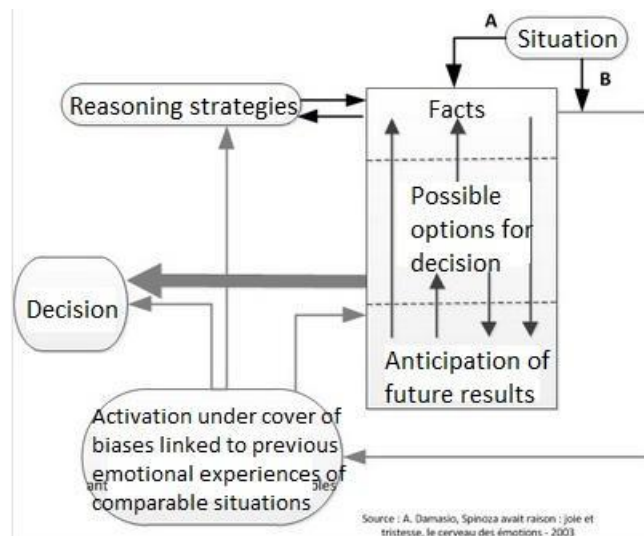
Brain imaging shows a convergence/divergence mechanism that varies according to the brain areas involved.

- <u>In arrow A's case</u>, it is our memory that is called upon, with spaces dedicated to the cerebral neocortex by the conscious mind at the moment of perception.

- <u>Arrow B</u>, on the other hand, shows the creation of a space of non-conscious dispositions in association with the primitive regions of the limbic or 'reptilian' brain, where emotions such as fear, sadness, anger and also the survival instinct are born[27].

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[26] DAMASIO Antonio, Neurologist, studies in behavioural neurology, *L'erreur de Descartes, la raison des émotions*, 1994

[27] Interview with A. Damasio, March 2020, Cité des Sciences et de l'industrie https://www.youtube.com/watch?v=qqx2KnRFSQs (accessed June 27, 2023)

Figure 7 « Reptilian » connexions »[28]
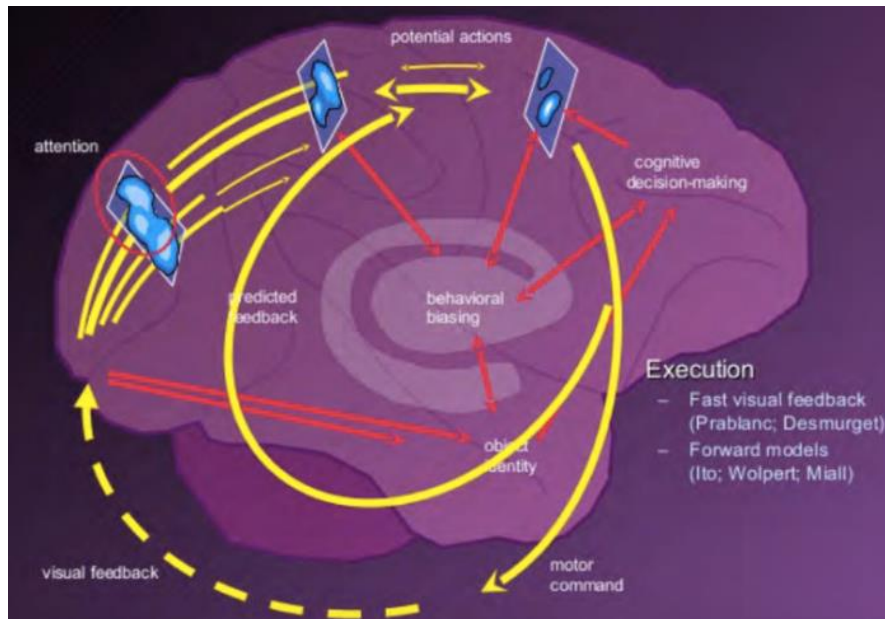
Somatic markers are acquired during our life experience (education, socialization, etc.), creating unconscious signals that facilitate rapid analysis of an ambiguous situation in terms of the stakes involved and/or the associated consequences. The brain is no longer simply a stimulus-response mechanism.

4.4.2 How do we identify emotional intelligence in the workplace?

Nowadays, tools are available to identify our emotional resources from a cognitive point of view thanks to software and studies/questionnaires designed to evaluate and

[28] DUBUC B., *Les liaisons perception/néocortex/cerveau « reptilien »*, 2023

categorize our managerial strengths and associated behaviors.

Antonio Damasio's scientific studies have also shown that if the seat of emotions is damaged, it will lead to difficulties in making 'simple' decisions such as having to choose between setting the time of an appointment at 9am or 2pm. In this example, both times are possible, with advantages and disadvantages.

Even if the individual with the damaged emotional center has powerful intellectual faculties, the absence of perception and emotions will make this choice impossible.

Enhanced performance

This is not the result of intellectual abilities alone. Performance emerges from identifying and working together on different areas of expertise, rather than remaining individualistic, which often causes a great deal of psychological damage and social disruption, resulting in poor or even counterproductive performance. As a result, brilliant managers and engineers find themselves over-stressed and struggle to manage hierarchical conflicts as well as personal ones that come as a consequence.

Enhanced leadership

The ability to arouse emotions gives teams the feeling of surpassing themselves, of facing up to difficulties, of persevering and therefore finding innovative solutions to pay attention to our feelings, listen to our intuition and encourage our colleagues to do the same.

"It is important to understand that emotional intelligence is not the opposite of intelligence, it is not the victory of the heart over the head, it is the unique intersection of the two"[29].

We can thus define that we can only master the impact of our emotions if we are aware of them.

The four components of emotional intelligence[30] [31] :
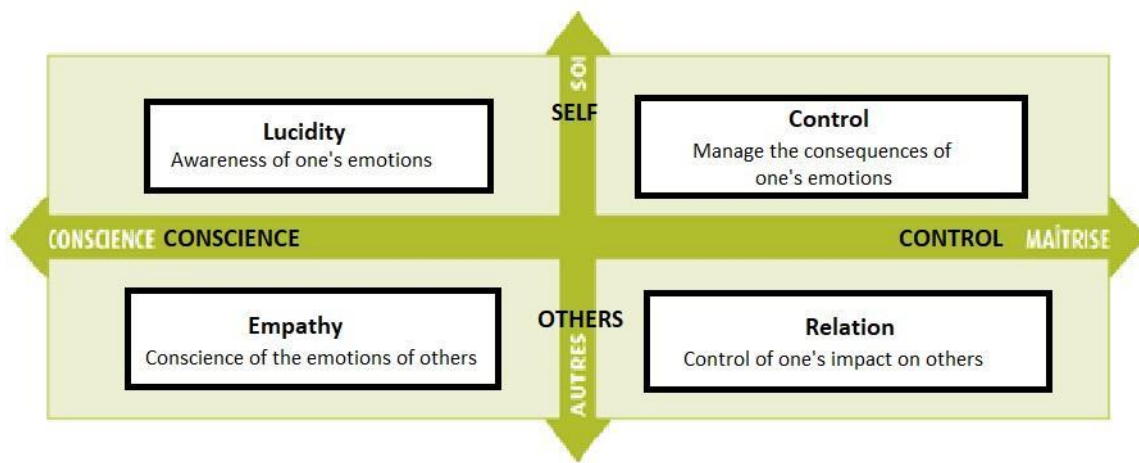
In this chart:

- The 1st phase consists of being **lucid** about our emotions, because emotions and thought are managed in very different areas of our brain.

Emotions, located in the limbic system and developed by the amygdala, generate reflex reactions, while MRIs show that the thought centers (based in the neocortex) are not involved. This means that feelings and reactions can be completely independent and without any awareness of what

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[29] CARUSO David, researcher at Yale University, psychology department

[30] GOLEMAN Daniel, *The brain and emotional intelligence : New Insights*, 2011

[31] NEALLE Steve, SPENCER-ARNELL Lisa, WILSON Liz, *Emotional intelligence coaching,* Kogan Page, 2012

is happening to us. For example: if a car is heading towards us at high speed, we back up.

These reflexes are flawed because fear can lead us to flee or defend ourselves, or even in extreme cases, to acts of violence or wars... In the business world, the dangers are only symbolic.

The amygdala, which is responsible for reflexes, often makes mistakes because it triggers rapid reactions based on our brain's experiences and rapid interpretations. But these shortcuts do not wait for the awareness we need to step back and analyze a situation more carefully. Time to reflect leads to a more optimal solution because it encourages us to take external factors into account.

In a nutshell, we need to learn to shape our thoughts according to how we feel.

For example: men prefer to get angry to hide their fear, while women prefer to cry to avoid anger.

- The 2nd phase, **control**, shows that strong emotions are beyond our control.

The amygdala does not pass through the thought center, so our reactions are limited to behaviors we have learnt throughout our lives, from the past, which are ingrained as reflexes. MRI scans show that traditional neural circuits are hijacked by the emotional influx. Once we are aware of the outbursts of our emotions, we can limit their consequences. In the corporate world, a great deal of training is given to encourage managers to take a step back and avoid reacting in an uncontrolled and excessive way, with serious

consequences for the lives of their employees. In order to generate better behavior in social life and in the workplace, we need to allow the body to release the hormonal influx linked to emotions so that thoughts can become more lucid.

Example: "If the project failed, what would be the impact on my life? It would be a disaster", or "The disaster cannot be any worse than what I have been through, let's analyze the levers available to us so that we do not have to suffer..."

Adopting good habits is one of the solutions:

- *Practice slow breathing exercises* such as cardiac coherence ones: breathe in 5 times and breathe out 5 times slowly for 5 minutes. The results are impressive, as it helps to "break" the emotional reflexes.

- *Visualize and imagine a positive, optimistic situation* for a pleasant feeling. You can do this using hypnosis and self-hypnosis. We will have a look at these techniques in the section devoted to them.

- *To understand why*. "Perhaps he had good reason to be angry".

- *Express it differently through an internal dialogue*.

"I felt attacked, but was it really an attack? Can I communicate my feelings? How can I explain things differently without generating unnecessary aggression?

- *Show empathy and compassion*.

"Is he upset because he's probably under psychological pressure?"

Controlling automatic thoughts[32]:

Automatic thoughts (or « small voices in our heads ») tend to reinforce our negative emotions :
 	
• They are **irrational** because uncensored by thought
   eg : "I am going to kill you!"
 	
• They are expressed **without nuances**
   eg: "We will never make it!"
 	
• They seem **indisputable** because they do not result from a process of thought and are perceived as certainties
	Some reflexes can minimise the impact of these automatic thoughts :
	• **Refrain from generalising**
	  eg : "He never understands anything!"
	  "They are all unconscious"
	• **Avoid labeling people**
	eg : "What an incompetent!" "He is a jerk"
	• **Do not guess**
	  It is tempting to read people's minds but usually misleading. Better check to be sure.
	• **Avoid exagerating** consequences or meaning of an event
	eg : "He didn't say hi, he must be angry at me"

- The 3rd phase consists in developing and demonstrating **empathy**

3 phases of empathy are common:

- Cognitive empathy, which involves putting oneself in other people's shoes through fully conscious understanding.
- Emotional empathy, which consists of feeling the feelings of others, and finally compassionate empathy, which is defined as non-invasive help.

Overall, empathy provides an ability to feel the emotions of other individuals, a powerful lever in the world of management to put oneself in the mode of thought of collaborators to better convince them, like a unified language of communication. Empathy enables us to decipher the non-

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[32] WEISINGER Hendrie, *Emotional intelligence at work*, Jossey-Bass Publishers edition, 1997.

verbal signals emitted by individuals (gestures, intonations, the interplay of glances in relation to emotions, etc.) for beneficial results and more involving, motivating and effective feedback in the workplace.

- The 4th phase is the **synchronization of emotions** and how to connect with others.

It's important to create links in all our personal and professional relationships.

For a positive flow of emotions to circulate efficiently between two individuals, several conditions need to be met.

For example, in relation to the individuals with whom we are interacting, we need to pay full attention, adopt postures that reproduce the other person's non-verbal language, adopt a rhythm of speech and use the same tone of voice, which often corresponds to the same vibratory frequency. This encourages activation of the mirror neurons responsible for learning by imitation and therefore for empathy.

Finally, creating a positive state of mind helps to improve our mood in a contagious way.

By synchronizing our emotions with those of others, we facilitate cooperation and motivation.

Several MRI studies[33] have shown that the contagion of emotions, via mirror neurons, develops behavioral mimicry whether we want it to or not.

In the business world, if a lack of empathy is felt, for example during non-constructive feedback, even high-performing employees see themselves in an unsatisfactory

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[33] HALLOWELL Edward, "The human moment at work", Harvard Business Review, 1999

context and change jobs, teams or even companies in the years to come.

4.4.3 Case study: psychological tests from the emotions report 2.1 of Jérémie Labat's Central test34

In this section we will focus on psychological tests linked to emotions, with various criteria and indicators of analysis.

These tests are commonly used during job interviews. I am going to share with you the results of my own tests carried out in February 2019.

The « Central test » emotions report:

Designed according to D. Goleman's best-known model, this test assesses an individual's "soft skills" via 100 questions over a maximum duration of between 12 and 15 minutes and thus determines the emotional quotient of an individual who interacts with other individuals.

In this example (see detailed document in the appendices), the emotional quotient is evaluated at 136, which is well above average and represents only 2% of the population.

-Various indicators can be used to provide further details;

-Social desirability.

-Emotional quotient defines the ability to be at ease with one's own emotions and those of others.

-Intrapersonal intelligence, which defines the ability to know oneself in order to better identify and understand our emotions, needs and desires, and to determine what is best for ourselves through self-control and self-esteem.

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[34]https://www.centraltest.fr/solutions/test-emotion-2 (accessed June 27, 2023)

Groupes d'intelligence émotionnelle - Emotional intelligence groups

1	Conscience de soi	Self-awareness	████████████████	100%
2	Adaptabilité	Adaptability	████████████████	100%
3	Leadership	Leadership	████████████████	100%
4	Développement personnel	Personal development	███████████████▏	98%
5	Affirmation de soi	Self-affirmation	██████████████▏	92%

Emotional intelligence is here divided into 5 subgroups: self-awareness, adaptability, leadership, personal development and self-affirmation.

For each of these subgroups, various criteria are assessed: self-motivation, optimism, resilience, flexibility, expression of feelings, assertiveness, empathy, tact, managing diversity, motivating others and mediation.

Répartition des scores
Breakdown of scores
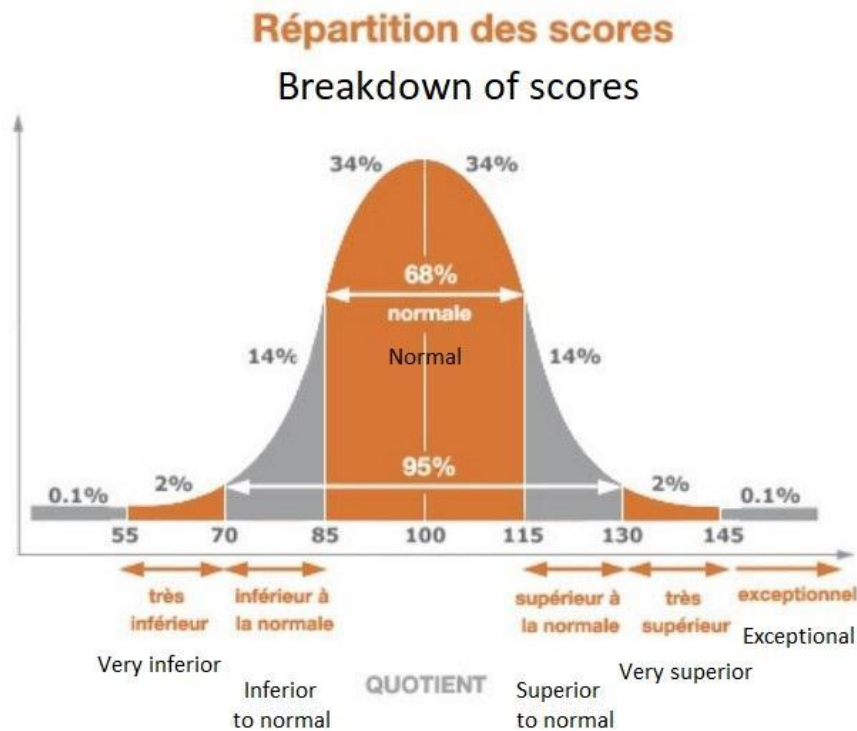
Self-awareness 100%

This dimension refers to having acquired a good knowledge, understanding and acceptance of oneself. It is achieved through the individual's awareness of who they are, how they feel and how they can react in a given situation. Having developed a high level of self-knowledge, self-esteem, self-confidence, knowledge of one's strengths and weaknesses, belief in one's potential and mastery of one's emotions enables the individual to take control of his or her own life and make the necessary changes.

Adaptability 100%

This dimension encompasses an individual's ability to adapt and adjust to the people and environments around them. This dimension implies a certain level of flexibility in the way an individual act and makes decisions, as well as an ability to understand and accept the diversity of people and environments around them. In addition, flexibility is achieved through an optimistic attitude and a certain capacity for resilience, which enable individuals to face new or changing situations with ease and positivity.

Leadership 100%

This dimension refers to the ability to bring people together, to inspire and lead them, to motivate them tactfully and to mediate in situations of disagreement, all with the right knowledge and understanding. In addition to these qualities, individuals with emotional intelligence in leadership will have confidence in themselves and in their decisions. They will be able to convince, while controlling their emotions,

with a tendency to be able to adapt to different situations and people.

Personal development 98%

This dimension refers to an individual's perception of themselves and their environment. They are able to focus on their personal development effectively once they have acquired a realistic and benevolent understanding of themselves, including an awareness of their strengths and limitations. This results in an optimistic view of their personal development. In addition, they tend to see negative experiences and failures as opportunities to grow and possess a certain self-control, which enables them to control their behavior and move forward effectively in order to improve themselves continuously.

Self-affirmation 92%

This dimension refers to people's ability to stand up for themselves and what they believe in. Both in their personal and professional lives. It is achieved through a high level of self-confidence and assertiveness, as well as the ability to express emotions effectively, enabling the individual to believe in themselves and their choices, and to easily share their views, opinions and feelings.

4.4.4 How does empathy become the most essential leadership skill in business?[35]

From a business point of view, empathy generates significant commercial results.

The ideal of leadership is built around the notions of commitment, performance and well-being to support performance. Empathy dominates this list in a world where individuals are subject to multiple stresses. The COVID 19 pandemic, for example, has reshaped the components of our mental health, with 42% showing that their mental health has deteriorated [36], 67% more stressed, 57% more anxious, 54% emotionally exhausted, 53% sad, 50% more irritable, 28% with difficulty concentrating, 20% more under-performing, 15% finding it harder to think, with a resultant 12% having difficulty juggling responsibilities.

Physiologically, the quality of sleep has also deteriorated[37] as a result of stress at work. The repercussions are felt in people's personal lives, with disastrous relationships between partners[38] and an inability to assume parental roles following a loss of confidence linked to incivility at work.

In our work and according to a study carried out on 889 employees[39], empathy brings positive results in the fight

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[35] BROWER Tracy, "L'empathie est la compétence clé de réussite dans le management", Forbes, 2021

[36] Qualimetrics Study, 2021

[37] University of Illinois, Occupational Health Science, 2021

[38] University of Carleton, 2021

[39] https://www.catalyst.org/reports/empathy-work-strategy-crisis (accessed June 27, 2023)

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against burnout and can be an important antidote for improving trust in leaders. When employees feel empathy from their leaders, they are likely to innovate more powerfully. 61% of employees innovate more compared to only 13% of employees whose leaders are less empathetic. 76% of employees who experience empathy from their manager reported being engaged, compared to only 32% of employees who received only a lesser experience of empathy. When people feel that their managers are more empathetic, 86% of them say they are able to balance the demands of their work and their personal life and therefore have better mental health. Managers do not need to be experts in mental health, but simply to be attentive to their employees, to check up on them and to support them in a process of well-being at work.

Regarding job retention, 57% of white women and 62% of women of color said that they were unlikely to think of leaving their company when they felt that their manager respected and valued their personal situation. However, when this feeling did not exist, only 14% and 30% of white and colored women respectively said they would be unlikely to leave their company.

4.4.5 Analysis of the creation of schools based on holistic education, interview with Svénia BUSSON, TEDxReims conference - Temps T - 2019

Holistic education or holistic learning is a type of philosophical education based on an educational and heterogeneous wholeness by building with each person around the identity to be connected with the natural world, harmonizing well-being in community with values such as peace and compassion.

"This dream of a school that respects plural intelligences is not a utopia. The concept of a holistic education with head, heart and body exists in other countries, and we need to draw inspiration from it!"[40]

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[40] https://www.youtube.com/watch?v=utH6DOdDzUE (accessed June 27, 2023)

Author Svenia Busson has explored innovative educational initiatives across Europe to condense best practice[41], she brings a singular vision around several strands of thought:

▪ The status quo is failing, the current system is no longer effective, we need to develop more engaging and personalized learning methods with a concept of evolution VS lectures that we do not remember over time.

▪ Educators are the heart and soul of the transformation of the entire system. They must therefore be valued and, above all, put at the heart of all educational innovation.

▪ Adapting to today's demanding education system using active teaching tools, freedom in the way education is delivered, learning through creation (art, sculpture, poem...), the principle is to draw inspiration from, research, propel a research method that will be more involving and in sharing. The brain is only 10% of what we are. What about humanity and everything that represents us? We have to get an education accordingly (focusing also on the heart and the body) and completing what could be lacking. In Estonia, school students write collaborative stories together, do cooking classes and craft classes at around the age of 13. School theater activities are all part of the Estonian curriculum. In Finland, empathy is included in the school curriculum as a way of identifying a person's strength, and every day, from the age of 6 onwards, every pupil gains more self-esteem and confidence, and studies show that violence in the school playground has virtually disappeared. Children help each other. In Denmark, the government funds all new, innovative and alternative schools, with access for all, like

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[41] Svenia Busson, Auteure, Exploring the future of education, 2022 www.exploringeducation.eu (accessed June 27, 2023)

schools based on yoga and nature (e.g. the Green School of Copenhagen).

▪ Building on scientific research including findings on brain and cognitive studies because we know so much more about the human brain.

▪ Education is shaped thanks to culture, history and politics but the foundations rest on collaborative ideas whether local or global, and the experimental lives of individuals.

▪ Preventing the future through personalization actions throughout the life process.

This plural education is not a utopia, it is up to us to set up these systems and for the public authorities to fund this diversification for better relations between individuals.

A strong evolution is important, because as well as bringing us together and enabling us to adapt better, we will be able to benefit from the positive consequences of this mode of education, whether they are cognitive or psychological.

4.5 Cognitive dissonance

In this subchapter we will look at what cognitive dissonance means, when it occurs and what effects it has on cognitive and behavioral functions.

In social psychology, cognitive dissonance is a way of expressing the internal tension inherent in our own system of beliefs, thoughts, emotions and cognitions (attitudes) which are at odds with the way other people function.[42]

Certain studies, including Stanley Milgram's experiment, highlight what history shows us, i.e. that "the majority of human beings prefer to agree with some decisions that are sometimes even unfair, rather than go against authority".[43]

The American researcher carried out a study in 1963 to try to understand how an "educated" population (such as the Germans at the time) could become complicit in the genocides of war in extermination camps during the Second World War, WW2, without ever rebelling. This study examines mental strategies for reducing psychological tension, including strategies for avoiding circumstances identified as a source of dissonance.

"The paradigm of the persistence of refuted beliefs".

Dissonance occurs when people are confronted with information that is not consistent with their beliefs. If the dissonance is not reduced by changing one's own beliefs, it may result in the restoration of coherence through misperception, rejection or refutation of the inconsistent

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[42] Concept developed by psychologist Léon Festinger, in his work « A theory of cognitive dissonance », 1957

[43] ATTIAS Jonathan, *La désobéissance fertile*, Payot, 2021

information. The individual then seeks the support of others who share the same beliefs and tries to persuade those who do not.

The first version of the theory of cognitive dissonance appeared in the study by Festinger, Riecken and Schachter in 1956, "The Failure of a Prophecy", which highlighted the reinforcement of the beliefs of followers of a sect after the failure of a prophecy predicting the arrival of unidentified flying objects (UFOs). The subjects came together believing they were the only ones to survive the destruction of planet Earth. The rumor created a great deal of cognitive dissonance, as nothing out of the ordinary happened.

Most of the cult members then chose to believe something less dissonant in order to assimilate the fact that reality did not match their expectations. They imagined that the aliens had given Earth a second chance and that the group was now stronger to spread the idea that the destruction of the planet had to stop. The group dramatically increased its proselytizing even though the prophecy had failed.

Dissonance occurs when people are confronted with information that is not consistent with their beliefs.

Milgram, for his part, asked individuals to teach other individuals a series of words with authority symbolized by gradual electric shocks. 65% of the subjects administered lethal shocks of 450 volts to the pseudo-learners, despite the suffering they experienced, and concluded that 2 out of 3 people prefer to submit to orders and therefore to the injunctions of authority and to act as executioners.

Here are a few examples of cognitive dissonance regularly found in our society today:

- Feelings when a disaster occurs in one community: irrational rumors of fear are spread in other communities that were not affected by this news but with a strong need to justify their stress and anxiety. Other reactions can be found in the workplace, when employees share bad news about unsatisfactory results, the others will often have a self-defense mechanism and hide behind "false" compassion by blending in with the masses so as not to have to carry out corrective action to change the system in place.[44]

- Minimize regret over irreversible choices like horse bettors or new online betting technologies, players have more confidence in their horse, cards or any other parameter they have chosen just after making their bet. Since all choices are final, there is a feeling of post-decision dissonance if they lose their bet.[45]

- Justifying decried moral behavior.
For example, students will judge someone who has cheated during an exam less harshly if they themselves have been encouraged to cheat.[46]

- The "Benjamin Franklin" effect
For instance, when a Head of State happens to feel better about a rival after granting him a favor. This study shows that it is difficult to help someone you hate and equally difficult to

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[44] PRADAD J., *A comparative study of rumors and reports in earthquakes,* British Journal of Psychology, 41 (3-4), pages 129-144

[45] KNOX R.E, *Post decision dissonance at post time,* Journal of Personality and Social psychology, 1968, pages 319-323.

[46] MILLS J., *Changes in moral attitudes following temptation,* Journal of Personality, 1958, pages 517-531

hate someone you helped. This may partially explain why "tormentors" dehumanize their victims to reduce their cognitive dissonance "I hurt him, but it's because he actually deserved it".[47]

▪ Confirmation bias by reaffirming previous beliefs to refer to the fact of reading or consulting information sources such as television or other social networks to confirm oneself in opinions at the expense of those that contradict them. It is often observed when an individual with a political preference would only read newspapers of the same political editorial line to reinforce their beliefs and make them consistent with their commitment.[48]

We can therefore conclude that external influences can lead to unreasonable behavior (false compassion, regret, immoral behavior, etc.), resulting in increased stress and anxiety.

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[47] The Benjamin Franklin effect, *Comment se faire des amis ? Neuromonaco, 2014*

[48] *Feeling validated versus being correct, a meta-analysis of selective exposure to information,* Psychological bulletin, vol 135, 2009.

CHAPTER FIVE: How spirituality, neuroscience and neuroplasticity can serve the development of human potential

5.1 Introduction

Neuroplasticity is a major and decisive element in the development of our personal growth.

Indeed, it is defined as "the set of events that reflect the capacity of neurons to modify and remodel themselves throughout life.

All these mechanisms contribute to the adaptation of neurons to an extremely changing molecular, cellular and functional environment, and consequently to functional modifications.

So, every second, our brain changes according to the emotional, psychological and cognitive experiences we have. This is a physiological process of adaptation of the system under the influence of environmental, genetic or epigenetic factors.

But plasticity can also be triggered by pathological processes in response to an injury or lesion, and necessarily involves a reorganization of neuronal interactions in order to preserve the system's functional capacities as efficient as possible".[49]

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[49] Definition of neuroplasticity https://www.sante-sur-le-net.com/maladies/neurologie/neuroplasticite/ (accessed June 27, 2023)

Interesting contributions such as spirituality and mindfulness offer a scientific way of reconditioning our minds to contribute to self-acceptance and benevolence. This chapter is not intended to launch a debate on spirituality, other than that of the heart and the qualities of our mind in a state of consciousness. From a medical point of view, Acceptance and Commitment Therapies (ACT) come under the heading of Behavioral Therapy (BT), and constitute the third wave of this school of thought (Hayes et al., 2006, p. 3). Certain scientific debates led to the acceptance of these therapies as being too "esoteric" for their time (Hofmann and Asmundson, 2008, p. 12). ACT therapies state that certain psychological disorders are linked to a loss of psychological flexibility that we can for example recognize in the form of control-seeking or avoidance strategies (Emmanuel ABORD DE CHATILLON, 2012).

5.2 How does mindfulness affect the brain?

Advances in science, whether technical or technological, have made it possible to amplify studies on the human body and its conscious and unconscious functioning, leading to the conclusion that: new knowledge in neuroscience + development of consciousness = transformation towards a higher quantum leap.

From a scientific point of view, a quantum leap[50], is defined as a discontinuous transition between two quantum states:

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https://fr.wikipedia.org/wiki/Saut_quantique#:~:text=Le%20saut%20quantique%20est%2C%20dans,se%20fait%20de%20mani%C3%A8re%20instantan%C3%A9e. (accessed June 27, 2023)

an electron at a certain energy level in an atom instantly "jumps" to another energy level, while absorbing or emitting energy. In practice, there is no intermediary between these two quantum states. The quantum leap occurs in a fraction of a second and the change of state is immediate. Overall, this is a rapid form of life acceleration that can lead to positive changes with infinite alternative possibilities, depending on our level of awareness.

Mindfulness therefore enables us to change our state of mind or alter the course of our lives and move on to a higher stage by conditioning our cells and our brain to obey what we aspire to. By understanding how our brain works, we can reprogram it to achieve our goals.

5.3 Cognitive therapy using quantum vibrations and the effect of mindfulness on our cells[51]

The recent discovery of quantum vibrations in the 'microtubules' inside brain neurons supports a controversial theory of consciousness[52] from the early 2000's.

Microtubules are cytoskeletal fibers that play an important role in cell construction. EEG (brainwave) rhythms are also derived from deeper microtubule vibrations, and the findings mean that, from a medical point of view, the treatment of brain microtubule vibrations benefits a multitude of mental, neurological and cognitive disorders.

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[51] HAMEROFF Stuart and PENROSE Roger, *Conscience dans l'univers*, theory of Orch OR, Physics of Life reviews, 2013

[52]

The theory, called 'orchestrated objective reduction' ('Orch OR'), was first proposed in the mid-1990s by mathematical physicist Sir Roger Penrose, FRS, Mathematical Institute and Wadham College, University of Oxford, and anesthetist Stuart Hameroff, MD, Anaesthesiology, Psychology and Center for Consciousness Studies (University of Arizona, Tucson) to suggest that quantum vibrational computations in microtubules were 'orchestrated' ('Orch') by synaptic inputs and also memory stored in microtubules, and terminated by Penrose's 'objective reduction' ('OR'), hence 'Orch OR'. Microtubules are major components of the cellular structural skeleton. Orch OR was severely criticized from the outset, because the brain was considered too "hot, wet and noisy" for apparently delicate quantum processes.

However, there is now evidence of warm quantum coherence in plant photosynthesis, bird brain navigation, our sense of smell and brain microtubules.

Another recent and complementary discovery[53] asserts that warm-temperature quantum vibrations in microtubules inside brain neurons corroborate the pair theory and suggest that EEG rhythms also derive from deeper microtubule vibrations, protein polymers inside brain neurons, which govern both neuronal and synaptic function, and connect brain processes to self-organizing processes in the fine scale, 'proto-conscious' quantum structure of reality.

Quantum vibrations of microtubules (e.g. in megahertz) appear to interfere and produce much slower EEG 'beat frequencies'. Clinical trials of brief brain stimulation targeting microtubule resonances with megahertz mechanical

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[53] BANDYOPADHYAY A., PhD, National Institute for Materials Science of Tsukuba, Japan, 2010

vibrations using transcranial ultrasound have shown improvements in mood and may prove useful against Alzheimer's disease and brain damage in the future.

The review is accompanied by eight comments from outside authorities, including an Australian group, very skeptical concerning Orch OR theory. To all of them, Hameroff and Penrose respond vigorously.

Penrose, Hameroff and Bandyopadhyay explored their theories in a session on "Microtubules and the Greater Consciousness Debate" at the Brainstorm Sessions, a three-day public event at the Brakke Grond in Amsterdam, the Netherlands, from 16-18 January 2014. They engaged skeptics in a debate about the nature of consciousness, and Bandyopadhyay and his team coupled the microtubule vibrations of active neurons to play Indian musical instruments[54].

"Consciousness depends on the inharmonic vibrations of the microtubules inside neurons, similar to certain types of Indian music, but unlike Western music, which is harmonic", explains Hameroff.

To conclude this part, scientific studies have shown that cells are highly sensitive to all forms of vibration, and that their evolution is conditioned by the contribution of mindfulness in our behavioral and mood changes.

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[54] www.sciencedaily.com/releases/2014/01/140116085105.htm (accessed June 27, 2023)

Review

Consciousness in the universe
A review of the 'Orch OR' theory

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Abstract

The nature of consciousness, the mechanism by which it occurs in the brain, and its ultimate place in the universe are unknown. We proposed in the mid 1990's that consciousness depends on biologically 'orchestrated' coherent quantum processes in collections of microtubules within brain neurons, that these quantum processes correlate with, and regulate, neuronal synaptic and membrane activity, and that the continuous Schrödinger evolution of each such process terminates in accordance with the specific Diósi–Penrose (DP) scheme of 'objective reduction' ('OR') of the quantum state. This orchestrated OR activity ('Orch OR') is taken to result in moments of conscious awareness and/or choice. The DP form of OR is related to the fundamentals of quantum mechanics and space–time geometry, so Orch OR suggests that there is a connection between the brain's biomolecular processes and the basic structure of the universe. Here we review Orch OR in light of criticisms and developments in quantum biology, neuroscience, physics and cosmology. We also introduce a novel suggestion of 'beat frequencies' of faster microtubule vibrations as a possible source of the observed electro-encephalographic ('EEG') correlates of consciousness. We conclude that consciousness plays an intrinsic role in the universe.

1. Introduction: Consciousness in the universe

Consciousness implies awareness: subjective, phenomenal experience of internal and external worlds. Consciousness also implies a sense of self, feelings, choice, control of voluntary behavior, memory, thought, language, and (e.g. when we close our eyes, or meditate) internally-generated images and geometric patterns. But what consciousness actually *is* remains unknown. Our views of reality, of the universe, of ourselves depend on consciousness. Consciousness defines our existence.

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[2] FRS, Emeritus Rouse Ball Professor, Emeritus Fellow.

5.4 Mindfulness in society and stress reduction in the workplace through MBCT (Mindfulness-Based Cognitive Therapy) programs [55]

Programs to prevent relapse into depression have emerged over the last decade. The practice of mindfulness, while there is an acceleration of our lifestyles and crisis situations, has made it possible to respond to the challenges of our society by answering the need to reconnect with oneself, and therefore constitutes one of the challenges of public health and social and human fulfillment. With stress on the rise, studies have shown that the social cost of stress in France is estimated between 2 and 3 billion euros a year[56]. It is estimated that 80% of visits to the doctor today are stress-related.[57] According to the WHO, depression will be one of the 3 diseases with the greatest impact in terms of morbidity by 2030.

Programs based on Mindfulness-Based Therapy (MBCT) have been shown to benefit a wide range of illnesses and symptoms, including chronic, inflammatory and autoimmune diseases, depression, anxiety disorders, cardiovascular problems, psoriasis, etc. Patients' quality of life is improved, they respond better to treatment and they learn to take care of themselves. Caregivers also benefit from

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[55] https://www.association-mindfulness.org/la-mindfulness-dans-la-societe.php (accessed June 27, 2023)

[56] INRS study 2007

[57] Dr Herbert Benson's study, from Mind/Body Medical Institute of Harvard University.

it (improved resilience to stress, prevention of empathetic fatigue, etc.).

MBCT or Mindfulness-Based Cognitive Therapy is an integrative approach combining Mindfulness-Based Stress Reduction (MBSR) and Cognitive Behavioral Therapy. Here's an appropriate definition for today's world:

Developed as an ideal treatment for recurrent depression, it reduces the risk of relapse by reducing ruminations, negative thoughts and excessive worry through the teaching of mindfulness meditation techniques. The results are convincing, enabling us to take a step back, interrupt the process of ruminating and welcoming rather than automatically rejecting, thereby setting up reptilian mechanisms. By observing their thoughts and habitual behavioral tendencies, individuals can choose to take care of themselves more effectively and avoid being drawn into states of anxiety and depression.

Thanks to the work of Dr Christophe André[58], mindfulness meditation was introduced at Saint Anne Hospital (anxiety and depressive disorders, eating disorders) and then integrated into other well-known hospitals, such as Pitié Salpêtrière (nephrology), Georges Pompidou Hospital (chronic pain, oncology), Saint Antoine (chronic pain) and Gustave Roussy Institute (oncology). At university level, several diplomas have been awarded, following on from the University Diploma in Meditation and Neuroscience at the University of Strasbourg, the program of which we will describe in detail in later chapters.

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[58] Studies of Psychiatrist Doctor - Etudes du Médecin Psychiatre Christophe ANDRE, «Méditation et santé», Saint Anne Hospital, 2013

Here is an interview from November 2018[59] conducted on the theme of social rehabilitation, with the Director of La Clinique du Parc, Jean-Yves Piton and mindfulness instructor Catherine Muzellec from the MBCT program and Guido Bondolfi, Psychiatrist Geneva University Hospitals (HUG).

"Why this depression relapse prevention program?

One of the main clinical aspects of depression is its recurrent nature. After a first depressive episode, more than one in two patients will experience a second, and the rate of relapse increases after each decompensation. The best predictor of the risk of relapse is the number of previous episodes. Relapse prevention strategies should be systematically proposed when treating a depressive episode (pharmacological treatment for the acute episode and remission, followed by the introduction of non-drug therapies). Among these strategies, mindfulness-based cognitive therapy (MBCT) is a group intervention specifically designed to prevent recurrence of depression. This approach has been shown to be particularly effective for people who have experienced three or more prior depressive episodes.[60]

What do the workshops involve?

These are 50-minute sessions, twice a week, during which Catherine Muzellec invites patients to experiment with simple mindfulness practices. The aim is to demystify this form of meditation so that patients can see the benefits. The doctors quickly noticed a change in the patients after the workshops. They noticed an unprecedented mobilization and

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[59] https://clinique-du-parc.ramsaysante.fr/actualites/la-therapie-cognitive-basee-sur-la-pleine-conscience (accessed June 27, 2023)
[60] Mindfulness et dépression - SANTÉ MENTALE - n° 147- April 2010

re-energization in the workshop participants. They seemed to relearn how to really listen to themselves, to base their thoughts on their own experience. They spent less time brooding and said that they had been given new ways of drawing on their internal resources. Once they had been discharged from hospital, they met the psychiatrists for 2 interviews prior to inclusion in the program.

The aim of these interviews was to lay the foundations with the future participants in order to:

- Identify the factors associated with the onset and maintenance of their depression or anxiety, whether present or not at the time of the interview,

- Exploring, with each participant, how the program can help them, emphasizing that MBCT requires a real commitment to supporting daily practices at home, and determining the relevance of the care project at this time for the person, in their own environment.

The patient is then registered for the integration meeting, where he or she will: meet the instructor, so that she can explain how to consider the aspects of depression that the participants will be working on. The protocol is then explained in detail. Sign up for the group; on Tuesday mornings, or, for active patients, on Saturday mornings. Develop the beginnings of a personal project. In terms of resources, there is the use of specific actions, which will be put in place when the signs of depressive relapse are noticed, very early, as soon as possible, in other words, as soon as they appear. Each patient learns to discover them and to get to know them well. This program is fairly personalized. Participants experiment and decide what actions they can take to stop

feeling depressed. Daily meditative practice helps them to get to know themselves, and also to take care of complicated emotional states. More informal practices, such as the "3-minute breathing space" throughout the day, give us the opportunity to check our inner state and reopen our attention if the tendency is to narrow it. Because what we see is that when a person is depressed, their attention is limited to the sole subject of what is making them suffer. So, if they have difficult relationships, they will loop the subject of their relationships around and around, their inner dialogues will visit and revisit each other in a loop.

After the program, she knows that if it keeps going around and round, something is wrong. She will then apply a method to reopen her attention to the whole field of experience of the present moment. In other words, really seeing, really hearing, really feeling with the whole body and not just thinking about the subject that is obsessing her... In a way, her neuronal functioning is no longer limited to a single field of experience. What we call mindfulness is a particular quality of attention deliberately paid to the present moment, and which opens up to everything that is happening without making value judgments about the experience in progress. And that's extremely helpful for someone who locks themselves into an inner monologue that can be very toxic."

CHAPTER SIX: Presentation, analysis and interpretation of data on well-being at work through awareness

6.1 Introduction

In this chapter, we will study several case studies. This will enable us to analyze the development of several employee populations and the managerial awareness that I have experienced over the course of my career. We will be doing a subchapter on each job description in order to gain a better understanding of the tasks and the way in which the management style influences them. Above all, this is a collection of experiences.

6.2 Part of my awakening

In the course of my life and career, I have experienced several lives, several emotions and several experiences, so I do not want to use negative words like failure, frustration, regret, etc. It is very difficult to measure the whys and wherefores.

Have you ever thought "Why is this happening to me? What's the lesson? Why is this happening again? Why did I meet this malicious person? Why am I suffering? What do I have to do to change things?"

So many questions that most people cannot answer until they have experienced duality and the trials it brings.

There are many common beliefs about life lessons and how they can challenge oneself in terms of learning.

I would like to share part of this awakening through **mindfulness**, which has led me to enrich my mission, to help each person I have met with a diversion, a look, support, an increase in skills and, more broadly, to be a guide.

I joined the plant-based cosmetics company Yves Rocher in September 2014 as Regional Manager with a network of independent Franchisees. It is a company with strong values revolving around respect for the planet and our actions. But what about human behavior? I have had the opportunity to practice a variety of management styles, from participative to authoritarian... in the end, the result is that deep-rooted societal and human values are applied to improve team cohesion. I felt like there was a dissonance between my inner values and theirs, so I decided to leave the company, because despite its 'idealistic' values on paper, they were not really practiced by top management in operational applications, with cascading consequences.

In 2018, I worked for two years within this German Group (Fressnapf) for the French Maxizoo network where the population is predominantly female with a turnover of 20% and different management methods. I had better results, the fruit of my experience and the practice of mindfulness had significant impacts on the quality of human relations. Then came the COVID period and I managed to maintain 100% of the workforce without any turnover. Mindfulness enabled us to create links, bring depth and meaning to our missions and forget about the 'marketing' reality or the divisions within companies.

In 2022, I joined Feu Vert SAS as Regional Director for a network of franchised car repair centers. The area was defined on a perimeter of 30 centers for a turnover of 39

million euros representing 340 employees. The representativeness and samples are interesting because this is a profession with a high turnover rate of 40%. Moreover, this profession is moving towards a feminization of the teams, a strong way to mark the evolution of awareness and mentalities regarding the acceptance of women in the business world, and their assets such as sensitivity, one of the qualities sought after by today's employers.

The job of internal consultant:

To give you a better understanding of my job as Regional Director, here are some details of my assignments as an internal consultant for franchisees. I was recruited in this company on 14 February 2022, and my management style has shifted towards cross-functional management and influence. This was a major challenge because, unlike the direct management of teams as described above, the main determining factor and one of the factors for success was the confidence I had in my role as franchisor in relation to my franchisees, being able to listen to them while maintaining collaborative actions linked to their independence as independent retailers paying Feu Vert royalties on their turnover.

My tasks are as follows:

- Visiting and managing an area of 30 car repair centers represented by 16 franchisees, among which multi-franchisees with up to 5 centers.
- Check that the concept is being applied and that the brand's codes are being respected.

- Carry out proactive analyses of business indicators (sales, average basket, margin, etc.) and financial indicators (operating accounts and balance sheet).
- Ensuring that the brand's image is respected.
- Advising franchisees on the management of their centers and teams (training, development of human capital including increasing the skills of teams, changes, etc.).
- Exploit the region in terms of land development opportunities.
- Report important information regarding possible drifts and action plans to be carried out.
- Make procedures evolve with local information.
- Support franchisees in their management and possible optimization.
- Propose marketing and communication actions.
- Assist transversally with evolving projects with head office staff.
- Interact intelligibly with the France Network Director.

6.3 The case of human inaction and non-existent mutual aid

In November 2022, I received a call from a shop that I manage as an internal consultant. The Manager contacted me and explained that the delivery driver had refused to drop off his order pallet inside the shop, citing the contractual conditions for delivery in front of his center.

In the past, things were different, but because of an agreement problem with another center in the region, the carrier's logistics department decided to revert to applying

the delivery rule of dropping off in front of the shop. The Centre Manager immediately contacted me for support, which I was unable to provide. In fact, I asked the delivery driver to help me out, simply to lend his pallet truck so that the Manager could clear the threshold. My request was refused. I explained that, in the current climate, we need to support each other, but once again, through a lack of courage or, above all, a lack of responsibility, the delivery man refused to help us.

This example illustrates the daily lives of many people in business, but also reflects the suffering involved.

In this scenario, imagine the position of the Director who had to refuse the goods and a cascade of possible hypothetical situations:

1) stock-outs

2) customer dissatisfaction

3) loss of sales

4) managerial pressure from the teams and the company

5) sanctions imposed by the franchisee who owns the premises

6) low morale

7) an evening of degraded family life

8) psychological images imprinted on children's psychological lives

9) possible burnout if these actions are multiplied by other negative actions without full awareness

6.4 Case studies

In order to illustrate the previous chapters, I propose to study different cases, different types of awareness with different cognitive results which lead to harmony and also to risk-taking. The influence that the people interviewed can have will enable them to produce significant results for those around them and also in the business world, depending on their actions.

6.4.1 Audrey PADOVANI, undergoing professional retraining

During my research, I wanted to focus on different profiles with a style that was resolutely oriented towards a sense of well-being that went beyond the entourage and age groups, so I went through the different Instagram profiles in my region in order to facilitate exchanges and also to allow the algorithm of this application to decide on the different proposals.

The choice to study Audrey's profile was based on several criteria:

▪ Instagram photos shared on a "lifestyle" related to different culinary pleasures.

▪ Keywords revolving around professional reconversion.

▪ The link with friends in common.

▪ Studying emotions and therefore the brain activity generated with the contribution of awareness in connection with neuroscience.

Audrey agreed to talk about her sensitivity to the World and to share her life experience with tools (skills assessment, therapist stories...).

To sum up, Audrey is 36 years old, an epicurean, passionate about travel, interior design, cooking and wine, and the daughter of a family of champagne winegrowers undergoing a career change. From our discussions and the follow-up to her project, she was fully aware of the need to decide and act on her entrepreneurship, and that she was not affected by social or family pressure.

Following on from an interview that took place in February 2023, I would like to give you a detailed chronological account of Audrey's self-taught journey:

"The project is the consequence of several events (becoming aware of a malaise in my professional, family, friendship, love and medical life).

▪ 2014, my cousin Elodie died following a lightning pulmonary embolism. She was somewhere between a sister and a mother to me. Her passing made me realize that from one day to the next, we can no longer be of this world.

▪ 2015, I had a job as an analysis technician in Omya Company in May 2015, the atmosphere was not great with the other technicians, and the work was moderately pleasant. I told myself I did not want to do this for the rest of my life. On December 31st of 2015 - New Year's Day- I realized I had not liked my reflection in the mirror for as long as I could remember, I needed to change that for good.

▪ 2016, No die-hard diet this time, but a balanced diet where I allowed myself everything (I experienced diets for 5 and a half and the yoyo effect for years). I was walking and

muscle strengthening but most importantly I said nothing around me in order not to hear any remarks.

- November 2016 I joined Omya's R&D department on a temporary basis.

- The year I turned 30! I had lost 22 kilos, had a permanent contract in my pocket in May, but I had the feeling that this would not be my only job. I did not see myself making a career at Omya. Some friendships were coming to an end, we were no longer on the same wavelength as I explained to you.

- 2018: at work, I do not get along well with my colleague... I understand that I will not be a technician.

- 2020: COVID

I coped well with isolation as I worked most of the confinement period. I put myself in my bubble by turning off news, radio (which I still do, negative news all day long, and brainwashing). I started to get on well with my colleague, he signed up for dating sites and I explained my vision of the sites to him and warned him. My love life had been going well for a few months, or so I thought.

- 2021 - January-February:

I became single overnight. I started seeing a therapist. We worked on the family aspect mainly. At work it was boring, I applied for a job at Louis Vuitton but failed. I had to think a lot about my well-being because of various factors in my life (boredom at work, unfulfilled personal life, etc.). I could not rely on an outsider, I had to be the driving force behind these changes.

▪ 2022: My goal for late 2022 or early 2023 was to move to a new house and change jobs. I am doing a series of exercises on skills assessment and with a coach at the same time. A lot of things came out of the exercises, and different ideas were explored. I applied for the Franck-Thomas Sommelier-Caviste sandwich course and was selected. All that was missing was an employer. I realized that I had to put an end to my Omya contract and find a solution for temporary accommodation. At the end of August, I asked for a "rupture conventionnelle" (ending my job contract by mutual agreement). In October, I decided to play it safe. I looked at training courses and applied for the « Sommelier, Conseil et Caviste » course at the Université du Vin in Suze la Rousse. I took the WSET 2. My goal for 2023 was to train and find a job, or maybe embark on an entrepreneurial adventure and set up in a place that suited me".

6.4.2 Webinar with Nathalie RODARY, founder of Humanist Leadership[61]

Nathalie Rodary graduated from Neoma Business School's Programme Grande Ecole (PGE) in 1988.

She is the founder of Humanist Leadership®, whose mission is to inspire, unite and train the new generation of leaders the world needs.

This path was forged at an early age, through a very unique life path involving mental disability, Buddhism and authority figures.

For the past 27 years, she has been speaking to leaders, reconnecting them with their hearts and profoundly transforming individuals and organizations, based on this awareness: the world can be transformed if people change their minds.

As a lecturer and author, her latest book has a foreword by Pierre Bellon, founder of Sodexo and APM.

"Consciousness is light. It sees everything, it is immediate, consciousness is spiritual, it is spirit..."

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[61] https://leadership-humaniste.com/nouveau-monde-cherche-nouveaux-dirigeants-leadership-humaniste/ (accessed June 27, 2023)

De l'incertitude à l'inconnu, comment garder le cap ?

Raz de marée au pays de la stratégie ! Plus question d'arbitrer entre plusieurs options, l'heure est à la conception d'alternatives. Face à une situation économique et sanitaire totalement inédite, comment les leaders peuvent-ils continuer à construire et à partager une vision...alors même qu'ils ne savent pas vraiment où va le monde ?

Pourquoi les périodes de crise sont-elles à même de révéler les meilleurs leaders ?

Tout simplement parce qu'elles nous font revenir à la définition primaire du leadership. « Une relation d'influence dont le but est l'atteinte d'un objectif commun et dont l'intention réside donc dans l'impact. Les québécois parlent même « d'habiletés de direction ». Car il n'y a pas besoin d'exercer de hautes responsabilités pour exercer son leadership » introduit Sylvie Deffayet, professeur de management et directrice de la Chaire Leadership Development de l'EDHEC. « Mettre du sens là où il en manque, voilà la fonction première du leader » ajoute Arnaud Lacan, professeur en management, responsable de la majeure Management responsable et Directeur adjoint du PGE de KEDGE BS.

D'un monde à l'autre

Et s'il y a bien une période où nous avons besoin de sens, c'est celle que nous traversons actuellement. Même si le monde n'a pas attendu la Covid-19 pour jouer la carte de la complexité et de l'incertitude. « Avant la crise, on demandait déjà aux managers d'aller chercher cette posture de leader capable de gérer la complexité et l'incertitude, de donner du sens et d'embarquer les gens. Une figure qui devient encore plus indispensable dans cette crise qui s'inscrit sur un temps long, dans un changement de monde... alors même que personne ne sait quel monde s'ouvre. La fonction première du leader c'est d'accompagner les gens d'un monde

Ego et leadership : antinomiques ?

Pour guider ses collaborateurs d'une rive à l'autre, le leader devra équilibrer bienveillance et exigence. « Quand tout va bien, être bienveillant, c'est facile. Mais en temps de crise, le challenge n'est plus le même : pas question de s'illustrer comme une machine à exporter du stress et à importer de l'énergie. Il faut continuer à développer les gens tout en étant très exigeant en termes de résultat » indique Bernard Coulaty, ex-DRH international, professeur et expert en gestion des ressources humaines et leadership à l'IÉSEG School of Management. La résilience et la confiance sont aussi centrales. « Les managers qui avaient déjà laissé tomber le 100 % contrôle ne vont pas être disruptés par la crise. En revanche, ceux qui étaient dans le contrôle a priori et dans le suivi des process ont été obligés de faire confiance ce qui, pour certains, est totalement contre-nature. Les grands gagnants de la crise seront finalement ceux qui arriveront à passer le cap tout en renforçant l'engagement de leurs équipes, qui auront réussi à voir l'après et à préparer les esprits au travail de demain » explique l'expert de l'IESEG.

Ses meilleurs atouts pour y parvenir ?

« L'humilité, l'humanité et pourquoi pas, l'humour ! Car le leader ne sait pas mieux que les autres, il est à leur disposition pour leur donner l'envie. On confond trop souvent le pouvoir et l'autorité : alors que le pouvoir renvoie à la maîtrise de la hiérarchie, l'autorité permet, elle, de faire grandir. C'est finalement la définition même du servant leadership : on est un bon leader quand on accepte d'être un bon serviteur de l'équipe. »

Leaders, misez sur votre boussole intérieure !

Servir l'équipe en l'accompagnant vers une vision commune : vaste programme au planning du leader du « monde d'après ». Et pour garder le cap face à la pression, il est indispensable de « se connecter au cap qu'il a à l'intérieur de lui. Plus l'inconnu est énorme, plus le répertoire d'expériences extérieures est maigre et plus il doit chercher ses convictions et habiletés les plus profondes... et souvent encore inexploitées. Pour savoir à quelles expertises et ressources de son écosystème il peut faire confiance pour tracer sa route dans le brouillard, son meilleur allié reste sa boussole intérieure. Les vrais leaders ne sont pas dans la toute-puissance mais dans l'identification des chemins leur permettant de créer et d'innover » constate Sylvie Deffayet.

La méditation et les neurosciences à la rescousse

Leadership / médiation / neurosciences : le tiercé gagnant du leader de demain ? « Depuis 30 ans, les neurosciences ont objectivé les effets de la méditation sur notre lucidité, notre capacité au discernement, notre gestion émotionnelle, notre intuition... et ont permis de mettre en évidence des changements sur le fonctionnement du cerveau. Parmi les plus notables : une plus grande vigilance, à moindre effort. Et dans des situations d'incertitude et de pression forte, il est fondamental de pouvoir réfléchir, décider et agir avec une capacité préservée » analyse Jean-Gérard Bloch, responsable du DU Leadership, méditation et neurosciences de l'EM Strasbourg. Une démarche d'autant plus cruciale dans cette crise qui invite à l'introspection et à la mise en perspective. Ce DU mis en place par l'EM Strasbourg s'adresse d'ailleurs à des leaders en responsabilité et en

La boite à outils du leader du monde VUCA ?

Pandémie, catastrophes naturelles ou cyber attaques : pour mieux préparer les futurs leaders à répondre aux crises, avec de bonnes décisions aux bons moments, IMT Atlantique et ses sept partenaires issus de 5 pays européens ont lancé le projet d'innovation DAhoy. **L'objectif ?** Faire évoluer les formations pour préparer les salariés à mieux gérer les crises et donc, à « manager la complexité dans l'incertitude ». Un projet lancé dès 2017, et des outils pédagogiques plus que jamais d'actualité. A travers de multiples sessions pédagogiques ponctuées, entre autres, de serious games avec des étudiants ingénieurs, l'école et ses partenaires

CHAPTER SEVEN: What tools can be made available to develop benevolence in companies and contribute to the development of mindfulness for a world with better consumption of resources while ensuring fair economic productivity?

In this chapter, we will look at the various possible ways of raising awareness (mindfulness), and at teaching and training methods that have proved their worth from a neuroscientific point of view.

7.1 The relationship to hypnosis

The concepts of hypnosis have proved themselves over the last few decades in a practice that is over 200 years old. Belief systems did not favor its development in relation to therapeutic psychology practices. Since mentalities and personal development needs have evolved, hypnosis has become a perfect response to new-world disorders and the restoration of confidence in individuals, as well as certain addictions, provided they are monitored medically by Psychiatrists, who alone can detect psychiatric illnesses requiring drug treatment to reduce or alleviate them. This practice should serve to improve mental and physical health, but it also enables us to support leaders on their path to awareness and confidence, so that they do not reject neuroses that have not been soothed or treated, with serious human consequences.

7.2 Coaching methods and emotional intelligence report tests

Various studies and technical tools have provided scientific evidence concerning the analysis of our values, coupled with those that enable us to make more informed decisions based on hindsight.

We can refer to the example in chapter 4.4.3...

7.3 Using meditation and mindfulness in new management training and programs, example of the University Diploma (DU) of EM Strasbourg

We have been able to interpret different currents of thought and education based on mindfulness with convincing results on both the emotional and intuitive aspects, taking into account respect for individuals in order to improve one of the components of the collective. Inducing programs based on mindfulness brings concise answers to the development of our instinctive senses to bring joy and vibrations into our personal and professional lives.

For more than 30 years, meditation and neuroscience have helped us to develop a more advanced version of tomorrow's leadership in a number of areas, such as lucidity, our ability to better discern situations of uncertainty that provoke strong emotional charges, and to develop our intuition, whether individual or collective. According to certain studies, these changes enable us to think, decide and act with a preserved capacity," points out Jean-Gérard Bloch, rheumatologist, professor and registered doctor, responsible for the University Diploma in Leadership, Meditation and

Neuroscience at the Strasbourg School of Management (France). The diploma was set up in September 2012[62] in response to strong demand from managers to help them manage economic crises more effectively. He also runs a meditation module created in 2014 as part of the Master 2 course and, since 2016, a meditation module for 3rd year medical students at the Faculty of Medicine.

Jean-Gérard Bloch has studied and practiced meditation from various traditions since 2000. He is a certified teacher and trainer of the MBSR (Mindfulness-based stress reduction) program at the University of Massachusetts Medical School and Brown University in the United States.

In 2010, he founded the Institut Français de la Pleine Conscience Mindfulness (IFPCM)[63] and introduced meditation to hospitals and the University of Strasbourg, creating MBSR programs for patients and healthcare staff.

In 2016, Jean-Gérard Bloch organized an exceptional day of dialogue between the Dalai Lama and scientists on the interactions between medicine, science, commitment and meditation[64].

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[62]   https://sfc.unistra.fr/formation-continue-de-luniversite-de-strasbourg/nos-formations/?search=diplome%20duniversite%20de%20medecine%20meditation%20et%20neurosciences (accessed June 27, 2023)

[63]   https://pleineconscience-mindfulness.fr/ (accessed June 27, 2023)

[64]   https://www.unistra.fr/actualites-unistra/recherche/corps-esprit-sciences-conversations-avec-le-dalai-lama/une-journee-de-conversations-sur-les-neurosciences-et-la-meditation (accessed June 27, 2023)

Many questions were raised, such as:

- The regulation of attention and emotions through the mediation of mindfulness.

- The neurophysiological bases and implications on mental and physical health.

- What are the contributions of meditative practices and their theoretical frameworks to an integrative mind-body medicine within academic institutions?

- Training the heart and mind: the effects of mental training on mental and physical health, the brain and prosocial behavior.[65]

The University Diploma in Leadership, Meditation and Neuroscience at the Strasbourg School of Management[66] offers an experiential way of teaching, with a format based on awareness, stepping back and gaining a deeper understanding of ourselves and our limits.

Thousands of courses of this type exist to promote the future leaders of tomorrow. The results must be accompanied by follow-up and a real awareness of our actions. The professions of coach and career consultant are one of the keys to our enrichment and evolution. To do this, we also need to accept that we need to take action and that we need to learn continuously.

From a medical point of view, there is still progress to be made in combining psychological research with medical courses, because many medical students regret not having

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[65] Round table Tania Singer, director of the Social neuroscience department, Max Planck Institute for Human Cognitive and Brain Sciences

[66] Magazine des Grandes écoles - February 2020 page 8

been made aware of the benefits of meditation, particularly in relation to schizophrenia.

Other medical studies have shown that eight-week cognitive therapies based on the MBSR mindfulness model are effective in treating depression and preventing relapse. They have been given the name MBCT (Mindfulness-Based Cognitive Therapy)[67].

The credibility of MBCT is confirmed by numerous research studies, the most important of which are two randomized clinical trials showing that MBCT reduces relapse rates by 50% in patients suffering from recurrent depression[68].

Recent findings, published in The Lancet, show that combining a gradual reduction in medication intake with MBCT is as effective as maintaining a maintenance dose of medication.

7.3.1 Meditation, definitions and applications

Meditation is a term which is often misunderstood. Jon Kabat-Zinn, the "inventor" of MBSR, dismisses any link with religion from the outset, insisting that it is a universal concept linked to the simple fact of being human, of being awake and attentive. He goes on to define meditation as "the act of simply being attentive in each moment, and that this implies aiming to refine without limit the capacity of our eyes and

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[67] SEGAL Zindel, TEASDALE John and WILLIAMS Mark, 1992

[68] The Journal of Consulting and Clinical Psychology, 2000 and 2008.

heart to pay attention to the inner and outer world" (Kabat-Zinn 2002, p. 68).

Shapiro and Walsh (2006, p. 228) highlight the variety of definitions and propose the following synthesis: "a family of self-regulatory practices focused on training attention and awareness to achieve greater control of mental processes and to promote mental well-being and the development of specific states such as calm, lucidity and concentration".

They put the emphasis on the diversity of meditative practices, which vary according to the type of attention (meditation with or without an object), to the relationship to mental processes (observed or manipulated), and to the aim (to promote well-being and mental development in general or to develop a particular quality).

The term meditation can therefore be seen as a state (being 'awake'), which makes it difficult to be defined objectively, or as a set of techniques and practices that are the subject of a more objective framework for study.

Beyond these definitions, we can ask ourselves about the representations (and sometimes fantasies) conveyed by this term. Although the protocols deliberately omitted any religious or spiritual references, the link between meditation and religion probably remains ingrained in the minds of many. This aspect alone could limit its acceptability in the corporate world, particularly by managers or HR directors.

7.3.2 Mindfulness

Mindfulness is a concept present in meditative traditions and in modern psychology. The term is now the subject of considerable literature and debate (Brown and Ryan, 2003, pp. 822-823; Brown, Ryan and Creswell, 2007, pp. 211-215; Salmon et al. 2004, pp. 435-437).

We will use the following definition, which clearly explains the basis of approaches based on mindfulness: "mindfulness is attention intentionally focused on the present moment, moment by moment, with an attitude of acceptance and non-judgment" (Baer and Krietemeyer, 2006). Salmon et al (2004, p. 234) define its essence as "the focusing of attention on the experience of the present moment in a non-judgmental attitude".

Mindfulness calls on four distinct skills developed by meditative practices (Dekeyser et al., 2008, p. 1236):

- Consciously and attentively observe inner and outer phenomena (thoughts, emotions, sounds, smells, etc.).

- Act consciously by engaging in an activity with full and undivided attention.

- Accept the present moment in a non-judgmental, non-discriminatory way.

- Give an immediate, non-conceptual feedback of the experience.

As with meditation, it is important to examine the possible acceptance of the term as a real managerial characteristic, without distorting it or emptying it of its meaning, and by making it cohabit with closely related

concepts such as flow (Nakamura and Csikszentmihalyi, 2009) or derived concepts such as organizational mindfulness (Ray, Baker and Plowman, 2011).

7.4 Enhancing Leadership thanks to neuroscience

Other training courses for Managers, Executives and Senior Executives such as those taught at Science Po help to develop influence and cooperation within teams by nurturing 'soft skills' such as autonomy, creativity and problem-solving. The main objective is to develop 'visionary' management in times of change, taking into account positive attitudes and psychologies, and benevolent management to improve professional performance.

The teaching method is based on interactive activities, theoretical contributions relying on the latest advances in neuroscience, to better understand the actions on the brain and decipher the methods and tools that can be applied to teams.

Here are extracts from the programme offered by Science Po in Paris[69]:

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[69]https://www.sciencespo.fr/executive-education/enrichir-son-leadership-avec-les-neurosciences (accessed June 27, 2023)

Decipher the brain to understand behaviors and boost collective effectiveness.

Understanding how the brain works. How does the brain make decisions? Emotions play an important role in management. You also need to learn how to reduce stress, tension and the risk of conflict within the team, in particular by strengthening decision-making and agility. Cultivate optimism in times of change.

Develop autonomy and collaboration

Encouraging collaborative behavior to promote team spirit is a daily challenge. You need to change the way you look at mistakes to achieve your objectives. It is essential to learn how to master the practical tools of collective intelligence, and to gain a better understanding of how you and your colleagues work. Decode inappropriate behavior and learn how to defuse it.

Encourage your teams and adopt a benevolent management style

Knowing how to encourage: the levers of motivation. How can you increase the motivation of your teams? Understand the difference between a compliment and encouragement. Master positive and corrective feedback and overcome resistance to change. Familiarize yourself with the Adlerian approach.

Communicate positively and efficiently

What are the pitfalls to avoid in communication and what are the alternatives? The challenges of systemic communication are central to enhancing leadership. The tools of positive management discipline can be mobilized for more effective communication.

Mindfulness, which is "focusing attention on the experience of the present moment with a non-judgmental attitude" (Salmon et al., 2004, p. 234).

Meditation is a management tool when faced with a complex professional task, a stressful context, an increase in information including social networks and a reduction in decision-making time.

CHAPTER EIGHT: CONCLUSION & RECOMMENDATIONS

8.1 Responses to the hypotheses

In this final chapter we will be able to respond to the hypotheses put forward at the beginning of this study, with unlimited possibilities in the fields of neuroscience, mindfulness, and medical and psychological studies, especially as science continues to evolve.

This study has shown us that human beings are capable of great things, but also of letting their ego manage societal issues. We have thus been able to see from scientific reviews, studies, and interviews, that mindfulness plays an important role in elevating human interaction, with positive consequences and virtues for tomorrow's management, with results in terms of fullness of mind, whether this is achieved through spiritual awareness or a psychological approach.

The contribution of neuroscience, combined with emotional intelligence, has made it possible to draw lessons and methods that are more respectful of human beings while still enabling performance.

It is up to each person to find their own life balance, rituals and beliefs. **Enlightened leadership** can only exist through one's own experiences (and not failures) using discipline and patience.

8.2 Allow yourself to achieve, to get out of your comfort zone

To be at the service of life, of our lives. To feel a source of joy, deep fulfillment and the desire to impact the world in a positive way, is that our mission? If so, we need to embrace our ambition, draw on our inner strength and live this revolution.

To do this, we need to free ourselves from the usual logic of living sacrificially, which affects all Managers (who think their team and performance are a priority over their personal needs), and free ourselves from within by returning to our roots, in other words, returning to ourselves with humility and kindness, a positive consequence that will also free our corporate colleagues.

Refocusing, clarifying our existential aspirations so that we can put them at the service of our professional ambition/commitment, and taking stock:

- What are the beliefs and conditions that limit our ability to achieve our dreams?
- What are the habits and obstacles to freedom?
- What are the sufferings and frustrations that awaken existential fractures?

8.3 Practice of mindfulness meditation

One of the tools that naturally exists is the use of this age-old practice, which is not intended solely for personal use, but can be perfectly applied in the workplace to help manage stress and improve performance.

It is up to us not to 'reduce' or instrumentalize meditation as a practice reserved for people in need of inner emptiness, but to ensure that its use is infinite, because it enables us to change our existence from a cognitive point of view.

This practice is becoming increasingly popular with the world's great leaders, as a way of rediscovering sensations such as feelings, thoughts and positive emotions, so that we can better analyze the events that pass through our lives, with the ongoing aim of being non-judgmental, vigilant, attentive and present to ourselves and others.

It has many virtues:

1) Calm the mind and our limiting thoughts, including indiscriminate compulsions.

2) Cultivate the present moment and 'non-action' to accept time as a friend.

3) Develop attitudes of observation and acceptance.

4) Strengthen your attention span

5) Taking off the mask and putting aside responsibilities for a moment of safety

6) Deepen your self-knowledge, discover yourself and reconnect with your mission.

7) Question your intuition about strategic issues relating to yourself or your organization in a more lucid way.

8) Take a healthy break by investing in yourself. "Be yourself, the others are already taken"- Oscar Wilde

9) Reconnect with nature. Scientists have provided evidence that a simple 30-minute walk helps to reduce stress and anxiety levels.

The Enlightened Leader, in addition to his mental hygiene and personal life, works on meditation to offer himself a space for questioning mixed with emotions and feelings to perfect his intuition and therefore his future vision. A more in-depth move into action, ready to experience the world.

Some Leaders speak of a "spiritual coming out", to proclaim that the company is above all a place of exchange, of human adventure and an extraordinary place for discovering oneself and others.

A new business is on the way, that of mission-driven companies that limit their environmental impact, with a more sustainable ethical movement supported by humanist leaders and no return to "mission washing".

Will the current global system be viable in 2050 with 10 billion people, 20% more than today?

Let us be the new players in this new world that is being redesigned in the name of collective success!

Don't you want to be part of this change in consciousness and serve the world in an exciting human adventure?

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APPENDICES

Appendix A - Results of Audrey PADOVANI's skills assessment in 2022

---------- Forwarded message ---------
De : **Charlène MERPILLAT** <charlene@rheplik.com>
Date: ven. 3 juin 2022, 18:49
Subject: Travail pour la prochaine séance - Bilan de compétences
To: Audrey Padovani <padovani.audrey51@gmail.com>

Bonjour Audrey,

Comment allez-vous à la suite de notre séance d'hier soir ? J'ai quelques inquiétudes à votre sujet car je vous ai senti assez fragile émotionnellement hier et avec le besoin d'évacuer un trop plein peut-être trop longtemps resté enfoui en vous.

Vous êtes une personne sensible mais également avec une carapace importante et comme on l'a vu et évoqué hier, vous m'avez exprimé que vous avez du mal à dire quand cela ne va pas ou à demander de l'aide. Votre nature battante et positive est un moteur mais peut également vous pousser à ne pas vous écouter émotionnellement. Sachez en tout cas qu'il est tout à fait normal d'avoir des phases un peu plus compliquées entre autres quand on fait une démarche de Bilan de Compétences car cela stimule et fait émerger beaucoup de questionnements sur son avenir et sur la sphère personnelle aussi parfois.

Vous êtes à une étape clé de votre vie où vous avez l'envie que les choses avancent et d'entamer des grands changements significatifs dans vos projets. Il est normal que cela prenne un peu de temps, la patience a du bon car cela vous permettra de faire des choix posément pour votre avenir et qui auront été bien réfléchis et construits. Mais rassurez-vous, je n'ai aucun doute sur le fait que vous avez les ressources en vous pour avancer.

Cependant, en attendant pour vous aider à traverser cette phase qui semble vous affecter, n'hésitez pas à solliciter l'aide de vos proches ou si vous estimez cela nécessaire, à en parler aussi avec une thérapeute ou votre médecin pour vous accompagner au mieux à passer ce cap. Je suis là également en soutien.

Tel que convenu hier, voici un compte rendu des éléments que nous avons pu faire émerger ensemble. Nous en sommes à une étape importante où nous avons pu hier soir poser concrètement **les pistes professionnelles que voici** :

- Domaine Culinaire : Cuisine, Pâtisserie, Brasserie – en lien avec la conception/préparation/création de produits culinaires.
- Domaine du Commerce de détail : Tenue d'un commerce (Conseillère de vente, Gérante) autour du domaine culinaire (Type ZODIO), de produits régionaux/locaux/biologique ou respectueux de l'environnement,
- Domaine du Tourisme : travailler en agence de voyages, comme guide touristique, organisatrice de séjours,
- Domaine de la Décoration/Aménagement d'Intérieur : Décoratrice d'Intérieur, Conceptrice de cuisines/dressing, Coach en Home Staging,
- Domaine Artisanal : Restauratrice de meubles anciens,
- Domaine Agroalimentaire : devenir une experte en analyses sensorielles dans le domaine agroalimentaire – tests organoleptiques

Nous avons également échangé autour de **projets personnels annexes ou complémentaires à votre projet professionnel** :

- Projet d'achat Immobilier Personnel : revente de votre appartement et achat d'un bien Immo pouvant permettre l'ouverture d'une chambre d'hôtes (complément d'activité),
- Projet de faire une césure pour voyager – déterminer une durée acceptable financièrement et étant compatible avec un projet professionnel voir l'achat d'un nouveau bien immo.

Parallèlement à cela, nous avons pu collecter ensemble ce qui caractérise **vos valeurs/qualités personnelles et professionnelles et qui constitue votre socle de savoirs-être**. Vous verrez que vous possédez un capital riche ! :

- Ecoute, Conseil, serviabilité, fidélité, dévotion, générosité,
- Autonomie, indépendance,
- Esprit de découverte, goût pour l'aventure, curiosité,
- Combativité, Persévérance, force, ténacité,
- Sensibilité, Empathie,
- Intelligence, capacité à être réfléchie et posée,
- Droiture, rigueur,
- Adaptabilité,
- Perfectionnisme, Minutie, Consciencieux,
- Passionnée, épicurienne, joyeuse, positive, gourmande,
- Organisée, planificatrice,
- Entière,
- Observatrice.

Sur la base de ces éléments, je vais vous demander de collecter des informations sur ces différents domaines professionnels, univers, postes, de manière à en apprendre un peu plus sur ces pistes là et à mieux vous projeter. Je vous propose de lire des Fiches métiers, vidéos aussi en lien avec des descriptions de ces domaines d'activités.

Sur les fiches de poste que vous pourrez trouver et imprimer, je vais vous demander de surligner de différentes couleurs :

- les compétences que vous possédez déjà,
- les compétences que vous n'avez pas mais que vous pouvez potentiellement développer sur des activités qui vous intéressent,
- les choses qui sont rédhibitoires et ne vous intéressent pas du tout.

Je vous mets en Pièces jointes quelques documents mais n'hésitez pas à approfondir les pistes qui vous attirent déjà le plus.

Hello Audrey,

How are you doing after our session last night? I am a bit worried about you because I sensed that you were quite emotionally fragile yesterday and that you needed to let go of something that had perhaps been buried inside you for too long.

You are a sensitive person, but you also have a hard shell and, as we saw and discussed yesterday, you told me that you find it hard to say when things are not going well or to ask for help. Your fighting and positive nature is a driving force, but it can also lead you not to listen to yourself emotionally. In any case, you should know that it is perfectly normal to go through phases that are a little more complicated, especially when you are undergoing a Skills Assessment, because it stimulates you and raises a lot of questions about your future and your personal life too.

You are at a key stage in your life where you want things to move forward and make major changes in your plans. It is normal for this to take a little time, but patience is a good thing, because it will allow you to make calm choices for your future that have been well thought out and constructed. But rest assured, I have no doubt that you have the resources within you to move forward.

However, in the meantime, to help you through this phase that seems to be affecting you, do not hesitate to ask for help from those close to you or, if you feel it is necessary, to talk about it with a therapist or your GP to help you get through this stage as best you can. I am here to support you too.

As agreed yesterday, here is a report on what we were able to bring out together. We are at an important stage now, where yesterday evening we were able to set out the following **career paths** in concrete terms:

- Culinary: Cooking, pastry-making, brewery - related to the design/preparation/creation of culinary products.

- Retail: running a business (sales advisor, manager) in the culinary field (ZODIO type), with regional/local/organic or environmentally-friendly products,
- Tourism: working in a travel agency, as a tourist guide, organizing holidays,
- Interior Design: Interior Designer, Kitchen/Dressing Designer, Home Staging Coach,
- Crafts: antique furniture restorer,
- Food industry: becoming an expert in sensory analysis in the food industry - organoleptic testing.

We also talked about **personal projects** that are related or complementary to your professional project:

- Personal property purchase project: resale of your flat and purchase of a property that could enable you to open a bed and breakfast (additional activity),
- Plan to take a gap year to travel - determine a duration that is financially acceptable and compatible with a professional project, or even the purchase of a new property.

At the same time, we have been able to work together to find out what characterizes your personal and professional values/qualities, and what forms the basis of your life skills. You will see that you have strong assets!

▪ Listening, advice, helpfulness, loyalty, devotion, generosity,

▪ Autonomy, independence,

▪ Spirit of discovery, taste for adventure, curiosity,

▪ Combativeness, Perseverance, strength, tenacity,

▪ Sensitivity, Empathy,

▪ Intelligence, ability to be thoughtful and composed,

▪ Righteousness, rigor,

▪ Adaptability,

▪ Perfectionism, meticulousness, conscientiousness,

▪ Passionate, epicurean, joyful, positive, food-loving,
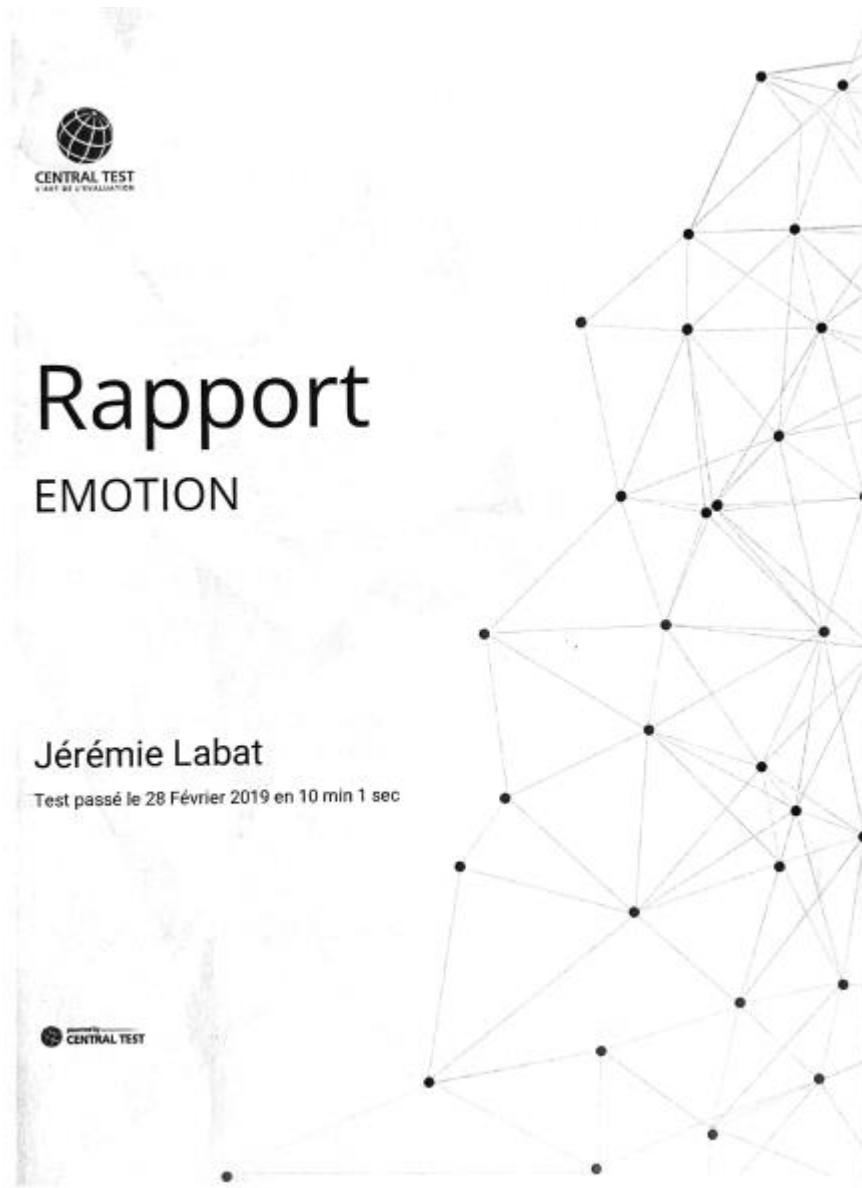
▪ Organized, Planner,

▪ Wholehearted,

▪ Observant.

Based on these elements, I am going to ask you to gather information on these different professional fields, universes, positions, so that you can learn a little more about them and better project yourself. I would like you to read some Job descriptions and videos, which are also linked to descriptions of these areas of activity.

On the job descriptions that you can find and print out, I am going to ask you to highlight in different colors:

- the skills that you already have,
- the skills that you do not have but that you could potentially develop in activities that interest you,
- the things that do not interest you at all.

I have attached a few documents for you, but do not hesitate to look more closely at the areas that already appeal to you most.

CENTRAL TEST
L'ART DE L'ÉVALUATION

Rapport

EMOTION

Jérémie Labat

Test passé le 28 Février 2019 en 10 min 1 sec

CENTRAL TEST

1 – Indicators specific to the test
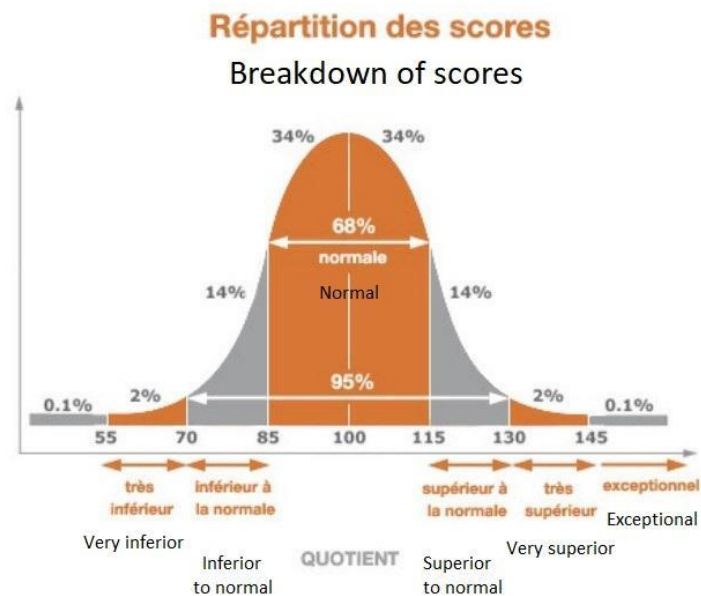
Social desirability

Score: 2.1/10

Definition: This indicator provides information on the person's tendency to show themselves in a favorable light in responses to the test.
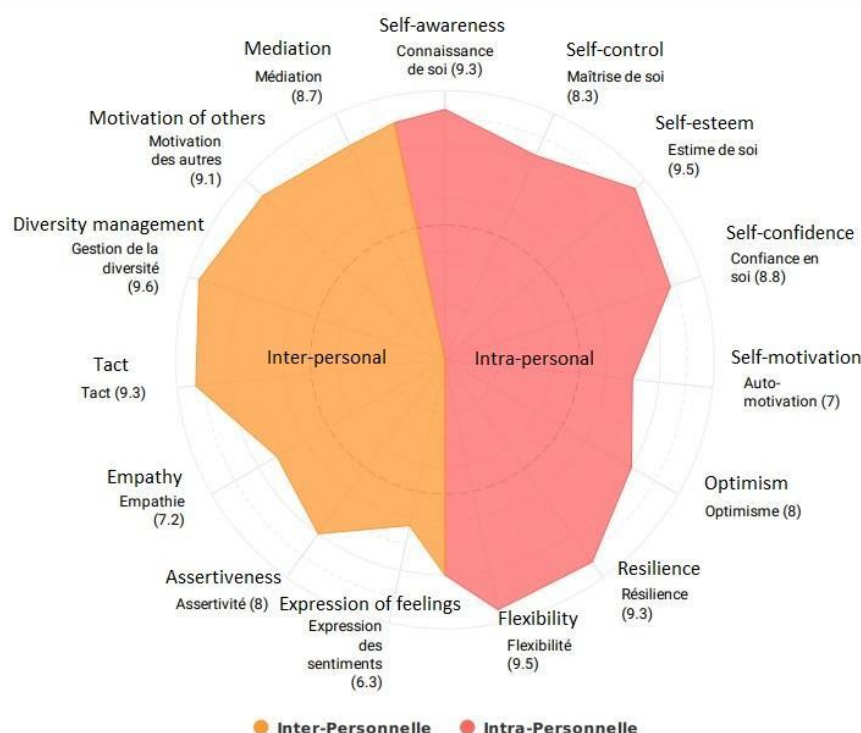
A high score (above 6) indicates a tendency to respond favorably, the candidate having deliberately or unconsciously responded in such a way as to create a positive self-image.

Emotional quotient: 136

Jérémie Labat has above-average emotional intelligence. He is very comfortable with his emotions and those of others. This report can help him identify specific areas that may require his attention.

Répartition des scores
Breakdown of scores

2- Graphic

Self-awareness — Connaissance de soi (9.3)
Mediation — Médiation (8.7)
Self-control — Maîtrise de soi (8.3)
Motivation of others — Motivation des autres (9.1)
Self-esteem — Estime de soi (9.5)
Diversity management — Gestion de la diversité (9.6)
Self-confidence — Confiance en soi (8.8)
Tact — Tact (9.3)
Inter-personal
Intra-personal
Self-motivation — Auto-motivation (7)
Empathy — Empathie (7.2)
Optimism — Optimisme (8)
Assertiveness — Assertivité (8)
Expression of feelings — Expression des sentiments (6.3)
Flexibility — Flexibilité (9.5)
Resilience — Résilience (9.3)

● Inter-Personnelle   ● Intra-Personnelle

In this section, you will find the traits that stand out most from Jérémie Labat's profile.

We invite you to consult the "Comments" section of this report for a more personalized description of the profile.

Strengths

Jérémie Labat is fully aware of and appreciates individual characteristics. He recognizes the value of cultural diversity and believes that being with people from different backgrounds can be a source of considerable benefits, bringing a richness of thought and ideas. He will thrive in various environments.

Jérémie Labat seems to be fully aware of his strengths and weaknesses and seems to know his value. He knows and accepts himself for who he is, accepting his faults, which means he is never affected by the criticism of others.

Jérémie Labat is very flexible and can easily manage change, adjusting his behavior and attitude. He is also able to show adaptability when he is with others.

Weaknesses

No dominant trait emerges from the profile

3- Comments

INTRAPERSONAL INTELLIGENCE

The Intra-personal intelligence group contains the factors that are essential for an individual to understand and deal with their emotions.

Self-awareness – Score 9.3/10

Jérémie Labat is likely to spend a lot of time reflecting on himself and his emotions. In this situation, he is likely to have a perfect understanding of how he feels. As a result, Jérémie Labat is able to predict his emotional reactions and can therefore learn to better control them, which can ultimately prepare him well for new and emotionally demanding situations.

Definition:

Self-awareness means knowing how to identify and understand yourself, your emotions, needs and desires. It enables people to identify and understand how they feel and, at the same time, to determine what is best for them.

Self-control – Score 8.3/10

Jérémie Labat has a very good level of self-control. In stressful or unusual situations, he knows how to analyze the situation objectively and channel negative emotions such as anger or frustration. He is able to remain calm and composed even in the most stressful situations, which enables them to make well-considered decisions.

Definition:

Self-control refers to the ability to contain one's impulses and moderate one's reactions while maintaining a clear mind and appropriate behavior. In difficult situations, this trait enables people to have self-control by preventing emotions from getting the better of them and influencing their behavior.

Self-esteem – Score 9.5/10

Fully aware of his qualities and faults, he accepts himself for what he is and knows what he is worth. His high level of self-confidence helps him to free himself and not be affected by the criticism of others.

Definition:

Self-esteem enables a realistic assessment of oneself, with a good knowledge of one's strengths and limitations. These people see themselves at their true value, are aware of their strengths and accept their weaknesses, which means they are not affected by criticism.

Self-confidence – Score 8.8/10

Jérémie Labat believes in his abilities and is self-confident. He is unlikely to doubt his choices or question himself. As a result, he is never afraid to seize new opportunities, no matter how difficult, to take on new challenges, or to set very high goals. Jérémie Labat must ensure that he remains open to constructive criticism and capable of challenging himself when he makes mistakes.

Definition:

Self-confidence means believing in one's abilities and potential. People with good self-confidence barely doubt themselves and have faith in their skills and opinions, even if others disagree.

Self-motivation – Score 7/10

When Jérémie Labat starts a new activity or project, he is usually able to find the determination and motivation within himself to achieve his goals. He tends to remain enthusiastic until the end of his projects, without needing external encouragement, despite any inconvenience or complication.

Definition:

Self-motivation is the ability to find one's own way towards a goal, without needing to rely on external stimuli or encouragement. Enthusiasm and a positive attitude are crucial elements that enable an individual to progress independently and without the help of others.

Optimism – Score 8/10

Jérémie Labat always tends to expect the best possible outcome whatever the situation and remains very optimistic about the future. As a result, he will almost never let an opportunity pass him by. Although this is a valuable quality, Jérémie Labat should be careful to set realistic goals so that they can remain attainable for himself and his team.

Definition:

Optimism refers to the ability to face situations and problems with a positive attitude and thinking, and to seek the best possible outcome for each situation. Optimistic people are better able to seize opportunities and make the best of a bad experience.

Resilience – Score 9.3/10

Jérémie Labat is not discouraged by failure and is not easily affected by setbacks. He tends to see trials as lessons and tends to stay focused on the future, learning from his mistakes with the aim of doing better next time.

Definition:

Resilience is the ability to recover quickly from misfortune and failure. Resilient people do not allow themselves to brood and overcome mistakes. They are able to bounce back quickly from bad experiences

Flexibility – Score 9.5/10

Jérémie Labat demonstrates excellent adaptability in terms of both his thinking and his behavior when faced with new situations. He is very good at adapting his actions to unfamiliar contexts in order to manage change effectively. Jérémie Labat is therefore capable of adapting and managing situations with ease.

Definition:

Flexibility refers to the ability to adapt one's way of thinking and emotions in order to adapt to new norms and situations. Flexible people can easily detach themselves from their habits and become accustomed to new situations and unfamiliar environments.

<u>INTERPERSONAL INTELLIGENCE</u>

Interpersonal intelligence refers to the factors that enable an individual to understand and interact effectively with others.

The factors in this group are listed below.

Expression of feelings – Score 6.3/10

Jérémie Labat is comfortable communicating or expressing his emotions to others. This can enable him to recover more quickly when faced with negative emotions, allowing those close to him to understand the problems and offer advice. However, when it comes to more sensitive subjects, Jérémie Labat may tend to think that sharing his emotions could make him feel vulnerable and, as a result, tends to keep his feelings to himself.

Definition:

Expressing feelings refers to an individual's ability to feel comfortable in conveying both verbally and non-verbally. People with this ability are able to express their emotions to others in the knowledge that the help and advice of others will help them to overcome difficulties.

Assertiveness – Score 8/10

Jérémie Labat expresses his opinions and his view of things very easily, whatever the situation. He shares and defends them with extreme confidence and conviction. He will not hesitate to give his opinion even if this may lead to conflict.

Definition:

Assertiveness refers to the confidence to express one's opinions and defend them, even if it means provoking disputes. These people are capable of confronting those who disagree with their point of view and asserting it effectively.

Empathy – Score 7.2/10

Jérémie Labat interprets other people's intentions and emotions accurately and is very unlikely to miss deeper or more subtle signals. As a result, Jérémie Labat can

systematically put himself in other people's shoes, understand how they feel and help them appropriately. This helps Jérémie Labat get on well with others and give them good emotional support when they need it. However, Jérémie Labat should ensure that relating to the emotions and feelings of others does not interfere with his own emotional well-being.

Definition:

Empathy is the ability to identify and understand the emotions and reactions of others. Empathetic people are able to make sense of what others are feeling even if their emotions are not explicitly expressed. Their ability to understand and report emotional signals enables them to react appropriately and in line with what others are feeling.

Tact – Score 9.3/10

Jérémie Labat knows exactly when and how to approach sensitive subjects with subtlety and is excellent when it comes to adjusting his speech to a person or situation. He knows how to turn things around by taking into account the feelings of others, which can be very useful in avoiding conflict in delicate situations. Jérémie Labat should make sure that others do not think he lacks transparency or that he is manipulative.

Definition:

Demonstrating tact means expressing your opinion or point of view in a delicate manner while being attentive to the feelings, opinions or views of others. Tactful people express themselves in a diplomatic manner and take other people's feelings into consideration.

Diversity management – Score 9.6/10

Jérémie Labat seems to be very comfortable in recognising and accepting cultural differences and differences in environment. He benefits greatly from what diversity of thought and ideas can bring. As a result, he thrives in diverse environments, which can enable him to excel both at work and outside the workplace.

Definition:

Diversity management is the ability to recognise and accept the differences of others. People with this trait see the benefits of diversifying their environment. Therefore, they work effectively with people from different backgrounds, but also with different working styles.

Motivation of others – Score 9.1/10

Jérémie Labat is very comfortable motivating others and always knows how to inspire those around him. In difficult situations, this can be of great benefit to a team in need of encouragement, and Jérémie Labat knows how to do it systematically. Jérémie Labat always knows how to boost morale while stimulating progress towards objectives. Jérémie Labat should, however, be careful not to motivate others to accept assignments that are well beyond their capabilities.

Definition:

Motivating others is the ability to encourage and stimulate others to achieve a goal. People with this ability generate positive emotions and are able to identify what will motivate others to achieve their goals.

Mediation – Score 8.7/10

Jérémie Labat is effective when it comes to managing conflict and reconciling divergent points of view in situations of disagreement. He is able to remain objective in all discussions and can very easily find the right words to appear convincing and ease tensions. He has a gift for persuasion whatever the situation requires.

Definition:

Mediation refers to the ability to mediate and reconcile divergent points of view in conflict situations. Mediators are able to take an objective view of the situation and find the right words to bring opposing parties together.

4 - General profile

Positioning of the profile in relation to typical behavioral dimensions.

Emotional intelligence groups

1. Self-awareness – 100%

2. Adaptability - 100 %

3. Leadership - 100%

4. Personal development - 98%

5. Self-affirmation - 92%

100% Self-awareness

This dimension refers to having acquired a good knowledge, understanding and acceptance of oneself. It is achieved through the individual's awareness of who they are, what they feel, how they can react in a given situation. Having developed a high level of self-knowledge, self-esteem, self-awareness, self-confidence, knowledge of strengths and weaknesses, belief in one's potential and control over one's emotions, enables them to control their emotions, they can take control of their own lives and make the changes that are needed.

100% Adaptability

This dimension encompasses an individual's ability to adapt and adjust to the people and environments around them. This dimension presupposes a certain level of flexibility in the way an individual act and makes decisions, as well as an ability to understand and accept the diversity of people and environments around them and to adapt to changing circumstances. Furthermore, flexibility is achieved through an optimistic attitude and a certain capacity for resilience, which enable individuals to deal with new or changing situations with ease and positivity.

100% Leadership

This dimension refers to the ability to bring people together, to inspire and lead them, to motivate them tactfully and to mediate in the event of disagreement, all with the appropriate knowledge and understanding. In addition to these qualities, individuals with the right emotional intelligence will have confidence in themselves and their decisions. They will be able to convince, while controlling their emotions, with a tendency to be able to adapt to different situations and people.

98% Personal development

This dimension refers to how individuals perceive themselves and their environment. They are able to focus on their personal development effectively once they have acquired a good and realistic understanding of themselves, their environment, and an awareness of their strengths and limitations. This enables them to work optimistically on developing their weaknesses. They also tend to see negative experiences and failures as opportunities to grow, and possess a certain amount of self-control, which enables them to control their behavior and move forward effectively with a view to continuous improvement.

92% Self-affirmation

This dimension refers to individuals' ability to stand up for themselves and what they believe in, in both their personal and professional lives. It is achieved through a high level of self-confidence and assertiveness, as well as the ability to express emotions effectively, to believe in themselves and their choices, and to easily share their views, opinions and feelings.

Jérémie LABAT's MBTI profile

ENTJ, LEADER: a conceptual leader

The ENTJ is a natural leader who develops a global strategy and sets objectives to long-term vision.

He is synthetic, logical, objective and Cartesian and his discourse is frank, clear and vigorous.

The ENTJ has full confidence in him. He sets his own standards and imposes them to solve complex problems.

He is more interested in design than in detailed implementation but is rigorous in execution.

He has great intellectual curiosity and conceives in his inner world systems or theories of great logic.

Perception of others

ENTJs are energetic in their approach.

They appear determined, even provocative and critical, but they hold in high esteem those who challenge them. He accepts direct criticism easily. He does not give compliments.

He naturally takes charge without realizing that this can be overwhelming.

Strengths

☐ Designer, strategist

☐ Organized

☐ Logical

☐ Clear and direct speech

☐ Results-oriented

Points to watch out for

☐ Neglects concrete details

☐ Making decisions too quickly

☐ Neglect others and their contributions

☐ Becoming verbally aggressive

Stress management

The elements that generate stress in the ENTJ are generally:

☐ disregard for one's personal values,

☐ the strong expression of a loved one's emotion,

☐ regret at having made a hurtful decision

The ENTJ may then

☐ interpret an innocent remark as personal criticism,

☐ experience a sudden excess of emotion (the urge to cry, anger, etc.),

☐ have difficulty expressing their feelings.

To return to equilibrium, ENTJs need to feel the depth of their feelings.

The silent support of people they trust can help them to do this. They then use factual reality to regain self-control.

They **work quickly and often alone from books** that contain comprehensive information. He would like others to work at the same speed as him and if this is not the case

If this is not the case, he will break away from the group to avoid wasting time.

Professions that suit them

ENTJs are at ease in a job that allows them to

☐ take the initiative

☐ control, organize and perfect operational systems

☐ work on complex problems

☐ use an innovative and logical approach

☐ use their organizational skills to achieve objectives within deadlines based on a strategic planning

☐ meet and interact with competent, interesting and powerful people

□ work with people who are intelligent, creative, ambitious and result-oriented

□ managing a team without having to deal with bickering

□ to develop your skills and have an upward career path

This job needs to be carried out in a

□ well organized

□ with clear, well-defined guidelines

□ intellectually stimulating

□ competitive

□ in the spotlight

□ where achievements are recognized and rewarded

For example,

□ A job that gives you a leadership position in any type of organization: business, media, education, services, etc.

□ A career in the world of finance: financial analyst, treasurer, broker, etc.

□ A job as a consultant

□ A profession that places you in a position of "knowing" in the legal field (judge, lawyer, etc.), medical field (psychology...), scientific field (chemistry, environment...), Education (2nd or higher cycle), Politics

□ A career in IT

His/her management style

The ENTJ instills a positive energy in his team. He communicates a vision. He/She rewards decisiveness, success and ambition.

But he must be careful not to crush or over-control his colleagues. They must also consider individual needs and not just the objectives he has set himself.

The ENTJ knows how to clarify and redirect the discussion while encouraging his colleagues to express and defend their convictions.

They must be careful not to be overly critical or provocative. He must also listen more to the opinions of those around him.

In problem-solving or conflict situations, **ENTJs use logical reasoning and are capable of finding the flaws in proposed solutions**.

But it is better to consider all the information before working out a solution, and not to interrupt a discussion that could lead to a better solution.

When faced with change, the **ENTJ is proactive** and sees the project through to the end. They propose solutions to facilitate the change process. They will be more efficient if they think more about the need for change. Following the execution of tasks in detail will be a plus.

In the event of stress within the team, the ENTJ manages problems as they arise. However, the ENTJ needs to involve the protagonists more, while giving them time to manage problems independently.

COMFORT ZONE // EFFORT ZONE

(The stronger the orientation, the hardest it is to function
using the opposite orientation)

1. Opposite ways to direct and receive energy

Extraversion: Gets energy from the outer world of people and experiences. Focuses energy and attention outwards in action.

vs

Introversion: Gets energy from the inner world of reflections and thoughts. Focuses energy and attention inwards in reflection.
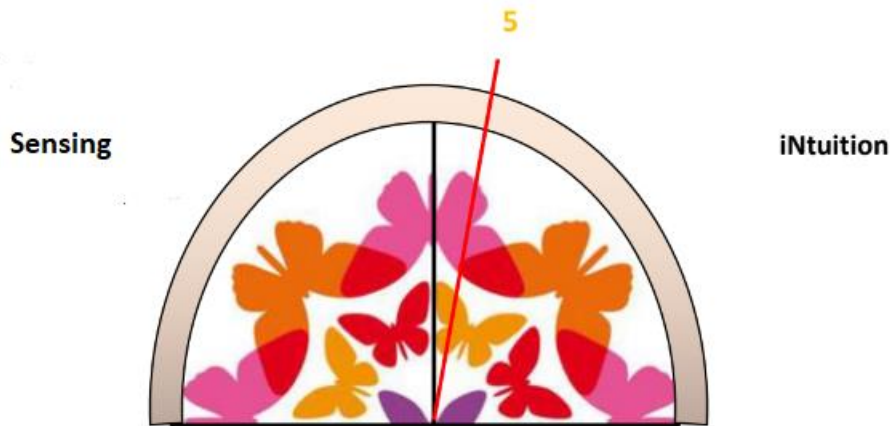
Extraversion   Introversion

59
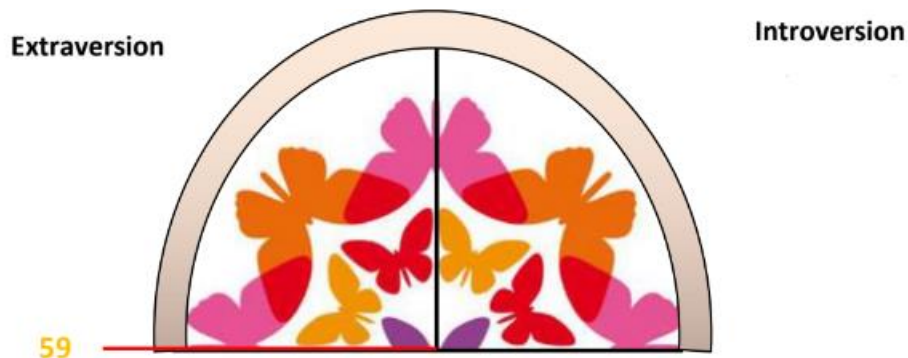
2. Opposite ways to take in information

Sensing: Prefers real information coming from the 5 senses. Focuses on what is real.

Vs

iNtuition: Prefers information coming from associations. Focuses on possibilities and what might be.
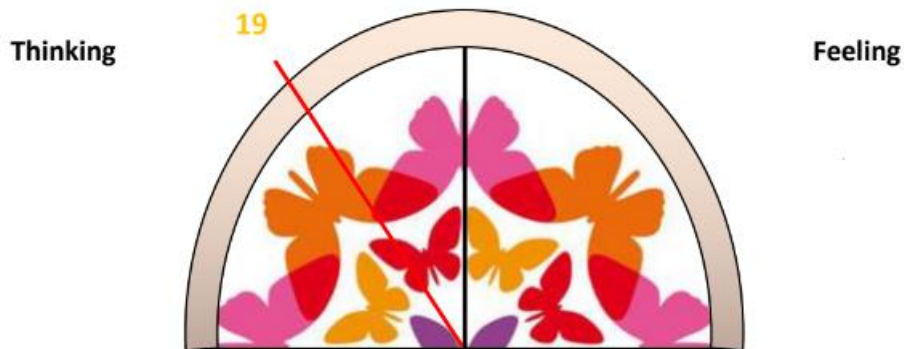
3. Opposite ways to decide and come to conclusions

Thinking: Steps out of situations to analyze them dispassionately. Prefers to make decisions on the basis of objective logic.

Vs

Feeling: Steps into situations to weigh human values and motives. Prefers to make decisions on the basis of values.
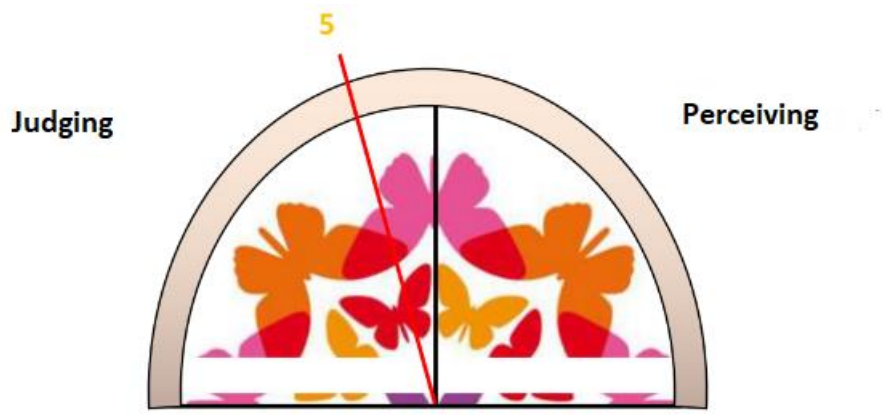

4. Opposite ways to approach the outside world

Judging: Prefers to live life in a planned and organized manner. Enjoys coming to closure and making a decision.

Vs

Perceiving: Prefers to live life in a spontaneous and adaptable way. Enjoys keeping options open.

Judging

Perceiving

5

Comment

Are you (almost) a zombie?
Conscious thoughts about "Consciousness in the universe" by Hameroff and Penrose

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In 1874, Thomas Henry Huxley argued that consciousness is a mere epiphenomena of (particular) physical interactions [4]. Today such issues are sometimes discussed using thought experiments involving philosophical zombies (hypothetical entities that look and act like humans, but lack consciousness) [5]. For example, one may ask if both zombies and humans are reducible to computations or algorithms running on (human-body-appearing) hardware. Indeed, many assume that human behavior and consciousness may be explainable in a mechanical-computable kind of way.

But Roger Penrose and others have developed arguments as to why consciousness must, instead, be hyperalgorithmic (not-computable) [1,6–11,13,14]. Just as scientific explanation no longer requires that the theory be deterministic, we should now ask if it should be required that the theory be mechanistic. Show your children various examples of numbers (using, say, apples and blocks and pennies) and they will come to understand the notion of numbers; we do *not* give our children a set of rules or algorithms in order to acquire such a notion. (A computer and a human would tackle the following task very differently: "Find an odd number that is the sum of two even numbers" [11].) Algorithms do not seem to capture human experiences such as red perceptions, sad feelings, creative insights, and our time-asymmetric decisions to struggle for truth, justice, and world betterment. Indeed, mathematical models do *not* have to be algorithmic! It seems there must be hyperalgorithmic laws of nature, as yet undiscovered.

Some additional positives (if they are positives) of a hyperalgorithmic approach – as specifically formulated by Penrose and Hameroff per their "Orch OR" theory of consciousness [2,10,11] – include the following: (1) "Orch OR" has a place for sub-conscious levels below human conscious intelligence and the possibility of super-conscious or trans-human levels above it. (2) "Orch OR" suggests an ontology not unlike process philosophy reminiscent of Whitehead, Hartshorne, Shimony... [3,12,15–18]. And, (3) "Orch OR" takes seriously the fact that not all of mathematics is algorithmic.

A so-called "technological singularity" identifiable with hyperalgorithmic super-consciousness (as distinguished from algorithmic super-computation) may be in our future. As Penrose puts it (p. 178), "it might be possible to have a conscious entity that is not biological at all, in the sense that we use the term 'biology' at the present time; but it would not be possible for an entity be conscious if it did not incorporate the particular type of *physical* process [hyperalgorithmity] that I maintain is an essential" [11]. If this is so, then perhaps the future may bring an expansion of consciousness rather than its extinction.

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Appendix E - List of abbreviations

ACT	Acceptance and Commitment Therapy
CFM	Center For Mindfulness
DNA	Deoxyribonucleic Acid
EEG	Electroencephalogram
HDN	Higher National Diploma
HPLC	High-Performance Liquid Chromatography
IQ	Intelligence Quotient
MBA	Master of Business Administration
MBSR	Mindfulness Based Stress Reduction
MBCT	Mindfulness-Based Cognitive Therapy
MBTI	Myers Briggs Type Indicator
MEG	Magneto encephalography
MRI	Magnetic Resonance Imaging
PCR	Polymerase Chain Reaction
PET	Positron Emission Tomography
PSR	Psychosocial Risk
SPECT	Single Photon Emission Computed Tomography