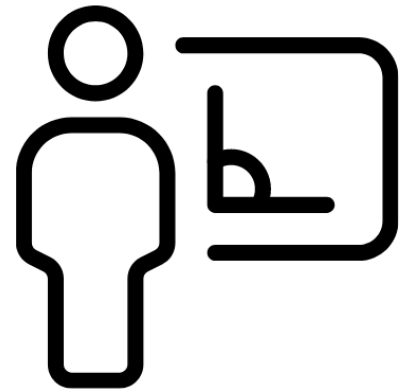


Instructors Guide



On the following pages is a sample module from our Instructor Guide. It provides the instructor with a copy of the material and a Lesson Plans box.

The key benefit for the trainer is the Lesson Plan box. It provides a standardized set of tools to assist the instructor for each lesson. The Lesson Plan box gives an estimated time to complete the lesson, any materials that are needed for the lesson, recommended activities, and additional points to assist in delivering the lessons such as Stories to Share and Delivery Tips.



Our thoughts create our reality – where we put our focus is the direction we tend to go.

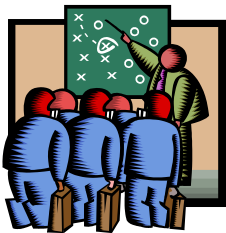
Peter McWilliams

Module Two: Introduction to Attention Management



Every company and every manager wants to increase productivity. Constant access to information and the expectations to do more with less is overwhelming the workforce. People are easily distracted at work. Attention management allows managers and employees to increase their productivity as well as their personal job satisfaction.

What Is Attention Management?



Attention management increases the ability to focus attention and can be done at the individual and organizational level. Managers are encouraged to deal with their own attention problems before trying to influence employees in their organization. In order to understand attention management, people must be aware of where they focus most of their attention. Most experts divide attention into four different areas or zones. While the names change, the ideas are all the same.

Four Areas of Attention:

- **Intentional:** When working intentionally, people plan strategically and prioritize their activities.
- **Responsive:** In this area people are responding to the world around them. They spend more time putting out fires than working intentionally.
- **Interrupted:** People spend too much time answering messages and handling situations that interrupt their work.
- **Unproductive:** This occurs when people waste time at work. Unless you are taking a scheduled break, checking Facebook and chatting is unproductive.

Estimated Time	10 minutes
Topic Objective	Introduce attention management along with the four areas of attention.
Topic Summary	What Is Attention Management? This exercise allows participants to understand what area different activities fall under in the areas of attention.
Materials Required	Worksheet 1: Attention
Planning Checklist	NONE
Recommended Activity	Complete the worksheet individually. Break into small groups and discuss your answers. Reunite with the class and review the topic.
Stories to Share	Ask the participants to share some of the situations they encounter on a routine basis that interrupt their schedules. You may want to begin by sharing some personal anecdotes.
Delivery Tips	Skip the large group conversation or the small group discussion if you need more time.
Review Questions	Attention management is useful at which levels?

Stop Thinking and Pay Attention!



The advice “stop thinking” may seem counterintuitive to attention management. Many people, however, are over thinking everything and focused on the wrong ideas. When we constantly think we do not pay attention to what is really going on around us. Our feelings control how and what we think. If we think that something is boring, bad, or a waste of time, we tend to give it less attention. For example, people are less likely to pay attention during a meeting if they believe it will not be productive. The ability to pay attention allows people to better connect with the world around them, better process their emotions, and organize the way they process cognitively.

Estimated Time	10 minutes
Topic Objective	Relate how thinking can actually hinder the ability to pay attention.
Topic Summary	Stop Thinking and Pay Attention Thinking can cause people to focus on the past or future and miss things in

	the present.
Materials Required	None
Planning Checklist	None
Recommended Activity	<p>Meet with a partner and read the scenarios below. They are all examples of lost opportunities. Discuss how thinking led to not paying attention, and consider alternative scenarios.</p> <ol style="list-style-type: none"> 1. You get an email from a colleague you think always sends useless information. You delete it before really reading the information. 2. You are assigned to work on a project with a new hire. You have more experience and tell your partner to let you handle all of the decision-making. 3. You hate the new system at work. You know that you make more mistakes with the new system than you did with the old one.
Stories to Share	<p>Share that scientists believe that attention can be trained. There is a link to an article below.</p> <p>http://www.boston.com/news/education/higher/articles/2008/06/29/attention_class/?page=1</p>
Delivery Tips	If you feel that you are short on time skip the class discussion, and review the topic.
Review Questions	How does thinking hinder attention?

What Is Mushin?



Mushin is a Chinese term that loosely translates to “no mind.” The concept is used in training for martial arts. A better way to understand Mushin might be to call it pure mind. Mushin requires people to reach an absence of conscious thought and emotion, which better enables individuals to focus on a task. Meditation is used to reach Mushin and as a result, have better intuitive skills.

What is Xin Yi (Heart Minded)?



Xin Yi is a centuries old martial arts used in China. While the fighting techniques may not be helpful when handling situations at the office, the strategies linking the mind and body are useful. Xin Yi involves the ideas of Six Harmonies that also appear in Kung Fu and other martial arts. The three internal harmonies connect the mind with will, energy, and power.

Internal Harmonies

1. **Xin** and **Yi**: Connects the mind (Xin) with the heart or will (Yi).
2. **Yi** and **Qi**: Connects the will (Yi) with natural energy (Qi).
3. **Qi** and **Li**: Connects energy (Qi) with power (Li).

Reaching the internal harmonies is usually done through moving meditation that links the mind and body.

Estimated Time	10 minutes
Topic Objective	Outline Mushin and Xin Yi.
Topic Summary	What is Xin Yi? Discuss the ways that meditation helps attention management.
Materials Required	Flip chart/ Marker
Planning Checklist	None
Recommended Activity	Have the students consider situations when emotions and conscious thought hindered their abilities to react well. Write their responses on the flip chart. Ask the class how Mushin or Internal Harmony could improve these situations.
Stories to Share	Explain that meditation techniques are widely used in many industries to focus concentration. For example, NBA coach, Phil Jackson has taught many of the players he has coached meditation techniques.
Delivery Tips	Ask the class if anyone practices sitting or moving meditation. If so, participants can share techniques with the group.
Review Questions	What is Mushin?

Practical Illustration



Jesse worked in a company where his manager didn't really seem to care about what was going on. Jesse tried to live with the idea that the company's value and stocks were decreasing because of the manager. He thought of his manager as a lost cause, and believed that there was nothing which could be done in order to get the manager on the right track.

Jesse realized that his manager just didn't pay attention. He decided to meet the manager and give him some friendly advice on what attention management is and what could be done to improve it. Jesse introduced his manager to the terms Mushin and Xin Yi. The company was soon making a comeback as the manager was open to the ideas and leaned more tips from Jesse.

Module Two: Review Questions

1.) What does the attention management increase?

- a) The attention capacity
- b) Productivity
- c) The ability to focus attention
- d) Creativity

Attention management increases the ability to focus attention and can be done at the individual and organizational level.

2.) Find the term which is not related to an area of attention:

- a) Responsive
- b) Continual
- c) Intentional
- d) Unproductive

Continual was not mentioned.

3.) What is the advantage of the intentional work?

- a) Faster task execution
- b) Greater job devotion
- c) More energy for the activities
- d) Strategic planning and prioritizing activities

Intentional: When working intentionally, people plan strategically and prioritize their activities.

4.) When does the unproductive attention area occur?

- a) When a person works too slow
- b) When a person wastes time, for example: chatting on Facebook
- c) When a person works too hard
- d) When a person works without a motivation

Unproductive: This occurs when people waste time at work. Unless you are taking a scheduled break, checking Facebook and chatting is unproductive.

5.) What thinking problem relates to the lack of attention?

- a) The lack of thinking
- b) Over thinking
- c) Narrow thinking
- d) Uncreative thinking

Over thinking: When we constantly think we do not pay attention to what is really going on around us.

6.) What controls how and what we think?

- a) Our attitudes
- b) Our mind
- c) Our feelings
- d) Our experience

Our feelings control how and what we think.

7.) What does the Chinese term “Mushin” mean?

- a) “no heart”
- b) “no mind”
- c) “no problem”
- d) “no thinking”

Mushin is a Chinese term that loosely translates to “no mind.”

8.) What practice can be used for reaching the Mushin?

- a) Meditation
- b) Sports
- c) Reading
- d) Sleeping

Meditation is used to reach Mushin.

9.) What kind of sport is Xin Yi?

- a) Water sport
- b) Team sport
- c) Martial art
- d) Athletic discipline

Xin Yi is a centuries old martial arts used in China.

10.)Xin Yi can help us connect the will, energy and power with:

- a) Body
- b) Soul
- c) Mind
- d) Speech

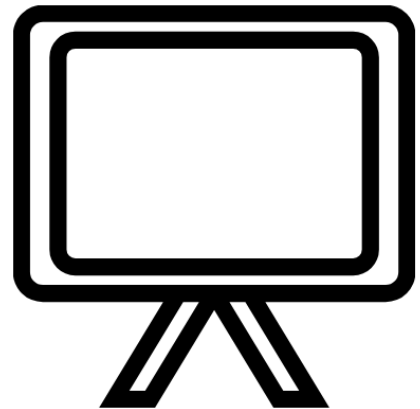
The three internal harmonies connect the mind with will, energy, and power.

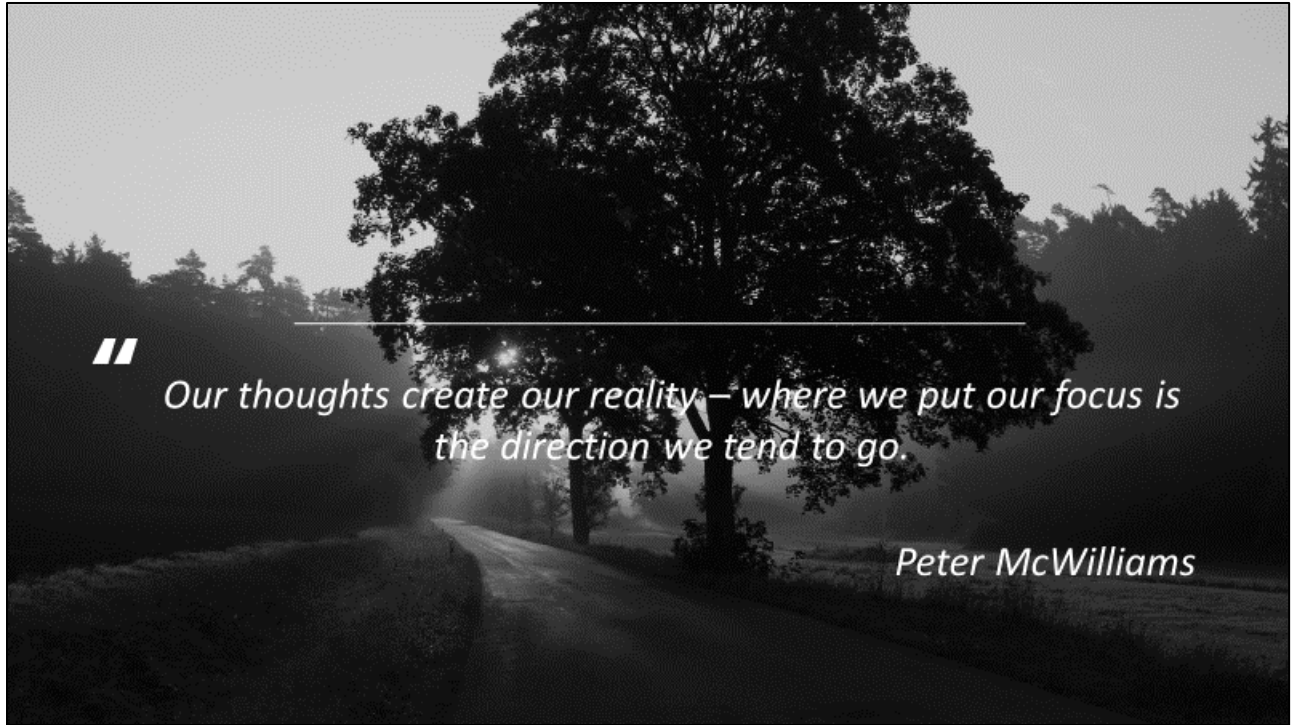
PowerPoint Slides



Below you will find the PowerPoint sample. The slides are based on and created from the Instructor Guide.

PowerPoint slides are a great tool to use during the facilitation of the material; they help to focus on the important points of information presented during the training.





MODULE TWO

Introduction to Attention Management

People are easily distracted at work.

Attention management allows for increased productivity as well as job satisfaction.



What Is Attention Management?

- Intentional
- Responsive
- Interrupted
- Unproductive

Stop Thinking and Pay Attention!

Many people, are over thinking everything and focused on the wrong ideas.





What Is Mushin?

Mushin requires people to reach an absence of conscious thought and emotion, which better enables individuals to focus on a task.

What is Xin Yi (Heart Minded)?

The techniques may not be helpful when handling situations at the office, but the strategies are useful.



Practical Illustration



- What is Attention Management?
- Stop Thinking and Pay Attention!
- What Is Mushin?
- What is Xin Yi ?

Module Two: Review Questions

1. What does the attention management increase?

A. The attention capacity

B. Productivity

C. The ability to focus attention

D. Creativity

Quick Reference Sheets



Below is an example of our Quick Reference Sheets. They are used to provide the participants with a quick way to reference the material after the course has been completed. They can be customized by the trainer to provide the material deemed the most important. They are a way the participants can look back and reference the material at a later date. They are also very useful as a take-away from the workshop when branded. When a participant leaves with a Quick Reference Sheet it provides a great way to promote future business.



Attention Management Quick Reference Sheet



Four Areas of Attention

Intentional: When working intentionally, people plan strategically and prioritize their activities.



Responsive: In this area people are responding to the world around them. They spend more time putting out fires than working intentionally.



Interrupted: People spend too much time answering messages and handling situations that interrupt their work.



Unproductive: This occurs when people waste time at work. Unless you are taking a scheduled break, checking Facebook and chatting is unproductive.



Overcome Procrastination

Identify the cause: Understand why you procrastinate and address any underlying problems.

Stay rested: Sleep and take breaks to prevent yourself from making irrational decisions.

Work in Instalments: Break projects down to feel like you are accomplishing something.

Prioritize: Work on the important projects first.

Be accountable: Trust a friend or family member to help keep you motivated.

Reward yourself: Give yourself small rewards for completing a project.

Eliminate distractions: Work in an environment that allows you to focus.

Create a schedule: Use a schedule to guide your actions.

Work: At some point, it is necessary to ignore how you feel and start working.

Mushin

A martial arts technique, Mushin occurs when the conscious mind does not stand in the way of the body and instinct. Mushin occurs anytime that intuition takes over. There are no logical steps to Mushin, but there are exercises to increase the chances of reaching Mushin.

Exercise:

- Sit comfortably in a quiet room with no distractions.
- Focus on breathing. (There is no need to breathe in tandem; be natural.)
- Try to keep the mind blank, and consciously release each distracting thought as it comes.

The Three P's

POSITIVE - Goals should be phrased positively

PERSONAL - Goals must be personal

POSSIBLE - When setting goals, be sure to consider what's possible and within your control.

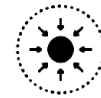


Meditation Brain Waves

- **Beta** - Beta brainwaves signal wakefulness. They are associated with concentration and attentiveness. People use Beta brainwaves to solve problems, but they are also connected to feelings of trepidation and anxiety. Anyone who is awake is in Beta. Meditation slows Beta brainwaves and allows practitioners to focus on the other brainwaves.
- **Alpha** - Alpha brainwaves are a sign of relaxed consciousness. Alpha waves are considered to be the brainwave of meditation. They promote creativity and are associated with pleasant feelings and tranquility. In this state, a person is awake but not intently focused. This is the ideal state for intuitive thinking.
- **Theta** - Theta waves appear when someone is in a deep state of meditation, hypnotized, or in a light stage one sleep. At this stage a person is not fully aware of his or her surroundings. Theta waves are linked to dreams and short-term memory. Children naturally have more Theta waves than adults. Theta waves allow people to recall facts easily, which is sometimes why answers to questions seem to come while falling asleep.
- **Delta** - Delta waves accompany deep sleep that is without dreams. This is the slowest brainwave pattern, moving at 1.5 to four cycles per second. Few people enter delta when they are meditating. Only experienced practitioners are able to reach delta waves and still remain awake.
- **Gamma** - Gamma waves are the waves associated with the ability to connect and process information. They also improve memory and keep the senses sharp. People with high gamma brainwaves are known to be more compassionate and known to be happier or more content. They are often considered to be more intelligent than those with lower levels of gamma waves. Meditation is known to increase the

SMART Goals

- **Specific:** Goals should have specific directions. An example of a specific goal would be visualizing 10 minutes a day.
- **Measurable:** You should know when you reach your goals. For example, increasing productivity three percent is specific, and becoming more productive is not specific.
- **Attainable:** Goals, especially short-term goals, must be attainable. A goal to double your income in the next month is probably not attainable.
- **Relevant:** Goals need to be relevant to each situation. A goal to increase sales is not relevant to someone in production.
- **Timely:** Goals need specific timeframes. For example, spending less time in the reactive zone within three months is a timely goal.



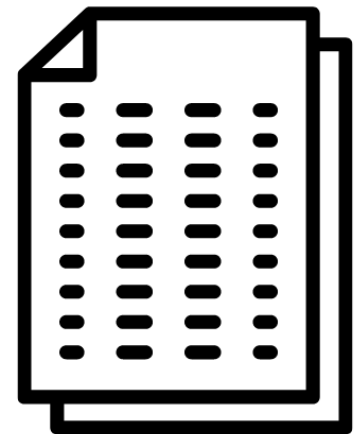
Handouts



Each course is provided with a wide range of worksheets.

Worksheets help check your participants' understanding. If a lesson calls for a worksheet, it will be listed in the Lesson Plan box under Materials Required. All worksheets are customizable and can be found in the Appendix of the Instructor Guide and the Training Manual.

As a trainer, icebreakers give your participants the opportunity to get to know each other better or simply begin the training session on a positive note. Icebreakers promote collaboration, increase engagement, and make your training more light-hearted and fun. Below is an example from the Icebreakers folder.



Sample Worksheet 1

Attention

Determine which of the four areas of attention the following situations fall under.

1. A scheduled lunch break: _____
2. Returning personal emails: _____
3. Handling an employee dispute: _____
4. Checking Facebook: _____
5. A weekly meeting: _____
6. Chatting with a co-worker: _____
7. Returning business phone calls: _____
8. Fixing a billing problem: _____
9. Employee evaluations: _____
10. Finding a document: _____

Icebreaker: The 10 Minute Challenge

PURPOSE

It will help introduce the topic of Attention Management in a fun, non-confrontational manner.

MATERIALS REQUIRED

1. Flip chart paper
2. Markers
3. Timer or watch
4. Craft supplies if desired (colored paper and pencils, glue, sparkles, etc.)

PREPARATION

Write out the following list on a piece of flip chart paper. Ensure that it stays covered until the end of the activity explanation.

5. Do a lap around the room (5 points)
6. Create something for the instructor to wear, such as a hat or tie (10 points; bonus 5 points if the instructor actually wears it)
7. Find out something unique about each person on the team (5 points)
8. Sing a song together (15 points)
9. Make a paper airplane and throw it from one end of the room to another (10 points)
10. Get everyone in the room to sign a single piece of paper (5 points)
11. Count the number of pets owned by your group (20 points)
12. Assign a nickname to each member of the team (5 points)
13. Create name cards for each team member (5 points; bonus 5 points if you use your team nicknames)
14. Make a tower out of the materials owned by your group (10 points)
15. Convince a member of another team to join you (20 points)
16. Name your team and come up with a slogan (5 points for the name, 5 points for the slogan)
17. Re-create the sounds of the Amazon rainforest with the sounds of your voices (10 points)
18. Make a list of what your team wants out of the workshop (15 points)
19. Form a conga line and conga from one end of the room to another (5 points; bonus 10 points if anyone joins you)

You can customize this list as you wish; just make sure there is a point value (which is completely up to you) assigned to each item.

You will also want to create a scoreboard matrix on flip chart paper that looks like this:

	TEAM 1	TEAM 2	TEAM 3
TASK 1			
TASK 2			
TASK 3			
TASK 4 (AND ON...)			
TOTAL			

This should stay hidden until the end of the activity.

EXPLANATION

Divide participants into teams of five to eight. Unveil the numbered list of tasks. Explain that they have ten minutes to collect as many points as possible. They must be safe and they only have ten minutes!

ACTIVITY

Give participants ten minutes to perform their tasks, and enjoy the show! After ten minutes, add up their points using your pre-designed matrix and announce the winner. Keep the list of tasks; you may want to tape it to the wall.

DEBRIEF

After the activity, discuss learning points. Possible discussion topics include:

How did teams decide what tasks they wanted to do? Most groups will analyze the time the task will take and/or the difficulty level, compare it with the value (possible number of points), and prioritize as a result. We do this when managing our time, too: we often choose the high-yield, low-effort tasks over the low-yield, high-effort tasks (and rightly so!).

Were any decisions based on task dependencies? For the name card task, for example, teams received bonus points if they used team nicknames. Performing these two tasks together would triple the points received. This often happens in life, too – batching tasks increases your results exponentially.

What group dynamics came into play? If participants knew each other before, they may feel more comfortable performing a personally risky activity, like singing a song. This comes into play when prioritizing tasks, too; we're more likely to stay within our comfort zone, especially if we're working in a team.

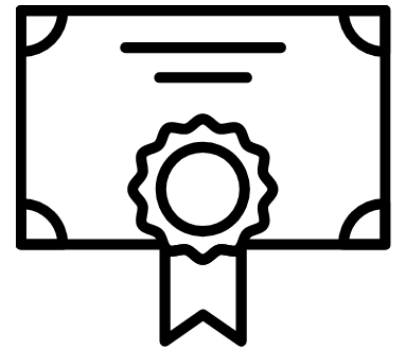
What skills came into play? For example, several tasks involved creativity and artistic skills. Did teams find out whether any members had artistic talent before deciding to do the task?

What additional information did you ask for? How did that affect your approach? Some groups will catch on to the fact that there is no rule that the whole group must perform every task, and will divide their resources and achieve more points as a result. The lesson to learn here is that you need all the information you can get before prioritizing tasks and making a plan. Some teams may have even realized this partway through the activity and adjusted their approach as a result. Kudos to them!

Certificate of Completion



Every course comes with a Certificate of Completion where the participants can be recognized for completing the course. It provides a record of their attendance and to be recognized for their participation in the workshop.



CERTIFICATE OF COMPLETION

[Name]

*Has mastered the course
Attention Management*

Awarded this _____ day of _____, 20____

Presenter Name and Title
