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 at Interglobe**



February 22-24

[Wisdom 2.0: The Power  
 of Transformation](#)

The premiere gathering  
 focused on exploring  
 the intersection of  
 wisdom and technology

San Francisco, CA

Dear Readers,

How did it get to be February already? The new year is barely a month old and many of us seem to have the same overriding feeling: OVERWHELMED. Too many projects to finish, plans to realize, people to contact. It's mostly good stuff, but there's way too much of it. Sound familiar?

What can we do to counteract this feeling of swimming against the tide of commitments that's crashing over us like a five-foot wave? For starters, TRUST that the important stuff always gets done. Second, DO SOMETHING SMALL but DO IT EVERY DAY. It's much better to get the first few sentences of that report that's been on your to-do list for weeks on paper rather than waiting to have sufficient time to write the entire piece perfectly. Instead, start somewhere today and then write another paragraph tomorrow. And perhaps try MEDITATION. My meditation practice helps me be more patient and compassionate with myself and others. See the [Resources](#) section to help you get started.



Taking an occasional timeout to travel can also help us rest and reset. For me, that meant a trip at the beginning of January -- to Cuba! Read all about it [here](#).

As in years past, I also want to use my first Newsflash of the year to share with you my Word of the Year, and this year it's actually a phrase: Leaning in! I know you probably think that's an old one. Sheryl Sandberg, COO of Facebook, used the phrase to motivate women leaders to speak up and claim their seat at the board room table in her 2013 book *Lean in: Women, Work and the Will to Lead*. For me, it's a personal invitation to go for what I want -- in a gentle yet firm way. Life is short and we only have one (at least in this go-around), so I want to make the most of it and live my dreams now, fulfill my purpose now and not wait around for my retirement or for when I have "more time."

What's your word? What's your dream? Let's make it happen.

With gratitude and great anticipation,  
 Rita

June 18-19, 2018

[Dalhousie University --  
Personal Leadership:  
Leading the Self Before  
Leading Others](#)

Halifax, Nova Scotia,  
Canada



June 21-23, 2018

[ICF Midwest  
Conference](#)

Presentation on  
"Coaching Across  
Cultures -- Helping  
Leaders Lead Across  
Difference" by yours  
truly

Pittsburgh, PA

**On A Personal Note**



Yes! I'm doing it: the  
mother of all AIDS rides  
- the [AIDS/LifeCycle  
Ride](#) -- a 7-day 545 mile  
ride from San Francisco  
to Los Angeles on June  
3-9, 2018 to end AIDS.  
Along with 2,500 other  
riders, my goal is to a)  
make it and b) raise



## Impressions from the 4th Annual Mindful Leadership Summit Nov. 10-11, 2017, Washington, DC

*"A mindful leader is someone who  
embodies leadership presence by  
cultivating focus." - Janice Marturano*

Last November, 700 of my closest friends  
and mindfulness co-devotees and I spent  
2-4 days (depending on whether you  
came early or stayed late for pre-and  
post-conference workshops) at a large Washington, DC hotel attending the  
[4th Annual Mindful Leadership Summit](#). It was a memorable gathering filled  
with lots of bell-ringing, meditation moments, body scans, a very varied and  
interesting program centered around tools and strategies to bring more  
mindfulness into your work as a leader -- and an incredible diversity of  
attendee backgrounds. They included the following: the Mental Skills Coach  
of the Chicago Cubs, the CEO of a medium-sized Seattle-based CPA firm,  
the entire staff of a Houston-based gynecology practice, an Italian bank  
manager from Rome, and many engineers who took time off work looking  
for purpose in life other than data and numbers, and on and on.



One case study on how Mindfulness has found its way into the holy halls of  
one of the world's largest companies is SAP, the business software solutions  
giant headquartered in Germany. SAP started its mindfulness program 4 ½  
years ago. So far, they have trained 5,500 employees in mindfulness (with  
5,000 people on waiting lists) in 50 locations around the world. 24 internal  
teachers deliver the programs supported by 75 "mindfulness champions."  
SAP's mindfulness program is offered 70-85 times a year. They have even  
developed metrics to measure the effectiveness of the program. Also,  
mindfulness is changing from a cost center into a profit center, i.e., some of  
SAP's biggest customers have asked them to train THEIR top leaders in  
mindfulness.

money and awareness for this important cause.



### Quotes and Sayings

"No one could have invented Havana. It's too audacious, too contradictory, and despite 50 years of withering neglect -- too damned beautiful."

-- Lonely Planet

"Certain things catch your eye, but pursue only those that capture the heart."

-- Native American Proverb

"You gain strength, courage, and confidence by every experience in which you really stop to look fear in the face."

-- Eleanor Roosevelt

"Man did not weave the web of life; he is merely a strand in it. Whatever he does to the web, he does to himself."

-- Native American Proverb

"We can complain

Rich Fernandez, CEO of [Search Inside Yourself Leadership Institute \(SIYLI\)](#) gave the closing keynote sharing thoughts and research regarding the new fields of Mindful Leadership and Mindfulness at Work:

### Main Challenges

- Measuring ROI
- It's all fair game: the good, the bad and the ugly (quality and sincerity vary widely)
- Customization (which is always necessary)
- Integration into enterprise systems
- Re-branding the concept of mindfulness (to explain what it's NOT)
- Sustainability

### Keys to Success

- Support of leaders including "internal champions"
- Strategic alignment
- Well-trained teachers
- Sustainability
- Multi-modality learning
- Supporting research

### Future Trends

- Secular, science-based tools
- Productivity is good - culture change is better
- Mindfulness could become "mercenary"
- Promise of creating healthy organizations

It was an inspiring event and it felt great to be present at something that is just getting its wings and has so much promise. By the way, at Interglobe we're offering version 2.0 of our new Mindfulness at Work program internally at one of our trusted client organizations beginning in April. This is round two of a program on Mindfulness Meditation we first ran last year with 5 hour-long sessions over a period of 10 weeks. We're super-excited to partner with our client for this program. If you want more information on how to bring mindfulness to your organization, [contact me](#).

## Coach's Corner

"Coaching: a conversation that supports the client in cultivating greater self-awareness, making new and more refined distinctions and building new behavioral competence."

*Coach's Corner is a regular feature highlighting a particular aspect of coaching.*

## Supporting Production Supervisors through Coaching

One of my first coaching assignments almost 15 years ago was to coach the production manager of a European-owned specialty plastics manufacturer and his team of supervisors and operators. The work was new for me since the production manager and his team were facing very different leadership

because rose bushes have thorns, or rejoice because thorn bushes have roses."

-- Abraham Lincoln

"Wherever you go, go with all your heart."

-- Confucius



"If you hear a voice within you say 'you cannot paint,' then by all means paint and that voice will be silenced."

-- Vincent Van Gogh

"It is the supreme art of the teacher to awaken joy in creative expression and knowledge."

-- Albert Einstein

"It takes courage to grow up and become who you really are."

-- E.E. Cummings

"Let gratitude be the pillow upon which you kneel to say your nightly prayer."

-- Maya Angelou

"What happens is not as important as how

and communication challenges compared to those typically found in non-manufacturing environments.

Supervising production workers is not for the faint of heart. It takes special skills and a special type of leadership approach to be able to motivate and manage production line workers who usually have to be trained on the job and whose compensation tends to be at the bottom of the pay scale in their organizations.

Last fall I was asked to coach two newly promoted supervisors at the same client organization. Here's what I learned about coaching supervisors during my latest engagement:

### **Mixing it up works well**

The 4-month coaching program I designed consisted of two individual coaching sessions per month with each supervisor plus two 2-hour group sessions to discuss the role of a supervisor in detail, including their dual focus on managing people and tasks. Mixing coaching and teaching elements worked well and helped them develop their supervisory skill sets.

### **Moving from buddy to boss is tough**

Having been promoted to become the supervisor of your former peers is a challenge to any new supervisor or manager. Because of their "in-between" position between operator and production manager, supervisors often struggle especially hard to get comfortable in their new role having to motivate -- and discipline -- their former colleagues. A lot of our time was spent working on this topic and coming up with strategies to feel comfortable "being the boss" now.

### **Flexibility regarding agreements and commitments is required**

It's not that supervisors are less reliable than managers. However, since they often work directly on the line alongside their operators where crises and sudden changes happen on a regular basis, I had to be more flexible regarding timeliness and agreements made. I learned to do more frequent follow-up with my clients to make sure commitments were kept and actions were taken.

### **Working closely with the manager pays off**

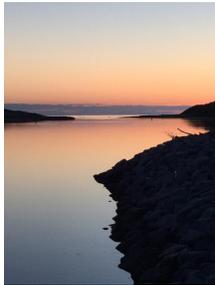
As a coach, I always get input from my client's manager at the beginning and end of a coaching engagement. Communicating with the supervisors' manager regarding their progress on a regular basis was even more important in this case. It took extra effort to check in with the production manager -- AND it made for a much more productive outcome in the end.

you react to what happens."

-- Ellen Glasgow

"My humanity is bound up in yours, for we can only be human together."

-- Desmond Tutu



"Faith is taking the first step even when you don't see the whole staircase."

-- Martin Luther King, Jr.

"Most of the things we need to be most fully alive never come in busyness. They grow in rest."

--Mark Buchanan

"The moment one definitely commits oneself, then Providence moves, too."

-- W.H. Murray

"And suddenly you know: It's time to start something new and trust the magic of beginnings."

-- Meister Eckhart

## Client Testimonials

To find out more about our coaching services, please [email](#) or call me at (404) 915-2340.

## Cuba Libre - Or: A Day in Havana

How to summarize seven days full of sights, impressions, perspectives, discussions, encounters and experiences in one short Newsflash article? *No es possible*. Instead, I'll focus on the last day of our rich and enriching "people-to-people" exploration of the Parks and People of Cuba, which we spent in Havana -- or Habana (its Spanish name).

For a full itinerary of our trip offered through the excellent women's travel outfit "Adventures in Good Company," see their [website](#).

We learned incredible amounts of information about the Cuban education system, health care, transportation, history, agriculture and flora and fauna throughout the week we spent in Cuba. However here are some highlights of a different kind from our day in Havana:

### Habana Vieja - the Precious Pearl

Since the late 1970s the Cuban government has made incredible efforts and investments to return Old Havana (Habana Vieja) to its old glory -- and to not turn the area into a "Disney theme park" but rather to maintain it as a place to live and work for its inhabitants. Centering around four beautiful squares (Plaza Vieja was my favorite), the old town has about 900 buildings of historical importance, many of them beautifully restored with myriad examples of





Here's what recent team building clients have to say:

"All team dynamics exercises were great; they allowed us to get to know each other and understand how we could add value."

"Big thanks for the facilitator -- Rita: I just love your methodology."

"Thanks for providing us the opportunity, guidance and creative space to reflect and discuss both our successes and areas for continued improvement as a Leadership Team!"

"Thanks for all the help you have given me and my team. I believe that I have an awesome team and you have only made it better."



"Great interactions, purpose, ways to

beautiful architecture ranging from baroque to art deco. The historical preservation of Habana Vieja is a work in progress AND the outcomes of this concerted effort are awe-inspiring.

### Who says cars only last for 5 years?

Like everyone else who travels to Cuba, I fell in love with those colorful "carros clasicos." My fear that there would only be a few left in the streets of Havana (or Cuba for that matter) were completely unfounded. You see them everywhere! I was never able to find out how many of these meticulously maintained, colorfully painted beauties there are, but those who drive them are very proud of theirs and know how to care for them. The "youngest" ones are from the late 1950s... Chevrolets, Buicks, Oldsmobiles, Fords... and they run and run. Some of them have names, most have original leather seating -- and a bumpy ride but... who cares?



### Does the music ever stop?

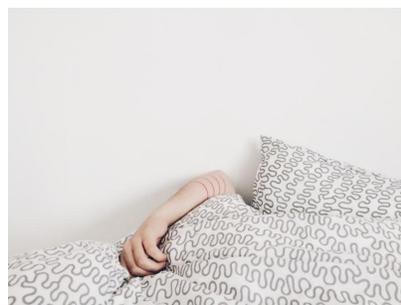
The answer is "no"! Music and dance are omnipresent in Cuba, which is considered the birthplace of salsa. It goes back to what is called "son Cubano," blending elements of Spanish and African origin. Like many aspects of Cuban culture, there are layers and layers of history and complexity in music and dance as well. And we heard and saw a lot. Not only were we treated to an excellent choir concert by the Cantores de Cienfuegos at the beginning of our trip, we also spent hours listening to bands at the Casa de la Musica in Trinidad and in many other places. The absolute highlight was a concert by the legendary Buena Vista Social Club at the Teatro Nacional as part of the Havana Jazz Festival. 88-year-old Diva [Omara Portuondo](#) drove the crowds to their feet with her vocals and her presence.



Please see the [Resources](#) section for some reading recommendations on Cuban history and culture.

## The Lessons in Laying Low (Flu-Induced)

It's one thing to choose spaciousness (one of the topics of my last Newsflash that received a lot of uptake and affirmation from readers -- thank you, readers!). It's quite a different matter when the flu ("only others get it, right?") hits you and your doctor says: Stay in bed for at least the next 4 days. WHAT??? Four days of doing NOTHING??? Just lying around? As you can gather, my pain tolerance is high, so the fact that I was feeling awful didn't even register at first. All I could focus on were the things I would have to miss (i.e., cancel) for work plus all my weekend plans. It seemed like a total waste of valuable time.



I feel like I went through the first four Kuebler-Ross Grief Stages, i.e., denial, anger, bargaining, and depression, in about 20 seconds. I spent most of

connect, facilitated openness & trust, etc."

"I enjoyed having the 'practical' topics mixed in with the team bonding."

"I really like how the agenda was set up. Team dynamics in between operational topics"

"Rita has a natural style of being able to blend into the meeting when required and also take a back seat depending on the topic."

those 20 seconds on bargaining, of course, but my doctor would have none of it. "What if I feel better earlier?" I asked. "You won't!" she replied. She was right. I didn't.

By the end of Day 1 of my "quarantine," I was remembering the old adage: "Sickness as opportunity" and finally arrived at acceptance (more or less). Here are some lessons I learned throughout my flu-induced time-out:

- I'm not super-woman. Oh, darn! It's ok to feel vulnerable and weak once in a while. It makes you human.
- Health comes first. Family and friends come second (protect them from getting what you have).
- Work comes last when you have the flu. Everyone will understand.
- Asking for help and saying YES to offers of soup being left on your doorstep is vital.
- You have to follow orders, including wearing that lovely face mask when visitors dare visit you.
- Acceptance is a sign of strength, not weakness. The sooner you can get there, the better.
- Patience is a virtue. Healing takes patience.
- Devices and social media are ok. So is binge-watching. Just make sure to get enough rest.
- Get a flu shot next year? Maybe.

## Resources



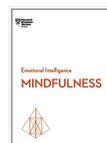
### Interglobe

Visit Our Website  
Email Us  
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### Mindfulness at Work

#### [Finding the Space to Lead -- A Practical Guide to Mindful Leadership](#) (2014) by Janice Marturano

A guide to integrating the practice of mindfulness -- meditation and self-awareness -- into the practical issues of everyday life



#### [Mindfulness -- HBR Emotional Intelligence Series](#) (2017) by Harvard Business Review

A collection of nine "mini" HBR articles explaining the science behind mindfulness and offering practical steps for building a sense of presence into one's daily work routine

### My Favorite Meditation Apps

[Headspace](#) -- Free app for basic daily meditation practice instructions, plus add-on meditation offerings via subscription (lots of fun animations, too!)

[Insight Timer](#) -- Free meditation app with thousands of guided meditations and music tracks

[Calm](#) -- Free app to help you calm your mind and sleep better (includes excellent bedtime stories for insomniacs)

### Cuba

[Lonely Planet Cuba](#)

One of the most extensive and most up-to-date travel guides there is on Cuba

[Our Man in Havana](#) (1958) by Graham Greene

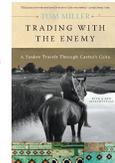
Classic spy novel set in Havana



[The Mambo Kings Play Songs of Love](#) (1990 Pulitzer Prize winner for fiction) by Oscar Hijuelos  
Novel telling the story of Cuban brothers moving to the U.S. to pursue lost love and musical fame

[Trading with the Enemy. A Yankee Travels Through Castro's Cuba](#) (1992) by Tom Miller

A journalistic account of 1990s Cuba including the "special period" after the collapse of the Soviet Union and its impact on Cuban society and economy.



INTERGLOBE Cross Cultural Business Services

Helping People Bridge Differences  
Effectively and Mindfully.

