

Trabajo de Final de Grado.

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ORGANIZATIONS IN THE AGE OF MINDFULNESS AND COMMUNICATION. NEW APPROACHES AND ITS IMPLICATIONS.

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Degree: Business Administration and Marketing
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Academic year: 2016/2017

AGRADECIMIENTOS

Después de un intenso período de trabajo que ha tenido sus altibajos, ha llegado un día que hace tiempo sólo podía imaginar, el final del camino de mi trabajo final de grado. Puedo decir que he crecido tanto a nivel de aprendizaje como a nivel personal.

Llevar a cabo este trabajo ha dejado huella dentro de mí, pero no sólo por el contenido, por lo que he leído y descubierto, sino por lo que el proceso ha supuesto, es por ello que considero necesario incluir este apartado agradeciendo y nombrando a una serie de personas, por orden alfabético, que me han ayudado de uno u otro modo.

Alberto Cuadros, Berta Tomás, Iliyan Emilov, Joan Didac Terol, Paula Barba, todos ellos compañeros de carrera y de otras cosas, bien en una o varias asignaturas, o trabajos, pero principalmente amigos, me gustaría agradeceros vuestro gran apoyo y que siempre habéis estado ahí para ayudarme cuando lo necesitaba.

A otros, no compañeros de carrera (algunos también estuvieron en el comienzo), sino de la vida, en los que saben han sido momentos complicados, os hago extensivos los mismos agradecimientos porque en muchos momentos de mi aprendizaje lectivo y vital, habéis tenido mucho que ver. Mis disculpas a aquellos que seguramente puede que haya obviado, pero están en mi corazón:

Abel Tirado, Almudena Beltrán, Ana Erades, Belén Sales, Inma Bou, Isaac Lozano, Iván Marina, Jesús Moliner, Joan Abelló, José Vicente Pallardó, Juan Antonio Cebrián, Lorena Domínguez, Manuel Ibañez, Mariela Perera, Sandra Sampson, Sergio Hernández, Sergio Romero, Susana Negre, Verónica Badenas, Vicent Sales, Vicente Castillo "Tico", y en especial a Juan Ricardo Wagner, mi hermano. A todos, porque no sólo estamos para lo fácil, por nuestras charlas y sobre todo lo que compartimos.

Además, me gustaría darle las gracias a mi tutor, Antonio Grandío, por su ánimo en momentos complicados. Y a otros profesores de los que he aprendido tanto, recuerdo ahora mismo especialmente a Alma María Rodríguez, Andreu Arnau, Bartolomé Ibáñez, Diego Monferrer, Fernando Casas, Juan Ángel Lafuente, María Pilar Monte, Miguel Ángel Gimeno, Ricardo Chiva y otros que dejo por el camino seguramente... Sin todos ellos, esto no hubiera sido posible. GRACIAS.

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1. INTRODUCTION

1.1 PRESENTATION AND PROLOGUE

To introduce the work, I'll begin asking the basic question of revision, the title of the work is quite explicit for me, we are in the information age, or rather of communication, with constant changes, over information in multiple directions, but in addition, there's a growing and primordial concept, as is Mindfulness.

This end of grade work raises mainly a number of issues, like the concept of **Mindfulness**, its usefulness, to what extent it can positively affect certain aspects within the organization or daily life, its relationship with the concept of Communication, motivation in the work environment ... And other issues that I have considered.

Mindfulness could be considered a particular way of pay attention to the environment, internal or external with acceptance and without judgment, (Kabat-Zinn, 1990-2004), is a capacity/skill not developed by everyone, but it could be considered like universal and basic human capability (Simón, 2007), and, according to what's researched, important for the field of knowledge, education, organization in business, psychology, and also important at the personal level for learning and better understanding, and for any field of development affective, physical, intellectual and social.

However, although as I've said, it isn't a capacity developed by all, it's innate, but above all assimilable (Simon, 2007), because through practice, it can be learned. Mindfulness has become a concept already credited today by many authors and in different fields for its emotional, physical, and many other benefits. (Santorelli and Kabat-Zinn, 1998).

Throughout the present work, in addition to conceptualizing Mindfulness, its processes and benefits, I'll investigate some authors and some important texts for me, within the world of company and business, some scientific articles and of opinion, chapters of some books related to learning, self-knowledge and empowerment of a higher level of self-awareness...

I mean than, obviously, I haven't studied the human consciousness, nor the consciousness of the organization as a group; I've scarcely scratched the floor of these concepts by talking about the images (metaphors) of the organization or the evolution of organizations as if they were species.

I don't feel able to go deep into the concept of consciousness, I've only approached theoretically, although, it could be considered that a greater increase of the same by anyone, could improve our performance in any field. And not only because it's a growing concept and on which much has already been written, but because it can be beneficial to our health in terms of reducing anxiety and stress, improving performance... (Stahl, Goldstein, Kabat-Zinn and Santorelli, 2010).

Other empirical studies show that the practice of Mindfulness or Full Attention can also help to improve creativity and emotions, reduce "problematic" behaviors, collaboration in education or work and even improve rest (Parra, Montañés, Montañés and Bartolomé, 2012). Mindfulness is a way that can open the door to a change in the state of consciousness, not only at the individual level, but also at the collective level (Simon, 2010).

Then, I would like to summarize what I've learned, reading about the Evolutionary model of consciousness (Wilber, 1995) and later, it will take me to other concepts and conclusions about Mindfulness, relationships, communication, their needs with respect to human relations and in the working world...

The human psyche (set of conscious and unconscious processes of the human mind, against the only organics); it's made of many elements that define us: mind, personality, psychosexuality, character, consciousness...

According to the evolutionary model of consciousness of Ken Wilber: the states of consciousness would be 3:

- The lower "states": basic and biological functions, *"the ego is the first; and mainly a body ego"* (Freud, 1926), that's, first of all, we grow physically, from children to adolescents, and from there to adults; to grow we care about our physical mainly, in addition to our training and our personality. The children are primarily linked to the biological, instinctive... Later; mental or conceptual functions grow as language evolves.

- The intermediates "states": are levels of consciousness that are beyond the ego, the body and the mind, so it's so difficult to reach them. The most important thing is that, in evolving consciousness, it transcends theoretically, with what it acquires skills to understand the world and the organism in ways that the ordinary mentality can't as among other things to the prejudices when it comes to communicating and relating with the rest of the people.
- The supreme "states": in arriving to these states of consciousness: *"There's a maximum and supreme development of the own potentialities that who live as creators of the All, and oneself as part of it" (Wilber 1995).*

The main idea is to reach an absolute integration of the lower states, a differentiation of the consciousness from the images contained in it, to reach a greater understanding of the "All".

The Mindfulness and the unconscious: Some of the main characteristics of the supreme "states" seen are: attachment, love for something/one, absence of temporality, non-avoidance and acceptance of the "All", and the union with the environment, which at the same time, are conditions that can occur in the meditation or in the practice of Mindfulness. With techniques such as the meditation, people can have better understanding of their prejudices, predefined fixations, complexes, etc...

"What does man looking for?, we think that if we could inquire into that question, we would better understand the subtle movement of relationships in the Predatory Organization, how the search of power, the success, the obsession to succeed at all costs in business and real life and affective life, the destruction of the other or the same "search of happiness" as an objective. Maybe we would like to investigate if, independently of the form, method, model, outcome or result that any one sustains, there's a process common to humanity that synthesizes all "the individual searches". (Magliano, 2005, p.92).

By researching and reading about these concepts, some already classical and some more contemporary, we may perhaps learn about our perceptive mind (a concept that will also be discussed later), being somewhat more ready to access a higher state of consciousness. A level of attention necessary to face demotivation, the existence of toxic people around us, labor and social conflicts and many more physical-mental conflicts.

It seems obvious to say, that throughout our lives, we can face difficulties in relating to ourselves, having ties with others, strong or not, without putting our "I" before us, our valuations learned, our prejudices. Always, before stating something concrete, we should be aware of the meaning of what we say, and both for ourselves and for the others. All this, of course, is not easy:

"In the Predatory Organization, what comes into play is the energy of the power." (Magliano, 2005, p.30).

In terms of business there are obviously, big differences between the minds of the managers and the average employees at different levels, in today's business "chaos predominates", the order is always very complicated to get and to understand by the:

"...Crowd of Personalities within something that might look like a living organism like The Company..." (Morgan, 1990, p.41).

From this, it seems primordial to understand the chaos, the disorder, because it's something that occurs predominantly in the predatory organization, as we learn along the mentioned book of Magliano, Company without fear. What happens then with theories we have learned along our career so?; In our life, such as the theory of the intelligent organizations, Learning Organizations (Senge, 1990); It's probably that we would be very "smart"; or rather we have some skills, to carry out complex strategic or technological methodologies and very little sensitive to seeing "the facts" as they are presented, to the communication, to the relationships. The fact and the idea of solution of our problems maybe different concepts. Now that we have:

"... the illusion of hierarchizing scientific and technological knowledge to the point of supposing that the knowledge -which is nothing other than accumulated memory of our experience, and therefore, past- is the most apt way to understand our Interiority and so free ourselves of the fears..."; "...Knowledge it's full of past, and when installing a should in our minds, immediately creates a theoretical hole between what's (the fact) and the should (the idea of solution of our problems)". (Magliano, 2005, p.31).

Knowledge isn't, of course, a mirage, it exists as we accumulate it, as other physical possessions exist, but everything has its moment and its need, it's an objective of the intelligence to apply it to events and practical and objective things,...

Understanding is something greater than the knowledge as I have learned in my multiple readings, knowing is not understanding, being afraid, prejudices, something useless and stupid, one better communication, emotional intelligence, would help us to have better **relations** with our environment, hence the reasons, why of my work, which I'll develop later. If we are conscious with a greater depth of our thoughts, our beliefs, our goodness and evils, about how we affect by the outside, we can reach a higher level of understanding in our relationships.

What we understand by being attentive?, will treat this subject later also, in the first moment, humans can be attentive to the negative effects that we can suffer from external inferences, I could consider that the first feeling that entails any Cerebral performance it's fear, the survival instinct for any unexpected act around us, but, according to some authors, we must also be attentive to the conflicts in the relations and the dynamics of the links in the labor context (Krishnamurti, 1933).

To conclude this introduction, I'll say than this work will be composed initially by a justification and objectives, followed by a concise theoretical framework to know more about Mindfulness and applications. Then, a methodological review and later, I'll write extensively on some important texts which I've considered about relationships, learning in the organization, different models of the same and their evolution up to the present, all interrelated along the way with the concepts already mentioned.

In the later chapters, there will be a series of "discussions" and own reflections on topics that I've considered relative to the previous theoretical framework and that will eventually lead to my conclusions.

1.2 JUSTIFICATION AND GENERAL OBJECTIVES OF THE WORK

The way to my justification for choosing the subject of Mindfulness for this final work, wasn't initially obvious, I was clear that I wanted to do research on some subject related to the world of "human resources" because of some related subjects that I've studied that have been very motivating me. Previously, to do some works, I had to seek information and analyze related concepts such as: emotional salary, caring for people in the company, their needs, their obligations, what motivates employees, change in attitudes, healthy companies, emotional intelligence... And, it was just after an initial talk with my tutor and a search for concepts and information related with the latter that I found more information about the concepts of Mindfulness, full Attention, and Flow...

From there, I started to have more curiosity on the subject and I investigated, there was a time, in which I didn't advance too much, although finally, I think that I've achieved "to soak" and to develop broadly the thematic. Perhaps, I should add that, until a little more than a year ago, I had no direct contact with the practice of Mindfulness, in the subject of Change and Organizational design, we did some sessions, to try to improve our focus and our attention and performance, then, as I'll explain in the next point that will complete the justification to my understanding, I put it into practice in another facet of my work and personal life.

In addition, according to V. M. Simón (2007), in his text on Mindfulness and Neurobiology, in the moments when we are more aware of what we do, think, or feel, we are already putting Mindfulness into practice itself, which may be beneficial to our psycho-perceptive-motor..., which should give us to think...

As a summary of objectives already mentioned in the distribution of the work, gather general information about **Mindfulness**, its origins and its applications in the labor-organizational-vital field, and investigate different texts, valuing them with the knowledge acquired.

1.3 A PERSONAL AND PRACTICAL EXAMPLE

Now, for a moment, I would like to report in an illustrative way to extend the previous justification: for many years, I have dedicated part of my life to the teaching, of subjects especially related to the logic and the chess like educative and socializing tool in the life and education. From the first day until today, before starting any talks or class, I recognize that I tend to be some nervous. How is possible this if this is what I've been doing so much time?

This is because the function of a person who tries to transmit, not only knowledge, but modes of reasoning, useful for life, for learning, critical, free, where reflection is an essential element, this function... is so complicated. Also if we work with children, we have the constant uncertainty of the doubt, if we're doing it right or not. Knowing to transmit passion, feeling, strength, logical, reasoning and a certain part of humor... For me, motivation is both a cause and a consequence of Mindfulness; at least I consider it in a personal level:

"The best way to do a job well is to love what you do" (Jobs, quoted at 2011).

Even before taking the final decision on the subject of work, I myself put it in practice and have carried out small experiences of Mindfulness with my students, I've don't extensive experiments with data or numerical results, but what I can say is that I have noticed, realized, important Changes in behaviors, Attention capacity, response, participation and interest in many of my classes.

As a summary, children who could arrive to class from school or home altered, for different reasons, go through various mental stages, nervousness, anxiety, inattention, but after doing some simple exercises of relaxation and breathing, have undergone significant changes. For all this, I chose in part this theme for the work which, not only has contributed me to better understand its meaning and the benefits of its practice, but takes us to consider a change of mentality, towards a higher level of consciousness, at least as far as teachers are concerned, but also in other fields already mentioned.

1.4 INITIAL THEORETICAL FRAMEWORK, CONCEPTS

Conceptually speaking (psychologically and theoretically), Mindfulness could be understood as a cognitive state in which there's a high degree of Awareness, in which a person is focused on the present, on the "*here and now*", and in which the "*I*" It avoids identifying or being carried away by the physiological sensations, their thoughts/images and/or their emotions. (Kabat-Zinn, 1990-2004, Santorelli 1998-2010, et al.). This is achieved by training the mind to achieve greater attention, we all might think that realizing is also an evolutionary question (Wilber, 1995), but Krishnamurti (1933, p.202) defends that "*My internal change is not dependent on time*", which could also be understood as an evolutionary question perhaps in stages, derived from prior knowledge, time and effort, all theoretically.

This state could also be achieved by learning to distance oneself from experience and the predefined responses to previous actions, with a total absence of judgment and an "*openness of knowledge, either to internal states or to the circumstances of the environment*". (Kabat-Zinn, 1990, Teasdale, 2002, Brown & Ryan, 2003, Williams, 2010, et al.). One characteristic that defines the "present" human mind is what some of these same authors like Kabat-Zinn or Teasdale and others call "*autopilot*", since too often, we do things by default, without paying attention, without we figure out...

One of Mindfulness's most widely used primary definitions in psychology is that of Kabat-Zinn (2004), one of the most influential authors in the development of Mindfulness in Psychotherapy, who defends that the awareness that comes from paying attention, intentionally to experience as it's in the present moment, without judging it, without evaluating it and without reacting to it.

According to other texts also, Kabat-Zinn, we could distinguish seven main characteristics of Mindfulness like: absence of judgment, patience, beginner's mind, confidence, effort, acceptance and letting go (Kabat-Zinn, 1990).

In addition, the exercise of Mindfulness entails, as I said before now, to direct our attention to the present moment that we live, with a compassionate stance, with true interest, cognitive openness, etc... (Kabat-Zinn, 1990-2004).

The importance within the world of psychology and sociology seems obvious and therefore, it's elementary its relation with the world of the organization and the direction of persons in the labor and/or daily life.

Really, concluding; in the moment in which we are conscious in our daily life of what we are doing or feeling, we are carrying out the Mindfulness, (Simón, 2007). What happens is that, normally, our brain isn't concentrated, we digress, we decentralize, and we aren't in a constant concentration and full attention.

One of the earliest effects of Mindfulness practice seems to be the increased ability to concentrate. This increase in concentration gives us greater serenity and care; and the training of this serenity/Emotional Intelligence leads us to a greater understanding of reality (*both external and internal*) and approaches us to perceive reality more precisely (Simón, 2007). It should also be noted that: "*Mindfulness could help us to integrate personal and professional life.*" (Germer, Siegel and Fulton, 2005, 58). I shall speak about this latter in my conclusions

2. METHODOLOGY

As for the Methodology or strategy of bibliographic research; this work has been carried out in part, making a review of different texts, named, considerably analyzed and partly explained in the next point of work.

For this analysis and theoretical revision on the chosen theme, the reading of these texts has been contrasted with some articles searched on line (for example, in scholar google or Dialnet...) and the bibliography that I considered personally necessary, as far as to some books recommended by my tutor or own choice, but also as far as other consulted, since from a concrete search, sometimes, this has led me to others with related information and that I've also been useful.

In this case, I didn't do any survey or experiment with data, I took it well into consideration, but due to my work and how I finally decided to focus the same, already exposed in the index, I dismissed it.

Previously to the theoretical revision, reading, summaries, editing of topics to be discussed, etc, I've selected some texts, in some cases I've interrelated them, and I've searched for concepts, mainly online, but also physically in different libraries.

Regarding the latter, when I've used search engines to find links of interest, articles or publications, in google or "google scholar", I've introduced keywords like Mindfulness (with thousands of results), adding other keywords like: full attention, care, concentration, company, emotional intelligence, motivation, organization, RRHH, names of related known authors, previously sought and so on.

I've also been guided in part by the inspiration of the search and the editing of some sections of work, by things learned in the subject of Dynamization of HR from the previous semester, which was a special motivation to use notes, concepts and some other script-point suggested by the teacher of the subject at the time.

Now: Some keywords for this work:

Attention and calm | Organizational Change | Curious companies | Facts and Images | Mindfulness | New organizations | Human resources | Relations.

And to classify this research I'll follow a series of criteria:

According to the purpose searched:

I would say that it would be a combination of basic and applied research, the first using a theoretical framework, in order to investigate classic and modern theories about Mindfulness and related aspects, focusing on the company, although without contrasting them with any practical aspect, with some real examples.

According to the means used to obtain information:

It's basically documentary, based on different documentary sources.

Both bibliographical (physical), as hemerographic or online, articles, webs; etc.

According to the level of knowledge acquired:

I would say that it would be a combination of correlational and explanatory research, the first since I've related different concepts or variables.

But also trying to look for origins of certain business evolutionary concepts/phenomena through relationships.

Depending on the nature of the information collected:

Basically qualitative, given the phenomenology and theories studied, there's no empirical data. On this, it will be necessary a deep understanding of human behavior and the reasons of its behaviour.

Although, as something quite increasing, it's currently in a moment of change by the advance of new systems of exchange of information and its impact on communication and human relations.

3. ANALYSIS-RESULTS OF THEORETICAL REVIEW, RESEARCH ON SOME TEXTS.

In this 3rd chapter of the work, I will focus on explaining, summarizing concepts and contributing my own vision in some cases, I've divided it into 5 subsections, each of which had its moment of importance in the development of the work. To start; I'd like to say that in the beginning, when reading this article by Antonio Grandío in one of his social networks, it began to give me some important ideas:

3.1 "COMPETE IN THE MARKET VERSUS LEARNING IN RELATIONSHIPS" (GRANDÍO, 1997).

Then, to continue, I'll go quoting some parts of text, adding my knowledge and personal assessments as clearly as possible. For me; something key to know how to understand the Business objective in the near future is...:

"Learning in relationship...", an idea that may emerge above other basic marketing concepts such as "Compete in the market..."

This means that we are all part of a Whole with many more parts, it's not always all about crushing, burying, competing, winning more, sometimes it's necessary to be competitive to the point where we can live together and learn from this coexistence between all parts of the whole. As this article says, even though this is a few years old, we are currently in a networked world:

"A world of interconnected networks where boundaries between businesses are diluted in a growing complexity of interdependencies" (Grandío, 1997).

Analogously: *"The synthesis between competing and cooperating is nothing more than the relation. Relationship involves both simultaneously, both in the life of inter- and intra-organizational relationships as well as in our personal lives"* (Ibíd, 1997).

Maybe today, we should know to reconfigure our thoughts, adapt to an era of changes in which what is ahead is imminent and necessary, we can't expect different results doing always the same, it's something as obvious as difficult for many people, the key to the whole for me is the **communication** in the relationships, the attention at the same; as already said in the previous quote, both in job or work life and in our personal life.

Many times, our performance or acting, usually define us with respect to others, according to them perceive us, according to the value judgments they make based on their prejudices; perhaps a common mistake that we all make many times, we based on previous data, in knowledge, instead of living every moment, of course in the business different plans are needed at the short and long term, but relationships can be measured in different ways.

An alternative to improve our performance could be as I have previously said, to be attentive: *"To realize us about our complex interdependence and how the representation of ideas skews and erect an artificial barrier between the external (environment) and the internal, is learning"* (Grandío, 1997).

This means that we must know how to separate the **images**, the concept we have of something, of those **observable facts** in the labor relations. Because facts and images aren't the same. We constantly learn knowledge, but this doesn't imply that we understand things, in my own life, like all the people, I've experienced multitudes of reactions of my own and to me that could be considered out of the ordinary or usually accepted. How many times have we heard the expressions?: *"It's so easy to say, but so difficult to apply..."*, *"...this is the best for you..."*, and we know it, but we often have to do or react as we think it is better, because we are concerned that what can say our environment of us, or just the opposite...

They are examples of how we often know the theory, but it may not be so easy to apply, we learn and understand as we live.

Reflecting again about the text: As Henry Mintzberg points out, the strategy it's a future perspective: *"a representation of reality linked to past conditions, whiches were "earned unconsciously"* (Mintzberg, 1989-1991).

The world of business, as we understand it, needs the concept of the strategy. From the point of view of our degree, through what has been learned, we could consider the strategy as a unified plan, adaptable, comprehensible and global plan designed to ensure that the basic goals of the company can be achieved.

These "*mental models*" (Senge, 1990), perhaps should be reexamined, from the perspective of a new "*higher degree of consciousness*" (Grandío, 1997), to achieve greater understanding and improve our performance. It's possible that the evolution of new models of organizations require more mature and holistic (based on the whole) and less conditioned by what we already know.

All this, means that by the part of the company, it's natural to need a control to act on a plan, to have with budgets, or to prevent deviations in accounting or production processes, for which is needed the past (*knowledge*), for example, in form of statistical tables, comparisons with past results..., for one evaluation, control and follow-up.

Although, in fact, the true need for certainty is that which exists in terms of experiencing the facts that affect us in our relationship with others. It's important to *realize us* what's happening "in our immediate environments/surroundings". (Ibíd, 1997). Hence, the need for the concept of Mindfulness and Full Attention.

3. ANALYSIS-RESULTS OF THEORETICAL REVIEW, RESEARCH ON SOME TEXTS.

3.2 "BEYOND THE LEARNING", (TOM PETERS, 1995).

I'd read this chapter a long time ago, and I found it very "curious", while important and related to the concept of healthy company, and without a doubt, a healthy company, is a company attentive with its stakeholder, and that was the initial theme of the TFG, "Attentive" companies. In new times we are and new times will come, with the rise and growth of New Technologies, new policies, new concepts...

In the chapter: *"Beyond the learning"*; Tom Peters' "New organizations in time of chaos" tell us how we can create (add *"and maintain"*) a curious company?, a concept that reminds us to the well-known concept of The Learning Organization, by Peter Senge, who talks about the organization as a Whole, something also coming from holism. And related to human learning: *"Children of today will do jobs that aren't yet invented and creativity is as important in education as the literacy, and that is why we must treat it with equal importance"* (Robinson, 2006-2010). Children are the most curious and creative humans, and as they learn and are mechanized, they lose the capacity of amazement, curiosity... How much more do we grow, less ability to learn, do we have?, Is this so true?, I personally want to believe that No, what it's certain is that society in general imposes prejudices, needs and time often carries a fatigue that take us to accommodate us, but it's necessary to fight against it.

Then, Peters offers some guidelines for improving "business" curiosity at the company. Some of which, I'll say: To hire curious people; usually, persons will adhere to established rules, and the 1st rule of business recruitment should be according this book, hire always somebody without a pair of rarities as a minimum in your CV, (Peters, 1995). If we want to have original products/services, it will be easier for them to be created by original people. And another very important thing should be to ignore the passive, toxics...; although some theories of motivation, say that they must exist to encourage pushers/rare to grow out over others.

Companies, should maybe must value more the youth, with the emphasis of not forgetting the experience, in my modest opinion, don't condemn the old people... Besides, we should insist that everyone always take a vacation, stress doesn't lead to anything, it is necessary to disconnect sometimes.

As a company, we should promote new models of relationships: freer and more flexible environments in which everyone can demonstrate without problems, that work teams and projects are formed in a coherent way, facilitate the encounter and exchange of opinions, ideas, and have debates, self-evaluating..., we shouldn't only be based on goals and results.

It's possible to question us, in relation to the concept of healthy and attentive company, concerned about the environment, Is Corporate Social Responsibility (CSR) sufficient and sustainability long enough?, not only really; as we have seen with Peters, a company will be much healthier, if they care about communicating, knowing needs of employees, to make them feel more comfortable and better developing their jobs and feel involved and belonging to the organization. Another point necessary than also lead us to better relational capabilities and for a good employee-company relationship: we must always remember these three points, from different points of view, care of rest, diet, and, of course, conciliation; such a fashionable subject, but always necessary. (Jaume I University (2016). Topic 1: Health in the organization, subject AE1042)

With a compendium of all these characteristics taken care towards to employees, but also with respect to managers, ability to learn, relate, maintain and grow in curiosity..., any organization would be much healthier. To get finally the primary objective: Care of Human Capital/Resources, people, after all, for this there are currently, for example, the figures of coaches or staff helpers, but they aren't enough... We must go further, towards new horizons. In another order, the ultimate goal of mindfulness, to become attentive human beings, conscious people...

3. ANALYSIS-RESULTS OF THEORETICAL REVIEW, RESEARCH ON SOME TEXTS.

From now on, continuing with the results of theoretical research, I'll speak more or less broadly about some chapters, publications or articles, which I've considered more relevant and extracted some conclusions that I'll write about some publications I have I was able to read in order to investigate concepts related to the subject of this work and about which I'll discuss broadly in the following point, but also throughout this, through the personal analysis of the assumptions.

3.3 THE IMAGES OF ORGANIZATION

(GARETH MORGAN, 1990).

(METAPHORS ABOUT ORGANIZATIONS)

Gareth Morgan (1990), in this interesting book that defines different typologies or ways of viewing organizations, uses different metaphors to understand the kinds of organizations that may exist; for example; In chapter II, he speaks about the organization as a machine with its own "gears" (Morgan, 1990, p.9-28): we are told throughout the manuscript that all our hypotheses and theories about organizations are based in metaphors that lead us to understand them so better.

The use of these images/metaphors shows us reasoning and a wider understanding of the world in general. Organizations are undoubtedly a complicated phenomenon to understand that can be understood in very different ways.

This image of the organization as a machine supports the beginning of the development of bureaucratic organization in which managers understand organizations as "machines", designing and managing as machines made as watches with their gears, where each participant is assigned explicitly their role within a systemic whole. (Ibíd. ch.2).

In chapter III; the metaphor is used to speak about the organization as a living organism: this metaphor, I understand that speaks about the greater understanding and management of the needs of the organization and its interrelations with the environment.

The different kinds of organizations are made according to him to adapt according to their needs to the different "*environments changing*" (Morgan, 1990). Organizations are born, develop, progress, until they descend into productivity or resources and die as real living organisms.

Organizations are spoken of as open systems with a number of characteristics; like that they are actively related (in constant communication in different directions) with changing environments in which the organization exists. Also, these systems are composed of interrelated subsystems, so that organizations encompass individuals belonging to other groups which in turn interrelate with other big groups and so continuously; and the latter would be the need to identify these environments, interrelationships, control, measure and perform corrective actions necessary to avoid potential deviations from expected results. (Morgan, 1990, ch.3, p.29-64).

Next, I'll define some concepts that I consider necessary to understand organizations as living organisms better, with the help of what is explained in the chapter in question: as "*open systems*": living organisms as systems, from the cell until the company, or the vital organs, subsist in constant communication with the environment. This communication is basic to survive and function as a system. Corporate/living organic systems are characterized by constant stages of inputs-transformation-outputs and consequent reactions. (Ibid. ch.3).

"*The diversity of the different species*"; There are bureaucratic organizations, predators, leaders, mechanics, adhocracies/holocracies... formal/informal organizations and flexible/rigid... Morgan makes some references to Charles Darwin and adaptation and survival. (Ibid. ch.3).

"*Entropy*" (contrary to open systems): closed systems are entropic by definition as they become worn and disappear. Open systems, on the other hand, try to keep getting energy from their environment to reduce this entropy or chaos, therefore, is concluded that they are from negative entropy. (Ibid. ch.3). "*Structure, differentiation and integration*": *the parts of the company and their functions and the interrelations of these ideas are essential to a better understanding of open systems.* (Ibid ch.3).

"*The evolution of the system*": depends on the ability to develop into more tangled configurations of differentiation and integration. (Ibid. ch.3). And "*Homeostasis*": capacities or set of phenomena and facts for self-regulation that try to keep the components and properties of the organism stable. There may be many ways to reach a final goal. (Ibid. ch.3).

All this to conclude, that the organizations as living organisms; must attend to needs that must be satisfied for the survival of organization as an organism, in addition to identifying various classes or species of organizations; And also to understand the relevance of relationships between organizations and their environments; All this, without neglecting the importance of innovation management for adaptation to the changes and the development of Interorganizational relations, etc...

The chapter IV; talks about the organization as a brain: This metaphor mainly talks about learning, understanding and emotional/group intelligence, ultimately, the process of information management.

The "brain" is considered as "computer" specie that processes information in multiple ways. The organizations are Information systems, communication, decision-making systems; Interrelated systems in short. (Morgan, 1990, ch.4, p.65-98).

I consider, as I'll mention later, that the new technological era, ICTs, has given us greater capacity to decentralize labor control, so leaving workers, for example, to control processes and results from distant sites connected by information networks which support the integration of systems as a whole, with great connectivity (*organizational Awareness*), increasing specialization and many more features...

The main key of this metaphor is the contribution to a greater understanding of organizational learning and the ability of independence, decentralization and self-organization. This leads us to deduce that organizations, in addition to learning and innovating, must have the capacity to have some internal independence and self-criticism, as well as to relate to their competitors, suppliers, customers...

In chapter V; Metaphor is used to speak about the organization as a **culture**: at present, the organization is understood, it's observed as a set of ideas, customs, norms, objectives (mission), practices, values (culture), etc... Many theories defend organizations as entities, social; this approach shows us another way of management and organizational design through culture and beliefs. (Lewin, 1985; Morgan, 1990, ch.5, p.99).

The organization itself seems to me to be a naturally volatile cultural phenomenon, like other species, depending on the stage of development of the environment and/or society; at the same time, culture can change from one social group to another, becoming possible for other cultures to change cultures or ways of thinking. Contemporary organizations are supported by systems of values that act according to their conception of the importance of the environment. We're in a technological age, in many cases, mechanistic, but with mixtures of idealisms based on the Holacracy (as the case of the videogame designer, Valve).

The metaphor of the organization as culture comes from knowing that the organization grows in shared/relational systems, in collaboration and participation through joint learning, through **communication and** the development of **relations**, and in recurring archetypes again and again within the same species (*organizations or not*), that metaphor is useful for developing new approaches as the development of organizational learning or learning in the organization (which aren't the same) takes place, one becomes feedback of the other continuously. (Ibid. ch.5, p.105).

Unlike previous approaches; mechanical and organic, which lay in the process of organizational design; The cultural approach guides us towards new methods of Innovation in the generation of joint organizational activities, like: the development of language influence, the importance of customs and norms and other social habits communicated by key business, social, vital... values and creeds. In conclusion: culture as a normative union that supports the whole organization.

The next, in my opinion, is one of the most important chapters of book, the chapter VIII talks about the revelation of the logic of change or the organization as change and Transformation.

Maybe, only this chapter would require even a work for itself, this chapter tells us about different main concepts about the change in organization, also in everyday life, in society, like: contradictions in learning, In nature and even in the current crisis: the logic of change. And as Isaac Newton argued *"Any phenomenon has and generates its opposite"* (statement based on Newton's 3rd Law, 1687).

This chapter, also conducts an analysis of the nature and implications of the process of capital accumulation, and its influence on the key aspects to be a better (*more ethical*) organization to achieve a necessary change with respect to the current social situation (Morgan, 1990, ch.8, p.221-260), between other concepts that are more unknown to me like the autopoiesis (Maturana and Varela, 1984), which maintains that systems/organizations alive or behave as such, self-defined with 3 characteristics: self-sufficiency, circularity and self-reference, all of them serve for the possibility of self-creating/self-producing and self-preserving and surviving in the jungle of relationships and competition:

"It is through these processes of self-reference that the participating members of the organization can intervene in their own functioning, and thus participate to create and maintain the basic identity of the organization." (Ibid. ch.8, p.229).

Next, and related to Grandío's article (mentioned in previous point), I'll say some points that I've found to be key about organizations such as social change and their contribution to coexistence in **relation** and, in short, in **competition**: there's talk of the need for the existence of competitors (but at the same time relationship with them); of the "opposites", speak, in short, of the different kinds of relations with "poles opposed".

Also of the processes of autogeneración (autopoiesis) of the changes, by which the facts are changing by themselves (Ibid. ch.8, p.230), like inherent result to the relations between the opposites.

Also of the existence of denial:

"...about how social changes can take place in the sense that each negation repudiates its previous form but there's still some of itself within it." (Magliano, 2005, ch.2.).

Maybe we can change, everything, something?, and through what?, what worries us beyond the results?...

It's possible that companies had to enter into a process of change about quantity (*results*) towards quality (*processes, relations*): a comprehensive change from an obsolete organization based solely on the results and the health of the workers towards an organization more "*healthy*": a somewhat ethereal example, In steam engines, coal was burned to generate the combustion necessary for energy and movement... and related to this, recently, at *November 2016*, businessman Antonio Catalán (AC Hotels), said: *"I'm not willing that my company earn more money sacrificing the staff", this is an example of thinking more related to Mindfulness in management than others olders and out of current reality...*

I'll entertain something more at this point, in many occasions it's necessary to change, to evolve to a more relational state, this would be most desirable, but it's difficult for us to make decisions about actions that change our comfort zone even when we are beneficial, perhaps we should arrive from a theoretical organizational state, for example:

A situation: "Health in organization is understood as preventing damages, diseases. Bad health of workers affects the image of company. Health matters because if there are accidents at company, can receive complaints for breaking the law".

(Universidad Jaume I (2016). Topic 1: Health in the organization, subject AE1042)

Towards an organizational state of A' situation, a type of company in which the communication will be better managed, the emotional intelligence of the group, treated in a different way, getting to adapt the attitudes of employees in a natural way, so achieving a greater motivation with positive consequences. A necessary way, of learning and changes to be able to reach another state, B in a greater space of time. B situation (*Desirable*): to which we should arrive through change, generating greater trust between workers and managers and different internal estates and more open to self-realization. And generating healthy work environments:

"Today, building healthy organizations is basic, both in terms of social development and the changes that the business world is experiencing. The need for the concepts of organizational health gives the organizations themselves, their managers, employees and environment the ability to grow internally and externally until their self-realization".

(Gimeno Navarro, 2012, p.55).

Following the previous paragraph from book "*The emergent model of healthy organization*", it could be said that this focuses on 3 axes: ecology (environment), complexity (levels) and evolution (grow). While ensuring the need to transcend the vision of organizational health and achieve health in the organization.

With regard to this whole **metaphor of change**, I'd like to add some positive and negative characteristics: it may be said, that some theories about the management of change in the organization could be situated between 2 levels:

1. A first level, could explain the consequences of change, for example, in terms of concrete actions that could contribute positively or negatively (as is often the case) in our environment, in nature, the use of new technologies for communication, the sudden political, economic, social, technological, ecological changes... or of the markets. Several examples: effects of nuclear power plants on ecosystems, bullying through social networks or other cybercrime, fallings in less developed governments, wars, indiscriminate increases in uncontrolled prices...
2. A second level, would be somewhat more methodical, theoretical, making it possible to explain the concept of change through concepts and "*more abstract*" terms, namely; implicit and explicit aspects, the concept of autopoiesis already said, egocentrism and negative narcissism in the organization, the degree of uncertainty of the markets... (Morgan, 1990, ch.8, p.221-260).

Some of the Images explained by Morgan (1990) give us different ways on how to try to see change and transformation. The metaphors described combine different aspects of the realization of change: either "*as a network of reciprocal causality constituted by processes produced by positive and negative feedbacks*", (Morgan, 1990, p.237-8), and/or as a "*process of dialectical change*" full of learning, understanding and contradictions.

It could also be said that all this leads us to a world perhaps something idealized, but, why not?, communicative barriers or of any kind, are usually negative, and often we put them ourselves: And is that;

"The full understanding of the logical change always depends on retrospective perception". (Morgan, 1990, ch.8, p.259-260).

According to the section of the chapter, "Towards a new vision of evolution and organizational change"; as a summary, it could be said that according to the different types of organizations have evolved throughout history, have influenced the same evolution of people, their personalities and their respective environments, and vice versa, perhaps before more conservative and generally, more open now, and precisely this simple reflection, leads me to the next point of the chapter to understand the Organization as a constant process of change and transformation: "*Arcs instead of Lines: logic of reciprocal Causality*", (Morgan, 1990, p.237), explains that fact A doesn't have to be a cause of B (the evolution of the species and change over the years, for example): A and B belong to a cyclical relations' system. - (Image in Annexes, p.61).

We aren't talking only about linear processes where A is cause of B; What's done is to observe the self-generation of opposing poles, where there's a multi-symbiosis between different entities that feed back their.

For example, in a world where industrialization predominates, the self-generation of workers' unions is inherent as an opposing force for the defense of workers' rights; hence "*change*" as a process of dialectical change full of learning, comprehension and contradictions. Natural forms arise from other forms that may be unnatural, from communication, from relationships, from motivation... through which the past, present, and future world changes by itself:

"Changes can be the result of tensions between opposites" (Ibíd. ch.8, p.235).

And finally, I come to the last chapter of this instructive book: Imagination, as a direction for the future: It's known than the limitations of our beliefs, our prejudices, our lack of a full **attention**, don't allow us in many occasions to know how to arrive at dealing with the complex reality of our changing environment (Santorelli & Kabat-Zinn, 1998). And we don't all see things in the same way, that's obvious, but when different ways of thinking combine efforts, when we work as a team, we can be more productive, when we have imagination adapted to the changes, we can achieve great things. (Morgan, 1990, 11, p.327-332, Marks, 2010)

Below, I'll mention a few points I've found key about Imagination as a direction for the future:

1. Like Morgan, many "symbols" or metaphors could be used to better knowledge or understand the characteristics of organizations, their external and internal relationships, but we can't have the absolute truth, we can only contribute, grow and unite energies.
2. Our ways of seeing things, our relationships, our environment, are always restricted by our own images, conceptions of things, learning to appreciate and to develop our creativity and imagination, we will be more capable.

And now, to finish, about the section: "*About elephants and organizations*": This chapter is so interesting and assimilable for everybody. The metaphor about the old tale of "*the six blind and the elephant*" could be practically applied to any timeless reality in my understanding. (Ibid. ch.11, p.328-329). It happens that in organizations, in the market, in personal relationships, we all have different perspectives, our own truth... In the same organization, employees can have different goals, job growth or personal, economic, group... There maybe many **stakeholders**/persons of interest who see things from different points of view, different interrelated or unrelated departments...

The point is that many different objectives may be related in circles towards a common goal, as was said in the circular and non-linear relations of Morgan's earlier chapter on which I've spoken and highlighted concepts, (Ibid. ch.8, p.238). It's remarkable that the different internal dimensions of an organization have at the same time political, economic, social, cultural, but above all, Human perspectives.

And since the organization can be formed well, by images and symbolisms carrying out the imagination of all things, there's the general tendency that we organize as we imagine and vice versa. Our imagination and our experiences and our minds adapt.

3. ANALYSIS-RESULTS OF THEORETICAL REVIEW, RESEARCH ON SOME TEXTS.

In this chapter, I'll relate one of the books about which I wanted to highlight ideas that I've considered more important, mentioning some ideas about reading "A New World Now" by **Eckhart Tolle** (2007), along with some Of the learning/teaching that I have been able to consider most relevant of the "master" Jiddu Krishnamurti, through some of his works. And I also knew more about reading the company without fear.

3.4 "A NEW WORLD NOW", (ECKHART TOLLE, 2007) AND ITS RELATION WITH KRISHNAMURTI'S REFLECTIONS.

Jiddu Krishnamurti is a primordial connoisseur in order to understand all this kind of concepts that I've talked until now: A basis for understanding the own development lies in what he himself called "*silent space*" (Krishnamurti, 1936), a space of absolute freedom, of insight, innate in each one. He used to say:

"You are not American, Latin, Russian... you are, apart from these words and etiquette. It's each the rest of humanity at once, because their consciousness, their reactions, their faith, their beliefs, their ideologies, their fears, their anxieties, their loneliness, their pleasure and pain are similar to those of the rest of humanity. You are humanity. If you change, that will affect to the rest of humanity". (Krishnamurti, 1936, ch.1, p.46).

This is a quote, which more or less, since there are always geographical, temporal dimensions, I'm totally agree, many people are Aware of the Theory of chaos and the phrase that says: "*even the smallest flutter of a butterfly would cause a hurricane at the other end of the world*" (the butterfly effect), we could call it a similar, at least, and is that, every action, has some kind of reaction (basic physics).

He also said than; "*...neither the experience nor the phrases made have to make the man wiser*" (Krishnamurti, 1936, ch.1, p.4-46).

In the previous paragraph, I have used quotes known to attest to a greater knowledge, which doesn't quite understand, justly. In addition, related, in every opportunity he had to address others, to discuss or investigate a concept or subject, he constantly expressed his rejection of any kind of preconceived, religious, or sectarian thinking model. And is that:

"Only a mind in movement, that is, a mind is permanent understanding itself, is able to make us wiser". (Krishnamurti, 1936, ch.1, p.46).

In "A New World Now", it's argued that taking away who we are from our environment is one of the ways to generate Awareness/Attention. When less we seek to up our own "I", and we move away from selfishness, we can come to better discover what's in our environment. (Tolle, 2007).

I'd like now to cite Krishnamurti in the texts of his complete Works, Volume III. In the chapter: The mirror of the relationship: *"Behind every previous model, there's an implicit search, a desire and, consequently, a need to find what is sought"* (Krishnamurti, 1936, ch.1, p.33). *Without models and without a "ways" of thinking, "reality appears as and how it's, because nothing is projected on it".* (Ibid, 1936, ch.1, p.33).

There's no possible statistical and theoretical model useful for the understanding of Consciousness. For all the **company**, of course, will required will and **effort**, which is certain, but as it's said in his works:

"It isn't basically about finding anything, if we find something, it's because something we seek" (Ibid. p.33).

And it's that according to what I've learned, the Attentive observation of full form should be an observation without models or theories, without previous knowledge or prejudice, because as it also maintains in its thoughts:

"To discover something, there's nothing to look for that Isn't to discover, that's to find, the intelligent mind is uncertain". (Ibid. p.34).

Again, In "A New World Now" holds than calm is like the language of "God", and the rest are bad translations...; When we are in calm, it follows than we can get unconditioned consciousness, without prejudice, without form. (Tolle, 2007). Therefore,

if we are more aware of the sensation of calm whenever it appears in our lives, we'll can have a greater connection with our interior, but at the same time, also with our exterior, beyond the thoughts and our ego.

As conclusion, calm, can be a step, a connection, to reach a greater degree of Awareness and **full attention**, and be in communion with the rest, in this way, it's possible in turn, a greater **communication** with others.

Tolle's book also shows that awake, attentive action is one more aspect of the evolutionary phase of our consciousness, through greater attention, with that "*awake action*"; we can relate us and treat better. (Tolle, 2007).

As a discussion: It seems that we are facing big changes in the current stage of human and social evolution, nowadays, in the information age and changes that we are in, I consider, in companies, workers / people shouldn't be seen only as simple "*Human Resources*". The talent, the management of human capital is basic for the success of any organization.

According to some Krishnamurti's lectures/teachings (1933-1936), in the **predatory organization**, people have to argue and block their actions against others. In that long exchange about what doesn't work, they avoid the action that belongs to the now, the moment, that's when the fear of tomorrow takes the place of action. So what happens to our learning, what distracts us from the understanding of the moment? "Since very young people have instilled an extreme concern for the Ideal of tomorrow" (Robinson, 2006-2010); we live very worried and stressed today, and is that according to Krishnamurti's teachings (Krishnamurti, 1936), the memory and its repetition, can prevent us from new discoverings.

Tolle's book also shows that it isn't what is done, but how it's done, what defines us as people, (Tolle, 2007). The truth is that it's a complicated quote, because how sometimes it's part of what, or so I might consider, once somebody told me, "*what you do defines you as a person*", well know, it isn't the same, of course, but we are human and we can be wrong, I can't agree with this last one.

I'd like once again to quote Krishnamurti, in some texts of *The Company without Fear*: in one note on the power of Words:

"Much of the working relationship is based on conflict. The intervention of the word in the gestation of the conflict is crucial and it's convenient to observe this phenomenon attentively, with our entire perceptive mind, unloaded of condemnations or comparisons. The first thing is to observe the meaning that I give to any kind of word and how my mind can be trapped..." (Magliano, 2005, ch.2, p.121).

If we all examine without prejudice the beliefs accumulated in my memory, opinions, concepts, I could arrive to see that they are images, words. These images can exert such a decisive influence on our lives that they define the way our perceptions in order to respond in front of the vital challenges. All this, for me, closely related to what I said in the previous paragraph of Eckhart Tolle.

There's *"awesome words"* in the workplace, as Krishnamurti could say, but I think it's possible to say that only what we get through a full and ethical consciousness will bring about significant positive changes in the future in the business world.

Again, according to Tolle's book, I arrive at the conclusion that how we do what we do will be determined by our state of consciousness; since in every situation and in everything we do (*systemically*), consciousness is the primary factor, the situation and what we actually do is secondary (Tolle, 2007). Humans differ us theoretically from animals because we have the brain's ability to reflect reality in the form of sensations, perceptions and thoughts and then exercise acts, so arises theoretically according to him, the consciousness, the ability that can distinguishes us.

According to Tolle (2007), supposedly, any truly successful action in any field; arises from field of the Mindfulness, and not of the ego, nor of the previous conditioned thought

To complete this idea in an indirect way, I would like to quote Krishnamurti in some interesting texts of *"The Company without Fear"*: related to Tolle's indirectly mentioned theories, this time, very important, primordial: To be fully attentive, or what's the same: *"To observe a fact without evaluating it"* (Krishnamurti, 1936; Kabat-Zinn, 1990, et al), this concept that defines Mindfulness is explained in a more concise way in the following reflections:

"...We have usually asked ourselves if what can stop the phenomenon of fear in the bonds of work is the Conscience and Full Attention daily towards the facts, without implying effort..."; "Become Aware of how we talk, what we say, thinks or does at the

precise moment we relate to something or someone. This level of awareness and attention requires downloading the mind while observing fear, emptied of words, comparisons or antecedents "; "A container is only useful if it's empty. It's a matter of remaining, even for brief intervals, away from everything we already know about something, to deepen our own mechanisms of understanding. Childhood is a good example" (Magliano, 2005, ch.2, p.111).

It should be enough for us to observe the intelligence and wonder of a "young child" when seeing something new, or to take it for the first time in his hands. A child isn't usually prejudiced (Robinson, 2006-2010), or distant memory in time when he faces what awakens his attention.

The key to being attentive is for me to dare to be like children, to look without judging, without evaluating, without comparing. Then we can *"see the object as it is"* (Krishnamurti, 1936; Kabat-Zinn, 1990; Magliano, 2005; Tolle, 2007, et al), in his works, without the complexity of the learned, of the knowledge or of the prejudices.

For this state of inner consciousness is used the term "Intelligence". Understanding or Comprehension takes place when that intelligence arises, intelligence and understanding added are observation. Same as with music how it works to think, where it's possible to appreciate the silence between the notes... Maybe:

"A very complex concept for unopened minds" (Magliano, 2005, ch.2, p.111).

Again, according to Eckhart Tolle (2007), the peace that arrives with the *"committed action"*, entrusted, becomes a sensation of vitality, something obvious, when in fact we enjoy what we are doing. In the *"New World"* (Tolle, 2007) that should arrive, fun should replace the desire and necessity; as a motivating force for human actions at work as well as in the life.

Full consciousness, as conclusion of these relations:

"Being aware, helping us to advance in human relationships, humanity's greatest discovery and achievement aren't works of art, science or technology, but recognition of their own dysfunction, our own mistakes"....; "...We can interpret reality in a partial way, and so we have unbalanced our view of reality, consciousness is part of that reality, what we are, to connect with ourselves, our interior, but also and what is very important, with our exterior ". (Ibid. p.33).

3. ANALYSIS-RESULTS OF THEORETICAL REVIEW, RESEARCH ON SOME TEXTS.

This chapter will be the culmination of the texts analyzed, in it, I'll talk about "*Reinventing Organizations*"; by Frederic Laloux (2014).

A contemporary work highlighted, important in the comprehension of evolution of persons in organizations, and is that there are books that mark new ways, with which we can discover new concepts, and even we can realize the things we don't look at everyday...

3.5 REINVENTING ORGANIZATIONS, (LALOUX, 2014) (NEW METAPPHORS ABOUT ORGANIZATIONS).

This book is a guide to better understand the great transformation undergone by organizations (Laloux, 2014), studying the predefined models and existing archetypes that guide them and how they do it, to discover if it's viable to "invent" new organizations that motivate and promote our Capacities and energy. Are analyzed up to 12 examples of organizations that carry out these practices, like as the world-wide producer of tomatoes, the American "Morning Star", or the Dutch "Buurtzorg", of domiciliary health care, (Buurtzorg in Dutch, is "for the attention Of the neighborhood"), or Patagonia, a more notorious online clothing store, as well as others from multiple productive sectors or services like WL Gore (scientific research), Zappos (shoes), Valve (videogames), and other with "Holacracy"...

It uses metaphors, like other authors mentioned (Krishnamurti, 1933-1936, Morgan, 1990), in this case to position organizations according to their degree of growth or development, as does humanity. Here is a summary of the transformation that proposes us about the same:



In the first place, the Red Organizations: they would be the first models of existing organizations, born centuries ago, that integrated as a significant progress the division of labor and the authority of the command, usually, through the violence (slavery). Nothing empathetic and with expected results in the short term.

The metaphor used in this case is the "wolf pack" and some current examples could be criminal or terrorist organizations or "street gangs". They should have no place in the business world today, of course.

Second place, the Amber Organizations: with the birth of the agriculture and the development of cities, increased Awareness of the Environment, increased organizational vision for the long term, and the birth of a necessary bureaucracy. With all of this, the hierarchy emerged formal, even pyramidal, with structure and marked processes. These types of organizations had greater formalization and size and longer life expectancy than the previous ones.

A non-metaphorical example in this case would be an army, from the president or generals to basic soldiers, also religious organizations...

Thirdly, the Orange Organizations: with the Industrial Revolution and the growth of knowledge (Renaissance, Golden Century...) and machines, the world in general, increased consciousness, began to Realize them that organizations could be how Machines, mechanisms that support and adapt to the needs of the environment, like Morgan (1990).

With all this, with the growth of science and technology and above all of inventive capacity and innovation, we have reached our days. According to this paradigm, the most of contemporary organizations act like that (Laloux, 2014), here, too, organization is understood as a machine (Morgan, 1990, ch.2). The typological vision of these organizations, although more in the long term, remains materialistic ("more is better"), although as I mentioned, the innovation is appreciated.

Although pyramidal hierarchies are maintained, internal organizational boundaries increase with new concepts like delegation of "responsibilities", departments, work-teams, multidisciplinary plannings, project works, variable salaries based on results. The author admits that these types of organizations make it possible to reach previously unrealized goals (advances in medicine, go to space...), but also have their drawbacks (economic crises, new diseases, wars...). New times, new problems...

In the 4th place, the Green Organizations: with the end of the last century, the growth of labor rights, according to the author, a new Green paradigm (Laloux, 2014) is born, which seeks collaboration and equity within organizations. It seeks a Relational Growth, greater awareness of the individual, of friendships also in the workplace, sometimes even above the results.

The metaphor used in this case is the family, a great evolution from the initial "wolf pack". In these "green" organizations culture is also valued (Morgan, 1990, ch.5) and values in common, so the concept of Human Resources grows and performance appraisal, internal training, motivation, mutual adjustment...

New theories appear; like that companies don't only obey the needs of shareholders or managers, but other Stakeholders, workers, suppliers, customers and even society in

general. The concept of Corporate Social Responsibility is born and concern for the environment. A current example would be NGOs.

And finally, arrive with this evolution, to TEAL Organizations, which according to the author, would be the most advanced organization, a new type of organization for the future, which could fulfill the great objective of "inventing" organizations that motivate and widely promote our Capacities and energy. In the original version of the book, Teal is understood as an "emerald green"; almost blue, evolving color, as organizations, theoretically hasn't been translated to be already a term used within the concepts of world of management.

In these "Teal" organizations, the metaphor used is organization as a living organism, a much more complex system, as in organizational images, (Morgan, 1990, ch.3). Instead of putting their sights on a short or a long term, it's understood that the organization has its own evolutionary end to the potential abilities of persons, which managers must promote, towards self-management and the development of self-realization, but above all towards greater attention to the environment and the changes undergone. The look at the internal emotions at the individual, group and organizational level becomes a fundamental aspect.

It's opportune to consider the warning that, as in any type of theoretical model, no organization and nobody acts absolutely from only one of these paradigms. (Laloux, 2014). We are, usually heterogeneous.

It's believed in the capacity of the environment to create and integrate people into a culture, not to force them, but to accustom them, through systems and processes, motivation to reach a needed change in attitudes that improve their skills, emotional intelligence, Relational, in short, to reach the ability of self-management, through flat structures. In the book, there's a lot of talk about all these different practices that allow us to achieve a **Teal organization**, more attentive, fuller and the necessary steps to reach that change, but we are warned that the main necessary characteristic is absolute commitment and real from the management without which, sustains Laloux, isn't worth the effort, although we could try to reach an organization at least healthier for all types of Stakeholders.

With all this, I would dare to consider that it is a totally necessary and recommendable text for management of "people" in the company; actually, or in simple existence.

4. DISCUSSIONS

4.1 WHERE'S THE MANAGEMENT OF HUMAN RESOURCES IN THE 21ST CENTURY?

Many companies seem to consider staff management as a purely administrative obligation, to pay salaries and control results and little else. And it's a mistake to consider the workers as if they were not also people with feelings of belonging and others... (Basic *needs, remembering Pyramid of Maslow, 1943*)...

It's possible that in the current reality, the management of human resources is an increasingly inward discipline in the business administration. And is that a good management and lead of HR (*Improvement of relationships*), can bring greater internal value to the company, in its productivity, etc, as well as external image, if this is perceived (*example: Google*). While continuing to develop the key characteristics of strategic thinking: having a global vision of the business, performing a good long-term planning, be consistent with the company's mission in gaining sufficient benefits, which aren't always only economic.

Seen in a more practical way; undoubtedly, the **globalization** in the business world, in addition to many aspects of life, has direct effects on the management of human resources. The growing resurgence of new jobs to the detriment of other obsoletes..., the community managers in social networks are just a little more example...

We must know how to adapt to the **new times** (not so new now, with social networks, smartphones, tablets and new **communication tools...**), because it's a necessity for the survival of companies, and not only manage well the human resources, as economics, technological and others, but from the point of view of the company or the director of human resources, know how to respond to what we need from the employees and what they need from us to feel satisfied and to be more productive and happy (Need for the feeling of belonging).

For the worker, shouldn't be enough to have a well-paid job, although today in the current social and economic situation, this is already a prize for many... unfortunately...

Also, it should have characteristics such as comfort, assertiveness of superiors, good **communication** and **relationships** both horizontal and vertical, and also, of course, good medical insurance if possible, additional training, etc...

THE INTERNAL BUSINESS CULTURE (INTERNAL IMAGE).

A challenge for HR directors today, is to guide the efforts of the people in their care towards the interests of the organization. That's why we shouldn't talk about "*cultural change*" to improve or grow but of "*creation of an internal culture*", because each new market or each new entrepreneur, will have different demands And it will be necessary to have their own culture and values to know how to adapt to new needs, objectives and policies.

All this, without forgetting, that the value must also be appreciated by the recipient, and not only the issuer, and that's, nothing more and nothing less, than *the customer*. In other words, guiding the current human capital also create greater value for the customer, below.

CREATION OF AN ADDED VALUE (MARK-EXTERNAL IMAGE).

When we talk about added value, we understand it as an image of the different **stakeholders**, both external and internal, to whom we want to satisfy, shareholders, near environment, etc. But what we must never forget, that the stakeholders aren't only external (*Customers or suppliers*), but also internal, the *persons who work in the company*, who will be interested in the company going well, so as not only to preserve and grow in their employment, but to have a better quality of life and Better labor-personal relations.

Now, I'm gonna say some personal conclusions about **HR Management**:

many different strategies could be proposed for human resources management in the S. XXI: In Communication: In this world that requires effective and immediate responses, characterized by greater use of new emerging technologies and by an increasing speed of changes, human resources management should increase efforts to motivate and achieve the workers a superior understanding of their environment (Full Attention), learning and a much greater commitment.

HR Managers should fuse human capital; with the culture, mission, vision and goals of the organizations. As well, the HR director will also need to find the right tools and identify staff strengths, to form good work teams if it's necessary, to be able to overcome themselves by working individually and as a team and so achieve goals of greater ambition.

All this at the speed that time requires (communication doesn't stop and grow so we can tell to a friend or co-worker what we are doing now, or eating, in the shortest fraction of time, something we couldn't even imagine), so that the control exercised over the persons it's much greater.

Finally, while talking about improving the **skills** and **attitudes** of the current staff, it's also necessary to ensure that "the staff" increases sales, reducing costs and maximizes the resources, to increase profits, which at the end; it's the basic objective of every company.

Everything thanks to the greater well-being of employees when they feel healthier motivated, with better management of attitudes, emotional intelligence, labor relations, communication, a general compendium...

4.2 WHAT'S MEANING OF MINDFULNESS?

Mindfulness is an Anglicism that historically comes from Eastern languages. First of all, etymologically, the term "Mindfulness" has been interpreted in our language as "Full Attention". It has been used to interpret the term Pali (India): "Sati", which comes to mean something similar to Attention, Consciousness, Remembrance, according to Kabat-Zinn, Siegel (2004), and others...

Some authors also argue that: in Buddhist doctrine, the term Sati is the 7th factor of the "Eightfold Path", which is considered as the way to the cessation of "suffering" according to Buddha's teachings. This may also be related to the concept of calmness and concentration (Tolle, 2007).

The "steps" of the "Eightfold Path", according to the Indi theory are subdivided into 3 theoretical categories: Knowledge, Ethics and Mental training. The term Sati is in the major category of mental training.

The concept of "Samma-Sati" (Indi language), is translated etymologically as Straight Attention, which becomes to refer to the full or consciousness at the present moment. (Parra, Montañés, Montañés and Bartolomé, 2012: 30-31, et al). Therefore, throughout the work, I've used terms such as: Mindfulness, full attention, consciousness, reflection... It's possible, therefore, that the term Mindfulness doesn't have an exact word corresponding in Spanish. (Vallejo, 2006).

Another definition that Simon (2007) gives us about the term Mindfulness is, in itself, something very simple and so near, something that we've all experienced on numerous occasions in our daily lives. When we are aware of what we are doing, thinking or only feeling, we're practicing Mindfulness (This, as mentioned above in the introduction (1.4) of this work).

Along the last decades, mainly, the use of Mindfulness has grown exponentially, primarily in health issues, being related to different therapeutic branches, like the Yoga, and for the treatment of different pathologies mainly related to "mental issues". It's used in a practical way (Summary):

- Can reduce stress.
- Can Increase personal self-awareness.
- Can reduce the physical and psychological symptoms associated with stress and / or depression. And Improvement of well-being in general.

(Kabat-Zinn, 1990-1998; Wilber 1995-2000; Santorelli, 1998, et al)

Mindfulness or "**Full attention**", means for me, as I've learned from all authors: to have interest, curiosity, to carry out an observation of the external and internal facts, to reflect, to meditate, to practice active listening, all this in a conscious way and at the present time.

The realization of Mindfulness involves meditation exercises, devoid of any representation, previous external image, thoughts related to religion or prejudices, channeled to have a connection with the experience of the present moment accepting it as it's. Several studies have shown an important brain activity during meditation.

The cerebral "cortex" is the nervous tissue that covers the surface of both cerebral hemispheres. It's where the perception, imagination, the thoughts, judgments and decisions that we carry out based on our experiences and thoughts we take place in a practical way. Thanks to these physical-mental structures, we can transform the information we receive in a conscious and non-mechanical way, to evaluate the concepts and so to be able to decide on an action and/or a sensation according to the evaluation performed.

With the practice of the Mindfulness, therefore, it's consistent to assert that this practice can help us to "organize" our emotions somehow, so achieving; in summary, be Aware instantly to instant to be able to respond instead of reacting (being somewhat less emotional maybe, at least not in an automatic and instinctive way). Become Aware of everything that's happening to us and improve training our Mindfulness.

Feeling the emotions in a more crystalline way, can be an opportunity to analyze our experiences better and choose how to respond, instead of reacting instinctively, so, as a conclusion, I could consider the following options:

- Observe with Attention, have interest, curiosity, carry out an observation of external and internal events, reflect, meditate, practice active listening, all in a conscious way: about where we feel the emotion, in what physical body part, how to describe the experience.
- Accept everything that's happening without the need to judge it as good or bad, leaving feelings and thoughts without getting rid of them altogether, but also understanding them as part of the same experience and redirecting us to the present moment, to help us to this, there are techniques of breathing and concentration to be able to get in touch with our 5 senses, here and now. Or simply, select a viable response option, know how to transform emotions into something rational and useful (Emotional Intelligence).

Thanks to all this, therefore, maybe we should be able to learn to tolerate our emotions so better, striving to accept them and reducing the stress generated by different daily or new work experiences.

I've considered quoting a pair of small texts here, which I haven't located within the work, but which I consider important to assimilate from "The Company without fear"; we should maybe: *"...share our personal experiences; to take a higher level of consciousness to the problems of the relations between humans, our ties and their articulation"*. (Pichón, 2005, foreword of Magliano, 2005, p.5).

"The true relationship, if I don't remain attentive, will hide it with images of work relationship, or communication between departments, separating them from the fact that we relate from fears or avoidance of pain. The relationship without real attention in communication is false. Without communion, a concept that implies respect, consideration, constant care, interest, attentive affection towards the other, there isn't relationship. Only in the relationship is there intelligent learning"; (Krishnamurti, 1933, p.190-191). For me, whether in the working world or in the personal relationships of everyday life. This brings us to a higher level of Attention.

4.3 MINDFULNESS, HOW TO CARRY IT OUT AND ITS SPECIFIC BENEFITS.

According Stahl, Goldstein, Kabat-Zinn and Santorelli (2010), researched: I'll tell, a different ways to carry out Mindfulness from an open perspective, a simple way to assimilate and its possible benefits:

➤ **Formal practice:**

It could be defined as that realization of the method or procedure in a voluntary and thoughtful way, in which we previously encouraged ourselves to assign a place, a moment and a space. Basically, it's "sitting to meditating". Exercising Mindfulness involves using physical-mental exercises to train our connection with our five senses, as for example:

- **Breathing-based* meditation exercises**, that's, putting and maintaining Attention in the same breath, in that part of the body where we perceive it more and better and as we relax, in a natural way, usually take place, broken/disintegrated thoughts, We should be able to free ourselves from all prejudices, in order to reach a greater state of attention, by, again, breathing. The conclusion, however, isn't to get the mind absolutely empty, simply to draw the mind back to the breath again and again to get mind and body in a single space and moment, with the training of the focus on the attention.
- **Moving meditation:** Most of people are often stressed, worried and anxious for much parts of the day, because they haven't a specific schedule to relax and take things easy, with calm; however, there are forms of meditation that can help them without the need to stand still in one place. The Attention can be directed to each body movement and the muscular and nervous sensations, among others.

For example: when we wake up, taking a few minutes to think about what we did previously and what we have ahead and how to face it. As we take a bath, being Aware of how each drop of water runs our anatomy, the scents of all, simple and natural ways to relax. Concentrating on memories regards, taking something that abstracts us and order our thoughts...

- **Mindfulness about the body: Body scanning** (or body registration extension): It's a specific case, which can be given for example, when we lie down, or when we are having a massage or other physical therapies. Our attention goes through our entire anatomy in parts to be aware of our well-beings or discomforts, our aches or needs... completely.

➤ **Informal practice:**

By the other side, this type of conscious and fully aware practices can be carried out (*as has been mentioned for example in meditation in movement*) during daily life, waking up, walking, bathing... among many other occupations that we usually do in an automatic way, but with full consciousness.

All this is what's known as an informal practice: attending with interest, curiosity, reflecting, meditating, practicing active listening, through our senses towards what we are doing in everyday life at the moment we are doing it, that's, at the present moment.

SPECIFIC BENEFITS OF TRAINING MINDFULNESS:

First of all, could say that practice of Mindfulness enables us to practice and **learn how to interact** in other non-habitual ways with our experiences, sensations and internal responses with an attitude of active observation and at the same time a passive attitude of nonreaction, contemplative, hence the concept of "*perceptive mind*", which I shall speak later, in relation to our feelings, thoughts and emotions, accepting them in themselves as part of the experience, setting aside value judgments and prejudices, among others.

Through this necessary change of "*attitude*" and with this new "*skill*" trained and instructed, we **can get reduce anxiety**, (Kabat-Zinn, 1990-1998; Wilber 1995-2000; Santorelli, 1998, et al) our preoccupations and obsessions, the level of stress and even prevent possible depressions and negative attitudes, making possible the distancing of the Thoughts and a certain Emotional order, which would improve the ability to make decisions both Labor and Personal, and could promote a balance in our physical and mental health.

And by the other side, we increase the **capacity of full attention** towards what happens around us, being able to get to value better each moment and even get to achieve an important improvement in social relations, through a attentive and open **communication**. (*About this last I will also speak later*).

In one of the chapters of the book "*The company without fear*" by Juan Magliano we are told about the concept of the "*perceptive mind*", this is of course other of the utilities of Mindfulness, which in turn helps us to achieve this same Fullness: in this, the author provides us with a series of broad concepts "aimed at reinforcing and expanding the key discoveries" about this called "*full attention*", from the texts investigated, these "*aids*", have been personally very important to me, to motivate my own introspection, internal research and to reach a better self-knowledge about relationships. And of course, according to Magliano (2005), to realize us who we are, and think, and being more attentive. Without this kind of understandings, we could think than the workers, others at intermediate positions, or leaders, objectives, corporate projects, personal relationships: "*will remain at the mercy of predators*". (Krishnamurti, 1933; Magliano, 2005, et al).

According to Jiddu Krishnamurti, (1933), the predatory organization as a concept generates us more and "nervousness" than curiosity, these types of organizations, theoretically seek to obtain results, maximize profits, and eliminate their contenders and rivals, theoretically, but, In my opinion would be an ideal, look for coexistent growth, of course any type of company or organization has as a primary objective and goal: the achievement of positive results, necessary for survival and certain growth, but, why not have some limits?, Who should put those limits? Self-imposition? Is it possible?...

There are cases of non-governmental organizations, or organizations directed to the search of the common good, in addition to a personal good, but; can a personal good and the discovery or search of the common good go together? I want to believe that yes, but that's a task that needs a strong implication, complex at the present times...

4.3.1 ABOUT EMOTIONAL INTELLIGENCE:

Previously, I've said while speaking of the basic concept of Mindfulness (Kabat-Zinn, 2003, et al), which would speak about the meaning of Emotional Intelligence in a separate chapter:

Is necessary consider something very important as far as the business world and E.I. (Emotional Intelligence) are concerned, there's no person, no employee, no social group, no department, no manager, No one, like any other, and we all have our "rarities". (Peters, 1995).

In the same group, several people, though similar, may have different opinions and evaluations or concepts from others, this can lead us to suffer constant conflicts of interests or personals, so we are all able to influence in some way, positively or negatively in the emotions of others and in different directions, for all this, we must be very careful when making decisions and in communicating with others.

Daniel Goleman (1999-2005) defines Emotional Intelligence as the "ability to recognize our feelings and those of the rest of our people, to motivate ourselves, and to manage well our relationships with others and our internal forum".

The Emotional intelligence teaches us in any field to relate in a healthy, intelligent and, if possible, conciliatory way. It allows us to understand the mood states and their possible consequences. All this can be beneficial, well used, for our performance in any labor or vital facet, from hence its close relationship with the concept of Mindfulness.

Goleman (and Cherniss, Cary; 2005); also tells us in his texts why in developed societies interest in E.I. has arisen at work, how E.I. can influence us, in organizational effectiveness, of course in education, lamenting the E.I.in the curriculum, academic and university training. Although it's clear the importance of a correct preselection, formation and development of E.I. of people at work.

Goleman's main idea (2005) is that Emotional Competence as a tool at the service of the organization, always present cohesions people with organization and human performance emotionally intelligent.

Emotional Intelligence, above the IQ or acquired technical skills and learned, I consider that's the factor that best predicts personal success in any work, when greater is the responsibility of the persons in the organization, as defends Santorelli & Kabat-Zinn, (1998); more necessary is the contribution that he makes from his Emotional Intelligence.

Competences can be learned skills (in this case, Krishnamurti might not agree...), and develop EI, so that it's necessary that in curriculum education, training in this type of skills will be introduced in the future, by the expectations of personal and social satisfaction that generates us. From a favorable perspective that the competences or skills related to E.I. and its benefits, in an innovative way, Goleman, made us think theoretically, but also in the real world practice, not only; the consideration of Emotions as a resource for the service of work (Goleman, Cherniss; 2005).

4.4 WHY MINDFULNESS IN THE BUSINESS WORLD?

I've previously spoken and developed about the concept of Mindfulness, methods to carry it out, some of its benefits and possible results, and now it's for me, the moment to enter into his "*Utility*" as far as the world of business is concerned.

Previous reflection: In the moments of insecurity we come to question us the "why things happen...", this properly said, sometimes isn't a useful question for the company or business, often we don't have "time", time for philosophies or reflect, we have work orders or a project to do, we don't have to stop in the "whys", but to locate a methodology, order our priorities, to have our feet on the ground, know how to relate better, have sufficient guarantees of being honest and sincere (**Ethics**) based on who we are and/or what we would like to become, becomes to be something extremely primordial today.

Companies are acting more frequently in increasing changing environments, at an unstoppable pace, and adaptation to new environments, as we read in the article (at the beginning of work), "*Competing in Market versus Learning in Relationships*", requires, for those who want to subsist, accept and adapt to changes, in many occasions, for me, unfortunately.

In some of my previous Subjects, I've noticed that there are at least a significant number of companies at an international level with an absolutely technological base that in recent years have already, or are forming their employees in full attention, such as, Apple, Google, Nike, eBay, Twitter, Heineken, AOL - America Online, Valve, or the Huffington Post are administering Mindfulness training programs in a global and highly successful way. There are also some Spanish companies that address this pattern, such as: Cisco Systems, Pan Bimbo, Asisa Seguros, Repsol, EMC2 (Cloud Computing) and IBM Spain ... (Jaume I University (2015), Topic 5: The Organizational learning; Theme 6: Organizational innovation, subject AE1032).

Usually, we all have a single body to live, this obviousness (saving the existence of transplants and the like), it means that it may seem physically we aren't prepared for sudden changes or not, however, cerebral and neurologically speaking, we are usually in a constant learning of knowledge, our brain, our personality, goes through many important changes in the life (although the body also grows or wanes with the passing of the years), which If we train what is necessary, our brain activity and our mental structures can evolve and adapt to remain efficient in new and turbulent environments and competitive markets.

The **full Attention**, it's a natural ability in the humanity, another thing is to be able to develop it effectively, an innate ability to remain attentive to the experience of the present moment, whatever.

In our usual stress in our current rhythm of life, we may not be able to leave behind past things, thinking too much about events that haven't yet happened, planning too much, I don't wanna say that we have to "go from things", that wouldn't be healthy either, Although there are people who don't have in their DNA, "know how to go from..."; our mental images arise from our experiences, knowledge and sufferings.

Some people are as they are, accept and evolve, or undoubtedly can lead us to much suffering, the fact is that instead of focusing on "what if" or "should", we focus on the present moment, surely we would suffer less and be more productive, in any case.

Our physique exists in the present moment and instead, our mind can go from one side to another and also can move in time, in a disintegrated and uncontrolled way if we aren't Aware (awareness). The exercise of **Mindfulness** "*here and now*" implies a comprehensive, global, mental training to be focused, to know how to avoid the disintegration of our thoughts, our habitual mental disintegrations, how to agglutinate our whole mind, capacity for the momentum, intensity, resolution and other resources in those goals that we have fixed ourselves, using the big energy and hidden creativity that we undoubtedly have. It's an innate way to control stress in an effective way and so be able to achieve better results, in this case; laborally speaking, but also relationally (*our partners*). For all the above, its importance is key, and has an exponential trend that will undoubtedly continue growing in the years to come in the world of business.

The exercise of full **attention** or **Mindfulness**; in this changing and stressful working world, isn't a simple and applicable theory, for me it's at least an obviousness, almost a decisive, differentiating need, since this practice can provides, in almost all cases, the capacity to improve the persons (in many of the things already mentioned) of the organization, whether employees, leaders, members of the strategic apex, regardless of their degree of command or rank within the organization which are, for me, to know some as: the creativity at work (imagination, mental development), the ability to improve relationships, as well as related skills like as assertiveness, empathy, resilience... (Schumacher, 2009), and others for me, such as:

Intellectual and rational flexibility, adapting better to other points of view and different opinions. Brain intuition, being more Attentive. Productivity (a consequence more, at least in part, of the motivation), to get reducing the days of sick leave (better mental health thanks to these practices); and by increasing the feeling of belonging on the part of the worker and his satisfaction in the position and in the performance. And physical-mental health, by reducing the restlessness caused by stress and work anxiety; all these, consequences of a healthier company.

As I said previously, this state could be achieved by learning to distance oneself from experience and the predefined responses to previous actions, with a total absence of judgment and an "openness of knowledge, either to internal states or to the circumstances of the environment". (Kabat-Zinn, 1990, Teasdale, 2002, Brown & Ryan, 2003, Williams, 2010, et al.). One characteristic that defines the "present" human mind is what some of these same authors like Kabat-Zinn or Teasdale and others call "autopilot", since too often, we do things by default, without paying attention, without we figure out... All this, could help us to improve our labor relations, as well as the benefits described (Marks, 2010).

4.4.1 MOTIVATION WITHIN THE LABOR ENVIRONMENT.

Previously, I said than: *"Motivation is both a cause and a consequence of Mindfulness; at least I consider it in a personal level"*. (Own). But I also consider that it's a cause and at the same time a consequence of the improvement process of the communication.

Obviously, I'll not address the subject of the motivation, only some points of interest to me, this is a subsection related to "attention" in the company about the care of employees. In the book of Nhoria, Groysberg and L. Lee (2008): "Motivation of Employees: A Powerful New Model"; This well-known concept is spoken of in depth, although I've read only a few texts; the title of the book can't be more explicit, motivation is key to the realization of any activity; according to Nic Marks on TED (2010), as researcher of the Welfare Economy: "The happiest people at work who are more productive: participate more and are more creative..."

The motivation of employees, workers, persons after all, managers, the whole of the all, begins by being Aware that for people to optimally develop in their activity, people must be in an environment that satisfies their Emotional needs to carry out interpersonal relationships, to form Ties with their partners and collaborators in the most healthy way possible.

All its conclusions (from Nhoria, Groysberg, L. Lee, 2008) are based on different statistical studies carried out at the time to employees in several companies of importance of the list of "Fortune 500" among others, and based on them, carried out the realization of a base model to learn how to increase employee motivation. As can get seen at the book, by way of a summary....

Nhoria, Groysberg and Lee (2008), also point out us some key elements and tools within the organization that managers, managers and team leaders have at their disposal to try to meet the needs of the employees such as: the need to form bonds with the partners is well satisfied by an organizational culture that promotes a constant and growing collaboration, good compensation systems (basic and emotional salaries), which best value job performance, and suppression of course, (or avoidance at the moment to hiring and training) of toxic people in the work environment.

Now well, what is meant by Emotional Salary for me, something Primordial for the feeling of belonging to the company, whether they are days off for own affairs, alternative clothing at office, and music in the environment of work.... Recognize positive results, also fulfills of departmental and organizational goals.

All this will influence in the feeling of belonging to the Group and Work satisfaction, In addition to being able to get a greater Implication in the Workplace.

Also, can be importants the Work projects that are coherent with each other's competencies, but which also are challenging, meet the need for learning and know how can also be important. Fair and transparent processes of performance appraisal and resource allocation address the needs of employees to feel well valued.

By simultaneously using all these tools, and so meeting all the needs of employees (levers-impulses), the organizations can exponentially increase the motivation of their employees. This is definitely a competitive advantage of one company over the rest if they do it in a suitable and emotionally intelligent way at the same time.

Note, related to the feeling of belonging to the work group or to the company: about the transcendent motivation (located above the extrinsic or intrinsic motivations of the job); it's that motivation that comes from the feeling of belonging, motivation to be part of something that generates positive and/or pleasant feelings, associated with the personality, beliefs and values of the individual. This type of motivation makes the individual seek more the satisfaction of the group to which he belongs above self-satisfaction, which transcends the rest.

And this latter is closely related to management's attention to staff employees and communication at different levels, which I'll discuss then now.

4.5 THE COMMUNICATION AND IMPORTANCE OF ICT'S (INFORMATION AND COMMUNICATION TECHNOLOGYS)

In this chapter, I'll talk about concepts in communication, its primary importance in any field from my point of view and following some investigated authors, focusing on the business world and its relationship with mindfulness, which also seems obvious to me. I'm aware and it's known that there are so many authors and books in the subject of communication, but saving the distances, regarding the subject that occupies us, I'll focus on some subjects that seem interesting to me...

At first, what would be the communication according to the "Wikipedia"?:
"Communication is the interaction of people who come into it as a subject. It isn't only the influence of one subject in another (although this isn't excluded), but of the interaction. For communication requires at least two persons, each of which acts as an individual subject".

Following some authors, Enrique Pichón-Riviere, in his book *"The Group Process of Psychoanalysis to Social Psychology"*, suggests that:

"Communication is all process of social interaction through symbols and message systems, including any process in which the behavior of a human being acts as a stimulus to the behavior of another human being." It may be verbal, or nonverbal, interindividual or intergroup". (Pichón-Riviere, 1985, p.89) - (Image in Annexes, p.62).

Referring now to the world of organization, what's Organizational Communication?; according to author Carlos Fernández Collado (1997), the process of organizational communication are the messages exchanged between the members of any organization in its entirety, and between it and its Medium (*internal or external*).

For Fernández Collado, Organizational Communication is as important, as for me, the spirit, and well carried out, a strength and at the same time important opportunity for the organization.

Following the same author, Fernández Collado (1997); This can also be understood as the procedures and actions taken to enable and increase the "flow" of messages

among the members of the organization, or their environments; or to influence the opinions, their motivation, the attitudes of internal and external stakeholders of the organization in some way in order to meet the main objectives of the organization.

This **Organizational Communication**, according to Fernández Collado (1997), can be subdivided into 2 types:

- Internal Communication: any activity carried out by an organization to have good relations between its members, with different means of communication at its disposal that keeps them well informed and motivated to increase their sense of belonging and contribute with their work to the achievement of the business objectives.
- External Communication: any "message" issued by an organization to its different stakeholders and target publics outside the company, customers, suppliers... In order to maintain or improve their relationships over time with them, have a better image or a greater promotion of products and/or services.

Once defined; and referenced Communication and its different types within the organization, based on what has been learned, Communication in companies and organizations is a key element to know things of the subjects involved in them, to know how to investigate, how to get ahead of the possible problems that may happen in our immediate environment, know how to guide others, subordinates or partners, peers at the same level (and even higher, in different directions) towards attitudes necessary for the organization, to be informed so as to be able to meet the needs of the workers so that so they satisfy ours... It's a chain of needs within another.

After all, for the managers of the organization is necessary at all time, effective and timely and rapid communication, as well as for the resolution of conflicts or improving Relationships with those involved to fulfill their functions, because the planning, organization, motivation and control can only be carried out with a compendium of all this.

Communication is therefore, necessary and useful in the world of business, to inform and coordinate employees, so improving the working environment, know how to train workers in different ways and also to implement a culture Organization that conveys what's necessary to unite the interests of the employees with the marked organizational interests and objectives. For all this, it can happen in multiple directions (*as I mentioned above*) and measures, of course.

For some authors, in terms of communication, we are united in many ways, as the article says, "*A networked world*"; today, in this globalized world, communication occurs at every moment of the day and in multiple forms (Agut, Grandío and Peris, 2011).

For me, It's a related thing, since "you" wake up and read some messages that have been able to reach at any time without be able to interact at that moment and maybe can't longer help or the answer isn't longer relevant, even the interest by other people who are far away, in the working world, communication is even more important than in my own life, because without good communication, as company, we can't get employees to what we expect from them, and therefore we'll not achieve our goals, nor will we know, of course, what they expect of us as potential managers.

On the other hand, closely related to the world of communication in the 21st century, the emergence and development of ICTs (*Information and Communication Technologies*) has taken place in recent years, from a first initial phase, where the Technology helped us in our daily life, passing through the stage 2.0 where the weight of new information and communication technologies with the useful, relational and informative webs grew, until the moment we are in stage 3.0 where there are social networks, AI (*Artificial Intelligence*), GPS devices with a great deal of the information of the world in them (directions, locations, maps) previously unattainable as an example, new ways of meeting people of a in a more open way and to interact online to extremes that were very few years ago, an emerging society in an exponential way, much could be deepened in this, perhaps it isn't this the work for it, but if I speak of Communication, I can't ignore these concepts ...

It's worth mentioning the analogous concept of the TEPs; really it's something quite new for me, simply I want to define it in the current society as: Technologies of empowerment and participation, a supposedly natural evolution that has come with the use of what previously were only information technology; later, of learning and actually of knowledge, until a use in such a way, that there are people, persons, companies, groups that only relate and live through them, we are subject to an important control from different extremes.

After all the above, I could say that there seems to be a relationship between good communication and **Mindfulness** practice, as explained above, based on the growth of mindfulness, in addition to positive emotions, a greater awareness of body language-verbal and emotional of our environment, would enable us to generate better and meaningful interpersonal relationships (both personal and professional). All this increases our level of *consciousness (belonging)* altogether.

Kabat-Zinn (1990, p.45) argued that: *"Being fully aware of the different facets of oneself and of our human potential, we can learn and be more available and receptive to others and our environment. Mindfulness is much more than a mere practice and quality; it includes an integral vision of existence: changing, interconnected and full of potential"...*

Another reflection that I found very interesting that I found in a publication of Facebook, very consistent with this chapter that talks about information technologies: *"Has technology and science really contributed to" human development?"* (Jodorowsky, 2017).

In my opinion, they have certainly contributed to the communication, to the interconnection, to the work world... but, I think that in the last times there are more needs in our world, more and more inequalities between the different extremes. The humanity can tend to loneliness within the group, and other interests, insecurities at the end....

5. CONCLUSIONS:

- The truth is that I can personally say that I've reached the end of the development of one of the most extensive and motivating works carried out throughout my academic experience, although on many occasions I've probably used usual and repetitive expressions, or many concepts may have been redundant, but I've tried to be consistent with what I think about each topic at every moment. For these conclusions, being aware of the importance of academic language, I'll allow myself certain personal licenses, (Certain personal aspects that motivate these); In order to better exemplify what I mean about attention, communication, its importance, its effects...

From a systemic point of view, I've divided the work in some chapters, introducing reasoned points of view at every moment, and I'll make a series of reflections ordered:

1. First, my personal opinion on the main obstacles for internal communication in a company more "**attentive**": this subject touches me very from near, personally, I'm in a sport club, and as in every activity where there's an absolutely heterogeneous group of people in terms of sexes, levels, ages, there are above all: clash of personalities, a sports club is also in many ways like a company, but with other objectives; in fact, there are sports clubs that are companies/business, and so, we have to know how to manage it properly.

Therefore, in order to better **relationships and communication**, the possible lack of adaptability, assertiveness, empathy, flexibility, all of them, important qualities that, if they aren't there, can be an obstacle. The lack of internal implementation of the company's culture, if it doesn't reach directly to the employees, can make them not feel aligned with it, or part of it and therefore may not feel happy and not be efficient according to what is expected. Not knowing how to treat people, face to face, nervousness by not controlling emotions, what is meant, the how, knowing how to listen... Not being good interlocutors, not knowing how to offer good feedback.

2. Well-done **Mindfulness** allows us to train full consciousness and implies as, among other things, to use exercises to train attention and our 5 senses, and what's more important, allows us to learn to relate otherwise with the external through our internal experience... A few, but useful, periodic sessions at work, can be followed by free-sessions where to count the things of the day to day losing all embarrassment, making contributions to the others or asking for help for themselves, playful activities usual in certain innovative companies. Meetings should be recommended on a monthly, the most common being meals or company dinners, where employees can meet not only those partners with whom they spend more hours, but also others from different departments with whom they have less relation to promote E.I. social group of the company, since it's a collective of people.

A **good environment, attentive**, positively influences the health of the company, motivation, attitudes, IE, results...; Awareness of the whole, thanks to communication, mutual attention, training in skills... The talent, the management of human capital is basic for the success of any organization. If we want employees to do their best, they must be able to feel intrinsically personally and emotionally involved in the fulfillment of organizational goals, it seems obvious to know how to value and motivate people, and for that, we must know how to manage them well, in a healthy and non-toxic environment, relationally speaking.

If we know our employees better (being attentive), we adapt them to our needs, we help them to develop the necessary competences in them, in turn we care about their needs and we carry out team activities to integrate them and to favor the mutual adjustment between all, we could reach theoretically a series of general objectives how: a better self-motivation, empathy and the development of social skills, between others...

Personally, I myself suffer from a OCD, which in times may not allow me to be the best communicator possible and, as a teacher, that's very important... and the first thing is to be aware of it and want to adapt to the changes without it, it isn't possible get personal or organizational improvements... Not knowing how to apply techniques at the end to the reach of anyone at a personal, departmental level. Because many times we let ourselves be dominated by emotions, we aren't attentive and don't think what's necessary before addressing others, which doesn't mean that we should be cool and calculating. It simply means that we all are different and have different needs.

In both, work and personal life, is required an emotional education, directed to the development of emotional competences, which undoubtedly are considered basic competences for life.

3. Now, related to this latter point, I'll say some own conclusions for leadership at Attentive companies:

A good team leader should be able to **manage the emotions**, knowing how to motivate, align the objectives of the employees with those of the organization, through communication, constant recognition, etc.

Activating turn the "**levers**" to work together: fellowship, commitment, solid and cohesive team, professionalism and stable company environment.

If the organization learns, understands and applies the integration of the employees within the organization itself in an Attentive way in all its levels and levels, it can evolve for the future. We are in a global change, a change in working, cognitive, economic, relational, with new ways of communicating, with growing concepts such as the widely developed and basis of work, Mindfulness, Full Attention; personal recycling, all this requires adaptability, learning, self-criticism, independence and at the same time, dependence (relationships with others), although difficult to understand, growth capacity...

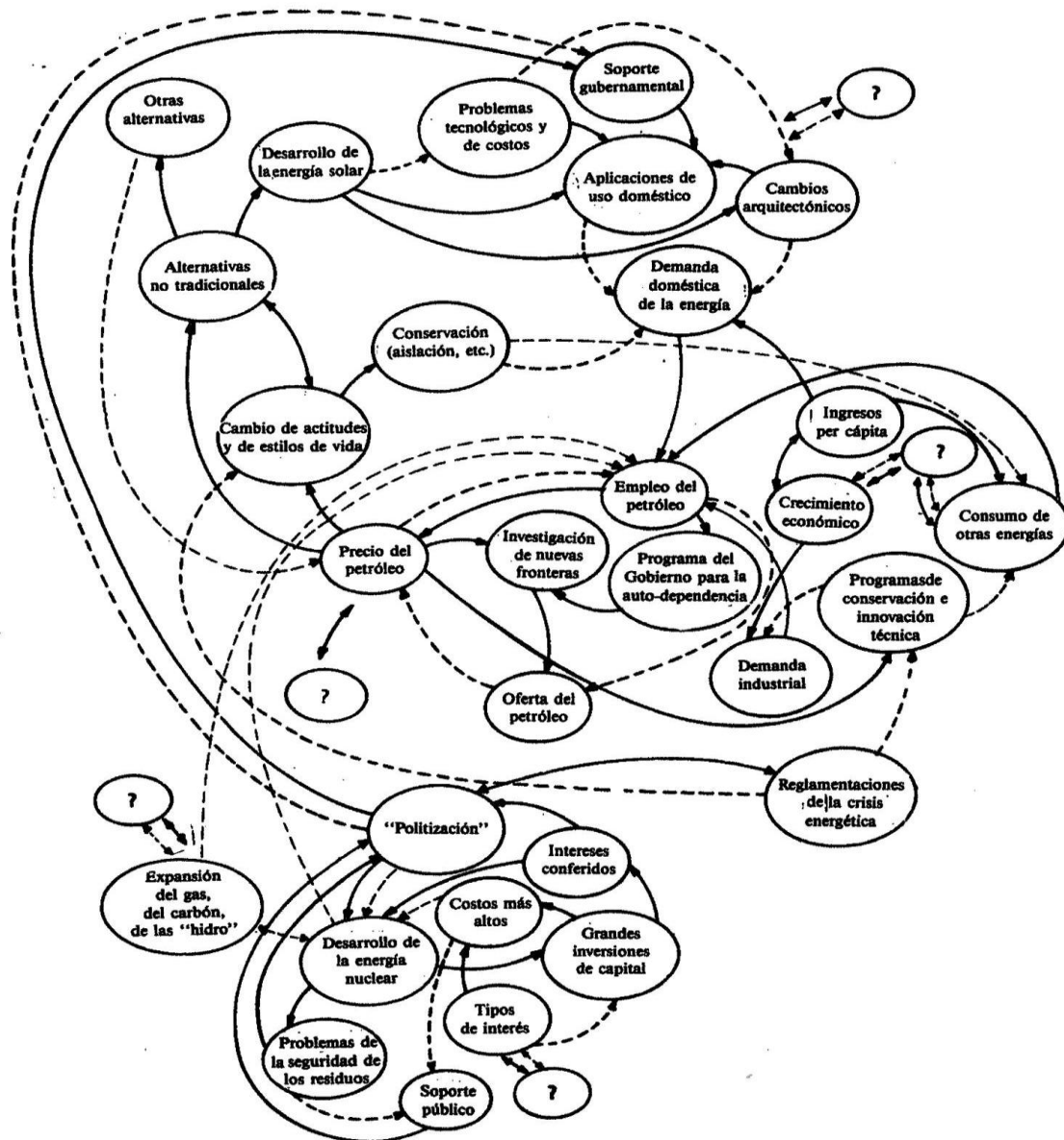
4. All we need to continue learning to learn, motivate us, hopefully all those positive things that we think can be illusory, that we try to achieve, can be realized through the joint and systemic effort of all, both in companies and in life.

For the future, it seems necessary in the so-called predatory organizations, a commitment towards a sustained change of attitudes: Why do managers usually distrust the capacity for discernment and discovery of the people who work for them in their organizations? Just because they are underneath them?

For me; the keys are **Attention, Confidence and Communication.**

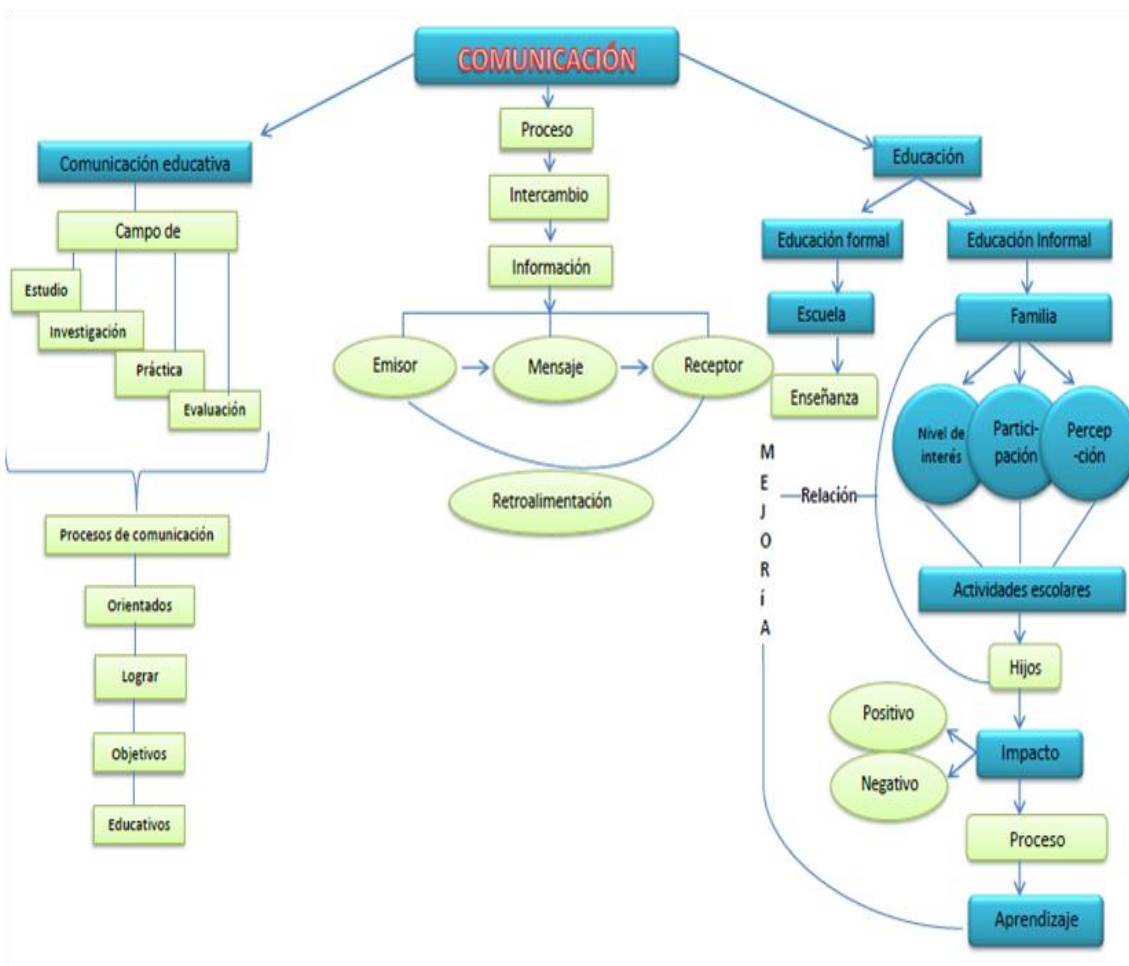
6. ANNEXED

From 3.3 of the work, *"Arcs instead of Lines: logic of reciprocal Causality"*, (Morgan, 1990, p.237-8), explains that fact A doesn't have to be a cause of B (the evolution of the species and change over the years, for example): A and B belong to a cyclical system of relations.



— significa relaciones de retroacción (feedback) positiva
 - - - significa relaciones de retroacción negativa

Image about the importance of good Communication, and related to the 4.5 and the 1st and 2nd points of the Conclusions.



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