

Nevena D. Krasulja¹
Gordana V. Đuretić²
Dejan T. Ilić³

University Union “Nikola Tesla” - Faculty of Business
Studies and Law, Belgrade, Republic of Serbia

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APPLICATION OF THE INNOVATIVE CONCEPT “MINDFULNESS” IN ORGANIZATIONAL AND ACADEMIC PRACTICE

Abstract

The paper presents the importance, basic determinants, as well as the best world practice of one of the leading insurance companies in Europe, If P&C Insurance and technology giant Google in the field of application of innovative Mindfulness concept with the aim of improving the total performances of employees. The above examples are addressed in the argument of growing importance and broader application of the innovative concept towards the development of employee potential through the development of emotional intelligence, cognitive abilities, but also through stress reduction. The main goal is to point out to the management of companies, as well as to other authors and researchers, the importance of this concept, which gives ever more positive results in the direction of improving the overall performance of employees and, consequently, the overall performance of organizations in order to achieve a sustainable competitive advantage.

Key words: mindfulness, prudence, thoughtfulness employee performance, education

JEL classification: M53, M54, J24, J28, J81

ПРИМЕНА ИНОВАТИВНОГ КОНЦЕПТА „MINDFULNESS“ У ОРГАНИЗАЦИОНОЈ И АКАДЕМСКОЈ ПРАКСИ

Апстракт

У раду је дат приказ значаја, основних детерминанти, али и најбоље светске праксе у домену примене иновативног концепта “Mindfulness” (Промислљености) са циљем унапређења укупних перформанси запослених и то на примеру једне од лидерских осигуравајућих компанија у Европи, компаније “If P&C Insurance”, али и на примеру технолошког гиганта, компаније “Google”. Наведени примери су обрађени у првацу аргументације растућег значаја и шире приме-

¹ nevena.krasulja@fppsp.edu.rs ORCID ID 0000-0002-0166-9481

² gordana.djuretic@fppsp.edu.rs ORCID ID 0000-0001-9947-334X

³ dejan.ilic@fppsp.edu.rs ORCID ID 0000-0001-8966-9955

не наведеног концепта у правцу развоја потенцијала запослених кроз развој емоционалне интелигенције, когнитивних способности, али и кроз редуkcију стреса. Основни циљ је да се укаже менаџменту компанија, али и другим ауторима и истраживачима на значај овог концепта који даје све позитивније резултате у правцу унапређења укупних перформанси запослених а самим тим и укупних перформанси организација у правцу достизања одрживе конкурентне предности.

Кључне речи: *промишљеност, миндфулнесс, перформансе запослених, образовање*

Introduction

In the New Economy, which is largely determined by the process of globalization, digitalization, innovation, the growing importance of intellectual capital as well as the principles of sustainable development, achieving sustainable competitive advantage becomes imperative, but also an increasingly complex task. Sustainable competitive advantage is “the long-term ability of an organization to create and deliver superior value to consumers, but also to create and generate superior profit for itself, compared to direct or indirect competition over a long period of time” (Kuma, 2016; Илић, 2018, p.35). Sustainable competitive advantage is based on the capabilities of the organization, intellectual capital and potential of employees as well as on the successful application of innovations (Train, & Egbu, 2006). As can be seen from the previous two definitions, organizations are increasingly developing their future competitive advantage and based on the successful creation and introduction of innovations in all areas of business, but especially by developing the potential and overall performance of employees. The growing importance of developing innovative potential, as well as the development of emotional intelligence, cognitive abilities with simultaneous reduction of employee stress, is becoming an increasingly complex challenge for companies in the modern business environment. As one of the answers to the mentioned challenges, the application of the concept “Mindfulness” is more and more emphasized. The concept and theme of “Mindfulness” is relatively new in Western culture. However, given the large number of benefits it provides, it has encouraged authors and researchers in the past period to conduct a number of studies and draw a number of conclusions. What is obvious and completely certain so far is that in a state of thoughtfulness people achieve much better connections and relationships, become calmer and make better decisions (Kabat-Zinn, 2014). In general, prudence is not a condition that is not related to humans. It is only deeply repressed due to the chaotic schedules and pace of life (AMRA, 2016). Certain large companies are recognized these benefits, of which Google has gone the furthest in implementing this concept. For some time now, Google has been proud of the practice of meditation conducted by employees on a daily basis under the supervision of qualified professionals (Schaufenbuel 2015). Not even the US military is an exception, which has implemented a program called “Mindfulness Based Mental Fitness Program” with numerous positive results. The program is also applied at eminent colleges as Harvard Business School, Berkeley, Drucker Graduate School of Management which has implied overall better semester results (Jha, Stanley, Kiyonaga, Wong, & Gelfand, 2010). It is

certain that the popularity of the concept will grow in the future. Experts of various profiles are already studying it, such as consultants, academic coaches, psychologists. Also, it is important to point out that over 2000 articles and books on this topic can be found on Amazon's site alone (Glomb, Duffy, Bono, & Yang, 2012).

Precisely for all the above reasons, the authors of this scientific paper decided to further explain the essence of the concept, as well as to point out the aspects and benefits of its practical application in business organizations and academic institutions. Also, the paper presents a qualitative research related to the implementation of the program in the company If P&C and Google.

The origin of the concept and the definition of the term thoughtfulness

The term "Mindfulness" is taken from the English language, although the original origin comes from the Indian word "sati" which means "conscious attention" (Đorđević, 2016). There is still no adequate and unique translation of the term into Serbian language, but the most approximate translation would be "thoughtfulness" or „prudence“. Prudence, as currently taught and practiced in Western culture, is closely related to traditional Buddhist methods. Specifically, in Buddhist practice, prudence is the act of perceiving things and situations as they are at the present moment. In this way, by applying the concept of forethought, reality gained its clarity - the individual sees the world clearly and without manipulation. A thoughtful person has an open mind, is kind, curious and shows an attitude of sympathy towards the people and events around him (Gunaratana, 2011).

Research related to prudence in the Western world began in parallel with the work of Jon Kabat-Zinn, a postdoctoral student at the University of Massachusetts. After practicing meditation on his own, Kabat-Zinn decided to make the program available to the general public, so he made it official for the first time within the School of Medicine at his University. The program experienced its first application among patients who were in severe pain and who could no longer be helped by the medical staff. Then Kabat-Zinn and his colleagues further developed the same program and the world knows it today under the name "Mindfulness Based Stress Reduction - MBSR" (Kabat-Zinn, 2011).

For the past 35 years, the program has been successfully implemented and has helped participants reduce pain, stress and anxiety. Since that period, about 600 people have been trained as mindful trainers, and over 20,000 people have attended an eight-week stress reduction program (Kabat-Zinn, 2011).

When it comes to defining the term itself, an insight into the professional literature can conclude that there is no single definition, rather it is about their convergence. However, what they all have in common is the observation that thoughtfulness is a state of consciousness in which the individual directs his attention exclusively to the events in the present moment. Many authors have contributed by defining the term, but what can certainly be concluded is that they all start from the same premise. For example. author Carlson defines prudence as attention focused on present experiences; author Bass et al. as a state of full awareness of experiences in the present moment; author Reb et al. as accepting current events without prejudice and condemnation (Carlson, 2013; Baas, Nevicka, & Velden, 2014; Reb, Narayanan & Chaturvedi, 2014).

In order to best describe what the state of thought really entails, it is best to state its foundations, which were initially determined by the author Jon Kabat-Zinn: 1. Non-judgmental attitude - things should be viewed as a neutral person, 2. Patience - everything happens in its time, 3. The mind of a beginner who is always open to new experiences and possibilities, 4. Confidence in one's own being and one's own feelings, 5. Non-combative attitude - observing the situation as it really is without resistance, 6. Accepting things and situations, 7. Liberation (Grecucci, Pappaianni, Siugzdaite, Theuninck, & Job, 2015). It is certain that this strategy can be of great benefit in both private and business life.

Aspects of application of the concept of prudence in the organizational context

The application of the concept of prudence in organizations, and in the opinion of a large number of researchers, coaches and managers, gives enviable results. Specifically, these trainings have proven to be extremely effective when it comes to amortizing feelings of emotional exhaustion due to the pressure of business obligations (Hyland, Lee & Mills, 2015).

Setting up a quality stress management program today seems more important than ever. Stress directly affects work performance, so it is necessary to constantly monitor the situation among employees. A report published in 2014 by the American Psychological Association indicated that 67% of employees experience emotional symptoms of stress while as many as 72% also experience stress on a physical level. Accordingly, the majority of employees today, in the literal sense of the word, suffer from stress (Percieval, 2015). An issue that has also proven to be extremely important are the costs that companies suffer due to the increasing occurrence of burnout or leaving the organization. Consequently, organizational management and human resources departments must imperatively address the issue of the general well-being of their employees. Only in a situation when they are satisfied and properly motivated, general increase in organizational performance can be expected.

Previous research has indicated that the application of prudence training has given excellent results in these situations. For this reason, organizations should view investing in the implementation of the program as investing in the future of their employees, and thus their business success. Employees who are happy and do not feel "business sick" are the surest way to achieve a high level of productivity (Center for Mindfulness, 2017).

As already mentioned, many global companies have introduced mindfulness training as a daily practice. The programs mainly consist of the following activities: 1. Deep breathing exercises, 2. Short meditations, 3. Rest in the form of short walks, 4. Shutting down electronic devices for 10-15 minutes, 5. Keeping a diary, 6. Setting a timer that reminds them that it is time for a break (Center for Mindfulness, 2017).

All of the above strategies do not seem complicated to include in the organizational culture, and they bring great benefits.

State of prudence and work performance - As has been repeatedly confirmed in the professional literature, prudence affects the achievement of higher levels of work performance in several ways. The contingent theory of Dane's author starts from the fact

that the state of thought influences the expansion of the range of attention, so that the employee is able to notice many peripheral stimuli (Dane, 2011).

Prudence simply stabilizes attention. It becomes focused and constant, so employees make significantly fewer mistakes in performing tasks, which are a common cause of high expenses in companies (Smallwood & Schooler, 2015). Also, prudence affects the amortization of “ups and downs” that occur during the course of business. As the author Mullins and co-workers state, they are most often conditioned by factors originating from the employees themselves, specifically, lack of attention, age, state of insufficient sleep, positive or negative emotional states, degree of self-control (Mullins et al., 2014). In this case, the state of thought will calm the attention and focus, so the person will be able to control his own thoughts and behavior. In this way, the mentioned variations, which are a frequent occurrence but also a problem in every work environment, will be reduced.

Likewise, the state of mind balances the impact of all distractions coming from the work environment. An employee who has stabilized attention will also have a higher level of cognitive potentials, so it will be easier to abstract any kind of “noise” from the environment. For example, nurses face about 14 different distractions in just one working hour, which causes an increase in the number of errors by as much as 12%. In general, distractions in any work simply “split” attention, but as many authors state, only 5 minutes of practicing prudence can almost completely eliminate these negative influences (Kuo & Yeh, 2015). Thoughtful people will find it easier to distance themselves from a hectic, intense work environment and get the job done with full attention (Long & Christian, 2015).

Prudence also leads to faster and easier achievement of goals. Although it may seem that the very concept that otherwise forces reconciliation is not in line with “combative”, goal-oriented behavior, it does not imply passivity in behavior. An employee who is in this state will have a higher level of internal motivation which has proven to be longer lasting than external. In a situation where internal motivation is dominant, the person will feel personal satisfaction and satisfaction due to the successfully completed task, so it will be easier to achieve both business and personal goals (Vago & Silbersweig, 2012).

State of thought and relationships at work - Within the organizational context, people have a large number of relationships and in order for the business to run smoothly, they should take place with ease and without conflict. The most important relations in each organization are those on the employee-management line and among the employees in the working group / team.

A large number of examples from practice confirmed that the state of prudence creates a large number of benefits in this situation as well. First, employees will achieve much more effective cooperation and coordination and communication will become significantly better. Listening activity will no longer be just a “letter on paper” but a successful practice while the level of condemnatory attitudes and different types of prejudice will be reduced to a minimum. In this way, the relationship with clients can be drastically improved (Beach et al., 2013). The author Reb and colleagues came to the conclusion that thoughtfulness trainings change attitudes in a positive sense, so that negative events, various organizational gossips and injustices can be overcome much easier and faster (Reb et al., 2014). As already mentioned, the state of thoughtfulness automatically increases the level of attention and reduces emotional reactivity, which is

the key to establishing emotionally positive relationships. Group / team members in such an environment will show a much higher level of mutual respect and empathy which can make the group significantly more cohesive in the long run (Cleirigh & Greaney, 2014).

It is very important to state that the training of an individual's prudence teaches how to become a prosocial being and reduce the level of egocentric attitudes. Self-centeredness will automatically give way to caring about the success of the whole group / team, so the decision-making process will become more efficient. In general, all of the above is a sure way to building a good work climate characterized by relationships of mutual trust and a higher level of openness to new ideas and practices (Reb & Narayanan's, 2014).

Prudence and well-being of employees - A sense of well-being refers to the experiences that an employee experiences in the workplace in an organization. As such, well-being has its physical, mental and behavioral aspects and represents one of the most important outcomes of corporate life. Positive emotions and experiences will directly affect the growth of work performance. Due to undamaged mental and physical health, there will be no absence from work, laziness, burnout, etc.

The author Roeser and colleagues in their research came to the conclusion that the practice of prudence directly affects the reduction of stress levels, family business conflict, improves the quality of sleep and "erases" negative emotions (Roeser et al., 2013). Likewise, research conducted on a sample of managers and entrepreneurs has shown that a state of mindfulness induces much more goodwill and gives a person the strength to more easily withstand business problems and challenges (Roche et al., 2014). As can often be read in the professional literature, this practice simply gives hope and raises the level of optimism (Malinowski & Lim, 2015).

A positive aspect that the authors especially dealt with is the quick recovery after stressful situations. This indicates that a thoughtful person will adapt much faster but also recover from various stressful and strenuous business outcomes. For example, an argument with a "toxic" boss or colleague will be overcome with a much lower degree of anger, rage and negative emotions. This attitude will lead to building and a higher degree of self-confidence (Neff & Broady, 2011).

Thoughtful leaders - The 21st century is a time of innovation and creativity. They become a competitive advantage of every company. So the question is, how should leaders lead modern organizations? The leader of the autocrat is focused on his ego, hierarchy and fulfillment of tasks and very often neglects the importance of morals, organizational culture and the values that employees hold. Therefore, this solution "from the past" cannot give results when employees are expected to contribute to the creation of an innovative culture. Leaders with different attributes are now entering the scene. In this case, they are thoughtful leaders who respect their employees and make each of them feel equally important. This type of leader does not only work for profit, business ethics is of great importance to them. A leader who possesses prudence highly values clear, unambiguous situations, supports innovative and creative behaviors, builds relationships of understanding with his employees, possesses empathy and knows how to listen (Walker 2017).

Table 1. Characteristics of a thoughtful leader

Leadership	Behavior of a thoughtful leader
Efforts	Ability to let go of practices that have been overcome without condemnation or regret
Work methods	Presence in the present coin with complete understanding and knowledge of the situation
Mode of conversation	Ability to listen to others without interruption and argumentation
Condemning attitude	Constant attempt to understand both oneself and others; empathy
Multitasking	Ability to work in a separate task with full attention paid to each and individually
Routing	Accepting the present moment and responding to its demands
Business	Persistence, calm spirit, full attention, conversation without noise and raised tones

Source: Wells, C. M. (2015). *Conceptualizing Mindful Leadership in Schools: How the Practice of Mindfulness Informs the Practice of NCEA Education Leadership Review of Doctoral Research*

A recent study conducted by Harvard Business Review Research reveals that when leaders are under stress, the entire organization “suffers”. In this case, the employees will leave their jobs in order to save their own health. According to the results of the research, the employees believe that a leader who cannot overcome his own nervousness and tension is not capable of running a company. By practicing prudence, the psychological capital of the organization is constantly growing and a leader who is able to control his emotional states will significantly contribute to the growth of general optimism, hope and self-efficacy in the organization (<https://www.inc.com>). According to these researchers, a thoughtful leader will always be able to separate from stressful situations and not experience them personally. He will always be able to control his reactions and think carefully before taking any action.

Examples of good practice in companies If P&C Insurance Ltd and Google

In the following part of the text, the authors will present examples of good business practice related to the application of the concept of prudence. Specifically, these are If P&C Insurance Ltd and Google.

When it comes to the first company, the authors of the paper will present research taken from the authors Reb and Choi and related to the application of prudence programs in the insurance company If P&C Insurance Ltd (Reb & Choi, 2014). Thus, it is a question of the use of secondary data that seem valid and extremely useful for a detailed presentation of the topic of prudence and the purpose of the work in general. In their expert article, the authors Reb and Choi presented the research conducted within the industrial division of If P&C Insurance Ltd., which is one of the largest insurance companies in Europe. The company has over 3,800 customers in Sweden, Norway, Finland, Denmark, Estonia, Latvia, Lithuania and Russia and has 6,400 employees. The company is headquartered in Stockholm, Sweden. In particular, the research was conducted within

a division that deals with risk management and its clients are usually larger companies with very complex insurance requirements. The research covered all thirty employees working in the division. They are all highly educated and the job description is such that they face very dynamic, stressful demands from clients on a daily basis.

Employees work individually or in small groups and have described their organizational culture as tolerant, flexible, respectful but also highly individualistic. The work they perform requires the possession of highly professional knowledge. Also, they stated that they are often faced with doing multiple jobs at the same time to meet all expectations.

Internal health control that was conducted just before the start of the study indicated that a large number of them work under a high dose of stress. Accordingly, it was in the company's interest to raise the health status of employees to a higher level. It was found that everyone was familiar with the basic principles of healthy living but did not have time to adhere to them. Thus, the division manager came up with the idea that the application of a program of prudence, in this constellation, could give good results.

After a short deliberation, it was decided to implement a prudential program within the division under the auspices of Potential Project International. By the way, this company is fully recognized and qualified to hold trainings within corporations and non-profit organizations, it operates globally in 27 countries with the engagement of 200 trainers. At the very beginning, the whole group was explained that the state of prudence directly affects the growth of efficiency and effectiveness of work. In this way, their problem of overbooking could be more easily solved and overcome. Also, the presenter of the program especially emphasized that the program is not applied exclusively for medical purposes and that it has given extraordinary results in business practice until then.

The program was launched under the name Corporate Based Mindfulness Training (CBTM) and was designed to meet the needs of this demanding environment. Employees needed to be trained on how to devote themselves to each task individually, with a state of complete attention and without interference. The duration of the program was eight weeks and all participants joined it voluntarily. The first session lasted intensively, 12 hours a day, and aimed to train in detail about the benefits of the program. In this situation, the coach kept to presenting facts that were scientifically substantiated and proven. After that, he introduced weekly sessions in which employees received detailed instructions on how to apply prudence in their workplace (prudence in writing e-mails, communication, in meetings, during breaks). Also, all participants were trained on a daily basis on how to properly apply deep breathing and relaxation techniques.

It should be emphasized that most of the participants initially expressed a high dose of skepticism. The typical negative reaction of the manager, and according to the author, was "I don't see a way how this training can help us?!". It is interesting to mention the words of the engineer "I am a really curious person, but I still do not understand the goal of this hocus-pocus". However, after these initial doubts, the participants began to express increasingly positive attitudes. Prudence training is generally seen as a useful tool that purifies their thoughts and allows them to better concentrate on a large amount of work. In particular, the results showed the following - 88% of participants in the program noticed that it is much easier to concentrate and have a higher degree of attention; 82% are much easier to deal with various types of disruptions in the business environment; 59% of participants tolerate stress much better.

As a benefit that the coaches did not count on, and which was noticed by all participants, is the daily stay with colleagues. Since the employees mostly worked individually, everyone liked this practice of team building. As everyone stated, she completely changed the dynamics of the group. After each session, people felt closer to each other and had better communication and understanding. Likewise, the benefits of the program are felt sui after the end of the business day; traffic jams no longer irritated them so much, they had a better quality of sleep, etc. As expected, participants went through a number of challenges during the program. Since they voluntarily participated, some of them did not regularly attend daily sessions. Several of them gave up, justifying that the introduction of innovations in the program every week is quite difficult to follow. The program trainers were faced with the challenge of maintaining staff attention, especially in the formal parts of the session. Also, employees from certain professions, and especially mechanical engineers, said that it was quite unusual for them to observe their own thoughts and emotions in that way, so they were not open enough for the program.

When it comes to Google, it is generally known that it has been globally recognizable for many years for its successful business in the field of high technology. Headquartered in California, the company has over 40 offices worldwide and approximately 57,000 employees. According to their website, the policy they follow in business is “fast is better than slow”. Although the atmosphere in the company is completely casual - new ideas are exchanged during a coffee break and team building meetings are held in the fitness room - the pace of work is extremely fast. Google places special emphasis on production, implementation and innovation, all of which create a busy work environment and a lot of pressure on employees. Precisely for this reason, a prudential program was introduced, which is otherwise highly recognized and verified in the business culture of Silicon Valley (Tobias & Spiegelhalter, 2016). As stated in the renowned Fortune magazine, the company has twice been named “the best place to work in America” since it sincerely cares and constantly invests in the well-being of its employees. (Harvard Business Review, 2015).

Google’s thoughtfulness program is designed to constantly raise the level of emotional intelligence of employees. In this way, employees become extremely motivated, cooperate better, show a high degree of emotion and have a greater tolerance for stress (Tobias & Spiegelhalter, 2016).

The Search Inside Yourself (SIY) program has been in place since 2007. By the way, it was developed by an engineer from the company Chade-Meng Tan in cooperation with professor of neurology Daniel Goleman from Stanford University. According to the SIY website, the program lasts four weeks and aims to develop both a high level of thoughtfulness and emotional intelligence in employees (Search Inside Yourself Leadership Institute, 2016).

The SIY course is divided into several sequential sessions: 1. Attention training aimed at bringing the brain to a state of calm, 2. Getting to know one’s own personality in order to control emotions more easily and effectively, 3. Creating a mental habit. Employees can apply the program in any room in the company, of their choice, and also have the opportunity to share their impressions and opinions with colleagues in the online community formed for this purpose (Tan, Goleman & Kabat-Zinn, 2014).

By the way, The Search Inside Yourself Leadership Institute (SIYLI) is a non-profit organization that is owned by the company and provides services to other clients.

The importance of mindfulness programs for academic institutions

Prudence programs have recently begun to be introduced within educational institutions all with the aim of supporting the health and general well-being of students and pupils (Meiklejohn et al., 2012). From practice, it can be concluded that students on a daily basis experience high levels of stress resulting in anxiety, low self-esteem as well as other emotionally behavioral outcomes that negatively affect the ability to concentrate and learn (Rempel, 2012; Shanker, 2014).

The mentioned negative connection between stress and academic performance emphasizes the importance of the role of the professor on the further emotional and social development of pupils and students (Rempel, 2012). If we take into account the time spent in the premises of educational institutions, the introduction of a program of thinking is imposed as a logical solution that will help young people to develop the so-called. a mechanism for self-regulation, ie to approach different challenges with a much higher degree of flexibility and openness (Meiklejohn et al., 2012).

According to the creator of the program, Kabat Zinn, the learning process is impossible if the attention is not focused properly. In this context, thoughtful programs can help a lot - students have the opportunity to learn how to see the problem from different perspectives, recognize what is new and important in the situation, become aware of the context of events, and better interpret the information provided to them (Napoli et al., 2005). In general, these programs have great potential when it comes to both the mental health of young people and their academic performance, and as such provide the opportunity for comprehensive reforms throughout education (Soloway, 2011).

The author Ashe conducted a multi-stage research on this topic and came to the conclusion that the following can be cited as concrete benefits of introducing a program of deliberation in schools / universities (Ashe, 2016):

Mental health and emotional skills - After only a few minutes of exercise, and according to the results of a large number of students tested, everyone said that they feel relaxed, which directly leads to an increase in the level of general well-being (Napoli et al., 2005). Also, the application of the program enabled the focusing of attention and articulation of behavior, which ensured more efficient performance of various tasks (Shanker, 2013). Also, pupils / students confirmed that the program led to "calming of thoughts" and thus to reduction of nervousness levels, easier regulation of emotional problems and increase of social skills levels (Shanker, 2013).

Improving academic performance - As already mentioned, high levels of stress reduce the ability to achieve the desired academic performance. On the other hand, a state of mindfulness ensures that students are in touch with their own thoughts and interpret the exam material from a perspective that is close to their personal experience. The increase in the possibility of visualization as well as the growth of creativity cannot be ignored (Soloway, 2011).

Growing enthusiasm - Although students in the first phase refused to apply meditation techniques, everyone said that they felt better after applying them. The state of prudence influenced the mechanisms for self-regulation. Consequently, it is not difficult to conclude that programs can help young people cope more easily with the emotional problems they face not only during schooling but also later in life (Remple, 2012).

Better classroom situation management - The implementation of the program has enabled both students and professors to concentrate more easily, reduce the level of reactive behavior and cooperate more easily even in a situation where the material is complex and difficult (Ashe, 2016).

The author Ashe made two more interesting observations regarding the implementation of the program, regarding the challenges of implementation and consideration of the necessary conditions for the introduction of the program in the education system. In his opinion / research, the factors that inhibit the implementation of the program relate to the religious connotations attributed to it, the initial reactions of students (to whom the program looks “silly”), the reluctance of professors to show vulnerability in front of students, lack of instant results and finally, lack of time. In order to successfully introduce programs into the entire education system, the author emphasizes that it is necessary to obtain administrative support, raise awareness of professors about the benefits of the program and calculate that without their long-term implementation the results will not be visible (Ashe, 2016).

The author Leland also came to interesting conclusions, using secondary data (Internet search). He states that prudential programs not only enhance academic performance but also contribute to the following activities (Leland, 2015):

Improved Critical Thinking Skills - Critical thinking is an exclusively internal process and thoughtfulness helps better introspection, questioning values and beliefs, and thus recognizing wisdom that can help solve problems in a turbulent environment (Burke & Hawkins, 2012).

Better self-control - Thought programs contribute to the growth of self-awareness, better “locating” of feelings and more successful control of reactions and behavior in general (Rodgers, 2014).

Developing skills for future work - Formal education equips students with the necessary knowledge for future work, however, thoughtful programs allow the development of specific skills that are desirable in almost every workplace. This case refers to the development of empathic feelings (Grant, 2014), active listening and multitasking (Goh, 2012), early recognition and prevention of burnout syndrome (Napoli & Bonifas, 2011).

Helping students with learning difficulties - The programs have proven to be extremely successful in situations where students have attention deficit disorder, ADHD (Thomas, 2013).

Success in sport - Better contribution to team sports during schooling (Davis, 2012).

Conclusion

It is certain that thoughtful programs have many good sides. However, what needs to be pointed out is the fact that they have not yet been universally recognized or accepted by company management and academic institutions. Their introduction depends on how much the institutions are willing to invest in the development of talents and human health in general. Organizations that want the human factor to become the basis of their competitive advantage should be free of skepticism and move towards

creating an organizational culture in which employee welfare will not be stigmatized (Dimoff & Kelloway, 2018).

The introduction of the program should be seen as a net return on investment; they are a tool that will motivate employees to give the most and the best of themselves. Corruption is still a hot topic in modern organizations. In this case, thoughtfulness programs can be of great help - as the authors Krishnakumar and Robinson state, employees who pass the program will show a much lower degree of Machiavellian aspirations, and will generally be less hostile to colleagues (Krishnakumar & Robinson, 2015). Of course, in modern literature, one can find many allegations that oppose the application of these programs. Thoughtful employees, aware of their limits that they should not cross, will no longer work so intensively. They will approach the job in a much more relaxed way, so that performance growth will actually decrease (Ericson, Kjonstad & Barstad, 2014).

What also needs to be kept in mind is the fact that the programs will give different results depending on the type of industry, job description, general condition of the working environment. In addition to the above, one should not overlook the fact that the needs of people for training are completely different. In this case, it is necessary to consider in more detail the mental models and personality characteristics of the participants (Dane & Brummel, 2014). It is certain that the programs have given extremely good results so far. However, given that there are still innovations in corporate life and academic life, they need to be studied in more detail by the research and academic public.

Special attention in further research on this issue should be paid to the possibility of applying the concept of prudence in companies in the Republic of Serbia. The authors of the text plan to address this issue in one of the following papers. But what can be concluded for now is that although the concept is not unknown, (both to the management and the employees) its application is definitely missing. According to the authors of this text, the reasons are numerous, starting with the dominant dimensions of national culture, the prevailing management style, the transition process, poor financial conditions both in the country and the organizations themselves, etc. All these "difficulties" related to the implementation of the program are subject to further, very detailed debate and research.

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