

How to create a mindful community of practice: Exploring the social functions of group-based mindfulness practices facilitated via Zoom during Covid-19

Jutta M. Tobias Mortlock, Hotri Himasri Alapati, and Trudi Edginton
 City St George's, University of London, UK.
 Manuscript accepted for publication at <u>Frontiers | How to create a mindful community of</u>

Manuscript accepted for publication at <u>Frontiers | How to create a mindful community of practice: Exploring the social functions of group-based mindfulness practices facilitated via Zoom during Covid-19</u>

Abstract

4 5

6

21

7 This exploratory qualitative study was conducted to investigate the experiences of individuals who have been participating in online mindfulness sessions with an online mindfulness community since 8 9 the beginning of Covid-19, i.e. during a period of heightened uncertainty and social isolation. The 10 study's purpose was to better understand the social functions of regularly practicing mindfulness in 11 this online community of practice. Analyses from semi-structured interviews reveal how shared 12 mindfulness practice may foster several pillars of connection and interbeing in this community of 13 practice. These include improved mind-body awareness, coupled with a unique sense of trust and connection, which may have helped cultivate collective alignment and a sense of common humanity 14 15 among research participants. Findings are discussed through the lens of interdependence theory, 16 resulting in several exploratory propositions on how to create a mindful community of practice. The study concludes with a call for more research in this understudied research domain and invites 17 mindfulness researchers and practitioners to test these propositions further. Its overall aim is to 18 19 stimulate debate among individuals and groups intent on creating a mindful community in their 20 workplace, educational setting, or neighborhood.

1 Introduction

- 22 In Eastern contemplative traditions, mindfulness is considered a method or practice with a
- 23 specific purpose: to develop lucid, metacognitive awareness of one's experience in order to
- 24 clearly comprehend and transform suffering (Bodhi, 2011). In the scientific literature, the link
- between mindfulness and well-being has been extensively studied and mindfulness meditation is
- 26 now widely utilized as part of mental health interventions (Wielgosz et al., 2019) including in
- workplaces (Kelloway et al., 2023). Furthermore, leading mindfulness scholar Jon Kabat-Zinn
- argues that mindfulness has transformative potential: mindfulness helps cultivate capacity to
- alleviate suffering and promote wellbeing for individuals as well as for communities and the
- world at large (Kabat-Zinn, 2011). In this paper, we incorporate Kabat-Zinn's assertion about the
- transformative potential of mindfulness and lean on Bodhi (2011) and Kudesia (2019) to define
- transformative potential of minimumess and lean on Bodin (2017) and Rudesia (2017) to defin
- 32 mindfulness by its purpose, as a metacognitive practice to deeply understand and transform
- 33 suffering and generate wellbeing, for one and all.
- 34 Communities of practice are groups of individuals who come together regularly to learn together,
- 35 to share knowledge, and to benefit from belonging to a community of shared interests (Wenger,
- 36 1998). When people practice mindfulness together regularly, they can be considered a mindful
- 37 community of practice. Typically these initiatives last two to three months, and then the
- intervention stops. But what happens when people in a workplace come together for a longer
- 39 period of time to practice mindfulness? What are the social functions (in other words, the
- 40 beneficial effects of actions or processes in a social system; Merton 1949) of group-based

- 41 mindfulness practice in an online mindfulness community of practice created during Covid-19?
- This is the question at the heart of our study.
- In this paper, we focus our attention on the transformative potential of mindfulness. Specifically,
- our work responds to calls for more research on how mindfulness may help generate wisdom and
- 45 transform suffering, not only for individuals but for everyone (Bahl et al., 2016; Daniel et al.,
- 46 2022; Tobias Mortlock, 2023). Scholars have theorized on why and how mindfulness can be
- 47 transformative beyond beneficial individual change, for social groups and even for society as a
- 48 whole. For example, du Plessis & Just (2022) argue that mindfulness can transform the way we
- 49 think about ourselves and others through critical reflexivity. In addition to critical reflection on
- 50 personal and social issues, Vu & Burton (2020) propose that mindfulness encourages moral
- 51 reflexivity with the potential to transform learning, including management learning in
- organizations. Perera et al. (2024) suggest that the potential of mindfulness practice to balance
- cognitive and emotional aspects of decision-making can transform workplaces by promoting
- more ethical decisions and by mitigating against discrimination. Moreover, in the United
- Kingdom (UK), a growing number of politicians have started practicing mindfulness and appear
- to consider mindfulness as more than mental training that brings along individual benefits, instead
- 57 contributing to a flourishing society (Bristow, 2019). Finally, practitioners call for more rigorous
- research exploring how mindfulness can help cultivate transformative leadership (Paul, 2022).
- 59 However, empirical research examining the potential of mindfulness to transform entire
- 60 communities is still scarce. In other words, today much prominent mindfulness theory and
- practice is concerned with cultivating awareness of the self, predominately focusing on the breath
- to help calm one's mind and take on the stance of a non-judgmental observer of one's thoughts
- and feelings through silent meditative practice (Kabat-Zinn, 2005; Williams & Penman, 2011).
- 64 Scientific studies focusing on how mindfulness may help transform relationships between
- 65 individuals are more rare than those investigating how it may help cultivate transformation within
- 66 individuals. An exception is case study research of community-based activism in the UK and
- 67 Germany, proposing that the Buddhist notion of *interbeing* a term coined by influential
- 68 Buddhist monk and writer Thich Nhat Hanh which relates to humans being inextricably mutually
- 69 engaged with each other is an essential aspect of social change and the transformation of society
- 70 (Schmid & Aiken, 2021). Another exception is Tobias Mortlock et al.'s (2022) mixed-methods
- study combining individual with collective mindfulness training in a high-stress military setting,
- suggesting that innovative mindfulness training interventions may cultivate transformative
- capacity not only for individuals but for entire work teams.
- Indeed, scientists report that mindfulness can cultivate beneficial outcomes not only for the self
- but also for others (c.f. Schindler and Friese, 2021, for a recent review). For example, several
- studies suggest that brief mindfulness training interventions may be effective in helping workers
- behave more prosocially (Hafenbrack et al., 2020) and that even 8 to 15 minutes of mindful
- breathing can increase workplace civility (Hafenbrack et al. 2024). Other empirical work (by the
- same lead author) indicate that being in a state of mindfulness may in fact *reduce* people's
- 80 motivation to feel guilt or engage in prosocial reparative behaviours (to mend broken
- 81 relationships; Hafenbrack et al., 2022). While meta-analytic analyses do report that there is a
- 82 significant correlation between mindfulness practice and prosocial outcomes (Berry et al., 2020;
- 83 Donald et al., 2019), these comprehensive reviews also highlight concerns about publication bias
- and challenges regarding replicating these findings. Notably, Berry et al.'s (2020) meta-analysis
- 85 makes a critical distinction between the cultivation of compassionate and empathetic attitudes
- 86 through mindfulness practice and the translation of these attitudes into actual prosocial behaviors,
- particularly when such behaviors would incur a cost to the individual (e.g., sharing expertise with
- 88 a colleague or offering shelter to a person in need), and conclude that there is no conclusive
- 89 evidence supporting the universally salubrious effect of mindfulness meditation on actual
- 90 prosocial behavior. It may be that it matters more than we previously thought *how* people practice

- 91 mindfulness together for social benefits of mindfulness practice to occur hence our particular
- 92 focus on examining mindfulness practice in groups.
- In fact, in the contemplative traditions, mindfulness is understood as a socially engaged practice.
- As mentioned above, one of the core tenets of Eastern mindfulness is the intent to help people
- 95 realize their *interbeing* nature. According to Hanh (2020), human experiences and the realities we
- create are all interconnected, and realizing this lays the path towards collectively understanding
- and overcoming suffering. We are more interdependent than we think: mindfulness in one person
- 98 as well as mindlessness often impacts the level of mindfulness in another. Recall the last time
- 99 you said or did something mindless to another person; this has likely influenced their capacity to
- be, to become, or to remain calm and non-judgmental. By the same token, meditation, the core
- mechanism of generating mindfulness, can be defined as "the practice of concentration, or
- stopping and looking deeply, in order to realize the truth of interbeing" (Hanh, ibid., p. 88). This
- means we can make space to cultivate mindfulness within ourselves, as well as cultivate
- mindfulness 'in the space between you and me'.
- Based on the above-mentioned theoretical frameworks for understanding mindfulness in groups
- and organizations, as well as a broader understanding of mindfulness and its benefits, the field is
- well-positioned to better understand collective mindfulness practices and using qualitative,
- narrative methods to examine the social purposes of mindfulness.
- In this study, we explore the experiences of members of an online mindfulness community of
- practice at a large metropolitan University who have come together to practice mindfulness and
- gentle mind-body exercises since the beginning of the Covid-19 pandemic, i.e. approximately 4
- years to date. In this university setting, online-facilitated mind-body sessions have been offered
- by experienced mindfulness facilitators three times a week and participants were invited to log on
- and join the online mindful community at any point.
- The study is qualitative in nature. Sixteen semi-structured interviews were conducted with
- volunteers from the above online mindfulness community of practice, to gain an understanding of
- their motivation to engage with the community, to explore how they have experienced the mind-
- body practices, the community, and any outcomes of being a member of this community.
- 119 Interviews were transcribed and analyzed using inductive thematic analysis (Braun & Clarke,
- 120 2006) by two members of the research team (not the mindfulness facilitators), ensuring adequate
- interrater reliability, comparing and discussing major themes in two iterations.
- In the sections that follow, we situate the study in its theoretical rationale, explain study research
- design and setting in detail, before presenting the results from our exploratory analyses. The paper
- 124 concludes with a discussion of the study's implications for theory and practice as well as an
- outline of the study's research limitations and opportunities for follow-up research.

2 Theoretical background

2.1 Theoretical rationale

126

127

- People can practice mindfulness alone or they can practice mindfulness with other people in a
- group setting within a community of mindful practice. Our study focuses on the social purpose of
- mindfulness, in other words its mission to cultivate wellbeing beyond individual transformation
- which has not been fully explored. Lacking knowledge about how individual and group processes
- and outcomes of people practicing mindfulness in communities of practice interact is problematic
- from a theoretical, practice-based and pragmatic perspective. There are at least two potential
- avenues through which mindfulness may prompt social transformation as an individual or as part
- of a community of practice: On one hand, there may be social or interpersonal benefits to an

136 individual practicing mindfulness, for example increased prosocial behaviour (Hafenbrack et al., 137 2020). This improved prosociality may come about because individual mindfulness practice not 138 only helps an individual become aware of and regulate their own emotions and behaviour, but this 139 self-awareness and self-regulation may transcend the self, prompting prosocial attitudes and 140 actions such as empathy and compassion (Vago & Silbersweig, 2012). On the other hand, when 141 people practice mindfulness together, individuals involved in such group-based mindfulness 142 practice may benefit from another's mindfulness practice. This is because mindfulness practice 143 can be 'contagious', in a positive way: it may prompt interpersonal mindfulness, defined as self-144 as well as other-awareness with nonjudgment and nonreactivity (Pratscher et al., 2018). Khoury et al. (2023) speculate on the mechanisms involved in generating these personal benefits through 145 146 interpersonal mindfulness: prosocial behaviours initiated by a person who practices mindfulness 147 may facilitate awareness and understanding of internal somatic and emotional states, emotion 148 regulation, empathy and mindfulness of another person in their presence. In addition, developing 149 embodied awareness of the self may contribute to a greater understanding of how the minds and 150 bodies of others interact with the self to enhance interpersonal connection and wellbeing.

Mindfulness and mindful movement based mind-body interventions have reliably been shown to 151 152 be effective in increasing individual wellbeing in a variety of contexts including workplaces. 153 schools and universities (Creswell, 2017; Bartlett et al., 2019; Vonderlin et al., 2020). In the scientific literature, mind-body practices have been defined as those "whose origins lie outside of 154 155 the Western culture, typically combining muscle-strengthening, balance training, light-intensity 156 aerobic activity, and flexibility in one package" and include a variety of yoga, tai chi, and other 157 physical activities that also consider mental practices such as mindfulness, relaxation, and 158 spirituality (Powell et al, 2018, 1). Mind-body practices emphasize the interconnectedness of the 159 mind, body and heart in order to soothe the parasympathetic nervous system and strengthen 160 polyvagal tone that in turn allows the individual to gently pause before responding and thus 161 regulate emotion and enhance decision-making (ibid.). The exploration of neurobiological 162 mechanisms underpinning the benefits of mindfulness training have identified measurable changes in the brain associated with attention, perspective taking and cognitive flexibility (Hölzel 163 164 et al, 2011; Tang et al, 2015; Edginton, 2020) including hemispheric synchronicity (Lomas et al, 165 2014) and structural changes in the insula, a region of the brain that processes body awareness 166 and emotional awareness (Sharp et al, 2018). A robust evidence base has been established for mindfulness as a mind-body intervention for stress reduction and improvements in wellbeing 167 168 based on the efficacy of guided practices and inquiry (Farb et al, 2015; Pérez Peña et al, 2022). 169 The inclusion of inquiry within the group, which fosters connection and a sense of shared 170 understanding, combined with mindful awareness, may foster beneficial change (Pérez Peña et al,

The growing evidence base on the efficacy of mindfulness has predominantly focused on in-172 173 person groups across a range of community, workplace, educational and clinical settings. More 174 recently there has been an interest in online mindfulness-based interventions which have also 175 been shown to be effective in raising wellbeing and reducing employee stress (Spijkerman et al., 176 2016; Stratton et al., 2017). The success of these online interventions support earlier findings that 177 the inclusion of group-based mindfulness practices and mindful inquiry may be core components that underpin beneficial changes associated with mindfulness training and the creation of a 178 179 community of practice. There is some research exploring the opportunities and challenges 180 associated with mindful communities of practice, notably their potential to generate care and 181 compassion in work settings (Correia & Strehlow, 2018). Online communities of practice have become more prevalent in recent years, especially in the wake of the Covid-19 pandemic. Little is 182 183 known in the scientific literature about online mindfulness communities of practice, yet we do 184 know that workplaces interested in bringing people together in an online mindful community 185 need to balance potential concerns (perceived lack of personal connection, fear of cyber bullying, 186 and so on) with potential benefits (in particular convenience and flexibility; El Morr et al., 2020).

171

2022).

- Our study sits at the intersection of three literatures: social functions of individual mindfulness
- practice, mindfulness practice in a group setting, and online communities of practice.

2.2 Relevant theoretical frameworks

190 2.2.1 Situated learning theory

- 191 Social learning is as simple as it is powerful: people learn by watching other people (Bandura,
- 192 1977). Situated learning is an educational theory that emphasizes the contextual and relational
- nature of learning that occurs in adult education (Herrington & Oliver, 2000) and in Communities
- of Practice (CoPs; Handley et al., 2006). It is based on Vygotsky's work proposing that humans
- develop through social interaction (Vygotsky, 1994). Situated learning occurs when individuals
- 196 collectively make sense of situations, in particular in non-routine contexts such as when people
- 197 get together outside of their ordinary work convention (Huzzard, 2004). Critical reflection and
- 198 contextual sense-making are deemed essential ingredients of situated adult learning (Welsh &
- 199 Dehler, 2013).

189

200

2.2.2 Online communities of practice

- 201 Social scientists Jean Lave and Etienne Wenger first coined the term "community of practice" in
- the early 1990s, describing a group of people who share a passion or concern and who come
- together and interact regularly in order to learn to do it better (Lave, 1991; Wenger, 1998). These
- 204 communities are characterized by their shared interest, their collective learning and knowledge
- creation, and their shared practice and identity (Wenger, 1998). CoPs have been shown to be
- 206 effective in generating knowledge sharing, learning, and professional development (Monaghan,
- 207 2010). In particular, community psychosocial wellbeing is cultivated through CoP and
- 208 community practice interventions (Ohmer & Korr, 2006). In addition, a recent systematic review
- of public health CoPs suggests that reflective practice, structured problem-solving, and diverse
- 210 networking may help in generating beneficial outcomes for CoP participants (Barbour et al.,
- 211 2018).
- Online CoPs, also known as electronic networks of practice, are platforms where participants with
- a shared concern or passion interact to deepen their knowledge, expertise, and social networking
- capacity (Gunawardena et al., 2008; Zhang & Watts, 2008). Research has shown that online CoPs
- 215 have various benefits. They can provide opportunities for individuals to engage in ongoing
- discussions, share personal experiences, and provide emotional support (Prescott et al., 2020). In
- addition, they may act as therapeutic spaces, offering support and understanding for individuals
- facing health challenges (Coulson et al., 2017). Finally, online CoPs foster sustained learning and
- engagement between individuals in particular if they are characterized by trust and interpersonal
- 220 commitment (Chang et al. 2015).

2.2.3 Online mindfulness programmes

- Over the last decade, mindfulness-based interventions (MBIs) have increasingly been offered
- online. For example, individuals can join time-bound online MBIs delivered via the internet or
- group videoconferencing technology, such as the 8-week Mindfulness-Based Stress Reduction
- 225 (MBSR) or Mindfulness-Based Cognitive Therapy (MBCT) training courses (Moulton-Perkins et
- 226 al., 2022).

221

- 227 Scholars have begun evaluating the effectiveness of these new formats of mindfulness
- programmes (Spijkerman et al., 2016; Sommers-Spijkerman et al., 2021). Evidence from one of
- 229 the first narrative syntheses of 10 online MBSR or MBCT programmes indicates that these may
- be as effective as in-person delivered mindfulness training, yet only three of these demonstrated
- 231 moderate to high methodological quality (Moulton-Perkins et al., 2022). More recent systematic
- reviews and meta-analyses indicates that online MBIs can generate modest but significant

- benefits (Sommers-Spijkerman et al., 2021; Johnson et al., 2024), yet we still know too little
- about who signs up for and who drops out of online mindfulness programmes, how often
- individuals should log on or attend to benefit, or who might benefit most.
- 236 Understanding drop-out rates for mindfulness programmes is particularly important because we
- know that in mindfulness, practice really does matter in terms of helping generate beneficial
- outcomes (Parsons et al., 2017). This argument is supported in a systematic review of 8 RCTs of
- online MBIs offered during Covid-19; overall, a more beneficial effect could be detected for
- MBIs with a longer duration as well as for those who offered repeated intervention options
- (Witarto et al., 2022). However, according to Vargas-Nieto et al.'s (2024) systematic review of
- 242 digital MBIs for repetitive negative thought, we lack solid data on drop-out rates for online
- 243 mindfulness (the authors suggest that only four out of the 13 studies included in their review
- reported adequate completion rates), and drop-out ranges widely, with completion rates ranging
- 245 from 21% to 85%.

272

- In addition, a recent systematic review of 56 Randomised Controlled Trials (RCT)s of mind-body
- interventions to manage chronic pain, delivered using technology-enabled channels, found that
- only two thirds (that is, 38 out of the 56 included studies) provided a recommended 'dose' for
- adherence, i.e. how often to attend, log on, or practice the recommended techniques to experience
- benefits (Johnson et al., 2024). The authors of that same review explain that only three quarters of
- included studies (43/56) tracked intervention adherence, ranging from 69% to 92%, yet measuring
- 252 this is crucial to gauge the effectiveness of online MBIs. These findings echo the findings of
- 253 Spijkerman et al.'s (2021) comprehensive meta-analysis of 97 online mindfulness RCTs,
- 254 reporting overall statistically significant to moderate effectiveness in reducing depression,
- anxiety, and stress, yet stating that less than 25% of these (22 out of the 97 included studies) had
- defined cut-off rates for adherence, and over 75% (76 out of 97) did not measure drop-outs.
- In terms of understanding for whom online mindfulness programmes might be most beneficial, in
- Witarto et al.'s (2022) systematic review of online MBIs during Covid-19 a sub-group analysis
- seemed to suggest that older adults may benefit comparatively more than other age groups; the
- authors speculate that this may be due to older individuals' greater capacity for engaging in
- acceptance-based processes. The same effect was not found across the other systematic reviews
- and meta-analyses we could identify. Furthermore, a recent systematic review of 13 online MBIs
- specifically focused on university students found small but significant reductions in depression,
- anxiety, and stress (yet no link to improved wellbeing), which appeared to show comparatively
- 265 higher effect sizes than MBIs for other adults (Gong et al., 2023). The authors of that review
- speculate that this may be due to university students being more familiar with technology-based
- interventions. In a similar vein, Vogeswaran et al.'s (2021) systematic review of (two) online
- 268 mindfulness interventions to improve medical student mental health suggests these may be
- 269 effective, yet warn that high drop-out rates diminish this potential benefit. Scholars call for more
- 270 research specifically exploring the community dimensions of group mindfulness practice
- facilitated online, to counteract low program usage and high drop-out (Ahmad et al., 2018).

2.2.4 The social effects of individual mindfulness practice

- We know that mindfulness practice can reduce symptoms of various mental health conditions
- (Creswell, 2017), as well as enhance mind-body connection (Grasser & Marusak, 2023), improve
- cognitive functioning (Lodha & Gupta, 2022) and strengthen physical health (Cardle et al., 2023).
- We also know that a disposition towards *interpersonal* mindfulness an interpersonal awareness
- of moment-by-moment experiences both within oneself and also within another person by paying
- 278 attention to the other's verbal and nonverbal communication is linked to improved interpersonal
- communication (Pratscher et al., 2019) and improved intercultural communication effectiveness
- 280 (Khukhlaev et al., 2022). In addition, *social* mindfulness theory is concerned with paying

- attention to the interests and concerns of others and by engaging in "other-regarding actions that
- arise from other-regarding motives" (van Doesum et al., 2013). Social mindfulness can reduce
- social hostility (van Lange and van Doesum, 2015) and arises via empathy and perspective-taking
- 284 (Gerpott et al., 2020).
- 285 The evidence base on this topic appears incomplete, in an important and arguably understudied
- 286 way: while we agree that it is important to understand the outcomes of mindfulness training and
- practice, it is also important to deeply understand the process of how individual mindfulness
- 288 practice may or may not engender social effects. In other words, much empirical work to date
- 289 has focused on the benefits of mindfulness programs, not examining the benefits of membership
- in a mindfulness program. This approach may also contribute to resolving why individual
- 291 mindfulness practice may not always bring along social benefits, as mentioned in our
- 292 Introduction.

293

2.2.5 Mindfulness practice in groups

- Nowadays there is an abundance of mindfulness Apps and online mindfulness resources available
- 295 to individuals interested in learning to practice mindfulness, such as the HeadspaceTM App or the
- 296 CalmTM App. However, people typically learn mindfulness practices in groups, for example by
- 297 attending an 8-week group mindfulness-based stress reduction (MBSR) course based on the
- seminal work of Jon Kabat-Zinn (Kabat-Zinn, 1982; Creswell, 2017) or through attending an
- amended group course based on MBSR or one of its evidence-based derivatives. One of these is
- 300 the 8-week group program mindfulness-based cognitive therapy (MBCT; Segal et al., 2002). The
- outcomes of these group-based mindfulness training programs has been studied extensively. For
- example, in a longitudinal and rigorously designed study comparing MBCT with antidepressant
- treatment, researchers found that MBCT training is as effective as taking antidepressants even 2
- years after completing the program (Kuyken et al., 2015). This impressive finding strongly
- indicates that learning to practice mindfulness in groups over time is effective.
- 306 MBSR pioneer Kabat-Zinn (1990) suggested that the group setting in the course plays a pivotal
- 307 role in promoting mindful interactions and thus mindfulness among participants. There is
- 308 empirical support for this view: Imel et al.'s (2008) examination of 59 MBSR groups found that
- being in a group while taking part in an MBSR course accounted for 7% of the variability in
- reducing psychological stress symptoms. The mechanism for this appears to be driven by MBSR
- instructors using their mindfulness skills to observe and adapt to group dynamics in real-time,
- aiming to (a) enhance the group's collective understanding of mindfulness, (b) improve the
- 313 group's ability to listen deeply to each participant's experiences, and (c) encourage individuals to
- more openly share their experiences (ibid.). Indeed, the group setting in mindfulness practice
- seems to significantly influence participants' learning experience which may be positive or
- 316 negative depending on the mindfulness facilitator's skill in using the "group as a vessel on a
- 317 shared journey" (Cormack et al., 2017, 735).
- 318 Specific examples pointing to the potential superiority of group-based mindfulness meditation
- over solitary meditation includes improved weight management when meditating in a group
- 320 (Mantzios & Giannou, 2014) and enhanced social cohesion in groups meditating together (Hanley
- et al., 2022). Furthermore, a recently published meta-analysis indicates that group-based
- 322 mindfulness-informed therapy is slightly more effective that standard (individual) cognitive
- behavioral therapy (Ferreira et al., 2022). Mindfulness practice can also help groups function
- better overall, because it helps group members become aware of their individual reactions to
- others in nonjudgmental ways (Michalski & Smith, 2023).
- However, other direct empirical comparisons of mindfulness practice in groups vs practicing
- 327 alone found no differences in effectiveness of group-delivered and individually delivered MBCT

- for reducing depression and somatic disease (Schroevers et al., 2016) as well as no differential
- 329 effect of participating in a mindfulness intervention alone vs as part of a group on improved
- character or mindfulness skills (Matiz et al., 2018). This means more research is needed to further
- illuminate the potential benefits of mindfulness practice in group settings.

2.3 Study focus

- Bringing together the literatures we have discussed above in the context of the present study, the
- research question (RQ) for our inquiry is, what are the social functions of group-based mindfulness
- practice in an online mindfulness community of practice created during Covid-19. Furthermore, we
- explore this RQ in the context of situated learning theory. This is because the theoretical context
- for the study is collective reflection, learning, and sense-making.

3 Materials and Methods

3.1 Research setting

- This study came about in the context of a large metropolitan university (the first and last authors'
- institution) offering 30 minute drop-in mindfulness practice sessions via an online platform
- 342 (Zoom) to staff and students over lunchtime, three times a week. The sessions were run by three
- experienced mindfulness trainers with specific expertise in Mindfulness-Based Stress Reduction
- 344 (MBSR), alternating mindfulness facilitation so that there was always one trainer facilitating.
- Participation was free, no prior meditation experience was necessary, and anyone could join a
- session at any time. The sessions had been created in the wake of the Covid-19 pandemic to

experience (as opposed to story-telling or sharing self-criticism).

347 support student and staff wellbeing.

348349

350

351

352

353

354

355 356

357

358

332

338

339

Each session followed the same broad structure: the facilitator welcomed the participants and invited them to share briefly how their mind was (or share a reflection that the facilitator initiated) on a voluntary basis (nobody was forced to share); then the facilitator guided the online group through a 10 to 15 minute gentle mind-body meditative practice involving gentle relaxation, mindfulness meditation, and/or gentle stretching practice; and the session finished with another inquiry, specifically an invitation to the participants to share how their mind was then, after the practice (or share anything else related to the practice or session). Throughout, the facilitator followed Crane's (2015) disciplined improvisation approach to the inquiry, namely seeking (as much as possible) to foster affiliation and intersubjective connection within the group of people present and gently steer communication towards nonjudgmental sharing of universal, embodied

359 360 361

362

363 364

365

366

367368

369

370

371

The study was conducted during the summer of 2022; 2.5 years after the start of offering the drop-in mindfulness sessions at the university. By then, approximately 330 online mindfulness sessions had been run. Approximately 300 individuals had taken part in at least one session. On average between 10 and 20 individuals logged on to a session, and there were approximately 50 individuals who had participated regularly (i.e. at least once a week for several months). Over the several years that the online mindfulness sessions were running by the time the study was conducted, the sessions were reasonably well-known at the university. People joined and dropped out for a variety of reasons; scheduling conflicts contributed to drop-outs, so did changes in work patterns or individuals moving away and thus into other life contexts, as well as varying degrees of prioritizing practicing mindfulness alone vs. as part of this particular group. The individuals who joined reasonably regularly, and thus were the community of practice for this study.

372373374

375

Our methodology reporting approach follows APA publication recommendations for qualitative empirical research (Levitt et al., 2018).

3.2 Research Design

- 377 The research design for this study follows an interpretivist research paradigm, meaning that we
- aim to understand human behavior through subjective interpretation (Denzin & Lincoln, 2005).
- 379 This paradigm shaped our relativist research ontology, assuming that there are multiple realities in
- 380 life and different people may experience the same event differently, and a critical realist
- epistemology, which determined our research question by seeking to understand our participants'
- interpretations of the world in their context and through their perceptions (Willig, 2013).

383 384

376

3.2.1 Participant Recruitment

- Following approval to conduct the study from the first and last authors' university Institutional
- Review Board (IRB), participants were recruited on a volunteer basis by sending email
- 387 communication to all individuals who had attended at least five of the lunchtime online
- 388 mindfulness practice sessions over the course of a month (as outlined above). The total number
- of participants was 16. We chose this exploratory sample size leaning on Hagaman et al. (2017)
- 390 who suggest that 16 or fewer qualitative interviews are sufficient to uncover common themes
- when conducting research with generally homogeneous populations and on Saunders et al.,
- 392 (2016) who suggest that the norm for sample size in organisational psychology research is
- between 15 and 60 individuals.

394395

3.2.2 Participant Characteristics

- 396 The 16 individuals below volunteered to participate in the study, provided informed consent, and
- 397 were interviewed by two research assistants not affiliated with the online mindfulness sessions.
- They were between the ages of 20 to 60 years. In Table 1 below, we outline the demographics we
- 399 captured for the participants, notably gender, and their roles (student or staff at the university).
- Out of the participants, 3 were male and 13 were females, which was representative of the
- participants who attended. The age range was spread relatively widely; 5 participants were in
- 402 their 20s, four in their 30s, 3 in their 40s and 50s, respectively, and one person was in their 60s.
- Five students at the university were interviewed, 7 staff members, and 4 individuals who were
- affiliated but neither staff nor student at the university.

405 Table 1: Demographics of the participants included in the study.

Name (anonymised)	Gender	Age range	Student or Staff
Sarah	Female	20s	Student
Ruma	Female	50s	Student
Olivia	Female	40s	Staff
Ava	Female	60s	Staff
Matthew	Male	30s	Staff
Emma	Female	20s	Student
Zoe	Female	30s	Staff
Sriya	Female	50s	Staff
Lauren	Female	50s	n/a
Sophia	Female	20s	n/a
Emily	Female	30s	Staff
Jessica	Female	40s	n/a
Daniel	Male	20s	Student
Dounia	Female	30s	n/a
Hossnara	Female	20s	Student

Noah	Male	40s	Staff	
Noan	iviaic	403	Starr	

3.2.3 Interview Procedure

A semi-structured interview schedule was developed and pilot-tested before conducting interviews with the research participants. The main focus of the questions was to understand the participants' experience of the online mindfulness sessions. Questions explored how they found out about the sessions; when they started regularly logging on; what their motivation was for joining; how regularly they attended; how they would describe their experience of the sessions and how this experience may have changed over time; whether they stopped joining at some point and what factors might have contributed to that and/or what drove them to re-join the sessions subsequently; what mindfulness meant to them and how they practiced mindfulness; how they experienced the online mindfulness community; and any other feedback participants were willing to share.

417 418 419

420

421

422

406 407

408

409 410

411 412

413

414

415 416

Interviews were arranged via email at a convenient time for the participant and conducted online. Having ensured that informed consent was provided, the researcher ensured that the participant understood the purpose of the study and the procedure. Interviews were audio-recorded following verbal consent from participants; these audio-recordings were destroyed upon transcription. Each interview took between 25-40 minutes and was debriefed in accordance with ethical guidelines.

423 424 425

426

427

428

429

438

The informational power among the sample of participants appeared satisfactory (Malterud et al., 2016). This was demonstrated by the fact that both interviewers reported no significant additional new insights collected during their last interview and concluded that data saturation seemed to have been reached (Guest et al., 2020).

3.3 Analytic Approach

- 430 Interview transcripts were analyzed using Braun and Clarke's (2006) Thematic Analysis in
- 431 several stages to identify, analyze, and report on findings in the data. Two researchers (the first
- and second author) developed initial codes inductively and individually, first by hand, then by
- 433 grouping them electronically, and sharing and discussing these in three iterations. After each
- iteration discussion, the researchers went back to the transcripts to re-code and re-identify major
- themes and subthemes before sharing their interpretations again, until intercoder reliability was
- high and identified themes and subthemes were virtually identical across the two researchers
- 437 (O'Connor & Joffe, 2020).

3.4 Reflexivity

- Reflexivity in qualitative research is concerned with researchers critically investigating their own
- beliefs, judgments, and biases which may skew the reporting of results (Jamieson et al., 2023). In
- line with the principles of subjectivist research paradigms guiding this study, it is important to
- note that both researchers involved in the data analysis have been immersed in the study in
- different ways (the first author served as one of the mindfulness session facilitators; the second
- author was one of the data collection researchers) and therefore bring a degree of researcher bias
- to the data analysis (Braun & Clarke, 2012). To mitigate this and minimize bias in reporting, the
- researchers repeatedly engaged in reflection during the analysis process to realign their
- understanding about the research process and its aim, and in particular how each of them might be
- influencing this process (Lazard & McAvoy, 2020). Assumptions and expectations about the data
- were shared in order to disentangle these from the empirical data as much as possible.

4 **Results**

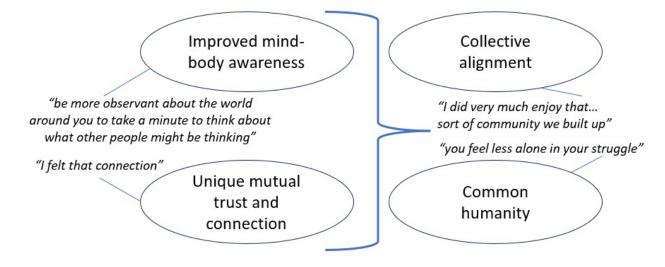
450

451

4.1 **Summary**

- 452 Four key thematic codes and their respective subthemes were identified in the data analysis:
- Collective alignment; common humanity; improved mind-body awareness; and unique mutual 453
- 454 trust and connection in the online mindfulness community of practice we studied. Overall, our
- 455 research participants said they found the online drop-in sessions helpful and they appeared to
- 456 benefit from being a member of the online mindful community of practice. Particularly
- 457 noteworthy was that not only did the opportunity to engage in group-based mindfulness practice
- seem to help improve individuals' mind-body awareness; it also seemed to help foster a unique 458
- 459 sense of social connection among the members of the online community of practice.
- 460 All four thematic codes and their subcodes are outlined in the table below. These capture the core
- 461 findings from our interviews. The first key theme was about the group-based setting for the online
- mindfulness drop-in sessions. This seemed to provide a helpful social structure for participants' 462
- mindfulness practice all the more so as many participants juxtaposed this to the felt sense of 463
- social isolation that Covid-19 presented. Second, interviewees seemed to benefit particularly from 464
- 465 the fact that online sessions participants were invited to share what was on their minds and how
- 466 they were feeling before and after the mindfulness practice. This appeared to contribute to them
- feeling less alone on one hand, and to helping them understand their own personal feelings better. 467
- Third, mind-body awareness seemed to have improved through regular participation in the online 468 469 mindfulness sessions, potentially linked to the regular practice of actively sharing insights and
- 470 feelings in the group. And finally, the sessions appeared to have fostered a unique sense of social
- 471 connection among members of the mindful community. More specifically, our interviewees
- 472 suggested that they felt connected to fellow drop-in session participants in unusually deep and
- 473 precious ways.
- 474 When analysing the thematic codes further, we put them into two sub-groups, and found that the
- combination of the first sub-group is likely to have helped bring about the themes in the second 475
- 476 sub-group. In other words, improved mid-body awareness and unique mutual trust and connection
- (two of our thematic codes as outlined further below) helped generate a combination of the two 477
- 478 other thematic codes; namely collective alignment and common humanity. We therefore arranged
- 479 the four key themes in a (tentative) logical relationship, as outlined in Figure 1 below.

Figure 1: Key thematic codes alongside illustrative quotations.



481

480

- 482
- Table 2 below shows the four key thematic codes used for the data analysis, alongside subthemes and illustrative quotes from interviewees.
- Quotes are attributed to interviewed participant by adding pseudonyms per participant.
- Each theme is illustrated further below.
- 487 Table 2: Qualitative themes and subthemes alongside illustrative quotes

Thematic code		Subtheme	Illustrative quotes	
1.	Collective alignment	1.1 Helpful structure	"There was a regular pattern and routine to it" (Sarah)	
		1.2 Help with individual practice	"It was kind of convenient, and at other times it was necessary" (Ruma)	
		1.3 A sense of community	"I did very much enjoy that community aspect of it, connecting with the others and that sort of community we built up" (Noah)	
2.	Common humanity	2.1 Feeling less alone	"you weren't alone in dealing with the kind of weirdness of situations" (Olivia).	
		2.2 Understanding one's own feelings better	"outlet for just like for 20 seconds saying how I feel and checking in with how I feel" (Ava)	
3.	Improved mind-body awareness	3.1 Reconnecting with the body	"I found myself learning about myself. Basically, I think I had been very detached from myself and my body" (Emma)	
		3.2 Group practice getting them out of the thought bubble	"[the group] practice helps you to be more observant about the world around you to take a minute to think about what other people might be thinking rather than just trapped inside your own thought bubble" (Daniel)	
4.	Unique mutual trust and connection	4.1 Absence of social pressure	"you just were responsible to be there and to be open" (Zoe)	
		4.2 Mutual care	"I felt that connection, I felt comfortable talking. I guess that that trust was built and hard for me to pinpoint exactly what	

	lead to that but it did feel like a space where you felt trust and safe" (Sriya)

4.2 Collective alignment

- Three sub-themes emerged for this first thematic code; (a) helpful structure; (b) help with individual practice; and (c) a sense of community.
- The first of these is concerned with the fact that the online drop-in mindfulness sessions occurring three times a week was perceived as a helpful structure in the lives of the participants. In the words of Noah, "[I] think it gave a structure to my daythe discipline of attending at a regular time and engaging with the practice, that was really helpful." Many of the regular participants in the mindful community had been joining the sessions since the beginning of the pandemic, and the sessions seemed to offer them a regular break from their stressful lives. Several interviewees emphasized that the regular sessions provided much-needed structure for organizing their days. One person suggested "I remember quite strongly feeling that it was a really nice sort of clearing a space in the middle of your day, which was very good." (Olivia). Others said they liked "there was a regular pattern and routine to it" (Sarah).

Some interviewees shared that they were somewhat astonished that the short, regular structure of the drop-in sessions proved helpful to them. One regular participant shared that "expectations were like it's definitely not going to work, so give it a little trial period, but yeah, pleasantly surprised" (Ruma). Another reflected on the fact that the sessions were short and in the middle of the work day, adding that she was "actually surprised what you could get from that" (Lauren).

In sum, the regularity of the sessions appeared to bring stress relief. The quote below sums up this sentiment:

"It was very, very difficult in [my work] sector... I'm trying to say that the world I was working in... was... under a lot of strain and devastation really. So it was really ... helpful to come to this quiet time for lunch. Usually twice a week, and just to find space to do it." (Zoe)

The second sub-theme revolved around the effect of the group-based practice setting: it was perceived as helping the participants with their individual mindfulness practice. Many of the interviewed participants indicated that practicing mindfulness in the online group encouraged them to practice in the first place. As Ruma said, "it was kind of convenient, and at other times it was necessary". Several explained that they found practicing mindfulness with other people easier than practicing alone, saying that "it would help me with my own discipline of practicing, I find it easier, yes, in a group than to do it myself." (Noah). Some of the interviewees had left the online community for a variety of reasons, and insisted that the group setting had been conducive to regular mindfulness practice. The sentiment that the mindful community had been valuable in promoting regular individual mindfulness practice is summarized in the statement below:

"I am nowhere near as regular with practicing now that I am not practicing online [in the group], and I don't have that outlet for just... 20 seconds saying how I feel and checking in with how I feel" (Ava)

The final sub-theme related to the group-based setting of the mindfulness sessions was focused on a sense of community. Specifically, interviewees made statements such as "I did very much enjoy that community aspects of it, connecting with the others and that sort of community we built up" (Noah), indicating that over time, the online drop-in sessions had fostered a sense of

- 533 connectedness and shared experience. In addition, this emerging sense of community seemed to
- 534 have been perceived as affirming to the participants, particularly by promoting a shared sense of
- 535 understanding the world around them. Essentially, the online mindfulness sessions provided space
- 536 for much-needed shared experiences, as expressed in the quote below:
- 537 "It was really validating because during that time there was a collective experience that you
- 538 weren't aware of what was happening until you came into the mindfulness sessions and
- 539 people were saying, oh I also feel like that and that bit on the news made me feel as well like
- 540 that and that was very validating." (Ava)

541

542

4.3 **Common humanity**

- 543 Two subthemes are discussed in the context of this second thematic code: (a) feeling less alone;
- 544 and (b) understanding one's own feelings better. Both are situated in the context of the invitation
- 545 by the facilitators to actively share a thought or feeling at the beginning and end of the online
- drop-in sessions. Interviewees seemed to particularly enjoy sharing at the end of the session and 546
- 547 listening to others' reflections. One person explained, "coming back to [the practice] and
- 548 reflecting and what went right and seeing how other people felt it's good" (Sophia).

549

- 550 The first subtheme here is about feeling less alone and isolated. Some of this seemed to be 551 specifically because of listening to other participants share some of their struggles. In the words
- 552 of one interviewee, actively sharing during the practice meant "hearing the types of issues that
- 553 other people are struggling with, so that you feel less alone in your struggle" (Daniel). Another
- person related that sharing how they were feeling "was very useful because you just saw that you 554
- 555 have a bigger whole, you know, you weren't alone in dealing with the kind of weirdness of
- situations" (Olivia). 556

557

- 558 The second subtheme relates to understanding one's own feelings better, because of being in a
- context in which individuals are encouraged to actively share their thoughts and feelings. Being 559
- 560 gently encouraged to share what was on their minds seemed to provide an opportunity to work out
- 561 in the first place what was on their minds, in that moment. In the words of one interview
- participant, the online community offered an "outlet for just like for 20 seconds saying how I feel 562
- 563 and checking in with how I feel" (Ava).
- 564 Expressing feelings was deemed superior than silent meditative practice alone. This is because the
- act of articulating out loud how participants were feeling was seen not only as an opportunity for 565
- connection but also an opportunity to understand more deeply what was real for the person in that 566
- moment. The quote below illustrates this insight: 567

568 569

"We can write things down, we can notice ourselves, but when we articulate it to a group and possibly get some, some feedback, or sometimes some support...and actually hearing

570 yourself speak out the words.. it's different from just thinking... I'm acknowledging more

- 571 deeply how I'm feeling when I say it aloud to somebody else" (Sarah)
- 572 Moreover, listening to others reflect on their mental state during the mindfulness practice was
- 573 deemed valuable, precisely because other people's insights seemed to help generate personal
- 574 insight. In the words of one of our interview participants:
- 575 "It was great to, in the group, connect with people in different situations from myself, because 576
- sometimes that helps, helps with reflection to understand that everyone's circumstances and
- 577 my own trends is transient. They're not fixed." (Matthew)

578

4.4 Improved mind-body awareness

- The third key thematic code refers to improved mind-body awareness. This is in itself not
- surprising as mindfulness practice generally fosters mind-body awareness. Yet this increased
- mind-body awareness seems to also have come about because the group setting in the online
- 583 mindfulness community seemed to have enabled learning about the self.
- As expected, about half of the interviewed participants in the online community identified that the
- mindfulness drop-ins had helped them improve their mind-body awareness, in other words their
- embodied felt sense of being present in mind and body. Facilitated mindfulness practices included
- 587 gentle yoga stretches, exploring different types of perceptual awareness such as focusing and
- subsequently broadening attention on particular aspects of seeing, listening, feeling and so on, as
- well as mindful breathing and mindful movement. The two sub-themes here were (a)
- reconnecting with the body; and (b) the group practice getting them out of the thought bubble.
- First, several interviewees mentioned that they welcomed the regular opportunity to consciously
- shift attention onto themselves. An opportunity they wouldn't ordinarily use even if they blocked
- 593 time in their diaries to "have 20 minutes quiet time... I don't think I would have engaged with
- 594 myself quite as much as they allowed me to engage" (Emily).
- The core insight here is that their awareness of their five senses seemed to have improved. This,
- in turn, seemed to have strengthened their sense of connection between mind and body. The idea
- of reconnecting mind and body was central to this theme, with an interviewee recalling the
- 598 following:

599

600 601

617

579

"I found myself learning about myself. Basically, I think I had been very detached from myself and my body. For most of my life, and I think practices like mindfulness has really helped me to connect." (Emma)

Second, and perhaps more interestingly, the mindfulness practices seemed to have provided a welcome break from being lost in thought and reconnecting with others and with the world around them. Becoming more embodied seemed to be at the heart of this theme, with interviewed participants explaining that they enjoyed getting out of their minds and getting back into consciously feeling their body alongside others. The notion that the practice "relaxes your body and relaxes your mind" (Emily) was a common theme here among interviewees. One participant

and relaxes your mind" (Emily) was a common theme here among interviewees. One participant reflected on the positive energy that could be felt between individuals getting together to practice

- 609 mindfulness, adding that "if you've got a whole room full of people meditating and feeling calm,
- there's something that's happening on a subconscious cellular level that adds to the experience"
- 611 (Daniel). This effect is particularly noteworthy as people were not physically in the same room
- yet a different, beneficial energy seemed to emerge nonetheless. The same participant
- summarized this benefit of practicing together, online, as:

614 "[the group] practice helps you to be more observant about the world around you to take a 615 minute to think about what other people might be thinking rather than just trapped inside your 616 own thought bubble" (Daniel)

4.5 Unique mutual trust and connection

- The final key thematic code is unique mutual trust and connection. The following two subthemes
- emerged on the impact of the drop-in sessions for the interviewed participants and point towards a
- unique degree of trust and connection that some of the participants appeared to have felt towards
- each other. They are (a) absence of social pressure; and (b) mutual care. Both of these relate to the

- 622 fact that people from a wide range of groups were invited to participate in the drop-in sessions,
- including current and former students and staff members. Several interviewees commented on the 623
- fact that different people from different parts of the organization would be "coming together to 624
- reflect and think and take this time out," and added "I think [connecting with really different 625
- people] is a really powerful thing" (Olivia). 626
- 627 The first of these subthemes is about the somewhat paradoxical idea that this particular social
- 628 setting did not bring with it the usual social pressure to follow conventional norms of behavior,
- 629 such as being nice or outwardly taking care of each other. Participants expressed in particular a
- sense of relief that the sessions were not about being "responsible to look after people" and at the 630
- same time they welcomed the fact that "you just were responsible to be there and to be open" 631
- (Zoe). In other words, whenever someone logged on to a particular mindfulness drop-in session, 632
- 633 they would not need to behave in a particular way towards each other and instead were allowed to
- 634 simply be.

635 636

637

638

- Notably, it seems that being released from this particular social pressure meant that session participants could be genuinely there for each other, "listen to each other and respect each other and also give each other space" (Zoe). The lack of social pressure in this setting was mentioned
- 639 by several interview participants as valuable, precious even, as the statement below suggests:

640 "I just felt I didn't feel any pressure to be a certain way or hold feelings for anyone or if I 641 was feeling really stressed, anxious, or down I could just come with that to the

642 mindfulness without having to pretend that it wasn't there or be a certain way. Yeah, that

644

643 was a really unique space that was completely different to being with friends and family." (Ava) 645 The second subtheme in this category leads on from the first, in that interview participants shared that there seemed to be mutual care among session participants as a result of the unique social 646

647 bond that people felt for each other. An interviewee explained that in the sessions "there's a sense 648 of nurturing, so it feels very psychologically safe, of caring about ourselves and each other" and

that "people have mentioned things that they're struggling with, or ways that they were feeling 649

that were fairly personal and intimate, in some cases, you know, and what they got back from the

group was support and loving kindness" (Daniel). Essentially, the community seemed to offer a

space for giving and receiving social support informally.

652 653 654

655

656

650

651

This sense seemed particularly palpable among participants who joined the sessions frequently. In essence, the more frequently people participated, the stronger this sense of mutual care seemed to become, which meant that "the people who were joining regularly were very willing to be vulnerable, to share how they are, which I have never experienced before" (Jessica). In the words of another one of our interviewees:

657 658

659

660

661

"I felt that connection, I felt comfortable talking. I guess that that trust was built and hard for me to pinpoint exactly what lead to that but it did feel like a space where you felt trust and safe" (Sriya).

662 663 664

665

666 667 One participant, however, indicated that the online nature of the group meant that the connection was less natural than it would have been in a face to face setting. She explained, "there was less of a human connection with the others, we had a bit of a chat, and I could relate to some of what they were saying but there was less room for that side of things which I would have liked" (Lauren). Clearly, online connection cannot really replace real human interaction and connection.

668 669

- 670 In sum, the data indicates that an atmosphere of mutual trust and care seemed to have emerged for
- 671 the majority of the people interviewed for the study despite an absence of pressure to act in
- conventional ways towards each other. 672
- We discuss these findings and what they may contribute to theory and practice in the section 673
- 674 below.

675

5 Discussion

- 676 This inquiry is about exploring the social functions of group-based mindfulness practices in an
- online mindfulness community of practice created during Covid-19, with a particular focus on 677
- understanding the process and potential benefits of being a member of a community of practice 678
- 679 engaging in regular gentle mind-body exercises together over Zoom. We examined the exploratory
- qualitative data we collected within a situated learning context. In other words, the underlying 680
- 681 assumption for our investigation was that the members of the community of practice under study
- 682 would engage in learning in the specific situation in which their learning occurred.
- 683 Besides drawing on situated learning as context, we structure the discussion through the lens of
- 684 interdependence theory, a framework that examines the influence of social orientations, such as
- cooperation or conflict, within contexts where outcomes are interdependent (Kelley & Thibaut, 685
- 686 1978). This is for the following reasons: While we acknowledge that mindfulness theory and
- 687 practice needs to understand intrapersonal (or intrapsychic) processes, it is helpful to make sense
- of our findings with an interdependence lens. Interdependence theory asserts that it is the 688
- 689 interpersonal dynamics that predominately shape individuals' perceptions, motivations, and
- behaviors (Rusbult & van Lange, 2008). Essentially, the theory posits that these interpersonal 690
- interactions form the emotional landscape within which individuals make decisions and take 691
- 692 actions. In addition, interdependence theory offers a fruitful pathway to integrate mindfulness
- theorizing with the contemplative tradition's emphasis on other-orientation and interdependence, 693
- aspects that may not yet have been fully explored in the contemporary mindfulness discourse (see 694
- 695 Gergen, 2009). Echoing the Dalai Lama's insights, profound wisdom is realized when individuals
- 696 acknowledge and value the interconnectedness of their own interests with those of others (Dalai
- 697 Lama, 2005).

698

A special note on the special context of this study

- 699 Before outlining the study's proposed contributions to theory and practice, it is necessary to draw
- 700 attention to the fact that the study was conducted during the Covid-19 pandemic, and every reader
- 701 will know that this was an unprecedented time of apprehension and ambiguity for most. It is
- 702 reasonable to assume that mindfulness practice is well-suited to address feelings of uncertainty,
- 703 loss, and confusion that inevitably came along with the pandemic (Antonova et al., 2021). There is
- 704 also evidence that mindfulness appears to have been protective against negative affect arising
- 705
- during Covid-19 (Treves et al., 2023). Moreover, in a systematic review of 16 nonpharmacological
- 706 interventions developed during the pandemic to promote the mental health of children that include
- mindfulness, Quiroga et al. (2024) found that these were potentially effective. The authors also 707
- 708 suggest that interventions designed during Covid-19 are likely to be useful in other future crisis
- 709 situations, yet note a significant risk of bias across the studies they examined, hence caution against
- drawing firm conclusions. 710
- 711 Our study is no different in this regard: it was conducted during an especially unusual time, its
- 712 design prevents us from making any generalizable predictions, and it is situated in a scientific
- 713 literature that is still in its infancy. As a case in point, online group psychotherapy pioneer Haim
- 714 Weinberg who had been facilitating online discussions on the topic among 400 group therapists
- 715 from 30 nations for over 25 years synthesized these insights in his (2020) practice review of online
- group psychotherapy for the Covid-19 context. His recommendations included that the lack of 716

- 717 physical presence in virtual meetings and distorted eye contact may warrant increasing therapists'
- self-disclosure (TSD) and enhanced verbal interactions. While there is certainly scientific support
- for the use of TSD in therapeutic settings, a more recently published study of two independent
- samples of therapists (N=1705) and patients (N=772) interacting online early on during the
- 721 pandemic suggests that therapists perceive the use of TSD as more helpful in fostering real
- relationships than patients (Luo et al., 2023). Clearly, the Covid-19 pandemic helped accelerate our
- understanding of online group therapeutic interventions, including online mindfulness groups. Yet
- scholars call for more research to better grasp their potential (Andrews et al., 2024; Quiroga et al.,
- 725 2024). Our study responds to this call.

5.2 Implications for theory

726

734

740

- Based on our empirical investigation, we make three exploratory propositions intent on stimulating
- follow-up empirical research at the intersection of literatures on online communities of practice,
- 729 mindfulness practice in groups, and the social effects of individual mindfulness practice. We have
- arranged these exploratory propositions in a logical relationship, as depicted in Figure 2. In essence,
- 731 we speculate based on our exploratory data set that the combination of proposition 1 and 2 may
- result in proposition 3, and all three may contribute to creating a mindful community of practice.
- 733 Figure 2: Proposed relationship of propositions for how to create a mindful community of practice.



735 Taken together, these propositions aim to stimulate further empirical research in this understudied

- area, by formulating a proposed and testable combination of elements for how to create a
- mindful community of practice. Leading on from the sections outlining this work's implications for
- theory and practice below, we outline follow-up research opportunities for further empirical
- examination, potential correction, and extension of our propositions.

5.2.1 Proposition 1: Creating opportunity for common humanity

- Our data suggests that the online mindful community of practice we studied first and foremost
- helped individuals experience common humanity, in other words, share a felt sense of belonging,
- at least during the time they practiced mindfulness together. The participants we interviewed
- repeatedly mentioned that the online mindfulness community provided respite from the isolation
- many people felt because of the Covid-19 pandemic.
- A basic assumption in mindfulness is that there is suffering in the world, and this suffering can be
- alleviated through mindfulness practice. In the context of this study our data indicates that the
- mindfulness-based community of practice we examined helped individuals enjoy a sense of
- 749 community, even if only temporarily.
- 750 This is because in our study, the personal mindfulness practice that was cultivated because
- individuals regularly logged on to the online mindfulness group seemed to help them feel less
- alone (thematic code 2.1), understand their own feelings better (thematic code 2.2), and the group
- practice seemed to get them out of their own thought bubble (thematic code 3.2). Thus they
- appeared to become better able to recognize helpful as well as unhelpful thoughts, emotions and
- impulses with a deeper awareness of universal experiences, challenges and concerns leading to
- authentic connection and a sense of belonging within the community of practice. Mindfulness
- scientists have been able to reliably establish the two-fold mechanism through which mindfulness

- practice operates; consciously experiencing awareness as well as acceptance is key here (see
- 759 Carmody et al., 2009; Vago & Silbersweig, 2012; Lindsay & Creswell, 2017). The group setting
- appears to have served as a facilitator for this, because our participants indicated that their
- individual mindfulness practice improved in the group setting. This echoes the writings of Thich
- Nhat Hanh who emphasized that the practice of mindfulness should be a socially engaged practice
- rather than something individuals cultivate in isolation of others (Hanh, 1998).
- From an interdependence perspective, experiencing common humanity also involves reducing the
- power of ego. In the mediative traditions ego is explained as a sense that the self exists entirely
- independently and separately from others, which leads to ignorance, paranoia, and confusion
- 767 (Trungpa, 2002). The mind-body practices intent on fostering stronger embodiment in our
- 768 community participants seemed to have helped them to relax into their bodies, and appreciate
- their common humanity, which appeared to have offered some respite from being lost in their
- "thought bubbles" and sense of existing as separate from others. According to mindfulness
- philosophy this helps individuals realize that they "no longer have to maintain the existence of
- ego [and] can afford to be open and generous" (ibid., p. 168). We speculate that the regular,
- repeated group setting of the community of practice may cultivate this stance of openness
- comparatively more than when individuals practice mindfulness by themselves.
- 775 This is why we propose the following:
- 776 Proposition 1: Practicing mindfulness in a community of practice may help create opportunities
- 777 for experiencing common humanity.

778 5.2.2 Proposition 2: Creating opportunity for cultivating compassion

- Leading on from Proposition 1, the mindful community of practice we studied appeared to have
- 780 created opportunities for cultivating compassion among its members. Compassion has been
- defined as a distinct emotion geared at facilitating cooperation and an intent to protect those who
- suffer (Goetz et al., 2010). Interdependence theory posits that people think and act in relation to
- each other. A growing body of mindfulness scholarship is focusing on the mental space between
- 784 individuals, arguing that *interpersonal* mindfulness the state of being mindful while interacting
- with others helps shape healthy relationships (Pratscher et al., 2019). Interpersonal mindfulness
- 786 practices and trainings based on Gregory Kramer's Insight Dialogue (Kramer, 2007) such as
- 787 relational mindfulness (Donaldson-Feilder et al. 2018; Donaldson-Feilder et al. 2021) have
- become increasingly popular in mindfulness science and practice, because of their growing
- 789 evidence base in fostering *interpersonal* awareness and acceptance.
- 790 In particular the combination of feeling a part of a community (thematic code 1.3) and mutual
- care (thematic code 4.2), coupled with an absence of social pressure (thematic code 4.1) seem to
- have produced this effect. As the data in this study suggest, research participants indicate that by
- 793 listening to each other during the online drop-in mindfulness sessions, they experienced a sense of
- community that seemed unique and precious in its warm and supportive quality. This is related to
- how compassion is defined in the contemplative traditions. Compassion is basic warmth towards
- oneself and towards others, which can be operationally defined as an absence of interpersonal
- aggression (Trungpa, 2002). This warmth is crucial for the development of healthy relationships.
- We speculate that in the online mindful community of practice we studied, the foundation for
- 799 compassion may have been cultivated. We suggest this because communication in the online
- 800 mindfulness community of practice was carefully managed by the facilitator. Specifically, the
- facilitator encouraged a ritual of listening to what others were sharing at the beginning and end of
- the online mindfulness practice sessions. The act of listening to each other at the beginning and
- 803 end of the mindfulness sessions seemed to have enabled individuals to engage in socially induced
- processes of *decentering*; shifting their perspective to gain psychological distance (Bernstein et al,

- 805 2015; Shapiro et al., 2006). Decentering, also referred to as reperceiving, is typically discussed in
- 806 the context of intrapsychic experiences, in other words, the metacognitive practice of shifting
- one's perspective "from within one's subjective experience onto that experience" (Bernstein et al., 807
- 808 2015; p. 599, emphasis added). In the social context we discuss here, decentering may have
- 809 played a role in community building, because it may have fostered a mental shift for the members
- 810 of the mindful community of practice, from an exclusive focus on personal wellbeing through
- 811 mindfulness towards interpersonal wellbeing. This is similar to how Epstein (2013)
- 812 conceptualizes the link between mindfulness and psychotherapy, essentially suggesting that
- listening to others enables a shift in mindfulness practice from a solitary and self-focused 813
- 814 aspiration to watch one's own thoughts and feelings towards an interpersonal meditation that
- 815 helps cultivate compassion between people.
- The repeated nature of this interpersonal communication ritual may have been the second 816
- 817 'ingredient' for how to create a mindful community of practice. This is why we propose the
- 818 following:
- 819 Proposition 2: Practicing mindfulness in a community of practice may help cultivate compassion.
- 820 5.2.3 Proposition 3: Connecting with ease
- 821 Mindfulness is multifaceted (Daniel et al. 2022) and multi-dimensional (Sutcliffe et al., 2016).
- 822 This means we can practice mindfulness to make space *within* ourselves, and we can also focus
- 823 our attention mindfully on the space between people. More specifically, our data overlaps with
- 824 Vogus et al. (2014) who theorized that the affective (or mood-based) foundation of a mindful
- group are equanimity and a prosocial orientation; in other words when people interact with each 825
- 826 other with motivations marked by equanimity and prosociality, collective mindfulness emerges
- 827 (Vogus et al., 2014). We speculate that the particular, unique type of social connection marked by
- 828 mutual trust and connection that our participants have described (theme 4) is linked to increased
- 829 prosociality and enhanced equanimity. Additionally, equanimity may be related to our data's
- 830 themes of understanding one's own feelings better (theme 2.2) and in particular the group practice
- 831 getting them out of the thought bubble (theme 3.2).
- 832 This paper is about creating a community of practice, of a particular kind: a *mindful* community
- 833 of practice. In Buddhism, the essential pillars of mindfulness practice are referred to as the 'three
- 834 jewels': the teacher or facilitator (in Buddhism this has originally been the Buddha); the teaching
- 835 elements or topics to focus on during the practice (traditionally referred to as the *dharma*); and the
- 836 community of mindfulness practitioners (referred to as the sangha; Hanh, 2020). Of course, in a
- 837 traditional Eastern contemplative context, the sangha would consist of monastics coming together
- 838 to meditate, but in today's world this word also refers to a community of Buddhist practitioners
- 839 regularly practicing mindfulness together. While this paper is not concerned with religious or
- 840 spiritual mindfulness practice, we argue that creating connections among mindfulness
- 841 practitioners during mindfulness practice may be an important element of mindfulness, perhaps
- 842 not emphasized enough in the scientific community studying mindfulness meditation over the last
- 843 four decades.
- 844 People who interact with each other mindfully seem to have one collective mind (Weick &
- 845 Roberts, 1993). A visual metaphor for this is a flock of geese flying through the sky in unison,
- 846 with each goose adapting its individual flight path to align with the direction – and needs – of the
- 847 flock as a whole. Interdependence theory conceptually overlaps with Hanh's notion of *interbeing*,
- because both emphasise the inextricable connection between people that shapes people's lives and 848
- 849 their experience. Connecting with each other has been at the heart of the community of practice
- 850 we studied. Especially the sense of relief that participants shared about feeling an absence of the
- typical social pressures that many of us experience in conventional social settings, such as making 851

- small talk, comparing oneself to others, and so on (theme 4.1) seemed to have cultivated what we
- 853 call connecting with ease.
- 854 Experiencing ease and thus an absence of pressure is an essential aim in mindfulness practice.
- The word "budh" in Buddhism means "to wake up", "to understand at a deep level". As referred
- to at the outset of this paper, the purpose of mindfulness is to understand and transform suffering
- 857 (Bodhi, 2011). Therefore, helping individuals 'wake up' from suffering and the potential fear of
- interpersonal connection is an essential component of creating a mindful community of practice.
- 859 Today, many individuals in industrialized nations suffer from loneliness and social isolation,
- shying away from forging meaningful social connections, which in turn puts them at risk for
- premature mortality (Holt-Lunstad et al., 2015). Among our participants, there was a felt sense of
- delight in connecting with others, coupled for some with a certain degree of surprise at
- 863 experiencing a lack of social pressure in this setting. We speculate that many of us in today's
- world may benefit from experiencing anew that social connection can be healing and that it can
- reduce, rather than increase, pressure and stress.
- We therefore suggest that to help transform suffering for oneself as well as for others, which is at
- the core of the intent or purpose of mindfulness practice, it may be helpful to foster connections
- among mindfulness practitioners with an emphasis on 'waking up' from the struggles we all face
- in our lives by connecting with each other regularly, as Buddhist meditators have done in a
- sangha, in ways marked by equanimity and prosociality. Leading on from this, we propose the
- 871 following:
- 872 Proposition 3: Practicing mindfulness in a community of practice may help facilitate connecting
- 873 with ease

874

890

5.3 Implications for practice

- 875 Clearly, group mindfulness practice requires skillful facilitation. The competence of mindfulness
- 876 facilitation can be learned through a variety of reputable mindfulness training institutions
- globally, and is typically assessed through the evidence-based Mindfulness-Based Interventions
- 878 Teaching Assessment Criteria (MBI;TAC; Crane et al., 2013). In addition, the characteristics of
- inquiry in group-based mindfulness practice can be likened to "disciplined improvisation";
- 880 flexibly interacting with participants after mindfulness practice in ways that build intersubjective
- connection and interpersonal affiliation (Crane et al., 2015).
- To the best of our knowledge, there is a lacuna of academic research on how to create a
- mindfulness-based community of practice. Leaning on Wenger (1988) and Lave (1991) who
- suggest that communities of practice need to consistently foster a shared sense of interest here
- 885 mindfulness as well as a felt sense of community and regular practice of the shared interests, we
- therefore make the following specific recommendations for individuals intent on creating a
- mindful community of practice, organized around three main themes. This may be especially
- important during periods of societal change and today's world seems to be marked by ongoing
- social change, as well as heightened anxiety and uncertainty.

Facilitate regular and varied mindfulness practices

- Make it easy for people to join in regular group mindfulness sessions. Offer short sessions at several different times and days a week. Online mindfulness practice is becoming increasingly common and is convenient for people to log on to.
- Include gentle yoga, mindful movement, and other mind-body explorations in the mindful community practices, to strengthen the conscious link between mind and body among group participants.

• Explore different ways in which community members may experience mindfulness in the group practices. According to Crane et al. (2017), mindfulness-based training always needs to include essential elements such as an understanding of human suffering and mental health – and depending on the needs of those practicing mindfulness, new and different elements may be added, such as varying the degree of physical activity during the mindfulness session.

Experiment by introducing community members to different practices and inquire which ones may be more appropriate for the community of practice.

Facilitate connection with ease

904

905

906

907

919

- Ensure that all mindfulness practices are participant-centered and grounded in mind-body awareness as well as non-judgmental interpersonal sharing. If appropriate, then gently encourage people to build personal relationships in informal ways.
- Refrain from managing group membership or attendance. Keep participation voluntary and open.

910 Facilitate compassionate communication

- Invite participants in a group mindfulness session to share what is real for them, without forcing participation from anyone. Lead by sharing authentically yourself. If appropriate, you may want to engage in *leading with vulnerability*, in other words, sharing what you feel in the moment, rather than saying what you may believe others want to hear.
- Consider integrating the offering of a mindful community of practice with other workplace initiatives such as training and development, induction activities, or during regular organizational meetings. This may increase the potential of embedding the routine of people coming together to practice mindfulness regularly.

5.4 Limitations and follow-up research opportunities

- As noted previously, this study was conducted during an extraordinary time, with a group of
- 921 participants who came together during Covid-19. A small group of volunteers from the
- 922 mindfulness community of practice were sampled, which means that insights captured were
- bound to be biased towards those of research participants, rather than expressing more universally
- applicable views. It is plausible that participants in the sample shared a subset of relevant insights,
- or other insights were not represented in the data. Furthermore, the interview questions were
- exploratory in nature, and the lack of targeted questions and our exploratory analysis made it
- impossible to test whether the online mindfulness community of practice was beneficial, and how.
- 928 Of course, the fact that only one mindfulness community of practice was sampled further restricts
- 929 the potential to generalize from the findings presented here. In addition, while the interviewers
- collecting the data for this study were not members of the community of practice, it is
- conceivable that participants did not freely share all feedback, as it was known to them that at
- least one of the facilitators of the sessions was involved in the research study. Finally, there is
- also risk of bias because two of the authors of this study were involved in delivering the online
- mindfulness sessions, and one of the interviewers was involved in the data analysis.
- 935 Follow-up research can extend the insights presented here in several ways. First, it would be
- helpful for future research to test out the suggested propositions on how to create a mindful
- community of practice, for example by exploring the relative contribution of individually focused
- 938 mindfulness practices versus interpersonal elements in the community. Second, quantitative
- 939 surveys of mindfulness groups could investigate the attitudes of participants towards their own
- 940 wellbeing, their learning, and the relationship quality with other participants. Constructs such
- 941 individual mindfulness, team mindfulness, and psychological safety could be included in
- measures in such studies, to understand the relationship between individual-level outcomes and

943 interpersonal outcomes. Finally, more longitudinal explorations of mindfulness groups would 944 help us understand the characteristics of how a mindful community of practice is formed and 945 sustained. 946 6 **Conclusion** 947 This study took place during Covid-19, a highly exceptional period in the life of everyone. Its 948 specific aim was to explore the social functions of group-based mindfulness practice facilitated 949 regularly online at a large metropolitan University during that time. Findings suggest overall that 950 the online mindful community may have offered a welcome and unexpected safe space to 951 cultivate mutual trust and connection, as well as increased mind-body awareness. These two key 952 factors seemed to be linked to a sense of collective alignment and common humanity. Our 953 findings are discussed through an interdependence theory lens and result in three exploratory, 954 testable propositions on how to create a mindful community of practice. 955 While the study focused on a mindful community of practice that was formed during a time of unprecedented instability and extreme social isolation for many, and while its research design and 956 957 exploratory analysis render it impossible to draw firm conclusions, it nonetheless sheds new light 958 on how mindful pillars of interbeing and connection may be formed in an online community of 959 practice. We argue that more research is needed in this understudied domain, in order to extend 960 the transformative potential of mindfulness for one and all.

961

962 **References**

- Ahmad, F., Wang, J. J., & El Morr, C. (2018). Online mindfulness interventions: a systematic
- 964 review. Novel applications of virtual communities in healthcare settings, 1-27.
- 965 Andrews, K., Ross, D. & Maroney, T.L. Online Group Psychotherapy: A Systematic
- 966 Review. Community Ment Health J 60, 1511–1531 (2024). https://doi.org/10.1007/s10597-024-
- 967 01304-4.
- 968 Antonova, E., Schlosser, K., Pandey, R., & Kumari, V. (2021). Coping with COVID-19:
- 969 Mindfulness-based approaches for mitigating mental health crisis. Frontiers in Psychiatry,
- 970 *12*, Article 563417. https://doi.org/10.3389/fpsyt.2021.563417.
- 971 Bahl, Shalini, George R. Milne, Spencer M. Ross, David Mick, Sonya A. Grier, Sunaina Chugani,
- 972 Steven S. Chan, Stephen J. Gould, Yoon-Na Cho, Joshua D. Dorsey, Robert M. Schindler, Mitchel
- 973 R. Murdock and Sabine Boesen-Mariani (2016) Mindfulness: Its Transformative Potential for
- 974 Consumer, Societal, and Environmental Well-Being. Journal of Public Policy & Marketing, 35,
- 975 198 210.
- 976 Bandura, A. (1977). Social learning theory. Englewood Cliffs, NJ: Prentice Hall.
- 977 Barbour, L., Armstrong, R., Condron, P., and Palermo, C. (2018). "Communities of practice to
- 978 improve public health outcomes: a systematic review", *Journal of Knowledge Management*, Vol.
- 979 22 No. 2, 326-343. https://doi.org/10.1108/JKM-03-2017-0111.
- 980 Bartlett, L., Martin, A., Neil, A. L., Memish, K., Otahal, P., Kilpatrick, M., & Sanderson, K. (2019).
- A systematic review and meta-analysis of workplace mindfulness training randomized controlled
- 982 trials. Journal of Occupational Health Psychology, 24(1), 108–
- 983 126. https://doi.org/10.1037/ocp0000146.
- 984 Bernstein, A., Hadash, Y., Lichtash, Y., Tanay, G., Shepherd, K.A. & Fresco,
- 985 D.M. (2015) Decentering and related constructs. Perspectives on Psychological
- 986 Science, **10**(5), 599–617. Available from: https://doi.org/10.1177/1745691615594577.
- 987 Berry, Daniel J., Jonathan P. Hoerr, Selena Cesko, Amir Alayoubi, Kevin Carpio, Hannah Zirzow,
- Wesley Walters, Genny Scram, Katie Rodriguez, and Vanessa Beaver (2020) Does Mindfulness
- 989 Training Without Explicit Ethics-Based Instruction Promote Prosocial Behaviors? A Meta-
- 990 Analysis. Personality and Social Psychology Bulletin, 46, 8, 1247–69.
- 991 https://doi.org/10.1177/0146167219900418.
- 992 Bodhi, Bhikkhu (2011) What Does Mindfulness Really Mean? A Canonical Perspective.
- 993 *Contemporary Buddhism*, 12, 1, 19–39. https://doi.org/10.1080/14639947.2011.564813.
- 994 Braun, V., & Clarke, V. (2012). Thematic analysis. (pp. 57-71). US Washington DC; American
- 995 Psychological Association. doi:10.1037/13620-004.
- 996 Braun, V., and Clarke, V. (2006). Using thematic analysis in psychology, Qualitative Research in
- 997 Psychology, 3:2, 77-101, DOI: 10.1191/1478088706qp063oa.
- 998 Bristow, J. (2019). Mindfulness in politics and public policy. Current Opinion in Psychology, 28,
- 999 87-91. https://doi.org/10.1016/j.copsyc.2018.11.003.
- Brown, K.W. and Ryan, R.M. (2003) The Benefits of Being Present: Mindfulness and Its Role in
- 1001 Psychological Well-Being. Journal of Personality and Social Psychology, 84, 822-848.

- Bunjak, A., Černe, M., & Schölly, E. L. (2022). Exploring the past, present, and future of the
- mindfulness field: A multitechnique bibliometric review. Frontiers in psychology, 13, 792599.
- 1004 Cardle, P., Kumar, S., Leach, M., McEvoy, M., & Veziari, Y. (2023). Mindfulness and Chronic
- 1005 Musculoskeletal Pain: An Umbrella Review. *Journal of multidisciplinary healthcare*, 16, 515–533.
- 1006 https://doi.org/10.2147/JMDH.S392375.
- 1007 Carmody, J., Baer, R. A., Lykins, E. L. B., and Olendzki, N. (2009). An empirical study of the
- mechanisms of mindfulness in a mindfulness-based stress reduction program. Journal of Clinical
- 1009 *Psychology*, 65(6), 613–626. https://doi.org/10.1002/jclp.20579.
- 1010 Chang, C., Hsu, M.H., & Lee, Y. (2015). Factors Influencing Knowledge-Sharing Behavior in
- 1011 Virtual Communities: A Longitudinal Investigation. Information Systems Management, 32, 331 -
- 1012 340.
- 1013 Coronado-Montoya, S., Levis, A. W., Kwakkenbos, L., Steele, R. J., Turner, E. H., & Thombs, B.
- 1014 D. (2016). Reporting of positive results in randomized controlled trials of mindfulness-based
- mental health interventions. *PloS one*, 11(4), e0153220.
- 1016 Correia, H. M., & Strehlow, K. (2018). Mindful care and compassion in higher education:
- 1017 Cultivating communities of practice. Mindfulness in the academy: Practices and perspectives from
- 1018 scholars, 189-202.
- 1019 Coulson, N. S., Bullock, E., & Rodham, K. (2017). Exploring the Therapeutic Affordances of Self-
- Harm Online Support Communities: An Online Survey of Members. *JMIR mental health*, 4(4), e44.
- 1021 https://doi.org/10.2196/mental.8084.
- 1022 Crane RS, Brewer J, Feldman C, Kabat-Zinn J, Santorelli S, Williams JM, and Kuyken W. (2017)
- What defines mindfulness-based programs? The warp and the weft. Psychol Med. 47(6):990-999.
- 1024 Crane, R. S., Stanley, S., Rooney, M., Bartley, T., Cooper, L., & Mardula, J. (2015). Disciplined
- improvisation: Characteristics of inquiry in mindfulness-based teaching. Mindfulness, 6(5), 1104–
- 1026 1114. https://doi.org/10.1007/s12671-014-0361-8.
- 1027 Crane, R.S., Eames, C., Kuyken, W., Hastings, R. P.1, Williams, J.M.G., Bartley, T., Evans,
- 1028 A., Silverton, S., Soulsby, J.G., Surawy, C. (2013) Development and validation of the Mindfulness-
- 1029 Based Interventions Teaching Assessment Criteria (MBI:TAC), Assessment. doi:
- 1030 10.1177/1073191113490790.
- 1031 Creswell, J.D. (2017). Mindfulness interventions. Annual Review of Psychology, 68, 491-516.
- Dalai Lama, T. G. (2005). The Essential Dalai Lama. His important teachings. Penguin, London.
- Daniel, C., Walsh, I., & Mesmer-Magnus, J., (2022). Mindfulness: Unpacking its three shades and
- illuminating integrative ways to understand the construct. International Journal of Management
- 1035 Reviews 24: 654–683. doi:10.1111/ijmr.12296.
- Denzin, N. K., & Lincoln, Y. S. (2005). Introduction: the discipline of qualitative research. The
- 1037 *Sage handbook of qualitative research*, 1-32.
- 1038 Donald, James, Baljinder K. Sahdra, Brooke Van Zanden, Jasper J. Duineveld, Paul C. Atkins,
- 1039 Sarah A. Marshall, and Joseph Ciarrochi (2019) Does Your Mindfulness Benefit Others? A
- Systematic Review and Meta-Analysis of the Link between Mindfulness and Prosocial Behaviour.
- 1041 *British Journal of Psychology*, 110, 1, 101–25. https://doi.org/10.1111/bjop.12338.

- Donaldson-Feilder, E., Lewis, R., and Yarker, J. (2018/19). What outcomes have mindfulness and
- meditation interventions for managers and leaders achieved? A systematic review. European
- 1044 *Journal of Work and Organizational Psychology*, 28(1), 11–29.
- Donaldson-Feilder, E., Lewis, R., Yarker, J., and Whiley, L. (2021/22). Interpersonal mindfulness
- in leadership development: a Delphi Study. *Journal of Management Education*, 46(5), 816-852.
- du Plessis, E. M., & Just, S. N. (2022). Mindfulness—it's not what you think: Toward critical
- reconciliation with progressive self-development practices. Organization, 29(1), 209-221. Advance
- online publication. https://doi.org/10.1177/1350508421995755
- Edginton, T. (2020). Neuroscience of Mindfulness and Compassion In K. Atkinson *Compassionate*
- 1051 Mindful Inquiry in Therapeutic Practice: A Practical Guide for Mindfulness Teachers, Yoga
- 1052 Teachers and Allied Health Professionals. Singing Dragon.
- 1053 Edmondson, A. (1999). Psychological Safety and Learning Behavior in Work
- Teams. Administrative Science Quarterly, 44(2), 350–383.
- El Morr, C., Maule, C., Ashfaq, I., Ritvo, P., & Ahmad, F. (2020). Design of a Mindfulness Virtual
- 1056 Community: A focus-group analysis. *Health informatics journal*, 26(3), 1560-1576.
- Epstein, M. (2013). Thoughts without a thinker: Psychotherapy from a Buddhist perspective. New
- 1058 York: Basic Books.
- 1059 Farb, N., Daubenmier, J., Price, C. J., Gard, T., Kerr, C., Dunn, B. D., ... & Mehling, W. E. (2015).
- 1060 Interoception, contemplative practice, and health. Frontiers in psychology, 6, 763.
- Farias, M., & Wikholm, C. (2016). Has the science of mindfulness lost its mind?. BJPsych bulletin,
- 1062 40(6), 329-332.
- Ferreira, M. G., Mariano, L. I., de Rezende, J. V., Caramelli, P., & Kishita, N. (2022). Effects of
- group Acceptance and Commitment Therapy (ACT) on anxiety and depressive symptoms in adults:
- 1065 A meta-analysis. *Journal of affective disorders*, 309, 297-308.
- Fraher, A. L., Branicki, L. J., and Grint, K. (2017). Mindfulness in action: discovering how U.S.
- Navy SEALs build capacity for mindfulness in High-Reliability Organizations (HROs). Academy
- of Management Discoveries, 3(3), 239-261.
- 1069 Gergen, K. (2009). Relational being: Beyond self and community. Oxford, UK: Oxford University
- 1070 Press.
- 1071 Gerpott, F.H., Fasbender, U. & Burmeister, A. (2020) Respectful leadership and followers'
- knowledge sharing: a social mindfulness lens. *Human Relations*, 73(6), 789–810.
- 1073 Goetz, J. L., Keltner, D., & Simon-Thomas, E. (2010). Compassion: an evolutionary analysis and
- 1074 empirical review. *Psychological bulletin*, *136*(3), 351–374. https://doi.org/10.1037/a0018807.
- Goldberg, S. B., Wielgosz, J., Dahl, C., Schuyler, B., MacCoon, D. S., Rosenkranz, M., Lutz, A.,
- Sebranek, C. A., & Davidson, R. J. (2016). Does the Five Facet Mindfulness Questionnaire measure
- what we think it does? Construct validity evidence from an active controlled randomized clinical
- trial. Psychological assessment, 28(8), 1009–1014. https://doi.org/10.1037/pas0000233.
- 1079 Gong, X. G., Wang, L. P., Rong, G., Zhang, D. N., Zhang, A. Y., & Liu, C. (2023). Effects of online
- mindfulness-based interventions on the mental health of university students: A systematic review

- and meta-analysis. Frontiers in psychology, 14, 1073647.
- 1082 https://doi.org/10.3389/fpsyg.2023.1073647.
- Grasser, L. R., & Marusak, H. (2023). Strong Mind, Strong Body: The Promise of Mind-Body
- 1084 Interventions to Address Growing Mental Health Needs Among Youth. Mental health
- 1085 *science*, 1(2), 58–66. https://doi.org/10.1002/mhs2.16.
- 1086 Guest, G., Bunce, A., & Johnson, L. (2006). How many interviews are enough? An experiment
- 1087 with data saturation and variability. Field Methods, 18(1), 59-
- 1088 82. https://doi.org/10.1177/1525822X05279903.
- Guest, G., Namey, E., & Chen, M. (2020). A simple method to assess and report thematic saturation
- in qualitative research. *PLoS One*, *15*(5), e0232076. https://doi.org/10.1371/journal.pone.0232076.
- Gunawardena, C.N., Hermans, M., Sánchez, D.M., Richmond, C.A., Bohley, M., & Tuttle, R.
- 1092 (2009). A theoretical framework for building online communities of practice with social networking
- 1093 tools. Educational Media International, 46, 16 3.
- Hafenbrack, A. C., Cameron, L. D., Spreitzer, G. M., Zhang, C., Noval, L. J., & Shaffakat, S.
- 1095 (2020). Helping people by being in the present: Mindfulness increases prosocial behavior.
- 1096 *Organizational Behavior and Human Decision Processes*, 159, 21-38.
- Hafenbrack, A. C., LaPalme, M. L., & Solal, I. (2022). Mindfulness meditation reduces guilt and
- 1098 prosocial reparation. Journal of personality and social psychology, 123(1), 28-54
- 1099 https://doi.org/10.1037/pspa0000298.
- Hafenbrack, A. C., Wu, W., & Wu, E. (2024). On-The-Spot Mindfulness Improves Workplace
- 1101 Performance and Civility Through Locus of Control. Academy of Management
- 1102 Proceedings, https://doi.org/10.5465/AMPROC.2024.12128abstract.
- Hagaman, A. K., & Wutich, A. (2017). How many interviews are enough to identify metathemes
- in multisited and cross-cultural research? Another perspective on Guest, Bunce, and Johnson's
- 1105 (2006) landmark study. *Field methods*, 29(1), 23-41.
- Handley, K., Sturdy, A., Fincham, R., & Clark, T. (2006). Within and beyond communities of
- practice: making sense of learning through participation, identity and practice*. Journal of
- Management Studies, 43(3), 641-653. https://doi.org/10.1111/j.1467-6486.2006.00605.x.
- Hanh, T. N. (2020). Interbeing: The 14 Mindfulness Trainings of Engaged Buddhism. Parallax
- 1110 Press. 4th Ed., Berkeley, CA, USA.
- Hanh, T.N. (1998). The Heart of the Buddha's Teaching. Rider, London.
- Hanley, A. W., Dehili, V., Krzanowski, D., Barou, D., Lecy, N., and Garland, E. L. (2022). Effects
- of Video-Guided Group vs. Solitary Meditation on Mindfulness and Social Connectivity: A Pilot
- 1114 Study. *Clinical social work journal*, 50(3), 316–324. https://doi.org/10.1007/s10615-021-00812-0
- Herrington, J., and Oliver, R. (2000). An instructional design framework for authentic learning
- environments. Educational Technology Research and Development, 48(3), 23–
- 1117 48. https://doi.org/10.1007/BF02319856.
- Hölzel, B. K., Carmody, J., Vangel, M., Congleton, C., Yerramsetti, S. M., Gard, T., & Lazar, S.
- W. (2011). Mindfulness practice leads to increases in regional brain gray matter density. *Psychiatry*
- 1120 research: neuroimaging, 191(1), 36-43.

- Holt-Lunstad, J., Smith, T. B., Baker, M., Harris, T., & Stephenson, D. (2015). Loneliness and
- 1122 Social Isolation as Risk Factors for Mortality: A Meta-Analytic Review. Perspectives on
- Psychological Science, 10(2), 227-237. https://doi.org/10.1177/1745691614568352.
- Huzzard, T. (2004). Communities of domination? reconceptualising organisational learning and
- power. Journal of Workplace Learning, 16(6), 350-361.
- https://doi.org/10.1108/13665620410550321.
- Imel, Z., Baldwin, S., Bonus, K., & MacCoon, D. (2008). Beyond the individual: Group effects in
- mindfulness-based stress reduction. *Psychotherapy Research*, 18(6), 735–742.
- 1129 https://doi.org/10.1080/10503300802326038
- Jamieson, M. K., Govaart, G. H., & Pownall, M. (2023). Reflexivity in quantitative research: A
- rationale and beginner's guide. In *Social and Personality Psychology Compass* (Vol. 17, Issue 4).
- John Wiley and Sons Inc. https://doi.org/10.1111/spc3.12735.
- Johnson, E., Corrick, S., Isley, S., Vandermeer, B., Dolgoy, N., Bates, J., Godfrey, E., Soltys, C.,
- Muir, C., Vohra, S., & Tandon, P. (2024). Mind-body internet and mobile-based interventions for
- depression and anxiety in adults with chronic physical conditions: A systematic review of
- 1136 RCTs. *PLOS digital health*, *3*(1), e0000435. https://doi.org/10.1371/journal.pdig.0000435.
- Kabat-Zinn J (2011). Some reflections on the origins of MBSR, skillful means, and the trouble with
- 1138 maps, Contemporary Buddhism, 12:1, 281-306, DOI: <u>10.1080/14639947.2011.564844</u>.
- Kabat-Zinn, J. (1982). An Outpatient Program in Behavioral Medicine for Chronic Pain Patients
- Based on the Practice of Mindfulness Meditation: Theoretical Considerations and Preliminary
- Results. General Hospital Psychiatry, 4, 33-47.
- 1142 Kabat-Zinn, J. (2005). Coming to our senses: healing ourselves and the world through
- mindfulness. New York: Hyperion.
- Karremans, J. C., Schellekens, M. P., & Kappen, G. (2017). Bridging the Sciences of Mindfulness
- and Romantic Relationships. Personality and social psychology review: an official journal of the
- 1146 Society for Personality and Social Psychology, Inc, 21(1), 29–49.
- 1147 https://doi.org/10.1177/1088868315615450.
- Kelley, H. H., and Thibaut, J. (1978). Interpersonal relations: A theory of interdependence. New
- 1149 York: Wiley.
- Kelloway, E. K., Dimoff, J. K., & Gilbert, S. (2023). Mental health in the workplace. Annual
- 1151 Review of Organizational Psychology and Organizational Behavior, 10, 363–387.
- 1152 Khoury, B., Manova, V., Adel, L., Dumas, G., Lifshitz, M., Vergara, R. C., ... & Rej, S. (2023).
- 1153 Tri-process model of interpersonal mindfulness: theoretical framework and study protocol.
- 1154 Frontiers in Psychology, 14, 1130959.
- 1155 Khukhlaev, O., Novikova, I., and Chernaya, A. (2022). Interpersonal Mindfulness, Intergroup
- Anxiety, and Intercultural Communication Effectiveness Among International Students Studying
- in Russia. Frontiers in psychology, 13, 841361. https://doi.org/10.3389/fpsyg.2022.841361.
- Kramer, G (2007). Insight Dialogue: The interpersonal path to freedom. Boston: Shambhala.
- Kudesia, R. S. (2019). Mindfulness as metacognitive practice. The Academy of Management
- 1160 Review, 44(2), 405–423.

- Kuyken W, Hayes R, Barrett B, Byng R, Dalgleish T, et al. (2015) Effectiveness and cost-
- effectiveness of mindfulness-based cognitive therapy compared with maintenance antidepressant
- treatment in the prevention of depressive relapse or recurrence (PREVENT): a randomised
- 1164 controlled trial. Lancet 386(9988):63–73.
- Langer, Ellen J. (1989) Mindfulness. Da Capo Press.
- Langer, E. J., & Moldoveanu, M. (2000). The construct of mindfulness. *Journal of Social Issues*,
- 1167 56(1), 1–9. https://doi.org/10.1111/0022-4537.00148.
- Lave, J. (1991). Situating learning in communities of practice. *Perspectives on socially shared*
- 1169 *cognition* 2, 63-82.
- Lazard, L., & McAvoy, J. (2020). Doing reflexivity in psychological research: What's the point?
- 1171 What's the practice? Qualitative Research in Psychology, 17(2), 159–177.
- 1172 https://doi.org/10.1080/14780887.2017.1400144
- Levitt, H. M., Bamberg, M., Creswell, J. W., Frost, D. M., Josselson, R., & Suárez-Orozco, C.
- 1174 (2018). Journal article reporting standards for qualitative primary, qualitative meta-analytic, and
- mixed methods research in psychology: The APA Publications and Communications Board task
- force report. *American Psychologist*, 73(1), 26–46. https://doi.org/10.1037/amp0000151.
- 1177 Lindsay, E. K., and Creswell, J. D. (2017). Mechanisms of mindfulness training: Monitor and
- 1178 Acceptance Theory (MAT). Clinical Psychology Review, 51, 48–59.
- Lodha, S., & Gupta, R. (2022). Mindfulness, Attentional Networks, and Executive Functioning: a
- Review of Interventions and Long-Term Meditation Practice. J Cogn Enhanc 6, 531–548 (2022).
- 1181 https://doi.org/10.1007/s41465-022-00254-7
- Lomas, T., Edginton, T., Cartwright, T., & Ridge, D. (2014). Men developing emotional
- intelligence through meditation? Integrating narrative, cognitive and electroencephalography
- 1184 (EEG) evidence. Psychology of Men & Masculinity, 15(2), 213–224.
- 1185 https://doi.org/10.1037/a0032191.
- Luo, X., Aafjes-van Doorn, K., Békés, V., Prout, T. A., & Hoffman, L. (2024). Therapist self-
- disclosure in teletherapy early in the COVID-19 pandemic: Associations with real relationship and
- 1188 traumatic distress. Clinical Psychology & Psychotherapy, 31(1),
- 1189 e2915. https://doi.org/10.1002/cpp.2915.
- 1190 Malterud K, Siersma V, Guassora A (2016). Sample size in qualitative interview studies: Guided
- 1191 by information power. Qualitative Health Research. Vol 26(13), 1753–1760. doi:
- 1192 10.1177/1049732315617444.
- 1193 Matiz, A., Fabbro, F. & Crescentini, C. Single vs. Group Mindfulness Meditation: Effects on
- Personality, Religiousness/Spirituality, and Mindfulness Skills. *Mindfulness 9*, 1236–1244
- 1195 (2018). https://doi.org/10.1007/s12671-0s17-0865-0
- 1196 Mantzios, M., and Giannou, K. (2014). Group vs. single mindfulness meditation: Exploring
- avoidance, impulsivity, and weight management in two separate mindfulness meditation
- 1198 settings. Applied Psychology: Health and Well-Being, 6(2), 173–
- 1199 191. https://doi.org/10.1111/aphw.12023.
- 1200 Merton, Robert K. Social Theory and Social Structure. Free Press, 1949.

- 1201 Michalski, E., & Smith, S. J. (2023). The use of mindfulness in group work. Social Work with
- 1202 *Groups*, 1-14.
- Monaghan, C. (2010). Communities of practice: a learning strategy for management education.
- 1204 Organizational Behavior Teaching Review, 35(3), 428-453.
- 1205 <u>https://doi.org/10.1177/1052562910387536.</u>
- Moulton-Perkins, A., Moulton, D., Cavanagh, K., Jozavi, A., & Strauss, C. (2022). Systematic
- 1207 review of mindfulness-based cognitive therapy and mindfulness-based stress reduction via group
- 1208 videoconferencing: Feasibility, acceptability, safety, and efficacy. Journal of Psychotherapy
- 1209 *Integration*, 32(1), 110.
- 1210 Nilsson, Håkan, and Ali Kazemi (2016) Reconciling and Thematizing Definitions of Mindfulness:
- 1211 The Big Five of Mindfulness. Review of General Psychology, 20, 2, 183–93.
- 1212 https://doi.org/10.1037/gpr0000074.
- O'Connor, C; Joffe, H; (2020) Intercoder Reliability in Qualitative Research: Debates and Practical
- 1214 Guidelines. International Journal of Qualitative Methods, 19 pp. 1-
- 1215 13. <u>10.1177/1609406919899220</u>.
- Ohmer, M. and Korr, W. (2006). The effectiveness of community practice interventions: a review
- 1217 of the literature. Research on Social Work Practice, 16(2), 132-145.
- 1218 https://doi.org/10.1177/1049731505282204.
- 1219 Pagnini, Francesco, Katherine Bercovitz, and Ellen J. Langer (2016) Perceived Control and
- 1220 Mindfulness: Implications for Clinical Practice. *Journal of Psychotherapy Integration*, 26, 2, 91–
- 1221 102. https://doi.org/10.1037/int0000035.
- Parsons, C. E., Crane, C., Parsons, L. J., Fjorback, L. O., & Kuyken, W. (2017). Home practice in
- 1223 Mindfulness-Based Cognitive Therapy and Mindfulness-Based Stress Reduction: A systematic
- 1224 review and meta-analysis of participants' mindfulness practice and its association with
- outcomes. *Behaviour research and therapy*, 95, 29–41. https://doi.org/10.1016/j.brat.2017.05.004.
- Paul, D. (2023). Mindfulness-based positive transformative leadership development for health
- organisations. Leadership in Health Services, 36(1), 77-96. https://doi.org/10.1108/LHS-04-2022-
- 1228 0044.
- Pentland, A. (2012) 'The new science of building great teams', Harvard Business Review, 90(4),
- 1230 pp.60-69.
- Perera, G. N. R., Feranita, F., Xavier, J. A., & B. Jaya Kumar, T. (2024). Beyond breathing
- exercises: rethinking mindfulness through a Buddhist lens to combat unethical decision-making in
- organizations. *Journal of Entrepreneurship in Emerging Economies*, https://doi.org/10.1108/JEEE-
- 1234 03-2024-0109.
- 1235 Pérez-Peña, M., Notermans, J., Desmedt, O., Van der Gucht, K., & Philippot, P. (2022).
- 1236 Mindfulness-based interventions and body awareness. *Brain sciences*, 12(2), 285.
- Poulin, M. J., Ministero, L. M., Gabriel, S., Morrison, C. D., & Naidu, E. (2021). Minding your
- own business? Mindfulness decreases prosocial behavior for people with independent self-
- 1239 construals. Psychological science, 32(11), 1699-1708.
- Powell, K. E., King, A. C., Buchner, D. M., Campbell, W. W., DiPietro, L., Erickson, K. I.,
- Hillman, C. H., Jakicic, J. M., Janz, K. F., Katzmarzyk, P. T., Kraus, W. E., Macko, R. F., Marquez,

- D. X., McTiernan, A., Pate, R. R., Pescatello, L. S., & Whitt-Glover, M. C. (2018). The Scientific
- Foundation for the Physical Activity Guidelines for Americans, 2nd Edition. Journal of physical
- activity & health, 1–11. Advance online publication. https://doi.org/10.1123/jpah.2018-0618
- Pratscher, S. D., Rose, A. J., Markovitz, L., & Bettencourt, A. (2018). Interpersonal mindfulness:
- 1246 Investigating mindfulness in interpersonal interactions, co-rumination, and friendship quality.
- 1247 *Mindfulness*, 9, 1206-1215.
- Pratscher, S. D., Wood, P. K., King, L. A., and Bettencourt, B. A. (2019). Interpersonal
- mindfulness: scale development and initial construct validation. *Mindfulness* 10, 1044–1061. doi:
- 1250 10.1007/s12671-018-1057-2.
- Prescott, J., Rathbone, A., & Hanley, T. (2020). Online mental health communities, self-efficacy
- and transition to further support. Mental Health Review Journal, 25(4), 329-344.
- 1253 <u>https://doi.org/10.1108/MHRJ-12-2019-0048</u>.
- Rusbult, C. E., and Van Lange, P. A. M. (2008). Why we need interdependence theory. *Social and*
- 1255 Personality Psychology Compass, 2(5), 2049–2070. https://doi.org/10.1111/j.1751-
- 1256 9004.2008.00147.x.
- 1257 Saunders, M. N., & Townsend, K. (2016). Reporting and justifying the number of interview
- participants in organization and workplace research. British Journal of Management, 27(4), 836-
- 1259 852.
- Schindler, S., and Friese, M. (2021). The relation of mindfulness and prosocial behavior: What do
- 1261 we (not) know?. Current opinion in psychology, 44, 151–156.
- 1262 https://doi.org/10.1016/j.copsyc.2021.09.010.
- 1263 Schmid, B., & Taylor Aiken, G. (2021). Transformative mindfulness: the role of mind-body
- practices in community-based activism. *cultural geographies*, 28(1), 3-17.
- 1265 Schroevers, M. J., Tovote, K. A., Snippe, E., & Fleer, J. (2016). Group and individual
- 1266 Mindfulness-Based Cognitive Therapy (MBCT) are both effective: a pilot randomized controlled
- trial in depressed people with a somatic disease. *Mindfulness*, 7, 1339–1346.
- 1268 https://doi.org/10.1007/s12671-016-0575-z.
- Segal, Z. V., Williams, J. M. G., and Teasdale, J. D. (2002). Mindfulness-based cognitive therapy
- for depression: A new approach to preventing relapse. Guilford Press.
- 1271 Shapiro, S.L., Carlson, L.E., Astin, J.A. & Freedman, B. (2006) Mechanisms of
- 1272 mindfulness. Journal of Clinical Psychology, **62**(3), 373–386. Available
- 1273 from: https://doi.org/10.1002/jclp.20237.
- Sharp, P. B., Sutton, B. P., Paul, E. J., Sherepa, N., Hillman, C. H., Cohen, N. J., ... & Barbey, A.
- 1275 K. (2018). Mindfulness training induces structural connectome changes in insula networks.
- 1276 *Scientific reports*, 8(1), 1-10.
- Sommers-Spijkerman, M., Austin, J., Bohlmeijer, E., & Pots, W. (2021). New Evidence in the
- Booming Field of Online Mindfulness: An Updated Meta-analysis of Randomized Controlled
- 1279 Trials. *JMIR mental health*, 8(7), e28168. https://doi.org/10.2196/28168.
- 1280 Spijkerman, M. P. J., Pots, W. T. M., & Bohlmeijer, E. T. (2016). Effectiveness of online
- mindfulness-based interventions in improving mental health: A review and meta-analysis of

- randomised controlled trials. Clinical Psychology Review, 45, 102–
- 1283 114. https://doi.org/10.1016/j.cpr.2016.03.009.
- Stratton, E., Lampit, A., Choi, I., Calvo, R. A., Harvey, S. B., & Glozier, N. (2017). Effectiveness
- of eHealth interventions for reducing mental health conditions in employees: A systematic review
- and meta-analysis. *PloS one*, *12*(12), e0189904. https://doi.org/10.1371/journal.pone.0189904.
- 1287 Sutcliffe KM, Vogus TJ, and Dane E (2016) Mindfulness in Organizations: A Cross-Level Review.
- 1288 Annu Rev Organ Psychol Organ Behav 3:55–81.
- Tang, Y. Y., Hölzel, B. K., & Posner, M. I. (2015). The neuroscience of mindfulness meditation.
- 1290 *Nature reviews neuroscience*, 16(4), 213-225.
- Tapper, K. (2022). Mindful eating: what we know so far. *Nutrition bulletin*, 47(2), 168-185.
- Thera, Nyanaponika (2008). The Roots of Good and Evil: Buddhist Texts translated from the Pali
- with Comments and Introduction. <u>Buddhist Publication Society</u>. p. 22. <u>ISBN 9789552403163</u>.
- Tobias Mortlock, J. (2023). Next-generation mindfulness: A mindfulness matrix to extend the
- transformative potential of mindfulness for consumer, organizational, and societal wellbeing.
- 1296 Journal of Consumer Affairs, 57, 721-756. https://doi.org/10.1111/joca.12543
- Tobias Mortlock, J., Querstret, D., & Carter, A. (2022). Extending the Transformative Potential of
- 1298 Mindfulness Through Team Mindfulness Training, Integrating Individual with Collective
- 1299 Mindfulness, in a High-Stress Military Setting. Frontiers in Psychology, 13, 867110.
- https://www.frontiersin.org/articles/10.3389/fpsyg.2022.867110.
- 1301 Treves IN, Li CE, Wang KL, Ozernov-Palchik O, Olson HA, Gabrieli JDE (2023) Mindfulness
- supports emotional resilience in children during the COVID-19 pandemic. PLoS ONE 18(7):
- 1303 e0278501. https://doi.org/10.1371/journal.pone.0278501.
- 1304 Trungpa, C. (2002). Cutting Through Spiritual Materialism. Shabala Classics, Boston.
- 1305 Vago, D. R., and Silbersweig, D. A. (2012). Self-awareness, self-regulation, and self-
- 1306 transcendence (S-ART): a framework for understanding the neurobiological mechanisms of
- mindfulness. Frontiers in human neuroscience, 6, 296. https://doi.org/10.3389/fnhum.2012.00296.
- Van Dam, N. T., Van Vugt, M. K., Vago, D. R., Schmalzl, L., Saron, C. D., Olendzki, A., ... &
- Meyer, D. E. (2018). Mind the hype: A critical evaluation and prescriptive agenda for research on
- mindfulness and meditation. *Perspectives on psychological science*, 13(1), 36-61.
- Van Doesum, N. J., Van Lange, D. A. W., and Van Lange, P. A. M. (2013). Social mindfulness:
- Skill and will to navigate the social world. Journal of Personality and Social Psychology, 105(1),
- 1313 86–103.
- van Lange, P. A. M., and van Doesum, N. J. (2015). Social mindfulness and social
- 1315 hostility. Current Opinion in Behavioral Sciences, 3, 18-
- 1316 24. https://doi.org/10.1016/j.cobeha.2014.12.009.
- 1317 Vargas-Nieto, J., Zambrano, D., Montorio, I. et al. (2024). Efficacy of Digital Mindfulness-Based
- 1318 Interventions for Repetitive Negative Thinking: A Systematic Review and Bibliometric
- 1319 Analysis. *Mindfulness* **15**, 523–538. https://doi.org/10.1007/s12671-024-02321-w.

- 1320 Yogeswaran, V., & El Morr, C. (2021). Effectiveness of online mindfulness interventions on
- medical students' mental health: a systematic review. BMC public health, 21(1), 2293.
- 1322 https://doi.org/10.1186/s12889-021-12341-z.
- Vogus TJ, Sutcliffe KM (2007a) The impact of safety organizing, trusted leadership, and care
- pathways on reported medication errors in hospital nursing units. Med Care 45:997–1002.
- Vogus TJ, Sutcliffe KM (2012) Organizational mindfulness and mindful organizing: a
- reconciliation and path forward. Acad Manag Learn Educ 11:722–35.
- Vogus, T.J., Rothman, N.B., Sutcliffe, K.M. and Weick, K.E. (2014). The affective foundations of
- high-reliability organizing. Journal of Organizational Behavior, 35(4), pp.592-596.
- Vonderlin, R., Biermann, M., Bohus, M., & Lyssenko, L. (2020). Mindfulness-based programs in
- the workplace: A meta-analysis of randomized controlled trials. Mindfulness, 11(7), 1579-
- 1331 1598. https://doi.org/10.1007/s12671-020-01328-3
- 1332 Vu, M. C., & Burton, N. (2020). Mindful reflexivity: Unpacking the process of transformative
- learning in mindfulness and discernment. *Management Learning*, 51(2), 207-226.
- 1334 Vygotsky, L. S. (1994). The problem of the environment. In R.v.d. Veer & J. Valsiner (Eds.), The
- 1335 Vygotsky reader. Oxford, United Kingdom: Blackwell.
- Weick, K. E., and Sutcliffe, K. M. (2007). Managing the unexpected: Resilient performance in an
- age of uncertainty. Second edition. San Francisco: Jossey-Bass.
- Weick, K. E., Sutcliffe, K. M., and Obstfeld, D. (1999). Organizing for high reliability: processes
- of collective mindfulness. In Research in Organizational Behavior (Vol. 1, pp. 81–123).
- 1340 https://doi.org/10.1.1.465.1382.
- Weick, Karl E., and Karlene H. Roberts (1993) Collective Mind in Organizations: Heedful
- 1342 Interrelating on Flight Decks. Administrative Science Quarterly, 38, 3, 357.
- 1343 https://doi.org/10.2307/2393372.
- Weinberg, H. (2020). Online group psychotherapy: Challenges and possibilities during COVID-
- 1345 19—A practice review. Group Dynamics: Theory, Research, and Practice, 24(3), 201-
- 1346 211. https://doi.org/10.1037/gdn0000140.
- Welsh, M.A., & Dehler, G.E. (2013). Combining Critical Reflection and Design Thinking to
- Develop Integrative Learners. *Journal of Management Education*, 37, 771 802.
- Wenger, E. (1998). Communities of practice: Learning, meaning, and identity. Cambridge
- 1350 University Press. https://doi.org/10.1017/CBO9780511803932.
- Wielgosz, J., Goldberg, S. B., Kral, T. R. A., Dunne, J. D., & Davidson, R. J. (2019). Mindfulness
- meditation and psychopathology. Annual Review of Clinical Psychology, 15, 285-
- 1353 316. https://doi.org/10.1146/annurev-clinpsy-021815-093423.
- Williams, Mark, and Danny Penman (2011) Mindfulness: A Practical Guide to Finding Peace in a
- 1355 Frantic World. Hachette UK.
- Willig, C. (2013). *Introducing qualitative research in psychology*. McGraw-Hill Education (UK).

- Witarto, B. S., Visuddho, V., Witarto, A. P., Bestari, D., Sawitri, B., Melapi, T. A. S., & Wungu,
- 1358 C. D. K. (2022). Effectiveness of online mindfulness-based interventions in improving mental
- health during the COVID-19 pandemic: A systematic review and meta-analysis of randomized
- 1360 controlled trials. *PloS one*, 17(9), e0274177.
- 1361 Yu, L., and Zellmer-Bruhn, M. (2018). Introducing team mindfulness and considering its safeguard
- role against conflict transformation and social undermining. Academy of Management Journal,
- 1363 61(1), 324–347.
- 1364 Zhang, W. and Watts, S. (2008), "Online communities as communities of practice: a case
- 1365 study", Journal of Knowledge Management, Vol. 12 No. 4, pp. 55-
- 1366 71. https://doi.org/10.1108/13673270810884255.