MINDFULNESS PHILOSOPHY AND THE REDEFINED TRANSFORMATION LEADERSHIP MODEL: THE CASE STUDY OF PLUM VILLAGE

Nguyen Manh Cuong, Noah Mutai, Svitlana Samoylenko, Anna Rostomyan, Safia Anjum, Lawrence Ibeh, Kangwa Silwizya, Navya Gubbi Sateeshchandra, Lorenzo Bertero, Olufunke Mercy Popoola, Tran Nghiem

ABSTRACT

Purpose: The goal of this research is to investigate the incorporation of mindfulness philosophy into transformational leadership theories and to revise the current transformational leadership model. The study focuses on Plum Village, Thich Nhat Hanh's contemplative mindfulness community, to discover fundamental attributes and practices of transformational leaders who incorporate mindfulness philosophy into their leadership approach.

Theoretical Reference: The study's key theoretical underpinnings include mindfulness philosophy and transformational leadership theories. In the context of transformational leadership, it emphasizes the importance of non-dualism and the six paramitas of mindfulness philosophy. The theoretical framework also overcomes past research gaps, including the lack of examination of Eastern and contemplative leadership techniques.

Method: The study takes a qualitative method, focusing on Plum Village as a case study to find the important attributes and behaviors of transformative leaders who embrace mindfulness philosophy. Methods of data collection include interviews, observations, and document analysis. Thematic analysis is used in the study to uncover patterns and themes in the collected data.
Results and Conclusion: The study reveals the important characteristics and practices of transformational leaders who incorporate mindfulness philosophy, emphasizing the significant relationship between non-dualism, the six paramitas of mindfulness philosophy, and transformational leadership. The conclusion emphasizes the significance of incorporating mindfulness philosophy into transformational leadership theories in order to accelerate the growth of transformative enterprises.

Research Implications: The findings have far-reaching impact for leadership development and organizational culture. It recommends three effective strategies for organizations seeking to incorporate mindfulness practices into their leadership development programs: incorporating mindfulness practices into leadership training, creating a supportive environment for mindfulness practices, and promoting a mindful approach to decision-making and problem-solving within the organization.

Originality/Value: This study adds to the body of knowledge by bridging the gap between mindfulness philosophy and transformational leadership theories, specifically in the context of Eastern and contemplative leadership techniques. The creation of a one-of-a-kind transformational leadership model based on the incorporation of mindfulness philosophy adds uniqueness and value to the current body of knowledge in leadership studies. The study offers businesses practical ways for cultivating a mindful workplace culture and underlines the transformative potential of adopting mindfulness into leadership ideas.

Keywords: mindfulness philosophy, Plum Village, transformational leadership, Thich Nhat Hanh, Diamond Sutra.
em teorias de liderança transformacional, a fim de acelerar o crescimento de empresas transformadoras.

**Implicações da pesquisa:** As descobertas têm um impacto de longo alcance para o desenvolvimento de liderança e cultura organizacional. Recomenda três estratégias eficazes para organizações que buscam incorporar práticas de mindfulness em seus programas de desenvolvimento de liderança: incorporando práticas de mindfulness no treinamento de liderança, criando um ambiente de apoio para práticas de mindfulness e promovendo uma abordagem consciente para a tomada de decisões e resolução de problemas dentro da organização.

**Originalidade/valor:** Este estudo contribui para o corpo do conhecimento, unindo a lacuna entre a filosofia da mindfulness e as teorias de liderança transformacional, especificamente no contexto das técnicas de liderança oriental e contemplativa. A criação de um modelo de liderança transformacional único baseado na incorporação da filosofia da mindfulness acrescenta singularidade e valor ao corpo atual de conhecimento em estudos de liderança. O estudo oferece às empresas formas práticas de cultivar uma cultura consciente no local de trabalho e sublinha o potencial transformador de adotar a atenção plena em ideias de liderança.

**Palavras-chave:** mindfulness filosofia, aldeia de Plum, liderança transformacional, Thich Nhat Hanh, Diamond Sutra.

**1 INTRODUCTION**

The fields of mindfulness philosophy and transformational leadership theories may appear to be distinct, with one focused on spiritual development and the other on organizational management. However, upon closer examination, it becomes evident that these two fields share several core principles and have the potential to mutually enhance each other such as self-awareness, self-management, empathy, and continuous personal growth, which are critical for individuals and organizations. This paper aims to investigate the leadership practices and principles associated with mindfulness by conducting a case study analysis of Plum Village, a mindfulness practice centre established by Zen Master Thich Nhat Hanh. Through this examination of Plum Village, we can gain insights into how the principles of mindfulness philosophy can be applied in the context of transformational leadership, and how the understanding obtained from transformational leadership can deepen our comprehension of mindfulness philosophy.

Plum Village, situated in the peaceful countryside of southwestern France, offers a diverse range of retreats, workshops, and programs that cater to individuals from various backgrounds. The serene environment, characterized by tranquil surroundings and gentle natural sounds, provides an ideal setting for individuals to embark on a transformative journey of self-discovery and spiritual growth. Mindfulness, which permeates every aspect of life at Plum Village, including work, relationships, and social interactions, is an integral part of daily existence. Established by the esteemed Zen Master Thich Nhat Hanh,
in 1982, Plum Village has evolved into a thriving global community of dedicated practitioners, guided by the profound teachings of mindfulness, and engaged Buddhism. This practice centre applies mindfulness philosophies to help individuals to heal and transform themselves for organizational and social changes. Plum Village's commitment to fostering harmony among individuals and society has garnered widespread recognition, solidifying its position as a pioneer in promoting social change. Amidst the tranquil ambiance of Plum Village, where time seems to slow and a sense of serenity fills the air, all are welcome to find solace, enlightenment, and a profound connection with themselves and the world.

The objective of our study is to improve the understanding of leadership and personal development by integrating the deep insights from Mindfulness philosophy with the transformative principles of leadership theories. We will conduct a thorough analysis of scholarly articles and examine a real-life situation to explore the intricate connections between mindfulness philosophy and transformational leadership theories, emphasizing their potential for mutual benefit and empowerment. Therefore, the study could help to answer the questions how integrate mindfulness philosophy can integrate into the transformational leadership theories.

The rest of the paper is organized into four sections. Section 2 review the theoretical framework for mindfulness philosophies and transformation leadership for the case study. Section 3 concerns with study methodologies. Section 4 centres around the results and discussions of empirical analysis of the Plum village case study and its mindfulness philosophy, elucidating its potential integration within the transformational leadership model. Lastly, Section 5 presents the conclusions.

2 THEORETICAL FRAMEWORK

Several studies such as Jung (2001), Judge and Piccolo. (2004), Aarons (2006), Skopak and Hadzaihmetovic (2022), Jacobsen et al. (2022) provided strong support for the research hypotheses, indicating that individuals in the transformational leadership and nominal group conditions exhibited superior performance compared to those in the transactional leadership and real group conditions. This consistent pattern of results was observed across both measures of creativity.

The study of mindfulness philosophy and transformational leadership theories has grown in recent years due to their potential to improve leadership development programs
and foster personal and spiritual growth in leaders and followers. Some scholars argue that incorporating mindfulness practices into transformational leadership can assist leaders in developing self-awareness, emotional intelligence, and empathy, all of which are crucial for inspiring and empowering followers (Bass & Riggio, 2006; Den Hartog & Belschak, 2012).

According to Kabat-Zinn (2003), mindfulness means being aware and present in the current moment, without judgment, achieved through meditation or intentional attention. Such mindfulness practices help to enhance one's ability to focus, manage their emotions, and adapt more effectively (Creswell, 2017; Tang et al., 2015). Emotion management is connected with self-awareness, since we can improve our well-being as well as clarity of thinking more effectively (Rostomyan, 2022b).

According to Goleman (1995), a self-regulating individual can have their emotional responses in an appropriate manner to involve in social relationship. Self-regulation includes both verbal and non-verbal levels, where they can deal with the outward expressions of their internal emotions (Rostomyan, 2022a).

These advantages have significant implications for transformational leadership, as leaders who incorporate mindfulness and self-regulation into their routines may be better equipped to navigate complex and stressful situations, effectively communicate with their followers, and foster positive relationships (Good et al., 2016).

Purwanto et al. (2023) find out that consider transformational leadership, as well as job resources have a good and significant impact on engagement. Furthermore, work resources have been shown to moderate the impact of transformational leadership on employee engagement.

Thence, we can come to think that those leaders who possess better emotional intelligence (EQ) skills, they lead their teams towards success in a more agile and sophisticated manner that is enjoyable for all parties involved.

Transformational leadership is to motivate and empower followers to achieve shared goals and visions (Bass & Riggio, 2006). Research results indicate that transformational leadership has positive association with various organizational outcomes, including job satisfaction, organizational commitment, and performance (Den Hartog & Belschak, 2012; Judge & Piccolo, 2004). Transformational leaders typically have four key characteristics: intellectual stimulation, individualized consideration, inspirational motivation, and idealized influence (Bass & Riggio, 2006).
In the public sector, Yusuf et al. (2023) argues that transformational public sector leadership is a leadership style that can help to restore, preserve, and develop public trust in government. As a result, transformational leadership is better suited to public sector leadership models.

Firstly, according to Cuong et al. (2023), intellectual stimulation means a leader's ability to encourage followers to have creative and critical thinking and to generate new business ideas and innovation approaches. Secondly, individualized consideration involves providing personalized support and recognition to each follower, fostering positive relationships and a sense of belonging. Thirdly, inspirational motivation entails inspiring and motivating followers through a shared vision and passion for achieving goals. Lastly, idealized influence involves serving as a role model for followers, exhibiting high ethical behaviors towards others (Bass & Riggio, 2006) (Figure 1).

However, the previous studies have not been able to integrate mindfulness philosophy and transformational leadership theories. The current research on mindfulness and leadership primarily focuses on how mindfulness can enhance leadership qualities such as emotional intelligence and one of its most important ingredients, namely empathy.

According to Goleman (1995), there are three types of empathy, namely a) cognitive, b) emotional, and c) compassionate. It is noteworthy that especially the last type of empathy is very essential for effective transformational leaders, since on this stage...
they take actions towards finding solutions to existing problems, also considering the team’s emotions.

However, these studies do not thoroughly explore how the principles of mindfulness philosophy can be integrated into the transformational leadership model. While the concept of transformational leadership has demonstrated potential in improving organizational outcomes, it is important to acknowledge that leaders may be limited by their own personal characteristics and attributes, which may prevent them from effectively inspiring and motivating their followers. This limitation emphasizes the significance of incorporating mindfulness practices into the development of transformational leadership programs, as mindfulness can assist leaders in cultivating the necessary self-awareness, which is the groundbreaking first level of emotional intelligence, which is an outstanding characteristic feature of effective leadership.

In addition, there is a pressing need for more empirical research that investigates the effectiveness of incorporating mindfulness practices into transformational leadership models. Although some studies suggest that mindfulness practices can enhance leadership qualities such as emotional intelligence and empathy, there is a dearth of empirical evidence supporting the efficacy of mindfulness-based leadership development programs. This knowledge gap is critical, as it is crucial to establish the effectiveness of mindfulness-based leadership development programs to justify their implementation within organizations.

Furthermore, there is a need for more case studies and qualitative research that examine the practicalities and challenges of implementing mindfulness-based leadership development programs in real-world settings. While some studies have proposed the integration of mindfulness practices into leadership development programs, there is limited research that explores the experiences and perspectives of leaders and followers in implementing such programs within organizations (Reb & Narayanan, 2014). Gaining a better understanding of the experiences and potential impact of mindfulness-based leadership development programs is essential for evaluating their success and potential benefits. Furthermore, most of the existing research primarily focuses on Western leadership models, neglecting to adequately explore Eastern or contemplative approaches to leadership.

Most studies examining the intersection of mindfulness and leadership have been conducted within Western contexts, with minimal attention given to how mindfulness
Mindfulness practices can be integrated into leadership models rooted in Eastern philosophy and spirituality. This represents a significant gap in the literature, considering that mindfulness practices have deep roots in Eastern traditions, such as Buddhism, and can provide a unique perspective on leadership development. The incorporation of the principles of the six paramitas and non-dualism from mindfulness philosophy into leadership practices has gained recognition among researchers. This integration has been found to cultivate compassionate and effective leaders.

To summarize, the existing literature lacks research that specifically examines the integration of mindfulness practices into transformational leadership models. Additionally, there is limited attention given to Eastern or contemplative approaches to leadership. Furthermore, there is a need for more empirical research on the effectiveness of mindfulness-based leadership development programs.

With regard to theoretical framework for the mindfulness philosophy and transformational leadership theories, Pinck & Sonnentag (2018) clarified the role of transformational leadership as a mediator between leader mindfulness and the well-being of subordinates in the workplace. Through multilevel mediation analyses, leader mindfulness had a positive association with subordinates' positive affect and job satisfaction, while having a negative association with their psychosomatic complaints, all mediated by transformational leadership. Meanwhile, Zhang et al (2020) suggested that the perceived presence of genuine leadership acts as a mediator in the connection between followers' mindfulness and their overall well-being. The leadership mindfulness was to induce follower mindfulness on perceived authentic leadership and follower well-being through perceived authentic leadership.

Another study by Reave (2005) explored the connections between mindfulness philosophy and servant leadership. The study contended that mindfulness philosophy highlights the importance of non-attachment and compassion, qualities that are also crucial for servant leadership, where the leaders not only lead the teams towards a common goal, but also serve the benefits of all the parties involved. The study suggested that leaders who adhere to Mindfulness Buddhist principles may be better equipped to prioritize the needs of their followers and establish a servant-led organization. Other scholars have also investigated the correlation between mindfulness philosophy and leadership development more comprehensively. For instance, Senge (1990) argued that mindfulness philosophy can facilitate the cultivation of qualities such as self-awareness,
empathy, and systems thinking. He proposed that leaders who practice Mindfulness Buddhist principles may possess better skills in navigating complex organizational challenges and developing sustainable, long-term solutions.

Suman (2016) analyses the diamond sutra and offers valuable insights for leadership, particularly in relation to contemporary business challenges. This study illuminates the three fundamental principles of the Diamond Sutra to deal with present-day business dilemmas. The first principle, "emptiness of all things," posits that every situation does not have inherent significance and acquires meaning through individual interpretation. The second principle is that our perceptions create our reality. Lastly, the third principle asserts that positive mental attitudes with good intentions are the initial causes of success and happiness of individuals. These principles are incorporated into mindfulness philosophy.

The incorporation of principles from mindfulness philosophy into leadership practices has the potential to enhance several leadership theories. Transformational leadership, for instance, emphasizes the inspiration and empowerment of followers to reach their full potential. By integrating principles of mindfulness, compassion, self-reflection, and humility, leaders can gain a deeper understanding of their followers' needs and inspire greater engagement and commitment to the organization. Additionally, leaders can create a culture of service and prioritize the needs of followers over their own personal interests by integrating mindfulness principles of non-attachment, compassion, and humility. Lastly, mindfulness philosophy emphasizes authenticity and acting in alignment with one's values and beliefs. Through the integration of mindfulness principles such as self-reflection, non-attachment, and mindfulness, leaders can develop a deeper understanding of their own thoughts and behaviours, act in accordance with their values, and inspire followers to do the same. Firstly, mindfulness emphasizes the importance of being fully present in the moment and being aware of one's thoughts and emotions (Hanh, 2009). Leaders who practice mindfulness may be better equipped to make informed decisions, establish stronger relationships with their followers, and foster a positive organizational culture. Secondly, non-attachment in mindfulness philosophy means that suffering arises from attachment to material possessions and external factors. Leaders who practice non-attachment may be more capable of remaining calm and focused during challenges and prioritizing the needs of their followers over their own interests.
Thirdly, compassion in mindfulness philosophy highlights the significance of showing compassion and empathy towards all beings. Leaders who cultivate compassion may be more effective in building strong relationships, inspiring loyalty, and commitment, and creating a positive organizational culture. Lastly, self-reflection in mindfulness philosophy encourages practitioners to engage in regular introspection. Leaders who take time to reflect on their thoughts, feelings, and behaviors may be better able to identify areas for improvement, learn from their mistakes, and continually grow and develop as leaders.

One notable distinction between mindfulness philosophy and servant leadership is their inward versus outward focus. Mindfulness transformational leaders prioritize their personal development and growth to enhance their leadership abilities, while servant leaders prioritize the needs of others and strive to develop the leadership potential of their followers. However, there is some overlap between the two approaches, and some leaders may incorporate elements of both mindfulness and transformation into their leadership style. Ultimately, the most effective leadership style will depend on the individual leader's personality, values, and organizational context (Kozak, 2021).

Mindfulness transformational leadership is like being a superhero. Just like superheroes help others, there are special people called Bodhisattva in Buddhism who have become very wise and enlightened. But instead of going away to a special place, they stay in the world to help others become wise and enlightened too. They do this by being kind, helping others, and trying to make the world a better place. Some people think that leaders in business should be like Bodhisattvas too. They should care about their employees, customers, and the environment, and make decisions that will help everyone in the long run, instead of just trying to make as much money as possible right now.

However, it is important to understand that not everyone who practices mindfulness transformation leadership sees it the same way. Some people argue that mindfulness philosophy and business development do not really go together because business focuses on making money and competing, which goes against the principles of mindfulness philosophy that emphasize letting go and seeing things as connected.

The six paramitas, regarded as fundamental virtues for attaining enlightenment according to mindfulness philosophy, also hold practical implications for leadership in the context of business development. According to Kyabgon (2014) the six paramitas in
Mindfulness philosophy are generosity, ethics, patience, effort, concentration, and wisdom. Leaders can apply these virtues in business development as follows: (i) Practising generosity through sharing knowledge and resources with team members and giving back to the community (ii) Acting with integrity, honesty, and transparency to practice ethical behaviour (iii) Being patient by persevering through challenges and maintaining a long-term perspective on business development goals (iv) Working hard to achieve goals, motivating, and inspiring team members, and seeking to continuously improve skills and knowledge through effort. (v) Focusing on what is most important and avoiding distractions and interruptions to practice concentration (vi) Cultivating a deep understanding of oneself, team members, and the business environment to make wise decisions based on sound judgement and intuition.

Further, the use of non-dualism in daily life is observed in Buddhism, as well as in the perspective of transformational leadership, wherein the notion of interconnectedness is emphasised. The interconnectedness between us is indissoluble. The rose can be considered as waste material, while the one who does not engage in prostitution assumes the role of a prostitute. The affluent individual represents the economically disadvantaged woman, while the adherent of Buddhism contrasts with the one who does not follow this religious tradition. Non-Buddhists are inherently connected to Buddhism due to the concept of interbeing. Upon introspection, when we observe our inner selves, we experience her anguish, as well as the collective suffering of the entire globe for the transformation leadership (Hanh, 2009).

The six paramitas, also referred to as the six perfections, hold significant importance in the mindfulness philosophy adopted by Plum Village (Yen, 2001). These principles are integral to the Mahayana Buddhist tradition, which Plum Village aligns with, and are considered crucial qualities for fostering a compassionate and mindful lifestyle. The six paramitas offer a valuable framework for transformative leaders aspiring to enact positive change within individuals and organizations, through the cultivation of compassion, ethics, resilience, focus, and wisdom. By nurturing these virtues, leaders can establish stronger connections with their team members and stakeholders, establish a constructive and ethical organizational culture, and attain sustainable business growth in the long run.
3 STUDY METHODOLOGY

This paper utilizes an embedded case study as its research methodology, where analysing a specific case within a larger context, such as a broader organization or industry is to redefine the current transformational leadership model. The case is situated within this broader context and examined in relation to its environment, which encompasses social, political, economic, and cultural factors (Yin, 2014). The purpose of employing an embedded case study is to comprehend how the case is influenced by its context and how it, in turn, influences the larger context in which it operates. Through the examination of the case within its environment, researchers can identify the ways in which it is affected by external factors, such as industry trends, government regulations, or cultural norms, and observe its responses to these influences (Eisenhardt, 1989).

Embedded case studies are commonly utilized in business and management research, where scholars may examine a specific corporation or organization within a larger sector or market. To illustrate, a researcher might undertake an embedded case study of a particular technology firm within the broader context of the global technology industry. By analysing the company within its industry framework, the researcher can discern the manners in which the company's strategies, policies, and practices are influenced by wider industry patterns and competitive forces (Eisenhardt & Graebner, 2007).

The case study of Plum Village is highly relevant for the embedded case study method for several reasons. Firstly, it provides a comprehensive and intricate context for examining principles and practices of mindfulness leadership, as it has a well-established history of mindfulness practice. Secondly, it allows for a thorough analysis of various levels of data, including individual behavior, group dynamics, and organizational culture. Third, the use of multiple sources of data can be employed to ensure the credibility and dependability of the findings.

Plum Village, a mindful community established by Zen Master Thich Nhat Hanh, has exerted a notable influence on the global community. Its teachings and practices have been embraced worldwide, with mindfulness practices implemented in more than 100 countries. Plum Village has actively fostered interfaith dialogue, social justice, and environmental activism, and has successfully integrated mindfulness practices into various domains such as education, healthcare, and business. These impacts have been substantiated through extensive research studies and reports, serving as a source of
inspiration for millions of individuals to lead more mindful and compassionate lives, and strive towards a more equitable and sustainable world. A study conducted in 2018 revealed that mindfulness practices have been implemented in over one hundred countries, with a constant exponential growth in the popularity of mindfulness-based interventions (Crane et al., 2017).

The teachings of Plum Village have been translated into numerous languages and disseminated to millions of individuals worldwide, as evident by the community's YouTube channel amassing over 70,000 subscribers. Furthermore, Plum Village has also played a significant role in inspiring the growth of mindful businesses. Countless companies, including Google, Target, and General Mills, have adopted the Plum Village tradition of mindfulness practices to enhance employee well-being and increase productivity.

Data sources include document reviews, observation, and practice of mindfulness, in-depth discussion with people from the Plump village. We can check that our information is correct by looking at different sources and analysing the information carefully. The study validate findings, followed by rigorous data analysis, presentation, discussion, and conclusion to comprehend comprehensive insights into the topic.

4 RESULTS AND DISCUSSION
4.1 CASE STUDY OF MINDFULNESS TRANSFORMATION LEADERSHIP OF THICH NHAT HANH

Plum Village, situated in the southern region of France, serves as a centre for the practice of mindfulness. It was established by Thich Nhat Hanh, a highly esteemed Vietnamese Buddhist monk, teacher, and advocate for peace, in the year 1982. Throughout his life, Hanh has committed himself to the promotion of mindfulness and the dissemination of Buddhist principles worldwide (Hanh, 2021). Hanh, born in Vietnam in 1926, entered the Buddhist monastic order at the age of sixteen. He went on to establish the school of youth for social service, an organization dedicated to providing medical assistance, education, and various other services to individuals residing in rural areas during the tumultuous period of the Vietnam War. In 1966, Hanh embarked on journeys to the United States and Europe, where he began instructing others in the practices of meditation and mindfulness. His teachings quickly attracted a following
Thich Nhat Hanh, a prominent figure in the field of Buddhism, is a Vietnamese monk, educator, writer, and advocate for peace. He has gained widespread recognition for his teachings on the significance of mindfulness and transformative leadership. Thich Nhat Hanh's leadership approach underscores the necessity of personal growth and development as a prerequisite for effective leadership and societal change. His teachings are rooted in the Buddhist principle of interdependence and the practice of mindfulness. Born in Vietnam in 1926, Thich Nhat Hanh adopted the monastic lifestyle at the young age of sixteen. He pursued extensive studies in Buddhist philosophy, meditation, and mindfulness at numerous monasteries across Vietnam and Southeast Asia. It was during these studies that Thich Nhat Hanh's interest in the practical application of Buddhist teachings to everyday life and social matters deepened.

During the 1960s, Thich Nhat Hanh emerged as a prominent advocate for promoting peace and social justice amidst the backdrop of the Vietnam War. He established the School of Youth for Social Service, an organization dedicated to aiding and support to Vietnamese civilians who were adversely affected by the conflict. Notably, Thich Nhat Hanh's teachings on mindfulness and engaged Buddhism during this period underscored the significance of incorporating Buddhist principles into the realm of social and political affairs.

Thich Nhat Hanh initiated a transformative endeavour as a prominent advocate of a philosophy centred around the practise of mindfulness, commencing during his formative years as a practitioner of Buddhism. His monastic life was not just meditation, but build the communiny of practicing mindfulness philosophy for social change and development. Hanh's teachings on mindfulness and transformational leadership are firmly rooted in his dedication to societal and political involvement. Throughout the Vietnam War, Hanh strongly supported for the peace and social justice. He initiated the establishment of the school of youth for social service, an organization aiding and societal services to Vietnamese civilians affected by the conflict.

Mindfulness is a central practice emphasized by Hanh, and he has extensively written about it, where mindfulness is defined as the positive energy to design our happiness and happiness is here and now (Hanh, 1998). He believes that mindfulness is not only a personal practice but also a tool for bringing about social change. Hanh argues
that leaders who lack self-awareness and compassion are unable to effectively lead others. Instead, they become trapped in their own egos and struggle to connect with others. The teachings of Thich Nhat Hanh regarding mindfulness and transformative leadership are rooted in the Buddhist concept of interdependence. According to Hanh, everything in the world is interconnected, and individuals must recognize their place within the broader web of life to be effective leaders. In his book "The Heart of the Buddha's Teaching", Hanh states that the existence of a rose is dependent on non-rose elements such as sunlight, rain, and the earth (Hanh, 1998).

Thich Nhat Hanh's teachings centre on the significance of personal transformation as a prerequisite for effective leadership, which must start with leadership transformation, where leaders cultivate their mindfulness philosophies, wisdom and compassion daily (Hanh, 2007). According to Hanh, leaders who possess self-awareness and compassion are more successful in inspiring others and instigating positive change. He contends that leadership should be grounded in service and compassion, rather than the pursuit of power or personal gain. Thus, Hanh's teachings on mindfulness have strong influence on various domains (both politics and business sector).

4.2 MODEL OF THE TRANSFORMATION ORGANIZATION - PLUM VILLAGE

Plum Village was established by Thich Nhat Hanh and his adherents after his expulsion from Vietnam in 1982. Since then, Plum Village has become the dynamic community of monks, nuns, and lay individuals who practice mindfulness philosophy for social changes and well-being of personal development. The teachings of Thich Nhat Hanh and the practices espoused by Plum Village have exerted a profound influence on the mindfulness movement, serving as a catalyst for innumerable individuals to embark on personal growth and societal reform through the cultivation of mindfulness (Hanh, 2005).

Plum Village, a centre for the practice of mindfulness located in the southern region of France, was established by Thich Nhat Hanh, a renowned Vietnamese Zen master and advocate for peace, in 1982. The primary objective of this facility is to offer individuals a supportive atmosphere in which they can engage in mindfulness exercises, meditation, and self-reflection. Situated amidst stunning gardens, undulating hills, and expansive open spaces, Plum Village presents visitors with a tranquil and nurturing setting conducive to the practice of mindfulness meditation (Hanh, 2005).
The centre is a meditation hall, and residential accommodations for visitors managed by a community of monastics who reside on the premises and practice the mindfulness philosophy of Thich Nhat Hanh. Plum Village offers retreats and workshops throughout the year, catering to individuals of diverse ages, backgrounds, and spiritual affiliations, aiming to enhance their understanding of mindfulness and meditation and further develop their practice. These retreats are conducted with a spirit of inclusivity, openness, and non-discrimination (Hanh, 2005).

Plum Village adopts a distinctive approach to the practice of mindfulness, placing a strong emphasis on integrating mindfulness into all aspects of daily life (Hanh, 2005). Visitors could participate in daily mindfulness activities to transform their daily habits with self-awareness of their thinking, emotion as well as their behaviors. The centre also offers teachings on compassionate communication, deep listening, and mindful relationships, equipping visitors with tools to transform their relationships with themselves and others. In addition, Plum Village takes an active role in social and environmental activism, supporting various causes related to social justice, including refugees, environmental protection, and peace activism. The center believes in the interconnectedness of personal and social transformation and asserts that the practice of mindfulness can contribute to the creation of a more compassionate and equitable world. This approach is termed as engaged Buddhism, which transform individuals towards mindfulness philosophies and social change (Hanh, 2005).

The involvement of children in the Plum Village community is a distinct characteristic. Plum Village offers specific programs tailored for children and young individuals, such as education focused on mindfulness, recreational activities, and creative pursuits. Additionally, the centre arranges a unique retreat for families, providing a chance for parents and children to engage in mindfulness practices collectively (Hanh, 2005).

Plum Village has had a significant influence on the mindfulness movement, serving as a source of inspiration for individuals seeking to incorporate mindfulness practices into their daily routines. Furthermore, the centre has played a pivotal role in advocating engaged Buddhism, which highlights the importance of social and environmental activism (Hanh, 2005). Plum Village is considered as a center for mindfulness practice, where visitors can learn and practice mindfulness philosophy to transform their lives. The centre’s commitment to integrating mindfulness into all aspects
of daily life, promoting social and environmental activism, and fostering a sense of community that includes children make it truly exceptional and life changing. The teachings and practices of Thich Nhat Hanh, as exemplified by Plum Village, continue to inspire, and influence individuals worldwide.

The philosophy of mindfulness has influenced on millions of individuals and organizations in the worlds. His mindfulness philosophies inspires millions of individuals for applying mindfulness into their daily lives and for their life transformation. Moreover, the mindfulness practices taught at Plum Village have been embraced by renowned organizations such as Google, Intel, and the World Bank, who have integrated mindfulness training into their employee wellness initiatives (Hanh, 2005). Furthermore, Thich Nhat Hanh's work has permeated various fields including psychology, education, and healthcare, resulting in the development of mindfulness-based interventions for a diverse range of mental and physical health conditions (Hanh, 2016). The impact of Plum Village and Thich Nhat Hanh's mindfulness philosophy underscores the significance and relevance of investigating the leadership practices and principles associated with mindfulness within this organization.

In the business sector of the United States, there has been a growing trend of adopting mindfulness practices to improve employee well-being, productivity, and creativity. Companies like Google, General Mills, and Aetna have embraced mindfulness (Schultz, 2014; Hafenbrack et al., 2014). The Mindful Leadership Summit, held annually in Washington D. C., have considered the role of mindfulness as the key for leadership training and business management. Similarly, in the European Union, mindfulness has gained recognition as a valuable tool for promoting well-being and resilience in the workplace. Several initiatives have been launched to provide mindfulness training to employees and leaders. The European Parliament organized an event in 2013 titled "Mindfulness and Well-being at Work, "which emphasized the benefits of mindfulness for employee health, job satisfaction, and performance. In Vietnam and Thailand, Thich Nhat Hanh teaching and Plum Village has been expanding quickly. His mindfulness philosophy has been widely applied in education system (Hanh, 2005). Thus, Thich Nhat is well known for numerous awards and honors for his peace contribution.

In Asia, Thich Nhat Hanh's teachings and writings have been widely translated into Chinese and other Asian languages, resonating with individuals in the region due to their emphasis on compassion, nonviolence, and environmental stewardship. In China,
his books and teachings pertaining to mindfulness and engaged Buddhism have been extensively studied and embraced by numerous Buddhist temples and centres. Notably, there has been a burgeoning interest in mindfulness-based approaches to mental health and well-being in China, with Thich Nhat Hanh's teachings and the mindfulness practices of Plum Village playing a pivotal role in this movement (Hanh, 2005). For instance, in Vietnam, Thich Nhat Hanh's teachings have been incorporated into the national education curriculum, with mindfulness practices being taught in educational institutions across the country (Hanh, 2005).

The mindfulness philosophies of Thich Nhat Hanh and Plum Village have exerted a significant impact in the realms of education, corporate sectors, and politics. In the field of education, Plum Village has developed curricula centred around mindfulness that have been adopted by schools and universities in Vietnam and Thailand. These curricula not only promote academic excellence but also foster personal and social well-being. Within the corporate world, Thich Nhat Hanh's teachings on mindfulness have been embraced by major companies such as Google, General Mills, and Aetna, among others, as a means of improving employee well-being, productivity, and creativity. In the realm of politics, Thich Nhat Hanh was recognized as a leading advocate for global peace and reconciliation, nominated for numerous awards as well as a nomination for the Nobel Peace Prize. Moreover, Thich Nhat Hanh has provided guidance to political leaders worldwide on issues related to mindfulness, compassion, and social justice. The broad influence of Thich Nhat Hanh and Plum Village's mindfulness philosophies in education, corporate sectors, and politics serves as evidence of their universal applicability and relevance.

Research has also shown that mindfulness practices can have a positive impact on leadership effectiveness. For example, a study by Reb et al. (2015) found that mindfulness training improved leaders' emotional intelligence, which in turn improved their leadership effectiveness.

Colzato et al. (2012) clarifies the relationship between meditation and creativity, where mindfulness-based stress reduction is applied with mindfulness meditation.

The mindfulness philosophy also includes the six paramitas, which are essential qualities that a leader must cultivate to become an effective transformational leader. In addition to the six paramitas, the mindfulness philosophy also emphasizes the importance
of compassion and empathy in leadership. Compassion involves understanding and caring for the needs of others, while empathy involves being able to see things from others' perspectives (Hanh, 2010). By cultivating compassion and empathy, leaders can create a sense of connection and community with their followers, which can be essential for achieving transformational change. The six paramitas are generosity, morality, patience, diligence, meditation, and wisdom (Hanh, 2012). Generosity refers to the leader's willingness to give without expecting anything in return. Morality emphasizes the importance of ethical behavior and the leader's responsibility to set an example for others. Patience involves the leader's ability to remain calm and composed in difficult situations. Diligence is the quality of perseverance and dedication to achieving goals. Meditation is the practice of cultivating inner peace and calmness, which can help leaders make better decisions.

Finally, wisdom refers to the leader's ability to see things clearly and make wise decisions based on insight and understanding. The six paramitas can be seen as a framework for developing the qualities necessary for transformational leadership. Self-awareness is a key component of the mindfulness philosophy and is closely related to the six Paramitas. Self-awareness allows leaders to understand their strengths and weaknesses, as well as their impact on others. By cultivating the qualities of the six paramitas, leaders can develop the self-awareness necessary to become effective transformational leaders (Wu, 2022).

In sum, Thich Nhat Hanh's mindfulness philosophy can provide some relevant aspects for transformational leadership process. The six paramitas provide a framework for developing the necessary qualities for effective leadership, while compassion and empathy can foster a sense of connection and community with followers. By integrating mindfulness practices into their leadership development, leaders can cultivate self-awareness, compassion, and empathy, which are essential for achieving transformative change. Thich Nhat Hanh's philosophy of mindfulness emphasizes the concept of non-duality, which challenges traditional models of transformational leadership. These models emphasize the ability of individual leaders to inspire and motivate followers towards a shared vision. One of the primary challenges posed by non-duality to transformational leadership is the emphasis on the individual leader as a separate entity. In non-dual philosophy, all beings are interconnected. This challenges traditional notions of leadership that emphasize the importance of the individual leader (Waistell, 2012).
However, proponents of transformational leadership argue that the leader's role should not be seen as separate from the group but rather as a facilitator of the group's collective effort towards a shared vision. Another issue posed by non-duality to transformational leadership is the emphasis on individualized consideration, one of the components of transformational leadership. In non-dual philosophy, the individual self is not seen as separate from the larger interconnected whole and providing individualized attention and support to each follower may be seen as reinforcing the illusion of separateness. However, some scholars argue that individualized consideration in transformational leadership can be reframed as a means of acknowledging and honouring the unique strengths and perspectives of everyone within the larger collective.

In summary, the non-dual philosophy challenges traditional leadership ideals by emphasizing the importance of collective wisdom and decision-making. Non-dual philosophy views the individual self as interconnected with the larger whole, resulting in decision-making being seen as a collective process that values the unique strengths and perspectives of everyone within a group. This contrasts with traditional concept leadership that focuses on decision-making process. However, proponents of transformational leadership argue that the leader's role is not to make decisions for the group, but rather to facilitate a collective decision-making process that respects the unique strengths and perspectives of everyone within the group (Avolio & Yammarino, 2013).

Thich Nhat Hanh also applies the Diamond Sutra for cultivating mindfulness and compassion in daily life. The Diamond Sutra is a significant Mahayana Buddhist text believed to have been written in the 1st century CE. The sutra emphasizes the significance of emptiness, non-attachment, and non-dualism in achieving enlightenment (Watson, 2010). Thich Nhat Hanh's interpretation of the Diamond Sutra bring about its application to daily life with mindfulness, wisdom and compassion from this sutra. He argues that the Diamond Sutra provides a means to transcend dualistic thinking and cultivate a deep understanding of interdependence and interconnectedness. The Diamond Sutra, a highly influential text in Mahayana Buddhism, presents the concept of non-dualism, emphasizing the interconnectedness of all phenomena. This concept can be applied to transformational leadership, particularly in the realm of building relationships with followers. Thich Nhat Hanh, a Vietnamese Zen master and author, has developed the concept of "engaged Buddhism" based on the principles of non-dualism and mindfulness, which he believes can be applied to various aspects of life, including leadership.
By integrating the principles of non-dualism and mindfulness into their leadership style, transformational leaders could foster a culture of interconnectedness and compassion, thereby cultivating strong relationships with their followers (Lee & Chung, 2015). This can result in a more collaborative and innovative work environment where everyone feels valued and supported. Furthermore, leaders who practice mindfulness and non-dualism are better equipped to handle challenging situations with equanimity and clarity and are more likely to make decisions that benefit all stakeholders. The six Paramitas, or the six Perfections include generosity, ethical conduct, patience, diligence, concentration, and wisdom. These principles can be applied to transformational leadership, where leaders who embody these qualities are better able to inspire and motivate their followers to reach their full potential.

Secondly, Plum Village integrates mindfulness into all aspects of daily life, providing visitors with an immersive and supportive environment to practice mindfulness and deepen their practice. The community is under the guidance of monastics who enjoy every moment of their life through practicing mindfulness and serving as role models for visitors. The centre also emphasizes the significance of social and environmental activism, supporting causes such as refugees, environmental protection, and peace activism. The case of Thich Nhat Hanh and Plum Village can be seen as an example of mindfulness transformational leadership for several reasons. Firstly, Thich Nhat Hanh himself embodies the principles of mindfulness and transformational leadership, dedicating his life to practicing mindfulness and sharing its benefits with others. Through his teachings and example, he has inspired countless individuals to live more mindfully, compassionately, and peacefully.
4.3 DISCUSSIONS: TOWARD THE REDEFINED TRANSFORMATION LEADERSHIP MODEL

By incorporating mindfulness practices into transformational leadership, leaders can enhance their ability to establish strong, supportive relationships with followers and cultivate a sense of shared purpose and vision (Hanh, 2016). The teachings and programs of Plum Village exemplify the application of these principles in mindful-based leadership. These teachings emphasize the significance of self-awareness, compassion, and service as essential qualities of effective leaders (Hanh, 2005). By fostering these qualities through mindfulness practices, the concept of mindfulness-based leadership suggests that integrating mindfulness practices into leadership development programs can improve leaders' capacity to build strong relationships with followers, inspire and empower them, and cultivate a sense of shared purpose and vision. This approach is to assist leaders in becoming more present and attentive, more responsive to their followers' needs and concerns, and better equipped to navigate complex, rapidly evolving business environments.

The existing model of transformational leadership has certain limitations and restrictions that may hinder its effectiveness in certain contexts. The model is constrained by the leader's own personality and characteristics, as they may not possess the necessary qualities or skills to effectively inspire and motivate their followers. The transformational leadership model has its own constraints.

One significant constraint is the reliance on the leader's personality and characteristics. Not all leaders possess the qualities and skills necessary to effectively inspire and motivate their followers towards the shared vision. Some may lack the emotional intelligence, empathy, or self-awareness needed to connect with and understand their followers' needs and concerns. This constraint leads to a lack of trust and respect from followers, making it difficult for the leader to create a strong sense of shared vision and purpose. Further, leaders may face challenges in adapting to different contexts and cultures, as what works in one setting may not necessarily work in another.

The effectiveness of the transformational leadership is dependent upon the leader's ability to first transform themselves, particularly in areas such as ethics and mindfulness. This model emphasized four key functions: intellectual stimulation, individualized consideration, inspirational motivation, and idealized influence. However, if the leader lacks the necessary qualities or skills, they may struggle to inspire and
motivate their followers to the same degree. For instance, the intellectual stimulation function necessitates the leader not only challenging the status quo but also encouraging creativity among followers. If the leader is resistant to new ideas or alternative approaches, they may face difficulties in fostering an environment conducive to creativity and exploration. Similarly, individualized consideration entails supporting and encouraging individual followers, but this can only be achieved if the leader is receptive to listening and effectively communicating with their team. Inspirational motivation is also a pivotal function, requiring the leader to possess a clear vision and the ability to articulate it to their followers. However, if the leader lacks passion and motivation themselves, they may encounter obstacles in inspiring their team to achieve the same goals. Lastly, the idealized influence function relies on the transformational leader serving as a role model for followers, but this can only be effective if the leader is trusted and respected by their team. If the leader lacks credibility or is perceived as unethical, their ideals will not be internalized by their followers.

The model of transformational leadership has been redefined to encompass three levels of transformation. Firstly, leaders must undergo personal transformation by adhering to six parameters, including self-awareness and non-dualistic wisdom. Secondly, leaders could transform others, such as employees, partners, customers, and stakeholders through the application of the four components (idealized Influence, Inspirational Motivation, Intellectual Stimulation, and individualized consideration).

Thirdly, the entire organization should strive to become a transformational organization that supports the development process through education or training programs and the promotion of transformational practices in daily operations. In the context of transformational leadership, non-dualism can be seen to connect personal and organizational goals and interests in a more harmonious and mutually beneficial manner. Leaders who embrace non-dualism aim to align their personal values and goals with those of the organization and its stakeholders, recognizing that the success of one is intertwined with the success of the other. By advocating for a more integrated and interconnected perspective, leaders can create a more collaborative and supportive work environment, where employees feel valued and motivated to contribute to the organization's success. By implementing these three levels of transformation, organizations can cultivate a culture of self-awareness, empathy, and growth that benefits not only their own development but also the broader society.
Therefore, it is imperative for transformational leaders to ensure the integration of all levels of management to instigate a complete transformation of the entire organization into a transformational entity that can make noteworthy contributions to social development. The personal and spiritual growth of transformational leaders, for instance, through the adoption of mindfulness techniques and the nurturing of ethical values, plays a vital role in their ability to effectively motivate and empower their followers. They are like all the people who need change themselves before they inspire other people in the mindfulness principles (Hanh, 2020).

5 CONCLUSION

In conclusion, incorporating mindfulness theory into transformational leadership has the potential to improve leadership development programs and foster personal and spiritual growth among leaders and followers. By developing self-awareness and

empathy, which are the most important factors of emotional intelligence, leaders can inspire and empower their followers to achieve shared goals and visions. The case studies of Plum Village serve as an example of how mindfulness practices can be integrated into leadership development programs, resulting in positive outcomes for both leaders and followers. This redefined model of transformational leadership emphasizes the importance of cultivating mindfulness practices and values such as compassion, interdependence, and sustainability. Further research is necessary to explore the effectiveness of mindfulness-based leadership development programs in other organizational contexts and to better understand the challenges and practicalities of implementation. Overall, the intersection of mindfulness philosophy and transformational leadership theories presents a promising avenue for promoting effective and ethical leadership in the 21st century. Leadership development programs, which traditionally focus on Western approaches, can benefit from incorporating Eastern and contemplative approaches to provide a more holistic and diverse perspective on leadership. Organizations can consider incorporating practices such as meditation, yoga, and mindfulness into their leadership development programs to help leaders develop a more comprehensive set of skills and qualities. By embracing a wider range of approaches to leadership development, organizations can cultivate a more inclusive and adaptable leadership culture. Therefore, leadership development programs should include diverse and Eastern approaches to provide a more comprehensive set of skills and qualities for leaders.

To cultivate mindful transformational leadership, organizations should provide training in mindfulness practices such as meditation, breathing exercises, and reflective thinking. Moreover, fostering a culture of mindfulness within the organization can encourage employees to practice mindfulness in their daily lives, resulting in a more mindful and compassionate organizational culture. To redefine the transformational leadership model, it is essential to incorporate the principles of mindfulness philosophy. This can be achieved by emphasizing self-awareness, emotional intelligence, and empathy as essential qualities of a transformational leader. Leaders need to be trained in mindfulness practices, such as meditation, breathing exercises, and reflective thinking, to enhance their ability to inspire and empower their followers. Additionally, promoting a culture of mindfulness can be encouraged within the organization to motivate employees to practice mindfulness in their daily lives. By integrating mindfulness practices into leadership development programs and fostering a culture of mindfulness, organizations can redefine
the transformational leadership model and cultivate more effective and compassionate leaders.
REFERENCES


