



Brain Gym - The Door to Wellness 健腦操 — 身心康健之門

The ability to continuously add value to an organization is a contribution that all employers expect from employees today. This is particularly true for managers who need to produce more with less resources. Just possessing professional knowledge, management skills and experience no longer guarantee effectiveness. The other aspect that is of increasing importance is self-management. This is fundamental because if you understand and manage yourself well, your potential to handle stress and pressure can be greatly increased.

One means to achieving this is Brain Gym. *Better Management* reporter Lawrence Ho interviewed Amy Choi and Conrad Ho, certified Brain Gym instructors, to give readers this overview:

R: Reporter

A: Amy Choi

C: Conrad Ho

R: *Can you describe briefly how Brain Gym (BG) developed?*

A: In the 1960s, a U.S. education expert called Paul Dennison, Ph.D., together with his wife Gail Dennison, developed BG to help children with learning problems. The benefits and effectiveness soon attracted professionals from other fields.

C: BG was next introduced in the sports field when coaches of golf, athletics, baseball, etc. found it to be very effective in enhancing their coaching results.

Now, the application has extended to the business field as well with BG trainers coaching executives to raise

their managerial effectiveness, or achieve a more relaxed working lifestyle. For example, sometimes people find their brains "fixated" after several hours of continuous computer work. This could slowdown data processing in the brain.

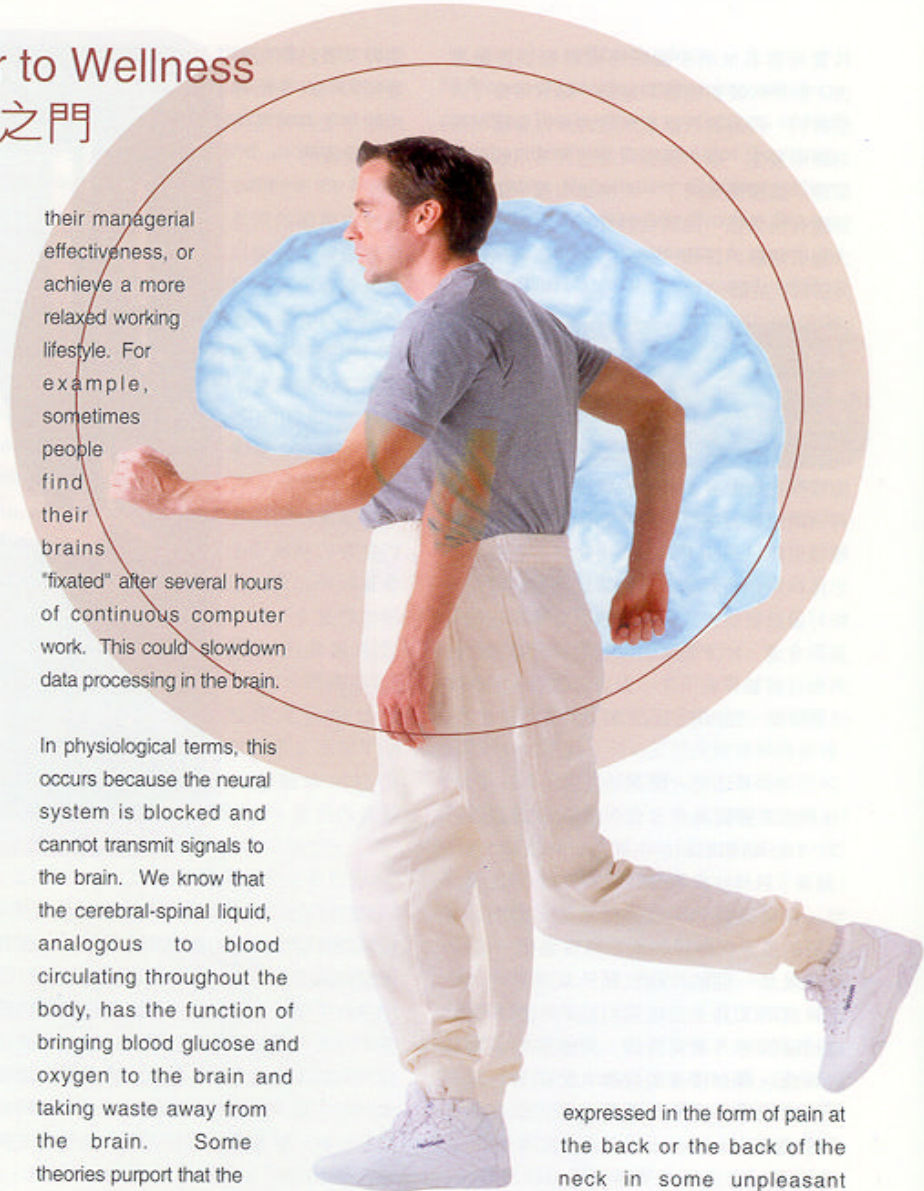
In physiological terms, this occurs because the neural system is blocked and cannot transmit signals to the brain. We know that the cerebral-spinal liquid, analogous to blood circulating throughout the body, has the function of bringing blood glucose and oxygen to the brain and taking waste away from the brain. Some theories purport that the sacrum (located near the lower end of the spine) helps the circulation of cerebral-spinal liquid. Doing BG can help relax the sacral area, stimulate circulation and make the brain function effectively again.

R: *That is the background. Then what exactly is BG?*

A: It is a set of 26 body movements, which can stimulate brain activities to help us concentrate at work. We all have experienced stress symptoms

expressed in the form of pain at the back or the back of the neck in some unpleasant situations. In this case, the muscle fibers tighten up as a result of stress. By doing certain types of BG movements that stretch the muscles back to their normal lengths, work efficiency can be raised.

C: BG is related to brain activity and body movements. It places a lot of emphasis on whether signals are smoothly communicated between the brain and other parts of the body via the nervous system. For example, proprioceptors transmit signals of the lengths of hand



muscle fibers to the brain. If such signals somehow cannot reach the brain, it is necessary to reconnect the neuropathways involved.

A: For some people, making a sales presentation, meeting with an important client, or attending recruitment interviews can cause nervousness. Such nervousness, in fact, is a kind of conditioning. BG can help reduce or even remove such kinds of conditioned behaviors. The approach is similar to deleting the "stress" files from our memory so that in future when we are facing similar situations, we do not feel nervous anymore. In short, BG is an integrated approach to helping people return to a relaxed mode of living and working. Thus, a person's full capacity can be restored as a result.

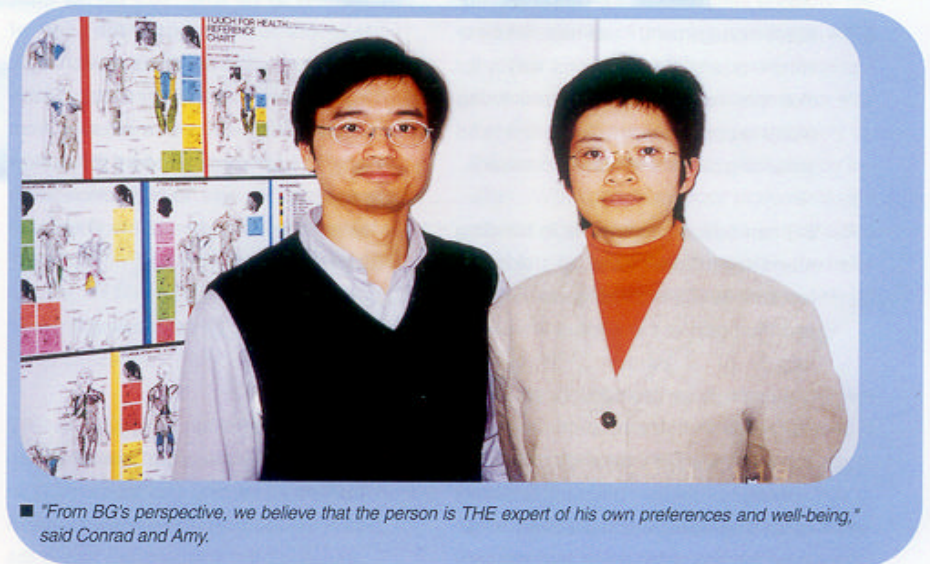
R: *In what way can BG eliminate stress?*

A: We suggest a simulation approach to tackle the problem of stress and fright. It is a three-step procedure. Let me use making sales presentation as an illustration. Step one is to simulate the scenario of the presentation and actually rehearse it. The learner may discover that there are many little voices sending out discouragement, notice other bodily sensations like short breaths, pounding heart, shaking hands and voice which will adversely affect the delivery process. So Step I highlights improvement opportunities. Step II is to choose appropriate body movement(s) from BG to reset the learner's system back to optimal/normal functioning. Step III is to rehearse the second time so as to see whether there are opportunities for further improvement. The learner should feel more comfortable with his or her system after the above procedures.

C: So one of the basic functions of BG is to

promote the relaxed state. When a person operates in a relaxed state in the actual scenario, he or she will be able to perform at his optimal level. Even just a moment before making the speech or presentation, the learner can do BG movements to relax. Since the BG movements are very simple and do not cause disturbance to others, they can be performed any time.

R: *How does BG compare with other approaches for enhancing psychological well-being?*



■ "From BG's perspective, we believe that the person is THE expert of his own preferences and well-being," said Conrad and Amy.

A: As mentioned before, conditioning is the source of many types of stress and strain. We all experience stress associated with work. BG empowers the person to de-learn this conditioning himself and enables the intuitive choosing of the type of body movements that suit the need.

From the perspectives of occupational therapists, physiotherapists, and clinical psychologists, people are treated more as patients. The therapist is the expert; the patient is a passive receiver of treatment. From BG's perspective, the person is THE expert of his own preferences and well-being. Others may know more about his condition than he does, but only he

himself has the say on deciding what should be done to improve his own well-being. The BG facilitator's role is to facilitate and guide only.

C: To elaborate further, different disciplines have their own ways to help individuals tackle stress. Doctors use a biochemical model of medicine prescription to slow down heartbeat. Occupational therapists employ a mechanical model to return muscles to normal lengths. Clinical psychologists may use linguistic methods to help boost confidence. BG relies on an

integrated approach which includes body movements, verbal communication, visual and auditory signals plus some creative imagination to intervene.

A: We may have concerns such as poor relations with colleagues, decreased work efficiency or unharmonious family relationships. BG's focus is not to change the external environment but to change our inner world. It is an inside-out approach to manage our mental and physiological states. As we develop more positive attitudes, we will find it easier to face external challenges. Such a tool to wellness is indispensable in today's stressful environment.

R: How can BG enhance psychological well-being and managerial performance?

C: There is a very fundamental assumption in the philosophy of BG, i.e. all resources a person ever needs to achieve whatever pursuits they are in have already been endowed in their systems. In short, everyone is adequate. BG works at the neurological level to reconnect the whole system so that these endowed resources are accessible. If creativity is sought, BG can help by reconnecting the centre of creativity in the brain, which can be crudely interpreted as the right brain. For stress management, it can help reduce or eliminate anxiety in various ways, for example, relaxing muscles, promoting blood supply to the forebrain and stimulating cerebral-spinal fluid circulation.

A: BG can help improve skills in handling numerical data. One of the main functions of BG is to integrate the mind and the body for the sake of the overall health of a person. This is a precondition for raising work efficiency. BG helps individuals settle external conflicts by way of reforming the inner workings of them. Different stressors come into effect but BG serves to re-establish the balance. It is a capacity training through which the full potential of people can be accessed.

I was once informed by a senior bank officer about the barriers of training that he came across. He estimated that 80% of training investment did not yield return as staff capacity was under restraint. Focusing only on content delivery is not enough anymore.

C: That is the basic reason why increasing emphasis is placed on capacity training to enhance training effectiveness.

R: What issues need to be addressed then for practicing BG?

C: We have certain principles to teach people about doing Brain Gym. First of all, there must be no pain. For example, when a lengthening movement causes pain to muscles, the learner has to adjust the range of stretch until a comfortable level is attained. Secondly, the learner must do the movements in a slow and elegant manner. BG is a way to bring about relaxation and a peaceful mind, not an exhausted body.

With BG practice, the mind is revitalized so that the learner is able to maintain wellness all the time. Last but not least, learners can choose the set of movements that suit their environment, age or other personal needs. Every single movement can be adjusted from large to small range and from fast to slow pace. BG learners have the discretion to select the most appropriate way to do their movements.

R: What is BG's development in Hong Kong?

C: BG was brought into Hong Kong in 1997 and presently there are around eleven licensed instructors who are qualified to do BG locally. The organization overseeing the licensing process is the Educational Kinesiology Foundation headquartered in the US. It is also responsible for the global development of BG. The learner profiles include training professionals, nurses, educators, occupational therapists, speech therapists etc.

A: The Management Development Centre of Hong Kong (MDC) and our company will offer a "Brain Gym Basic Certification Program" to managers shortly. After completing the program, managers will be able to better manage their subordinates and themselves. Participants of the program can take up some responsibility of training and they

can apply BG to assist subordinates to learn and work faster.

C: Our objective is to promote a culture for organizations that encompasses BG so as to raise staff productivity. So BG should not be positioned as, to one extreme, a kind of skill development or to another extreme, an ideal. Treat BG as a practical tool which can be used easily. For instance, we can do the four ways of warm-up before we start work. The warm up movements can activate our neural systems so that we will be able to work more efficiently. ☺

Managers' Feedback on Brain Gym

To explore Brain Gym from a learner's perspective, *Better Management* invited two executives, Mr. Patrick Ng and Mr. Raymond Siu, who experienced Brain Gym, to share their experience.



■ Patrick Ng, Manufacturing Engineering Manager, Artesyn Technologies Asia-Pacific Ltd.

Patrick mentioned that he had no specific objective to achieve when taking the first BG course. He was just looking for workshops which can help his personal growth. After he joined his first BG course, he just put aside what he had learned because of personal reasons.

Later, he encountered some difficult situations which prompted him to practice BG

again and for a period, and experienced positive changes. So the fundamental question is whether learners have perseverance to practice until real changes occur. From Patrick's experience, it is not realistic to expect a complete change within a few days. However, BG is able to help you achieve breakthrough gradually. Different people have different apprehensions about BG, but an I-won't-give-up attitude has to be in place first, for BG to be effective.

As an example of improvement, Patrick recalled BG's impact on his reading power. Previously when he read, he did it word by word and this hindered his comprehension. With twenty days of BG practice, he discovered and achieved a real change! Now he can read sentence by sentence and comprehend much better than before.

Improving job performance

In his present job, Patrick is responsible for managing more than twenty mainland engineers. Effective communications with colleagues is a must for resolving many kinds of operational problems during production process. Patrick knows he is left-brain dominant. He usually does not communicate sentiment and emotional warmth, creating a very task-oriented and directive impression when communicating with others. Managing people requires the human touch, an area that Patrick knows has much room for improvement.

The concept of balance in BG facilitates a blend of the left- and right-brain by means of integrating ideas with implementation. With BG, he is able to link up the logical left brain with the emotional right brain, reaching a state of whole brain integration. He is now more confident about facing and solving any problems. He reviewed that this is the major benefit he derives from BG. In other words, he is now able to express with empathy, communicate with a more human touch, and motivate

subordinates to work more effectively. This can help reduce misunderstandings and cultural conflict.

How is this achieved? Patrick explains that BG consists of specific movements, balance as well personal coaching. It can enhance a person's capacity in a number of ways. When the link between the brain and neural cells is restored, the interaction of a person with the external environment is improved. Centering, one of the BG methods, can help control destructive emotion and integrate emotion with rational thinking.

Challenges encountered

Many people, especially those who are disposed towards rationality, have reservations about BG, especially because it was introduced to Hong Kong just a few years ago. They search for scientific explanations through detailed studies or thorough calculations. BG is not a traditional method of teaching and learning but a tool to increase capacity and efficiency.

While the general attitude can be described as "wait and see", Patrick is aware that the BG has been introduced in some schools and is gradually being applied in the business sector.



■ Raymond Siu, Managing Director, Rikes Communications Limited

Raymond was introduced to BG by his wife, a certified BG trainer. He is familiar with a number of tools available for enhancing personal growth. NLP and Touch for Health are some examples. BG, and all these other tools, focus on exploring human potential with the objective of enhancing or releasing it. After practicing BG, Raymond believes that the inner-self and hidden potential of human beings cannot be studied from a purely scientific perspective.

Experience with BG

Raymond sees BG as a tool comprising two major portions. The "Brain" is about the mental process of grasping knowledge whilst the "Gym" is about exercise. Linking these two portions in an integrated process is the way that BG contributes to raising our capability on the one hand and eliminating obstacles on the other. With appropriate body movements, the neurological process could be smoothed to establish, or sometimes re-establish, the belief that we can consciously do what we usually do subconsciously.

For example, unhappy experiences of the past can hinder our further improvement and accomplishments. BG's major advantage, according to Raymond, is to enable you to think positively and redirect the mind to a pre-set objective. As a result, one can handle work positively even while unpleasant events are occurring. Raymond finds it easy to feel the impact of BG because of its emphasis on body movements that initiate neural coordination.

Changes obtained

As Raymond indicated, BG learner should not expect sudden results. By practicing the exercises continuously, he feels that his performance has improved tremendously. When he analyzes his personal objectives in planning his career, he finds that he is able to be more positive, more committed to the purpose as well as

more oriented to searching for a win/win outcome now.

A simplified procedure of BG in helping one to tackle a task, for example, can be like this: conduct a mental construction of the task, analyze improvement areas to be pursued, do BG to clear all the road blocks, and then evaluate performance to see if required changes really occur.

A better alternative

In addition to professionals working in personnel and training sectors, managers of other business functions can also utilize

BG to serve their purposes. For example, BG can improve objective setting by means of rephrasing. In short, it helps one to set goals and objectives using the right language, eliminating those negative factors and achieving a state of "harmony". This can be abbreviated as "PACE", which stands for four critical elements of any work process - positive, actionable, clear and energetic.

BG can also help one to deliver effective presentations. An effective presentation requires a build-up of unobstructed communication between the presenter and the

audience. In doing so, the presenter needs to re-establish a close link between his physical and mental conditions, use appropriate auditory and visual materials, and apply the most appropriate language. The underlying issue is to meet the needs of an audience with diverse backgrounds.

In a way, BG can contribute to raising our overall well-being because if we can re-establish our internal healthiness, we can be happier and more courageous. According to Raymond, BG works, although not totally from a scientific discipline point of view. So BG learners need to accept this first. ☺

不斷替公司增值是每個員工必要盡力做到的事，管理人尤其需要運用有限的資源去創造更高的產值。單單擁有專業知識、管理技巧和經驗已不再能夠保證有效能，根本的問題回到「你管理好自己嗎？」。第一個守則是，如果你瞭解及管理好自己，你處理困局及壓力的潛力便會大增。

實習健腦操是達致這情況的一個良方，因此《卓越管理》記者何光誠訪問了兩位註冊健腦操導師——蔡慧明小姐和何兆燦先生，旨在帶給讀者對健腦操一個認識。

記：記者
蔡：蔡慧明
何：何兆燦

記：兩位可否簡介健腦操是如何發展起來的？

蔡：在一九六〇年代，美國教育專家Paul Dennison博士與他的妻子Gail Dennison共同發展健腦操，目的是幫助有學習問題的兒童，它的好處及功效很快便吸引到其他界別的专业人士注意。

何：當哥爾夫球、體操、壘球等運動項目的教練發覺到健腦操可以增強他們的指導成效時，健腦操接著便被引進到體育界去。

現時應用層面已延伸至工商界，培訓師

用健腦操輔導行政人員提升管理效能，或獲致更輕鬆的工作生涯。舉例說，人們有時候發覺用電腦工作數個小時之後，腦筋轉動不靈，令到大腦處理數據的速度緩慢下來。

用生理的狀況來解釋，它的發生是由於神經系統阻塞以致不能夠傳送訊號到大腦，已知腦脊液有如血液運行全身一樣，其功能是把血糖和氧氣送到大腦，並把大腦產生的廢物運走。有些理論支持骨氏骨（靠近脊骨底部）幫助腦脊液循環這個看法，而健腦操可以鬆弛骨氏骨部位，刺激這個循環並令到大腦重新有效運作。

記：原來背景是這樣的，那麼健腦操實際是甚麼呢？

蔡：它包含一套二十六式的動作，可以激發大腦活動，能夠幫助我們集中精神處理工作。我們都有過緊張徵狀，例如背痛、後頸痛等不適狀態，這是緣於緊張所引致的肌肉拉緊，但做了某些健腦操動作，將肌肉舒展回復正常長度之後，工作效率便能提升。

何：健腦操與大腦活動及身體動作有關，特別強調通過神經系統，訊號能否暢順地往返大腦與身體其他部分，舉例



何兆燦及蔡慧明解釋健腦操的焦點並不在改變外部環境，而是改變我們的內心世界，由內至外去調控生理及心理狀態。

說，感覺神經將手部肌肉長度的訊號輸送到大腦，但是如果這些訊號不能到達大腦的話，便需要再次接合所涉及的神經線路。

蔡：對有些人來說，推銷、會見重要客戶或求職面試都會引起緊張，這類緊張實際是條件反射，健腦操幫助減少甚至消除這種條件反射行為，其方法有如將「緊張」檔案從記憶中刪除，當日後再面對類似情況便不再那麼緊張。簡要地說，健腦操是一個整體的方法，幫助人們回復悠然的工作及日常生活狀態，令個人的所有能力可以恢復過來。

記：健腦操如何消除緊張呢？

蔡：我們提議用模擬方法應付緊張及懼怕，它有三個步驟，就讓我們用銷售表達演

說來解說吧。第一步是模擬表演說說的場景並實際排練，學員可能會發覺許多內在因素做成各式各樣的阻撓，留意其他的身體感受諸如呼吸短促、心跳頻密、手部顫抖及聲音發抖，都會阻礙講話的進行，因此第一步要指出有那些改進的機會；第二步是從健腦操選擇合適的動作，重新調校學員的身心至回復到最佳的常態；第三步是再排練一次，過程中觀察有沒有可作進一步改善的機會，學員應該在經過上述的程序之後感覺舒暢一些。

何：因此健腦操的其中一個基本功能是促進達致輕鬆的狀態，當某人舒暢地進入實際場景時，他便能夠有最佳表現。就算在表演說開始前一刻，學員仍可以做健腦操動作鬆弛一下，由於健腦操動作簡單易行，不會對他人造成打擾，因此任何時候都可進行。

記：對比其他方法，健腦操在促進身心康健的情況又如何？

蔡：如先前所說，條件反射是緊張和疲憊之源，我們工作上遇到各種緊張，健腦操讓人消除這類條件反射，直覺地挑選適合其需要的動作。

職業治療師、物理治療師和臨床心理學家等各自有其治療方法，而接受治療者會被看成是病人。治療師是專家，而病人是被動的治療接受者。健腦操的觀點是相信每個人是照顧他自己喜好及身心康健的專家，其他人可能會對他的狀況知道得更清楚，但只有他自己的主意才可決定應該怎去改善，健腦操導師的角色只是從旁協助及引導而已。

何：進一步解釋，不同專業有其方法幫人消除緊張，醫生使用藥物即生化模式控制過速心跳；職業治療師用器械模式令肌肉回復正常長度；臨床心理學家可能用語言方法協助提高信心。健腦操則採用綜合的方法去處理，包括身體動作、言語溝通、視覺及聽覺訊號，以至加上創造性想象等等。

蔡：我們都會有些問題需要面對，例如與同

事關係不和諧、工作效率低和家庭關係不和。健腦操的焦點並不在改變外部環境，而是改變我們的內心世界，由內至外去調控心理及生理狀態。當更積極的態度確立以後，面對外界挑戰就容易得多；而在今日的緊張環境之中，這個有助身心安泰的工具是不可缺少的。

記：健腦操又如何能夠促進心理健康及管理表現呢？

何：健腦操哲學的最根本假設，就是無論一個人追求甚麼東西，他需要的資源全都賦予在他本身的系統之中，簡約地說，便是每個人都是充裕的。健腦操在神經學的層面上操作，連繫整個系統，致使這些天賦資源可以提取。如果是追求創意，它幫助右邊大腦重新連接創意的樞紐；對壓力管理，它運用不同的方法消除或減輕憂慮，例如放鬆肌肉、增加前腦的血液供應及刺激腦脊液循環。

蔡：健腦操亦可以改善處理數目字的技巧。健腦操的其中一個主要功能是結合身心以求整個人的健康，這是提升工作效率的先決條件，它協助個人省察內心世界以解決外部衝突。不同的壓力來源影響著人，但健腦操重新建立均衡，它是一種能力訓練，將人們的最高潛能發揮出來。

一位銀行高層曾說他主管培訓時遇到的障礙，是他估計有八成的培訓投資得不到回報，原因是員工的能力未能發揮，更多的內容灌輸也無濟於事。

何：能力訓練可以增強培訓效果，這是它越來越被重視的原因。

記：實習健腦操要考慮哪些事項？

何：我們有某些原則指導學員做健腦操，首先是身體要以無痛為指標，例如當伸展動作引致肌肉痛楚時，學員必須調節伸展的幅度直至達到舒服的水平為止。其次是做動作時要緩慢細緻，健腦操帶來輕鬆及心境平和，而不是疲憊的身軀。

實行健腦操令腦筋重新靈活轉動，學員可以時刻持盈保泰。還有一點，學員可以挑選一組動作適應他們的周圍環境、年齡或其他個人需要。一個動作可調校為由大至小及由快至慢，健腦操學員能全權選擇最適合他們的動作。

記：健腦操在本港的發展怎樣？

何：健腦操於一九九七年引入香港，現時約有十一名有資格教授健腦操的註冊導師，總部設於美國的教育運動機制學學會，主持註冊事宜，亦負責健腦操在全球的發展。本地學員有培訓從業員、護士、教育工作者、職業治療師及語言治療師等等。

蔡：香港管理專業發展中心與我們公司快會為管理人員開辦「基本健腦操證書課程」，完成課程之後，學員將能夠更有效管理下屬及自己，亦可以肩負某些培訓責任，利用健腦操去協助下屬學得快做得快。

何：我們的目標是推廣一個包含健腦操的機構文化，從而提高員工的生產力，因此健腦操不應定位成一種技能發展或是一種理念，應當把它看待為一個易用的實效工具，例如我們可以在每天工作前做熱身四式，令神經系統活躍起來，工作得更有效率。

管理人員對健腦操的回應

從學員的角度來探討健腦操的成效，《卓越管理》就此邀請了兩位體驗過健腦操的行政人員分享其心得，他們是吳漢威先生及蕭偉民先生。



■ 吳漢威 — 騰訊科技亞太有限公司製造工程經理

吳先生稱，當他上第一個健腦操課程的時候並沒有特定目的，只想找尋一些可以幫助個人成長的工作坊嘗試一番。完成那個課程之後，因某些個人原因，他把學到的健腦操知識擱置一旁，未加注意。

後來某個時刻他遇到一些困難的情況，驅使他再度練習健腦操，一段時間之後，他真正感覺到自己產生一些正面的轉變，因此最基本的，是學員對健腦操要持之以恆，讓轉變有機會出現。由吳先生的經驗可知，期望數日內便有全面改變是不切實際的，然而健腦操卻可以助人日進一善，到某個時點便帶來突破。不同的人會有不一樣的領悟，但首先要抱持不會半途而廢的態度。

吳先生舉出他的個人實例，顯示出健腦操有助他大大提高閱讀的能力。從前他的閱讀方法是逐隻字看，因此理解能力大受阻礙，所以閱讀過程談不上有效率；但做了約二十天的健腦操之後，他發覺產生了新的轉變！現時他可以連貫地逐句閱讀文章，理解能力大為提高。

改善工作表現

吳先生現時的工作職責是管理工廠內二十多個內地工程師。與同事的有效溝通絕對重要，若是做不到的話，投產過程中浮現的許多營運難題便不能得到妥善解決。他向來都不以感性或溫言婉語來與同事交往，給別人的印象是以工作為本及機械式地發出指令。但是人方面的管理是需要溫情接觸的一面，而此方面正是吳先生自知要加以改進的地方。

健腦操之中均衡的概念，意思是發揮左右腦結合的功效，將意念與執行合一，達成成功。健腦操的其中一個作用，是連結起著重邏輯分析的左腦與著重感性直覺的右腦，把全腦作用盡展出來。由此他現已建立了足夠的自信心去應付各種難題，他覺得這點是健腦操帶給他的最大益處。換句話說，他能夠表達得更情感，以溫情的接觸來激勵員工做得更有效率，並且減少了誤解及文化衝突的發生機會。

如何達致這個效果呢？吳先生指出健腦操包括特定的動作、均衡以及個人指導，能透過不同途徑增強個人的能力。又當大腦與神經細胞重新貫通無阻的時候，與外部環境的互動便有所改善。左右腦集中是健腦操的其中一個方法，

幫助控制具破壞性的負面情緒，把理性思維與情緒作用連結成推動工作的力量。

遇到的挑戰

許多人對健腦操有所保留，因為它被引進香港只有幾年的時間，那些偏重理性的人尤其對它的功效存疑，他們傾向於要求進行科學解釋、詳細研究和全面核算。健腦操不屬於傳統的教學方式那般著重技能，反而應把它看作一個提升能力與效率的工具。

總括來看，人們的普遍態度可以用「觀望」二字來形容，但吳先生稱健腦操已在某些學校當中應用，並逐漸擴展至工商界。



■ 蕭偉民 — 緯思企業傳訊有限公司
董事總經理

蕭先生回想當日認識健腦操是從他太太那裡得知的，因為她是一名註冊的健腦操導師。他知道有好些針對促進個人發展的工具可供選擇，例如Neuro-Linguistic Programming、觸康健等等。健腦操和其他工具的共同點，都是集中在發掘人類的潛能，目標是加強它或釋放它。蕭先生認為，現階段是沒有方法能準確無誤地評估這潛能有多大，尤其是在他練習健腦操之後，更相信個人的內心世界和隱藏深處的能力，是不能單以科學角度做分析的。

做健腦操的經驗

蕭先生稱，健腦操可視作由兩大部分構成：「健腦」是關於獲取知識的精神過程，「操」則是一些操練身體的動作。健腦操將兩者連結成一個整合的過程，能一方面提升我們的能力，另一方面消除窒礙，盡展所長。配合某些合適的動作，體內的神經傳導過程回復暢順，建立或者有需要時重新建立一個信念，

這個信念就是我們在潛意識層面做的事情可提升至一個自覺的層面進行。

舉例說，以前的不愉快經驗可以阻礙我們日後的改進及成就，據蕭先生稱，健腦操的最大優點是令你變得積極，把思維重新指向既定目標，縱使有些不愉快的事情同時發生，亦能夠用積極的態度處事對人。蕭先生個人覺得健腦操的影響容易感受到，因為它著重特定的身體動作，逐漸令體內神經系統的各個部分協調一致。

帶來的變化

蕭先生續稱，學員不應該期望健腦操會突然帶來功效，但他覺得持續地練習確實令到他的工作表現改善很多。當他策劃其事業路向時，察覺自己現在變得更積極，更投入個人目標，以及更能傾向尋求雙贏結果。

一個簡要的程序說明健腦操幫助應付工作的例子可以是這樣：腦海中建構工作的情況，探討想要作出改善的地方，做健腦操去消除所有障礙，然後評估表現，以檢討所需轉變有否出現。

更佳的選擇

除了人力資源管理及培訓界的專業人士外，擔任其他職能的管理人員亦都可以利用健腦操。舉例說，健腦操能幫助制訂更有效的目標，方法是通過改換措辭把目標訂立得更好，即是說，我們運用恰當的語言去設定目標，剔除負面因素以及達致「和諧」狀態，任何工作過程都可以用四個重要元素來概括——積極的、實行的、清晰的和有動力的。

健腦操亦都能夠幫助作出有效的表達方式。演說者與聽眾之間必須建立無阻隔的溝通，要做到這樣，演說者需要重新確立他的身體和精神狀況兩者的連繫，並且運用適當的視聽材料和最達意的語言，目的是要切合不同背景的聽眾的需要。

據蕭先生所稱，健腦操以其自家的方法，對促進我們整體身心安泰很有裨益，因為如果我們重新確立內心健康狀態，便可以過得更愉快及更有信心。健腦操能夠發揮功效，但不能全以科學的角度來逐一解說，故此學習健腦操的學員首先要接受這一點。