What are some of the biggest pressures you face in your role, that make it difficult for you to lead and deliver?
Your Ability to Lead Under Pressure

- Perspective
- Habits
Leading Under Pressure

1. Look In
2. Look Out
3. Look Ahead
4. Look Up
Look In
It Starts with You
Better Than Before
Mastering the Habits of Our Everyday Lives
Gretchen Rubin

Be Excellent at Anything
The Four Keys to Transforming the Way We Work and Live
Tony Schwartz

Eat Move Sleep
How Small Choices Lead to Big Changes
Tom Rath
The Power of Habit
Why We Do What We Do in Life and Business
Charles Duhigg

Work Without Stress
Building a Resilient Mindset for Lasting Success
Derek Roger, Nick Petrie
“The flat-earth view of stress is that it is caused by events and people and that it can in some way be good for you at times.”

Derek Roger, PhD

Work Without Stress

PeopleAndProjectsPodcast.com/164
“Our view is that events and people simply offer something for you to ruminate about, but whether or not you do so is a choice that you can make.”

Derek Roger, PhD
*Work Without Stress*
PeopleAndProjectsPodcast.com/164
“Habits are the invisible architecture of everyday life.”

Gretchen Rubin
PeopleAndProjectsPodcast.com/135
Habits

“The choices we make today determine the life we lead tomorrow.”
Habits

“The choices we make today determine the life we lead tomorrow.”
The Habit Loop

Cue → Process → Reward
The Habit Loop

Cue: Late evening feeling hungry

Process: Eat a bowl of cereal!

Reward: Feel satisfied!
The Habit Loop

Cue
Walking alone down the hall at work

Process
Check for messages

Reward
Feel informed and responsive
The Habit Loop

Cue
Critical feedback from boss

Process
Complain about how unreasonable they are

Reward
Don’t have to change
“Though each habit means relatively little on its own, over time, the meals we order, what we say to our kids each night, whether we save or spend, how often we exercise, and the way we organize our thoughts and work routines have enormous impacts on our health, productivity, financial security, and happiness.”

Charles Duhigg
The Power of Habit
The Habit Loop

Cue → Process → Reward
“Our most fundamental need is to spend and renew energy. We breathe in, and we breathe out.”

Tony Schwartz
PeopleAndProjectsPodcast.com/42
Energy

What are the most important things you do to fuel and sustain your energy?
“Sleep is more important than food.”
Sleep

How many hours of sleep would you say you get, on average?
Sleep

University of Chicago study

What people said: 7.5 hours
Actual: 6.1 hours

U.S. Average: 6.5 hours
“We now know that 24 hours without sleep or a week of sleeping four or five hours a night induces an impairment equivalent to a blood alcohol level of .1%.”

Charles Czeisler
Harvard Medical School
“We would never say, 'This person is a great worker! He's drunk all the time!' yet we continue to celebrate people who sacrifice sleep for work.”

Charles Czeisler
Harvard Medical School
“Like a drunk, a person who is sleep-deprived has no idea how functionally impaired he or she truly is.

*Most of us have forgotten what it really feels like to be awake.*

Charles Czeisler
Harvard Medical School
Habit Ideas?

- Set a time cue (e.g. 9:30pm)
- Device/app tracking (e.g. FitBit)
- Leading up to bedtime, minimize
  - Screen time
  - Bright lights
  - Exercise
  - Emotional upset
Habit: Pulsing

Find a way to take a break of some sort every 90 minutes

20-20-20
Exercise

- Regular exercisers
  - Reduce likelihood of Alzheimer’s
  - Vigorous exercise 30-45 minutes 3x a week can be as effective as anti-depressant drugs for depression
  - Including strength training is enormously beneficial
Habits to Get Moving

• Ideas
  ✓ Stand up or walking meetings
  ✓ Standing or walking breaks
  ✓ Standing desks
  ✓ Use a pedometer or activity tracker
  ✓ 7 Minute Workout
Learn to Recognize Stress Triggers
“Mindfulness is the crown jewel [of techniques], but beware of watered down interpretations. Mindfulness invites you to pay attention to the intimate details of whatever is happening at this moment, excluding all else.”

John Medina
PeopleAndProjectsPodcast.com/188
Foundation of Your Ability to Lead Under Pressure

- We’re too willing to sacrifice ourselves under pressure. Develop habits related to:
  - Sleep
  - Rest
  - Exercise
  - Emotions
  - Mindfulness
Applying the Lessons

To help you lead under pressure, identify one or more renewal goals (e.g. average 7 or more hours of sleep, exercise at least x times per week, go for a walk over lunch twice a week)

Identify cues, processes, and rewards to make new habits
Look Out
You Can't Do It On Your Own
Why are Relationships So Critical?

What are some specific examples of how relationships have helped you?
“Left to our own devices, we build networks that are narcissistic and lazy.”

Herminia Ibarra

Act Like a Leader, Think Like a Leader
PeopleAndProjectsPodcast.com/130
“The Terman Study, which followed over a thousand people from youth to death, came to the conclusion that the people who surround us often determine who we become.”

Eric Barker

Barking Up the Wrong Tree
PeopleAndProjectsPodcast.com/180
Networking is Relationship Building
Relationship Building Strategies

What are a couple of the most important things you do to build and maintain solid relationships?
Applying the Lessons

• When you have to lead under pressure, you can’t do it alone.
  ✓ You must be intentionally, actively developing relationships. Make it a habit.
  ✓ Start using these ideas at this event! Meet someone new!
Look Ahead
Be the Leader
“The inability of leaders to feel their impact on others is the cause of cultural dysfunction. And the higher up you are on the org chart, the more problematic that weakness is in terms of what it does to the culture at large.”

Jonathan Raymond
*Good Authority*
PeopleAndProjectsPodcast.com/162
“A survey published by Forbes found that 65% of employees would forego a pay raise if it meant seeing their leader fired.”

Rasmus Hougaard
The Mind of The Leader
PeopleAndProjectsPodcast.com/201
The Leadership Challenge
James Kouzes & Barry Posner

Learning Leadership
James Kouzes & Barry Posner
What Do Followers Want?

What values (personal traits or characteristics) do you look for in your superiors?
Realistic Optimism
Sense of Agency
“The single most telling factor [indicating if an executive is ‘savable’] is the individual’s sense of agency. If the person has a low sense of agency, then change will be extraordinarily tough, costly, and lengthy....”

Justin Menkes
Better Under Pressure
PeopleAndProjectsPodcast.com/65
Applying the Lessons

• Develop the habit of telling yourself, “Figure it out.”

• Help your team by being honest, forward-thinking, inspiring, and competent.

• Foster a habit of realistic optimism.

• Catch yourself when slipping into victim mode. Develop the habit of asking, “What can I influence?”
If you don’t take responsibility for your time, others are glad to do it for you!
Habit: Get It On Your Calendar
Peter Bregman 18 Minute Model
Habit: Getting *Stakes in the Ground*
Applying the Lessons

• To keep yourself on track when leading under pressure,
  ✓ Develop the habit of getting to-do’s onto your calendar
  ✓ Develop the habit of putting stakes in the ground, for you and those you lead.
Look Up
Have a Disposition of Gratitude
The Many Benefits of Gratitude

• Psychological
  ✓ More alert, energetic, enthused

• Physical
  ✓ Better sleep, more exercise, lower blood pressure

• Social
  ✓ More helpful, outgoing, social, less lonely/isolated

• Outcomes
  ✓ Achieve goals, higher GPA’s

Dr. Robert Emmons
The Happiness Advantage
The Seven Principles of Positive Psychology That Fuel Success and Performance at Work
Shawn Achor

Broadcasting Happiness
The Science of Igniting and Sustaining Positive Change
Michelle Gielan

Also, see “Positive Intelligence” in the Harvard Business Review
http://hbr.org/2012/01/positive-intelligence/ar/1
The Mythical Cycle of Happiness

Be Happy!

Be Successful

Work Hard
Practical Steps to Being More Positive

• Each morning, jot down three things you are grateful for.
• Have your first e-mail be a positive message to someone in your social support network.
• Pray or meditate for two minutes.
• Exercise for 10 minutes.
• Take two minutes to describe in a journal the most meaningful experience of the past 24 hours.
With Your Team

• “Power Lead”: Start with the positive
  ✓ First comments to people in the morning
  ✓ Start of meetings
  ✓ Openings to emails

• Ratio of positive interactions to negative
  ✓ If couples have at least 5 positive interactions for every 1 negative, their marriages were more likely to survive
  ✓ 3:1 ratio on work teams leads to better productivity and customer satisfaction
  ✓ Greater than 13:1 can be counter-productive!
Change Your Perspective on Stress

- What are the five experiences that have most shaped who you are today?
  - Finding: Nearly all will involve great stress
  - Crisis can be both a threat and an opportunity
Applying the Lessons

- Would people who know you best say you have a *disposition of gratitude*?
- Pick one or two of the steps to being more positive and start doing them daily.
- Don’t forget that the pressure you’re under can grow you.
Taking Action

- What has been helpful from this discussion?
- What’s an action you will take?
Leading Under Pressure

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