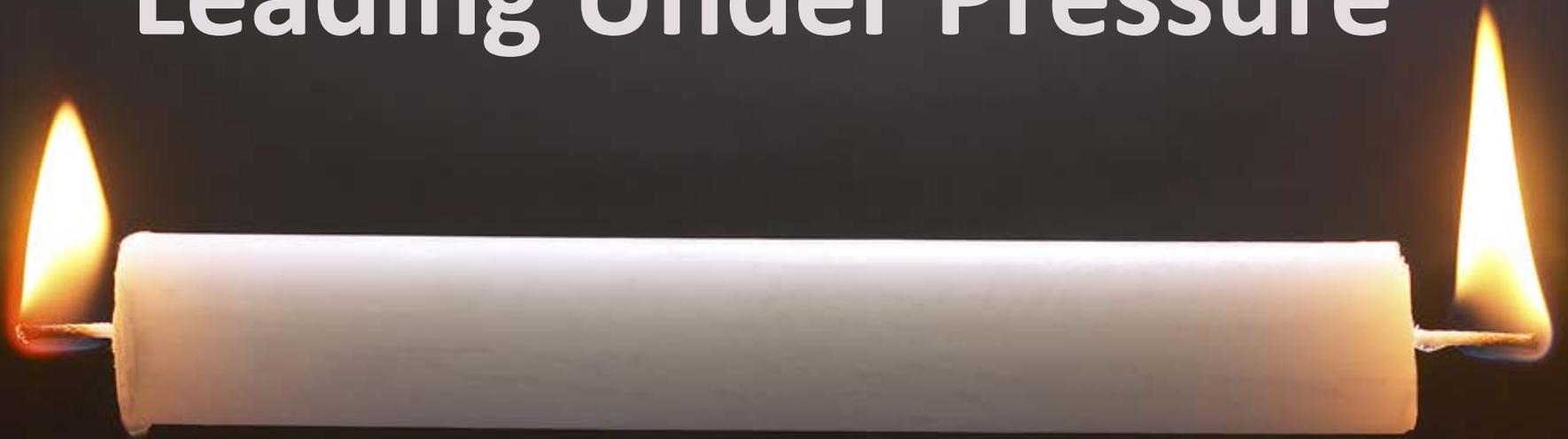


# Leading Under Pressure



**Andy Kaufman, PMP**

Host of *The People and Projects Podcast*

# Leading Under Pressure

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

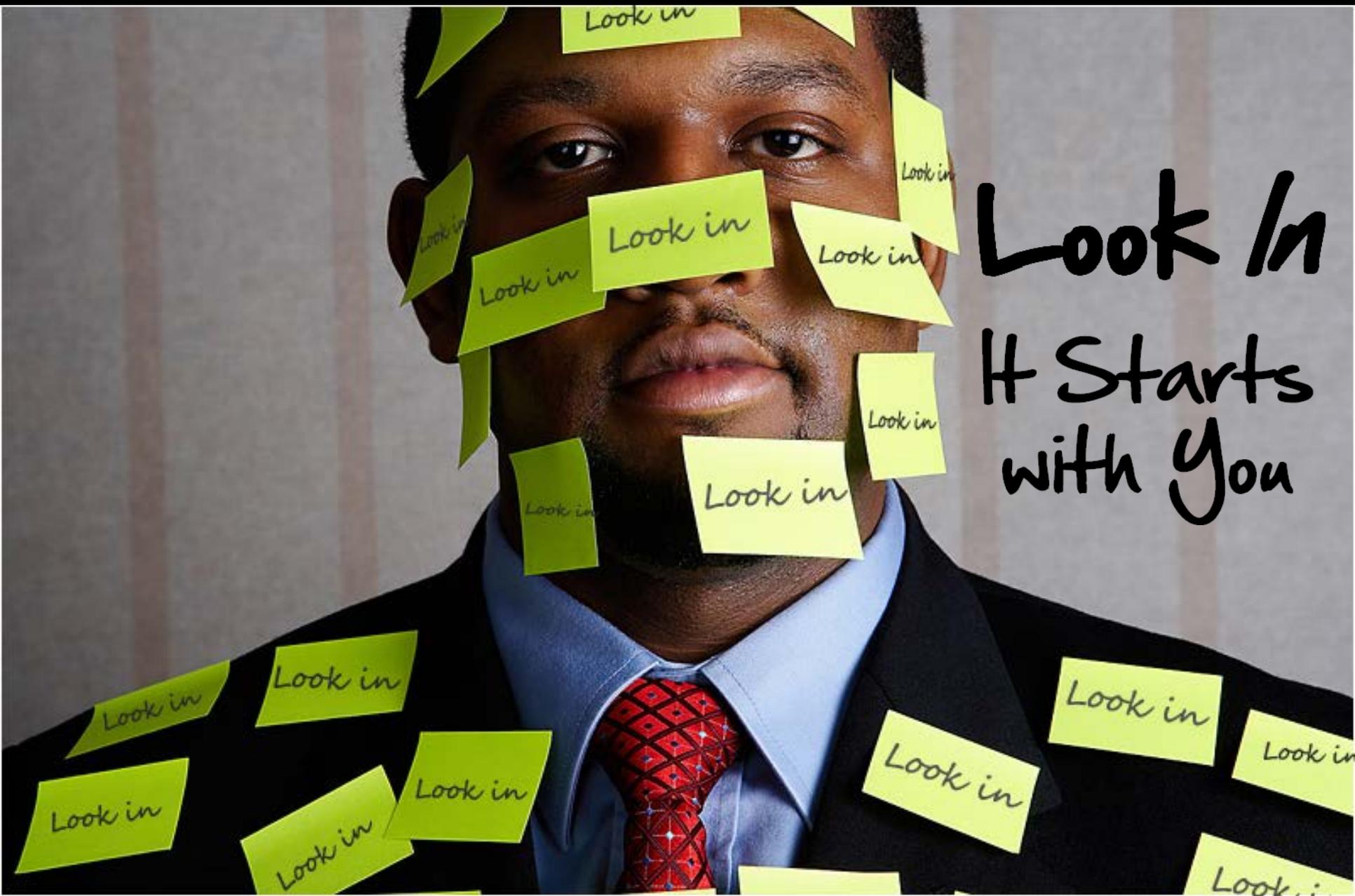
- Perspective
- Habits



# Leading Under Pressure

Leading  
Under  
Pressure

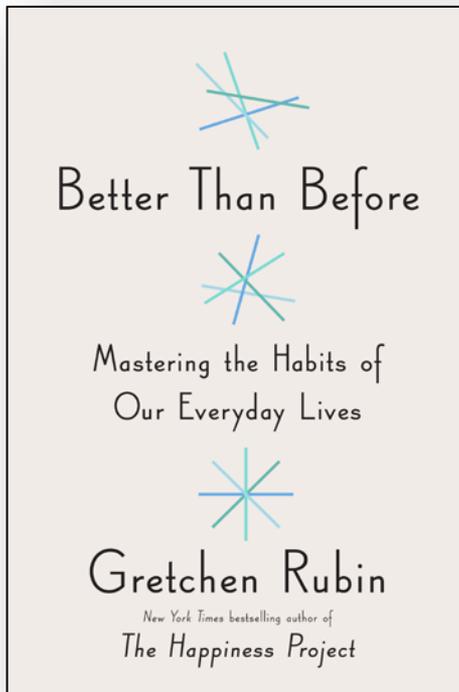
1. Look In
2. Look Out
3. Look Ahead
4. Look Up



Look In  
It Starts  
with You

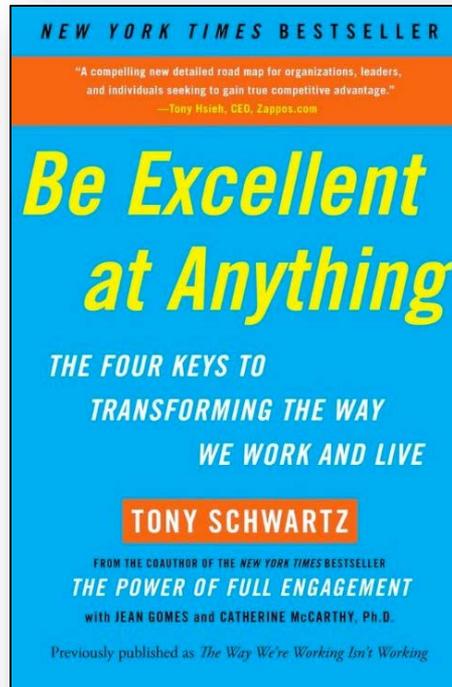
# Better Than Before

Mastering the Habits of Our  
Everyday Lives  
Gretchen Rubin



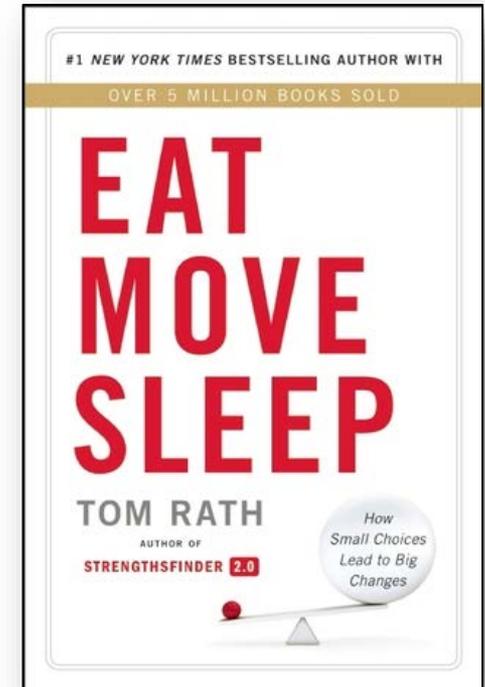
# Be Excellent at Anything

The Four Keys to Transforming the Way  
We Work and Live  
Tony Schwartz



# Eat Move Sleep

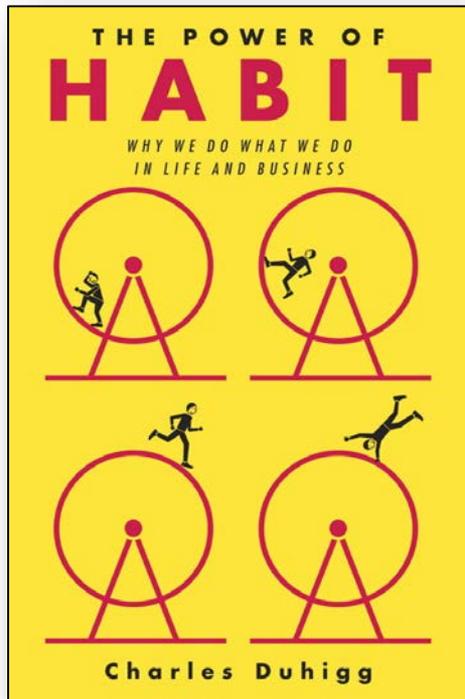
How Small Choices Lead to Big  
Changes  
Tom Rath



# The Power of Habit

Why We Do What We Do in Life and  
Business

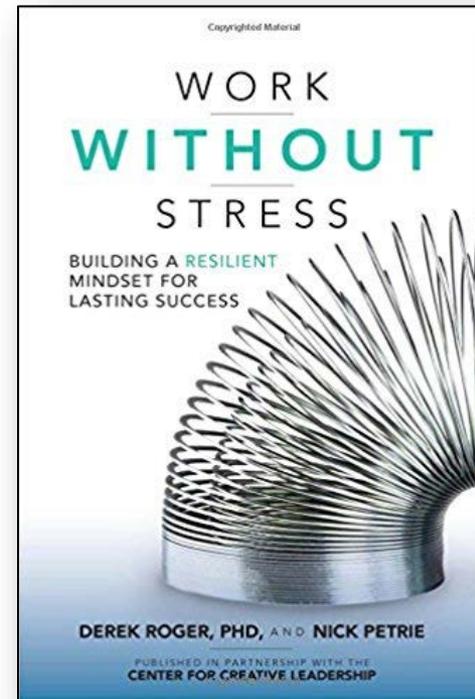
Charles Duhigg



# 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](http://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](http://PeopleAndProjectsPodcast.com/164)





**“Habits are the invisible  
architecture of everyday life.”**

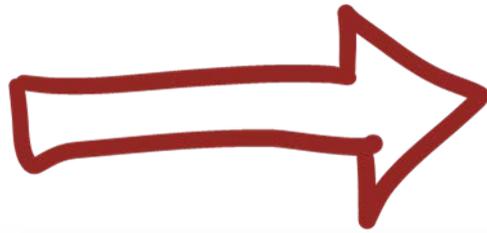
Gretchen Rubin

[PeopleAndProjectsPodcast.com/135](https://PeopleAndProjectsPodcast.com/135)

# Habits

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



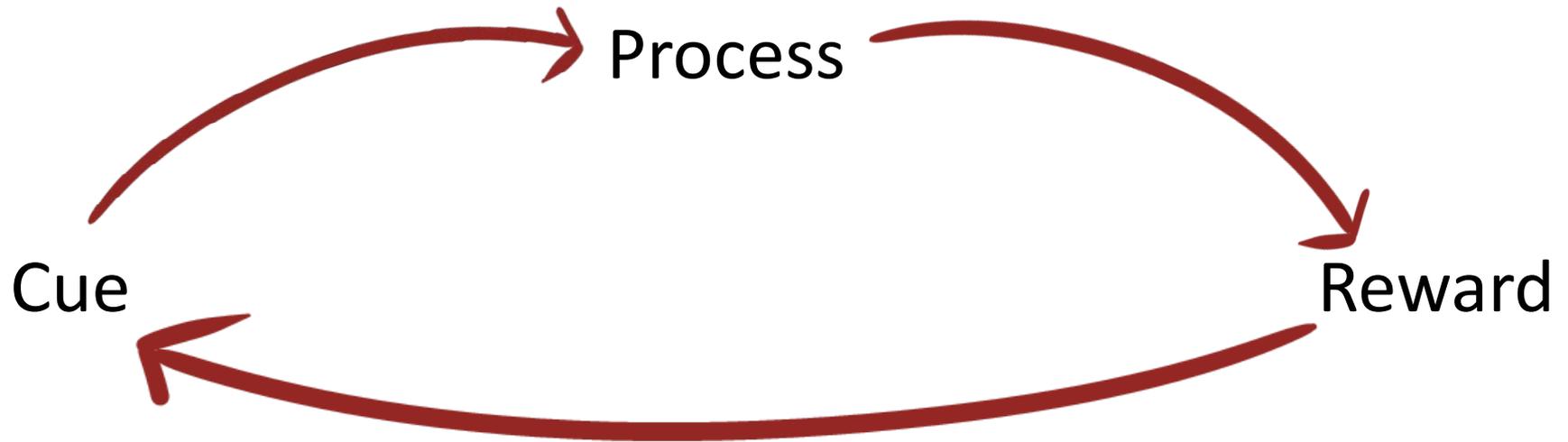


# Habits

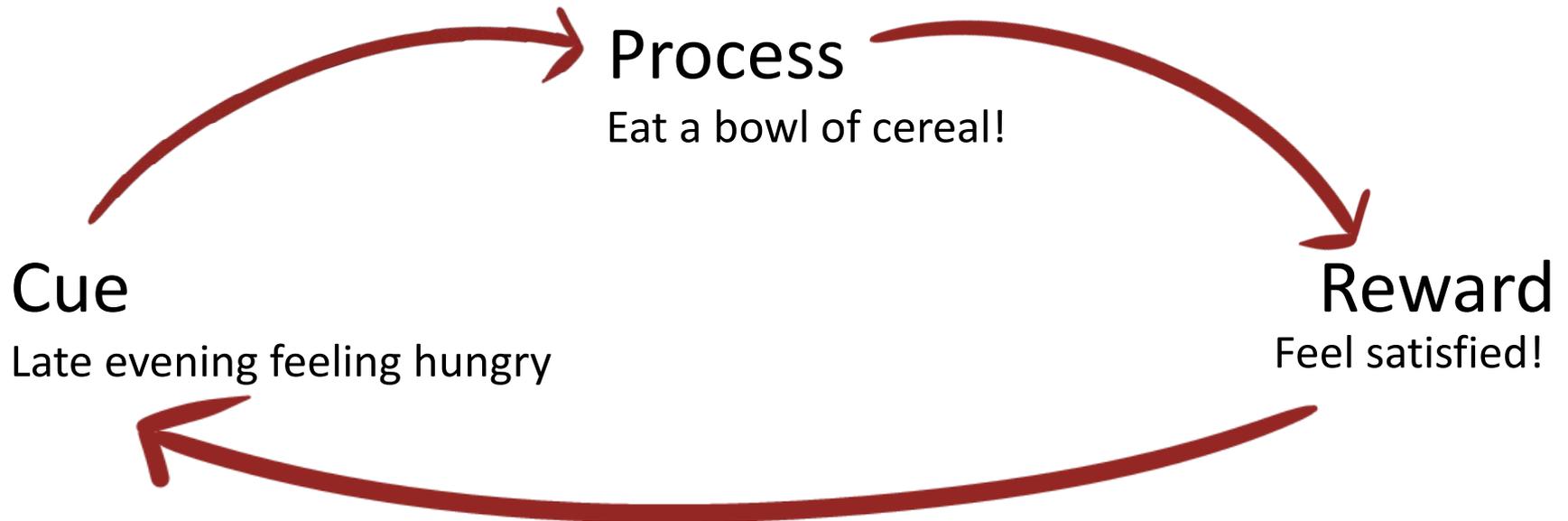
“The ~~choices~~ we make today determine the life we lead tomorrow.”



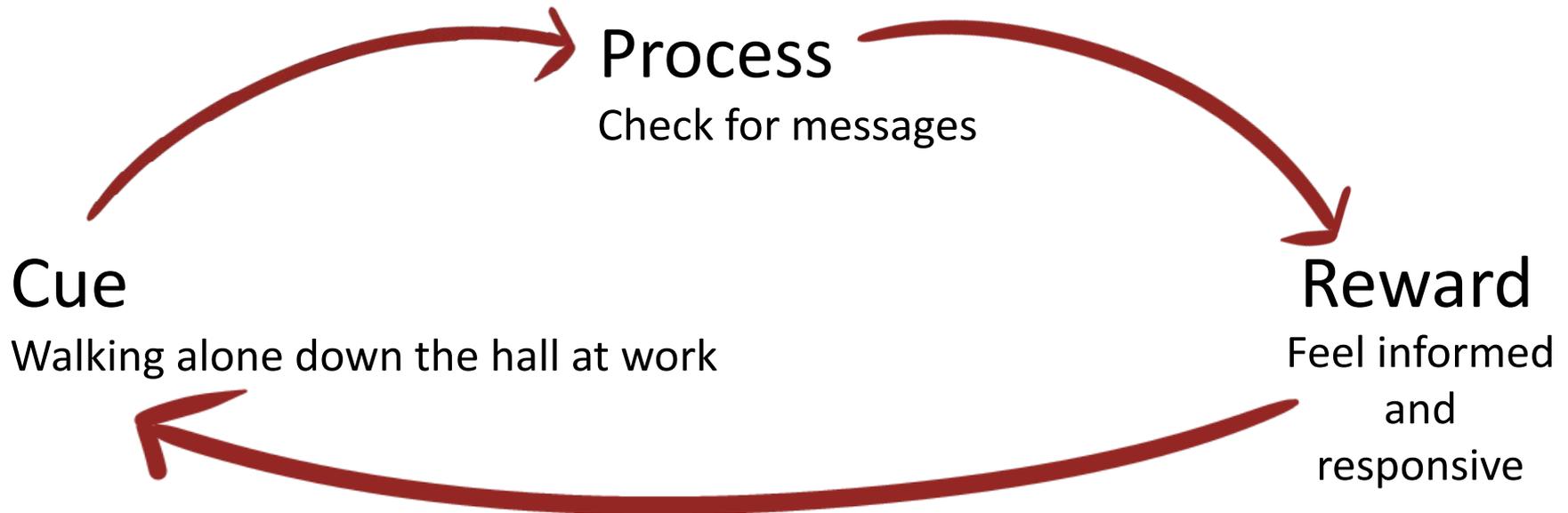
# The Habit Loop



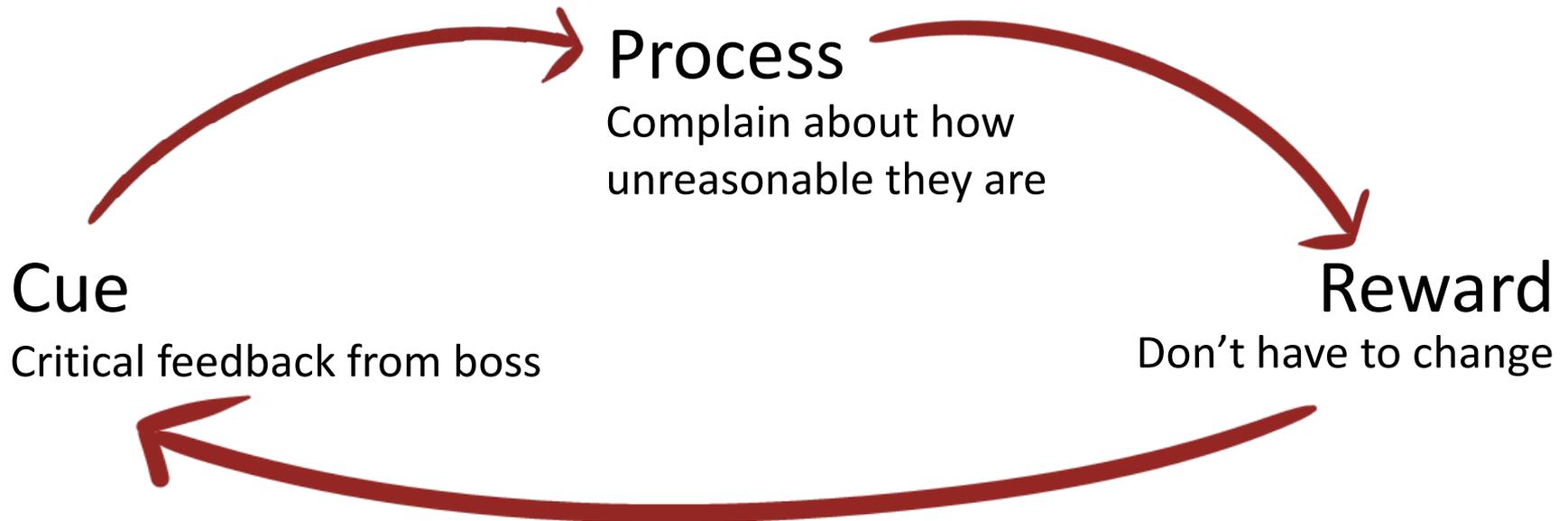
# The Habit Loop

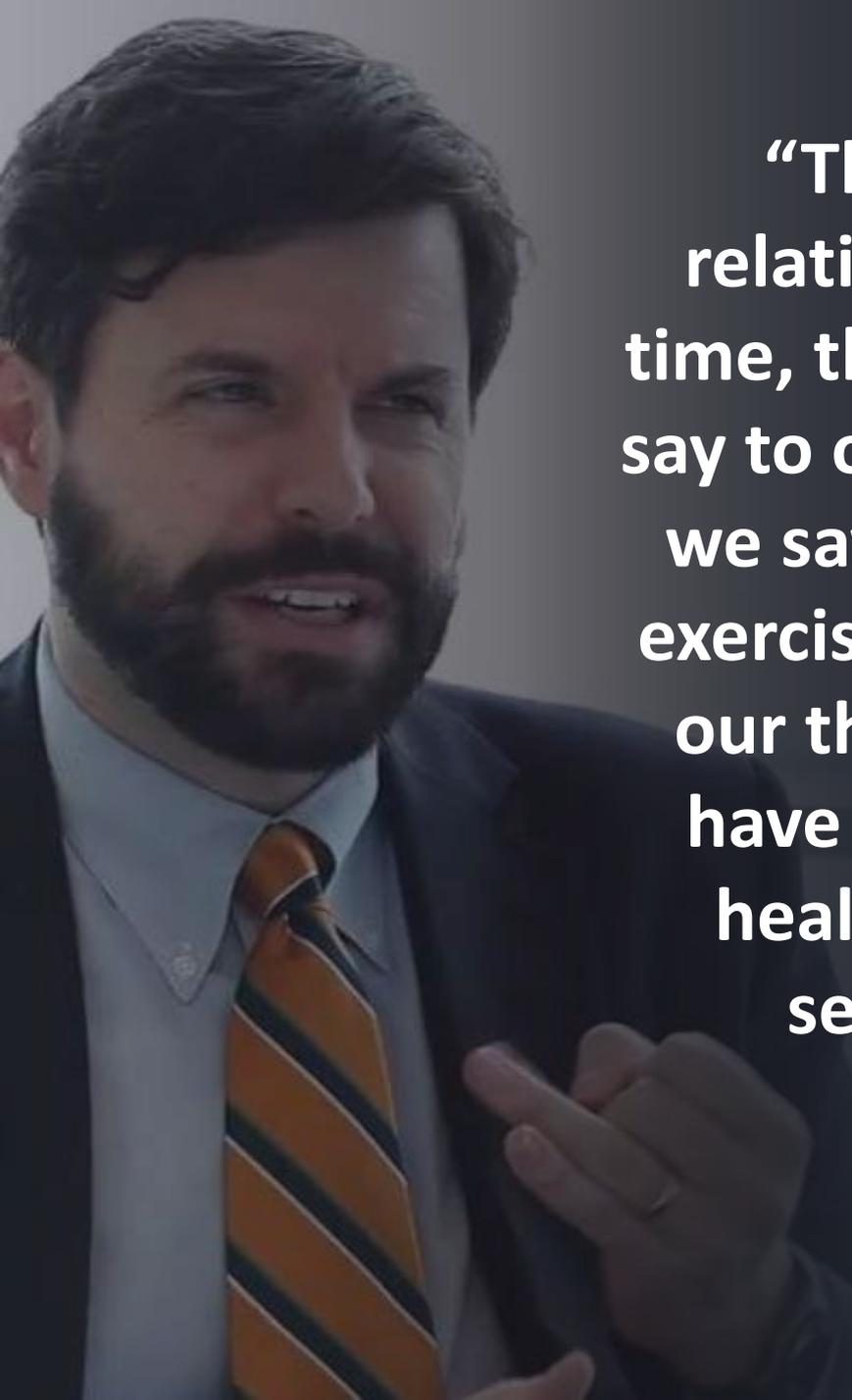


# The Habit Loop



# The Habit Loop

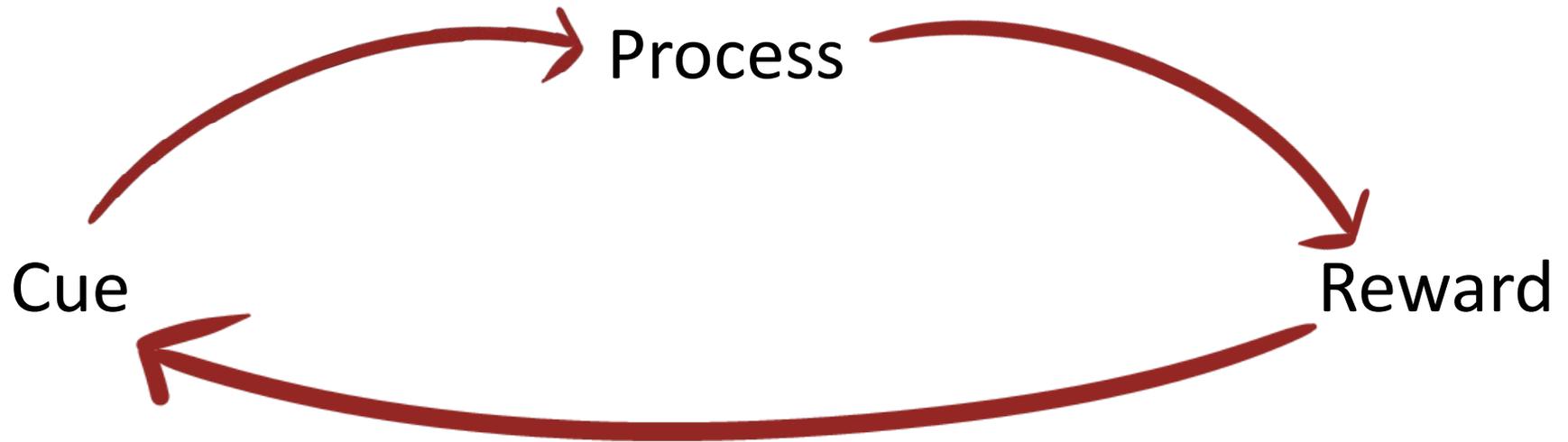


A man with a dark beard and mustache, wearing a dark suit jacket, a light blue dress shirt, and a striped tie, is shown from the chest up. He is looking slightly to the right and appears to be speaking. The background is a plain, light-colored wall.

**“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



**“Our most fundamental need is to spend and renew energy. We breath in, and we breathe out.”**

Tony Schwartz

[PeopleAndProjectsPodcast.com/42](https://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?**



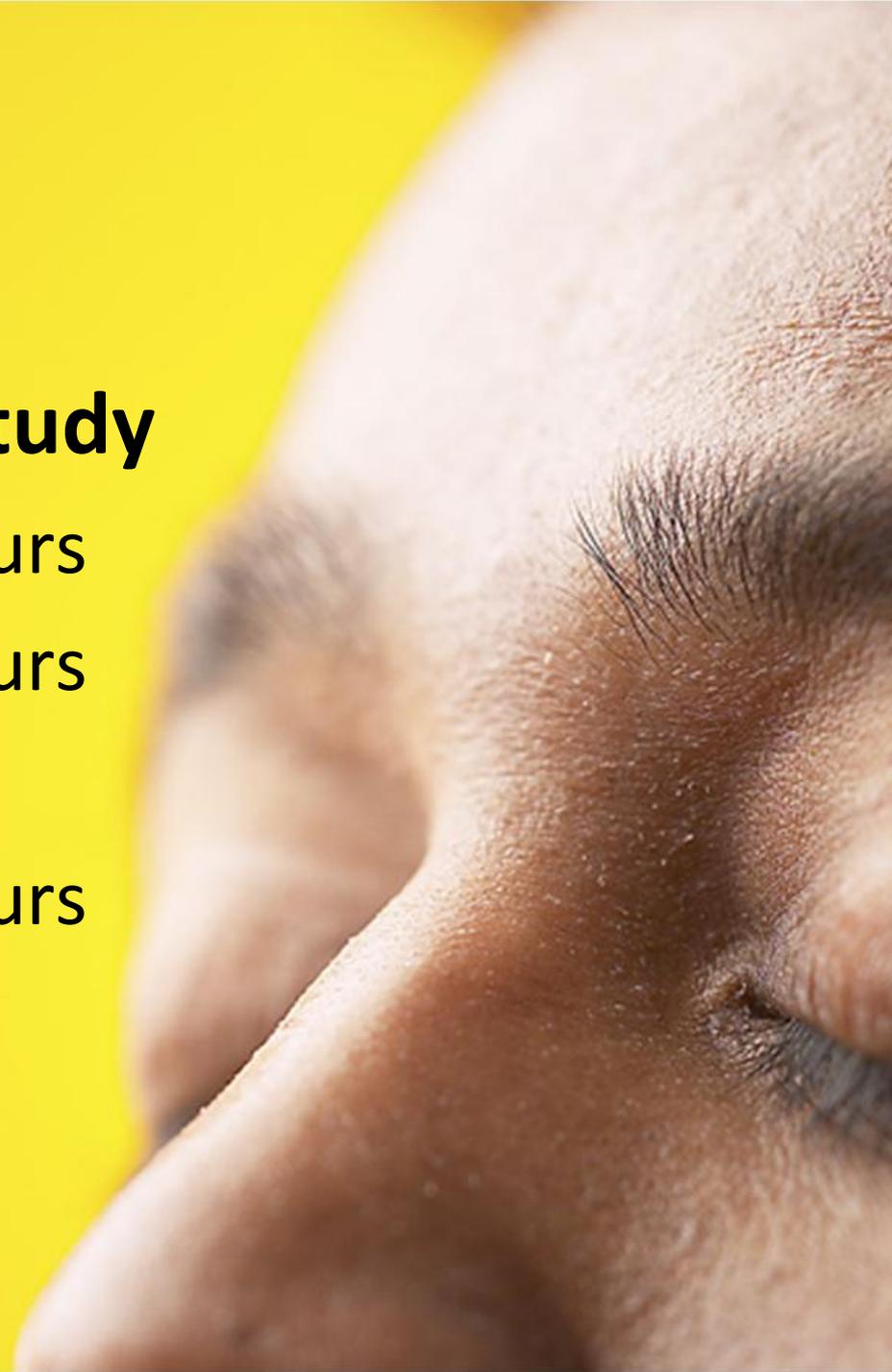
# Sleep

## University of Chicago study

What people said: 7.5 hours

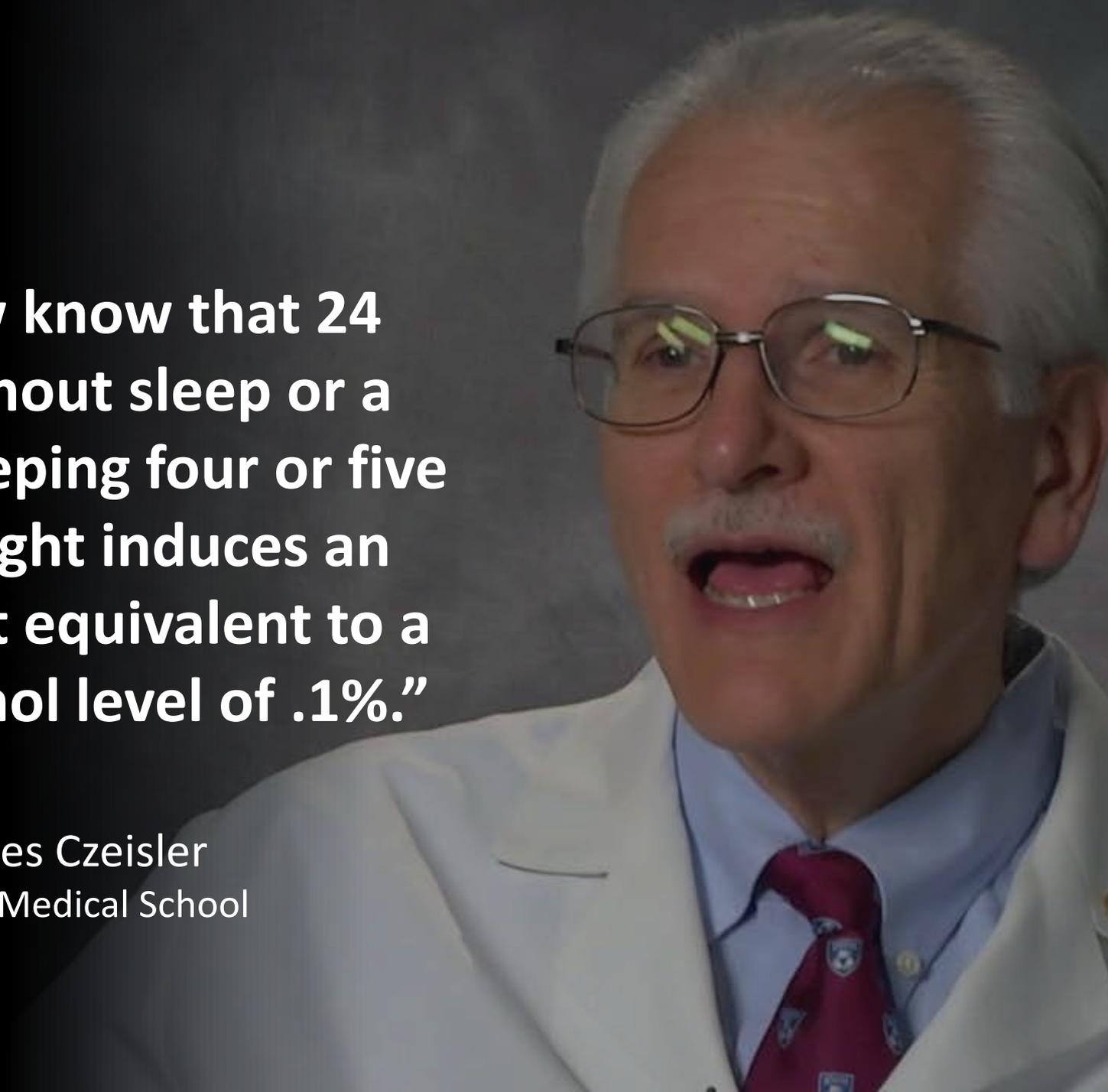
Actual: 6.1 hours

U.S. Average: 6.5 hours



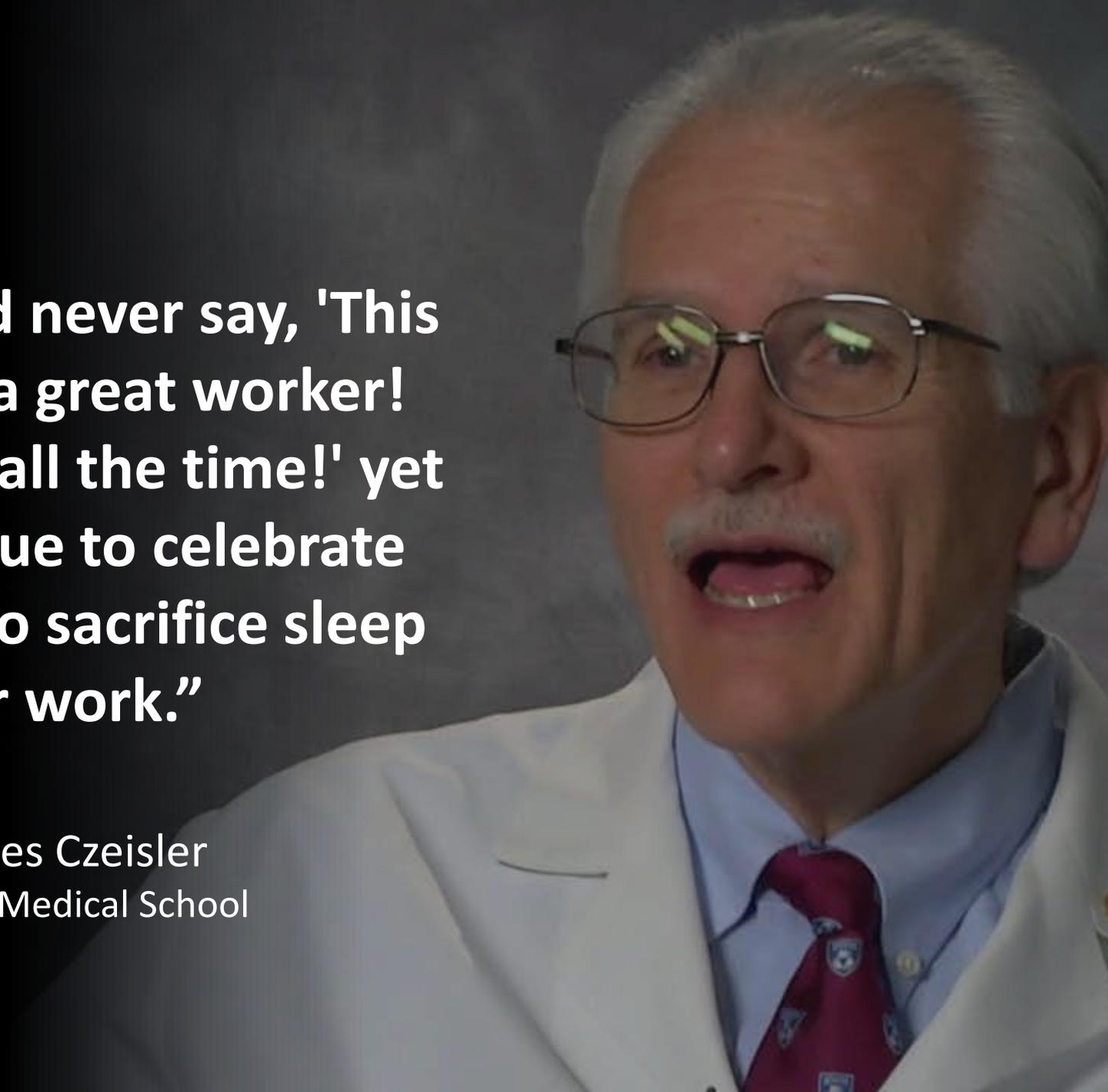
**“We now know that 24 hours without sleep or a week of sleeping four or five hours a night induces an impairment equivalent to a blood alcohol level of .1%.”**

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.”**

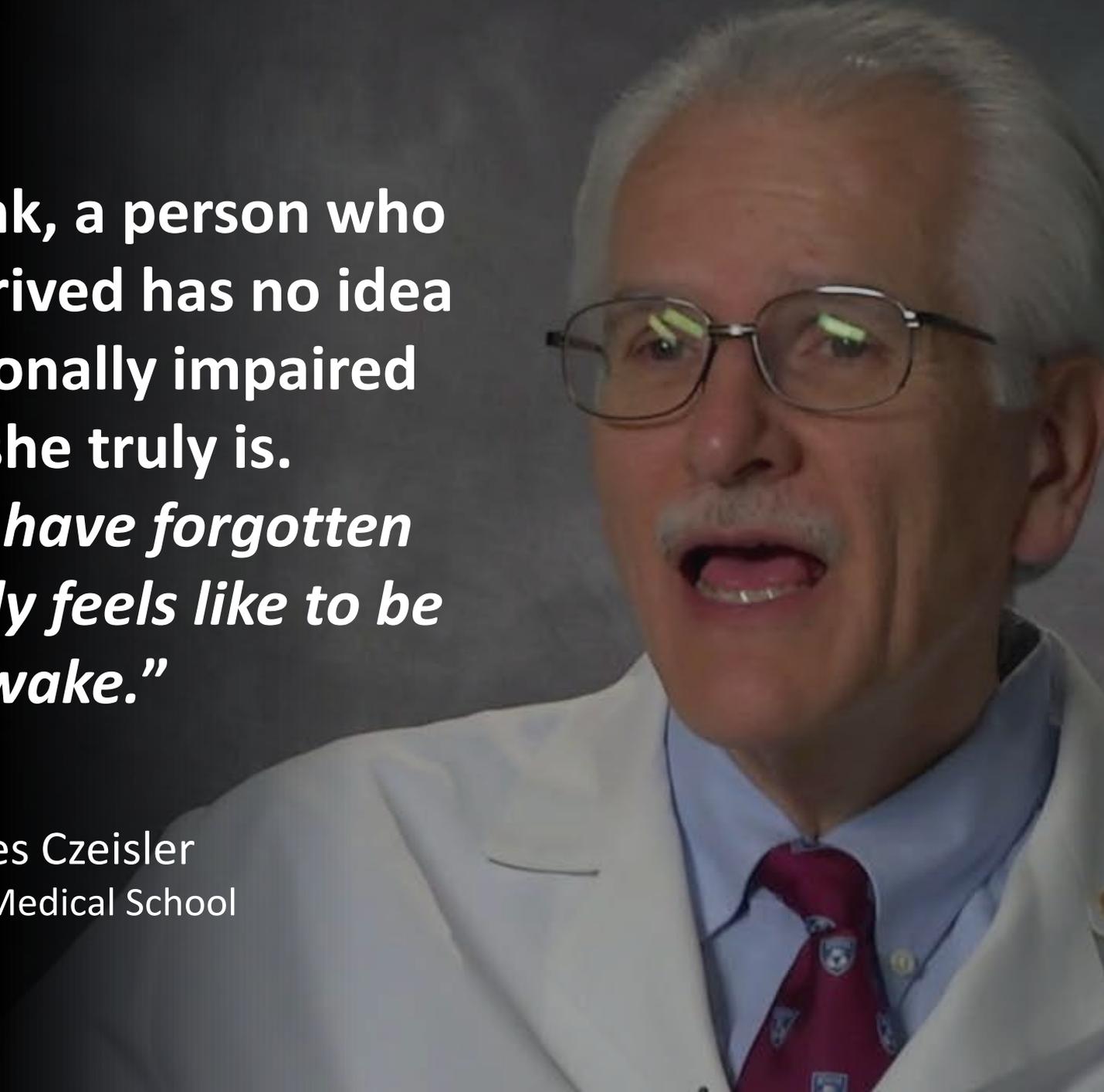
**Charles Czeisler**  
Harvard Medical School



**“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

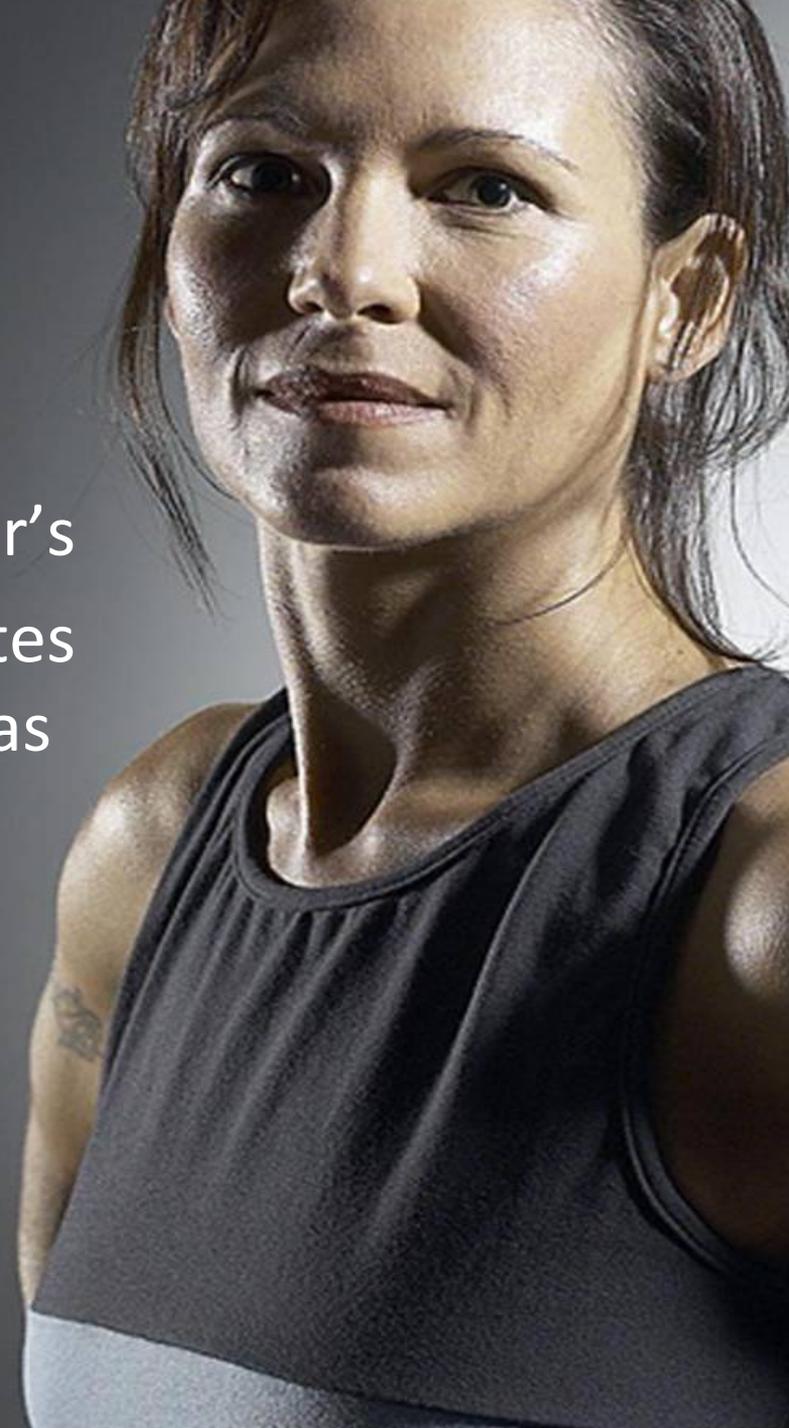
Find a way to take a  
break of some sort  
every 90 minutes

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](http://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**

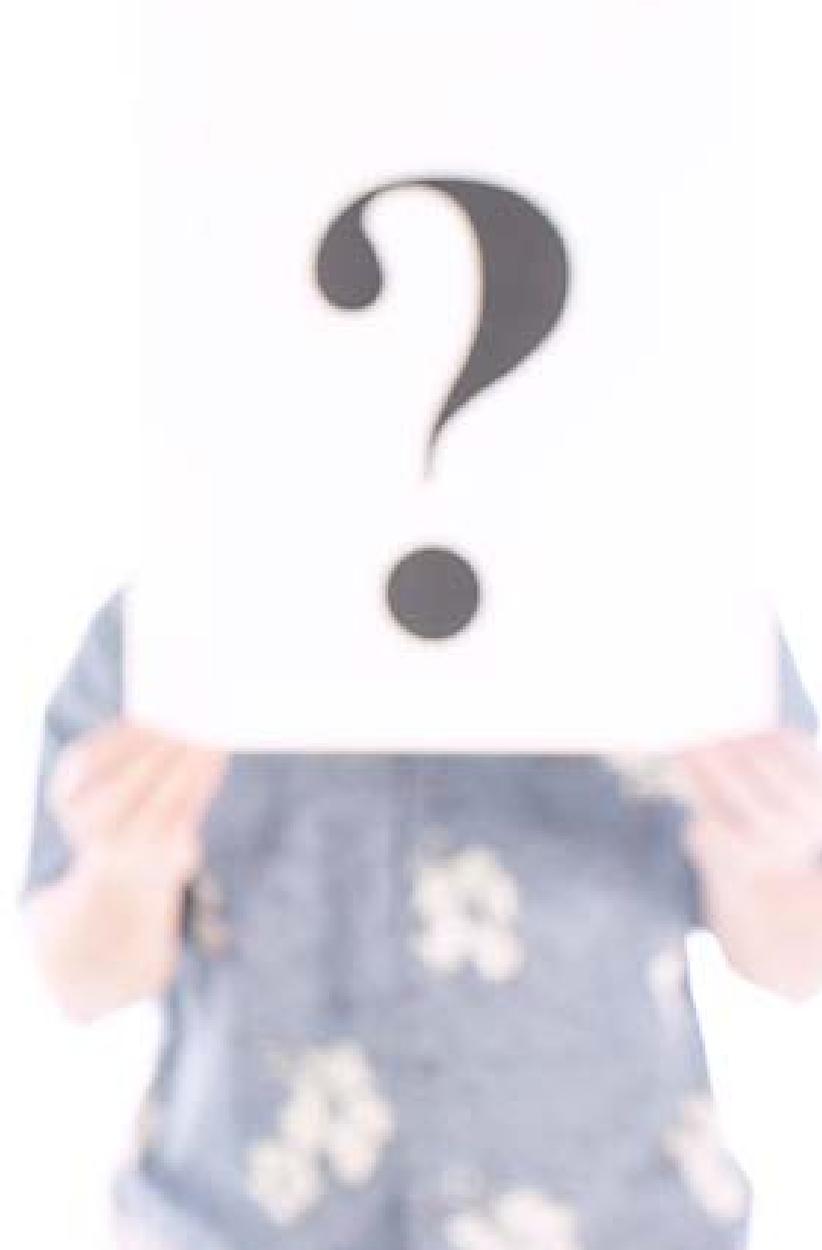


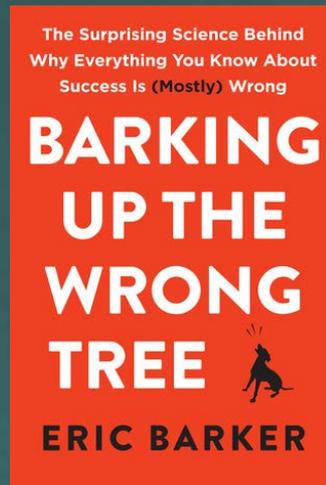
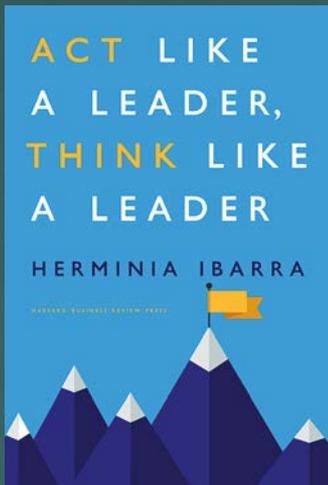
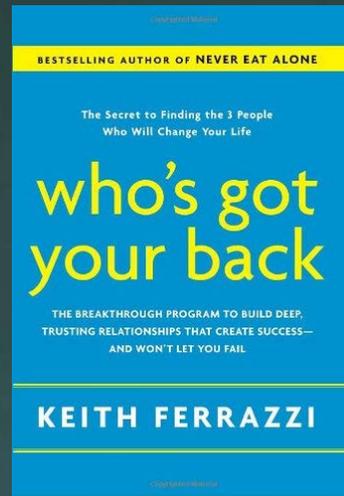
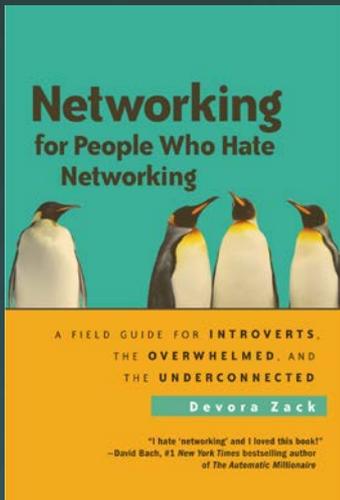


Look Out  
You Can't Do It  
On Your Own

# Why are Relationships So Critical?

**What are some specific examples of how relationships have helped you?**





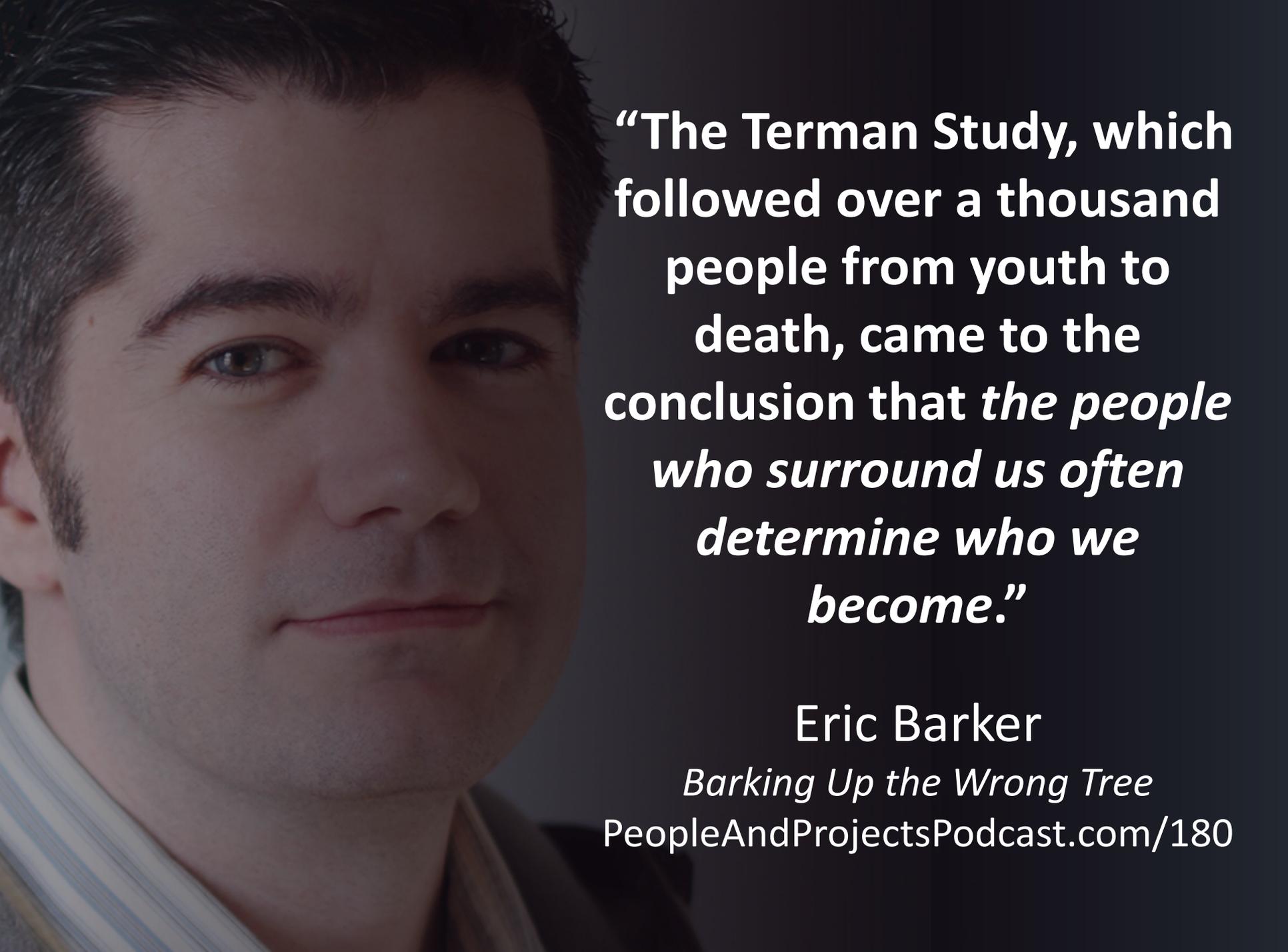


**“Left to our own devices,  
we build networks that are  
narcissistic and lazy.”**

**Herminia Ibarra**

*Act Like a Leader, Think Like a Leader*

[PeopleAndProjectsPodcast.com/130](https://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](http://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](http://PeopleAndProjectsPodcast.com/162)

A man with short brown hair and blue eyes, wearing a dark blue suit jacket over a blue button-down shirt, is smiling. He is standing in front of a whiteboard that has a diagram on it. The diagram shows a central point with lines extending outwards, possibly representing a project or organizational structure. The background is slightly blurred, showing what appears to be an office setting.

**“A survey published by  
Forbes found that 65% of  
employees would forego a  
pay raise if it meant seeing  
their leader fired.”**

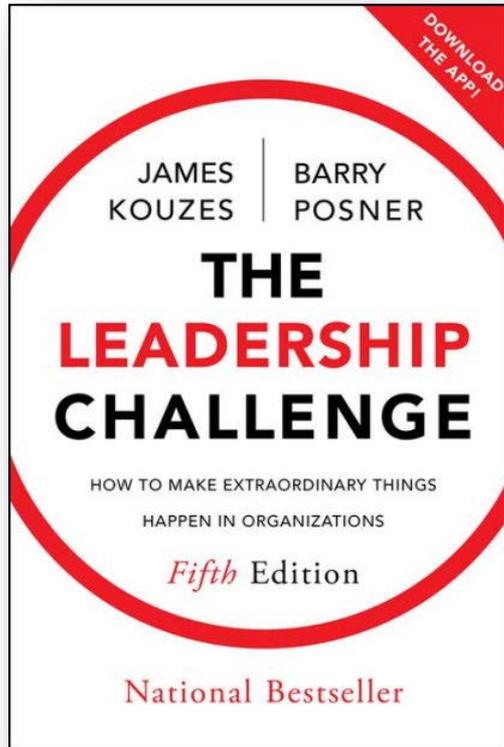
**Rasmus Hougaard**

*The Mind of The Leader*

[PeopleAndProjectsPodcast.com/201](http://PeopleAndProjectsPodcast.com/201)

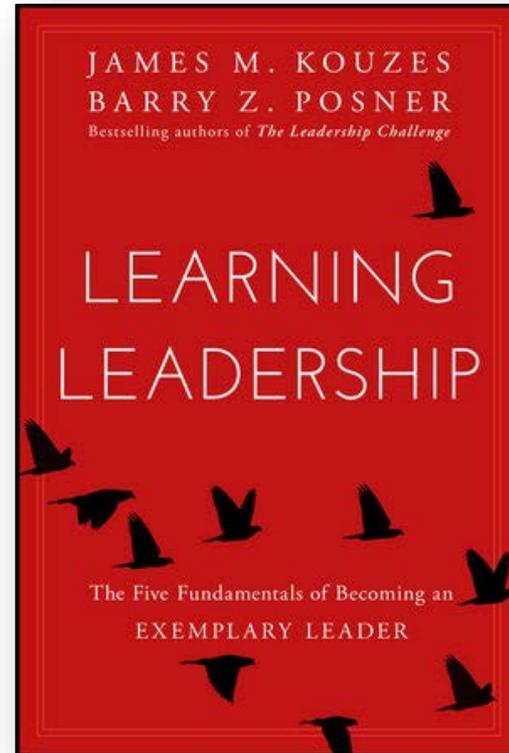
# The Leadership Challenge

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?**





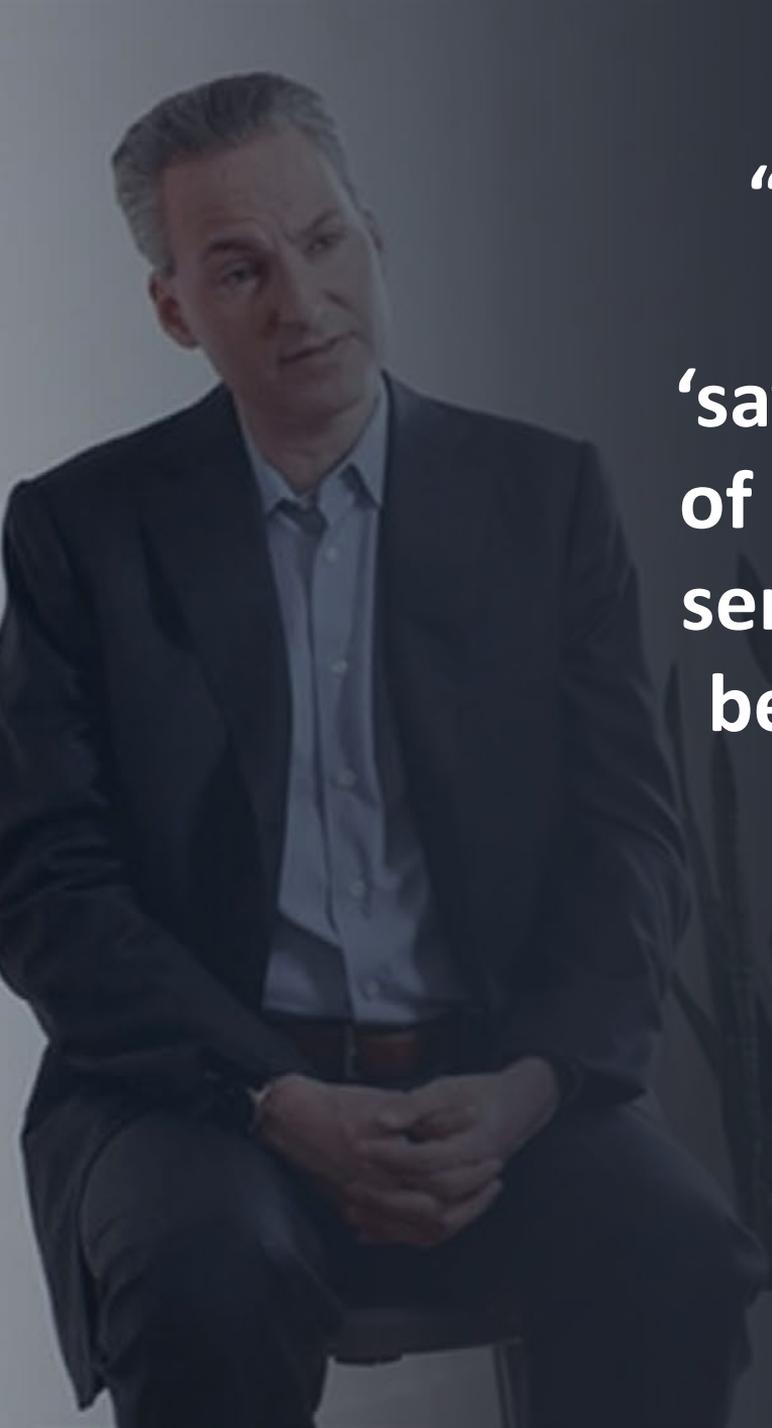
**Figure It Out**

A photograph of a city skyline at sunset. The sun is low on the horizon, creating a bright orange and yellow glow that reflects on the water in the foreground. Several tall, dark skyscrapers are silhouetted against the sky. The text "Realistic Optimism" is overlaid in white, bold, sans-serif font in the lower center of the image.

# Realistic Optimism



# Sense of Agency

A man with grey hair, wearing a dark suit jacket over a light blue shirt, is sitting in a chair. He is looking slightly to the left of the camera with a thoughtful expression. His hands are clasped in his lap. The background is a plain, light-colored wall.

**“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](http://PeopleAndProjectsPodcast.com/65)

# Applying the Lessons

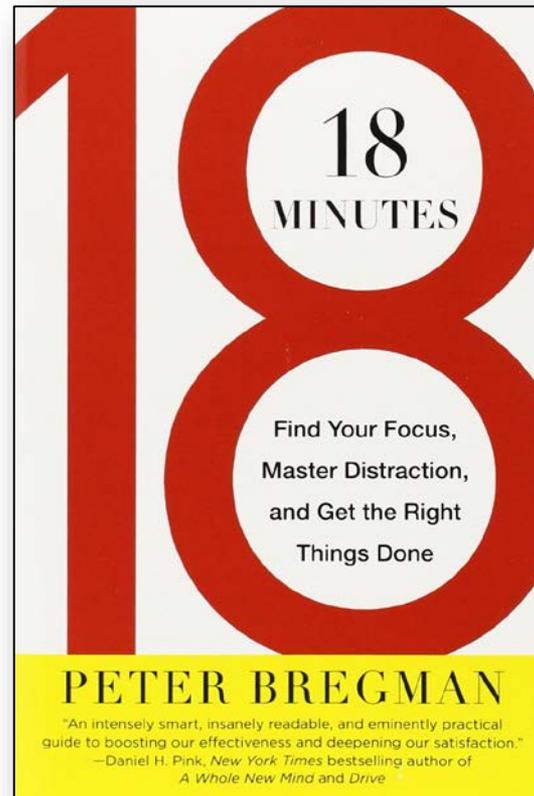
- Develop the habit of telling yourself, “Figure it out.”
- Help your team by being honest, forward-thinking, inspiring, and competent.
- Foster a habit of realistic optimism.
- Catch yourself when slipping into victim mode. Develop the habit of asking, “What can I influence?”

**If you don't take responsibility for your time,  
others are glad to do it for you!**

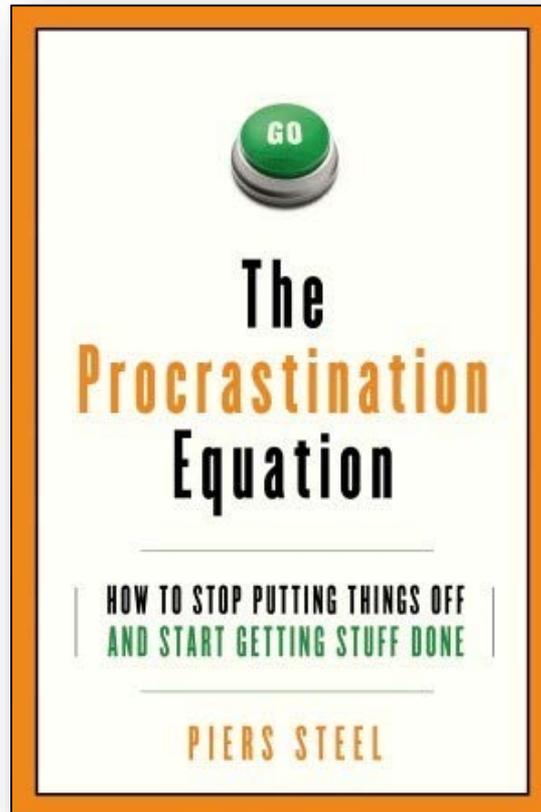


# Habit: Get It On Your Calendar

## 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

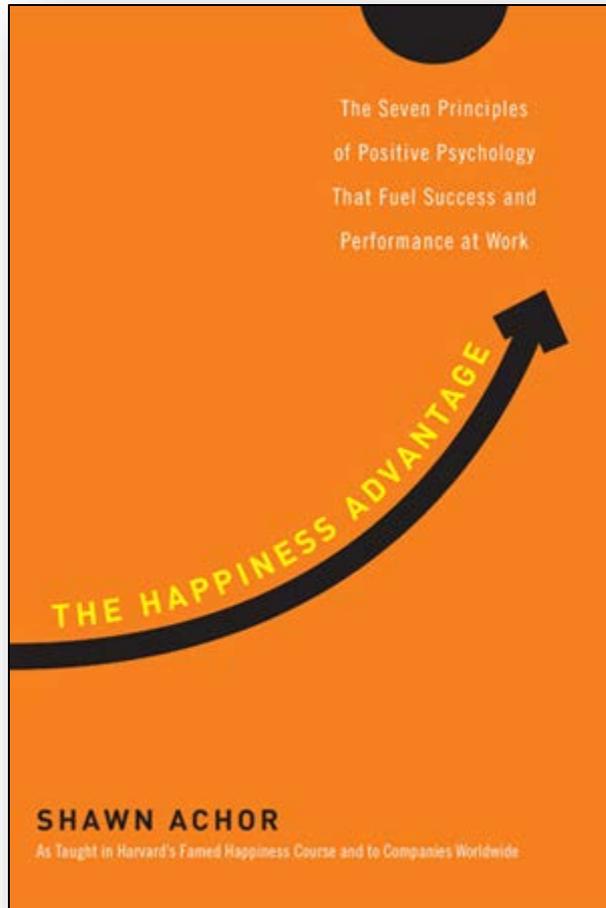


Dr. Robert Emmons

# The Happiness Advantage

The Seven Principles of Positive Psychology  
That Fuel Success and Performance at Work

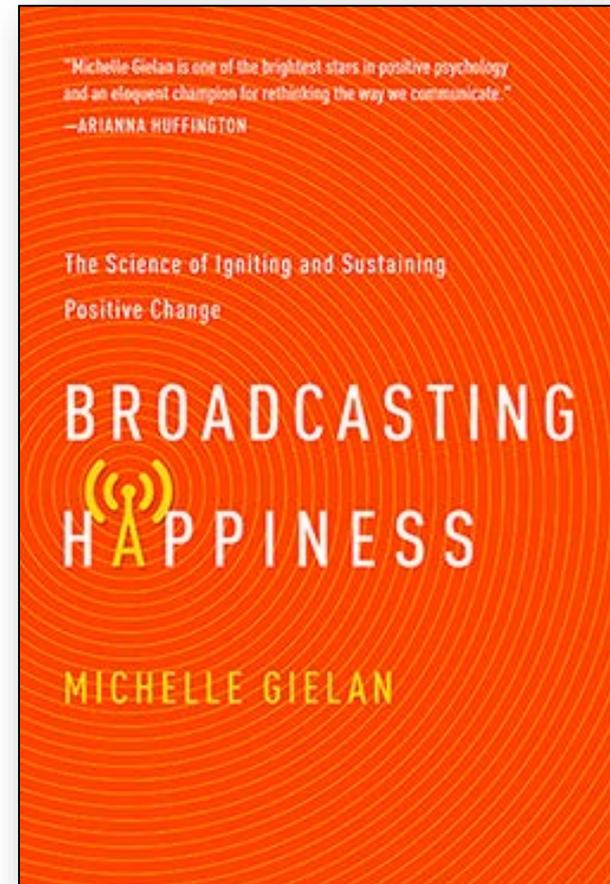
Shawn Achor



# 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



# 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

变化

# 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.

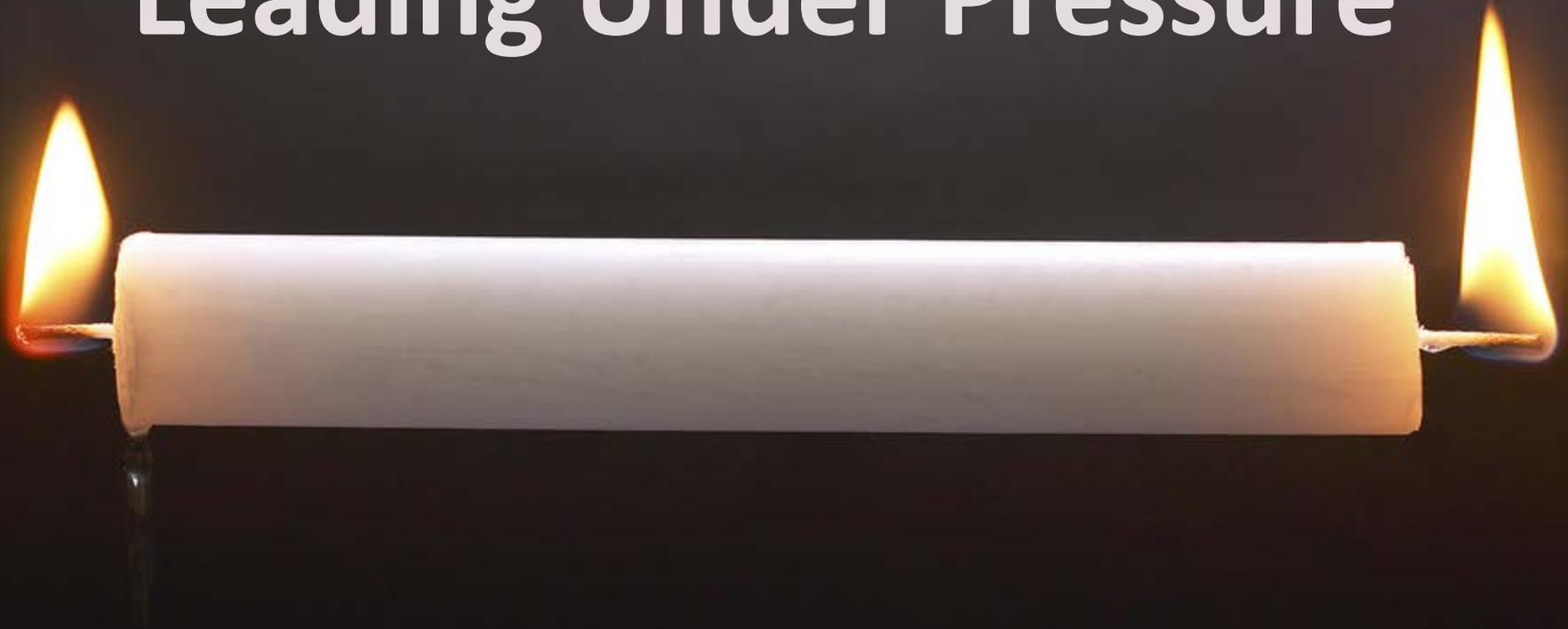
# Taking Action

- What has been helpful from this discussion?
- What's an action you will take?





# Leading Under Pressure



**Andy Kaufman, PMP**

PeopleAndProjectsPodcast.com

i-leadonline.com