Workshop Objectives

• Brain function under stress
• Channeling energy towards results
• Share experiences/successes
• Practice with case studies
• Create an action plan
“What goes on in the Presidents Room, stays in the Presidents Room!”
Introductions

- Name
- Job/Career interest
- Communication Strength
- A Communications Challenge
Guidelines

Leveraging Control
Managing Self and Others

Understanding

Self
- Awareness of one’s emotions
- Accepting external feedback
- Knowledge of strengths and needs

Others
- Tuning into other’s needs/desires
- Organization savvy
- Awareness of one’s role in the community/world

Leveraging Control
Managing Self and Others

Managing
- Control of one’s emotions
- Attitude to improve
- Accept responsibility
- Leveraging your voice

Understanding
- Awareness of one’s emotions
- Utilizes external feedback
- Knowledge of strengths and needs

Others
- Listening
- Teamwork
- Managing conflict
- Leading others

Leveraging Control
Levels of Learning

Michael Vance

Unconscious Incompetence
Levels of Learning

Conscious Incompetence

Unconscious Incompetence

Michael Vance
Levels of Learning

Conscious Competence

Conscious Incompetence

Unconscious Incompetence
Levels of Learning

- Unconscious Competence
- Conscious Competence
- Conscious Incompetence
- Unconscious Incompetence

Michael Vance
Levels of Learning

- Unconscious Competence
- Conscious Competence
- Conscious Incompetence
- Unconscious Incompetence

Leveraging Control

Michael Vance
Top Performers

Differentiators

Ability to:
- communicate
- influence
- manage conflict
- create win-win situations

Center for Creative Leadership
Employees want to be:

• respected
• involved
• heard
• well led
• valued

Trust

Results

Leveraging Control
Primary Derailers

- Lack of Composure
- Defensiveness
- Key Skill Deficiencies
- Overdependence on a Single Skill
- Performance Problems
- Insensitive to Others
- Lack of Ethics & Values
- Political Missteps
- Arrogant
- Betrayal of Trust

- Non-Strategic
- Failure to Staff Effectively
- Failure to Build a Team
- Overly Ambitious
- Overdependence on an Advocate
- Poor Administrator
- Blocked personal learner
- Over-Managing
- Unable to Adapt to Differences

-Center for Creative Leadership

Leveraging Control
Sharing Brainpower

Exercise:

Discuss in groups of 3 or four at your table:
• Which derailers are most likely to show up?
• Report out findings to large group.
One Marshmallow or Two?

- 1960s study
One Marshmallow or Two?

- 1960s study
- SAT 210 points
- more stable careers and lives
Predicting Success

“Intelligence is largely at the mercy of self-control.”

Walter Mischel, Professor of Psychology, Stanford University
Predicting Success

“Intelligence is largely at the mercy of self-control.”

Walter Mischel, Professor of Psychology, Stanford University

“Intelligence is really important (predictor of performance) but it’s still not as important as self-control.”

Angela Lee Duckworth, Assistant Professor of Psychology, University of Pennsylvania
Emotional Control

IS NOT

- Repression
- Silent Fuming
- Passive aggressive
- Withdrawal
Emotional Control

IS

- Understanding one’s feelings
- Controlling impulsive actions
- Finding delaying tactics
- Discovering ways to reduce stress
Emotional Control

Channel Energy Toward Positive Ends
Present Day Tigers
Fight, Flee or Freeze

Emotions cause:

- *Increased heart rate*
Fight, Flee or Freeze

Emotions cause:

- *Eyes to dilate*
Fight, Flee or Freeze

Emotions cause:

- *Increased blood flow*
Fight, Flee or Freeze

Emotions cause:

- *Faster breathing*
Fight, Flee or Freeze

Emotions cause:

- Depletion of resources for the stomach and the brain
Fight, Flee or Freeze

Emotions cause:
- Increased heart rate
- Eyes to dilate
- Increased blood flow
- Faster breathing
- Depletion of resources for the stomach and the brain

Leveraging Control
Awareness Exercise
Brain Freeze

Research shows

- Stress affects MOST:
  - People with-
    - highest working memory capacity
    - ability to manipulate data
Brain Freeze

Research shows

- Stress affects *MOST*:
  - highest working memory capacity
  - best ability to manipulate data

“Stress uses up the same cognitive horsepower that would typically be devoted to mental tasks, scuttling the performance of capable people who depend on their superior reasoning abilities.”

*University of Chicago*
Risk

Losing Emotional Control

Always *colors*

future interactions
Risk

Losing Emotional Control

*Always colors*

future interactions
A Bigger Risk for Losing Emotional Control

Always colors future interactions

- Women < Less capable (impacts career)
A Bigger Risk for Losing Emotional Control

Always colors future interactions

- Women < Less capable (impacts career)
- Men = Less career impact

Yale University
Jimmy Connors at work
Where Women have the “Advantage”
Sharing Brainpower

Exercise:

• What triggers cause you to lose composure
• How does that negative energy get displayed
Tips for Impulse Control

- Bypass the first reaction
Tips for Impulse Control

- Bypass the first reaction
- Best choice is 2\textsuperscript{nd} or 3\textsuperscript{rd} idea
Tips for Impulse Control

- Bypass the first reaction
- Best choice is 2nd or 3rd idea
  - Grandma was right - Count to 10 (or 60)!
Tips for Impulse Control

- Bypass the first reaction
- Best choice is 2\textsuperscript{nd} or 3\textsuperscript{rd} idea
  - Grandma was right - Count to 10 (or 60)!
- Use delaying tactics:
  - Excuse yourself
Tips for Impulse Control

- Bypass the first reaction
- Best choice is 2\textsuperscript{nd} or 3\textsuperscript{rd} idea
  - Grandma was right - Count to 10 (or 60)!
- Use delaying tactics:
  - Excuse yourself
  - Ask a question/listen
Tips for Impulse Control

- Bypass the first reaction
- Best choice is 2nd or 3rd idea
  - Grandma was right - Count to 10 (or 60)!
- Use delaying tactics:
  - Excuse yourself
  - Ask a question/listen
  - Take notes
Sharing Brainpower

Exercise:

• What other delaying tactics have you found work for you?
• Do in groups and report out
Leveraging Emotional Control

1. Use the “I” message
2. Verbalize commitment/ confidence in person to find a solution
3. Use the Umbrella Question to gain understanding
4. Reframe the roadblock
5. Ask for Ideas
6. State Solutions and Benefits
Let’s Practice!

- Groups of Three
  - Practicer
  - Co-worker-Prop
  - Observer
Let’s Practice!

- Groups of Three
  - Practicer
  - Co-worker-Prop
  - Observer
- Goal is for Practicee to have a reasonably good opportunity to practice the six step method
Let’s Practice!

- Groups of Three
  - Practicer
  - Co-worker-Prop
  - Observer
- Goal is for Practicee to have a reasonably good opportunity to practice the six step method
- The Prop can be mildly difficult but not the “co-worker from hell”
Let’s Practice!

- Groups of Three
  - Practicer
  - Co-worker “Prop”
  - Observer

- Goal is for Practicer to have a reasonably good opportunity to practice the six step method
- Prop can be mildly difficult but not the “co-worker from hell”
- Observer takes notes on the interchange in terms of what went well and what impeded progress
Managing Self and Others

Managing

Self
- Control of one’s emotions
- Attitude to improve
- Accept responsibility
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Understanding

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What We’ve Learned

- Building awareness of self and others
- HUGE benefit to channel energy positively
- Be aware of your triggers
- Use Impulse Control Suggestions
- Practice the six step process
Next Steps - Your Assignments

Build Emotional Stamina & Reduce Stress

1. Physical Activity
   (yoga, walking, cardio, sports)
Next Steps - Your Assignments

Build Emotional Stamina & Reduce Stress

1. Physical Activity
   (yoga, walking, cardio, sports)

2. Mental Relief
   (sleep, meditation, movies, a favorite show)
Next Steps - Your Assignments

Build Emotional Stamina & Reduce Stress

1. Physical Activity
   *(yoga, walking, cardio)*

2. Mental Relief
   *(meditation, movies, sport, a favorite show)*

3. Find ways to integrate
   *(family, friends, work, volunteering)*
Next Steps - Your Assignments

Frustrations!!
Next Steps - Your Assignments

Practice Leveraging Emotional Control Model:

- with a family member
- with staff, peers, and boss
Action Plan

Leveraging Control

Improving a Current Issue

Describe a current issue you are facing/relationship you want to invest in/improve.

What are the top three things that get in the way?

Ideas to counteract those forces:

What will you gain from resolving the issue/improving the relationship?

Write down three or more specific actions/behaviors you are going to employ.

Brain Freeze

Research shows

- Stress affects MOST:
  * highest working memory capacity
  * best ability to manipulate data

"Stress causes the same cognitive hemorrhage that would happen to executive mental tasks, reducing the performance benefit on tasks that require executive reasoning abilities." - University of Chicago

Leveraging Control
Next Steps - Your Assignments

Celebrate your Successes!

www.hpearlassociates.com
www.Insightlearningpartners.com