

**“My mission in life is not to survive,
but to thrive; and to do so with
some passion, some compassion,
some humor and some style.”
Maya Angelou (1928-2014)**

**Sustaining your Leadership
2.30 to 3.30,
22 July 2020**

Be ahead

Steve Playford
Consultant & Coach

Supporting people to
be ahead in
leadership & wellbeing

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Learning Outcomes

- 1. To explore models of strategic planning**
- 2. To understand decision overload**
- 3. To be aware of how your body copes with stress**

Chat & Task

Type into **Chat** and **write** on a piece of paper
**One work activity you can be proud of
during this Covid 19 Crisis**

Slides and resources will be available after the
webinar

To sustain leadership let's define leadership?

- Authenticity** to be “what lies between people”
- Vision** to require imagination, innovation and ingenuity
- Ownership** to mean being responsible and accountable
- Achievement** to mean harnessing potential and enabling everyone to achieve great success
- Collaboration** to mean being able to work effectively with others inside and outside the organisation

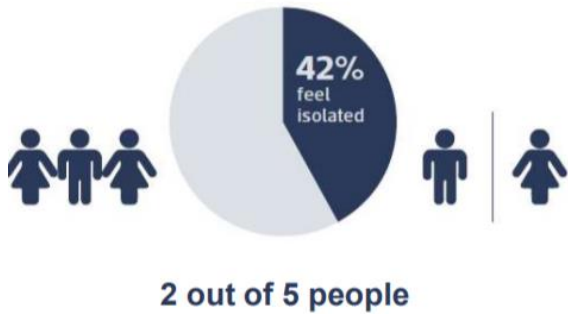
<https://www.institutelm.com/learning/leadership-framework.html>

Identify the ways you currently engage in leadership. Free assessment tool
MY LEADERSHIP OPPORTUNITIES by Institute of Leadership and Management

<https://myleadership-institutelm.com/app#/mlo>

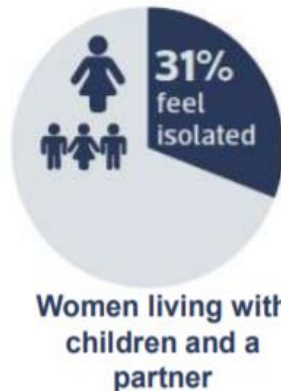
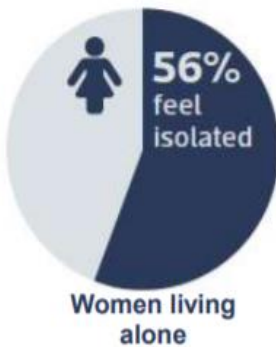
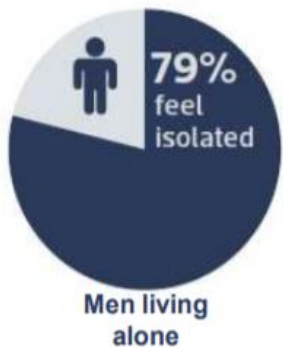
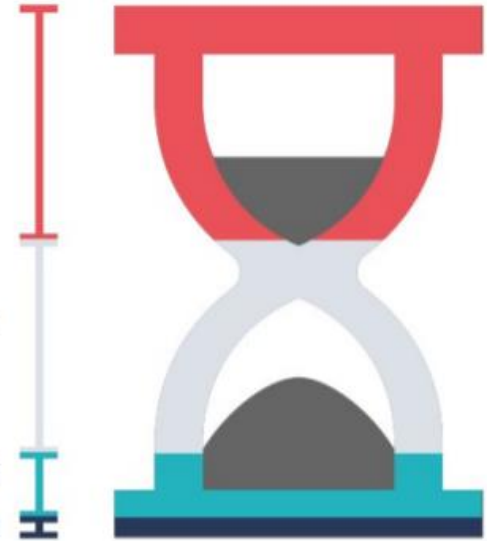
Survey By The Institute Of Leadership and Management May 2020 ,1200 people

I feel isolated



Work life balance Hours worked?

- 44% More hours
- 40% Same hours
- 12% Fewer hours
- 4% not applicable

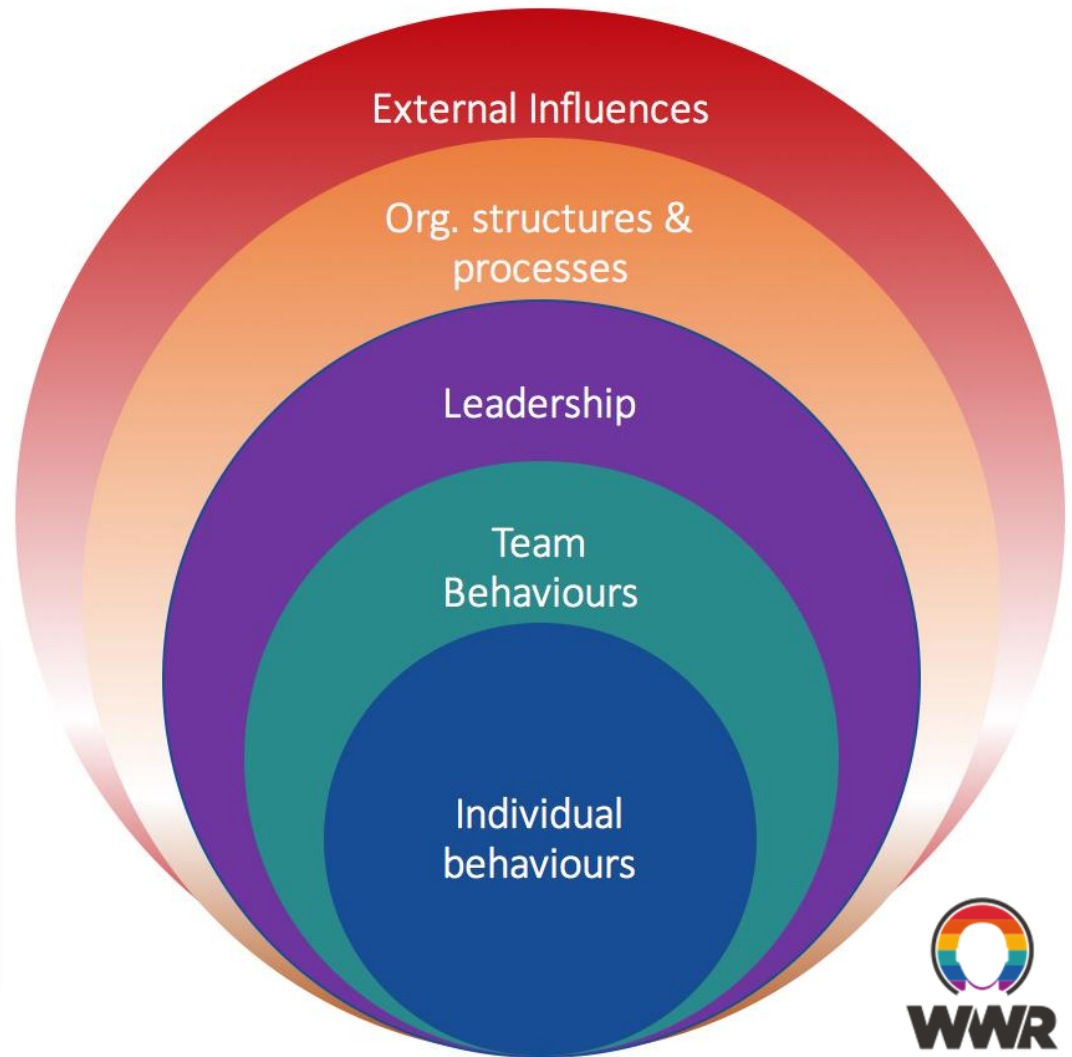


<https://www.institutelm.com/resourceLibrary/homeworking-trials-and-triumphs-during-covid-19.html>

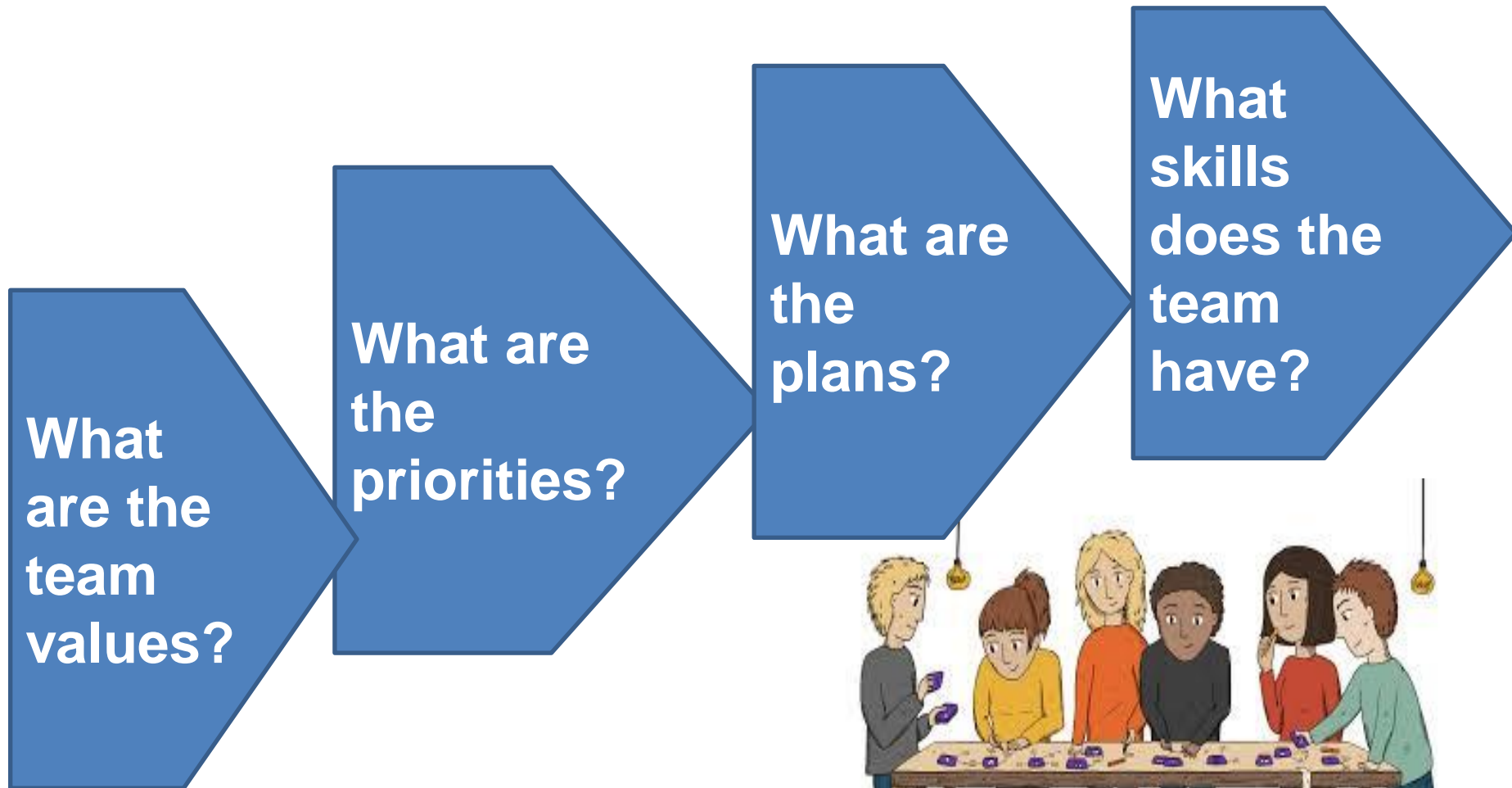
Do you take a systematic approach to leading and managing?



Building Team Resilience using Resilience at Work R@W based on research and practice carried out by Kathryn McEwen (Aus.)



Is your organisation coping with uncertainty?



Model: Components for Team Resilience at Work (R@W)

R@W (Kathryn McEwen)

T1. Robust

T2. Resourceful

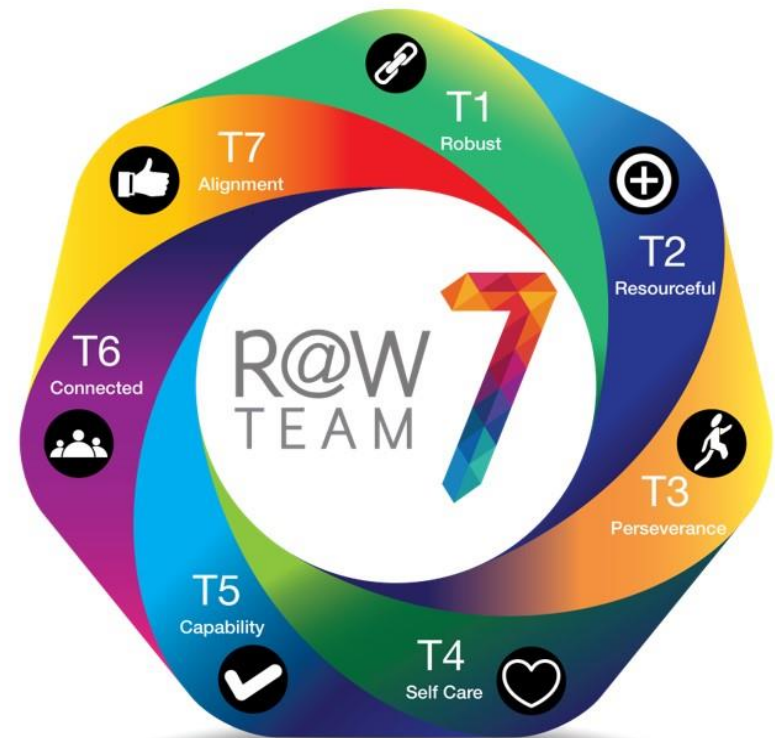
T3. Perseverance

T4. Self Care

T5. Capability

T6. Connected

T7. Alignment



T4. Self-Care

Ensuring sustainable performance



Recreating self-care at work and agreeing on routines and boundaries

Understanding team member responses to overload and how best to respond

Acknowledging the “out of work” work pressures people are experiencing

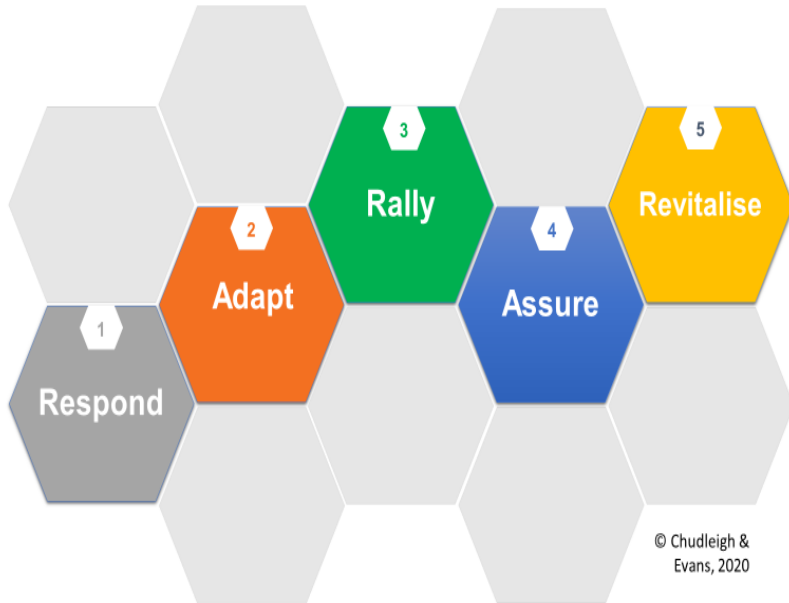
How do we ensure wellbeing is part of our culture?

What agreements do we have around work-home boundaries?

What processes does this team have in place to adjust to changing priorities?



What 'Phase Of Change' Are We In?



Respond: The 'emergency' presents and we, as leaders, develop an initial response which does not seek to provide certainty, but can provide much needed short-term clarity.

2. **Adapt:** People need an opportunity to assess, find their feet and determine the agility required to deal with new circumstances.

3. **Rally:** As new arrangements continue and evolve, the right rallying cry, that cuts out noise and helps people focus on a short-term priority, can galvanise and energise your teams behind a 'temporary' common purpose.

4. **Assure:** Novelty and uncertainty can lead to a lack of confidence across the teams, just at a time when we may need them to be at their most creative or taking more risks.

5. **Revitalise:** And as we prepare to shift into another phase, we must acknowledge that there is no going back.

<http://performandgrow.com/what-phase-of-change-are-we-in-leadership-questions-for-our-time/>



Chat & Task

Type into **Chat** and **write** on a piece of paper
Your top work priority this week

Are you spinning too many plates and having to make too many decisions?





Viktor Frankl, said, “Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.”

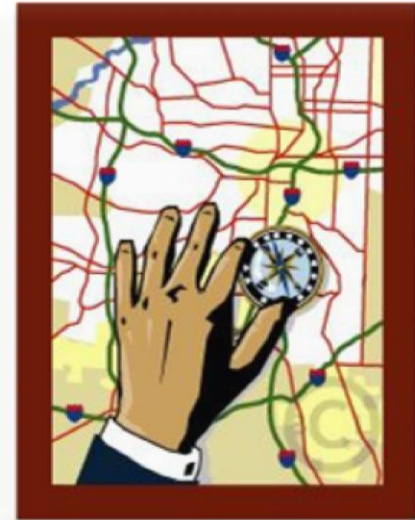
Chat & Task

Type into **Chat** and **write** on a piece of paper
What recent decisions you have made that has had a successful outcome?

Event occurs

Information available

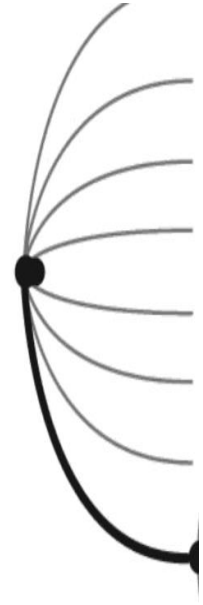
Discuss The Options



Assess the Risks and Opportunities

Decision Made

Eisenhower Matrix	urgent	Not urgent
Important	<p>Do</p> <p>ones that you could not have foreseen, and others that you've left until the last minute. Avoid perfectionism and procrastination</p>	<p>Develop</p> <p>help you achieve your goals, and develop and complete important work. This could be medium and long term projects. Your values will help here</p>
Not Important	<p>Delegate</p> <p>Ask yourself whether you can delegate or reschedule. Also learn to say no</p>	<p>Ditch</p> <p>These activities are just a distraction – avoid them if possible.</p>



EISENHOWER MATRIX

	URGENT	NOT URGENT
IMPORTANT		
NOT IMPORTANT		

Chat & Task

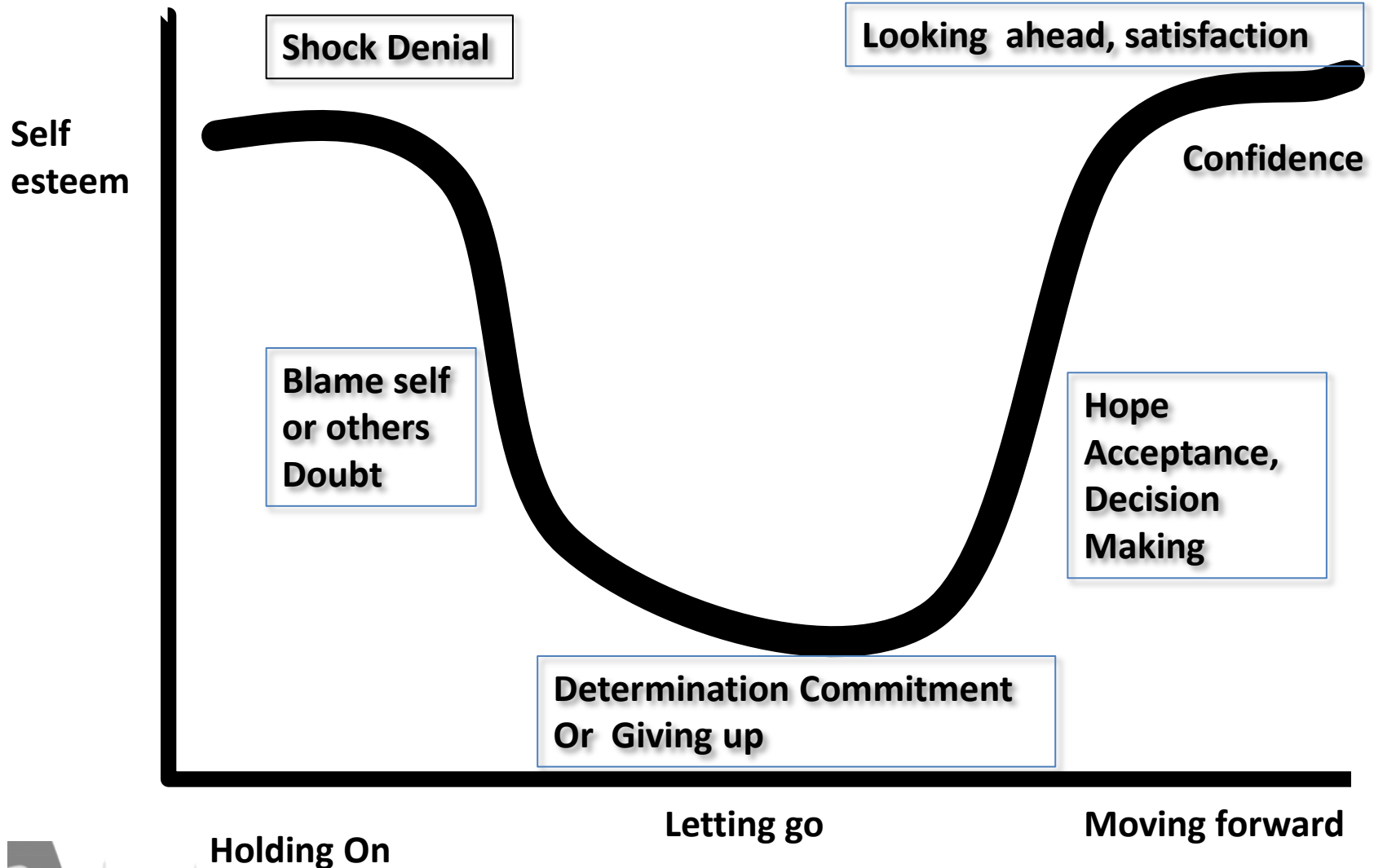
QA1

Eisenhower Matrix	urgent	Not urgent
Important	Do	Develop
Not Important	Delegate	Ditch

Type into **Chat** and **write** on a piece of paper
One thing on your work list you are now:

- Going to **Do**
- Going to **Ditch**

How do we handle the emotion of change?



Organisational change

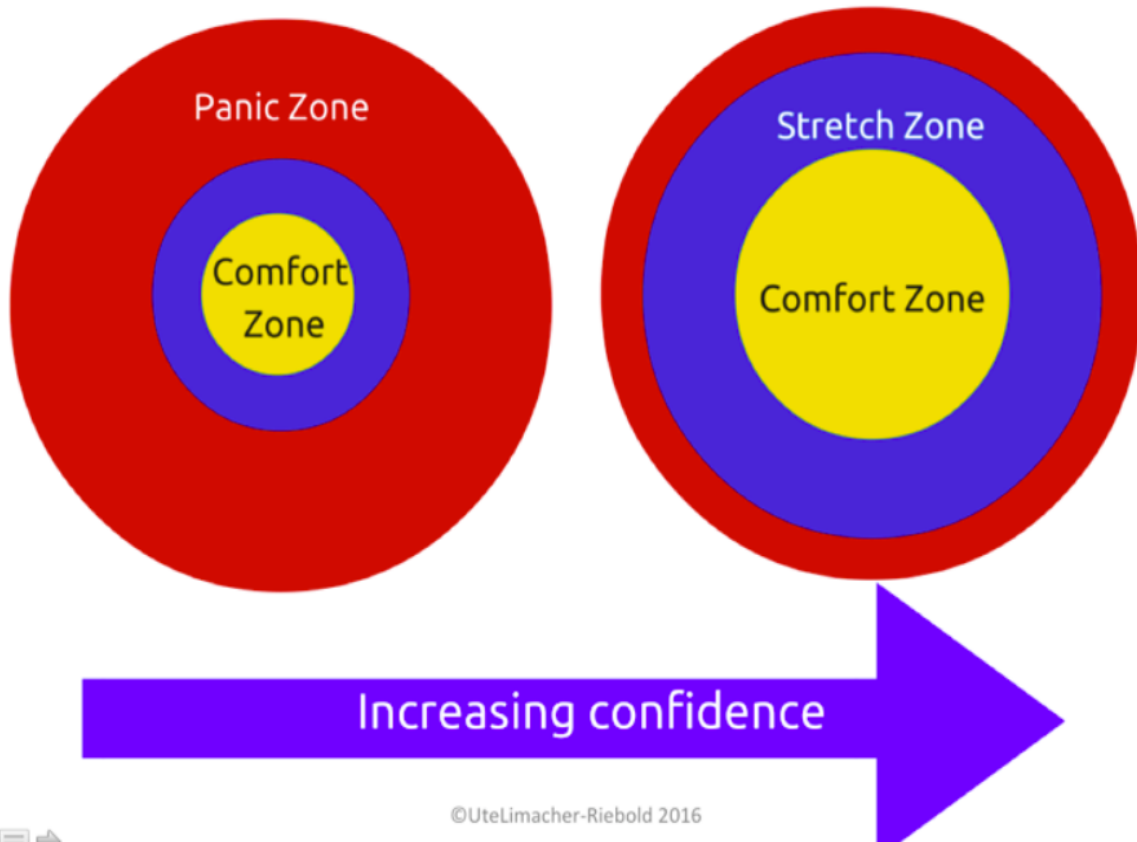
Kurt Lewin's three-step model views the process of change as 'unfreezing', 'changing' and 'refreezing'. This analogy can be related to water: a block of ice first needs to unfreeze before it can change shape, and then needs to refreeze to maintain this new shape



UNFREEZE	CHANGE	REFREEZE
During this stage you need to prepare stakeholders to accept change	In this stage people start to do things differently as new approaches are introduced	Once change is embraced, refreezing takes place so that this becomes fully embedded in organisational operations – an important step before further change is introduced

How is your team coping with change?

Comfort zones



©UteLimacher-Riebold 2016

How are you coping with change?



Sustainable place



Top of the hill



Warning signs



Symptoms



Breakdown

Chris Johnstone Seven Ways to Build Resilience <http://collegeofwellbeing.com/>

<https://www.bacp.co.uk/bacp-journals/bacp-workplace/summer-2016/overload-and-collapse/>



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How to Prevent Decision Fatigue

- **Make Your Most Important Decisions in the Morning**
- **Plan Your Daily Decisions in Advance**
- **Don't Make Big Decisions When You're Hungry**
- **Limit and Simplify Your Choices (3)**
- **Aim for “Good Enough” Instead of Perfection**
(your perfectionism will turn into procrastination)
- **Remove Unnecessary Distractions**
- **Focus on What's *Actually* Important**

<https://www.developgoodhabits.com/decision-fatigue/>

Chat & Task

Type into **Chat** and **write** on a piece of paper
What are your 2 big work stressors are at the moment?

How does stress affect the body?

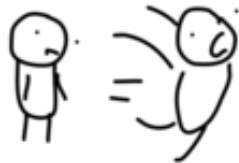
PHYSICAL THREAT

FIGHT



maybe
save
yourself
& others

FLIGHT



maybe
save
yourself

TEND



maybe
save
others

BEFRIEND



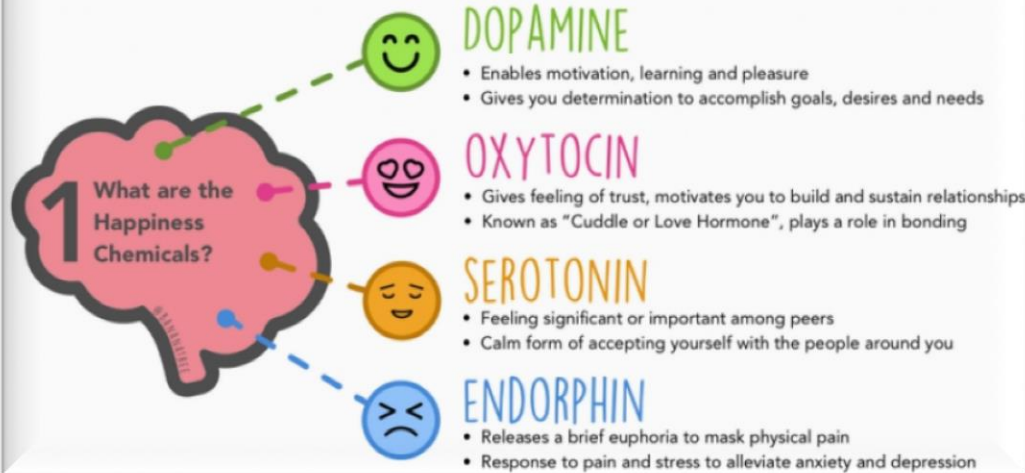
maybe save
yourself &
others

THE WEEKLY
SCRIBBLE

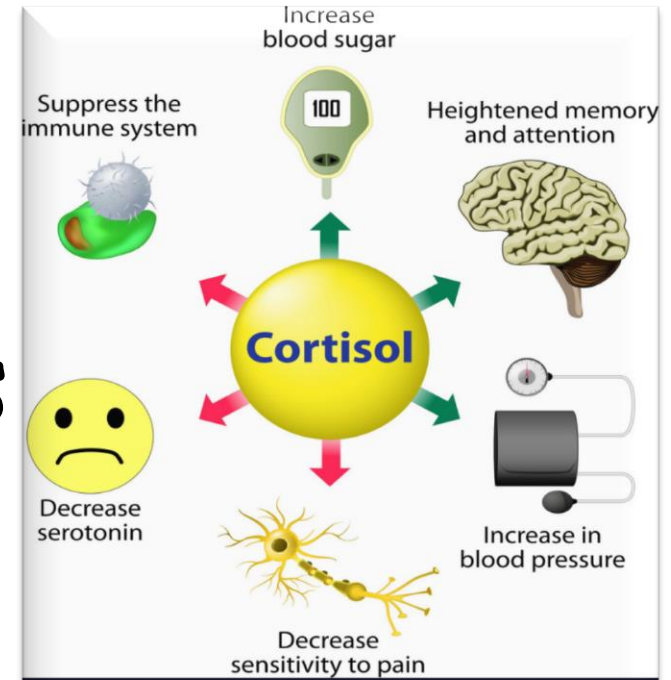
Have you got a happy vs. stress balance?

GET YOUR DAILY D.O.S.E.

How to get your daily DOSE of happiness chemicals



VS



Having work and life routines and being creative

Developing new routines to recover and reset for the "neo-normal" to help control emotions

Identify and manage work and home pressures

Good diet, physical activity, Sleep and hydrated



Where are you on the hill?

What do you notice in terms of?

- How you **feel**
- How and what you **think**
- What happens in your **body**
- How your **behaviour** is **influenced**
- What happens in your **relationships**



What do you notice in your colleagues around you?

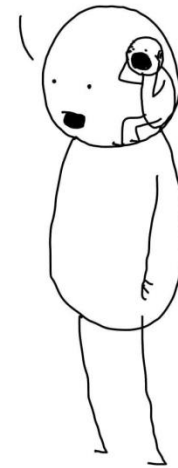
Chat & Task

Type into **Chat** and **write** on a piece of paper
**One routine you would like to share; that
you have learnt how to relieve your stress**

Steps to deal with overload

- Recognising that when in overload more work is less effective
- Knowing where you are on the hill
- Noticing early warning signs of stress
- Renewal pauses
- Commitment cropping
- Positive assertiveness
- Keep Learning

I'M FINE HOW ARE YOU?



© STEINBERG DRAMAS CARTOONS

<https://www.bacp.co.uk/bacp-journals/bacp-workplace/summer-2016/overload-and-collapse/>

Your personal wellbeing really matters to your family and your colleagues, and most importantly it must be important to you. Without it you will not flourish, affecting those around you.

Be Kind to yourself and to others. Be proud of what you do. Create some time and keep your sense of humour.



Q&A 2

What 3 things could you change that would make the most impact?

What can you start tomorrow?

References

Kathryn McEwen Working with Resilience

<https://workingwithresilience.com.au/>

Performance and Grow

<http://performandgrow.com/what-phase-of-change-are-we-in-leadership-questions-for-our-time/>

Institute for Leadership and Management

<https://www.institutelm.com/>

The Coaching Tools Company (CA)

Chris Johnstone Seven Ways to Build Resilience

<http://collegeofwellbeing.com/>

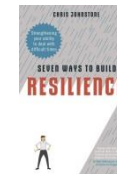


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Information in this webinar is provided by the speaker and is as up to date and accurate as feasibly possible

