

# Engineering Your Way Out of Stressors

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0. Assess probability
1. Clarify timing
  - a) Pre-event
  - b) Event-based
  - c) Post-event
2. Determine influenceability
3. Choose your response
4. Identify the source
5. Harvest the energy
6. Learn from it

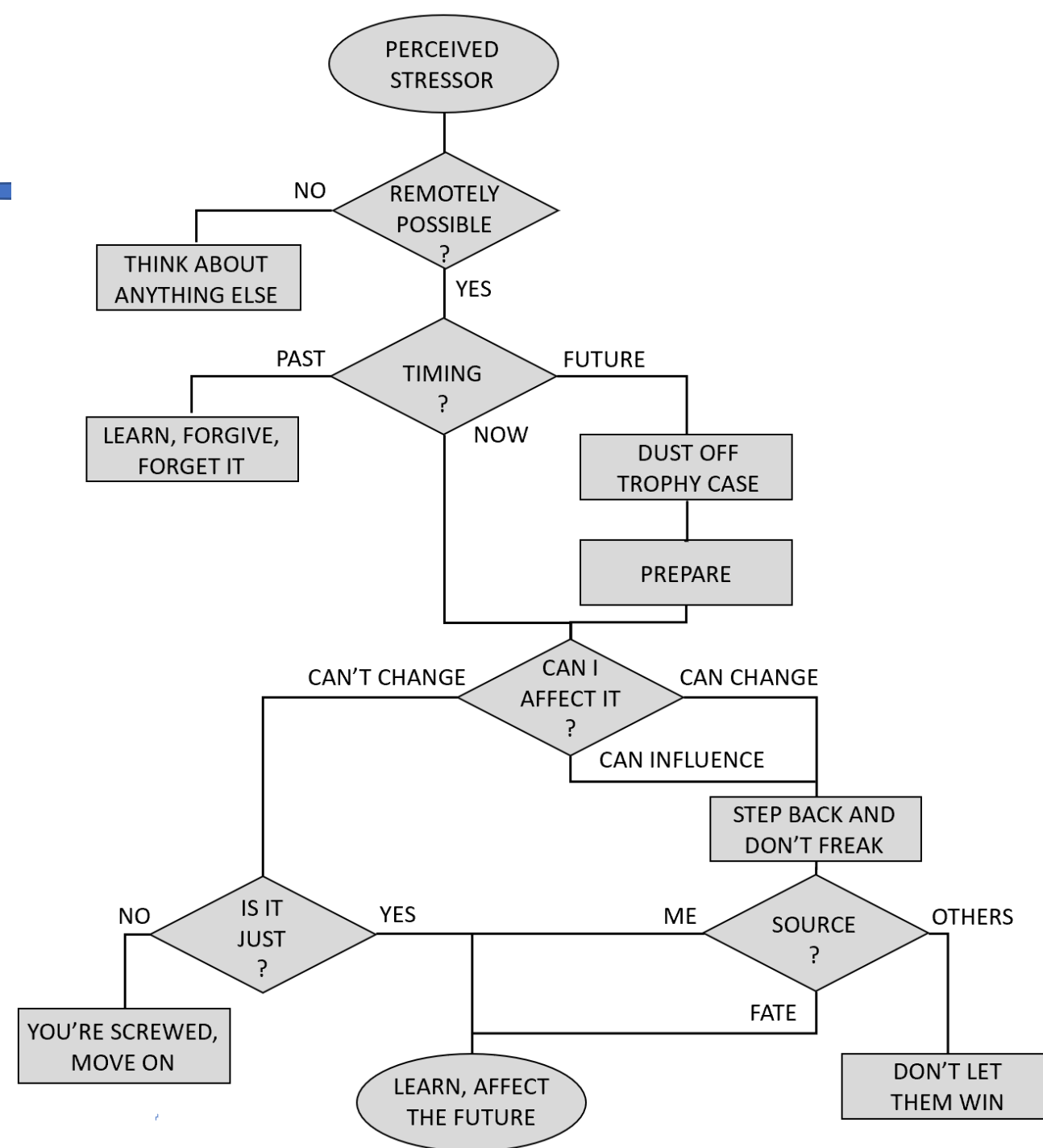
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0. Assess probability – What are the odds of this happening to me?
1. Clarify timing
  - a) Pre-event – You are entitled to sweat. Practice and consult your “Trophy Case”
  - b) Event-based – Grin and bear it...but slow down and think next time.
  - c) Post-event – This is ancient history. Log it and think about puppies.
2. Determine influenceability – can I change it, influence it or neither?
3. Choose your response – Easy to say: “Don’t flip out”
4. Identify the source – You, some jerk or the hand of fate?
5. Harvest the energy – Apply the voltage to make work, not heat.
6. Learn from it – Yeah, I know...trite. At least, don’t erase it.

# Engineering Your Way Out of Stressors

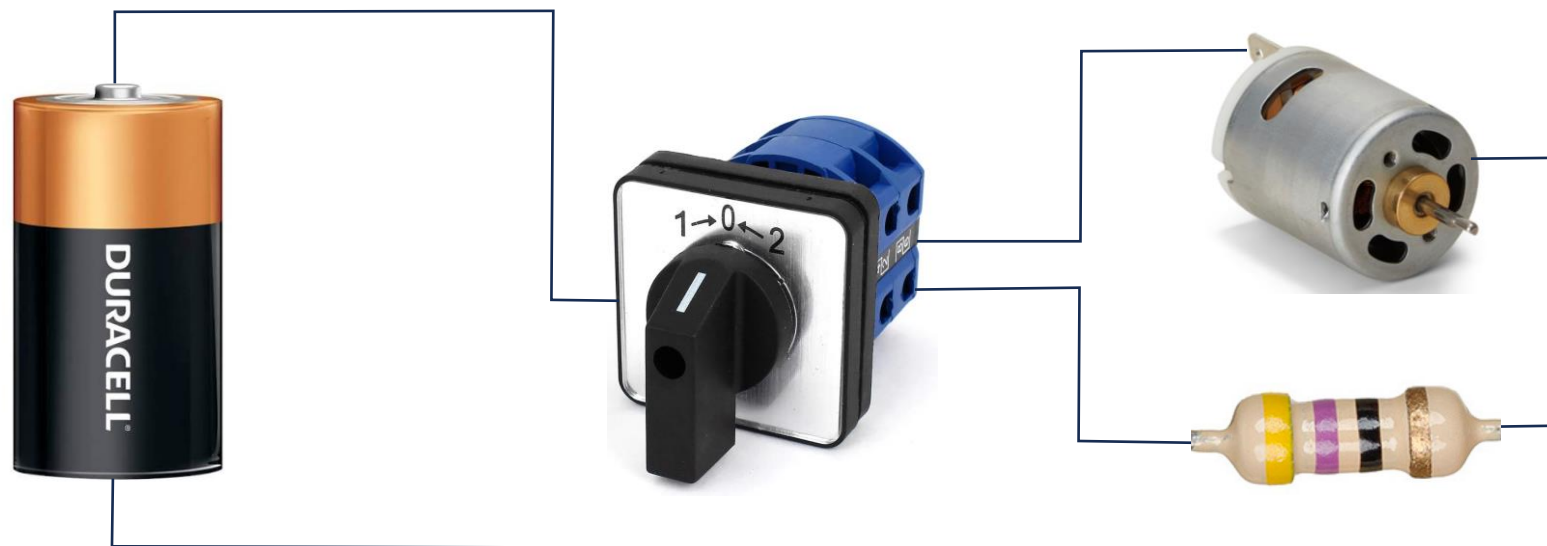
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# The Good Side of Stress

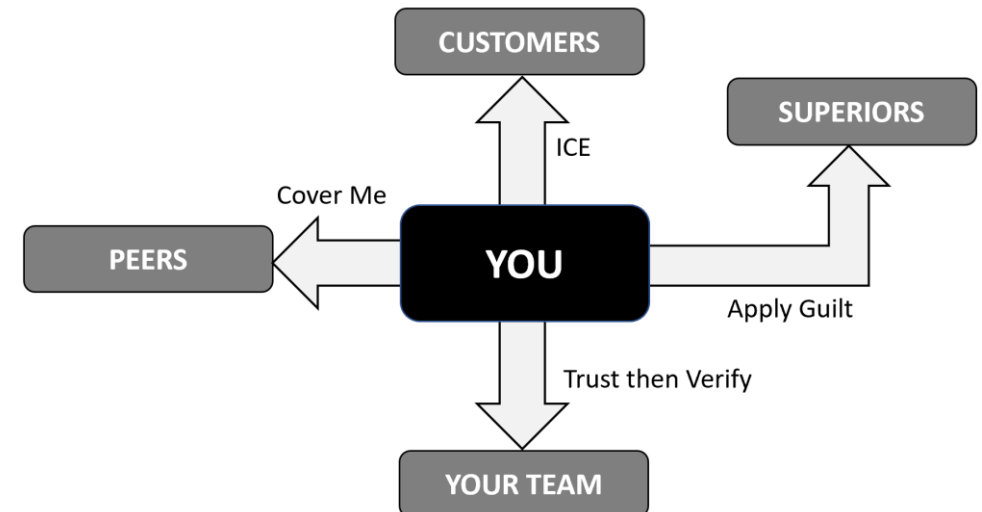
...really.

- Manageable stress increases alertness and performance.
- Encourages the growth of stem cells that become brain cells, thus it stress improves memory...(so you recall *exactly* how horrible you felt)
- When you endure and overcome tough situations, you can use that win as a confidence builder for next time.
- When you learn to switch the voltage to work, it's a superpower!



# How to Step off of the Treadmill

1. First and foremost, resist the incredible urge to bring the steering wheel with you when you're away.
2. Alert the world that you are going on a vacation. It's not a sign of weakness.
  1. Ask your peers to monitor the fire alarm
  2. Let your team know they are in charge
  3. Tell those above you that they can certainly destroy your vacation if they feel it is necessary
  4. Tip customers off that you will be touring The Louvre but "...am standing ready to help them in case of emergency if my appointees can't."



# How to Step off of the Treadmill

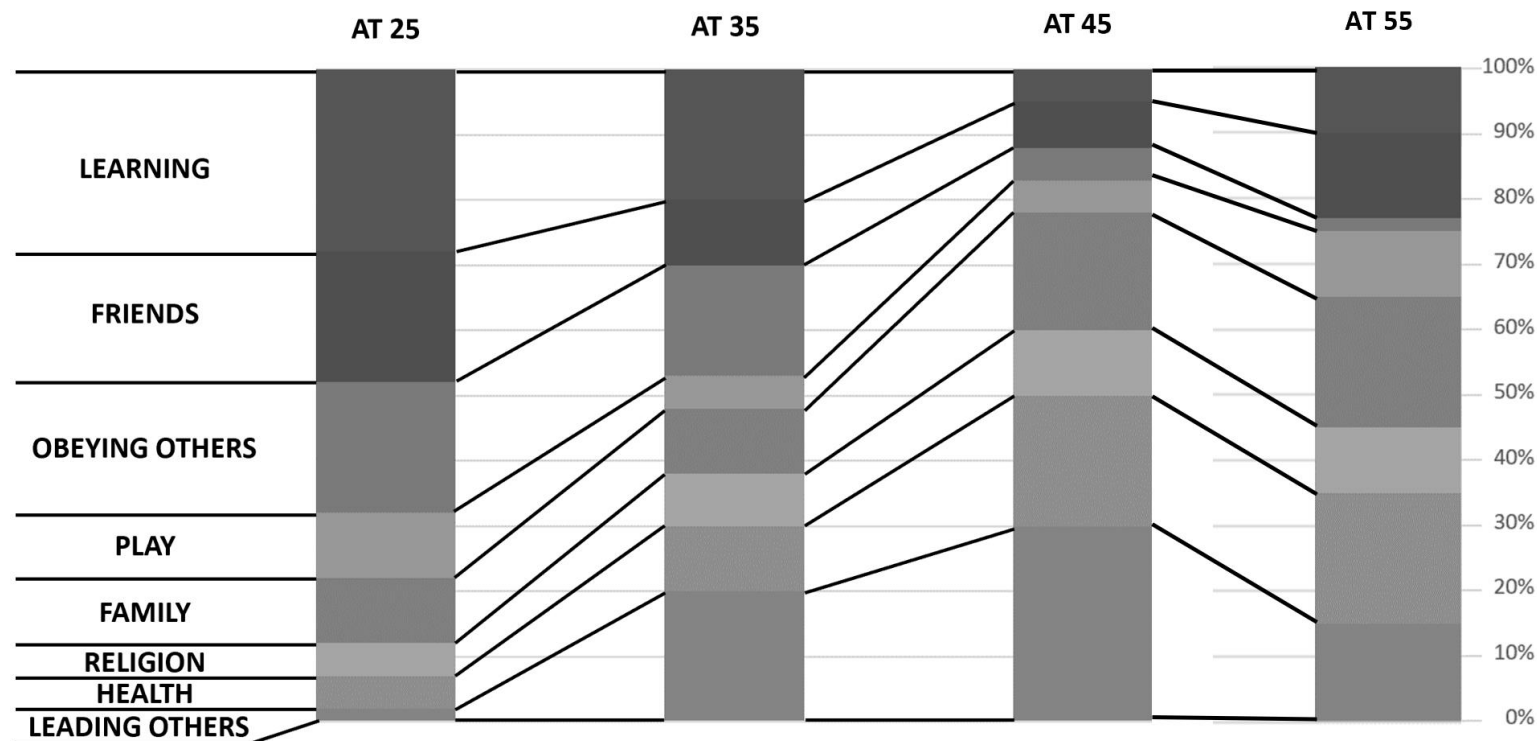
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3. Utilize auto-reply and voice mail greetings to let your attackers know that you are off the grid. Just say that you are on a well-deserved vacation.
4. The norms of your organization will determine if it's OK to skip the weekly Teams meeting. Attend as few of these as possible because once you do, you and the poor schlumps reporting to you will forevermore be expected to.
5. If you must, I suggest you apply your newfound time and clarity of mind to do that creative thinking I begged you for earlier.
6. Knocking off early every Friday in summer does not qualify as a healthy sabbatical. Take sizeable blocks of time away to thoroughly detach with consideration of that ramp-up/ramp-down process.

# Beyond Vacation: Life.

...once you have some stripes.

- Step up the delegation and empowerment
- Learn about things that intrigue you personally
- Revisit old friends and help ones that need your skills
- Revive lost interests and find new ones
- Reintroduce yourself to tolerable members of your family



# Hitting RESET

Knowing when to pivot before you *have* to pivot

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## ■ What it is?

- An active admission that now would be a really, really good time to do something different.
- An intentional change of both thinking and action to either disrupt the current trajectory or preserve it.



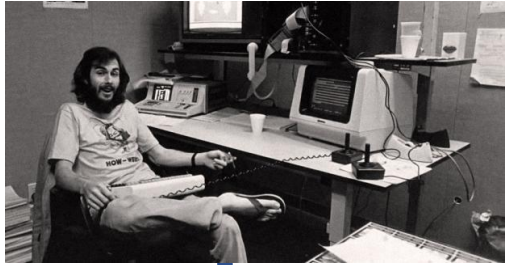
## ■ When to smash it?

- When things are (about to be) going very poorly. Failure.
- When things are going incredibly well.
- When you are simply fatigued with the current state.

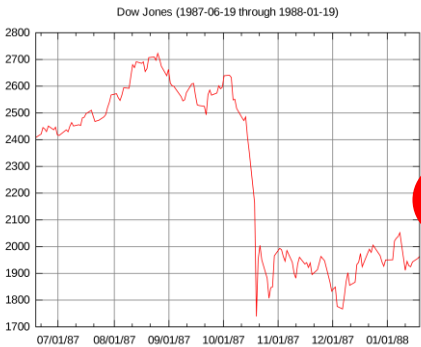


# Your Speaker's Career

## When a RESET would have paid off...

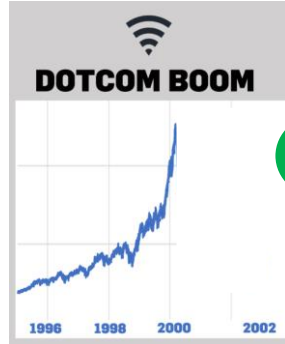


1980

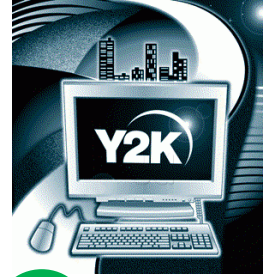


**Black Monday,**  
October 19, 1987

1990



2000



2010



2010



2020



# Specifically:

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## ■ FAILURE

1. Reflecting on what the heck just happened and clarifying the reason (was it you? fate? sources of evil?).
2. Pausing the ego, learning from the event, logging the learnings and sharing them with the others involved.
3. Purposefully redoubling your efforts and performing wiser with this valuable education behind you.
4. Purging the gloom. It's in the past and thus, unchangeable. We talked about this.

# Specifically:

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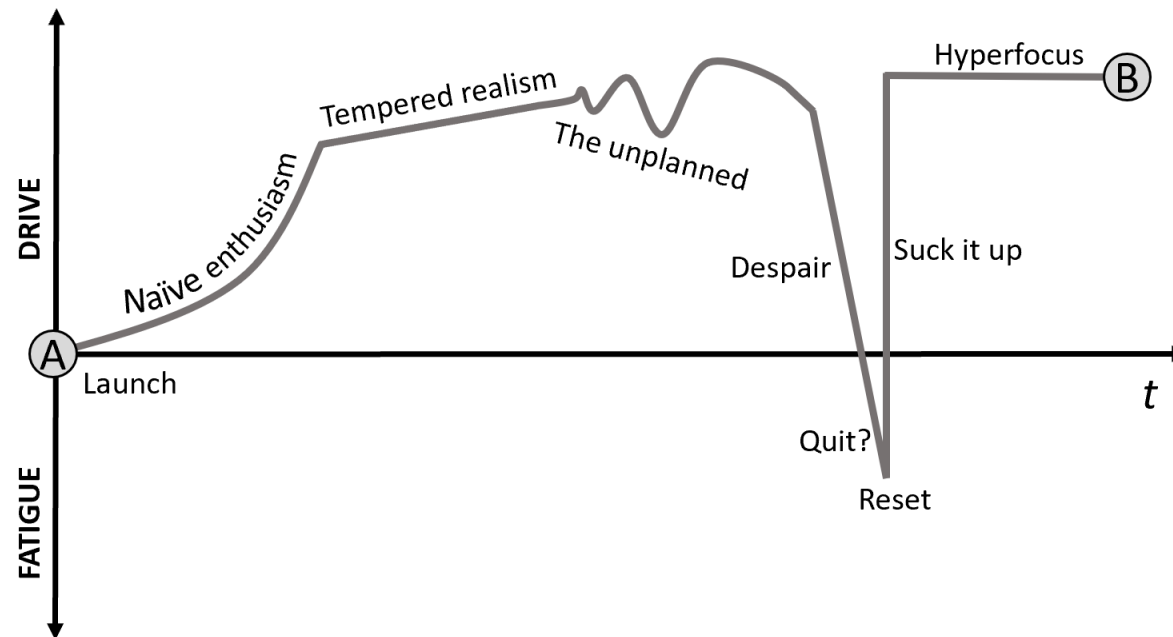
## ■ SUCCESS

1. When things are going wonderfully, complacency has a golden opportunity to infect.
2. Any resulting gloating will be interpreted as arrogance. For peers and internal or external customers it comes across as just bad taste. For internal or external competitors, it will serve as cocaine to fuel their next assault on you. Don't dance in the end zone.
3. There is momentum in triumph that is rooted in the self-confidence that it generates. Be careful not to lose the emotional adrenaline that comes along with having just realized success. Just don't get too proud of yourself.

# Specifically:

## ■ FATIGUE

1. Avoid quitting and learn to recognize and combat fatigue.
2. Fatigue can prove to be a reliable leading indicator of pending failure...



3. However, good leaders do know when to quit.

# When You Take a Step Back...and You Probably Will

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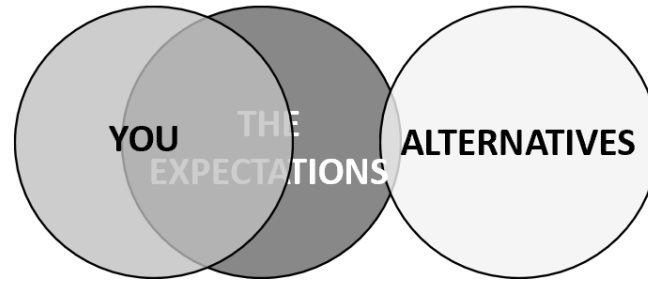
- Be cool. Your reaction sets the angle of trajectory forward.
- In the slim management ranks, setbacks are almost a rite of passage.
  - “Our new department leader brought in his former management team, so...”
  - “The acquiring company already had a Director of Procurement, so...”
  - “Someone who works for me made a very bad decision, so...”
  - “I’m told my style no longer fits where they are taking the company, so...”
- Perform a Root Cause Analysis on the broken machine:
  - a) Operator Error- did I earn this through my actions or inactions?
  - b) Lack of Maintenance – are the alternatives to me now a better fit for the role?**
  - c) Abuse – was this an unfair result of meanness, greed or cronyism? \*

*\* If you think it is c), read options a) and b) again to make sure.*

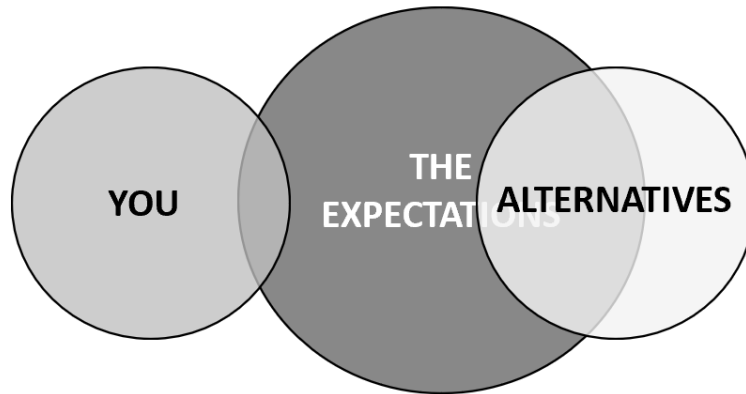
# “Lack of Maintenance”

This is the one that you can work to avoid

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Initially, you are perceived to best fit the expectations vs. comparable alternatives...



...then the expectations grew and/or changed and now the alternatives fit better...



...or your perceived capabilities declined relative to the expectations and growing alternatives are perceived to fit better.

# Checking in on the You that You Promised to Be

*“Say first what you wish to be and then, whatever you do, do accordingly” Epictetus*

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## 3 Methods:

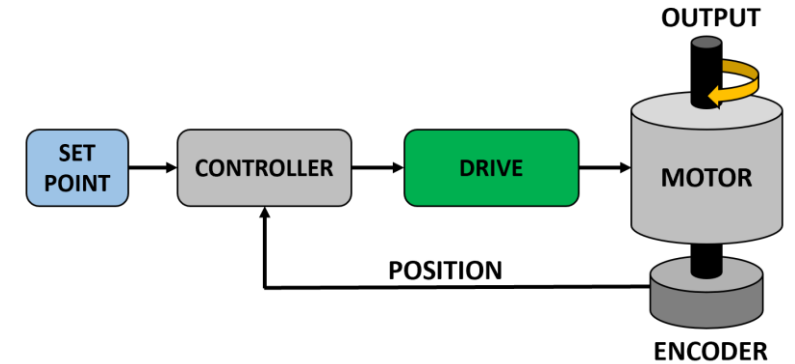
- **Snapshot:** simply ask others for their view of your behavior, style, effectiveness, etc.
  - The least-invasive and thus lowest-resolution
  - Works reasonably well if you are willing to be OK when someone says that you are, on occasion, a nincompoop
  - Good critics include your mentor, your manager, peers, members of the board, and your direct reports
  - Don't defend yourself or punch them in the throat
  
- **X-ray:** Engage a professional corporate psychologist
  - They will conduct a detailed, formal individual assessment
  - It is an uncomfortable dive into your inner workings
  - An incredible way to identify the limitations and strengths
  - It is important that you are painfully honest
  
- **High-res 3D image:** a 360° Feedback or Multi-Source Assessment
  - A fairly long list of colleagues above, below and adjacent to you are anonymously asked a long list of questions
  - You get an incredibly detailed view of how you seem to others in real life
  - Look for recurring themes and be wary of one-off negative outliers

# Don't Forget to Tune Those Set Points

...as you progress and redefine greatness!

## A Coarse Segmentation of The 3 Stages of Leadership Evolution:

- 1. Emerging:** a nice, spongy rookie who is consciously incompetent, pleasantly idealistic and growing into their crown.
- 2. Accomplished:** the leader who has successfully slain enough dragons to deserve their confidence and (most of) their self-appointed power.
- 3. Enlightened:** these are the very few that figure out how silly the accomplished behave and intentionally revert back to learning, sharing and a concern for the greater good. The men and women in this minority quietly make the greatest impact.





# The Facets of Leadership by Stage

| LEADERSHIP FACET           | STAGE 1: EMERGING |   |                      | STAGE 2: ACCOMPLISHED  |                          | STAGE 3: ENLIGHTENED   |
|----------------------------|-------------------|---|----------------------|--|--------------------------|--|
| Persona/Ego                | Eager             | Willing to take on responsibility, take charge, be assertive.                                 | Smart & confident    | Dang I'm pretty good, line up behind me and watch carefully.                         | Humble                   | I'm fortunate, blessed and surrounded by great talent...and have a lot to learn.               |
| Performance Measurement    | Set goals         | Set clear point objectives for others and measure regularly.                                  | Help attain goals    | Here is where we need to go together - let's develop a plan to get there.            | Share objectives         | Here is why we need to get to Mars. Together, let's define what steps it takes.                |
| Delegation of Authority    | Unilateral        | Give some rope but leader reviews and makes the final decision...it's their neck on the line! | Dispense and monitor | I'll let my team make these decisions but will make sure we don't go off the rails.  | Trust and verify         | I will prepare you to steer your ship in our fleet and I'll keep an eye on the horizon.        |
| Direction                  | Advise (tell)     | We are going north.   | Coach (explain)      | We have 4 options, and here is why I decided we will go north.                       | Mentor (teach)           | We need to get to Alaska. I'll teach you to use a map and a compass and you draw the path.     |
| Lead with....              | Authority         | "Tough bosses" are good bosses, nobody likes a weak boss.                                     | Kindness             | I am a Servant Leader here to make you succeed.                                      | Parenting                | I will smack you if you screw up, I will hug you if you do good.* In any case, I will be fair. |
| Planning Horizon           | Immediate         | We are going to make our quarter and then our year.   | Foreseeable future   | Think in terms of a rolling mid-term horizon...for example: 3-5 year.                | Life of the organization | Always act in the interest of long-term sustainability and support of the vision.              |
| Asks...                    | When?             | Tactical - when are we going to do this initiative?   | Why?                 | Strategic - what is the benefit of doing this?                                       | Why not?                 | What aren't we doing that which we should be and what are we doing that we shouldn't be?       |
| View of Relationships      | Gain              | How can this person help me advance?  | Symbiotic            | How can we help eachother?   | Serve                    | How can I help this person?  |
| Driven by...               | Personal goals    | Management by Objectives...and I WILL make mine!  | Company goals        | The success of the company may be at the cost of my personal goal attainment.        | What's right             | Always carry a precision moral compass and act with integrity and high business ethics.        |
| Accountability             | Dodge             | It's somebody else's fault, I'm clean. Whew!! ("They...")                                     | Deflect              | Find out exactly who's fault it was and make sure it doesn't happen again. ("We...") | Own                      | If it happened on my watch, it is 100% my responsibility. ("I - me - my...")                   |
| Motivate by                | Fear              | We only have top performers in my organization.   | Influence            | People take action based on the power and authority above them.                      | Respect & trust          | I would follow that leader anywhere. This only works with mutual honesty.                      |
| Personal Improvement by... | Learning          | I've got a lot to learn and will.   | Applying             | I'm pretty smart and wise and will apply my talents consistently.                    | Learning                 | I've got a lot to learn and will. The more I learn, the better teacher I can be.               |
| Centricity                 | Self              | I'm in charge and pretty smart so here is what I have to say....                              | Company              | I'm a "company person" and put the company in the front seat.                        | Others                   | Tell me about yourself and what you think about...   |
| Crisis Management          | Survival          | I will get all of us out of this burning building alive!                                      | Preparedness         | Everyone grabs a fire extinguisher without being told to.                            | Avoidance                | Builds fireproof buildings.  |
| Ability to Focus           | Medium            | I'm balancing a lot of balls and multi-task to keep them all in the air.                      | Low                  | Whatever you are saying is not as important as what I'm thinking.                    | Very high                | You have my undivided attention.   |

\* Note: When you are a leader, you really shouldn't smack or hug anyone...at work.

# ...or, Modeling a Forecasted Lookback

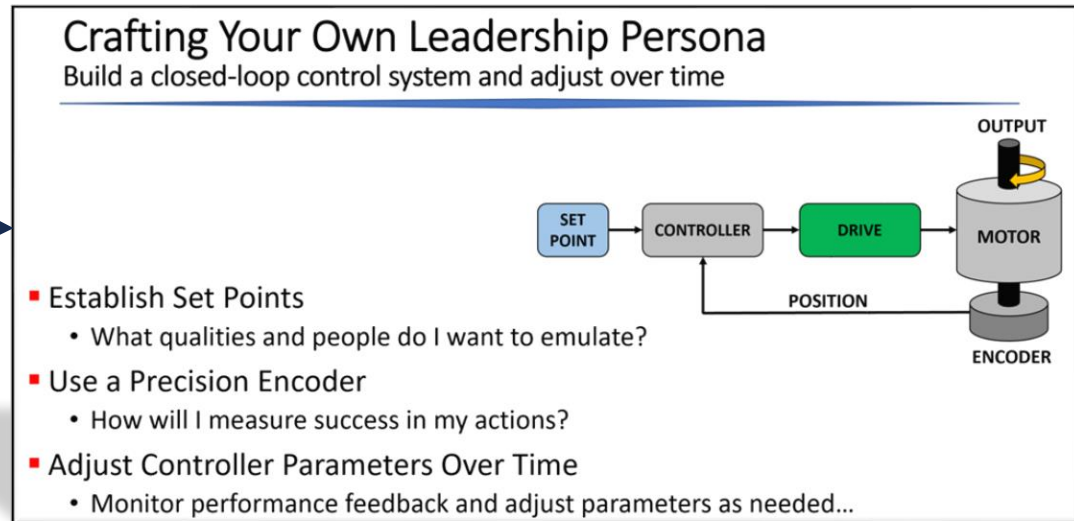
When to invoke this exercise?

## 1. When I'm not sure what to do next.

What actions would the future-me want to look back on when I'm in hospice?

## 2. To check up on my adherence to the values I stated when I drafted my target leadership persona.

Am I holding to the soft qualities I said were vital to the leader that I want to be?



# For Example:

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## HOSPICE REPORT CARD

- Did I anchor my self esteem on my power or purpose?
- Did I take the high road when given the choice?
- Who will reference me as their mentor in life?
- Am I glad that I took all those work calls in Paris?
- Did I strive to enhance my legacy or my results?
- Was I at least as good of a parent, sibling, friend, offspring or partner as I was an employee?

# LEADING OTHERS IS A BIG FAT DEAL!

Doer



Accountable for:

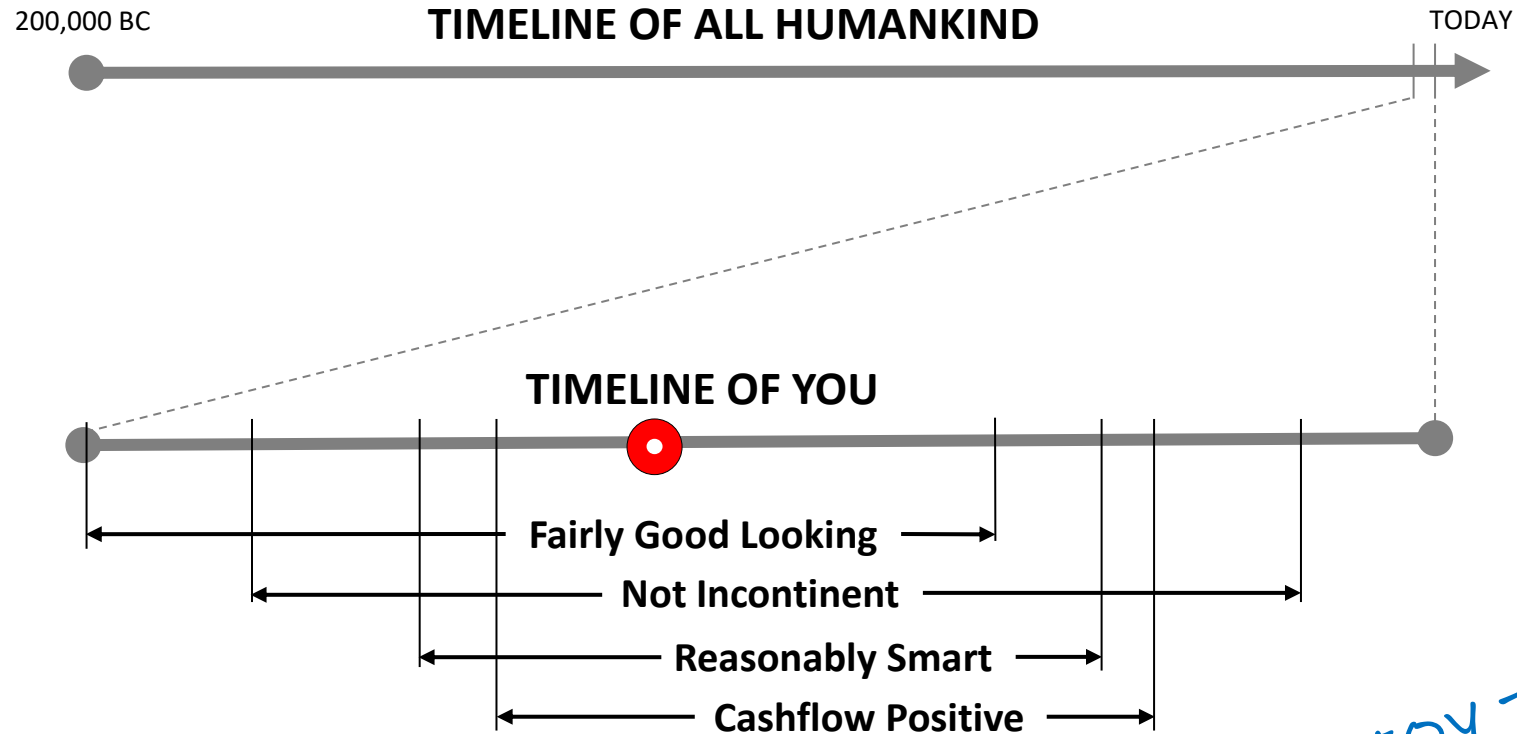
- Quality of the weld
- Your tools

Leader



- Delivering on the group's objectives
- Your personal goals and budgets
- **The results of your team, and their...**
  - **Successes & failures**
  - **Professional growth**
  - **Career direction**
  - **Job satisfaction**
  - **Indiscretions**
  - **Engagement**
  - **Compliance**
  - **Behavior**
  - **Loyalty**
  - **Culture**
  - **Joy**
  - **??**

# And Finally...



*DON'T FORGET TO ENJOY THE JOURNEY!!*