

Performing Under Pressure

June 21st, 1:00 EST

Survey data

Business impact

83% of people agreed or strongly agreed that mismanaged pressure affects their managers' ability to lead people effectively

Personal Impact

74% of people agreed or strongly agreed that pressure affects their ability to meet deadlines, produce quality work and perform at their best





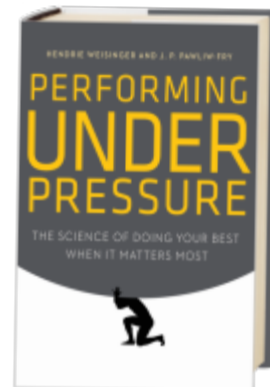
IHHP's Research

We studied 12,000 people and found that pressure is having a big impact:

“Every day at work, I feel the pressure, like I’m being squeezed like an orange.”

“I believe it's actually making us less productive because we are trying to do too much.”

“We are having a hard time meeting customer timelines and the quality of the work is sometimes sub-par.”





Key Takeaways

1. Pressure will derail your performance and leadership if it's not managed

2. Insights and Strategies:

- Your Emotional brain under pressure
 - **Strategy #1: S.O.S.**
- Your Cognitive brain under pressure
 - **Strategy #2: Crisis vs. Opportunity**
- Your Conversations under pressure
 - **Approach The Last 8%**

3. Best practices and insights from Kerri at Allstate



The Nature of Pressure

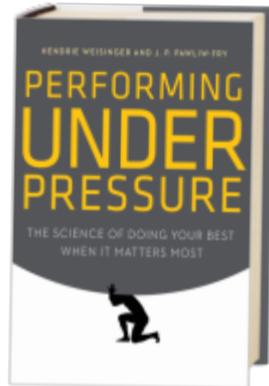
What is a Pressure Moment?

When the outcome is:

- Important
- Uncertain
- You are responsible for or being judged on it

Identify a pressure moment or situation you are currently facing

Share in the chat area





Performing Under Pressure Curriculum



Emotional Brain Under Pressure

Performing Under Pressure:

Science of Emotional Intelligence



Thinking Brain Under Pressure

Performing Under Pressure:

Doing Your Best When it Matters Most



Conversations Under Pressure

Performing Under Pressure:

Three Conversations of Leadership



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Survey data

Only 14% of people Strongly Agree that they are able to receive feedback and criticism without becoming defensive





2 Brain Systems



**Complex Thinking
Brain**



**Emotional Feeling
Brain**



Complex Thinking Brain



NEOCORTEX

- IQ Resides here
- Working Memory
- It thinks –
(reflects & considers options)
 - Decision making
 - Strategizing
 - Prioritizing
 - Big picture & future consequences



Emotional Feeling Brain



AMYGDALA

- Survival center that initiates Fight-Flight-Freeze when triggered by threats
- It responds –
(emotional learning & memory)
- Negativity bias
- 100x faster than neocortex
- It doesn't differentiate between real or perceived *(social/emotional)* threats

Amygdala Hijack



1. PHYSICAL RESPONSE

- Body goes on “high alert” to initiate fight or flight

2. THINKING RESPONSE

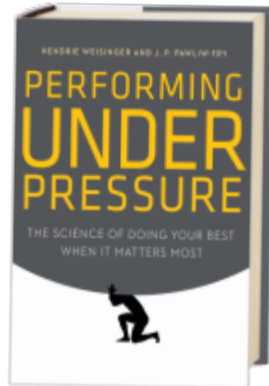
- Cortisol floods neocortex
- Decrease in complex thought
- We default to self protection
- Fixated on the perceived threat with a strong need to respond by engaging or disengaging

IF UNADDRESSED, THE EFFECT CAN LAST FOR UP TO 18 MINUTES

Discussion

In the Q & A area:

1. List one or two of your default behaviors when you are emotionally triggered
2. Describe the impact on your performance and/or leadership?





Strategy #1: S.O.S.

Stop

Oxygenate

Seek Information





S.O.S. – Stop

Disengage from the trigger by
pattern-interrupting the hijack response

Bring awareness to automatic response by
engaging the neocortex.





S.O.S.- Oxygenate

Consciously slow and deepen your breath.

Gets oxygen back to the brain

Slows the chemicals the amygdala has released





S.O.S. – Seek Information

Stop yourself from jumping to judgment by asking yourself...

- Is this a real or perceived threat?
- Will this matter in 6 months, 6 weeks, 6 days 6 hours, 6 minutes, 6 seconds?
- What is the impact I want to have?
- What is my skillful course of action?



Now you are ready to re-engage with the person
with additional perspective and curiosity.



“The real art of conversation is not only to say the right thing at the right time, but to leave unsaid the wrong thing in the tempting moment”

Dorothy Neville
English Poet, 1913



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Survey data

62% of people agree or strongly agree that when their manager is under pressure, they see them moving toward crisis thinking as opposed to opportunity thinking



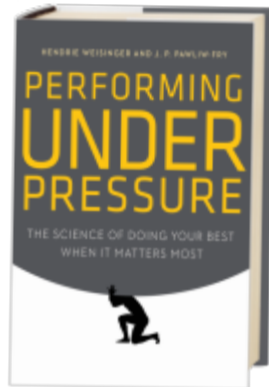


The Physiology of Crisis

Our default cognitive appraisal is to see a pressure moment or situation as a CRISIS

- Elicits fears of failure
- Impairs short term memory
- Narrows our focus – we become mentally rigid
- It saps our energy

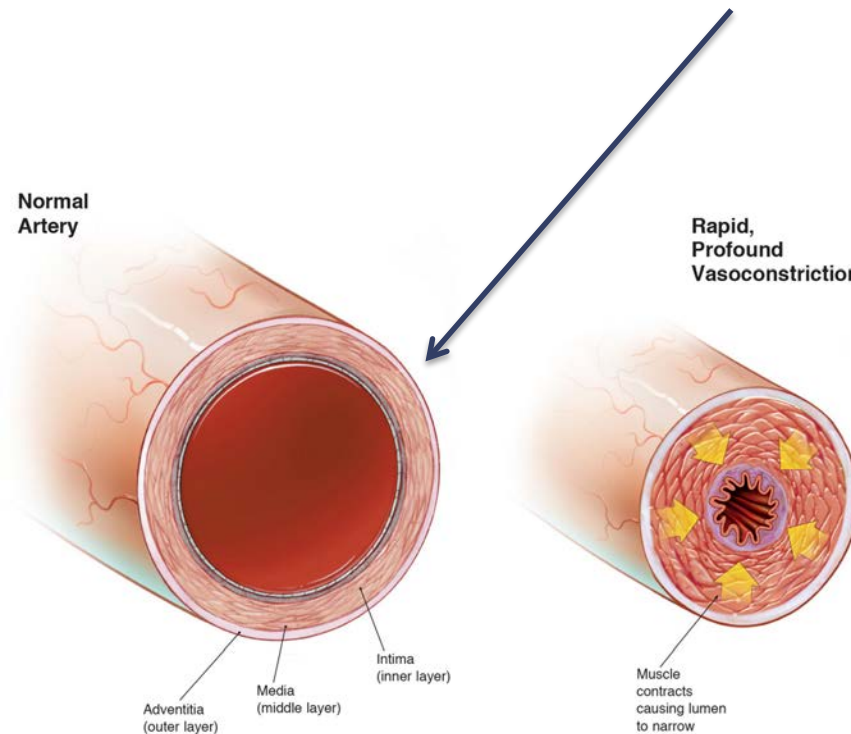
There is a physiological reason this happens





The Physiology of Crisis

Our blood vessels and lungs are lined with **smooth muscle**

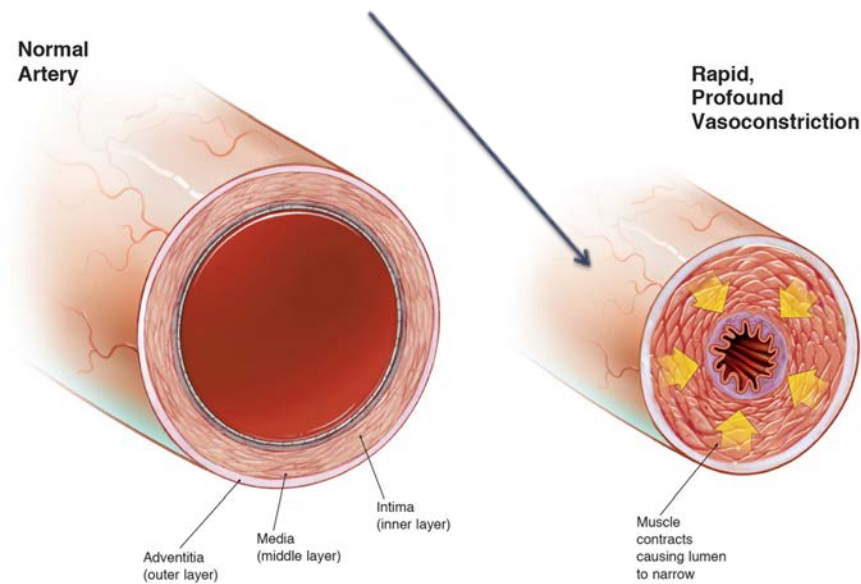




The Physiology of Crisis

WHEN WE SEE PRESSURE AS A CRISIS

Noradrenaline leads to *Constricted* blood vessels



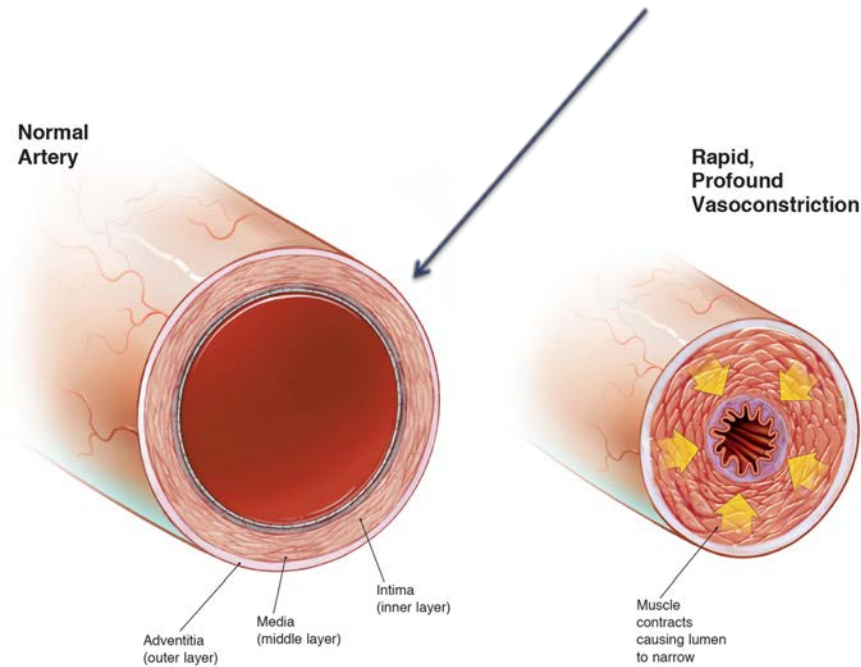


The Physiology of Opportunity

WE HAVE A CHOICE

WHEN WE SEE PRESSURE AS A CHALLENGE OR OPPORTUNITY:

Adrenaline leads to Dilated blood vessels



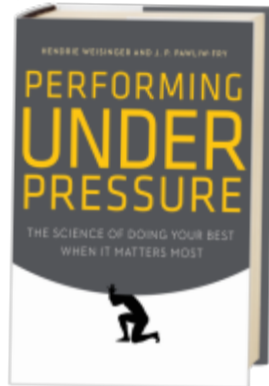


Strategy #2: Crisis vs. Opportunity

Crisis vs. Opportunity

For your pressure moment/situation

- How can you see it as an opportunity?
- Share in the question area





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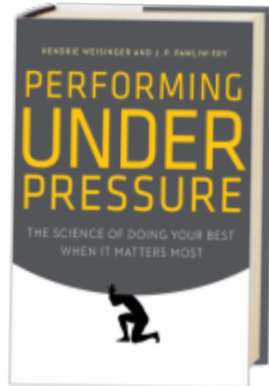
67% of people agreed that in their organization, people tend to avoid the hardest part of a difficult conversation.



Conversations Under Pressure

The Last 8% Conversation

- You make it most of the way through a difficult conversation – 85%, 90%, 92% of the way
- At that point, the person starts reacting emotionally, succumbs to crisis thinking and gets defensive or shuts down
- In response, we often back off and don't say what really needs to be said: the Last 8%

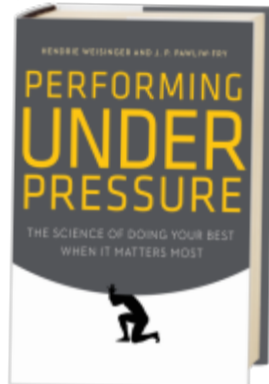


Strategy #3: Approach the Last 8%

Organizations need people to have the Last 8% Conversation to drive performance, change and accountability

Approach the Last 8%:

- Prior, make sure you are clear about what you need to say in the conversation
- Manage your emotions: S.O.S.
- Manage your thinking: Crisis vs. Opportunity
- Manage the conversation: Approach the last 8%!





“When two people in business
always agree, one of them is
unnecessary”



William Wrigley Jr.



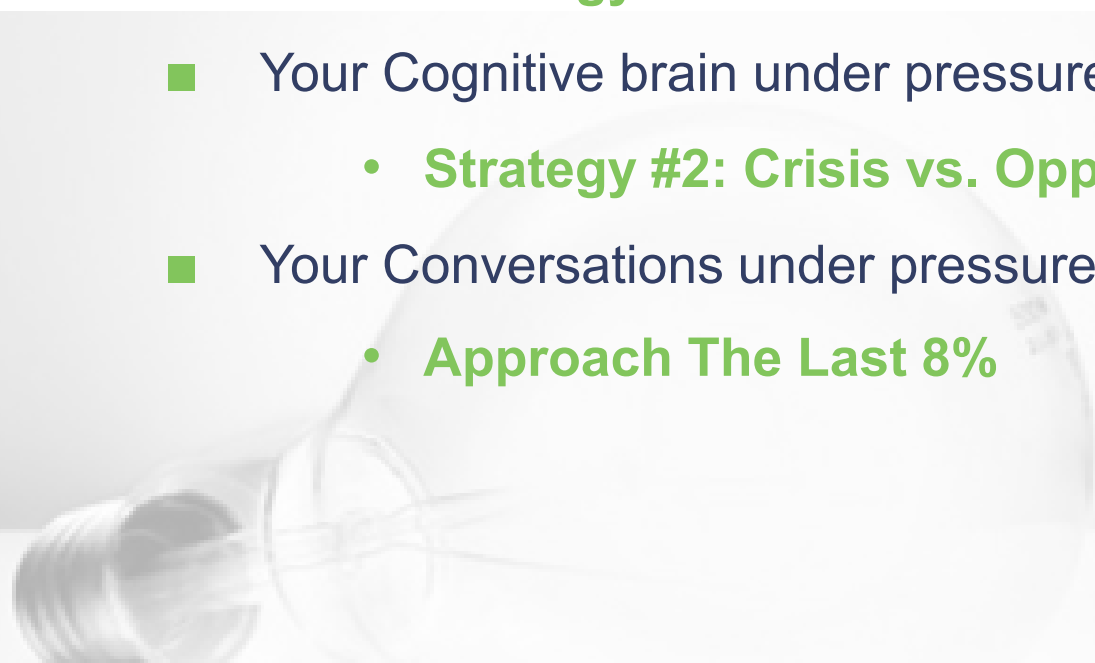


Key Takeaways - Summary

1. Pressure can be as competitive advantage if you learn to manage it

2. Insights and Strategies:

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Opportunities to learn more

1. Performing Under Pressure book

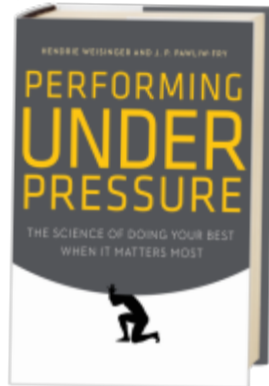
2. IHHP provides:

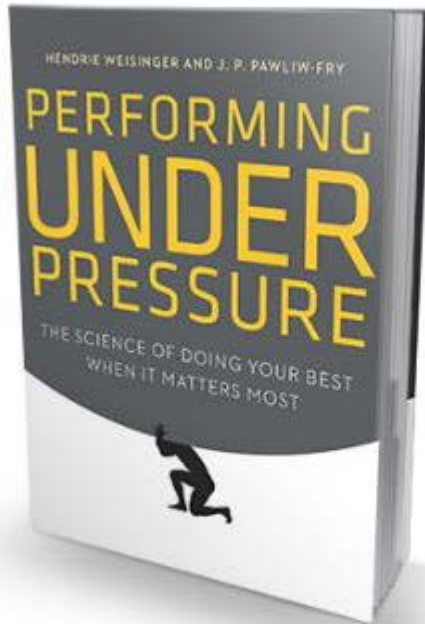
- Keynotes
- On-site training
- Certification
- Assessment
- Coaching

3. Public training programs

4. IHHP Resource Center

- Blogs & White papers
- Women Under Pressure initiative
- Pressure and EQ quizzes





Thank You!

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 amazon.com

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