Managing the Pressure of Change

Institute for Health and Human Potential

Keynotes, Training, Assessment & Coaching

www.pressurebook.com
Your hosts

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1. **91% of people agreed or strongly agreed** that they are feeling pressure from the amount of change they face.

2. **Only 5% of people strongly agreed** they feel equipped to handle the pressure.

**Change I am experiencing:**

“Our company was acquired recently and the lack of information as the change happens has impacted all employees. Continuing with business as usual, not knowing what the future holds or if you will even have a job is difficult.”

“Less staff resources, reduced budget and tighter timelines are a growing trend that provides daily pressure.”
1. The pressure of change will derail your performance and leadership if it’s not managed

2. Two Insights
   - When you view change as a crisis, it has a negative affect on your physiology
   - Your expectations of change will impact your brain chemistry - either negatively or positively

3. Two Strategies:
   1. Crisis vs. Challenge
   2. Recall you at Your Best
Performing Under Pressure Curriculum

Emotional Brain Under Pressure
Performing Under Pressure: Science of Emotional Intelligence

Thinking Brain Under Pressure
Performing Under Pressure: Do Your Best When It Matters Most

Conversations Under Pressure
Performing Under Pressure: Three Conversations of Leadership
Pre-Webinar Survey

1. 35% of people agree or strongly agree their leaders are effective at managing the pressure of change.

2. 74% of people strongly agree or agree they have seen leaders have a negative impact during times of change.

Change I am experiencing:

“I am dealing with one leader that wants to hit the accelerator of change and another who does not want to and is dragging his feet. Both parties are looking to me to justify their current position.”

“Changes were coming to a department, senior leadership was not ready to communicate to the staff. In the meantime the staff were hearing things through the grapevine. I felt caught in the middle.”
63% of employees agree or strongly agree that the reason “change fails at our organization” is because leaders don’t listen to employees about how change might affect them or how change might be done more effectively.

In our study of 12,000 people, the bottom 90% performers had a haphazard approach for dealing with the pressure of change. The top 10% had a plan and strategies to perform under 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 question area
Insight #1

THE PHYSIOLOGY OF CRISIS

Our default 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
Our blood vessels and lungs are lined with **smooth muscle**
WHEN WE SEE PRESSURE AS A CRISIS

(CHAPTER 5: COGNITIVE APPRAISAL)

Noradrenaline leads to *Constricted* blood vessels
WE HAVE A CHOICE

WHEN WE SEE PRESSURE AS A CHALLENGE OR OPPORTUNITY:

Adrenaline leads to Dilated blood vessels
Strategy 1: Crisis vs. Challenge

(Pressure Solution 1 in Section 2)

For your pressure moment/situation

- Build the case for why it’s a crisis
- Share in the question area
- Build the case for why it’s a challenge or opportunity
- Share in the question area
C.O.T.E. OF ARMOR

Confidence
Optimism
Tenacity
Enthusiasm
SECTION 3: LONGER TERM STRATEGIES

C.O.T.E. OF ARMOR

Confidence

Optimism

Tenacity

Enthusiasm
Insight #2: Expectations

Two Activation Systems

Inside out: Expectations

Outside in: Perceptions
Insight #2: Expectations

Poison Ivy Study

(Optimism Chapter in Section 3)

- Individuals extremely allergic to poison ivy
- Rubbed one arm with a harmless cloth, but were told it had poison ivy on it
- Rubbed the other arm with a cloth with real poison ivy, but were told it was harmless
- 100% of people broke out in a rash on the arm rubbed with the harmless cloth
- Only 15% reacted to the real poison ivy!
Insight #2: Expectations

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RECALL YOU AT YOUR BEST
(Pressure Solution 7 in Section 2)

Think of a situation in the last 10 years when you were under pressure and performed at your best

Share in the question area

- When there is change, we all mentally rehearse for the pressure moments
- A haphazard approach where you envision the negative outcomes leads to negative chemistry
- An intentional approach where you recall you at your best leads to positive chemistry
1. The pressure of change will derail your performance and leadership if it’s not managed

2. Two Insights

■ When you view change as a crisis, it has a negative affect on your physiology

■ Your expectations of change will impact your brain chemistry - either negatively or positively

3. Two Strategies:

1. Crisis vs. Challenge
2. Recall you at Your Best
Opportunities to learn more

1. Performing Under Pressure book
2. On-site training, certification, assessment, coaching
3. Virtual Emotional Intelligence public program
   ■ Starts October 7\textsuperscript{th}
4. Classroom Emotional Intelligence public program
   ■ September 22 & 23, Toronto
   ■ October 6 & 7, New York
5. Social media for Performing Under Pressure
   ■ Facebook contest to win a book signed by J.P.!
   ■ LinkedIn group, Twitter: @IHHP
6. IHHP Resource Center
   ■ Blogs & white papers
   ■ Pressure and EQ quizzes
Thank You!

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