

## Leading Powerfully During Change and Uncertainty

Welcome to Leading Powerfully During Change and Uncertainty . My name is Jeannie Kuehler, and I am your moderator today, along with my colleague, Melanie Ordonez. I would like to now turn it over to our speaker, Paula Friedland, welcome, Paula.

Thank you so much, Jeannie, and welcome to everybody. Again, my name is Paula Friedland, a little bit about me before I jump into the content. I am a licensed finical social worker and a certified professional life coach and have been in this field doing individual sessions like this with people as well as sessions like this for a little over 21 years. It is possible I may bring in examples of my work with people, employees from all walks of life, as well as managers and leaders. I never give any identifying information about those folks so I am not breaching their confidentiality, but sometimes there are examples I think that can be helpful. A few things I suggest is you are listening today, one of those being, not to be multitasking, I know that is a temptation, especially with so much on your plate. What I would say is this is a chance for you to practice being truly present for the next hour, this is a hour for you, I don't know how often you get time for you in your life, but this is a chance for you to do that, and also a chance to practice mindfulness, which is a huge stress management tool. It is not a very very concept, mindfulness is coming back to the present moment where you are paralyzed, not in the future or past, but in the present moment, as well as learning how to expand your attention and ability to focus, with all of our devices and everything else, and given how fast-paced our world is, we are torn off our center a lot. Distractions and notifications that are built into come at a certain time. So we have to manually get back to expanding our own attention spans and abilities focused. This is something I will mention later as well, but just planting the seed, something to make sure your employees are doing as well, even unplugging here or there, in order to get that focus back and to center ourselves. We are made of nature, we are not native electronics, so we have to get back to our natures often times to reset. No multitasking today. And set your intention to take something specific away today. Some of this will apply to you, some of it may not. Take what works, discard the rest. There are many things I may speak of that you are aware of, maybe some of these you have been practicing. May be some you are aware of, other however that you may not be practicing. Some tools are little more difficult, or we forget, or whatever, so just keeping in mind to be using the knowledge you have, and putting it into play. Maybe there is something you will hear today that you will re-instill, and reinstall, as well as some new things to try. But pay attention, if you take notes as you go through here, there is power in writing things down. So, let's see if there is anything else I wanted to cover before we jump in. Yeah, today, and that day we are in, all of this we are talking about today needs to be emphasized even more and to be implemented with all of the changes that are happening all the time in the last year we have had. You may have been going to changes personally or professionally even before this hit. So change on top of change on top of change can be really difficult to navigate. For you, as well as for your employees, to be practicing some of these things more consistently. Small things done consistently is how we move forward. Right? Not in one fell swoop very often. These are our basic objectives today. Again there is a lot to cover. This is a generalized training and there are people from all walks of life listening. All types of leadership roles here on each plane, take what works, discard the rest. And, you know, working to master some of the things that you know, rather again, then just trying to move on to something new. May be listening for those things as we go forward as well. We want to talk about the differences between change and transition, identifying

the most aspects of leadership, strategies for motivating and engaging, and committing to your own practice of self-management. And self-care, those are not very very concepts, and I will talk about that specifically for you in the last piece of what we will discuss today. In looking at this thing we need to constantly remember there is a difference between should between change and transition. In your own minds right now, think about, what is the difference? Are you aware of what the difference is between change and transition? Keeping that in your own mind and considering what the differences are. Because as we go through, we may be trying to push people in directions they are not ready to go yet, there can be resistance that way. Here is the basic difference, change is the thing that happens to us. The pandemic, or reorganization, or whatever may be going on in your workplace, or your life. And the transition is how we acclimate to that. It is like when we fly in a plane, I am not a big expert in the field, but what I do know is we just cannot jump to a new altitude and adapt, we have to acclimate to it. The same is true with change. What is true here, is we can't just jump over the lake and boom! We have arrived. Transition is a process to be able to wrap our heads around the change. We cannot do it all at once, or it is like drinking from a fire hose, it has to happen over time. We, as human beings, are processors. This is true for each of your employees as well, and people process change at different speeds, you know? As I am sure you are well aware, so you have to tune into each employee as best you can, to know how well do they process things? And so, like I said, when there are multiple changes happening that people are navigating, you have to remember that they are one on top of the other and that can really stack up, and then a person becomes overwhelmed. Which is why we want to try and pull out each piece of the change and look at it, so it is not just an elephant to put our arms around so to speak, it is really bite sized pieces. And some things are still changing, right you work some things have not settled in yet, since the pandemic peace is such an unprecedented event, we don't have a lot of things to draw on from our past. We will be talking about uncertainty, more specifically, a little bit later. But that is one of the things that people have to navigate in this time we are in, and during change in general. So there is a model some of you may be aware of, this has been around for a long time, but I find it to be one of the most helpful. It is simple but profound, in terms of how we go through transition. And even when something, let's say there is a reorganization, that is the change, then people have to make that transition toward that. You cannot jump to the new beginning, you have to address what is ending first. And these three steps, as any model is, is not completely linear. You may be up and back, you may go through all of these, and one day the dash keeping that in mind as well, but generally moving toward accepting the new beginning, whatever that is. With the first stage of ending, we have to consider that every change rings with it loss, even positive changes. Even if you change jobs, you are going to have to -- you are losing some of the relationship she may have had in the job you were in before, or you moved to a new house in a new neighborhood, then you have to say goodbye that were in your old neighborhood. So we have to factor in that loss instead of just proof, again you have arrived. Now the second stage is the author, his last name is Bridges, William Bridges and the book this is from is called "transitions". And a bridge is one thing to the next, so again he must have known what he was going to talk about in his life pretty early on. But the second stage in his model is called the neutral zone. And you know, you can see here with the different elements involved, they are kind of a bunch of different things, not just one thing. There may be excitement as you start to move towards the new beginning, but there is also anxiety, there can be resistance. But this stage also has with it creativity and innovation, so keeping that in mind, that in one sense it can feel chaotic and tumultuous, but it can also, you know, generate creativity and innovation as we have seen even with things happening with the pandemic. People have had to just access their own creative way of going through it. Their creative way

of being locked up in their household. The creative way of working from home if they are not used to that before, especially if your kids are home and there is no office to work out of. We have had to get creative in how we use our own space even. So you, as a leader, to acknowledge that in people and point that out, can be really helpful, and then to normalize. This phase can feel really chaotic, like being in a little boat in the middle of the ocean, and these changes happen, so we cannot go back to that old sure, we may end up wanting to end our boat trying to get back there, but we can't. Because we are in a new phase, but the truth is, the new sure is not completely visible or accessible yet, you have glimpses of it but you cannot get there yet. Say you are in this little boat, and I hear this a lot with my clients, I felt it personally myself, what it is to be in that little boat. But if you try, as I said before, if you try to force your employees to move to the change before they have processed something, you will be met with resistance. And it can come back to bite you over time if you ignore it, or you try to act like it is not there. Some example that comes to mind is, I don't know, a couple of decades ago or more I was working in a counseling center, and our leader, whom we all adored, left. And the person who replaced them with somebody from our own team, and she was excellent at operations, but did not have much experience in dealing with the people side. So one day she was sitting next to us in our meeting, and the next day she was at the leader seat, and she glossed right over that, because she did not have much experience with this and she did not get much mentoring either. But, as if we would just be able to magically jump into this new thing. When what would have been better is to name what had happened. Hey you guys, I know this is probably difficult for many of you. Yesterday I was your peer, today I am your boss, or your manager. I would like to hear from some of you what that change has been like, and maybe you can come to me individually and we can talk about how to make this transition, I would like to help you through that. There is an example of what could have helped her more. Because we ended up resisting, many of us, what was happening, because we did not feel acknowledged, or what we had been through had not been acknowledged. It was like it was being pushed under the rug. You cannot pave over a bump, it is still going to be there. So having the courage to stay with it and name what is going on is really key. You know, so, in looking at our next question, now, thinking to yourself, what do people want from a leader? What do people want? What do you want? You know sometimes people become a leader or manager, and let's say, I don't know, they are really micromanaging their employees to the nth degree and it is not really working because people are resisting. But then that manager, if they look at, do they like to be micromanaged themselves? Maybe they like a little more structure, but I am guessing most people don't want to be micromanaged. If you know the author Daniel pink, he has written many books, and one of the things he said about what people need in a position is a combination of these three things, autonomy, purpose, and mastery. Autonomy, purpose, and mastery in the job they are in. So how can you, as a leader, helped to instill those and allow your folks to build up to that? So they can feel some sense of ownership, not just being a robot that is being told what to do constantly. So, what do you want from a leader? What strengths are required, also, to deal with such changing times? People have varying leadership styles, you cannot make yourself like someone else. You want to keep looking at the qualities and the style that you want, but there are certain things that are imperative. You know, a lot of times, I think, leaders are under the impression that people want perfection from a leader. And that is not true. First of all there is no such thing, and second of all, if you always appear like you are completely in charge and perfect, going for perfection, people can't maybe even relate to you as well. So people want authenticity over perfection. This has been, there is more and more studies that show this. And you know, authenticity helps people trust you more. We will be talking about trust next. But the other thing I want to mention here, I heard this many moons ago, but it has

always stuck with me, what people want in a leader is a combination of vulnerability and expertise. Now the vulnerability isn't that you crumble in front of them, you know, and going to a crying fit. You would not do that anyway, that is not what we mean here. It means sharing something of yourself. Or if you make a mistake to be able to admit that and take responsibility for it, rather than just glossing over it. Then you get to hold up your expertise at the same time, even through vulnerability, you are not losing your expertise. So, keeping those things in mind, authenticity over perfection, and a combination of vulnerability and expertise. So, this came out of many, many studies. There was one study that had pretty big data from 20,000 interviews about what people wanted from a leader. And these four qualities, these four traits or principles are what came to people. Now, trust is the do or die foundation for leadership. There was also a but many of you may have read years ago "the five dysfunctions of a team" and the main thing he talked about was trust. That is the foundation of the pyramid, if you don't have that you cannot build anything on top of it. So that is imperative, trust, and I will talk about how to build these things more in the next slide. But I want to talk about these a bit first. Compassion, there was also another study, they were interviews with 10 million people, and those people who agreed with this statement "my supervisor seems to care about me as a person." For those people that felt that way, that their boss cared about them, they were significantly more likely to stay with an organization and be more productive. So, compassion, especially now, because everyone is struggling, every single person is struggling. Some in similar ways, and some in different ways, so keeping that in mind, the pandemic and what that has brought on here. But compassion is a powerful source, and it can look and come in many forms. This might be asking about a sick relative, or asking about somebody's weekend, if anybody has those anymore, or whatever. It might be complementing, you know, I don't know, some kind of family achievement or milestone. It could be condolences. It could be somebody's birthday or an anniversary of some kind. So, compassion goes a long way right now. And then stability is imperative too, people want leaders who can provide a solid foundation. This again does not mean perfection, but this is about security, support, and nothing creates stability like transparency. When you can be transparent, right? A leader has to figure out when it is appropriate, and when it is not. But, if at all possible, transparency is key. That will also help instill that trust, right? So other pieces here are honesty and communication. In communication we talk about nonstop, it is also a practice, we never perfected no matter what. It is a muscle you have to keep building so to speak. Especially during times of change and stress people need more communication. And, you know, reminding people what is constant? What has not been lost? I think this is really, really key. What has not been lost? Because we can be really focused on all of those losses and what is not the same anymore. And we often acknowledge those and feel those, and at the same time be able to say, and what is a constant? You know there is a quote I have loved forever that is "don't pray for common waters, work toward a stronger ship." So, the waters will be up and down, you cannot control the waters, but you can keep holding the ship. You are the start of that ship, if you are not taking care of yourself the ship can go down. I will talk about that more later, but helping people realize they are also part of building that ship strong to endure the rough waters. All right you Mark that is the part you can control. And finally hope, you know followers want stability in the moment, and hope for the future. Now, you know, it may be a hard time -- it may be hard to find that sometimes right now, but it is about offering hope, not promises where you can't. You don't want empty promises. But there is something that we constantly move forward, as human beings, that we move forward toward. You know, and, the vast majority of leaders I think don't spend enough time creating hope or talking about it. There is a great quote I found recently that says "hope inspires the good to reveal itself." Hope inspires the good to reveal itself, which I think speaks to the power of hope. When I was younger I

thought hope was just empty and you are crossing your fingers and wishing. But hope is different than wishing, hoping something much different than that. Not airy fairy, not merely a wish. In looking at these 4 things how do we instill those? So, these are probably not new to you, but I want to emphasize these. Really see your employee. And the last one here, I will put all of these up see you can see all of them together, so the last one is also acutely listening, you cannot phone it in, you have to be authentically listening is where the authenticity comes in as well. You know what people need beyond food and shelter is a combination of being seen and heard. You know, even if you cannot fix something, or do something about it, if you can at least really see and hear somebody. For me, in a customer service situation, this is where comes up for me the most, if I have somebody who is in customer service that I am needing help from and they just keep repeating the same thing over and over it will escalate me. It is one of the things that will just push a button and me because I do not feel seen or heard. If they could've even just a knowledge and say, I am so sorry you are going through this, I know how hard this must be, I can hear that and I can imagine that. I am so sorry I cannot fix this problem for you but I really hear you, that in and of itself, for most people, will go a long way, just to be seen or heard. Don't underestimate the power of this, I know at times like this you want to keep getting more tools, what can I do? But it is not always about doing, especially when you can't. When they are things you cannot control or change. When you cannot do anything more fix anything really turn toward seeing and hearing your employees. It is like if you going to a restaurant, remember those? [ Laughter ] But you going to a restaurant and you are sitting there and you are starving and you start to look at the menu and the waiter never comes over, and the waiter never comes over, and you get hungrier and hungrier, and you start to look around and think the waiter does not even know we are here. Oh that table came in after us. I waited many a table in my younger days, I am not talking theoretically here. But if the waiter just came over and said I am so sorry, I am in the weeds right now, I will not be able to get to you for a few minutes but I will be back. Then at least we feel acknowledged, then we can relax a little bit. Probably drove that into the ground here but I cannot emphasize it strongly enough. And then the recognition piece, again authentic recognition, don't be making things up or do lip-service here. But this phrase I think is really important, catch them doing something right. And positive recognition, be as specific as possible, it goes a long way as well. There was a study done a while back called the lymph Adria study, it was named after the one who did the study. Basically they were studying the sweet spot between positive feedback and quote unquote negative feedback, where you have to correct a behavior or a work situation with an employee. If you can lead with the positive, we know that, right? As people and leaders, but it goes further than you realize. The study showed that the sweet spot was 2.9 positive comments to the acknowledgments, versus one negative, that is almost 3:1. Keep in mind leading with something good, hopefully you can find that, and it does not have to be gargantuan things. It could just be I loved that interaction you had with Sarah earlier today Mary, I really appreciated that you really seemed to hear what she was saying. Something like that, right? And then over communicate, I talked about that already. It is never perfected, it is a practice, and you have to repeat things over and over, and may be repeat back what you hear them sing. That is not just a counselor tool, what I hear you saying is, actually that can go a long way. Sometimes we are not hearing what they are saying, if we reflect back to them what we heard, it is on their part to correct it or elaborate on it. All right, so let's switch to made a fading, a little bit better about motivating and engaging during uncertainty. When we look at uncertainty, you know, this is again another muscle we have to build, getting better and better with uncertainty. So, these are just some principles to keep in mind that you may also share with your employees especially that you know are having a hard time with uncertainty. You know reminding them,

think about all the things that can go wrong doesn't make life more predictable. And then being uncertain about one thing doesn't mean you are uncertain about other things. We can get very myopic in how we are looking at something, and when we feel in certain we can filter out all the things we are certain of. And then, it is not possible to be certain about everything in life, that just never happens. And focusing on the worst-case scenarios won't keep that from happening, it will only keep you from enjoying the good things you have in the present. So, what helps us get Ettore with uncertainty? You might think about this in your own minds as well, will this help you get better with uncertainty? These are some things to consider. Determine consciously what you are certain of, and writing it down can make a big difference too, we are not just keeping in our heads but we see it on paper. Oh yeah I am certain about these things, but not this other one. And building your tolerance, you know we navigate uncertainty every single day, but we forget about that. And then, I talked about mindfulness earlier, this is a practice, these are tools that can really make a difference in coming back to the present moment. And there are so many ways to do this, that we can do every day, like I do hold trainings on this. I could go on and on, but I will throw a few things out there to consider. I talked about this at the very beginning, unplugging here or there from technology. Maybe that is every time you are waiting to start a meeting, or waiting, you know at a stoplight. Whatever it might be. Don't pick up your phone, practice not picking it up, see you can start to, again, get more control over your technology. I love the principle that technology is a useful servant, but a dangerous master. We have to get back in charge of our technology, and you can say to the phone, I am not picking you up because I have control over you. Because how many times a day do you do this? You can also do this when eating, you can call it eating mindfulness, but you put your fork down between every bite. You actually chew your food. Rate? That is something you can practice every day. And then taking breaks. I talk about this later, but, taking breaks is imperative, especially now for you, as well as your employees. When you are eating, feel your best, even if you can take five minutes to go and eat, don't be working and eating at the same time. I know probably the majority of you do that, but then we are confusing our system. Rather than, hey system, I care about you, let's go and eat now. And then we will go back to work. And keeping routine in your life, as much as possible. I know it has been really disrupted, but even little things, you can practice mindfulness when you brush your teeth or do your dishes, those are routines that instill a sense of stability about those things that have not changed again. And then remembering what you have gotten through before. There is a great assignment I usually give people when I am giving trainings on change, is to, this is a great assignment you can give your employees. Is do a timeline of your life, and in that timeline, from childhood on to maybe by decade, what is the uncertainty and/or the major changes and major uncertainty I got through with each one of those stages of my life? And go back and look at what helped me get through that change? This will remind you what you have gotten through, and remind you of the tools that worked. Sometimes maybe it was just time, other times maybe it was reaching out to people. Other times maybe it was like picking up something like the guitar or whatever it might be that you can focus on while you are going through such tumultuous times. It is a fantastic exercise I have to say. And gratitude, we hear about this a lot, but it is a major tool actually, to again, bring us back to the moment and what we do have, what is going well, et cetera, et cetera. You could use this with your team in terms of anything they are grateful for at any moment. Now, again, this isn't to preclude you from acknowledging the things that are changing, and the difficult times, and the loss, and all of that. Well you should be grateful for what you have. Well, yes I know, I will remove the should from that because that makes it like slave driving in a way, so to speak. But, you know, just trying to notice the little things that you are grateful for. And I have an assignment for all of you to take away from this,

when you get off the phone, because I told you not to multitask, so I don't want you picking up your phone right now. But before you go back to work or whatever you are going back to, text one person, or email, but texting is faster. One person, or maybe more than one, it might be somebody on your team or in your family, and tell them you are grateful for them, and tell them why. It is a beautiful practice because we don't always tell people in our life these specific things, and it will make them feel great, I guarantee it! It will make you feel good too, and all of a sudden we are not caught in our distress. When we do these things it brings us out of our distress and onto something else that is true in the times that we live in, and who we are. Reminding ourselves of who we are. And I love this quote by Tony Robbins, I was coach in his organization for almost a decade, and I love this quote. "The quality of our life is determined by how much uncertainty we are able to comfortably live with." That word comfortably is not static, comfortably I using quotes here, maybe we would be more comfortable if we did not have any uncertainty but then our lives would be boring, truly, and we might wish for more boring right now, but you get the drift here. And let's say, this is another tool you can use for yourself and even with your employees, on a scale of 1 to 10 how well do you deal with uncertainty/change? 1 means you don't deal well with it at all, 10 means you are masterful at it, where are you on that plane? Let's say you, or your employees, are at a 4. Then you can start to look at what is one thing I can do this week to get better at dealing with uncertainty to move my number to a 5? Incrementally we build that up, may be doing that timeline thing, exercise, or just having an intention, I will deal with uncertainty today better. I will not get all freaked out, or whatever, I will try and stay with it and not let myself get pulled off course. It is like something you build muscle in, right? A little overtime. All right, so this last piece is about, actually there are two more pieces, but these are more strategies for engaging and motivating employees especially during this time. But even if we were not going through this, pre-pandemic and post-pandemic these are still principles that are important. So, acknowledging the situation, I said this tool earlier, I didn't necessarily name it as a tool maybe, but naming it, naming what is really happening. I did mention that with the elephant in the room, and that leader that I had, the manager I had umpteen years ago. Acknowledged the situation, a lot of times we as humans think if I don't acknowledge it it won't be as bad, or it will go away, or I don't have to deal with the discomfort. But that doesn't help, it just makes the thing bigger really. So acknowledging what is really happening, really naming that, it is a powerful thing. When we name it we can feel more validated, and it can help us see something more clearly. Even if we do not have a fix for it, or anything to do again to make it different. If we name it it can go further than you realize. Balancing empathy and assertiveness, this is again the line that a manager/leader has to navigate. You know you cannot be only in empathy constantly, but you can also just be, you know, assertive and trying to move past things. Especially if you tried the assertiveness peace and people are not budging, well, then go back to some of those other things. What is happening? Let me at knowledge this, let me find out what is going on, having that compassion. You know, actually having an open-door policy during a certain time during the day where an employee can come to you, and making sure that is true, rather than you saying it and not actually making it happen. Then they lose trust in you again going back to those four principles. You know, tracking the people on your team, what is going on in their personal lives? This is not being there counselor or therapist, please don't do that, I don't recommend that, that is not your job. And figuring out where that boundary is is really important. And I think that has been more difficult with the pandemic, because you know your employees do need more, but you still have a job to do as well. That is what I mean by that second bullet point, and how you try to navigate both of those things. But tracking people and being able to check back with them about what they are going through, you know, checking in more with them. If you know that their son has

been home and he was struggling, maybe you ask about that. You check in about that. Keep a log of some personal things about people that you can check in about. This again will make them feel like you really see them, and that personal connection, you probably all have heard this thing that, you know, people don't leave jobs often. They leave managers. And they stay for similar reasons, right? The job itself might be really stressful, or they are not enjoying it, but if they have a really great leader, it may keep them there and help them be able to give this term, I don't know who coined this years ago but I love it, discretionary effort. That means when an employee is willing and able to go above and beyond here and there. If you don't have people ever doing that they may feel disempowered. But if you know that they are able to do that, and they are doing that more when needed, you know that there is something that they do feel more connected to, and that might be you, right Mark acknowledgment again, and again, specific, as specific as possible. This is not a comfort zone for you, maybe you start to work on this more. There is a manager I gave a whole training years ago on a similar topic and he shared that he used to be really bad at knowledge and employees, because, like his upbringing was pull yourself up by your bootstraps, you should not need any acknowledgment. That was kind of how he led his own life. But he started to recognize that people really needed this acknowledgment piece, so he wanted to build that muscle, so to speak. So in his pocket he put these five stones, and his point was each stone represented an acknowledgment. So during the day his point was to try to give five authentic acknowledgments to people on his team. So every time he did one of those he would move that stone over to the other pocket, so his point was to have all those five in the other pocket by the end of the day. I thought it was a great practice because it goes back to that thing of looking for something good, again, to emphasize, it has to be authentic, don't make it up. Don't just say, hey, you did a good job on that. Be specific, what did they do that was a good job? You know? That really helped him because he was focused more on that, and it became like a fun thing for him to do rather than a, O God, I have to acknowledge my employees, or whatever. He became really good at it and he became people's favorite leader because they felt seen by him. And then, like that vulnerability/expertise peace, share some of your own experiences about the situation. Again, you want to draw the line and not share too much, so they start feeling sorry for you, or they feel it is all about you, or whatever. But, you know, it is really important that they know you have challenges of your own, and you are working towards them. You know, I have this, one of the things workgroups I work with as a coach, I mentor upcoming coaches, and I had one new coach and he came to me and he said, he was really distressed, and he said, I can't help these people because I am really struggling myself. I was like, well, yeah! Of course you are! It again, people don't want somebody who does not struggle, they want a leader that maybe you are only one step ahead of them, but maybe something that you were able to do to work through this struggle, or something that helped, or something that didn't help, maybe you share that with them so they can see that you don't have to be perfect. You know? If you wait until you are perfect to lead, you will never lead. We would have no leaders if we waited until we were perfect in our own lives. We have course have our own challenges, you know? A little soap box there. And then creative ways of making virtual meetings more enticing. I don't know what you all have done, again, in trying to be you know, more creative in what you doing meetings. I'm sure many of you have these, you should really share these with each other say you get a bigger and bigger toolbox to draw from in terms of this creativity piece. May be every meeting, you may do this already, but maybe there is a inspiration, I don't know, committee. Somebody is assigned to bringing something inspirational, whether a YouTube video, or a quote, you know and experience you heard about, or whatever it might be. Or may be, there is something that is an exercise I recommend, some of you may do variations of this in your families with

your kids. And this is at the dinner table, that you do a rose and a thorn. When you are eating dinner together everybody goes around and expresses a rose they had during the day, this would be something positive that happened. The thorn is something negative that happened during the day, that will get your kids talking, especially if they are teenagers and they don't talk very much. You will learn about something if you get them something specific like that, rather than going, how is your day? Find. You know, that one word response. Maybe you do that in a meeting. Or you start meetings with a little exercise or a breathing thing so you all calm yourself down. Right? Been using your employees as how can they help each other? If you put somebody in charge of something to help the others with, it will take their mind off of themselves and their own stress, possibly, right? And finally, sharing your stress management tools. This is our last piece and then I will open this up for questions. That I can address a few of those. That stress management, this is such a soap box topic for me. I can't, excuse the pun, stress this enough, how important it is to manage your stress during the day. Not waiting until the end of the day, or you are spent at the end of the day, or the weekend, because you have given too much or have not taken breaks, or whatever it may be. This is something to find out from your employees, how are each of them managing their stress? In making them come up with some ways and things, maybe they have no means of doing this. Maybe that is something people share at some point during the week, see you can add to that toolbox. It should be something you are actively doing, especially now, but even pre-and post-pandemic, you know purportedly around 90% of doctors visits have some element of stress involved, right? It is a real thing. You know, no one gets up in the morning, no one gets up in the morning and says, you know? I think I'm going to have a heart attack today. Right you Mark I mean that puts it in perspective, if we could see the inside of our self and how stress is affecting us we would do more about it and make it more of a priority. But we must do that, you know, now. So, one of those things is, well I will get to some of these in a moment quickly. That you have to keep building that tool and model these things for your employees. So, monitoring the hours you are working can be really easy if you are working from home, just to keep working. Have breaks. At the end of the day when I close my office door, I say bye, see you tomorrow. There is nobody in there, but it is a ritual, then go wash your hands and wash work off of you and now you are at home. If you have the commute, use that, if you do not have a commute because you are working from home, create a commute so to speak. That might be take a shower and change her clothing. That might be take a walk around your house. That might be tuning into something that is inspiring, something that can separate work from home. It has to be more pronounced when you are working and living at home. If you do not have an office, put duct tape in the area you are working in, whenever you step over the duct tape you are now at home or at work, whichever. Taking breaks is really key, practicing a relaxation response, that is to mitigate fight or flight. When we are in fight or flight we don't know how to relax. And we have to say to ourselves, all right wait, just got into fight or flight, wait a minute, let me calm myself down so I can recognize is this really life or death? Because that is what fight or flight is really for. When you calm yourself down and have things like breathing and there are a lot of great apps and technology that is so helpful, apps that can take you through guided meditations or that calm app, take 60 seconds of calm or breathing, you are slowing your breath down. These are not goofy things, these are imperative to calm the body down see you can feel your feet on the ground and access other tools of yours. Excuse me. And then I talked about that already, be sure to have your own support system. Physician heal thyself, right? How often we preach this but do not do it ourselves. And making reasonable agreements with yourself around your healthy habits. Not I will lose 20 pounds in the next week during a pandemic. So, set up some realistic goals for yourself, and then coach yourself and be gentle with yourself, I am not talking coddling and

letting yourself off the hook all the time, but we shame ourselves often when we don't do things or we eat that slice of cheesecake we were not supposed to. Instead of shaming yourself say, all right, so you fell off the wagon. Okay, I hope you enjoyed the cheesecake, otherwise what is the point? Let's reconnect, reasonable healthy habits. Stay connected to what matters, these sparks and little things that bring meaning and our lives. And who you are, versus what you do, right? Okay, so, finally, this is the myth of leadership, that we start in this one year and we just know everything, and we know all the answers and boom! We arrived at 2022. This is what it really looks like, you know? It might be calm compared to what you might go through and this is the model of change. We go through these different changes, we don't just in a linear way reach our goal at the end. So, share that with your employees as well. Let's take a breath there. And these are my final quotes for you to consider. And then I am going to, you know, open this up for questions, and you know, I will hand this over to you Jeannie , too, yeah. My slides are pretty much through here. So, I will hand it over to you.

All right, do you want to do any take away points?

Yeah, let's do that as well. Yeah, what are you guys taking away today? You know, this is about what kind of leader you want to be, right you Mark so, just fill in some of these. Let's see what you guys are saying, the take away, going forward, what will you do more of, less of, differently? Reading a couple of your responses here, yes, self-care, being present, listening, acknowledging, I love these. Being vulnerable, being personal throughout the day, leading by example, these are brilliant! These move me in what you all are taking away. Less multitasking, hallelujah! These are brilliant, I will just keep reading these here they are really beautiful. More stress management, that is one of the big ones here, good, good, good. Back to you Jeannie.

All right, I am going to move this poll over, and then if you have any questions, I want you to check out the EAP for everyone, I want to remind everyone your EAP program is here for you, it is a prepaid benefit, so it is free to you, your family members, your employees, coworkers, household members. Also, U.S. leaders, have access to a specialized team in the EAP program, the Magellan work place support team, staff with experience who can talk to you about your individual employee concerns or workgroup concerns, and help you strategize about some action plans and set up referrals as needed. You can access your services by calling your specific 800-number, they are available 24 hours a day, seven days a week. If you are not sure of the one 800 number or website address, reach out to your human resources department for assistance with that. Really there is something through the EAP for everyone. So check out our services and may be make that one of your take away goals. All right Jenny, we have time for maybe one or two questions.

Okay, very good. Yeah, I could spend another hour on the questions but I will take just a moment and give you just a brief thing here. One of the questions was, for more of a systemic perspective, what can an organization do to help employees with uncertainty or help minimize it? I think again, some of the things I talked about, like naming it, see you are acknowledging it as an organization. You know, some of

the things we talked about today, you might talk about with employees. It may sound just like lip-service here, but really acknowledging it, maybe sharing some of these principles, or naming the uncertainty and having it -- employees my suggest to them to come back and talk to their own leaders about the uncertainty piece. Sharing what you can, I know it is hard to always be transparent depending on what is going on in your organization, but as best as possible. And maybe a suggestion box, that may be a loaded situation, but I don't know. You know, anonymous suggestions, you will probably get a lot of stuff that is difficult there, but you might get some ideas. I wish I could say more there. I am looking at my time here, we are almost done. Let's see, if there is anything quick I can say here. A leader that doesn't meet the four basic needs, that is tough, the managing up piece, maybe you talk about examples from this, maybe you talk about this training today, and maybe you give your own examples, maybe you make a request of your manager in a really thought out way, of what you would love from them. You know, not from criticism, but saying, you know, here is some feedback for you, in a different way probably then that. Share what we talked about today, blame it on me, say I took this training and we learned some interesting things. Anyway that is the nutshell I have on this. But I thank you all so much for being here. Remember, commanding is lonely, it can be a difficult thing. But being a leader is absolutely a huge difference you can make in the world. So keeping that in mind and then caring for yourself, because command is tough. So, that is all I have today. Thank you all so much, take good care.

Thank you, Paula. Thank you so much for sharing all that you shared today, and we very much appreciated listening to you. I want to thank everybody for taking the time today and giving this time to yourself, and we have our satisfaction poll up here, please rate your overall satisfaction with today's webinar. The choices are very satisfied, satisfied, dissatisfied, and very dissatisfied. You can answer the poll one time and your response will be registered, I promise. It just doesn't show on your end. We have a certificate of completion you can download if you like. And if you were unable to download the handouts tonight for technical issues the handouts will be available through the recording that will be placed on the member website in 2-3 DeSantis days. You will be able to access the handouts at that time, and I do apologize for that technical issue if you experienced that piece today. So, this concludes our webinar.