



**Member
Event**

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LEARNING
EXPERTS

Leading a Post Pandemic Workforce



About Me



Sue Landsberg

Your Programme Trainer

Leading a Post Pandemic Workforce Programme Overview



In 2022

Workplace stress reached an all time high
with managers finding themselves
in the eye of the storm.

Forbes

Get Reconnected

How to stress less for more success

Engaging positively and effectively

Confidently manage conflict



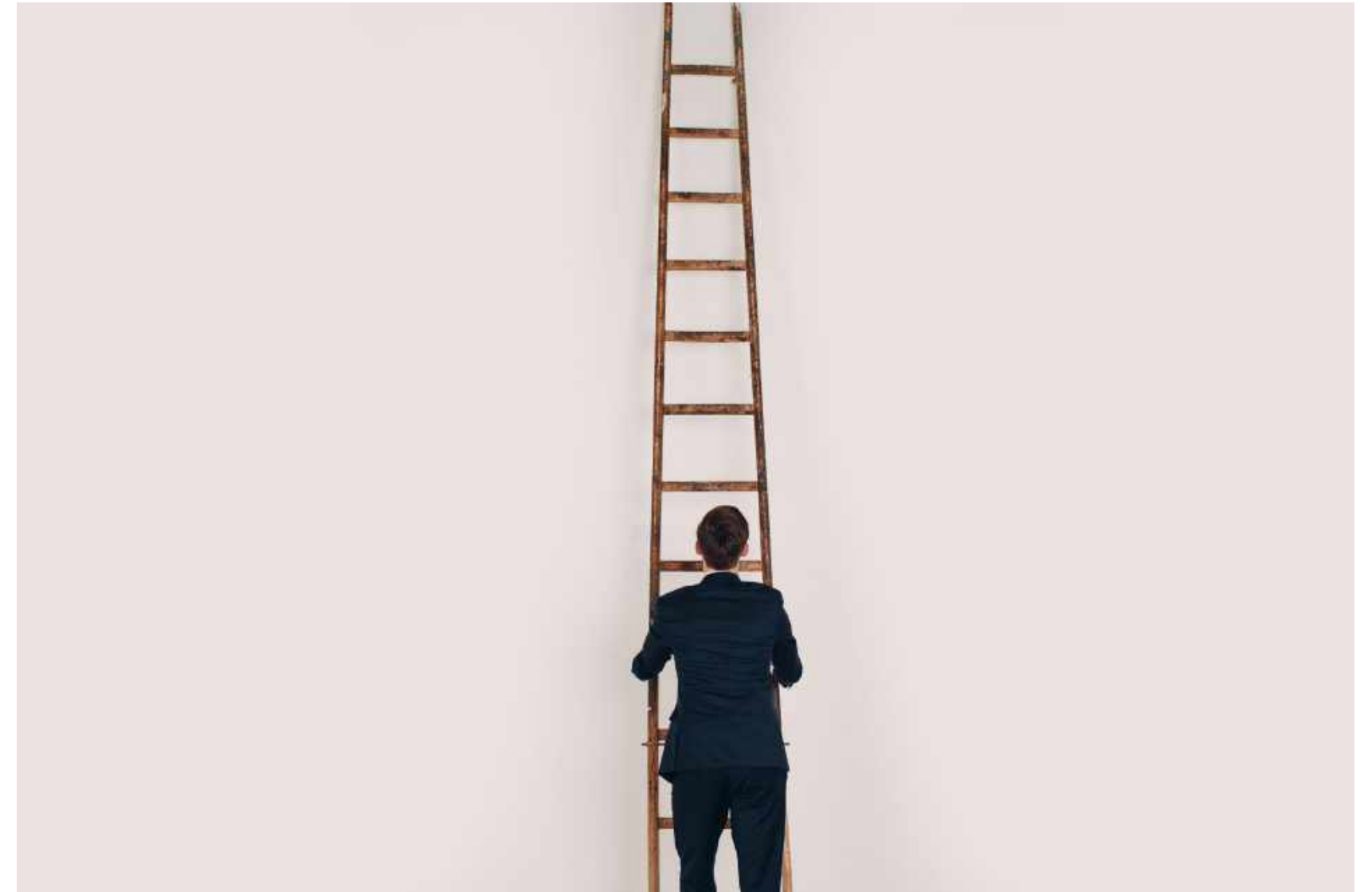
**Stress Less
For
More Success**



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How Far Up The Ladder
Would You Rate
Your Ability To
Effectively Manage Stress?

High – Mid –Low?



Causes Of Stress

Time – Situations – Encounters – Anticipation

Lack of control over work processes

Working long hours and overtime

Unclear or overly-demanding expectations/deadlines

Lack of support, recognition and compensation

Inability to take breaks during the work-day

Microaggressions and implicit bias in the workplace/bullying

Unstable economic climate causing uncertainty

Changes in work environment -remote/hybrid

Change fatigue

Limited resources/support

Unhealthy organisational culture

Work commute

Strained professional relationships

Lack of direction

Self criticism/Perfectionism

Comparison to others

Health challenges

Lack of time for non-work activities

Family commitments

Finances

Global/social issues

Unhealthy habits

Avoidance of issues



Time Stress

Perception never enough time in a day

Create short term goals -personal and professional

Eisenhower Priority Matrix

Schedule everything - sets realistic expectations

Know your time and energy zappers

Learn to say no - create healthy boundaries

Take breaks/lunch/leave - need to rest, recover, reset

Set personal/professional hours - consider work phone/laptop

Difficulty switching off - create morning/evening rituals



Situational Stress

Commute - traffic, time

Open plan office - noise, distractions, interruptions

Home office - cluttered, noise

Blurred personal/professional lines

Remote work - isolation, disconnection

Emails, notifications, meetings

Deadlines looming

Micromanagement

Culture of working after hours

Hiring, onboarding, redundancies



Encounter Stress

Engaging with others

Management

Employee relations

Client/Customer relations



Anticipatory Stress

Time travelling mind - use mindfulness techniques

Catastrophise, exaggerate, ruminate about events -

take a helicopter view to challenge your thought process

Reality test facts/truth

Remain resourceful, action and solution focused -

who, what, how, when, where (smart goals)

Tap into social capital to talk things through

EAP - support yourself too!



Your Stressors

Time Stress Triggers (deadlines, commuting)	Situational Stress Triggers (Situations)	Encounter Stress Triggers (Interpersonal - people)	Anticipatory Stress Triggers (Mindset – worry/anxiety)

What Does Stress Look Like?



Occupational Stress

Demands on our coping resources

Mental

Muddled thinking, lack focus, ineffective decision making, decreased productivity

Emotional

Disengaged, overwhelmed, low mood, relationships

Physical

Absenteeism, resignation

EFFECTS OF STRESS ON THE BODY



SKIN:

Changes in Skin Texture, Loss of Skin Tone, Loss of Moisture, Thinner & More Delicate Skin



IMMUNE SYSTEM:

Decreased Immunity



HORMONES:

Hormonal Imbalances, Increased Cortisol



BONES:

Decreased Calcium Absorption, Weakened Bones



BRAIN:

Fatigue, Reduced Concentration, Decreased Mood



HEART:

Increased Heart Rate, Elevated Blood Pressure



GUT:

Decreased Nutrient Absorption, Alterations in Gut Motility, Changes in Microbiome, Leaky Gut



MUSCLE:

Muscle Protein Breakdown



Fight Flight Freeze Stress Response

Emotional Regulation

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Amygdala Hijack
aka Flipping Your Lid!



Prefrontal cortex
P.F.C.
"THE WISE LEADER"

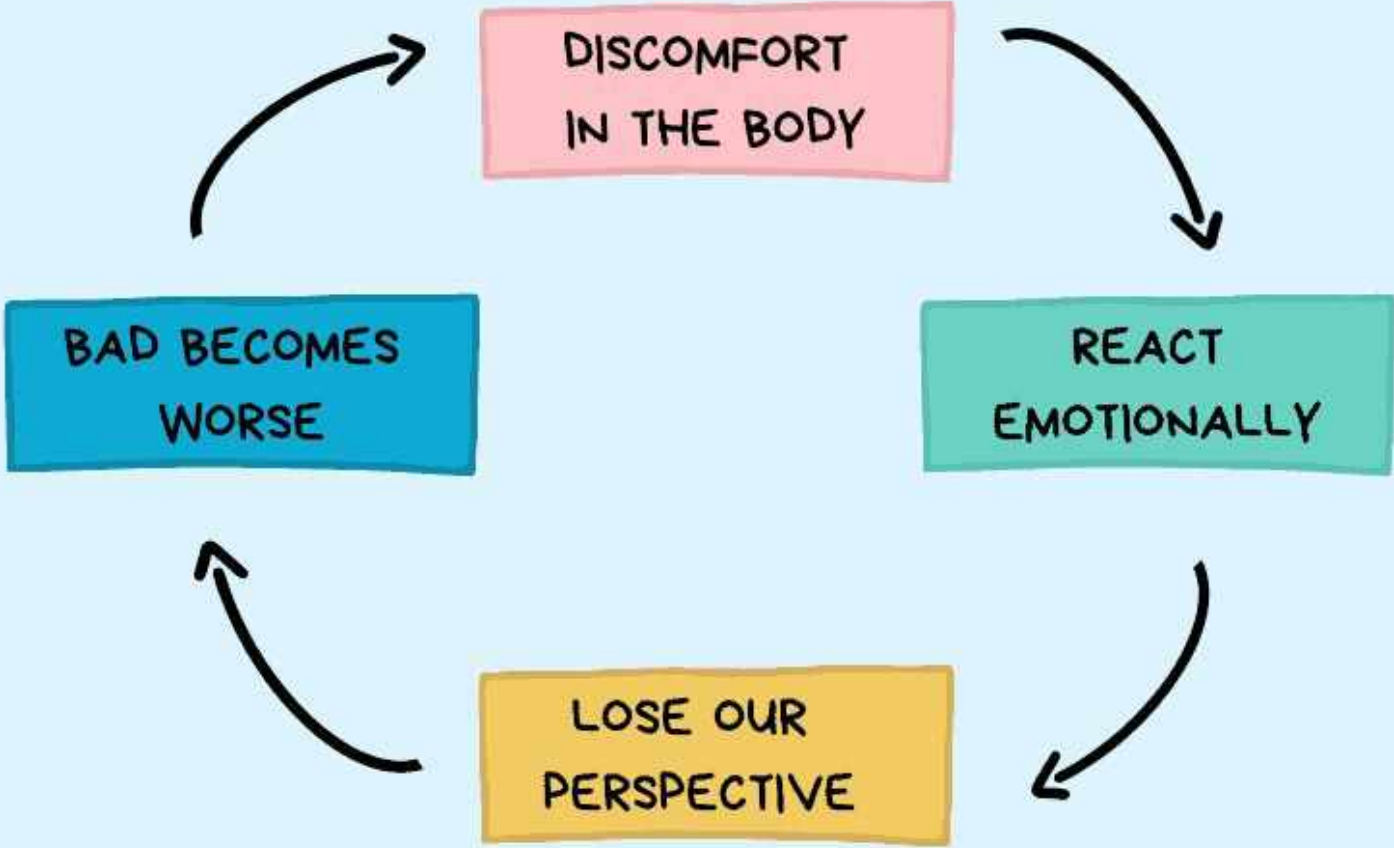


"Flipped Your Lid"

The big emotions, anger, fear,
anxiety etc...
The AMYGDALA - The alarm center
Acts on instinct
fight, flight or freeze

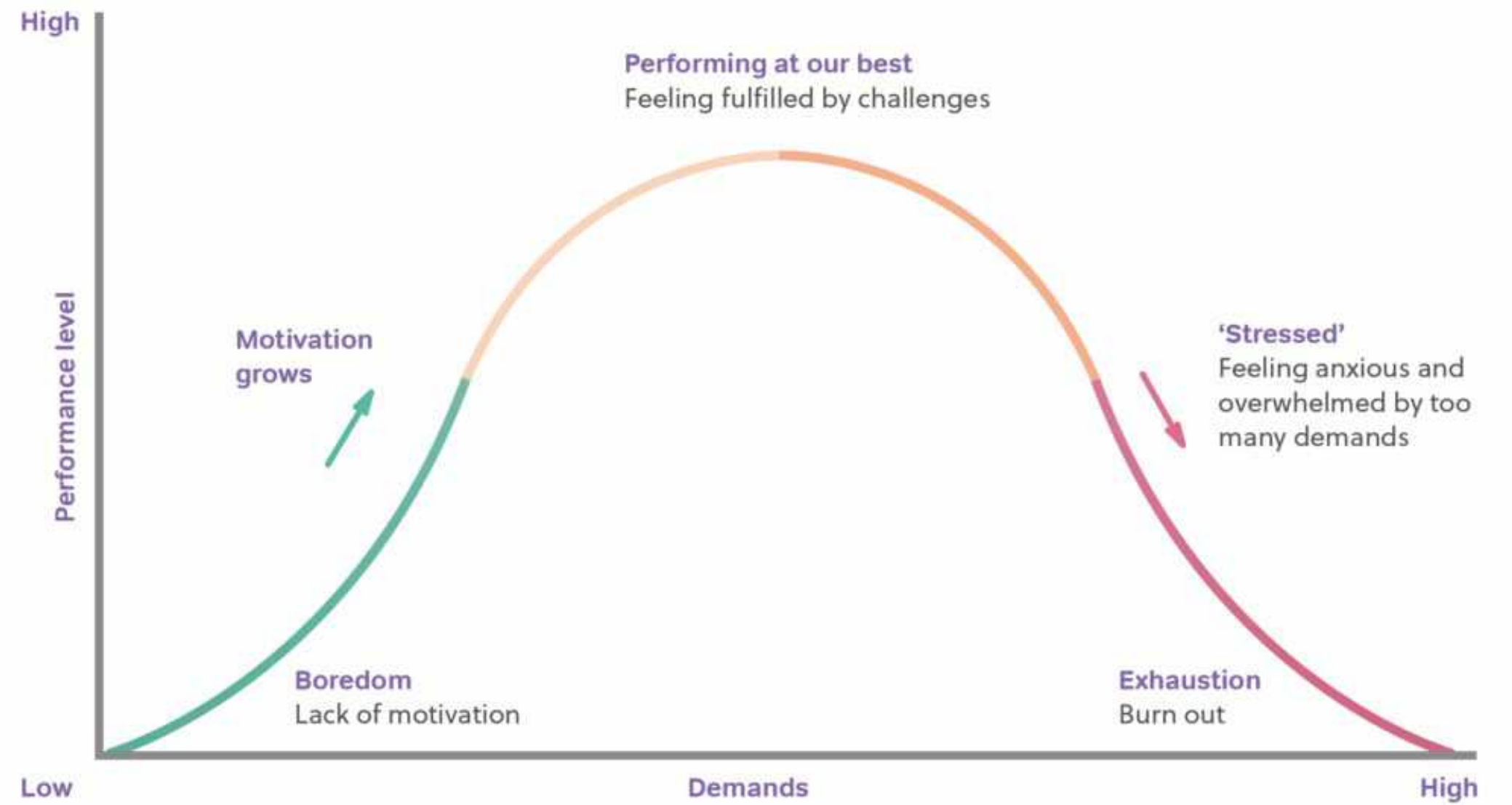
Adapted from Dr. Daniel J. Siegel's Hand Model of the Brain found in *Mindsight: The New Science of Personal Transformation*
(Bantam Books, 2010)

CONFLICT



The Stress Cycle

Balancing Challenge Motivation Stress



Controllable v Uncontrollable



**How Do You
Currently Manage
Your Stress Levels?**



Stress Management Techniques

Diaphragmatic breathing (belly breathing)

4 -7 -8 Breathing

Just 3 breaths

Box breathing

Mindful Minute

Words of support

Grounding – Focus on what you can see, hear, touch

Stress Management Techniques

STOP – Stop, Take a breath, Observe, Proceed

CALM – Focus & Relax Chest, Arms, Legs and Move

Body Scan

Posture reset

Progressive Muscle Relaxation

Mindfulness – Anchor attention in present



**It's time
for a cuppa,
enjoy!**



Engaging Positively & Effectively

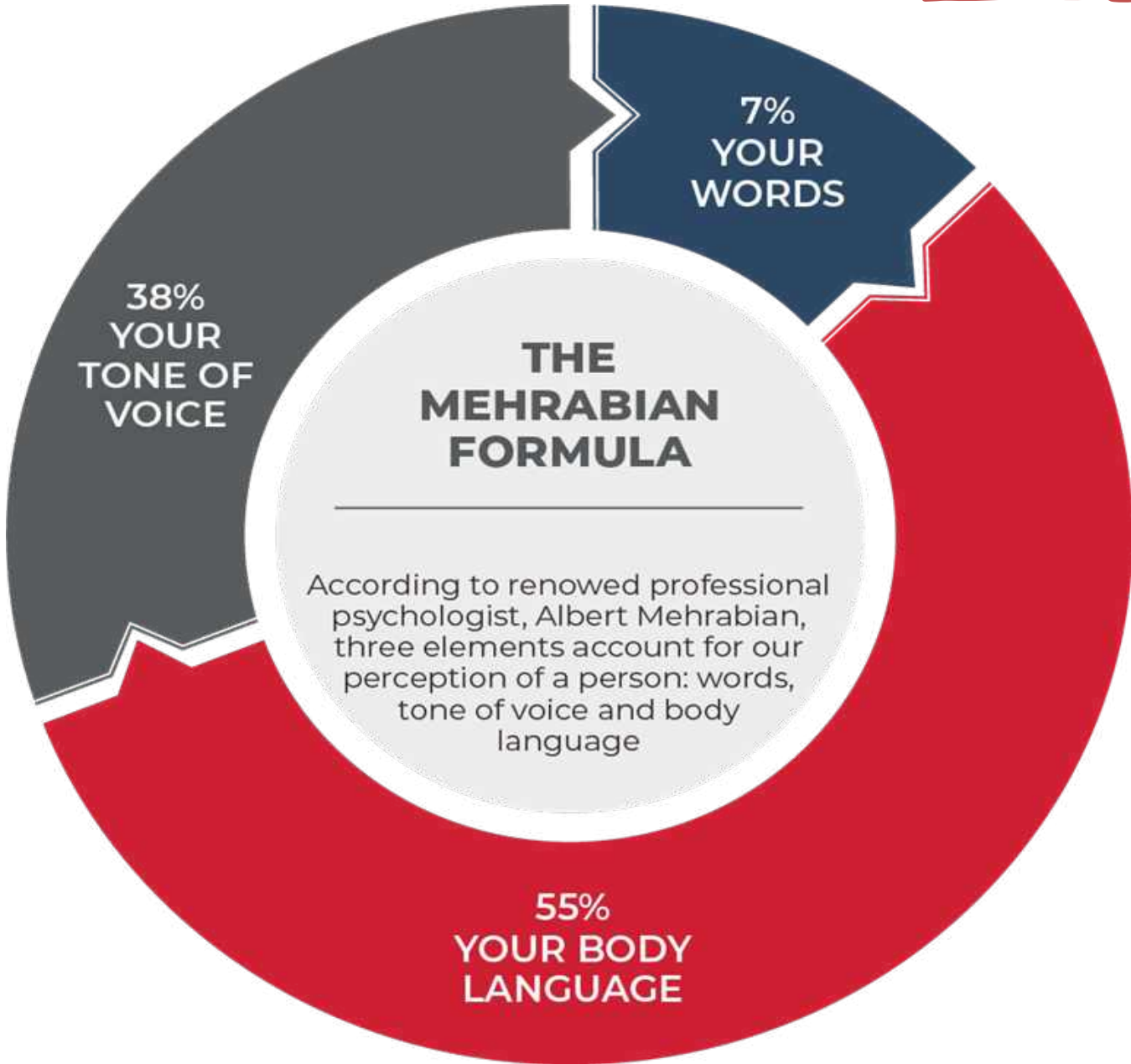




What gets in the way?

- Lack preparation/Busyness
- Bias/Judgement/Assumptions
- Lack Self Awareness
- Culture / Language
- Location
- Trust/Confidentiality
- Communication channel
- Industry jargon
- Unclear boundaries/Protocol
- Fear/avoidance
- Different personality types
- Varying communication styles

How We Communicate



ELEMENT/METHOD	FACE TO FACE	AUDIO	WRITTEN
Words	7%	20%	80%
Tone	38%	70%	20%
Body language	55%	10%	n/a

Assertive Non-Verbal Communication

Body language

Posture – open – non-threatening

Personal space

Facial expressions – universal

Eye contact – not always appropriate

Hand gestures are not universal





Assertive Verbal Communication

Positive words

No jargon/slang - simple language

Clear calm tone and pitch

Volume

Pause/slow down

Methods of Communication

In Person engagements

Telephonic conversations

Via Email

Online video conferencing



Is message given - received - understood as intended?

Empathy

Builds rapport

Finds common ground

Connects with the human behind the issue

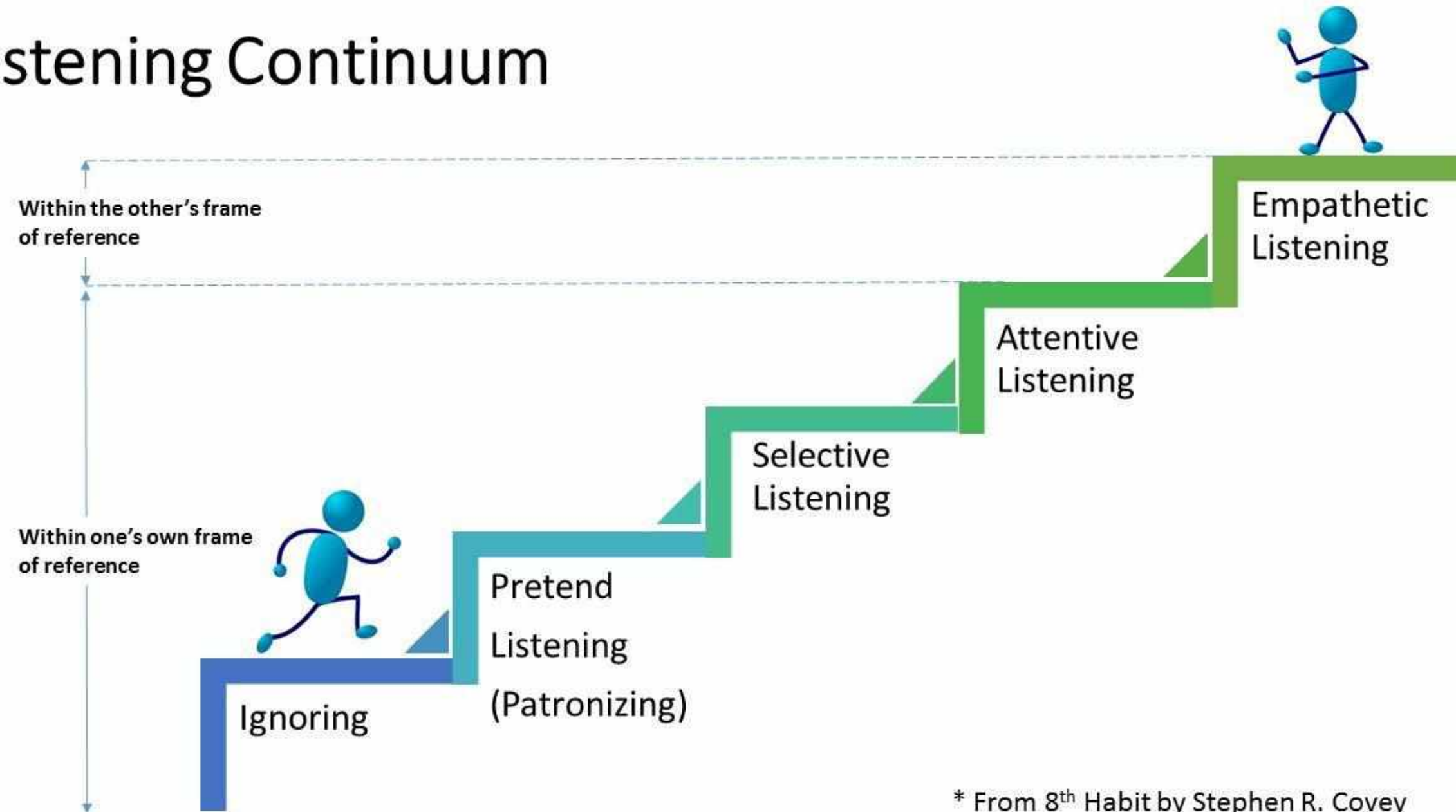
Care about their concerns (purpose)

Care about them (respect)



Levels of Listening

Listening Continuum



Active Listening

Acknowledge

Ask open ended questions

Mirror

Support

Validate

Clarify

Remove Distractions

Summarise

Paraphrase



Preparing To Engage

Prime self mentally and emotionally

Intent outcome - purpose

Body Language

Create psychological safety- build trust

Connect / build rapport / see the human- empathy

Clarify the issue - shared purpose, bookmark tangents

Investigate without prejudice, assumptions, bias

Listen with sincerity to understand

Clear - calm - concise positive language





Engaging Positively

Convey the purpose (the why) plus strategy (the how)

Transparent open honest

Avoid promises - stick to your word

Ask questions/ Clarify understanding

Focus on needs of all parties

Seek positive mutual solution /best way forward

Secure and commit to action plan

Document points covered/state facts/ progress
made/agreement/non agreement

Timeline - follow up - Who - What - When - How



Communication Styles Exercise

This questionnaire is designed to help you assess your preferred communication style. Thinking about your behaviour at work, write a score against each statement to represent which best typifies your behaviour.

4 = strongly agrees, 3 = agree somewhat, 2 = disagree somewhat, 1=disagree strongly

1	I express my opinions in an honest and appropriate manner.	
2	I can get angry and let this show.	
3	I find it difficult to say "no"	
4	If I do not agree with a task that my boss has given me, I find a way of dragging my feet on it.	
5	I feel comfortable in asking for help from someone if they know more than I do.	
6	I feel guilty if I leave on time for a valid reason and other people are still working.	
7	I can be sarcastic.	
8	I think of my way of doing things is better than other people's.	
9	If someone takes advantage of me, I find a way of evening the score.	
10	I feel I have a right to say no to other people's requests and to negotiate a compromise.	
11	If I am in a large meeting, I find I do not speak up.	
12	I like to be in control of a situation.	
13	I stare people down.	
14	I make good eye contact with other people.	
15	If I am unsure about a task that I have been given, I find it uncomfortable to ask for help.	
16	I talk about other people behind their backs.	
17	When I have to deal with someone in authority, I find it difficult to look them directly in the eye.	
18	I am a good listener and equally other people listen to what I have to say.	
19	Rather than confronting someone about an issue, I would rather give them the cold shoulder or drop hints to other people that I am not happy.	
20	I am not afraid to be direct with someone, even if they think I am being rude.	

Self-Assessment: Results

To assess your preferred communication style, transfer the scores you have given to each statement to the boxes below. Then total each column downwards.

Assertive	Passive	Passive-aggressive	Aggressive
Q1	Q3	Q4	Q2
Q5	Q6	Q7	Q8
Q10	Q11	Q9	Q12
Q14	Q15	Q16	Q13
Q18	Q17	Q19	Q20
Total:	Total:	Total:	Total:

Respect for Others

High

Passive

Inhibiting your own wants and needs in favor of being overly accommodating of others.

Example:

Oh, no problem, Joan. You can get them to me whenever.

Assertive

Expressing your own wants and needs clearly and in a way that's respectful of others.

Example:

Hey Joan, I know you're busy this week, but please get those numbers to me by Friday at noon.

Low

Passive-Aggressive

Expressing your own wants and needs indirectly and in such a way that you avoid responsibility.

Example:

Things would sure run a lot more smoothly around here if people actually submitted their reports on time.

Aggressive

Expressing your own wants and needs in a way that's disrespectful to the rights of others.

Example:

If you don't get those numbers to me soon there's gonna be hell to pay around here.

Low

High

Respect for Self

Perspective Taking

The Six People in Every Two People Conversation

How **You** see **Yourself**

How **You** see the Other Person

The **Real You**



How the **Other Person** sees themselves

How the **Other Person** sees You

The **Real Other Person**



Perspective Taking

Develop objectivity - open mind - aware own thought patterns -
bias/assumptions/judgements/values/beliefs

Challenge Perspective - Reframe thinking

Role reversal - many different views (all at least 10% right)

Address underlying cause - all agree to focus on solution - shared focus.

Practice flexibility, adaptability



Understanding Perspectives

Mood

Mindset - Beliefs - Opinions - Attitude

Past experience

Culture

Social conditioning

Upbringing

Education



Confidently Manage Conflict



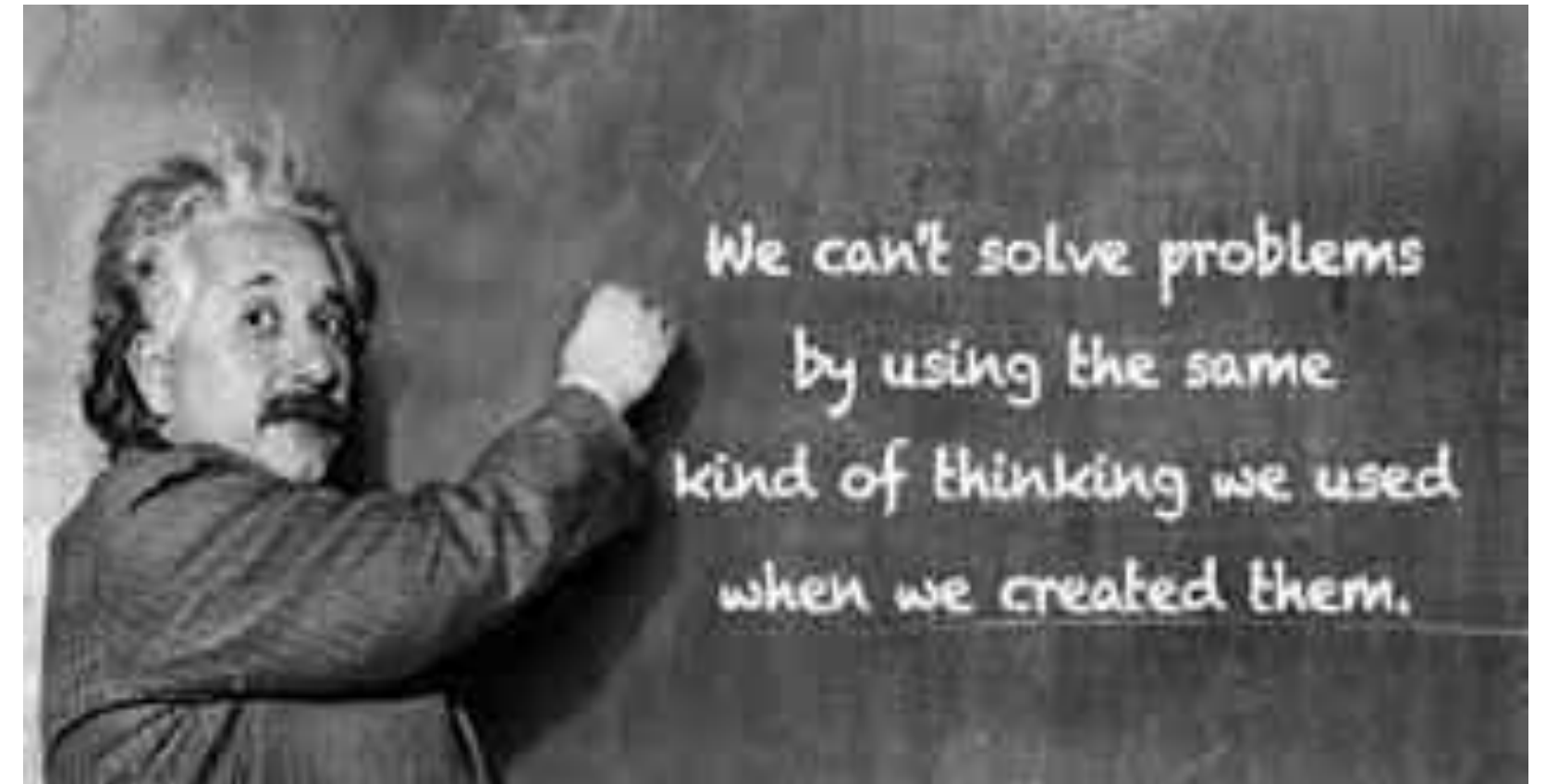


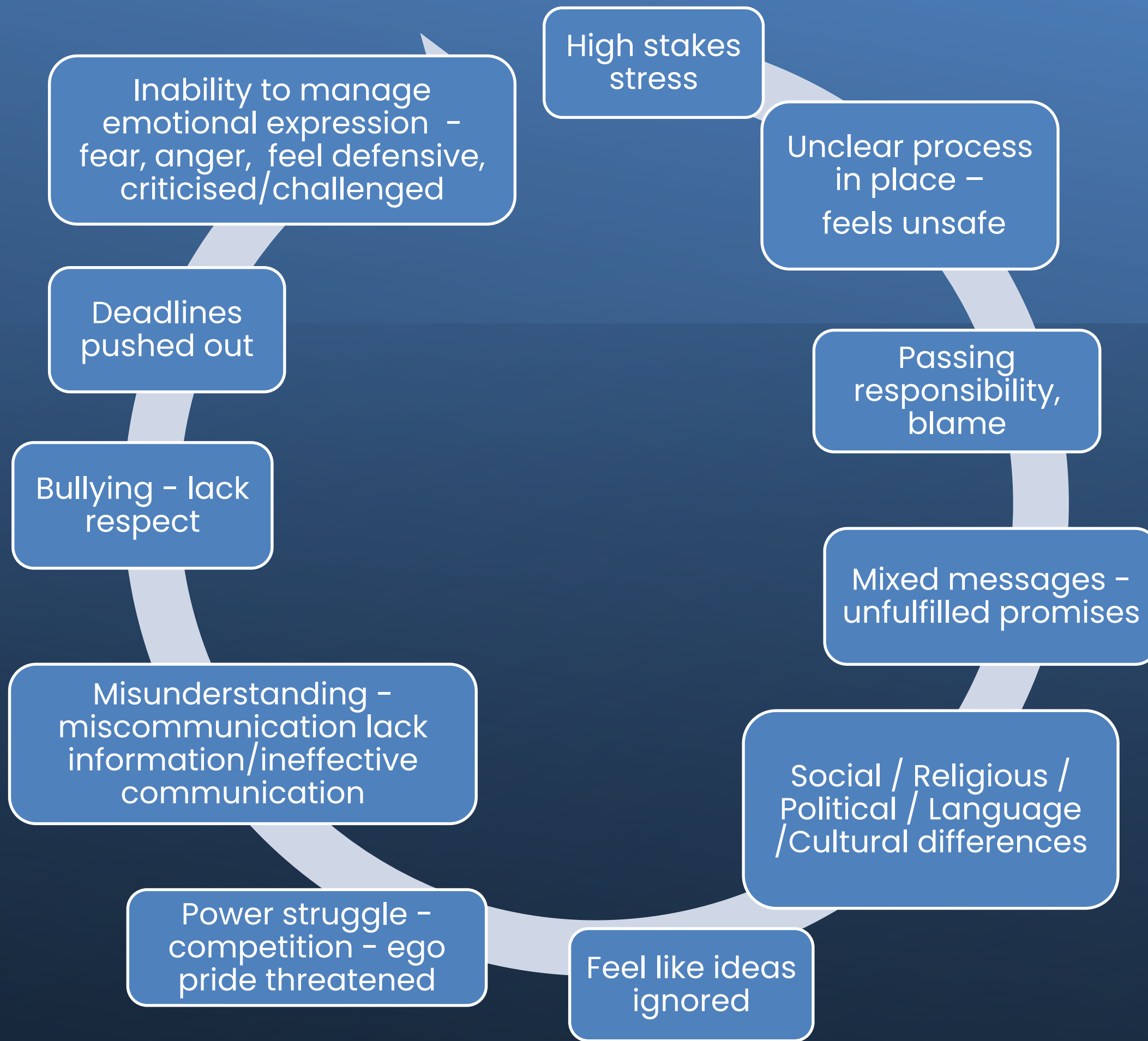
Conflict management is identifying and dealing with incompatible disagreements, opinions, objectives and needs in a fair way that builds trust and leads to swift and just resolution.



The goal is to minimise the negative factors influencing the conflict and encourage all parties to come to an agreement.

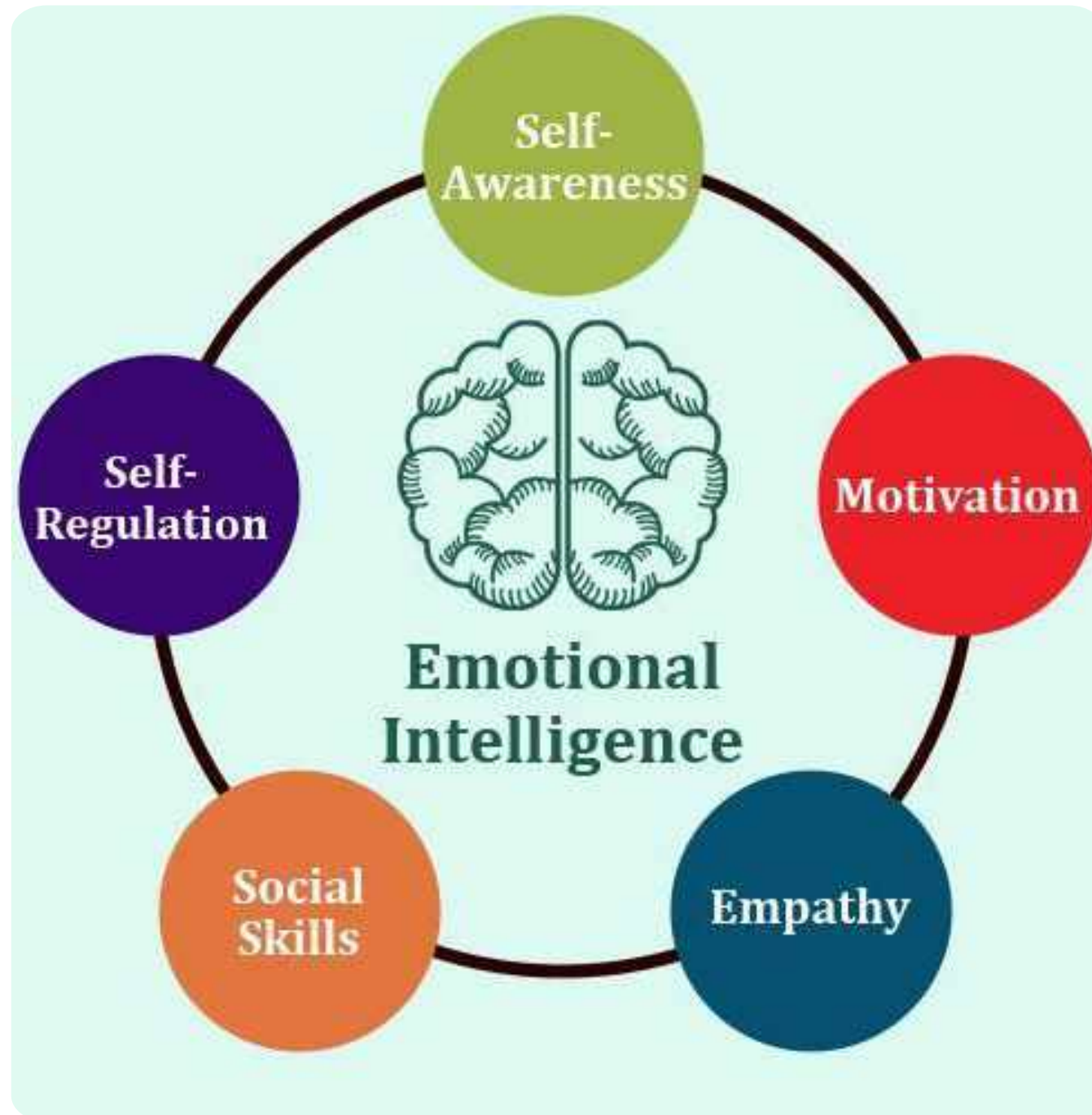
Successful conflict management results in a mutually beneficial outcome agreed upon by each party.





Reasons Conflict Arise

Foundations Of Conflict Resolution



Emotional Intelligence -

Self Awareness, Self Management, Decision making, Stress Management

Interpersonal - Read behaviours, body language

verbal communication

Decision Making/Problem Solving skills

Clarifying of agenda - Intention

Establish guidelines and shared values

Uncover root cause

Motivations

Focus on mutual needs

Create mutual ideas to satisfy each party

Convert conflict into dialogue to come to resolution and equitable solution

How you respond to aftermath of conflict

Accommodating

Forsakes own needs for others
Persuaded or choose to give in

When appropriate:

Keep peace
More important to others
You feel you are wrong
No choice

Avoiding

Evades conflict
Not pursue any action
Postpone/dodge
Fear/too superior

When appropriate:

Conflict seems trivial
Don't have time
Feel no chance of winning
Fear of resentment

Conflict Resolution Styles



Conflict Resolution Styles

Compromising

Tries to find solution that at least partially suits all parties
Seeks to find middle ground

When appropriate:

If more important to find a partial solution than meet all needs
Deadline looms
Face blocks need temporary solution

Collaborating

Attempt to find solution to meet needs of all parties
Finds win win outcome
most rewarding method

When appropriate:

when many perspectives need to be addressed
Important relationships at stake
Agenda of vital importance to agree upon



Conflict Resolution Styles

Competing

Taking a firm stance refusing to see others' perspectives

Pushing your viewpoint

Rejecting others until you get your way

When appropriate:

Have to stand up for rights/morals

Need to make quick decisions

Need to end long term conflict

To prevent detrimental decision being made



What Is Your Conflict Management Style?



Conflict Solving Approach

Bring values of

Openness

Empathy

Equality and equity

Non -judgement

Transparency

Trust

Integrity

Confidentiality

Professionalism

Positive Mindset

Optimism

Validate, agree – This is important to resolve

I want to support you

Feel –

I feel (name it – e.g. disrespected).....

when you (name behaviour)

Need –

I need (preferred behaviour / call to action).....

So that we can

What do you need from me to help you/support you/make progress/move forward





Keep An Eye On Psychological Safety

Threats to psychological safety

Don't believe you've their best interest
in mind

Feel you are hiding something

Lack trust

Watch for signs



Restoring Safety

Re-establish rapport - use name

Find common ground

Reassure here to support - collaborate - partner - grow trust

Working together towards resolution

Your body language - confident and assertive - mirror

Tone - calm soft voice

Listen first - to understand

Acknowledge - Validate importance

Diffuse – De escalate

We have gone as far as we can today

To best support you let's stop today and schedule

Let's pause for a break

This is what we have accomplished so far

What will it take for us to continue and make progress

What does a solution look like to you?

If you were in my position, what would you do? Realistically

What do you feel/think is the best way forward?

Is there another way of looking at this?





Diffuse – De escalate

Intervene early – don't wait

Remain calm and regulate your state

Remain neutral

State clear intentions

Practice flexibility (within reason)

Eye contact

Allow space – know when to walk away



Reflection

My top take away from today is

The main areas I will level up my management skills are.....

I will do this by (action steps).....

This will benefit me and my team by.....



Summary & Questions

