

Leading with Character in Times of Turbulence Leveraging Micro-habits

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MAMC ANNUAL
CONFERENCE

With Major Change, Some Things
Need To Die!





New election laws

Lack of funding

Time to prepare

Enlist and Train Precinct Workers

Fear of Failure

Other Job Responsibilities

Adequate resources

A time of turbulence is a dangerous time It is also one of great opportunity for those who understand and accept the new realities. It is, above all, a time of opportunity for leadership.”

-Peter Drucker






Personal Change Motivates

- Our choice
- Personal accomplishment energizes

Pitfalls of Leading Change



Organizational
Change can
Demotivate

When Leaders

- Wait too long
- Focus on short-term results
- Take a superficial approach
- Give up too soon

Problematic Transformation

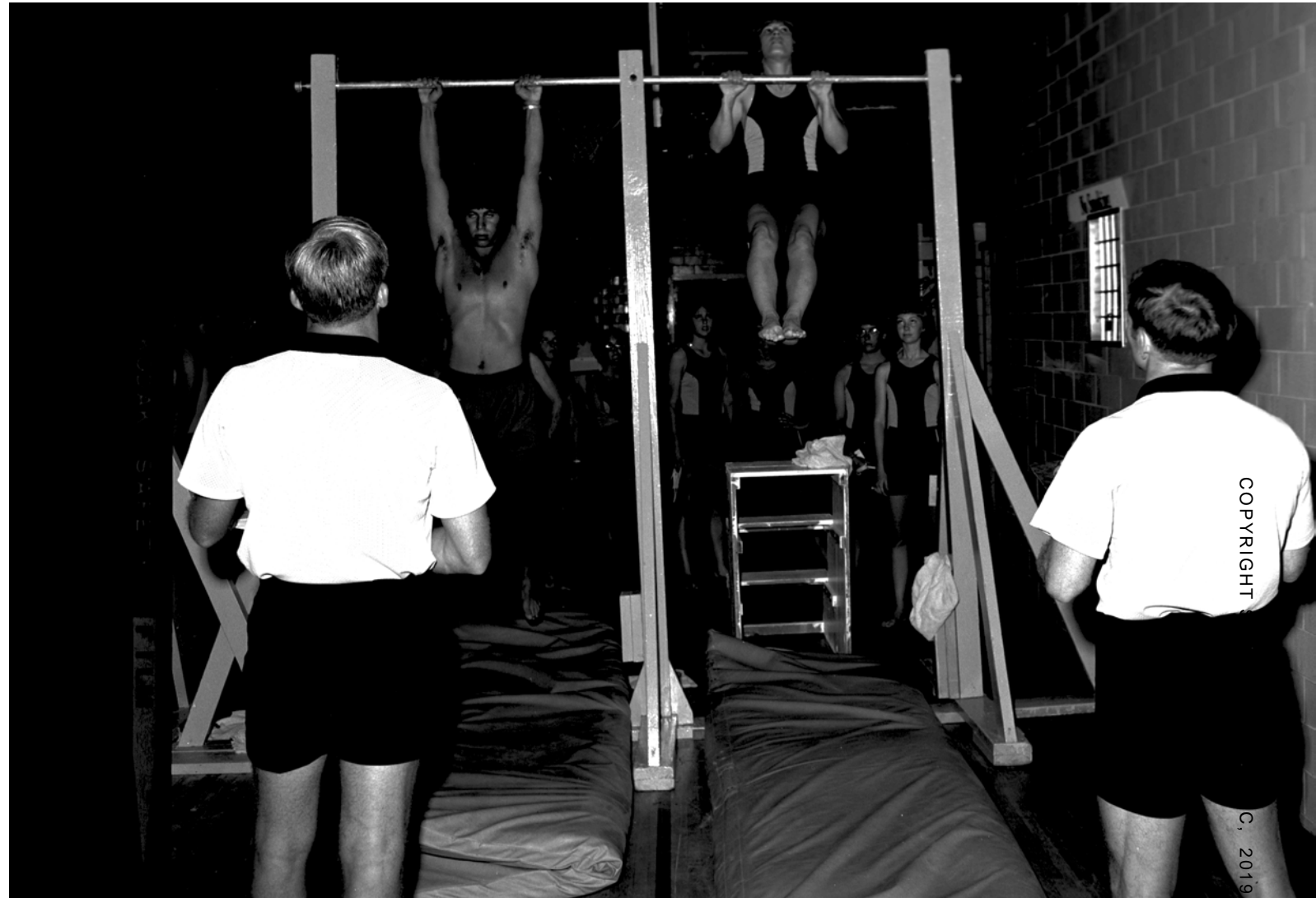
- 175 years all male
- Top Military brass are against our inclusion
- President Ford signs it into law May 1975
- Early decisions have major impact



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Early Decisions & Consequences

- Women 10% of the Corps
- Different physical requirements
- Backlash from the male Corps of Cadets



Early Decisions & Consequences

- No Shades
- Only barbers
- Undefined sexual harassment process
- Few role models







1
2

50 Meter Indoor Bob and Travel



Major Change

- Introduces you to yourself
- Provides an opportunity to develop new skills
- Identifies leaders

Challenges and Crisis are Common

A leader never faces two consecutive “good” days in a row



Expect problems, foresee setbacks, prepare for new challenges that require major change (Maxwell 2019)



“The first person you lead is you.”

-John C. Maxwell



Challenges and Character

*“You’re not made in a crisis—you’re revealed.”
-John C. Maxwell*

“Make us to choose the harder right instead of the easier wrong.” – The Cadet Prayer

- Adversity unmasks poor leaders
- Choices form character
- Complaining, blaming others, and procrastinating makes things worse
- Know your strengths and weaknesses
- Admit your mistakes, character can be developed (Maxwell, 2019)



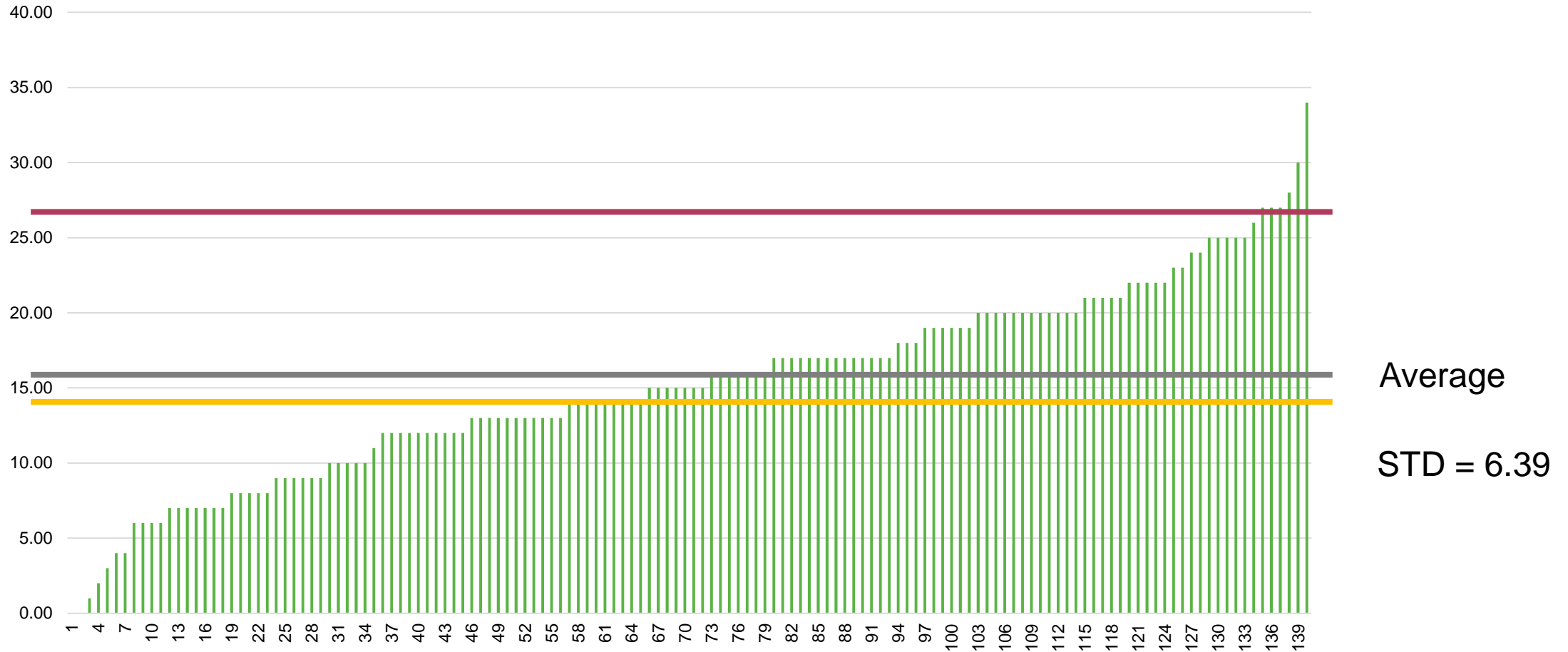
- Developed in 1983 by Cohen, Kamarch, & Mermelstein
- Determines how unpredictable, uncontrollable, and overloaded respondents find their lives.



- Scores ranging from 0-13 - low stress.
- Scores ranging from 14-26 - moderate stress.
- Scores ranging from 27-40 - high perceived stress.

MAMC Results

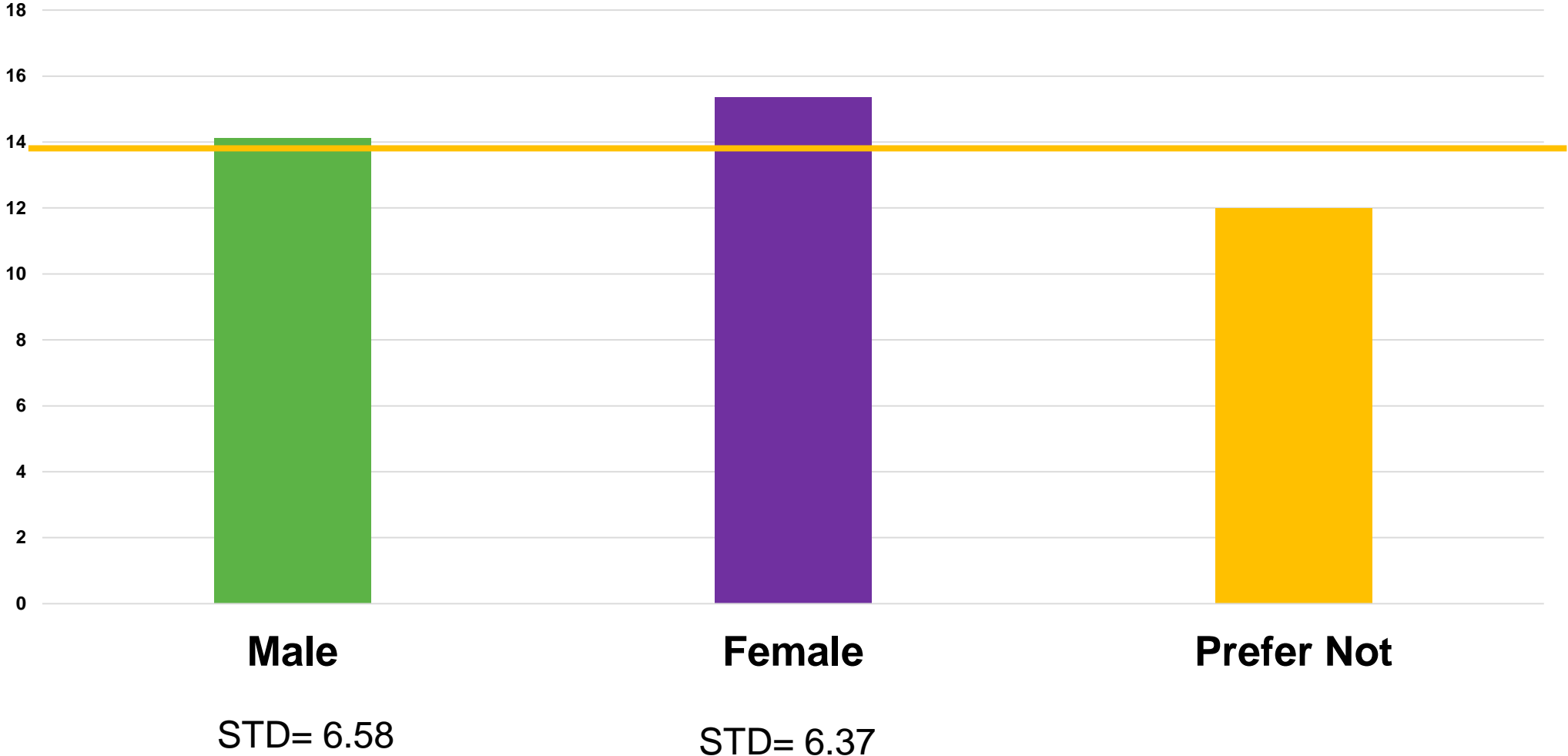
MAMC Average Perceived Stress



N=142

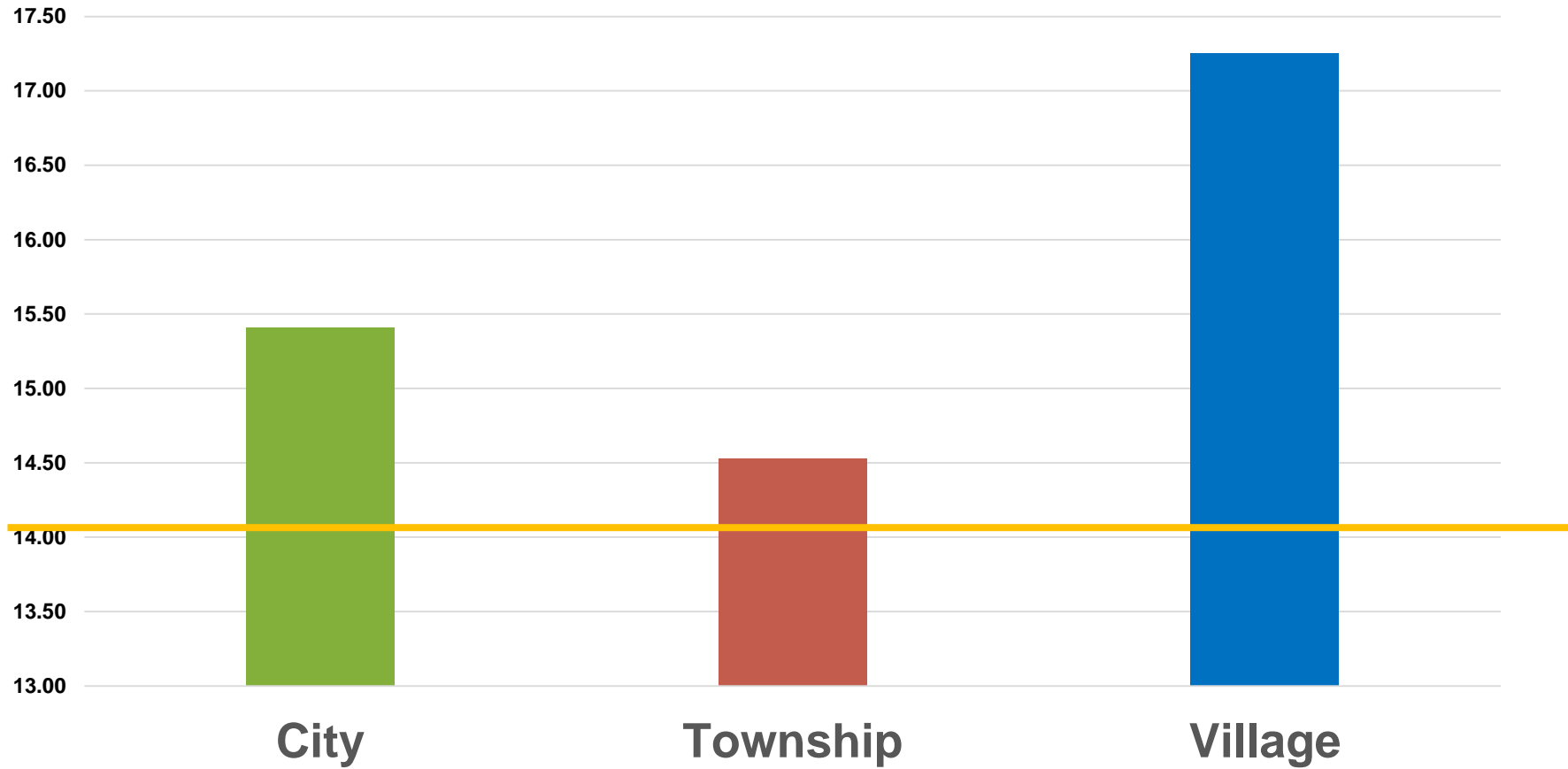
MAMC Results

Average Perceived Stress by Gender



MAMC Results

Perceived Stress by Jurisdiction



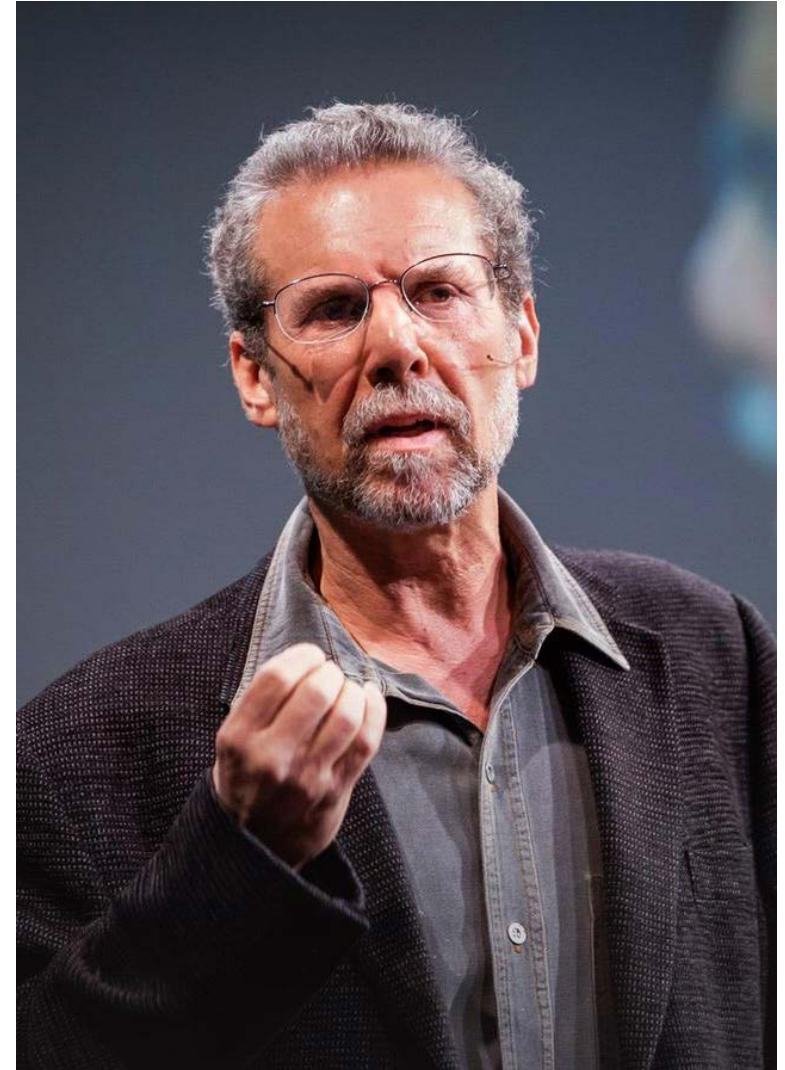
Stress, Emotions & Leadership

- Emotional Intelligence (EI) – Ability to manage one’s emotions, and those of others
- In high-stakes situations, a leader must exude a quiet confidence

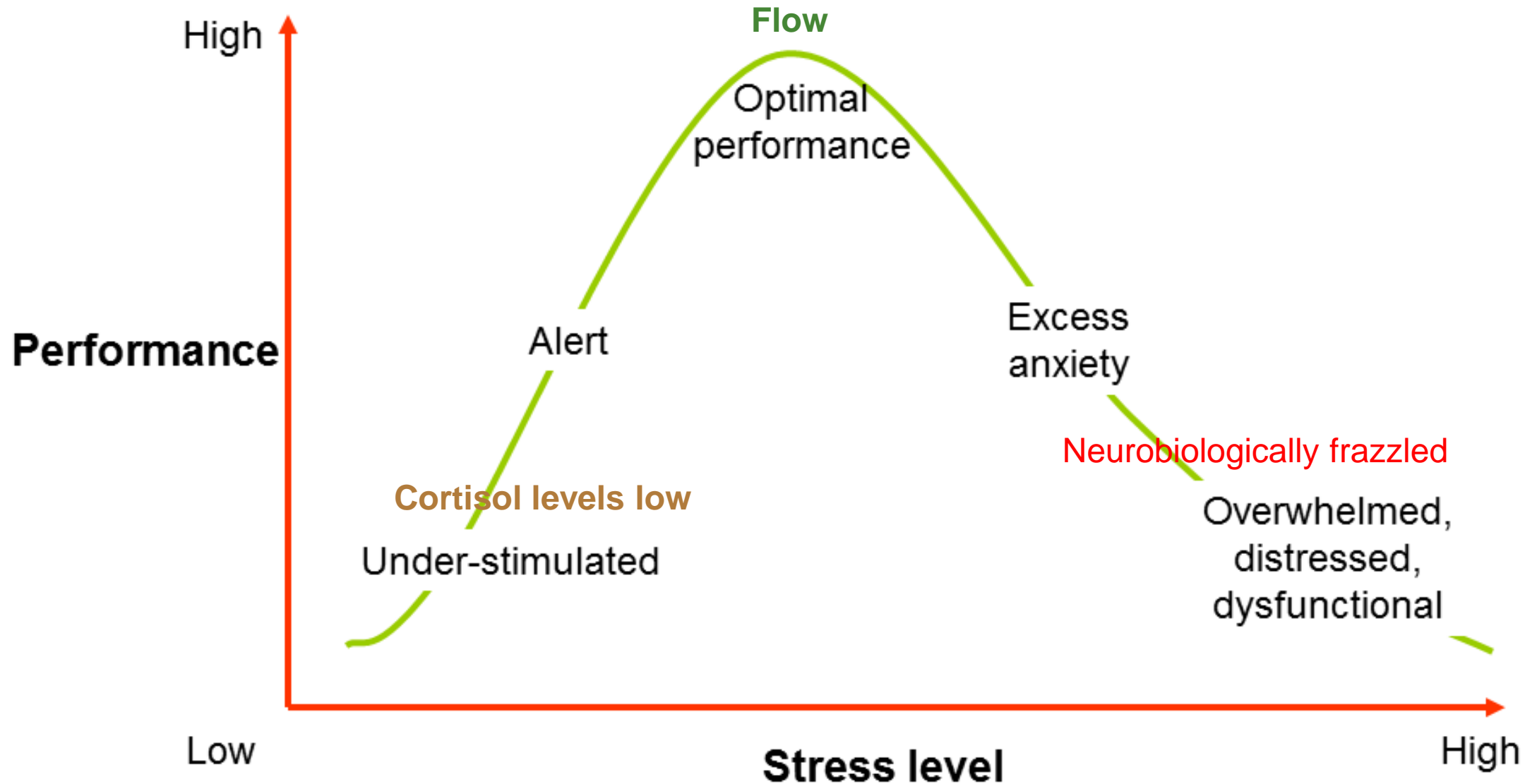
“Emotional Intelligence is carried through an organization like electricity through a wire.”

-Daniel

Goleman

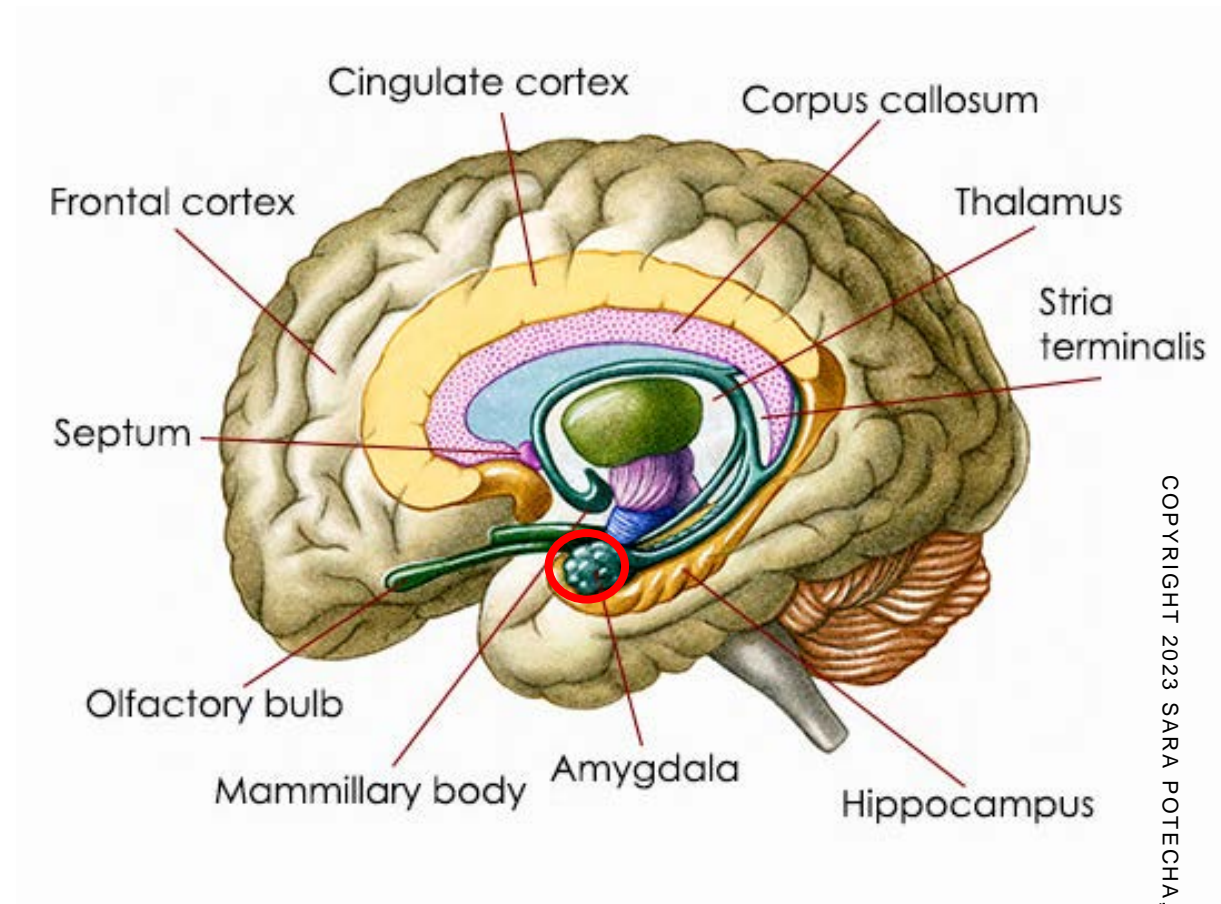


Stress, Emotions and Performance



Emotional Hijack

- Amygdala responds out of proportion to the threat
- Hormones flood our system
- Vision narrows, hearing heightens
muscle tone increases
- Thinking compromised
- Ability to innovate and collaborate
shuts down (St. John, B. & Haines, A., 2017, p.67)



Five Workplace Triggers

1. Condescension and disrespect
2. Unfair treatment
3. Lack of appreciation
4. Feeling you are not heard
5. Unrealistic deadlines and demands (St. John & Haines, p.69)



Emotional Behaviors

- Inappropriate Humor
- Sarcasm
- Passive-Aggressive Behavior
- Playing the Victim



Questions to Consider

- How aware are you of your emotional state?
- What techniques calm you?
- How effective are you in assessing the emotional state of your team?
- What techniques help you calm others down?





Ambiguity

Acting with incomplete information, adapting to change, working without complete direction, imagining what's possible in an uncertain future.”

-Karin Hurt, 2014

**“THE FIRST JOB OF A LEADER IS TO
DEFINE REALITY.”**

- MAX DEPREE, LEADERSHIP IS AN ART

Leading through Ambiguity

- Understand your tolerances and reactions
- Ascertain what you collectively know and what you don't, leverage others' ideas
- Be crystal clear on what is clear
- Envision alternative scenarios (Hurt, K. 2014)
- Break down the complex
- Resource and train
- Coach and give feedback



Questions to Consider



- What disjointed task or project can you organize or delegate?
- What decisions am I considering without enough data?
- Am I trying to reinvent the wheel rather than using the expertise of others?
- Am I overanalyzing a problem?

Exercise

	73	9	49	66	78	50	
37	53	17	5	46	34	18	
69	33	1	29	38	14	74	86
41	21	25	10	2	70		
13	81	77	61	58	54	42	22
57	85	45	65	6	30	82	26
	60	44	80	79	31	55	
32	20	76	23	75	47	63	
64	88	40	68	39	43	11	51
24	36	48	56	67	3	87	71
28	4	12	16	59	15	35	
84	72	8	52	19	7	83	27

Exercise

- Break down the complex
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24	36	48	56	67	3
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				83	27



Pat Summitt

All-time winningest D-1 basketball coach in NCAA history

- Treated her Tennessee Lady Volunteer athletes fairly but uniquely
- Empowered her players to make independent decisions
- Balanced Praise and Critique -“Two Points” or “Rebound”
- “Great teams explain their failure; they don’t excuse it.”

Coping Skills

- Strategies and techniques to deal with stress
- Can be developed
- Often the most underused of the skills available to a leader

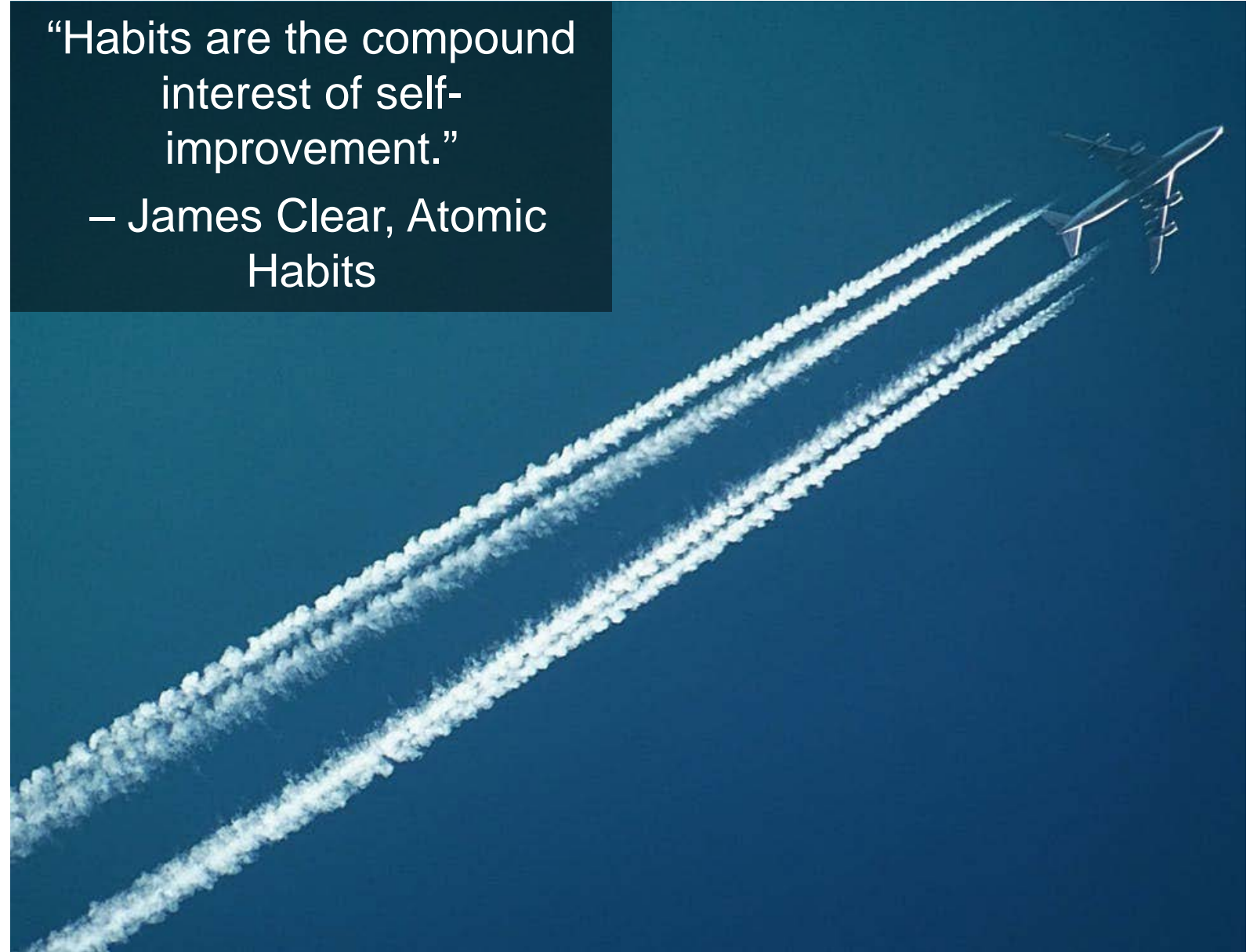


Habits

Little things matter. Imagine a plane taking off from LAX. The destination is New York City.

“Habits are the compound interest of self-improvement.”

– James Clear, Atomic Habits





The World's Top Tennis Players

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Micro-habits

To renew, refresh and
reinvigorate



Deep Breathing

Navy Seals and the Box Breathing Method

- Reduces negative emotions
- Improves attention and cognitive performance
- Lowers blood pressure
- Improves symptoms of depression

The image is a composite. The top half shows a close-up of a man's face, likely a Navy SEAL, wearing a green mesh head covering. Overlaid on the left side of this image is the text "DO THIS TO STAY CALM" in a bold, white, sans-serif font with a green outline, slanted upwards. In the bottom right corner of the man's face, the hashtag "#BOXBREATHING" is written in a white, cursive font. The bottom half of the image is a teal-colored background containing a white square diagram. The diagram illustrates the box breathing method: the top edge is labeled "Breathe In", the right edge is labeled "Hold", the bottom edge is labeled "Breathe Out", and the left edge is labeled "Hold". Inside the square, the number "4" is centered, with the word "seconds" below it. Four white arrows point clockwise along the perimeter of the square, indicating the direction of the breathing cycle.



Hydration

Water and our Brains

- The human body is 70% water, and our brains are 85% water
- When dehydrated, you may experience mild headaches, fatigue even seizures
- Energy levels will be lower, and you will feel more tired
- **The more tired you feel, the more prone you are to stress, which will increase cortisol levels in your blood.** (Stress Management Society, 2020)



Hydration

- Drink a total of at least 64 oz of water a day (more in hot, dry weather)
- Drink water every 15 minutes
- Cannot substitute coffee, soda, etc.
- Prevents and treat stress, depression, and fatigue while supporting weight loss

Sleep

“The single most effective activity we can do to reset our brain and body health is a good night’s sleep.”

- Dr. Matthew Walker,
Neurophysiologist

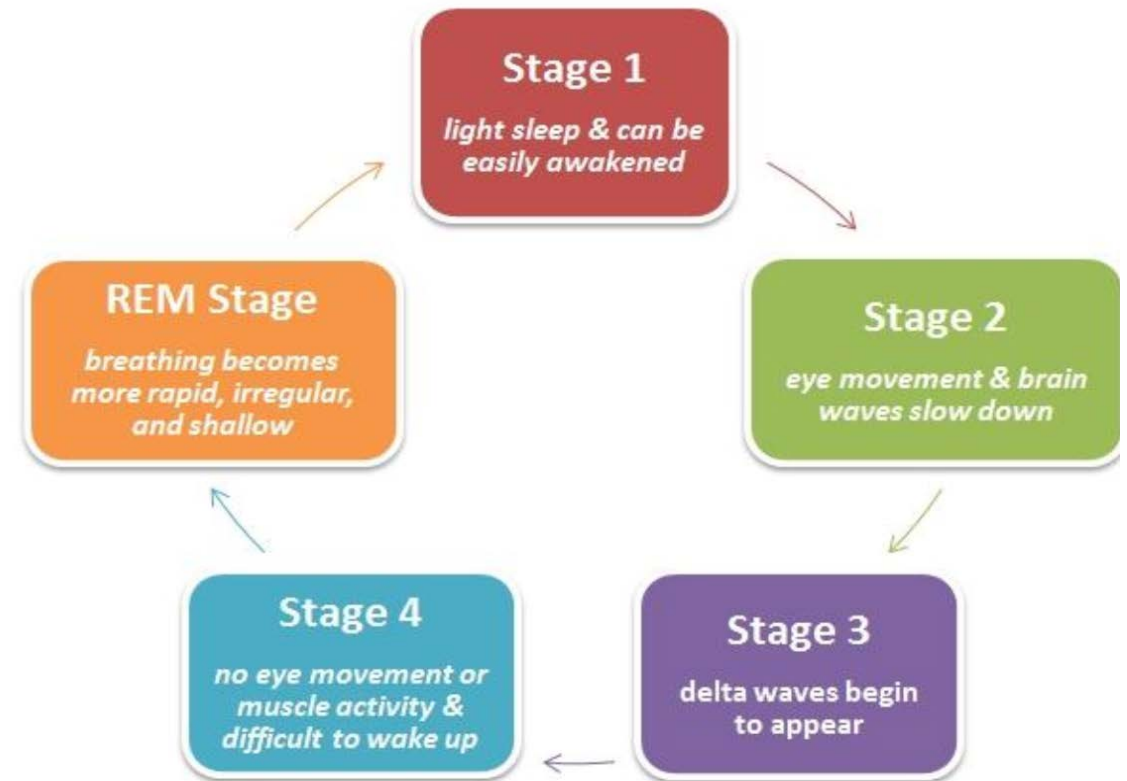
- Essential to survival as food and water
- Without sleep, you cannot form or maintain pathways to your brain
- Learn or create new memories
- Concentrate or respond quickly



Sleep

We need at least 7-8.5 hours of sleep opportunity each night.

- NREM – Stages 1-2, body temperature decreases, and brain waves slow down
- NREM – Stage 3-4, powerful brainwaves, immune system recharges, cardiovascular system overhauled, the brain consolidates memories
- REM – Integration - Stage 5, dream, creativity, problem-solving



We cycle every 90 minutes between NREM and REM. Inadequate sleep hinders REM and other critical functions performed by the brain.

Sleep Hygiene

Do

- Regular exercise
- Quiet activities before bed
- Use aroma therapy, soft sounds
- Deep breathing and muscle relaxation exercises

Don't

- Medicate with alcohol or sleeping aids
- Consume rich foods close to bedtime
- “Blue screen” before bed



Summary

- Major change reveals leaders and affords opportunities for growth
- If you admit mistakes, you can develop your character
- To lead with character through tough times
 - ✓ The first person you lead is you
 - ✓ Recognize how stress is impacting you and your team's emotions and behaviors.
 - ✓ Lead through ambiguity by breaking down the complex and enlisting others
 - ✓ Coach balancing praise and critique
 - ✓ Incorporate micro-habits and build your resilient muscle!



Thank You!

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