



### What I was told...

- *Dealing with very complicated rules & reg's.*
- *Constant changes in programs & policies*
- *Changes in higher level leadership*
- *Changes in diversity of associates & clients*
- *Communication challenges (with associates)*

3



4



**Need ...**

- ...
- ...
- **Change management tools/skills**  
- Not discussed



**Need ...**

- **Communicate changes to associates**

*Following slides quoting from:*

**Crucial Conversations:**

**Tools for Talking When Stakes Are High**

by Kerry Patterson, Joseph Grenny, Ron McMillan, & Al Switzler

**Crucial Conversations ... for busy people**

by Thomas Baker, book summary of "Crucial Conversations..."

## *Meeting the communication challenge*

A crucial conversation is defined as:

*“A discussion between two or more people where stakes are high, opinions vary, and emotions run strong and the outcome greatly impacts their lives.”*

-Kerry Patterson, Joseph Grenny, Ron McMillan, & Al Switzler

9

## *Meeting the challenge – Need...*

- *safe conversational/communication environment*
  - *avoid punishing/embarrassing others*
  - *avoid the sense of need to “win”*
  - *foster mutual respect*
- *“pool of shared meaning”*
  - *a sense of mutual purpose*
  - *meaning derived from everyone’s input*
- *If applicable – use STATE method*

10

*STATE method – talking about sensitive topics*

***S**hare your facts*

***T**ell your story*

***A**sk for others' input*

***T**alk tentatively*

***E**ncourage testing*

11

*Communications ...*

*Effectiveness is dependent on  
different leadership styles*

12

## Need ...

- ...
- *Deal with stress*
- ...



## ANTI-STRESS KIT

1. PLACE ON A FIRM SURFACE
2. FOLLOW DIRECTIONS IN CIRCLE
3. REPEAT UNTIL YOU ARE UNSTRESSED OR BECOME UNCONSCIOUS

BANG  
HEAD  
HERE

## “One-minute” calming exercise...



- Posture
  - In chair; back straight; muscles relaxed
- Eyes
  - Partially closed (open just enough to let in diffuse light)
  - Closed if you don't fall asleep
- bell – listen as the sound fades away
- Focus on (slow) breathing: 4 counts in, 8 counts out
- Calm – be in the “moment” or “present”
- Maintain for one minute

15

## Stress “Management”

- ✧ Exercise
- ✧ Write
- ✧ Let your feelings out
- ✧ Do something enjoyable
- ✧ Relax your body- breathing exercises, muscle relaxation exercises, massage, aromatherapy, yoga, tai chi, ...
- ✧ **Focus on the present**



<http://www.webmd.com/balance/stress-management/stress-management-topic-overview>



## Stress “Management” - tips

Video:

<http://www.howcast.com/videos/497142-3-quick-easy-anti-stress-tricks-stress-management/>

website mentioned by video host

[www.igwell.com](http://www.igwell.com)

17

## Stress Management – Meditation or Mindfulness



August 4, 2003



February 3, 2014



## ***Mindfulness References***

### ***Mindfulness – An Eight-week Plan for Finding Peace in a Frantic World***

By Mark Williams and Danny Penman (implementation of Mindfulness-Based Cognitive Therapy)

### ***The Mayo Clinic Guide to Stress-Free Living***

By Amit Sood

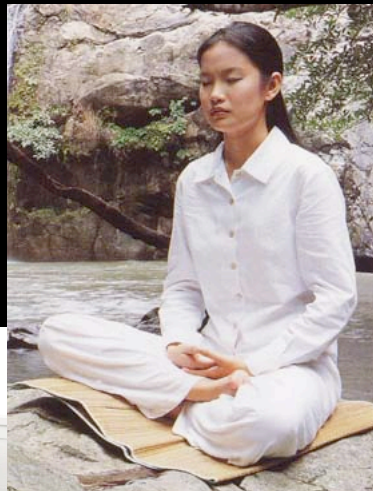
<http://www.mayoclinic.org/healthy-lifestyle/stress-management/basics/stress-basics/hlv-20049495>

### ***UCLA Mindful Awareness Research Center***

Free guided (audio) meditations  
<http://marc.ucla.edu/body.cfm?id=22>

20

*Mindfulness – postures or positions*



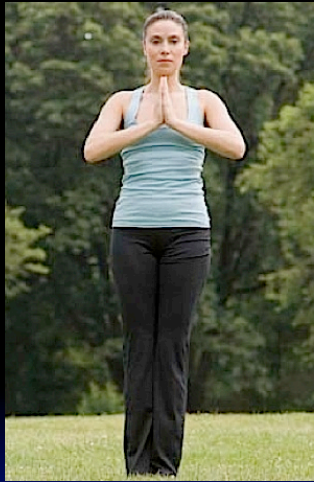
21

*Mindfulness – you can even lay down (but don't fall asleep !!!)*



22

## Mindfulness



23

## Mindfulness for $\geq 30$ minutes



*Mindfulness in the office ...*



25

*Mindfulness in the office ...*

- ✧ *One-minute calming “exercise”*
- ✧ *Three-minute mindfulness meditation*

*- called “Breathing Space Meditation”  
by Mark Williams and Danny Penman*

*Three minute mindfulness meditation in the morning and evening (and in the office if possible) has a cumulative impact. Of course 30 minutes would be even better!!!*

26

## *Mindfulness in the office...*

*Position yourself in a posture that is comfortable (but not slouching) for you to maintain, then engage in a mindfulness meditation that is “doable” for you – even three minutes can help if repeated during the day.*

27

## *Personal techniques for mindfulness*

- *Pre(p) thoughts*
  - transient nature of life
  - gratitude & compassion
  - up to you...
- *Entry*
  - bell – fading of sound (your choice)
  - breathing focus
  - let your thoughts flow in and out w/out resistance
- *Mindfulness*

28

## *Three-minute “Breathing Space meditation”*

- *Pre(p) - Awareness*
  - acknowledge thoughts
  - acknowledge feelings
  - acknowledge body sensations
- *Entry - Focus*
  - focus on breathing:
 

“Use each breath to anchor yourself in the present. If the mind wanders, gently escort the attention back to the breath”
- *Mindfulness – expanding awareness*

29

## *Mindfulness*

*– being in the moment when you are ...*

- ✧ *Brushing your teeth*
- ✧ *Drinking coffee/tea*
- ✧ *Eating*
- ✧ *Walking – mindfulness “exercise”*
- ✧ *Driving*
- ✧ *Smelling the flowers*
- ✧ *...*

*Goal: Not to be on auto-pilot*

30

*be mindful*



**be** the change