

Grab some refreshments, take a seat, name on both sides of your name plate, meet your neighbors!

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## Agenda

- Awareness
- The Cycle of Procrastination
- Tools

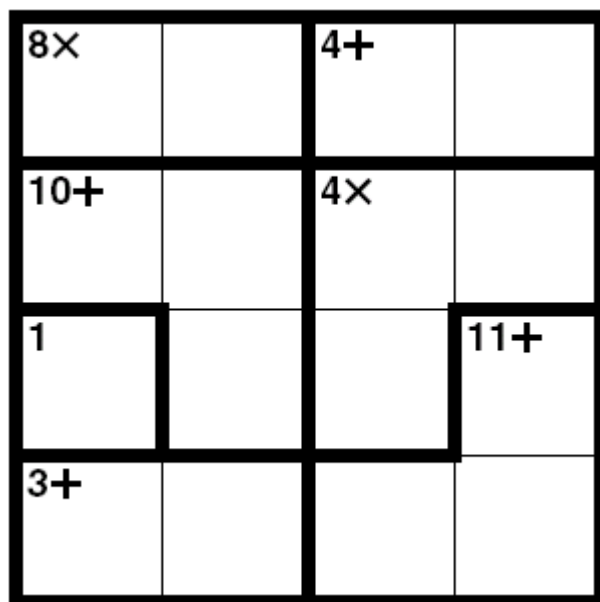
## **AWARENESS**

## Kenken

- Solve the puzzle.
- You have 3 minutes.
- Notice what thoughts and feelings you have.



1. The numbers you can use in a puzzle depend on the size of the grid. If it's a 3 x 3 grid, you'll use the numbers 1–3. In a 4 x 4 grid, use numbers 1–4. In a 5 x 5 grid... well, you can probably figure it out from there.
2. The heavily-outlined groups of squares in each grid are called “cages.” In the upper-left corner of each cage, there is a “target number” and a math operation (+, −, x, ÷).
3. Fill in each square of a cage with a number. The numbers in a cage must combine—in any order, using only that cage's math operation—to form that cage's target number.  
Example: Your target number is 5, your operation is addition, you're using the numbers 1–4, and the cage is made up of two squares. You could fill in 2 and 3 (because  $2 + 3 = 5$ ) or 1 and 4 ( $1 + 4 = 5$ ). But which number goes in which square? Read the next instruction!
4. Important: You may not repeat a number in any row or column. You can repeat a number within a cage, as long as those repeated numbers are not in the same row or column.
5. There is only one solution to each KENKEN puzzle. As long as you follow the rules above, you'll know you got it right!



## The First Step is Awareness



“Sunlight is the best disinfectant.”

-Louis Brandeis

Associate Justice to the Supreme Court

- The Dance Floor and the Balcony

## The Dance Floor and the Balcony

Ronald Heifetz is the King Hussein bin Talal Senior Lecturer in Public Leadership at Harvard University's John F. Kennedy School of Government. For the past twenty years, he has generated critical works that have influenced leadership theory in every domain. Heifetz often draws on the metaphor of the dance floor and the balcony.

*Let's say you are dancing in a big ballroom. . . . Most of your attention focuses on your dance partner, and you reserve whatever is left to make sure you don't collide with dancers close by. . . . When someone asks you later about the dance, you exclaim, "The band played great, and the place surged with dancers."*

*But, if you had gone up to the balcony and looked down on the dance floor, you might have seen a very different picture. You would have noticed all sorts of patterns ... you might have noticed that when slow music played, only some people danced; when the tempo increased, others stepped onto the floor; and some people never seemed to dance at all. . . . the dancers all clustered at one end of the floor, as far away from the band as possible. . . . You might have reported that participation was sporadic, the band played too loud, and you only danced to fast music.*

*. . . The only way you can gain both a clearer view of reality and some perspective on the bigger picture is by distancing yourself from the fray. . . .*

*If you want to affect what is happening, you must return to the dance floor.\**

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\* Heifetz, R., and Linsky, M. Leadership on the Line: Staying Alive Through the Dangers of Leading. Boston: Harvard Business School Press, 2002.

## It's Human Nature



## Patterns of Productivity, Patterns of Procrastination

- **“What Types of Things Do You Put Off”** From [lynda.com](http://lynda.com) Overcoming Procrastination with Brenda Bailey-Hughes
- Fill out the Patterns of Productivity and Procrastination worksheet

**Patterns of Productivity and Procrastination**

<b>Tasks that you easily accomplish with no procrastination.</b>	<b>Tasks that you procrastinate about.</b>
<b>What patterns do you notice?</b>	<b>What patterns do you notice?</b>

## Procrastination Log

- Recall a recent time when you procrastinated
- Fill out the procrastination log worksheet.



### Procrastination Log

1. What activity were you procrastinating about?

2. What were your thoughts about this activity?

3. What feelings resulted from those thoughts?

4. What did you do instead of what you had intended to do?

5. What were your thoughts during and just after this alternative activity?

6. What feelings resulted from those thoughts?

# Homework:

## Learn How You Spend All Your Time

- Get a more realistic sense of what you are doing with your time.
- See how much you ARE doing.
- Learn how much time things actually take.
- Complete the 24 hr calendar for 2 weeks.

Time	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
12:00 AM							
12:30 AM							
1:00 AM							
1:30 AM							
2:00 AM							
2:30 AM							
3:00 AM							
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## THE CYCLE OF PROCRASTINATION

## The Brain's Safety Concerns

- Our brains evolved to keep us safe
- The brain is highly alert to real or perceived threats.
- When we do not feel safe, we are likely to fight, fly, or freeze.



## Activities That Feel Safe

Activities feel safe when:

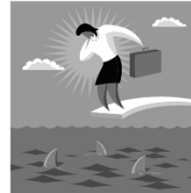
- We have a strong and unshakeable sense of power, confidence, and self-efficacy
- There are minimal consequences for failure
- We feel sheltered and protected.



## Activities That Feel Unsafe

Activities feel unsafe when:

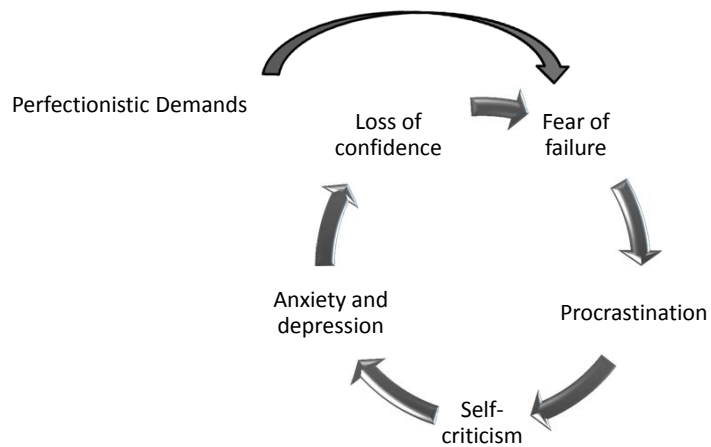
- We don't feel our abilities are up to the task.
- There is no safety net
  - Personal safety guarantee
  - Social safety net
- Failure means catastrophe
- Success means catastrophe
- Compliance means victimhood or humiliation



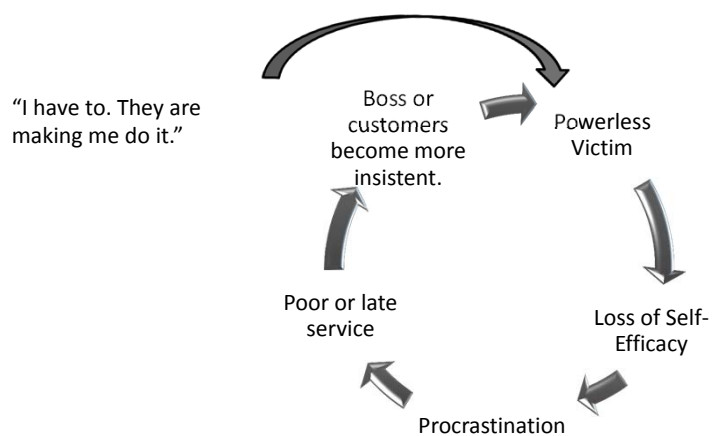
## Procrastination, Defined

- “Procrastination is a mechanism for coping with the anxiety associated with starting or completing any task or decision.” p.5
- Procrastination is a strategy for avoiding activities that feel threatening in favor of those that feel safe.

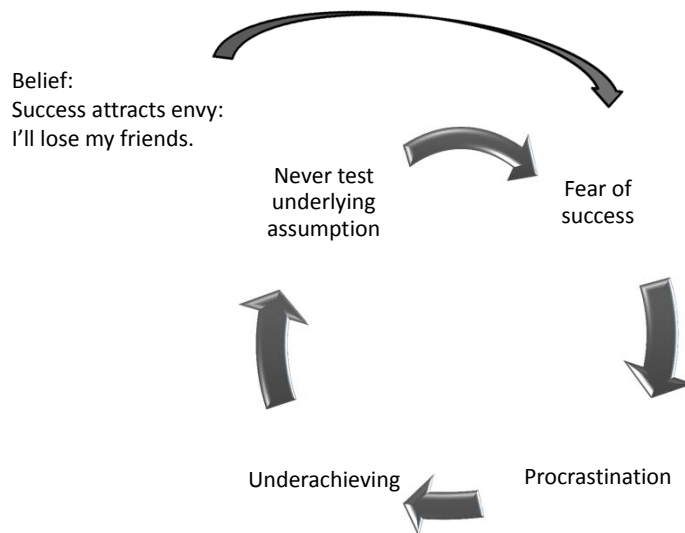
## The Cycles of Procrastination 1: Perfectionism/Fear of Failure



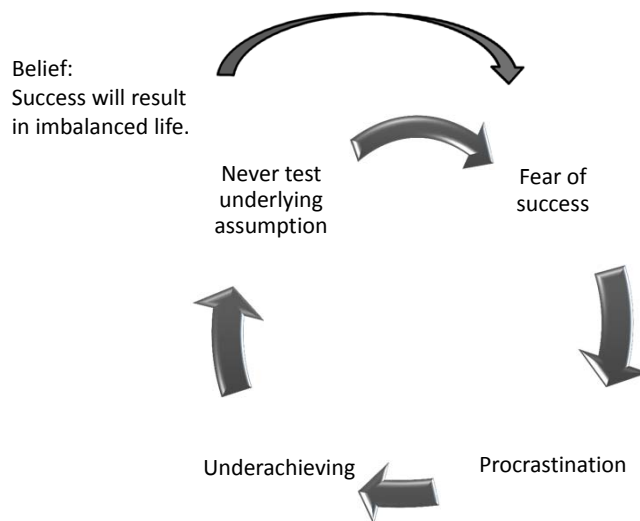
## The Cycles of Procrastination 2: Resentment



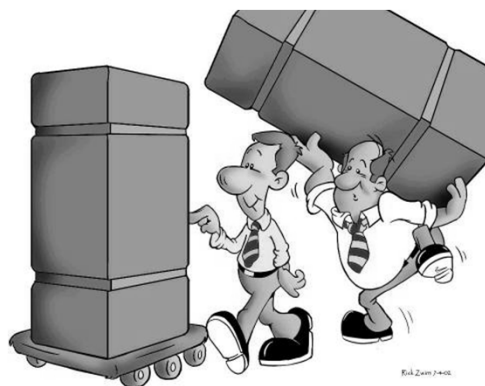
## The Cycles of Procrastination 3: Fear of Success



## The Cycles of Procrastination 3a: Fear of Success 2



## What is your work ethic?



## Our High Performance Culture



## Everyday Awards



beth evans

## TOOLS



## From Procrastinator to Producer

### pp.70-75

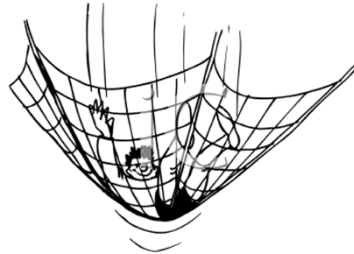
Procrastinators	Producers
I have to.	I choose to.
I must finish.	When can I start?
This project is so big and important.	I can take one small step.
I must be perfect.	I can be perfectly human.
I don't have time for fun.	I <b>must</b> enjoy myself.
<b>In Sum:</b> I have to finish something big and do it perfectly by working hard for long periods of time without ever having fun.	<b>In Sum:</b> I choose to start on one small step, knowing I have plenty of time for play.

## Choosing the Language of the Producer

- Look back at your procrastination log.
- Do you see any of the language of the procrastinator?
- If so, rewrite the statement in the language of a producer.

## Worry Worksheet

- Planning realistically for risks creates a sense of safety.
- Complete the worry worksheet.



**Worry Worksheet**

1. What is the worst that could happen? Keep asking “what would happen then” until nothing worse can happen.

2. What would I do if the worst really happened? What would be my plan? How would I take care of myself? How would I make the best of things?

3. What can I do now that would lessen the probability that the worst will happen?

4. What can I do now that would increase my chances of success?

## The Personal Safety Guarantee

- A personal promise you make to yourself about how you will recover from any mistake or loss.
- Example:
  - Whatever happens I will survive. I will find a way to carry on. I will not let this be the end of the world for me. I will find a way to lessen the pain in my life and maximize the joy.

## Your Turn!

- Use the worksheet to write your own personal safety guarantee.
- Copy it to an index card, keep it somewhere discretely where you can refer to it when you need it.

### **Personal Safety Guarantee**

Use this space to draft your own personal safety guarantee. When it looks right to you, copy it onto an index card, and keep it somewhere where you can easily look at it.

## The Unschedule

- Schedule:
  - 1<sup>st</sup>: Previously committed time
    - Sleep, meals, commuting, meetings, classes, appointments
  - 2<sup>nd</sup>: Recreational activities
    - Exercise
    - Time with friends and family
    - Reading, hobbies, play time
- Then:
  - Log in time you spend on your project AFTER spending 30 minutes of uninterrupted time.
  - Spend time on your project just before one of your scheduled recreational activities, so that it will be a reward.
  - Come in to work, do some quick warm up activities (email, calendaring), then get started.

## Reverse Psychology

- Don't work more than 30 minutes on any project without taking at least a small break.
- Follow work periods with rewards.
- Don't work more than 5 hours on any given project.
- Don't work more than 20 hours a week on any given project.
- Give yourself at least one day off for any given project.

## Two Dimensional Thinking

- Initially, we tend to think of projects as gigantic and singular.
- Our nervous system responds as if we were facing a large and insurmountable threat.



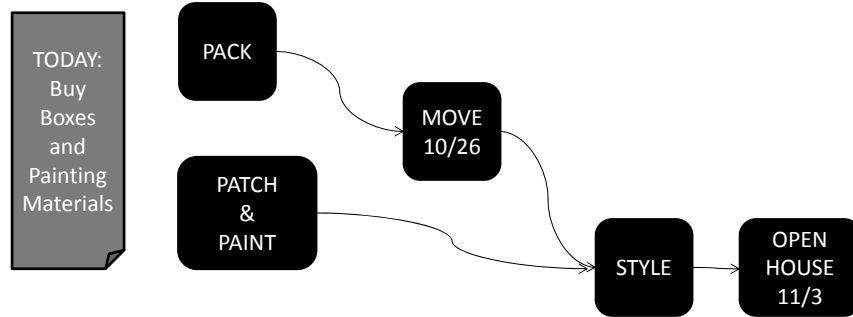
## Three Dimensional Thinking

- Instead, start with an image of successful completion.
- Keep asking "What will need to happen to get there?"
- Picture the successful completion of each stage, until you arrive at something you can do today.

## 3D Thinking: Example



## 3D Thinking: Example





## Your Turn!

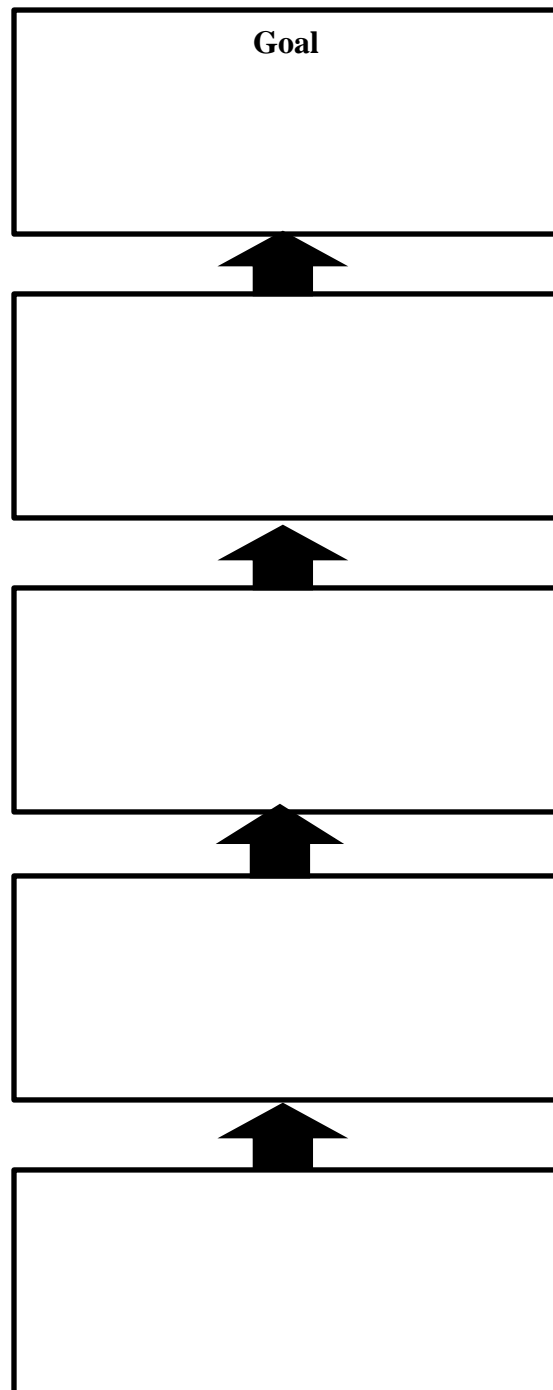
- Use the case study, or a project you are working on right now.
- Complete the 3 dimensional thinking worksheet

### 3 Dimensional Thinking

Use 3Dimensional Thinking to get started on a project you are thinking of, or use the case study.

#### Case Study:

Jane has a career goal of publishing a memoir, an ambitious long term goal since she has never written a book before. Help her use three dimensional thinking to get started.



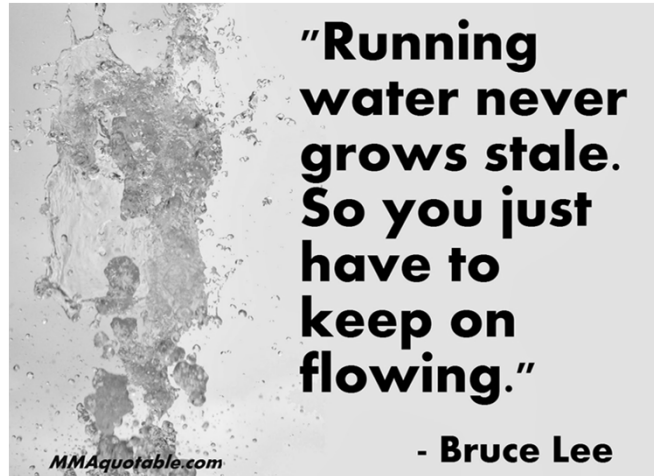
## Visualizing Starting

- We often use the language of finishing about tasks we dread.  
*I need to finish that report!*
- Shifting to the language of starting, create a clear picture of what you would need to do to get started.  
*I need to sit down at my desk, start my computer, and begin to review the materials in this particular folder.*
- Picture yourself starting. Now, look at your schedule: when can you start?
  - When will you be able to reduce distractions for 20-30 minutes? When will you have energy?

## Timing High Effort Tasks

- David Rock: Your Brain At Work
- I'll start as soon as I finish
  - ... my email
  - ... my filing
- Instead, start early, while you have the energy
- Use the low energy task as a relaxing "reward"

## Getting to the Flow State



## 12 Breaths Centering Exercise

- 3 breaths: letting go of the past
- 3 breaths: letting go of the future
- 3 breaths: coming into the present moment
- 3 breaths: arriving at the right level of energy, creativity, concentration, etc.

## Kenken 2

- Now solve the puzzle.
- Notice your thoughts and feelings
- Any difference from the first time?



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6+			7+
9+	8x		
		4+	
	1-		

## Going From Two Step to Three Step

### **Two Step: Reactivity**

- Feel a need, tendency, trigger, or pain
- React unconsciously, in ways that may bring short-term relief but reinforce a maladaptive pattern

### **Three Step: Leadership and Choice**

- Feel a need, tendency, trigger, or pain.
- Become aware that you are at a fork in the road and have a choice
- Make a choice that is congruent with your commitments and values

Adapted from Fiore's  
Awaken Your Highest Self

## Be Your Own Best Boss Worksheet

- To be empowered and productive, we must provide leadership to ourselves.
- Fill out the Be Your Own Best Boss worksheet.

### **Be Your Own Best Boss**

1. What qualities would your ideal boss have? How would they treat you?

2. Compare that with how you treat yourself. What are the similarities and differences?

3. What single quality would you like to develop as your own best boss?

4. Concretely, how can you demonstrate that quality towards yourself in the choices you make over the next several days? Make a promise to yourself about how you will treat yourself over the coming days.

5. Come back to this worksheet next week. How did you do with your promise to yourself? What did you learn?



## Managing Others for Productivity

- Focus on the work, not on the person.
- Provide milestones for progress, rather than a single overwhelming deadline.
- Provide more choices in how the work gets done.
- Emphasize a sense of safety and the availability of help.

## Thank You!

- Program evaluation link will be emailed to you today.

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