

## Emotional Wellbeing for Leaders

Recording is started and Corey you can take it away. Corey I turn it over to you.

>> Thank you, Alana. Welcome, everyone. I'm glad you could join today for this webinar on emotional well-being for leaders as Alana said my name is Corey. Before I jump in to the presentation. I'll tell you just a little bit about myself.

After receiving a PhD in counseling a number of years ago, I went to work for Magellan Healthcare where I led clinical and account management teams while at Magellan.

Since stepping away from full-time work, I am now contracted with Magellan to provide webinar services such as this for Magellan's clients. And, you know, emotional well-being for leaders, for employees and the health and productivity of the workforces that you participate in position always been an essential focus and theme for my work over the years, so I'm delighted to be with you guys today to discuss this in a little bit of detail.

So our goals for today's meeting are listed on your screen there. We have three key objectives, and I'd like to know that emotional well-being and effective leadership are highly correlated. The best leaders are not simply subject-matter experts. They also demonstrate high levels of emotional intelligence.

Your own well-being is a key ingredient in developing your emotional intelligence and in being the best leader for your teams. Today we'll talk about strategies to enhance your well-being and by doing so, enable you to be more effective leaders.

I want to acknowledge that all of you on this call offer bring many skills to the table today and as such I invite you to share your thoughts and ideas on this subject, and you'll have the opportunity to do that in a couple of poll questions, and then as Alana noted, at the end of the presentation we'll also have time for Q & A.

If you do have questions that you want to put in the Q & A window as Alana noted, the

moderators, will be able to see those, and they can note for myself any questions that are coming up repeatedly, and I can pause during the presentation to address some of those but anything I can address during the presentation I'll be happy to stay on and talk about at the end.

So I think it's helpful to start by making sure we're all on the same page with what emotional well-being is, so you see the definition on your screen and emotional well-being really refers to the awareness and understanding a person has about their emotions and how well they are able to manage through different life events.

And self-awareness is really the key here. The more you become aware of how your own thought patterns drive your emotions the greater your ability to manage your emotions.

The National Science Foundation says that the average person has about 12 to 60,000 thoughts per day. What's really interesting about this is that roughly 95% of those thoughts are repetitive in nature, so we're having some of those thoughts over and over again throughout the day. Purchase and if we look at what percentage of those thoughts are positive versus negative, we find that approximately 80% are negative thoughts. That's 80%, which is -- which usually surprises some folks, and so what that says -- it says a few things to us. One is that we do have sort of a negative bias built in to our -- in our makeup. It's kind of who we are. That's okay. We all have that and -- but it also meaning that becoming aware of that is the first step in really trying to overcome some of those negative thoughts and biases, and I'll illustrate this by just -- talking for a second, give you kind of an anecdotal story that sort of helps define this negative bias and illustrate it.

There was a study done a few years ago by a social psychologist named Allison Ledgerwood. The study was at UC-Davis in California, and she study -- they invited the participants into two groups. In Group 1, participants were told about a surgery that they would have -- if they had the opportunity to participate in, it had a 70% chance of succeeding.

And would they participate in that study. 70% of those individuals in Group 1 said they would.

And in Group 2, they were presented with the same information, but it was posed a little differently to them, and they were told there was -- they had the opportunity to participate in a surgery. The surgery -- the outcomes had a 30% failure rate associated with it. And the question was posed to them, would they participate in the surgery? A vast majority of those individuals said no. They would not, so probably no surprise there but where it gets interesting is that the researchers went back to the individuals in the first group, the group that was told about the 70% success rate, and they were then told that there was also a 30% failure rate connected to this surgery and did they still want to proceed? And the majority of people who originally said they would move forward decided not to.

Then the researchers went back to the participants in the second group, the group that was told about the 30% failure rate originally, and they were -- it was shared with him that that surgery had a 70% success rate would they like to move forward with that. And unlike the participants in the second group maintained their position of not wanted is to move on.

The conclusion of this study I think is reinforced in other ways as well is that once you have a negative perception, it's much more difficult to move a negative perception to a positive one -- if you think of the economic recession in 2000. We had about 3 years before the administrative fully recovered. And in all the hard data the market data said by 2010 we were fully back to where we were prior to the recession, but what was interesting is that people's perceptions about the economy layered behind -- layered behind -- lagged behind than. They had a time rear bounding with the negative perception that the economy was weak.

So of it's just further evidence on a larger scale how it's difficult to move from a negative bias to a positive one.

Now we've long recognized the influence our thought patterns have on our emotional well-being. The ancient Chinese philosopher has stated this really where he will. His quote

is this: Watch your thoughts. They become words. Watch your words, they become actions. Watch your actions, they become habit. Watch your habits, they become character. Watch your character, it becomes your destiny, so you can see from that quote, it illustrates very clearly how this may start with the smallest perceptions and thoughts about things going on in your life but once that becomes an ingrained pattern, a negative thought pattern, it can result in negative impacts across the board.

So one key step to focus on today is how to become more aware of our own thought patterns and change them for the better, but before we do that, let's take a minute and just discuss why this is so important.

So what's the impact of emotional well-being on the workplace and why are we even having this presentation today aside from the fact that, you know, your own individual well-being is important, which I think employers recognize. There's also a significant impact on the workplace itself, and these -- and I'm showing you these right now. You've got higher productivity, higher retention, higher morale, lower absenteeism and lower mental health disability claims, so there's a clear economic impact on the workplace as well as an emotional impact on individuals.

Now, I'd like to ask you the first of two poll questions and, Alana, I may need your assistance to make sure everyone can see these poll questions. Thank you.

The first poll question is: What do you think is the most important contributor to emotional well-being in the workplace? And if you guys would, just take a second and type your answer in there, and we'll see what shows up.

(Pause.)

>> I'm following everything that's coming in. There's a lot of consistent themes here. And what I'm seeing, which is great -- this is great feedback is really that -- it's, you know, it's what's showing up on the screen, this is really about sort of the emotional support and the positive

culture that is developed in your workplace and the amount of respect that you feel, the amount of trust that you feel in your leader and your team and your coworkers -- so I'm not seeing anyone really put in the technical expertise of their leaders, the mission statement -- (Lost audio.) --

>> To gear up our own level of emotional intelligence which allows us to be more focused although emotions of our team.

I think all of us would agree that managers and leaders are role models by prioritizing your emotional well-being you encourage your teams to do the same.

If you don't prioritize your well-being or if you demonstrate behaviors that enhance your well-being -- it could be things like, you know, working 24/7, sending emails afterhours of the night, always starting work early, ending late, going over the hour, the half hour on your -- on your video calls that you might be hosting, your virtual meetings -- you know, that really demonstrates -- you're not setting the kind of example for your teams about taking care of their own emotional wellness, which will -- which is correlated with their productivity.

But we all need a roadmap for our own emotional well-being. Just like we have a project plan for workplace deliverables, we need a plan for our own emotional well-being.

And first, we really have to define or envision what that looks like for each of us.

You know, for some -- for some of us that could mean creating more free time to engage in activities you enjoy. It might be others no when you need to without feeling guilty or worrying about what others might think. And by the way, these principles we're talking about today we're really focused on at work and for you leaders, but these also apply equally well in your personal lives and your home lives and your family lives.

Another goal might be feeling like -- you might envision feeling like you have a strong support network at home and at work. Or maybe you envision being able to better identify and address your primary sources of stress, but whatever it is, and it can be difficult for

everyone, we need to have a sense of where we're headed, where we want to go, what's our vision, what are our overall hierarchy goals for what we want to achieve?

, and then once we have that, we really need to establish a plan. And the plan is really looking at that overall goal is really to establish a series of smaller goals to help you get there.

And really starting small and identifying specific steps is absolutely critical here. If you -- if you make the goals too broad, too big, you can easily get overwhelmed and feel defeated before you even get started.

So very important when you are looking at those goals that you really stay focused on very specific small goals to start with. Purchase, and then it's also important if we're talking about your own goals at work, to enlist the support of others if needed including your supervisor. For example, I talked a minute ago about maybe one of your goals is being able to say no when you need to without feeling guilty or worrying about what others may think. Well, obviously you can't do that in a vacuum so consulting with your supervisor -- if you've got too much on your plate to be able to do it all effectively, asking your supervisor and consulting with your supervisor and saying, hey, House of Representatives me -- help me to prioritize what's important. I'm not sure we're going to be able to get all this done in the timeframe needed so help me prioritize what's critical, so I can focus on that.

And in terms of committing to a plan, it's interesting because there was a case study at UCLA by a psychologist named Emily vanSonnenberg, and she asked students to keep an intention journal. Each morning they wrote down their intentions for the day. That's easy. And some of them found that the students on who wrote down their goals achieved them 92% more often than those who didn't. Does this makes sense right because when we think of our own work lives and even our own personal lives, it's very easy to get sidetracked, side-stepped to go left when we should be going right and reveal these different pulls on us all day long from various parties at the what's, whether it's our supervisors, whether it's our coworkers, but

there's multiple demands at work, so make sure you have a plan on what you want to get accomplished at work, same thing applies for your own emotional well-being goals. Set those goals out, identify a bit of a project plan for yourself on doing that in terms of what you want to accomplish, and you may not be able to accomplish all of that, and that's okay.

You know, one of the most -- and we'll talk about this in just a minute. On an upcoming slide, but one of the most important things here is that if you're not always hitting your goals, whether they're workplace deliverables or whether they're your own personal goals, well-being goals, it's really important not to beat yourself up for that 'cause that's not going to serve yourself well in the long run. It's really important to be patient with yourself, to learn from mistakes that we make but at the same time that we learn from those mistakes, to understand that mistakes are going to happen.

In fact, if that look at some of the strongest companies and strongest leadership teams in our country, they encourage mistakes. They encourage a lot of risk-taking because that's the way that you stretch yourself, and you grow.

So, you know, it's really important for all of us as leaders to be thinking in terms of our own emotional well-being how to stretch ourselves but also how not to beat ourselves up if we don't always meet the goals that we set out for ourselves.

And then that requires sort of, like -- one of the things I was reading about in that example I gave you a minute ago about Ernest Shackleton and the expedition to Antarctica. He had to constantly revise their goals. It started out as a expedition to get to the south pole, and that did not happen. Their ship actually got stuck in the ice before they could get to land and eventually the entire ship, the hull, was crushed by the floating ice, and so they had to have a plan -- first of all, the goal changed. It changed from getting to the south pole to one of survival but Shackleton was a great master to be able revise goals on the fly, how to inspire and motivate his team to do the same and to go along with the plan that he was helping shape for

them.

And the same is true for all of us in terms of our own leadership skills and our own leadership abilities on a day-to-day basis. Maybe not quite the same extreme in terms of what I'm sharing with you about that expedition but still nonetheless important.

And I should also point out that when you set the goals -- and I know you guys already have heard this, and you know this, but I'll repeat it 'cause it's worth repeating is that the goals should be smart goals, meaning they should be specific, measurable, attainable, relevant and time.

An example -- I'll just share with you one quick example of a smart goal for improving emotional wellness and the goal -- the overall goal might be that I will gain better control over my emotions and feel calmer, so the way that that can be measured is a person decides I'm going to write in my -- I'm going to write down each night whether it's in a journal or whether it's just on a piece of paper each night and identify how I was feeling that day, noting the most stressful events. I'll identify my thoughts about this event and see how this relates to my emotions and my mood about the event. Then I will come up with a more balanced, realistic, positive thought to enable a better emotional response.

And notice I didn't say come up with just a positive response that sort of pretends that the challenge or the negative stuff isn't there but what I found when I was doing counseling and therapy when I started out in my career and also later in my career consulting with employers and their teams that a lot of times people's perceptions about events really determine how they respond to those, so if you can track your own perceptions in and any patterns in those perceptions about how you respond to certain situations, that can really be helpful to try and turn that around.

And, you know, a great example of that is -- let's say you've had a discussion with your own supervisor and your supervisor as typically most supervisors will do, and I'm sure you guys



do as well -- when you meet with an employee and go over -- you're doing a performance review, you go over what they've done well, and then also areas for improvement, and so -- let's say you got two employees who meet with their supervisor. Both of them receive positive feedback about what they're doing well but then also some constructive feedback about what they can improve upon.

And, you know, the first person comes out of that meeting thinking: Okay. So I'm not perfect, but, you know, I clearly got acknowledge for doing things that I did good. It looks like there's a couple of things I need to focus on. And let me turn my energy on how to focus on that, so the next time I have a performance review, those are no longer things that are called out for areas for improvement.

Meanwhile, the second person who has the same exact discussion with their supervisor comes out of that meeting thinking: My supervisor doesn't like me. They're not supportive of me, they don't found me well. They don't understand why I'm having some of these challenges. Or they take the reverse position and start beating themselves up for not performing well enough. And start blaming themselves and start feeling like a failure.

The thoughts you have about that discussion then drive the emotional response that you have about that discussion, and that then drives your behaviors and what you do next or don't do next some

In the first example I gave you, the person who came out of that meeting in a more positive frame of mind or a more balanced frame of mind really is already starting to problem-solve and focus on what they can do to improve. Whereas, the other individual is really kind of stuck either in a sense of blaming themselves or blaming their manager.

So now let's talk a little bit about some specific tactics to improve our emotional well-being.

The things at the top that you see is, you know, focus on what you can control. This

is -- this is absolutely critical; right? In terms of, you know, focusing on what we can control, we all know that there are things within our jobs that we have the ability to control, and then things outside of our control, and it really, for example, executives making decisions about the overall direction and strategy for your company, you may not be in a position to influence that too strongly, your mission may be more to carry that out.

Or there may be a reorg that's coming, and you and your team are both worried about how that reorg is going to affect their jobs, your job, what you do and how well you do it or if you have a job going forward.

But the more you can focus on what you have control over, what you have responsibility for and not dwell -- it's normal to think about those things. If we hear -- I've been through in my career a number of reorganizations and every single time those thoughts occurred to me as well, and that's normal, but you can't stay stuck in that place. It's really important -- you can't control it, so if you stay stuck there, you just end up sort of spinning your wheels. And by focusing on what you can control, then that enables you to be able to have a greater sense of accomplishment because you are able to control certain things and by having that greater sense of accomplishment, that's true for your team as well, that helps keep up their morale. And by doing those things in a positive way, ultimately, it doesn't guarantee anything, but that tends to lead to greater job security because the more that you have a productive team, the more that you remain productive yourself, the more value you have to your company as a whole, so that's just one example, but really focusing -- not dwelling on the things that you cannot control is a great strategy to improve your own emotional well-being, and then second, and I've talked about this already some, but I want to go over it in a little bit more detail here. Is become more aware of our own unhelpful thought patterns and to question them.

And some examples of unhelpful thought patterns -- and I'm sure that as I call these out, you probably can recognize these either in some of your team members, maybe even a

little bit in yourselves -- you know, one unhelpful thought pattern is really someone who's always expecting the worst. Looking at what could happen on the negative side and not looking also at what could be positive out of this same situation.

Another is -- and this is similar is really ignoring the good in a situation and focusing on the bad. Another is sort of black and white thinking, all-or-nothing thinking sometimes that's called, and so people are not seeing the gray areas. Many of a lot of times when I was doing therapy, and I would meet with individuals who a lot of -- a lot of times they'd come in and see me after they had just had a break up in a relationship, and it was not uncommon for them to feel like the relationship was all their fault and that they were somehow a lesser person and a failure because of that. And while I think it's helpful to look at -- or each of us to take a look at what our own responsibility is, in any relationship, both on the positives and the negatives -- I'm not saying don't look at what we can do differently because certainly we all can do that, it is really important to not, you know, be 0 or 100. There's gray area in between. And just because there may be some things that you could do differently, either in a relationship or as a leadership doesn't mean that -- if you're not doing everything well, that you're failing. It just means there are areas for improvement.

So questions you can ask yourself in those situations which can be helpful to you in terms of challenging some of these unhelpful thought patterns are things that you see on the screen here. You know, ask yourself are my thoughts realistic? Am I keeping things in perspective? Are my thoughts helpful. It may be that your thought is somewhat realistic but is it really helping you, is it really helpful? And if it isn't what would be a more helpful thought to get you there. What could get you to a better place?

Another question you can ask yourself: Is can I look at this at a different angle and if you have trouble doing that -- you know, talk to someone you trust, you respect and ask them for their feedback about how they might look at something like that. And see if they can give you that

other angle because sometimes it's really -- we can't do it all on our own, it's helpful to get that kind of feedback from others.

And then lastly, another great question -- and I saw this all the time in that Ernest Shackleton example I shared with you is what can I do to either solve or accept the situation? And in his case it wasn't about accepting the situations. It was really about solving it because if he just accepted it, then the outcome probably wouldn't have been near as good as it would have been meaning that he saved all his crew members and himself.

The next tactic which can be really helpful is assuming positive intent. A lot of times in the workplace, especially whether multiple layers of leadership in the workplace, it's easy for things to get lost in translation, and it's easy for someone who doesn't have direct access to, let's say, a senior leader. They only see the outcome of a decision that's made to really assume the worst about that or to render judgment very quickly about how that decision was made.

So assuming positive intent until you know, otherwise, is always a great strategy. And sometimes that means asking a lot of questions, you know, really trying to understand better, so that you do have a full picture before you make a judgment.

Another really helpful tactic to improve emotional well-being is really to avoid perfectionism, and that goes -- that goes -- I talked a minute ago about the all-or-nothing thinking. When I was doing counseling work, a lot of times I would see teens who -- and this isn't true of teens, it's also true of many adults, that they would lapse into depression. And teens don't have the benefit that we have as adults having lived longer and seeing tough experiences and failures to overcome those, so that they can't really -- they don't of that life experience to be able to look back on to be able to overcome something. And if they're expecting themselves to be perfect and in today's world of, you know, of social media where you're constantly seeing -- people posting pictures, teens especially and young adults -- posting

pictures of how everything is so great -- and while that's kind of awesome, it's not necessarily fully representative of their lives, and so when others see that, then there's a sense well, I've got to compete with that. I've got to try and be better with that, and so the No. 1 suggestion here is avoid perfectionism and being perfect. It's okay to simply do your best and be your best and to continually try and improve.

And if you lower those expectations a bit, stop expecting perfection, then you'll find that you actually -- your rate of improvement actually increases because what happens when you start expecting perfection, and you don't get there, what's the next step?

Discouragement. So by avoiding perfectionism, you're really able to re-enforce yourself positively for those things that you are doing well.

And then finally the last thing on this slide is take the time to be grateful. There's a tremendous amount of research that's come out in the last 10 years about the positive impact of gratefulness on our own mental health and people who take the time to be grateful and express that to others have much higher levels of emotional well-being and positive mental health than those that don't, and that is very simple to do. You know, take -- take a few minutes at the end of the day and just think maybe before you go to bed, take 5 minutes, think about what you're grateful for in the day. What happened in your day that went well? You know, it's a really effective way; especially, if you're coming off a stressful day. It's a really effective way to kind of balance the emotions and the stress that you're feeling. You're not trying to pretend that the stress and the challenges aren't there, all you're really doing is shifting your mindset to something more positive that will help to balance out the stress that you're feeling and thereby help you feel more emotionally well.

Oh, and one thing I do want to say before I move to this next slide, taking the time to be grateful and another tactic to improve your emotional well-being and reduce the negative thoughts is talk to yourself as if you were talking to a best friend. As if you were talking to

somebody you really love. Try -- if you're having trouble with your own standards that you set for yourself, talk to yourself as if you're talking to someone you really love, and I know, folks, we're getting a little close on time, but I do want to just spend a minute or two covering the qualities of effective leaders, and then I'll be happy to take questions that you guys might have, and these qualities are really -- you demonstrated these in a great way with your very first poll response that you provided an answer to. You know, emotional intelligence is key for an effective leader, and that's true in any -- any career, any walk of life and part of what makes up a really good emotional intelligence is first self-awareness. We've talked about that, being aware of how your own thoughts are impacting your emotions and being aware of what your emotional state is, second the self-management. That only can come about -- you can only manage yourself better once you're aware of your own tendencies. And remember if your own tendencies are to have some negative thought patterns, don't be critical about that 'cause I said at the very beginning that research that was done -- most of our thoughts are negative. That's okay. That's human nature, but it gives you the ammunition you need to then to be able to challenge those.

After self-management comes social awareness. With good self-management and good self-awareness, it then gives you the opportunity to be more socially aware, be aware of others on your team around you, so that you can pay attention to how they're feeling, how they're doing because as you said very well in your response to the first poll question, it makes a huge difference for them, as well as for you.

And then finally, relationship management is the last element of emotional intelligence, and that's really how well do you connect with your team? Taking a few minutes -- I cited the example earlier about a supervisor or manager I had -- he just had a great way of -- in addition to focusing on the work stuff, made sure that he took time to connect with people individually and ask about them as people. And as persons. That was huge.

The last two bullets, and I'll just take 2 seconds to cover these is, you know, knowing when to take the lead versus when to get out of the way. It's so critical. I've seen so many managers and leaders especially new ones who are first stepping into a new role. Maybe recognize this might have been true when you first stepped into a new leadership role that you feel like you need to know more than everybody else. You always need to have the answer, but you don't, and you won't, so, you know, knowing your team is full of very talented strong people and giving them the opportunity take the lead and for you to be able to step back -- one of the strongest signs of a really good leader is knowing when to get out of way and not feeling like they have to lead.

And then finally, you know, balancing the amount that we challenge our teams with the amount that we support them. It's a constant balancing act. We need to do both if we're stuck on one side or the other, we'll not be very successful in our efforts as leaders.

So with that, I will -- that sort of concludes the formal presentation on this. I hope you found this helpful. I will be happy to take questions, and I'll look to the moderators if -- if you guys want to point out any themes to me that you've seen in questions, I will be glad to take those.

Let me take a look at the questions I see on my screen. And see what I can -- what I can see here.

>> MODERATOR: One of the top questions -- not the top questions, but the first question is: Is the 80% of statistics mainly a U.S. issue or more broadly in the world?

>> That was more broadly done.

>> MODERATOR: Okay.

>> That was across multiple countries.

>> MODERATOR: And then you say that the person -- the one --

(Talking Simultaneously.)

>> MODERATOR: Just relating the results again it was 92% did better?

>> Yes, yes. 92% better at meeting those intentions than those who did not keep a journal and were not writing down their intentions. It doesn't mean they met 92% of their goals, but it does mean they did nickel 2% than those individuals who did not write down their goals and did not have an intentioned focus going on into their day.

>> MODERATOR: Awesome. Okay, well, that does -- that does end our time for today.

Thank you so much for an informative session. I'll go ahead and stop the recording.

>> And I can --

(Talking Simultaneously.)

>> MODERATOR: I'm sorry. Go ahead?

>> So I was just going to say if there's a couple minutes to take any other questions that I'm seeing, Guilford, I'm happy to do that, but if we need to close up, I understand that as well.

>> MODERATOR: Okay. Well, we do -- if there's something informal, go ahead. You can try putting it in the Q & A but just trying to stay on schedule and be contract of everyone's time, so we do want to add were you overall satisfied, very satisfied, very dissatisfied -- give us some feedback on the presentation as well. If you're looking for a certificate of completion it has been added here at the bottom of the screen. You can download that. It is a fillable form, and you can fill that out as you see fit.

If you were -- if you didn't catch the first part or you had to step away, this session has been recorded, and it will be available to you in two to three business days. We'll just contact your HR representative to learn how to access that.

So that does do it -- to be honest, I believe we did for the most part -- we addressed most of the questions. Some of the questions I see coming in may be more of a personal nature, so we would say: Contact your EAP and talk with the counseling there to get more structured answers to your needs.



So if -- if there's nothing else, that will conclude today's session. Thank you all for coming out.

>> Thank you so much, all. I enjoyed the opportunity to present to you today and to talk to you. I appreciate it.

>> Thank you.

>> OPERATOR: The meeting is now over. All the participants have been disconnected.