



Chapman
Employment
Relations

Managing Times of Peak Pressure



1. Strategies for managing your own resilience.
2. How leaders accidentally stress out their employees.
3. How people respond and behave differently under stress.
4. Dealing with unacceptable behaviour

SESSION OUTLINE



THE GLASS OF WATER

- Hold the glass of water out in front of you with one hand
- Keep it there until I give you further instructions or you can't hold it any longer

We have to mention the S word



Stress is our body's response to pressure

Stress is not all bad



If you like going to horror movies, and you went to one that didn't scare you, would you be disappointed?

Do you deliberately take part in any type of stress inducing activity?

Pursuing a stress-free life is not the utopia.



THREE STEP APPROACH TO RESPOND TO PRESSURE

1. See it (acknowledgement)
2. Own it (acceptance)
3. Use it (adaptation)

What is resilience?





1. Shit happens

Knowing this stops you from feeling discriminated against.

2. Choose carefully what keeps your attention

Realistically appraise situations

Recognise and focus on the things you can change

Accept the things you can't change





3. Is what I am doing, helping or harming me?

Is the way I am behaving/reacting, helping or harming me?

Is what I am doing right now helping or harming me to get done this urgent work?

Is ruminating on the unreasonableness (of people, circumstances) helping me or harming me?

How leaders stress out their team members

- Not giving clear instructions
- Changing instructions part way through
- Giving pointless instructions / tasks
- Not listening with the genuine purpose of hearing what I am saying
 - Ignoring my emotions
 - Sending me an email when you could just talk to me
 - Using negative language
- Using euphemisms (e.g. *challenging, win/win, do more with less*)
 - Not being honest
 - Being unpredictable
 - Adding unnecessary complexity
 - Emotional volatility
 - Telling me how stressed you are
 - Excessive pessimism



Project calmness and composure

Remember leadership is not about you – you are a resource for your team

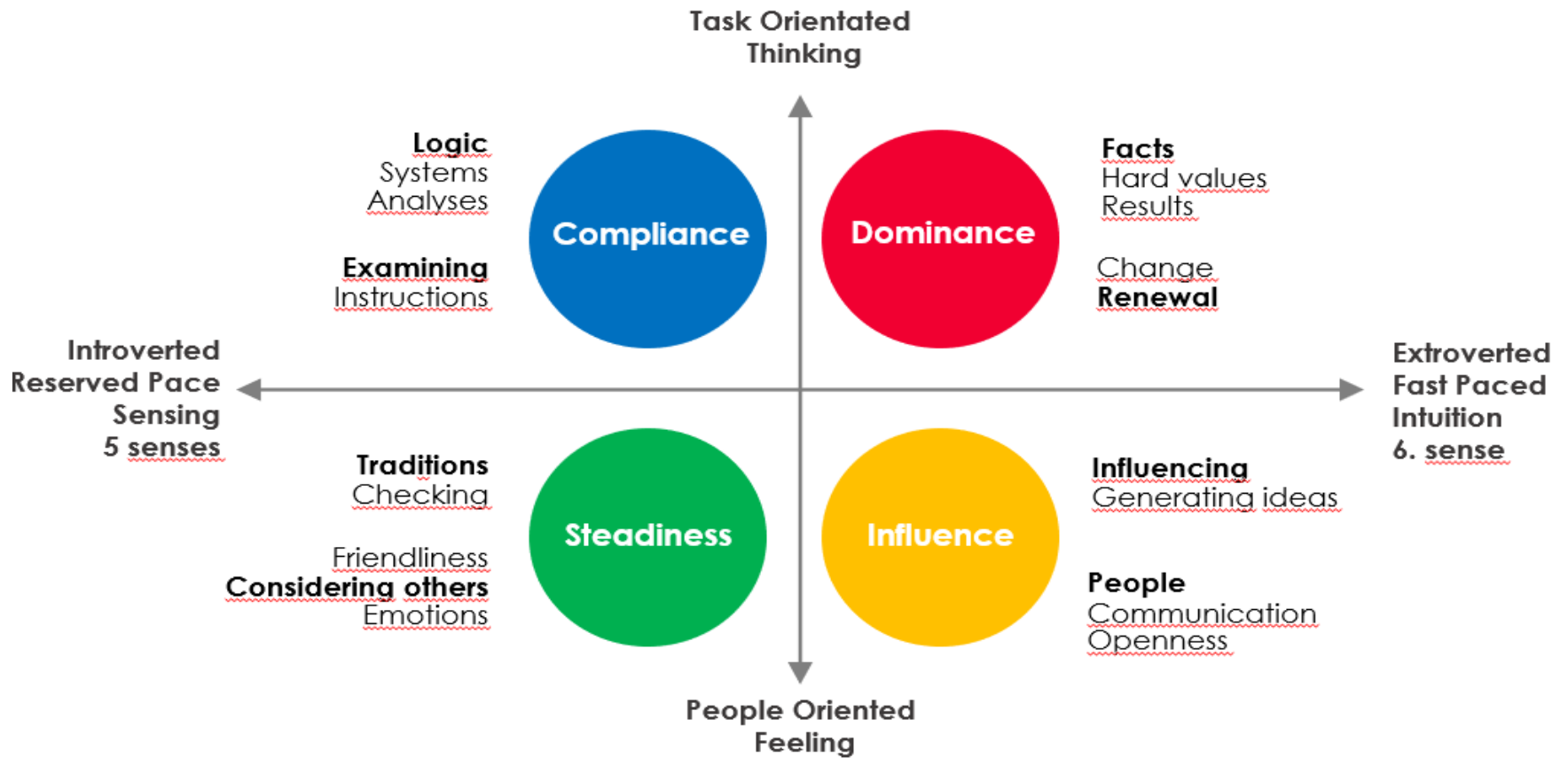


RESPONSES UNDER PRESSURE

Behaviour is observable and it is *modifiable*.... ***And we can all adapt and adjust***



KNOWING OUR OWN & OTHER'S STYLES





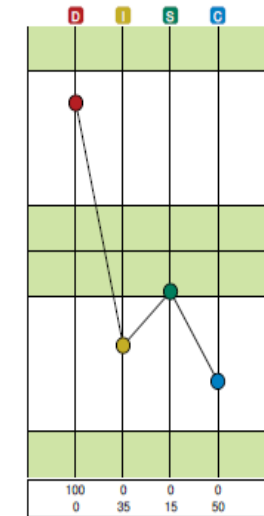
HOW DISC STYLES APPROACH TASKS



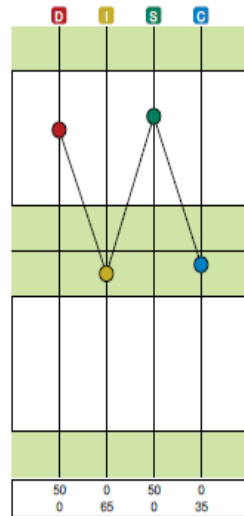
D STYLE- RESULTS ORIENTATED

Key Chapman

Profile I - Perceived Need to Adjust

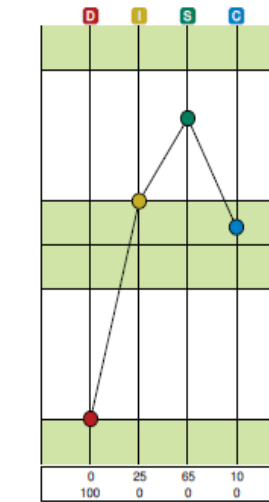


Profile II - Natural Style

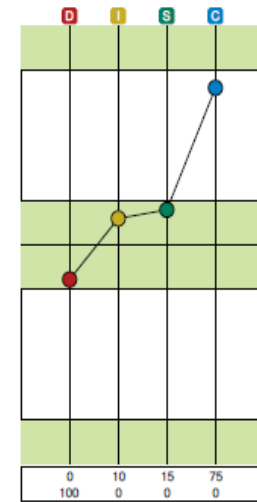


Claire Chambers

Profile I - Perceived Need to Adjust



Profile II - Natural Style



NATURAL vs ADAPTIVE STYLE

Inability to achieve goals

Losing the decision-making power

Not being able to influence the outcome

Not feeling in control



Becomes irritating, blunt, stubborn, inflexible and demanding

Becomes impatient and does things even if they are wrong

Focuses on immediate results and action

D STYLE- CAUSES & SIGNS OF STRESS



HELPING A D STYLE

Give opportunity to act independently

Let them contribute

Give responsibility

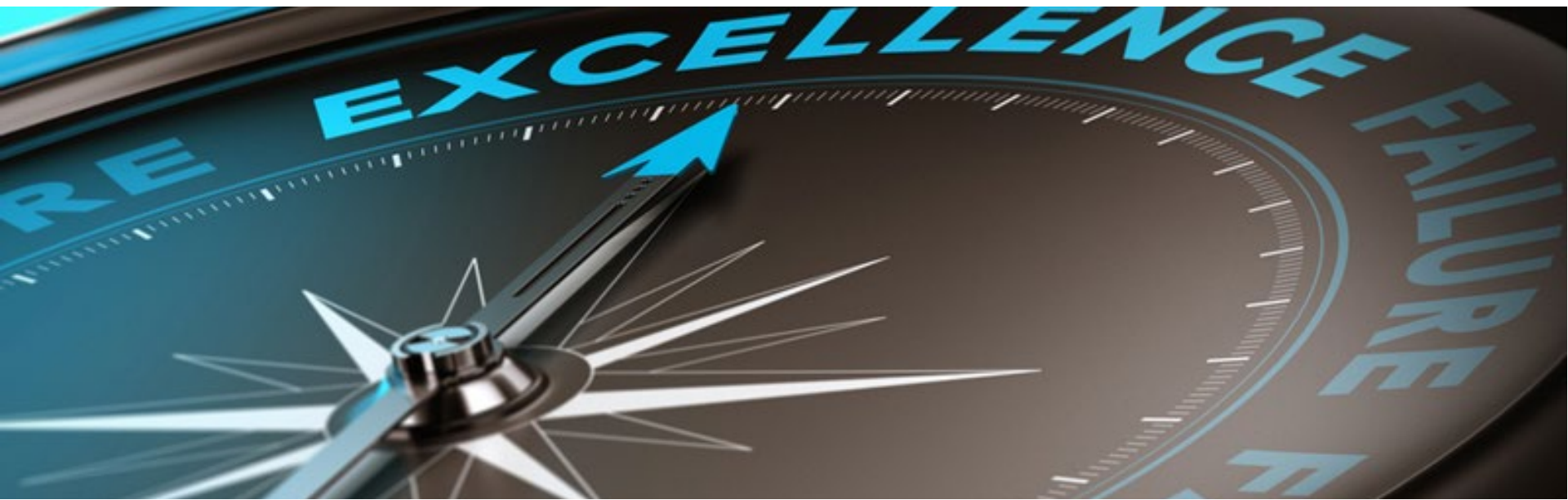


THE PURPOSE OF MANAGING BEHAVIOUR

To change the performance or
behaviour

If all your best efforts fail only then
progress to the disciplinary process





Setting the Standards

- These are non negotiable
- Once set and communicated hold the line
- Don't apologise for setting high standards and maintaining them
- Never ignore a breach
- It is human to push boundaries
- Remain empathetic



The standard is not negotiable



The disciplinary process is the last resort not the first step

Irrespective of the outcome, it will damage the relationship

REMEMBER

**Resilience can be learnt and
Put the glass down**





DISCUSSION & QUESTIONS

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