Managing Yourself

Personal Triggers & Finding the Flow in Work

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Office of Quality Improvement
Leadership & Management Develop. Conference
October 15, 2008

Learning Outcomes

By the end of this session you will:

• Identify one personal trigger

• Be able to apply the ladder of inference in your workplace

• Be able to describe elements of flow (high performance) and how it can occur at work
Why is this important?

- Leaders and managers have inferential, diffuse, and relational power
- We manage and deliver THROUGH interaction with people
- The blind spots, patterns, and worldviews we don’t recognize in ourselves can greatly affect our ability as leaders

What is a trigger?

- Takes you to a place where you lose control – a place of less choice
- Sidetracks thinking part of brain to an automatic pilot (Daniel Goleman)
- A circumstance that leads you to a patterned, destructive behavior
Going there . . .
the gremlin

- There is a narrator in your head
  “We’re always having a conversation, sometimes we invite others”, Susan Scott

- That narrator’s job is to nag you, plague you, interpret your experiences, and make you fail

- It acts quickly to assume, judge and interpret

- Richard Carson calls it the GREMLIN

Some Common Gremlins (patterns)

- You are no good
- Fast is better than slow
- Asking for what you want is selfish
- Nice boys and girls don’t do...
- Worry has value
- Guilt has value
- Incessant thinking and replaying has value
- Getting stuck and blinded by strong emotion
Exercise

• Turn to your neighbor:
  Tell a story about a time you lost control at work and fell into a pattern

• Describe what the experience was –
  in vivid detail – what did it really feel like?

• What was the affect of falling into this pattern?
  What happened as a result?

Taming Those Gremlins

• Noticing through direct awareness . . .
  watching for habits or patterns

• Finding a way to “re-ground” yourself

• Coming from a position of choice rather than
  “have to, made to”. . . “I chose NOT to…”

• Naming gremlins (acknowledgement)

• Ignoring or banishing gremlins
Filters

• Knowing that we have our own view of world rather than THE view

• Our beliefs, values, assumptions, experiences, and actions create a filter by which we view the world

Brain Teaser

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Assumptions:
Seeing Them In Action

A businessman has just turned off the lights in the store when a man appeared and demanded money. The owner opened the cash register. The contents of the cash register were scooped up and the man dashed away. A member of the police force was promptly notified.
Exercise In Inquiry....

• Spilt into groups of three

• Have a discussion about the following quote:

  “When I get approached on the street corner by a panhandler, I don’t give them money. Research shows that these people are alcoholics and drugs addicts. Why help them with their habit?”
Exercise In Inquiry....

• Two people discuss this quote. Do you agree, why? Explore with one other person in group

• Try to USE THE LADDER OF INFERENCE to really understand the views of the other person

• The third person observes

Quotes

“The person who can most accurately describe reality without laying blame will emerge the leader”

Susan Scott

“Life is unforgivingly complex”

Anne Lamott
In the Flow!

- “People are happiest when most absorbed in their actions”, Mihaly Csikszentmihalyi

- Peak performance ONLY comes with fully engaged and focused participants

Exercise

Tell a story about a time when you reached a high level of performance – either as an individual or as a part of a group.

- Describe what it was like: touched, heard, smelled, tasted…

- Share what allowed you to get there

- Share what would help you to get there in the future
What it like in “the FLOW”?

• Completely involved, focused, concentrating
• Sense of complete ease, even ecstasy
• Great inner clarity-knowing what needs to be done without thinking
• Totally in the present without regard for passing time
• Intrinsic motivation- whatever produces flow becomes its own reward
What would like to talk more about?

What thoughts do you have on Triggers and Flow?

Further Reading and Reference

- Daniel Goleman, *Emotional Intelligence*
- Susan Scott, *Fierce Conversations*
- Richard Carson, *Taming Your Gremlin*
- Chris Argyis, *Action Science*
- M. Scott Peck, *The Different Drum*
- Mihaly Csikezentmihalyi, *Flow*