

## Leaders & Teams: How to Operationalize PassionWorks!

### 10 Things You Can Do!

A client asked me to share with her management team ideas for bringing PassionWorks alive in the workplace. Here are some ideas which other clients have applied which may stimulate ideas for you!



#### **1. Vales as the Foundation: Create explicit team values and don't let them be compromised.**

- What does your team value?
- What expectations do they have for how you will protect these values?
- What do you value? What do you stand for as a leader?
- How do you walk the talk?

#### **2. Find Your Aspiration: Make sure your team knows why it's different and special.**

- Let them know why you, as a team, will be able to take your department to the next level.
- What gives you the right to succeed?
- Define what progress will look like for your team.

#### **3. Personal Mastery: Help people use their skills.**

- Tell each team member about their unique strengths.
- Encourage them to leverage these strengths.
- Paint a picture of what their success might look like, if they dedicated themselves to making the most of their talents.
- Personal Mastery is a prime motivator.

#### **4. Appreciation: Create a culture of appreciation versus criticism.**

- Set the bar, as a leader, to ensure you never take your team or any team member for-granted.
- Demonstrate your appreciation in simple, authentic ways.
- Show people they matter.
- Find things for which to be grateful daily.

#### **5. See What's Working: Notice what people get right!**

- Provide feedback or comment upon a well-executed task.
- Coach on errors.
- Help counter the pleasure/pain imbalance! (We feel more intensely and longer than we do pleasure. Research supports this!)

**6. Glorious Meetings: Encourage people to make mistakes, in the pursuit of finding solutions to age-old problems.**

- Pay attention to why something failed and capture the learnings to build future success.
- E.g. Hold *monthly meetings called: What did we learn from our screw-ups this month?*

**7. Fun: Keep it light!**

- No one wants to work in a place that takes itself too seriously. Life is too short!
- Create fun contests related to your business!
- Celebrate when it's over!

**8. Measure: Decide what to measure (goal) and track it!**

- What would tell your team they are gaining momentum?
- What shows you are making a difference? E.g. For a hotel: Sales goal, occupancy goal, in-house dining targets, etc.
- Make progress visible! E.g., make charts on the back walls.

**9. Communications: Gather input!**

- Create forums and then use that input in management decision-making.
- Make team meetings more than updating/status sessions. Ask the team a question, brainstorm, and take notes!
- Check-in one-on-one with people who can inform your decision.

**10. Build Relationships: Make sure each person who works for you is known to you.**

- See who they are: hopes, fears, passions, family, background.
- Anonymity is one of the three signs of a miserable job!
- Don't separate the personal from the professional. Integrate your whole self into your work place.

## What's the Relationship between Obsessing, Rushing and Burnout?

### A quick recap:

#### ***Rushing:***

According to our research, Rushing, as a primary descriptor of your work, emerges when:

- You are experiencing High Action; however, the work is not personally meaningful.
- Our research tells us that work most often lacks meaning under one or more of the following circumstances: (1) It is no longer a challenge for you; (2) You do not see the inherent value or usefulness of the work; (3) You are spread so thin, you are not able to engage in your work in a way that satisfies. For example, you are so busy that you just need to get stuff off your desk and have no time to consider properly the tasks-at-hand. (4) You don't experience the pleasure of progress because the work lacks meaning.

#### ***Obsessing:***

According to our research, Obsessing, as a primary descriptor of your work, emerges when:

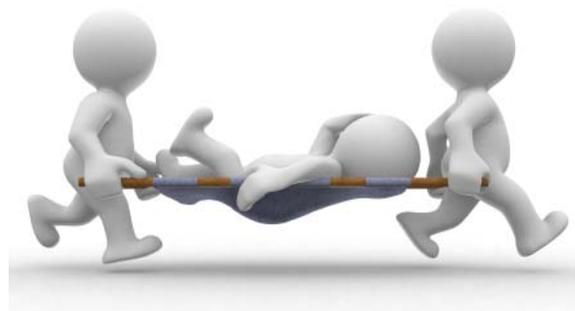
- You care too much (i.e., the meaning you place in your work is too high) and you are doing too much (i.e., too much action, even though there is some progress).
- Our research tells us that people move into Obsessing under one or more of the following circumstances: (1) You no longer take appropriate breaks for rest, either during the day, via hobbies or through vacations; (2) You over-identify with your work and feel less affiliation with the other facets of your life; (3) You are unable to "switch-off" from work (i.e., It is always at the back of your mind— you might even dream about work!); (4) Tasks or issues at work seem equally important which drives a tendency to work long hours to "get it all done"; in addition, it might be hard to delegate work or you might have a tendency to micro-manage, if you are a manager.

#### ***Burnout:***

Psychologists Herbert Freudenberger and Gail North state that burnout can be divided into 12 phases, although you may not experience all phases or they may emerge in a difference sequence.

#### ***12 Phases***

1. A compulsion to prove oneself
2. Working harder
3. Neglecting one's own needs



4. Displacement of conflicts (the person does not realize the root cause of the distress)
5. Revision of values (friends or hobbies are completely dismissed)
6. Denial of emerging problems (cynicism and aggression become apparent)
7. Withdrawal (reducing social contacts to a minimum, becoming walled off; alcohol or other substance abuse may occur)
8. Behavioral changes become obvious to others
9. Depersonalization (life becomes a series of mechanical functions)
10. Inner emptiness
11. Depression
12. Burnout syndrome

### **The Comparison**

Burnout, as defined by Freudenberger and North, aligns most closely to Obsessing. Obsessing for long periods of time, as well as Burnout, often create health issues, relationship challenges, and will often damage your career, despite your hard work. (People report that colleagues in Obsessing present difficulties at work; for example: they often judge others who do not work as hard; they hesitate to delegate and so may not present themselves as leaders; and, they commonly become irritated, even over small things, as a result of their exhaustion.)

Freudenberger and North state that rest will prevent burnout. Their findings corroborate with ours: When you support PassionFlow with Rest, you will maintain a positively energized state at work. Without Rest, when in strong PassionFlow, your tendency will be, over time, to move into Obsessing.

This last point presents another striking similarity between burnout and Obsessing: often, it is the best employees that are most susceptible to burnout. Why? Because their caring and enthusiasm leads them to take on more and more responsibility, thus creating a situation in which they become overloaded.

***Lesson learned: Rest and relaxation are key! Protect them at all costs! And, ensure you are realistic about the work you accept. Overloading yourself does not serve you, or the company, well.***

Rushing also can lead to burnout as you no longer find your work fulfilling. We can only experience a sense of progress if we feel our actions are moving us toward meaningful goals. So in Rushing, we experience a “double whammy”: no meaning=no progress, because our actions can’t give us a sense of achievement, if they are not linked to a meaningful goal. As with burnout, inner emptiness emerges.

***Lesson Learned: Either set boundaries, if you are stretching yourself too thin.*** (Multi-tasking is an illusion. Our brains can only do justice to one task at a time. Current brain science research is making this clear.) ***Or, if your work lacks challenge, find ways to creatively engage in your***

**work to take it to another level.** If this is not possible, it's time to look for a new role, one which will enable you to apply your knowledge and skills in a challenging way.

[www.livestrong.com](http://www.livestrong.com) is also an excellent resource for managing unhealthy work phases:

### What are some ways to prevent burnout?

- Be informed of the expectations, scope of responsibilities, opportunity for advancement, supervision, job description, workload, evaluation criteria, benefits and salary of a job before accepting it.
- Identify goals and evaluate accordingly both at home and on the job.
- Maintain personal growth both at home and on the job.
- Seek out helpful supervision for your work both at home and on the job.
- Develop an active outside life with a variety of interests.
- Personalize your work and home environment with meaningful pictures, objects, colors, etc.
- Feel comfortable with yourself, set limits for yourself and know how far to become involved with family and colleagues.
- Encourage and practice good communication skills.
- Provide for flexible working conditions.
- Seek out encouragement for trying new ideas.
- Find your own "decompression techniques" such as activities like meditation or exercise that relieve tension and put you into a more relaxed state.
- Build a support system for yourself with those who can discuss your problems and help look for solutions. Don't just air gripes, but look for solutions.

Read more:

<http://www.livestrong.com/article/14719-preventing-burnout/#ixzz10mcwRhUl>

For the full article on Burnout, see Scientific American Mind:

<http://www.scribd.com/doc/22858969/Burned-Out>