

# Smart when it matters



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MIT Boston



Life's Good



Mercedes-Benz

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Helsinki

Copenhagen

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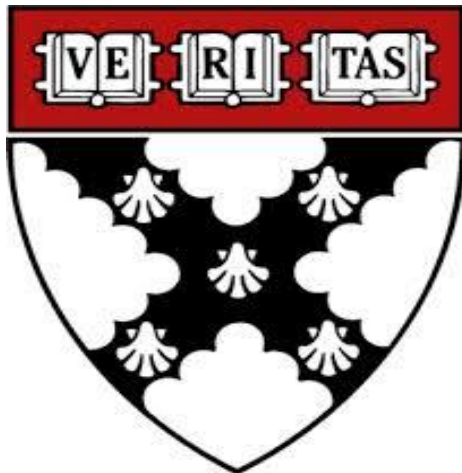
What do effective people have in common?

Aware

THE UNIVERSITY OF TEXAS AT AUSTIN



The most effective leaders regardless of gender, have a unique physiological profile with relatively high testosterone and relatively low cortisol levels



Effective leaders shown to have significantly, lower cortisol levels than the general population.

The higher the rank the lower their cortisol levels

Comparing yourself to yourself

Davos

Aware

WORLD  
ECONOMIC  
FORUM

The logo of the World Economic Forum, featuring a white circular arc that starts at the top left and curves around to the bottom right, partially enclosing the text.

## Top 10 Skill for 2020

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with others
6. Emotional Intelligence
7. Judgement & Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility

Aware

Assessing your skills?



How good are you at ...?

2. Critical thinking

7. Judgement & Decision Making

10. Cognitive Flexibility

# Linking You to Your Performance

# Aware

You will hear a story read aloud. Listen as carefully as you can. Then answer the questions listed below.

Circle **T** if the statement is true

Circle **F** if the statement is false

Circle **?** if you can't tell from the story

- |  |   |   |   |
|--|---|---|---|
| 1) It had not been a very busy day                     | T | F | ? |
| 2) The owner locked the door                           | T | F | ? |
| 3) The man demanded money                              | T | F | ? |
| 4) The owner removed the money                         | T | F | ? |
| 5) The money was quickly taken                         | T | F | ? |
| 6) The man ran away                                    | T | F | ? |
| 7) Not much money was taken from the safe              | T | F | ? |
| 8) The police received a call and responded in minutes | T | F | ? |
| 9) There were three policemen                          | T | F | ? |
| 10) There was a robbery                                | T | F | ? |



How did you do?

Focus

Reflect on your results and the group results.  
What influenced your individual and group scores?  
Share your views.

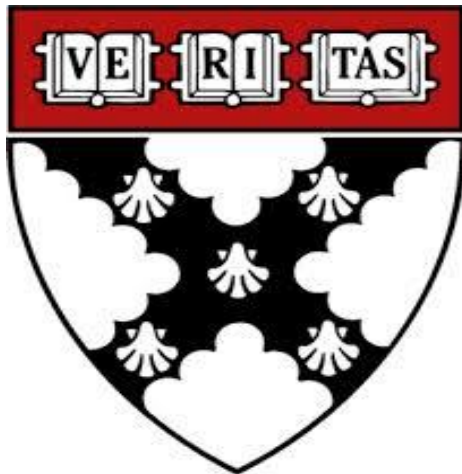
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Comparing you to yourself

# The impact of cortisol on your performance & results

Aware

Cortisol

Primary stress hormone

Limits cognitive connectivity

Disrupts almost all brain & body processes

Testosterone

Regulates willingness to compete / lead

Neutralizes the affect of stress

Inhibits trust but promotes reciprocity

Aware

Stress Triggers – Cortisol activators?

Situational  
How I “see” life

Too busy

Many uncertainties

Competitive ( Targets )

Results

High levels of unthinking behaviour

Low levels of common understanding

Reduced levels of solution building

# When stress becomes habit

Aware

If you perceive your

life as;

Too busy

Uncertain

Competitive

Cortisol

Hydrocortisone

Stress hormone

Leads to reduced  
cognitive activity

Reduced thinking  
when leading

Performing at less  
than you are  
capable of

Becomes a habit

# Performance Gap Individuals and Companies

## Aware

Opportunity  
Growth  
Change

Cortisol  
Hydrocortisone  
Stress hormone



MIND THE PERFORMANCE GAP

Performance Gap  
Becomes a habit

Reduced individual  
thinking

Reduced access to  
current competence  
or  
potential

Weak  
Solution building

Failure to  
implement

# Cortisol

# Aware

What is cortisol?

How is cortisol linked to your behaviour and performance?

How can you use this awareness about cortisol to benefit you?

# Solution

# Aware

## Smart when it matters

### Smart

#### Access to your existing ability

- Low cortisol
- Thinking not reacting
- Cognitive connectivity
- Know your triggers – habits

### When it matters

#### Important moments in your life

- With the people you love
- At work
- When leading others
- Living your life
- Self talk

## Smart when it matters

The skill to access your existing ability in important moments in your life



Power

Aware

Smart when it matters

**Smart**

**Access to your existing ability**

You are enough

**When it matters**

**Important moments in your life**

You decide

Power

The skill to access your existing ability in important moments in your life

# Smart when it matters

Cognitive Connectivity

Cognitive Flexibility

Power is Cognitive Connectivity

# Smart when it matters How does it happen?

# Aware

2. Thalamus routes information to the Neo cortex ( Cortical processing )

See

Evaluate

Response

1. Sensory data fed to the Thalamus

Amygdala

3. Thalamus routes information to the Amygdala

4. Amygdala does a "threat" assessment and "sees" no threat – **Chemical- keeps signaling to cortex**

5. Chemical drop into brain stem

6. "Electric" impulse activates neuro pathways

7. Neuro pathways are your actions

amygdala

8. Leads to **thinking response** as neo cortex remains "connected"

Smart when it matters  
Skill to access to your existing ability

Aware

See

### Sensory Data

- How you see important moments
- Perception of **others** /
- Attitude to uncertainty
- Your self esteem

Evaluate

### Amygdala

- Emotional significance of what you “see + hear”
- Triggers emotion / mood driven by **release of chemicals hormones**

Response

### Activates action

- Chemical
- Neuro transmitter
- Synapse
- Neuro-pathway
- Action / Response

**“See” + Evaluate = Response**

Slow when it matters

No or slow access to your current ability

Aware

2. Thalamus routes information to the Neo cortex (thinking)

1. Sensory data fed to the Thalamus

Amygdala

3. Thalamus routes information to the Amygdala

**BRAINS**

4. Access to your frontal cortex / thinking

5. Chemicals go into brain stem

6. "Emotional" impulse activates neuro pathways

7. Neuro pathways trigger your response / actions

8. Leads to **unthinking response Slow when it matters**

Situation Slow & your Amygdala

Aware

Anything that your Amygdala does not know or does not like !

Triggers unthinking behaviour

Will limit your access to your existing ability

Will limit your performance and results

Will limit your Smart when it matters

May become a habit

Effective is a knowledgeable

Amygdala

Smart when it matters

Awareness

## Risk of Financial Loss / Stress / Change

- ❑ Activate the same fight or flight circuitry as a physical attack
- ❑ Sidestepping brain functions of rationality in favour of emotional processing & elevating heart rate blood rate blood pressure and alertness
- ❑ Once triggered the circuit overrides most other decision making components and it is very difficult to interrupt

Tara Swart at Harvard

Sanoma Lawyers

Loss of Cognitive  
Connectivity

Stress is not the problem

The habit of being stressed is a problem

Chronic stress is a problem

“Habit of **Seeing**” your life as too busy may be a  
problem

Efficient v Effective = Eroding Your Performance



Habit v Choice  
Thinking v Unthinking

64%

When habit reduces smart when it matters

# Choosing to change your behaviour

Aware

## “See”

### How you “see”

You irritate me  
I have too much to do  
I don't know what to ...  
I don't want to do ...  
I don't trust you  
I am not good enough  
I am Judging you

## Evaluate

### Amygdala / Cortisol

**I feel irritated / insecure**  
Because I cant add value that  
I am bored with it / you  
Not sure how to do it  
Scared of failing  
Scared of being evaluated

## Response

### Neuro pathway

**Chemical Cortisol**  
Slows down my thinking  
and I cant access my  
existing ability.  
It has become a habit  
**Limiting my potential**

How does one change how you see important moments?

Aware

3 ways

Changing how you See important moments  $S_1 \times E = R_1$

Gain new knowledge

Gain experience

Decide to change

WHY

Reduces what your Amygdala does not know or does not like

Reduces your cortisol

Can you change how you see the  
business environment

Focus

Gain new knowledge

It is a Vuca world

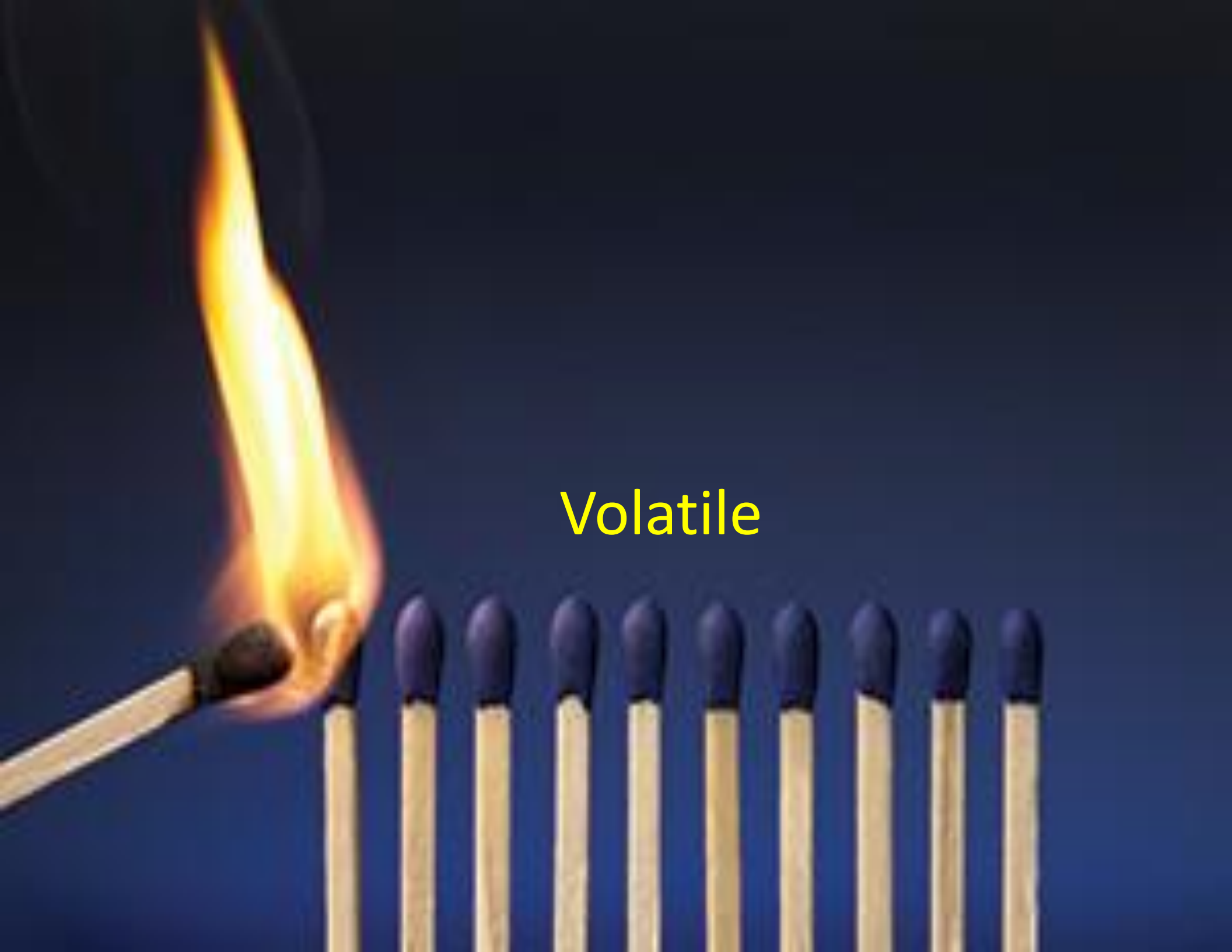
Vuca has become the normal operating environment

Multicultural markets are VUCA

VUCA should be expected and not feared

It`s a  
VUCA  
world

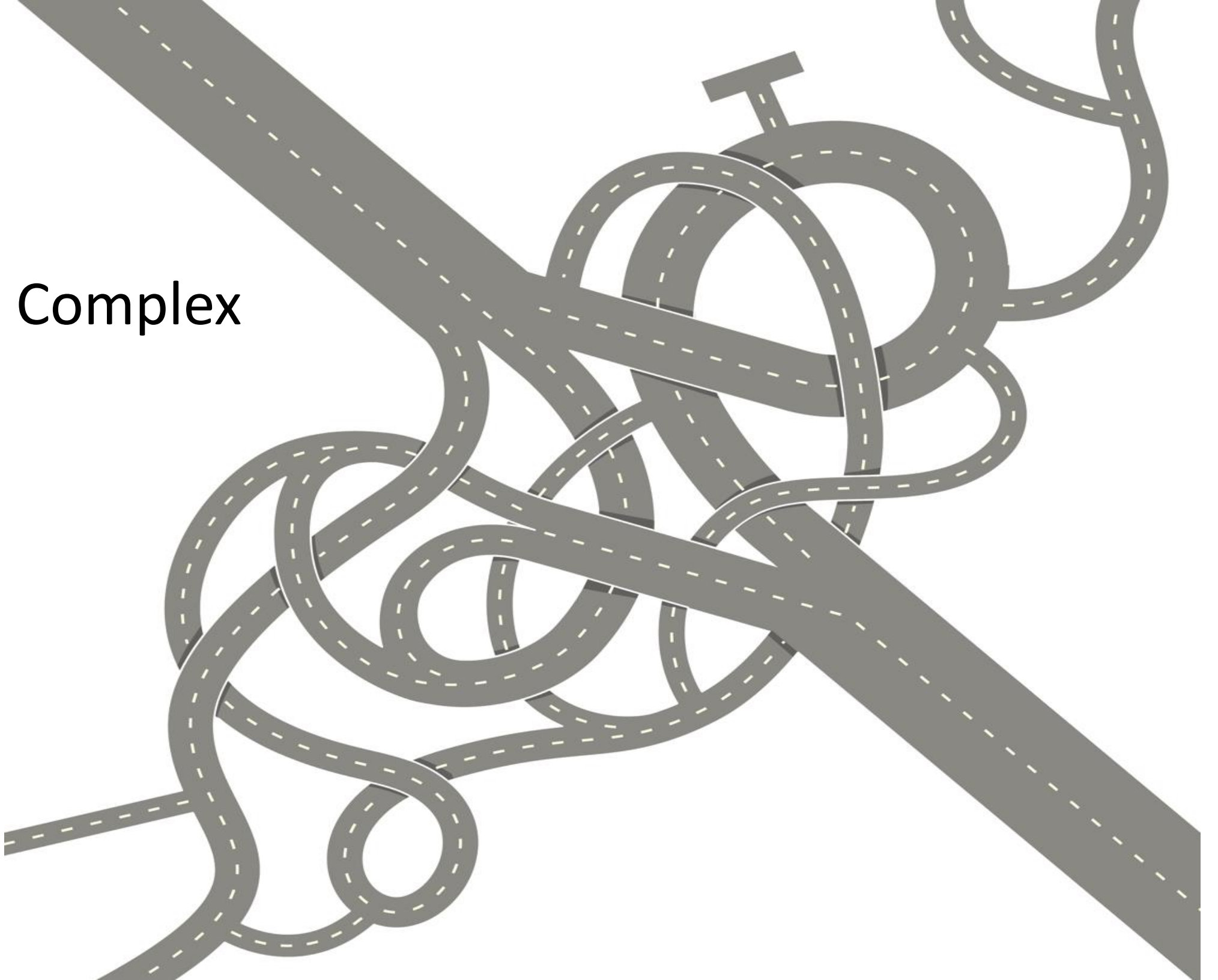
Volatile





**UNCERTAINTY  
AHEAD**

Complex







It`s a

Your company

world

It`s a

Your name

world

How does one change how you see important moments?

Aware

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Changing how you See important moments  $S_1 \times E = R_1$

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DECIDE TO CHANGE A RESPONSE THAT HOLDS YOU  
BACK

Focus

DECIDE TO

Change your response,  
not who you are

DECIDE TO

HAVE GOOD MANNERS  
BE MINDFUL AT HOME  
TAKE CARE OF YOUR BODY  
IMPROVE AN IMPORTANT RELATIONSHIP

DECIDE WHO WHAT AND WHEN

Who matters to you  
What moments matter

Choosing to change your behaviour

Aware

Can you move?

“See”

Evaluate

Response

See x Evaluate = Response

If  $S \times E = R$ , how can you change a **Response** that holds you back ?

Changing how you **See** important moments  $S_1 \times E = R_1$

Smart when it matters

Focus

**Identify when it matters**

With the people you love

When I come home after work, or when I pick up my kid from...

Smart when it matters

Focus

**Identify when it matters**

At work

Planning my schedule, attending an important meeting



Smart when it matters

Focus

**Identify when it matters**

As a Influencer

Specific people or projects,

Smart when it matters

Focus

**Identify when it matters**

Living your life

Walking my dog, visiting friends, going to gym

# What behaviour limits you?

## Focus

1. Can you identify one response or behaviour that limits your peace of mind, results or your happiness
  - a. at home
  - b. at work / as an influencer
  - c. living your life
2. In what situations or with what persons do you have this response?
3. Is this response linked to how you see life? ( bias, judgemental, ....)
4. How will changing this behaviour or response affect your peace of mind, results or happiness.
4. Can you decide to change this behaviour by changing how you see the situation or the person or do you need more knowledge or information to do that?

# Smart when it matters How does it happen?

# Aware

2. Thalamus routes information to the Neo cortex ( Cortical processing )

1. Sensory data

See

Thalamus

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Response

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# TOOL 1. Smart when it matters. Should I be ..

## Focus

### STEP 1: RECOGNIZE

Recognize any emotion that you may experience that you believe leads to a response or behaviour that:

- Limits your potential, performance or results
- Harms your relationships with important people in your life
- Reduces your happiness

Examples of emotions could be, feeling stressed or too busy, irritation, uncertainty, anger, frustration, hurt ..

Teach yourself to recognize the signs that you get from your body / mind that you are going to have this emotion – do you feel nervous, anxious, does your body temperature rise or your stomach

### STEP 2: EVALUATE

Ask yourself “ Should I be ..” as soon as you become aware that you are having or will have the emotion.

The answer can only be yes or no.

### STEP 3: RESPOND

The Should I question will trigger Smart when it matters and you will be able to respond to the situation with full access to

your existing ability “ the best you can”

# What if the answer is Yes?

# Aware

Should I be angry ..... YES

Should I be Stressed ..... YES

Emotion + Cortical Connection = Smart Angry

Emotion + Cortical Connection = I should be stressed

I have too much to do OR I have not done .....

Cortical connection I can now find a solution to my stress

**Access to my current ability to solve my stress**

# What if the answer is NO?

Aware

Should I be angry ..... NO

Synapse interrupted emotion subsides

Emotion + Cortical Connection = No I should not be stressed

Reduces Cortisol in your body

Breaks the habit of being stressed

# Should I be

Should I be .....

If the answer is yes continue

Should I be ....., connects the “cortex”

Should I be question “suspends cortisol”



# Smart when it matters. Should I be ..?

## Activity 1

### STEP 1: RECOGNIZE

Recognize any emotion that you may experience that you believe leads to a response or behaviour that:

- Limits your potential, performance or results
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### STEP 2: EVALUATE

Ask yourself “ Should I be .....” as soon as you become aware that you are having of will have the emotion.

The answer can only be yes or no.

### STEP 3: RESPOND

The Should I question will trigger “ Smart when it matters” and you will be able to respond to the situation with access to your existing ability “ the best you can”

# Guide lines. Should I be ..?

## Activity 1

Apply Activity 1 - Smart when it matters for the next 4 weeks

Keep notes on how applying the Activity 1 has influenced your;

- levels of stress
- relationships with the people
- performance or results
- general feeling of wellbeing

Reflect on your notes and please send your reflections to me at [ben@benna.fi](mailto:ben@benna.fi) latest by 10 December 2016

Your reflections and insights will be held in the utmost confidence.

# PARKING

## Recognize, Evaluate, Postpone, Attend

# Activity 2

### **Purpose:**

To reduce “worrying and stress about unresolved issues”

To improve quality of sleep.

To improve focus and and Situation Smart

### **How to do it:**

1. **Recognize** thoughts about unresolved issues going through your head before falling asleep or when it distracts you from focusing on an important meeting, discussion or person.
2. **Evaluate** the importance of the unresolved issue and schedule a specific future time to attend to the unresolved issue. ( Park the issue )
3. If the unresolved issue is important and urgent or VIP (Very Important Problem) – agree to **postpone** attending to the issue (parking) and agree to attend to the issue at the earliest future time slot that you have available OR create a time slot as soon as you can to attend to the unresolved issue
4. If the unresolved issue is important but not urgent agree to park the issue and attend to it during a specific future time – Try to set a specific regular parking time in your calendar eg. Fridays from 14.30 to 15.30 or Mondays and Thursdays from 13.00 to 13.30. You decide
5. It is vital that honor your parking agreement and attend to the issue at the time that you have agreed with yourself

# Guidelines. Parking

## Activity 2

Apply Activity 2 - Parking for the next 4 weeks

Keep notes on how applying the Activity 1 has influenced your;

- quality of sleep
- levels of stress
- relationships with the people
- performance or results
- general feeling of wellbeing

Reflect on your notes and please send your reflections to me at [ben@benna.fi](mailto:ben@benna.fi) latest by 10 December 2016

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# Changing how you evaluate important moments

## Focus

1. Can you identify one emotion that you think leads to a response or behaviour that no longer supports your happiness, or potential, or performance / results.
2. In what situations is this emotion / behaviour triggered? ( people, places, attitudes, mindsets, conditions )
2. How does this behaviour/ response affect your happiness or, potential, or performance or results?
3. How will changing this behaviour response benefit you?
2. Are you willing to use TOOL 1 “ Should I “ to evaluate this emotion and maybe change / suspend this behaviour?