Executive Considerations

- Too much (or too little) exercise.
- 2. Too rich a diet.
- 3. Too many good works.
- 4. Too much delegation.
- 5. Too high of personal standards (nothing wrong with standards that make you stretch, but setting standards that frustrate you because you can't achieve them is a problem).
- 6. Trying to accomplish more than you are able in less time than you have available. Or worse, by trying to satisfy everyone's expectations.
- Too little sleep, too few cathaps.
- 8. Too many smoke-filled rooms.
- Too little wasted time (the power of the subconscious mind, working best when not working at all).
- 10. Too much concern with growth and advancement (might you live longer, happier and richer by not striving to become more than you naturally are, and by sticking with what you know best).
- 11. Too much awareness of rules, taboos, and other confinements of one's self expression. Remember that you are human first, with human needs and human frailties (and success isn't worth much if you don't survive.).
- 12. Feeling they must perform better than is realistically possible.
- 13. Feeling they must constantly prove themselves.
- 14. Expecting perfection from selves and from those who work around them.
- 15. The biggest problem may not be work itself, but the inability to do anything but work, inability to make a commitment to a personal relationship, inability to relax, to take pleasure in leisure.

WORKAHOLIC VS. PEAK PERFORMER

Charles Garfield, California Lawyer, December, 1981, pages 21-22.

- 1. Workaholic addicted to work, optimal or high performers committed to results.
- 2. Workaholic equates work with self-worth. High performer's primary motivation is an internally generated committment to excellence in some area, usually a major career area. Belief that quantum leaps in performance are possible.
- 3. Characteristics of the high performer: "A comfort zone", a term coined in the 50's after some research was done by IBM. The lower limit was that he felt like a failure and that his colleagues and superiors on the job would get down on him. The upper limit was determined by fear of success (if I do it once, people will expect me to continue to achieve at extraordinarily high levels, and I don't know if I can.
- 4. 20/80 Rule: 20% of the effort often yields 80% of the results, working smarter rather than working harder; good at self assessment.
- 5. High performers are not perfectionists, enormously suspicious of perfectionism. Classic risk-takers practice the art of mental rehearsal. You can't plan for every circumstance, but you can imagine what you would do if you were surprised totally.

- 1. Self assessment, what is needed to make a major leap to high performance.
- Major blocks to high level performance.
- 3. High performers are skilled at learning from mistakes, involved in something totally discontinuace with their work. Running, tennis, weight lifting, golf, hiking or artistic activities like painting, sculpting, writing.
- 4. Relationships: workaholics have no time for anybody except their work.

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· Successful manager.

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Goals and Priorities

- 1. Maybe I don't need to ... anymore.
- 2. Maybe I do need to ... some more...
- Maybe I need to ... sometime soon.
- 4. Maybe I need to ... once again.
- 5. Maybe I need to ... sometimes.

families, Cat's in the Cradle:

My son turned 10 just the other day, He said thanks for the ball, Dad, c'mon let's play.

Can you teach me to throw? I said not

I got a lot to do. He said, that's okay..

- 1. (What I would like to change)
- 2. What I would like to hang onto.
- 3. Future goals.
- 4. A resource from the past.
- 5. An area where I might need more flexibility.

Examples

- Be a perfect person.
- 2. Increase some more time I jog.
- 3. Look into a new exercise club.
- 4. Start meditating, jogging, taking walks once again.
- 5. Give someone I care about a hug sometime soon.

Values clarification:

- 1. Look at high standards of performance you set for yourself.
- 2. Yet feeling burdened by your own perfectionism.
- 3. Relationship between stresses and stress symptoms, i.e., headaches, stomach pains, etc.
- 4. The importance of choices: often stress reactions are simply the result of habitual responses to certain circumstances.



was a rare and moving experience. To use Dr. Roy's metaphor, the week at the Menninger seminar, for many of us, was like checking in with our own control tower for direction in life. The experience might not produce any sharp change in course, but it seems better than flying blind.

GOALS AND PRIORITIES

Introduction and cross reference to goals and priorities, pg. 32A

- 1. a) Imagine an ideal you.
 - b) Imagine an ideal day.
 - c) I want to reduce stress in these conditions: a:b:c.
 - d) Discussion of proper goal setting, what behavior under what conditions, to what extent. Discussion of difficulties of specifics and how that causes some anxiety.
 - e) Stress:
 - e.1. Self, how we react to the world: some control in decision making (self).
 - e.2. Creating our own stress (self).
 - e.3. Others: conflict, etc., increased work load.
 - e.4. Time: no control.
 - f) Stress as a blocked effort in trying to move from x ---> y. Who is it that blocks us: self, another, the world, political, etc.?
 - g) Why did God create stress?
 - h) What is your goal? What is causing you stress?
 - Strategy follows from goal and antecedants and consequences.

. Initial Motivations

Fame--prestige Job

Socially acceptable work

Something to do

Formats

Role Models

Change

Job Security

Helping People

Resolution/Confidence

Knowledge

Freedom

High Options and Mobility

Financial Independence

To Please People

Sense of Adventure

Sense of Contribution

Liking Stress

Pleasing Mother (!)

CITE Maslow's Hierarchy

EXAMPLES OF INDIVIDUALS IN PAST WORKSHOPS - AREAS OF CONCERN

- 1. Dealing with unstructured situations; being more receptive
- 2. Be less influenced by other people
- 3. Not be so much in control
- 4. Proper eating activities
- 5. Have more self discipline in my own business
- 6. Procrastinate less, not be so passive, be more assertive
- 7. Learn how to deal better with people who try to manipulate me
- 8. To listen and trust more my inner voice
- 9. I'm a classic Type A, I need to know when to turn it on and off $\hat{\ }$
- 10. Dealing with difficulties with employees arguments or superusers, fellow employees
 - •
 - 12. Working on giving positive feedback
 - 13. Yielding without feeling passive
 - 14. Give up more control to my kids without being out of control (i.e., when is the time to give more control to the kids)
 - 15. Dealing with uncertainty
 - 16. Not have so much of a facade of self-esteem
 - 17. Not worrying so much about how I look in a situation
 - 18. Learning to acknowledge that I can only do so much effectively
 - 19. How do I deal with an overcontrolling boss
 - 20. How do I deal with uncertainty, i.e., a plant closing

Feeling trapped (rieb sufet for fel) largerse of value in work; increasing specially brogneted. Events intelling too quirty to adjust is respert properly; (us.