

Sustainable productivity workshop

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Part 1: Overview of workshop & topic

09.35-10.15

<u>Title</u>	Phones off or on? Experiment.
<u>Website</u>	Website resources. Email. Open source: I'm not an expert: This is what I've got. Here to learn and discuss. Write down, however sloppily, anything that resonates with you.
<u>Make this great</u>	Expert in this: Make sure everyone has the time to ask questions. Include in group. Don't start working during our short breaks – it won't be effective . (but feel so)
<u>Mattis</u>	Manager in tech, hospital visit because of too much stress... twice. Learned and want to help.
<u>Data</u>	Data in Sweden: most common reason sick leave. +14% of all emergencies "acute stress reaction" Why are we exhausting ourselves? Most common females 30-40. Nurses, teachers , social workers. What can we learn from that data? Have you seen examples of this?
<u>Why</u>	Why are you here? (If you don't have trouble with sustainability, you can help others out!)
<u>Information</u>	Looking at experts, it's all "common knowledge." Sleep, food, multi-tasking ... Goal: Non-obvious information + understand why we are doing/feeling like this.
<u>System think</u>	Systems thinking . Consider big picture. Only mental health = only obvious. Only productivity = forget mental health. Productivity hacks? Because I haven't found anything. North star + alignment + remove obstacle = what else would you need? Non-obvious stuff: most people aren't even aware of their stress levels.
<u>Bell curve</u>	Not binary . Not two different kinds of stress. Compare to exercise / coffee.
<u>Productivity</u>	We want to be challenged , engaged = stress. Not too much, not too little.
<u>Yerkes-Dodson</u>	Net stress . Life outside of work. Percieved situation. Reported: workload ... true? How do we know? Mental (listed) + physical + long term (cynicism, exhaustion) Where are you? Hand raise. If on far far right: ask doctor for diagnose & help.
<u>Task complexity</u>	Surgeon example. Many companies still have industrial view of work. Be at the desk for X hours.
<u>Challenge</u>	Grab coffee, visit bathroom. But <u>don't start to work!</u> This is a part of the workshop. Discuss symptoms: your personal , in your team , or even the company . <i>Prepare a glass and something to "clink" with. Clink glass after 5 minutes.</i>

Part 2: The root cause of stress

10.30-11.15

<u>Why are we not fixing it?</u>	Industrial thinking Culture of awesome keeps us from asking for help. (Or add stress!) <i>Enough already! Let's start fixing it!</i>
<u>How to reduce burnout</u>	The tool of tools. If you are to take anything away: take this! Might sound simplistic, but most people actually start with number 4.
<u>Symptoms</u>	Already covered: mental, physical. Short- & long term.
<u>Examine underlying causes</u>	Locate problem before you try to fix it. Some always see problem with themselves our in outside world: both wrong. "Perpetual problem." ← the problem is probably with me.
<u>Stress equation</u>	It means that adding control (like, support) decreases stress, right? Can you be stressed if you're in control? Or if you don't care?
<u>The f*cks I'm giving</u>	Caring as pre-requisite of stress. What if you didn't give a f-? Can you? Again we're different: different qualities appraised differently based on gender (i.e. aggressiveness). + Life outside of work is completely different!
<u>HSP</u>	We're built differently . Some have larger / more active amygdalas and thus stressed out more. Genetics + environment: dangerous situations causes amygdala to grow, PTSD. Good news that brain is plastic . 8 weeks of meditation shrinks amygdala. (but fighting 225m years of evolution!)
<u>Stress & fear</u>	Amygdala(s) part of limbic system. ~225 m years old (shrews have them!) = iterated and QA:d. Quick fast-and-up system. Overrides thinking part of brain – the prefrontal cortex. Self-talk hard. Subconscious identification of danger, not rational. What do you need to be afraid of in 2017? Reflection = understanding patterns. Need distance from self. Imagining problem in future enough to react. What happens if we always worry about future? :(Fight or flight or freeze . (Opposite is rest & digest.)
<u>Fear?</u>	Ask relevant questions to get to root cause . Remember: this is super-subjective .
<u>Cave people</u>	Homo sapiens sapiens not changed for ~50 000 years . Not built for this environment. Bugs . What made us more successful than other species: ability to plan & cooperate . Feature. Not able to survive alone = social part of stress often most important. But not talked about. Ask the real questions. (Slack is not the problem, just like trains and telegrams were not the problem.) <i>Ask for help to gather people together.</i>

Part 3: Fix you

11.30-12.00

<u>Organizational issues</u>	Research sick leave. Patterns of organization & management. Don't put all of the responsibility on the individual. Many standard methods of "leadership" increases stress. Makes sense?
<u>Change attitude</u>	Different reactions to challenge (psyched!) and danger (scared!). Dopamine in addition to fear. Does your attitude determine if you get sick or not? Jury still out on the science. Happiness illusion . Stressed about being stressed, sad about being sad, etc. Purpose of <i>all</i> feelings. Examine the worst case. Realize it's not that bad. Now it's a challenge. We can lower/raise bar (remove a challenge we've chosen) Mindset: Our mental image of the world shapes how we react. Stress the flip side of a positive quality, like loyalty, caring, ambition, creativity ...
<u>Reduce symptoms</u>	The most important is that you find something that works for you . Lose yourself: don't ruminate. Too much: escapism. Try to get endorphins in there, too. Things that might look stressful. BJJ.
<u>Mindfulness</u>	Are you sick of it or want to learn more? Lots of hype, but what the h*ck is it?
- <u>Definition</u>	<i>Usually</i> we mean something like this. Unclear in many studies. Also: placebo?
- <u>Religion</u>	Mindfulness comes with religious connotations ... even when they say it doesn't.
- <u>Pragmatic</u>	Method has helped me and others to fight anxiety. Why? PNS
- <u>The benefits of not being mindful</u>	Thinking about past: learning . Thinking about future: planning . + creativity Judging things as good and bad is obviously helpful .. Alternative cost: is there something better we could spend time/energy on that? ... and some people just don't like it. Trauma, breathing ... Do something else!
<u>Practice</u>	<i>Usually</i> we call this meditation. But it's just focusing on breath. Try for 1 min.
<u>Prevent</u>	What is your pattern, and why? What is a good preventive strategy?
<u>Challenge</u>	Grab coffee, visit bathroom. But don't start fixing other problems! See this as a part of workshop. 5 minutes!

Part 4: Finish

12.10-12.30

<u>Q&A</u>	Is there something we haven't talked about that we should pick up?
<u>Contact</u>	Please contact me with questions / feedback / thoughts / book recommendations. Add me on LinkedIn too.
<u>Site</u>	I will email you this site where you will find everything.
<u>Thank you!</u>	Thank you!!! Turn on phones now! (Was it a good idea or not?)

Bonus

Greatest hits

Individual: lower / raise ambition based on life situation. (instead of assume ambition / non-agile)

Team: psychologically safe environment: honest, affirming.

Organization: allow individual to decide best work situation – (example w/ sick family)

On burnout and work environment

- [?] Increasing emphasis within many companies on short-term, tangible and measurable goals. When these goals can no longer be meaningfully linked to overall and more long-term goals, then motivating power disappears and they are transformed instead into stressors.
- [?] Some researchers say that as few as 7% of professionals have been seriously impacted by burnout. But others have documented rates as high as 50% among medical residents and 85% among financial professionals. A 2013 ComPsych survey of more than 5,100 North American workers found that 62% felt high levels of stress, and extreme fatigue.
- [?] Stress correlated, but not causing cancer. Why? Unhealthy methods for managing stress?
- [?] Burnout: "A state of physical, emotional and mental fatigue caused by long-term involvement in emotionally stressful situations."
- [?] High workloads without opportunities for recovery. "Sprinting all the time."
- [?] Company culture and expectations. Startups want to be cool & chill & friendly at the same time as they want to be ambitious to the point of the extreme. Better to be honest. Also: culture of awesomeness might lead to suppressing (helpful) negative emotions (anger etc.)
- [?] The hardest thing is spending energy on the right things. Both as a person, team, company.
- [?] Too long on the far right of Yerkes-Dodson → body's own feedback loop is broken → exhaustion.

On how the brain works

- [?] "... one of their findings was that the brain reacts in almost the same way whether we are experiencing somatic pain (our body hurts) or social pain (being rejected by person/group)."
- [?] Novelty bias and distractions as cause for stress. Parent yourself by installing Freedom.
- [?] Dualism: "How can I use my brain to my advantage?" "What if I was a dog?" etc.
- [?] Traditionally we think of mental and physical as separate. What's the difference?

Other

- [?] Illusion: looking for calm state in new house / vacation / hikes / clothes.
- [?] Gratitude practice is effective. Why? Perspective.
- [?] When should we accept something, and when should we change it?
- [?] Support: hill slant experiment. people perceive hills to be less steep when they're with other people or when they imagine a supportive significant other alongside them.

The most frequent reported stressors in studies of work stress are

- * high workloads
- * working under time pressure and continual deadlines (without recovery time)
- * conflicting and unclear requirements
- * continual interruptions
- * relationships with managers, colleagues and customers.
- * the frustration arising when personnel do not manage to live up to their own professional ambition levels
- * increasing emphasis within many companies on short-term, tangible and measurable goals.
- * continuous availability and not merely during working hours.

Vision for organization

Clear goals,
an appropriate structure and a democratic leadership,
staffed by good people who know their jobs,
are willing to develop both themselves and the group's work in conjunction with their colleagues
and, not least of all, have a fair amount of self-awareness and self-confidence.