

Clearing the Storm and Living Intentionally

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Sigh with Relief!

- Your brain does not know how you feel – you communicate to it how you feel.
- Anytime you feel stressed, simply take a deep breath and sigh with relief to instantly disrupt the sympathetic system that floods your body with cortisol and adrenaline!
- Sighing with relief triggers your parasympathetic system, causing your brain to release the feel-good hormones – endorphins and dopamine.



Classic Stages of Group Development

- Forming



Becoming familiar with each other and the group

- Storming



Disagreement over procedures, expression of dissatisfaction

- Norming



Cohesiveness & unity, roles and responsibilities established, trust and communication

- Performing



High task-orientation, emphasis on performance & production, goal achievement

Storming!

- The storming stage is the most difficult and critical stage to pass through in the initial formation of a group.
- It is a period marked by conflict and competition as individual personalities emerge. Team performance may actually decrease in this stage because energy is put into unproductive activities.
- Members may disagree on team goals, and subgroups and cliques may form around strong personalities or areas of agreement.
- Failure to address conflicts may result in long-term problems.
- Storming is also a phase that teams fall back into, over and over again, as changes occur.



What causes storming?

- New team phase
- New hires
- Employee terminations
- Resignations
- Change in leadership
- Change in physical environment
- Negative behaviors by team members



It only takes one...

- “One bad apple spoils the whole bunch” is frequently used in articles on group dynamics.
- It only takes one team member to set off storming through:
 - Complaining
 - Gossiping
 - Shirking duties
 - Being uncooperative
 - Other negative behaviors
- How can just one person cause this? Because emotions are contagious!



And Remember, We're Not Just One Team!

- Teams within Teams within Teams
- Each Role on a Team is Made Up of Individuals That Are Also Part of Other Teams (Family, Friends, Volunteer Groups, Students, etc.)
- Clients become important members of our teams, but also belong to lots of other teams, just as each of us does.
- A hospital WB team is part of bigger teams
 - The hospital
 - The Welcome Baby Program
- The hospital is part of a bigger team
 - A corporation, for example, or shareholders
- The team and hospital are related to a bigger team
 - The Family Strengthening Network



Which Role Is Most Important on a Team?

- If an Outreach Specialist doesn't engage with clients, who is affected?
- If a hospital liaison/navigator doesn't get the client to join us at the hospital, does the client become part of our team? Who is impacted by that?
- If the hospital liaison/navigator doesn't refer a high-risk client to a more intensive program, what happens to the client's teams and what's the impact on the home visiting programs?
- If the RN or PC don't follow through with the client, who is impacted?
- If a supervisor doesn't provide reflective support to the staff, can the staff be as effective as with that support?
- The funder, the oversight agencies, communications & marketing, administrative staff, leaders...every role impacts everyone.
- Every role on a team is interrelated to other roles on the team. They're all connected.
- When one role fails to perform, there is a ripple effect.

Behaviors are Just as Important (if not more!) Than Roles

- Consider when someone new joins the team, which frequently causes storming.
- The team is already well-established and they've got their norms set in concrete.
- This person did not norm with the team, so in the beginning is operating under a different set of norms.
- Storming typically occurs because it is not uncommon for team members to react to the new hire by:
 - Judging the person for not fitting in.
 - Criticizing actions the person takes that are outside the team's norms.
 - Feeling threatened by the person if he/she is highly skilled or very enthusiastic.
 - Expecting the person to learn quicker than they may be capable of.
 - Gossiping about the new person.
- If even one or a few team members respond this way, the entire team is thrown into storming.
- However, if each team member is accountable for their own behavior and responsibilities, you can skip the storm altogether and stay in the performing stage of team development.



What Can You Do to Help Your Team Avoid Storming When Someone New Comes on Board?

- 1. Personally avoid the negative behaviors just described.
- 2. Set an intention to make the new person feel welcome.
- 3. Discourage others from gossiping by not participating in the conversations.
- 4. As the new person demonstrates behaviors that are outside the team's norms, simply remind yourself that those norms took quite awhile to establish and it is unreasonable to expect someone to instantly adapt to them.
- 5. Find your empathy. Do you remember what it was like to be the new person at an organization or on a team?
- 6. Volunteer to be an onboarding ambassador.
- 7. What else?

Why is this important for a team?

- You cannot succeed as a group until you move into what is termed a “COHESIVE” state.
- You can't maintain a cohesive state when storming.
- To get through this stage, members must work to overcome obstacles, to accept individual differences, and to work through conflicting ideas on team tasks and goals.
- You cannot reach a cohesive state until you learn to change your thoughts and behaviors – out of fear and into a cooperative way of being.
- **This happens at an individual level first.**



How Do We Get Out of Storming or Better Yet, Avoid It?

- Personal Accountability
- What Goes Wrong?
 - EGO
 - Limited Perspective
 - Judgments

- Ego is the part of our psyche that mediates self-identity and experience. It is instrumental in governing how we adapt to reality.
- We need an ego, but we also need to understand that one of the ego's main functions is to generate emotional waste.
- The ego is not a reliable narrator of experience because its judging nature separates us from others.
- It delights in the drama it can create. The Buddha called the ego the source of all suffering. Albert Einstein referred to it as “an optical illusion of consciousness.”

Ego



Egomania!



- Ego and confidence are not the same thing. To have confidence is to have faith in your own abilities and believe in yourself; the ego is something else entirely. Unlike confidence, the ego operates out of self-interest.
- It seeks approval, accolades, and validation at all costs in order to be seen as “right.” It is resistant to feedback and assigns motive that is rarely verifiable.
- When we allow our ego to run the show, we obliterate accountability, which is crucial for team success, and it frequently leads to stoking the storm.
- The ego never likes to be wrong, so instead of holding ourselves accountable, we judge and blame others, or we justify to excuse ourselves of actually being held accountable.

Reflection - EGO



- Your happiness/engagement is not correlated to your circumstances, but to the amount of accountability you take for your circumstances.
- Self-reflection is the ultimate ego-bypass tool. It is also the core driver of accountability.
- Pause and notice: are you in your heart or your head? Sometimes we may not be able to immediately get out of ego, but if we recognize that we're operating from ego, we can at least mitigate the damage.
- The aim is to stop believing everything you think. Listen to your narrator:
 - Sit quietly with your eyes closed.
 - Do you hear that internal voice?
 - What does the conversation sound like?
 - Do thoughts come and go without your influence?
 - Who exactly is talking?

There are really only two emotions:

LOVE (courage/heart)

Well-being
Contentment
Peaceful
Cooperative
Confident
Supportive
Excitement
Expansive



FEAR (ego/head)

Anxiety
Hatred
Depression
Competitiveness
Loathing
Dreading
Gossiping
Attacking

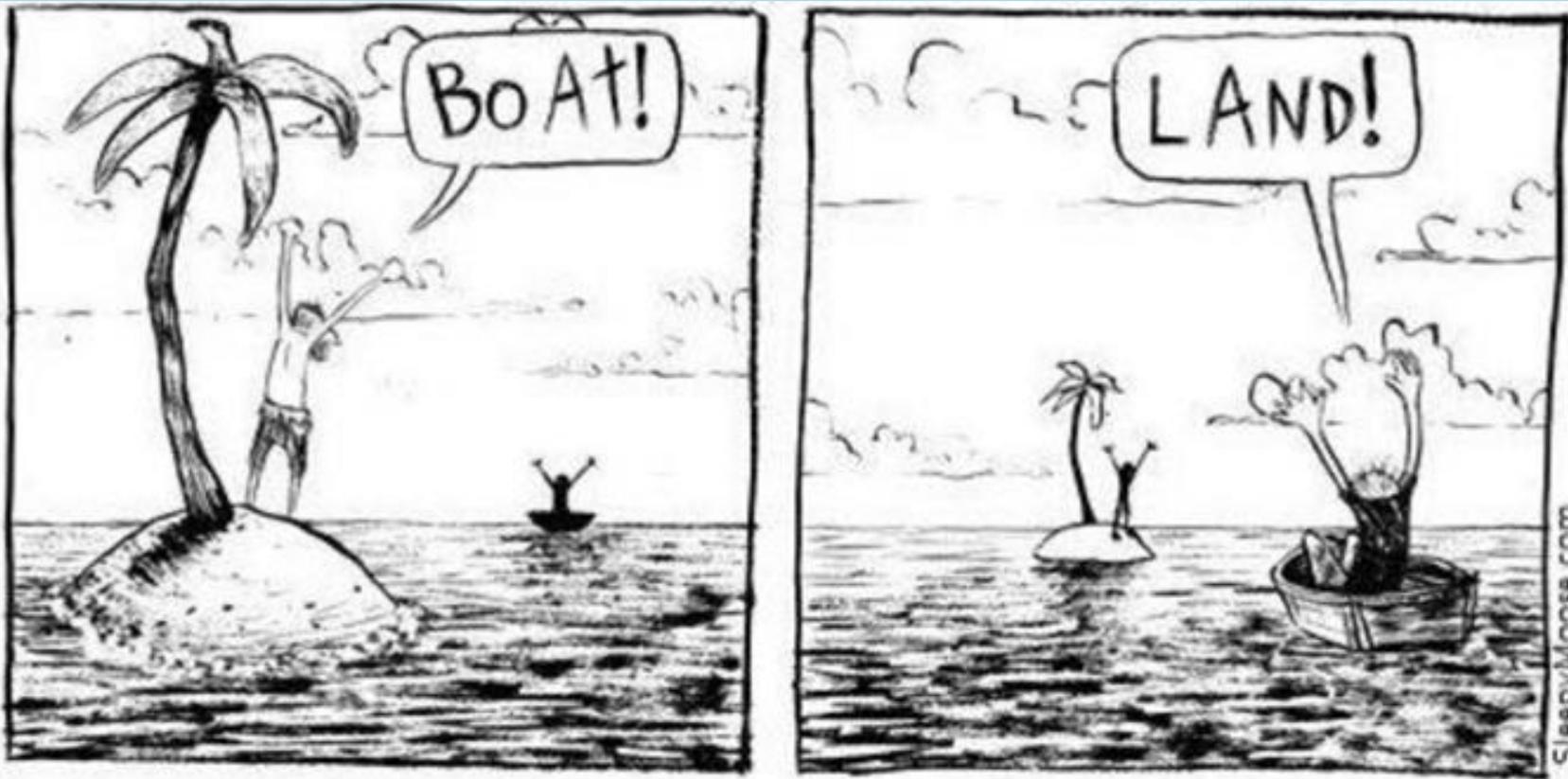


**You can only be in one or the other, never both at the same time.
You have to choose.**

Perceptions/Perspective

- Perceptions are based on our life experiences, including our religion, culture, ethnicity, race and childhood traumas.
- Each of us has our own reality, based on our perceptions. You don't have to change your own perceptions, but you do have to recognize that others' perceptions are not the same as yours. They have their own reality.
- The ego doesn't like this, but there is no absolute right or wrong, only perception. My reality does not look like your reality.
- The ego makes up stories about every situation, but those stories are not "reality."
- Our perceptions determine our perspective.





perspective...

Reflection - Judgment



- When you start judging others or feeling resentment about what you perceive you're not getting, turn that energy back toward your own development.
- For example, if you're in a discussion and frustrated because you believe the other person isn't listening, as soon as you fixate on that, neither person in the conversation is listening.
- You have the power to fix the problem instantly. You go first!
- Give the other person what you think is missing and what you wish to receive.
- Break the stalemate by going first, listening intently, and being the change you wish to see in the world.

Judgment and Blame

- According to Brene' Brown, blame is a discharge of shame. We feel bad about ourselves so we redirect those feelings out and onto someone else.
- We never know the entire “truth.” We usually don't know most of the “truth.” Which makes most of our judging and blaming “fake” news!
- Instead of truths, rights or wrongs, practice looking at everything in life as just your perception of it. My perception may be completely different from your perspective. It doesn't make either of us “wrong.”
- Once you train the ego to stop judging and blaming, you can step into accountability.
- If everyone was accountable for their own behavior, there would be no storming!

Be Reflective (Wayne Dyer)

“A mirror reflects without distortion or judgment. Consider being like a mirror, and reflect what comes into your life without judgment or opinions. Be unattached to all who come into your life by not demanding that they stay, go, or appear, at your whim. Discontinue judging yourself or others for being too fat, too tall, too ugly, too anything! Just as the power of intention accepts and reflects you without judgment or attachment, try to be the same with what appears in your life. Be like a mirror!”



Open Heart, Open Mind



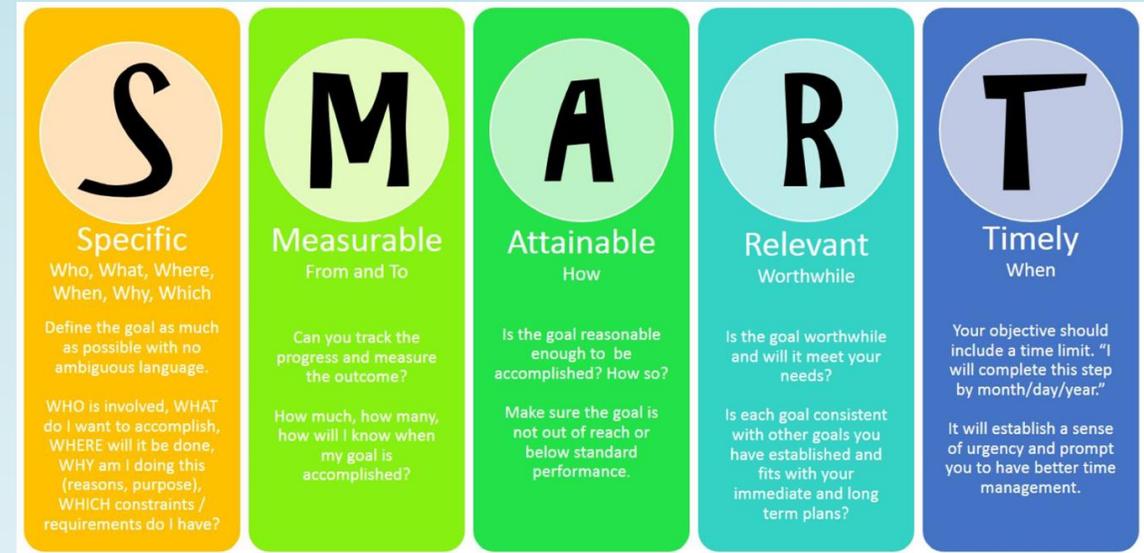
- The heart and mind are connected. When you open one, you open both.
- When you get stuck in judgment with thoughts like...
 - They shouldn't act that way.
 - I would never do that.
 - I don't act like that.
- ...you've created an attitude of *I am right and you are wrong. I am good and you are bad.*
- Open your mind or open your heart.

Action Plan for Areas of Growth

- Although we're discussing your work environment, this process works for anything you'd like to change or for any areas of personal growth and development you want to achieve.
- First, make a commitment:
 - 1. Specifically name the ways you would like to improve_____.
 - 2. What are you willing to do to improve _____?
 - 3. What support would you need in order to accomplish what you're willing to commit to?

SMART Goals & Intentions

- Once you've committed, identify your goal.
 - If you have multiple goals, write them down, but dedicate your efforts toward achieving one at a time.
- What is a goal? An objective that is in the future.
- What is a SMART goal?
 - Specific – Who, What, Where, Why, Which
 - Measurable – From and To
 - Attainable – How
 - Relevant – Worthwhile
 - Timely - When



Set Your Intention

- Intentions are like a subset of goals.
- There are several reasons new year resolutions fail, but one of the top reasons is that you're setting a type of goal that is for an entire year. You can't possibly know what is going to occur 365 days in the future, including unexpected changes or challenges, so it's too unmanageable.
- You also can't hold your focus on that goal every day – too many distractions!



- While goals are a good idea in general, we also frequently set the goal too high and then when we fail, we're reinforcing negative or fearful stimuli to the brain. Or we set a goal that relies on others, so if they don't come through, we fail.
- Intentions are a much better method to achieve your goals. The difference between a goal and an intention is that a goal is long-term – something to achieve in the future, whereas an intention is right now, in the present.
 - For example, instead of setting a goal to release 20 pounds by the end of the year, make the goal to be healthier by the end of the year. Then each day, set an intention that will help you move in that direction, like making one healthy food choice that day, or walking for 15 minutes, or getting a good night's sleep. All of these activities support weight release, but you're again living it daily versus setting it as a distant goal. It's much more effective and long-lasting.
- Now let's say you want to help move your team out of storming. What would that mean and how would you know if you achieved it and by when? You can't change other people, so you can't set a goal or intention for others. So this goal would become something like "I want to be an outstanding team member."
 - Set an intention today to be more accountable. Tomorrow, set another intention to notice your judgments. If you set a similar intention each day, you will be a model team-member by the end of the year and even more importantly, as you live your goal each day through intentions, you are modeling behaviors that will inspire other team mates to follow suit.

- This is true for other goals as well. The most effective way to use intentions is to write down your goal and make it realistic, and word it carefully, then put it away. Your brain gets the message, so you don't need to fret about it every day. Instead, each day, set an intention to do something that will move you towards your goal.
- Intentions are present. What can you do right now? What can you do this morning? What can you do today? They can be small steps – think micro-goals. And intentions don't have to be tied to a SMART goal.
- Want to be happier? Set an intention each morning to do something that makes you happy – cream in your coffee, spending a moment enjoying the sunrise, having breakfast with your kids.
- Want to be less judgmental? Set an intention to notice when you're being judgmental. Set an intention to say “judgment” silently each time you notice. Set an intention to consider a different perspective regarding someone or something you're judging.
- Word your goals and intentions carefully. Think about this - is “losing” something ever good? If your brain is wired to identify “losing” as a negative thing, how well do you think your brain supports “losing weight?” Word your goals and intentions with brain stimulus in mind! Positive, strengths-based, nurturing, self-compassionate – empowering words!



Goal-Setting Flowchart

- **What's my stretch goal?**
 - What's a specific subgoal?
 - How will I measure success?
 - Is it achievable?
 - Is this realistic?
 - What's my timeline?
 - What's one intention I can set today to tie into my subgoal?
 - What's another intention I can set to tie into my subgoal?
- Follow this process for anything in life you want to change or achieve.



Why Setting Intentions Sets You Up For Success

See Resources for link

The more you practice setting intentions...

- The more intentional your life becomes.
- The less stress you experience.
- The less reactive you become, which causes others to change their approach with you.
- The more mindful you become.
- You shift from living a life in response to external events to living an intentional life that moves in the direction you desire.



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**Next cohort
starts May
30th!**



Visit our website at:

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Resources

- Intention Setting 101 - <https://mindfulminutes.com/intention-setting-101/>
- The Power of Intention, Wayne Dyer
- *Radical Response Ability*, Teresa McKee, Balboa Press (forthcoming 2020)
- *Smarter, Faster, Better. The Transformative Power of Real Productivity.* Charles Duhigg.
- Why Setting Intentions Sets You Up For Success - <https://www.youtube.com/watch?v=1Oq0DnsMBKs>