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Getting practical: You as a leader

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Priority Mgmt Day 2 Day
Fragmentation atn

Head up
Vision

Time to think about strategy

Powerless leader

Resistance to change

Bureaucracy

Issues

Attention fragmented

Expectations external

Always there

Multiple hats

Ext demands + int conflicting

Always on

Possible solns

Manage what you can see

Say no | turn off

Time block + name time

Know your tools

Principles

Avoid exploitation

Managing your time

Bringing best self, putting on your own mask first, being a role model...

Everything else

Sphere of Influence

Sphere of Control



Different types of stress, work overload, overwhelm

Different types of drowning in work

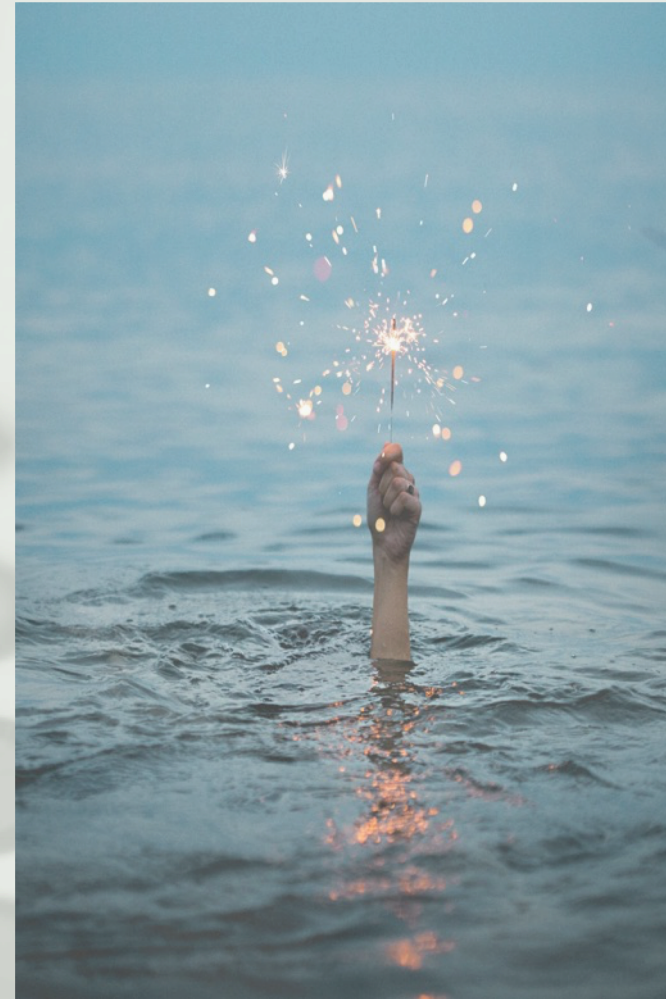
Obsessive passion

Workaholic

Extrinsic motivation



Burnout!



Harmonious passion

Love the work

Intrinsic motivation

Wear out!

Still drown ...

Characterising the **sources** of overwhelm

Identifying the sources

Imposed

Expected – by others

Taken on

Passion, FOMO?

Expected – by self

Perfectionism?

Imposter syndrome?

Time a fixed limited resource

86400 secs/day

So ...

who/what/why
are you saying
yes
to?

- Values
- Important areas

Every YES
entails a NO

Working hours?



“A YES is nothing without the NO that gives it boundaries & form”

(Bungay-Stanier p.165)

Look after thyself

Creating conditions for optimal functioning ... unequivocal huge evidence base!

Be!



Eat



Sleep



Move



Play



Relate

Prioritise & schedule

What are your non-negotiables?

Language matters...

What is your real / realistic aim?

Work-life balance?

Work-life separation?

Work-life integration?



Alignment wrt
values

Health-life

agreement [Gulersen &
Aycan, 2019]

3 domains (work, family, self)

*4 profiles: harmonious, carefree,
exhausted, nonharmonious*

Love-loathe
imbalance

[Buckingham & Goodall, 2019]

What are all the
areas of your life
that are important to
you?



Eg...
Family
Work & career
Recreation
Health
Creativity
Spiritual
Service
Relationships
Social
Finance
Etc...

How well does your life currently honour your values, all the areas that are important to you, work to your strengths etc?

Proactively plan - schedule

- Prioritise the 'great work', the work you really care about
- Put things in the calendar
- Start with the most important – block out time for them
- Explicitly schedule the great work, the longer-term value work
- Don't forget to include your 'things'
 - e.g. reading, sitting/thinking, exercise, social etc

What are the things you'd love to find more time for? Schedule the time!

Responding to requests/opportunities = the importance of creating a **pause before responding**

- Why?
 - Time to think and respond rather than react
 - Engages pre-frontal cortex – cognitive processing
- How? Strategy suggestions?
 - S.T.O.P. Literally pause, breathe in the moment
 - Use extra verbals 'ah ha'
 - Ask for more information, get specific
 - Say you will think about it and get back to them (when)
- Other strategies to create a pause?

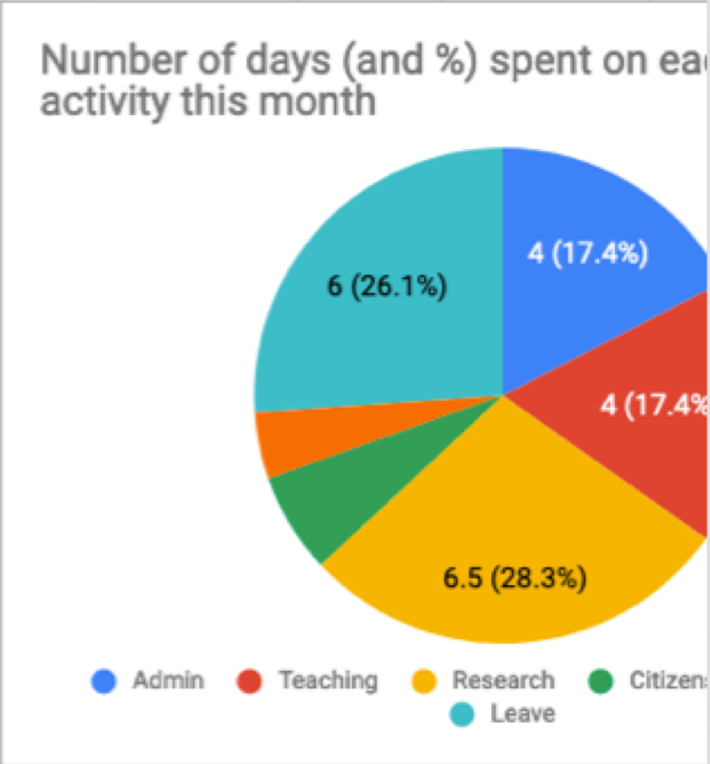
Example: Managing commitments

	6/17	6/24	7/1	7/8	7/15	7/22	7/29	8/5	8/12	8/19	8/26	9/2	9/9	9/16
Scout	Write ✓	Write ✓	Andy Feedback	writing ✓	writing ✓	writing ✓	Andy feedback					Amanda's bad	Abstract	Submit
Adaptive PL	Observation ✓	Observation	Observation	/	/	/								Submit
Design barriers	TOCE ✓	TOCE	Data	Data	Data	Analysis	Data Analysis	Survey Analysis	Write	Write	Write	Polish	Abstract Polish	Submit
Colloids	Deploy ✓	Deploy	Finalized communication	Pilot ✗	Pilot ✗	Data Analysis	Data Analysis	Analysis	Write	Write	Write	Polish	Polish	Submit
ML literacy	Data collection ✗	Data collection SAP ✗	Data collection	Data collection	Data Analysis	Data Analysis	Data Analysis	Writing	Writing	Polish	Polish	Polish	Polish	Submit
Upward Bound	Prep ✓	Prep ✓	Class	Class	Class	Class	Class Method + intro	Class + result + action	Analysis Results	Abstract + Polish	Trim + submit	Archive	/	/
Koli Calling	Idemp ✓	Idemp ✓	Idemp ✓	Idemp ✓	/	Outline	Title + abstract	/	/	Slides	Slides	Slides	Slides	/
Funding	Review budget	NISE staff meeting	/	/	/	/	Meeting materials	/	/	Team meeting	/	/	/	/
CS For All WA	Planning	Next Gen summit	Admin guide	/	Data pipeline	Content update: BPL	/	/	/	/	/	/	BCRP contenting	/
ICSE SEET	Activity plan	Draft emails	Hot ERP	/	Review form	Training 1.0	Training 2.0	/	/	/	/	/	/	/
ICER PC	/	/	/	/	Reuse proposal	Meet w/ Dan	/	/	/	/	/	/	/	/
INFO	Teaching guide	Teaching guide 1.0	Teaching guide TRAINING	/	Teaching office hours LO TRAINING	/	/	/	/	/	/	/	/	/
Teaching	INFO 442	INFO 442	INFO 442	/	INFO 442	/	/	/	/	/	/	/	/	/

From Andy Ko's blog post:

<https://medium.com/bits-and-behavior/managing-overcommitment-in-academia-8d281a2df09>

A	B	C	D	E	F	G	H
Total # working days available	23	Commitment	# of working days	type	Category	# of days	
Allocated	23	half a day per week for planning and review	2	A	Admin	4	
Not yet allocated	0	half a day a week for email	2	a	Teaching	4	
		teaching (prep, contact time, marking, committee meetings)	4	t	Research	6.5	
		PhD students	2	R	Citizenship	1.5	
		degree programme leader	1	c	External	1	
		conference attendance	4	r	Leave	6	
		bank holidays, annual leave, medical appointments	6	l			
		consultancy	1	e			
		reviewing papers	0.5	r			
		attending departmental staff meeting	0.5	c			



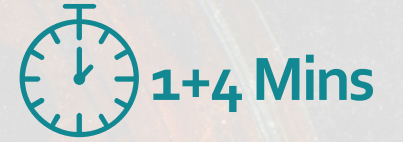
this is a template that you can copy and paste into each of the monthly sheets. I have found it easiest to use half days as the smallest unit. Coming up with the list of stuff that has to be included takes a few steps: 1) standard predictable things like scheduling some time each week to review my to-do list, plan what needs to be done, update this spreadsheet, schedule stuff in my calendar, etc. Also being explicit that you need time to do email. I block out half a day a week to get my inbox to zero and respond to messages and do small admin tasks. 2) Then there is the stuff that

varies depending on what your role depends on how many students you have etc. Teaching time. Being a programme leader attending a conference or taking a sabbatical work out which stuff isn't going to be done as you said you would do. 5) Watch out for things that relate directly to the commitment to see what can get done in half a day. For example, read a paper and write a review for a journal with more accuracy. <https://en.wikipedia.org/wiki/Commitment>

From Anna Cox's blog post & template:
<https://drannalcox.tumblr.com/post/185041863091/creating-my-commitment-calendar-getting-to-grips>

Consider....

Crafting your own 'good life'



What areas/aspect of your life do you want to prioritise more?

How important are they to you (scale of 1-10, not important-very import)?

What can you do more/less of for your own **wellbeing**?

- Eat, sleep, move, play, relate...

What strategies can you put in place around **working hours** that work for you?

What are you already doing well? Which areas do you want to **develop**?

Which one thing could make the biggest difference?

Two simple hacks

For managing attention, getting perspective

Leader Hack: The power of the **breath** and the **purposeful pause**

Deep breath, lengthened exhale

At any time

Between context shifts ... 20 secs

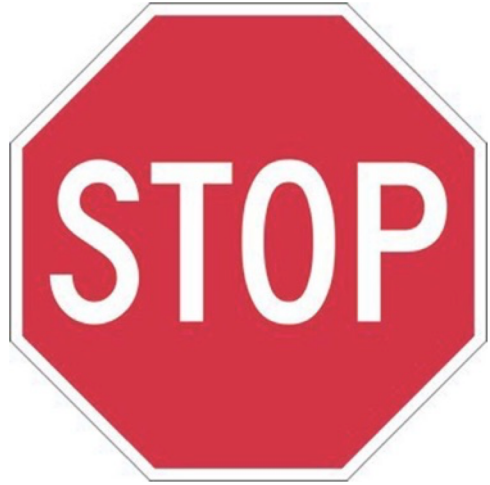
Between listening and answering... 2 secs

breath

Shift from reacting to responding

Focus, presence

Example: S.T.O.P



S. Stop

T. Take a deep breath

O. Observe

what's going on (thoughts,
feelings, body etc)

P. Proceed

Only takes a minute!

(Feel free to breathe, reflect for a couple of minutes longer!)

STOP when feeling stressed

STOP before making a decision, shift from reaction to response mode

STOP before saying a 'yes' you really don't want to say

STOP between back-to-back appointments to help shift focus

STOP before putting in the key in the lock, arriving home from work

STOP to savour, celebrate a success, something good...

Alternative: BOX breathing – count 4 in, 4 hold, 4 out, 4 hold



Leader Hack: Example **self-distancing** techniques

Reflecting on social experiences from a self-distanced perspective


Visualising an experience from an **observer's** perspective

Talking to/about yourself in the **third person** (maybe not in company!)

Increases heart rate variability

Example evidence base on value of **deep breathing**

The science of slow deep breathing ([MacKinnon](#) overview)



Parasympathetic stimulation – neural, chemical, physiological
– Move from amygdala to PFC pre frontal cortex


Decrease cortisol/adrenaline, increase HRV & oxytocin

Breathing modulates brain activity and mental function ([Zelano 2016](#))

“[Nasal] breathing therefore **modulates emotional recognition and memory recall**, with both processes being more accurate during breathing in compared to breathing out.” ([Costandi 2016](#))

Example evidence base on high HRV – heart rate variability

The science of HRV[Grossman et al 2016; Kross, 2019; various]



Higher HRV (cardiac vagal tone) linked to functioning of executive brain circuits

Increased by

Deep breathing, self-distancing techniques, mindfulness ...

Associated with better emotional self-regulation, working memory, broadened perspective, increased objectivity/less ego-centricity, wiser decision making/judgements,

The background of the slide is a dark, muted teal color. It is filled with a bokeh effect of out-of-focus light circles in various shades of green and blue, creating a soft, textured appearance.

Moving forward

Taking action

Who are you (or who do you want to be) as a leader?

Write your OWN leadership statement



Guided by my values of

I am leader who

In particular I use my strengths of
to

Towards developing better conversations as a leader?

What small actions could you try out?



- What has resonated?
- Which one thing could make the biggest difference?
- What will you commit to trying?

Send yourself an email

Make a calendar date to check in with yourself