



Geared for Success

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The 3 R's—Resilience, Resilience and Resilience

When describing great leaders, people often say comments like “keeps cool under pressure”, “adapts quickly to new situations” or “quickly can bounce back after setbacks”. In today’s changing workplace, leaders and their teams are increasingly confronted with the need to be resilient. The complexity of work demands flexibility, strength, speed of recovery and buoyancy to move our organizations forward. The stresses we face have deep impacts on the way people make decisions, communicate with others, build relationships, complete work assignments, interact on the team and much more.

Developing resilience involves thoughts, behaviors and actions. It is an active process for how we approach life and conquer challenges. Experts say that resiliency can be improved by particular patterns and skills related to stress management. Henry L. Thompson created the ARSENAL™ Model and instrument to address practical ways professionals can build their resiliency.

The ARSENAL™ instrument measures seven best practices that are key to reducing the negativity of stress and building resilience. In a big picture way, the model examines ways to integrate the best practices into everyday work and home life.

The components of the ARSENAL™ Model/Instrument are: **A**wareness, **R**est, **S**upport, **E**xercise, **N**utrition, **A**ttitude and **L**earning.

Each of these components or best practices can be measured and become your “arsenal” for handling stress and building resilience. They can also help you mitigate the vicious impact that

stress can have on your health. Each best practice listed below is part of a holistic system –one in which you can build to create greater resilience for yourself.

• **Awareness** – The capacity to tune in to your environment and to yourself. It enables you to have a good sense of your abilities and focus.

• **Rest** – Allows the brain and body to repair, rebuild, regenerate, and



process. Rest is not only sleep, but other activities such as enjoying nature, taking vacations, having hobbies, and allowing for adequate breaks.

• **Support** – Is the psychological, emotional, and physical help we get from others. It is an investment in relationships that can have a noticeable impact on your life.

• **Exercise** – Refers to physical activity that builds cardiovascular and muscular strength.

• **Nutrition** – Is a mentally demanding best practice that refers to everything entering your system from what you eat and drink to air quality.

• **Attitude** – Is a reflection of your mindset, optimism, happiness and contentment. It is a window into your motivations, commitments, character, and self-practices.

• **Learning** – Is about being a seeker of knowledge, skills and abilities on a continuing basis.

The demands and pressures at work and at home can cause dynamic shifts on our ARSENAL. Simply put, these best practices take commitment and constant awareness. When you are under a great deal of pressure or stress, you may find yourself backsliding.

A recent coachee explained it this way, “My ARSENAL results are less about who I am and more about where I am.” To bring balance to your life, understand the importance of evaluating where you are on your ARSENAL components and making corrections as necessary.

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“We all encounter hardships. Some we see coming; others take us by surprise. It can be as tragic as the sudden death of a child, as heartbreaking as a relationship that unravels, or as disappointing as a dream that goes unfulfilled. The question is: When these things happen, what do we do next?”

Sheryl Sandberg

The 3 R's—Resilience, Resilience and Resilience

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Stress will always be with us. Your ability to demonstrate resilience is evident in your choices, actions and words. Some of your ARSENAL practices have developed over time; other aspects require your attention. Your success at being resilient is a powerful testimony to your strength, endurance and persistence.

Jan Hovrud is a Master Practitioner and Coach for ARSENAL™. She offers coaching sessions and training to help individuals and teams build resilient behaviors.

Why Post-Mortem Meetings are Important to Your Organization

Post-mortem (sometimes called “retrospective” or “lessons learned”) meetings are structured to continually improve processes. They identify what worked, what didn't and enable organizations to implement lessons learned for going forward. Post-mortem meetings are usually held at the end of a project, however, they may also be used during intervals to provide course corrections.

Post-mortem meetings are essential to driving continuous improvement and adopting best practices. Yet, many organizations do not use them on a regular basis. This practice is needed to make essential changes, implement innovation and resolve issues.

Here are some of the many benefits:

- **Celebration of Successes** – Take the time for reward and recognition during a post-mortem meeting.
- **Sharing of Information** – Sharing lessons helps create best practices in your organization. They set a foundation for what can and should take place in the future.
- **Learn from Mistakes** – By identifying what didn't go particularly well, the meeting allows everyone to prevent mistakes from happening in the future.
- **Improves Morale** – A post-mortem meeting enables people to see how their work directly impacted the project. It creates a team environment by pulling all of the components together.
- **Provides Closure** – People are able to see if issues they raised get addressed before moving forward to the next project.

Post-mortem meetings can be uplifting and motivating. When structured with a focus on benefits, the team can learn, grow and connect in positive ways.

Resource: “Essential Post-Mortem Business Guide”,
by Kate Eby

April is Stress Management Month

Use the following link to the Training Werks Stress Resources page to learn more about stress and work:

<https://training-werks.com/stress-resources/>

Improving Your Peer-to-Peer Communication

Peer-to-peer communication is a vital component for your success and the success of your organization. Creating team cohesion and collaboration are two of the critical gains when peers effectively communicate. Notably, peer relationships may be the most challenging part of your workplace. In a survey about workplace conflict conducted by NetSpeed Learning Solutions, 600 respondents felt interpersonal difficulties had seriously damaged their productivity and job satisfaction. Strive to develop good communication by focusing on your actions in the following areas with peers:

- **Be engaged and actively listen to others. Do not interrupt.**
- **Respect other's perspectives. Seek ways to build bridges.**
- **Be an example of integrity that others can trust.**
- **Notice body language, facial expressions and voice tone.**
- **Be observant of what is important to others.**
- **Be a giver more than a taker in relationships.**
- **Instead of criticizing—ask probing questions.**
- **Avoid gossip.**
- **Stretch your ability to work with all kinds of people.**
- **Get to know people personally.**
- **Be transparent.**

Mastering peer-to-peer relationships enables you to feel happier and more productive at work. It provides you with a network of people you can depend upon. Outcomes include: reduced stress, less rework, fewer mistakes, more effective dialogue exchanges, greater trust and respect.

Resource: [Peer Power—Transforming Workplace Relationships](#), by Cynthia Clay and Ray Olitt

Finding Your Way Out of the Rust-Out Zone

Are you feeling underutilized, lacking in motivation and “benched” at work? In the 1980’s a psychotherapist named Paula Coles defined the term “rust-out” to explain how she observed professionals who were lacking in stimulation at work. Rust-out refers to chronic boredom. It is being in a position that is uninspiring and fails to stretch the person’s skills. The result can be apathy, alienation, lack of a sense of purpose and stagnation.

Rust-out can happen for short periods of time or can be prolonged. It can happen when someone is overqualified, has reached a glass ceiling, is in an unchallenging role that they have done for a long period of time or have made a mistake and are being sidelined. Regardless of the reason, it is important for our own well-being that we address getting out of the rust-out zone.

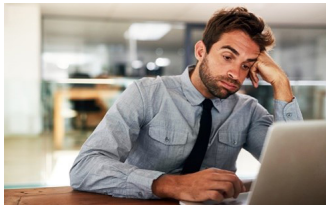
In the article, “What is Rust-Out?”, by Fiona Thomas, the author suggests several ideas for moving out of the rust-out zone.

- **Do a core self-examination** – What are your strengths? What are you passionate about? How could you best contribute to your organization or another organization?
- **Talk to your boss** – Ask to take on extra responsibility

that could better utilize your skills. Volunteer to start a new project that is needed in your organization.

- **Push yourself to learn new skills** – Ask to go to training, be involved in committees and attend meetings that would give you exposure.
- **Take on new hobbies outside of work** – New experiences provide you with opportunities to learn more about yourself and to discover what you love. They also give you fulfillment.
- **Use time to enrich yourself** – Be disciplined about reading, watching videos and seeking out knowledge from others.
- **Notice what others need from you** – What skills/knowledge do you have that others rely upon? How can you further enhance them? Define your areas of expertise.
- **Look for other career options** – Perhaps another job would be a better fit? Do you need to rethink your career path?

The good news about rust-out is that you have the power to make changes. Rust-out does not have to be a permanent state. Taking action will get you on the road to fulfillment and self-satisfaction.



“Put everything you’ve got into everything you do.”

John C. Maxwell

Boosting Your Optimism

Optimism is an integral part of self-motivation, stress management and reaching goals. As one of the fifteen competencies of Emotional Intelligence, optimism helps people strive, overcome and succeed when placed in adversarial positions. For those who do not have innate optimism, this competency is important to develop and grow. In the article, “7 Habits That Can Help You Become More Optimistic”, by Harvey Deutschendorf, the author identifies some specific, easy to employ methods for building optimism.



1. **Before going to sleep, reflect on what went well today** – even the small stuff. What did you enjoy? What validated you? What were you successful at?
2. **Start each day focusing on goals and expectations.** As soon as you wake up, think about what you want to accomplish. Visualize yourself at the end of the day completing your list.
3. **Record your daily progress.** Take note of the small wins you had. Write them down. No matter how incremental. Think of life as a marathon, not a sprint. Watch yourself advancing even in small measure.

4. **Practice gratitude.** At the start or end of each day, record your gratitude in a journal. Communicate thanks to people in your life. Never forget the basics or take your life for granted.

5. **Always seek solutions first.** When faced with a problem, begin by spending time thinking about solutions, options and ways to overcome it. Don’t waste time blaming others and stewing on the particulars of the issue.

6. **Surround yourself with optimists.** Optimism is contagious. Look for other optimists to share like-minded thinking that is focused on the future. Feel the positive energy.

7. **Learn Your Way Forward.** Learning helps to support efforts to think more optimistically. Make a yearly goal to learn a complex skill or study deeply about something that interests you. Maybe you would like to learn a new language, complete a physical fitness goal, dig deeper into a historical event, etc. Take the time to set the goal and revisit it monthly.

Optimism impacts your general outlook and view of the world. As leaders our optimism helps to propel the team into the future—one with hope and positivity.

Give Yourself a Lift

Looking forward to embracing new skills, developing your capabilities and exploring your strengths? 2020 was a time for great change to our personal and professional lives. Now that we are beginning to move forward, isn't it time that you focused on yourself? Coaching helps you be your best professional self, build your self-awareness and discover new ways of thinking and doing. It can be the career lift that your professional life needs.

Jan Hovrud is offering individual, customized telephonic coaching sessions based on the EQ-i2.0 instrument, 360 instruments, MBTI Step II and ARSENAL. Coaching is time well spent for a lift into your successful future. It can be a singular session or multiple sessions over a period of time.

Coaching Available for Leaders and Team Members

Contact Jan Hovrud for details and pricing.
(435) 647-0516 or
jhovrud@training-werks.com



**“The only thing worse than training employees and losing them –
is to not train them and keep them.”**

Zig Ziglar

How to Gain Buy-In From Your Boss

As you know, having a new idea is just the first step in being able to implement it. You need to get your boss's support. How you think through and ultimately present your idea will make or break whether it actually happens. Try this method for building clarity and influence in your communication.

1. **Explain the root cause of the problem and how your idea will address it.** Before meeting with your boss—Keep asking yourself “why” until you have complete understanding. Do a deep dive to ensure that your idea covers the issue in a comprehensive way.
2. **Examine all the secondary issues that are happening as the result of the current situation.** What are the impacts from a big picture standpoint?



How could your idea save time and/or money?

3. **Describe your best solution.** Mentally brainstorm options. Think widely. Analyze each option around the reality you see happening currently.
4. **Define the details of your implementation plan.** After you determine your best solution, determine the process for implementation. Include cost estimates, people resources and time estimates. Think—who, what, when and how. (e.g., Who will need to approve the plan? How will details be communicated? etc.)
5. **Create your vision with a control group.** Using a control group enables you can easily track the benefits of your idea.

Resource: “How to Get the Boss on Board with Your Idea”,
by Lisa Quast

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