

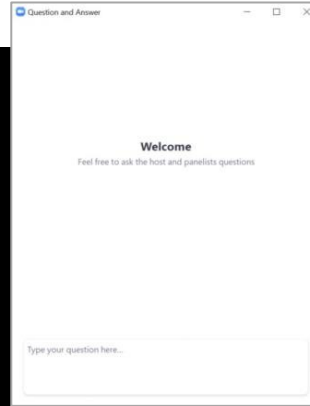
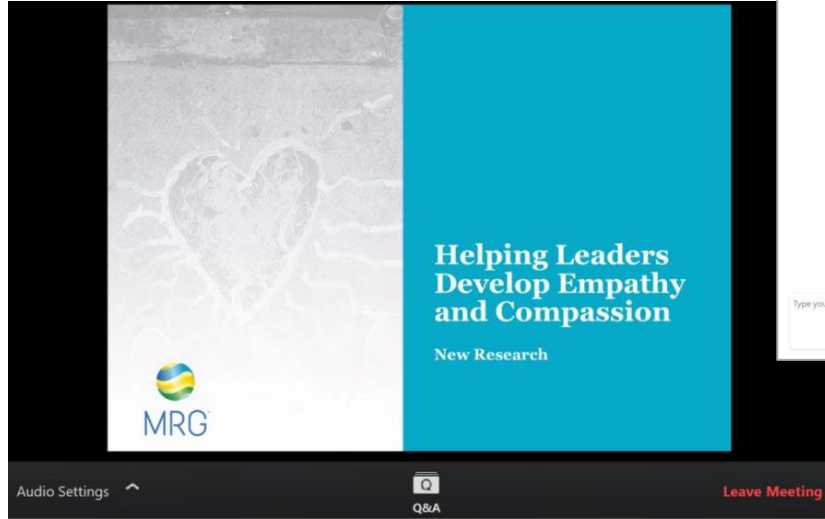


Coaching for Resilience

Help your Clients Out-Smart
their Reactive Brain

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Head of Research & Education, MRG

Christine Chasse, M.Ed.
Executive Coach, MRG



Delivered to your inbox after the webinar:

- Slides
- Recording
- Q&A

Today's Hosts



Lucy Sullivan



Samantha Lapham

Have a question?

Hover over the bottom of your screen to get the tool bar. Then click Q&A.



Management Research Group is a global leader in designing assessments that foster a deep self-awareness and impact people in profound and meaningful ways with solutions for Leadership, Motivation, Personal Development, and Sales.

MRG conducts extensive research on motivation and leadership, leveraging a database of more than 2 million assessment participants.



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Agenda

1

Why Are We so Reactive?

What makes
resilience hard
to achieve

2

The Role of Motivation:

How motivational
self-awareness
can steady us

+ Q&A

3

Case Study

Coaching an
overwhelmed client
to develop resilience

+ Q&A

Audience Poll

**How stressed are your clients
*compared to 5+ years ago?***

A.

Overall, they are less stressed

B.

Stress levels seem about the same

C.

Overall, they are more stressed



WHY are our clients more stressed than ever?



Leadership expectations have evolved...





Do more with less

Innovate

Sensitivity
(no more yelling)

Develop direct reports

Manage change

Communicate well
Provide good feedback

Individual contributor responsibilities

Deliver more results



Innovate

Coaching

Handle complexity

MORE Individual contributor responsibilities

Individual contributor responsibilities

Diversity & Inclusion

Sensitivity (no more yelling)

Do more with less

Executive Presence

Communicate well

Provide good feedback

Develop direct reports

VUCA

Deliver more results

Manage change



Innovate

Coaching

Handle complexity

Resilience

MORE Individual contributor responsibilities

Mindfulness

Individual contributor responsibilities

Diversity & Inclusion

Do more with less

Agile leadership

Sensitivity (no more yelling)

Provide good feedback

Executive Presence

Employee Engagement

Communicate well

Global Leadership

Develop direct reports

Digital Leadership

Deliver more results

Manage change

VUCA

New Conveniences, New Challenges

Ambiguity in Hybrid and Virtual Work



Working harder to
interpret non-verbal signals

Distractions & switching
gears



Connectivity & technical
challenges

Potential for information
silos

The Bottom Line: Stress Levels are Rising



49% of Americans report frequently feeling stressed in daily life. That's up 10% from 1994.



17% of U.S. adults describe their mental health as “only fair” and **7%** as “poor.”



The percentage of U.S. adults who report having been diagnosed with depression at some point in their lifetime has reached **29%**.

Source: [Gallup](#), [Gallup](#), [Gallup](#)



Our Brains

And why they're set
up to be reactive – not
resilient



Our brains are designed to...



keep us safe

conserve energy

...which means they...

**are hyper-sensitive
to threats**

**get lazy and
take shortcuts**



Think about our two brain patterns:



Thinking Fast

- Continually scanning
- Always on
- Fast but error prone
- Works automatically
- Uses shortcuts, impulses and intuition
- Mechanisms use little energy

Thinking Slow



- Used for specific problems
- Has to be “turned on”
- Slow but reliable
- Takes a lot of effort
- Solves complex problems and uses self control
- Mechanisms use a lot of energy



More stress means more time spent here – in a highly reactive space.

Our brains can't process everything around us. They take shortcuts.



We know where to step off a curb when walking down a sidewalk, even if we're not looking down.

We look up when a horn honks – we scan and respond to what requires immediate attention.

We can infer that the sudden loud music playing is from a passing car.



But when we apply those shortcuts to complex situations... it gets tricky.



You've been tasked with leading a project – many aspects of it are new to you, there is pressure to meet deadlines, and you're working across teams with new colleagues.

Your brain can't process everything that's happening – so it takes shortcuts.

You start making assumptions based on your experience.

Whenever I feel overwhelmed, I do this to feel more in control...

The last time someone gave me that kind of feedback, they really meant...

When my last boss gave me this responsibility, they expected me to...

I don't like it when other people do this, so instead I have to...



But when we apply those shortcuts to complex situations
– or to people – it gets tricky.



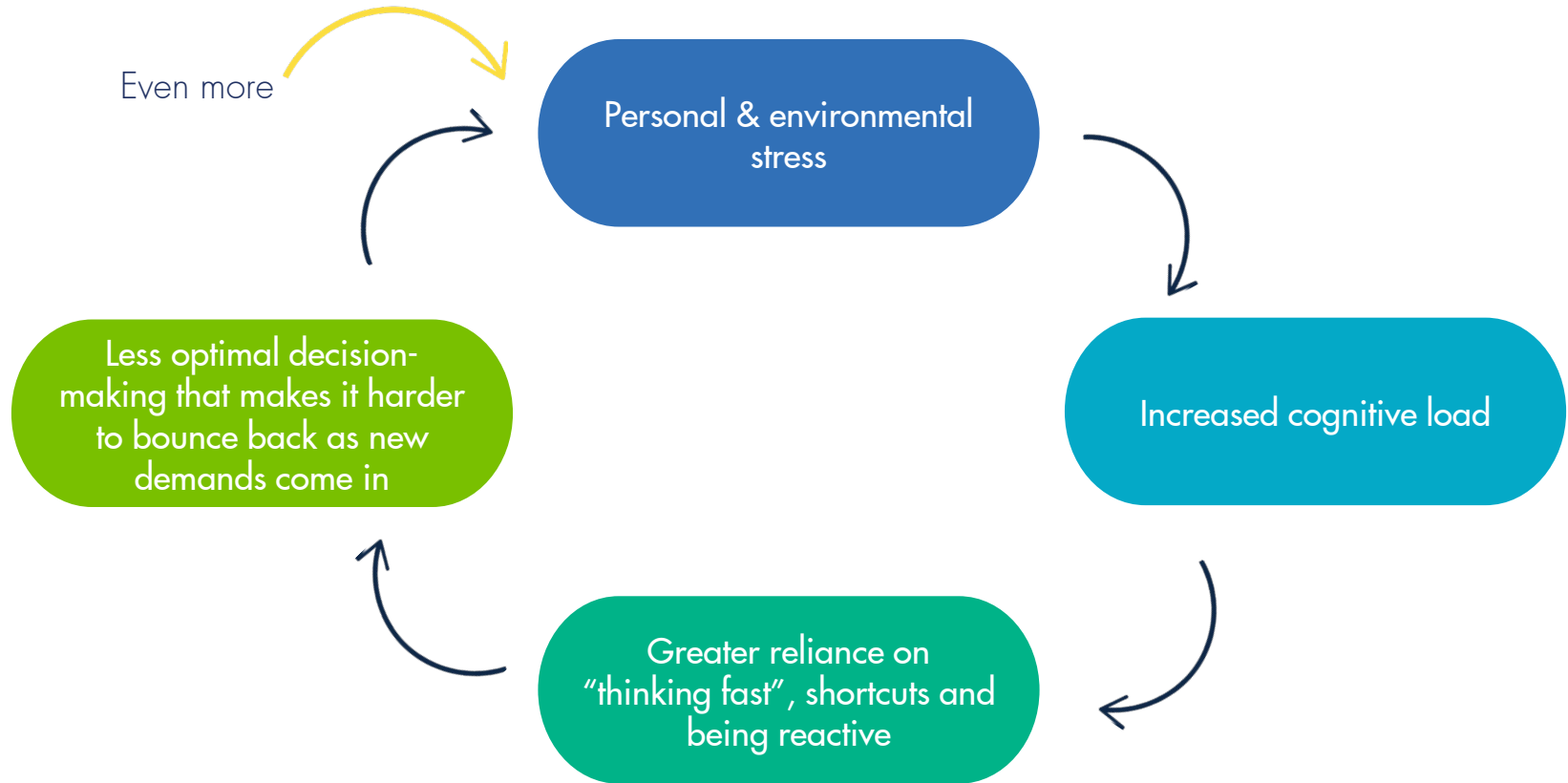
Our brains don't distinguish between what we KNOW about a person or situation vs. what we INFER using these shortcuts.

We don't know we're relying on biases and shortcuts to process the world around us.

... AND speed, complexity, stress and cognitive overload increase our reliance on our shortcuts.



How the reactive cycle reduces resilience



How do we break the reactive cycle and start to build some resilience?



Self-Awareness



Motivation:

How understanding it
can help us build
resilience





MOTIVATION *noun*

[moh-tuh-vey-shuhn]

What drives or attracts you.

What drains or repels you.

4 Key Things to Understand about Motivation



1

Motivations are formed early and evolve throughout our lives.

2

We may not recognize how strong or weak our motivations are compared to others'

3

Our most extreme motivations are easy to underestimate – they're so ingrained, we just see them as normal.

4

Our motivations aren't straightforward – they can conflict with each other.

BEHAVIOR

An action, a habit, a pattern, or an activity that you engage in.

The people around you can observe your behavior.

Your behavior may reflect your environment or a specific situation.

You have behavioral patterns that develop over time, but individual behaviors may differ from day to day.

vs.

MOTIVATION

Something within that drives you, excites you, energizes you.

The people around you cannot observe your motivations.

Intrinsic, and often stays consistent even when circumstances change.

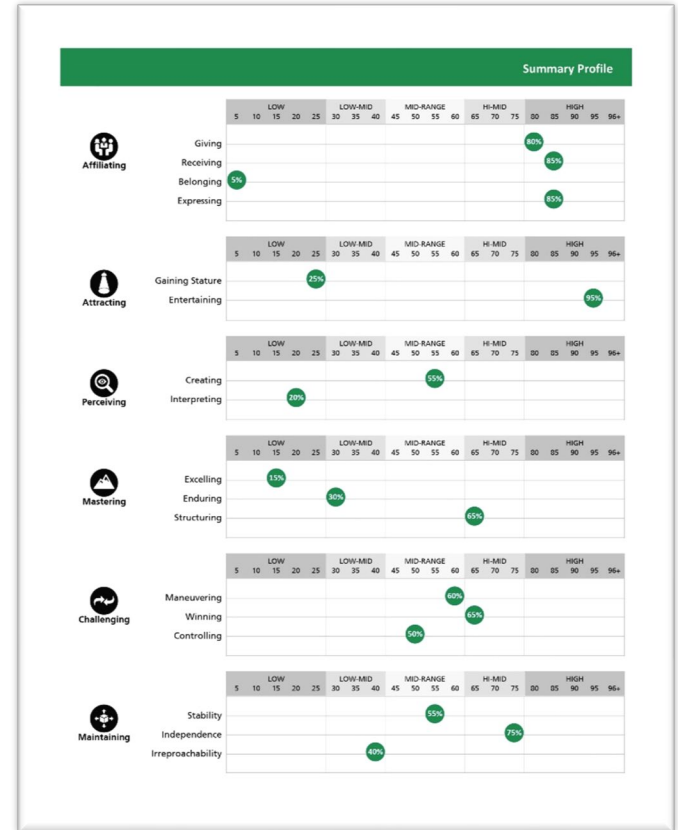
Your strongest motivations often develop early and stay with you for most of your life.

Individual Directions Inventory™



A semi-ipsative psychometric questionnaire that measures 17 motivational dimensions.

| | | |
|--|--|---|
| <p>AFFILIATING</p> <p>Giving Receiving Belonging Expressing</p> | <p>ATTRACTING</p> <p>Gaining Stature Entertaining</p> | <p>PERCEIVING</p> <p>Creating Interpreting</p> |
| <p>MASTERING</p> <p>Excelling Enduring Structuring</p> | <p>CHALLENGING</p> <p>Maneuvering Winning Controlling</p> | <p>MAINTAINING</p> <p>Stability Independence Irreproachability</p> |



What do we learn from our motivational profile?



Why do I...

... think the way I think?

... behave the way I behave?

... feel the way I feel?

... make decisions the way I make decisions?

What is my awareness around these motivations and how they impact me?

You're coaching someone whose motivational profile shows they are highly motivated by...
GIVING Providing comfort and being supportive, caring, sympathetic, helpful, and generous

What may feel good

Being protective, helpful,
sensitive to others' needs

What may feel difficult

Saying no,
prioritizing their own needs

Thoughts & beliefs

- People only like me because I'm helpful.
- My needs are less important than others'.

Emotional reactions

- I resent people using me, but I hate saying no
- I feel rejected when no one wants my support

Behaviors

- Some of my relationships are one-sided
- When resources and support are available, I can't bring myself to use them
- I ignore the resentful feelings I develop until I'm overwhelmed and blow up at people I care about

Motivational self-awareness gives us a data-driven opportunity to disrupt the reactive cycle and help clients build resilience.

Thoughts & beliefs



Emotional reactions



Behaviors

Questions

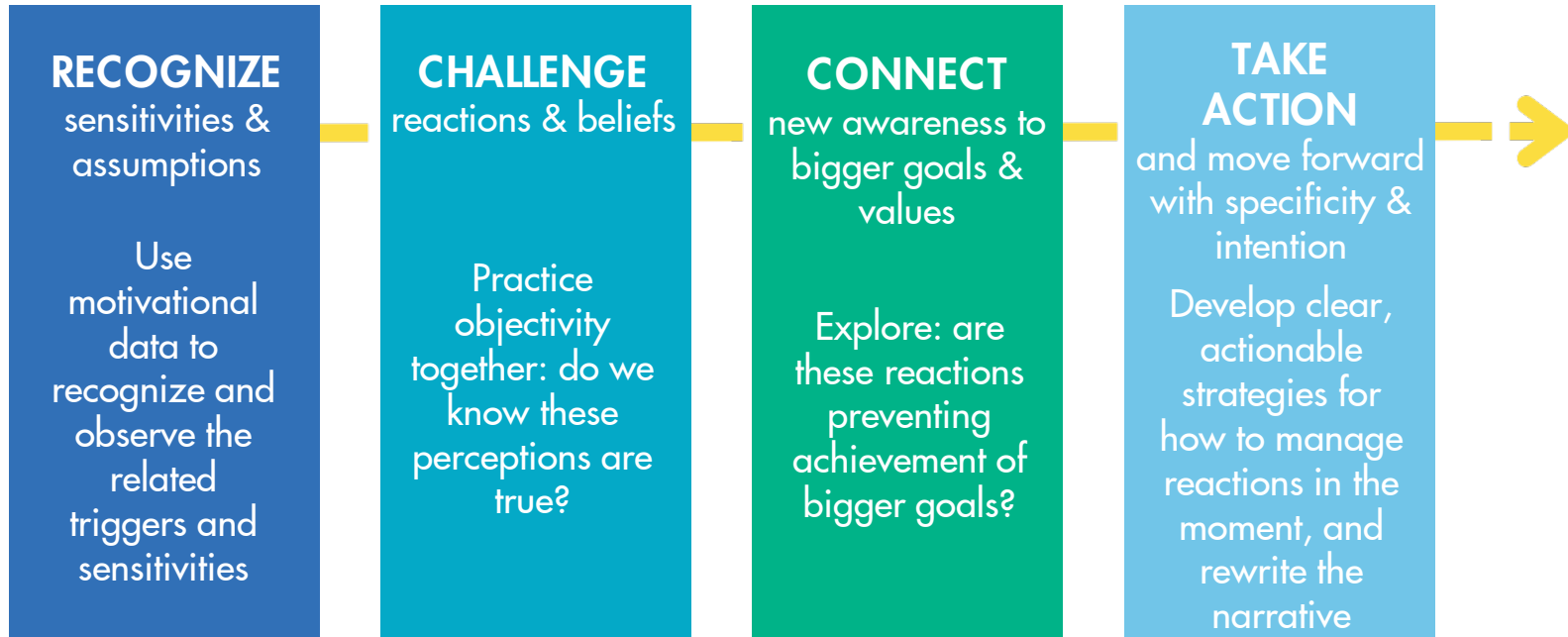




Case Study: Coaching for Resilience



Process Leveraging Motivation to Coach for Resilience



Meet Sally

Executive Director in fundraising at a large American health research foundation



SALLY

- Stagnating in her role
- Overwhelmed with too many tasks and managing up and down
- Considers leaving, but not sure where or how



HER BOSS

- Known to be dynamic – and demanding
- Has lots of ideas but leaves Sally to execute the details
- Sally respects her, but feels overlooked and overworked



HER TEAM

- Underperforming, but Sally is reluctant to give constructive feedback
- Sometimes go around her to her boss – not perceiving her as a leader

An Exploration for Sally

What does she want to change?



SALLY



HER BOSS



HER TEAM

- “I want to feel less busy and overwhelmed.”
- “I want a more prominent position – something I can feel proud of.”

- “I want her to respect my boundaries and my time – and to let *me* lead my team.”
- “I want her to pull me in for the good stuff – being creative, making decisions, being in front of people – not just leaving me to do the clean up and logistics while she gets to have the fun.”

- “I need them to perform better – and to not *need* so much from me.”
- “I want them to treat me like a team leader, and not constantly go around me to my supervisor.”

An Exploration for Sally

What does she want to change?



All of this is challenging.

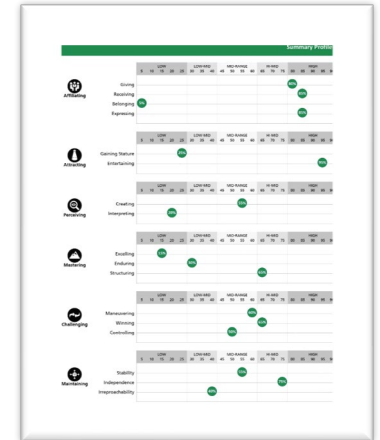
Sally is reacting to the stress by making **unhelpful assumptions**. She is **filling in the blanks** about what her boss and team expect of her.



These aren't always resulting in smart or effective ways of working – and gets her even further behind. *More* overwhelmed.

Our next step: explore her motivational profile to gain more self-awareness about what triggers an emotional response.

We explore the results of her IDI...



What we noticed in Sally's IDI...



IDI score: GAINING STATURE



- LOVE to feel respected and included in prestigious groups and events
- Enjoy feeling singled out for special recognition
- Often develop interpersonal skills to gain others' attention and recognition
- Feel the weight of others' expectations
- Don't want to disappoint, approval seeking

IDI score: EXCELLING



- LOVE working toward challenging goals
- Feel a sense of accomplishment from doing their best, no matter what
- Set high aspirations and constantly challenge themselves to do better
- May set unattainable objectives
- Often feel as if they are not living up to their potential

How Sally's motivational profile shaped her career journey



EARLY ON...

- She landed a job in a prestigious organization and moved up quickly.
- Earned raves from her boss for effectively executing their ambitious plans.
- High-level leaders praised her for managing her boss's reactive nature and for keeping the trains running on time.



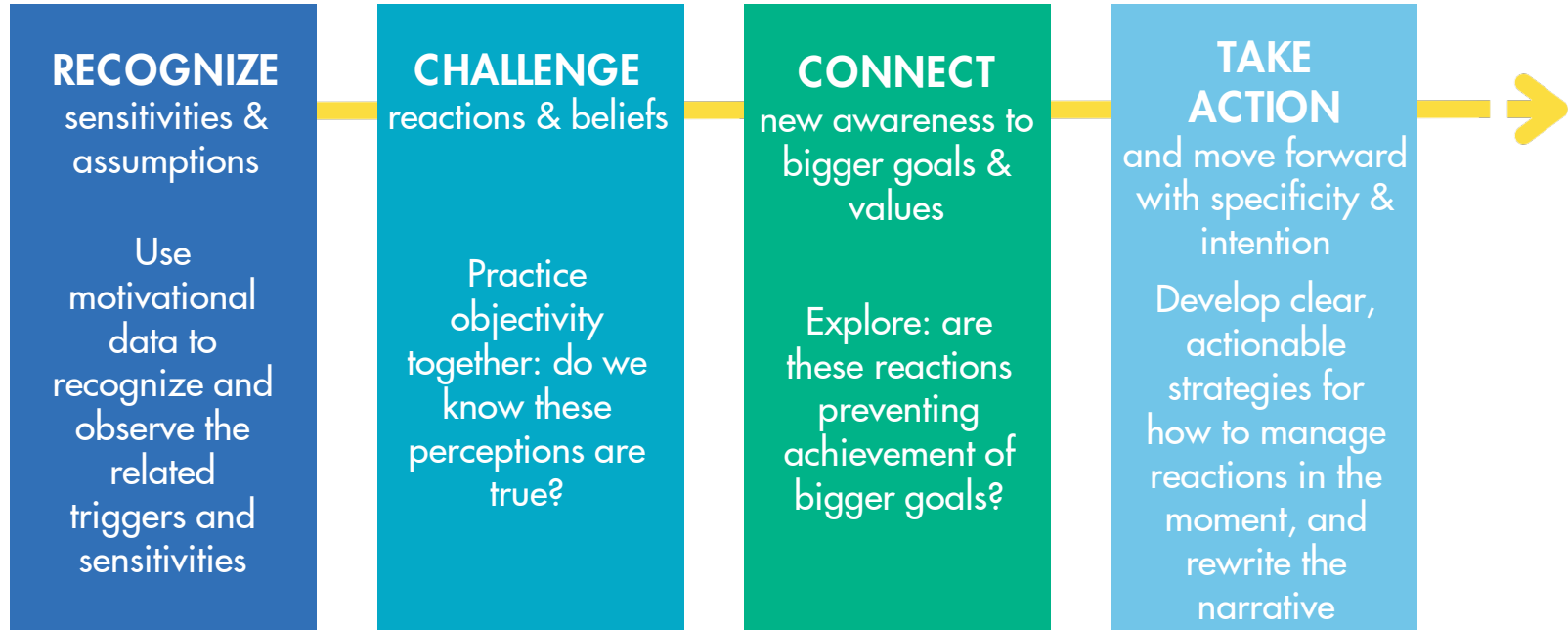
OVER TIME...

- She feels worn out by the demanding work but expects herself to keep pushing to achieve no matter what.
- She's learning there's no clear path to promotion or growth.

AND NOW...

- She wants to push back but feels like she would be letting down the higher-ups.
- She doesn't want to lose her reputation as someone who can always "make things happen."
- She knows she should give constructive feedback but worries that losing any staff would make her look like she has a failing team.

Process Leveraging Motivation to Coach for Resilience



Process Leveraging Motivation to Coach for Resilience



RECOGNIZE

CHALLENGE

CONNECT

TAKE
ACTION



1

“I can’t disappoint my boss or other high-level execs.”

- I can’t push back – it will hurt if I do
- I can’t say no; I must stay on their good side
- I must put their expectations ahead of my needs

2

“I need to keep working at this pace.”

- I can’t slow down; if I do, I will disappoint them (team and boss)
- It’s good to keep pushing myself; I’m tough, I can handle it
- I’m selfish if I delegate too much
- My value lies in being the go-to person, so I need to be available to them (can’t disappoint)

3

“Giving critical feedback to my team isn’t fair.”

- I should have been giving feedback all along
- If I start now, it will take them by surprise, so I’ll do it “next time”

Process Leveraging Motivation to Coach for Resilience



RECOGNIZE

CHALLENGE

CONNECT

TAKE
ACTION



1

"I can't disappoint my boss or other high-level execs."

In fact, they have never indicated that they don't tolerate pushback.

If I want to be more satisfied in my role, I have to be able to speak up for my own needs.

It's time to have a courageous conversation.

2

"I need to keep working at this pace."

No one else in the organization is pushing this hard – and the sky isn't falling.

Being constantly burned out is not letting me do my best work.

It's time to delegate and set boundaries.

3

"Giving critical feedback to my team isn't fair."

It's actually my responsibility as their leader to give them feedback.

Giving constructive feedback is the only way my team members will grow.

It's time to give feedback that is specific, honest – and sometimes constructive.

Outcomes



What happened when Sally did the work to build resilience?



HER BOSS

- Called her boss on letting the team circumvent her; boss agreed to do better
- Told her boss she wanted to be valued as a thinker; boss got her into an important event for visibility
- (Did not address time boundaries, yet!)



HER TEAM

- Shortened and shifted timing of 1:1 meetings
- Tasked team members with setting meeting agenda in advance
- Committed to delivering both constructive & positive feedback in 1:1



SALLY

- Able to delegate more to her team
- More clarity and focus on the projects she values
- She has the tools to manage the relationship with her boss when issues arise

Resilience can be built.

The best way to break the cycle of reaction is *recognize* when it's triggered.

Creating self-awareness empowers your client to understand why they react the way they do – and to take charge of their emotional responses with clarity.

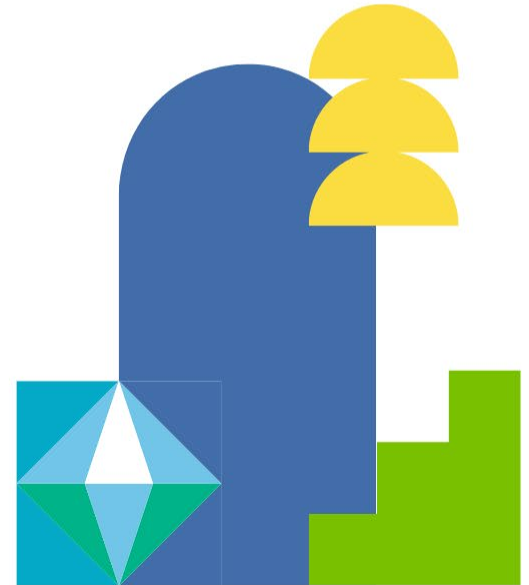


Questions



On the way to your inbox...

1. Slides and recording
2. Blog post wrap-up with answers to more of your questions



Upcoming Events with MRG



IDI™

Starting December 4

Starting January 29

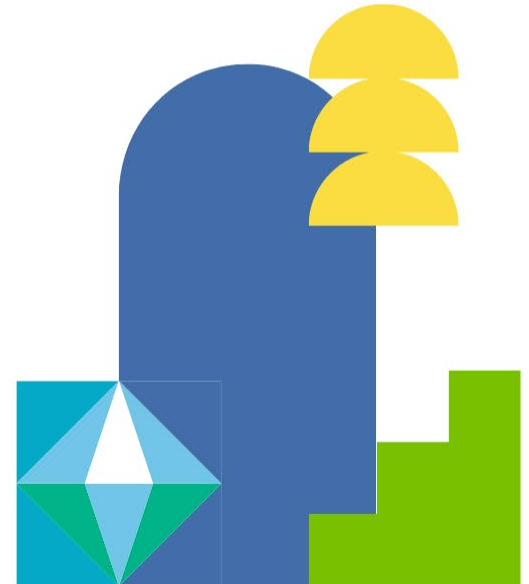
LEA 360™

Starting January 21

Starting March 4

Personal Directions™

Starting February 26





Thank you.

Stay in touch!

Contact Us

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