

CRITICISM & FAILURE

REMEMBER THIS PRINCIPLE WHEN SOMETHING THREATENS TO CAUSE YOU PAIN: THE THING ITSELF WAS NO MISFORTUNE AT ALL; TO ENDURE IT AND PREVAIL IS GREAT GOOD FORTUNE.

MARCUS AURELIUS, MEDITATIONS

36%

of men have negative thoughts about themselves weekly.



60%

of adult women have negative thoughts about themselves weekly.



78%

of teen girls are plagued with this kind of self-criticism.



Source: Today / AOL survey (2014)

BE KIND TO YOURSELF

- **We treat ourselves** in ways we'd never treat another colleague.
- **Catch yourself in the act** of self-criticism, and be friendly instead.
- **It is not self-indulgent** to treat yourself well.



EMBRACING FAILURE

- **You can choose to see failure** as evidence that you have reached the edge of your comfort zone – you're growing.
- **Fight back against perfectionism**, which just makes you miserable – try 'deliberate imperfection'.
- **Actively seek out low-risk experiences.**

FIRE YOUR INNER CRITIC

- **We all have an inner critical voice**, but we don't have to follow its instructions.
- **Treat your inner critic like a toddler** or an amusing friend, not as a boss you must obey.
- **Personify your inner critic**: give him or her a name, so it won't be a god-like "voice of truth" anymore.



EMOTIONS VERSUS EVIDENCE

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**TODAY I ESCAPED ANXIETY.
OR NO, I DISCARDED IT, BECAUSE IT WAS
WITHIN ME, IN MY OWN PERCEPTIONS
— NOT OUTSIDE.”**

MARCUS AURELIUS, MEDITATIONS

Get some distance from your decisions with the 10/10/10 rule:



EMPATHY

- **It's harder to be enraged** by annoying colleagues when you stop to consider why they're behaving like that.
- **Beliefs, not events, cause distress:** figure out which beliefs are getting you upset.
- **Recall the last time you behaved badly**, and remember your reasons (tiredness, stress, etc).

KEEP A SENSE OF PERSPECTIVE

- **Sometimes we catastrophise:** if something goes slightly wrong, we assume everything's gone terribly wrong.
- **Recall previous occasions** when you catastrophised, and remember that a catastrophe didn't automatically follow.
- **Ask yourself how you will feel about it 10 minutes from now? 10 months from now? 10 years from now?**

MIND-READING

- **If you think people have negative views of you**, it's easy to find 'evidence' of that.
- **Don't let a lack of confidence** lead you to read things the wrong way.
- **Ask for feedback regularly** (but not compulsively).



GETTING STUFF DONE

“

**THE WAY TO GET STARTED IS TO
QUIT TALKING AND BEGIN DOING.”**

WALT DISNEY

9 out of 10 people said getting outside for a proper break at lunchtime made them feel happier or more positive and productive.



DON'T CONFUSE EFFORT WITH RESULTS

- **You are not a machine.** A tiring day does not mean a good day.
- **Focus on results:** define the most important three results for your day, and do them in the times you are naturally most productive. The rest of the day is for lesser tasks.
- **Take regular breaks,** especially in stressful periods.

THE FIRST HOUR OF THE DAY

- **How you spend the first hour** determines your momentum for the rest of the day.
- **Use the first hour** for a challenging project.
- **Don't check messages** until the first hour is complete.

YOU DON'T HAVE TO 'FEEL LIKE IT' (MOTIVATION FOLLOWS ACTION)

- We tell ourselves that we need to be in the right mindset to work, but actually that makes it harder.
- **Remind yourself that you don't need to "feel like" doing something.** You just need to take the relevant actions!
- **Motivation will usually follow action,** so you'll end up in the right mindset anyway.



HAPPINESS HABITS

“

THROUGH THE CERTAIN PROSPECT OF DEATH A PRECIOUS, FRAGRANT DROP OF FRIVOLITY MIGHT BE MIXED WITH EVERY LIFE.”

NIETZSCHE

5 scientifically proven benefits of gratitude:

1. Grateful people are more hopeful and healthier

2. Improved sleep quality

3. Increased self-esteem

4. Increased helpfulness and empathy

5. Increased resilience

Source: www.newsweek.com

GRATITUDE

- It's easy to get acclimatised to the good things in life and only see the bad things.
- Think about (or better, write down) three things each day for which you're grateful.
- Don't forget the tiny things. Yes, it might be your children, but it could just be a cup of coffee.

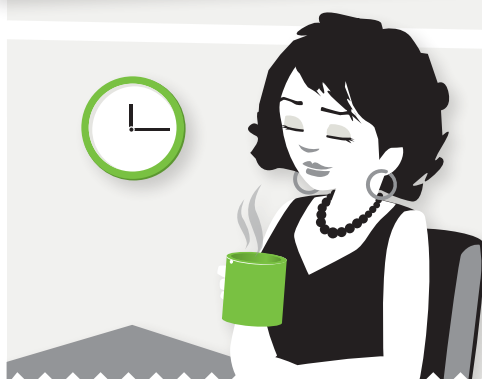
WEEK 3999

MEMENTO MORI

- Remember the average human lifespan is about 4000 weeks. Make yours count!
- Carry a 'memento mori' – a small object to remind you of mortality whenever you see it or feel it in your pocket.
- Make choices by asking how you'd like to be remembered at your own funeral.

THE POWER OF RITUAL

- Rituals make happiness-promoting behaviour automatic.
- If a specific daily activity helps your happiness, resolve to do it at the same time each day.
- Use a "shutdown routine" so you can leave work feeling good.



INSIDE YOUR HEAD

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NOTHING, TO MY WAY OF THINKING, IS A BETTER PROOF OF A WELL ORDERED MIND THAN A MAN'S ABILITY TO STOP JUST WHERE HE IS AND PASS SOME TIME IN HIS OWN COMPANY.”

SENECA, LETTERS FROM A STOIC

**JUST DON'T THINK ABOUT IT!
(THE BACKFIRE EFFECT)**



You can't just push thoughts out of your head – indeed, that usually makes them worse.

Realise that a thought is not a problem: you don't have to believe it or act on it.

The less you fight thoughts, the more likely the distressing ones will float away of their own accord.

TRY NOT TO THINK ABOUT THIS POLAR BEAR...

I bet you're thinking about that polar bear, aren't you? Trying to suppress thoughts doesn't work.



Source: Erskine and Georgiou

DON'T COMPARE YOUR INSIDES TO OTHER PEOPLE'S OUTSIDES

- We only have access to our own monologue of worry and self-criticism.
- We compare the daily reality of our lives to the highlights of other people's lives.

Get Everything Out of Your Head

- * The human mind is a marvel, but it's a terrible device for storing all the things you've got on your plate.
- * If you rely on your mind, you'll be constantly stressed by the worry that you're forgetting something crucial.
- * Making a list on paper can bring immediate relief from stress, even before you've tackled any of the tasks.

PERSONAL WELLBEING FOR MANAGERS

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WHAT IF 'POSITIVE THINKING' AND RELENTLESS OPTIMISM AREN'T THE SOLUTION TO HAPPINESS – BUT PART OF THE PROBLEM? ”

OLIVER BURKEMAN

1.



2.



3.



4.



5.



6.



ONE IN SIX PEOPLE IN THE PAST WEEK EXPERIENCED A COMMON MENTAL HEALTH PROBLEM SUCH AS DEPRESSION OR ANXIETY.

Source: Mental Health Foundation

DON'T SPREAD THE ANXIETY VIRUS

- **Emotions are contagious** – anxiety especially so.
- **Anxious thoughts** more often get in the way of work than making it happen faster.
- **Communicate urgency calmly**, without spreading anxiety.

TRANSPARENCY

- **Transparent workplaces** are high-morale workplaces.
- **When you're nearer the top of an organization**, it's easy to assume other employees are as informed as you are.
- **Share as much information** as you can about your company's plans.



YOU CAN'T FORCE 'FUN'

- **Forced fun usually backfires** – employees resent it.
- **Create opportunities** for people to engage in what they find fun.
- **If in doubt**, focus on giving people autonomy, not fungeengineering.



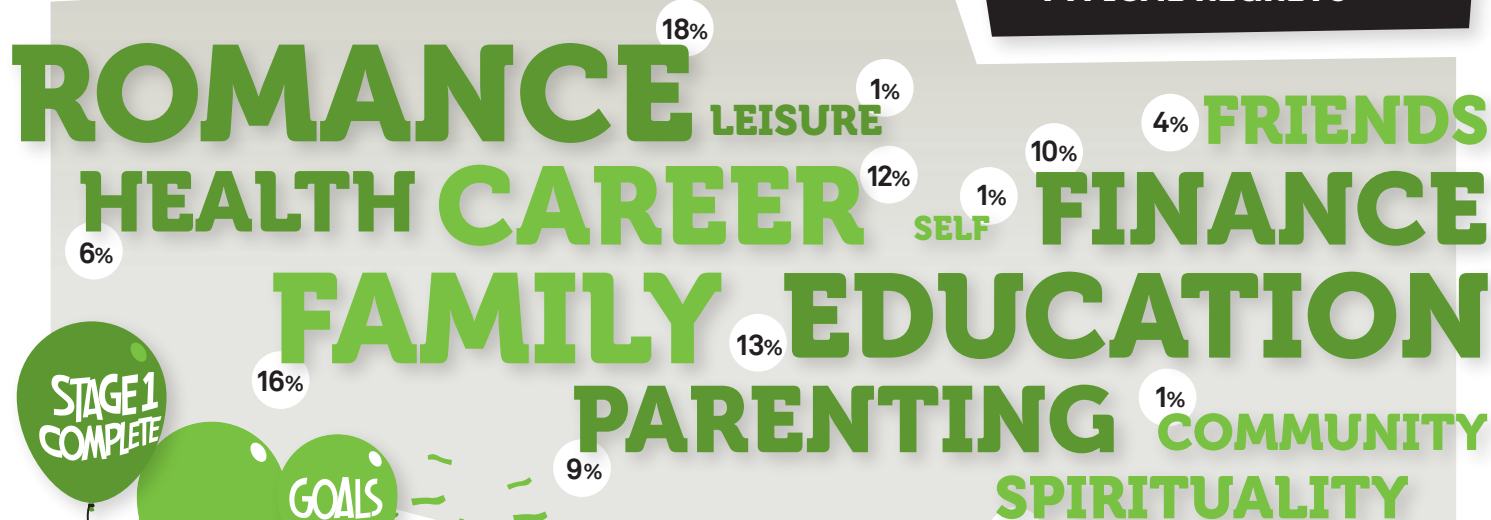
PLANNING

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**A LITTLE LESS CONVERSATION,
A LITTLE MORE ACTION.”**

ELVIS PRESLEY

TYPICAL REGRETS



Source: Kellogg School of Management

STAGE 1
COMPLETE

GOALS
CELEBRATED

CELEBRATE SMALL ACCOMPLISHMENTS

- **Focusing only** on a big distant goal means satisfaction is rare.
- **Break work** into small accomplishments.
- **Keep a list** to mark off each small win.

THE BIAS TOWARD ACTION

- You regret the things you don't do, not the things you do.
- Even if the things you decide to do turn out badly we tend to explain it away.
- Don't fear making irreversible decisions: we tend to regret those ones less.

THE PERILS OF OVER-PLANNING

- Planning can be a sneaky form of procrastination.
- Too much planning is a way of avoiding the fear of diving in.
- Make the simplest plan required to make action possible, then act and revise as you go.





PRACTICAL WELLBEING

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YOU CAN'T CHANGE WHO YOU ARE, BUT YOU CAN CHANGE WHAT YOU HAVE IN YOUR HEAD, YOU CAN REFRESH WHAT YOU'RE THINKING ABOUT, YOU CAN PUT SOME FRESH AIR IN YOUR BRAIN.”

ERNESTO BERTARELLI



Just 20 minutes a week of any physical activity, such as cleaning or gardening, can have an impact on stress levels.

Source: British Journal of Sports Medicine

MULTI-TASKING

- **Multi-tasking isn't a thing.** It just means failing to do any one thing properly.
- **Switching back and forth between tasks has an “interruption cost”** – it takes longer to get back to focus.
- **Focus on one task at a time** until it's complete or you can make no more progress.

TARGETED ACTS OF KINDNESS

- **Helping other people** will make you feel good.
- **Target your kindness:** focus on where it's needed.
- **Don't cut kindness out of your life** when you feel time's at a premium – it'll make stress worse.



GET PHYSICAL

- **Just because the stress is in your head,** that doesn't mean the solution is there too.
- **The quickest route to happiness** is often to change your physical situation.
- **Time in nature is priceless** – even five minutes in the park has been shown to help.



THE CHEESE SANDWICH SOLUTION

- It's easy to overlook the simplest routes to happiness.
- **The simplest causes of unhappiness are physical:** being hungry, tired, or needing exercise.
- **Keep a note on your desk** or wall to remind yourself to ask the simplest questions, like 'am I hungry?'

TEAM WELLBEING FOR MANAGERS

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EACH PERSON SEEMS TO BE ENERGIZED MORE BY EITHER THE EXTERNAL WORLD (EXTRAVERSION) OR THE INTERNAL WORLD (INTROVERSION). ”

CARL JUNG

INTROVERTS vs EXTROVERTS



49.3%
EXTROVERTS

INTROVERTS
50.7%

Source: Myers-Briggs Type Indicator Survey

EMBRACE YOUR INTROVERTS AND PESSIMISTS

- **We tend to assume a happy workplace** means a workplace full of extroverts and optimists.
- **In fact**, introverts and pessimists have a major role to play.
- **Pessimists help foresee and forestall problems**; introverts are great listeners and thinkers.

ENTRUST PEOPLE WITH BIG RESPONSIBILITIES

- The best way to make people happy at work is to make their work meaningful.
- **Entrust people** with slightly bigger responsibilities than they might feel ready for.
- **Resist the urge** to monitor their progress obsessively.

REWARD PEOPLE LIKE GROWN-UPS

- **Reward people** the way you'd like to be rewarded.
- **The best rewards** can be non-physical, such as sincere praise.
- **The opportunity to work** on an especially engaging project can be a highly motivating reward.