



Operational Excellence Consulting

Notes: Insights for better decision-
making

Personal growth & leadership

Definitions:

- “You are aware of your style and what your motivation is, but you are also aware of your weaknesses and your possible pitfalls and struggles. In this circumstances you have the skills to make the most advantageous decisions for yourself”
- “Capable of obtaining your goals by advantageous use of your talents”
- “Make the best of things”
 - The road of personal leadership is the road to freedom of choice
 - Independence and freedom of decisions that you truly want to make
 - Let go of conformity and what others expect you to do
- “The ability to give yourself the lead”
 - Most of the time you undergo daily life: you can't demand something to happen that's “beyond our control” so you wait and observe an event in your daily life that influences you and you react to it (and then blame others)
 - You don't know upfront what comes across on your path, however you can determine how to deal with it. Instead of being reactive, be proactive: independently taking initiative, without being influenced by others in order to become who you truly are

Self-awareness :



Meaningful aspects of life :

- *What is important in life?*
 - *What gives you energy ?*
 - *What would you like to accomplish or flourish in your life ?.*
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- Freedom: you feel free to make choices
 - Self-realization: confirming your identity by doing what you are good at or doing what you love. Challenge yourself by setting a goal. Be proud of performance (even if it's a small step or little success)
 - Connection: belong to a group
 - Recognition

- Ranking of importance of needs according to Maslow :



Checklist for personal leadership:

- Be proactive to make something happen instead of reacting to things
- At the start, have the concept of the end result in your mind and give yourself the lead to go in that direction
- Give priority on important things (and not on urgent but far less important things)
- Win/win situation
 - Confidence, luck, love, attention are not zero-sum games
- First understand the dynamics and then explain your thoughts
- Synergy effects
 - Respect and value of differences ($1+1 > 2$)
- Keep up your talents
- To live by using up your qualities and inspire others

Be the director of your own life and become the person who you truly are

- Conflict management :

Rules for Collaboration :

- Don't be jealous on the success of others, do what you want to do
- Avoid unnecessarily conflicts
- Avoid escalation (tit for tat method)
- Don't be a chess champion: be transparent in your collaboration
- Future is more important than the present

Broken trust :

- Give feedback to person why trust was damaged
- Tit for tat method : Only one similar action in retaliation

– Introduction to stress management :

“avoid making mistakes and having to restart over”

How ?

To do what is exactly needed, not more and not less :

1. What is the desired level of perfection?
2. What is the correct level of detail needed ?
3. What is the grade of implementation required?

– Options:

1. High grade of implementation/perfection needed
2. Average level of implementation/perfection needed
3. Low grade of implementation/perfection needed

- Example : oranges



“not the best but still good”

- Tips :
 1. “plain things, plain decisions”
 2. “Not to do list”: exclude what is not needed
 3. Prevent or detect mistakes by checking and testing with what is exactly needed, not more and not less

– Signs of stress:

1. Superficial breathing: good rhythm is breathing in 1-2-3 seconds and breathing out 1-2-3-4-5-6-7-8 seconds
2. Physical signs: stomach pain, intestinal complaints, palpitations, fatigue ...
3. Emotional signals: fear, anger, frustration, lethargy
4. Cognitive signals: lack of concentration, bad memory, struggle to think rationally
5. Changes in behavior

– Stress drivers (mostly coming from our childhood) :

1. Doing a favor for someone
2. Be perfect
3. Be strong
4. Doing things in a hurry
5. Doing effort without willing to do

This is causing a reinforcing circle : afraid to say no, too friendly, too harsh on yourself, doom thinking, urge to be accepted

– Tip:

Hold a moment of reflection. Maybe you can act in a different way in this situation. Be assertive in a friendly way

– Questionnaire to fill in for yourself :

1. Doing a favor for someone:

- When something goes wrong, I have the tendency to walk away from the situation instead of tackling the situation immediately
- When I speak I nod with my head or I say 'you know'
- I dress with care to emphasize my personal style
- Before I make a request, I first say a few kind words
- I pretend to be in a good mood to hide my negative feelings
- When I have to prioritize, I first give priority to the others
- I smile or smile a lot when I am talking to someone*
- When I feel a bit nervous, I laugh to cover up the difficulties*
- When I am alone I often feel rushed, excited*

2. Be perfect :

- I often arrive too early
- I make order and put things in their place. My paper basket is never empty
- I move with a straight back
- I collect or display interesting information or interesting objects clearly visible
- I make sure that everything is accurate and correct
- Things I do not care about, I postpone it or I hide it
- I emphasize the mistakes of others or I ask them to justify themselves*
- I criticize the opinions or actions of others*
- I have little confidence that others act in the right way*

3. Be strong:

- I weigh my decisions for a long time
- I wonder how can I get rid of this or that?
- I bring more than necessary
- I do things for others that they should actually do themselves
- I am more than just cautious
- I can well hide my feelings with my facial expression
- Even if I am nervous, I seem calm*
- For longer than necessary, I only keep my plan in bad situations*
- I can feel bad physically for a long time without being aware of it*

4. Doing things in a hurry:

- I do not search in different stores to buy clothes
- I say “are you ready? Let’s go!” and I rush to leave
- I can’t keep calm with my fingers, wiggle with my feet or with my knees
- I walk and bump against things and people
- I interrupt others to make the discussion to go faster or I'm getting ready to leave before the others are finished
- When I have to wait I can’t keep calm
- Even if it is not necessary, I hurry*
- I do too much and too fast*
- I walk quickly, I eat quickly or I talk quickly*

5. Doing effort without willing to do:

- In retrospect, I realize that I have made the task unnecessarily difficult
- Every time I say "this time I'll do it good"
- I sometimes experience difficulties with events or actions where others feel at ease
- When I have almost finished a task, I continue at my ease or I postpone the finish until later
- In several areas I am quite messy or I let the dishes in the sink cumulating
- I often come too late or worse I do not come at all
- I find it difficult to end things*
- For important issues, I give up to do a deeper research*
- I wait too long before getting started*

6. Choose below one of your biggest fear or concern:

- Not being appreciated or feeling abandoned
- Getting the blame or no respect
- Being weak or unable to take care of myself
- Postpone or loosing my time
- Not being able to end something or "I can't"

Calculating the result of the questionnaire: 1 point per check, 2 points for checks *in italic*

Your total score per stress driver :

1.....

2

3

4

5

- Coping with stress “old me vs new me”

- 1. Setting priorities in our lives : self-awareness and personal leadership to “make best of things”
- 2. Our emotions and those of the others : each of us has the right to feel what he or she feels
- 3. Interpretation of the situation : **thinking errors**
 - Worst case scenario “people are sacked” “people won’t find a job” ...
 - Mental models: each person has a different world view
 - Fear to fail : not predictable or unknown what happens next → no trust → not able to take that risk
 - Urge to be accepted
 - Urge to be perfect
 - Generalize opinions or world views
 - Blame others (Calimero effect)
 - Focus on the missing instead of the present
- 4. Breathing and relaxation (yoga, tai chi, massages, ...)
- 5. Healthy food : Slow sugars, vegetables and fruits, meat and fish
 - Are you really hungry? Or are you nervous, sad or angry?
- 6. Sleeping

How ?

Relaxation: an activity of several hours dedicated where you are committed and forget the sense of time

“What would you prefer to do on a free evening?”

Plan something and have something to look forward to.

Plan 5 activities (of 2 to 4 hours) to relax in the next 30 days :

1. /
2. /
3. /
4. /
5. /

– Tips for turning problems into opportunities:

1. Put the responsibilities to those who are responsible : what is needed to do ?
2. Setting priorities for letting go of your concerns
3. Find a enjoyable hobby, sports, outdoors, ... for distraction
4. Communicate instead of worrying
5. Take initiative instead of complaining
6. Being assertive in a friendly way instead of avoiding stress situations
7. New start instead of struggling (what happened is past)

– Solution is to put it into perspective :

1. Challenge your conclusion
2. Ask yourself 3 times why it is like this
3. What do you learn from this situation (positive consequences and negative consequences)