

# Manage Your Energy, Not Your Time

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# Today's Workplace



- ✦ Longer hours
- ✦ More responsibility
- ✦ Reduced budgets and support

## Consequences:

- ✦ Declining levels of engagement
- ✦ Increasing levels of distraction
- ✦ More health and medical issues

# One Solution




- ✦ Time is limited – you can't create more of it.
- ✦ *Your energy, however, is a renewable resource.* If you discontinue energy-depleting activities and implement some steps to replenish your energy, you can increase your capacity to get things done and enhance both the quality of your work and your overall outlook.

# The Study – An Overview



- ✦ 100+ Wachovia bank employees (low-level managers to senior leaders at 12 locations)
- ✦ Four training sessions over 4 months on increasing energy in 4 areas
- ✦ Control group of non-participating employees
- ✦ Looked at year-to-year performance metrics for the two groups
- ✦ Loan revenue increased 13%, revenue from deposits increased 20%, 68% of participants reported a positive impact on client & customer relationships, 71% reported a positive impact on personal productivity and performance
- ✦ Similar results at Sony, Nokia, Ford, MasterCard, etc...

# Energy – 4 Levels



- ✦ Physical – nutrition, sleep, rest, exercise
- ✦ Emotional – controlling emotions improves the quality of energy
- ✦ Mental – distractions (switching time) create a black-hole for time
- ✦ Spiritual – synergy between work, activities, values, sense of meaning and purpose

# Physical Energy



Energy zappers:

- ✦ Skipping meals
- ✦ Poor nutrition
- ✦ Lack of regular exercise
- ✦ Excess weight
- ✦ Lack of sleep
- ✦ Working long hours



# Physical Energy



Energy boosters:

- ✦ Eat three lighter, healthy meals with a healthy snack in-between
- ✦ Take regular breaks throughout the workday – always leaving your desk
- ✦ Pay attention to signs that your energy is lagging – restlessness, yawning, hunger, difficulty concentrating - and act on them

# Physical Energy



Intermittent breaks:

- ✦ Yield higher, more sustainable performance
- ✦ The quality of the break is more important than the length
- ✦ Focus on disengaging from work and change channels – talk to a colleague about something other than work, listen to music, take a walk (up and down stairs)
- ✦ When you aren't actively thinking, your right hemisphere has a chance to look at the big picture and make imaginative leaps



# Emotional Energy



## Goals:

- ✦ Control your emotions, or internal pressure
- ✦ Increase quality of your energy, irrespective of external pressure
- ✦ You perform better when you have positive emotions

# Emotional Energy



## Goals:

- ✦ We slip into negative emotions (fight or flight) multiple times a day in response to repeated demands and unexpected challenges
- ✦ Being irritated, impatient, anxious, insecure drain energy and increase friction in relationships
- ✦ Fight or flight emotions make it impossible to think clearly, logically, reflectively

# Emotional Energy



- ✦ Become more aware of how you feel at various points during the day and how it impacts your effectiveness
- ✦ Learn to recognize what kinds of events trigger negative emotions
- ✦ Deep breathing (exhale slowly for 5 – 6 seconds) induces relaxation and recovery and turns off flight-or-fight
- ✦ Express appreciation to others (email, call, conversation, written note – specific and detailed)

# Emotional Energy



- ✦ Learn to change the stories you tell yourself about the events in your life
- ✦ You have a choice in how you interpret the things that happen to you
- ✦ Tell the most hopeful and personally empowering story possible without denying or minimizing facts
- ✦ Casting yourself as the victim, blaming others or external circumstances is draining
- ✦ View your situation through the reverse lens (what would the other person say), the long lens (how will I view this in 6 months), and the wide lens (how can I grow and learn from this regardless of the outcome)

# Mental Energy



- ✦ Distractions are costly – a temporary shift in attention (answer an email or phone call) increase the time to complete the task by 25%
- ✦ Its better to fully focus for 90 – 120 minutes, take a break, then fully focus again
- ✦ Find a way to escape when you need to concentrate
- ✦ Answer emails a couple of times a day
- ✦ Concentrate the first hour of the day on the most important and challenging topic

# Spiritual Energy



- ✦ When work and activities are consistent with your values and what give you a sense of meaning and purpose, they increase the energy of your human spirit
- ✦ If what you're doing really matters to you, you feel more positive energy, focus better, and have greater perseverance
- ✦ Clarify priorities and establish rituals in 3 areas:
  - ✦ Do what you do best and enjoy most at work
  - ✦ Consciously allocate time and energy to other areas of your life that you deem most important
  - ✦ Live your core values in your daily behaviors



# Spiritual Energy



- ✦ Doing what you do best and enjoy most
  - ✦ Reflect on at least 2 work experiences during which you felt effective, effortless absorbed, inspired and fulfilled
  - ✦ Figure out what energized you so and what specific talents you were using
  - ✦ Delegate, swap, add activities in line with these areas
- ✦ Allocate time and energy to what's important - schedule it!
- ✦ Uncover your values by asking “What qualities do you find most off-putting in others?” You probably value the opposite. Focus on living those in your own life

# Reference



- ✦ Schwartz, Tony and Catherine McCarthy, “Managing Your Energy, Not Your Time,” Harvard Business Review, October 2007.

# Questions?



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