

# How energy and resilience affect decision making and governance

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In partnership with





# The accelerating *pace of change*

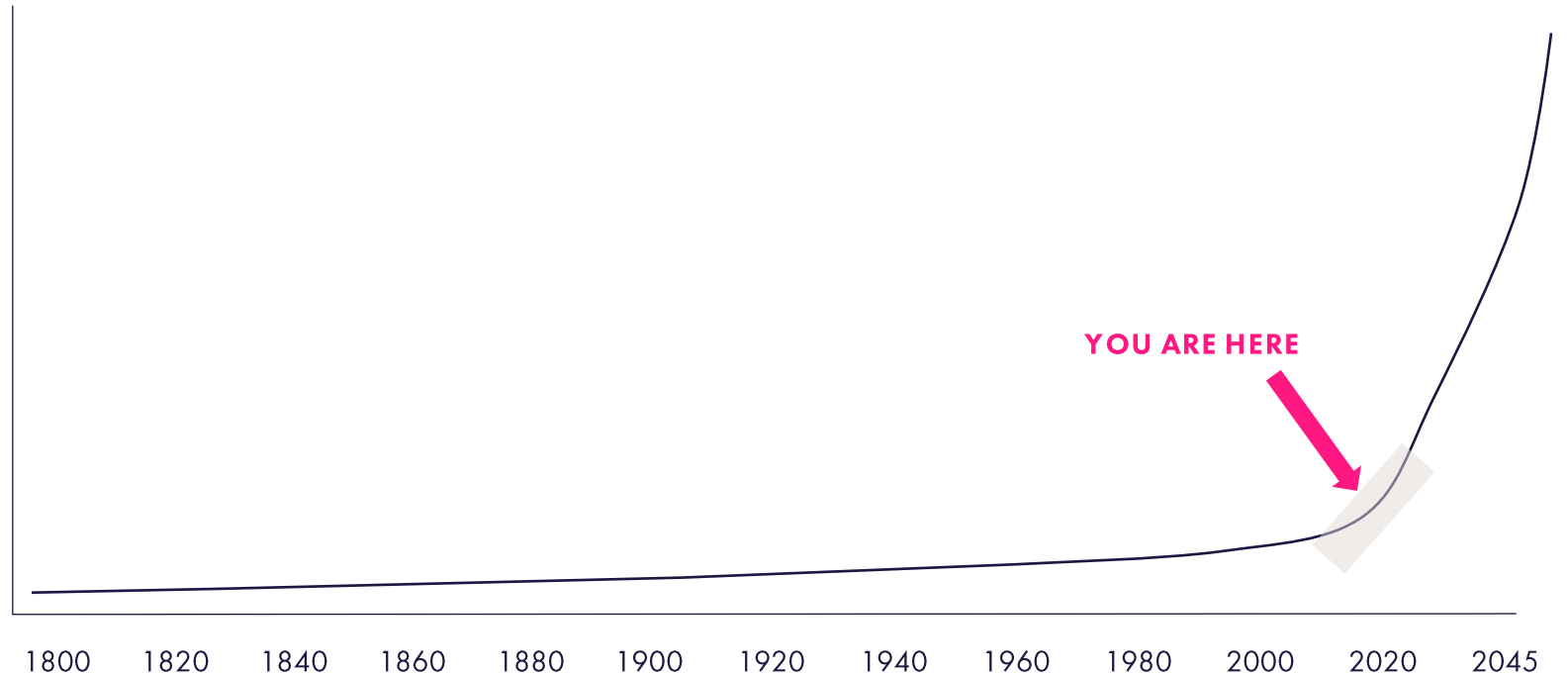
Digital disruption, knowledge doubling, AI and roboticization mean the future will be very different.

The world is speeding up at an incredible pace. Knowledge is now doubling every 13 months compared to every 25 years in 1945.

We are at an inflection point in human history the decisions we take in the next 10-15 years will determine the next 500 years. Mathematically if you log an exponential curve, you convert it into a straight line. Futurologist Ray Kurzweil has presented compelling evidence to show that the exponential curve of change we are experiencing now, when logged, does not become a straight line but remains exponential. This has never happened before since the birth of the planet.

Kurzweil suggest we are living through a "rupture in the fabric of human history".

Exciting and scary in equally measure this change presents us with immense opportunity and will require us to develop ourselves if we wish to continue to succeed.



# Wicked problems

## How to solve the world's toughest problems.

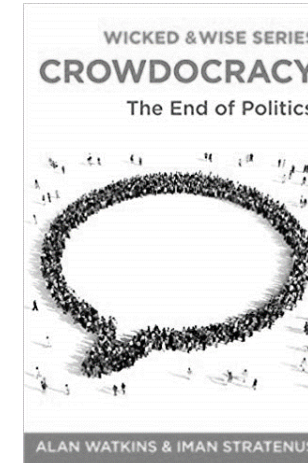
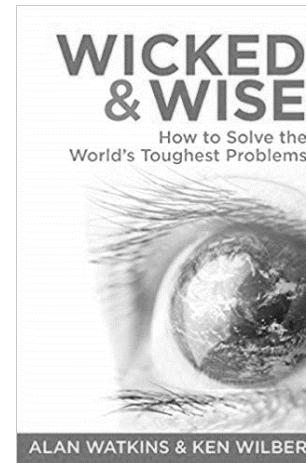
Although the world is going through exponential change there are some issues that never seem to change. These are called wicked problems. Not in the sense of being evil but because they are endemic and intractable.

Modern society has created many such issues. For example:

1. Food safety, security & waste (2bn starving; 2 billion obese)
2. Integrated healthcare (Big pharma, internat. co-ordination)
3. Climate change (extinction rebellion)
4. Energy (our addiction to fossil fuels)
5. Politics (democracy past its sell by date; the corrupting lobby)
6. Capitalism (obscene inequality & past its sell by date, oligarchy)
7. Poverty (60% Mexico; US 2 pay checks away from ruin, 12% US)
8. Truth & Power (is deceit the new currency of the powerful?)
9. D&I Gender, Race, Disability Discrimination (LGBTQ, BLM, Me Too)
10. Criminal justice (US 5% global popn. & 25% prison popn. slavery)
11. Immigration (71M refugees 50% under 18 yrs)
12. Education (260M uneducated; 56% don't reach min proficiency)

These problems can be solved. There are ways forward and we are not helpless in the face of overwhelming odds. But in order to resolve the many wicked issues we have created we need wise answers. And that requires us to understand the six specific qualities that characterise all wicked issues. They are:

1. Multi-Dimensional
2. Multiple Causes
3. Multiple Symptoms
4. Multiple Stakeholders
5. Multiple Solutions
6. Constantly Evolving





# Solving wicked problems requires leadership from corporations

## And corporate leadership needs an upgrade

Resolving all these wicked issues requires leadership. And that leadership will need to come from organisations world, not politicians or religious leaders. Organisational leadership transcends nationalistic boundaries and is non-denominational. However, organisational leadership itself needs an upgrade. Organisational leaders need to become much more coherent and start operating in 4D, breaking their addiction to the one-dimensional world of task, target and metrics. Delivering goals and driving profit or sporting success is still necessary but not at the expense of humanity and relationships with others. If we get the people processes right, we can start to change the workplace and change the world.





# Exceptional leaders are brilliant in 4D

Leadership capability (I/WE/IT) must be differentiated from technical capability in the IT domain.

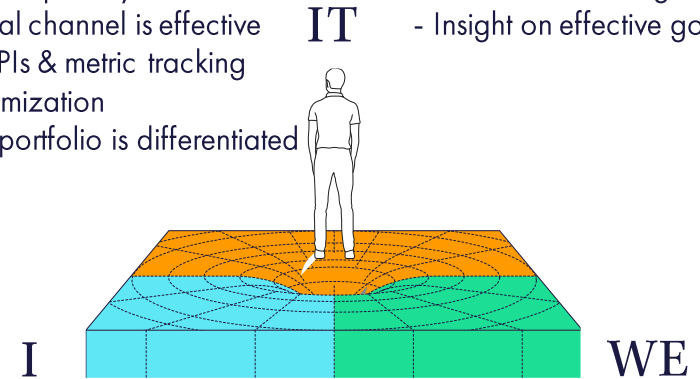
The best leaders in the world realise that there are four areas that need to be addressed in order to deliver consistently outstanding results. Unfortunately most leaders spend 80-95% of their time focused solely on commercial performance in the top left hand quadrant and pay sufficient attention to building the future (top right). These two top quadrants represent the rational objective world of "doing" or "IT". Most leaders are "IT addicted" with an obsession focus on results, metrics, targets and outcomes at the expense of the other areas. Many leaders struggle with people leadership (bottom right) not least because they often get promoted for their technical "IT" capabilities. Also they haven't been formally trained in how to develop teams, transform cultures or instil confidence in others. As a result their "WE" skills are often less than they need to inspire greater performance. In addition, very few leaders spend any time reflecting on their own maturity as a leader or how they may impair the performance of others, their team or the organisation. Many lack self-regulation abilities or an understanding of the stages of 'adult development' necessary to drive a division of a company forward. We believe exceptional leadership is 4-dimensional where the three dimensions of I, WE and IT are developed to unlock increased sophistication, the fourth dimension in all three areas.

## COMMERCIAL PERFORMANCE

- Can convert strategy into action
- Can drive revenue and EBITDA
- Can control operational risks
- Can build marketing capability
- Can ensure the digital channel is effective
- Hone scorecards, KPIs & metric tracking
- Ensures process optimization
- Ensures the product portfolio is differentiated

## MARKET LEADERSHIP

- Clarity of vision
- Courage on ambition
- Understanding of purpose
- Precision on strategic choices
- Insight on effective governance



## PERSONAL PERFORMANCE

- High levels of self-awareness
- Emotional maturity and self-regulation
- Curiosity about own development
- Desire to improve leadership capability

## PEOPLE LEADERSHIP

- Ability to develop strong relationships
- Ability to build leadership teams
- Ability to instill confidence in others
- Ability to develop a winning culture



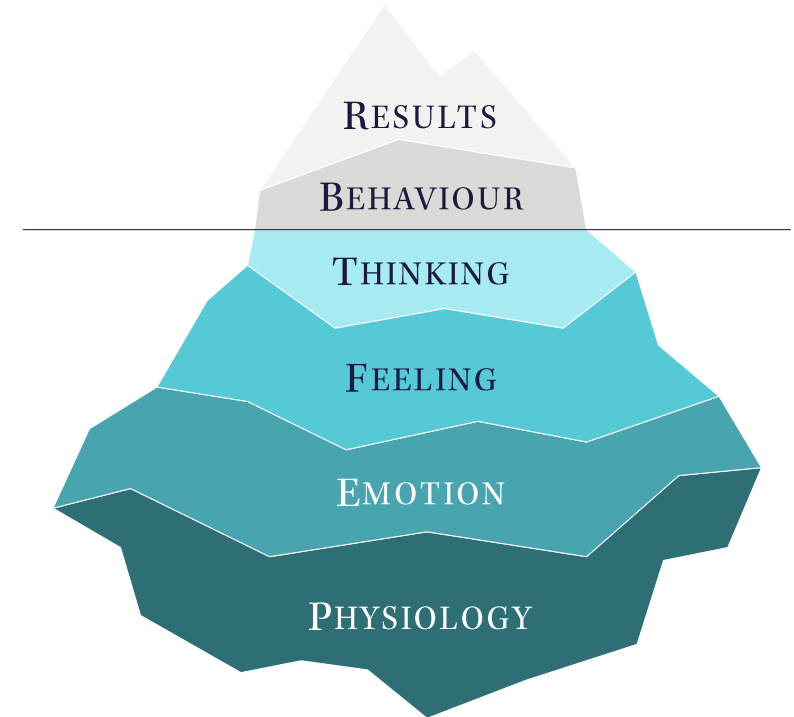
## Integrated *performance model*

Business leaders, athletes, teachers or parents are often trying to improve results in some way.

Our results are driven by what we do, i.e. our behaviour. Thus if we engage in unproductive or destructive behaviour we won't get the results we are after. Our behaviour and the choices we make are driven by what we think. So to change behaviour we must change our thinking. However, what we think is actually driven by our feelings (it's reciprocal, but feelings dominate thinking more than the reverse). If I feel anxious I think different thoughts than if I feel confident. Feelings themselves are simply the awareness in the mind of a deeper phenomena and that is emotion.

Emotions and feelings are not the same thing. Emotions are just energy-in-motion or E-Motion. The energy is the composite physiological data streams generated by all bodily systems. This energy comes in the form of electrical energy (coursing along the nerves), electromagnetic energy, chemical energy (hormones and peptides), sound energy, pressure waves, heat etc.

So in order to be brilliant every single day it starts with learning to control your physiology.



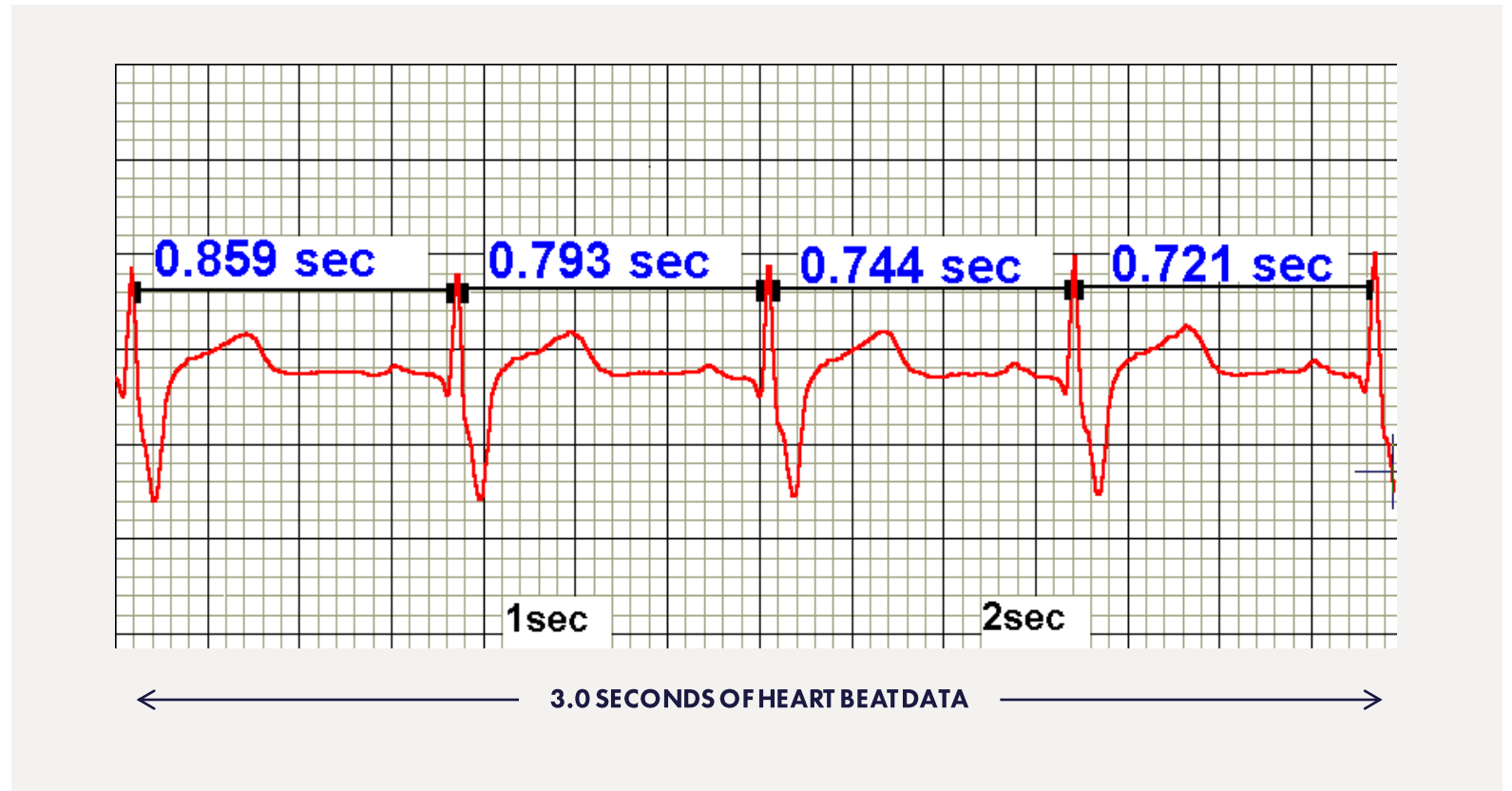


# Heart Rate Variability (*HRV*)\*

Some bodily signals are more important than others.

When there are so many physiological data streams where do you start if you want to change things? Fortunately some signals are more important than others. Of all the physiological signals the variation in the speed of the heart beat is critical. This "heart rate variability" (HRV) describes the distance between each heart beat, which varies with every single beat, i.e. It is never the same distance twice (see right).

\* More information on HRV can be found in the appendix





# Heart Rate Variability

Heart rate variability is important in organisations for three vital reasons.

There are about 19,000 papers in the scientific literature looking at the health implications of HRV. This research has clearly shown HRV to be a good predictor of mortality and morbidity, including psychiatric morbidity.

HRV can also be used to quantify energy levels and can determine the ability to respond to a threat. Health risk and energy are all related to the amount of HRV an individual has. The rule of thumb is that lots of variability (e.g. the heart rate varies between 60 and 90 bpm) is healthy and little HRV (e.g. the heart rate varying between 60 and 65 bpm) indicates health risk and low energy.

In addition to the amount of HRV the *pattern* of the HRV signal is important. This latter aspect influences brain function, the ability to think clearly and the ability to perform under pressure. In addition to the health and performance benefits of HRV it also has implications for identity. It can also be used to guide emotional regulation and development of self.

*Heart Rate Variability is important because:*

## **1. HEALTH**

- it can predict risk of major illness and ill health
- it can be used to track deterioration or recovery

## **2. ENERGY**

- energy is vital to performance, dynamism & the ability to respond to a threat
- the energy we bring can change the energy others bring too

## **3. THINKING**

- a chaotic HRV signal impairs our ability to think clearly
- a coherent HRV signal can improve innovation, decision making & sense of self



## Physiology (HRV) *affects brain function*

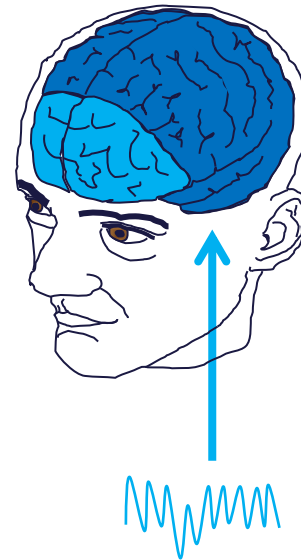
Signals from the heart input the brain to affect its functioning through a process called cortical inhibition.

Most of the time the signal from the heart to the brain is relatively erratic. This results in sub-optimal brain function. When the signal is more coherent (a sine wave) then the individual often generates much smarter thinking, is more perceptive, better at problem solving and making decisions. In most meetings small threats, which may just be to your point of view, or your status in the team can cause the physiology to become chaotic, and a "DIY Lobotomy" occurs. Often such a lobotomy goes unnoticed by the individual (they don't notice because their brain has shut down). Under such circumstances the individual may start to argue, miss the point, disappear down 'rabbit hole'. Individuals who have had a DIY lobotomy may cut each other off and behave in a way that erodes team performance rather than facilitating the team. They may even end up making all sorts of unhelpful suggestions or poor choices.

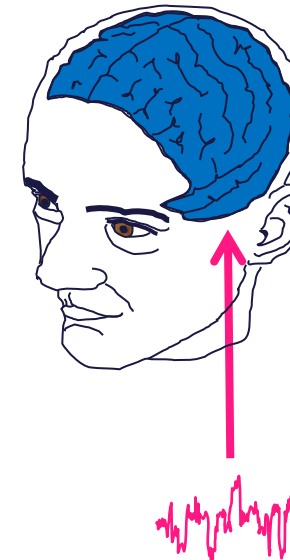
*A coherent signal from the heart:*

- Enhances clarity
- Enhances creativity & innovation
- Enhances reaction speed
- Enhances thinking
- Emotionally stable, response-able
- Improved quality of decisions
- Better health choices
- Greater resilience

### SMART THINKING



### DIY LOBOTOMY



*A chaotic signal from the heart:*

- Impairs perceptual awareness
- Reduces mental clarity
- Reduces creativity & innovation
- Impairs problem solving
- Poorer decisions, poorer health choices
- More reactive
- Emotionally labile
- Low resilience



## Controlling the *breath*

It is possible to control 12 different aspects of your breath, each has a different effect on your physiology.

It is possible to control 12 separate parameters in the breath. Some parameters are more important than others. Many practitioners of breathing techniques don't necessarily understand the physiological impact of the techniques they are teaching.

The most important parameter to control first is the rhythm of the breath. This means a fixed ratio of the "in" breath to the "out" breath. What the exact ratio is, whether 4s:6s or 5s:5s, is less important than the fact that it is fixed.

Having fixed the ratio the next key thing is the smoothness of the breath and then the location of your attention while you are breathing (we suggest you imagine you are breathing through your heart not your abdomen).

- 
- |                                       |                                     |
|---------------------------------------|-------------------------------------|
| 1. Rhythmicity (fixed ratio in:out)   | changes HRV signal & brain function |
| 2. Smoothness (fixed volume/sec flow) | changes HRV signal & brain function |
| 3. Location of attention              | can trigger positive emotion        |
- 
- |                                        |                                                  |
|----------------------------------------|--------------------------------------------------|
| 4. Speed (rate of breathing)           | alters arousal/adrenaline levels                 |
| 5. Entrainment (with other systems)    | drives system synchronisation                    |
| 6. Pattern/Ratio (of in to out breath) | affects CO <sub>2</sub> & vascular tone          |
| 7. Volume (of air in single breath)    | affects CO <sub>2</sub> & vascular tone          |
| 8. Depth (part of lung used)           | impacts oxygenation                              |
| 9. Resistance (nose & mouth)           | alters humidification & has antibacterial effect |
| 10. Flow Patterns (around body)        | helps regulate attention control                 |
| 11. Special Techniques                 | e.g. vipassana, buteyko, hofman, holotropic etc  |
| 12. Mechanics (accessory muscles)      | alters energy expenditure                        |



## The *BREATHE* Skill

Controlling your breath in a specific way will stabilise your emotional state.

In order to generate coherence and switch you brain back on, even under difficult circumstances, it is necessary to use the BREATHE skill. BREATHE is an acronym for the key steps you need to take.

You don't need any additional time to practice this skill – you are practising some sort of breathing patterns every second of every day. The important thing is to become conscious, more often, of your breathing pattern and start to practise it all of the time. It's extremely useful in meetings to practise this skill when listening to others to help you really understand what they mean and align the different perspectives in the room.

Getting your biology under control using the BREATHE skill is the first step in becoming more resilient

**B**

**BREATHE**

**R**

**RHYTHMICALLY**

**E**

**EVENLY**

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**THROUGH the**

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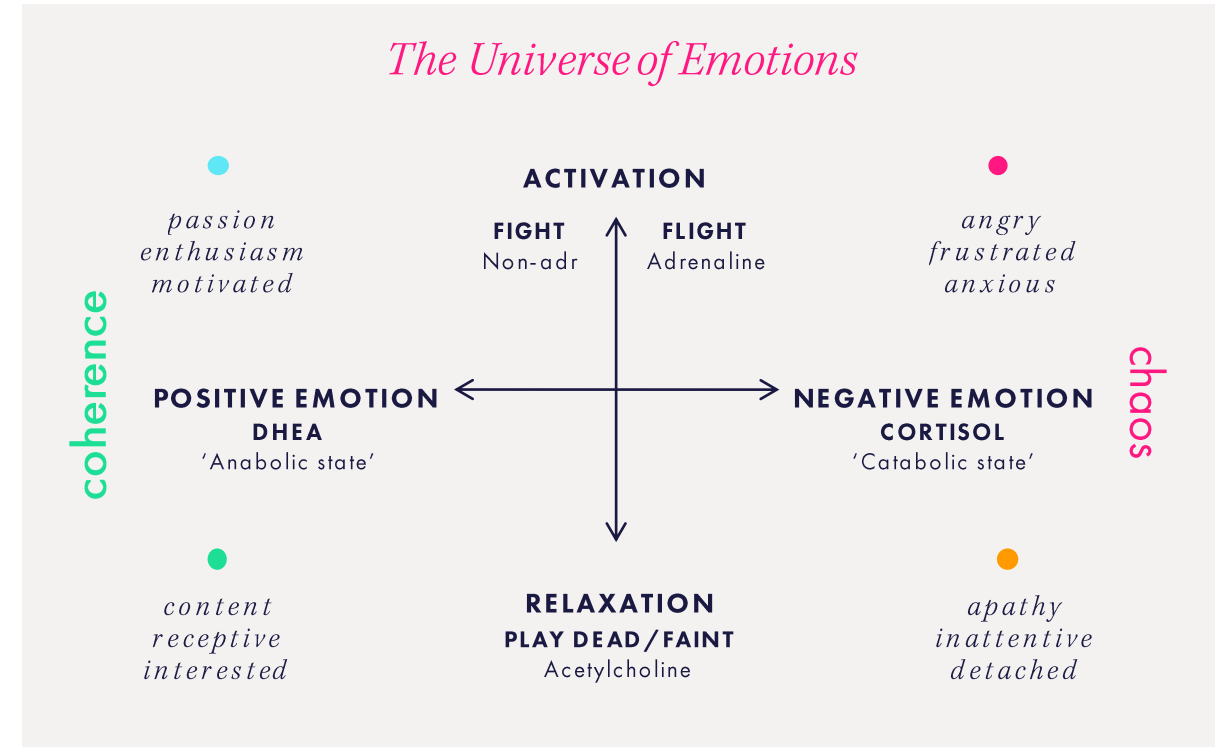
# What emotional 'planet' are you on?

Most people recognise less than twelve emotions when really there are 34,000.

In developing the ability to control how you feel the first step is to know which emotion or 'emotional planet' you are on. If you don't know which planet you are on then you are lost.

Most people are only familiar with about a dozen emotions when it's possible to differentiate 34,000 different emotions. Emotions can be organised according to their energy profile. The higher energy emotions are associated with faster heart rates and higher levels of adrenaline. The lower energy emotions are associated with lower heart rates and more acetyl choline. They can also be differentiated by whether they are positive or negative. Positive emotions are under pinned by anabolic hormones such as DHEA. In contrast, negative emotional states are under pinned by catabolic hormones such as cortisol – the body's main stress hormone.

Once you have developed your emotional literacy it is crucial to develop navigational control so you change how you feel. Fortunately, people change how they feel all the time. For example, when our favourite music comes on the radio we become more cheerful, when we hear bad news we feel sad. But we don't change how we feel on demand. Emotional wellbeing requires us to develop the ability to change how we feel whenever we want. We need to develop the ability to move from the right hand side of the Universe to the left hand side. This can happen through the practice of rhythmic even breathing followed by emotional shifting. Living on the left hand side enables higher levels of performance and better health.





## Emotional self-regulation is a game changer

It moves you from reacting like a victim to what happens to becoming 'response-able'.

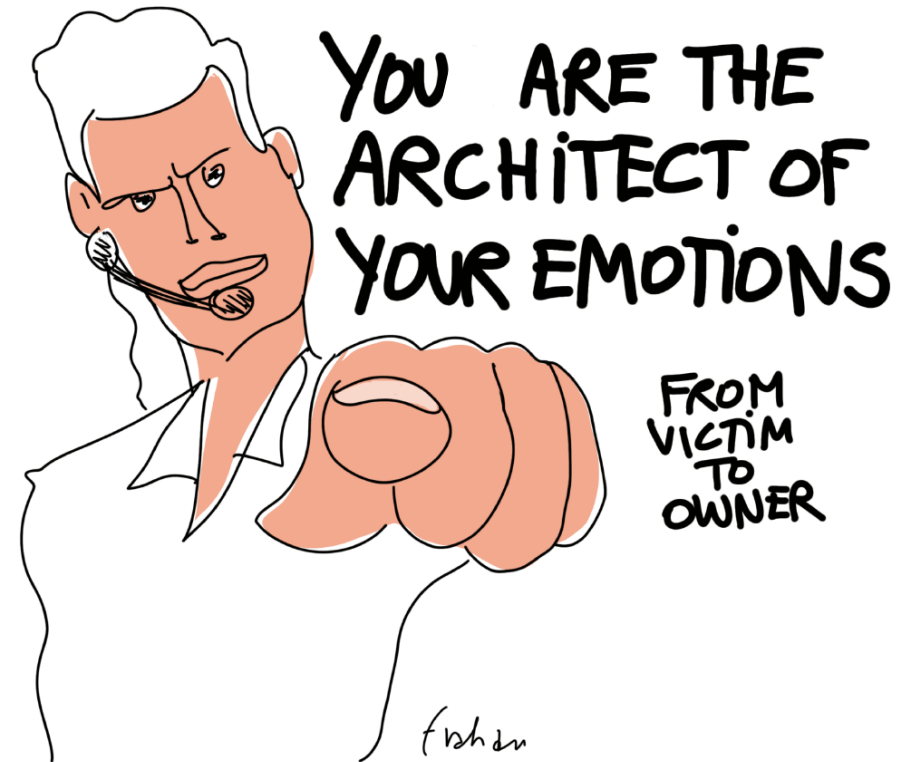
On the journey of personal development, from lack of awareness to enlightenment, there are thousands of lessons to learn and implement in your life. But perhaps the most important of all of them is the realisation that "you are the architect of your own emotions".

No-one is making you feel anything, although most people go through life mistakenly believing that others are "making me feel bad". Whether those others are their boss, their colleagues, the customers, their spouse, their kids, the government or someone else.

At some point we need to break free of this 'victimhood' stance. If you blame others for how you feel then you disempower yourself because it naturally follows that those 'others' are responsible for making you feel better.

However, if you accept the simple truth that you create your own biology and e-motion in response to others then it becomes you who are the real 'owner' on your internal state. Then the task becomes developing the ability to control your response to the behaviours of others.

In short we must all learn to become 'response-able', i.e. able to control our response to others. This means cultivating emotional and social intelligence (of which there are twelve levels).





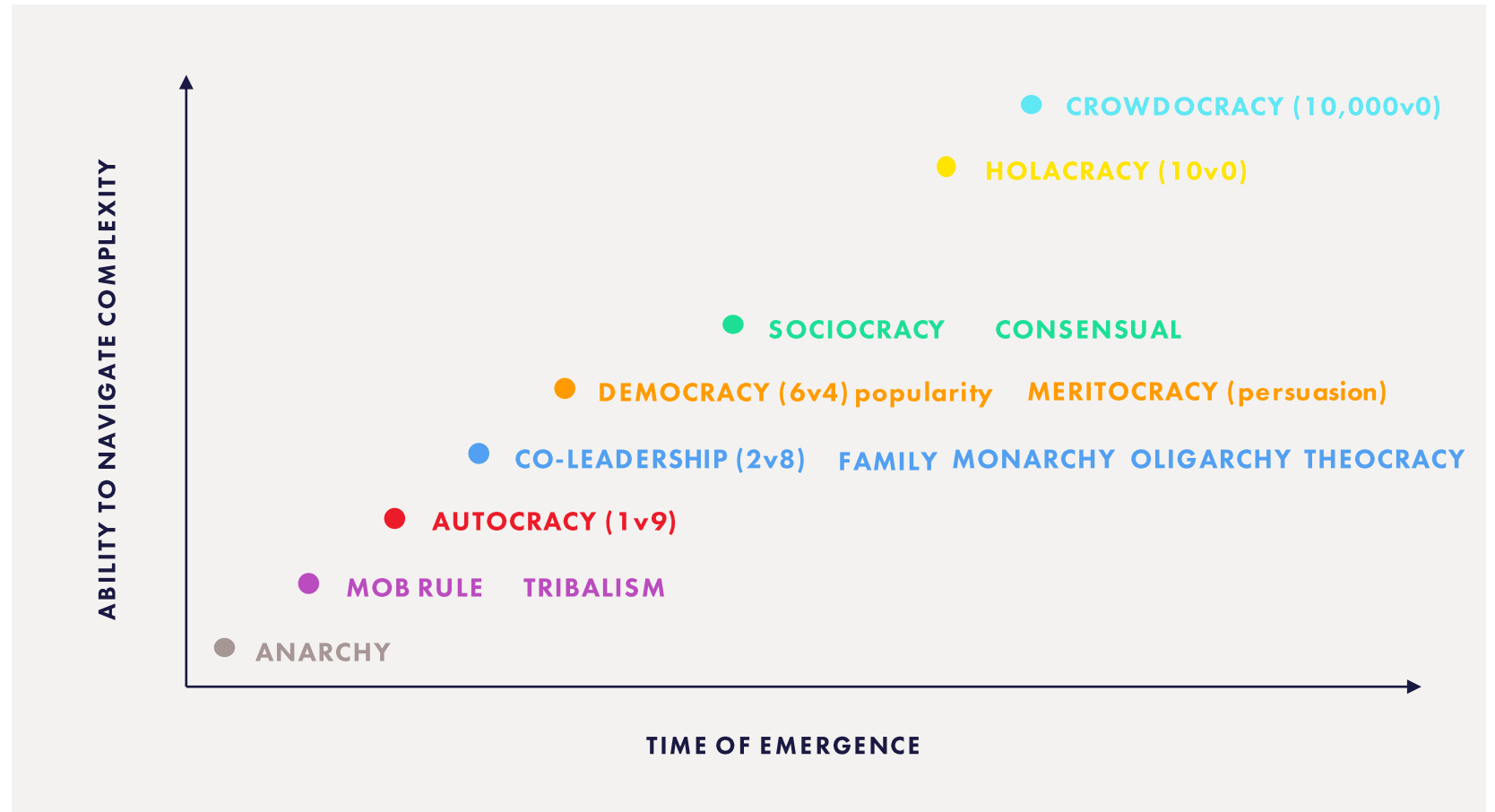
# Evolution of *decision making*

Most organisations run autocratically or occasionally democratically.

Most organisations run an autocratic decision making process with the leader allowing some debate before guillotining the conversation and telling everyone what the answer is.

Some executive teams have matured and are able to democratically decide on their answers. Democracy is held up as the most sophisticated decision making process available, which it isn't. Democracy bakes in dissent with those 'out-voted' spending a lot of time trying to win over the swing votes. Many people complain "I have the politics in this organisation". But it occurs because we are trying to operate democratically.

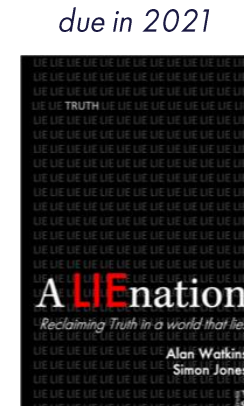
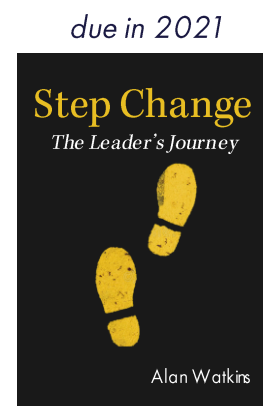
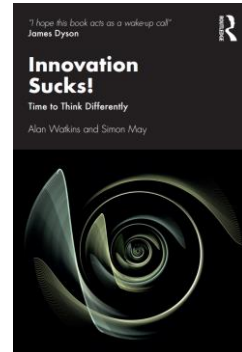
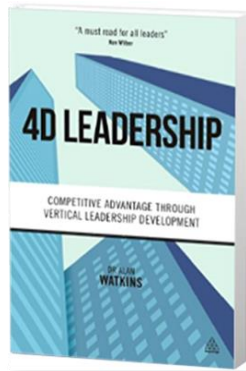
Holacracy offers the possibility of much faster, more aligned decision making and Crowdocracy allows you to align large number of people at speed.





# Additional resources

## LEADERSHIP BOOKS //



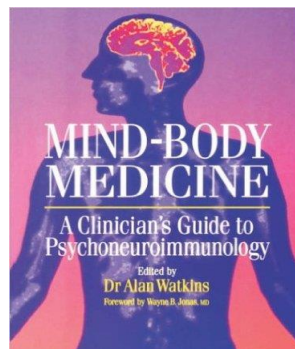
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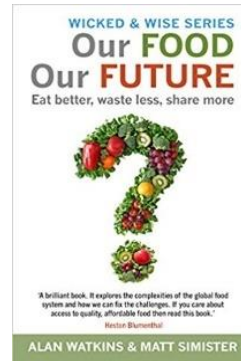
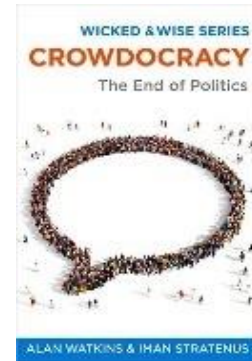
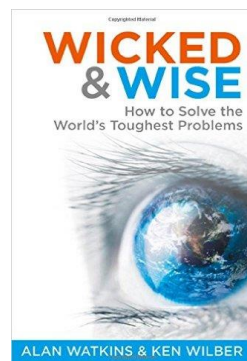
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