MODULE 12
ENERGY LEVELS

Segment	Content
Introduction	So how did you get on thinking about emotional intelligence and how you might be able grow your emotional intelligence? Hopefully, you've got some ideas now about how to do that and how to set your own development agenda. In this segment, we're going to talk about something quite different, something that's probably not in many programs of this nature. Yet, I believe is vitally important to you as a leader and your team. The topic is all about energy levels, your energy level and the energy level of your team members. As a leader, whether you like it or not, you're communicating your energy to your team. If your team is picking up that you are not an energetic leader, that you are lifeless and dull, they'll become lifeless and dull too. But if there's energy about you, dynamism, a real sense of excitement about what you do, you'll communicate that to your team, they'll pick up on it, and will become more excited, and more energized. And if you're going to motivate your team to work harder, to work smarter, to do more, and to do it more enthusiastically, then you need that energy level. And in a sense, it's quite straightforward; you need to manage your energy, and it starts with you.
Learning and development objective	◤ By the end of Module 12, you will be able to describe personal energy and its effect on your leadership. ◤ In addition, you will be able to describe specific methods for increasing your own personal energy, and the energy of your team.
Main text	Some experts claim the secret to increased productivity and effective leadership is learning time management. I am here to make a bold statement and tell you… that is a myth. Yes, time management will enhance your leadership skills and productivity, but time management has limitations. The true secret is energy management. It is your personal energy which increases your productivity, and more importantly this energy becomes a catalyst for energizing your team members. The great thing about energy is that it can be increased. Consider these simple principles: **Energize with Personal Fitness** Don't underestimate personal fitness. Fitness is important for a leader. You don't have to be a gladiator. You don't have to be an Olympic athlete, but you do need to something that's appropriate for you and your lifestyle so that you are physically fit. There are several aspects to being physically fit: ◤ **Increase physical energy by getting the right amount of rest.** Most experts today recommend that adults receive a minimum of eight hours of sleep per day, on a regular basis. If your body and mind have not had adequate rest, you are sleep

deprived and not able to function at your best. Some experts report that 70% of the population does not routinely get the daily sleep their body needs.

- **Increase physical energy by getting the right amount of exercise.** You need to be engaging in aerobic exercise at least 3 times a week. Generally, you need about 150 minutes per week of moderate, or 70 minutes per week of vigorous aerobic exercise. And, at least once a week, strength training needs to be included in your routine.
- **Increase physical energy by maintaining the fitness level needed for your job.** A leader who spends the majority of the day glued to a desk, looking through a microscope, or reading for research, does not need the same level of fitness as a leader, who commands a team of soldiers, walks the streets as an officer of the law, or plays on a national sports team. The level of fitness required for the job, dictates the level of finesses you need to maintain. Remember that a leader leads, partially through their example, so strive to be one of the 'best' fit of your team.
- **Increase physical energy by utilizing breaks or 'time outs' while working.** All types of intense concentration or activity should be followed by short breaks. The general rule is your rest time should be approximately 33% of your work time. If you work at your desk reading, researching, and writing for 45 minutes, then schedule a 15 minute break which includes light exercise, such as walking. If your work time is a one hour marathon of running, plan to spend twenty minutes, sitting reading a book. The ideal time span to work without a break is 45 to 90 minutes. Remember, leadership is a marathon, not a sprint. You will not increase your effectiveness by being a sprinter. Focus on the task at hand, and then allow yourself time to rest. You will return later with renewed physical and mental energy.

Energize with Mental Fitness

Just as your body must have times of rest, the same is true for your mental fitness. You need to get the mental downtime, the mental refresh that you need. So what are the activities, hobbies, interests, or past-times which you enjoy, which really take you away into another world? What topics or groups, or causes are you passionate about? What absorbs you and gives you that mental refresh, that mental freedom. Is it taking a nap, which gives you total rest and relaxation? Is it sports, browsing in a book store, meditating, drinking a glass of wine, or being in the outdoors which restores you?

- **Increase mental energy by limiting distractions while working.** Some workers will claim they have worked on a specific task for an hour, but in reality, they failed to account for the time they spent answering the phone, checking email, and texting, or replying to a phone message. A good leader eliminates distractions so that they can focus on the task at hand. Multi-tasking is ineffective. You will do an average job on many things, instead of a great job, on the one thing which matters most. Choose your most important task and devote 100% of your energy and focus to it for a specific time, and then take a break from it and address all of the other distractions which have cropped up, while you were focused on the important task.

	▪ **Increase mental energy by utilizing music, hobbies, and exercise.** Everyone has activities they participate in which seem to rejuvenate them. Identify what these activities are for you and add them to your daily routines. During short mental breaks, drink a cup of coffee with a friend, draw in a sketch book, watch a funny you tube video, work a puzzle, or listen to music. Find an activity which will rejuvenate you and do not feel guilty for taking a short break. A good leader will not abuse the mental break but will use them as rewards amongst intense blocks of work time. ▪ **Increase mental energy by planning regular times of recreation and fun.** Schedule time for fun and social activities with friends and family into your daily and weekly schedules. Short vacations throughout the year will help you to return to work refreshed. Every leader should take at least one longer holiday each year. Some of your holidays can be times of visiting new places and doing new things to expand your experiences and you're thinking. Some of your holidays can be special times spent with family and friends just relaxing. Other holidays may even be designed for specific tasks, such as, writing your own book, on what it means to be a great leader. **Energize Your Team** Energy levels are also about your team. Encourage your team members to be aware of their energy levels and how they can find ways to rejuvenate. Increase their awareness of behaviours and activities which drain their energy. Encouraged team members to use the same principles of energizing and refreshing which you are using in your own life. Model for and affirm your team when you see them working to improve their personal energy level. As the team leader, plan times for your team to participate in recreational and other fun activities together. The time away will benefit your team. Remember that a team which enjoys their work will be more productive, happy, and creative. Managing energy, not time; is the secret of productivity. In the next module, we're going to start talking about using our brains in a more effective way. So, make sure you rest up, so that you are ready for that one.

Key point	▪ Increase your physical energy level by:
	  ○ getting the right amount of rest
	  ○ getting the right amount of exercise
	  ○ maintaining the fitness level needed for your job
	  ○ utilizing breaks or 'time outs' while working
	▪ Increase your mental energy by:
	  ○ limiting distractions while working
	  ○ introducing music, hobbies, and exercise
	  ○ planning regular times of recreation and fun
	▪ Energize your team

Task for the day	▪ Your task for today is to reflect on your own energy levels. Do you see areas where you need to improve? If so, grab your day timer, calendar, or phone, and

	plan times for holidays, and weekly refreshing activities. On your daily calendar, plan specific times for focused work, followed by a time of rejuvenation.
Resources and ideas	The Power of Full Engagement: Managing Energy, not Time is the Key to High Performance by Tony Schwarz
Questions	◤ Am I energized? ◤ Am I modelling the right energy levels for my team? ◤ Are they energized and given the time to make sure that they boost their energy levels? ◤ Do I need to give them 'permission' and examples of how to increase their energy levels?