

Leading Self – Reinventing Yourself Through Challenging Times pt.2

You are also responsible for your own engagement and success – this is the core message of the second part of our "Reinventing Yourself" article series.

You can define your engagement by identifying how you can work best, what you enjoy doing most and your areas of strengths at work. Then, you can proactively seek clarity, collaboration opportunities and support from others, and also engage others in a conversation in which you may discover more about how you can thrive.

"Good leaders use a crisis to renew organizational habits," said Pulitzer-prize winning American journalist and author Charles Duhigg. This happens because crises make people willing to accept new things. However, this is not only applicable for leaders, as each individual employee can use challenging times to rethink deadlocked habits.

Charles Duhigg has been researching the science of productivity for nearly a decade. What came up more than once was the fact that habits are closely linked to productivity and engagement. Habits are influential factors that act as pacesetters for our lives and businesses. If we are able to establish good keystone habits, Duhigg argues, we can significantly improve our productivity and engagement.¹

But how can positive habits be established? The answer is: first get rid of bogged down, bad habits and routines. Second: connect cues and desired behavior with appropriate rewards.

To get a better overview about your current standpoint, our Leadership and Organizational Development colleagues compiled a cascading checklist for you. Answer the questions below honestly to get a better understanding for yourself and your work environment.

Engagement Hierarchy	By asking the right questions and listening attentively, you can quickly connect with your manager and understand how you can optimize your individual and team performance during the times of changes.
Growth	 How are my development goals impacted by the change? How do the challenges optimize my learning and development? Am I on the right track? How can I do better?
Teamwork	 How can I better collaborate with and support others to go through the challenge? How do we maintain our quality in the revised priorities? How do our revised priorities impact DS's priorities? What is your opinion about my revised action plan?
Individual Contribution	 Which areas can I develop in the changed priorities? How can I support you in managing the change? How is my work? Anything to reinforce or correct? How can I contribute with my strengths to navigating the challenges?
Basic Needs	 Are there any materials and equipment / information which support my revised priorities? How are my priorities and project timeline impacted?

You will quickly notice that some of your habits need to undergo changes. Don't be afraid to let change happen!

According to Duhigg, people get more easily involved in new habits if they are linked to reward experiences.

At the beginning of the twentieth century, the advertising expert Claude Hopkins succeeded in creating a powerful new habit loop with a simple trigger: brushing teeth. "Let your tongue slide over your teeth. You feel a film - this makes your teeth look unhealthy and promotes decay." Add a toothpaste that foams

beautifully - which signals effectiveness to customers - and as a reward a fresh feeling in the mouth. By the 1930s, brushing teeth had become a habit for more than half of Americans.

Whoever understands habits, so finds Charles Duhigg, can also change them. Habits, he says, are not fate after all. They are only savings programs of the brain. If you want to change them, you have to clear your head.

1 https://www.workhuman.com/resources/globoforce-blog/how-to-build-a-habit-of-engagement