Mental Toughness in EC Leadership:
Success Strategies They Don’t Teach You in Business School

NEECOM Presentation by Jennifer Touma
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Here are a few benefits of what is possible from what you learn in this session.

- Project a Heightened Sense of Self-awareness
- Achieve Immediate Rapport, Attention, Congruence and Trust
- Take what is already working in your life and make more of it through Mental Toughness and NLP.
- Adopt Maxcy Flier’s Attitude and Wanda McGee’s Resiliency
Mental Toughness in EC Leadership
What We Will Cover

- Mental Toughness as a Leadership Skill
  - “Leadership hasn’t changed but the context has.”
- How Neuro-linguistic Programming, NLP, Communication Model Will Increase Your Leadership Effectiveness
- Four Key Elements of Mental Toughness You Need to Win at Work and Succeed at Life
- 6 Signs You Are Demonstrating Mentally Weak Behavior and How to Reverse it
## The Top 10 Leadership Competencies, Grouped Into Five Themes
When 195 global leaders were asked to rate 74 qualities, these rose to the top.

<table>
<thead>
<tr>
<th>Competency</th>
<th>Percentage of Respondents</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Strong ethics &amp; safety</strong></td>
<td>67%</td>
<td>Has high ethical and moral standards</td>
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<tr>
<td>Self-organizing</td>
<td>59</td>
<td>Provides goals and objectives with loose guidelines/direction</td>
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<tr>
<td>Efficient learning</td>
<td>56</td>
<td>Clearly communicates expectations</td>
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<tr>
<td>Nurtures growth</td>
<td>52</td>
<td>Has the flexibility to change opinions</td>
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<tr>
<td>Connection &amp; belonging</td>
<td>43</td>
<td>Is committed to my ongoing training</td>
</tr>
<tr>
<td></td>
<td>42</td>
<td>Communicates often and openly</td>
</tr>
<tr>
<td></td>
<td>39</td>
<td>Is open to new ideas and approaches</td>
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<tr>
<td></td>
<td>38</td>
<td>Creates a feeling of succeeding and failing together</td>
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<td></td>
<td>38</td>
<td>Helps me grow into a next-generation leader</td>
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<tr>
<td></td>
<td>37</td>
<td>Provides safety for trial and error</td>
</tr>
</tbody>
</table>

**Source**: Sunnie Giles
Module 1

Mental Toughness in EC Leadership:

What it is not.
What it is.
Why it is Important.
Mental Toughness does not mean you have to be a bully, displaying unruly, arrogant behavior.
mental toughness is

“how people deal with challenge, stressors and pressure .... regardless of prevailing circumstances.”

Dr. Peter Clough
Interviewees’ Descriptions of Mental Toughness

The ability to

- Face all pressures and deal with them internally, delivering same level of performance outwardly...
- Change when necessary, to be flexible when necessary...
- Continue to focus on long-term outcomes and deliver an effective performance in the face of real or potential obstacles...
- Remain emotional stable and make rational decisions under pressure.
- Intellectual resilience, ability to deal with difficult situations, taking forward ideas which may be subject to resistance.
- To produce quality work, remaining evenly tempered without changing own attitudes and standard.

Source: Developing Mental Toughness, Dr. Peter Clough & Doug Strycharczyk
Research Backs-up the *Importance* of Mental Toughness

- Not equipped to deal with today’s business complexities
- Positively affects company performance through can-do attitude, deal better with adversity and setback, transformational leadership
- Mental Toughness can be a significant indicator of potential for level of achievement and managerial position attained
Module 2: NLP

How the NLP Communication Model Will Increase Leadership Effectiveness
Internal Representations

Delete
Distort
Generalize

Experiences
Values
Memories
Beliefs
Thoughts
Emotions
Habits
Attitudes
Education
Culture

Behavior = Results

Communicate
External Event/World

Filters
Module 3

Four Key Elements of Mental Toughness You Need to Win at Work and Succeed at Life.
When you’re faced with a challenge, do the following:

- Leverage resources.
- Identify strengths.
- Disassociate from situation/emotion.

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Control

life.
emotional.

What to do when you’re about to lose control or experience panic overload:

✓ Pay attention to your thoughts
✓ See situation from multiple views
✓ Know what you want
✓ Ask the question...
Confidence
unwavering engagement.

5 Powerful Ways to Be Confident

1. Connect with outcome
2. Share your screw-ups, humorously admit your mistakes
3. Manage your state of mind
4. Eliminate whining and complaining
5. Create a strong mind through discipline
Commitment

Action. Stickability.

What to do when you’re afraid to make a commitment.

- Accountability partner
- Practice self-reflection
- Be prepared and ready
- Don’t have a back-up plan

What is your next move?
Module 4
6 Signs You Are Demonstrating Mentally Weak Behavior and How to Reverse it

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1.) Handing Over Control

You've given up managing and controlling your own thoughts and emotions and

You’re allowing them to be controlled, directed and influenced by

- the environment around you
- the opinion of others, or
- momentary situations
2.) Acting on Impulse

Acting on impulse has become second nature. You respond to:

- unprovoked emotional outbursts
- prone to the highs and lows of your own emotional moods
- respond mindlessly to the emotions of others
3.) Playing the Blame Game

- Unmet business objectives seem overpowering, leading to finger-pointing and blaming others.

- You may go so far as to blatantly lie about business results whether it’s due to handling setbacks or company downturn, or with issues regarding your product or service.
4.) Flying Under the Radar

Adopts a minimalist approach to avoid taking on additional responsibilities due to

■ fear of failure
■ runs from challenge and adversity
■ procrastinates due to laziness or lack of interest, or
■ delegates own work to others due to lack of knowledge or inadequate skill
5.) Easily Intimidated

Prefers to back down quickly when

- challenged
- won’t stand their ground
- intimidated by competence or excellence in others
6.) Displays Short-sightedness

Many professionals fail to see business opportunities as they arise. As a result, they are
• making short-sighted decisions
• reacting from stereotypical ideas and opinions
• making snap judgments without reviewing options
Thanks for visiting with me today.

Jennifer Touma

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Meet our 2 year old dog Baker. He is a high-spirited half-beagle & half mountain cur and his coat is a brindle color pattern.

He was living at the Salem, NH Animal Rescue home for one year before we brought him home to be part of our family. He is a joy to have and be with.