45 Knowing & doing isn't enough, it's something else that ma...

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Hi there. Today I wanted to talk about a topic that is really dear to my heart. How can you stop working harder and reach even better results? What are the key ingredients for that? Because you know what happens when I increased empowerment and autonomy in my organisation? Well, stress and burnout increased, because people worked more people got motivated, they really liked what they were doing. They wanted to deliver results, and they started working harder. And that's how we got stress, and burnouts. And chances are that no, in COVID times when a lot of us are working from home, the same happens to you, you are motivated, you are driven to deliver what is expected from you. And since you appreciate the flexibility, you start working harder and harder, you don't see the difference anymore. between work and life, you don't manage to disconnect anymore. And this is what I wanted to talk about in this podcast. I'm Murielle, CEO mum and educator, I used to work really hard and sacrifice the important things to me until I lost my motivation. Fast forwards passed many failed attempts and lessons learned. And I found a way to reach great results while working less. Today, I'm obsessed with helping other leaders build meaningful lives. So each week, I'll be sharing inspiration to change your life and organisation. This is rebel leader with a heart. And this podcast is sponsored by my own course leading authentically in digital times, that will start a new edition of this course will start on March 22. So one week from now, if you listen to this podcast, when it came out, so on the 22nd of March. And for this edition, we have a special bonus leading to empowerment for remote hybrids and face to face teams. So if you want to become a better leader in these digital, uncertain and disruptive times, this course is really for you because it helps you become another leader and not simply no more stuff, it helps you increase your impact, increase your balance, and also find your motivation back or more meaning should you have lost it. So I hope I will see you in the course. And you will find a link to subscribe in the show notes of this episode, or just go to www.qileader.com. And there you can subscribe. Now, let's come back to our episodes. So as I was telling stress and burnout increased when we increased empowerment, and when we increased flexibility. So I told people, you can from now on work from where and when you want as long as you agree with your team. And people really appreciated that because it gave them the flexibility to be there for their children to do their grocery

shopping, when it wasn't too busy to go to a doctor appointment or to do things during the day. And then they would start again at night to recuperate for the hours that I didn't spend working during the day. And I remember when I started this, I had a lot of people in my management team who were thinking, but is this a good idea? Because increasing flexibility till the points that people can choose where they work? Won't people just try to take advantage of that? And should we control them because people are going to not work and spend all their time doing something else. And the exact opposite happens? People started working more and more and more and some people couldn't stop working anymore because of this flexibility. And that's also what the statistics show for 2020. On average, people worked two hours more every day, or one hour more than in 2019. So this whole flexibility was great in the beginning. But then we all started working more and not being able to disconnect. So what did we have to do? Well, we had to support the people in changing their habits, and in particular, in pausing and in saying no to things because it wasn't always management that was putting more pressure on the people of course we had a big pressure to deliver but also We tend to put pressure on ourselves as well, we see opportunities, we see problems, we have demands, and we want to do it all. What is happening is, and probably you are in that case, as well is, as leaders, you are often successful. And you know, a lot. You know, for instance, that you should say no more, you know that, you know that you should listen more to the people, especially as a leader of a team, you know, that you should focus and not try to do at all, you know, that you should be vulnerable and not come not constantly showing your strength, you know, you should be transparent about what is happening, and also, that there should be transparency within the team to discuss eventual issues or opportunities or things that that don't go as planned. And you also know, you should accept mistakes, that failing is just part of today's world, because things are moving so fast that it's not possible anymore to foresee everything in advance. And so failing is part of the game today. And we have to fail fast, fail better and learn and get up again. And so we know all these things. And chances are that you are smart, successful, and often know what you should do. Just look at yourself, haven't you always figure things out in your life and career? Do you often know what you should do if you really go home and you take the time and if you had all the time in the world, you know, you can figure things out. Even if figuring things out means asking for help you, you know what you should do? The problem is that as soon as you are under pressure, and that means when you have too much on your mind when a problem arises when you're under stress, when you're tired, when when you have this fear that you might not be able to deliver it all or the fear that you might disappoint someone or the fear that you might fail, or the fear of losing control. So as soon as you are under pressure, despite everything you know, that you should do, your conditioned behaviours might take over without you being aware of it. And so you can become a micromanager again, and the safe environments and empowerment that you took months to build can be shattered in a moment, just because your conditioned behaviours took over. Or if you're a team member, you can start working hard again and saying yes to everybody, because that's what you've always done. And the good intentions that you had to have a better work life balance. Well, they're completely forgotten, because your condition behaviours took over. And so in fast digital uncertain times, what I believe is that you cannot compensate anymore. By doing more you do already a lot and just look at your organisation and your colleagues, chances are that most of them are working really, really, really, really hard. But you don't get the results you want. But the solution is not any more to do more. Just look at yourself, do you think it's possible to do more without sacrificing your balance? And can your team do more? No, what you need to be successful today is to be more. So it's not about knowing, it's not about doing anymore. It's about being more and elevating your consciousness level.

You have to become another leader and not simply know more stuff or do more things. Chances are that you know already a lot. You read a lot you hear a lot you you followed a lot of training. So you probably know enough. Now it's time to be someone else. And also the team members have to become leaders as well leaders of their own life. So who should you become you should become a leader with purpose that is aware of his mindset, his beliefs, his conditioned behaviours, with resilience, a focused leader capable of saying no and managing chaos and also a leader capable of transcending your fears to create a meaningful, impactful and HL organisation and this is really important this part of transcending your fears because as soon as You are under pressure, it's your fears that take over without you being aware of it instead of really who you truly are. And you know, everything you need to get the life and the results you want is inside each of you, it is already inside of you, you just need to get it out there. And just like I said, You figured everything out, up until today, and you will continue to figure things out, you just need to find a way to be more. And how do you do that? Well, first, you need to pause. That's always I know, I've said it very often. And I will continue to say this very often. But when things don't go as planned, when you have too much to do when you are running all the time, the first solution is always to stop to slow down and pause. And then to reconnect to who you really are. what truly matters to you. And this is important. If you want to be more and have more impact, you first have to reconnect with yourself. Today, too many people don't do that they run and they run, they ignore every signal that their body is sending them. And that's not great, because worst case, you get a burnout. But in the middle, you can also be disconnected to others, your team members and get bad results and stay in this loop of always working hard. So the first thing you should do is pause and reconnect to who you are and what really matters to you. And then you have to increase your awareness about your own beliefs, your mindset, your interpretation, so you have to learn to observe yourself, just as if there was a camera on top of you looking at you try to observe yourself as much as possible. I sometimes watch or I used to watch this, these TV programmes about educating children, where in the beginning the camera people would be there, and they would simply film The parents interacting with their children. And then they would show the videos to the parents. And some parents would be shocked. They didn't realise they were acting this way. And here again, it's probably their conditioned behaviours and their fears that would take over and that made them shouts at their children or be aggressive or whatever. And that's why the most powerful tool to become another leader is stop reconnecting to who you are. And observing yourself so that you really increase your awareness, you have to become aware of your beliefs are aware of your thoughts aware of your actions, especially when you are under pressure. And chances are when you are aware of that by observing yourself, you will probably change it by yourself. Because like I said, everything is inside you and you know what you should do. And once you are aware of certain behaviours, then you free yourself from your conditioned behaviours, and you are free to do the things that will lead to your desired result. Another thing if you want to become another person and another leader is to increase your energy and to adopt these new habits of fast times. So like saying no pausing, focusing, listening, instead of talking, trusting more, all these habits that you probably know accepting mistakes being transparent. And but for that you need to first notice that you might not be the leader you thought you were and increase your energy because that will give you the strength to really go out of your comfort zone with a beginner's mind and start practising these new habits even if they feel uncomfortable, and ask a lot of energy because building a new habit requires a lot of energy, but when you are exhausted, you will simply stay in your old habits that let's face it are not serving you probably for the moments when you do that. That's how you will rewire your brain to become an authentic leader. And that's how you will get everything that is inside of

you come out so that you can really lead the life that you should lead and that you want to lead instead of just Going through the days, trying to do all the to dues on your list and not really being connected to who you truly are. And by doing that, you will see that that's how you will get better results because you will start changing. And because you will start changing the people around you will start changing. And then the whole team will start changing. And then what will happen is the culture within the organisation will start changing. And that's how you will get better results. I often say being successful in a transformation is not about the big strategy. It's about changing the little things and the little things compound it will change the culture will change your habits that will change the culture and that will make it possible to implement your strategy and have great results. So that was just a message for today. It's a shorter podcast than what I used to do. I just wanted to say that you don't have to do more. You don't have to know more. What you have to start doing is to be more Yeah, you finished another episode of rebel leader with a hearts if you want more, go to rebelleaderwithaheart.com for show notes and past episodes. If you love the show, subscribe, leave a review and share it with a friend The more the merrier. Thanks for tuning in and have a great week you rebel leader with a heart.