

Good afternoon, everybody, and welcome to this session which is about physical intelligence and why it matters for leaders. So today's session is all about physical intelligence. It's going to be interactive, it's probably going to take you out of your comfort zone, and hopefully give you a new way of thinking. So in today's demanding world, the demands on us have a really measurable impact on both leadership, teamwork and our wellness. So we're going to unlock some of that today. And we are delighted to have our workshop leader Claire Dale join us. She's an award winning author of the best selling book 'Physical Intelligence', and she's gonna take you through some techniques to try and help you understand what drives your pressure points throughout the day. There will also be time for a few questions at the end. But this is In the end of the session, there will be a forum running for the next three months where you can interact with Claire and learn more. So just click on the forum menu tab at the end of the session when we go to the chat. So without further ado, I'm going to hand over to Claire. Thank you, Sharon. And good afternoon, everyone. And let me start by asking you all a question. And let's have a quick poll on this as well. What level of importance do you currently place on your body in your leadership? What level of importance do you currently place on your body in your leadership? Where let's say 10 percent is one star, and 100% importance is 10 stars. So hopefully, that's coming up in front of you now, and you can start to put in your answers. And we'll come back to the results of that poll shortly.

Right now, can you feel the pace of your heartbeat?

Can you feel the movement of your breath, entering and leaving your body? Can you feel the shape of your spine right at this moment? And can you capture the feeling of your current mood? And what's creating that internal mood today? Now as you take a couple of seconds to think about those questions, you'll likely become more aware of your inner state. And my question for you is, did you co-create that inner state with your body or is it an unconscious default? Now our bodies get tired, don't they? They age, don't they? There's often that niggling neck ache or those fluctuating energy levels that perhaps we'd like to have more control over than we do. Sometimes we sleep well, sometimes we don't. And the body takes quite a lot of maintenance, doesn't it? So we engage, course, in self care. We run it around or wheel it around every so often or very often and hope it won't let us down, especially in public. Am I right? It is so easy to feel like we're in a rather loveless marriage with our bodies. But it's a marriage for life. There is no getting a divorce. We're looking at this the wrong way. Our bodies are amazing, miraculous in fact, performing trillions of operations every single second. We breathe in and out 25,000 times a day without asking for anything in return. And they whisper invaluable insights to us all the time about our status and our wellbeing. But are we listening? Our physiology drives our leadership performance, dictating whether we step up, face challenges and commit to changing things for the better, or whether we hold back, pay lip service and give up on some of those dreams and goals that we hold so dear. Now, let's experiment with one simple movement. And listen to those whispers and listen to the body talking back to us afterwards. So we'll do it and then I'll ask you to describe and put one word in a word cloud to describe the impact, what changed. So here we go. Wherever you are right now, find some space and put your arms right out to the sides.

Raise your chin, look up.

And then imagine that someone has tied a string to the centre of your sternum here, the chest, that's the chest bone in the front there, and they're pulling you forward by that string. Your arms will go back slightly. You may close your eyes if you wish and expand.

Now stay there whilst I explain that this technique is called the Kate Winslet technique, and many of you will have seen the film *The Titanic*, and there's that iconic moment where Kate Winslet is on the bow of the ship. The Atlantic ocean is in front of her, she's in love with Leonardo DiCaprio. And she's in love with the world, connected and on her way to New York. So imagine that, breathe and expand, feel what's happening in your body, two more breaths here.

Check your jaw's not too tense.

And then when you're ready, just come back, drop the arms down by the sides, bring them down slowly. And just settle back down into your body. And notice what's changed. What's your inner state like now? How does it feel? And put that in a word cloud. Now, if you would, let's see what happened. As that word cloud is being compiled, as you put your words into the word cloud, let's discuss what just happened. You may have noticed some changes, you may have noticed a little bit less stressed, more happier, more expansive. Or you might feel something quite different. Regardless of what you felt, what just happened is that you stimulated 40,000 independent neurons in your heart and the surrounding muscles. And they released a chemical, a vital chemical called oxytocin. Now, this chemical is part of our happiness chemical cocktail. And it also dictates our ability to connect with others, to connect with the world around us, to understand people and to build social bonds and trust. So this simple movement can increase your ability, create the inner state that you need to connect and open up to your team and build trust. So let's have a look at the word cloud, is the word cloud formed? Right now I can't see it. So where is, the question is find the word cloud. Where is that word cloud?

It's hidden behind. For me, it's hidden behind Sharon and Shan. So could I sit, lovely, thank you team. That's great. So we've got hugely: relaxed, calm, energised, open. So this had quite an effect on you, calmed, confident, aching, some of you might have stretched parts you haven't stretched for a while, invigorated, sore. So people are talking about feeling a bit of pain here. We need to listen to that. Well done, that's fantastic that you accessed all of that change through that movement.

So what we're going to do now, please, is we're going to publish and review the first poll, what importance you placed on your body in your leadership. And again, team, if you could just bring that to the left slightly for me. Brilliant.

All right, so we've got the majority actually placing their bodies as important.

Majority seems to be giving seven out of 10, I still can't see the right hand side of the graph.

And the results are still coming in. So team, could you move the graph to the left a little bit? Again, please? And a little bit more. So I can see that 15 percent of you have given eight stars. It's quite a spread, actually, quite a spread and I can't see the nine and the 10 right now, but isn't it interesting that there are such a variety of levels of importance, but I'm encouraged to see that there are some, some

14/15% of you up in the sevens and eights as far as I can see. I can't see the nines and the 10s. So we'll have a look at that, we'll come back to it in the forum.

Now, I'd love you to, each of you individually, to try and up your star rating of your body by one star by the end of this session. By the end of the summer, I'd like you up to 10. I want you to be prioritising and listening to your body far more. Many of you will have taken the physical intelligence quiz, you'll have gone to the website at companiesinmotion.com and you can take the quiz "how physically intelligent are you?" If you haven't done that already, you can go there anytime and do it and there are plenty more resources there. If you did do it, that paragraph that you received, you can make links to your star rating of the importance of your body. Now I know from working over many years with leaders in the Civil Service that you, for example, I've worked regularly on the High Potential Development Scheme. I know that there's a great commitment to developing as leaders and to developing self awareness. I've also witnessed that the high level of service, the personal service that you give, and - what was it that Alex Chisholm said yesterday - 'working at the edge of deliverability' can really challenge your resilience. So I'm really happy to be here today to talk with you about physical intelligence and how you can integrate it into your daily life to boost wellbeing, emotional balance and productivity. So I began developing this physical intelligence methodology in 2004. And since then, myself and my team have worked with organisations as diverse as the United Nations, working with negotiators and McLaren Formula One working with marketing, sponsorship and engineering teams. Before that, I led my own contemporary dance company to critical acclaim through the 1990s. And every day as dancers, we breathed, we grounded ourselves, and we used movement to create different emotional states in ourselves and the audience.

Now, I noticed that if I didn't do that daily movement, I wasn't as good a leader. I noticed that if I did, I was much better in my leadership role, sharper and more connected with people. So I set about understanding why that was from a neurochemical perspective. And that leads me to define for you what physical intelligence actually is. Right now, hundreds of neurotransmitters and hormones are racing through our bodies and brains in our nervous systems and blood streams. They have familiar names like testosterone, cortisol, serotonin, dopamine and oxytocin you've already heard about. These chemicals largely dictate how we think, feel, speak and behave. And yet most of us operate at the mercy of that chemistry, experiencing reactions, emotions, thoughts, without realising that we can strategically influence them using movement patterns, breath patterns, thought processes and visualisations. So physical intelligence is the active management of our physiology to enable us to create what we call a winning cocktail for each and every situation. So what does that mean for you as leaders? Well, it means less closing down, less snapping when stressed, less trying to control what you can't and losing and missing great chances to acknowledge people and give support and feedback. It means more energy, more feelings of deep confidence so that you can be humble, vulnerable, authentic, all those things that your people cry out for in leadership, especially in times of crisis. And also critically, it means seeing a way through and trusting it.

Less self doubt. So the pace of change before COVID was brutal, wasn't it and it's only increasing.

But listen, human beings over the last 200 years have not evolved as quickly as that pace of change. And that's what's leading to this phase of anxiety, stress and overwhelm that we are in. In 2018, the

number one symptom googled was stress. And Sadiq Khan has recently spoken openly about his low moments during lockdown and how important it is to be open about our mental health. At Companies In Motion. We've been inundated with requests for webinars and our book, because physical intelligence techniques support wellbeing and mental health in the workplace so, so well. So to understand how this works, let's have a look at this building performance grid.

So let's have the first, let's have the slide up, the building performance grid slide please. Lovely, thank you. So the vertical axis is the activation scale. Adrenalin gets us going, acetylcholine, recovery chemical, enables us to recover. But it's how we get going and how we recover that really matters. It's dictated by the horizontal axis you can see between DHEA, which is made in the adrenals. All of us make it all the time. It stands for dehydroepiandrosterone and it's a performance enhancing steroid. At the other end of the horizontal axis is cortisol, the stress, threat and arousal chemical. Let's look at the impact of DHEA and cortisol on four other high performing chemicals. So if our stress and threat chemical is too high, it drags down these four other chemicals, DHEA boosts them up. Now the news is the synthetic version of DHEA <audio lost> if we go back one slide, please just let's stay with the grid for a while.

Thank you. DHEA is the synthetic version is a banned substance for Olympic athletes, right? It's that powerful. And we never recommend you take that. But we can make it naturally every day using physical intelligence techniques, creating this shift over to the left this transformation where we want to spend more time on the left of the of the grid. So we're going to have a second poll now. It'll come up as two different questions: in your life as a whole, what percentage of your time is spent to the right of the centre of the grid? If we could stay with the grid here, please Adiba.

Thank you. So what percent is spent on the right hand side of the grid, waking up with some frustration, some anxiety, maybe waking up with worried thoughts? That question will come first. And then the question that will come up second is: what percentage do you spend on the left waking up with motivation, passion, energy, enthusiasm? So these polls are completely anonymous, as you know, so you can, we just want to sort of see where people are. So again, technical team if you could move the graph over or if you could remove Sharon's and Shan's pictures from my screen, that would be even better. I don't know if you can.

But I can see that to the right of the grid, we've got a majority of 24% spending time over, over on the right hand side of the grid. And we want the majority to be over to the left. So can I see the results of the second poll now? Spending time on the left hand side of the grid.

Great, so lovely, we've got a majority of you. So 40% of you are saying that you spent 18% of time on your, on the left hand side of the grid. That's good. We need much more time on the left hand side, and we could analyse these, and it's a little bit complex. So I want to take that through to the forum and start to, we'll take these, this evaluation once everyone's voted on these polls, and we'll have a look at that going forward and then help each of you that engage with the forum get some tangible individual goals. So the burning question is, how do we make more DHEA? Well, a fundamental technique that underpins DHEA synthesis is called paced breathing technique. And this is where you breathe in and out in a regular ratio for a large portion of your day. So right now start to follow the instructions on your

screens, breathing smoothly. This is all underpinned by research, breathing smoothly, breathing deeply. So diaphragmatically, and that's done by breathing in and expanding the abdomen and breathing out, letting the abdomen settle in.

So filling the abdomen as you breathe in and emptying the abdomen as you breathe out. And the best way to do that is to think about weights on your elbows and weights on your shoulders, literally putting weight on there, so those can't lift. That will help to get the breath down diaphragmatically. Then actively, so silently, counting the in breath and the out breath in your mind, having a sense of pace, and then a sense of rhythm, that that rhythm starts to get entrained in you every day. So keep breathing this way. Whilst I continue talking, I'm going to share a study with you. So in one study, 100 investment bankers in South Africa did 40 minutes of paced breathing a day. That's a lot, 20 minutes in the morning, 20 minutes in the evening for 21 days, so three weeks and they had three coaching sessions during that time as well. They experienced a 42% reduction in stress symptoms. And, listen to this, a 62% improvement in cognitive function on complex decision making tasks. That's a lot of cognitive clarity from one physiological technique, isn't it?

So, you may, I mean, I know how much we prize decision making in the Civil Service so I particularly wanted to bring that piece of research to you out of the whole body of research that is there. You may already have a breathing technique that you use outside of work. And if that's the case, make sure it's rhythmic and repetitive and extend your use of it during the day so that you start to do more of it whilst you're cooking the dinner, whilst you're working on some some policy, whilst you're preparing for a meeting. So, you know, increasing the number of minutes when we're back driving our cars a little bit more, red traffic lights are a great place to do this. So you really start to increase the number of minutes and train your body. If you're new to this, five minutes in the morning, five minutes in the evening, maybe on the alarm or just before going to bed and then start to increase the number of minutes. So we have already reviewed that second poll, the left and the right side of the graph, so that's good. And we'll come back to that in the forum.

Now there are 100 techniques in the physical intelligence curriculum. They're organised into four elements: strength, flexibility, resilience, and endurance. And we, what we've done is, so the strength techniques develop emotional and mental stability and paced breathing is one of the foundational techniques in the strength curriculum.

So, you've already done that, you know it, use it and I'm going to turn now to flexibility.

So flexibility enables us to adapt to changing environments, collaborate across systems and groups, building trust, and accessing a creative and innovative mindset. The winning cocktail for flexibility is oxytocin, dopamine, DHEA, and serotonin.

Time is short today. So we're just going to hone in on a couple of those, and then we'll learn another technique. So, first of all oxytocin. I want to come back to that.

We, I guess that we all agree that teams within the Civil Service where people are empowered, included and developed, developing, are the most successful teams. Correct? So neuroeconomist Paul

Zak has measured the oxytocin levels in the bloodstream of thousands of employees across the globe in multiple industries. And he's discovered that where there's high trust and high shared purpose, there are also high oxytocin levels. And that the leadership behaviours that give rise to these incredible statistics that you can see on the slide there, look at those numbers, are: overt appreciation and acknowledgement of people around that leader; clear expectations; a leadership state that is natural, yielding, open, caring; and the appropriate giving of autonomy. So that's a checklist for you. And I'm sure we can all raise our game in some of those areas to boost oxytocin. Now secondly, serotonin, as well as being critical for self belief and status, serotonin plays a part in the suppleness of the connective tissue between the muscle and bone. So we release serotonin when we move flexibly. Even socially, perhaps at the end of a wedding party, you think, "Oh, it's my moment," and you take to the dance floor. You're releasing serotonin.

Or maybe your favourite music comes on the radio and you think, right, no one's watching. I'm going to dance like no one's watching. This releases serotonin, you feel better, don't you? So, physical tension reboots, physical tension, inhibits serotonin levels. We're going to learn another technique. It's called the MOT, which stands for map of tension. And, of course, it links to the MOT that the Ministry of Transport road tests that we do every year for our car, but we want to do it every day for our bodies. So when we're holding physical tension, tightness and tension tells us that cortisol, the stress chemical, is too high and serotonin is too low. And the chemistry links to specific emotional states too, doesn't it, like anxiety and fear. We're literally in the grip. So if tension is a key data point for accessing our inner state, I wonder where in your body are your tension hotspots. Put one of those key areas, where do you hold your tension, put it in the word cloud now. Is it shoulders? Is it jaw? Is it abdomen? Lower back?

What is it?

Now while that word cloud is going on and forming, I would like you to work on that top hotspot. I would like you to place your hands, your fingers, one hand or the other hand, on your hotspot area, wherever it is, abdomen, lower back, neck. I'm gonna do mine on my neck here, my neck is always the key, one of the key areas, we all have them. So place your hands or fingers on your hotspot area, close your eyes, breathe.

You can put pressure onto that area with your hands or fingers or you can have a very light pressure. Place your focus and attention on that area of tension and breathe. It's like a surgeon with an endoscopic camera, you go in there, you have a look around, you shed some light on it.

And sometimes just even that, giving it some attention, can start the release. Now, I want you to find tiny movements, small movements that feel like it alleviates, that they alleviate that tension. We're doing this fairly quickly today, but you may want to spend more time on it as you integrate it into your day. Small tiny movements that just feel like they help create more suppleness in that area. Then let them build. Bigger movements now, you can release the hands if you wish, but you're going to try and take some bigger movements. Let your body tell you what it needs. No need to follow mine, you do your own wherever your hotspot is. And then you've got just 10 seconds to do a few bigger stretches that really help and move that area.

And come back when you're ready to settle down again. And the final bit of the MOT is to ask yourself a question. So close your eyes and ask yourself this: if that tension could talk back to you, if it could ask you something, have a request, make a request of you, what would it be saying? What is that tension saying back to you? Does it have a commentary on your lifestyle, on the way that you're engaging with certain aspects of your leadership maybe?

What does it need and want from you?

Now if nothing's particularly coming back at this moment, don't worry, this is the beginning. For some people, it'll be the beginning of a physically intelligent journey. So, but if there is something there that came up, just note it down. And you can come back and think about it in relation to perhaps some of the feedback that you're getting at the moment or the feeling of being in your leadership. The body's talking to us all the time, it always links to our mental and emotional state. So if we could just quickly see the word cloud now, technical team, we have massive jaw, neck and massive massive shoulders, neck and shoulders, neck, jaw. And you know, isn't that and many other areas too, isn't that interesting how we allow the screens to pull our head forward of our spines? So let's start to see if you can, you know, integrate that MOT every day and then take that, the less tense approach to how you're seated and how you do your work. There's a lot to be said about that. All right, great. Now we really just have a few moments to consider the impact of all this on our resilience, and our endurance. Resilience and endurance drastically improve when we apply strength and flexibility techniques, things that are good for us and work over the long term. The more techniques we have, the more resourceful we are and more in charge of our wellbeing we are. Now we're only scratching the surface today. But think how you'd feel if you did integrate a Kate Winslet or two every day into your life. A paced breathing, let's say you really start to practice that, an MOT every day. Perhaps those things would become a lifeline, a way of conditioning your emotions and thoughts. Now creating your daily habit is not always easy. But the best way to do it is to place those new habits next to something you always do. So the alarm going off in the morning, boiling the kettle to make a cup of tea - great time for Kate Winslet.

Walking through a certain doorway, or the entrance to a certain building could be a trigger point. So find your triggers and start to do what we call habit stacking. And a little goes a long way, start with a few things and it will, I promise you, make a difference. Now, resilience is about improving our bounce back, our optimism, applying a learning mindset to everything, even the most challenging times. And in those times, you can still demonstrate passion and still want to change things for the better. But change can be threatening can't it? And unless you have a strategy for letting go of the past, moving into the future, then emotional resistance can really build up. And this drains our energy and it drains, literally drains the energy from the teams around us, feels like we drag.

So in the resilience curriculum, we take a deep dive into a strategy for letting go, applying processes for lowering the stress and threat levels, and boosting five vital resilience chemicals that you can see there on the slide. And doing this ensures that we don't revert to comfort zones that's so easy, but that we keep innovating and collaborating through the difficulty and really get resilient systems working to those complex systems with resilience. So the stages are, firstly, we need to do a different kind of breathing, recovery breathing is important.

Then we need to know how to withdraw, reflect, sorry, retreat and know what to do when we retreat - how and when do we need to take ourselves away. And then we need techniques for reflecting, facing up to what's going on.

And then we need to use our networks. This is why networks are so important for resilience - trusted advisors and mentors, we need to talk about this, process it and we need to be listening to people that we're in conflict with, having courageous conversations. Then we also need to, we need to learn our lessons. That's the next stage. We need to learn our lessons and reboot our serotonin. We own this experience. We're not victims to it. Then of course, movement is important, punching out, shaking out and being able to move forward to a new future that we've visualised. We can see what it's like and we want it, so enables us to move, to let go of the past.

Now there's a lot in that, it's a deep process. So just getting you to think about now, and think about what you're doing and what you're not doing. Movement is important because here's the thing, listen up, emotions are neuropeptides, they are strands of protein.

And the chemicals of negative emotion get locked into receptor cells in our bodies, like getting the wrong key stuck in a lock. We got it in, but we can't get it out. So in your takeaway pack, I've given you an exercise called the shakeout. We can't do everything here today, it's there for you. It's a rigorous movement that will enable you to flush through the chemistry of negative emotion. And with regard to change, sometimes changing space, walking, moving whilst talking about change can facilitate the change itself. So remember the simple things too.

And finally, endurance.

This is all about sustaining effort over the long haul, through persistence, planning and perseverance. Knowing you've built up energy reserves of DHEA, it's not about being afraid of challenge, it's about saying bring it on, about having ambitious outcomes, creating a step by step approach and guiding your teams with your experience and expertise. Now, again, I've loaded up your pack with some endurance resources, lots of things for you to experiment with. But we're going to end this session with three really quick wins, examples of how the body helps us be enduring.

Number one, and there's some research will come up about this: narrow your intention on your outcomes, visualise them clearly, forensically and you'll engage in more goal-relevant action.

Secondly, if you've got something difficult ahead of you that day, what we know from research is that firming your muscles prior to difficult tasks enables you to endure more, to keep going. You're more determined. So try that now. Fists, abdominal muscles, and it's as if you're saying "Come on, we can do this," makes sense.

And, finally, celebrating achievement is vital for endurance. Otherwise, we want to give up if we don't celebrate milestones.

<audio disconnected> ...is through what we call a winner pose. So you put your arms in the air like you've just won a gold medal. Think about something you achieved last week, a month ago, that was really a high achievement you delivered against the odds. So celebrate that now, get your arms in the air, you can even do a lap of honour around your kitchen or wherever you are.

That boosts your testosterone, your dopamine, and it makes you want to try harder next time, even if you're in a time that's needing a lot of endurance.

So imagine a highly physically intelligent Civil Service.

Everybody regulates their breathing pattern as a matter of course, and knows why that's important for their personal performance. Everybody's adrenal glands are creating plenty of DHEA, that high performance steroid. Everybody releases tension, and reboots oxytocin and serotonin at will. Wellbeing and trust go hand in hand, and they have a learning mindset, which enables them to embrace and move with the change. They understand what effort needs to be applied and how it links to theirs and the organisation's purpose and values. This is a high trust culture that makes great decisions, has clarity, creativity, innovation, motivation, and vitality for the long term. And it's contagious. Everyone feels it and it catches on like wildfire. And it starts here in our bodies. If you begin to apply physical intelligence techniques today, you will secure the sustained wellbeing of yourselves and your teams, enabling the highest performance. If you fall back in love with your amazing body and you remake those marriage vows, then you can and you will become the best leaders the Civil Service has ever known.

Thank you, everybody.

So, what I'm going to do is hand, and I'm noticing that there are some questions there about how we get our hands on the takeaway pack and those things. I'm going to hand directly now, let me just see if there's a question here I can quickly answer. "My self awareness has increased working from home and ability to work, energy levels has been a positive experience. Do you advocate this?" Yes, many, many people working from home have experienced an adrenal recovery that wasn't there before because we were eating up energy travelling, and the social connections, for some people take more energy. And so being at home, for some people has felt safer. So you, it's, you're not alone. And I do think it's going to be great, a future to be flexible so people can work their adrenals as they need to, whilst also delivering what they want to deliver, they can deliver personally and for their organisation. So I think that's a great question. And we're at an exciting time, actually, to have the opportunity, despite COVID, to create those changes. Thank you for that question. That was from I'm not quite, I don't quite have a name for that. Thank you for that question. Okay. Shan, I'm handing over to you to finish the session.

That was a fantastically energising and practical session, you've given us loads

of insights, tools and techniques, and we can put them all into practice straight away. I think that's particularly relevant at a time like now when we're all really stretched thin. We're dealing with professional and personal challenges as well in this crisis, particularly people who've got caring

responsibilities for example. We know that physical and mental wellbeing is fundamental to maintaining our resilience. When the crisis first hit us, we were all running on adrenaline and in emergency mode, and that's obviously not sustainable for the long term. We need strength, flexibility, resilience, and endurance, all the things you've been talking to us about, in order to succeed as leaders at a time like this. It's also just much harder to switch off from homeworking, I think, so we need to listen to our bodies. We need to take charge of our own wellbeing and take time out to relax and recharge. I think you have to give yourself permission to look after your own health and wellbeing. We all need to be at our best to get through this crisis. So, you know, you've helped us think about that. We clearly all need to channel our inner Kate Winslet, we need to breathe, all of those things you've talked to us about, and that we'll find in the takeaway pack. Thank you so much, Claire. Thanks to all of you for joining this session. I hope you got out of it as much as I did, and keep safe and well. Take care.