



Week 4

**Staying  
Energized,  
All Day Long**

A top-down view of a workspace. A hand with red nail polish is typing on a silver laptop keyboard. To the right, a black spiral-bound notebook with a pen is open. The background is a light-colored desk.

# Steering Clear of Distractions

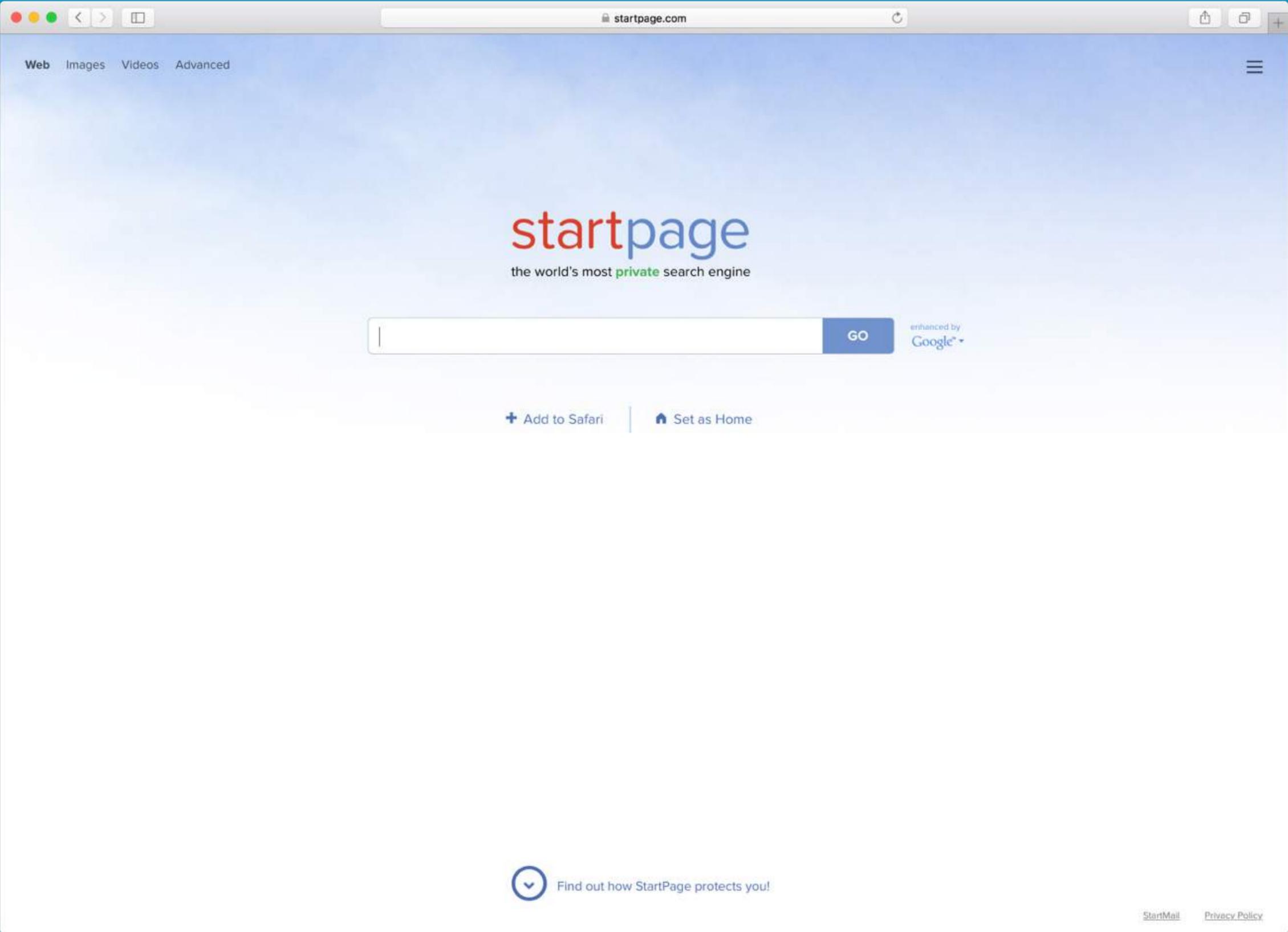


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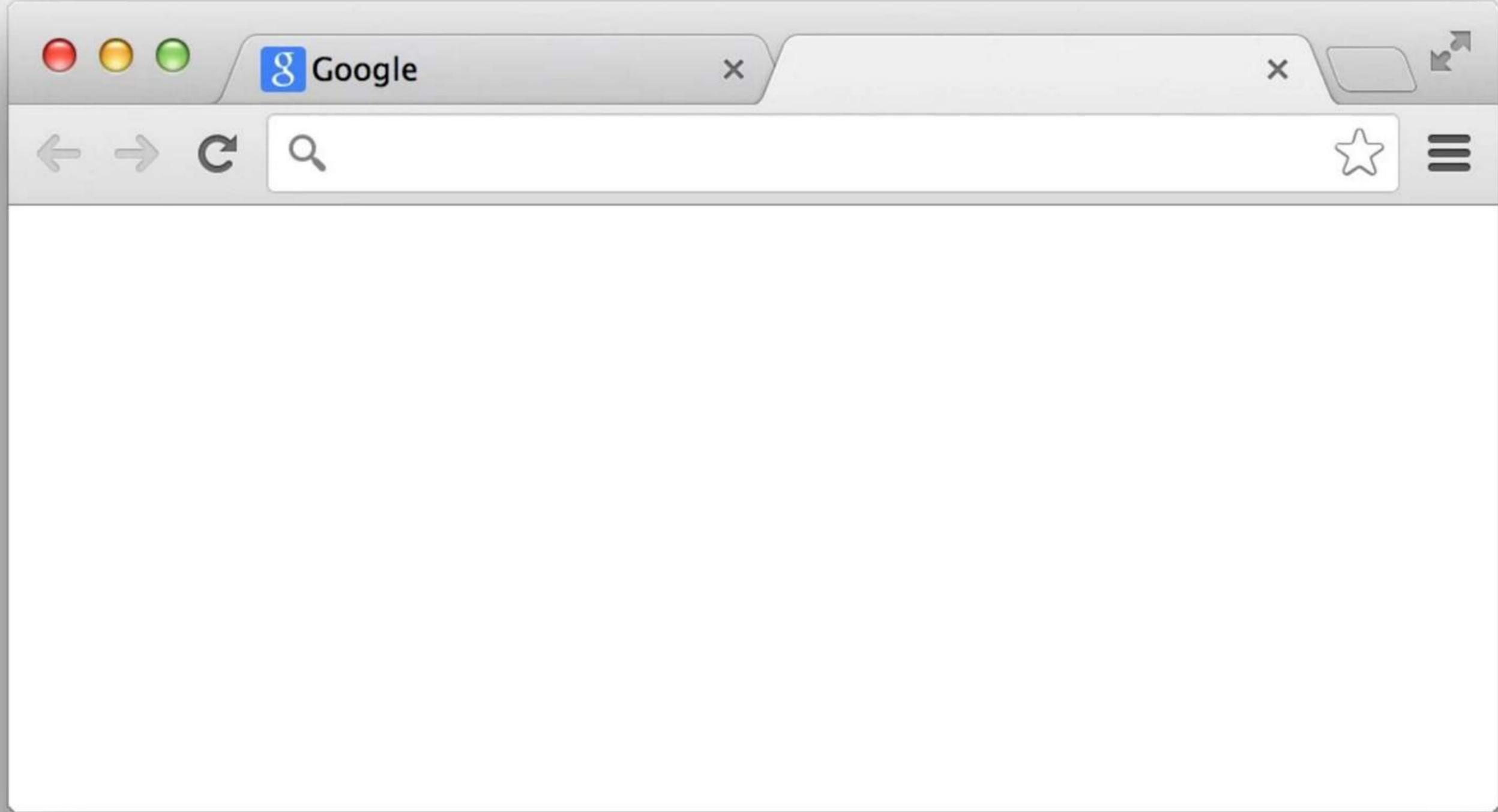
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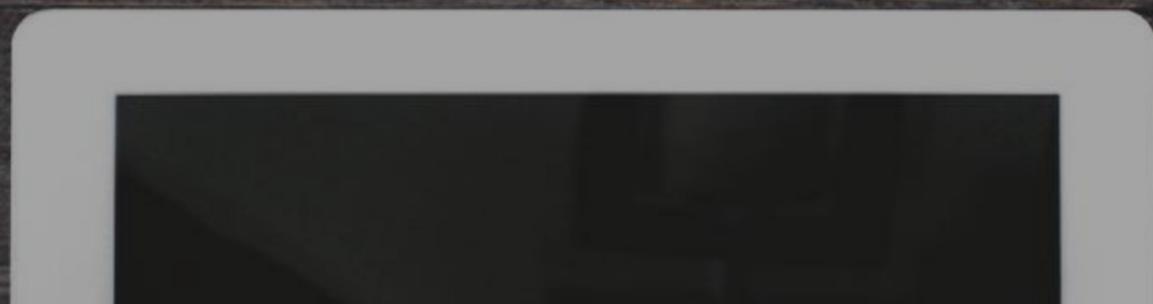
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# How to Say No



# Why we say yes

We want to be helpful

It feels good to say yes

We're flattered





# The Emotional Trap

# The opportunity cost of “Yes”

A close-up photograph of Warren Buffett, an elderly man with white hair and glasses, wearing a dark suit, white shirt, and a red patterned tie. He is speaking, with his mouth open and a slight smile. The background is a blurred green wall.

**“The difference  
between successful  
people and *very*  
successful people is  
that very successful  
people say no to  
almost everything”**

**– Warren Buffet**

Photo by: Fortune Live Media [flickr]

# How to decide if a meeting is worth attending

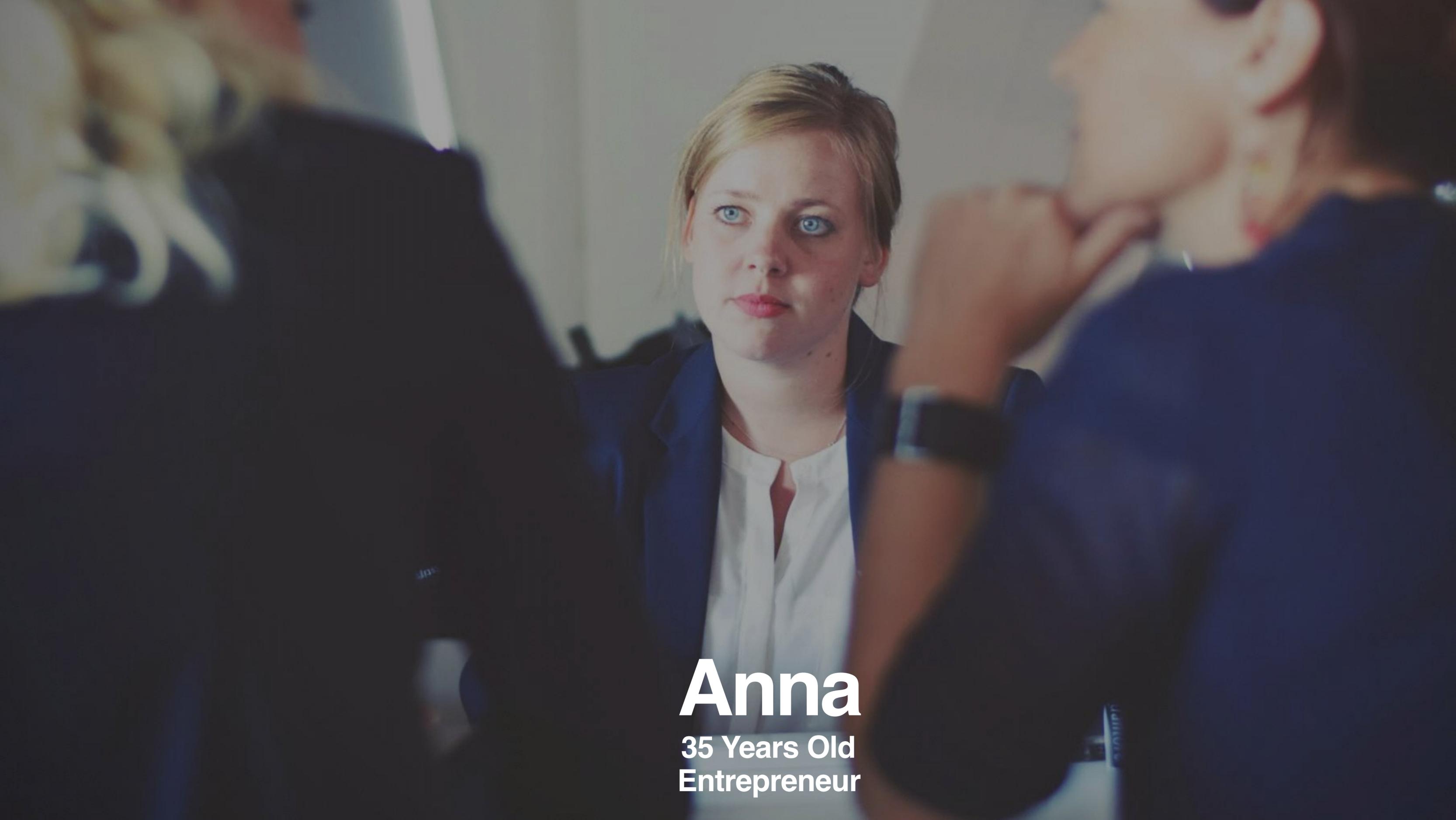




**How to  
decide if a  
meeting is  
worth  
attending**

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**Run a  
priority  
check**

A woman with blonde hair and blue eyes, wearing a blue blazer over a white shirt, is looking thoughtfully to the side. She is in a meeting with other people, some of whom are blurred in the background. The lighting is soft and professional.

**Anna**

**35 Years Old  
Entrepreneur**

A woman with blonde hair, wearing a blue blazer over a white shirt, is looking thoughtfully to the side. In the foreground, the back of a person's head and shoulder is visible, suggesting a meeting or collaborative work environment. The background is softly blurred, showing other people in a professional setting.

**On a scale of 1-7,  
how important is  
this activity to  
generating profit  
for my company?**

**Anna**

**35 Years Old  
Entrepreneur**

A woman with blonde hair, wearing a blue blazer over a white shirt, is looking forward with a neutral expression. The background is blurred, showing other people in a meeting or office environment. A large blue circle is overlaid on the right side of the image, containing white text.

On a scale of 1-7,  
how important is  
attending this  
meeting to  
generating profit  
for my company?

**Anna**

35 Years Old  
Entrepreneur



**How to  
decide if a  
meeting is  
worth  
attending**

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**Time  
travel**

# Cancel-Elation

How to  
decide if a  
meeting is  
worth  
attending

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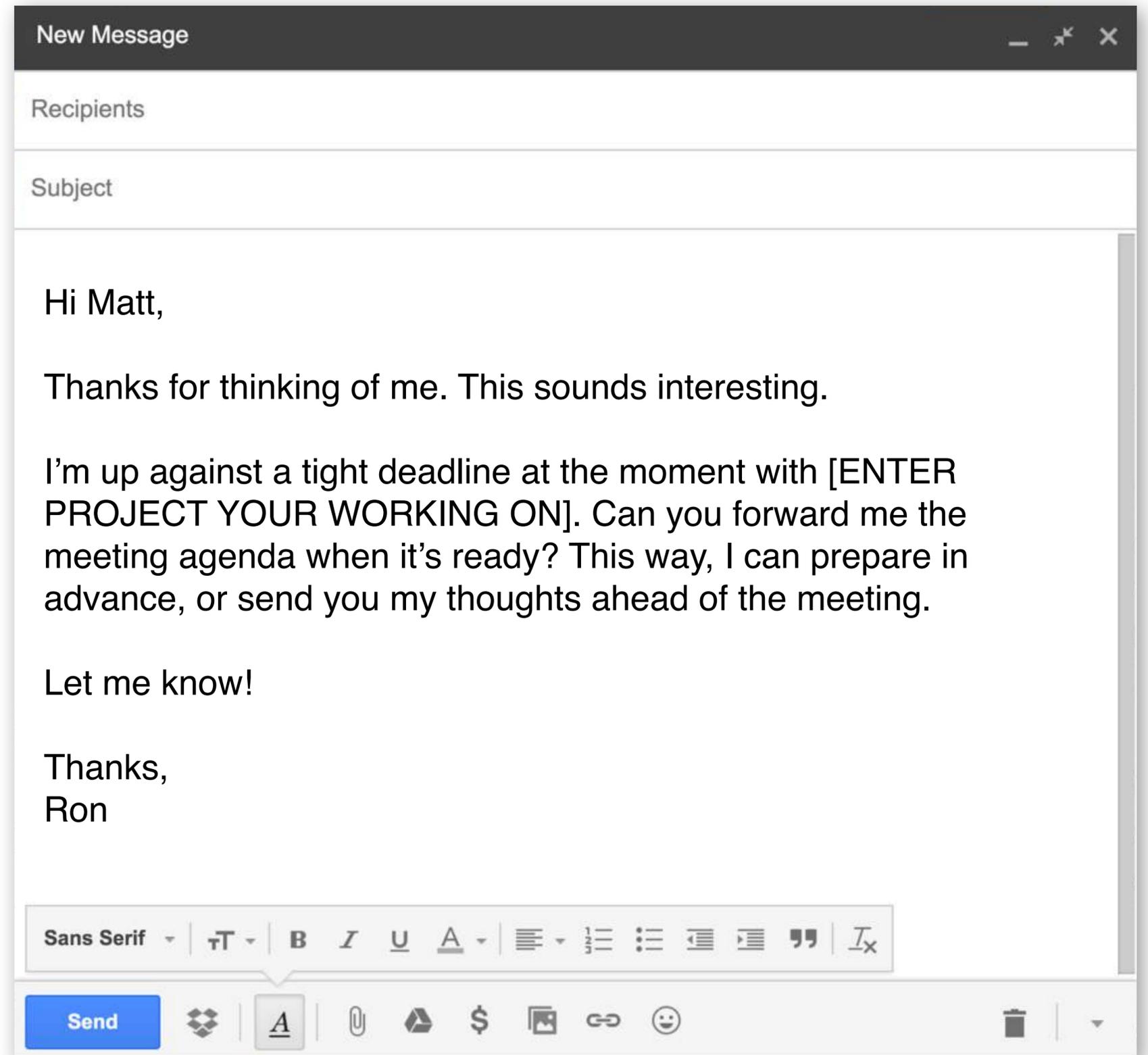
How to decide  
if an **internal**  
meeting is  
worth attending

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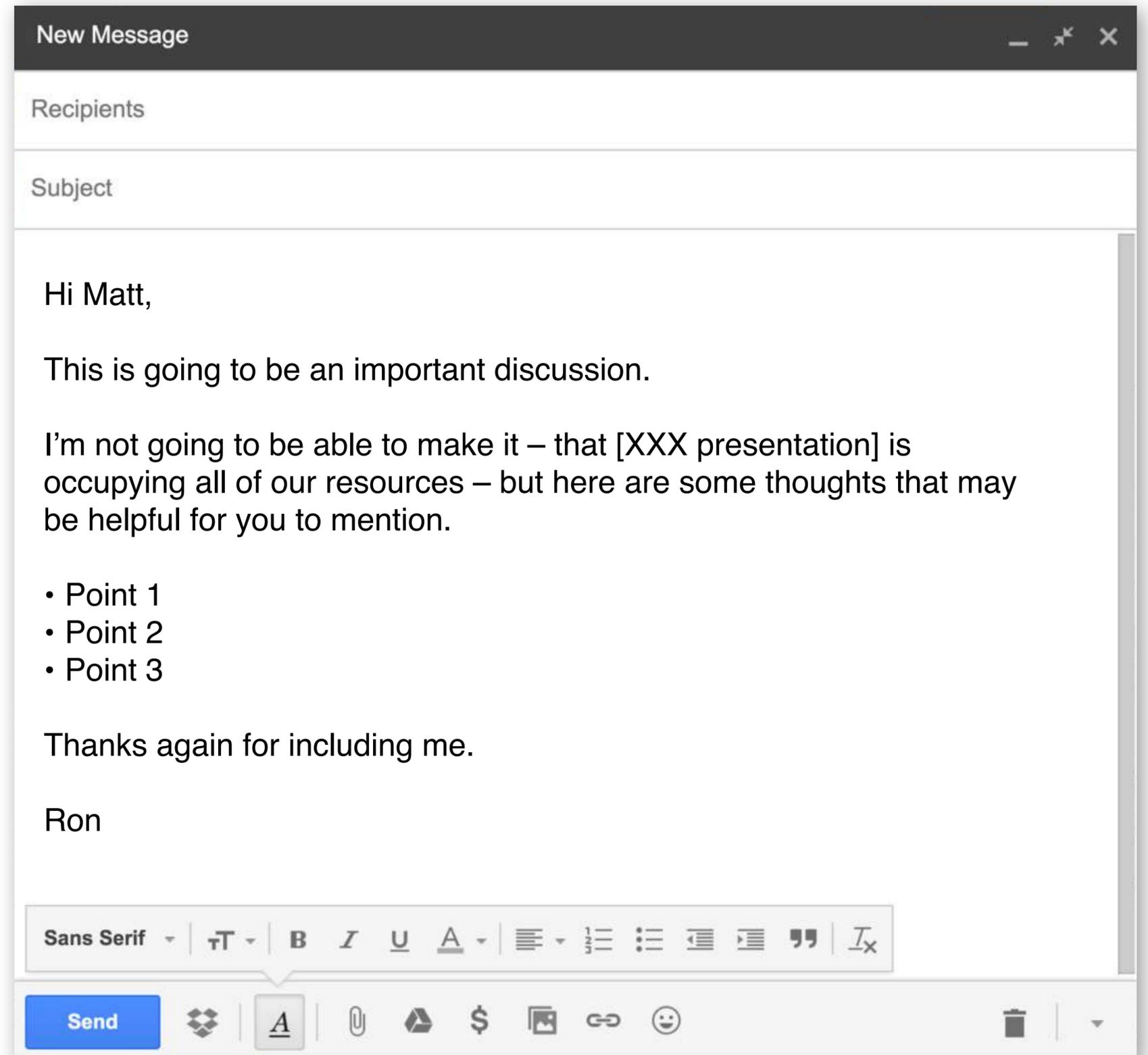
Ask for an  
agenda



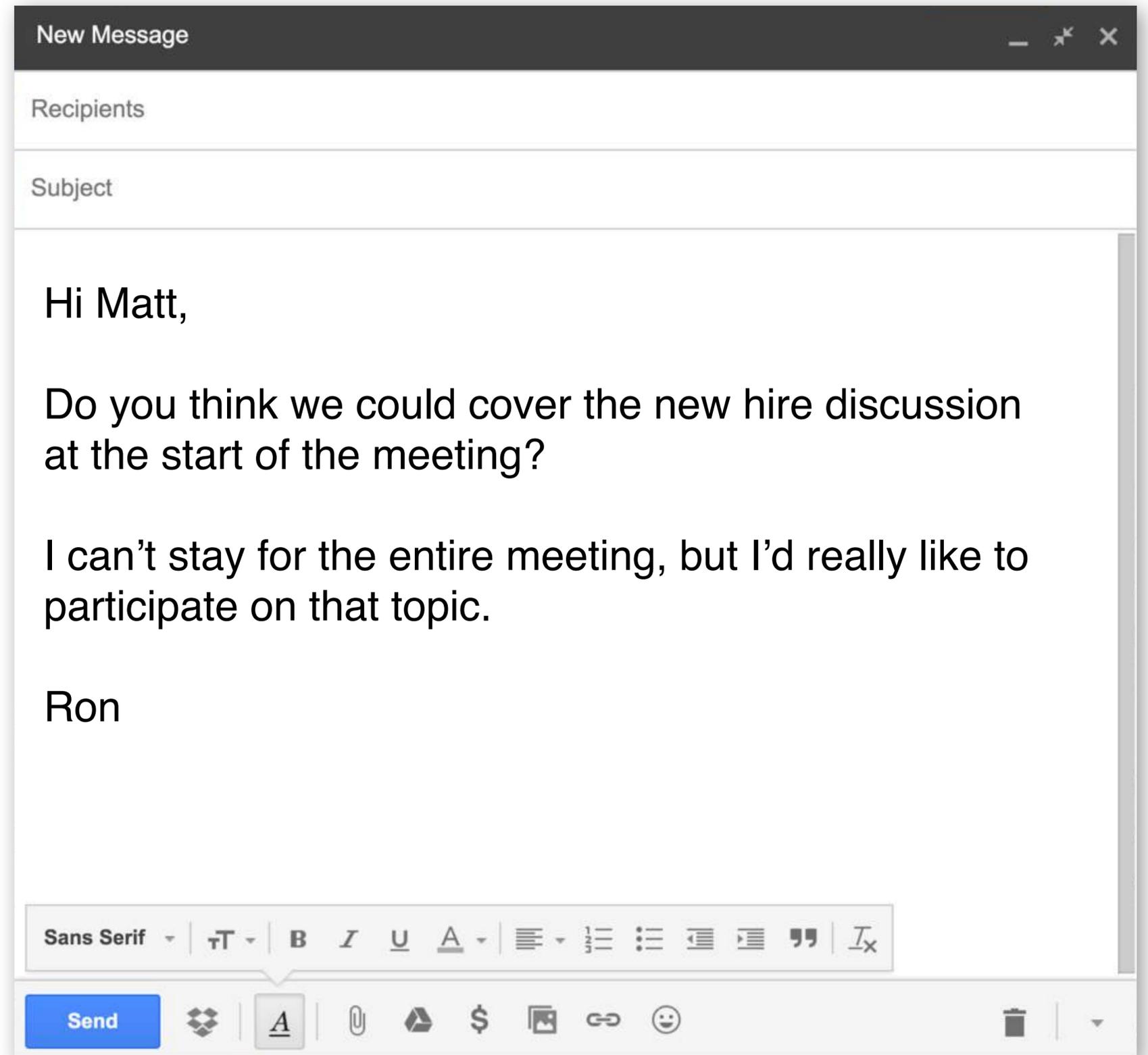
# How to ask for an agenda



# How to get out of a meeting



# How to minimize your meeting time



# Three ways of saying no without using the word “No”

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- ▶ Delay
- ▶ Divert
- ▶ Shrink

**Can you join us at this afternoon's meeting?**

**“Let me check my calendar and get back to you”**

**I N P E R S O N**



**Do you have a minute?**

**“Sure. Can I find you in 20 minutes?”**

**Using  
Delay to  
say no**

**Can we meet to discuss X?**

**“Would it be possible to push this meeting out so that the team can make a little more progress before we meet?”**

**O V E R E M A I L**



**Can we meet for lunch?**

**“Let me know if we can get together at the end of Spring.”**

# Using Divert to say no

New Message

Recipients

Subject

Hi Matt,

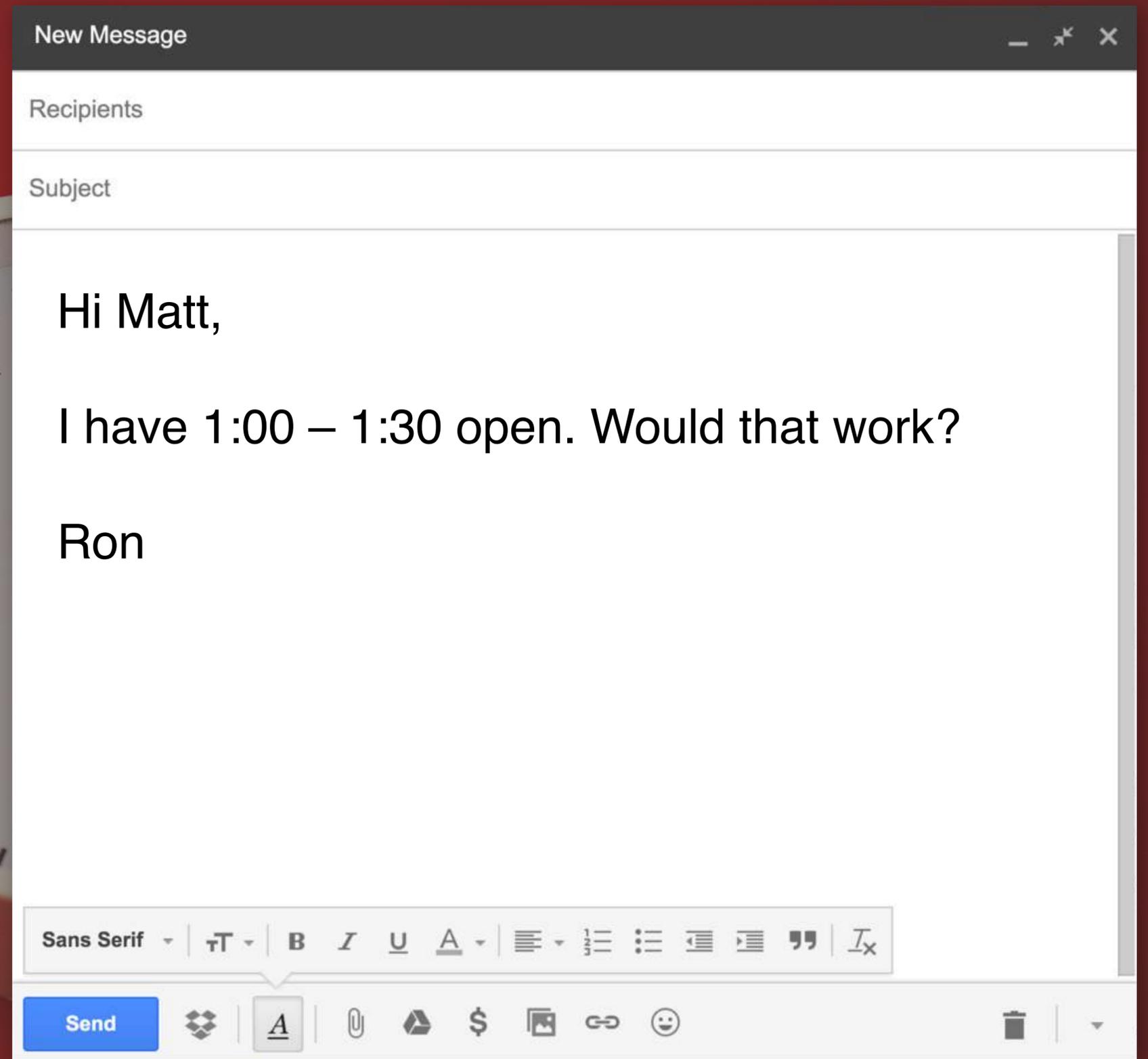
Thanks so much for thinking of me. My experience with this client has been limited so far. I did a little digging, and it seems like Andrew is our in-house expert. Let me put you in touch with Andrew so you can get the answers you need.

Ron

Sans Serif | ↑T | **B** *I* U A | [List Icons] | [Quote Icon] | [Link Icon]

Send [Share Icon] [Text Icon] [Attach Icon] [Dollar Icon] [Image Icon] [Link Icon] [Smiley Icon] [Trash Icon]

# Using Shrink to say no

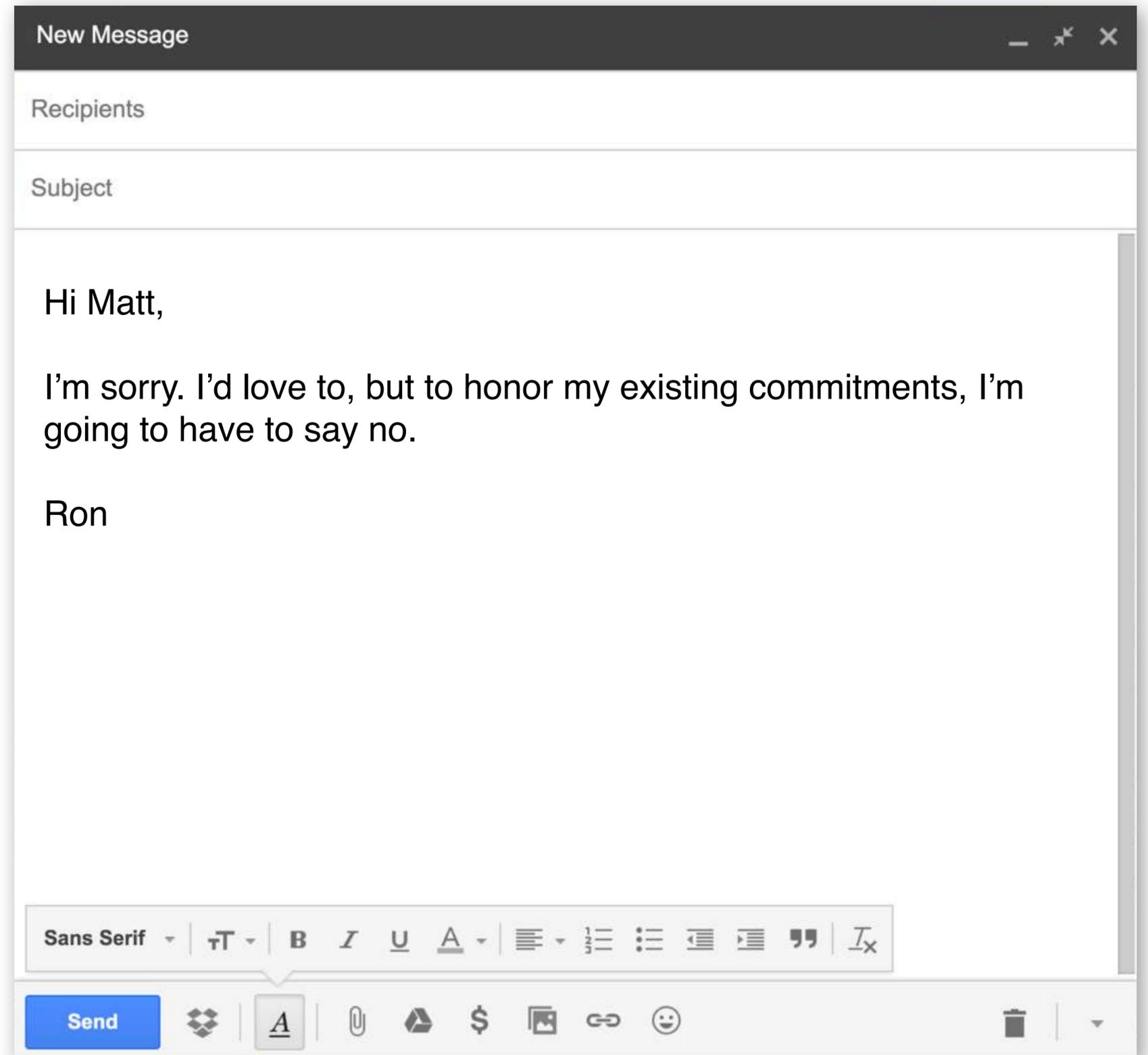


# Case Study

## How to say “no” poorly

### Why this doesn't work

- ▶ Starts and ends with negative emotions
- ▶ Solely focused on the sender
- ▶ “I'd love to” seems disingenuous

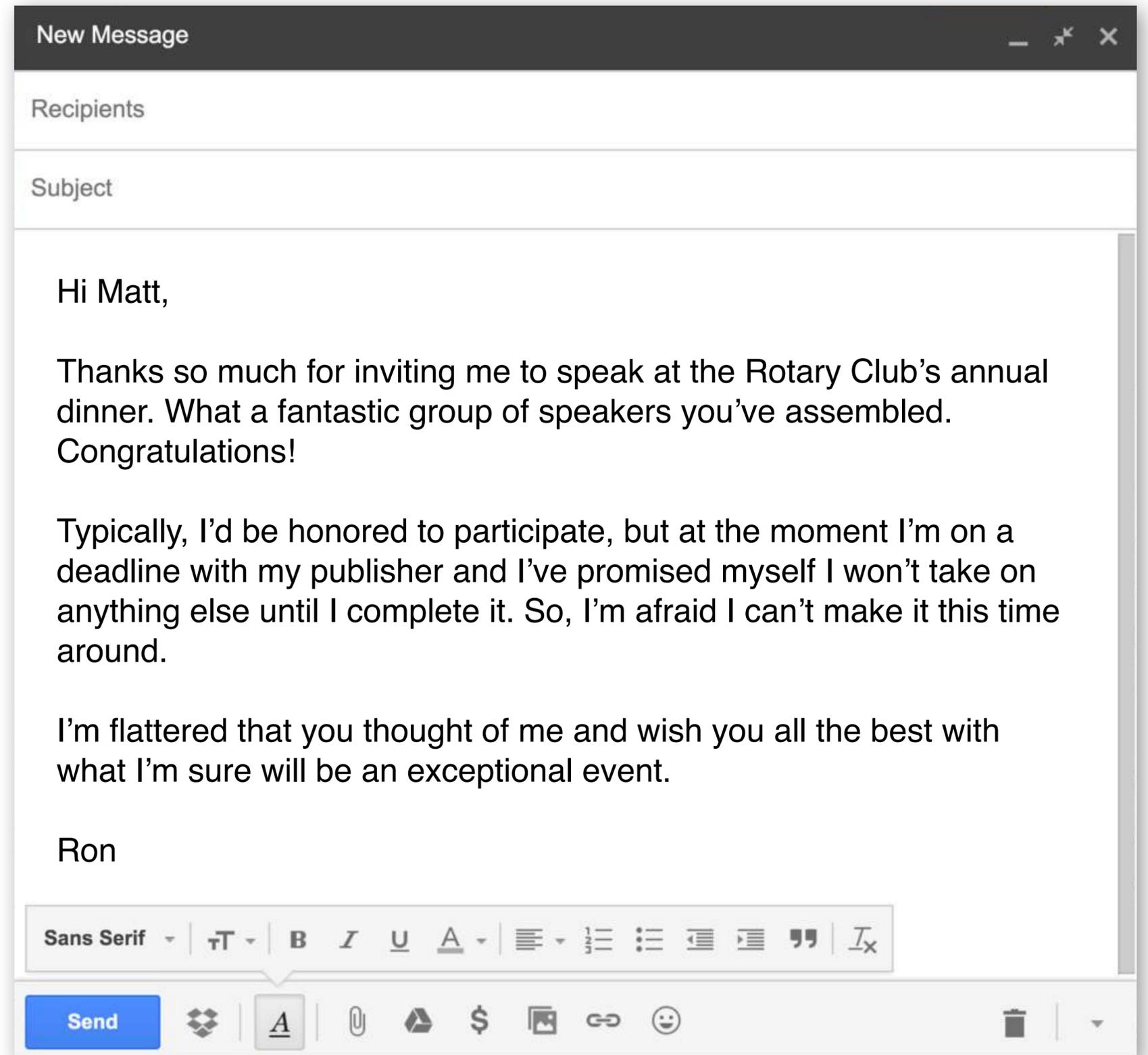


# Case Study

# How to say “no” diplomatically

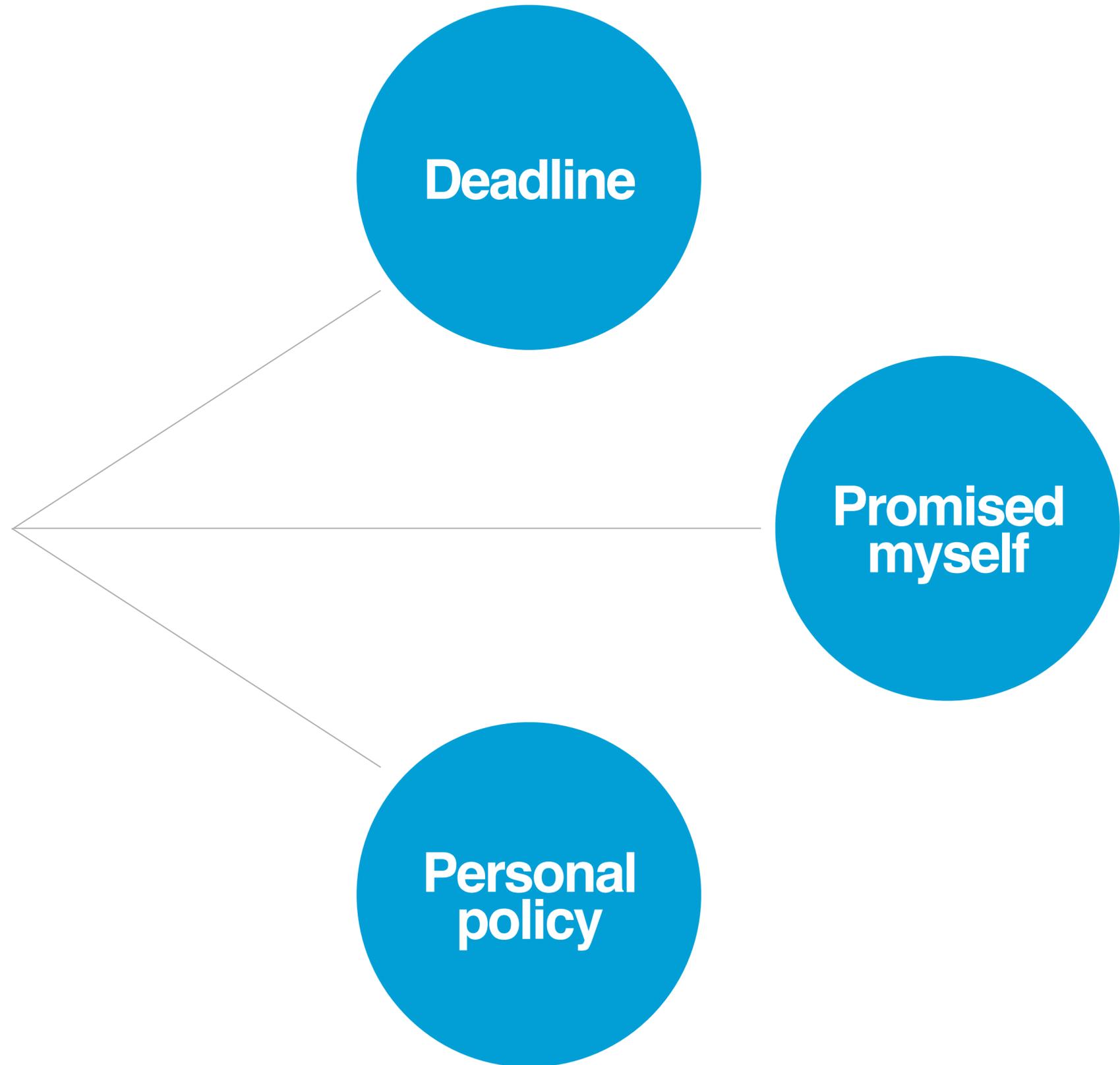
## Why this works

- ▶ Opens with a positive message
- ▶ Explains what you are committed to
- ▶ Closes with a positive  
(ideally with something you are willing to do)



# Three phrases that soften the blow

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Saying no  
is “trading  
popularity  
for respect”

– Greg McKeown  
author of *Essentialism*



An open calendar is shown from a top-down perspective, slightly angled. The pages are white with a grid layout for dates. The text "Your weekly review" is written in a large, white, sans-serif font across the center of the calendar pages. The background is softly blurred, showing the edges of the calendar pages and some faint text like "Luther King, Jr. Day" and "18".

# Your weekly review



Task #1

**Process  
notes and  
clear out  
emails**



**Task #2**

**Review your  
“Capture List”**



### Task #3

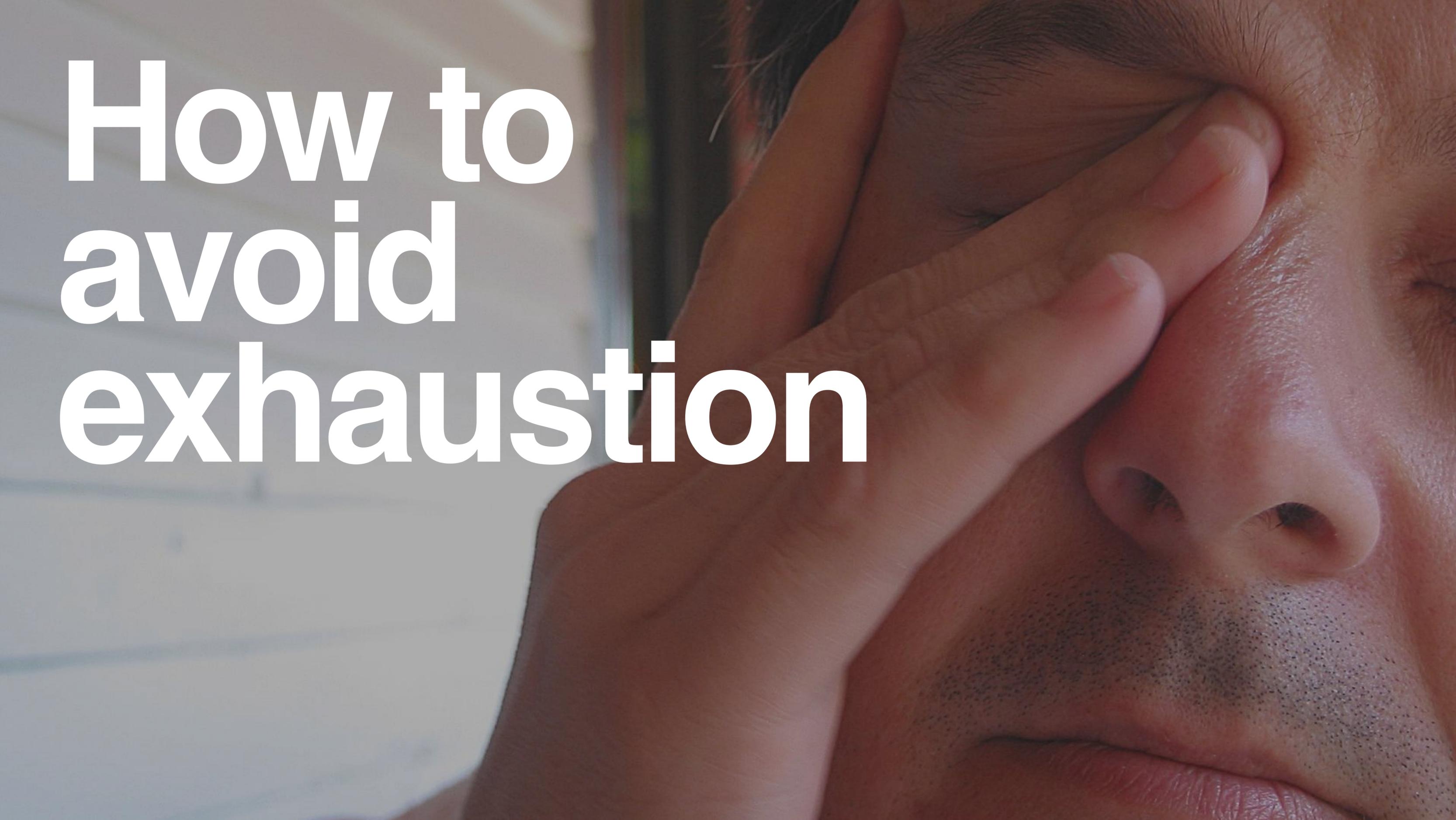
**Schedule  
things you  
want to  
accomplish**

# When to conduct your weekly review

0  
13  
20  
25

5  
12  
19  
26

# How to avoid exhaustion





# How food affects productivity



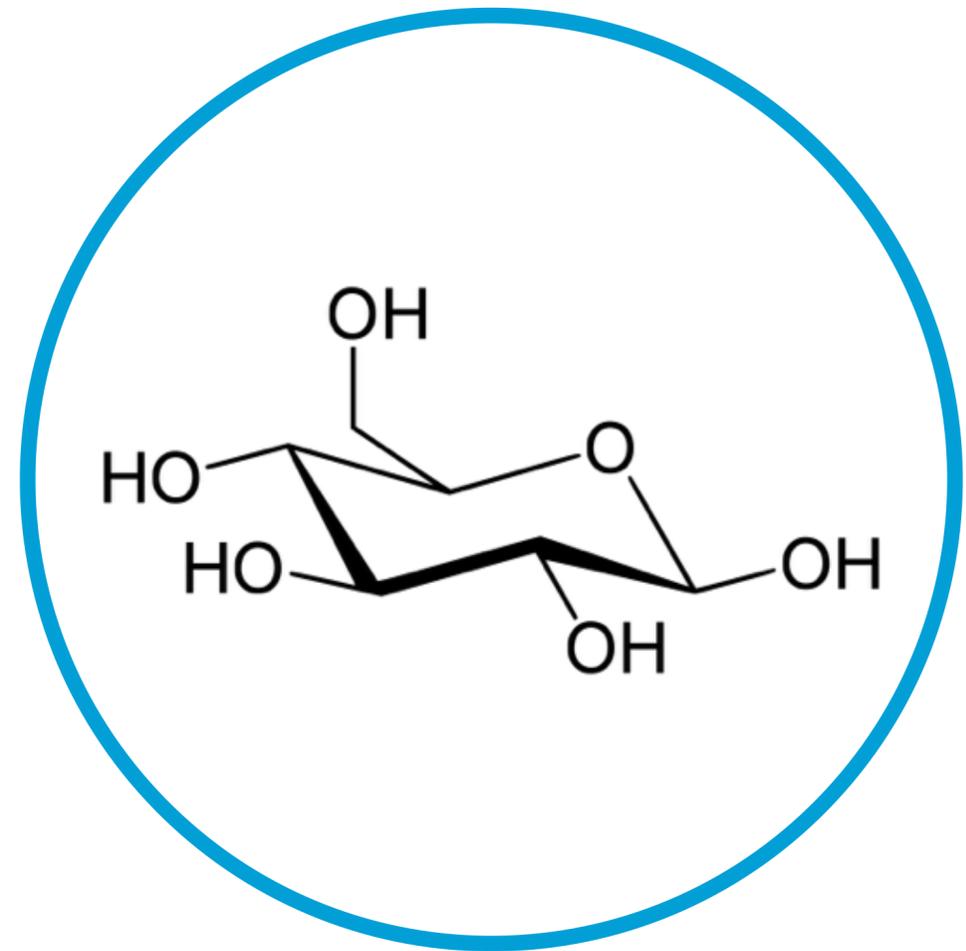
## Your nutrition influences your:

- ▶ Energy
- ▶ Concentration
- ▶ Mood
- ▶ Ability to manage emotions
- ▶ Decision quality

A close-up photograph of a person's hand holding a black gas pump nozzle. The nozzle is inserted into the fuel tank of a red car. The background is slightly blurred, showing a parking lot with other vehicles. The text "Food is not like fuel" is overlaid in white, bold, sans-serif font across the center of the image.

**Food is not like fuel**

# How food becomes energy



**Glucose**

# How food becomes energy



Release  
their glucose  
quickly

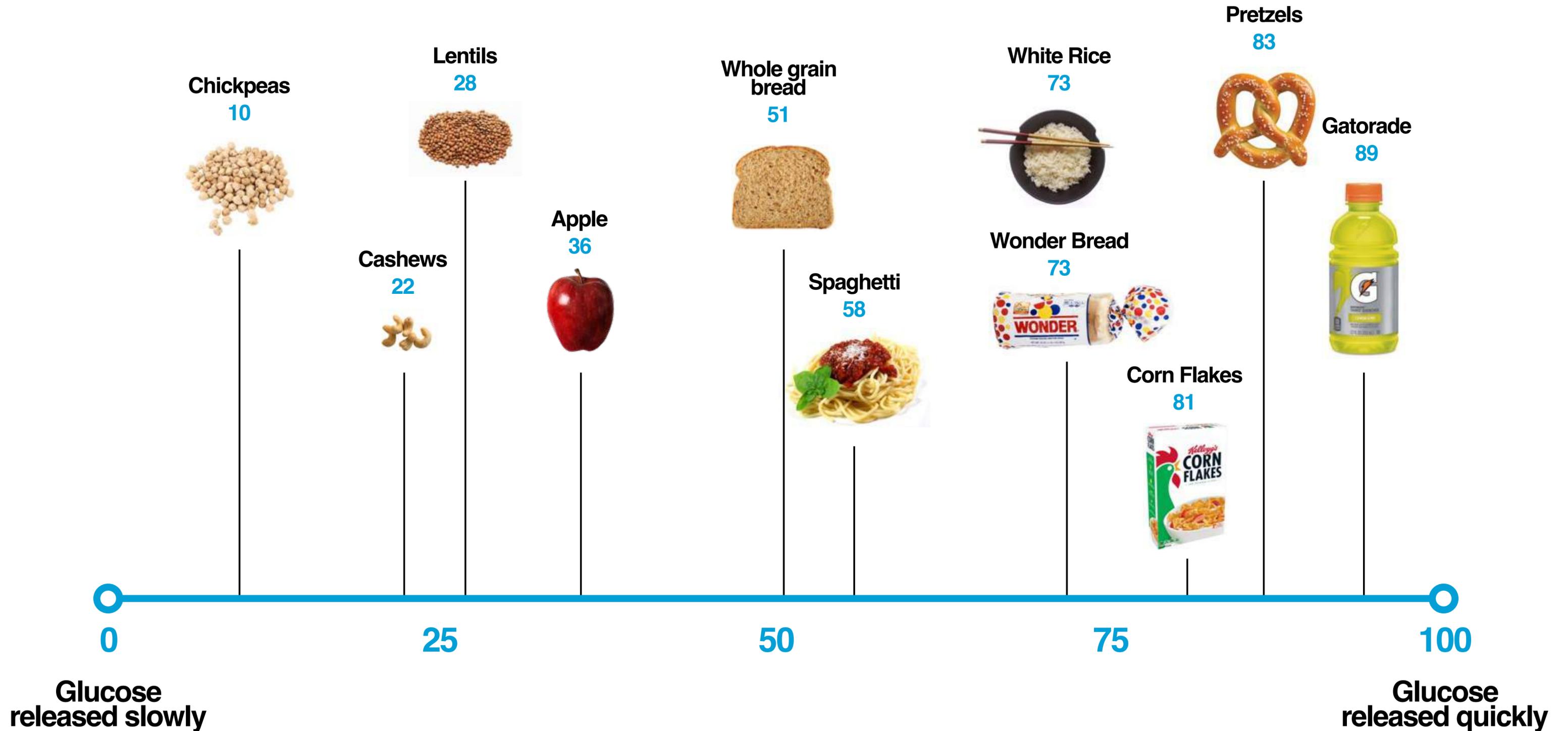


# How food becomes energy



**Slows  
blood flow to  
the brain**

# Glycemic Index



# The two commandments of eating for top mental performance

**1**

**Eat lean proteins**

**2**

**Eat carbs low on the glycemic index**

A close-up photograph of a person's hands holding a clear glass bowl filled with a healthy meal. The meal consists of spiral-shaped pasta, sliced salmon, green leafy vegetables, and a slice of red tomato. A hand is visible at the top left, holding a black fork over the food. The background is dark and out of focus.

# Healthy eating at work

Task #1

**Make  
unhealthy  
food  
invisible or  
inconvenient**



Task #2

**Make  
healthy  
eating  
easier to do**



## Task #2

# Make healthy eating easier to do



Task #2

**Make  
healthy  
eating  
easier to do**



## Task #2

**Make  
healthy  
eating  
easier to do**

A clear glass water bottle with an orange lid and a red apple on a wooden table. The bottle contains a yellowish liquid and some fruit pieces. The background is a blurred indoor setting.

**Rule of thumb:  
Drink .5 oz for  
every pound  
you weigh**

### Task #3

**Pre-decide  
what you  
will eat**



### Task #3

**Pre-decide  
what you  
will eat**



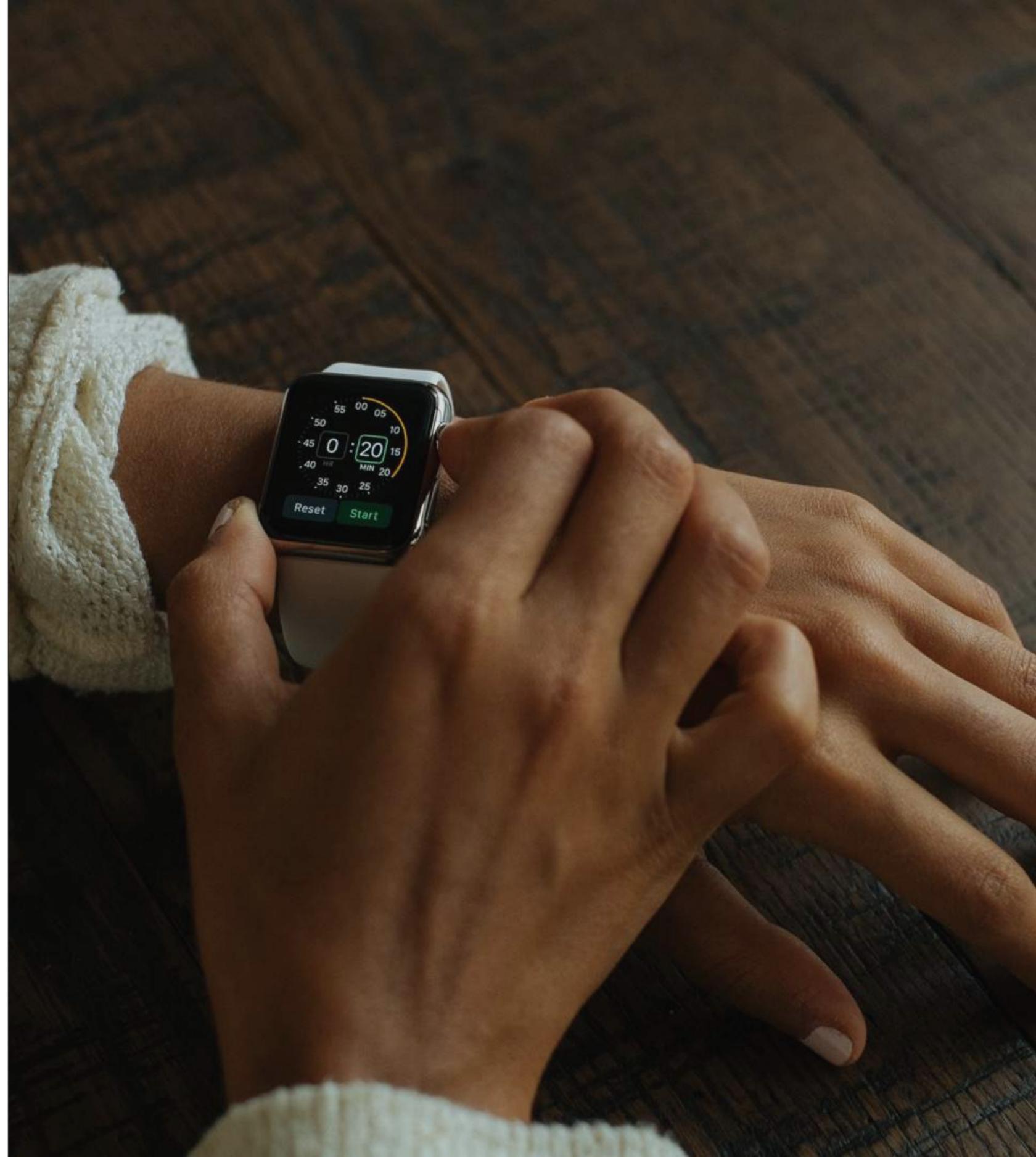
Task #4

**Don't  
avoid,  
pursue**



Task #5

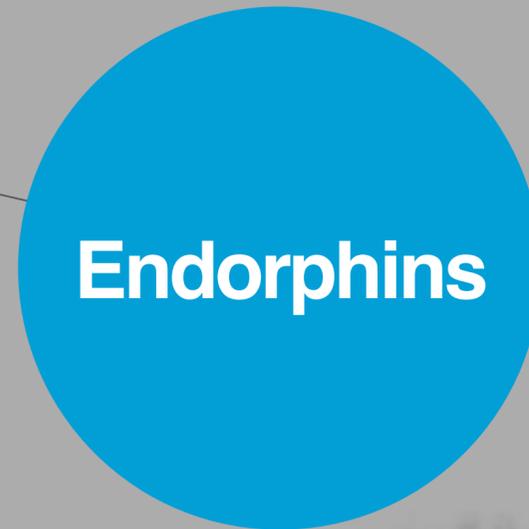
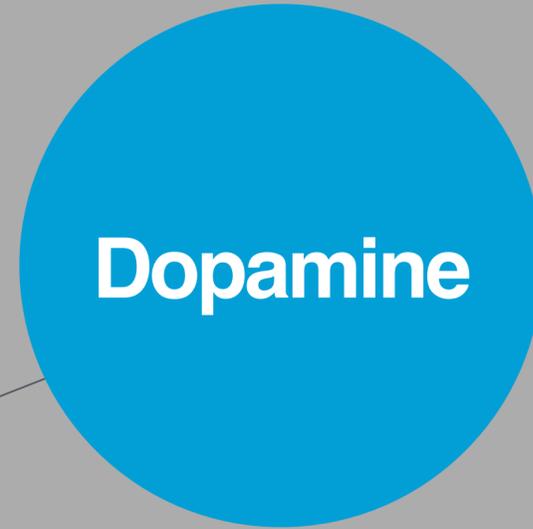
# Eat on time



# Exercise as a source of energy



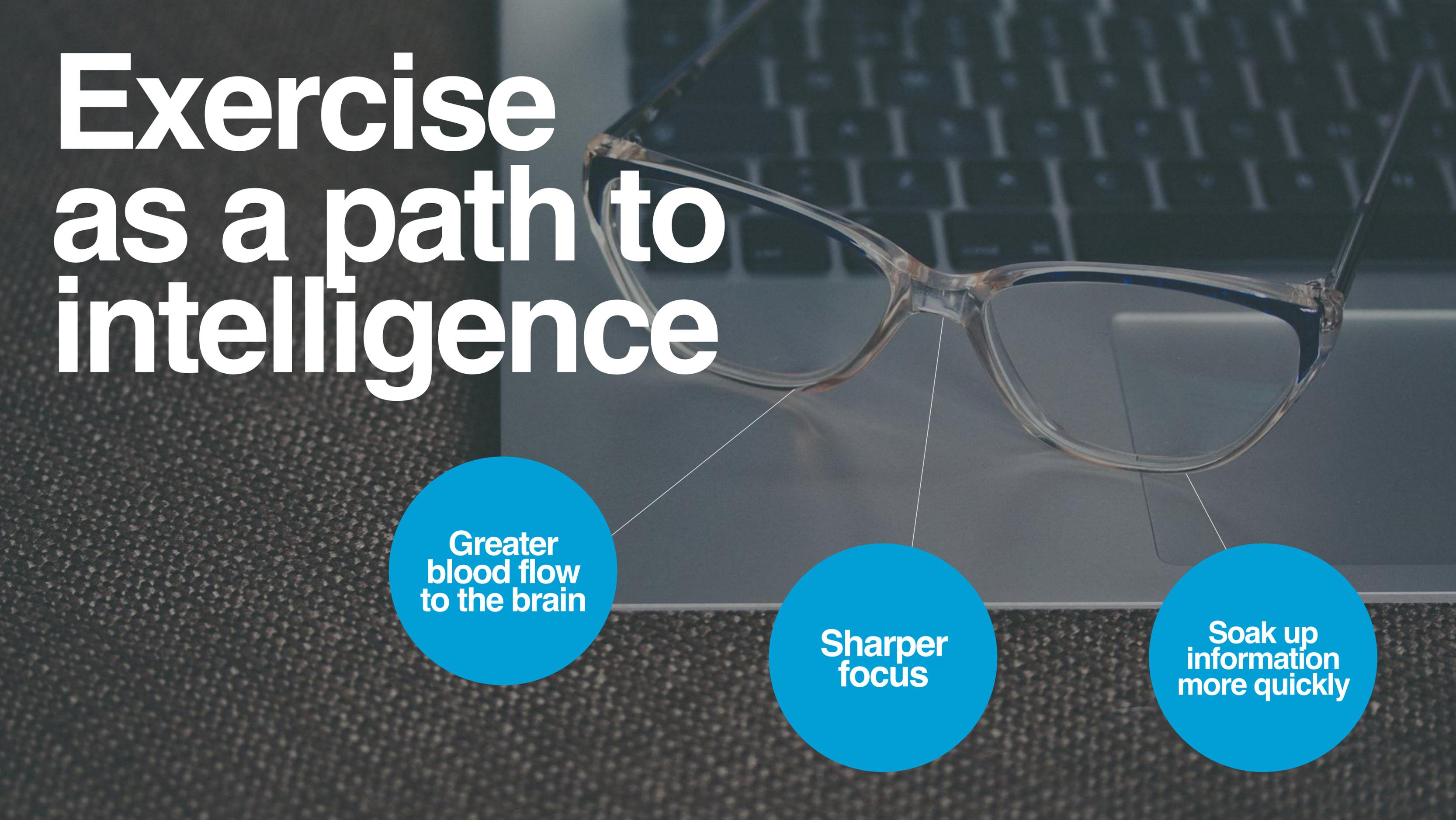
# Why exercise relieves stress



A woman with dark hair tied back, wearing a dark grey athletic tank top, is performing a pull-up on a metal bar in a gym. She is looking upwards and to the right with a focused expression. The background is dark and shows the structure of the gym equipment.

**Exercise  
increases  
stamina**

# Exercise as a path to intelligence

A pair of clear-framed glasses is positioned over a laptop keyboard. Three blue circular callouts are connected to the glasses by thin white lines. The callouts contain the following text: 'Greater blood flow to the brain', 'Sharper focus', and 'Soak up information more quickly'. The background is a dark, textured surface.

**Greater  
blood flow  
to the brain**

**Sharper  
focus**

**Soak up  
information  
more quickly**

# The exercise- memory link



A muscular man with a beard and tattoos is performing a squat in a gym. He is holding a heavy barbell with large weights. The text "Physical strength begets mental strength" is overlaid on the image in a large, white, bold font.

**Physical strength  
begets mental strength**

## Task #1

# Find an activity you actually like



## Task #2

**Avoid “getting  
more exercise.”**

**Master  
something  
instead.**



## Task #3

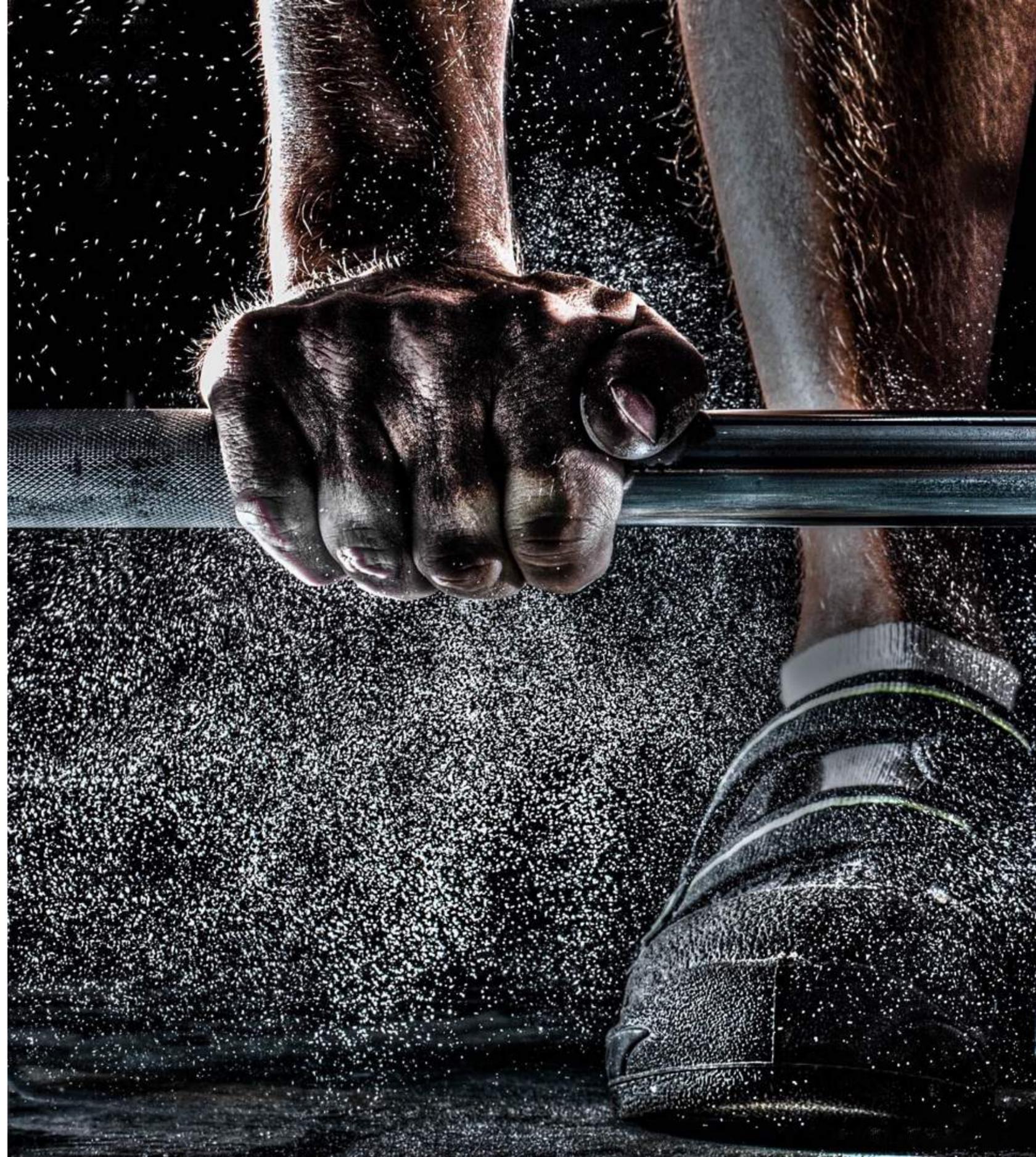
# Become part of a team



Photo by: Fred Jala [flickr]

Task #4

**Avoid an all  
or nothing  
mindset**



# The best time of day to exercise

## Benefits of pre-work exercise



- ▶ Lower stress throughout the day
- ▶ Greater consistency

## Benefits of after-work exercise



- ▶ Better hand-eye coordination in the afternoon
- ▶ Muscle strength peaks later in the day
- ▶ Helps us fall asleep

# The restorative power of breaks





**You  
evolved  
for this**



**Not  
this**

# The restorative power of breaks

Replenish energy

Improve self-control

Enhance attention



# The restorative power of breaks

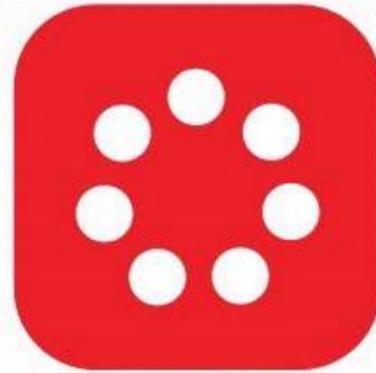
Cognitive  
Reactivation

# How to leverage the power of breaks

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- ▶ Take breaks *before* you need them
- ▶ Schedule a break early in the day, as well as the afternoon
- ▶ Do something active

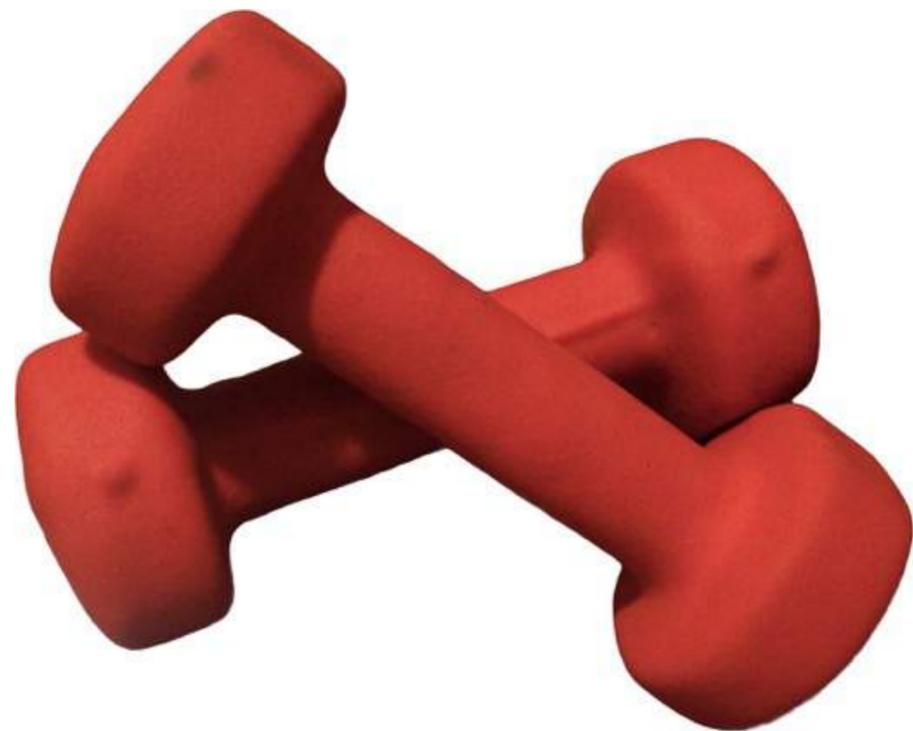
Incorporating  
exercise into  
the workday



THE *Johnson & Johnson* OFFICIAL  
**7 MINUTE WORKOUT**



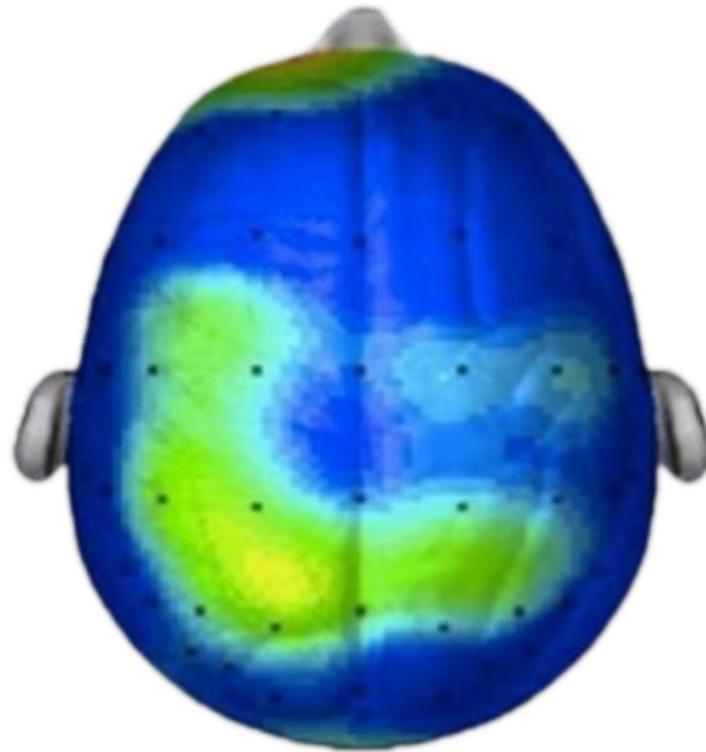
# Incorporating exercise into the workday



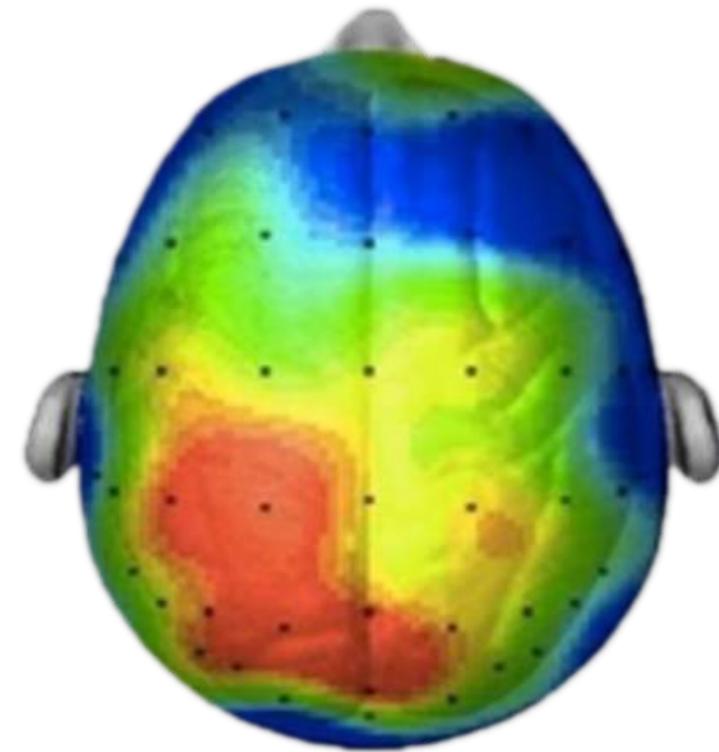
# Incorporating exercise into the workday



# Movement is energizing



**Brain after sitting quietly**



**Brain after 20 minute walk**

# An alternative approach to breaks



# The benefits of napping

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- ▶ Boost productivity
- ▶ Increase alertness
- ▶ Quicken motor reflexes
- ▶ Improve accuracy
- ▶ Heighten perceptions
- ▶ Strengthen stamina
- ▶ Improve decision making
- ▶ Elevate mood
- ▶ Enhance creativity
- ▶ Bolster memory
- ▶ Lower stress
- ▶ Reduce dependence on drugs and alcohol
- ▶ Lessen the frequency of migraines and ulcers
- ▶ Promote weight loss
- ▶ Minimize the likelihood of heart disease, diabetes, and cancer risk

# Top Performers Who Nap Daily



**Basketball Great**  
**LeBron James**



**PBS Anchor**  
**Charlie Rose**



**Productivity Guru**  
**David Allen**

# Workplaces that encourage napping

Google

Zappos  
•com

NIKE

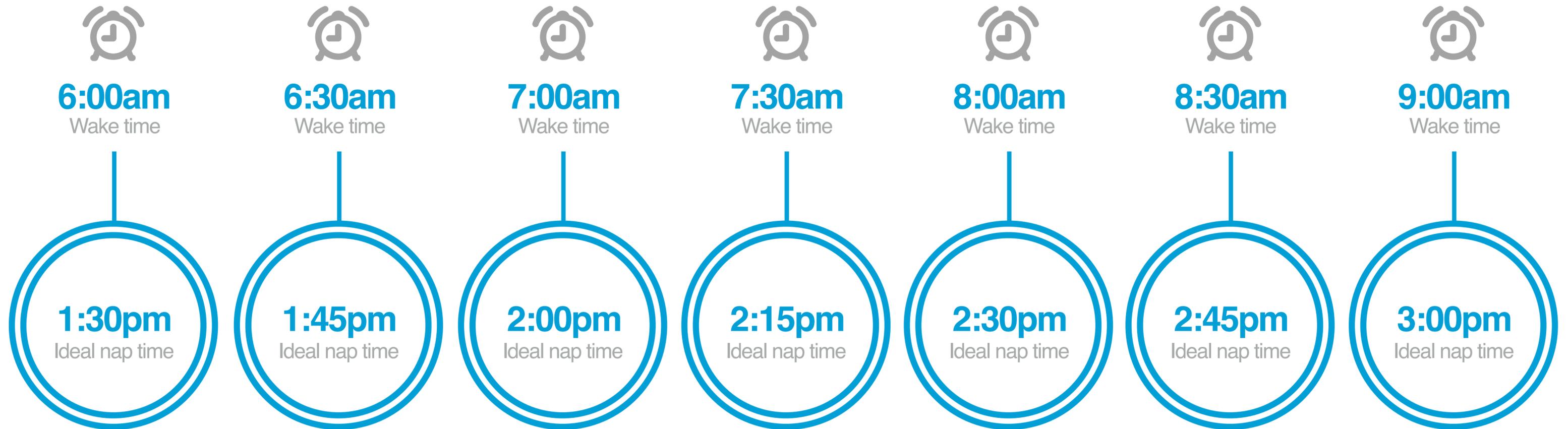


**Why we  
tire in the  
afternoon**

# Guidelines for intelligent napping



# Find your napping “Sweet Spot”



A photograph of a person sleeping in a bed. The bed has a dark wood headboard and is covered with white bedding. The person is lying on their side, partially covered by a white blanket. The background is a dark wood wall. The text "Avoid deep sleep" is overlaid in large white font.

**Avoid deep  
sleep**

# Set an alarm





**Get  
comfortable**

**Have  
a pad  
handy**



**Consider  
a coffee  
nap**



A close-up photograph of a man with a beard and mustache, resting his head on his hand while napping at a desk. The background is a light-colored wall, and the desk surface is visible in the foreground. The text 'How to nap at work' is overlaid in large white font across the center of the image.

# How to nap at work

# How to nap at work



# How to nap at work





# How to nap at work



Coming up next week

# Generating Creative Solutions