

# **TENSION VS STRESS:**

## **HOW DO YOU BUILD A HIGH PERFORMING SYNERGISTIC TEAM**

# Tension vs stress

## Sections

- ❖ What is Stress and Tension
- ❖ Creative tension, Focus, Subconscious Mind
- ❖ Release Fears, Doubts, Stress
- ❖ Relationship Dynamics - Synergy in a team
- ❖ Powerful teams

# Tension vs Stress

**“Tension is a type of force whereas stress is force per unit area.**

Tension is a force which acts in normally outward direction of a body.

Stress can be defined as the resistive force per unit area.

Stress is an effect to resist deformation in a body.”

*REF: Robert E Reinhardt M.D. - Boston Science publication Springer link 17 June 2017*

# What is stress

*Stress is a response:*

- ❖ Noun: Stress, whether physiological, biological or psychological, **is an organism's response to a stressor**, such as an environmental condition or change in life circumstances.
- ❖ Become tense or anxious; worry
- ❖ Emotional stress is a state of mental strain resulting from adverse or demanding circumstances
- ❖ Prolonged emotional stress or worry can result in illness
- ❖ Verb: give particular emphasis or importance to a statement or point spoken or written – narrow focus



Ref. <https://en.bab.la/dictionary/english/stress>

# Stress – examples - add to question box



Workplace or school - demanding circumstances

- ❖ Can I achieve my deliverables – mental stress
- ❖ Can I solve this problem
- ❖ I can't do that task
- ❖ Can I pass the exam
- ❖ I won't apply for that job as I don't have the skills or knowledge
- ❖ Bullying
- ❖ In engineering and materials science eg:  
a **stress**–strain curve for a material - *pressure before breaking point*



# Stress

Personal – demanding circumstances

- ❖ Can I pay my mortgage
- ❖ What if I lose my job – or am made redundant
- ❖ Can I take time off sick – deadlines impacted
- ❖ Moving house, school
- ❖ Loss, grief, change - Emotional
- ❖ Sports Injury – physical stress



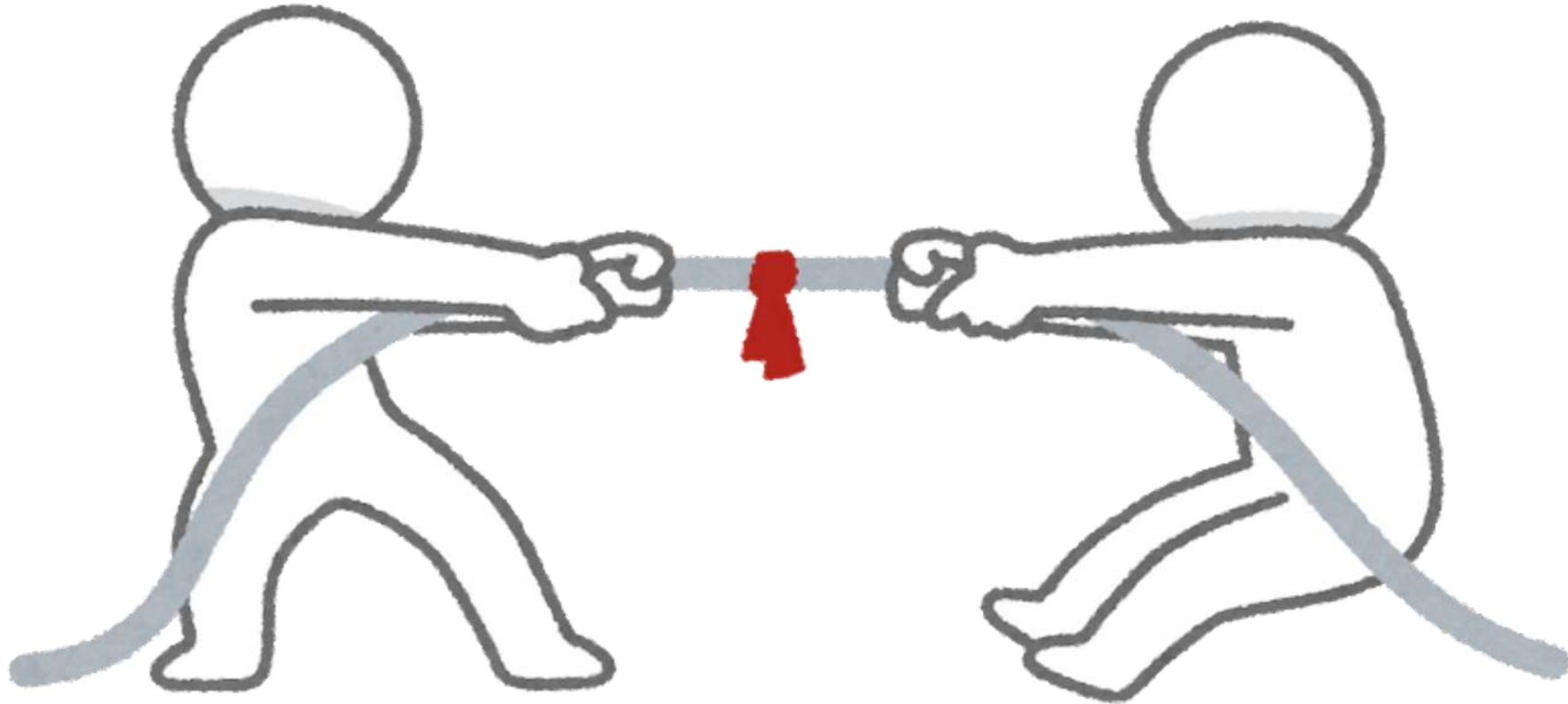
# What is tension

Tension is a force (push or pull to change velocity)

- ❖ Noun: State of being stretched tight / Degree of tightness
- ❖ Physics: the **pulling or stretching force transmitted axially along an object** such as a string, rope, chain, rod, truss member, or other object, so as to stretch or pull apart the object.
- ❖ State or condition **resulting from forces** acting in opposite directions to each other – eg force of two tectonic plates resulting in earthquake
- ❖ Relationship between 2 ideas or qualities with conflicting demands or implications eg – freedom vs control
- ❖ Verb – apply a force to something

Ref. <https://en.bab.la/dictionary/english/tension>; wikipedia

# Tension force – 2 people pulling on a rope

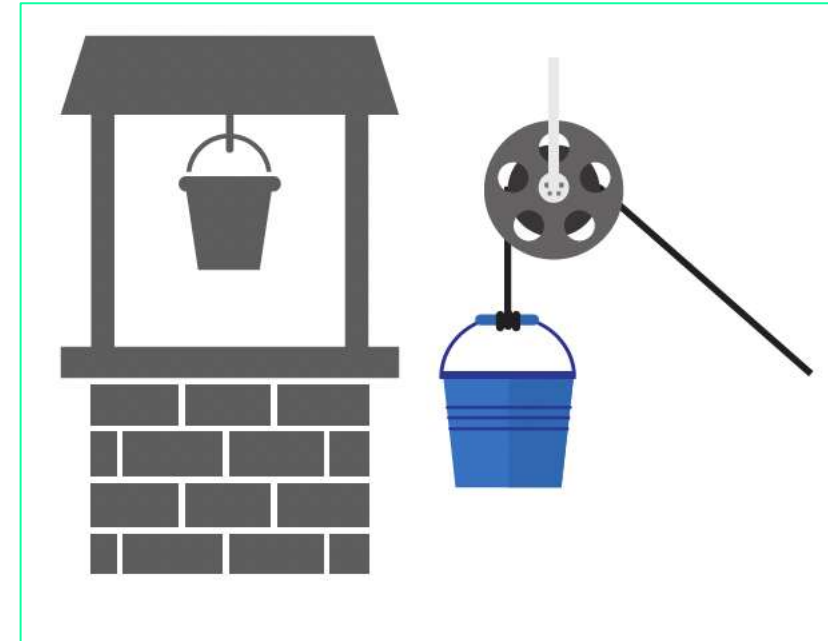




# Tension force examples

- ❖ Building Structure – tension on the walls – load bearing for floors etc
- ❖ Rope mooring for ship
- ❖ Pressure on a bolt to turn it

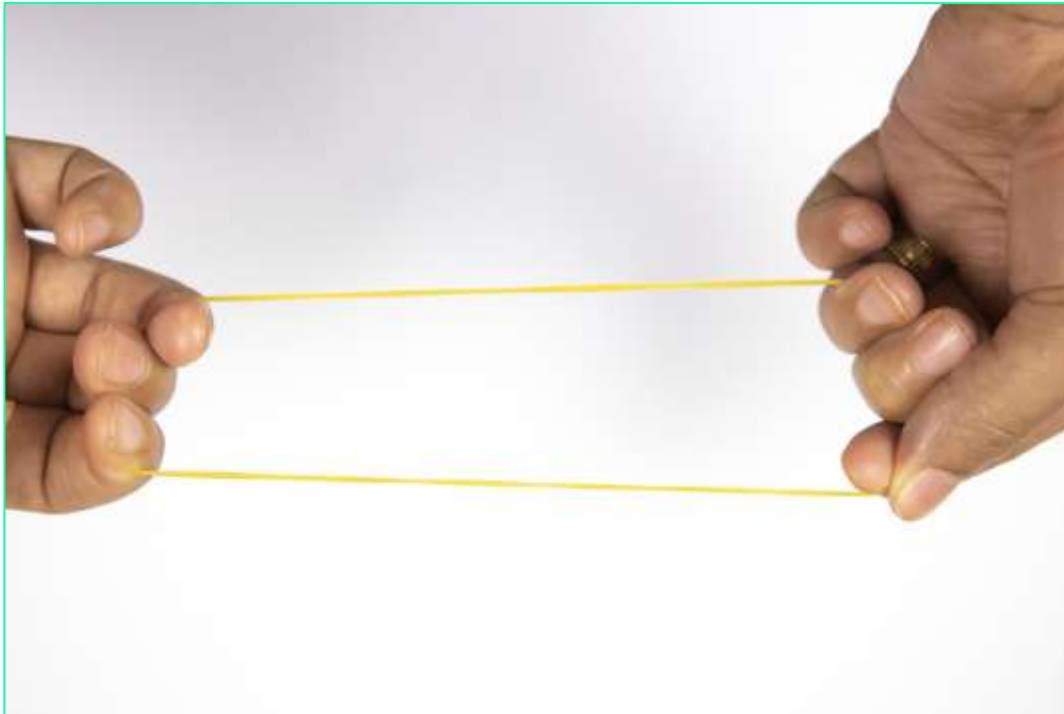
- ❖ Amount of effort required to lift a bucket of water out of a well



Any examples in the Question Box?

# Tension will resolve

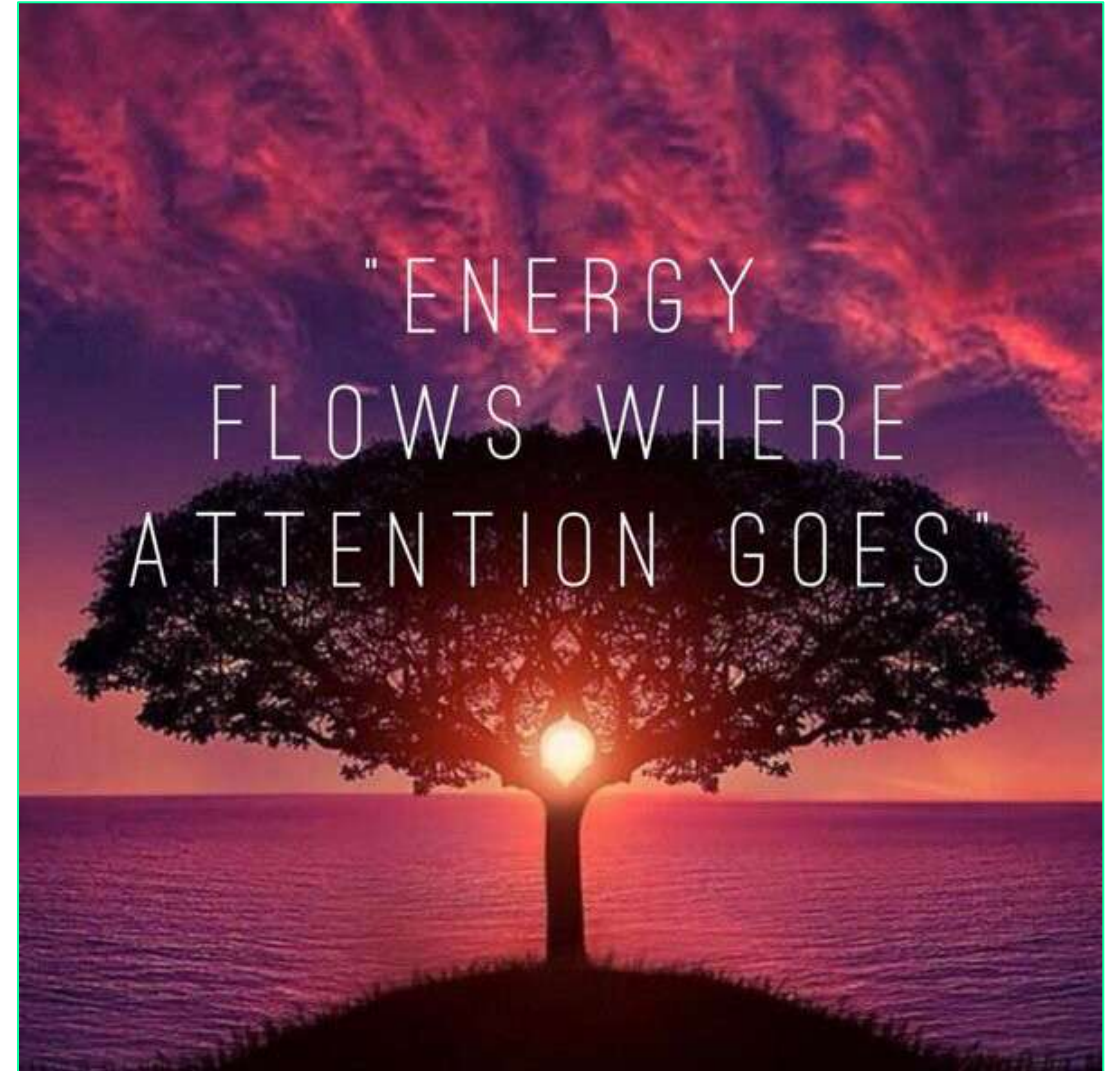
- ❖ Stretching a elastic band – created a tension that wants to resolve or return back to natural resting position
- ❖ Energy flow in the direction where you set up the tension



# Creative tension flow - path of least resistance

Mechanics of Tension:

- ❖ Energy flows down the path of least resistance
- ❖ Water flowing along a causeway
- ❖ Electricity along a wire
- ❖ Well worn track in up a hill – easy path to follow
- ❖ ***The way it always been done – we resist change and follow the easy path of least resistance***



# Creative tension(CT)- focus creates your reality

Direction where focus goes your energy flows

- ❖ Driving a car
- ❖ Skiing downhill – avoid people, Tree
- ❖ Project deliverables & workplace annual goals – measure – resolve in that direction
- ❖ Example Nature - plant a seed - where do you focus? You water it, what happens? It will germinate and grow with continued nurturing – what happens under the soil? – miracle – don't need to know
- ❖ CT – direction energy flows between 2 points – Where you are and your goal





# Focus creates your experience (reality)

What you focus on you will get:

- ❖ Focus on being a victim of circumstances, being trapped, feeling stuck, unhappy about your place in life
- ❖ Creator of your best life you'd love
- ❖ Creator of your career and path in life
- ❖ What you measure you change / improve / transform – *when you measure you are focusing on what you measure in relation to goal*



# Subconscious mind



3 inputs feed the Subconscious mind:

- ❖ Unconscious – what you are **not** aware of – Survival instincts, automatic actions – heart beat, breathing, unconscious bias
- ❖ Self conscious – What you are aware of, waking awareness, rational mind, for make decisions, problem solving, calculating
- ❖ Superconscious – Higher awareness, intuition, what we program into ourselves – awareness here allows you to change eg unconscious bias, dreams, goals

# Subconscious mind says yes



- ❖ Subconscious mind says yes to everything – no discrimination
- ❖ Once it says yes it then draws it into reality, seeking what is required to manifest the request it received
- ❖ Goes with where it perceives the power (attention, energy or focus) – stress, fears, beliefs (unconscious thoughts and feelings) or alternatively creating dreams, goals, end results, project deliverables - assuming it will happen aligns your focus in that direction – Focus Creates Reality
- ❖ When you become aware of your internal conversation – arrest the thoughts that are worries and fears or stress – can you change it

# Subconscious mind says yes

- ❖ Subconscious mind is like a fertile garden soil
- ❖ what ever you plant you will yield
- ❖ weeds vs flowers / crop

Example:

- ❖ thoughts that are weeds? -ve
- ❖ thoughts that are flowers? +ve





# Stairs – one step at a time

- ❖ Taking one step is the first step – each step is a task leading the the end result
- ❖ Project – you start with the end result in mind and build the steps to reach the goal
- ❖ In the beginning of the project you do not know the steps often however you know the general direction and you create the steps as you work forward towards the goal / deliverable / end result
- ❖ keep your focus between the 2 points in direction of the goal then the steps unfold in front of you



# Release Fears, Doubts, Stress – Project tools

- ❖ Expectation is to deliver the end result – assume this is the outcome / goal
- ❖ Stakeholder management - map
- ❖ Scope, Project plan
- ❖ Tasks
- ❖ Risks & issues – manage fears
- ❖ Problem solving
- ❖ steerco – board of decision makers
- ❖ Information
- ❖ This structure creates the tension to resolve and takes away the stress – provides the direction for the tension to flow – stress and focus is directed here

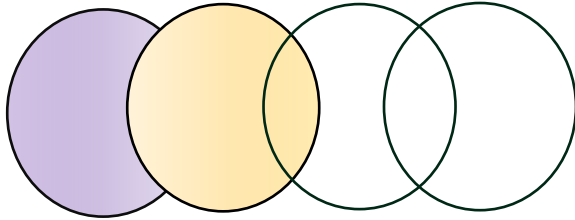


# Exercise – Resolving tension in ER

- ❖ Can you recall examples of where you have experienced this focus on the outcome from an idea or concept and delivered it? (School, University, Workplace, Groups, Holiday, Project, sport, race, career)
- ❖ eg – BCS SM-ITAM Annual Conference
- ❖ Write in Question box – ask a few people to describe in 1-2 mins – will discuss a few at the end of the next section – relationships.

# 4 Relationship structures (people, teams, org)

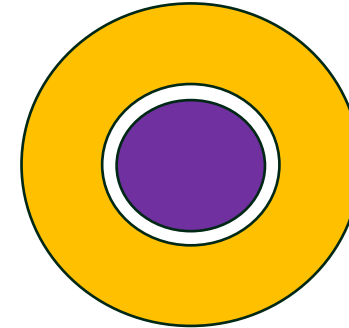
- ❖ Co-dependant – the overlapping section can result in lack of ownership, confidence in other party, assume being done by someone else – inert structure – pulling against each other - blaming



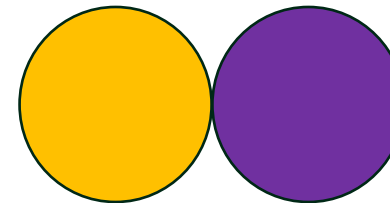
- ❖ Aloof, loners – lack of communication or understanding of what other party is doing – dispersive structure – different direction, not joined up



- ❖ Dominant / submissive – one party is overly controlling of other parties work – authoritarian, hierarchal decision making



- ❖ Synergistic – Cohesive – in collaboration for the same result / goal – knowing own role – focusing here - doing what you love





# 4 Relationship structures (people, teams, org)

## Co-dependent

- ❖ Reliant on another – do it together
- ❖ Inert – teams pulling in different directions – diff objectives
- ❖ Don't go anywhere
- ❖ Bureaucracy – bogged down
- ❖ Decision by committees
- ❖ Typically helper, rescuer types of personalities drawn to this structure
- ❖ organization eg: Charities, NHS, Ambulance,

## Aloof, separate, loners

- ❖ Don't need others – separate – thinkers, in head working not including others
- ❖ Dispersive organization structure
- ❖ Decentralised teams and organisations
- ❖ Risk people don't take accountability – not my department – not my role – not customer centric
- ❖ Typically process, rule and fear based personality types - law and academic thinks based, jurisdiction based
- ❖ org eg: Customs, police, education dept, security and safety, knowledge or information based, create separation from customer

# 4 Relationship structures (people, teams, org)

## Dominant / Submissive

- ❖ Dictatorial mode of operation
- ❖ Hierarchical dominance and submissive – multi-layered
- ❖ Cascading / compounding dominance and submission
- ❖ Sub committees – going in diff direction – separate – under the radar – shadow IT
- ❖ Typically aggressive, anger based  
Dominant structure – Submissive avoid conflict
- ❖ org eg: Military, mafia, cartel

## Synergistic

- ❖ Courage and conviction based
- ❖ Cohesive and respectful structure
- ❖ Confident other will deliver
- ❖ Leader in this structure is not dominant – collaborative – confident the people are competent in delivering their bit
- ❖ Football team – all have a role to play to work together to win
- ❖ Typically startups operate like this

# Discuss – Resolving tension in ER

- ❖ Can you recall examples of where you have experienced this focus on the outcome from an idea or concept and delivered it? (School, University, Workplace, Groups, Holiday, Project, sport, race, career)
- ❖ Write in Question box – ask a few people to describe in 1-2 mins – will discuss a few at the end of the next section – relationships.

# Powerful Teams & Service Management

- ❖ Hold the tension in the End result – meaning expect the outcome to be created and delivered
- ❖ Focus on the service deliverable
- ❖ Shared goal / end result
- ❖ Open communication
- ❖ Have confidence in the end result being delivered – outsource to get skills
- ❖ Trust all parties – no micro-management – don't overstep
- ❖ Clear expectations – deliverables will be met – no other option
- ❖ manage risks – course correct where necessary to hit the goal
- ❖ High performing teams have synergy – they love what they are doing and play their role without overstepping into any other role
- ❖ Know their deliverables and boundaries
- ❖ Confidence in delivering – making it happen
- ❖ Clear direction
- ❖ keep focused on the end vision
- ❖ keep checking / measuring from where you are to the end result
- ❖ Collaborative leadership



# Discussion & Questions



# TAKEAWAYS

# Tension and Synergy takeaway

- ❖ Stress is a response to adverse circumstances
- ❖ Tension is a framework to manage stress and ensure deliverables are met
- ❖ Structural tension provides direction and framework to remove stress, doubt and fears - and funnel this energy towards the End goal
- ❖ What you focus on and measure you create, improve and transform
- ❖ High performing teams have synergy – they love what they are doing and play their role without overstepping into any other role
- ❖ They know their boundaries
- ❖ Clear direction and leadership

# THANK YOU