

Feedback Habit Mastery

National Grid
Training Guide
April 2021

Generative Safety Culture

National Grid is on a Journey to Generative. We chose this goal, because it represents the highest possible level of safety. It's an environment that all our team members deserve to work in and that we are capable of achieving— with hard work, perseverance, and by staying true to National Grid's values.

One of the characteristics of generative safety culture is how we handle bad information. For one, we're not waiting to hear about it. We know that the potential for injury is always present, so we're alert, seeking out problems, aware of what could go wrong. If we don't find it first, that's ok, because our coworkers are also seeking out potential problems and bringing it to our attention. They are comfortable and even eager to bring up those problems, because they know that we'll use that information to fix the problem and improve our systems and processes. They trust that any information we get or investigations we take will have positive outcomes for those involved.

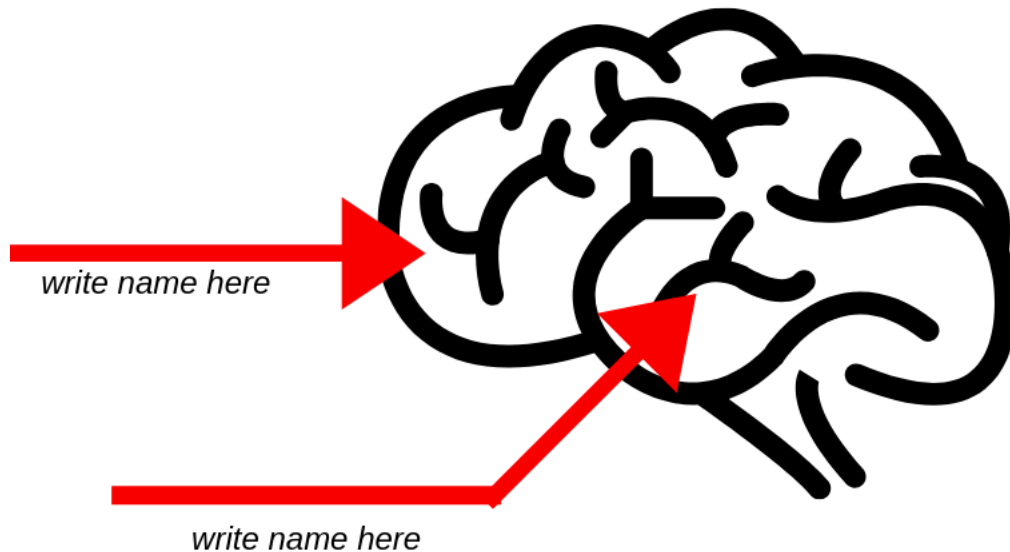
National Grid is leading the way on the Journey to Generative, but it's a journey we take together. You, too, are a leader, and your actions take us closer to or further away from a Generative Safety Culture. We're looking forward to taking both our leadership skills and our safety culture to the next level through this series of Leadership Habit Mastery Trainings.

Generative Safety Culture Characteristics:

- Proactive safety management
- Engaged leaders & employees
- Actively seeking problems & weak signals
- Welcome bad news as opportunity to get better
- Focusing on systemic causes
- Having primarily positive consequences
- Being in a chronic state of unease and mindful of what could go wrong.

Habits

Parts of the Brain Involved in Habit Creation



Pre Frontal Cortex Functions

- ◆ Decision making
- ◆ Planning ahead
- ◆ Focusing thoughts
- ◆ Paying attention
- ◆ Learning
- ◆ Considering several different yet related lines of thinking
- ◆ Evaluating the future consequences of current activities
- ◆ Working toward a defined goal
- ◆ Predicting outcomes
- ◆ Interpreting social cues
- ◆ Moderating your own social behavior
- ◆ Determining good and bad, better and best.
- ◆ Retaining information while performing a task
- ◆ Determining what information is relevant to the task in progress
- ◆ Keeping the objective of the task in mind at the same time.

Habits

1. A habit is a **neural pathway**.
2. It starts in the **Prefrontal Cortex**.
3. Through **repetition**,
4. it moves to the **Striatum**
5. Requiring very little energy or effort to run.

_____ is the mother of habit.

How Long It Takes

How Many Days?

- A. 7 Days
- B. 14 Days
- C. 21 Days
- D. 30 Days
- E. 45 Days or More
- F. Other:

Factors

- A. _____
- B. _____
- C. _____
- D. _____
- E. _____
- F. _____

Leadership Reflection

Reflect on someone in your life who has made a significant impact on you....

What did you learn from them?

How did they motivate and stretch you?

Why did you listen/respond to them in a positive way?

What attributes did/do they have that made them successful?

Do The Right Thing

What does “Do The Right Thing” mean to me?

Doing The Right Thing Examples

Emotional Intelligence (EQ) _____

*The right _____, to the right
_____, with the right
_____, at the right _____,
in the right _____.*

Characteristics of Low EQ

Characteristics of High of EQ ---

Domains	Questions to Consider
Self-awareness	<input type="checkbox"/> I know my strengths <input type="checkbox"/> I am comfortable sharing my feelings <input type="checkbox"/> I realize when I am being triggered by something or someone <input type="checkbox"/> I can sense when I am getting upset, angry or frustrated <input type="checkbox"/> I can articulate my feelings clearly <input type="checkbox"/> I ask for feedback from others about my approach
Self-regulation	<input type="checkbox"/> I can accept critical feedback without getting angry or upset <input type="checkbox"/> I am able to remain engaged during a difficult conversation <input type="checkbox"/> I own my feelings and reactions <input type="checkbox"/> I can restrain myself from getting into an argument or yelling at someone when I am angry <input type="checkbox"/> I have creative outlets to release or direct my energy <input type="checkbox"/> I am comfortable adopting someone else's idea or trying a new way of doing things <input type="checkbox"/> I normally don't regret things I've said
Social awareness	<input type="checkbox"/> I consider impacts on others when making decisions <input type="checkbox"/> I am aware when others are upset or frustrated <input type="checkbox"/> I can empathize with people when they are struggling or going through a difficult time <input type="checkbox"/> I accept and adapt to different approaches and styles <input type="checkbox"/> People feel comfortable sharing things with me <input type="checkbox"/> I understand the political landscape where I work
Relationship Management	<input type="checkbox"/> I can inspire others to take action <input type="checkbox"/> I am good at building a network and making friends <input type="checkbox"/> I can easily build rapport with others <input type="checkbox"/> I manage crucial conversations successfully <input type="checkbox"/> People like to work with me <input type="checkbox"/> I can influence or persuade others to see a different point of view <input type="checkbox"/> Other people can depend on me

Active Response

	CONSTRUCTIVE	DESTRUCTIVE
ACTIVE	<p>HAPPY WITH</p> <p>Verbal: Responding enthusiastically, encouraging elaboration, reliving the moment</p> <p>Non-Verbal: Maintains eye contact, displays positive emotion, nods head, smiles</p> <p>That is great news! You're a rock star! Tell me all about it! We should go out and celebrate!</p>	<p>UNHAPPY WITH</p> <p>Verbal: Pointing out the downside</p> <p>Non-Verbal: Displays negative emotions, frowns, sighs, laughs out loud in a demeaning way</p> <p>Sounds like a lot of responsibility You already have too much on your plate Do you really think you can handle it?</p>
PASSIVE	<p>HAPPY FOR</p> <p>Verbal: Happy but lacking enthusiasm, or downplaying</p> <p>Non-Verbal: Little eye contact, turning away, not actively listening to the whole story</p> <p>That's cool Congratulations</p>	<p>UNHAPPY FOR</p> <p>Verbal: Lacking any interest</p> <p>Non-Verbal: Little to no emotional expression at all, not paying attention</p> <p>Ok Did you get the report done I asked you for?</p>

Notes

What & Where to Give Feedback

OUTCOMES	PROCESSES	MILESTONES	WHERE
No Incidents Successful Critical Lift Everyone Home Safe Project Milestones On Time On Budget	Good Question Job Brief Participation Good Catch Followed Plan Situational Awareness Good Thought Process Good Collaboration Good Follow Up Wearing PPE Safety Stop Safety Moment Lessons Learned	Birthdays New Family Members Certifications Professional Education Promotions Work Anniversaries	Face to Face Phone Calls Emails Appreciate Program Kudos on The Hub

Notes

My Why

Roles	Values
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1.

1.

2.

2.

3.

3.

How do I contribute to a safer workplace?

How will being a better leader impact my personal life?

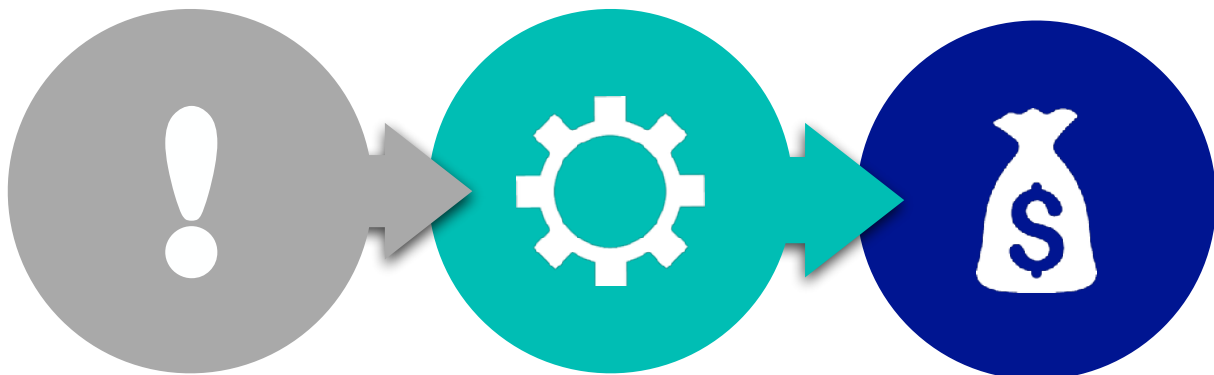
What could you lose if this doesn't become a habit?

What will you gain if this becomes a habit?

Values List

Accountability	Financial Stability	Peace
Achievement	Forgiveness	Perseverance
Adaptability	Freedom	Personal Fulfillment
Adventure	Friendship	Pleasure
Altruism	Fun	Popularity
Ambition	Future Generations	Power
Authenticity	Generosity	Pride
Authority	Giving Back	Recognition
Autonomy	Grace	Reliability
Balance	Gratitude	Reputation
Beauty	Growth	Resourcefulness
Being the Best	Happiness	Respect
Belonging	Hard Work	Responsibility
Boldness	Harmony	Risk Taking
Career	Health	Safety
Caring	Home	Security
Challenge	Honesty	Self-Discipline
Citizenship	Hope	Self-Expression
Collaboration	Humility	Self-Respect
Comfort	Humor	Serenity
Commitment	Inclusion	Service
Community	Independence	Simplicity
Compassion	Initiative	Spirituality
Competence	Inner Harmony	Spontaneity
Confidence	Integrity	Sportsmanship
Connection	Intuition	Stability
Contentment	Job Security	Status
Contribution	Joy	Stewardships
Cooperation	Justice	Success
Courage	Kindness	Teamwork
Creativity	Knowledge	Thrift
Curiosity	Leadership	Time
Determination	Learning	Tolerance
Dignity	Legacy	Tradition
Diversity	Leisure	Travel
Environment	Love	Trust
Efficiency	Loyalty	Truth
Equality	Making a Difference	Understanding
Equity	Nature	Uniqueness
Ethics	Openness	Usefulness
Excellence	Optimism	Vision
Fairness	Order	Vulnerability
Faith	Parenting	Well-Being
Fame	Patience	Wholeheartedness
Family	Patriotism	Wisdom

Anatomy of a Habit



Triggers

Launches a behavior

- 1. An existing habit or*
- 2. Something that is already happening automatically or*
- 3. The action immediately preceding the new habit*

Rewards

Releases endorphins and dopamine and wires the new behavior deeply into the brain.

REWARD	DESCRIPTION
Physical- External	Fun, enjoyable body movement.
Physical- Internal	Causes a reaction in the body.
Emotional	Something you personally find rewarding.
Social	Interaction with another person.

Reward Examples

MOVEMENT	REACTION	EMOTIONAL	SOCIAL
★ FIST PUMP	★ COFFEE /TEA	★ TO-DO LIST	★ FACEBOOK
★ CHEST BUMP	★ GATORADE	★ SONG	★ POST ON FORUM
★ CLAP/SNAP	★ CANDY	★ HUM ROCKY THEME	★ CALL A FRIEND
★ VICTORY/END ZONE DANCE	★ GUM	★ GRATITUDE	★ TEXT FAMILY MEMBER
★ JUMP/FREE THROW	★ MINT	★ MANTRA	★ HANDSHAKE
★ PAT ON BACK	★ LUNCH	★ PIC OF FAMILY	★ HI-FIVE
★ SALUTE	★ SNACK	★ HEAR CROWD CHEERING	★ FIST BUMP
★ SELF HI-FIVE	★ BRUSH TEETH	★ RING A BELL	★ THUMBS UP

MANTRAS	SONGS
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For my kids
 You da bomb
 Boom
 Journey to Generative
 Be Safe On Purpose
 Achievement unlocked
 One day at a time
 You got this
 Nailed it
 Slow and steady wins the race
 Ain't no mountain high enough
 That was easy
 Whoop, there it is

"Best Day of My Life" by American Authors
 "Simply the Best" by Tina Turner
 "Wagon Wheel" by Darius Rucker
 "It's My Life" by Bon Jovi
 "Eye Of The Tiger" by Survivor
 "All Star" by Smash Mouth
 "Let's Get It Started" by Black Eyed Peas
 "Don't Look Back" Boston
 "Respect" by Aretha Franklin
 "Lose Yourself" by Eminem
 "I Feel Good" by James Brown
 "I Wanna Talk About Me" by Toby Keith
 "Good Feeling" by Flo Rida

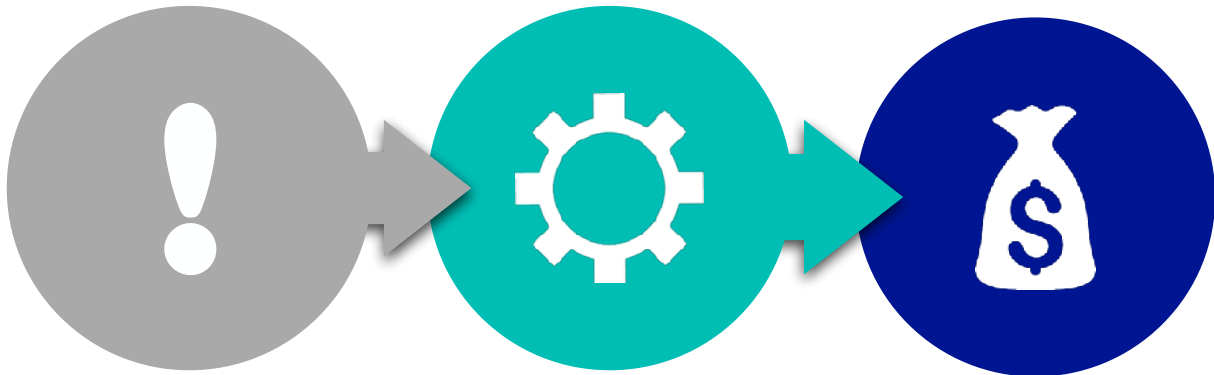
Your Habit Plan

Habit: _____

My Trigger

My Action

My Reward



Minimum Requirement: _____

Habit Action Statement

My Habit Plan is to _____
(insert action step) every _____ (insert time
frame) right after _____ (insert trigger), I will
reward myself by _____ (insert reward).
On days that I don't want to do my new habit, I will
_____ (insert min requirement).

Plan for Success

Identify Obstacles

Logistical	External	Internal

How I'll Overcome These Obstacles

Notes

**“The only thing
standing between
you and the life you
want are the good habits
you wish you had
and the bad habits
you wish you didn’t.”**

**Sharon Lipinski
Habit Superhero**