

Unleash The Power of Fear in the Workplace •

Jacqueline Wales

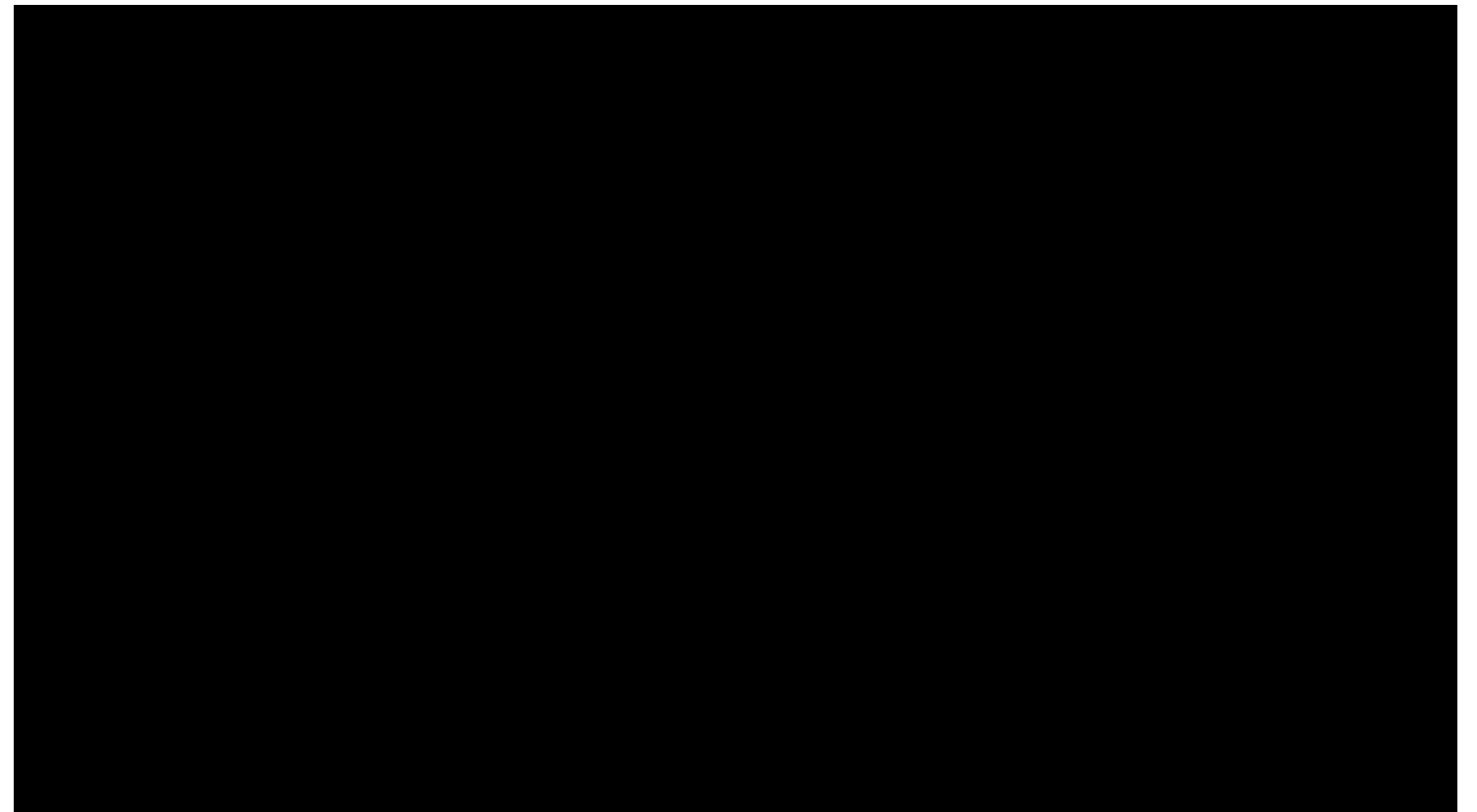
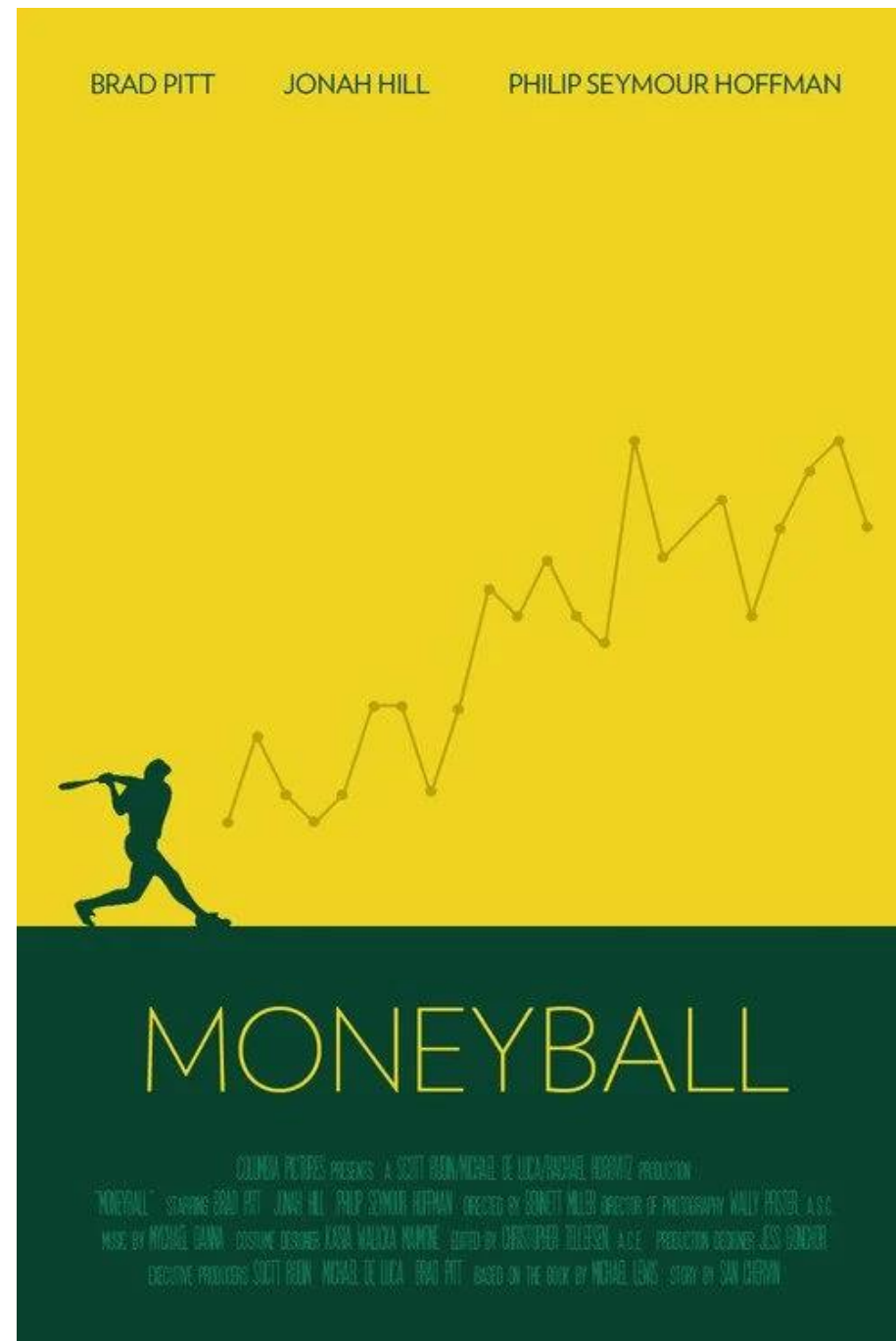




Courage is one step
ahead of fear

Agenda

1. What You Can Expect!
 2. Why Fear is Essential to Growth
 3. How to Identify Fear-Based Behavior
 4. How to Become Fear Intelligent!
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Moneyball – “Biggest Fears”

How I learned to **LOVE** Fear?



Why Do We Fear?

Fear is a natural, essential response designed to help us survive.

Fear is imagination based.

Fear is the stories we tell ourselves.

Fear is a conditioned response.





THE FOUR TYPES OF PROFESSIONAL FEAR

Inadequacy

Rejection

Uncertainty

Loss





What Do YOU Fear?

**Identifying Personal Fears and Their
Influence on Daily Decisions.**

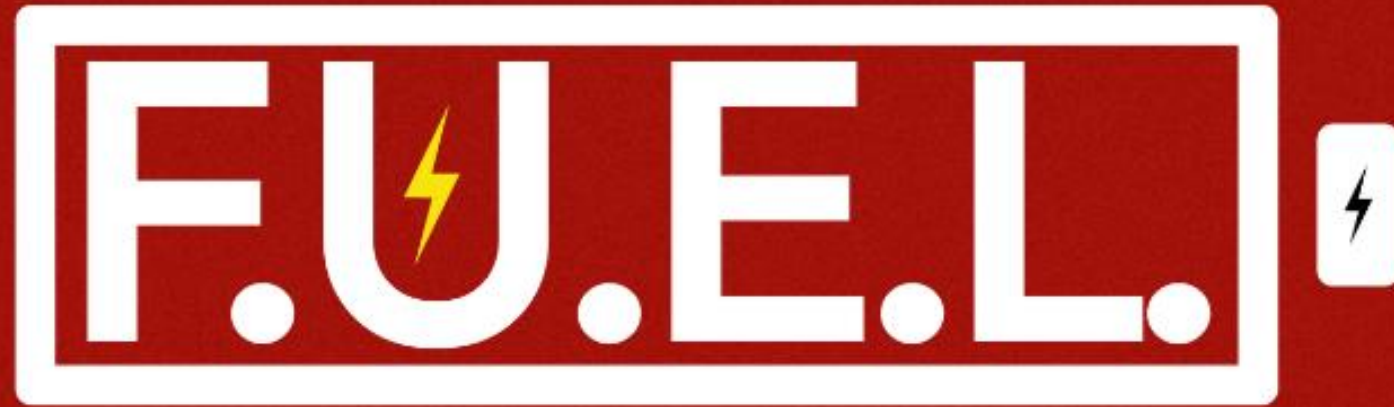
Exercise 5 mins



Discuss



FEAR IS F.U.E.L



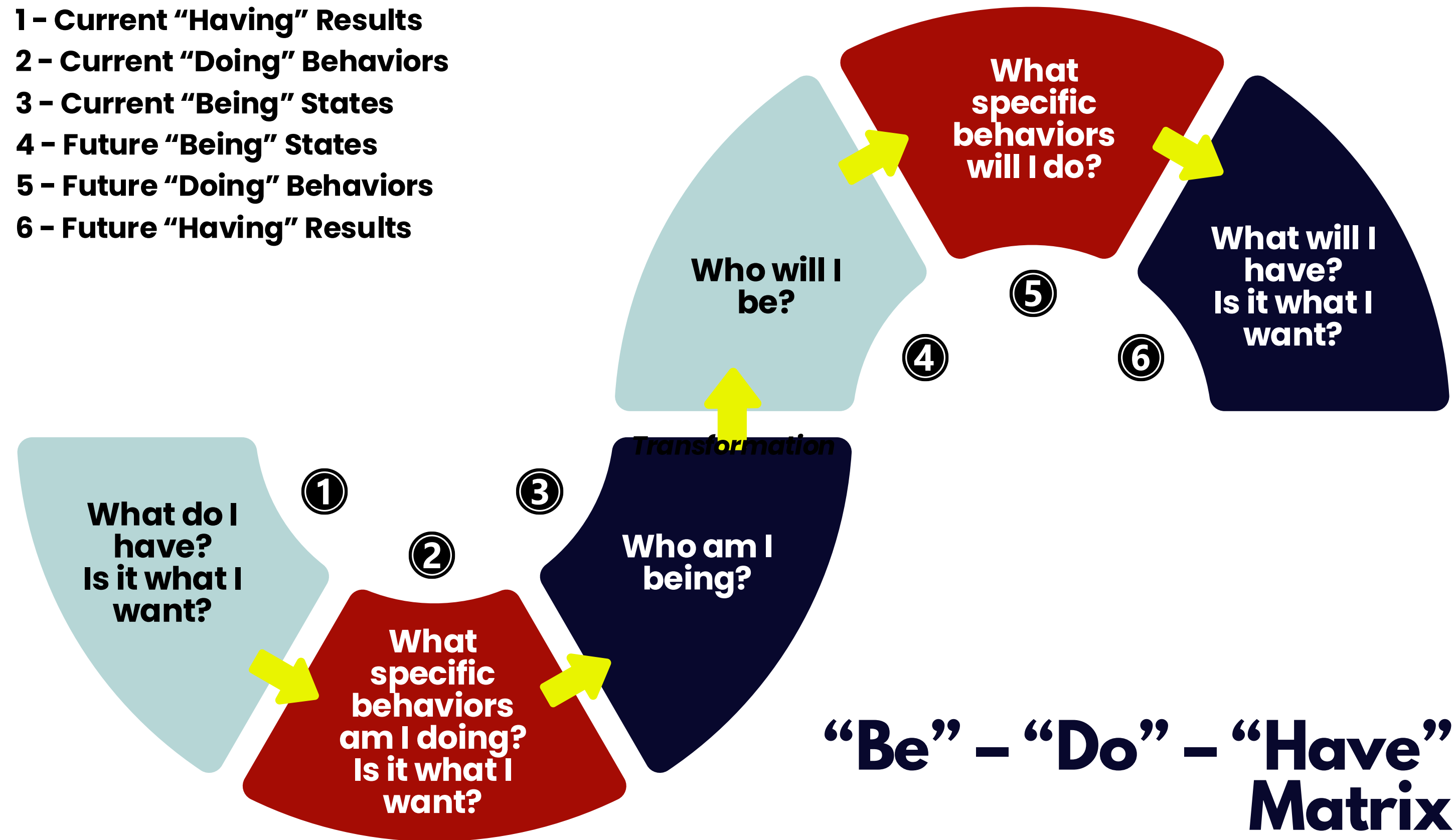
Feel, Understand, Explore and Lead

Leverage Your Fear
Intelligence For
Decisions That Matter

Transforming FEAR Model

“Be” – “Do” – “Have”
Matrix

- 1 – Current “Having” Results
- 2 – Current “Doing” Behaviors
- 3 – Current “Being” States
- 4 – Future “Being” States
- 5 – Future “Doing” Behaviors
- 6 – Future “Having” Results



“Be” – “Do” – “Have”
Matrix

Current State

Who Am I BEING?

- Operating from fear-based mindset
- Reactive to perceived threats
- Self-protective and risk-averse
- Dwelling in self-doubt
- Assuming worst-case scenarios
- Seeking absolute certainty

What Specific Behaviors Am I DOING?

- Avoiding challenging situations
- Procrastinating on important decisions
- Overanalysis leading to paralysis
- Seeking excessive validation
- Creating elaborate "what-if" scenarios
- Defaulting to familiar but limiting patterns

What Do I HAVE? Is It What I Want?

- Limited professional growth
- Missed opportunities
- Strained relationships due to fear responses
- Unfulfilled potential
- Persistent anxiety about the future
- Reduced leadership effectiveness

Future State

Who Will I BE?

- Operating from a growth mindset
- Responsive and thoughtful
- Confidently vulnerable
- Trusting in capabilities
- Embracing uncertainty as opportunity
- Accepting imperfect action

What Specific Behaviors Will I DO?

- Taking calculated risks
- Making timely decisions with available information
- Setting and pursuing stretch goals
- Seeking feedback for growth
- Creating action plans with contingencies
- Practicing new behaviors outside comfort zone

What Will I HAVE? Is This What I Want?

- Increased professional growth
- New opportunities pursued
- Improved relationships through proactive responses
- Fulfilled potential
- Reduced anxiety about the future
- Enhanced leadership effectiveness

Fear is a REACTION
COURAGE is a
Decision.

The Leadership **Blindspot** Experience



Discuss



Takeaways



5 Minute Break



HOW FEAR IMPACTS YOUR EMPLOYEES





In 2024 employee engagement dropped to 31%. The lowest in 11 years.

6 out of 10 employees feel they are treated disrespectfully at work.

63% of employees would switch companies for better leadership even if there was no pay raise.

87% of employers believe that their organisation currently demonstrates care and respect for their employees.

*Gallup Research
2025*



MICRO-MANAGEMENT
POOR DECISION-MAKING
COMMAND AND CONTROL
BLAME
JUDGMENT
LACK OF ACCOUNTABILITY
POOR COMMUNICATION
LACK OF TRANSPARENCY
CONFUSION
RETRIBUTION
ASSUMPTIONS



Burned Out!
Disrespected!
Blamed!
Shamed!
Humiliated!
Undervalued!
Rejected!
Disengaged!
Misunderstood!
Judged!
And pissed off!



**WHAT DO
EMPLOYEES
FEEL?**

Managing **Emotions** in the Workplace

Understanding and managing emotions is crucial for workplace success and well-being.

Growth-Related

- Anticipation
- Excitement
- Pride

Challenge-Related

- Anxiety
- Frustration/Disrespect
- Uncertainty/Fear

These emotions can significantly impact workplace dynamics, decision-making, performance, and well-being.

Recognition

Identify and acknowledge emotions as they arise.

Response

Develop healthy coping mechanisms to manage emotions as they arise.

Growth

Transform emotional challenges into opportunities for personal and professional growth.

NO ONE LIKES LOSING MONEY OR TALENTED EMPLOYEES?

- **KNOWLEDGE LOSS**
- **PRODUCTIVITY**
- **CLIENT TRUST**
- **RECRUITMENT
COST**
- **BAD DECISIONS**

The Society for Human Resource Management (SHRM) has reported that toxic workplace cultures cost U.S. companies approximately \$223 billion over five years due to high turnover and disengaged employees



EXERCISE

WHAT DOES FEAR **COST** YOU?

**LACK OF
TRUST**

ABSENTEEISM

**LOSS OF
TALENT**

**POOR
ENGAGEMENT**

**INCREASED
STRESS**

**LOW
MORALE**

44 BILLION IN LOST REVENUE ANNUALLY!



Discuss



8 Minute Break



Steps To Create A **Psychologically Safe** Environment to Have Greater Impact on **Performance and Innovation**

- 1 Understand and create a psychologically safe environment and their benefits.
 - 2 Foster trust, open communication, and a culture of authenticity within the team.
 - 3 Confront personal fears and lead with empathy and transparency.
 - 4 Create environments where employees feel safe to innovate and perform at their highest potential.
 - 5 Cultivate a high-performance and innovative culture that drives organizational success and enhances workforce engagement.
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**FEAR INTELLIGENCE LEADS TO:
Better Problem Solving - Greater Empathy -
Stronger Relationships - Successful Outcomes**

By understanding the profound influence of emotions like fear, shame, and the need for trust, professionals can develop greater self-awareness and strategies to overcome these barriers to success.



Implementing Strategies for Success

Pair Experienced Mentors

Match seasoned employees with new hires to share institutional knowledge and best practices.

Navigate Challenges

Leverage mentors' expertise to help new employees overcome obstacles and learn from setbacks.

Collaborative Learning

Encourage ongoing communication to open dialogue, feedback, and knowledge sharing between mentors and mentees.

Accelerate Onboarding

Reduce ramp-up time for new hires by providing personalized guidance and support.

Cultivate Future Leaders

Groom high-potential employees for leadership roles through personal development programs and mentorship.

Enhance Engagement

Boost morale and retention by investing in the professional development of your workforce.

Building Resilience in Your Organization

1

Assess individual and team stress levels and perceived challenges.

2

Facilitate small group sessions to build emotional intelligence and problem-solving skills.

3

Encourage open dialogue and peer-to-peer support within the groups.

4

Teach techniques for managing anxiety, improving focus, and maintaining a positive mindset.

5

Empower team members to take ownership of their personal and professional growth.

6

Foster a culture of resilience, collaboration, and continuous improvement.

Transformational Strategies

Processing Change

Measurement Criteria

Mindset Shifts

- From **"What if I Fail?"** to **"What if I Succeed?"**
- From **"I'm not ready"** to **"I'm learning as I go"**
- From **"This is threatening"** to **"This is challenging"**
- From **"I need certainty"** to **"I can handle uncertainty"**

Action Steps

1. Start with small, manageable challenges to build confidence
2. Document fear responses and examine their validity
3. Develop specific contingency plans for worst-case scenarios
4. Practice decision-making with incomplete information
5. Seek feedback and support from trusted advisors
6. Celebrate progress and learning from setbacks

How Successful Will I Be?

- Number of new initiatives undertaken
- Reduction in decision-making time
- Increased comfort with uncertainty
- Improved relationship quality
- Enhanced leadership effectiveness
- Achievement of stretch goals

Transforming Fear Model



**FEAR IS A
MOTIVATOR...**

**Not a
Deterrent**





“

You cannot change how someone thinks, but you can give them a tool, the use of which leads them to think differently.

Buckminster Fuller



Key Takeaways

FOSTER A LEARNING Culture: The Executive Edge

Why It Matters

- 3x higher employee retention
- 40% faster market adaptation
- Clear competitive advantage

CEO Action Step

Start today: Share your biggest lesson learned this quarter. Make it okay to 'not know' and invite questions. .



FEAR OF UNCERTAINTY → Team Success

Why It Matters

- 35% increase in innovation output
- Better talent retention
- Faster market response
- 50% reduction in project delays
- Higher employee engagement
- Better strategy execution

CEO Action Step

Replace "post-mortems" with "project learnings" Include success and setback stories in leadership communications. Institute 15-minute weekly company-wide updates. Share both victories and challenges openly



NAVIGATING Unexpected Challenges

Why It Matters

- 45% faster problem resolution
- Improved team resilience
- Reduced crisis impact

CEO Action Step

Institute "No Surprise Rule": Reward early problem reporting. Lead monthly cross-team solution sessions.



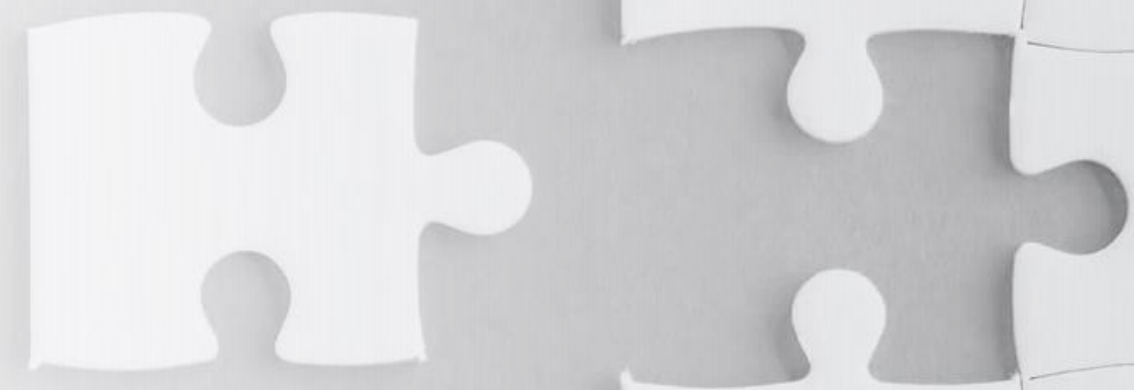
BUILD PSYCHOLOGICAL SAFETY

Why It Matters

- 60% increase in problem identification
- Better quality decisions
- Enhanced innovation pipeline

CEO Action Step

Start meetings with "What's not working?"
Publicly acknowledge your own mistakes



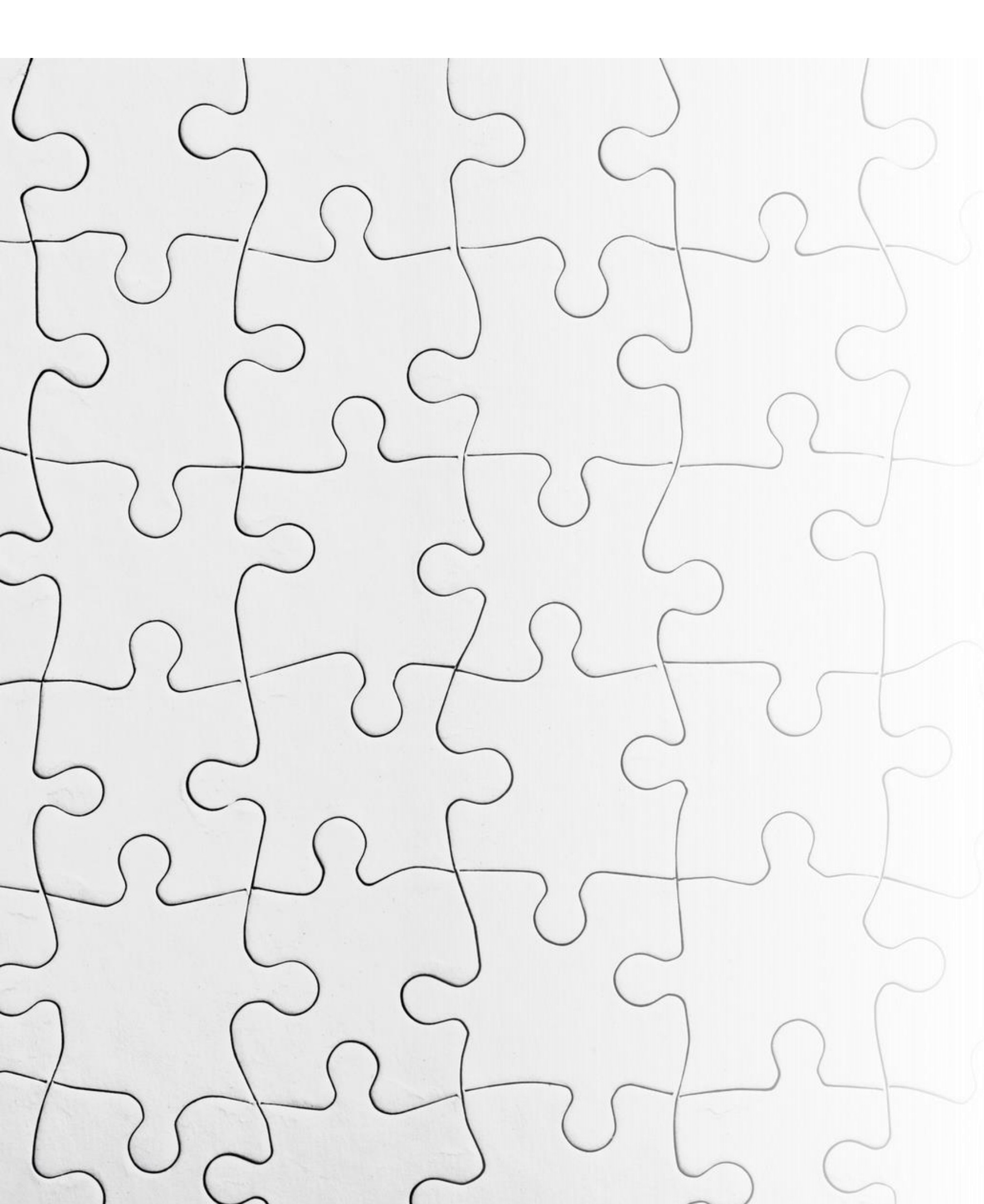
Develop FEAR INTELLIGENCE in Leadership

Why It Matters

- 40% better team performance
- Stronger client relationships
- Higher employee satisfaction
- Greater collaboration
- Development of Trust
- Deeper communication

CEO Action Step

Begin executive meetings with team pulse check. Ask how people are feeling. Create safe space to be transparent. Give them an opportunity to share insights and ideas. Make empathy a promoted leadership trait.



THE FEAR INTELLIGENT Advantage

- Faster market adaptation
- Higher profitability
- Industry leadership position
- Greater engagement across all dimensions of the organization

Next Step

**Pick one slide. Implement one action.
Measure results in 30 days.**



CONCLUSION



Being fear intelligent is simply a matter of courage
and a willingness to see fear as
your F.U.E.L for change!

Jacqueline Wales

Takeaways



Your feedback is important to everyone in the Vistage community. Please take a moment to share your feedback about today's session.





Give feedback to Jacqueline

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Or go to

<https://talk.ac/jacquelinewales>

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