



Session Outline

REGENERATIVE PERFORMANCE

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BURN OUT OR CHECK OUT

- Something about life and work just isn't working.
- The "effort plus optimization equals peak performance" algorithm is not sustainable.
- Top performers who sustain performance long term are masters at balancing the relationship between effort and recovery.
- We need to treat knowledge work like a cognitive endurance activity.
- Regenerative Performance is the concept that sustained performance does not emerge from constant optimization but by creating the conditions where well-being and performance complement rather than undermine each other.

COGNITIVE GEARS (09:15)

- Cognitive gears is a way of thinking about the intensity of cognitive work.
 - High Gear: deliberate focus on efficient, impactful, priority-driven work
 - Middle Gear: switching, email, meetings, less-complex tasks
 - Low Gear: rest and low-level activity
- Most leaders spend most of their day stuck in cognitive middle gear.

MIDDLE GEAR PRINCIPLES (11:00)

- Tame your email inbox.
 - Rethink promises to respond rapidly.
 - Batch email use to specific parts of the day.
 - Reset expectations with email signatures.



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- Tackle meeting makers.
 - Before setting a meeting, ask four questions:
 - ▶ Have I thought it through?
 - ▶ Do I really need outside input to make progress?
 - ▶ Does this require a real-time interaction?
 - ▶ What is the best communication tool?
 - If a meeting is truly required, the meeting maker must be clear about its purpose with three essentials:
 - ▶ A clear agenda set in advance
 - ▶ The people who need to be there with clearly assigned roles
 - ▶ A commitment to being fully present
- Trial AI-employee alliances.
 - Summarize and categorize messages automatically.
 - Take notes to reduce attendance requirements and FOMO (fear of missing out).
 - Draft well-worded messages to replace meetings.

HIGH GEAR PRINCIPLES (19:00)

- When You Work
 - Cognitive performance varies during the day based on an underlying biological rhythm:
 - ▶ Early Bird Chronotype: peak, valley, rebound
 - ▶ Night Owl Chronotype: rebound, valley, peak



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- Each phase is suited to different types of work:
 - ▶ The peak period is ideally suited to high cognitive gear work.
 - ▶ The rebound period is an opportunity for middle gear work.
 - ▶ The valley is an opportunity for a more extended break.
- Sustained high performance is less about the hour and more about the alignment.
- What You Work On
 - Multitasking slashes productivity by 40 percent. Switch to single-tasking.
 - During your peak period, zoom in on your highest-priority task and commit to focusing on it and nothing else.
- How You Work
 - Move your smartphone out of sight or to another room during high cognitive work.
 - Feed your focus (try 25 minutes of focus, then five minutes of recovery).
 - Starve your distractions.
 - Retrain your brain.

LOW GEAR PRINCIPLES (25:00)

- A high-performance day begins the night before.
 - Sleep deprivation erodes leadership effectiveness.
 - Not sleeping enough elevates stress.
 - If you are curious whether you are getting enough sleep, ask yourself:
 - ▶ Can you wake up without an alarm about the time you need to?
 - ▶ Can you get through the average day without feeling too sleepy?



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- Top tips for better sleep are:
 - ▶ Consistency is key.
 - ▶ Darkness is your friend.
 - ▶ Cut off coffee at midday.
 - ▶ Think in ink. (Journaling before bed can reduce the time it takes to get to sleep.)
- Sleep is not lost time. It is a strategic investment.
- Daytime breaks matter too.
 - Sometimes our most important work doesn't look like work at all.
 - When we rest, we are more likely to experience the flashes of insight that characterize greater creativity.
 - The next time you need a breakthrough, take a break.
 - Idle time is not a waste of time.
 - Rest is not a reward; it's what makes great work possible.

CREATING RIPPLE EFFECTS (30:45)

- A leader's personal well-being is the No. 1 predictor of organizational well-being.
- When you commit to building your capacity, you create ripple effects that could reshape your team's entire approach to work.