

JUST ENOUGH ANXIETY

THE HIDDEN DRIVER OF BUSINESS SUCCESS

Robert H. Rosen

Executive Book Summary

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PME 803

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About Robert H. Rosen

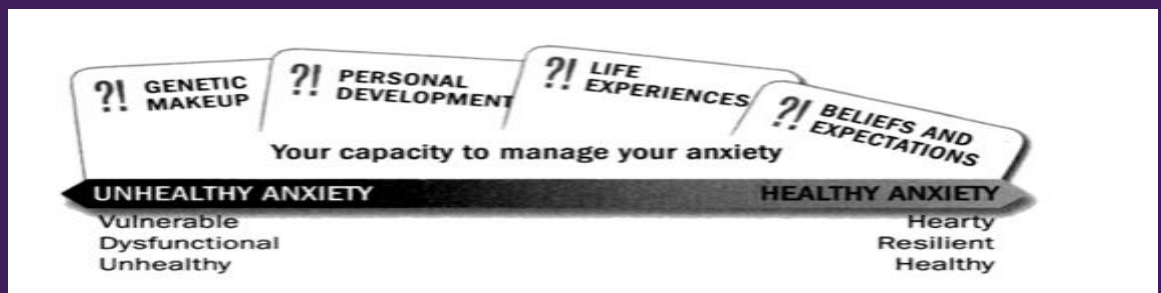
Robert Rosen is a veteran psychologist with over 30 years' experience dealing with anxiety and creating success for individuals and organizations. He has focused much of his career on being an entrepreneur and advisor to CEOs. He has worked with hundreds of powerful people and he believes he has unlocked the key to business success. Rosen, the CEO of Healthy Companies International belongs to the Unitarian Universalist Church of Arlington, Virginia. (Rosen, 2008)

Summary

Robert H. Rosen has based his writing on the idea that anxiety is a fact of life that all individuals experience to some degree. His research and experience suggest that anxiety is not only a part of life but it is a key component to moving forward and driving yourself to be more successful. He explains the difference between just enough, too much and too little anxiety in the book. Rosen claims that organizations are always changing and if you are not managing your anxiety in healthy ways you are not meeting your individual or organizations goals. (Rosen, 2008)

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9. Change begins with you (Rosen, 2008)



Quotes

"when you change your lens, you change your life" (Rosen, 2008, p. 12)

" Not all healthy anxiety leads to dramatic results, however. Sometimes it just helps you get through the day (Rosen, 2008, p. 42)

" The brain never stops changing... You can build your capacity to handle anxiety on your terms. (Rosen, 2008, pp. 47-9)

"By Embracing both personal power and uncertainty, you can learn to modulate anxiety in the face of change" (Rosen, 2008, p. 58)

"If you're not moving forward you're sliding backward. There's no such thing as a stationary position in life or in the world" (Rosen, 2008, p. 159)

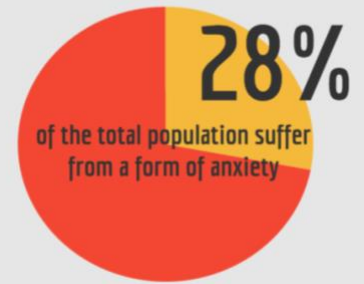
"Two minds are better than one. Many minds are best. Collective wisdom is simply greater than individual insight" (Rosen, 2008, p. 178)

Authors Perspective

Rosen claims that how you use anxiety makes all the difference, if used positively it can become a powerful aspect of your life. When learning to change your mindset to adapt to healthy forms of anxiety your greatest success can come from defining reality. When you define your reality you are evaluating objectives, plans, risks and opportunities to create just enough anxiety to become more successful in our complex world. Leaders who have too little anxiety put their companies at risk with their complacency and lose their edge and support from followers for lack of direction. Leaders with too much anxiety have a negative mindset and struggle with growth. Rosen suggest the key is finding balance between too much and too little anxiety. As you challenge yourself your brain becomes re-wired to handle anxiety better. The anxiety gap (where you want to be and where you are currently) requires leaders learn to take manageable steps to avoid the ever-feared failure leaves room for goal orientated growth. Our minds are conditioned to fear failure which can cause us to avoid change and miss allowing ourselves to shine. In any situation, too much, too little, or just enough anxiety you need to find balance. If you are able to open your mind to the needs of others and your heart to others anxiety and needs you can create a balance that allows you to live and challenge yourself and followers to grow. Weather or not your organization is growing or declining just enough anxiety can move you into the direction of your goals. Rosen suggest just enough anxiety starts with you. (Rosen, 2008)

Anxiety

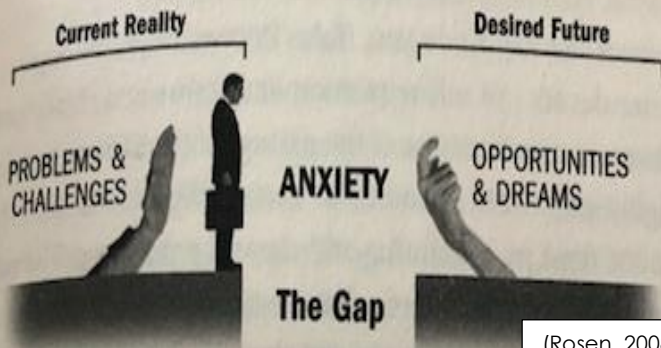
The most common mental health disorder.



(Psychotherapeutics, 2018)

THE ANXIETY GAP

Leaders feel anxiety when forces both push and pull them into the gap between the present and the future.



(Rosen, 2008)

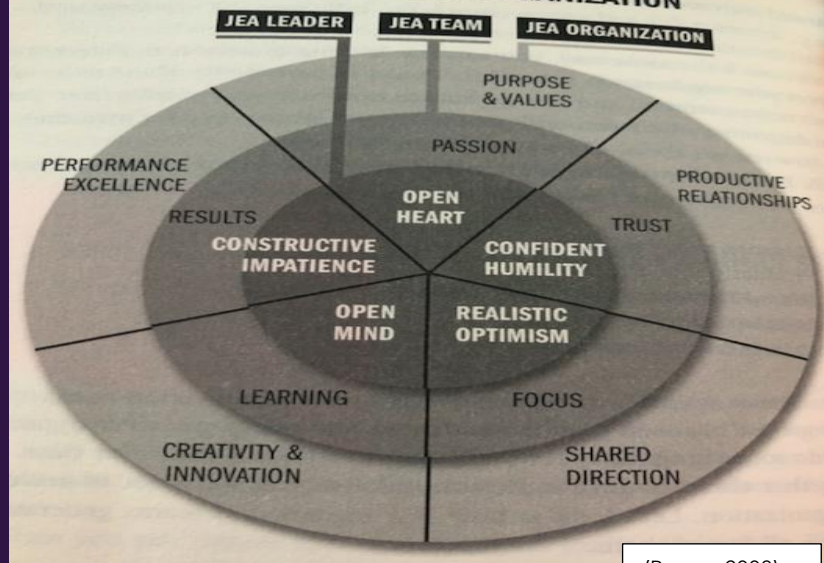
key concepts

- Anxiety is real
- How you manage anxiety changes the outcome
- The amount of healthy anxiety you can manage is different for each person
- Your brain is constantly changing so you can change how you respond to anxiety
- Accepting what is within your power or not can help manage anxiety
- Set small attainable goals to help you move through the anxiety gap more successfully
- Without moving through anxiety gaps, we are not moving forward
- Hiding your anxiety as a leader takes away your ability to motivate your followers
- Managing anxiety is about creating a **balance** between idealistic and cynical, complacent and carless and self-doubting and arrogant
- Having an open mind and heart allows you to acknowledge emotions within yourself and address them to manage anxiety (Rosen, 2008)

Critical evaluation

Rosen made the argument that balancing emotions, responses and expectations was the key to leadership success. He suggested that if you are honest with your own emotions your followers will have an increased potential for growth. He continued to make similar points throughout the book but he struggled to suggest tangible ways to address and manage anxiety and other emotions. Theoretically he has the right idea, everything is doable if you create balance in your life but this idea leaves out the possibility that mental health is not always an individual choice. Not everyone can reflect on their response without medical support and make appropriate changes to be more confident, controlled and productive in their career. Though I appreciate that mental health is key in anyone's success I think Rosen was missing some key steps in addressing and supporting individuals in finding the balance and conquering the anxiety gaps present in our lives. One great point made was that if we hide our anxiety we are hiding our ability to connect with other people which can slow down and limit success. We need to feel comfortable in addressing a mental health issue that a great portion of the population deals with regularly.

WHAT MAKES A JEA ORGANIZATION



(Rosen, 2008)

JEA: Just Enough Anxiety

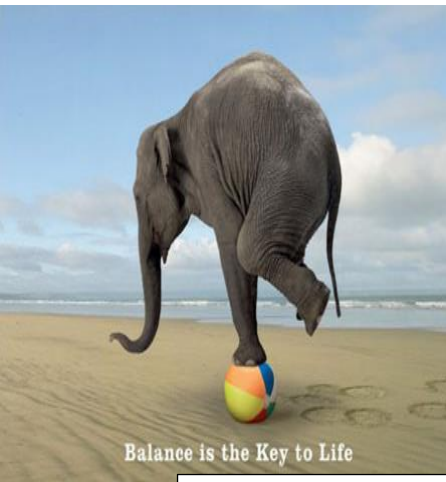
Connections to leadership theory

Adaptive Leadership

Rosen could include adaptive leadership as a tool to gain the necessary perspective to support the anxiety of others while motivating followers. If adaptive leadership is meant to support individuals in an environment that is constantly changing, Rosen's theories on our lives being constantly in transition between stages of anxiety and change prove how necessary it is for a leader to be able to respond to the needs of their followers (Northhouse, 2019) (Rosen, 2008).

Transformational Leadership

Rosen makes many points throughout his book about the role of a leader in managing their anxiety and the steps in moving through the anxiety gap by setting attainable goals. Transformational leadership is about motivating and inspiring and as Rosen points out if we are unable to manage our own anxiety in a healthy way we will lose the ability to motivate our followers. Hiding your own anxiety will leave you in the realm of too little anxiety which can stall your success and the success of your organization (Northhouse, 2019) (Rosen, 2008).



(unknown, 2018)

THREE LEADERSHIP PARADOXES

Too Little Anxiety	Just Enough Anxiety	Too Much Anxiety
Idealistic	Optimistic AND Realistic	Cynical
Complacent	Constructive AND Impatient	Careless
Self-Doubting	Humble AND Confident	Arrogant
Ineffective Energy	Productive Energy	Chaotic Energy

(Rosen, 2008)

Discussion Questions

How can you recognize when you are not managing your anxiety in healthy ways?

What supports are in place within your organization to support mental health?

What effect does my behavior have on my organization?

What are the signs a follower may need support in managing anxiety? How can I adapt to meet their needs?

Works Cited

Northhouse, P. G. (2019). *Leadership Theory and Practice 8th edition* . Los Angeles: Sage.

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Assignment Rubric

Student Name: ASHLEY MOORE

Title of Book: JUST ENOUGH ANXIETY THE HIDDEN DRIVER OF BUSINESS SUCCESS

Author: ROBERT ROSEN

SELF ASSESSMENT__X__

INSTRUCTOR ASSESSMENT_____

The following items are rated according to: 1=Inadequate; 2= Adequate; 3=Very Well Done; 4=Excellent; and 5= Exceptional

	1	2	3	4	5
1. Visually attractive presentation of book summary				X	
2. Clear depiction of author's aims and perspectives					X
3. Original summary of book (>100 words)					X
4. Annotated presentation of content and structure					X
5. Significant quotes and concepts highlighted					X
6. Critical evaluation of the book (>200 words)				X	
7. Point form summary-annotation of key concepts					X
8. Purposeful use of visuals to convey meaning					X
9. Effective use of tables, diagrams and/or figures					X
10. Application to theory and/or practice				X	
11. Thought provoking discussion questions for readers				X	
12. Logical organization of contents					X
13. Accuracy and clarity of statements/representation					X
14. Literary Style					X
15. Spelling/Grammar (proofreading)				X	
16. Neatness					X
17. Creativity				X	
18. Readability					X
19. Suitability for use with other professionals (educators, etc.)					X
20. Overall quality					X

COMMENTS (and other features not indicated above):