



Complacency Definition:

- “A *feeling* of contentment or *self-satisfaction* coupled with an unawareness of danger or trouble.”
- Two words are especially important.
- **feeling.** Complacency is not only a thought. It’s very much a *feeling*. It is less a matter of conscious, rational analysis than unconscious emotion. This point is extremely important because people treat complacency as a state of mind that can be changed solely with the “cold, hard facts.”
- **self.** Complacency is a feeling that a person has about his or her own behavior, about what he or she needs to do or not do. This point is also extremely important, because it is possible to see problems yet be astonishingly complacent because you do not feel that the problems see require changes in *your* actions.
- Almost always, complacent people do not view themselves as complacent. They see themselves as behaving quiet rationally. They can be aggravatingly creative in justifying their point of view.
- These people can be hard to spot because they look rational, thoughtful and prudent. Worse yet, they can see themselves as rational, thoughtful and prudent.

Complacency comes FROM: Past or perceived success

How Complacent THINK: They never think they’re complacent.

How Complacent FEEL: Content with the status quo, often afraid of the personal consequences of change.

How Complacent BEHAVE: They are identified by what they do (although words are revealing). They do not alertly look for new opportunities or hazards. They pay attention to what’s happening internally. They tend to move at 30mph when 50mph is clearly needed. Mostly they do what has worked for them in the past.

WHO can be Complacent: You, me, our bosses, anybody!

False urgency Definition:

- False urgency is a condition very different that complacency. While complacency has a sleepy quality, false urgency is filled with energy. While complacency is built on the feeling that the status quo is fine, false urgency is built on a platform of anxiety and fear. Anxiety and anger drive a behavior that can be highly energetic – which is why people mistake false urgency for true urgency. But the energy from anger and anxiety can create activity, not productivity, and sometimes very dangerous activity. With anger at bosses, the union or the marketing department, people spend time racing around creating battles that get the company nowhere.

False Urgency comes FROM: Product of failures or some form of intense pressure

Falsely Urgent THINK: That all is Not well. That they are in a mess. Their boss is applying ridiculous pressure on them.

How Falsely Urgent FEEL: Angry, anxious, frustrated, and tired.

How Falsely Urgent BEHAVE: In ways easily mistaken for real urgency – very active – more activity than productivity. Frenetic, mindless running around to protect themselves or attack others.

WHO can be Falsely Urgent: You, me, our bosses, anybody!