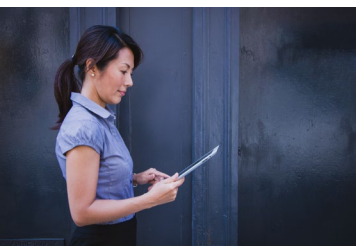


Program Guide and Reference Material

SUCCESS SKILLS



Success Skills

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**Plan your
work for
today and
every day,
then work
your plan.**

Norman Vincent Peele

Delay is the deadliest form of denial.

C. Northcote Parkinson

The more I want to get something done, the less I call it work.

Richard Bach

You must be single minded. Drive for the one thing on which you have decided.

George S. Patton

Our life is frittered away by detail. Simplify, simplify!

Thoreau

It is not enough to be busy. The question is what are we busy about?

Thoreau

The beginning is the most important part of the work.

Plato

Anyone who dares to waste one hour of life has not yet discovered the value of life.

Charles Darwin

Time is the most valuable thing anyone can spend.

Diogenes

Habits change into character.

Ovid

Know the value of time. Snatch, seize and enjoy every moment of it.

Lord Chesterfield

Don't put off for tomorrow what you can do today, because if you enjoy it today you can do it again tomorrow.

James Mitchner

The best thing about the future is that it comes only one day at a time.

Abraham Lincoln

The first man gets the oyster, the second man gets the shell.

Andrew Carnegie

Nothing is particularly hard if you divide it into small jobs.

Henry Ford

Planning

Prioritize

Promptness

Proact

Produce

Procrastination

Parasites

List the top ten (10) areas in which your time is spent at work. Please rank them in order of the hours spent on each item:

1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

List five (5) areas in which you would invest more time if it were available to you. At least one of the items must be personal:

1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

What is a Time Parasite?

A time parasite is any event or activity that saps productive time. They can be personal, part of the everyday workday, or single events.

Why are Parasites Dangerous?

They suck valuable and productive time. They cause interruptions requiring restarts of thought. They become habitual and expected.

How are Parasites Attacked?

Parasites must be identified and diagnosed and then parasite strategies applied for each one identified.

Common Time Parasites

Meetings
Personal Calls and Interruptions
Phone Calls
Overly Talkative Customers
Overly Talkative Team Members
Boss or Supervisor
Correcting Other People's Mistakes
Failure to Delegate
Personal Habits
Driving Time and Commuting
Vendors
E-Mail
Web Surfing

COMMON PARASITE	STRATEGIES FOR ELIMINATION/REDUCTION
Meetings	<ol style="list-style-type: none"> 1. Ask why attendance at the meeting is required. 2. Insist on agendas. 3. Insist on starting on time and ending on time.
Personal Calls and Interruptions	<ol style="list-style-type: none"> 1. Ask to talk at a time that you can devote your full attention. 2. Apologize and indicate you will have to return the call.
Phone Calls	<ol style="list-style-type: none"> 1. Block interruption time when incoming phone calls are most likely to occur. 2. Block productive time when phone calls are deferred. 3. Block time to return all calls.
Overly Talkative Customers	<ol style="list-style-type: none"> 1. Apologize and indicate that you must perform a transaction for their benefit. 2. Always provide benefit to the customer when interrupting or ceasing a conversation. 3. Offer to schedule a time when you can talk further.
Overly Talkative Team Members	<ol style="list-style-type: none"> 1. Utilize one-on-one meetings. 2. Defer interruptions to scheduled one-on-one meetings based on their assessment of need. 3. Ask team members what they think about a question or issue. 4. Indicate the need to focus on productive issues.
Boss or Supervisor	<ol style="list-style-type: none"> 1. Limit contact to non-productive times. 2. Indicate there is an issue or task that he or she pays you for and it is good for them to get going.
Correcting Other People's Mistakes	<ol style="list-style-type: none"> 1. Return mistakes to the offender for their correction. 2. Trade off meeting deadlines with having the mistake fixed by the person responsible for the mistake.

Failure to Delegate	<ol style="list-style-type: none"> 1. Document all tasks that can be performed by others. 2. Utilize delegation tracking system to retain control.
Personal Habits	<ol style="list-style-type: none"> 1. Add productive tasks to personal habit time. 2. Schedule habit interruptions.
Driving Time and Commuting	<ol style="list-style-type: none"> 1. Carefully plan travel time. 2. Attempt alternate routes. 3. Schedule meetings and appointments away from peak commuting periods. 4. Listen to traffic updates before committing to a route. 5. Safely use drive time to perform return calls or dictate notes.
Vendors	<ol style="list-style-type: none"> 1. Require an appointment time. 2. Schedule one-on-one meetings with key vendors to avoid surprise visits and to control the contact level. 3. Request e-mail updates. 4. Indicate a good day of the week or good time of the month to call.
Email	<ol style="list-style-type: none"> 1. Notify senders of lack of interest or lack of need for the e-mail. 2. Block senders of unnecessary e-mail. 3. Block time for reading e-mail and do not read it as it appears.
Web Surfing	<ol style="list-style-type: none"> 1. Limit internet access to needed functions and eliminate common wasters like news and sports access. 2. Limit the access to the internet to those who have a demonstrated need for the access.

List your top ten (10) time parasites. In the right margin, estimate the amount of time, in hours, that the parasite wastes in a typical week.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Total parasite time: _____

For each parasite identified, list two or three potential strategies for dealing with that issue:

<u>Parasite</u>	<u>Strategies for Elimination</u>
1.	<hr/> <hr/> <hr/>
2.	<hr/> <hr/> <hr/>
3.	<hr/> <hr/> <hr/>
4.	<hr/> <hr/> <hr/>
5.	<hr/> <hr/> <hr/>
6.	<hr/> <hr/> <hr/>
7.	<hr/> <hr/> <hr/>
8.	<hr/> <hr/> <hr/>
9.	<hr/> <hr/> <hr/>
10.	<hr/> <hr/> <hr/>

Time planning and scheduling is a unique skill set because it combines attitudes towards time, discipline and mechanical skills.

The most common failures related to time planning include:

1. Using multiple systems that are not synchronized. One calendar on the refrigerator at home, a personal data assistant, a PC based organizer, and a paper calendar. All with different information.
2. Interruptions and rescheduling. A very frustrating phenomenon is that the best laid plans are changed within ten minutes. Many tasks moved, meetings canceled, priorities reshuffled by others.
3. Over-complexity of time planning system. Some users discover that the planning system that they create takes more time than it would save.

A couple of summary points about time planning:

1. Brand name does not matter. What matters is content, usability, and ease of use.
2. Size matters. One type of time planning that will not be successful is using a tiny, card shop calendar that lacks the room for appointments and tasks.
3. Technology is not a cure all. Automated and computer based solutions can add value in the time management process to users that are comfortable with the technology. It can add frustration and data loss to those without that expertise.
4. All encompassing is important. Whatever time management system is used, it must include tasks, projects, appointments, meetings, notes, and other pertinent information for all facets of life.
5. A consistent and disciplined approach is critical.
6. If an event, meeting, or task is not planned, prepare for it not to occur.
7. As work and life increases in complexity, the need for time planning becomes for critical.
8. The appearance of time management control has value.

Daily Entries

Schedule

Appointments
Meetings
Travel Time From Meetings/Appointments
Travel Time To Meetings/Appointments
Interruption Time (Non-Productive)
Uninterrupted and Productive Time
Return Call Time
E-Mail and Correspondence Time
Lunch and Break
End of Work
Exercise or Activity Time
Personal Events or Activities
“Out” Basket Delivery

Task

Three (3) to Five (5) Prioritized Tasks

Delegation

Assigned Tasks Prior to Due Date
Assignee Name or Tracking Information

Weekly Entries

Schedule

Time Block to Review Upcoming Week
One-On-One Meetings
Schedule Meeting with Impacted People

Task

Inventory Tasks
Filing

Monthly Entries

Schedule

One-On-One Meetings

Task

Print Calendar and Schedule
Update Long Term Objectives

Priorities

Highest

Customer Based Issues

Medium

Team Based Issues
Project Tasks
Objective Tasks

Lowest

Makes or Saves Money

None

Should be Delegated or
Eliminated

Promptness

1. Provide a positive example of promptness.
2. Start all meetings on time regardless of who is or is not present
3. Reschedule vendor and one-on-one meetings when a participant is late.
4. Penalize or suspend those who are late.

Procrastination

1. Perform the least favorite task first.
2. Return all customer calls promptly. Deal with difficult customers early in the day.
3. Provide penalties for non-completion of tasks

Accomplishing More with Long Term Objectives

1. Document three (3) professional objectives per month.
2. Document two (2) personal objectives each and every month.
3. For each objective, identify between three (3) and five (5) tasks to meet the objectives.
4. Add the tasks to daily task list as a medium to high priority.
5. Utilize time/task balancing to insure the available time to complete the task.
6. Provide rewards for the achievement of the objectives.
7. Provide penalties for failure to achieve the objectives.
8. Graphically chart progress of total objectives and total objectives met.
9. Insure the cumulative effect of the objectives is substantial even if individual objectives are not.

Project Planning

1. Insure that the project deliverable is understood and clear.
2. Produce a list of sequenced tasks to complete the project.
3. Utilize a lowest common denominator approach to project tasks.
4. Add project tasks to daily task list as at least a medium priority.
5. Utilize time/task balance to insure the available time to complete the task.
6. Add project review as a task to insure no new tasks have developed and that the project is on target.
7. Build buffer days prior to the ultimate project deadline.

One of the most popular discussions during our time management program involves how successful companies manage meeting time and eliminate the wasted time often associated with meetings.

1. **Insure Meetings Have an Agenda** – This step makes sure that the purpose of the meeting is clear and all participants understand clearly what will be discussed. It also allows preparation prior to the meeting.
2. **Appoint a Time Keeper** – Someone is needed to make sure the meeting starts on time, ends on time and no one exceeds the allotted time for each subject.
3. **Limit the Amount of Time for Each Subject** – Limit the discussion for each item to no more than 15 minutes. If it cannot be discussed in that time, return the item to the agenda at the next meeting. This also eliminates and reduces the overblown and long-winded dialogs that often occur.
4. **Limit the Agenda** – Keep the agenda to no more than 3 to 5 items. Any more and the information all runs together and there is very little retention of the subjects.
5. **Limit the Total Meeting Time** – Keep all meetings to an hour. Over a few months, evolve that maximum time to 30 minutes.
6. **Start on Time/End on Time** – Regardless of who is not there, begin on time and close the meeting at the ending time, even if all things were not discussed.
7. **Require the Speaker to Stand** – Amazing affect on reducing long-windedness.
8. **Recap Critical Data** – At the end of the meeting, review important pointed or needed actions.
9. **Do Not Review Printed Material or Read Reports** – Highlight important points but let participants read for themselves.
10. **Regular Scheduling** – Make sure meetings are on the same day of the week and same part of the month. No surprises.

1. Prioritize Tasks
2. Be Prompt and Demand Promptness
3. Ask the Why Question About Meetings and Tasks
4. Schedule Time for Returning Calls and Personal Contact
5. Block Time for Projects and Productive Activities
6. Block Time for Time Management and Organizational Tasks
7. Avoid Procrastination
8. Delegate When Possible
9. Have a Plan
10. Insure Meetings Have and Agenda and Defined Purpose
11. Break Long Term, Major Projects Into Smaller Elements
12. Add Tasks to the Schedule
13. Treat Time as an Investment
14. Treat Each Day as if it Were Your Last
15. Carefully Plan Travel

1. Touch Each Item Once
2. Establish a Flow System
3. Review Ergonomics and Movement Efficiency
4. Recognize and Reward Organization
5. Use Notebooks and Files for Non-Critical Material
6. Periodically Purge

S - SELECT THE AREA

Select the area you will organize by deciding which space in your home or office causes you the most stress. This is the area you should attack first. Select one space at a time. Breaking goals down makes them easier to accomplish.

I - IMPLEMENT A SORTING STRATEGY

After you select the area, you will need to implement a sorting strategy. Use small multi-colored stickers to sort the items in the area you have selected. Designate one color for the items you are keeping, one for those items you are not sure about, and one for those items you will purge. Do not move the items--just sort.

M - MOVE OBJECTS TO SPECIFIED AREAS

Now that you have sorted all your items, it is time to move them. This step of the SIMPLE process takes the longest. If you attack it in three sections, it is easier. First, move all your purging items to bags/boxes to either throw away OR to donate to charity. Act today. Second, go through the items you are not sure about. Purge as much as possible from this group also. If you decide to keep it, then move it to the keeper group. Do not keep guilt-related family/friend items if you don't use them. The last step is to move all the items you are keeping to assigned spaces. The key to organizational maintenance is everything must have a place. Some of these items will not have assigned spaces yet. Time to go to the next step!

P - PICK AND PLAN THE SPACE

Spaces should be designed based on the needs of the individuals using them. Based on the specific space (garage, kitchen, home office, closets, etc.), there are a number of techniques you should use.

L - LOCATE AND SELECT ORGANIZING CONTAINERS

Containerizing is crucial to the organizing process. Containers come in all shapes and sizes. They help you group and separate your belongings with ease. Retrieval and cleanup are much easier when you use containers. They also limit the amount you can accumulate.

E - EXCAVATE CONTINUOUSLY

Just like archaeologists, you must excavate continuously to unearth your treasures. Time will bury your belongings if you don't get a little dirty at least once a week and throw away all unused items in your home and/or office.

You must do the thing you think you cannot do.

Eleanor Roosevelt

If you have a job without aggravations, you don't have a job.

Malcolm Forbes

There comes a time when you have to stop revving up the car and shove it into gear.

David Mahoney

THE WILL TO WIN IS IMPORTANT, BUT THE WILL TO PREPARE IS VITAL.

Joe Paterno
Head Football Coach
Penn State University

**For fast-
acting
relief, try
slowing
down.**

Lily Tomlin

Drop the idea that you are Atlas carrying the world on your shoulders. The world would go on even without you. Don't take yourself so seriously.

Norman Vincent Peale

Tension is who you think you should be. Relaxation is who you are.

Chinese Proverb

I try to take one day at a time, but sometimes several days attack me at once.

Jennifer Yane

One of the symptoms of an approaching nervous breakdown is the belief that one's work is terribly important.

Bertrand Russell

Half our life is spent trying to find something to do with the time we have rushed through life trying to save.

Will Rogers

Stress is nothing more than a socially acceptable form of mental illness.

Richard Carlson

People are disturbed not by things, but by their perception of things.

Epictetus

You never will be the person you can be if pressure, tension and discipline are taken out of your life.

James G. Bilkey

Stress is simply the adaptation of our bodies and minds to change; and change, as we noted, is about the only constant left in the workplace.

Peter G. Hanson, M.D.

No one can make you feel inferior without your consent.

Eleanor Roosevelt

When it rains, I let it.

113 year old man in response to a question

About the secret of longevity

What happens is not as important as how you react to what happens.

Thaddeus Golas

There can not be a crisis next week. My schedule is already full.

Henry Kissinger.

It is not the stress that kills us; it is our reaction to it.

Hans Selye

Pressure and stress is the common cold of the psyche.

Andrew Denton

When I look back on all these worries, I remember the story of the old man who said on his deathbed that he had had a lot of trouble in his life, most of which had never happened.

Winston Churchill

Sometimes it's important to work for that pot of gold. But other times it's essential to take off and to make sure your most important decision of the day consists of choosing which color to slide down on the rainbow.

Douglas Pagles

People are disturbed not by things, but by their perception of things.

Steven Covey

Many companies have long contended that stress in the home causes productivity loss in the market place. And it does. But research now reveals that stress on the job causes stress at home. In other words, they feed off each other.

Zig Ziglar

Basically, my problem was attributed to stress more than anything. I don't know what that does and I guess doctors can tell you that there's chemicals that build up in your system when you go through a lot of stress and constant stress.

Mike Ditka

The 2010 annual "Attitudes in the American Workplace X" Gallup Poll found that:

- 80% of workers feel stress on the job.
- Nearly half say they need help managing stress.
- 42% said their co-workers needed help.
- 14% had felt like striking a co-worker but didn't.
- 25% have felt like screaming or shouting because of job stress.
- 10% are concerned about an individual at work they fear could become violent.
- 9% are aware of an assault in their workplace.
- 18% experienced some sort of threat or verbal intimidation last year.
- 65% said workplace stress caused them difficulties.
- 10% said they work in an environment where physical violence has occurred because of job stress.
- 29% had yelled at co-workers because of job stress.
- 14% said equipment had been damaged because of workplace rage.
- 2% admitted to having personally struck someone because of work stress.
- 19% had quit a previous job because of job stress.
- 25% had been driven to tears because of job stress.
- 40% of workers reported their job was very or extremely stressful.
- 25% view their jobs as the number one stressor in their lives.
- 75% believe that workers have more on-the-job stress than a generation ago.
- 62% routinely end the day with work related pain.
- 12% had called in sick because of job stress.
- 29% of workers felt quite a bit or extremely stressed at work.
- 26% were "often or very often burned out or stressed by their work."
- Job stress is more strongly associated with health complaints than financial or family problems.

What impact does a difficult economy have on stress symptoms?

Stress is the most widespread threat to physical well-being in the workplace.

The Bureau of National Affairs estimates that as many as one million Americans are absent from work on any given day as a result of stress related to their jobs.

What is stress?

Stress is a reaction to a stimulus.

Any physical, chemical, or emotional factor that causes bodily or mental tension and that may be a factor in disease causation.

While many people associate the term "stress" with psychological stress, scientists and physicians use this term to denote "any force that impairs the stability and balance of bodily functions."

Stress does not discriminate

Stress comes in all forms and affects persons of all ages and all walks of life. No external standards can predict stress levels in individuals. The degree of stress in our lives is highly dependent upon individual factors such as our physical health, the quality of our interpersonal relationships, the number of commitments and responsibilities we carry, the degree of others' dependence upon and expectations of us, the amount of support we receive from others, and the number of changes or traumatic events that have recently occurred in our lives.

When you are stressed, it's not just in your head. You experience physical and emotional responses to stress. Your body feels it in many ways. However, the key to handling your stress is in the way your mind reacts to it. In other words, stress begins and ends in the brain.

Acute Stress

Imagine that you just got word that the deadline for a major project has been moved up a week, and it must be completed tomorrow! Your stress response kicks in and your brain sends a message to your body. Your body responds by producing cortisol and norepinephrine: the stress hormones.

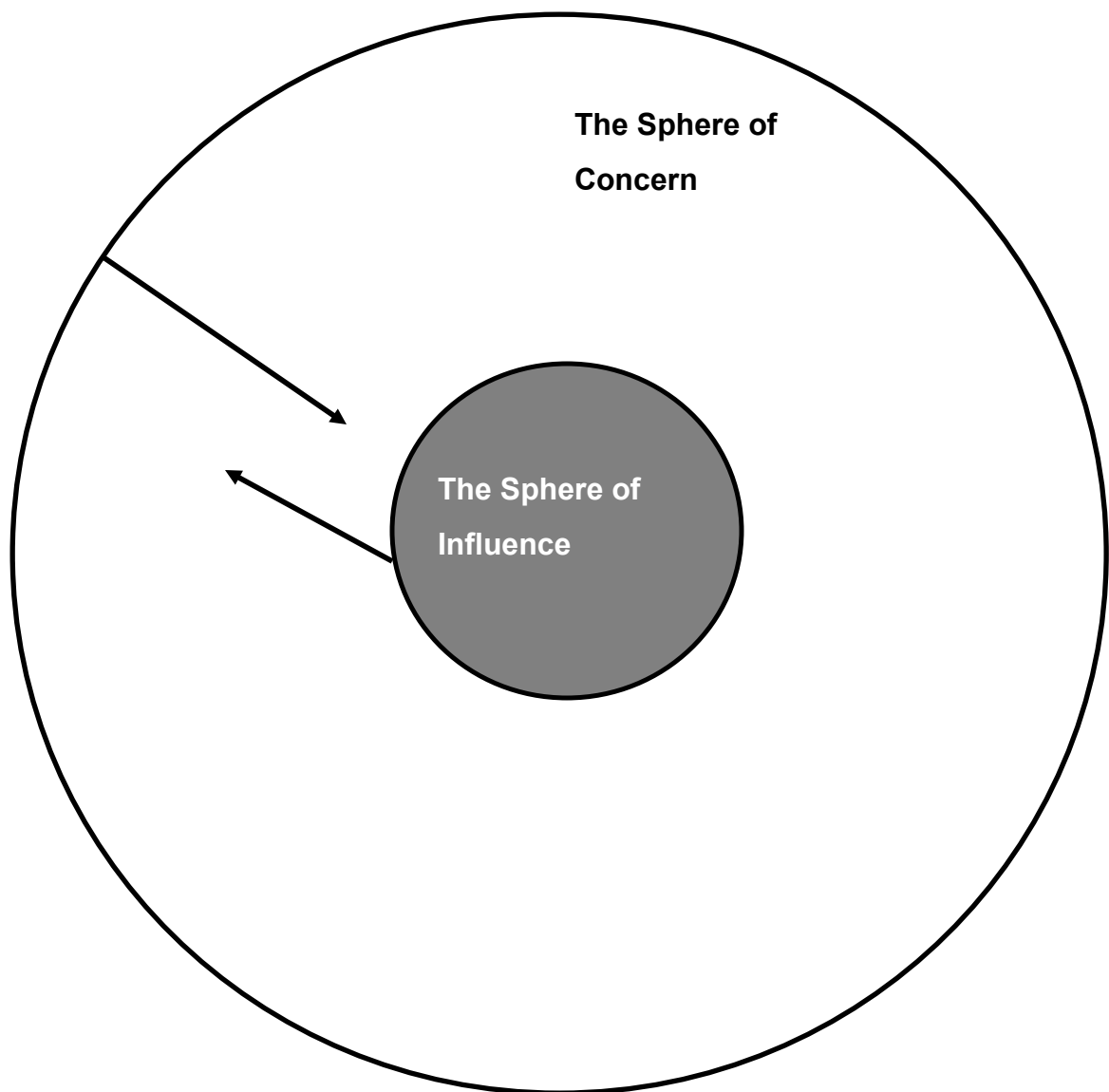
As you are deciding what to do about this new deadline, your body is in automatic pilot. Blood sugar gets released into your bloodstream, your blood pressure increases, and your heart starts pumping. You make a decision and begin to move. Your body slows back down to normal. This jolt of adrenaline enhanced your awareness, helping you make a decision and gave you the "energy" to get started. Acute stress is not necessarily negative or harmful.

Chronic Stress

Chronic Stress is a different story. Many of us walk around in a state of chronic stress. Our muscles are tight, nerves on "edge", and we feel ready to snap. In a state of chronic stress, your brain is constantly firing, giving your body the message to work harder. Your body tries, your blood pressure goes up, the heart beats faster, muscles tire, and patience wears thin. Chronic stress can contribute to chronic diseases like Diabetes, Hypertension, Ulcers, Anxiety, and Depression. Your immune system is affected and leaves you more susceptible to colds and the flu. Over time, chronic stress can kill you.

All people have a great deal that they are concerned about. All people have items in their lives that they can influence.

There are two distinct strategies for dealing with stress using this model. First, reduce the amount of items that you worry about that you cannot influence. Secondly, and more importantly for those in leadership positions, increase the degree of influence exercised over situations.



The gap between the circle of concern and the circle of influence is where stress exists.

Stress is created because of the items in our lives in which we worry about but cannot influence.

Everyone behaves a little differently when dealing with stress and stress management. Using Martson's model of behavior as a guide, we use the following instruments to evaluate teamwork approaches:

Coping and Stress Profile

Four key relationship coping resources are:

1. Problem-Solving – the ability to deal directly with, not avoid, the problems you face and make positive changes to resolve them
2. Communication – the ability to honestly share thoughts and feelings with others to promote mutual understanding
3. Closeness – a comfort level with others and the ability to connect with people in your environment
4. Flexibility – an openness and ability to respond to change

Improve Performance and Increase Satisfaction

The Coping and Stress Profile helps people in organizations:

1. Discover stress issues in each life area and capitalize on coping strengths to manage stress
2. Identify areas for coping skills improvement
3. Develop flexibility in responding to change
4. Communicate more effectively to improve problem-solving
5. Build mutually supportive relationships

Outward signs of stress in the workplace include:

- Tired and worn down
- Sharp, pointed, or sarcastic responses
- Missed work time
- Tardiness
- General poor demeanor
- Slow walking pace
- Sour or tense facial expressions
- Increased use of alcohol or drugs
- Poor quality of work
- Accidents and safety violations
- Missed deadlines
- Unorganized or cluttered work area

Physical outcomes of stress include:

The inability to effectively manage work-related or other stress can cause health related problems such as:

- Heart attacks
- Migraine headaches
- Depression
- Decreased immunity to viruses
- Sleep disorders
- Appetite disorders
- High blood pressure
- Muscle pain

How do you know if you, a team member, or someone who reports to you is suffering from burnout? Here are the early warning signs:

- Chronic fatigue. Exhaustion and tiredness.
- A sense of being physically run down.
- Anger at those making demands.
- Self-criticism for putting up with the demands.
- Cynicism, negativity, and irritability.
- A sense of being besieged.
- Exploding easily at seemingly inconsequential things.
- Frequent headaches and gastrointestinal disturbances.
- Weight loss or gain.
- Sleeplessness and depression.
- Shortness of breath.
- Suspiciousness.
- Feelings of helplessness.
- Increased degree of risk taking.

Factors most likely to be blamed for stress include:

- Repetitive or Boring Work
- Excessive Monitoring By Management
- Change
- Fear of Death or Injury on the Job
- Sexual Harassment
- Insufficient Control Over Work Situation
- Lack of Recognition For Work Accomplished
- Overly Large Workload
- Insufficient Use of Your Workplace Skills
- Lack of Support or Feedback from Supervisors
- Interruptions to Productive Time
- Tone of Written Communications
- No Answers to Questions
- Unsure of Standing with Company or Supervisor
- Unsure of Company Future
- Personal Interactions with Supervisors
- Not Understanding Job Duties or Expectations
- Lack of Resources
- Lack of Ever-changing Directions or Objectives
- Unproductive Meetings
- Perceived Lack of Respect
- Physical Ergonomics
- Perceptions of Inequity
- **Dysfunctional Relationships**
- **Financial Strength**
- **Diet**
- **Health Concerns**

Reducing Stress-Concern and Influence

Identify the top stimulus that produces stress in your life. To the right of the item, estimate the percentage of influence you are able to exert over this item.

%

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Before continuing, go back and critically review your percentage of influence.

What does the above analysis tell you about what you worry and subsequently stress over?

Ever wonder how some people with incredibly busy lives and multiple responsibilities, seem to take their stress in stride; while other people, with even fewer responsibilities, seem to fall apart under the least bit of pressure? We can begin to understand this paradox when we begin to understand the power of control.

People who feel in control of their lives:

- Are invigorated and challenged by their busy schedules.
- Don't feel "overwhelmed" by the stresses of life.
- See problems as solvable.
- Believe there is a solution to every problem and a way around any obstacle.
- Feel a sense of pride for being able to reconcile the problem themselves.
- Understand that control begins in your own mind.

Strategies for Avoiding Workplace Stress

- Using dynamic leadership styles.
- Manage verbal communications.
- Manage written communications.
- Create a positive corporate culture.
- Focus on mission, vision, and objectives.
- Improve workplace appearance.
- Lighten the tone of the office.
- Creative proactive communication patterns.
- Provide on-going feedback.

Identify your personal and unique baggage that you bring to work each day and consider how it may create stress for you and your team members.

1. _____

2. _____

3. _____

4. _____

5. _____

Ways that I will implement stress management tactics and use stress in a positive way include:

1. Alter your physical environment if possible. Pay attention to lighting, air quality, and colors.
2. Reduce excess noise. Reducing background noise can soothe frazzled nerves and even reduce levels of stress hormones in the body.
3. Cut down on caffeine, which can send stress hormones soaring. If you can't eliminate caffeine, try to alternate caffeinated beverages with decaffeinated.
4. Think about your interaction with your surroundings. Read up on [ergonomic](#) principles for the workplace. The angle of your chair, position of your keyboard, type of lighting, or the seat cushion you're using can all contribute to elevated office stress levels.
5. Allow time for some fresh air. If opening a window is not a possibility, take at least part of your break outdoors.
6. Rest up if possible. Give power napping a try. A brief ten-minute siesta during the post-lunch slump can improve both mood and productivity.
7. Learn some desk exercises to relieve stiff muscles and improve circulation.
8. Don't become a slave to e-mail. It's easy to fall victim to the trap of constant checking and responding to e-mail, often to the detriment of our own productivity.
9. Find some more time. Practice time management and find those extra minutes in the workday you never knew were there.
10. Don't go hungry. Skipping meals only leads to after-work binges and overdoses of fast food when your energy plummets.
11. Make your self-expectations more realistic. You may need to drop one of the balls you are juggling.
12. Assess where you spend most of your time and energy. You may want to readjust this to better suit your goals.
13. Perceive the stress as a challenge. Find the situation Interesting. Believe you have some control.
14. Actively manage the sphere of influence and sphere of concern.
15. **Remember, stress is a reaction and that choice of reaction is yours.**

How can you help reduce team members' stress?

Remember, not all stress is bad. Stress can be healthy and get people moving. Some stress can energize and motivate us. Stress can bring out our personal bests. Stress can create enthusiasm.

- Make team members feel more in control.
- Empower team members to take responsibility and demonstrate success.
- Make sure the amount of control matches the amount of responsibility.
- Empower team members to resolve conflicts that arise while dealing with customers.
- Provide training for new team members. Increase confidence and competence.
- Encouraging team members to get organized, both at home and at work.
- Establish support systems.
- Cross train to increase empathy and competence.
- Review assignments and workloads.
- Enforce lunch breaks.
- Allow team members to personalize work space if appropriate.
- Approach stress positively.
- Create a climate of hardiness.
- Provide rewards.
- Match team members' skills with assigned tasks.
- Instill a sense of control through empowerment.

Proven Stress Control Skills

What's your plan?

1. Clarifying your personal values and daily satisfiers

My personal values and daily satisfiers: _____

2. Being able to relax at will, anywhere, any time

My strategy for finding time to relax during the work day: _____

3. Developing rewarding relationships

My support system at work: _____

4. Well balanced nutrition

My plan for improved eating habits: _____

5. Essential exercise

My strategy for fitting in exercise: _____

**Half our life is
spent trying to
find something
to do with the
time we have
rushed through
life trying to
save.**

Will Rogers

**Do every
act of your
life as if it
were the
last act of
your life.**

Marcus Aurelius

When dealing with people, remember you are not dealing with creatures of logic but with creatures of emotion.

Dale Carnegie

Few of us ever live in the present. We are forever anticipating what is to come or remembering what has gone.

Louis L'Amour

One does not become enlightened by imagining figures of light, but by making the darkness conscious. The latter procedure, however, is disagreeable and therefore not popular.

Carl Jung

Your vision will become clear only when you look into your heart. Who looks outside, dreams. Who looks inside, awakens.

Carl Jung

There are only two ways to live your life. One is as though nothing is a miracle. The other is as though everything is a miracle.

Albert Einstein

If you want others to be happy, practice compassion. If you want to be happy, practice compassion.

Dalai Lama

Mindfulness isn't difficult, we just need to remember to do it.

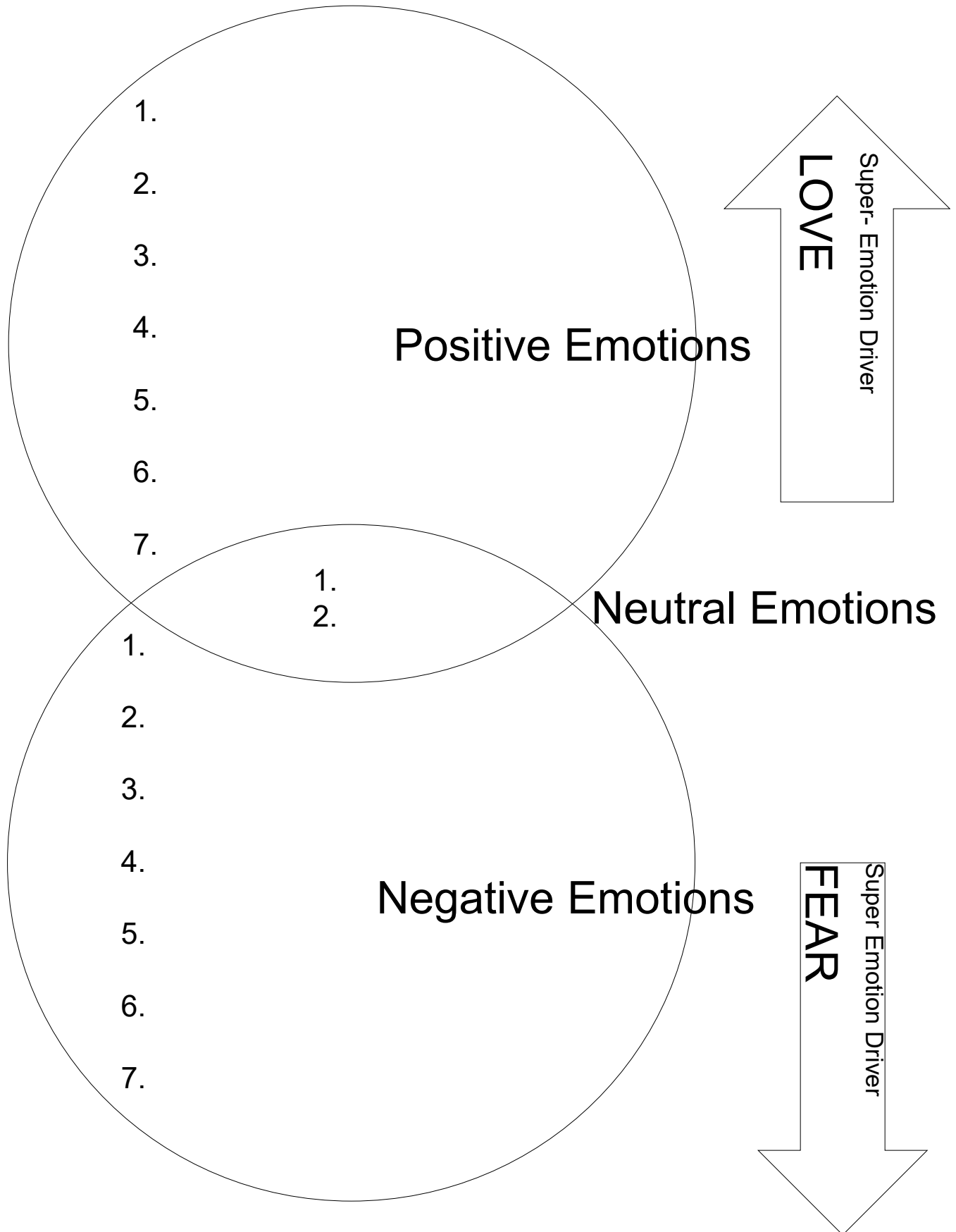
Sharon Salzberg

Your time is limited, so don't waste it living someone else's life. Don't be trapped by dogma - which is living with the results of other people's thinking. Don't let the noise of others' opinions drown out your own inner voice. And most important, have the courage to follow your heart and intuition.

Steve Jobs

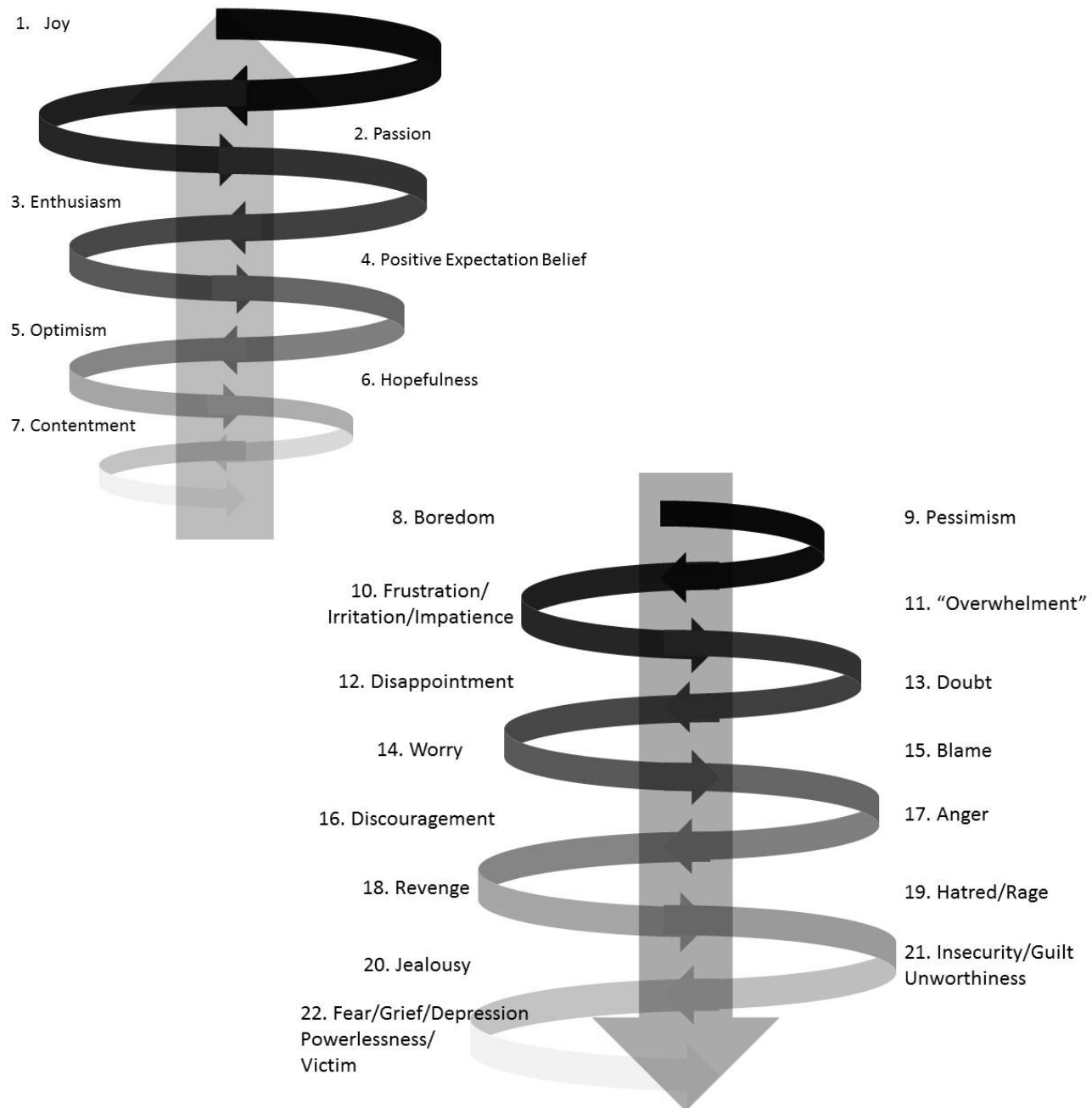
Sometimes the heart sees what is invisible to the eye.

H. Jackson Brown, Jr.



Emotional Awareness:

1. Understand and analyze your emotional composition.
2. Identify your predominant emotions and secondary emotions.
3. Know your emotional trigger events (what events prompt emotional responses).
4. Know your hot button events. Hot buttons are those events that trigger a sharp and quick emotional response, usually anger.
5. Check back frequently because emotions evolve and change.



Joy

Optimism

Enthusiasm

Content/Neutral

Frustration

Anger

Jealousy/Hate

Hours 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18

Instructions: Place a dot above every waking hour that describes your emotional state/condition/feeling for that hour. Connect the dots to form a graph. Then please answer the following:

1. What does the graph tell you about your emotional composition?

2. What occurred to trigger some of the low points?

3. How did you recover from the low points?

4. What occurred to trigger some of the high points?

5. Go back and review your response in question 1.

Heart Centered and Mindful Leaders:

- **Self-Care**
 - Meditative Practices
 - Rest
 - Physical Awareness and Management
- **Gratitude**
 - Appreciation
 - Praise
 - Removes Blocks from Heart and Energy
- **Positive Emotional Composition and Projection**
 - Creating Desired Emotional States
 - Reducing and Eliminating Fears
 - Matching Projected Energy and Emotional Composition
 - Releasing Negativity and Fear
- **Using Mindful and Heart-Centered Skills**
 - Forgiveness
 - Judgement Release
 - Purpose and Wholeness
 - Creating Abundance

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What is Self Care?

What Self Care Isn't

How Can I Improve My Own Self Care?

What is Meditation?

What Meditation Isn't

How Can I Improve My Own Mediation?

What is Gratitude?

What Gratitude Isn't

How Can I Improve My Own Gratitude?

What are Fears?

What Fears Are Not

How Can I Reduce My Amount of Fear?

What are Positive Emotions?

What Positive Emotions Are Not

How Can I Increase My Positive Emotions?

What is Forgiveness?

What Forgiveness is Not

How Can I Increase My Forgiveness?

What is Judgment Release?

What Judgment Release is Not

How Can I Improve my Judgement Release?

What is Present Moment Living?

What Present Moment Living is Not

How Can I Improve my Present Moment Living?

What is Purpose and Wholeness?

What Purpose and Wholeness is Not

How Can I Improve my Purpose and Wholeness?
