

# Building Resilience and Managing Stress

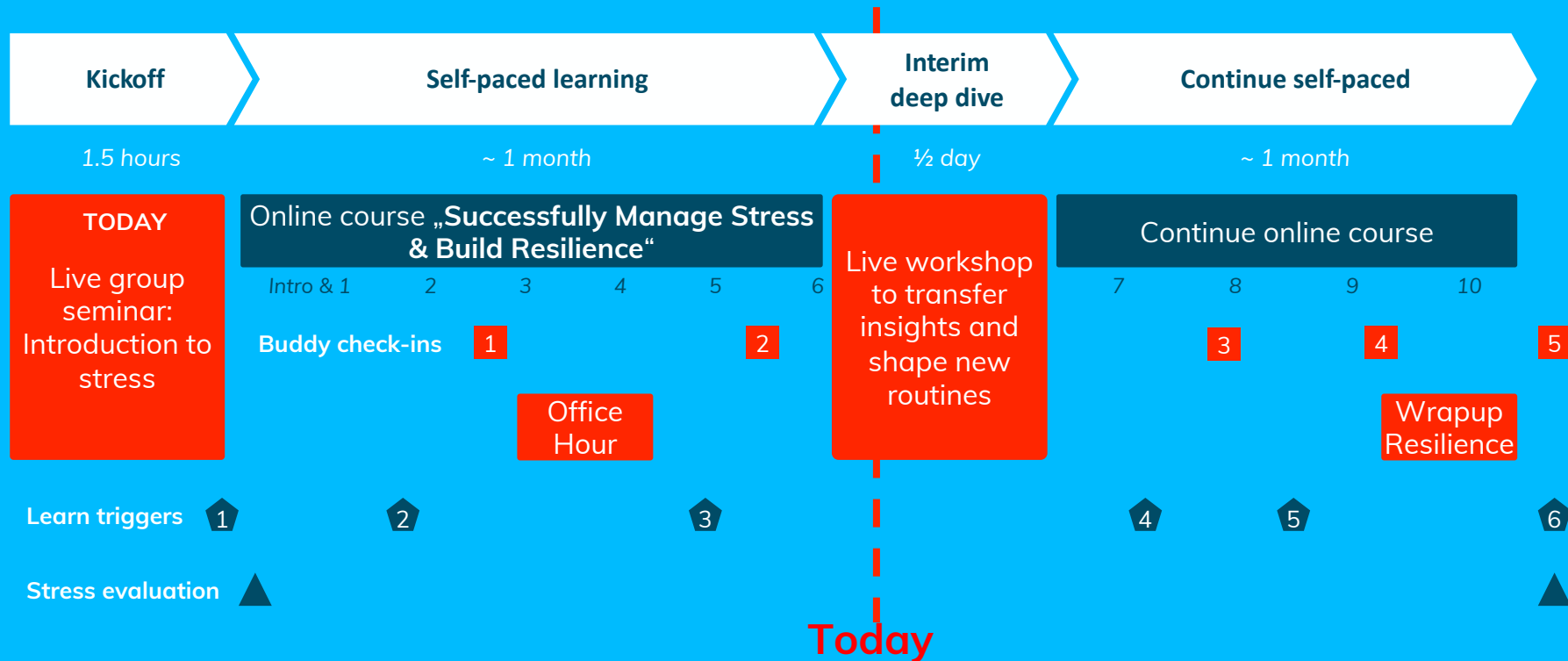


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## Transfer Workshop

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# Building resilience with a proven combination of synchronous and asynchronous content („blended learning“)



A person is floating on their back in clear, turquoise water. Their arms are extended horizontally to the sides, and their legs are slightly apart. The water is so clear that the seabed and some rocks are visible beneath the surface. In the background, a steep, light-colored rocky cliff rises from the water's edge. The overall scene is peaceful and serene.

Brief mindfulness meditation

## How to manage change / develop new routines

Stress multipliers in our stress response

Dysfunctional beliefs and how to change them

Excursus: Purpose and the pursuit of happiness

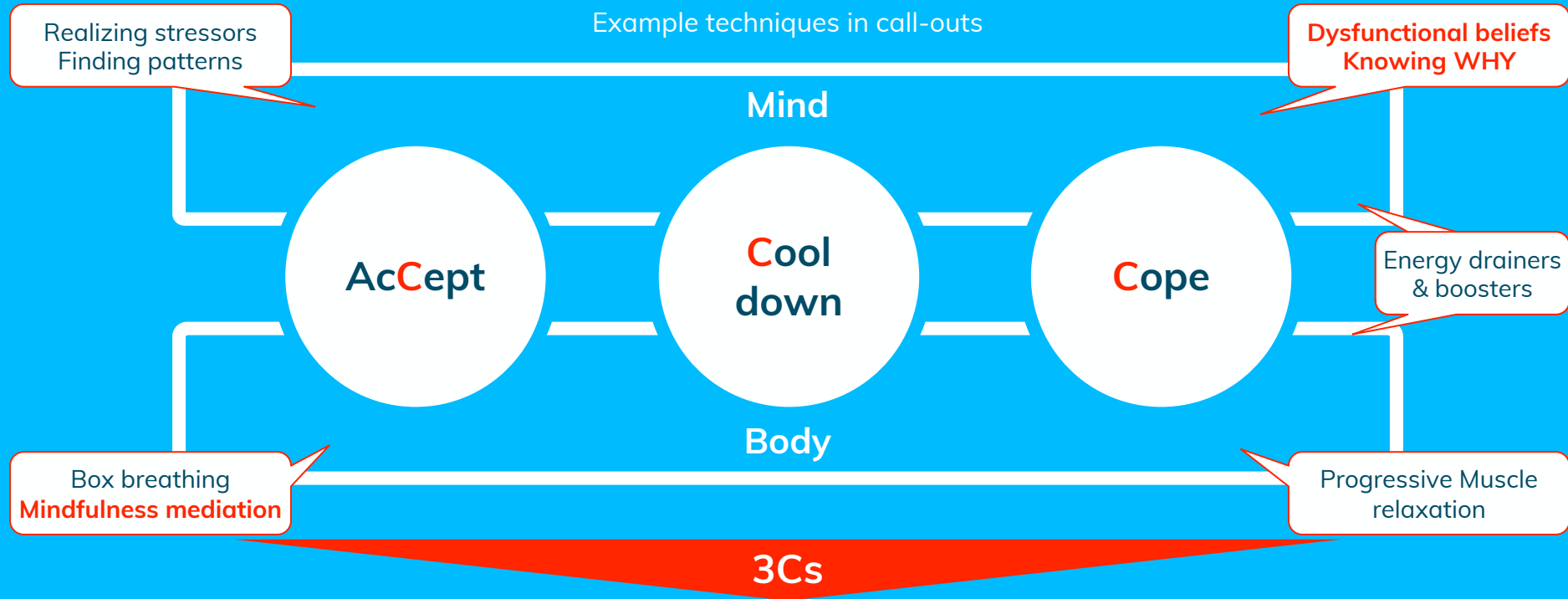
Next steps



## Recap from last session: Simplified view



# How to build new stress response routines for resilience: 3C mantra



Forming new routines for resilience

How to manage change / develop new routines

## **Stress multipliers in our stress response**

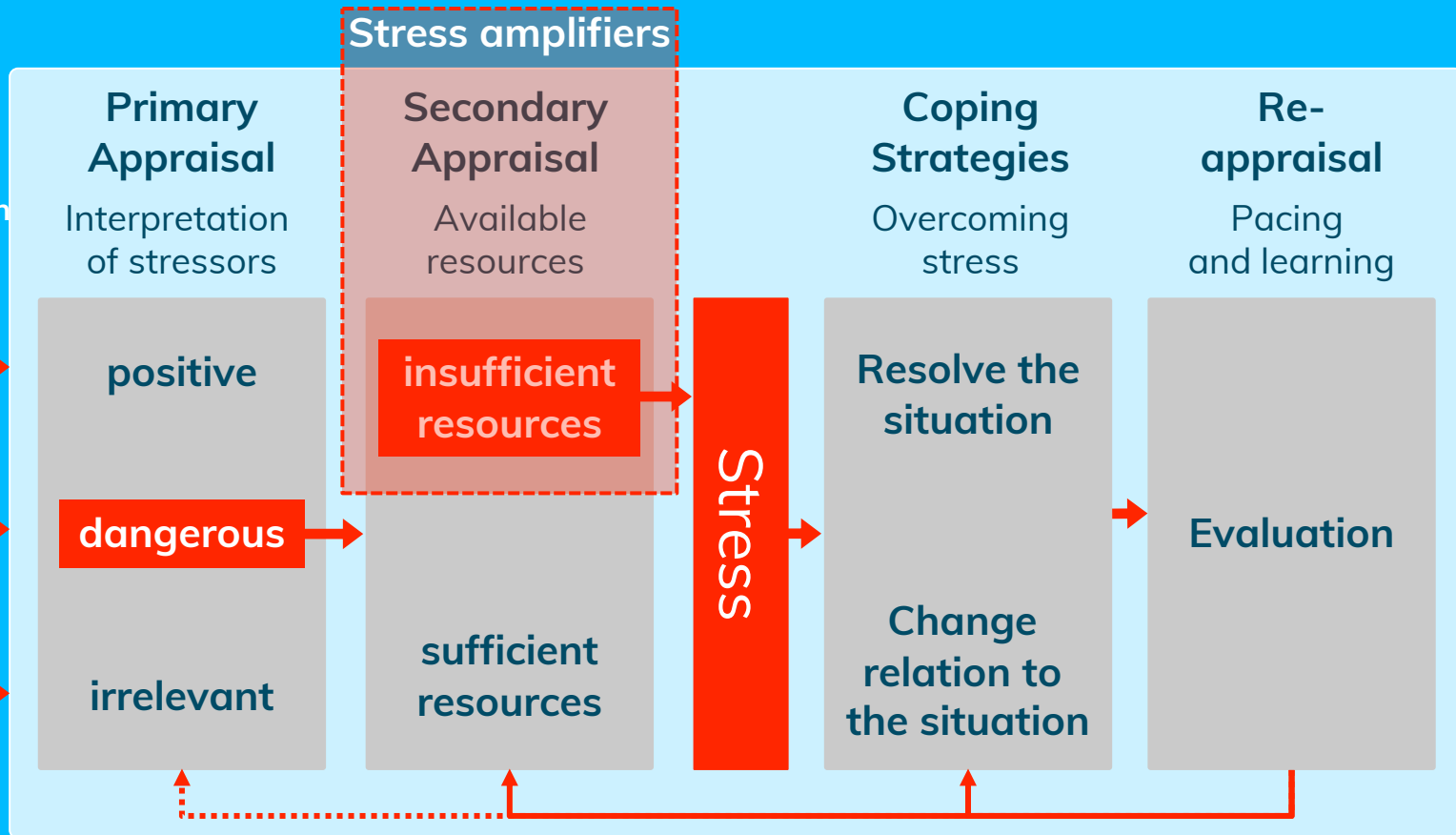
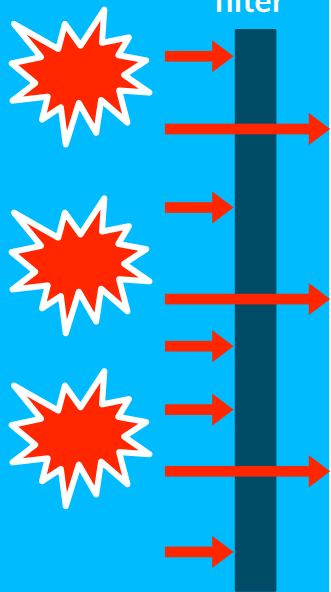
Dysfunctional beliefs and how to change them

Excursus: Purpose and the pursuit of happiness

Next steps

**Stimuli**  
(stressors)

Perception  
filter



**Environment**

**Person**

Lazarus, R. (1991). Emotion and Adaptation. Oxford University Press, New York, NY



# Typical stress amplifiers (aka dysfunctional beliefs)

- It will only get done well, if I do it myself ...
- I definitely have to do things better than the others ...
- I mustn't disappoint my boss ...
- You can't rely on anyone, anymore ...
- It is important that I always keep full control ...

# Recap Buddy exercise

Managing and Preventing Stress



## My personal stress amplifiers

	This thought comes into my head ...	Often	Sometimes	never
1	I prefer to do everything by myself.	2	1	0
2	I can't keep it up.	2	1	0
3	It's horrible if things don't go the way I want or planned them.	2	1	0
4	I will fail.	2	1	0
5	I'll never be able to do it.	2	1	0
6	It's not acceptable if I don't get a job done or meet a deadline.	2	1	0
7	I just can't take this pressure (anxiety, pain, etc.).	2	1	0
8	I always have to be there for the company.	2	1	0
9	Problems and difficulties are just terrible.	2	1	0
10	It is important that I have everything under control.	2	1	0
11	I don't want to disappoint the others.	2	1	0
12	There is nothing worse than making mistakes.	2	1	0
13	I have to be 100% reliable.	2	1	0
14	It's terrible when others are bad.	2	1	0
15	Strong people don't need help.	2	1	0
16	I want to get along with everyone.	2	1	0
17	It's terrible when others criticize me.	2	1	0
18	If I rely on others, I am abandoned.	2	1	0
19	It's important that everyone likes me.	2	1	0
20	When I make decisions, I have to be 100% sure.	2	1	0
21	I have to constantly think about what could happen.	2	1	0
22	I can't do anything without me.	2	1	0
23	I always have to do everything right.	2	1	0
24	It's terrible to be dependent on others.	2	1	0
25	It's terrible if I don't know what's coming.	2	1	0
	Other (similar) thoughts that are typical for me:	2	1	0

### Evaluation: Your personal stress profile

- (1) Add up the points to thoughts 6, 8, 12, 13 and 23    **Value 1 =** \_\_\_\_
- (2) Add the points to thoughts 11, 14, 16, 17, and 19    **Value 2 =** \_\_\_\_
- (3) Add the points to thoughts 1, 15, 18, 22, and 24    **Value 3 =** \_\_\_\_
- (4) Add the points to thoughts 3, 10, 20, 21, and 25    **Value 4 =** \_\_\_\_
- (5) Add the points to thoughts 2, 4, 5, 7 and 9    **Value 5 =** \_\_\_\_

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Which generic stress multipliers did you relate with most?

- Be perfect! (Performance)
- Be popular! (Connection)
- Be strong! (Autonomy)
- Watch out! (Control)
- I can't do it! (Self-protection)

Goal

Creating awareness

Clues how to recognize them fast(er)

# Remember: For specific stress amplifiers, also see your stress diary

Keep track of all your stressful situations and note down your corresponding feelings, thoughts, and reactions

Date	Stressor	Stress level	What did I feel?	What did I think?	What did I do?

**Search for patterns here** →

How to manage change / develop new routines

Stress multipliers in our stress response

**Dysfunctional beliefs** and how to change them

Excursus: Purpose and the pursuit of happiness

Next steps

# Buddy exercise: Understanding beliefs

- What is good/positive about this belief?
- What would be the extreme opposite?
- How would I look back at a situation, when I am old?
- Why exactly do I 'need' this dysfunctional belief?

# Instructions for break-out: Understanding our beliefs

Buddy pairs

30 MINS

## Goal

- Understand your beliefs better to recognize them faster
- Realize why you have these beliefs

## Approach

- Go through 1-3 individual (generic or specific) beliefs that amplify stress
- Jointly find the positive aspect and reason for each belief

## Task

- 1 What is good/positive about this belief?  
*(Hint: How has it helped me in past situations?)*
- 2 What would be the extreme opposite?  
*(Hint: If I only did the opposite, how would my world look like?)*
- 3 How would I look back at a situation when I'm old?  
*(Hint: Assume you are 80, how does this compare to other things in your life?)*
- 4 Why exactly do I 'need' this dysfunctional thought?  
*(Hint: Where does it originate from, e.g. values, motives...? Do I still need it?)*





# How did it go?

How to manage change / develop new routines

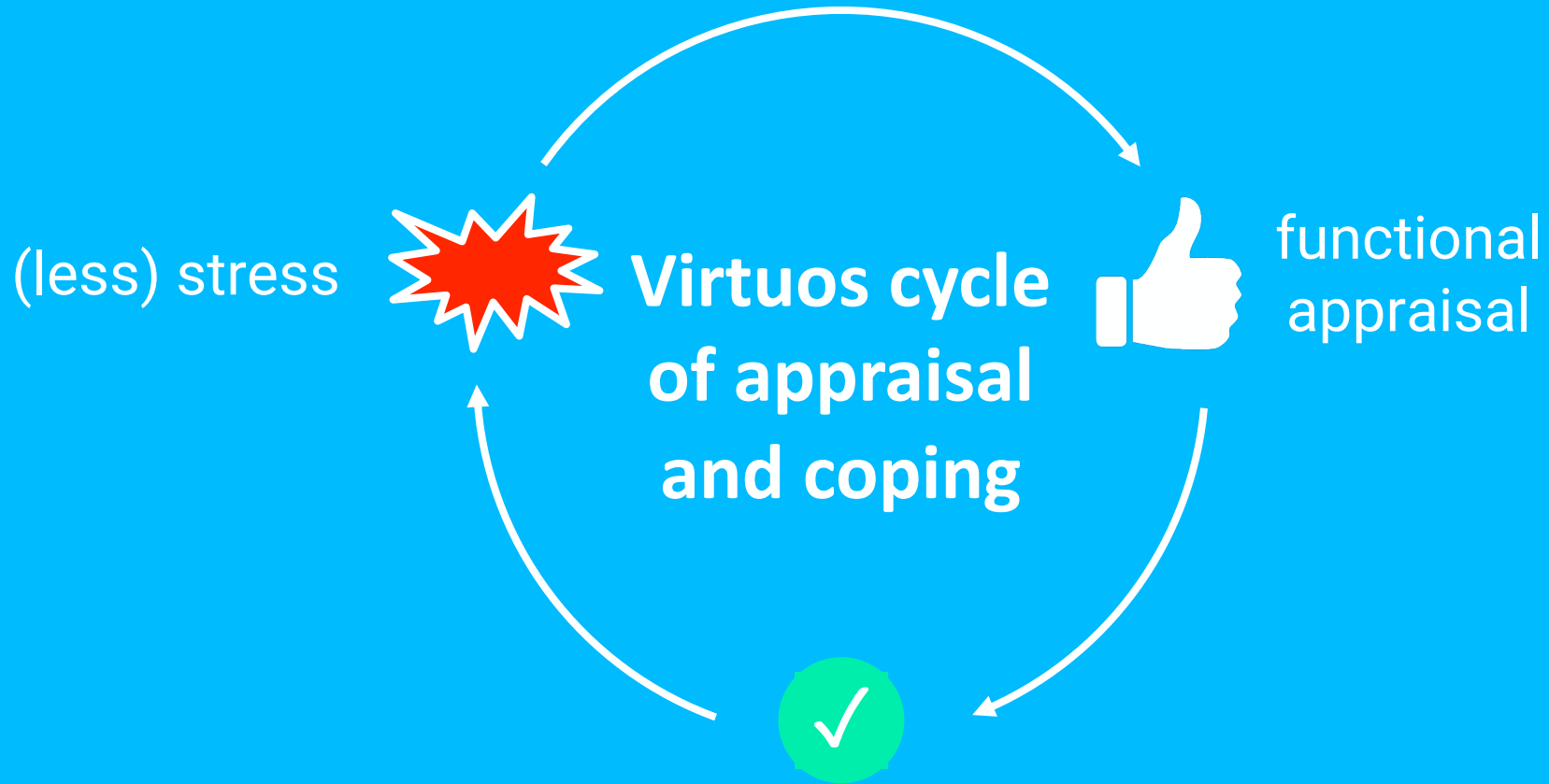
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# Buddy exercise: Replacing dysfunctional beliefs with functional ones

- What would be a more beneficial framing of that belief (e.g. more lenient, understanding, moderate)?
- What is my greatest worry / fear in this situation?
- If that really happened, what would I do?



Goal

- Form a re-framed sentence (or mantra!) of this belief
- Train to anchor this in your next stress situation

# Instructions for break-out: Replacing dysfunctional beliefs

Buddy pairs

20 MINS

## Goal

- Form a re-framed **functional belief** from dysfunctional belief
- Train to anchor this belief in your next stress situation (e.g. mantra)

## Approach

- Find functional beliefs through re-framing of positive dysfunctional ones
- Jointly brainstorm tricks to anchor them to your next stress situation

## Task

- 1 What would be a more beneficial framing of my belief  
*(Hint: e.g. an inverted version, or less strict, more lenient, moderate version?)*
- 2 What is my greatest worry in this situation?  
*(Hint: What am I afraid of, or anticipating the worst that could happen?)*
- 3 If that really happened, what would I do?  
*(Hint: Is it really that bad? Picture it and then try to think about mitigating actions)*
- 4 How can I anchor my new functional belief to the next stress situation  
*(Hint: Mantra, shower song, screen background, post-it on screen, etc.)*





**What ideas did you find to  
anchor your new belief to your  
next stress situation?**

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Next steps

*„If you've found your WHY? In life,  
you can bear almost any HOW?“*

Friedrich Nietzsche

# About me



**Dr. Valentin Schellhaas**

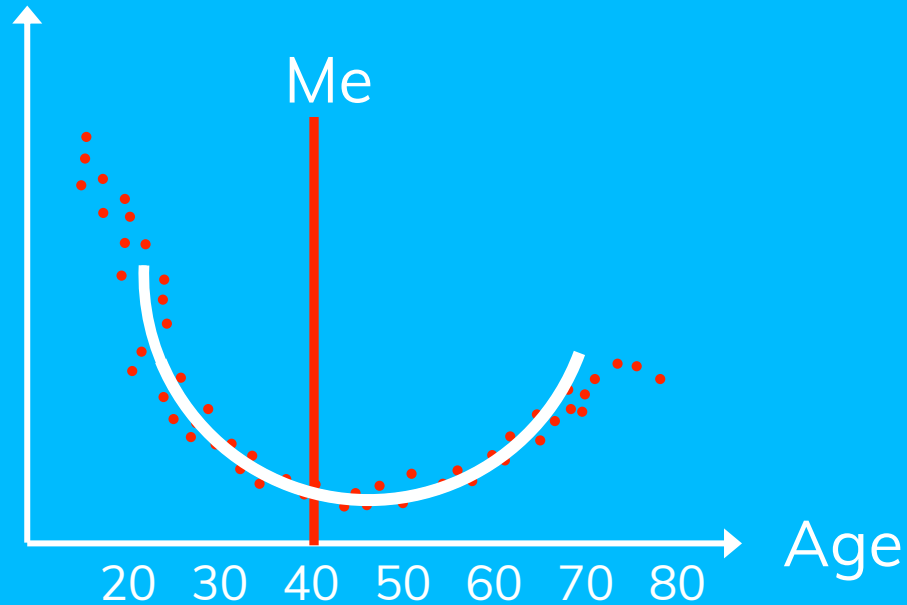
*Business monkey on a mission to  
deliver a formula for happiness*

- ✓ Husband
- ✓ Father
- ✓ Career
- ✓ Friends
- ✓ Hobbies

Happy now?



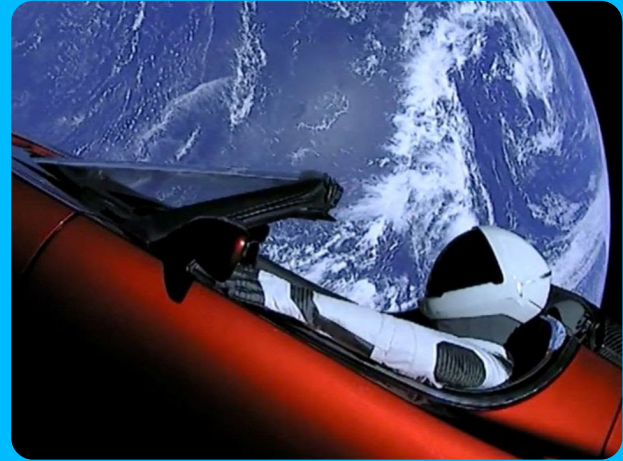
# Happiness



Age



What makes us  
happy?



The more we grow up, the more  
we seem to unlearn how to pursue happiness



Also as a society, the more we „grow up“,  
the less happiness we seem to find

## Happiness enablers



- Wealth
- Education
- Medicine

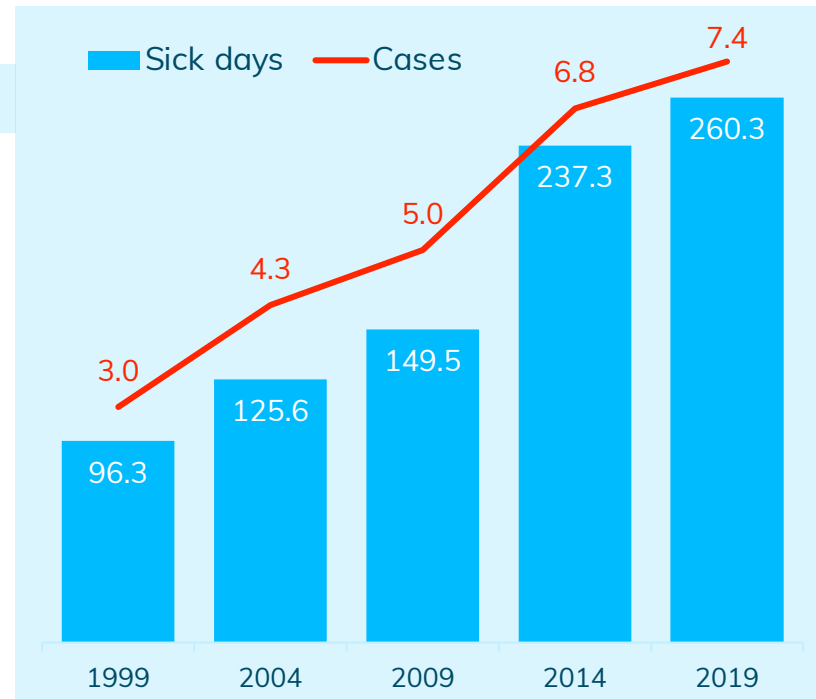
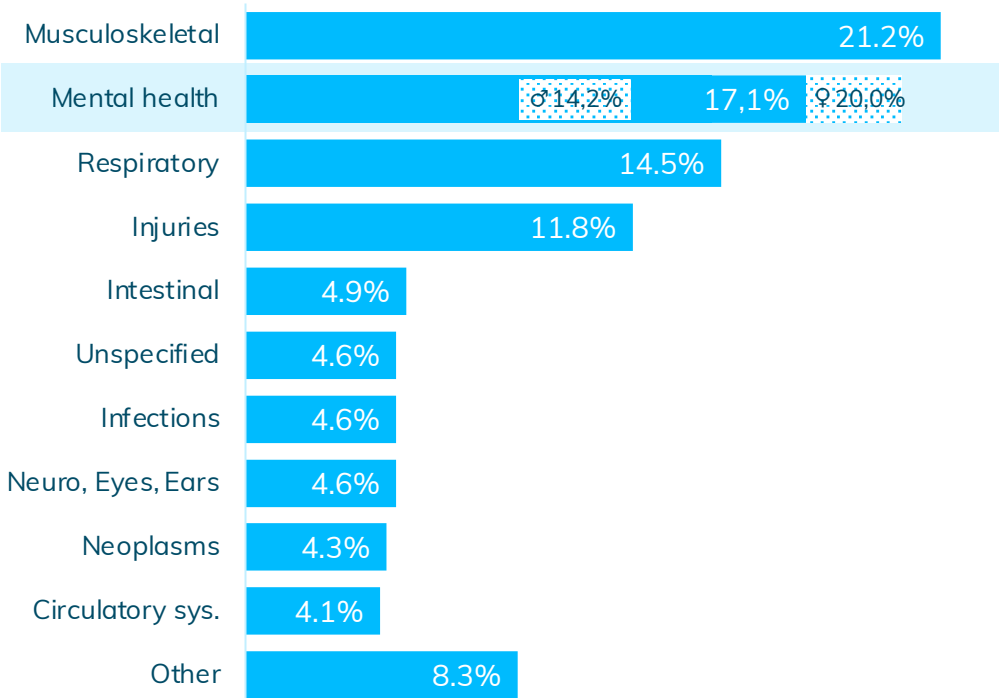
## Happiness



- Suicide
- 1 in 5 mental health
- Happiness in society

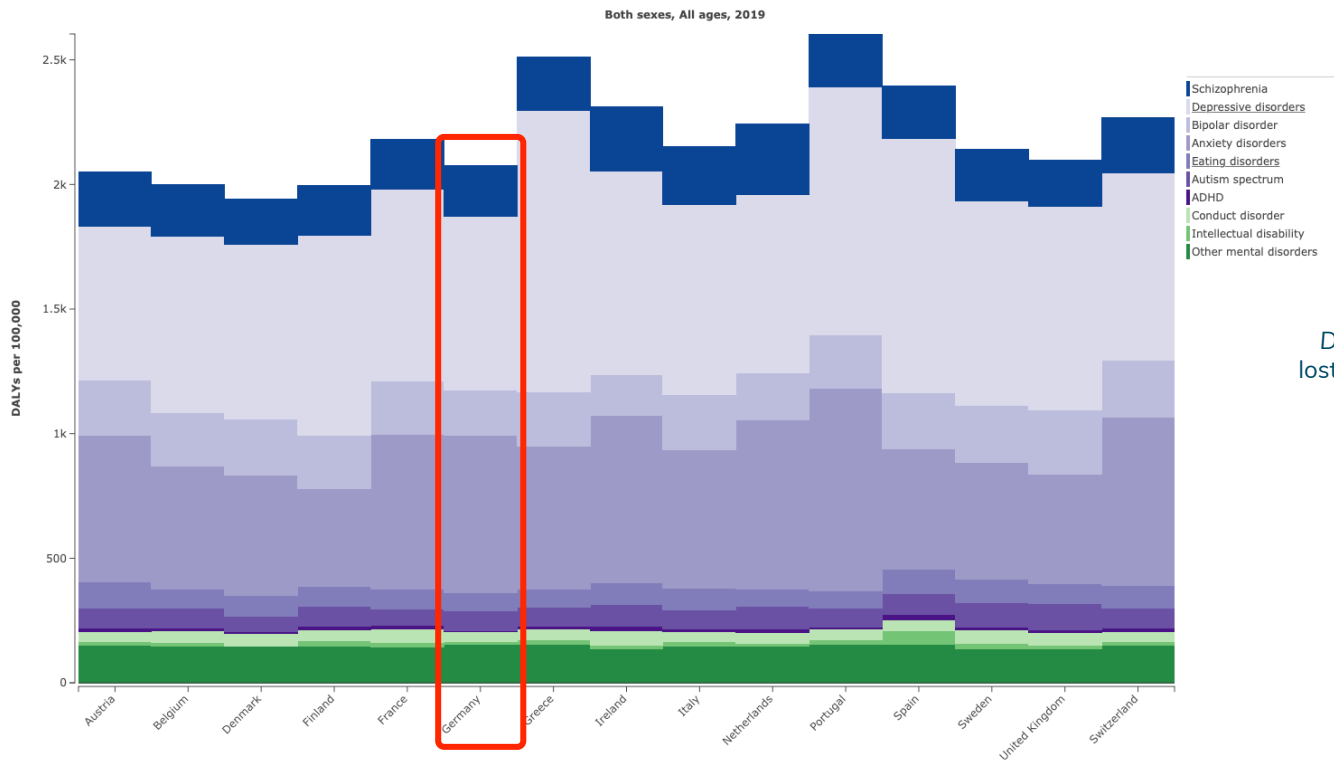
# Mental health issues account for #2 share of all sick days and growing rapidly (Example Germany)

Share of sick days by disease type



# On average we lose >2 years of healthy lifespan due to mental health issues

## Rate von Disability-Adjusted Life Years (DALYs) in Western Europe (2019)



DALY: The sum of years lost due to premature death and years lived with disability



# Metrics of happiness decline – here Western Europe

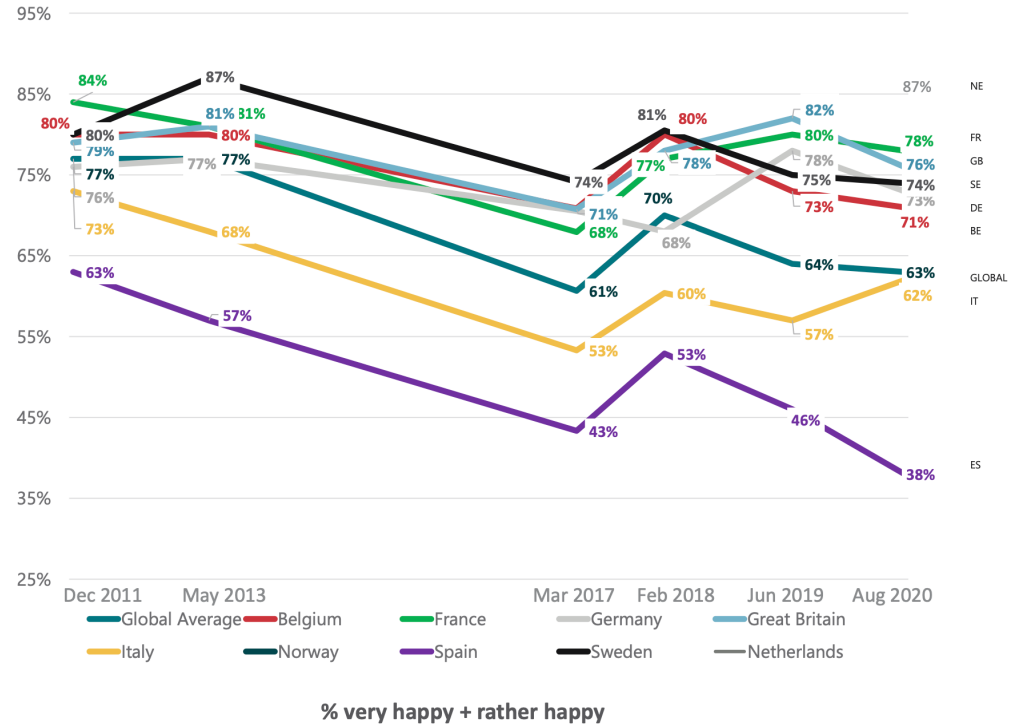
## Level of Happiness

### Trended Data: Western Europe

**Q1. Taking all things together, would you say you are: very happy, rather happy, not very happy, not happy at all**

In nearly all of the Western European countries surveyed, the percentage of adults who consider themselves very or rather happy in 2020 is either in line with or a bit lower than 2019. For instance, Sweden, Belgium, and France are only down by 1 or 2 points. Erosion in Spain (-8), Great Britain (-6), and Germany (-5) is a bit more pronounced.

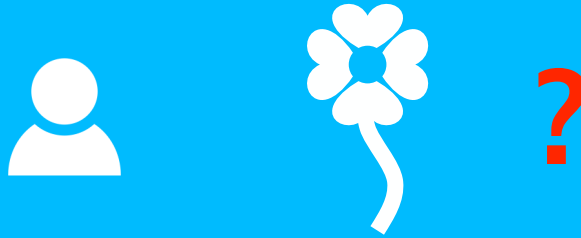
Italy is the only Western European country surveyed to buck this trend – happiness has risen by 5 points since 2019. Though at 62%, this is still 11 points below the high recorded in 2011. New this wave, the Netherlands posts very strong levels of happiness (87%) – highest in the region and in 2<sup>nd</sup> place globally.



# What is happiness?

# What is happiness?

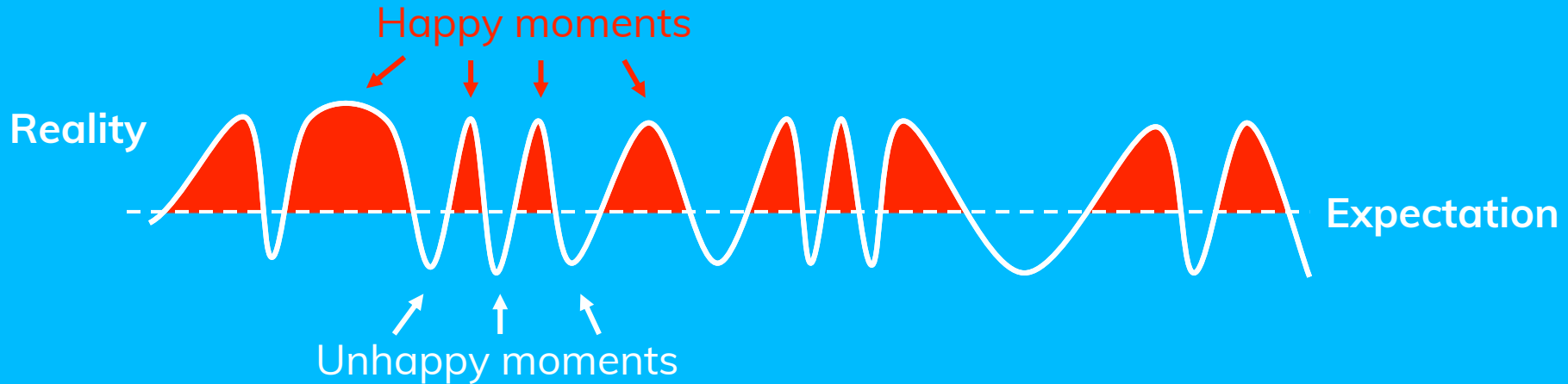
Discussion



How would you define happiness  
in a word or sentence?

## Happiness

Moments or happiness arise, when our experienced **reality** meets or **exceeds** our **expectations**

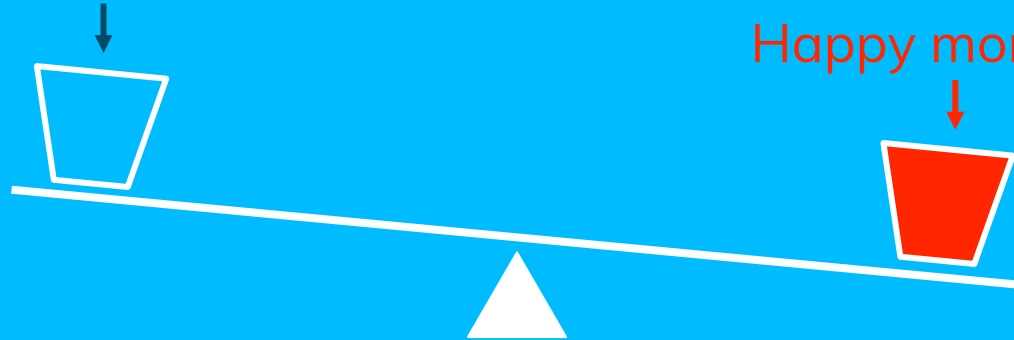


What constitutes a  
fulfilling life?

## Fulfilling life

We live a fulfilling life, if we  
**perceive more happy moments** than unhappy moments

Unhappy moments



Perception

# How to increase your chances for a fulfilling life

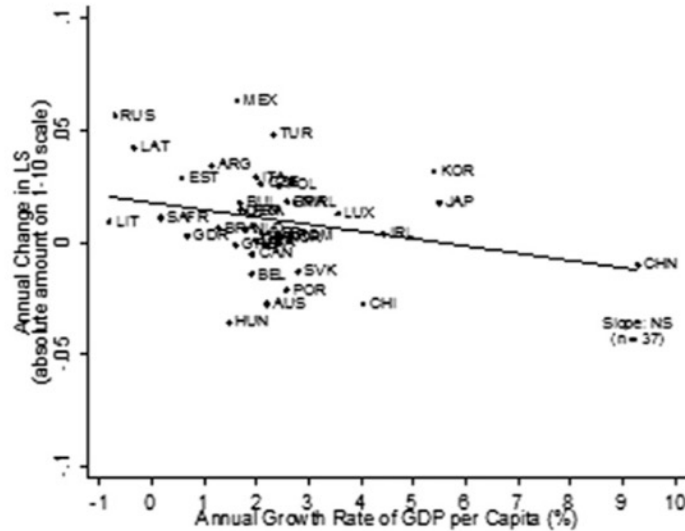
- 1 Find more 'happy' moments
- 2 Manage your expectations
- 3 Become aware of your perception (biases)

How can we find  
happy moments?

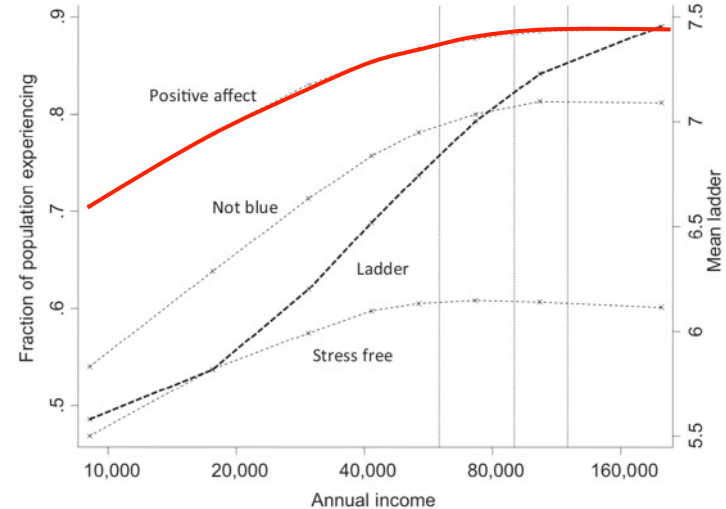


# Misconception #1: I need to get rich ...?

## Happiness-income paradox



## Income >\$75k doesn't increase emotional wellbeing



Sources: Easterlin, R. A., McVey, L. A., Switek, M., Sawangfa, O., & Zweig, J. S. (2010). The happiness-income paradox revisited. *Proceedings of the National Academy of Sciences of the United States of America*, 107(52), 22463–8.; Kahneman, D., & Deaton, A. (2010). High income improves evaluation of life but not emotional well-being. *Proceedings of the National Academy of Sciences*, 107(38), 16489–16493.

## Misconception #2: When I'm successful, I will be happy... ?

Meta analysis with cross-section & longitudinal studies and experimental setting

### Success

- Application success
- Performance
- Leadership potential
- Team support
- Employer loyalty
- ...

### Happiness

- Positive emotions
- Job satisfaction



**Causation**

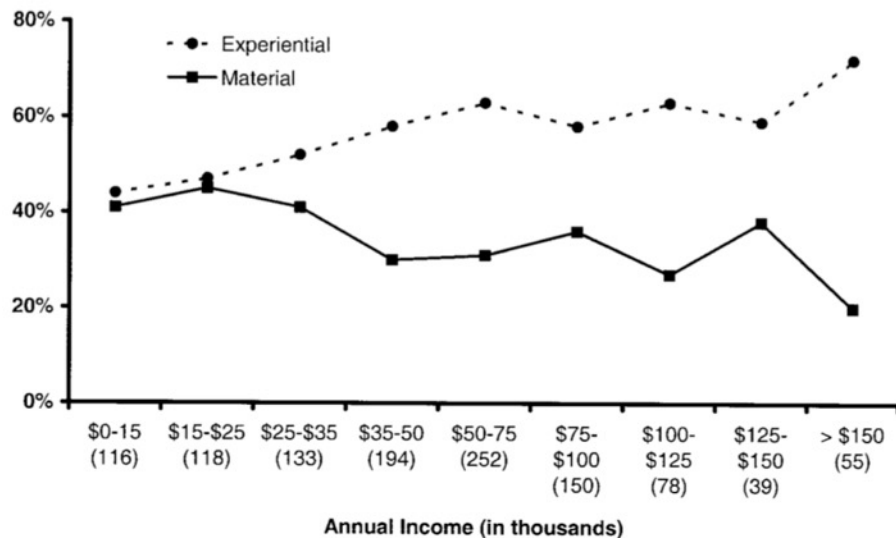
**"A brain in positive mode is  
>31% more productive"**

**Shawn Achor**

**When I'm happy, I'll be successful**

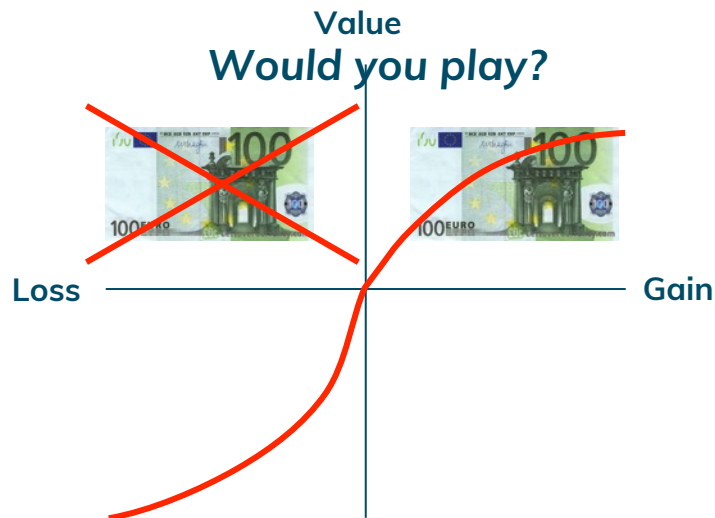
## Misconception #3: I need to own stuff... ?

What makes you more happy – a recent experiential or material purchase?



# Misconception #4: We make smart decisions...?

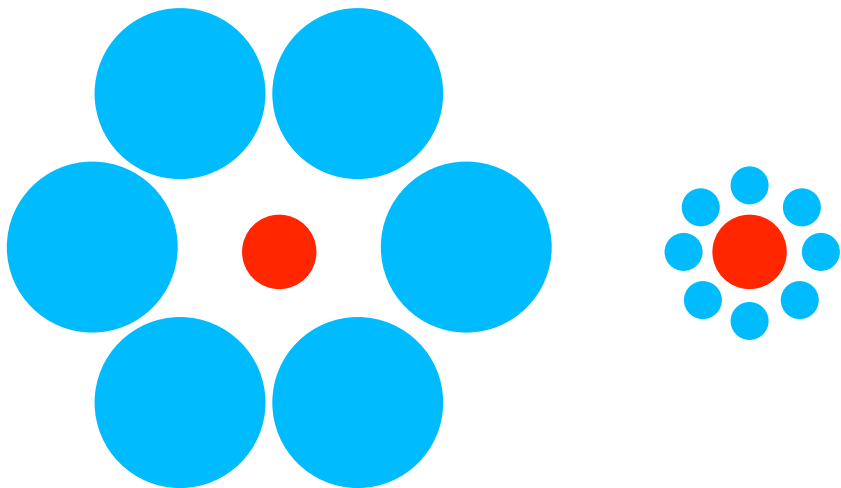
## Prospect Theory



Losses loom larger than gains  
Diminishing returns (habituation)

## Framing

*Which is bigger?*



*Everything's relative*

# Misconceptions – finding happiness through...

~~Money & Status?~~

~~Success?~~

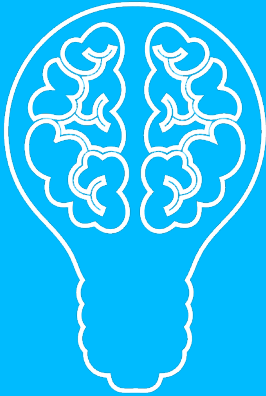
~~Stuff?~~

~~Our smart decisions?~~

**Well, what then?!**

# The three main sources of happiness

Purpose



Cognition

Engagement



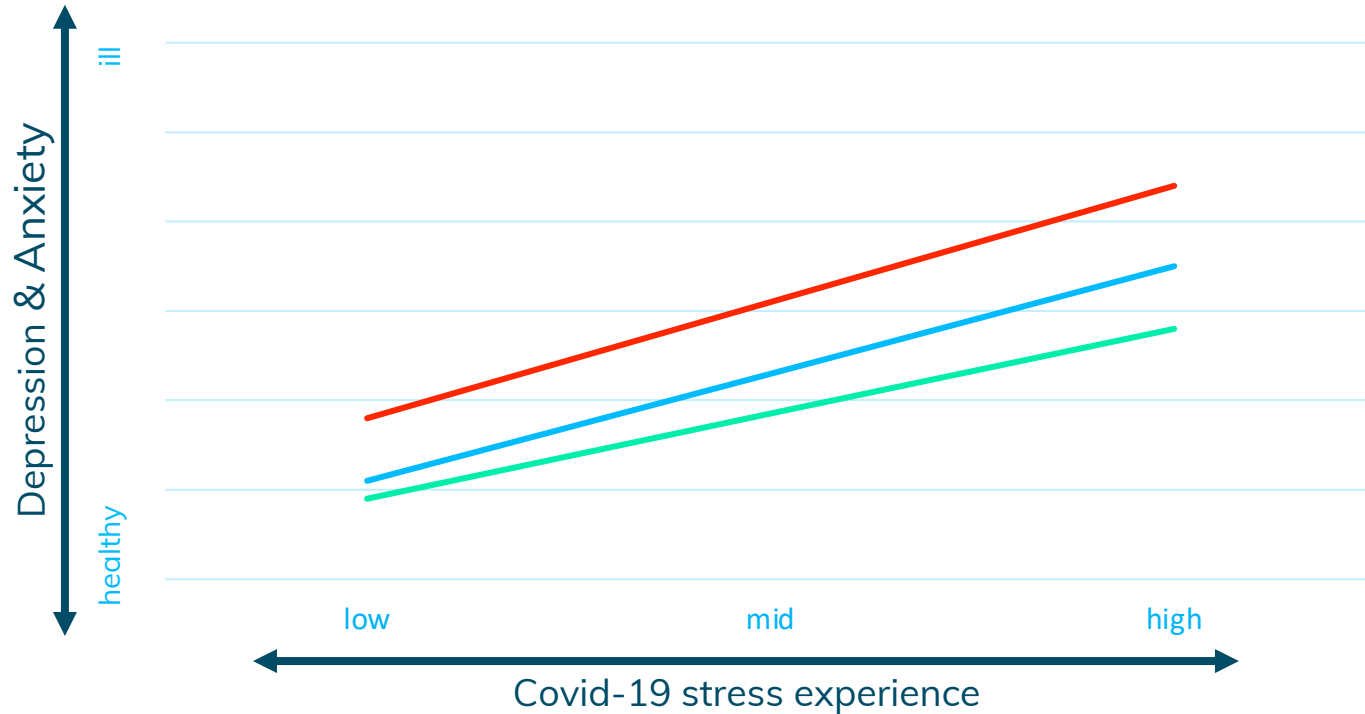
Motivation

Appreciation



Emotion

# Having purpose in life can help you to better cope with crises – like Covid-19



Source: Schnell, T., & Krampe, H. (2020). Meaning in Life and Self-Control Buffer Stress in Times of COVID-19: Moderating and Mediating Effects With Regard to Mental Distress. *Frontiers in Psychiatry*, 11(September), 1–16. (Study with N = 1.539 participants in DACH from 10.04. – 28.05.2020)

# Oshaki Study: Having purpose may even extend your life

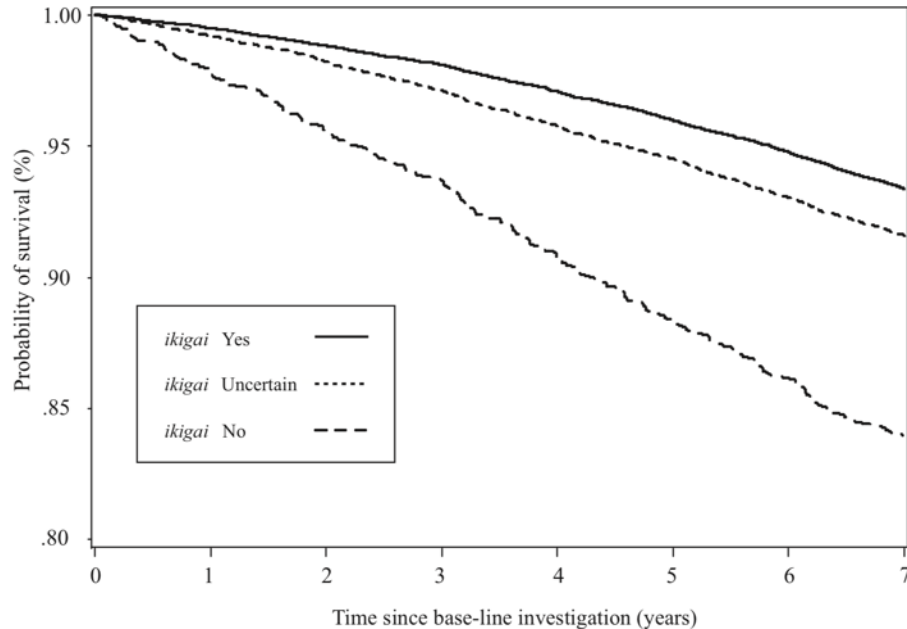


Figure 1. Kaplan-Meier curves of all-cause mortality according to *ikigai* ( $n = 43,391$ ).

## Oshaki study on Ikigai & mortality

- Prospective cohort study with  $n = 43,391$  in Japan
- Development of mortality over 7+ years
- “Do you have ikigai in your life?” (life worth living)
- Risk of **death** significantly **higher without Ikigai**

Source: Sone, O., Nakaya, N., Ohmori, K., Shimazu, T., Higashiguchi, M., Kakizaki, M., ... Tsuji, I. (2008). Sense of life worth living (Ikigai) and mortality in Japan: Ohsaki study. *Psychosomatic Medicine*, 70(6), 709–715. Buettner, D., & Skemp, S. (2016).

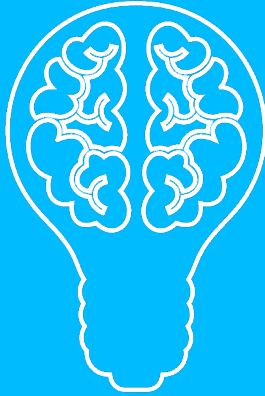


*„The two most important days in  
your life are the day you are born ...  
and the day you **find out why.**“*

Mark Twain

How can we find  
purpose?

# A working definition of purpose



**Purpose**

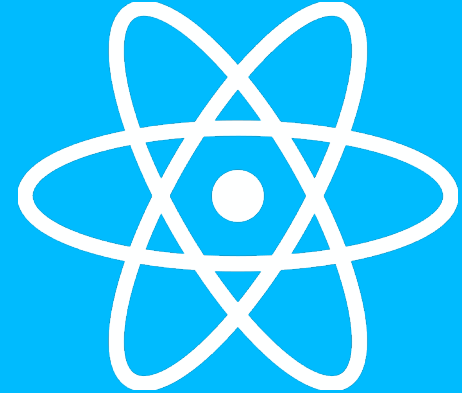
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**My unique Self**

Values  
Strengths  
Character  
Identity

+



**Greater Good**

Contribution to others  
Higher goal  
Deeper understanding

# How to find your “purpose”?



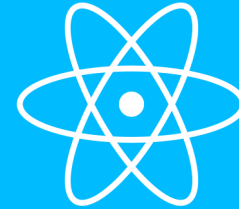
## My unique self

Values, Strengths, Character



### 1 Defining moments of your past

They form your identity and let you experience your key strengths and values



## Greater Good

Contribution, Higher Goal



### 2 Impact on others

Feedback/ reactions from others, change or contribution to someone or something

What prevents us from  
pursuing our purpose?



This sounds  
like effort?

# It takes a lot to muster change

Overcoming your  
weaker self



Curiosity for the  
unknown



Courage & will  
to change



Responsibility for  
your happiness



*„Even a 1,000 mile journey starts with the first step“*

*"The most dangerous risk of all – the risk of spending your life not doing what you want, on the bet you can buy yourself the freedom to do it later."*

Randy Komisar: The Monk and the Riddle



# Recommended viewing & reading

## TED Talks

- [www.ted.com/talks/tim\\_urban\\_inside\\_the\\_mind\\_of\\_a\\_master\\_procrastinator](https://www.ted.com/talks/tim_urban_inside_the_mind_of_a_master_procrastinator)
- [www.ted.com/talks/shawn\\_achor\\_the\\_happy\\_secret\\_to\\_better\\_work](https://www.ted.com/talks/shawn_achor_the_happy_secret_to_better_work)
- [https://www.ted.com/talks/bill\\_burnett\\_5\\_steps\\_to\\_designing\\_the\\_life\\_you\\_want](https://www.ted.com/talks/bill_burnett_5_steps_to_designing_the_life_you_want)
- [https://www.ted.com/talks/brene\\_brown\\_the\\_power\\_of\\_vulnerability](https://www.ted.com/talks/brene_brown_the_power_of_vulnerability)

## Books

- Daniel Gilbert: Stumbling on Happiness
- Martin Seligman: Authentic Happiness
- Dave Evans, Bill Burnett: Designing your life
- John Strelecky: The Cafe on the Edge of the World + Big 5 for Life

Or ... you could check out our online courses on [zentor.de](https://zentor.de)

## Finding Purpose



- In German and English language
- Science-based and well structured
- Best-practice interactive exercises
- Workbook and coaching (optional)

<https://zentor.de/class/purpose>

## Form Idea to Reality



- In German (English coming soon)
- Focus on implementation and realizing purpose projects
- Proven techniques and strategies

<https://zentor.de/class/von-der-idee-zur-wirklichkeit/>

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**Next steps**

# Some thoughts about working from home / remote office

## Leverage the benefits

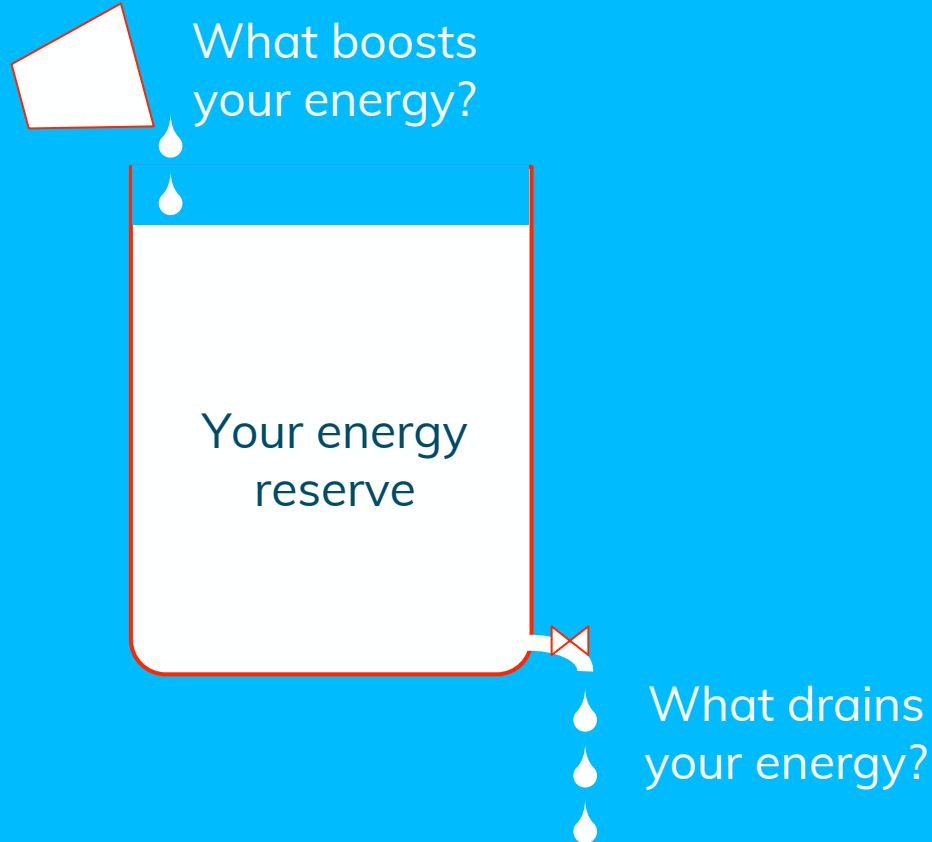
- Take breaks when you can, e.g. Power Nap (!), short walks, etc.
- Pyjama video conferences
- Flexibility to shift some tasks (family time, dinner with friends, etc)
- ...

## Mind the caveats

- Separate spaces (mental separation)
- Always in ≠ always on
- Set boundaries (expectations) with the team → good communication is king
- Find a schedule for your routines (eat, sleep, free time)
- ...

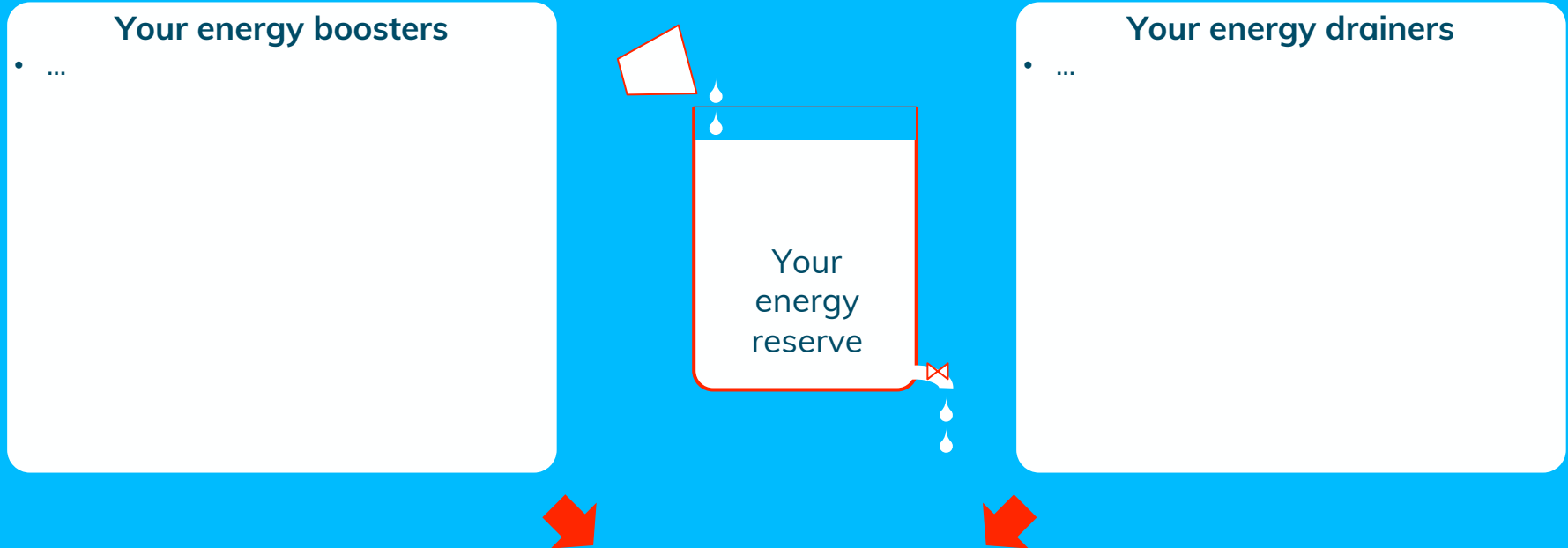
What are your tips & tricks?

# A simple energy reserve model that works well for home office



# Exercise: Energy boosters and drainers

1 Find your individual energy boosters and drainers



1 Brainstorm: What can I do to add more energy? Which drainers can I reduce?

## Summary of next steps

- Schedule a **buddy meeting** within 2 weeks
- Continue online course at least until chapter '**Positive Focus**'
- Practice new **functional beliefs** and other **transfer techniques**