

Managing Stress and Building Resilience

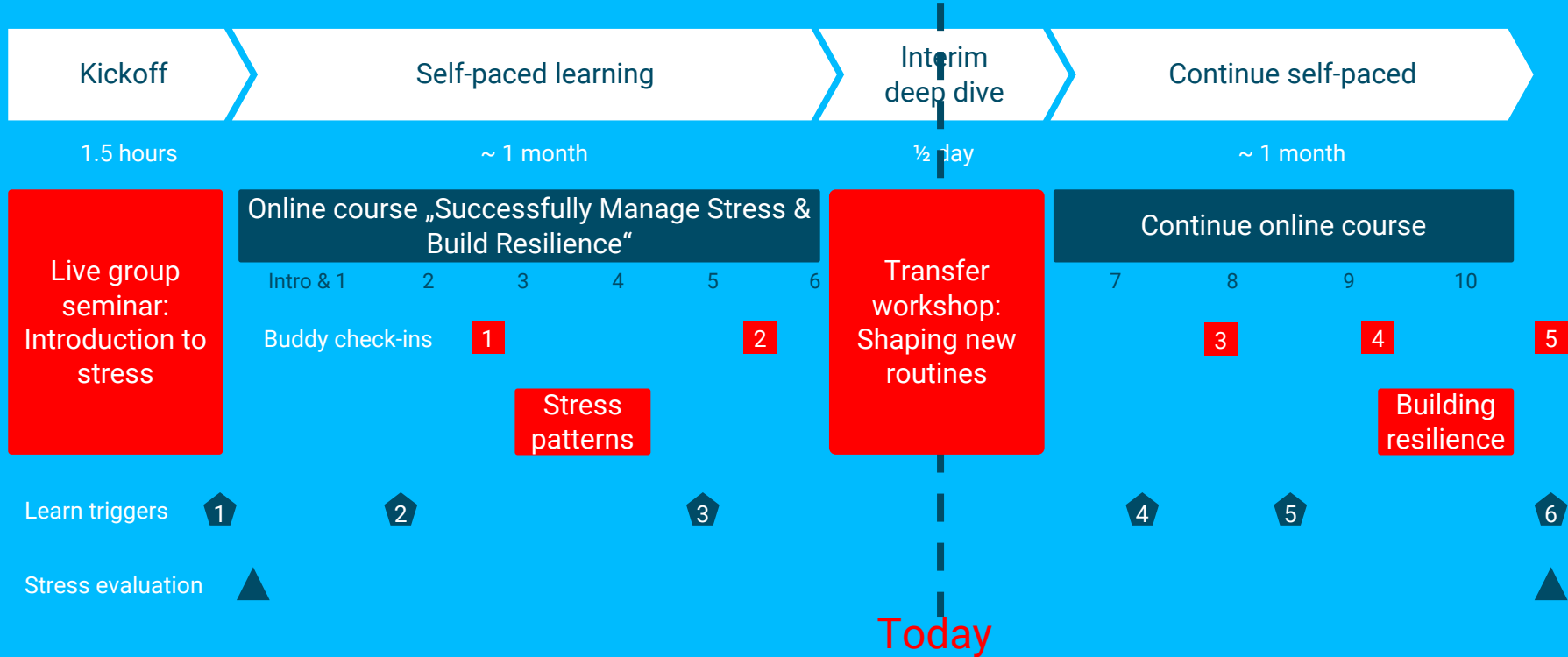


zentor GmbH
Atelierstr. 29
81671 Munich

Transfer Workshop

Dr. Valentin Schellhaas
valentin@zentor.de
089 / 324 052 87

Recap, this is where we are in the training: Building resilience with a mix of theory and practice, combining live and self-paced learning



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



Stimulus
or
'stressor'

1

Alarm

- Body gets triggered into alert mode
- Fight-flight-freeze (HPA axis fires)

2

Appraisal
& coping

- Cognitive appraisal and re-evaluation
- Coping strategies using experience, motives, attitudes

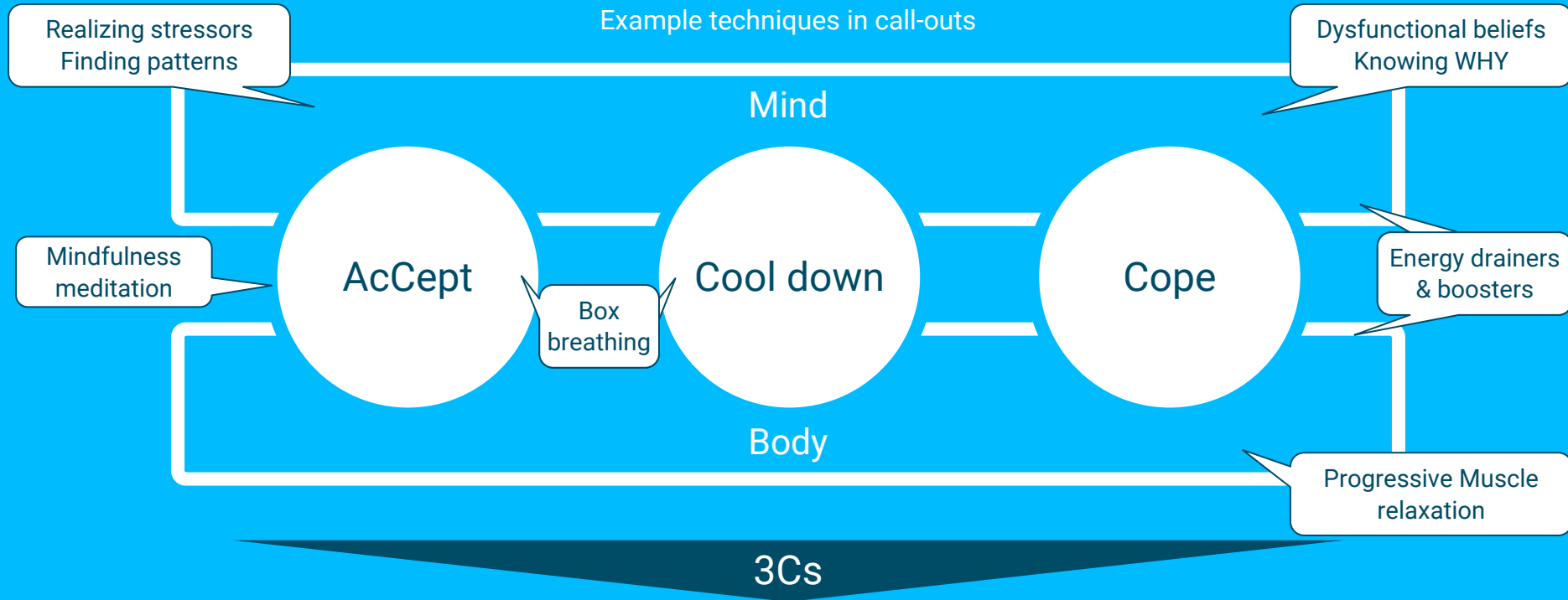
3

Recovery

- Body & mind calm down again
- Cortisol gets down-regulated
- Learn (successful) coping strategy

GOAL is to interrupt here

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



Forming new routines for resilience

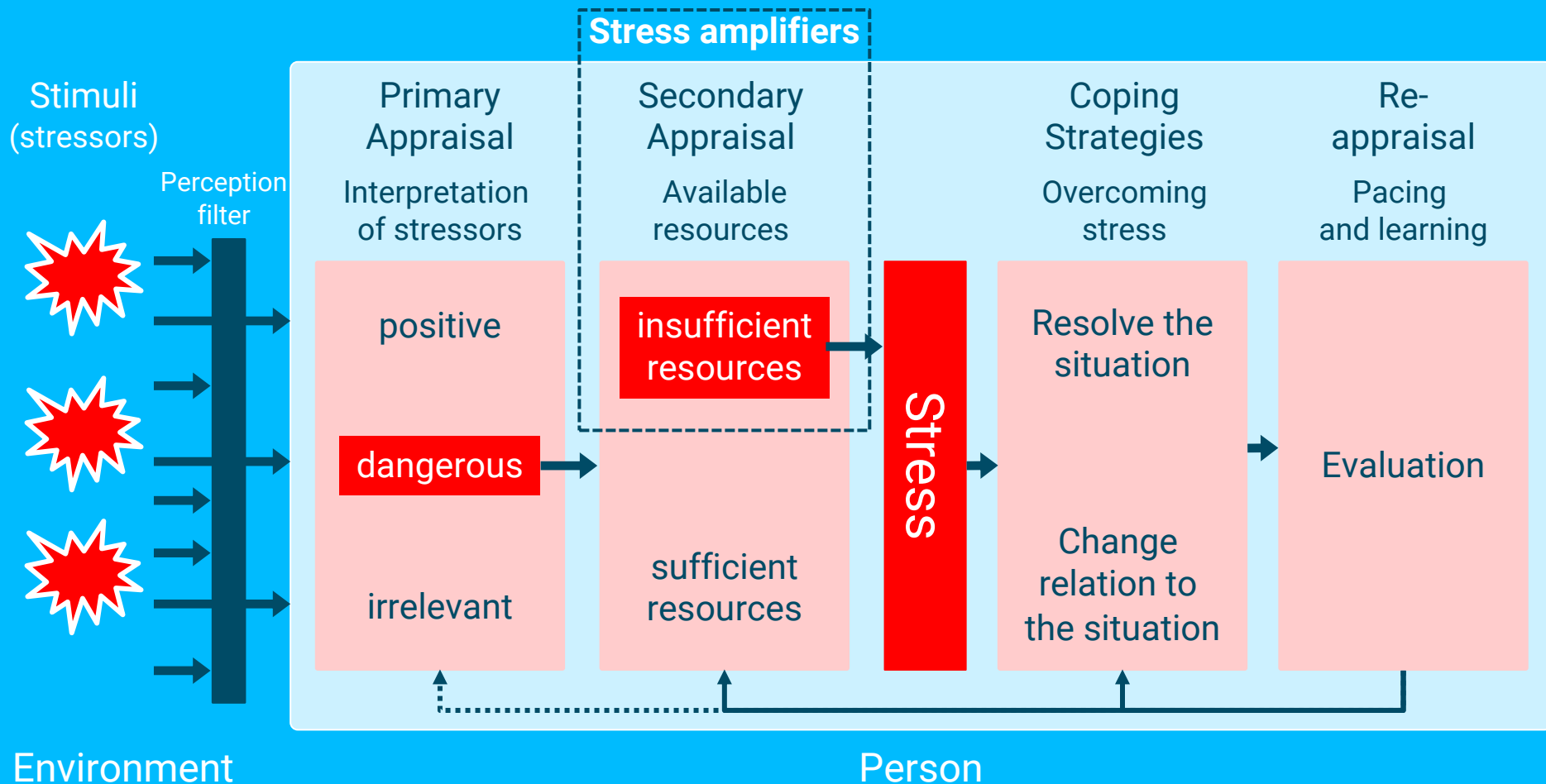
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Lazarus, R. (1991). Emotion and Adaptation. Oxford University Press, New York, NY

Typical stress amplifiers (aka dysfunctional beliefs)

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

Recap Buddy exercise (part II)

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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1

Which individual 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 →

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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?

Stress affects your health (of course), but it depends on what you believe!

	<u>All-Cause Mortality</u>		
	HR	95% CI	
Almost no stress in last 12 months			
Hardly any, or No perception that stress affects health	1.00	reference	
Some perception that stress affects health	0.96	0.6	1.5
Perception that stress affects health a lot	1.04	0.3	3.7
Little stress in last 12 months			
Hardly any, or No perception that stress affects health	1.00	0.9	1.1
Some perception that stress affects health	0.90	0.7	1.1
Perception that stress affects health a lot	1.10	0.3	3.5
Moderate stress in last 12 months			
Hardly any, or No perception that stress affects health	1.00	0.9	1.1
Some perception that stress affects health	1.15	1.0	1.3
Perception that stress affects health a lot	0.85	0.6	1.2
A lot of stress in last 12 months			
Hardly any, or No perception that stress affects health	0.83	0.6	1.1
Some perception that stress affects health	0.91	0.7	1.1
Perception that stress affects health a lot	1.43	1.2	1.7

HR= hazard ratio; CI=confidence interval

US Study with 30,000 households assessing

- The level of stress in past 12 months
- Perception if stress affects health



Impact of stress on your health depends on what you believe

How to manage change / develop new routines

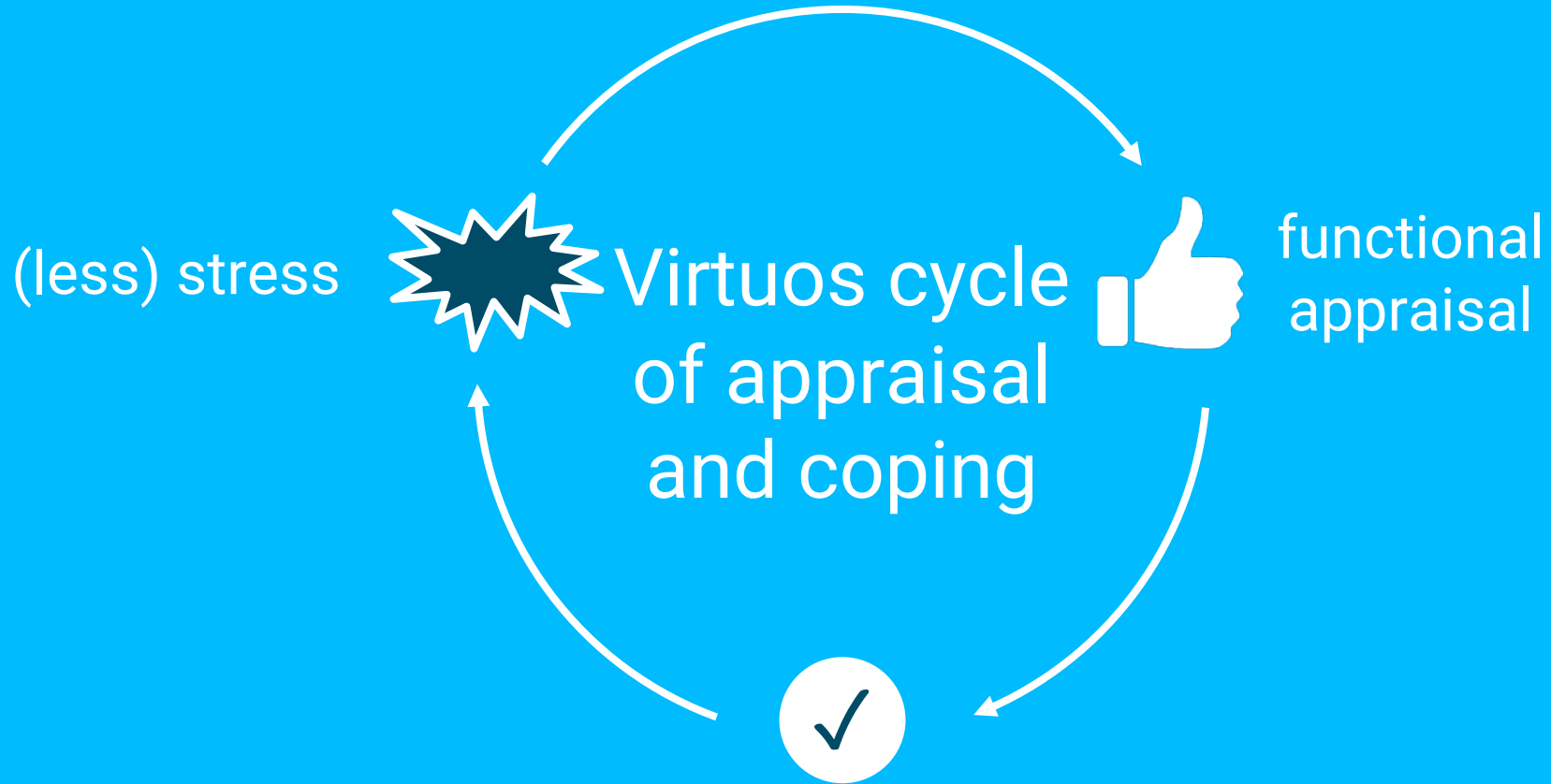
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Buddy exercise: Replacing dysfunctional beliefs with functional ones

- 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?



- 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

30 MINS

Goal

- Form a re-framed functional belief from (one of) your dysfunctional beliefs
- 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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What makes us happy?

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

Happiness enablers



- Wealth
- Education
- Medicine

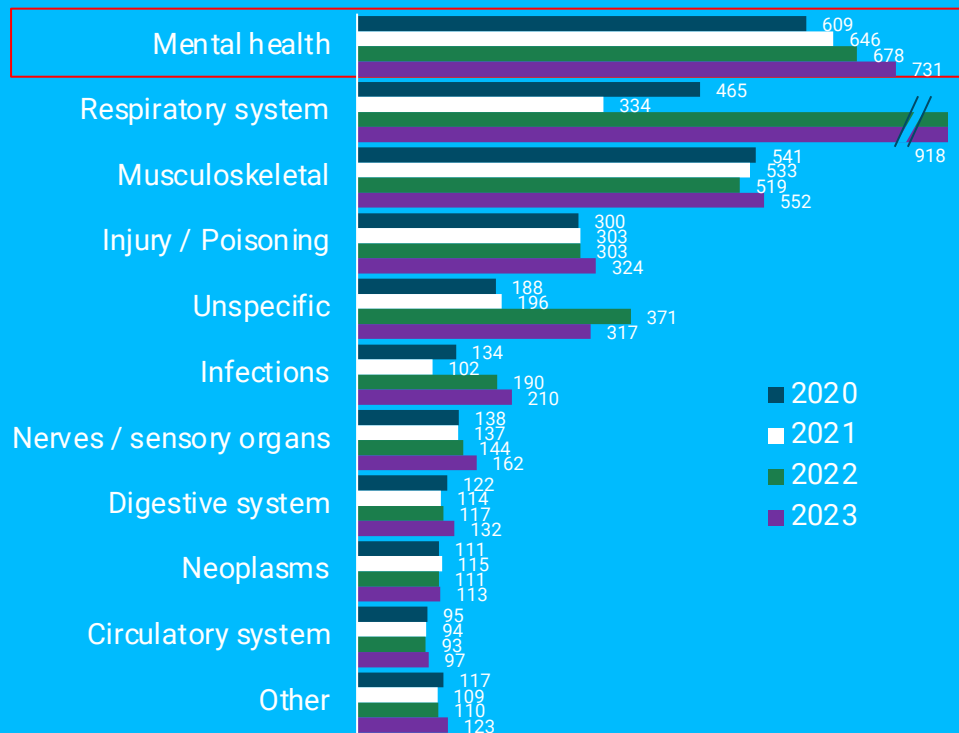
Happiness



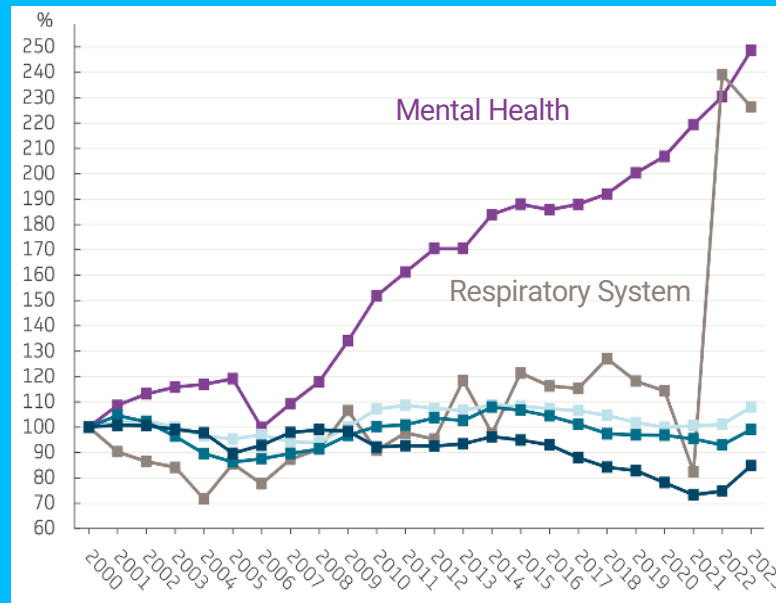
- Suicide
- 1 in 5 mental health
- Happiness in society

The risk of mental illness has doubled in the last 20 years as 2. most common cause today (respiratory as outlier) with managers at particularly high risk

Sick days (per 100 insurance years) by illness



Relative change in past 20 years



Microsoft's Work Trend Index: More than half of all **managers (53%)** feel "burned out" at work

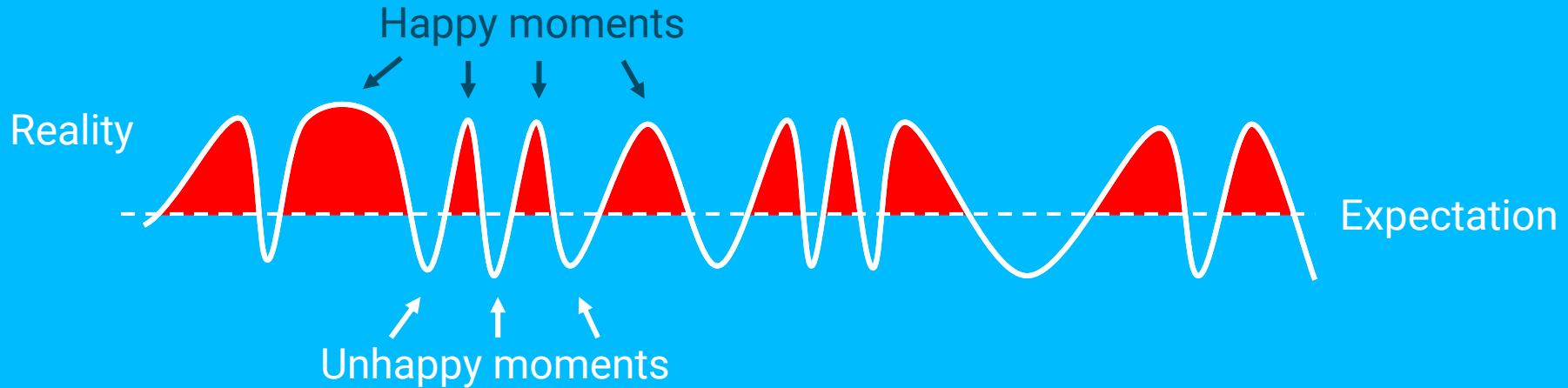
What is happiness?

When you ask AI to define happiness...

Happiness can be defined as a state of well-being and contentment, characterized by positive emotions such as joy, pleasure, and satisfaction with one's life and circumstances.

Happiness

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



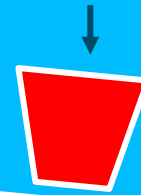
What is a fulfilling life?

We live a fulfilling life, if we
perceive happy moments to outweigh unhappy ones

Unhappy moments



Happy moments



Perception



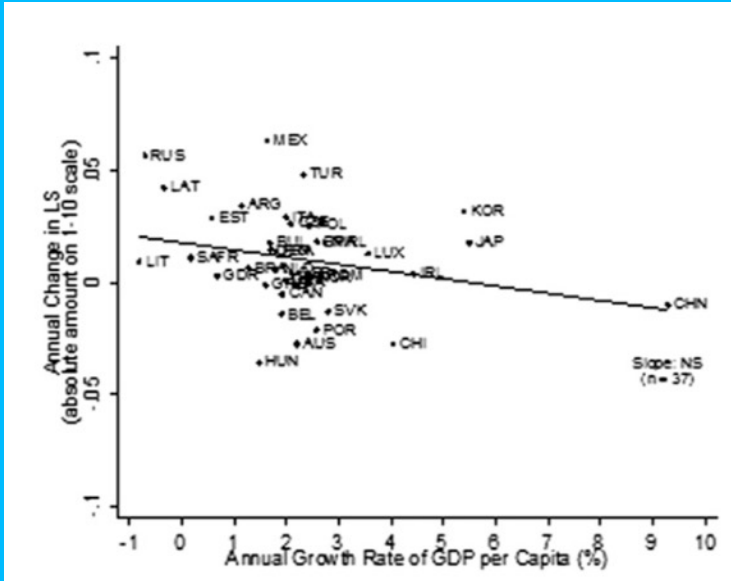
How to increase your chances for a fulfilling life

- 1 Find more on 'happy' moments
- 2 Manage your expectations
- 3 Don't loose track of the big picture / your WHY

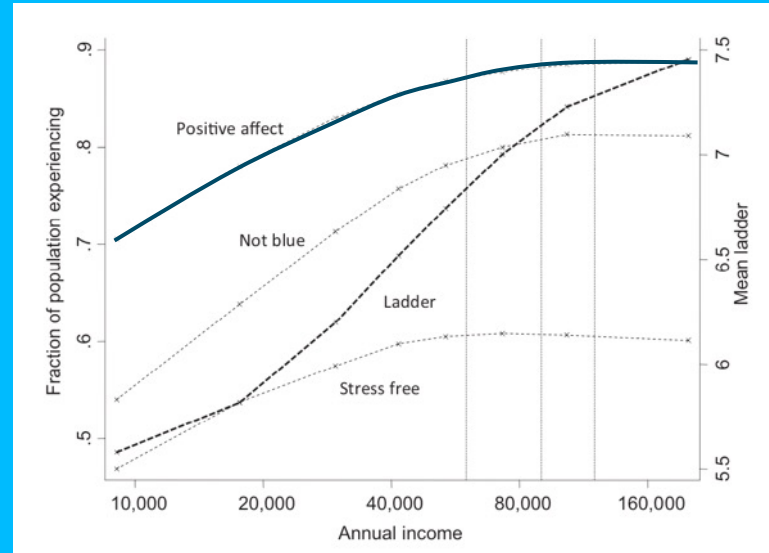
How can we find more
happy moments?

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

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.

Results replicated across multiple countries

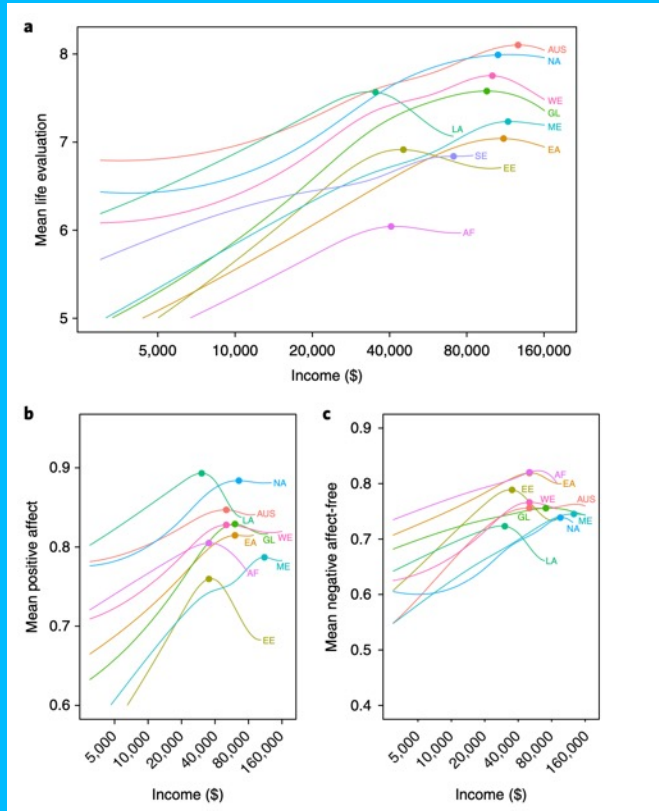


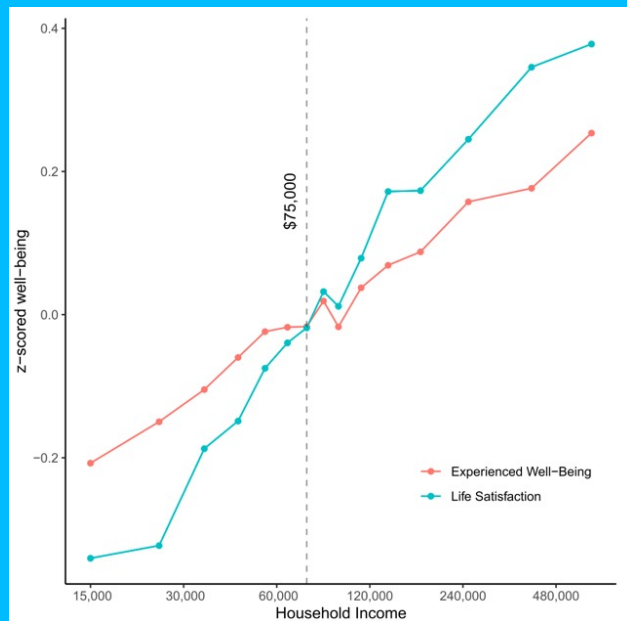
Table 1 | Satiation points across region, gender and education

Region	LE satiation	PA satiation	NA satiation
Global	\$95,000	\$60,000	\$75,000
Western Europe/Scandinavia	\$100,000	\$50,000	\$50,000
Eastern Europe/the Balkans	\$45,000	\$35,000	\$35,000
Australia/New Zealand	\$125,000	\$50,000	\$50,000
Southeast Asia	\$70,000	N/A	N/A
East Asia	\$110,000	\$60,000	\$50,000
Latin America/the Caribbean	\$35,000	\$30,000	\$30,000
Northern America	\$105,000	\$65,000	\$95,000
Middle East/North Africa	\$115,000	\$110,000	\$125,000
Sub-Saharan Africa	\$40,000	\$35,000	\$50,000
Women	\$100,000	\$55,000	\$60,000
Men	\$90,000	\$65,000	\$60,000
Low education	\$70,000	\$50,000	\$35,000
Moderate education	\$85,000	\$60,000	\$65,000
High education	\$115,000	\$80,000	\$70,000

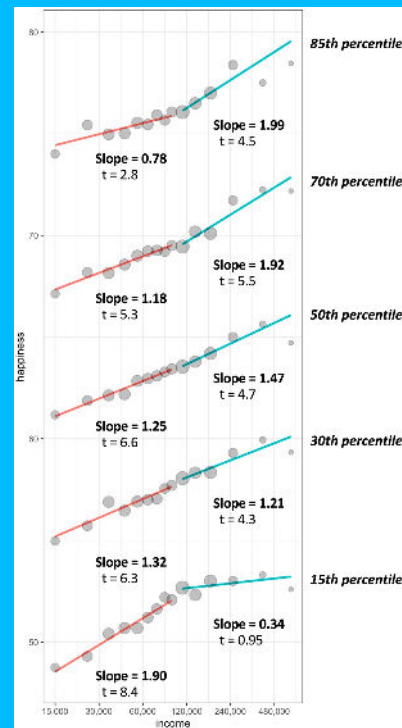
N/A indicates occasions where no positive relationship was found between log income and SWB. LE, life evaluation; PA, positive affect; NA, negative affect.

Though: More recent study does find an increase in wellbeing also with a (log-scaled) increase in income above \$75k

33k participants aged 18-65 in the US tracked via random prompts on their smartphone



Happiness **increases further** with (log-scaled) income increase...



...depending on your "person-level" happiness percentile

Sources: Killingsworth, M. A., Kahneman, D., & Mellers, B. (2023). Income and emotional well-being: A conflict resolved. *Proceedings of the National Academy of Sciences of the United States of America*, 120(10), 1–6.; Killingsworth, M. A. (2021). Experienced well-being rises with income, even above \$75,000 per year. *Proceedings of the National Academy of Sciences*, 118(4),

Misconception #2: I need to be successful, to 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

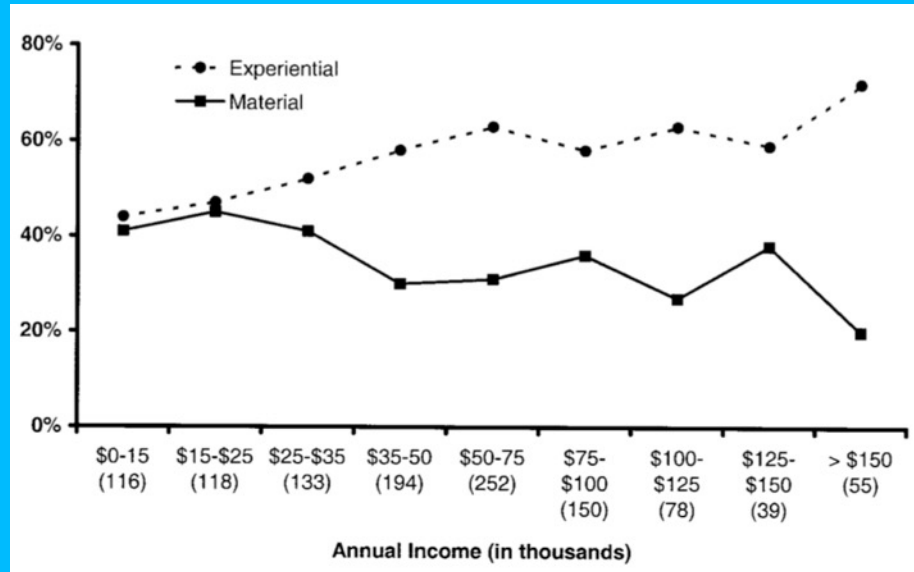
When I'm happy, I'll be successful

Source: Boehm, J. K., & Lyubomirsky, S. (2008). Does happiness promote career success? *Journal of Career Assessment*, 16(1), 101–116; Lyubomirsky, S., King, L., & Diener, E. (2005). The benefits of frequent positive affect: Does happiness lead to success? *Psychological Bulletin*, 131(6), 803–855.

https://www.ted.com/talks/shawn_achor_the_happy_secret_to_better_work

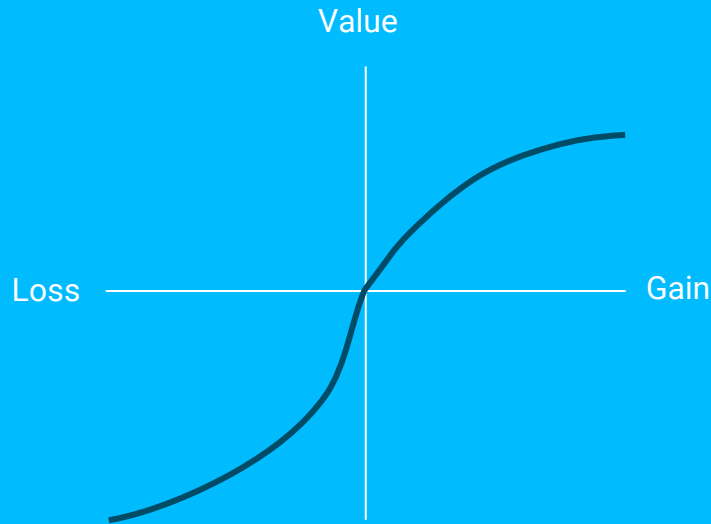
Misconception #3: I need to own stuff... ?

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



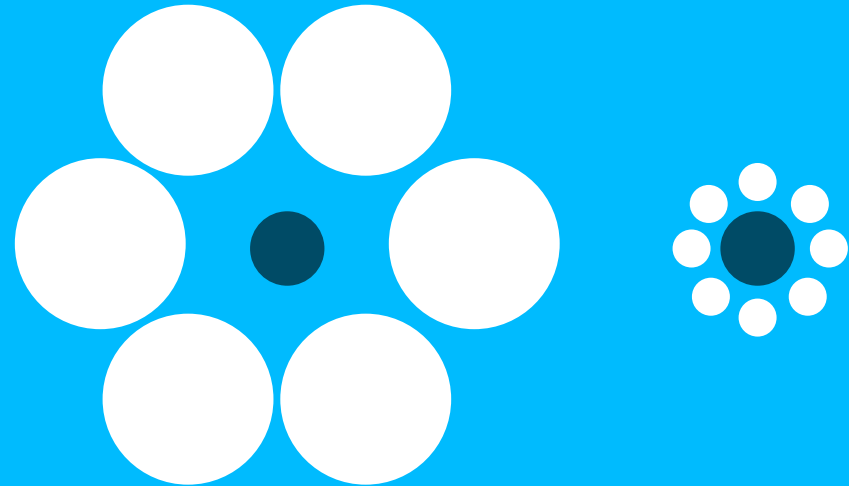
Misconception #4: We know how to make smart decisions (to find happiness) ...?

Prospect Theory



Losses loom larger than gains
Diminishing returns (habituation)

Framing



Everything's relative

Misconceptions – finding happiness through...

~~Money & Status?~~

~~Stuff?~~

~~Success?~~

~~Our smart decisions?~~

Well, what then?!

The three main sources for happiness

Purpose



My unique
Self

Greater
Good

Cognition

Engagement



What
energizes me

What I like &
know to do

Motivation

Appreciation



Connected-ness

Recognition

Emotion

Oshaki Study: Having purpose may even extend your life

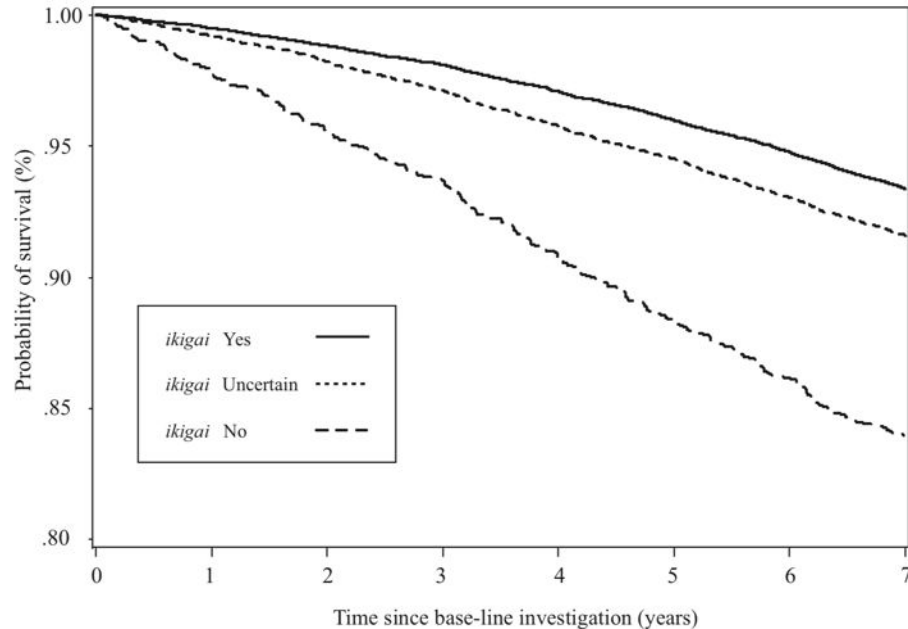


Figure 1. Kaplan-Meier curves of all-cause mortality according to *ikigai* ($n = 43,391$).

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

*„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

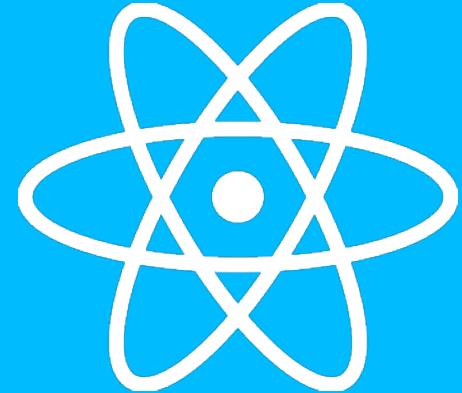
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My unique Self

Values
Strengths
Character
Identity

+



Greater Good

Contribution to others
Higher goal
Deeper understanding

How to find your “purpose”?

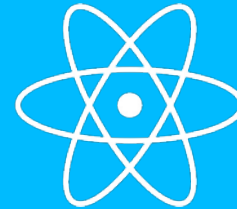


My unique self

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?

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
- 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/brene_brown_the_power_of_vulnerability
- www.ted.com/talks/robert_waldinger_what_makes_a_good_life_lessons_from_the_longest_study_on_happiness
- www.ted.com/talks/dan_buettner_how_to_live_to_be_100

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
- Mo Gawdat: Solve for Happy
- Simon Sinek, David Mead, Peter Docker: Find you Why
- Yuval Harari: Homo Deus

Or ... you could check out our online courses on 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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Summary of next steps

- Schedule your next buddy meeting (today)
- Continue online course at least until chapter 'Positive Focus' (by next session)
- Practice new functional beliefs and other transfer techniques (ongoing)