TOP PERFORMANCE AND RESILIENCE STRATEGIES FOR LAWYERS

JOHN V. MCSHANE
McShane and Davis, L.L.P.
8350 North Central Expressway, Suite 1200
Dallas, Texas 75206
Work: (214) 365-9007
Fax: (214) 365-9030
Cell: (214) 728-1832
john@johnvmcshane.com

State Bar of Texas
COLLABORATIVE LAW COURSE
March 10-11, 2011
Dallas

CHAPTER 7.3
# TABLE OF CONTENTS

1. INTRODUCTION .......................................................................................... 1
2. SELF-CARE DISTINGUISHED FROM SELFISHNESS .............................. 1
3. THE "POISONED PIE" THEORY .................................................................. 1
4. STRESS ASSESSMENT FORM .................................................................... 2
5. BIBLIOGRAPHY AND RESOURCE LIST ................................................ 2
6. SPECIFIC QUALITY OF LIFE STRATEGIES ........................................... 2
7. A "CHANGE SYSTEM" THAT WORKS ....................................................... 2
8. QUALITY OF LIFE COMMITMENT FORM ............................................. 3
9. AN ATTITUDE OF GRATITUDE ................................................................. 3
10. A DIVINE PARTNERSHIP ......................................................................... 3
11. MEANINGFUL, HEALTHY WORK QUESTIONNAIRE ............................. 3
12. CAREER KILLERS ..................................................................................... 3
13. CONCLUSION ......................................................................................... 4
WORDS FROM THE WISE ............................................................................. 5
APPENDIX A - STRESS ASSESSMENT FORM ............................................. 6
APPENDIX B - JOHN McSHANE'S
   BIBLIOGRAPHY AND RESOURCE LIST ................................................ 8
   Books and Articles ..................................................................................... 8
   Miscellaneous Quality of Life Resources,
      Including, Coaches, Therapists, Teachers, and Seminars .................. 15
   Lawyers' Assistance Programs ............................................................... 17
   Web Sites .................................................................................................. 17
APPENDIX C - 55 QUALITY OF LIFE STRATEGIES FOR PROFESSIONALS .... 18
APPENDIX D - QUALITY OF LIFE COMMITMENT FORM ......................... 25
APPENDIX E - GRATITUDE AS A PATH TO JOY ....................................... 26
APPENDIX F - MEANINGFUL, HEALTHY WORK QUESTIONNAIRE ........... 29
1. **Introduction.** Ask yourself this question: "What is most important to me at this time in my life?" Your answer will probably include one or more of the following: God, family, service to fellow man, health, success, prosperity, peace, happiness, etc. These are all noble values and worthy of our aspirations. However, we must make care of ourselves a top priority to maximize our chances of obtaining and maintaining the things that are important to us.

2. **Self-Care Distinguished from Selfishness.** Selfishness involves pathological self-absorption. It is evidenced by a "me first" attitude wherein one seeks to advance his or her cause with little or no regard for the rights of others. Selfishness is the antithesis of having a loving and generous spirit. On the contrary, self-care is the ultimate act of love and generosity. The foundation of love of others has to be a healthy love of self. In other words, if you don't love yourself, you can't love others.

3. **The "Poisoned Pie" Theory.** To be a healthy, happy, high-functioning human being, it is necessary to have balance and harmony in six life areas: (1) physical; (2) spiritual; (3) emotional; (4) professional; (5) financial; and (6) relationships. Significant imbalance or disharmony in any of these areas will eventually taint the others. This is illustrated by the "poisoned pie" theory. Imagine a pie with one section representing each of the major life areas as follows:

Then imagine a toxic substance being introduced into one section of the pie such as physical. If enough poison is put in the physical section, it will eventually flow over into the other sections and the quality of life in the other areas will also be diminished.
Conversely, having strength and resilience in all sections of one's life creates a synergy wherein the total life force generated is greater than the sum of the parts. For this reason, we should make a conscious decision to place self care in the central position in our hierarchy of values.

4. **Stress Assessment Form.** It is no secret that the practice of law is highly stressful. This is the most toxic "poison" in our lives. Recent studies conducted by Johns Hopkins University indicate that lawyers have the highest rate of clinical depression of any profession, and close to the highest incidence of substance abuse. The author is aware of several lawyers in the Dallas-Fort Worth area who recently committed suicide. This problem is compounded by the fact that most of us have gotten so accustomed to living in discomfort that we have accepted it as a way of life, and are not aware of the toll that stress is taking on us. It is important to periodically assess where we are on the stress scale. The Stress Assessment form attached as Appendix A takes only a few minutes to complete, but it provides a valuable baseline for us in determining whether we need to take action to manage our stress and improve the quality of our lives.

5. **Bibliography and Resource List.** More bad news! Research indicates that lawyers believe they are too busy and overwhelmed to read books or obtain training which would help them improve the quality of their lives. Of course, it's hard to know where to start when you are already pressed for time and you walk into your neighborhood *Barnes and Noble* and are faced with thousands of titles which all promise joy, health, prosperity, and great sex. Further, most lawyers are skeptical of self-help books because they realize that books do not change lives. Although this is true, books can provide valuable road maps for action which does change lives. For this reason, the author has provided a comprehensive list of books and other resources which have had the most influence on him in his quest for top performance and maximum joy of living. The bibliography and resource list is attached hereto as Appendix B.

6. **Specific Quality of Life Strategies.** Attached is Appendix C entitled, "55 Quality of Life Strategies for Professionals". Obviously, this list is not meant to be all-inclusive, but is intended to provide some "take home" suggestions and to stimulate thought and creativity by the attorney seeking a better quality of life. It is recommended that you keep a copy of this list on your desk, in your briefcase, in your trial notebook, or some other place where you are likely to encounter it frequently. Some of these strategies take as little as one or two minutes and yield significant benefits. The blank spaces at the end of this list will allow each individual to record additional self-care strategies tailored to specific needs.

7. **A "Change System" that Works.** Improvements in the quality of our lives can only occur if we take personal responsibility for changing whatever is not working and use an effective system for bringing about change. Extensive research on the dynamics of change has demonstrated that we have the best chance of success if our change system has the following components:
1. Written goal;
2. Specific timetable for completion;
3. Identify obstacles to achieving goal;
4. Identify resources to overcome obstacles and assist in reaching goal;
5. Goal broken down into specific subparts and action steps with deadlines for completion of each;
6. Accountability by stating goal to coach, mentor, or "accountability partner" and asking him or her to hold you responsible for completion;
7. List of benefits from goal, e.g., "What's in it for me?"

8. **Quality of Life Commitment Form.** Many of us leave "Quality of Life" presentations with a firm resolve to make improvements. Unfortunately, these good intentions usually go the way of most New Year's resolutions. We are more likely to embrace a specific quality of life strategy if we commit to it in writing. The form attached hereto as Appendix D proves a vehicle for formalizing a commitment in writing. It incorporates all seven of the elements of an effective change system outlined above.

9. **An Attitude of Gratitude.** Notwithstanding the value of all of the above-mentioned practices, there will be days when "life sucks" regardless of what we do. The author has found that gratitude is the best countermeasure for relieving the "blahs" on such days. Attached as Appendix E is an essay entitled "Gratitude as a Path to Joy" which provides specific suggestions for this transformative practice.

10. **A Divine Partnership.** Many lawyers will work in or for human partnerships at some time in their careers. For over twenty-eight years, the author has made God the senior partner in his life and law practice. This practice was discovered in a pamphlet entitled "Partnership - the Way to Happiness through Dependence on God" which can be ordered from the Abbey Press, Box 94160, St. Meinrad, Indiana 41577.

11. **Meaningful, Healthy Work Questionnaire.** As we work to improve the quality of our lives and law practices, it is helpful to periodically assess our progress. The questionnaire attached as Appendix F will tell you where you are. If your answers to five or more of these questions is "no," you should consider proactively implementing the strategies contained in this paper as soon as possible.

12. **Career Killers.** The major obstacles to a long, meaningful and joyful law practice are burnout, substance abuse, and depression. Hundreds of "quality of life" resources are available to lawyers for combating burnout. Many of them are referenced
herein. Substance abuse afflicts approximately 10%-15% of all practicing lawyers. Fortunately, Alcoholics Anonymous and Narcotics Anonymous Groups are free and plentiful throughout the United States. Additionally, many private treatment centers provide excellent programs for substance abuse recovery. Depression is even more insidious and dangerous than substance abuse. Studies indicate that it is the most under-reported, under-diagnosed, and under-treated problem affecting lawyers. Of 102 professions studied by Johns Hopkins University, lawyers were determined to have the highest rate of clinical depression. Many lawyers die from this disease. Earlier last year a prominent appellate judge in Texas committed suicide as a result of his depression. For resources to combat this killer disease, contact the Texas Lawyers Assistance Program at 1-800-343-TLAP (8527).

13. **Conclusion.** The Chinese look on the human life as a garden, as a living system, with every part connected. As Voltaire wrote in his immortal *Candide*, "We must cultivate our garden." You have all the tools and resources you need. What you do with them is up to you. As the *Nike* commercial says, "Just Do It!"
WORDS FROM THE WISE

"If one advances confidently in the direction of his dreams and endeavors to live the life which he has imagined, he will meet with a success unexpected in common hours."
--Henry David Thoreau

"Whatsoever thy hand findeth to do, do it with all thy might."
--Ecclesiastes 9:10

"If you are distressed by anything external, the pain is not due to the thing itself, but to your estimate of it; and this you have the power to revoke at any moment."
--Marcus Aurelius

"Whatever you do, or dream you can, begin it. Boldness has genius, power, and magic in it."
--Johann Goethe

"Circumstances--what are circumstances? I make circumstances."
--Napoleon

"Men are born to succeed, not to fail."
--Henry David Thoreau

"Always bear in mind that your own resolution to success is more important than any other one thing."
--Abraham Lincoln

"Destiny is not a matter of chance; it is a matter of choice. It is not a thing to be waited for; it is a thing to be achieved."
--William Jennings Bryan

"It's a funny thing about life; if you refuse to accept anything but the best, you very often get it."
--W. Somerset Maugham

"In the last analysis our only freedom is the freedom to discipline ourselves."
--Bernard Baruch

"The future belongs to those who believe in the beauty of their dreams."
--Eleanor Roosevelt
APPENDIX A

STRESS ASSESSMENT

Instructions: Rate each of the following items in terms of how often the symptom was true for you during the last three months.

0 = Never
1 = Occasionally
2 = Somewhat often
3 = Frequently
4 = Almost always

1. I feel little enthusiasm for doing my job.
2. I feel tired even with adequate sleep.
3. I feel frustrated in carrying out my responsibilities at work.
4. I am moody, irritable, or impatient over small inconveniences.
5. I want to withdraw from the constant demands on my time and energy.
6. I feel negative, futile, or depressed about my job.
7. My decision-making ability seems less than usual.
8. I think that I am not as efficient as I should be.
9. The quality of my work is less than it should be.
10. I feel physically, emotionally, or spiritually depleted.
11. My resistance to illness is lowered.
12. My interest in sex is lowered.
13. I am eating more or less, drinking more coffee, tea, or sodas, smoking more cigarettes, or using more alcohol or drugs in order to cope with my job.
14. I am feeling emotionally callous about the problems and needs of others.

15. My communication with my boss, co-workers, friends, or family seems strained.

16. I am forgetful.

17. I am having difficulty concentrating.

18. I am easily bored.

19. I feel a sense of dissatisfaction, of something wrong or missing.

20. When I ask myself why I get up and go to work, the only answer that occurs is "my paycheck."

If you scored 0 to 25, you are probably coping adequately with the stress of your job.

If you scored 26 to 40, you are suffering from job stress and it would be wise to take preventative action.

If you scored 41 to 55, you need to take preventative action to avoid job burnout.

If you scored 56 to 80, you are burning out and must develop a comprehensive job stress management plan.
APPENDIX B

JOHN McSHANE'S
BIBLIOGRAPHY AND RESOURCE LIST

Books and Articles

LIFE ASSESSMENT, REINVENTION AND RENEWAL:

Leider, Richard J. and David A. Shapiro.

Repacking Your Bags: Lighten Your Load for the Rest of Your Life.

Leider, Richard J.

The Power of Purpose: Creating Meaning in Your Life and Work.

Levine, Stephen.

A Year to Live.

Hudson, Frederic M. and Pamela D. McLean.

LifeLaunch: A Passionate Guide to the Rest of Your Life.

Hudson, Frederic M.

The Adult Years: Mastering the Art of Self-Renewal. (Revised Edition)

Richardson, Cheryl.

Take Time for Your Life: A Personal Coach's Seven-Step Program for Creating the Life You Want.

Spence, Gerry.

Seven Simple Steps to Personal Freedom.
New York, NY: St. Martin's Press, 2001 (See especially, “The Third Step” where Spence recommends that we become a relentless “inquisitor of the self.”)

Buford, Bob.

Halftime: Changing Your Game Plan from Success to Significance.
STRESS MANAGEMENT:

Nuerenberger, Phil.

**Increasing Executive Productivity.**

Elwork, Amiram (with contributions by Douglas B. Marlowe).

**Stress Management for Lawyers: How to Increase Personal & Professional Satisfaction in the Law.**

HEALTH AND LONGEVITY:

Mahoney, David and Richard Restak.

**The Longevity Strategy: How to Live to 100 Using the Brain-Body Connection.**

Rowe, John Wallis and Robert L. Kahn.

**Successful Aging.**

Weil, Andrew.

**8 Weeks to Optimum Health: A Proven Program for Taking Full Advantage of Your Body's Natural Healing Power.**

Weil, Andrew.

**Spontaneous Healing: How to Discover and Enhance Your Body's Natural Ability to Maintain and Heal Itself.**

Baker, Dan and Cameron Stauth.

**What Happy People Know: How the New Science of Happiness Can Change Your Life for the Better.**

RECOVERY FROM DEPRESSION:

Solomon, Andrew.

**The Noonday Demon: An Atlas of Depression.**
Ilardi, Stephen S., Ph.D.

**The Depression Cure**

**RECOVERY FROM ADDICTION:**

Urschel, Harold C. III, M.D.

**Healing the Addicted Brain**

**MOTIVATIONAL BOOKS FOR LAWYERS:**

Keeva, Steve.

**Transforming Practices: Finding Joy and Satisfaction in the Legal Life.**

Kaufman, George.

**The Lawyer's Guide to Balancing Life and Work.**

Horn, III, Carl.

**LawyerLife: Finding a Life and a Higher Calling in the Practice of Law.**

Shaffer, Thomas L. and Robert F. Cochran, Jr.

**Lawyers, Clients and Moral Responsibility.**

Papantonio, J. Michael.

**In Search of Atticus Finch - A Motivational Book for Lawyers.**

Sells, Benjamin.

**The Soul of the Law: Understanding Lawyers and the Law.**

Perlmutter, Mark.

**Why Lawyers (And the Rest of Us) Lie & Engage in Other Repugnant Behavior.**

Reid, Alan.

**Seeing Law Differently: Views from a Spiritual Path.**
Allegretti, Joseph G.

_The Lawyer’s Calling: Christian Faith and Legal Practice._

Spence, Gary.

_Seven Simple Steps to Personal Freedom: An Owner’s Manual for Life._

**CAREER TRANSITION FOR LAWYERS:**

Strausser, Jeffrey.

_Judgment Reversed: Alternative Careers for Lawyers._

Arron, Deborah L.

_Running from the Law: Why Good Lawyers are Getting Out of the Legal Profession._

Arron, Deborah L.

_What Can You Do with a Law Degree?: A Lawyer’s Guide to Career Alternatives Inside, Outside & Around the Law._

Arron, Deborah and Deborah Guyol.

Seattle, WA: Niche Press, 1995

Walton, Kimm Alayne.

_Guerrilla Tactics for Getting the Legal Job of Your Dreams._

Staudenmaier, Heidi McNeil, Ed.

_Changing Jobs: A Handbook for Lawyers in the New Millennium._

**HUMOR FOR LAWYERS:**

Fleming, Victor A.

_Perry’s Dead! (And the "Juice" is Loose)_
Fleming, Victor A.  
**Real Lawyers Do Change Their Briefs**  

**CREATIVITY AND TOP PERFORMANCE:**

Covey, Stephen R.  
**The Seven Habits of Highly Effective People: Restoring the Character Ethic.**  

Gelb, Michael J.  
**How to Think Like Leonardo Di Vinci: Seven Steps to Genius Every Day.**  

Dyer, Wayne W.  
**Wisdom of the Ages: A Modern Master Brings Eternal Truths into Everyday Life.**  

Csikszentmihalyi, Mihaly.  
**Finding Flow: The Psychology of Engagement with Everyday Life.**  

Goleman, Daniel.  
**Emotional Intelligence: Why it Can Matter More than IQ.**  

Fritz, Robert.  
**The Path of Least Resistance: Learning to Become the Creative Force in Your Own Life.**  

**SPIRITUALITY AND MEDITATION:**

Dass, Ram.  
**Journey of Awakening: A Meditator's Guidebook.**  
(Contains complete guide to retreat centers and meditation instruction groups.)
Peck, M. Scott.  
**The Road Less Traveled.**  

Kabat-Zinn, Jon.  
**Wherever You Go, There You Are: Mindfulness Meditation in Everyday Life.**  

Easwaran, Eknath.  
**Meditation: A Simple Eight-Point Program for Translating Spiritual Ideals into Daily Life.**  

Kornfield, Jack.  
**A Path with Heart: A Guide Through the Perils and Promises of Spiritual Life.**  

Chopra, Deepak.  
**The Way of the Wizard: Twenty Spiritual Lessons for Creating the Life You Want.**  

Tolle, Eckhart.  
**The Power of Now.**  

Tolle, Eckhart.  
**Practicing the Power of Now.**  

Kabat-Zinn, Jon.  
**Coming to Our Senses: Healing Ourselves and the World Through Mindfulness.**  

Dyer, Dr. Wayne W.  
**The Power of Intention: Learning to Co-Create Your World Your Way.**  
COUNSELING SKILLS ENHANCEMENT:

Egan, Gerard.
**The Skilled Helper: A Problem-Management Approach to Helping.**

MONEY MANAGEMENT:

Dominguez, Joseph R. and Vicki Robin.
**Your Money or Your Life: Transforming Your Relationship with Money and Achieving Financial Independence.**

Elgin, Duane.
**Voluntary Simplicity.**

JOURNALING:

Progoff, Ira.
**At a Journal Workshop: Writing to Access the Power of the Unconscious and Evoke Creative Ability.**

SEXUALITY:

Moore, Thomas.
**The Soul of Sex: Cultivating Life as an Act of Love.**
Miscellaneous Quality of Life Resources, Including Coaches, Therapists, Teachers, and Seminars

Life Planning/Life Enrichment Seminars:

LifeLaunch Seminar
The Hudson Institute
41 Hitchcock Way
Santa Barbara, California 93105
(800) 582-4401

Pathways Educational Corporation
100 Decker Court
Irving, Texas 75062
(972) 791-0337

Discovery! Dallas
1000 E. Campbell Road
Suite 112
Richardson, TX 75081
Phone: 972-699-9500
Fax: 972-699-9516
Email: admin@discovery-training.com

Discovery! Austin
3001 RR 620 South, Suite 328
Austin, TX 78738
Phone: 512-276-8967
Fax: 512-637-8867
Email: austininfo@discovery-austin.org

Champion Trainings, LLC
3615 N. Hall Street
Dallas, Texas
www.championtrainings.com

Yoga/Stress Management:

Vicki Johnson, M.S.
Certified Integrative Yoga Therapist
Licensed Chemical Dependency Counselor
336 Ridgeview Drive
Richardson, Texas 75080
(972) 644-0852
**Transcendental Meditation Training:** Maharishi Vedic School
5600 N. Central Expressway
Dallas, Texas 75206
(214) 821-8686

**Certified Professional Coaches Specializing in Quality of Life, Renewal and Career Resilience Issues for Lawyers:**
William H. Lindberg
Ash Grove Group, Inc.
2989 Eucalyptus Hill Road
Santa Barbara, CA 93108
(805) 565-6990

John V. McShane
McShane & Davis, L.L.P.
Campbell Centre, Tower I
8350 N. Central Expwy., Suite 1200
Dallas, Texas 75206-1624
(214) 365-9007

**Wilderness Expeditions and Training Facilitating Introspection and Personal Growth, Including Tanzania Expedition:**
The Inventures Group
23505 Smithtown Road, Suite 240
Excelsior, Minnesota 55331
(952) 249-5222

**Motivational and Educational Tapes:**
Nightingale-Conant Corporation
(Call 1-800-557-1600 for catalogue of tapes on dozens of personal growth topics, or website: www.nightingale.com.)

**Silent Retreat Centers:**
Montserrart Retreat House
600 N. Shady Shores Dr.
Lake Dallas, Texas 75065
(940) 321-6020
Lawyers’ Assistance Programs

Texas Lawyers’ Assistance Program
24-Hour Hotline: 1-800-343-TLAP

Lawyers Concerned for Lawyers of Dallas
Contact Person: John McShane - (214) 365-9007 (O) or (214) 728-1832 (cell)

Monday Night Group
Confidential support group for lawyers who suffer from depression (meets every 2nd Monday of the month from 6:00 p.m to 8:00 p.m.
Doubletree Hotel - Campbell Centre
8250 North Central Expressway
Dallas, Texas 75206
(contact John McShane at 214.365.9007(O); 214.728.1832 (cell)

Web Sites

Yoga and Stress Management: http://www.celebrateyoga.us
(Vicki Johnson, Yoga Therapist)
APPENDIX C

55 QUALITY OF LIFE STRATEGIES FOR PROFESSIONALS

By John V. McShane©

1. One-Minute Stress Buster.
One of the most effective relaxation techniques uses something we have to do anyway - breathing! Most books on meditation will have sections on breathing techniques. One of the best guides to breath work is Freedom from Stress by Dr. Philip Nurenberger. However, you don't need to read anything to use this strategy. Simply pause for approximately one minute, breathe deeply, inhale and exhale slowly, and concentrate on your breath. This one-minute exercise is amazingly restorative. You will want more!

2. Don't Medicate - Meditate!
Daily meditation practice is transformational in many ways. It reduces stress, maximizes concentration and mental clarity, improves relationships, and has healing effects on the physiology, including lowering blood pressure and slowing the aging process. Meditation can be self-taught utilizing books and tapes available by the dozens in any major bookstore. Additionally, formal training in meditation can be obtained from mental health professionals and certain organizations designed for this purpose. Instruction in meditation is available at Transcendental Meditation Centers in most cities. The Maharishi Corporate Development Programs will provide free introductory lectures on Transcendental Meditation. The nearest Transcendental Meditation Center can be reached by calling 1-888-LEARN-TM.

Massage therapy, aromatherapy, herbal wraps, facials, body scrubs, etc., are wonderful rewards at the end of a hard day or hard week. In addition to the obvious relaxation benefits, many of these treatments have health-enhancing properties, such as lowering of blood pressure and removal of toxins from the body. If you don't have time to go to the spa or salon, many massage therapists will come to your home or office. If you don't have time for a full body massage, have a massage therapist come to your office and give ten-minute neck and shoulder massages to you and your staff. You'll feel better and you'll be a hero to your staff. Since working out of town is sometimes particularly stressful, it is wise to stay at hotels where massages are available. Even if the hotel does not have a massage therapist onsite, all good hotels have lists of competent massage therapists who do out calls.

4. Aromatherapy at Home.
If you can't go to the spa, bring the spa to you. Purchase an aroma dispenser for your bedroom or office and use it to dispense relaxing and restorative scents while you sleep or work.

5. Self-Massage.
When all else fails, you can learn to be your own massage therapist. With a little experimentation and practice, you can develop proficiency in working on your neck, shoulders, and other areas where stress is typically stored. Giving yourself a three-minute neck and shoulder massage during the day can make a big difference in your attitude and energy level.

Researchers have documented numerous therapeutic benefits of laughter. It produces complete relaxation of the diaphragm, exercises the lungs, increases the blood oxygen level, works out the muscles of the chest, abdomen, and face, and decreases blood pressure. Laughter produces endorphins (the body's natural opiates) and strengthens the
immune system. Norman Cousins called laughter "internal jogging." We should be constantly searching for the humorous aspects of our daily march. Additionally, we need to keep funny books, videos, movies, and tapes on hand to stimulate our laughter.

7. Do Nothing.
The very idea of doing nothing is repugnant to most high-achieving, competitive professionals. If we are not working, we think we are too often "human doings" rather than human beings. The philosopher Blaise Pascal stated, "All of man's troubles come from this, man's being unable to sit still in a room." In Italy, the proverb "la dolce far niente" celebrates the virtue of doing nothing. Translated, it means "the sweet doing of nothing." If you can only engage in "the sweet doing of nothing" for a few minutes, it will replenish your spirit.

8. Yoga Isn't Just for Yogis.
Many people associate the practice of yoga with mystics and Hari Krishnas. In fact, it is one of the best forms of exercise and relaxation available. Yoga techniques range from gentle stretching to rigorous weight-bearing exercises which will challenge any triathlete. Beginner yoga techniques are easy to learn and do not require good physical conditioning. Certain yoga postures, when practiced for thirty minutes, provide the equivalent of three hours of sleep. Most YMCA's and health clubs have yoga classes. Certified yoga instructors will come to your home or office if you do not have time to go to a yoga class. A one-hour introductory lesson will teach you some basic techniques which will reap immediate benefits.

Benefits of hypnosis range from weight loss, smoking cessation, stress management, dramatically increased clarity, concentration and creativity, and improved sleep. After a few sessions, the hypnotherapist will provide the patient with a hypnosis tape and will have taught the patient how to do self-hypnosis. Care should be taken in the selection of a hypnotherapist because there are some poorly trained and disreputable practitioners in some communities. Referrals should be obtained from medical schools, physicians, or reputable mental health professionals.

10. Acupuncture.
Acupuncture is used for more than pain management or treatment of addictive behavior. While acupuncture is very effective in treating these problems, it is also a wonderful stress reliever and mood enhancer for people who are neither sick nor addicted. Acupuncture releases endorphins (the body's natural opiates) and creates a general sense of well-being.

11. Maintain an Attitude of Gratitude.
Make a "gratitude list" of the positive things in your life. Remind yourself of blessings that are too often taken for granted, such as family, friends, health, and the opportunity to make a difference through the practice of your profession. When negative thoughts about a situation creep in, search for and affirm what's right in the scenario. When you wake up in the morning, turn first to thoughts of gratitude. Think of at least five things you are grateful for that day. This simple exercise can be an effective way to build a bridge to a positive experience for the rest of the day.

12. Use Commute Time as an Opportunity for Learning and Self-Renewal.
Car telephones have made commute time an extension of the office. Try turning off the telephone for all or at least part of the drive and using this time for reflection, listening to inspirational tapes, or learning something unrelated to your practice. If you must use the car phone during your commute, use it to nurture relationships by calling family members and friends. Zig Ziegler, a prominent motivational speaker in Dallas, Texas, refers to his car as "automobile university."
13. Take a Walk.
George M. Trevelyan, a British historian and walking enthusiast, once remarked, "I have two doctors - my left leg and my right leg." Walking uplifts the spirit. Even a ten-minute walk around your office building in the middle of the day will make a big difference in your level of energy and enthusiasm. Walking also stimulates creativity. Emerson emphasized this point when he stated that we should "trust no idea arrived at sitting down." Enjoy walking at all times of the day - in the early morning when the world is just waking up, late at night under the stars, and along a busy city street at noon.

Remember, the word "no" is a complete sentence. Develop strategies for declining activities which cause you to be spread too thin personally or professionally. One of the best strategies is to ask the requesting party for time to check your other obligations before you make a commitment. This will avoid the knee-jerk "yes" which we so often regret when the time comes to perform.

15. Thank God It's Monday.
TGIF is a national religion. Conversely, nearly everyone dreads Mondays. For many people, Monday anxiety actually starts as early as Sunday morning. More heart attacks occur early Monday morning than any other day. Accordingly, we should be proactive about having a TGIM day. One strategy involves scheduling a least one pleasurable activity on Monday so we will have something to look forward to. Consider lunch with a friend, a massage appointment, or scheduling some quiet time on our calendar for planning and reflection.

16. Call in "Well".
Most of us do not take days off during the work week unless we are away on vacation or deathly ill. It helps to periodically schedule a day at home for loafing, sleeping late, enjoying a leisurely breakfast, and generally having a slow-paced day. Although this concept is contrary to the work ethic of most hard-driven professionals, calling in "well" one or two days a year will not affect the bottom line and will do wonders for your perspective.

17. Take a Nap During the Workday.
Even ten or fifteen minutes can be very restorative. Get a "Do Not Disturb" sign for your office door and have your calls held for this brief interval. If you don't have a comfortable chair or sofa in your office, bring some pillows to work and use the floor.

18. Build Some Fun into Your Work.
Who says you always have to have client meetings in your office? Why not try a restaurant, the lobby of a beautiful hotel, or a park? Try taking a walk during meetings. Brief "walking meetings" often stimulate greater creativity than endless sessions huddled around conference tables.

We all have a finite amount of time and energy, yet we act as if these resources were unlimited. Most time management systems emphasize getting more things done, e.g., "the checking off more things from a longer list" syndrome. Sometimes we should use time management techniques to be able to do less. The time management program with the best quality of life emphasis is the one-day "Time Quest" presented by the Franklin Covey Corporation. This seminar is a wise investment for any professional searching for a balanced life.

20. Delegate.
Most professionals understand the importance of delegating certain business duties to subordinates. However, we often spend far too much time attending to the mundane but necessary personal aspects of life, e.g., getting the car serviced, picking up cleaning, etc. Many of these things can be delegated to a paid errand person. Check the Yellow Pages for these services.
21. **Hire a Personal Trainer.**
When someone you have already paid is waiting to help you with your workout, it is a great incentive. Many former couch potatoes have cultivated the habit of regular exercise by using a trainer.

22. **Get Shrunken.**
You do not have to be mentally ill to derive significant benefits from individual or group psychotherapy. Everyone can benefit from learning more about themselves. Therapy can be insightful, stimulating, and just plain fun if you're not having to work on any serious mental or emotional problems. It is helpful to think of a therapist as a "personal trainer" for the mind and emotions. One fascinating therapeutic process is the analysis of dreams. It has been said that dreams are the path to the subconscious. They are worth understanding.

23. **Surround Yourself with Beauty.**
Our physical environment can have a profound effect on our moods. Our homes and offices should be as aesthetically pleasing to us as possible. Have fresh flowers delivered to your office each week. Keep pictures of your loved ones and pleasant memorabilia in prominent places where you can look at them often. Live and work in the middle of tangible reminders of your many blessings.

24. **Simplify.**
Take inventory of your toys and determine whether the expenditure of time, money, and energy maintaining them is really worth the pleasure you derive from them. Has the boat, motorcycle, recreational vehicle, etc., become just another burden? If so, make a conscious decision to lighten your load. Two excellent books on this subject are *Repacking Your Bags - Lighten Your Load for the Rest of Your Life* by Richard J. Leider and David Shapiro and *Simplify Your Life* by Elaine Saint James.

25. **Live in the Present.**
Too much time and energy is spent worrying about future events which will probably never occur and regretting past misfortune. Yesterday is a canceled check; tomorrow is a promissory note. The only negotiable currency we have is today. A sage said, "Each day is a precious and unrepeatable miracle." Seize it, savor it, and celebrate it.

26. **"Detach and Enjoy."**
These words were used by Ghandi to summarize his philosophy of life. All of us need approval to some degree; however, we are free to the extent we can detach from the outcomes of our activities and the opinions of others. This does not mean an absence of caring - it simply means that we detach from the results of what we do for a living and don’t allow outcomes to define us. Similarly, if we are inflated by praise or deflated by criticism, we have allowed another person to control the quality of our lives - an area for which we alone have the sole responsibility.

27. **Read the "Ten-Minute Book."**
Many professionals love to read books, but claim they don't have enough time for reading. There is no rule that says we have to read every word of every book. If you read with focus, you can usually pick up the central ideas of a book in ten minutes. Stop by your neighborhood Barnes & Noble for a cup of coffee and "read" four or five books for free in an hour. You come out with the feeling that you have significantly broadened your horizons with a minimum investment of time.

28. **Forgive and Forget.**
Forgiveness is not something we do for the benefit of someone else. It is one of the greatest gifts we can give to ourselves. Harbouring grudges has a harmful impact on our mind, body and emotions. Confucius said it best: "Those who cannot forgive others break the bridge over which they themselves must pass."

29. **Progress - Not Perfection.**
Many professionals are burning out as a result of acute perfectionism. Although we should strive for excellence in our chosen field, the
need to do all things perfectly will become the enemy of excellence. We will be less productive and less focused on the big picture when we compulsively try to do everything perfectly. Sometimes "adequate" is good enough and in the best interest of our quality of life.

30. **Seek Solitude.**
Taking some time alone replenishes the soul. Whether it is ten minutes with your office door shut, a monastery retreat or a wilderness trek, solitude provides perspective, context and clarity about what is really important in one's life.

31. **Keep a Journal.**
Many of us have committees which meet in our heads and bombard us with incessant chatter and negative dialogue. We can sort out our thoughts and feelings with greater clarity if we put them on paper. Devoting a few minutes a day to write about the events of our lives and our interpretations of them can be tremendously empowering.

32. **Ask Questions.**
We should continually question the underlying assumptions of our lives and our behaviors based on those assumptions. For example, many of us assumed when we were thirty that we could not get ahead in our profession unless we worked on weekends. Does this assumption hold true when we are in our forties or fifties? By asking the right questions, we will find that certain operating principles and values which once served us well are now counterproductive.

33. **Have a Deep Sense of Purpose.**
A question we should continually be asking ourselves is "Why am I here?" All of us have something we were meant to do to make a difference in the world. Finding and acting on that purpose adds excitement and passion to our lives. Two outstanding books for helping us discover our true purpose and direction in life are *The Power of Purpose* by Richard J. Leider and *LifeLaunch - A Passionate Guide to the Rest of Your Life* by Frederic Hudson and Pamela McLean.

34. **Love (Used as a Verb).**
We have control over how much love we have in our lives. All we have to do is give love without any expectations and it will come back to us a hundredfold. If you think your spouse or significant other is not loving you enough, try loving them more and see what happens. You will be amazed!

35. **Be Kind Whenever Possible.**
Many professionals are paid to be right and sometimes taking a "right/wrong" approach is necessary. However, there are times when we can make a choice to be kind rather than being right. When we are able to make this choice without sacrificing the quality of our professionalism or the courage of our convictions, life is much more peaceful.

36. **Say a Prayer.**
It doesn't matter whether you are religious or not. We all need to connect with something greater than ourselves. If you believe there is a Higher Power in the universe, talk to Him/Her. If you don't, do it anyway - you might even get an answer!

37. **Give.**
There is no better way to feel good about yourself and your life than by giving as much as possible. Give a little more than you think you can afford. Most of us have amassed closets, storerooms and garages of stuff we never use. Instead of a garage sale, try having a "garage give-away." It's easier and faster and you will enjoy the lightening of your load. Give of your time as well as your material possessions. Although what you get in return should never be your motive, if you give unselfishly, you will always get back more than you give.

38. **Visit Someone in a Nursing Home.**
If we live long enough, all of us will be old and frail at some point in time. Call the nearest nursing home and tell them you would like to visit a resident who is lonely and who normally
does not receive visits. They will welcome you with open arms. This experience will dramatically increase your appreciation of your health, vitality, and independence.

39. **Take a Risk - Conquer a Fear.**
If you are afraid of heights, try a high elements ropes course or skydiving. If you dread being alone, do a wilderness solo. You will never feel more alive and exhilarated than when you have faced your fears and vanquished them.

40. **Write Your Obituary.**
We are all going to be dead much longer than we are alive. The short span of our lives is a mere parenthesis in eternity. What would you like to be written about you at the end of your life? Why not write it now and work to make it a reality?

41. **Seize Exercise Opportunities During Daily Activities.**
Park at the far side of parking lots, use stairs instead of elevators, walk between airport terminals, disembark from public transportation a few blocks short of your destination and walk the rest of the way. Most days are replete with exercise opportunities for even the busiest professional. Be creative in finding and taking advantage of them!

42. **Exercise with your Family.**
Find something everyone in the family can do (even if it is just taking a walk). Many of us feel guilty about stealing time from our family for workout sessions so the workout sessions don’t happen. Use family exercise activities to nurture yourself and your bond with the family unit.

43. **Deviate.**
Do at least one “deviant” thing each week. Drive to your home or office by a different route, wear something unusual, go barefoot, hug the person you can’t stand, etc. Try reading something totally outside your areas of interest, e.g., browsing through "Popular Mechanics" by a person who is challenged by changing a light bulb. Diversity in thought and behavior provides a richer context for our lives.

44. **Declare a “Personal Mastery” Day.**
Write out a brief description of how a day would unfold if you had mastery over your body, mind, and emotions. Decide that for just one day you are going to exercise, eat right, be time efficient, and maintain a positive outlook. Try to get as close as possible to your vision for just one day while being tolerant of your lapses. Many aspects of personal mastery are not as difficult as we assume them to be. Success for one day may provide momentum to replicate some positive behaviors for life.

45. **Use the "Ten Percent Rule."**
Commit to a ten percent increase in positive behaviors such as exercise, water consumption, naps, fiber intake, meditation time, and nurturing of close relationships. Commit to a ten percent decrease in less healthy behaviors such as smoking, consumption of fat, alcohol intake, etc. Small changes can provide a foundation for greatly improved self care. This is known as the Law of Incremental Improvement.

46. **Set a Goal to Live to be 100 Years Old.**
The latest research on longevity and aging indicates that the human life span is dramatically expanding. Centenarians will be increasingly common in our society. Study the latest materials on longevity and develop a plan for successful aging. Three excellent books on this subject are *The Longevity Strategy* by David Mahoney and Richard Restak, *Successful Aging* by John Rowe and Robert Kahn and *The Joy of Old* by Dr. Frederic Hudson.

47. **Music to Soothe the Soul.**
Try replacing an hour of television with an hour of sitting quietly in your favorite room listening to the type of music you find most relaxing. This will generally leave you more refreshed and relaxed than an hour of watching CNN.
48. Try a "News Fast."
Many of us are addicted to television news, newspapers, news magazines, etc. The problem is that most of the news is negative. As an experiment, decide to give up all forms of news for one day. You won't miss much and the odds are you will feel more positive about the human condition.

49. Sing.
Even if you can't carry a tune in a bucket, try belting out your favorite Rolling Stones song alone in your car during the morning commute. You may get some strange looks from other drivers but you will have fun and arrive at your destination with a lighter heart.

50. Take an Introductory Lesson.
Most instructors provide introductory lessons in their area of expertise at a reduced cost or free in an effort to attract students. You might find a new passion and a lifelong hobby by taking one lesson in flying, painting, poetry, gardening, fly fishing, sail boarding, skeet shooting, piano, stand up comedy, acting, wood working, ballroom dancing, singing, flower arranging, etc.

51. Reach Out and Touch Someone.
We all have friends, relatives and colleagues with whom we would like to stay in closer touch but we never seem to find the time. Make it a point to periodically initiate an “I was thinking about you and wondering how you are doing” call to such people. Your life and their lives will be enriched by a few minutes on the telephone.

52. Master Money Dynamics.

OTHER QUALITY OF LIFE STRATEGIES:

Money is an insidious trap for many of us. Regardless of the amount of money we make, financial considerations often negatively impact the quality of our lives. Eventually we must all answer the question “How much is enough?” and determine the amount of our precious life energy we are willing to exchange for money. An insightful book on this subject is Your Money or Your Life by Vicki Robbins and Joe Dominguez.

53. Conduct a Time and Money Audit.
How satisfied are you with your expenditure of time and money? A good way to find out is to examine your checkbook, credit card statements, and calendar for a specific period of time. If you don't like what you see, it is time to make some changes!

54. Write a Marketing Plan.
If you believe something important is missing from your life, e.g., the right job, lover, friends, etc., devise an aggressive written plan for attracting what is missing and proactively work the plan.

55. Write a Love Letter to Yourself.
You are much more likely to consistently look for and implement quality of life strategies if you believe at a deep level that you deserve it! Write yourself a letter in which you remind yourself of how hard you work, your dedication to your family and your profession, the responsible manner in which you fulfill your many obligations, and the difference you make in the world. This is not an exercise in narcissism or self absorption - it is simply a reminder of who you are and why you deserve the best. God Bless You!
APPENDIX D

QUALITY OF LIFE COMMITMENT FORM

1. I, ____________________________, hereby commit to improving the quality of my life by taking the following specific action:

__________________________________________________________________________

__________________________________________________________________________

2. This action will be completed by _____________________________.

   (Date)

3. The obstacles which may prevent me from accomplishing this goal are as follows:

__________________________________________________________________________

__________________________________________________________________________

4. The specific resources available to me to assist me in overcoming the obstacles and accomplishing this goal are:

__________________________________________________________________________

__________________________________________________________________________

5. If my goal can be broken down into smaller subparts or action steps, these subparts and the dates for their accomplishment are as follows:

__________________________________________________________________________

__________________________________________________________________________

6. I will build accountability into my goal by informing ____________________________ of my plan and asking him or her to hold me accountable for its completion.

7. The benefits to me resulting from the accomplishment of this goal are:

__________________________________________________________________________

__________________________________________________________________________
A friend recently told me about a successful stock investment he had recently made. He told me that the good fortune he had experienced in this venture had caused him to experience joy for the first time in a considerable period of time. A female acquaintance recently shared with me that she was feeling joy over a new relationship which was extremely positive and affirming to her. Of course, I am happy for these recipients of joy. However, their reports have caused me to ponder deeply the question of joy. What is joy? Is it necessarily the product of some external condition or event in our lives (e.g., the successful stock investment or the exciting new relationship) or is it possible for us to have joy in a "self-contained" fashion that we trigger without the necessity of any external stimulus?

My ruminations on joy led me to discuss the subject with a group of highly spiritual and self-actualized friends. From this discussion, some interesting concepts about joy emerged. I have taken these concepts and added some of my own to come up with this brief essay on joy, with the emphasis being on how we can enjoy greater and greater levels of this precious commodity in our lives.

First of all, what is joy? Webster's Unabridged Dictionary defines joy as follows:

The passion or emotion excited by the acquisition or expectation of good; that excitement of pleasurable feeling which is caused by success, good fortune, etc., or by a rational prospect of possessing what we love or desire; gladness; exaltation; exhilaration of spirits.

Philosopher John Locke defined joy as a "delight of the mind, from the consideration of the present or assured approaching possession of a good." One of my friends in the discussion group posed his own formulation of a definition for joy: "The certainty deep down inside of us that all is well or presently will be."

I personally prefer the last definition because it focuses on joy as a feeling or "certainty" rather than the external forces perceived to cause joy. Although we certainly should not discount the joy produced by external events such as a successful stock transaction or a new relationship, would it not be much more exciting if we found a way to create more joy in our lives which is under our control, rather than being a product of external events? The consensus of the discussion group seem to be that we cannot create joy directly, but it is a byproduct of other things, such as the external good things that happen to us, passionately engaging in activities we love, deep love of family or friends, worthwhile service wherein we believe we are making a difference to our fellow man, and (my favorite) the practice of gratitude. Out of all of these possible avenues to joy, gratitude
seems to be the only one that does not depend on any external circumstance or event. For example, even service to others presupposes that there is someone or some cause to serve. On the other hand, gratitude is possible at any time under any circumstances without the necessity of anything external. For this reason, gratitude seems to be the most reliable path to joy.

But what if we don’t feel grateful? What if the slings and arrows of life have us down to the point where it takes all we can do to discharge our daily responsibilities? The answer lies in the understanding that gratitude is more than a feeling. Gratitude is an emotional state but the practice of gratitude is also a discipline very much like exercising. Just like there are specific things we can do to exercise our bodies, there are specific practices that we can engage in to exercise the "gratitude muscle." And the good news is that we can engage in these gratitude practices whether we feel grateful or not. For example, regardless of how we are feeling, we can make a gratitude list, meditate on gratitude, express appreciation to people in our lives, say a prayer of Thanksgiving, or make a gratitude affirmation. None of these practices of gratitude require feeling grateful. It is possible to list many areas of gratitude regardless of how bad we feel. Typical areas for gratitude list work include the following:

1. Spiritual practices/groups which enhance my life.
2. Family members for whom I am grateful.
3. Close friendships.
4. Personal mentors/spiritual advisors.
5. Great staff and co-workers.
6. Caring, highly competent doctors.
7. Possessions.
8. Physical attributes.
9. All basic needs of life comfortably met.
10. Financial assets.
11. Memorable experiences.
12. Hardships containing many lessons and blessings.
13. Difficult people who have been great teachers.
14. Fears I have overcome.
15. Things about me that I like and celebrate.
16. Self-defeating habits I have overcome.
17. Things I have previously had in my life which I do not have today and don’t want.

To continue the analogy to exercise, it is very similar to the situation in which we wake up in the morning and do not feel energetic so we choose not to exercise. However, on those low energy mornings when we choose to exercise anyway, we find that the very act of exercising has produced a high energy level. The same holds true with gratitude -- even though we don’t feel grateful when we start our gratitude practice, the practice itself will yield the feeling of gratitude once it is complete. And if enough gratitude is felt -- especially if we make a conscious decision each day to live in a place of gratitude -- joy will be the eventual byproduct.
But what about irritating circumstances? Don't we have a right to feel agitation rather than gratitude when we are placed in circumstances where people or events thwart our desires? Of course, we have the right to respond to life's daily massage in anyway we deem to be in our best interest. I have decided that it is in my best interest to make a decision to respond from a position of appreciation to the greatest extent possible. This is not to say that I don't whine from time to time -- that is part of the human condition. Nevertheless, I am trying to make gratitude my dominant mode each day. And when I do, I find that I can always find something to appreciate in any situation.

In addition to being a pathway to joy, the consistent practice of gratitude yields numerous other benefits. On days when things are stressful and joy does not seem attainable, I can at the very least negate resentment by the practice of gratitude. It has been said that resentment and gratitude cannot coexist in our minds at the same time, and I have found this to be true. Since resentment is very unhealthy to my mind and my body, gratitude gives me an alternative place to go where resentment cannot live. I also find that my relationships improve when I am practicing gratitude. In his hierarchy of needs, psychologist Abraham Maslow isolated one of the most basic human need -- the need to be genuinely appreciated. Honest expressions of appreciation to the people around me enhance my gratitude practice and enhance my relationships with them.

Finally, gratitude seems to be a magnet for drawing into my life more things to be grateful for! I don't know exactly how this works, but I find that as I enhance the level of my gratitude practice, more blessings continue to show up. For this reason, I strive to make gratitude the centerpiece of my life and for it to become my "life anthem."
APPENDIX F

MEANINGFUL, HEALTHY WORK QUESTIONNAIRE

1. Do I wake up most Mondays feeling energized and ready to go to work?  □ Yes □ No
2. Do I feel a strong personal calling for my work?  □ Yes □ No
3. Am I clear about how I measure my success in my work?  □ Yes □ No
4. Do I use my gifts to add real value to people’s lives?  □ Yes □ No
5. Do I work with people who honor my core values?  □ Yes □ No
6. Can I speak my truth in my work:
   (a) with my coworkers and colleagues?  □ Yes □ No
   (b) with my clients?  □ Yes □ No
7. Am I experiencing true joy in my work?  □ Yes □ No
8. Do I make a living doing what I love to do?  □ Yes □ No
9. Can I speak my work purpose in one sentence?  □ Yes □ No
10. Do I go to sleep most nights feeling that this was a "well-lived day"?  □ Yes □ No