



Stress Management

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Stress Management

Staying Mentally, Physically & Emotionally at Your Best

High demand work environments take a toll on employees, thereby, affecting an organization's productivity, turnover, absenteeism, and healthcare costs. This program provides participants with tools to cope with personal and work stress and become more resilient to demands. Previous studies have shown that program participants exhibit decreased stress, improved mood and work perceptions, higher productivity, and lower absenteeism after the program.

At the end of this class you will be able to:

- identify your warning system for stress
- manage workplace and personal stressors
- use self-management tools to alleviate mental, physical, & emotional depletion and improve work performance

About the Presenter:

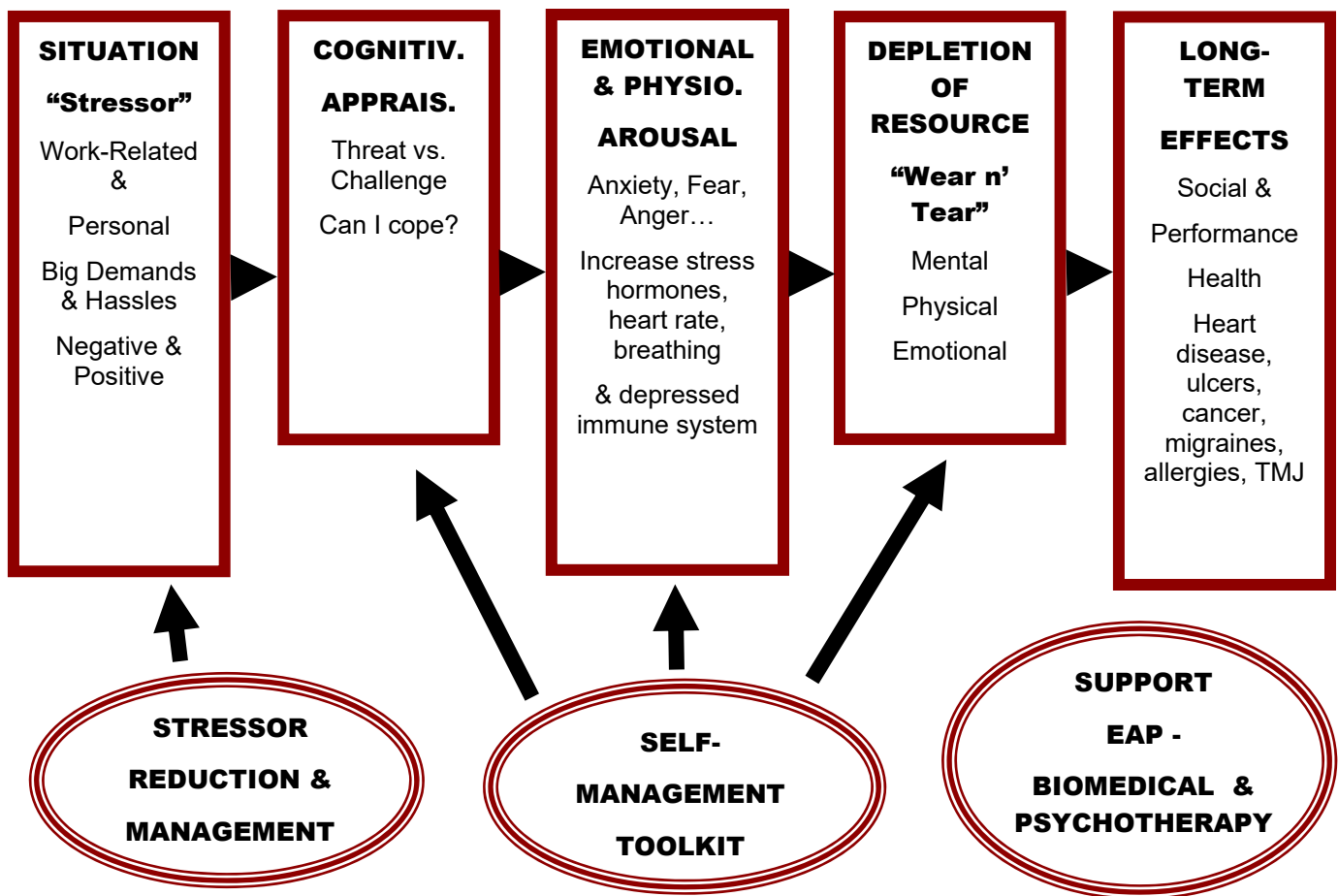
Jennifer Kohler Giancola, Ph.D., AAIM Senior Management Consultant. Dr. Giancola holds masters and doctoral degrees in organizational psychology from Saint Louis University. Her expertise includes stress and change management, mentoring, work group facilitation, and organizational intervention. Recently, Dr. Giancola has conducted comprehensive stress management interventions for Deaconess Hospital, Monsanto, Delta Dental, and Federal-Mogul. Dr. Giancola is an Associate Professor at Saint Louis University and is a member of the St. Louis Organizational Development Network, Society for Industrial-Organizational Psychology and the American Psychological Association. She has served on a number of boards including Phillips 66 Community Advisory Panel and the Regional Commerce and Growth Association's Education Council. Dr. Giancola received Saint Louis University's Women of the Year and the YWCA's Leadership in the Workplace award.

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STRESS MANAGEMENT INTERVENTION MODEL



COMPREHENSIVE APPROACH TO WORKSITE STRESS

1. Organizational Stressor Reduction Program

- Problem-solving process in which employees work to identify and alleviate workplace stressors.

2. Self-Management Program

- Training program in which participants gain a deeper understanding of the impact of stress and learn tools to prevent depletion of resources.

3. Employee Assistance Program

- Provides employees with counseling for stress-related behaviors and health problems.



ENVIRONMENTAL DEMANDS – “STRESSORS”

As the work environment becomes more complex, employees must deal with an increased number of demands at work. At the same time, there are problems and opportunities also occurring in the employee's personal life. As the employee attempts to balance work and personal life, demands can turn into **STRESSORS** or events that cause a stress reaction.

Stressors consist of demands that are **negative (distressors)** and **positive (eustressors)**. Either type can have a negative impact on the individual because both cause a stress reaction and both require adaptation using self-management tools. Think about the positive and negative stressors that you are under at work and in your personal life.

List below the WORK demands that cause you to experience a stress reaction.

List below the demands in your PERSONAL LIFE that cause a stress reaction.

Is there a PATTERN? Do you experience a stress reaction due to a lack of control, a personal threat, or unexpected demands?



DEPLETION OF PERSONAL RESOURCES

Each of us reacts to demands in different ways. Without effective self-management, our personal resources become depleted. We respond in a mental, physical, and/or emotional manner.



MENTAL RESOURCES

Your mind can be your biggest asset but it can also be your biggest liability. Your mind can work for you and it can work against you. Whether or not you manage your thoughts determines to what degree you see the glass as half empty or half full. The more work demands you encounter the greater the likelihood you adopt a negative mindset toward your work situation.

PHYSICAL RESOURCES

When you are under demands to perform at work, your body often responds by becoming tense. You hold tension and strain in various parts of your body, for example, the neck, shoulders, lower back, legs, feet, etc. Ideally, once you have responded to a given demand, you relax and the tension/strain goes out of the body. Unfortunately, because you live in a demanding, complex world where you are constantly dealing with numerous demands at once, you may not relax after successfully responding to a demand. Therefore, tension/strain stays in the body eventually leading to tightness and even pain in that area. With the aches and pains goes a drain on your energy level.



EMOTIONAL RESOURCES

When you're under excessive demands, your emotions may start to build up. You enter a state of heightened arousal that indicates you are emotionally out of control. As you move from one demand to the next, you remain at a high level of arousal. As a result, you overreact to smaller work demands. For example, losing your temper with your manager, a colleague, or a subordinate is usually preceded by a high state of arousal that spills over into saying or doing something you regret.

WEAR N' TEAR

PERSONAL RESOURCES	SIGNS OF DEPLETION
MENTAL	inability to concentrate, poor memory, stifled creativity
PHYSICAL	muscle soreness, lack of energy, tension in the body
EMOTIONAL	irritability, mood swings, excessive worrying



STRESS RESPONSE INDICATOR

The thirty statements below describe ways in which you might think, behave, or feel. Indicate the extent to which you agree with each one of these statements by circling a number that best indicates your response. Your response should reflect the way you have thought, behaved, and felt in the last few months. Please be as honest and as accurate as you can. There are no right or wrong answers. Use the following scale:

- 1 = Never
- 2 = Rarely
- 3 = Infrequently
- 4 = Sometimes
- 5 = Frequently
- 6 = Usually
- 7 = Always

MENTAL

1. After I make a decision, I question whether it was the right decision.	1	2	3	4	5	6	7
2. I do not have enough time, money, energy, ability, etc.	1	2	3	4	5	6	7
3. I experience the demands of daily living as pressures that I need to address.	1	2	3	4	5	6	7
4. I find myself telling people how much I have to do and how busy I am.	1	2	3	4	5	6	7
5. After a typical night's sleep with a typical day ahead of me, I experience unusual difficulty getting my enthusiasm for the day.	1	2	3	4	5	6	7
6. After a tough week, I sleep in on the weekend to regain my energy and enthusiasm for the next week.	1	2	3	4	5	6	7
7. When I wake up from a nap, I feel tired and wish I could go back to sleep.	1	2	3	4	5	6	7
8. When I am doing something that I do not like to do, I think about how much I dislike doing it.	1	2	3	4	5	6	7
9. Before I do something important, I think about the ways in which I might fail.	1	2	3	4	5	6	7
10. My mind wanders to things other than those in which I am currently involved	1	2	3	4	5	6	7
TOTAL SCORE FOR MENTAL DEPLETION							



- 1 = Never**
- 2 = Rarely**
- 3 = Infrequently**
- 4 = Sometimes**
- 5 = Frequently**
- 6 = Usually**
- 7 = Always**

PHYSICAL

1. I don't have the energy to do the things I want to do.	1	2	3	4	5	6	7
2. At the end of the day, I feel tired and worn out.	1	2	3	4	5	6	7
3. I hold tension in my back, neck, or shoulders.	1	2	3	4	5	6	7
4. My bodily functions are a problem.	1	2	3	4	5	6	7
5. I move some parts of my body repetitiously (tap my foot, bounce my leg, etc.).	1	2	3	4	5	6	7
6. My body is tight and I don't have a lot of flexibility.	1	2	3	4	5	6	7
7. I have tension headaches.	1	2	3	4	5	6	7
8. I am tired after physical activity.	1	2	3	4	5	6	7
9. I have physical ailments and complaints.	1	2	3	4	5	6	7
10. I become restless or jittery to a point that I can't sit still; I have to move around.	1	2	3	4	5	6	7
TOTAL SCORE FOR PHYSICAL DEPLETION							



- 1 = Never**
2 = Rarely
3 = Infrequently
4 = Sometimes
5 = Frequently
6 = Usually
7 = Always

EMOTIONAL

1. In tense situations, my body changes in certain ways: my face gets hot, my heart beats faster, I get short of breath, or my hands perspire.	1	2	3	4	5	6	7
2. When things don't work out the way I had anticipated, I feel myself getting angry.	1	2	3	4	5	6	7
3. At the end of the day, I feel tightly wound.	1	2	3	4	5	6	7
4. I don't take time to relax between the demands of my busy day.	1	2	3	4	5	6	7
5. At the end of a busy day, I am emotionally exhausted and use the evening to recover and rest up for the next day.	1	2	3	4	5	6	7
6. I find myself in a bad mood.	1	2	3	4	5	6	7
7. I "lose it" and take it out on objects or people.	1	2	3	4	5	6	7
8. I find that there are many things throughout the day that get on my nerves.	1	2	3	4	5	6	7
9. When there are lots of things I have to accomplish, I find it difficult to stay in control.	1	2	3	4	5	6	7
10. I wish I could get away from it all.	1	2	3	4	5	6	7
TOTAL SCORE FOR EMOTIONAL DEPLETION							



TOOLS FOR RENEWING PERSONAL RESOURCES

You are now ready to build a toolkit of self-management tools. This toolkit will consist of:

- Level I SITUATIONAL tools that can be used on a daily basis in stressful situations.
- Level II RENEWAL tools that can be used for complete mental, physical, and emotional rejuvenation.

Each level will have mental, physical, and emotional tools.

MENTAL TOOLS



- The counter to depletion of mental resources is the reframing response. You can always alter how you look at a situation so that your mind becomes your ally rather than your worst enemy. You can actively control thoughts, language, and the way in which you interact with others.

PHYSICAL TOOLS



- The counter to depletion of physical resources is the movement response. Through movement you can lessen tension held in the body and alleviate tightness and soreness in muscles. When tension is released, energy increases.

EMOTIONAL TOOLS



- The counter to depletion of emotional resources is the relaxation response. This helps you maintain control over your arousal level even in stressful situations. Staying at an optimal level of emotional activation allows you to stay focused in the moment and feel and perform at your best.





EMOTIONAL TOOLS

- **Deep Abdominal Breathing**
 - **Centering**
 - **Focus**
- **Progressive Relaxation**
 - **Autogenic Training**



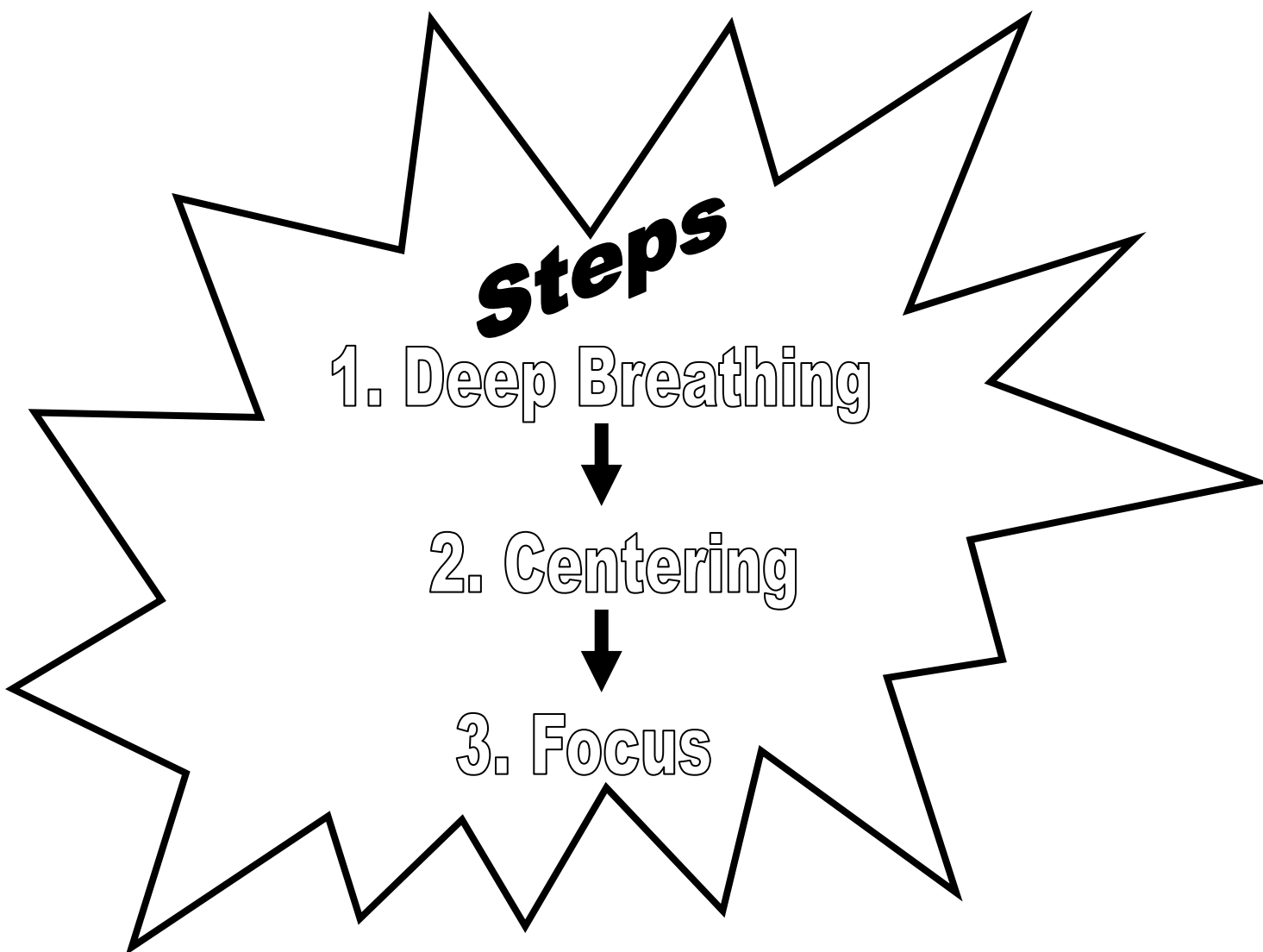
RECEPTIVE STATE

Allows you to stay in **CONTROL** and **RECEIVE** daily demands.

The receptive state is a condition of physical and mental readiness in which the mind and body are in balance and harmony, ready for a new, challenging experience. This could be external (e.g. physical activity) or internal (e.g. relaxation).

To prepare for the receptive state you want to learn to control your breathing pattern first. Control of the breath can be used to lower your arousal level and even bring about a recovery period from a state of heightened arousal.

Next, centering yourself, that is, stopping internal dialogue and preparing to respond to the moment (to focus your attention internally or externally) is the final step. Once you have learned to achieve this state you are ready to learn more advanced self-management techniques.



DEEP ABDOMINAL BREATHING

Any emotional response you have will immediately change your breathing pattern. Conversely, by consciously changing your breathing pattern, you can alter your arousal level. For example, if you feel your arousal level is too high (emotional upheaval) just do a “deep sigh” and you will feel your arousal level become slightly less.

For an even greater reduction in arousal say to yourself “I’m” as you take a deep inhalation and “Relaxed” as you slowly exhale. Repeat a number of times and you will produce a recovery state (Type I stress reaction). The “I’m...Relaxed” method of using the breath to lower arousal is a wonderful technique to use when you feel your arousal level is too high or when you want to turn Type II stress into Type I by having a brief recovery period. **Deep sigh and “I’m Relaxed” are situational ways to control your breath, thereby lowering your arousal level.**

USUAL BREATHING PATTERN: CHEST

1. Many people breathe from the chest with the upper part of the chest lifting.
2. Improper breathing is easily noticed by placing the palm of one hand on the breastbone and the other hand on the stomach.
3. Various psychological states have been associated with breathing patterns (i.e. shallow breathing during anxiety reactions).
4. Conscious control of breathing patterns will help to maintain a relaxed, though very active mind.

RECOMMENDED BREATHING PATTERN: DEEP ABDOMINAL

1. When people are very relaxed or asleep, the breath is drawn from lower in the abdomen. This is a more natural, efficient pattern.
2. The chest should be relaxed and the ribs allowed to move naturally. As the diaphragm moves downward on breathing in, the stomach will move outward.
3. The gut should be allowed to hang out. This is the opposite of what our culture encourages as in the expression “stomach in, chest out.”

STEPS

1. Stand in a comfortable position with the feet a little more than shoulder width apart, knees straight but not locked.
2. The arms hang loosely at the sides and the shoulders should be relaxed.
3. Even though the body is relaxed, good posture is maintained. The joints are straight/firm but not locked/stiff.
4. The head is held up and level with the neck. Both are relaxed.
5. Exhale as completely as you can, through your mouth, making sure your chest collapses, rib cage contracts, and belly falls inward as your upper, middle, and lower lungs (respectively) empty air.
6. Begin to inhale slowly through your nose, making your belly rise. Chest, rib cage, and shoulders should not move at all-only the abdomen swells, as the lower lungs fill with air.
7. If you are having trouble breathing this way, concentrate on relaxing your body and mind completely. Abdominal breathing is difficult when you are tense/anxious. It occurs by itself often during periods of rest/relaxation and pleasure. Another method is to lie down, place a light book/hand on your belly and push it up slightly with each inhale.
8. Keep inhaling until your belly feels full and stretched; then exhale slowly, allowing it to fall inward. Empty your lungs of as much air as you can-contract your abdominal muscles slightly at the end of the exhale to pull your stomach in and force every last bit of air out. After a short pause, begin the whole cycle again.
9. Close your eyes and practice deep abdominal breathing for about ten or more cycles. The pace should be slow and natural, not at all rushed. Breathe in only when you feel the need, and take in only as much air as is comfortable.
10. Before opening your eyes, notice any change in your mental state. Notice little changes at first.
11. When you can do this well, maintain abdominal breathing while sitting, standing, and walking. Make it a habit.



STAYING CENTERED & FOCUSED AT WORK

Even when you take control of demands and prioritize, as appropriate, there are times when you will feel overwhelmed by the barrage of things that you have to do. However, by staying centered and focused, you can better manage a busy day and avoid burning yourself out.

CENTERING

“Centering” refers to the process of being totally in the moment. Mind and body are together, ready to address the current demand. On the mind’s part, there is no prejudgment, no evaluation, and no concern about the past or future. You are completely focused on the task or person at hand.

World class athletes know the importance of being centered. Likewise, a successful sales person appreciates the skill of being totally caught up with his customer. All of you have experienced the positive effects of being “centered” – involved and enjoying the activity at hand.

CENTERING = Complete ABSORPTION in the Moment/Task

FOCUSED ATTENTION

We usually go through our daily lives partially attending to what is happening around and inside of us. It is only on rare occasions that we totally attend to a particular object, image, thought, or person. In fact, we very seldom concentrate 100%. For example, we often listen to another person talk without really listening or focusing on that person.

The power of concentration or focused attention can be developed. You can be totally present in your relationships with objects, people, and events, as well as your inner thought, feelings, and bodily activity. To do this, you must be able to direct your concentration at will on whatever you want to focus.

2 TYPES OF FOCUS:

1. _____ = **mental focus; thinking; inside the head**

- List a time when you need to work on internal focus: _____
- Examples: working on paperwork or reporting; budgets; researching ideas/problems

2. _____ = **attention to what’s going on around you**

- List a time when you need to work on external focus: _____
- Examples: speaking with direct reports, colleagues or customers; meetings; phone calls

KEY POINT: Stay Centered & Maintain the Appropriate Focus



TIPS FOR CENTERING & FOCUS

Check the items that you intend to do to help you stay centered & focused.

- 1. Schedule 90-minute blocks to do high functioning/thinking work. Reduce internal/external distractions and interruptions.
- 2. Do not multitask or rush through your work tasks. You are not likely to get it done more quickly, but you are more likely to make mistakes. Take a focused, methodical approach.
- 3. Complete paperwork or tasks that require thinking during a slower time of day or eliminate as many interruptions as you can. Find a quiet place to complete work.
- 4. Establish “cubicle/office etiquette” at work/home to reduce distractions and interruptions.
- 5. Although you have many tasks that you must complete as part of your job. Focus on ONE at a time. Don’t worry about what you were just doing or what you still have to do.
- 6. When speaking with others maintain eye contact and provide appropriate nonverbal cues.
- 7. Practice active listening by making comments and asking questions. Avoid thinking about what you want to say next.
- 8. Stop spillover between work and your personal life. Let go of issues and concerns when transitioning from one to the other.
- 9. Be self-aware and self-regulate. Practice and remind yourself to refocus throughout the day.

Phone and Technology Management

- 10. Turn notifications/sound off on phone, computer and other technology.
- 11. Monitor the amount of time that you want to spend on social media, gaming, binge-watching and/or other applications/streaming.
 - a. How much time do you currently spend?
 - b. How much time would you like to spend?
- 12. Set limitations on your mobile phone regarding screen time, downtime, app limits etc.
- 13. When possible, set specific times during the day to check and return phone calls, text messages and e-mails.
- 14. Communicate clear expectations with family, friends and colleagues regarding your availability and response.
- 15. Put your mobile phone on “do not disturb” when sleeping.
- 16. Schedule “technology free” days/times and put your mobile phone away.

What else can you do at work and in your personal life to stay centered and focused?



PROGRESSIVE RELAXATION

STEPS

1. Get as comfortable as you can-sit up, uncross your legs, hands in your lap, head tilted forward, and eyes closed.
2. Begin with the receptive state - deep abdominal breathing, centering, and focusing.
3. Start with deep, abdominal breathing. Take a deep breath in through your nose, hold it, and breathe out your mouth. As you breathe, concentrate on bringing the air all the way down into your lower lungs. You want your stomach to rise and fall as you breathe, not your chest. As you breathe in feel your abdomen rise and as you breathe out feel your abdomen fall. Repeat these steps. You want to continue breathing this way throughout the exercise.
4. The receptive state also requires you to be centered in this moment and this moment only. Nothing else matters. Focus internally on your breathing and limit/ignore any external distractions. Your mind does not have to be blank.
5. Continue your deep breathing. As you breathe in think "I'm" and as you breathe out "Relaxed". Blow out completely. Blow all of the tension away.
6. When the receptive state has been achieved, gradually tighten and relax the muscles of the body. Sometimes, the feeling of relaxation can only be experienced after forcing the muscles to become tense. Start by tensing your entire body from the tips of your toes to the top of your head. Tense, tense, tense, hold it, and let go. Let your muscles completely relax. Repeat this step twice, gradually increasing the extent to which you tighten the muscles. Pay attention to how your body feels as the muscles relax.
7. Now, focus on one muscle group at a time as indicated below. Tense, tense, tense each group, hold, then release...
 - ...toes, feet, and ankles
 - ...calves, knees, and thighs
 - ...mid-section
 - ...stomach and lower back
 - ...chest and upper back
 - ...arms and hands
 - ...shoulders, neck, and the back of your head
 - ...top of your head and your face.
8. Explore your body. If there are areas that are still tense, then tighten just those areas. Repeat until the entire body is relaxed. You should feel very loose and limp. Your breathing is deep and slow. Feel yourself sinking.
9. Sit quietly and enjoy the relaxed state. You can set a relaxation TRIGGER by placing the thumb and index finger together. If you set this trigger each time you are in this state, you may be able to use the trigger in stressful situations to bring on a relaxed feeling.
10. When you are ready, gradually come back to a state of alertness, feeling refreshed and energized.

This exercise takes practice! Don't give up. The more you practice, the easier it will become and the benefits will increase. You will become emotionally renewed.



AUTOGENIC TRAINING

INTRODUCTION

Autogenic training was first developed in the very early 1900's by Dr Johannes H. Schultz, a German physician. After nearly twenty years of clinical studies and investigation, the first book on the subject was published in 1932. Since then, numerous studies have been conducted, and several hundred scientific papers have been published. Autogenic training is now the most extensively studied relaxation technique developed in the western world.

Much of the interest in the technique has developed because of the ability of those practicing autogenic training to get in touch with themselves physically, and more importantly, mentally. These experiences have greatly enhanced the integration of mental and bodily functions. Autogenic relaxation combines the receptive state with self-suggestion to produce a physiological slowing down of the sympathetic nervous system.

RECOMMENDATIONS

1. Practice should be done without a great deal of effort. Passive concentration with a casual attitude toward results is best. This mindset is more of noticing what has just happened rather than expecting to produce a change.
2. A clear mental image of the part of the body being worked with is helpful.
3. Maintain a steady flow of suggestion. Passively repeat the phrase while allowing distraction thoughts to fade.
4. Each suggestion should be brief. Sixty to ninety seconds for each body part. Even if you aren't responding after ninety seconds, go on to the next step. With practice, you will learn to respond more quickly.
5. Regular practice is essential. Two ten-minute sessions twice a day, once in the morning and once in the evening are best. One ten minute session a day is better than missing a day. Practice leads to a greater renewal potential.

STEPS

1. Get as comfortable as you can-sit up, uncross your legs, hands in your lap, head tilted forward, and eyes closed.
2. Begin with the receptive state - deep abdominal breathing, centering, and focusing.
3. Start with deep, abdominal breathing. Take a deep breath in through your nose, hold it, and breathe out your mouth. As you breathe, concentrate on bringing the air all the way down into your lower lungs. You want your stomach to rise and fall as you breathe, not your chest. As you breathe in feel your abdomen rise and as you breathe out feel your abdomen fall. Repeat these steps. You want to continue breathing this way throughout the exercise.
4. The receptive state also requires you to be centered in this moment and this moment only. Nothing else matters. Focus internally on your breathing and limit/ignore any external distractions. Your mind does not have to be blank.
5. After you have achieved the receptive state, start to notice how HEAVY OR LIGHT your body feels (choose one sensation per session). Imagine that each part of your body is becoming heavier and more relaxed.
6. Focus on your right arm and imagine that it is growing heavy. Repeat the following statements to yourself. "My right arm feels heavy". Pause. "My arm feels very heavy." Pause. "My right arm is very, very heavy and I am at peace."
7. Repeat Step 6 with your left arm, right leg, left leg, and entire body.
8. When finished, your whole body should feel heavy and relaxed. You should feel very calm and at peace.

What are your observations of the relaxation exercise?

When and how can you use relaxation exercises?





MENTAL TOOLS

- **Cognitive Reframing**
- **Negative Self-Talk**
- **Positive Mindset & Environment**



MENTAL REFRAMING

When a person gets stuck in a negative or unproductive perspective, it influences the way he/she thinks, feels, and behaves. It becomes a cycle that leads to mental wear n' tear. This cycle, however, can be broken by "reframing" or changing the way that one views situations and life, in general.

REFRAMING – A FOUR STEP PROCESS

1. Awareness of a one's mindset and mental status

- Am I mentally exhausted or tired?
- Do I constantly think about everything I have to do?
- Do I tend to have a negative or positive style?
- What are my assumptions in this situation?
- Do I worry about what might happen?

2. Stop negative self-talk and unproductive thoughts

- Condition yourself with a signal to stop negative thinking and self-talk.
- Distract yourself with a mentally engaging activity.
- Engage in breathing, relaxation and mindfulness.
- Stop negative language and behaviors.
- Stop thinking about everything that you have to do.

3. Reframe/relabel stressors in a healthy positive way.

- Write about it.
- Use cognitive reframing of stressors.
- Use positive self-affirmations.
- Focus on the situation at hand without judgment (mindfulness).
- Use positive self-suggestion and visualization.

4. Seek out supportive, enjoyable people and situations

- Build a social support system in your work and personal life.
- Promote positive language and behaviors with those around you.
- Buffer yourself from others who are chronically stressed and negative.
- Add uplifts to your day.
- Use sunlight, activity, outdoors and sleep to enhance your mood.



PREVENTING NEGATIVE THINKING & SELF-TALK

One of the major stressors you create in your own mind is the “Little Voice”. The “Little Voice” is also known as self-talk or internal negative chatter. It thrives on irritating you, draining your energy, and placing you in a lose-lose situation. After you have made a decision, it challenges you about your decision. It is never satisfied.

EXAMPLE: Picture This. You are in a department store. You see a suit you like. You weren't particularly shopping for a suit but you weigh the pros and cons of buying it, decide it's just what you want, and purchase it. As you go out of the store, you hear the “Little Voice” inside your head speaking to you: (Little Voice=LV; You=Y).

LV: *Now, why in the world did you buy that suit?*

Y: Well, I wanted it. I think it looks nice.

LV: *Looks nice? That's a laugh! It makes you look fat.*

Y: Well, I can't help that. Besides, I needed a blue suit.

LV: *Needed? Like a hole in the head. Besides, you know the dog will shed all over it and white hairs show up terribly on blue.*

Y: Well, it was such a good price...

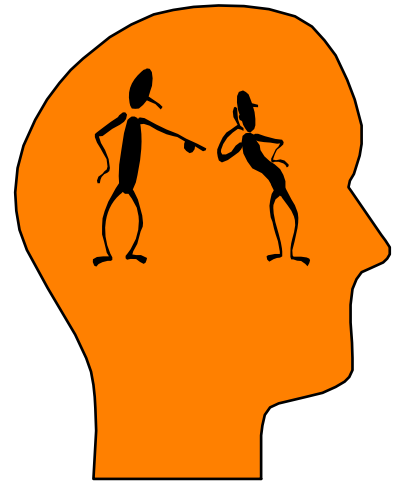
LV: *How ridiculous can you get? It will probably go on sale tomorrow at the store across the street.*

Y: But it already was on sale.

LV: *Great, you know you get what you pay for...it was undoubtedly on sale because no one else was foolish enough to buy it.*

Y: Well, maybe you're right. I'll just turn around right now and take it back.

LV: *Take it back? You must be kidding! Only an idiot would buy a suit and return it before going home.*



STEPS

1. Give Your Voice a Name like “Aunt Ninny”
2. Don't Argue
3. Make an “Aside from That...” Statement
4. Use Arm Gesture

What negative self-talk do you encounter? What is one way to stop and reframe the negative thoughts?



REFRAMING STRESSORS TOOL

While we realize that our thoughts, feelings and behaviors are connected, we may not realize the impact on our stress. In some cases, we are our own worst enemy. We respond to work and personal stressors in ways that are maladaptive. The good news is that we have control over how we think and react. We can choose to view stressors differently and respond in a healthier way. Cognitive reframing is a tool that we can use to change our perceptions and reactions.

STEPS

1. Write down a work or personal stressor that you encountered recently. (You may refer back to the previous list that you wrote.)

2. When you encounter the stressor...
 - a. What negative thought(s) do you have?

 - b. How do you feel about the stressor/situation?

 - c. What actions do you typically take?

3. Use the table below, to write down two different thoughts that you could have instead when experiencing the stressor. The thoughts should be neutral or positive. If you had that thought, how might you feel? Then, how might you act differently?

New Thought	New Feeling	New Action



POSITIVE REFOCUS

SHORE YOURSELF UP with positive affirmations!

What we think and say to ourselves has a powerful impact on emotions and performance. If you label yourself in a negative manner, that label will influence how you feel and behave and may influence how others treat you. In stressful situations, labels or “I’m” categories become more and more negative. Examples: “I’m tired. I’m always stressed out. I’ve never been good at that”. Over time, it will become easier for the brain to access the negative thoughts and emotions that you have habitually experienced. Become aware of the negative things that you say to yourself and reframe them into positive statements. Say or write these positive statements over and over again.

List positive affirmations for yourself.

ADD AN UPLIFT TO YOUR DAY

Moods change QUICKLY! One minute you’re having a great day, the next minute it’s horrible. You can take CONTROL of your mood. You can positively influence the type of day you are having by building in uplifts. Determine what puts you in a good mood and add these to a bad day in order to get out of a “bad mood rut”.

What puts you in a good mood that you can add to a bad day?

PROMOTE A POSITIVE ENVIRONMENT

Negative language and behaviors impact our interactions with others. Others acknowledge what we are saying which further reinforces negativity. In addition, moods are catching. Negativity can easily infect an entire group.

What negative language & behaviors have you seen at work and/or home?

What can you do to promote a positive work/home environment?





PHYSICAL TOOLS

- **Circadian Rhythm Alignment**
 - **Complex Movement**
 - **Situational Stretching**



CIRCADIAN RHYTHM ALIGNMENT

Your circadian rhythm is your “Internal biological clock that determines your daily cycle of sleeping, eating, activity, and release of hormones” (Panda, 2018, p. 6). To feel and perform at your best, it is ideal to sync your daily schedule (work and home) with your body’s circadian rhythm.

Tips for syncing your Circadian Rhythm with your schedule include:

1. Get natural light in the morning and throughout the day.
2. Identify your “work schedule” and establish routines in your day with attention to your circadian rhythm.
3. Schedule 90-minute blocks to do high functioning/thinking work. Reduce distractions and interruptions.
4. Schedule focused, thinking work/learning ~3 hours after waking until ~Noon.
5. Reduce blue light and do not eat ~2 hours before bedtime.
6. Get 7-9 hours of quality sleep on the same schedule every night.
7. Build micro-breaks into your work day and longer restorative breaks into your weekends.**

How can you adapt your schedule to better align with your circadian rhythm?

How can you enhance your sleep patterns?

At what times and for how long do you need to take micro-breaks at work or home?

How can you build restorative breaks into your life?

*The Circadian Code by Dr. Satchin Panda, 2018. **Fritz et al., 2013; Gilbert et al., 2017; Goleman, 2013



PHYSICAL ACTIVITY & COMPLEX MOVEMENT

Exercise, in addition to the physical benefits, improves mood, sleep, life quality and mental health. In fact, activity at work (like walking, cardio machines, standing work stations, etc.) is related to increased work ability, fewer sick days, and improved performance. The good news is that, even if you don't exercise regularly, a single bout of physical activity can reduce stress activation and anxiety.*

The Complex Movement Effect can be brought about by a set of simple, easy to do multi-purpose exercises. They have a balancing and renewing effect beneficial to the entire mind and body. People report that these exercises are a pleasurable relief from mental self-talk. After spending ten minutes or so of doing complex movement exercises, they are ready to reinvest in mental problem solving.

Robert E. Thayer's research showed that an activity like walking (swinging your arms) for ten minutes could improve your mood and increase your energy and clarity of thought for up to two hours at which time your energy level, mood state, and clarity of thought would start to deteriorate.

You will learn examples of complex movement exercises in class. However, it is important that you develop your own exercises that you are comfortable with and that fit into your various life situations (home and work). Remember that when energy level is down, your mood is not as positive as you would like, and your mind is dwelling on the negative; then ten minutes of complex movement will help you regain your enthusiasm for the moment. But to benefit from complex movement exercises you must find a complex activity to engage in for ten minutes that works for you.

IMPROVES:

- **Mood**
- **Energy**
- **Concentration**

TIMES TO USE PHYSICAL ACTIVITY & COMPLEX MOVEMENT

- 1. Take a Mental Break**
- 2. Relieve Tension = Increase Mood & Energy**
- 3. Enhance Problem Solving and Creativity**

When do you need to incorporate more movement, activity or exercise into your personal or work life?

What kind of movement do you intend to use?

*Ensari, 2015; Lusa et al., 2020; Panda, 2018, Wunsch et al., 2019



SITUATIONAL STRETCHING*

FACE

- Raise your eyebrows
- Open your eyes wide
- Open your mouth
- Hold for 5 seconds
- Relax

NECK

- Sit or stand, arms hang loosely at your side
- Gently tilt your neck forward
- Hold for 5 seconds
- Raise your head
- Turn your head to the left
- Hold for 5 seconds
- Gently turn your head to the right side
- Hold for 5 seconds
- Relax

SHOULDERS

- Raise the top of your shoulders toward your ears
- Hold this for 3-5 seconds
- Relax shoulders
- Slowly rotate shoulders 5 times
- Reverse: slowly rotate shoulders forward 5 times
- Relax

ARMS & CHEST

- Clasp your hands, stretch arms above head (palms facing upwards)
- Hold for 5-10 seconds
- Keep arms clasped, bring hands behind head so that elbows point outward
- Hold for 5 seconds
- Bring left elbow in and hold it with right hand
- Hold for 5-10 seconds
- Repeat with right elbow
- Gently bring both arms behind back and clasp hands
- Straighten arms and raise chest slightly until stretch is felt
- Hold 10 seconds
- Relax

HANDS & WRISTS

- Stretch fingers out in front of you
- Hold for 10 seconds
- Bend fingers at knuckles
- Hold for 10 seconds
- Extend arms in front of you, bend wrists upward
- Hold 10 seconds
- Bend wrists downward
- Hold 10 seconds
- Place hands palm to palm in front of you
- Move hands downward keeping palms together
- Hold for 5 seconds
- Bring hands back up
- Keeping palms together, turn wrists so fingertips point outward
- Hold 5 seconds
- Relax

BACK

- Sit with your left leg bent over your right
- Rest right hand on outside of left knee
- Place left hand on back of chair
- Turn head to the left
- Stretch and hold for 5-10 seconds
- Relax
- Repeat on other side
- Relax

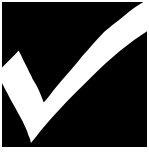
LEGS & ANKLES

- Sitting, hold your leg underneath on lower thigh
- Pull bent knee toward your chest
- Hold 10 seconds
- Relax
- Repeat with other leg
- Relax
- Extend right leg out in front & raise with toe flexed
- Hold 5 seconds
- Point toe
- Hold 5 seconds
- Turn ankle clockwise then counter clockwise
- Relax
- Extend left leg out in front & raise with toe flexed
- Hold 5 seconds
- Point toe
- Hold 5 seconds
- Turn ankle clockwise then counterclockwise
- Relax

*Adapted from Andersen, B. Stretching at Your Computer or Desk. Bolinas, CA: Shelter Publications



PERSONAL ACTION PLAN



Look back at the tools that you learned throughout the program. List 3-4 tools from the program that you want to start using now. Set a specific time to use the tools. Get a partner to sign the plan.

GOAL OF SELF-MANAGEMENT:

1. TOOL:

- When and how do you plan to use it?

2. TOOL:

- When and how do you plan to use it?

3. TOOL:

- When and how do you plan to use it?

4. TOOL:

- When and how do you plan to use it?

What might prevent you from using your tools?

How can you overcome these obstacles?

Set a date to review your progress, preferably with a partner.

Your Signature

Partner's Signature



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Corporate Membership

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Background Screening

Recruiting & Talent Acquisition

HR Consulting

Training

Leadership Development



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