



SuperSmartHealth®

Leading Well from Within



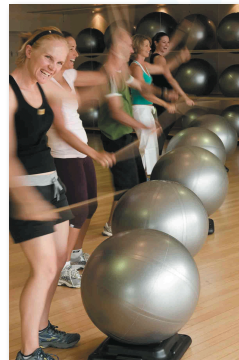
Daniel Friedland, MD

President & CEO SuperSmartHealth

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Connecting the Dots



**Conscious
Leadership**

**Engaged
Employees**

**Client
Experience**

Profit

Reactivity **Low Performance Leader**

Complying

- Pleasing
- Conforming
- Passive

Protecting

- Arrogant
- Cynical and Critical
- Distant

Controlling

- Autocratic
- Driven to Prove Self Worth
- Perfectionistic

Creativity **High Performance Leader**

Achievement Oriented

- Purpose and Vision
- Strategically Focused
- Decisive
- Gets Results

Relates Well

- Cares
- Fosters Team Play
- Collaborates well
- Mentor

Authentic

- Integrity
- Courage

Systems Aware

- Concerned for Community
- Sustains Productivity

Self-Aware

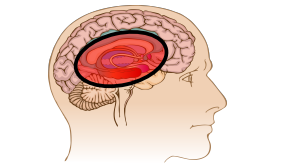
- Personal Learner
- Composure
- Balance
- Selfless Leader

Adapted from The Leadership Circle

Reference

For research from The Leadership Circle® on the relationship of Reactivity and Creativity to leadership effectiveness and business performance see:
<http://ourleadershipmatters.com/wp-content/uploads/2016/02/The-Leadership-Circle-and-Organizational-Performance.pdf>

Your Brain and Leadership



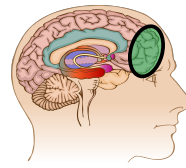
Reactivity

Fight & Flight

**Low Performance
Leadership**

- Controlling and Micromanaging
- Ego and Intimidation
- Driven to Prove Self Worth
- Perfectionistic
- Arrogant
- Overly Pleasing and Passive

STRESS & SELF-DOUBT



Creativity

Fulfillment

**High Performance
Leadership**

- Purpose and Vision
- Strategically Focused
- Decisive
- Gets Results
- Authentic and Relate Well
- Social, Emotional, Spiritual Intelligence

Possible Effects of Ongoing Stress: Burnout

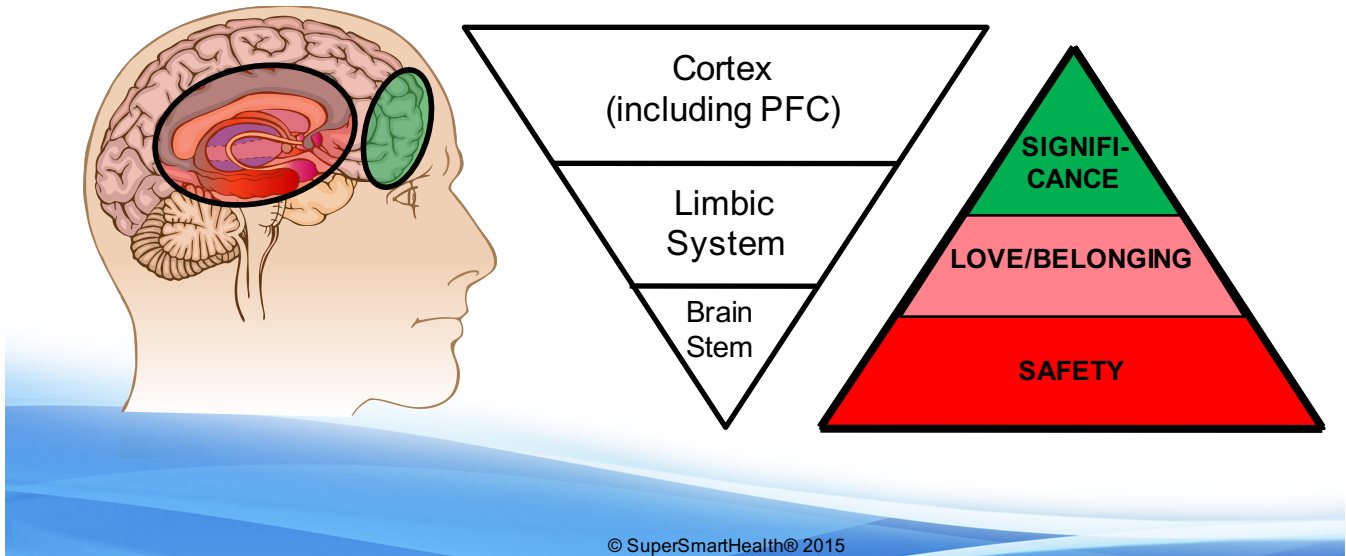
1. Emotional exhaustion
2. Depersonalization
3. Reduced personal accomplishment



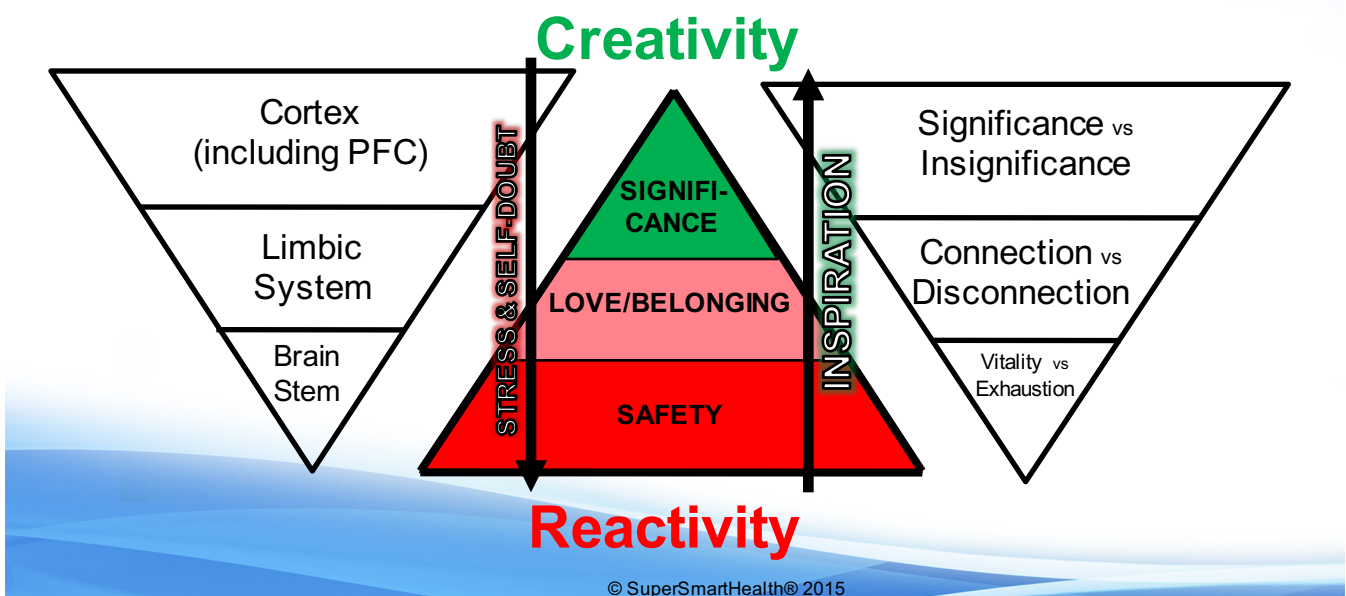
Maslach, C. & Jackson, S.E. The measurement of experienced burnout. Journal of Occupational Behavior. 1981;2:99-113.

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Knowing How Your Brain Works



Knowing How Your Brain Works





Types of Stress Response

1) Threat Response



Types of Stress Response

2) Challenge Response

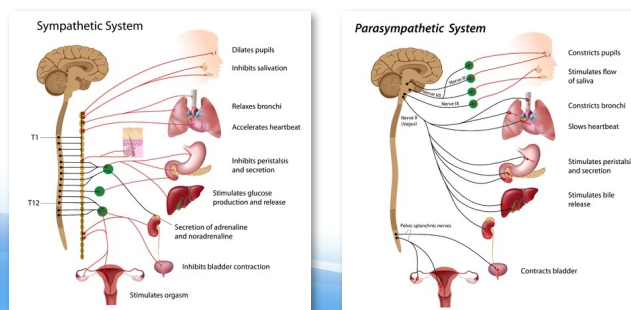


Types of Stress Response

3) Tend and Befriend Response

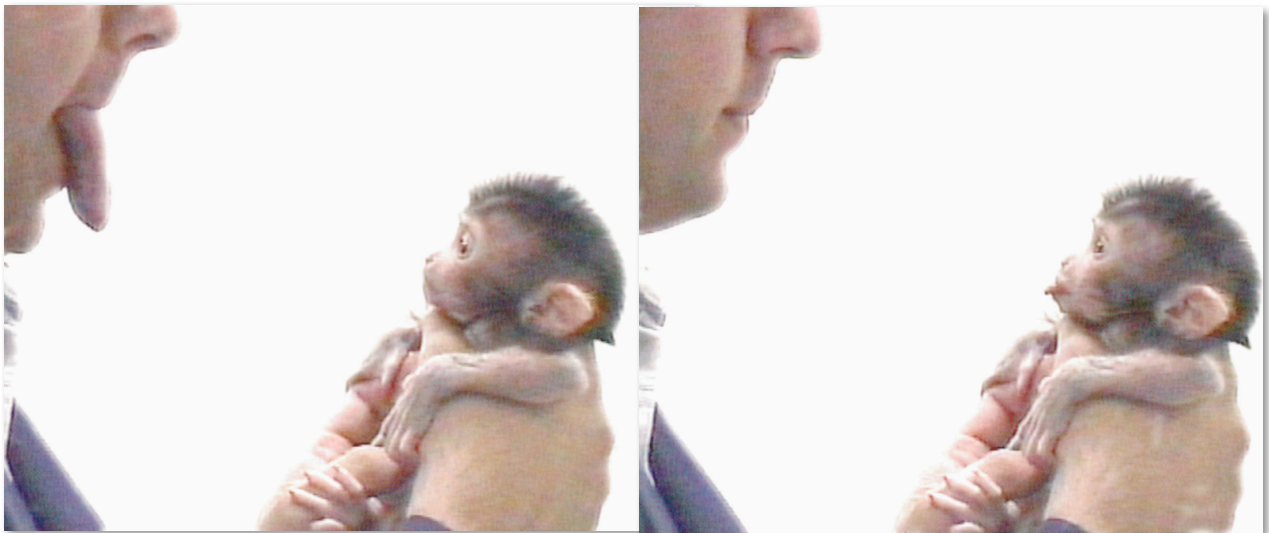


A Dynamic Equilibrium



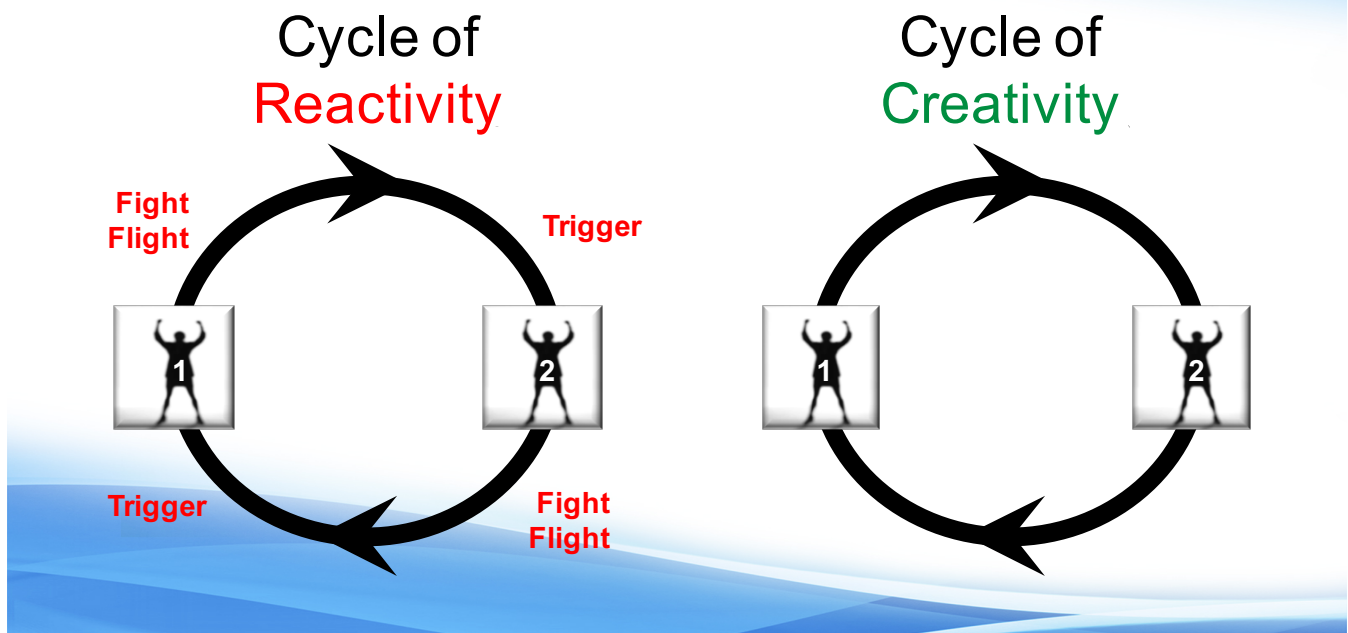


Mirror Neurons

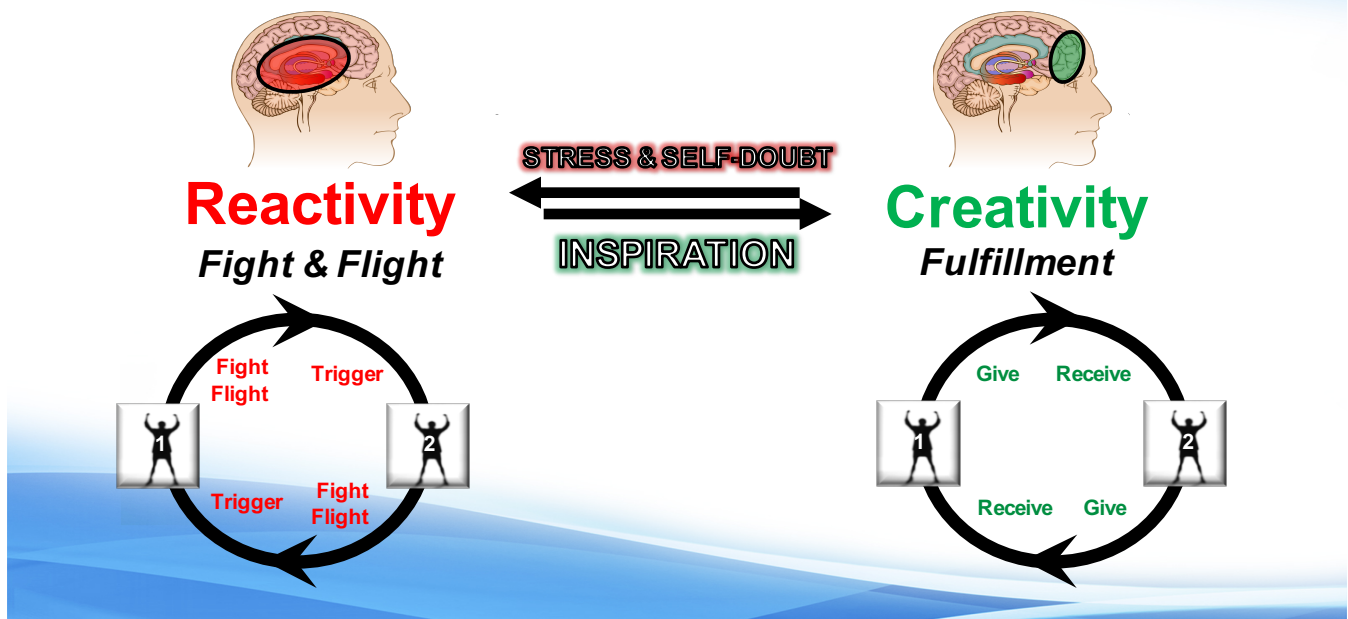


Evolution of Neonatal Imitation. Gross L, PLoS Biology Vol. 4/9/2006, e3

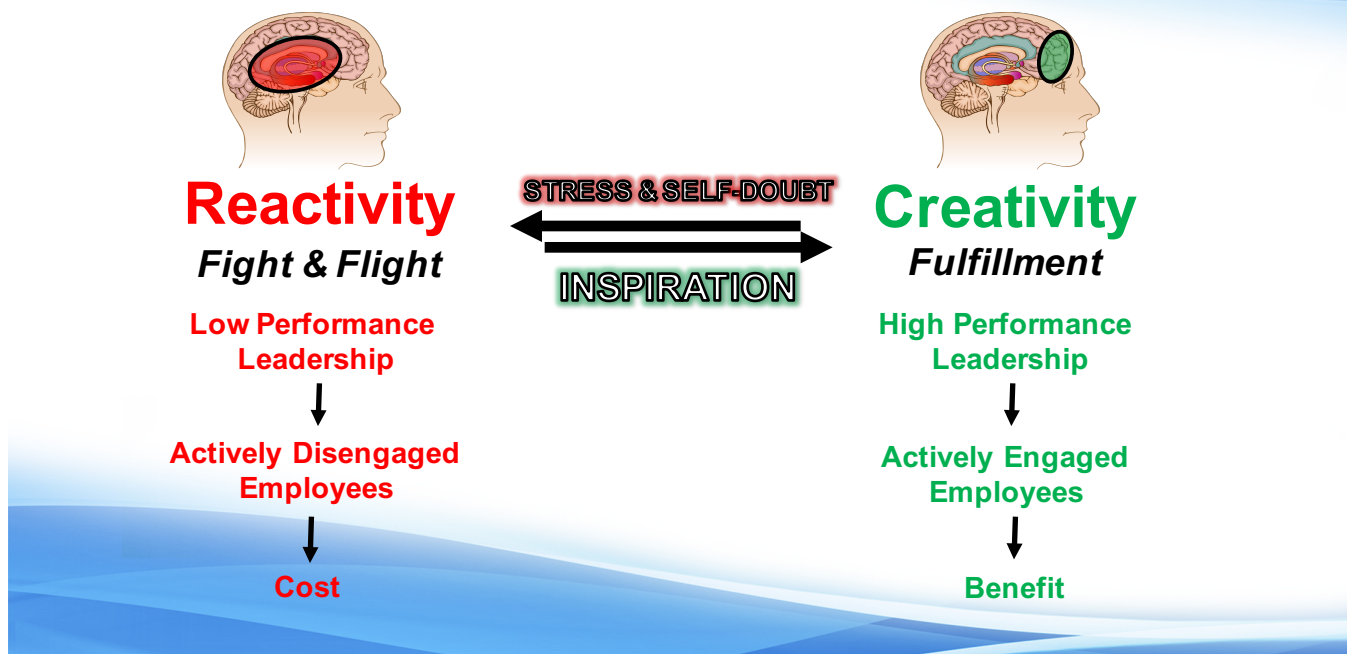
Social Contagion



A Dynamic Equilibrium

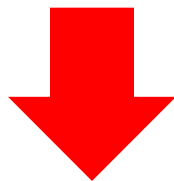


The Importance of Leadership



The Benefit of Actively Engaged Employees

Difference between top and bottom quartile of employee engagement:



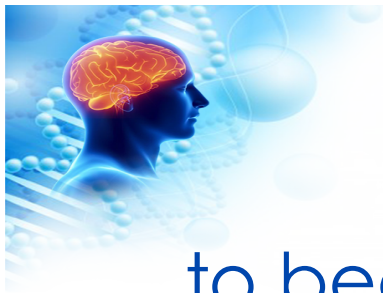
- Absenteeism **40%**
- Turnover **25-50%**
- Safety Incidents **49%**
- Quality Defects **60%**



- Customer Satisfaction **12%**
- Productivity **18%**
- Profitability **16%**

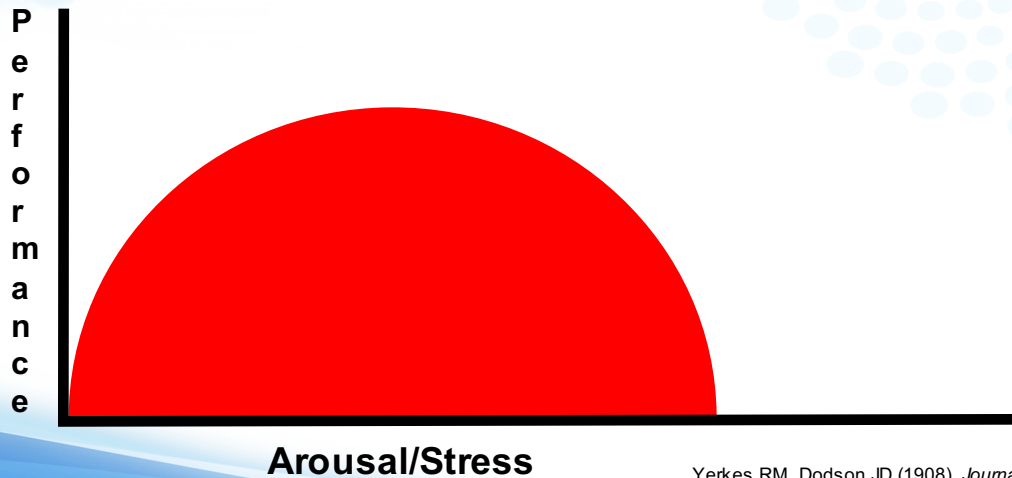
Employee Engagement. What's Your Engagement Ratio?
<http://www.gallup.com/services/177047/q12-meta-analysis.aspx>

If burnout involves
exhaustion,
disconnection,
and a reduced sense of efficacy,
how can we best navigate stress and reengage to
experience greater health and vitality,
more fully connect in our relationships,
and thrive with peak performance?



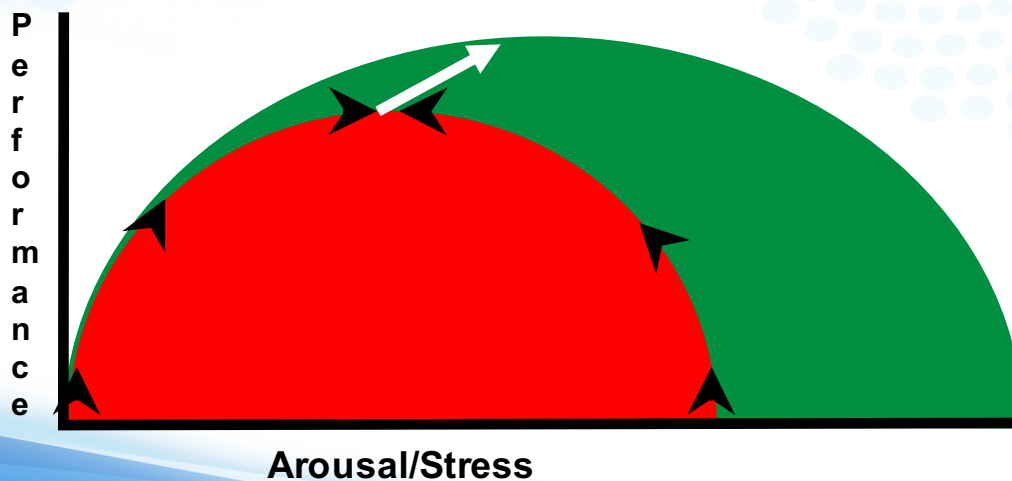
In short,
to become more resilient...
How can we best navigate stress
& thrive with peak performance?

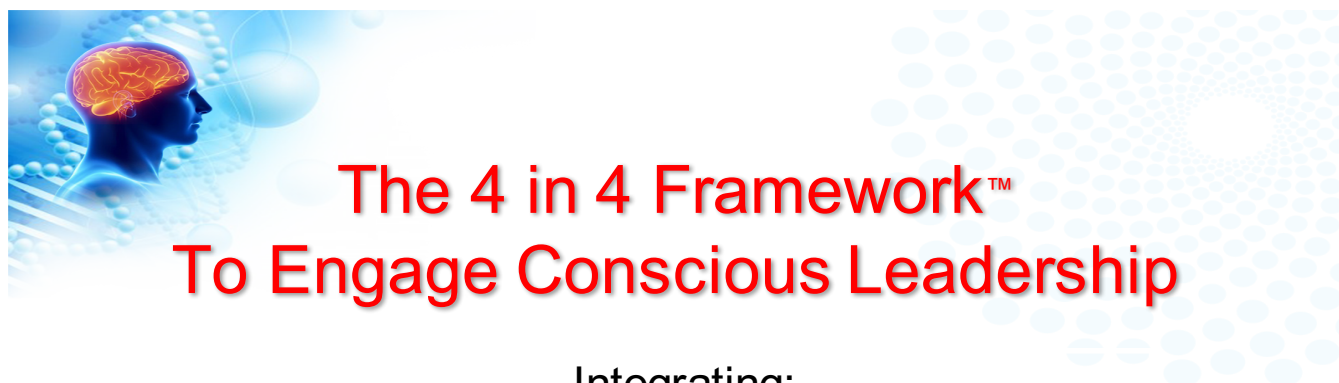
What's the Relationship Between Stress and Performance?



Yerkes RM, Dodson JD (1908). *Journal of Comparative Neurology and Psychology* 18: 459–482.

How Do You Shift? (Neuroplastic Transformation)

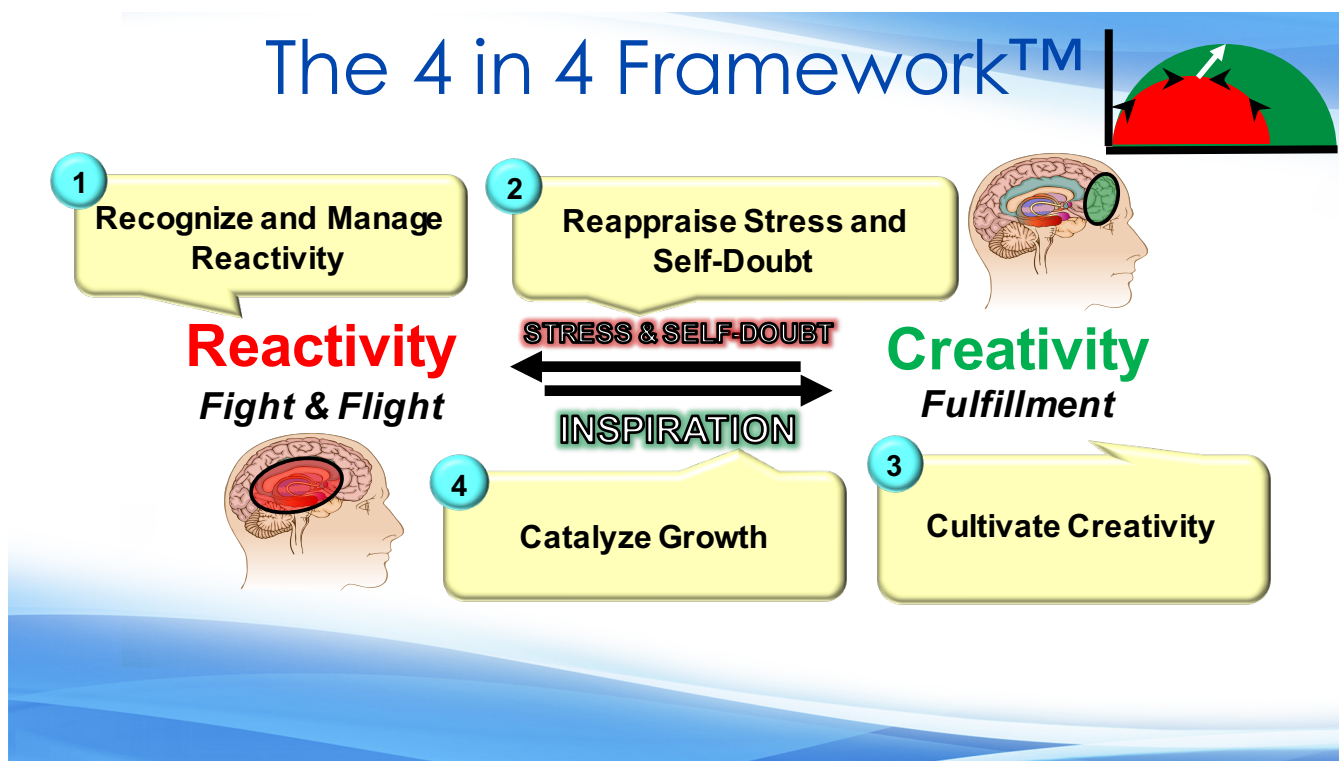




Integrating:

Mental	Emotional
Social	Spiritual

Intelligence



The Foundation for the 4 in 4 Framework: **Mindfulness**

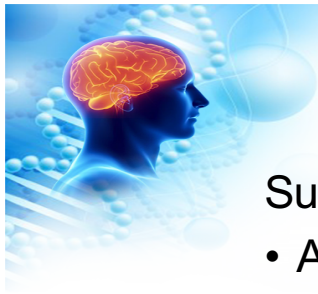


Systematic Review On Mindfulness

- 18 753 citations reviewed
- 47 trials with 3515 participants included
- Evidence of benefit found for:
 - Anxiety
 - Depression
 - Pain
 - Reducing stress and distress
 - Increasing mental health related quality of life



Goyal M, et al. Meditation programs for psychological stress and well-being: a systematic review and meta-analysis. JAMA Intern Med. 2014 Mar;174(3):357-68.

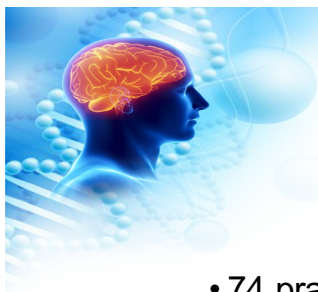


Additional Clinical Research

Suggests possible benefit in:

- ADHD¹
- Addiction^{2,3}
- Eating Disorders^{2,4}
- Obesity^{5,6}
- IBS⁷⁻⁹
- Fibromyalgia¹⁰⁻¹³
- Psoriasis¹⁴

1. Zylowska, L., et al. J Atten Disord, 2008. 11(6): p. 737-46.
2. Courbasson, et al. Eat Disord, 2011. 19(1): p. 17-33.
3. Hoppes, K., et al. CNS Spectr, 2006.11(11): p. 829-51.
4. Alberts, H.J., et al. Appetite. 2012. Jun;58(3):847-51.
5. Dalen, J., et al. Complement Ther Med, 2010. 18(6): p. 260-4.
6. Daubenmier, J., et al. J Obes, 2011. 2011: p. 651936.
7. Garland, E.L., et al. J Behav Med. 2012. Dec;35(6):591-602.
8. Gaylord, S.A., et al. Am J Gastroenterol. 2011 106(9): p. 1678-88.
9. Ljotsson, B., et al. Behav Res Ther. 2010. 48(6): p. 531-9.
10. Grossman, P., et al. Psychother Psychosom, 2007. 76(4): p. 226-33.
11. Sampalli, T., et al. J Multidisc Healthc, 2009. 2: p. 53-9.
12. Schmidt, S., et al. Pain, 2011. 152(2):p. 361-9.
13. Sephton, S.E., et al. Arthritis Rheum. 2007. 57(1): p. 77-85.
14. Kabat-Zinn, J., et al. Psychosom Med, 1998. 60(5): p. 625-32.



Mindfulness in Reversing Burnout

- 74 practicing physicians at the Mayo Clinic
- Randomized to 19 biweekly sessions including mindfulness
- Findings:
 - reduced sense of depersonalization
 - Enhanced meaning and engagement
- Results sustained over 12 months



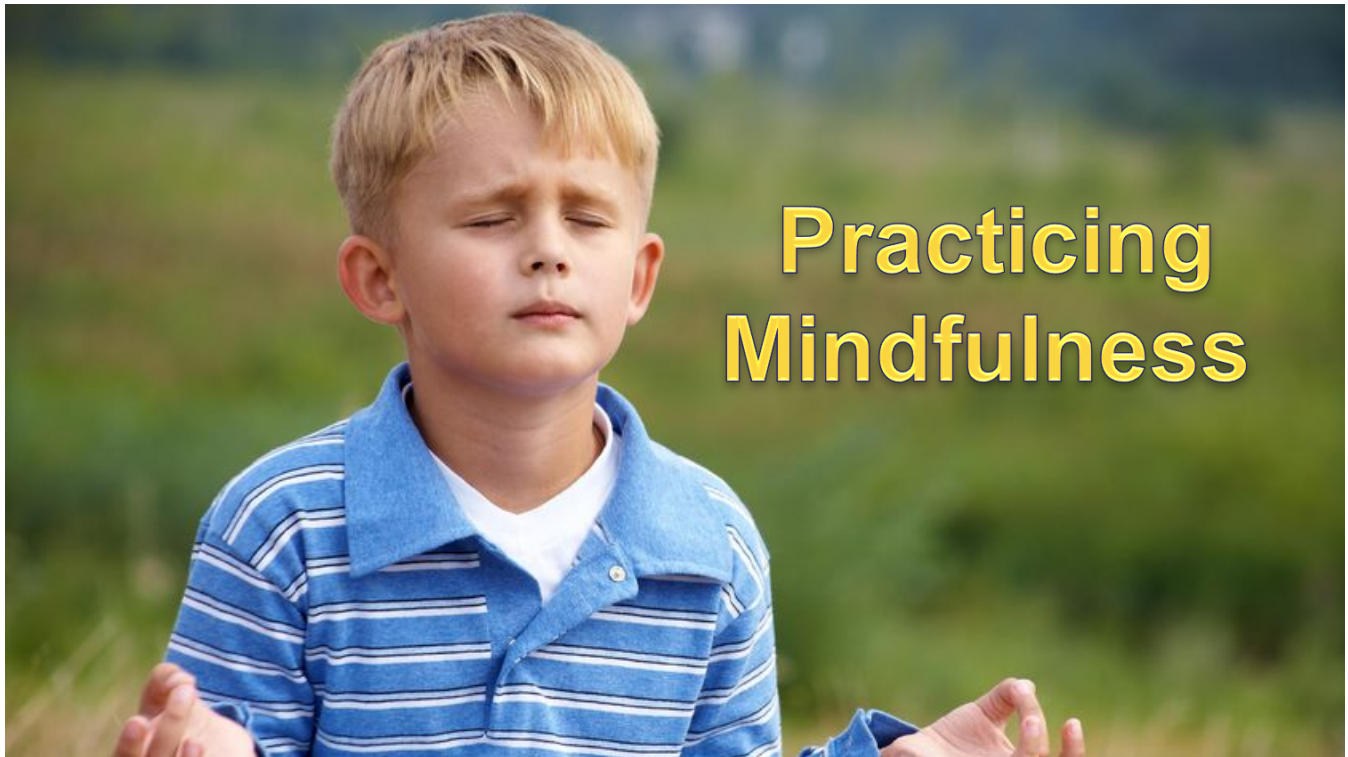
West CP, et al. Intervention to promote physician well-being, job satisfaction, and professionalism: a randomized clinical trial. JAMA InternMed. 2014 Apr;174(4):527-33.

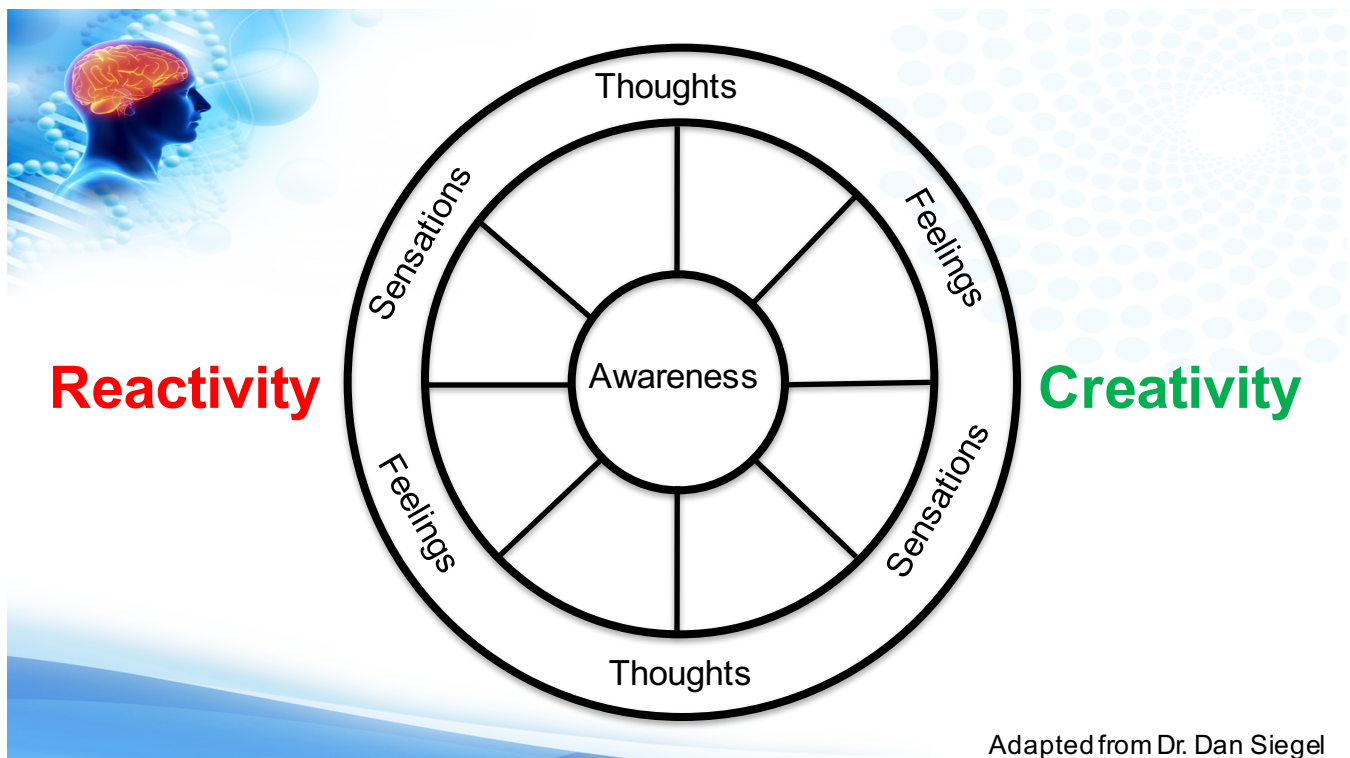
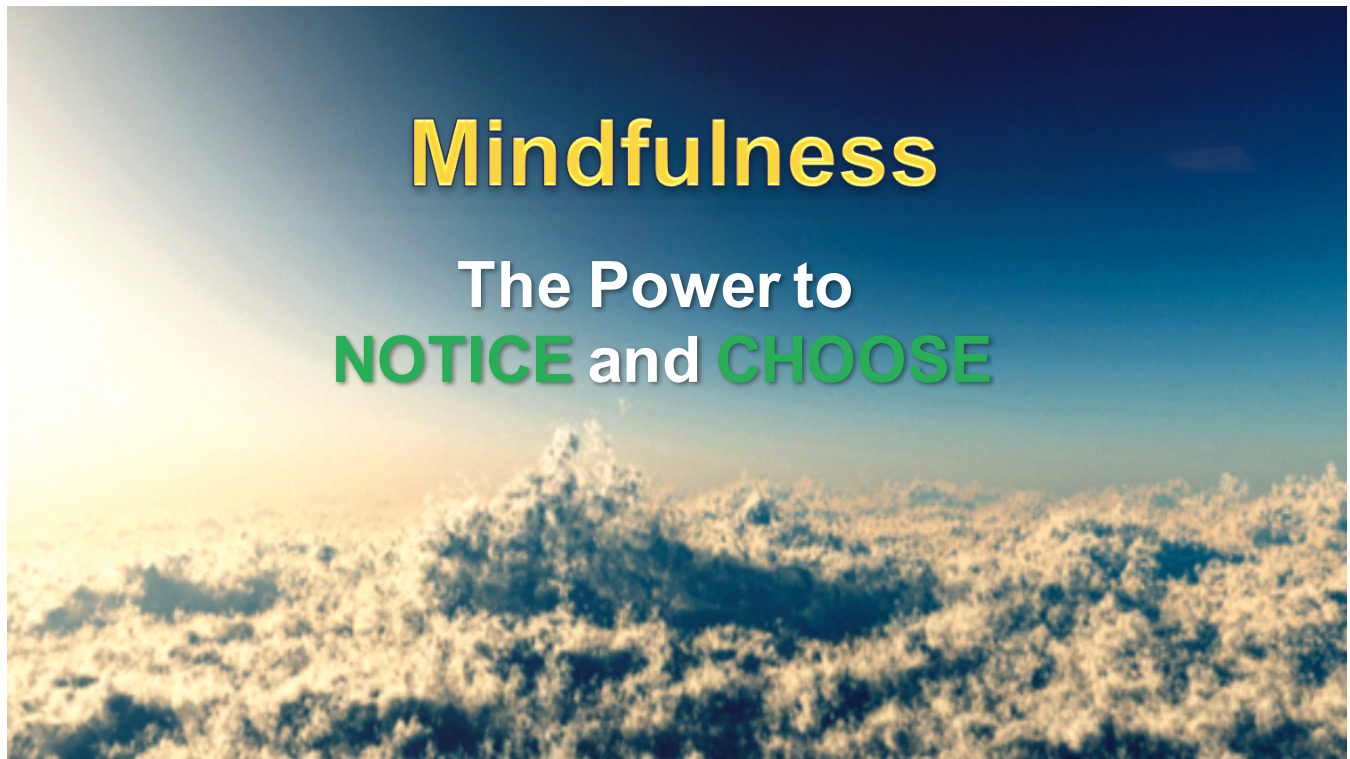
Mindfulness

A practice of paying attention with a sense of openness, curiosity and kindness for whatever is arising in the present moment


Mindfulness








Adapted from Dr. Dan Siegel

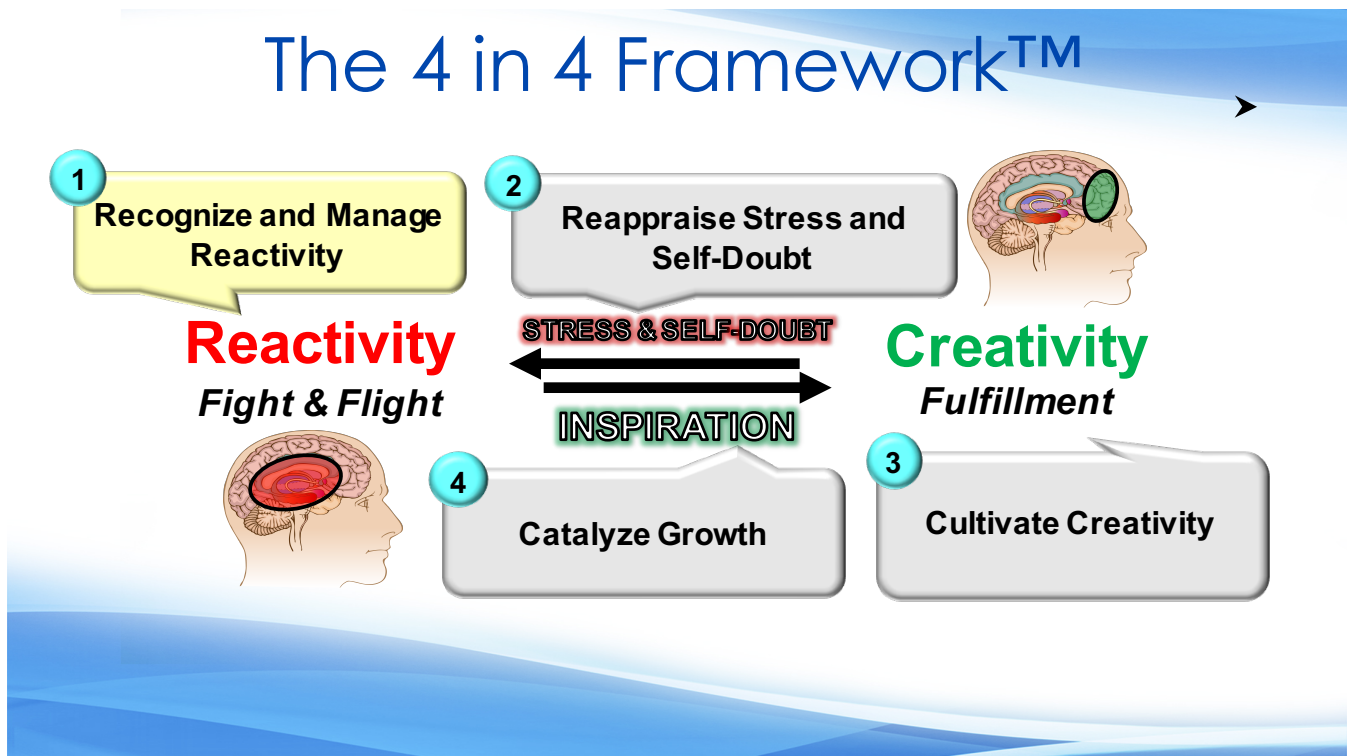


A Deeper Dive into the 4 in 4 Framework™ to Engage Conscious Leadership



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Recognizing Reactivity

- Threat Response
- Challenge Response
- Tend and Befriend Response

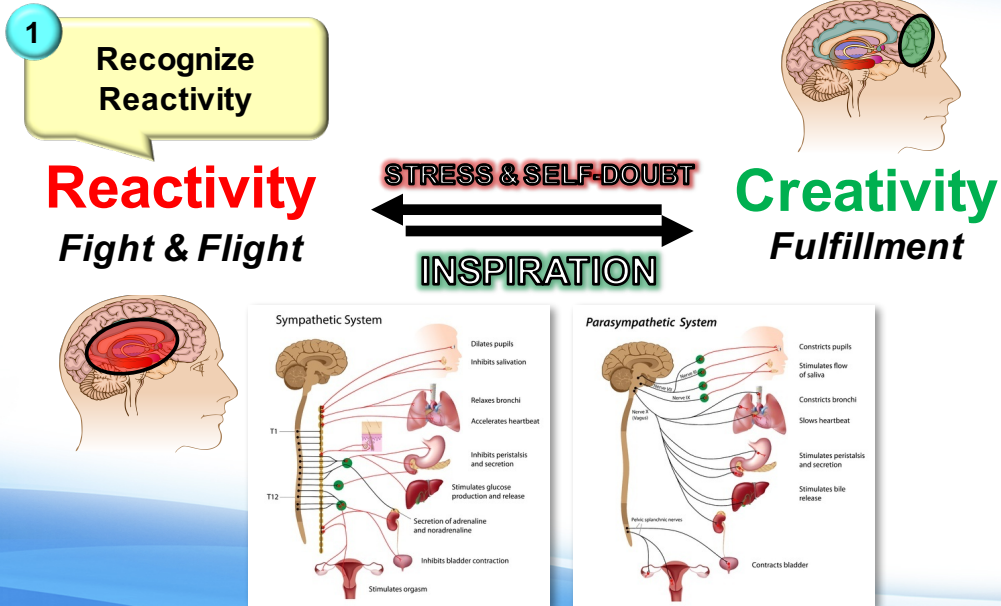
The 4 in 4 Framework™

1

**Recognize
Reactivity**

1. Sensations
2. Feelings
3. Thoughts
4. Behaviors

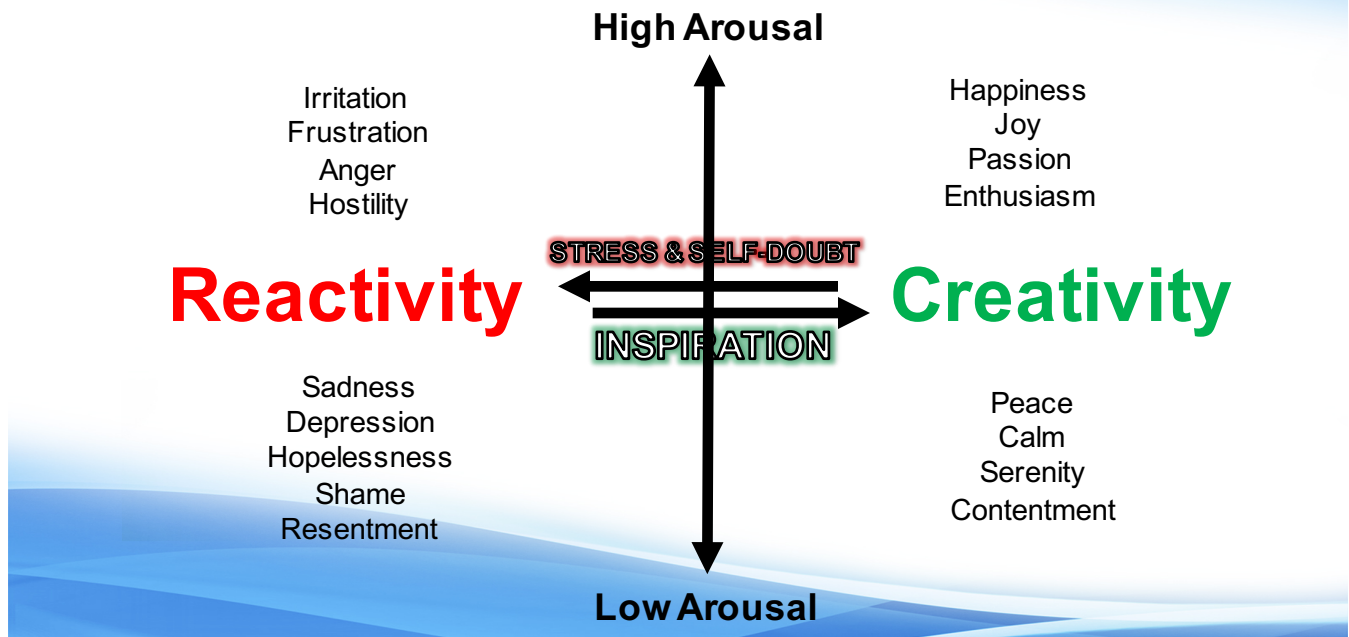
Your Reactive Sensations



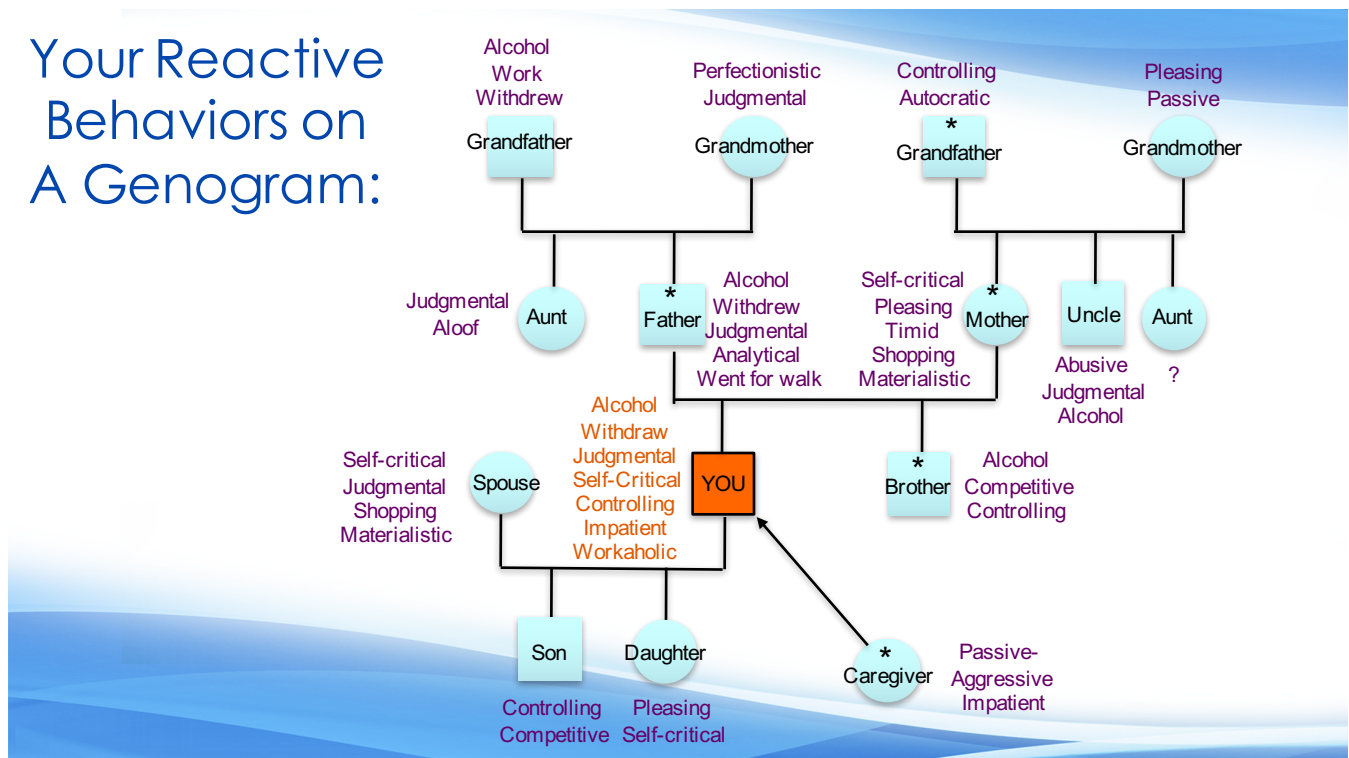
Your Reactive Thoughts

1. What if...
2. If only...
3. What's wrong with me?
4. What's wrong with others?

Your Landscape of Emotions



Your Reactive Behaviors on A Genogram:



4 Steps To Managing Your Reactivity

1 Recognize and Manage Reactivity

Is my reactivity doing more harm than good?

If so:

- 1) Pause
- 2) Take 3 heart-centered soft-belly breaths
- 3) “Name it to tame it!”
- 4) Consider your best response

Mindfulness Practice

Naming Your Experience

The 4 in 4 Framework™



Do you think
Stress and Self-Doubt is:

- ☐ **Harmful**
- ☐ **Helpful**

Stress

“Can I handle it”

Self-Doubt

“How do I value myself doing so”

New Definition of Stress

“Stress happens when something
you care about is at stake!”

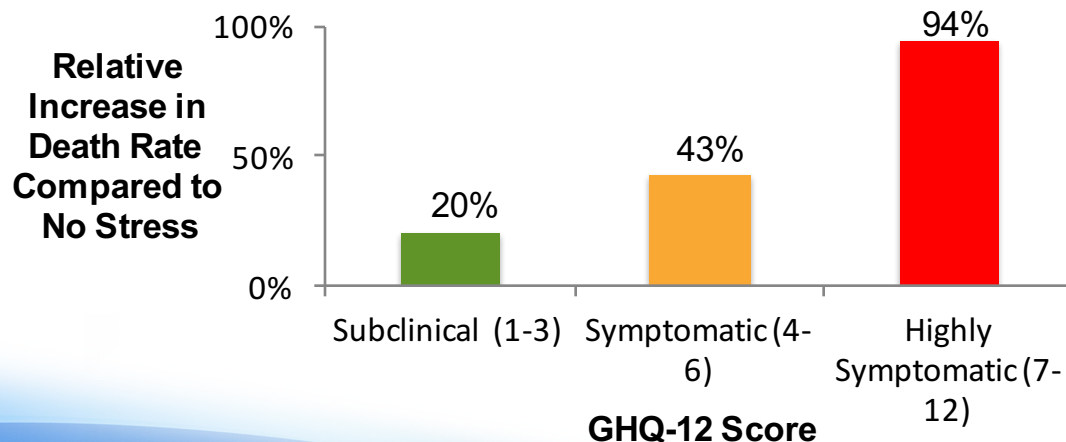
Kelly McGonigal, *The Upside of Stress*, 2015

Reappraising Stress

- Threat Response
- Challenge Response
- Tend and Befriend Response

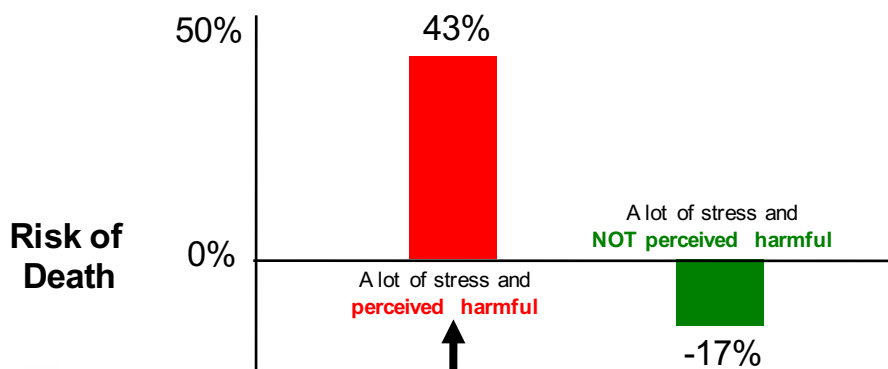


Stress and Risk of Death



Russ TC, et al. BMJ. 2012 Jul 31;345:e4933.

Perception of Stress and Risk of Death



Excess deaths attributable to this combination estimated at 182,079 over 9 year study or about 20,231 deaths per year

Keller A, Health Psychol. 2012 Sep;31(5):677-84.



Study of Stress Mindset Intervention

- 229 employees Fortune 500 company randomized to intervention
- Noticed and leveraged stressed as an asset to meet challenges
- Those engaging a challenge response had significant improvements in:
 - physical symptoms and satisfaction with their health, and
 - better performance at work with respect to:
 - ✓ generating new ideas,
 - ✓ sustaining focus,
 - ✓ being engaged, and
 - ✓ collaborating well with others.

Crum A, et al. Acad Manage Proc. 2011 January; Meeting Abstract Supplement:1-6



The Stress Mindset Intervention

1. Notice your stress
2. Engage your stress as an asset
3. Leverage the energy of stress to focus on your goals

Note: This intervention did not change the level of stress but the relationship to it!

Crum A, et al. Acad Manage Proc. 2011 January; Meeting Abstract Supplement:1-6

2

**Reappraise Stress
and Self-Doubt**

In a survey of 314 people at San Francisco International Airport
how many acknowledged they experience doubts of self-worth?

- a) 76
- b) 187
- c) 235
- d) 283
- e) 311

Friedland D, SFO Self-Doubt Study 2001, unpublished data

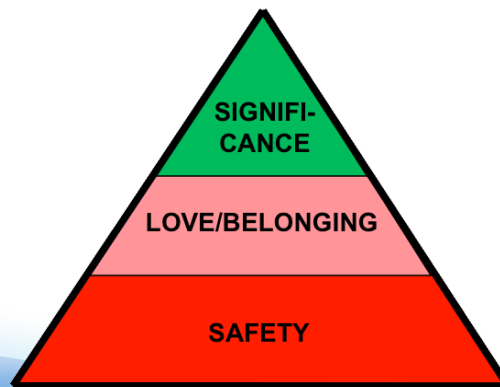
2

**Reappraise Stress
and Self-Doubt**

*Self-doubt unites us.
It's only our struggle to
overcome it that divides us!*

Reappraising Self-Doubt

What's useful about self-doubt?



Reappraising Self-Doubt

Harmful self-doubt
is psychic gas!

Appraising Triggers of Stress

- What if...
- If only...

Appraising Triggers of Stress

Status
Certainty
Autonomy
Relatedness
Fairness } **Betrayal**

Rock, D., Managing with the Brain in Mind.
Oxford Leadership Journal. 2009;1(1):1-10.

Appraising Triggers of Self-Doubt

- Judgment and Criticism
- Rejection and Abandonment
- Standards and Expectations
- Loss
- Transition



Reappraising Triggers of Stress and Self-Doubt

- What if...
- If only...
- Judgment and Criticism
- Rejection
- Standards and Expectations
- Transition



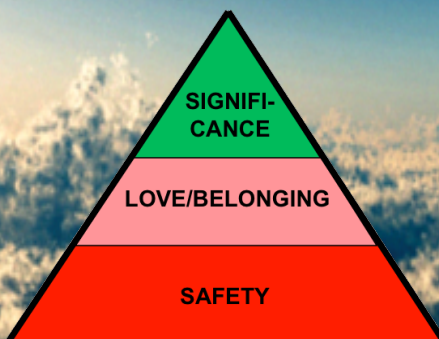
The Appraise Reappraise Method™

Appraise	Reappraise
1) What happened (just the facts)?	3) Is my belief true or what is the evidence this should be so?
2) What is my belief about what happened?	4) How could I view this differently?

Adapted from Albert Ellis et al. Rational Emotive Behavior Therapy. Amer Psychological Assn; 3 edition 2011.

Mindfulness Practices

- 1) Working the Appraise Reappraise Method Mindfully
- 2) Loving Kindness



The 4 in 4 Framework™



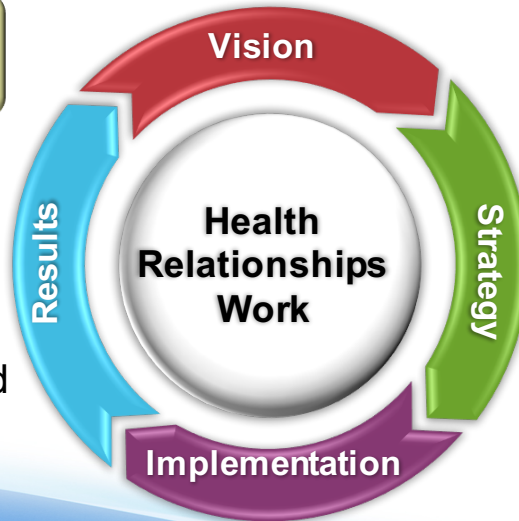
The 4 in 4 Framework™



The VSIR Process™

3 Cultivate Creativity
By Reflecting on
What's Truly Important

Specific
Measurable
Aligned
Realistic
Time Framed



The 4 in 4 Framework™

3 Cultivate Creativity
By Reflecting on
What's Truly Important

Health



Relationships

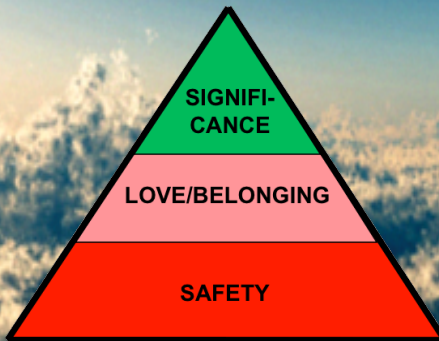


Work



Mindfulness Practices

- 1) Body Scan
- 2) Engagement Practice

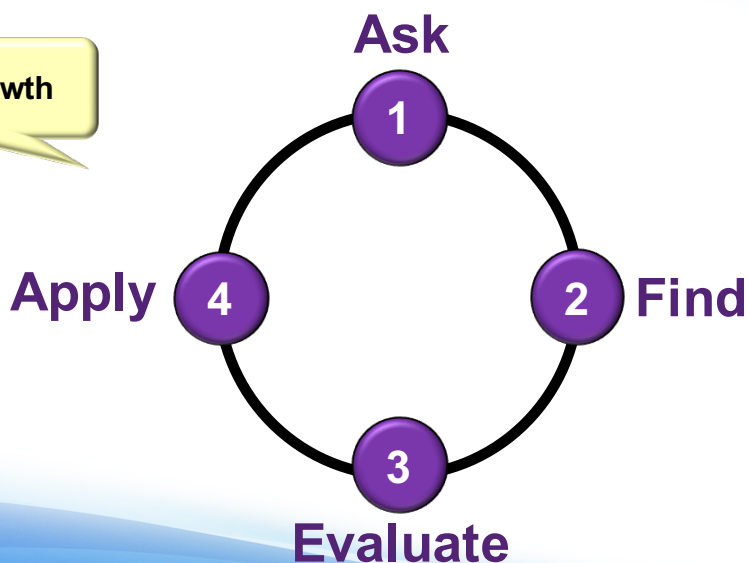


The 4 in 4 Framework™



The 4 in 4 Framework™

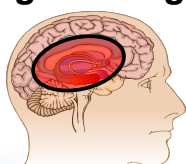
4 Catalyze Growth



The 4 in 4 Framework™

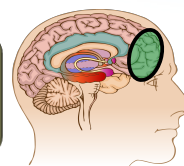
1 Recognize and Manage Reactivity

Reactivity
Fight & Flight

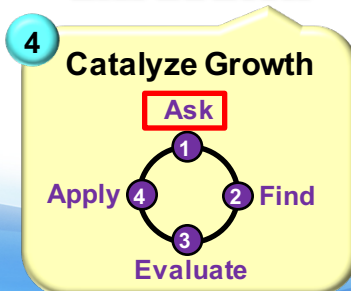


2 Appraise and Reappraise Stress and Self-Doubt

STRESS & SELF-DOUBT
INSPIRATION



Creativity
Fulfillment



3 Cultivate Creativity

- Learning
- Connecting
- Expressing Potential
- Being of Service
- Creating Opportunity
- Experiencing Significance
- Leaving a Legacy



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LEADING WELL FROM WITHIN

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Thank You!

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