

## Module 1: Why You're Exhausted

Welcome to the “Exhausted to Extraordinary” program with me, Dr. Sharon Grossman. I am so excited to have you here! And I want to give you a sense of what you can expect in this course. I will also tell you a little bit about me and provide you some resources today. So today we are going to go over Module 1, and in each consecutive week, we'll follow another module from the course. These modules build on each other as you will see, and my hope is that as you learn new information and new tools that you start to apply these in your life. And then bring all your questions to the Q and A call so that we can address them together.

I am a psychologist and a success coach. I've been doing this work for the past 20 years. And this course came about as you will see in conjunction with a book that I released in 2020 called “The 7E Solutions to Burnout: Transforming High Achievers from Exhausted to Extraordinary”. So, if you've read the book and you wanted a little bit more handholding, more can-ability, more step-by-step actionable modules, this is the right place for you, and I'm glad that you're here. If you haven't read the book, it's not too late! And it will be a nice supplement for this course, with additional exercises and online resources.

So, let's get started.

Module 1 is all about why you're exhausted. Exhaustion is the primary symptom of burnout, and so one of the things that you might be noticing is that your energy levels have gone down. And you might not necessarily attribute that exhaustion to burnout. But I'm here to tell you that often times, and especially in the way in which it manifests, you can see that there is a correlation. It's not just about like “I didn't get a lot of sleep last night, and so I'm feeling tired.”, it's this prolonged exhaustion that no matter what you do, it takes you a really long time to recover. And so, just to pay attention to your energy levels is a good idea. In this module, we are going to define “anxiety”. We are going to talk about whether anxiety is really good or bad, and how anxiety is different from stress, where it comes from, and how it affects you.

Now, we are exhausted because of increasing stressors, lack of rest, and emotional exhaustion – that is something we talk a lot about when it comes to burnout. There's an increase in work hours, which means that there is an interruption of the circadian rhythm, which brings about more cortisol. Where inundated with chronic stressors including bad news, devices that gives us constant stimulation, a degraded diet, lack of exercise, and an increase in environmental toxins. So, even if you're eating healthy and exercising, stress can exacerbate exhaustion. Chronic stress can result from emotional or physical trauma as well, and that leads to the sympathetic system being dominant. And what we also do when we are in these situations, we are looking for a quick fix, right? So, if you are feeling really drained, if your energy's running low, you might look for stimulants like more coffee, or energy drinks, or eating something, maybe with sugar. And that can lead you to being over wired, and then crash. These things can have a half-life until they can interrupt your sleeping cycle, which then further exhaust you because you're not getting enough rest. In addition, chocolate and tea also have caffeine. And so, they can also have that similar impact. It really depends on when you're ingesting caffeine, we do this to boost our energy, but we also need to determine its root cause. Like why are we so drained? And sometimes it's

because there's a lack of purpose in the work that we do, or because of some burdens that we feel emotionally. So, the question is – where can we find more energy? There is more than one answer to this, for example, from the oxygen that we breathe. Our mood can affect our energy, so if you are feeling lethargic, it might be because you're depressed. And when you're anxious, it's all about being in survival mode. You might have thoughts that drain your energy, like “My job sucks!”, that's really going to affect you.

So, what we need is to develop some mindfulness to really change our thoughts, so that we can change our feelings, and that's going to help you have more energy. And we'll talk about how all these things are linked, and what you can do in order to turn these all around.

Another question is, “What can you do to support your body?”. Chronic stress leads to chronic fatigue, so when you're in this fight-or-flight mode, which what happens when we're stressed or anxious, you produce cortisol, and that leads to fatigue. And you probably heard of something called “adrenal fatigue” wherein you've reached the point where you actually run out of cortisol, and that leads you to crash. That's what burnout really is. You need to get out of this sympathetic state, and ultimately, you're going to need to identify something restorative and insert it into your life.

Now, stress isn't all bad, it can also be good for you. There's something called “hormesis”, that's good stress. And that could lead to resilience, and more energy, disease prevention and longevity. So, you know, nothing, whether it's stress or anxiety is really all good or all bad. We'll talk about that. For example, when we exercise, we're stressing out our system, right? Because we're creating some demands on our bodies, and it stimulates beneficial adaptations, it creates lactic acid—which creates pain, and anything that stresses the body without overstressing it, produces an adaptive response. Because then the body repairs afterwards, and that leads to all the benefits that we know that are associated with exercise. Same can be said for fasting. You know when we eat all the time and we never give our body the chance to rest and digest, so when we fast and we give ourselves this period when we're not ingesting more food and calories, all our systems get to rest and then it can be a little bit stressful on the body especially if it's prolonged fasting. But you get to this parasympathetic state, and then your body really does get a chance to heal. That's essentially what we're going after, this parasympathetic state which you can attain in a variety of different ways that we'll talk about, including meditation and doing something that you love.

The objectives for this module are to learn how chronic stress affects your energy levels, to learn about the relationship between stress, exhaustion, and burnout, and 2 approaches to rapidly transform you out of burnout. The change is hard, but it is possible. When you believe that change is impossible, you can become a self-fulfilling prophecy. If we try to circumvent the work and focus on the quick fix, we pay the price. You will try, let's say 3 steps of something, and if you don't feel better, you start to think that there's something wrong with you. It takes a lot of effort to change, right? To create new habits, for example. But you know what? That creates character, and so your challenge is to learn accept failure, to cope with difficulties, and to work on changing your perceptions of life. Again, change is possible, and we know this due to neuroplasticity. We need to create new neural pathways in our brain and fortify them through

repetition of these habits that we're going to learn and implement through this course, and then also at the same time, weaken the neural pathways that make you feel negative.

We really want to take a look at what burnout is, where it comes from, and how it might be affecting you. Because so much of the problem is not understanding that what you're experiencing might be associated with burnout. Often times, people have this great insight and retrospect after they've left their job or change their careers, or completely had a meltdown. To understand that this is what they've been experiencing all along, I think that's one of the biggest issues—not knowing that you're burning out. The other thing is that even when you know this, you don't necessarily know what to do about it. So, we really want to take a look, first and foremost, about what's it all about and understand what's going on in your body and in your brain, so that you know, this is something that is definitely affecting you. And then we'll talk about what you can do about it.

Burnout is chronic stress over time, and if we look at what stress is, stress is essentially our perception. It's when you perceive that you can't cope with the demands of whatever is going on usually externally to you. So, if stress is a perception, and stress is what leads overtime to this burnout, then we can say that really stress is a choice, right? Because we have a choice on the way that we perceive things. We often attribute burnout into something external, like the demands on us. But there are different ways that you can probably look at your situation, and so, we're going to talk about how to change your perception of things so that you don't feel so stressed out by them, and that's great way to prevent burnout.

So, let me show you something. This is called “The Human Function Curve”, and what it shows here is that stress is on a continuum. And as we mentioned, on the left side of this diagram you see, there's good stress. which we talked about earlier as “hormesis”. And overtime, when you increase the arousal, what happens is that you go from good stress to “distress”. So, notice how right in the center there, you have what we call “The Hump”. As long as you're on the left side of the equation, your performance actually increases as stress increases. So, you kind of have to increase arousal, you have to overcome this comfort zone of yours. And there's this fine window between your comfort zone and where you get to fatigue, which is “The Hump”. We want to stay in that window, that's where you have the most optimal performance. It's when you've past that hump, that your arousal or your stress level is so strong, so high, that your performance actually starts to go down, and you start to breakdown, you start to feel exhausted, and you started to become ill. So, we really want to learn about where you are in this spectrum, and what you can do to bring yourself back to that optimal zone, and to stay there long-term. So, that you can also be in good health, avoid burnout, and have optimal performance.

Now, where does burnout come from? I'm going to show 3 different places that it comes from. The first is your environmental stressors. So, we talked a little bit about how sometimes we talk about burnout as something that happens from external sources. And so, this is an example of that. That could be excessive demands, inadequate job resources, so you can probably relate to that if your job doesn't give you enough to do the work that you need to do in a most optimal way, or that it is perhaps unrealistic in the expectations that they put on you in a timeframe that you have, and so forth. So, that would be an example of an environmental stressor. So, Bakker

and Demerouti wrote about this “Job Demands/Resources Model”, and what’s really nice here in this figure is that you can see how there are different outcomes depending on the level of demands and the level of resources that you’re given. Burnout happens when demands are high and resources are low, as you can see here in the top left corner. So, what we want to ideally get to is not a place where we lower the demands. Because as you can see, when the demands are low, you’re either apathetic or bored, depending on the level of resources. But actually performed at a high level, even when you have high demands, so that your mind is engaged, and you’re excited about your work, and there’s some sense of purpose, right? We want to get to that place where your work is meaningful, but that would give you a lot of resources so that you can get to optimal work engagements. So, now you have to ask yourself, how would you rank your level of demands? Are your demands low, moderate, or high? And how would you rank your resources currently? Are they low, medium, or high? And based on your answer to these 2 questions, you can really see where you need to spend a little bit more time. Do you need to find ways to increase the demands? Or do you need to find ways to increase your resources? I think we can safely say that if your demands and your resources were both high, you wouldn’t be here right now, listening to this course. But that’s where we want to get you. You also want to take into consideration your level of autonomy or control that can often have an impact on how you feel at work, and your burnout situation as it refers to your environment. Another thing is instrumental support, so, there are different ways people can support you. They can support you by helping you in certain ways with your work, with your tasks, maybe tech support, for example. And there’s also emotional support. So, when you are really burned out or you are tired, or you’re stressed, who can you go to, to talk about what you’re feeling, right? Hopefully, you can get a little bit of support here in this course, but outside of this course, you want to find some resources to help you long-term. So, is it a colleague? Is it your supervisor or manager, who might be helpful or supportive. Is it your partner in life? Do you have some friends that you can go to? What are some ways you can get some emotional support? And lastly, you want to look at opportunities for growth. The more opportunities for growth you have within your job, the more you’re going to expand and feel excited, and the more you can increase your performance and feel engaged in your work.

The second way that we can look at burnout is in terms of personal stressors. So, stressors doesn’t always have to come from the outside, it can also be from within. So, for example, if you have unrelenting standards. You have this inner critic that makes you feel that nothing you do is not good enough. I’ve talked to a lot of people who have that. And that seems to go hand-in-hand with a lot of high achievers. So, you want to look at that, and how you talk to yourself is really going to determine how you feel, right? We’re talking about self-compassion. Often times, people push themselves really hard because they want to achieve things, and they feel that they have to, if you will, crack the whip on themselves in order to stay motivated. But over time, what we see is that motivation can actually go down because we start to feel bad about ourselves or lack the confidence in ourselves because of all this critique that we have internally. There is also usually a belief that we’re inadequate, right? And so that can lead to “imposter syndrome”. So, if you’re struggling with that, don’t worry, we’re gonna talk about that in this course. It’s super important for your mindset, and for you to be at the top of your game. It’s also related to the fear of failure, which could lead to procrastination. We will tackle about it as well, as well as

perfectionism. If you have this really high internal standards, where everything always has to be exactly perfect or it's never good enough, and you're always having to refine, and refine, and refine, that can be a lot of demands on you. And then you don't really have a lot of time left over to do other things, so you procrastinating on other issues, as well as not having enough time to recover from your work, which can bring about more burnout. And lastly, we talked a little about perception, but that's also an internal aspect of personal stressor, if you will. So, if you have certain perceptions, that can bring about that lack of confidence and self-doubt.

The third way that we look at burnout and where it comes from is when you're mismatched to your work environment. Now, Maslach and Leiter are 2 authors of the book, "The Truth About Burnout", and they highlighted 6 ways that you might be mismatched to your work. The first is having an excessive workload. So, we've already talked about high demands, but if it's excessive, it's really not possible for you to do it, as we said before, it's unrealistic in the time that you have. So, that can really be a mismatch. Especially if you're the kind of person who likes to take it slow or maybe ponder things more, and you don't like this "go, go go" mentality. The other is low autonomy. So, when you don't feel like you have a lot of autonomy to make decisions in your work that you're being micromanaged, for example, that can definitely feel like a mismatch. The third is a lack of acknowledgement. So, if you're working as hard as you are, and you're not getting acknowledged by your managers, by your customers, or whoever it is that you're working with, that can feel like a mismatch. Because acknowledgement is important to give us some feedback that we're doing everything right, that people are pleased with the results. So, if you're not getting that, that might be a mismatch. The 4<sup>th</sup> factor is lack of support. So, if you don't feel supported in your job, which we talked a little bit about earlier, then that's going to feel like not a good placement, right? And there's often situations where it's not necessarily the career that you have, but it's the specific placement. And even sometimes within a company, you might be on different teams and have different managers, and depending on who is managing you, you will have different levels of support. So, you really want to find the best fit for you wherever you're working, so that you get that adequate support. Fifth is poor ethics. So, if that company that you're working for is doing things that are a little bit shady that make you feel uncomfortable, then you want to really give yourself an opportunity to find another sort of placement where you feel like you have shared values. That's really important, right? We all have our personal values, and it's important to find a fit where the company for which we work shares our same level of values. The 6<sup>th</sup> factor for the job and person mismatch, according to Maslach and Leiter, is unfair treatment. So, this can manifest in a number of different ways. For example, if you were on track for promotion, and in maybe where you work is based on seniority or on performance, and then they didn't give you what you were on track to get. And they give it to somebody who was, perhaps, less experienced, not as fitting in your opinion. Then again because this is about perception, you might perceive it as unfair. And as a result, it will take a toll on you, and then you are going to feel burned out, okay? So that's the 6 factors and I'm gonna add an extra one to that. And that is not understanding your role or responsibilities. So, sometimes you might come into a job, and it's not so crystal clear from the management side of things what is it that you need to do. And so, you're there everyday, trying to figure it out yourself, you have no direction, and lack of clarity, and it makes it really hard to know if you're

on track. So, if you're constantly trying to figure it out, and you've got no feedback and you've got no direction, that might also be a poor fit for you. And it lead to some feelings of burnout.

So, now I want to ask you to reflect on these 7 factors—excessive workload, low autonomy, lack of acknowledgement, lack of support, poor ethics, unfair treatment, or not understanding your role or your responsibilities. And figure out what's not working for you currently in your job. And then also, ask yourself the question, “What is working for you?”. Perhaps, you just need to adjust your perspective. And so, we're gonna talk about that, and see how that might benefit you as well.

So, how does burnout affect you? Let's take a look. It's important to identify the symptoms, so that you know exactly what's happening. So, the first set of symptoms that I want you to take a look at are physical symptoms, right? We've already talked about how exhaustion is a big part of that. And so, what I did is I created an acronym to help you remember all the physical symptoms that are associated with burnout. And so, they spell the word “DRAINED”. So, dizziness, rapid heartbeat, air restriction, insomnia, nausea, exhaustion, and disease. If you feel any of those things physically in your body, if you're feeling so tired, so nauseous, dizzy, any of these things, that is a sign, perhaps, that you're burned out. Not necessarily, but these are things you wanna pay attention to, you wanna see what else is going on, and then put the puzzle pieces together. Now, we already know that exhaustion, as we said, can be a symptom, or is the primary symptom, of burnout. And the way that I want you to think about it is when you have high demands, coupled with low autonomy, that leads to what we call “emotional exhaustion”. And burnout, believe it or not, is not just about physical exhaustion. It's really a lot of it, it's about emotional exhaustion. So, it's very internal, it's very much a process that's associated with your thinking, and so it's really important as a result, to adjust the way that you perceive information that's coming in, and events that are happening around you, or to change from then level of emotional exhaustion. And we're gonna deal with energy in Module 6. So, what you're gonna need to do is really honor your energies and listen to your body. There may be times during the month where you have more that “go, go, go” energy, and during this time, you should really focus more on your goals. But other times, you want to isolate, focus inward, perhaps. And during this time, if you ignore your inner signs and focus on what you think you should be doing, you will get out of alignment. So, if you get triggered by not doing something, or doing enough as you might think, then you wanna ask yourself, “What really is that about?”, “What do you want more of?”. So, something to contemplate.

The second set of symptoms are emotional. And again, you have here a way to kind of that, which is the mnemonic, “A SAD IDEA”. So, it stands for apathetic, which we see a lot of cynicism that happens as a result of burnout. You wanna pay attention to that, what is your way of thinking about your job or your work in general. Stress, anxious, dissatisfied, impatient, depressed, exasperated, and angry or irritable. So, if you're experiencing these on an emotional level, it's probably attributed to burnout. So, you really wanna take a look at that and see what's going on. We're gonna deal with emotions, primarily, in the next module which is all about emotional intelligence. So, hang tight, I got you covered on that.

The next set of symptoms is around cognitive symptoms of burnout. And again, there is a mnemonic so that you can easily remember these. And I only put 4 down, which are forgetfulness, if you have an attitude that is negative, impaired concentration, and loss of motivation. These all spell out the word “FAIL”. And often in our minds, when we’re experiencing these cognitive symptoms, we’re not able to focus, we’re not able to get things done, we’re not motivated, we feel like we’re failing. And so, it’s a great way for you to remember what’s actually happening.

So now, in this module, one of the things I promised you is that there are 2 approaches that are gonna rapidly help you transform out of burnout. So, let’s take a look what these are. But before I do that, I wanna share with you one thing. This is part of the backbone of this. Information is not enough, right? So, in this course, you’re gonna get lots of information. But you really need to go through transformation. Which means, changing your way of thinking and behaving, so that you can really reap the benefits. Transformation’s about change, and here we’ll not be only talking about changing your habits. But also, changing your brain. We can create new ways of thinking through the development of new neural pathways, and by weakening those existing neural pathways. Now in this course, we’re gonna teach you 2 strategies. One is called “top down”, and the other is “bottom up”. Top down strategy is all about changing your thinking, in order to change how you feel, change your behaviors, and to change the outcome. Bottom up strategy is changing your physiology, in order to change your anxiety and your perceptions. And so, we’re gonna talk about what this road map is a little bit later on. When you understand how these steps work together, you can avoid information-overwhelm, and think of it as a process, right? Now, there are 2 different types of tools for managing situations, the key is to know when to use which tool. Bottom up tools are good when your distress level is greater than a 7. Because it’s really hard when you’re super elevated, in a distress form, to be able to think rationally. Your rational brain kind of goes offline, and so, what we wanna do in those situations, that’s why it’s important for you to always ask yourself, “What is my distress level right now, 0 to 10?”. If you’re 7 or above, you want to use other more bottom up kind of strategies. So, we’re gonna talk about things like tapping, and breathing, and exercising, and grounding as examples that are bottom up, that’s using the body. Because sometimes they’re really effective enough to kind of shift your mindset, and sometimes just enough to bring your distress level down so that you can start to implement top down tools.

So now, let’s talk about top down. So, I’m gonna introduce you to this model, which is all about your thoughts, feelings, and behaviors. Emotions manifest in bodily sensations, so it’s important for us to pay attention to what’s happening in our body, what’s happening in our mind. And when we change our thinking, we change our feeling. So, for example, you have thoughts that are going to create anxiety. And if you ever heard, there’s a really cool book that I want you to check out, it’s called “The Hidden Messages in Water”. And what this guy did was he took little petri dishes and he put water in it, and he did different conditions for these different dishes of water and then froze them. And what he saw was depending on the condition that he had for this different petri dishes, the water crystalized in very different shapes. What he saw was that when he spoke to the water, for example, in a very nice way, or when he put on nice music, or he had, you know, some positive vibrations around the water, it crystalized in a very beautiful format.

But when he talked negatively to it, or he ignored it, or he did all kinds of negative conditions, it actually had this very different way of crystallizing. And it's really cool to be able to look online up the images and see what's happening. Essentially, this is a metaphor to what happens in your mind. Your mind works in the same way. You are what you think. And so, what you're going to be able to do through this course is really understand your mind, pay attention more to your body, and then intervene as needed. And you're gonna really build up two sets of toolboxes. You're gonna have one for crisis intervention, and the other for prevention.

So, typically, we have this assumption. This is the model that I'm introducing you to now. We have this assumption that something happens outside of us, and that lead us to feel a certain way. But what I'm here to teach you is not these external events that are leading you to feel upset, for example, or stressed. It's really about the way that you think about it, right? And so, we have these ideas like, "Oh, if I got a promotion, and I feel happy.", and "I'm happy because I got a promotion.". Or "I got laid off, and therefore, I feel sad.". But really, there's a thought in between the event and the feeling. And so, it looks more like this, "I got a promotion.", is the event, then you have this thought that "Money is good to have.", and therefore, you feel happy. Or you got laid off, and then you have a thought, "I suck.", and then you feel really sad, right? So, you can see how there's some interpretation, perception, or some way of thinking about the event that leads you to feel the way that you do. And you know, there could be people that get a promotion, and have a different kind of a thought. Perhaps, they think that "I don't deserve to get this promotion.", and so even though they got the promotion, instead of feeling happy, they might feel guilty, right? And so, our thoughts are really going to determine how we're going to feel about the events that are happening around us.

So, I have a quick little quiz for you, guys. What is the difference, in your opinion, between thoughts and events? Look at these 4 options, which of these are really thoughts? A. "I have too much on my plate", B. "My job requires me to work 50 hrs/week", C. "My company cut the budget by 5%", and D. "There is nothing to look forward to". So, in your mind, select which of these are thoughts, and I'll give you the answer. Here it is, A. "I have too much on my plate". Is that a thought or an event? That's definitely a thought, right? In a way that you can think of the difference here is that events are facts. If you ask anybody, "Is this something that happened?", then they would say "Yes.", right? So, then you know that it's not a subjective opinion, it is something that anybody would agree with. Thoughts are your own, and so, everybody might have a different way of perceiving the same idea. So, "I have too much on my plate.", is a thought, it's not a fact. Because somebody else might say like, "Oh, this is great. I have just enough.", or "I don't have enough.", okay? The other one is "There's nothing to look forward to.". That is also a thought. I want you to start paying attention to the way you are talking to yourself because it's so important to notice when you have these kinds of negative thoughts, and you really don't--, when you don't see it as a thought, you think that you're stuck, you think that you're trapped, that there is nothing you can do. And it's very disempowering. But in fact, what's so great about this model is that I'm teaching you that you are actually very empowered to make a difference on how you feel by changing the way that you think. "My job requires me to work 50 hrs/week." is a fact. If that's what the requirement is, then it's not an opinion. "My company



cut the budget by 5%.”, if that’s a fact, then it’s not your opinion, as well. And so, that would be an event, okay?

Here’s another one, the difference between thoughts and feelings. So, which of these are really feelings? “I feel like I shouldn’t have to work”, “I feel scared”, “I feel that you are being disrespectful”, or “I feel delighted”? So, pick which of these do you think are really feelings? And here’s the answer, “I feel scared” is a feeling. You’re describing the emotion, scared, feared, that is the emotion. That is the feeling. And “I feel delighted”, I’m excited, I’m delighted, I’m happy, I’m joyful, these are all feelings. Thoughts, on the other hand, might be addressed almost like a feeling. When we say things like “I feel like..” or “I feel that..”, but those ways are actually thoughts. So, anytime you say, “I feel like blablabla”, or “I feel that...”, then it’s actually a thought. And it’s actually a great way for you to distinguish between the two.

So, the reality is that anyone can learn to change how they think, and as a result, reduce their anxiety, reduce their stress levels, and even their burnout. It’s not really about changing negative thoughts to positive ones, although that is really helpful. But it’s about recognizing thinking traps. We’ll talk about that in just a moment. And about developing more realistic and helpful ways of thinking and learning to be happy in the reality that exists for you. We can’t actually change the event, most often. But what we do have control over is the way that we think about it.

And so, how do we turn thoughts into feelings? When you say things like, “I feel *like* I shouldn’t have to work.”, then it’s often good to be able to talk about how you really feel about this. And so, “I feel anxious about going to work.” is really speaking to the feeling that you have about it, as opposed to the thought that you have. And “should”, whenever you see the word “should”, that’s a sign that there’s not only a thought rather than a feeling, but is also what we call a “thinking trap”. And we’ll talk about that in a minute. The other is “I feel *that* you are being disrespectful.”, and turning that into a feeling might sound like, “I am upset because I think that you are disrespecting me.”. So, notice that you’re addressing your emotion here by saying that you’re upset. But also the reason you’re upset is because of the thought that you have, and the thought that you have is about what the other person is doing. And so, you’re not necessarily accusing the other person of doing something what you’re saying, “This is how I’m thinking.”, “This is the thought that my brain is coming up with around this.”, “But when I think about it this way, it makes me feel upset.”. So, again, “I feel like” or “I feel that” is a thought.

And quickly, let’s talk about why we become stuck? So, this is essentially what’s happening, you’ve got an event and then you have a way of thinking about it, which leads to how you feel, and it leads to the way you do and the way that you behave, that can create other thoughts, and you’re back in that same loop. So, thoughts might be like, “There is too much to do and not enough time.”, “I won’t be able to get it all done in time.”. And so those are thoughts that when you think about them in this way are going to leave you feel stressed out. And when we feel stressed, there’s this like physiological adrenaline, and tension, so these are sensations in our bodies. The behavior might be to avoid or escape. Because if you’re feeling negative, if you’re feeling all these tension and adrenaline, it’s a sign, it’s a signal in our brain that there’s something bad or wrong. You might view it as a threat or danger, and so we wanna run away. That’s how we’re wired. And so, we’re gonna talk about some effective strategies to use in order to reduce

the anxiety. So, first is if there is a physical threat, then we want to escape the situation. So, for example, if you are a physician and you're going in to treat somebody, and you don't have PPE, then you're gonna see that as a threat and it's totally legitimate for you to just not agree to work under those conditions. So, that's a legitimate threat, and then you just walk away. It's not all about like we need to change our mindset, sometimes we just really need to escape. That's where fight or flight actually comes in to save our lives. Next is calming yourself, so, there's different ways you can do that. We're gonna talk specifically about breathing techniques that are really helpful, which is a bottom up technique. Another one is reality testing. So, you wanna sometimes seek reassurance from your loved ones or professionals to ensure that the fears that you have are unwarranted, and that helps you to make sure that you're on the right track, and to reduce your anxiety. Other things you can do when you're anxious is just to distract your mind. Distraction is not a long-term coping mechanism, that is sometimes good in a moment, especially if you're overwhelmed, to just reduce the anxiety enough, to calm yourself down, and be able to come back to it and deal with it appropriately down the road. The next is you wanna focus your attention on reducing the threat, that helps to change your physiological arousal, change your thinking, and use mantras, that's a great way of doing it. By saying, for example, "I am safe." So, if you close your eyes, and you focus on this mantra, and said that to yourself, over and over again, "I am safe." And did that even just for a minute, you would notice an immediate reduction in your anxiety. So, there are all different ways that we want to, again, build up our toolbox in order to change our arousal levels that we're not overheating. Neutralizing threat can happen through praying, if that's something that you do, or by counting. Often times we talk about like when we talk about anger management, we talk about counting to ten before you respond to whatever's happening. So, sometimes we need just a little bit of space between the threat and our response to it. And so, if you're feeling really anxious, maybe just counting as a way of distracting your mind enough to neutralize the threat. And lastly, suppressing anxiety-provoking thoughts. So, if you have a lot of worries, then maybe not worrying. Like telling yourself, and we'll talk about this later, "I'm not gonna worry about this right now. I'll worry about it later today.", or "Right now I need to focus on my work, and it's really not going to be such a threat that I need to deal with at this time."

And then, bottom up, again, is about using the body to promote relaxation. Because a relaxed body equals a relaxed mind. And so, throughout this course, I'm gonna be teaching you a variety of different strategies, both the top down, which we we over a little bit in detail today, and the bottom up strategies.

In my book, "The 7E Solution to Burnout", I outlined 7 strategies, 7 steps if you will. And this course is following the format of the book. So, I want to give you a quick overview of this course, so you have a step-by-step understanding of what is to come. Step 1, which will be in our next module, is about emotional intelligence. And specifically, I'm gonna focus on 2 aspects of emotional intelligence, self-awareness and self-management, so that you can change your thinking to change your feeling. Step 2 is about empowerment, and that's where you identify what your energy drains are and refocus your mind on positives and what's going right. Step 3 is engagement, we talked a little bit about that, how important it is to not feel burned out. And so, we want to, in this step, change poor engagement into optimal engagement, increase your

resilience to stress, and improve time management. In step 4, we focused in on efficacy, we're gonna learn how you can change your attributions to avoid negative self-fulfilling prophecy and maximize success in attaining your goals. You'll also be able to cultivate more self-compassion and a growth mindset. In efficacy, in case you aren't aware, is your belief about your ability to do your work. So, it's really important that you have beliefs that serve you, so that you don't sabotage. Step 5 is about energy, we're gonna talk about how to overcome mindset obstacles to self-care, set appropriate boundaries around your time, and learn to relax and recharge because that's so important to preventing burnout. Very constantly having demands, and never taking time for yourself is the recipe for burnout. So, in order to manage your energy, you really need to find ways to discharge a lot of negative energy, and take some breaks, and really charge yourself back up. Reboot, if you will. Step 6 is about effort. We're gonna create healthy and sustainable habits, you'll find rewards that keep you motivated at work, we're gonna set up your internal and external environments to help you reap that maximum from your efforts, and we'll talk about how to overcome procrastination and perfectionism. Step 7, the final step, is about enlightenment. And the way the focused here in the book is just lightening your load, specifically what we're gonna talk about in this course is about finding purpose in your work, and cultivating mindfulness to help your mind be present, and for you to feel calm. As a bonus, we're gonna have 1 final module, which is about being extraordinary. And that's when you get to reframe your negative thoughts, to increase your self-worth, to set-up realistic expectations, and so you can really understand the power of your mind.

And so, to wrap up, I want you to consider what is your biggest takeaway from today, from today's module? We've talked about a number of different things, we've talked about what burnout is all about, why you're feeling exhausted, how burnout, stress, or anxiety, or at least stress and anxiety can be beneficial, and if we're staying in that window of optimal performance, we can avoid burnout. How it is important to reflect on your job demands and your resources, and to identify all the different symptoms that are associated with burnout, so that you can see what's happening for you. We also talked about top down and bottom up strategies that we will be talking about in this course. So, really think about all of that, and it's great if as you are going through this course, you have a notebook and you're taking some notes for yourself, so that you have something that you could go back to and reflect. Of course, you can come back and rewatch the videos, but it's great if you can do it that way. And I want you to, every week, commit doing one thing that is going to really help you establish a lot of new habits that are helpful over the course of this program. So, what is one thing that you can this week and for the coming weeks? So, we're gonna build on this. So, whatever with in this week, I want you to think about this, I'm gonna be doing this for the next 3 months, and so I'm gonna start with it. I wanna give you something easy to, perhaps, start with. If you aren't already doing this, I want you to consider making your bed every morning. Often times we underestimate how much our environment affects us. But when we come home after a long day at the office, and our bedroom is messy, or our bed isn't made, it can actually be an energy drain. Because this is an "exhausted" module, we're talking about all the reasons why you're drained or exhausted, just do something really simple like make your bed, organize your room. So that we you come home, you have a sanctuary, something really nice and supportive, and coming in your environment that you can relax. And if you're working from home, then, if possible, have a separate workspace and a

separate area that is your personal space for sleep, separate those two as much as possible. And keep your desk organized. That's what I'm challenging you to do for the coming week.

So, as you think about this challenge for the week, I want you to make a plan on how you're going to do that. How you're going to remember to make your bed, or to organize your desk, how you're going to remember to pick up your clothes and organize your room? So, create some sort of a plan, because anytime we establish a new habit, we need reminders. Those habits are not yet engrained in our brain, and so, we need maybe a sticky note, a reminder on our phone, an alarm to go off, anything that's gonna help you to keep up with it. Then you might wanna identify things that could get in the way, "Oh I'm going to be really rushed on Tuesday because I have an early morning appointment.", so what can you do to circumvent that obstacle, right? Really identify what could get in the way, and every week might look different. What's gonna be this week that could potentially get in the way of your organizing your space? And what can you do to really handle that? I want you to take that into consideration. Then, I will also send you this recording, as well as a list of some things that you can do to supplement everything that we have talked about in this module.

So, this week's tasks are to watch a video about perception, so I will send you the link to that. And, or you can click the link here on the slide. And as you're learning new tools, this isn't just for this week, but throughout the course, it will really be helpful if you could track them. Track which are your top down tools, bottom up tools, if that's how you wanna divide it. Or you can track in terms of what are prevention tools or what are recovery tools, or however you wanna do it. But I wanna keep you a running list because it's really helpful when you're in that state of anxiety, or stress, or burnout, to be able to go back to reenlist, and say, "Oh my God, I have 10, 12, 15 tools at my disposal. What can I use right now?". And if you try something and it doesn't help you, and you'll know it helps because you're gonna ask yourself, "How stressed out am I right now, 0 to 10?", and then you'll apply one of the tools and see if it helps lower your distress levels. If it doesn't, you have a whole number of other tools that you can go to. So, being able to use those and have that list is just a nice reminder especially when you're not thinking so rationally about things that you can do to help yourself, okay? And I will see you next week for Module 2. Have a great rest of your week, and I'll talk to you soon!