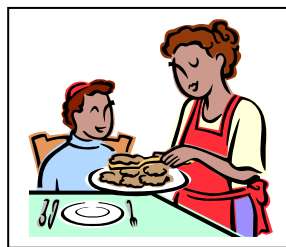
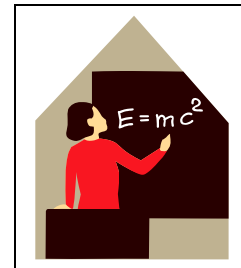


# Staying Sane in Insane Places: Living Well While Doing Good

Presented by  
Susan Robison, Ph.D.



Sponsored by

Faculty Development

Eastern Illinois University

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## MEET THE PRESENTER

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### Susan Robison, Ph.D.

Susan Robison, Ph.D. is a psychologist, author, and consultant. A former academic department chair, Susan is a professor of Psychology at the College of Notre Dame of Maryland where she teaches leadership courses in the graduate school. Susan is the author of two leadership books (*Discovering Our Gifts* and *Sharing Our Gifts*), a co-author with Barbara Walvoord et al. of *Thinking and Writing in College*, as well as numerous articles on leadership and work-life balance. She maintains a clinical practice at the Center for Extraordinary Marriages where she is co-director with her husband of 38 years. Her Professor Destressor faculty development topics include stress management, leadership, work-life balance, and communication skills. Her coaching clients consult her for help with improving work-life balance, time management, and increasing productivity. In 2004 the Executive Women's Network presented Susan with the Mandy Goetze award for service and leadership to business women in the Baltimore area.

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# ACTION STEPS

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Please complete during or after the workshop

Ah-ha	Action Steps	Deadline

## Introductions, Goals, Themes

What would you most like to get out of this workshop?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Put an \* in front of the one challenge that if you could solve (or make progress) would make the most difference to your life.

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# STAYING SANE: WHAT KEEPS US FROM LIVING WELL WHILE DOING GOOD

Three biggest challenges facing faculty:

Smokey the Bear guideline:

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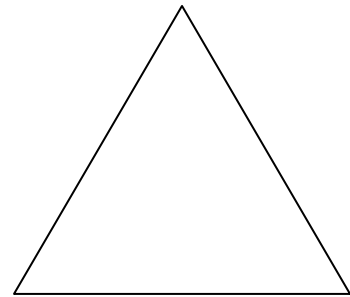
## FIVE PRINCIPLES OF LIVING WELL WHILE DOING GOOD

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**1. Living *purposefully*.** Reconnecting to why you entered the field of higher education and what will keep you engaged and productive.

Once you know your life purpose you can gauge your work-life balance, time management, and satisfaction. It may take a while to get the best wording you want so just do a rough draft for a start.

**Pyramid of Power: foundation of meaning is the connection between purpose, mission, vision, and then goals.**



### Living Well

What is your definition? What would it include?

Which of these is lacking right now?

What good do you do?

What are the reasons you do what you do?

My life purpose is \_\_\_\_\_.

If it is hard for you to state your life purpose, try the exercise below:

**Step 1: Define your own sense of meaning and purpose and renew periodically.** Success is about connection. It is about you connecting to your talents, tasks, and people. This step answers the questions, “Why am I here?” and “How do I do good?”

**Paths to purpose include:**

What energizes me?

What brings me down?

What am I good at?

What do other people say I am good at?

What do I like to do?

What are some of the most significant accomplishments (experiences) of my life?

When I have been doing my “best” what have I been doing?

What new reasons get me excited and motivated? Do I feel passion about this field and my place in it?

My life purpose is \_\_\_\_\_.

**Now that you have stated your life purpose, build the next level of your pyramid of power by defining a mission statement.**

**Mission:** Answers the question, "What do I do to live out my purpose?"  
What do I do well? (3 verbs)

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For whom? (1-3 categories of groups or individuals to whom I connect well)

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For what values? (3-8 values that I care about)

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**Mission statement:** (Laura Beth Jones)  
*Draft your personal mission statement*

My mission is to \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_ (action words) for/ to/ with  
\_\_\_\_\_ (people or group), who want \_\_\_\_\_  
\_\_\_\_\_ (your key value(s)).

*Draft your career mission statement (they could be identical or slightly different)*

My mission is to \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_ (action words) for/ to/ with  
\_\_\_\_\_ (people or group), who want \_\_\_\_\_  
\_\_\_\_\_ (your key value(s)).

Once you have stated your purpose and mission, you can move to the next level, your vision.

**Vision:** if your vision is working, what would be happening in you, the people close to you, the world around you, your organization?

**Magic Question:** If the phone rings in 5 years, and it is asking you to do something you really want to do, who is it and what do they want?

*The difference between a goal and a dream is the written word.*  
- Gene Donohue

**Goals:** How then would you achieve this vision?

*Many people who are absolutely sure of what they want to do with their lives are clinically crazy.*  
- Rick Jarrow

Write it down; make it happen!

**The dream book:** tying together the vision and the goals

## Step 2: Discover local definitions of mission and negotiate personal and organizational priorities.

### Discovering the priorities

- Research the place. Who knows the scoop? Who are the “cool kids”? Who is successful at institution? Who is doing a job similar to yours who really seems to “have it all together”? How have they done it? What can you learn from them?
- Find role models, get mentors, use coaches  
How to connect? Informally? Formally?  
Duties and responsibilities of mentor.  
How to know if you can trust a mentor, colleague, etc.
- What are the career success routes? Are there different paths to success? Service, teaching, scholarly work, administrative? What does it take to be successful (promoted, raises, grant support, recognition, etc) around here? What is the most rewarded path?

What is the *reward* system at your organization (agency)?

- Hard work
- Networking
- Get the job done
- Other \_\_\_\_\_

- What paths fit your field and personality? Apply Robert Boice’s research on “quick starters” to performance expectations, career benchmarks, and institutional rewards. .

These questions take you through an empirical discovery process and open up conversations that are deep and life changing and therefore risky and sometimes organization changing.

If I am successful at \_\_\_\_\_ my organization might \_\_\_\_\_

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**Aim for productivity and satisfaction**

- Set standards for quality assurance. What do people at your institution do to get promoted, tenured, grant support, etc.? How can you set standards that bring results: e.g. how many grad committees constitutes enough? How many publications? What journals? What kind of teaching ratings? What is an adequate work week?
- Differentiate standards. Some things are worth doing badly others, excellently.
- What is an adequate work week to do what you want to do? What days/hours do you want to keep? What is starting time? Ending time?
- Define your end point. Plan backwards.

**Plan backwards. (Barbara Sher) presume; benchmarks, half-way marks**

Goals	Quarter way mark	Half way mark	Final outcome

- Strengthen your “yeses.”
- Say “no” to things that take you away from your primary goals without feeling guilty.

**Negotiate any conflicts for mutual benefit.**

- Practice social intelligence skills:  
Clarifying expectations,  
Negotiating differences,  
Find common ground with colleagues, employers, and family. The people are the work.

*This would be a great job if it weren't for the people.*

Faculty member

- Develop and maintain a mutually supportive network at home and at work. Autonomy can be a career killer because it leads to isolation.
- Outline ways to use institutional resources to find role models, get mentored, and get promoted.
- Don't burn bridges. It's a small world.
- Use humor.

**2 Living *fully and congruently*: Creating a satisfying personal and professional life by achieving better congruence between personal/career missions and local definitions of mission through the use of time management strategies.** Once you are living a life on purpose, it is easier to figure out what to say “yes” and “no” to. While no one's life is perfect, the closer you are to congruence between your ideal and real lives, the less stress you will have.

Where are the discrepancies between your ideal life and your current life?

What do you do that gives you flow?

What do you have control over:	Present job	Ideal job	Worst job
Job description			
Work hours			
When the work day ends			
How you spend your non- working time			

Who is in charge of your to-do lists? \_\_\_\_\_

Have a proponent theme (maybe three) – an annual theme, a quarterly theme, a monthly theme.

**Example: Stay current with work, mate, and hobby.**  
*Work: apply new research into one of your courses*  
*Relationship: spend 10 minutes a day with mate catching up on day's events.*  
*Recreation: compete in fall club tennis tournament*

**Yours?**  
 1.  
 2.  
 3.

*“Start with the end in mind”* - Stephen Covey

❖ **Develop work habits that lead to flow, engagement, and fun.** (Csikszentmihalyi)

Two best predictors of faculty job satisfaction: [John Stone, 2005]

1. Challenge meets ability.
2. Individual needs meets institutional climate.

Secondary predictors:

1. Flow
2. Engagement (Faculty Studies)

❖ Learn and apply teaching techniques that bring student engagement and teacher satisfaction.

❖ Use info from peak performance literature.

**Laws of Peak Performance**

**Grandma's** – first you eat your green beans then your ice cream;

Premack –reinforce low prob. with hi prob.

**Lance's:** hedonism – do what feels good; work from strength

**Julia's:** 2 pages a day

**Parkinson's:** Work expands to fill the time. Shrink your work day and you will get same amount done more quickly.

**Ben's:** people underestimate what you can get done on five year plan and overestimate on 6 months

Thinking time

Doing time

Buffer time

**Plan backwards** (Barbara Sher)

Goals	Quarter way mark	Half way mark	Final outcome

❖ Make the time for things you value.

If you don't know what you value, how can you decide if you like your time management?

There will be no benchmarks against which to measure your success.

❖ Develop your philosophy and theology of work.

There is enough work for everyone.

There is a match between my skills and my work requirements.

I deserve to love work.

I deserve to get paid fairly as defined by the job description, educational requirements, and what the market can bear.

Work is part of my life, but not my whole life.

This current job is not the only place where I can do the work that I want to do.

There are many ways I can package and repackage what I do and want to do.

I am in charge of my own career; others can support but not direct me. Theme: Smokey the Bear

❖ Match passion with priorities.

What do you love to do?

What are you good at?

❖ Put first things first

You will never “find time”. You must put in what matters and then build your time around that.

Covey’s quadrants

❖ Set priorities that matter.

Match your to-do lists to priorities.

Busy doing nothing working the whole day through,  
Trying to find lots of things to do.  
Busy going nowhere. Isn’t it just a crime?  
Trying to find lots of things to do but haven’t got the time.

❖ Create systems that are tied to your sense of meaning and purpose and work your systems (calendars, filing, and other SOPs and work them).

Effective strategies for handling paper, space, interruptions, and emails

*You only have to be organized enough to be successful.*

❖ Define standards for excellence not perfectionism.

Perfectionism is not theologically and philosophically possible and is a way to create insanity.

**Measure success**

Time management: time use is measured against performance standards of working from purpose.

How do you know when you are doing a good job: benchmarks, rubrics, evaluations?

*Busy doing nothing working the whole day through,  
Trying to find lots of things to do.  
Busy going nowhere. Isn't it just a crime?  
Trying to find lots of things to do but haven't got the time.*

❖ **Combat and embrace procrastination.** Does it need to be done? When? By whom?

Define boundaries about end of day, end of job, division of responsibilities.

How much is enough? When is a project finished? \_\_\_\_\_

What is the next actionable step on your goal?

Start a dream book with overarching themes.

<b>Activity</b>	<b>Standard - Predicted 0-100%</b>	<b>Pleasure - predicted -10 - + 10</b>	<b>Standard - actual</b>	<b>Pleasure- actual</b>	<b>Learnings &amp; follow up</b>

(see Dave Burns)

❖ **Use accountability measures to maintain congruency.**

Using accountability systems and “good enough” benchmarks to track goals and achieve success.

1. Backward planning

2. Time against task

3. Buddy system

4. Mastermind group

5. Coach

6. Tracking systems to track projects.

### Tracking Systems

Directions: Track several projects simultaneously against timelines by writing the sub-goals or action steps into the cells of this chart. The vertical column becomes a to-do list for each week. Highlight or put a slash through each cell (brags) when the tasks are completed.

Cut/paste the uncompleted tasks (nags) one cell over. You can tell at a glance if you are on schedule for each of your projects. Once a week is complete you can strip that column off and archive it in an archive table for your quarterly or annual review. Add columns to the back end of the table to expand.

Project/Time	Nov 7	Nov 21	Dec 4	Dec 16
Project 1				
Project 2				
Project 3				
Project 4				

❖ Define boundaries about end of day, end of job, division of **responsibilities**.

How much is enough?

When is a class plan finished?

When is a piece of research ready to go out the door?

❖ Set goals for a life outside of the job including hobbies, artistic, and recreational activities

Start a dream book with overarching themes.

Use backward planning to track projects.

❖ Finish fully. Put back the pieces.

### 3 Living *well* in body, mind, and spirit: Developing strategies that keep you at your best. A good life doesn't just happen; it involves a proactive approach with strategies that brings you wellness.

Work-life balance is more like riding a bicycle than sitting on a scale.

What wellness activities are you already doing?

What health area needs work?

What, if anything, stands in your way of taking better care of yourself?

What is one thing that you could do to improve your wellness?

❖ Apply extreme self-care. Pace personal care to the level of stressors. The more stressed you are, the more you need stress management.

- Pace your work

Thinking

Doing

Buffer

- Pace your energy

Circadian Rhythm

Multitasking

- Build resilience and emotional intelligence.
- Use brain tune ups.
- Develop health practices for a lifetime.
- Why exercise is the best, most natural stress management technique and how to include it in your life.

- Eat healthy. Eat five small meals a day. Eat breakfast every day. Use all food groups – strive for nine. Eat slowly and mindfully. Enjoy chewing and tasting each mouthful before swallowing.
- Set goals for a life outside of the job including hobbies, artistic, and recreational activities

❖ Develop social support – tending and befriending.

Levels of support from acquaintances to social friends to intimate friends and a mate.

❖ Schedule time for fitness activities and outside interests

Develop health practices for a lifetime.

❖ Focus

Focus on important tasks instead of wandering from task to task with no sense of which tasks are important.

Structure your time and space to support your professional activities including research and writing.

Overcoming barriers to getting started

Overcoming barriers to finishing

The 80% person (ADHD)

Work when you are working, and then relax and enjoy your time off work.

❖ Deal with stress and frustration

Behavioral tendency to overcommit and treat all tasks as equal.

Role of multitasking – when good, when bad.

Get and stay happy

<b>Personal Well-being Plan Components</b>	<b>Recommendations</b>	<b>Time Frame</b>
Nutrition		
Exercise		
Happiness activities		

**The Container:** self-soothing and mindfulness

*Nothing is worth more than this day.*

Goethe

Take charge of to-do lists or they will take charge of you.

Short cuts to great writing

### Quick tricks to handle feeling overwhelmed

1. Write down everything that feels overwhelming, personal and professional. Don't leave anything in your head.
2. Refer to your pyramid of power to anchor yourself back in your purpose, mission, and vision. Choose a task that is grounded in the pyramid, then pick the easiest or most important to get done. Use the criterion of the thing that will earn the biggest reward or the thing that if not done will bring the biggest pain.
3. What helps: slowing the pace, defining one's purpose, narrowing the range of activities through the annual theme, doing less and enjoying it more. Breathing and relaxation exercise.
4. Pick 3 things to do for the day. Schedule a time for each.
5. Cross things off, celebrate and set priorities for tomorrow. Schedule a time for each. Cut down multitasking. Focus on one thing at a time.

6. Continue self-care activities in spite of being tempted to buy time from them to get more tasks done. Instead of hour work out, do half of that but do something to work the tension out of your body so that you can function at peak performance.

**4** Living *abundantly*: Expecting good opportunities and resources that will support living your purpose. This principle involves cultivating an abundant mindset about having all the time, money, opportunities, and support you need. Instead of thinking about getting a bigger piece of the pie, think about creating a bigger pie for yourselves and others.

What areas are you particularly grateful for?

In what areas are you feeling scarce, poor, or deprived?

❖ Cultivate an attitude of *gratitude*: The single most powerful contributor to increased happiness ratings.

Three things I am most grateful for today Date _____.
1.
2.
3.

Three things I hope show up in my life Date _____.
1.
2.
3.

## How to have enough money

❖ Have a generous spirit. Practice generosity in small regular and value based ways. Be focused, not random in your attempts to do good.

- Give generously, receive gratefully, thank genuinely.

- Enrich yourself by sharing fame with colleagues.

- Give generously to favorite causes. They are:

1.

2.

❖ Practice good money management and stewardship.

-A rainy day fund

-A sunny day fund

-A big purchase fund

If someone gave you \$1000 and you had to spend it, what would you spend it on?

When will you achieve financial independence?

❖ Practice an attitude of *loving kindness*. How can I infuse my activities today with loving kindness?

## How to have enough time

❖ You can't actually manage or control time. What you can manage is:

- The control of tasks – how to sequence, what to do, when to do, etc.

- The perception of time – slowing down the subjective experience of time.

E.g. Time in the dentist chair vs time on your boat.

- ❖ Have the right tasks – high priority, high yield, related to mission and vision.
- ❖ Have themes: year, month, week.
- ❖ Be mindful of each task and each person as though they are the only one in the world.
  - Avoid multitasking unless it is two mindless tasks, e.g. treadmill and catching up with news.

Slow down the brain by practicing mindfulness and rewiring circuitry.

### How to have all the help you need

- Listening
- Negotiating
- Networking

**5 Living *harmoniously*: Building good working relationships with colleagues, residents, staff, friends and family.** Develop and maintain a mutually supportive network at home and at work and your stress will decrease. Autonomy can be a career killer because it leads to isolation. Even the Lone Ranger had Tonto.

- ❖ Practice social intelligence skills:
  - Clarifying expectations,
  - Negotiating differences,
  - Finding common ground with colleagues, employers, and family.

This would be a great job if it weren't for the people.  
 - *Non-profit leader.*

- ❖ Develop and maintain a mutually supportive network at home and at work. Autonomy can be a career killer because it leads to isolation.

Do the people at home and at work know you well enough to help you get what you want?  
How about vice versa? How else can you give to get?

Magic power of 6

Networking – give to get

❖ Outline ways to use institutional and organizational resources to find role models, get mentored, and get promoted.

Answer these questions.

What relationships challenge you right now?

How could you listen better?

What is it like to be the other person in the relationship with you?

If you could change one thing in yourself that would help, what would it be?

Don't burn bridges. It's a small world.

# SELF ASSESSMENT INSTRUMENT

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Principles of Living Well	Self Rating (0-5)	Changes Desired	Help Needed
Purposely			
Fully, congruently			
Health & wellness			
Abundantly			
Harmoniously			

## Path of least resistance

Tension between the familiar and the desired.

Look again at three challenges from the beginning of the day. What will you do to work on them?

Challenge:	What is the next step?	When?	Success measure or benchmark?	What would interfere?

What would you most want to ask Susan if you accepted her offer of a follow up consultation?

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Pines, A. research and books on burnout.

### **Emotional Management**

Burns, David.(1980). *Feeling Good: The New Mood Therapy*. New York: Signet Library.

This was the landmark book applying Aaron Beck's cognitive therapy to depression. Don't let that fool you.

There is plenty about anger, anxiety and procrastination. There is now a second edition. It has a great appendix comparing various psychotropic medicines for depression.

Burns, David.(1989) *The Feeling Good Handbook*. New York: Penguin Books.

Burns identifies and challenges the thinking patterns which interfere with personal growth, productive and mutually satisfying relationships, whether in work or personal life.

### **4. Living abundantly in opportunities and resources;**

#### **Happiness/Well-being/Mission/Vision/Flow**

Csikszentmihalyi, Mihaly (1999). If we are so rich, why aren't we happy? *American Psychologist*, 54, 821-827.

Carlson, Richard. (1998). *Don't Worry, Make Money: Spiritual & Practical Ways to Create Abundance & More Fun in Your Life*. New York: Hyperion.

Powell, John. (1976). *Fully Human, Full Alive*. Niles IL: Argus Publications.

This rewrite of the classic Albert Ellis, *New Guide to Rational Living* is shorter and more readable. You may have to order it in regular bookstores but it is sometimes on the shelf at the Christian bookstores.

Powell, John (1989). *Happiness Is an Inside Job*. Valencia, CA: Tabor Publishing.

Takes the cognitive model deeper. Very good common sense backed up by research.

Seligman, Martin E.P. (1990). *Learned Optimism*. New York: Pocket Books.

Reviews optimism research.

Seligman, Martin E.P. (2002). *Authentic Happiness*. New York: Free Press.

THE book to read about the psychological research that grounds the positive psychology field

### **Living simply**

St. James, Elaine. (1994). *Simplify Your Life: 100 Ways to Slow down & Enjoy the Things That Really Matter*. New York: Hyperion.

St. James, Elaine. (1996). *Living the Simple Life: a Guide to Scaling Down & Enjoying More*. New York: Hyperion.

### **Money management**

Your Money or Your Life

Any books and tapes by Suze Orman

## **5. Living harmoniously with colleagues, clients, bosses, friends and family.**

### **Dealing with "Them"**

Bolton, Robert.(1979) *People Skills*. New York: Simon and Shuster.

This is a warm, insightful and practical guide to human relations skills, including good listening and message sending, coping with defensive reactions, and resolving problems.

DuBrin, Andrew J. (2001). *Human Relationships: Interpersonal, Job-Oriented Skills, 7<sup>th</sup> Ed*. Upper Saddle River, NJ: Prentice-Hall.

This practical workbook applies sound communication principles with lots of organizational examples, case scenarios, and personal assessment tools.

Leadership books by Goleman, Boratzis, and McGee (Primal Leadership, Resonant Leadership)

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## Workshop follow-up

I am interested in:

\_\_\_ Receiving Susan's *Professor Destressor* quarterly eNewsletter.

\_\_\_ Meeting with Susan for a 1/2 hour complementary coaching session. I have been wanting to work with a coach on my biggest challenge to living well while doing good which is:

\_\_\_\_\_.

Contact info (please print legibly):

Name \_\_\_\_\_

Phone \_\_\_\_\_

Email \_\_\_\_\_

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