



## LAWYER TO LAWYER MENTORING PROGRAM

### WORKSHEET U

### TIME MANAGEMENT

Worksheet U is intended to facilitate a discussion about effective time management skills and techniques.

#### WHAT WENT WELL?

Start by sharing with each other a brief story of something that went well in your practice this week:

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Share your reflection by on one of these questions: What caused the good event? What does it mean? How did you contribute? Others? How can you have more such events in the future?

#### ACTIVITIES FOR TODAY

- Discuss ways to handle situations where the new lawyer becomes overloaded with work. If in an in-house relationship, discuss realistic expectations about the workload of new lawyers in your office and ways to cope with those expectations.
- Share with the new lawyer techniques you use which have proven successful in the management of your time.
- Discuss the suggestions for time management provided in the attached excerpt. Kimm Alayne Walton, *What Law School Doesn't Teach You . . . But You Really Need to Know* (2000)
- Discuss the suggestions provided in the attached LawCare article about how to say no gracefully and time management at work. *Stress*, Lawcare Health Support and Advice for Lawyers, <http://www.lawcare.org.uk/stress.htm>.
- Share stress management techniques. Discuss the attached article. Pat McHenry Sullivan, *You Can Find Time to De-Stress*, LAW PRACTICE TODAY, Feb. 2006.
- Discuss how to endure the sustained demands for high achievement that accompany the practice of law. (See Worksheet K.)
- Review the attached *LawCare Anti-Stress Worksheet* and discuss whether the suggestions are practical for planning a new lawyer's time. Discuss specific ways that the worksheet could be tweaked to improve its usefulness.



- Together, work on a practical plan for managing the new lawyer's time, including how to prioritize work, ways to refuse work without jeopardizing the new lawyer's job, and ways to stay organized.
- Discuss strategies to achieve the following components to balancing personal and professional life:
  - How to create expectations from your employer and clients that are compatible with a healthy and balanced lifestyle.
  - How to give your all at work while saving energy and emotion for family.
  - How to maintain physical health with a busy schedule and how doing so contributes to your productivity and success.
  - How to develop and maintain friendships or other relationships when time seems to be in critically short supply.
  - How to be efficient and productive at work, as well as how to prioritize and delegate tasks.

### **ACTION STEPS**

End the session by discussing what action steps you can take to either improve or set yourself up for future success based on today's discussion. Discuss how one or more of your Signature Strengths can help you achieve success in these steps.

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### **RESOURCES**

LawCare Health Support and Advice for Lawyers: <http://www.lawcare.org.uk/stress.htm>

Jim Loehr and Tony Schwartz, *The Making of a Corporate Athlete*, Harvard Business Review, January 2001. Available at: [www.leveight.ca/media/corporateathlete.pdf](http://www.leveight.ca/media/corporateathlete.pdf)

Kimm Alayne Walton, *What Law School Doesn't Teach You . . . But You Really Need to Know* (2000)

Pat McHenry Sullivan, *You Can Find Time to De-Stress*, LAW PRACTICE TODAY, Feb. 2006.

# Law Practice TODAY

## You Can Find Time to De-Stress

*by Pat McHenry Sullivan*

February 2006

We spend the majority of our waking hours either preparing for work, working, or recovering from work. Being at work often feels like being Steven Covey's proverbial woodsman with a dull saw. Once we take the time to sharpen the saw, we'll work more efficiently. But how can we get away from the ever-growing workpile long enough to sharpen our tools or our wits?

"Every time I take a break," said a nurse, "Work is more satisfying and I'm better able to serve my patients. But we're so short staffed that there's always something urgent that needs attention right now."

Fortunately, it's possible to find wisdom for work without abandoning your responsibilities, even in the midst of whatever chaos confronts you right now:

**Breathe deeply and with awareness.** Under stress, it's easy to repress your breath. When your breathing is shallow, your energy level, your mental alertness and your confidence all drop. Conversely, when you breathe deeply, you become more alive. As you breathe consciously, you naturally trade concerns about the past and future for awareness of the present.

The connection between breath and vitality is honored in most of the world's religions. The Hindu physical yoga tradition teaches many different breathing exercises to increase physical and spiritual alertness. The ancient Greek word "pneuma" and the Latin "spiritus" both can be translated as breath or spirit. Throughout the Hebrew Bible are verses reminding us that without breath or spirit, we are dead; with it, we come alive.

**Challenge the legal "dragons."** It's as if the legal world is under the spell of two wisdom-and energy-draining dragons. The fire-breathing one's message is "hurry up, there's always more to be done." The one with the paralyzing breath warns, "Be careful. Everything you do could be wrong."

There's only one way to handle the dragons. Face them, and admit the truth of what they say. There is always more we can do, and everything we do could be wrong. But when we accept this reality of human existence *and* commit to doing our best, we can tap our wisest, most efficient self.

**Challenge all your beliefs about work and discern which tasks are essential and which are not.** Underlying a workaholic schedule may be repressed longings to feel appreciated or important. Much potentially productive time is wasted complaining about how overworked we are, or bragging about how hard we work.

In an effort to demonstrate loyalty to his firm, a senior partner in one firm said he had missed the births of all four of his children. Upon hearing that, another partner could no longer ignore the gnawing career dissatisfaction that until then she had kept at bay by being busy. Not long afterward, she found work that allowed her to have a satisfying life while she made a satisfying living.

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## Stress

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### What is Stress?

We are constantly hearing about stress. Many of us are constantly complaining about it. Some claim that it is the root cause of more illnesses than anything else. Of course, not all stress is bad. "Stress can be the spice of life, the exhilaration of challenge and excitement, the high of living with heavy demands on you. Once you make a friend of stress, the forces which once seemed to be working against you become positive energies that define you, strengthen you and help you express your own brand of creativity and joy" (*Leslie Kenton, "Beat Stress", Vermillion, 1996*)

But put simply, a stressful circumstance is one with which you cannot cope successfully (or believe you cannot cope) and which results in unwanted physical, mental or emotional reactions. **STRESS** is your reaction to the levels of pressure upon you.

- In the first stage you may find yourself feeling overworked, uncertain of your own abilities, and reluctant to take days off.
- In the second stage you may find yourself tired, irritated and frustrated, working long hours but seeming to achieve less. You may be skipping meals, or "comfort eating".
- In the third stage you may feel resentful or guilty, you will probably be neglecting your family and friends, and will no longer be enjoying work or life.
- Finally you may withdraw completely, succumb to illness or drug or alcohol abuse, feel a failure or completely break down emotionally and mentally.

*If you are suffering from stress, even in the earliest stages, it is important to take steps to control it. Stress can have severe consequences.*

### The Consequences of Stress

#### **Mental Illness**

Stress leads to mental problems, at best the difficulty in thinking clearly which comes with not having a decent night's sleep, at worst severe clinical depression, schizophrenia and paranoia.

#### **Family Problems**

Of course you have to work to support your family, but do you have to support them quite so much? Your spouse and children have a higher claim to your attention than even the most important client.

#### **Work Problems**

"If you want something done, ask a busy person." The more you do, the more people will expect of you and the more they will take you for granted. The insular world of the office, where people with little in common spend so much time together, can be an unhealthy one. Petty jealousies, minor irritations and office gossip can be magnified out of proportion unless you spend plenty of

time in the real world.

### ***Physical Illness***

The body can only take so much. If you continue to push yourself - working through the night, eating "on the hoof", keeping yourself awake with coffee - your physical health will suffer. Stress is a major cause of heart disease, and your immune system will be compromised.

## **Stress and Heart Disease**

Being under constant stress in the workplace increases your risk of dying from heart disease because when stressed the body releases the hormone noradrenaline which increases your blood pressure and your risk factor. When this is combined with smoking and a high blood cholesterol level you will have the three highest risk factors for contracting heart disease. Heart disease is the biggest killer in the UK, killing more people than all the cancers, AIDS, murders and accidents combined.

### ***What are the symptoms of heart disease?***

- Undue tiredness
- Unexplained persistent coughing
- Shortness of breath
- Chest pain
- Unaccustomed indigestion
- Dizziness and fainting
- Ankle swelling
- Pain in the neck, jaw and arms

### ***How can I Minimise the Risk?***

- Lose weight if necessary.
- Avoid adding salt to your food
- Eat a healthy diet
- Give up smoking
- Take regular exercise
- Tackle your stress!

### ***Important Notice***

Many people who suffer coronary heart disease look perfectly healthy and are shocked to find out they have heart disease. If you have not exercised for a while, are over 40 or suffer from any of the symptoms of possible heart disease, get a check up with your GP or have a health screen before you start an exercise programme.

## **Working with a Stressed Person**

### **Remember that:-**

**People under stress lose their perspective.....**  
aim to keep yours.

**People under stress make those around them ill too.....**  
use stress relief techniques, (for mental, physical and emotional well-being), to stop you from getting caught up in the stress.

**People under stress cause rows.....**  
don't get sucked in, use assertiveness techniques to cope.

**People under stress can be unkind.....**  
remember that you are a person with rights too. Be kind to yourself. If you like and respect yourself you will find it easier to be kind to the stressed person.

**People under stress can be cruel.....**  
don't be a martyr. You need to look after yourself, build your own support network, offload, seek counselling if necessary.

**People under stress need someone to lead them into relaxation.....**  
be your stress sufferer's 'barometer', suggest helpful routines, if he or she will let you.

**People under stress need gentle concern, not criticism.....**  
be willing to offer genuine care and concern.

**People under stress can be hard to work with.....**

You cannot be expected to listen endlessly to moans and groans if the stressed person is not willing to do anything. Don't withdraw your care but recognise you have a right to enjoy work in your own right, get on with living. This will invariably cause the sufferer to reach his or her rock bottom faster and seek help and do something about self help.

**People under stress make you tired.....**

ensure you get your own space, enough sleep and rest.

**People under stress dwell in the past, blame others and feel pessimistic about the future...**

so keep the person focusing on today, live one day at a time; a better day today will make tomorrow easier to handle; take life in bite-sized chunks. I can do for an hour what I could not hope to do for a lifetime!

**YOU CANNOT CHANGE THE OTHER PERSON BUT YOU CAN CHANGE YOUR  
REACTION TO THEIR BEHAVIOUR. BELIEVE THINGS CAN CHANGE AND THEY  
WILL CHANGE.**

## Where is your Stress Coming From?

An important first stage in dealing with stress is to identify its source. Once this is done, you can begin to plan a strategy to tackle it.

### *Career Development*

Job insecurity, poor pay, lack of status, uncertainty about future

### *Job Content and satisfaction*

Too much or too little work, impossible targets, lack of required expertise, lack of variety, pointlessness

### *Colleagues*

Unsupportive or untrustworthy colleagues, no friends among colleagues

### *Work Schedule*

Inflexible, long or antisocial hours, long or difficult commute

### *Firms /Chambers Culture*

Lack of support or supervision, poor communication, financial problems, claims pending

### *Money*

Excessive debts, living from paycheque to paycheque, constantly dipping into savings

### *Illness*

Health fears, exhaustion, problems overcoming minor ailments

### *Time Management*

Growing “to do” list, full diary, impatience when waiting

### *Spouse/Partner*

Frequent arguments, unfair sharing of chores, little time alone together.

### *Family*

Small children/teenagers at home, responsibility for family decisions, elderly parents to care for, abuse in past, remarriage resulting in “blended family”.

### *House*

Unsatisfactory living accommodation, recent or impending house move, too little space, growing list of chores

### *Social Life*

Too many / too few social commitments, few hobbies or interests outside work, feeling guilty at neglecting friends



## Some Suggestions for Coping with Stress

This page contains some general tips for dealing with stress, both at home and at work. The following pages suggest other methods which may prove helpful.

### Home

- Don't talk too much. Before you speak, think about whether you have something important to say, and what the consequences of saying it might be. Try listening more instead.
- Eat healthily and exercise regularly.
- Give up smoking. You may think it relaxes you, but in actual fact nicotine only creates a new stress. Your craving for a cigarette is nicotine withdrawal, and the relaxation you think you feel when you smoke is because you have succumbed to that craving. So give up completely and feel as relaxed as you do with a cigarette *all the time!*
- Avoid alcohol. It is a depressant and is liable to make stress problems worse, not better.
- Learn to relax and unwind, perhaps by meditating or better still by chatting (not about work!) with your spouse, partner, children or friends.
- Get a decent night's sleep, the longer the better. If you have problems getting to sleep, force thoughts of work out of your mind by planning your next holiday or composing a poem.
- Plan and book a holiday with your family or friends, and ensure that the office knows that you will be off for *at least* a week no matter what crisis should occur at work. Use your full holiday entitlement.

### Work

- When you are feeling very stressed, **STOP!** Ask yourself what is the worst thing that would happen if you did not do the tasks before you, and whether it will still matter a week later.
- Protect your time by not over committing yourself. Learn to say '**NO**'. (See following page for some tips)
- Be realistic about deadlines. Being over optimistic usually means increasing the pressure on yourself and letting people down later.
- Build some 'breathing space' into your day. When you plan the work you will do, leave a good hour or so for those little things that crop up
- Change activities regularly. If you are doing a lot of computer work, for instance, make a phone call or speak to a colleague.
- Take short work breaks. Walk around the office or have a cup of coffee (not too much though!). A five minute break every hour will actually increase your concentration whilst reducing stress.
- Take a proper lunch break and **DO NOT** work while you are eating.
- If a task seems overwhelming, break it down into bits and deal with them one at a time.
- Try to do one thing at a time. Attempting several things at once only increases stress levels and lowers performance all round.
- If you are getting impatient about something, ask yourself why you are letting it annoy you. Take some deep breaths and **RELAX!**

### How to Say NO Gracefully

*(Courtesy of Coach Dianna Keel)*

Many people have difficulty saying "no," and boundary invaders take full advantage of this difficulty. If a request or a question makes you feel uncomfortable, it is probably an attempt to invade your boundaries, even if the other person is not fully aware that this is what s/he is doing. If a straight-out "NO" is too difficult for you, try some of the following alternatives. (But also practice saying a plain NO. It strengthens your boundaries.)

- I'm really over-committed right now and if I take this on I can't do it justice.
- I appreciate your confidence in me. I wouldn't want to take this on knowing my other tasks and responsibilities right now would prohibit me from doing an excellent job
- I'd be happy to do this for you but realistically I cannot do it without foregoing some other

things I'm working on. Of tasks a and b, which would you like me to do? Which can I put aside?

- I can do that for you. Will it be okay if I get back to you in the middle of next week. I currently have a, b and c in the queue.
- If you had let me know earlier we could have talked about it, but it's just not possible for me now.
- I can see something needs doing, but it should be done by the person who caused the problem in the first place, not by me.
- It would be far more appropriate for you to do that yourself.
- Thank you very much for the invitation. That's the day of my son's football match and I never miss those. *Great reasons also include birthdays, anniversaries, graduations, christenings..... Just be sure you're not making it up. Tell the truth.*
- Thanks but I'll have to pass on that. *When you use this plain "No", say it, then shut up. You don't want to ruin the effect.*
- I really appreciate your asking me but my time is already committed. *This is a gentle way to say no.*
- I wish I could, but it's just not convenient. *The real masters of the "I'm Sorry" No somehow get the other people to apologize for even asking. I'm always amazed when I see this happen.*
- I promised \_\_\_\_\_ I wouldn't take on any more projects without discussing them with her first. *This not only makes it someone else's decision but also postpones it and allows you to decide if you really want to say no. Only use when you're not sure which one you actually want to say – the yes or the no.*
- I just don't have the time to help you but let me recommend someone else I know. *A great way to say no while still helping the person by giving another option.*

Never ever say "maybe". Maybe is only a way of postponing a decision. When you know you want to say no, say no. Otherwise you're not playing fair with yourself – or others. And saying "maybe next time" makes it harder and harder to say no the next time. Don't fall into this trap.

Remember – whatever you say "yes" to means you are saying "no" to something else. Make sure you that what you say "yes" to represents your priorities or you will find you are living a frustrated and unrewarding life.

## Stress Management - A Meditation Exercise

### 1. Body Awareness

- Sit, feet on the ground, back reasonably straight, but not rigid.
- Concentrate your whole attention on what you feel physically in your body...
- Don't think, just focus on what you feel...
- You may begin with your feet and work upwards, spending a moment or two on each part of your body that you can feel...
- If you feel an itch, discomfort or want to move, acknowledge it, tell yourself "It's alright" and try not to move...
- If you become aware of thoughts or questions, treat them as an itch! Acknowledge them but then go back to concentrating on the physical feelings in your body...
- Stay with this exercise until you have focussed on all of your body and then, let go...

### 2. Breathing

- In the same position, relaxed with your back straight, concentrate your attention on the physical feeling of breathing in, then of breathing out.
- Do not deliberately change your breathing, although you may find that it does change naturally, becoming slower and deeper.
- Should this exercise make you feel breathless, abandon it.
- Do not be surprised if this exercise makes you feel drowsy.
- Once you are rested, you may want to turn this exercise into something more explicit. If so, let your in-breath express your worries, anxieties, guilt, pain, one-by-one and on your out- breath surrender them.
- Do not moralise or judge yourself, just let go...

### 3. Listening

- Listen to the sounds, the traffic in the distance - to the little sounds in your room. Don't push them away as irritants; they are part of your life, accept them.
- Put your hands over your ears and listen to your breathing. Listen to your thoughts and feelings, acknowledge them and let them go. Don't push them away as irritants; they are part of your life, accept them.
- Now go back to listening to the external and internal noises. Listen to the nuances, to the pitch and intensity of the sounds...then let them go...
- Let your mind be quiet.

### 4. Be Still

- With your mind and body still, remain at peace for as long as is appropriate... Focus on the stillness.

## Stretching Away Your Stress

You have been sitting at your desk for hours on end and suddenly you are hit by the umpteenth headache this week. You put the blame on your desk, on your computer, on the position of the window or the height of your chair, but all too often the real cause is stress which causes tension across your shoulders and back and thence to your neck and head. Stress can also affect your arms, hands, wrists and back with tightening of the muscles. There are plenty of very short exercises which can help to relax you and here are a few.

The most important point is not to hold any position for very long. Pain is NOT gain in this area. Just hold the position to a point where you start to feel the tension, then take ten deep breaths and relax.

**1. Back and Shoulder.**

Stand facing the wall and place your hands on the wall shoulder width apart. Your toes should point forward and your knees should be slightly bent. Lean forward, lowering your head between your arms until you can feel the stretch across your upper back, shoulders, neck and arms.

**2. Mid back Stretch**

Sit up straight and lace your fingers behind your head, keeping your elbows at ear level. Then pull your shoulder blades towards each other.

**3. Lower Back Stretch**

Pain or discomfort in the lower back is very common among those of us who sit for long periods at a desk. Sit up straight in your chair. With both hands grab your left leg just under the knee. Keep your right foot flat on the floor. With your left leg bent, slowly pull that leg towards your chest. Then do the same with the other leg.

**4. Hand Stretch**

To release the tension in your hands, stand and hold your left arm straight in front of you, putting your left hand up as though you were a policeman stopping the traffic. Then put the palm of your right hand against the tips of your left fingers and gently pull your left hand back towards your forearm. Do this until you feel tension across your fingers and the underside of your wrist. Hold this position for ten deep breaths and then change hands.

**5. Facial Stretch**

Have you ever noticed how your face becomes taught with concentration? There is a very simple exercise to relieve this but it is suggested that you do this in complete privacy! Raise your eyebrows and open your eyes as wide as you can. Open your mouth as if to yawn and stick your tongue out as far as possible. Like all these exercises, hold for ten deep breaths and then relax.

### **Beat Stress through Diet and Exercise**

“Work Hard – Play Hard” goes the saying. If you work long hours in a stressful environment, then it may well be tempting to “eat drink and be merry” until the small hours, but in reality your body will not be able to take such mental and physical abuse for long.

If you are under stress in your professional life, it is far more important to be sure that you look after your health. Following a healthy diet and taking regular exercise will increase your general well-being, reduce your perception of stress and ensure that you are in peak condition to take on the tasks which fall to you. Exercise even releases endorphins which make you feel good!

**Five Easy Diet and Exercise Tips**

Eat five portions of fruit and vegetables each day.

*It's not difficult – a glass of orange juice with your breakfast, salad in your sandwiches and a banana with your lunch, carrots with your dinner and apple crumble for desert.*

Drink two litres of fluid each day.

*Sorry – tea, coffee and alcohol don't count, as the chemicals in them have a diuretic effect. (In fact, if you are feeling stressed it's best to avoid coffee and alcohol altogether). Try keeping a jug of chilled water to hand and use it to make fruit squashes. Aim to drink the whole jugful each day. Have a drink if you feel hungry (you may actually be thirsty) and drink water or squash with each meal.*

Just a little of what you fancy...

*Healthy eating doesn't mean you have to give up those treats altogether, but keep them as treats – just two or three times a week, or as a special reward for a job well done. And the food you love can still be healthy. Why not grill, bake, steam, poach or microwave your food instead of frying it? Or choose low fat versions – chances are you won't notice the difference.*

Find an exercise you enjoy

*The keys to keeping up an exercise regime are enjoying it, and building it into your routine. Try different forms of exercise until you find one you really like doing – you may hate working out at the gym, but really enjoy swimming. Try to do 20 minutes exercise three times a week – so book into the pool, gym or class in advance.*

Lead an active life

*Park further from the office and walk in briskly, take the stairs instead of the lift, play with your children. Any activity which makes you a little out of breath counts as exercise and is toning and strengthening your body, and burning fat.*

### Time Management at Work

There is so much to do... and not enough time! Struggling to keep up leaves you stressed and depressed. Try these tips for making minutes count.

Ensure you get up on time by putting your alarm clock across the room so that you have to get up to turn it off.

- Before you begin your day, think of three things that will give you pleasure that day. Don't think about any negative things, and forget yesterday completely. Think of one (realistic) thing you want to achieve today - even if it's only "Eat lunch".
- Leave for work earlier than usual. You'll be less stressed at red lights and late trains, and if you do get there early you'll have a few peaceful minutes before the phone starts ringing.
- Open mail with the waste paper bin handy, or get an assistant, if you have one, to sort your mail first and weed out all the junk.
- **PRIORITISE!** Put all the things you have to do in order of importance. Think about how much time each task will take, then add half that time again plus five minutes for stretching, relaxing, putting things away and getting another cup of coffee. Using the task time you have calculated, work out how much you will realistically be able to achieve in a day. In an eight hour work day you have six hours of actual working time, plus one hour for a lunch break (which is important), and another hour for unavoidable and unforeseen matters. Put everything you're not going to be able to deal with today out of the way. Then gather together all the information, files, documents and telephone numbers you'll need. The best time to do this might be first thing in the morning, or perhaps before you leave the office at night so that you can get started right away the next day.
- Each day list which tasks are essential, which you would ideally like to do if possible and what it would be good to do if you have time at the end of the day - "Must, Should and Want" lists. (If those unavoidable unforeseen things *don't* happen, you'll have an extra hour and a real sense of achievement when you get onto the third list!)
- If someone asks you to do another task, don't be afraid to say "If I do this I won't have time to deal with this other file. Which would you like me to do?" Let the onus of your being unable to do everything fall on someone else. Turning down additional work will not make you look half as bad as failing to do work you have accepted, or doing it badly.
- If a matter arises, such as a phone call, which isn't important, don't be afraid to say "This isn't a good time, please call back later". You may find it helpful to establish an hour each day when you make and receive phone calls or meet with clients.
- When meeting with someone busy, you are less likely to have to wait if you ask for the first appointment of the day.
- Don't subscribe to journals and periodicals you never have time to read.
- Fifteen minutes before you're due to leave work - stop working! This is the time to organise everything ready for the next day, clear away files, pat yourself on the back for getting so far through your "Must, Should and Want" lists, and start winding down and switching off. That way you should actually be ready to leave in time to catch your train.

### Are You Becoming an Adrenaline Addict?

We all need a certain amount of adrenaline in order to get out of bed and face the day ... But too much of anything can become addictive and unhealthy. If you're wondering if you, or someone you love, has become an "adrenaline junkie", this list can assist in taking a first step toward being liberated from this self-imposed trap!

1. I often feel guilty if I take time off from work and/or feel "out of touch" if away from work for several hours.
2. I often procrastinate and put things off until the last moment in order to motivate myself.
3. I often eat meals quickly, "on the run", or while working or driving.
4. I frequently take time away from family or friends in order to get work done or attend meetings.
5. I believe I truly "work best under pressure".
6. I don't usually take time out for daily meditation, relaxation or recreation; and frequently "blame others" for my own lack of time reserves.
7. Solving problems gives me a sense of personal importance, meaning and/or purpose.

8. I maintain the hope that someday I'll be able to do the things I truly desire.
9. I hate standing in queues or waiting for someone ahead of me to write out a cheque and get it approved.
10. I often arrive late to scheduled meetings and events because of my busy schedule.

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## **The Adrenaline Lifestyle**

### **ADRENALINE IS**

- A source of energy: Humans will go to any length to get the quickest, easiest source of energy. Adrenaline produces energy; not the most healthful, but is continually available.
- Personal friction: Humans succumb to this drug instead of letting their hearts decide.
- Medication: Adrenaline rushes to help a person to "blast through" difficult times. Problem is, the adrenaline junkie creates crises just for the rush. When a person is "on" adrenaline, they have a respite from pain and feelings are covered up.
- A nasty habit that creates a lifestyle: To get the rush, humans do soul-damaging things: careers, greed, getting ahead, winning, keeping self in survival in order to have something to win at etc.
- A toxin that keeps healthy people away: Those who are "over" adrenaline or are not adrenaline-based usually won't develop close relationships with adrenaline addicts; it is too upsetting and painful. So the addict is surrounded by those with broken wings, co-dependents or other addicts.

### **What others will say or think about the adrenaline addict.**

- How can his spouse take it?
- I know he listened to what I said, but I don't think he heard me.
- You can count on Karen to be late; that's just her.
- Jerry is always so busy. What is he always doing?
- Why does Michael put himself through all that stress? I think he likes it or something.
- He always said he works best under pressure, but he's including us, too.

### **Adrenaline Addiction is a recoverable condition.**

- ADAs can recover from adrenaline addiction, usually by simply changing select behaviours.
- ADAs identify their personal 20 Triggers which start the rush and eliminate the triggers. ADAs recover faster with the help of a therapist or adrenaline-recovered coach.
- ADAs will go through a withdrawal period (see The Recovery Process below) of between 6-12 months.
- ADAs can recover from adrenaline addiction, usually by simply changing select behaviours.

### The Recovery Process

- Stop the triggering behaviour.
- Be willing to be very bored, until your new energy source kicks in (3-6 months).
- Speak truthfully and completely to everyone and yourself in order to let go of the residue and heal.
- Hire a coach, therapist or experienced consultant.
- Install a strong Personal Foundation to keep you well and adrenaline-free.

<b>Adrenaline Trigger</b>	<b>Solution</b>
Overpromising results, even a little bit	Deliberately underpromise, despite the other person's reaction or consequences
Arriving exactly on time or late	Leave 15 minutes early for every appointment
Involved in non-essential projects/activities	Cut out 50% of all personal and professional projects and goals
Shoulds and have to's; someone else's agenda	Get rid of all shoulds, no exceptions
Doing one thing in order to get another thing	Just do the latter and see if it works
Having current unresolved matters in your life	Most of us have at least 100; get them done
Holding back from another; being nice, being angry, not owing up to something you did	Have a heart-to-heart and be constructively honest
Not asking for what you need	Be specific and ask before you need it
Tolerations; things you're putting up with.	Put up with nothing; re-educate people
Letting people walk all over you	Expand your boundaries
Trying to prove something by your results	Shift from results to people and pleasure
Driving faster than the speed limit	Slow way down; you do have the time

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### Adrenaline Addict Self-Test

<b>YES</b>	<b>NO</b>	
		I drink caffeinated coffee or drinks to get or keep going.
		I eat sugar to calm myself down.
		I tend to overpromise and then rush to get it done at the last minute.
		I find some way to sabotage myself or a project, yet usually pull it off.
		I tend to take on more than I really want because I feel I can.
		I react strongly to the unexpected.
		I find myself getting very upset or irritated (whether I show it or not) when people let me down, miss deadlines or do less-than-optimal work. Sometimes I take it personally.
		I arrive at work rushed or already "on."
		I am grabbed by surprises and disturbances and then I can't calm down for a day or more.
		I feel an inner rush or lack of stillness or peace much of



		the time.
		I am clearly winning at work, yet working very hard.
		I'm the kind of person who tends to find the toughest way to get something done.
		I drive more than 5 miles over the speed limit, tailgate or criticise other drivers.
		I tend to run or arrive late, even if it's not my fault.
		I find that I attract more problems and disturbances than I feel I deserve.
		Money is currently tight and I have been working on getting ahead, but haven't.
		It is difficult to focus on any one thing for more than 10 minutes at a time.
		I don't give myself plenty of time during the day for the things that are likely to come up.
		I talk a lot even after people have stopped listening.
		I please people to the point of feeling compulsive, without regard to appropriateness or cost.

**Scoring:** If you answered yes to 5 or more of these, welcome to the club. When you're ready, willing and able, invest in outside counsel to get through this addiction.

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### What is Depression?

*"People who don't know, who say it's self-indulgence, sound callous, but it's not a callousness born of indifference; I think it's a callousness born of ignorance. That kind of ignorance we've got to get rid of, and little by little I suppose, we will. You say to them, 'It's a pity you don't know. I'm sure that if you knew, I'm sure that if you knew, not only wouldn't you say that, you'd try to help in one way or another.'"*

**Mike Wallace, *On the Edge of Darkness***

#### Depression is:

- an illness, just like heart disease or diabetes are illnesses.
- an illness that affects the entire body, not just the mind.
- an illness that one in five people will suffer some time in their life.
- a major cause of alcohol and drug abuse and other addictions.
- an illness which can be successfully treated in more than eighty per cent of cases.
- an illness which affects all ages, all races, all economic groups and both male and female. However, women suffer from it twice as much as men.

#### Depression is NOT:

- something to be ashamed of.
- the same thing as feeling 'down' or having the 'Monday morning' feeling.
- a character flaw or the sign of a weak personality.
- a 'mood' that someone can 'snap out of' any more than one can snap out of a heart attack.

#### What Causes It?

This question really has two answers. The physiological cause is an imbalance of chemicals in the brain, called neurotransmitters. These help the brain cells to communicate with each other, and any imbalance disrupts the brain's mood- regulating system. Research has linked changes in the levels of particular neurotransmitters to the individual symptoms of depression, including sleep problems, irritability, anxiety, fatigue and feelings of sadness.

In terms of what makes one person susceptible to depression and not another, it is known that it runs in families. Studies of twins and adopted children suggest that susceptibility is genetic rather

than environmental. Depression is more likely among those who have suffered stress over a long period, among abuse victims and those who have suffered some major crisis in their lives such as divorce or the breakdown of a relationship, job loss (or even promotion) or the death of a loved one.

**What Treats It?**

Anti-depressant drugs can be very effective at restoring the chemical balance in the brain but take a long time to start working - up to around a month - by which time many patients may have become discouraged and stopped taking them. If the drug prescribed is ineffective even after six weeks there are many other types which should be tried. A homeopathic remedy, St. John's Wort, also seems to have some beneficial effect in mild to moderate depression. Counselling is very helpful and to be recommended and it is vital to address the problem, such as stress, which caused the illness to develop in the first place.

## Depression in the Workplace

### DID YOU KNOW?

- 1 in 20 workers suffer from some type of depressive illness
- Depression disrupts work, family and social life.
- 75% of people try to hide their depression from employers, line managers and colleagues.
- A depressive illness is serious but can be treated successfully.
- Early treatment means less time lost at work, increased productivity and the avoidance of costly consequences.
- Over 80% of the most severe types of depression can be treated quickly and effectively.

### WHAT SHOULD I LOOK FOR?

- Absenteeism.
- Falling productivity.
- Indecision
- Bad Decisions
- Poor morale and uncharacteristic lack of co-operation.
- Complaints of aches and pains or tiredness on a regular basis.
- Disruptive, interfering or domineering behaviour.
- **Alcohol or drug use or abuse.**

### HOW CAN I HELP A COLLEAGUE OR EMPLOYEE?

- Learn something about depression because it is a common problem.
- Think of depression as a possibility where there are any of the tell tale signs listed in the previous paragraph.
- Look out for depression where there has been a death in the family, a change in job responsibilities such as promotion or demotion, or personal upsets.
- Look out for depression but **DO NOT** diagnose it or attempt to treat it. That is a job for the professionals.
- Hints of suicide such as "life is not worth living" should be taken seriously. Depression can kill and suicide is the way it does it.
- Encourage them to get help. They may well realise they are depressed but the negative thinking which goes with the illness may well stop them seeking help.
- Do not blame them. No-one chooses to be depressed.
- Always make a point of welcoming them back to work, but remember that they may not be able to instantly resume their original work capacity, but may need to ease their way back in.

### WHERE TO GET HELP

- General Practitioner
- The firm's health adviser
- Psychiatric hospitals and clinics
- MIND\*
- LawCare

\*MIND (National Association of Mental Health) helplines:  
London: 0181 522 1728 Other Areas: 0345 660163 Ext. 275  
Lines open: Monday to Friday, 9.15am to 4.45pm.

### Are you Depressed?

It's common to get "the blues" from time to time. Many people experience such difficulties as job lay-offs, divorce, the death of a loved one or other major losses. Sadness is a normal part of life. But when sadness never returns to gladness, it becomes what mental health authorities call the nation's leading psychological problem: clinical depression. Try this quick quiz to help you distinguish between this illness and the more normal feelings of being "down in the dumps".

1.) Much of the time do you feel:

Sad?  
Lethargic?  
Pessimistic?  
Hopeless?  
Worthless?

2.) Much of the time do you:

Have difficulty making decisions?  
Have trouble concentrating?  
Have memory problems?

3.) Lately, have you:

Lost interest in things that used to give you pleasure?  
Had problems at work or school?  
Had problems with your family or friends?  
Isolated yourself from others, or wanted to?

4.) Lately have you:

Felt restless and irritable?  
Had trouble falling asleep, staying asleep or getting up in the morning?  
Lost your appetite, or gained weight?  
Been bothered by persistent headaches, stomach aches, muscle or joint pains?

5.) Lately have you:

Been drinking more alcohol than you used to?  
Been taking more mood altering drugs than you used to?  
Engaged in risky behaviour - crossing streets without looking?

6.) Lately have you been thinking about:

Death?  
Hurting yourself?  
Killing yourself?  
Your funeral?

If you answer "yes" to more than two of the above questions you may well be depressed. See your GP. as soon as possible as it can be treated. Modern anti depressant drugs are very effective (although they take some weeks to start working) especially when taken in conjunction with regular counselling. With the right help life can be good again, you can come out of this dark abyss.

For further confidential help and advice contact LawCare.

### Beating Depression with the Three A's

While your GP should be your first port of call if you are suffering from depression, there are also steps you can take to change your way of thinking which may help in lifting your depression. These can be grouped under three A's as follows:-

#### Be Aware of your symptoms.

- Pay attention to your mood changes and note what is going on around you which leads to these changes. Understand why mood changes happen.
- Own your feelings, do not be afraid to admit how you are honestly feeling.
- Be alert to your body - your posture and facial expression. These are clues to your emotions.
- Be aware of the symptoms of depression - loss of confidence and motivation, problems concentrating and making decisions. When you experience these, it is due to your illness.
- Automatic negative thoughts are common in depression - "I answered that one question badly so I blew the interview," "Everyone thinks I'm fat and ugly," "I always fail at everything I do." Recognise when you have these thoughts.

#### Answer negative thoughts

- Answer negative thoughts by asking whether they'd stand up in a court of law. "I'm no good at anything." Look at the evidence and give yourself a fair trial before you convict yourself.
- Ask yourself whether you're thinking in "all-or-none" terms - thinking this way can make everything seem bad if it's not perfect! Almost everything in life is in degrees or on a continuum. That presentation may not have been brilliant, but it wasn't terrible either.
- Ask yourself how you might consider something if you weren't suffering from depression. Would you really think a cold sore was the end of the world?
- Look for the distortions in your thinking. How do you know what everyone else is thinking about you?
- Are you confusing a low probability with a high probability? "They will probably fire me for missing three days at work" could give way to "When was the last time they fired anyone at this firm?"
- Are you focusing on irrelevant factors? Yes, third world famine and wars are tragic but, after you've done what you can to help, being depressed about it serves no purpose.
- Collect negative thoughts - write them down and address them realistically.

#### Act differently

- Focus on your strengths. Think carefully about what you are good at (ask a loved one if you need to), and concentrate on building that up. Take pleasure in your own ability.
- Think about your goals in life and work towards them. If you want to be happy and get the most out of your life, then negative thinking is not helping you to achieve that.
- Increase your involvement in positive activities which you enjoy - spending time with friends - and decrease your involvement in negative ones - resign from that dull committee!
- Take exercise. Find a sport which you enjoy and make time for it. Physical activity improves mood and counters the fatigue common in depression.
- Address problems. No one has a life free of difficulties, but try not to let them make you depressed. Identify the problem as concretely as possible, consider various approaches, select the most promising approach and carry through. Apart from time set aside to specifically deal with the problem, don't let yourself dwell on it or feel overwhelmed and helpless. If you need outside help - from a debt counsellor, for example - then seek it without delay.

### Links to Counsellors with Understanding of the Legal Profession

The counsellors listed below all have some connection with the profession; either they were formerly lawyers, or they have a close family member who is, or was, a lawyer. Please note that the inclusion of these counsellors on our website does not mean that we endorse or recommend them.

Counselling may be available through your private medical insurance, or free through the NHS. Counselling should not take the place of a medical consultation; we always recommend you see your GP to discuss your health issues if you are suffering from depression or prolonged and severe stress.