

Module 4: Change Your Relationship With Your Work Through Optimal Engagement

Welcome to module 4. This week, we'll focus on your work engagement. Now, although you may not have given this much thought, being aware of what makes for poor versus optimal engagement and tasks can make a big difference in your work experience. As part of this process, you're going to take a brief assessment. So, be ready with pen and paper.

In this module, we're going to focus on removing obstacles to better work engagement, on increasing your resilience, so you can recover from stress faster, and on building routines and habits that will help you be more optimally engaged. So, what is engagement? Engagement is how you express yourself through your work on a cognitive emotional and physical level. When you're optimally engaged in your work, you are most productive. But before we can talk about how to get to optimal engagement, let's take a look at poor engagement.

Engagement is on a spectrum, on one end of the engagement range is a frenetic or overly engaged state. We often see this when demands are high, control is low, and you put everything you have into doing your best work and trying to get it all done. This lofty effort strategy may work well for a short period, but over time, it will take a toll not only on your work, but on your mental and physical health. Well, work demands will undoubtedly contribute to your frantic behavior. There are internal demands attributed to your personality that would also be a driving force. If you're unwilling or unable to acknowledge failure, if you neglect your personal needs, or if you're prone to anxiety or irritability while also being highly ambitious with lofty goals, then you are a contender for over engagement. Now, according to Christina Maslach, a primary researcher on the subject of burnout, when employees are overly engaged, it may be a sign that they are stressed out.

So, consider Julio who works intensely all day. He stirs it at his computer screen and tries as hard as he can to get the work done before nightfall, but the demands of his job are so high that he feels buried in his responsibilities. In an attempt to lessen the load for the following day, he stays at work late and continues working from home. On the surface, we can say that Julio is highly engaged in his work. Is he a workaholic? Not necessarily, at least, if what is meant by being a workaholic is that you don't want to get away from your work. Julio might just feel so overwhelmed with the amount of work he has to get done that he's not able to step away. To an outsider, it may seem that Julio is obsessive. Despite his intense focus, energy, and time invested in work, Julio would love to have more personal time, and feels stressed that he doesn't, but instead, has to work so much. So, what will happen to Julio if his situation at work doesn't change over time? His energy will wane. Now, imagine yourself in Julio's position, the demands of your job have not changed, but you no longer have the energy to dive in. You notice how exhausted you feel, and now, experience difficulties in performing tasks. You consequently start neglecting your responsibilities and feel bad about yourself, or hopeless about your work. This is what Maslach refers to as engaged exhausted, and is associated with feeling worn out, having a low sense of control, and low self-efficacy. In other words, you start questioning your ability to do the work. What we know about burnout is that it's a result of chronic stress over time, on any given day. Julio can go from being overly engaged to disengaged.

This engagement is a sign of burnout. It's when demands are so low, that you feel under challenged. In Julio's case, if his exhaustion leads him to drift too far away from the demands of his job, he will ultimately become detached. When we are disengaged, even work that at first seemed meaningful will now feel unfulfilling. The stress of the work leads us to feel irritable and impatient. In contrast, the sense of monotony and boredom from work results in a lack of personal development, which may very well lead us to contemplate changing jobs. When we burn out, we become depleted of energy, we feel exhausted, our engagement turns into cynicism, and we become ineffective. So now, it's time to see whether you are poorly engaged with your work like Julio. On your sheet of paper, draw two vertical lines to create three columns. For each column, create seven rows. By better understanding what's going sour, you can course correct. So, try to be honest in answering the following yes or no questions. For each response, give yourself one point. Then, we'll tally all your points to get the total picture in your current work situation. Are the demands high? Do you feel like you don't have as much control or autonomy as you would like? Do you consider yourself to be highly ambitious? Are you unwilling or unable to acknowledge failure? Do you tend to neglect your own needs? And if you're not sure about this, it's probably a yes. Are you prone to anxiety or irritability? So, mark down all your scores for the overly engaged total, and we're going to switch over now with regards to engaged exhausted. Do you regularly have low energy? Do you find it difficult to perform your regular job duties? Have you been neglecting your responsibilities? Do you feel bad about yourself? Do you feel hopeless at work? Do you have low self-efficacy, which again is your ability or your belief in your ability to do your work? Tally up your engaged exhausted total. and let us move on. Are the demands of your job too low? Do you feel detached from your work? Does your work feel unfulfilling? Are you impatient because things move too slowly for you? Do you feel bored at work? Does your work lack opportunities for personal development? So, tally up your disengaged under challenge total. And now, it's time to tally up the scores for each column. Add up all your yes responses and put the total on the bottom. And then look at which of the three areas has the biggest score. This is a sign of where your engagement currently lies if it's less than optimal. Now that you know where you are running too hot or too cold, let's talk about what optimal engagement looks like. Optimal engagement is your work-related well-being. When you're productive without overexerting your energy resources or becoming detached, you thrive. There are three dimensions associated with engagement, as shown in this figure. The first is activation, which ranges from exhaustion to vigor. This is similar to the engagement continuum, and it also can include the physical and mental energy needed to persevere.

Now, research by Hakanin and colleagues looked at the intersection of activation at work and the degree to which the person experienced their work to be pleasant. According to this model, when workers exhibit high activation and unpleasant tasks, they experience negative emotions that correspond with workaholism, such as agitation, irritability, intention. But when instead they engage in unpleasant tasks with lower levels of activation, they might feel depressed and lethargic, which corresponds with burnout. When you focus on pleasant tasks, the outcomes you experience are positive, regardless of your level of activation. But there are subtle differences. High activation and pleasant tasks lead to engagement, enthusiasm, and feelings of happiness. Whereas low activation, on these same tasks leads to feelings of contentment, relaxation, and calm. If you tend to be overly engaged or frenetic, focus on changing your activation. Negative emotions such as anxiety, irritability are signs that you have high activation in an unpleasant task. Exhaustion is a sign your activation level is low, and the task is unpleasant. Focus on tasks

that you find more pleasant or find ways to change your perception of the current task until it feels pleasurable. When you have high activation in pleasant tasks, you increase engagement. When you have low activation in enjoyable tasks, you increase satisfaction. So, either way, you win.

Now, moving on, the second dimension for engagement here is identification, which ranges from cynicism to dedication. This is about how inspired and challenged you feel by your work, your tasks, or how proud you feel of your efforts. Now, when activation and identification are both low, you can expect to feel exhausted and cynical. The antithesis to this of course is vigor and dedication, two factors which exemplify optimal engagement. Now, if you tend to be disengaged or under challenged, focus on changing your cynicism to dedication. Look for ways to become inspired, find tasks that are challenging, even if they seem outside the scope of your job description, consider what new aspects you want to learn, to grow in your career. When you've achieved something, be proud of the effort you put in. The third dimension for optimal engagement, which is not found on a spectrum, is absorption. This is about being so intensely and happily immersed in your work. The time passes quickly and ultimately. You have difficulty detaching yourself from the task. Absorption is the opposite of the detachment, experienced by the under challenged and it's similar to what author Mihaly Csikszentmihaly calls flow. Now, think back to a task where although it demanded your full attention, your mind was clear and focusing on it felt effortless because you're so immersed in that task, and were enjoying yourself. You were surprised to find how time just flew by, that is flow. And lastly, if you tend to be engaged exhausted, find tasks in which you can become easily absorbed. Clear your mind, so you focus effortlessly on your work, create the conditions in your environment to get into state of flow without disruption.

Resilience, now, resilience is about bouncing back more quickly from adversity. It starts in the mind and includes a sense of realistic optimism for what lies ahead, gratitude for the goodness around you, and acceptance of anything that is not in your control or that has gone, or that has not gone as well as you would have liked. So, why is this important? Well, one obvious reason is because you reduce your suffering and can get on with your life sooner. But understand what this means, the happiest people are more resilient when they experience negative emotions. They bounce back quicker because they can change their evaluation of situations, they give themselves permission to be human, they have a quicker recovery, and you can, too. So, recall that burnout happens when demands are high and resources are low, and while you may not have control over your work-related resources, resilience is a personal resource that can protect you from burning out. Now, one factor that affects resilience is permanence, if you believe something is permanent or pervasive, it will affect how quickly you will bounce back. Change is possible, you need to be aware how you are explaining events and choose to explain them in a different way.

This boils down to the difference between pessimism and optimism. Pessimism has a keen sense of reality, but we don't want to dwell in it. Optimists make the best of what happens. So, write that down and always come back to the question, "How can I make the best of this situation now?". Charles Darwin highlighted a theory to explain why some people thrive, while others wither away, which he named survival of the fittest. In this evolutionary theory, Darwin described the process of natural selection when the going gets tough, the tough get going, leaving the not so tough in a cloud of smoke. He attributed the differences between these two different

types of people to their genes. Now, research and history have demonstrated that there is truth to this theory. People with family histories of mental illness are more likely to experience mental illness themselves, people with family histories of medical illnesses like type 1 diabetes, cancer, or heart disease are more likely to experience such as diseases in their lifetime. But that being said, with the advancement of science and medicine, we've been able to give never before seen advantages to the biologically predisposed, even if your father and his father suffered from lifelong depression, when you struggle with depression, there are more medications and treatments today than ever that can help you overcome this battle. The more we know about the brain and the mind, the more we have come to realize that there's also a lot you can do to help yourself. Psychologist Carol Dweck made popular the notion of a growth versus a fixed mindset. According to her, when faced with an obstacle people, with a growth mindset can counterbalance negative events by focusing on their positive aspects.

So, if your company suddenly announces major layoffs, and you lose your job, if you hold a growth mindset, you'll likely stay optimistic and focus on finding a new job. But if you have a fixed mindset, you might attribute the loss to a personal attribute, and consequently feel depressed and unmotivated to pursue another position. I love this quote by Anna Freud, who said "I was always looking outside myself for strength and confidence, but it comes from within, it is there all the time.", and to me, this quote really exemplifies what resilience is all about. Resilient people believe that things happen for a reason, they find meaning in everything rather than fixating on a specific goal. They view setbacks as temporary, and reframe them to meet an opportunity for growth. They think of themselves as stronger with each adversity they overcome, rather than as helpless victims. Resilience is a self-perpetuating cycle, the more resilient you are, the stronger you become. After a negative experience, your resilience becomes evident when you face challenging situations, not only in the way that you interpret and react to the challenges, but also in your ability to adapt to change.

Now, there are multiple layers to your mind. Like an onion, the core of your mind lies in the center and is hardest to change. This core determines the direction of the layers that come after it. That innermost layer is comprised of your schema or core beliefs. The lens for which you see the world makes up the core beliefs you hold to be true, even in the face of evidence. To the contrary, these beliefs lead you to attribute causality to internal, stable, and global factors, also known as attribution errors. Like the child who blames herself for her parents' actions, we as adults might attribute events to three factors that make us less resilient. The first is an internal factor. If you have a fixed mindset, you're likely to attribute the layoff to some deficiency in yourself. This often stems from a core belief that you are inadequate. When you believe this, you tend to look for evidence that demonstrates you are right. Therefore, when something happens like losing your job, you're more likely to blame yourself. The second factor that reduces our resilience is the stability factor. When you believe that your flaw is permanent, you're less likely to feel optimistic about your ability to bounce back. Not only do you see yourself as inadequate, but you feel hopeless about being able to change that inadequacy.

Finally, the third factor that makes people less resilient in the face of stress is a global one. When you have shortcomings, you can see them as a weakness. If instead you think of yourself as the problem, you're taking a local problem, the shortcoming, and making a global issue out of it. When you do this, every failure reinforces the belief that you are a failure. And this belief is not

only accompanied by feelings of shame, but it makes you less likely to keep trying. This is sometimes the way people become stuck. So, do you believe you are not enough? This limiting core belief is part of a fixed mindset that can lead you to misattribute your inadequacies to everything that goes wrong. Especially if you believe you can't overcome your limitations. Instead of feeling guilty when you make a mistake, you might feel ashamed of yourself. In this case, work on rewiring your brain to change your limiting belief, affirm that you are enough often. And with consistency, until you build the habit and neural pathways in your brain to believe it's true, doing so will help you put events into perspective and recognize that when something falls short of expectation is a specific rather than a global aspect, that when awry, remember the adage "Don't throw out the baby with the bath water." Authors Nan Henderson and Mike Milstein describe two ways in which you can build resilience in into the work environment. The first way is to build resilience surroundings that provide opportunities for meaningful participation that set and communicate high and realistic expectations, and that provide care and support. Second method for increasing resilience is to mitigate risk factors, and you can do this by increasing social connectedness, setting clear and consistent boundaries, and learning life skills given that you likely do not have control over your work environment. When you are job searching, try to find a position that promotes collaboration, provides you with opportunities to progress and supports you through feedback, rewards, or other forms of recognition. And while in your position, create bonds with your co-workers, learn to work within the boundaries of the organization while setting your own boundaries, and develop your interpersonal skills to reduce conflict and increase cooperation.

Now, let's talk about routines, because they are what helps you to really maintain your energy, insanity, so you can keep showing up for your work and family more effectively. So why establish routines? As they say, if you can soak the pot before cleaning it, you don't have to scrub so hard. Now, when would you do this, you want to do this during times where you aren't necessarily in a crisis. And that's why we build routines, right? When we are in a crisis, it's harder for us to lean on things that aren't already established. So, we want to create these habits, these routines, so that when things are tough, we're already built up. Now, so, we're going to talk about prevention, and then we'll talk about what to do in a crisis. So, because we're talking about prevention, one of the first things that is super helpful for you guys is exercising. And you've probably heard this a million times, but I'm going to talk to you about it in a little bit of a new way. So, there was a researcher by the name of Michael Babyak, and he conducted a study at Duke University with 156 patients that were depressed. He divided them into three groups. In the first group, they've received medications. Only the second group was asked to exercise for 30 minutes, four times a week, and have exercise that's basically moderate difficulty. And the third group was a combination of medications plus exercise. So, what's really cool is after four months, they were followed up with and sixty percent of the patients were no longer depressed. However, six months after the study, here's what they found. The medication-only group had a 38 relapse rate, so that's not really good. The medication plus exercise group had a 31 relapse, so pretty similar, and not so great. But exercise-only group had just a nine percent relapse rate, so rather than thinking that exercise is effective as an antidepressant, realize that not exercising is like taking a depressant. We were made to be active, and we when we frustrate that need, we pay the price. We need to work with nature, not against it.

Now, the benefits of exercise are great, it increases your self-esteem, it also decreases anxiety, and stress helps improve your immune system, increases creativity, and you get to have a stronger libido. So, remember to find ways to incorporate exercise into your week. And while you're doing that, don't overdo it because you still need one to four days of rest every week. And the thing that helps people stick with exercise longer is social support. Imagine that you have a neighbor who has the same goal of you as you, where he wants to go jogging, to be in good shape, and you guys decide that you're gonna go jogging together on Mondays, Wednesdays, and Fridays. Now, Monday rolls around and you just really don't feel like going, but you know Joe is waiting for you. So, what do you do? You put on your gym clothes, and you go meet up, right? So, sometimes having somebody there to hold you accountable, and just to spend time with as you're exercising makes the event more pleasant, okay? So, moving on to other prevention routines that you can establish, meditation. Now, I can go on and on about the benefits of meditation, but you've probably heard a lot of these already. So, I'm just going to tell you that meditation is actually the equivalent of doing exercise that we just talked about, but it is for your brain. So, it's a mental way of being fit. So, the recommendation here is about 15 minutes a day, six to seven times a week, and I said just do the best you can. If 15 minutes feels overwhelming at first, start with five or ten minutes, and work your way up. What you'll find is that it gets easier over time. It's always hardest in the beginning, in the same way that if you were going to go running for that first day after you haven't run and you aren't in good shape, your body is going to be sore. It's going to be hard to get through, you might have to stop and walk for parts of it. But eventually, your body kind of catches up and you get into good enough shape to be able to run the entire mile, or three miles, or whatever you're doing. Whereas with meditation, it's the same, right? You might find that it's really hard to keep your mind still, that it's constantly moving this way, in that way, and that is just an indication that you are out of mental shape. So, don't give up. Just keep coming back to the practice and remember to be compassionate with yourself, that doing it even if it's not as easy, or you're not doing it as well as you would like, is still better than not doing it at all. And every time you do it, you build up that mental muscle.

Now, the next thing I want to talk to you about is sleep. Sleep is usually underrated. This is something that we don't think about too much. We often overlook it because we're trying to catch up with work, or we're just trying to relax after work, and so we get caught up in our Netflix show, or something else. And before we know it, it's late and we finally get to bed, and then the alarm goes off, and we're feeling really tired in the morning. So, getting approximately eight hours of sleep should be something that you are very mindful about, which means that you have to reverse engineer what time to get to bed based on what time you have to wake up. Now, sleep improves your physical energy. It helps you problem-solve overnight, so it's not just about recharging your battery, but it is helpful in so many ways. So, start paying attention until your internal rhythm, in terms of the hours you need and when you need to get to bed.

Yoga is another great routine, that if you created, it would provide you with an opportunity to build strength and flexibility because it is one of those mind-body exercises. So, it's kind of like, taking your run and your meditation all in one. It is easier on the body than running. For example, it builds up that strength and flexibility, like I said. And there are different types of yogas, so find one that works for you. Drinking water has been shown to increase productivity because our brain remains sharper, and our bodies are well-hydrated to support our bodily

functions. So, make sure that you are drinking plenty of water throughout the day, especially if you tend to drink coffee, because that tends to dehydrate you.

Now, I want to talk to you about something called priming. When we read about negative things in the news, we prime ourselves for negativity. The media focuses on the exception not the rule it focuses on the negative which creates fear. So, what in your environment motivates you? Do you have pictures of your family memorabilia, works of art, or quotes that maybe you can put on the wall around you, in your workspace, that can prime you for positivity? The way that this works is that even when you stop saying things, they affect your subconscious mind. So, notice that even when you turn off the television after you've watched that newscast, you might still feel anxious about all the things that you've heard. And in the same way, you can prime your brain for positivity by having these positive things around you at all times. So, those are some prevention routines that you can create. And then with regards to crisis intervention, you want to build up a separate toolbox which really focuses on what can I do in the moment when I'm feeling really panicky, or I'm really stressed out.

So, breathing is a great go-to tool because it's something that you can do in an instant. It slows everything down pretty quickly, and it has a very deep effect on your well-being. So, just by taking even five deep breaths and just exhaling out, all the stress in your body rapidly shifts your entire system. Grounding is another really good routine that you can use in a crisis. So, the reason it works so well is because think about it, when you're anxious, your anxiety, your energy runs really high. And so, when you ground, you're closer to the Earth, and all that energy is able to kind of go down. And you can think of yourself almost like a tree, where you're sending energy through your feet into the Earth, right? So, it helps to dispel any anxiety and it makes you feel more connected to the Earth. And a way that you can ground, I mean there's different ways you can just literally sit in your chair and just imagine yourself sending roots into the Earth. You can ground by being on grass or walking on a sandy beach. Just being in nature is very grounding, even breathing is grounding. So, find ways to ground your energy. And if you want more information on different ways of grounding, you can certainly Google it, there's a million different ways that you can do this but find something that works for you.

Another thing in crisis intervention is progressive muscle relaxation. So, another word for this essentially is doing a body scan. But as you're scanning, you're also breathing into the areas that are tense and allowing those areas to relax. So, you start you can start from your feet, and work your way up to your head. Or in reverse, start from the top of your head and go all the way down to your feet. You want to go slowly, area by area, noticing what's there, breathing and releasing as you go. And lastly, I'm gonna say reframing your thinking is something that's really helpful, especially when you're feeling really anxious, write down your thoughts and find ways to reframe it based on some of the things that you've learned in this course. Now, notice that it's really hard to think rationally about things if you're very elevated. So, if you are let's say really panicked, your anxiety level is at a 9 or a 10, or even an 8, it's gonna be really hard for you to sit down and think logically about your thoughts. And so, that's where you want to use some of the other tactics like breathing and grounding, or progressive muscle relaxation, just slowing everything down and allowing yourself to relax. And then, you can go to the cognitive exercise of looking at your thinking. You want to minimize habits that stimulate the fight-or-flight response. So, in the notes section of this module, I'm going to provide you with the link to an

article that speaks more in detail about the effects of chronic stress, and how it leads to this fight-or-flight response, so you can understand how this affects your body.

So, now we're going to talk about what not to do. So, holding a low power pose, and this is based on the work of Amy Cuddy. She explains in her research which is featured in a wonderful TedTalk, and I've also given you the link for that in the module notes. So, you make sure that you watch it. If you haven't already, she talks about the way that your body that you, that the way that in which you hold your body, releases certain hormones. We know that stress and fear are associated with hormones, such as cortisol. Whereas confidence is associated more with testosterone. So, focus on good body postures and practice power posing for two minutes whenever you need a boost focusing on lack. When you focus on everything that's missing or what I call the "not enoughness" factor, you trigger your fight-or-flight response, you get into survival mode, you can't relax. So, here's what you need to know. Things may not be exactly as you would like them to be, but more often than not, there's more abundance than we realize. And the reason we don't see it is because we have fears that stem from as far back as our childhood. If you grow up poor, no matter how much money you have now, you might still feel afraid of not having enough or of losing what you have. If you have insecurity about your worth, you might have a fear of being fired from your job because you think you won't find another one. If you're divorced, you might fear that you'll never find the mate. So, so much of your outcomes relate to your mindset. So, be careful what you tell yourself.

Number three, drink caffeine and alcohol. Now, these can negatively affect your sleep. And when you don't sleep, as we said, it can really affect your energy, your ability to focus, your mood, and your motivation. When you don't sleep, you're less likely to work out and more likely poorly further depleting your energy. This makes you need to have more coffee to give you a boost. So, if you're stressed or overthinking things, you might feel like you need alcohol to help you sleep. But alcohol actually has a negative impact on your sleep quality. To learn more about the effects of these substances on your sleep, check out the TedTalk link included in the module notes. Number four, eating simple carbs. Now, you've probably heard a million times that this is not good for you, but what's important is to talk about what to replace it with. And what you want to replace simple carbs with is stress-busting foods. These may help increase your resilience, and examples include salmon, flax seeds, dark leafy greens like spinach, sardines, dark chocolate, and blueberries.

Number five, accumulate more stuff and let things pile up. Obviously, you know this isn't hopefully helpful to you because the more clutter we have around us, the more chaotic we feel in our mind. So, what you want to do instead is you really want to, every once in a while, go through all your stuff, declutter and organize your space. Now, we've talked about the importance of organizing your space as you go, like making your bed every morning. But in addition to that, we're talking here about doing a deep clean by going through your closet, going through your drawers, maybe once a quarter once a month. Just pick an area of your house that you want to declutter. Now, I had a client who was very much interested in doing this, but she felt like it was such an overwhelming task because her house was full of stuff. So, I told her you know what, how about every month, pick one area of your house, divide your house into 12 areas, and every month, just focus on one area. So, let's say, okay, January is the kitchen. And so, all you do for the month of January is focus for maybe 30 minutes at a time, on going through drawers, going through cabinets, going through your food pantry, just slowly going through

things, getting things cleaned out. And in February, you go on to the next room. So, think about how to make this something that is attainable to you.

And lastly, staying connected 24/7. You definitely don't want to do that, you want to disconnect from technology, from your emails, from your phone, you want to give yourself a break. Because you know what, when you get all these notifications, it stimulates something in your brain, and it a lot, it doesn't allow you to relax. And so, you really need to turn things off. Turn off notifications, turn off the actual devices, and in general, reduce your media time. This allows you to just really, the whole disconnect thing, allows you to just take a deep breath, right? And that's how I think about it is like when we are in that connection mode to media, and to or all of our notifications into our work, we're in stress mode. And so, you want to give yourself a break from that, and get into de-stress mode or relaxation mode is literally like removing all of that from the picture for a time, okay?

So, let's wrap up. What is your biggest takeaway from today? We talked about resilience, we talked about engagement. So, think about where are you, and what you need to do in terms of your engagement type? If you're engaging in your work in any sort of a poor way quote unquote, and how to get to that optimal engagement? So, think about what you found in that that you can implement. And from the resilience section, what you want to commit to doing this week? And as always, create a plan around that and identify any blocks, any obstacles that might get in the way, and how you might handle those? Also make sure to watch or check out the resource section of this module. I have an article and two videos for you to watch this week, and if you aren't already exercising, start incorporating moderately difficult exercises into your week, over the course of 3 to 4 times, or 3 or 4 days a week each time for 30 minutes. Start wherever you are and slowly add a little more until you reach your goal. Don't overwhelm yourself by thinking you have to get it all done instantly. Build up to it, but first sit down and figure out when you will exercise. You also want to monitor your sleep and make sure you're getting to bed with enough time to get an average of 8 hours per night. Minimize loud noises, optimize the room temperature, and try to avoid watching anything stimulating right before bed like an action film, or the news. And of course, continue organizing your space, as we said, reviewing your day and jotting down notes, practicing gratitude, eliminating those energy drains all along, and focusing on what you can control. Now, this may seem like a lot, but these are the foundations for good energy. So, make a plan of how you're going to incorporate these practices and how you might anticipate, and problem solve around obstacles. And I'll see you next week.