

MOTIVATION

Participant's Guide

Presented by Kēphen Merancīs | Behavioral Health Advocate

ILLUMINATING THE FACTS ABOUT BEHAVIORAL HEALTH



RISING ABOVE THE STIGMA

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“I want to be aware of every day I’m alive, and I want to make it to 85 [years old] and be exhausted because I’ve been alive and awake every single day.”

**- [Jedidiah Jenkins](#)*
author of “*To Shake the Sleeping Self*”**



LOCUS OF CONTROL

“When we are no longer able to change a situation, we are challenged to change ourselves.”

~ Viktor Frankl
(1905 – 1997)



Dr. Daniel Gilbert suggests in his book, *Stumbling on Happiness*, that human’s yearn for a sense of control. **Scientific research points toward a connection between losing control and becoming unmotivated, unhappy, feeling helpless, hopeless, and depressed.**

Not feeling in control of our lives or particular situations can cause us to lose motivation, or result in us struggling to find the motivation we need to push forward. The research Dr. Gilbert referred to in his book was in regards to **two studies conducted on nursing home patients.**



In the first study, two groups of patients were given houseplants, each patient having their own plant in their room. **The first group of patients were asked to care for the plants** they were entrusted with, while the **second group were told that a staff member would be caring for the plants** on behalf of the patients.



At the end of the study, 30% of the patients who were given plants that the staff cared for had died vs only 15% of the patients who were responsible for caring for their own plants.

In the second study, instead of houseplants the patients were offered visits from college students. Again, two groups of patients were created, the first group were told they were responsible for deciding when the college students would come visit them. The second group of patients were advised that the college students would be deciding when they would visit the nursing home.



At the end of the study, researchers observed that the patients who had control over when the students visited were happier, healthier, more active, and took fewer medications than the other group.

Psychologist Julian Rotter developed a theory he called the Locus of Control. This model for behavior outlined that people fall into one of two categories.

Internal locus –

- Believe they can influence destiny through the choices they make
- Perceive themselves as actors and not individuals being acted upon
- Focus on autonomy and self-efficacy
- See a high correlation between personal actions and achieving goals

External locus –

- Believe things happen to them
- Blame others for their circumstances or for undesired situations
- Practice learned helplessness



According to Dr. Al Siebert, author of *The Resiliency Advantage*, **people who believe they are in control of or at least can influence the things in their life also act in ways to confirm their beliefs. Individuals who believe their fate is under the control of external forces act in ways that confirm their beliefs, even creating self-fulfilling prophecies.**

Psychologist Rotter used something he called **the expectancy-value theory which explains that a person’s likelihood of taking an action is dependent on how much the person values a particular outcome and how much the person believes that taking the action will produce that outcome.**

The goal here is to no longer react to external forces or things that we perceive to be external, but instead make the choice to channel our motivation towards acting on the internal influences that allow us to regain control of ourselves.

Activity 1: In the space below, list a few things that demonstrate an internal locus of control and an external locus of control.

Internal Locus	External Locus
Career	Weather



AUTONOMY



“There is both a need to have more autonomy in one's work, and strong evidence that such participation leads to the effectiveness and productivity we crave.”

~ Margaret Wheatley

According to research conducted at Columbia University, when people believe they're in control of their lives they:

- Work harder
- Push themselves more
- Earn more money
- And live longer

A separate study at the University of Pittsburgh, published in The Journal of Neuroscience, found that:

- The more we're engaged with and in control of our actions and surroundings, the more we experience the drive of self-motivation
- The less decision making we do in our lives, the less motivated we become to do anything

Learning to be autonomous can begin with small steps such as making minor decisions about daily activities:

- Choosing which household chores to perform
- Deciding what errands to run each day
- Picking what to eat for lunch

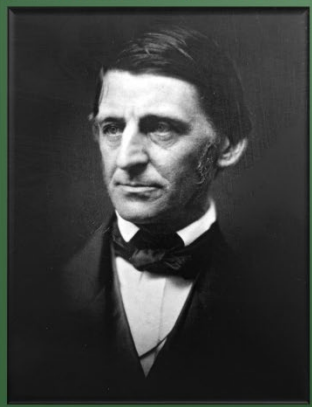


Activity 2: The process of taking control can start out as small decisions we make about our daily lives. What steps can you take today to become more autonomous?

EMPLOYMENT

“The crowning fortune of a man is to be born to some pursuit which finds him employment and happiness, whether it be to make baskets, or broadswords, or canals, or statues, or songs.”

~ Ralph Emerson
(1803 – 1882)



Motivation and enthusiasm can improve the odds of:

- Getting hired
- Maintaining employment
- Career advancement



Fact 1:

“Employers would rather provide job skills training to a motivated but inexperienced worker, than hire someone with perfect qualifications and a negative attitude.”

- Mastering Soft Skills for Workplace Success | U.S. Department of Labor

Fact 2:

“An employment candidate’s motivation level during an interview accounts for as much as 40% of an employer’s overall impression.”

- Mastering Soft Skills for Workplace Success | U.S. Department of Labor

Managers worry that a negative attitude will cause:

- Workplace conflicts
- Lack of cohesion
- Poor customer service
- Loss of productivity

Ways to appear more positive and optimistic:

- Smile
- Have good posture
- Make eye contact
- Speak with an upbeat tone
- Show up to work on time
- Express interest in the work being done
- Demonstrate a willingness to listen, learn, volunteer
- Approach customers proactively to assist them

Why care about appearing motivated?

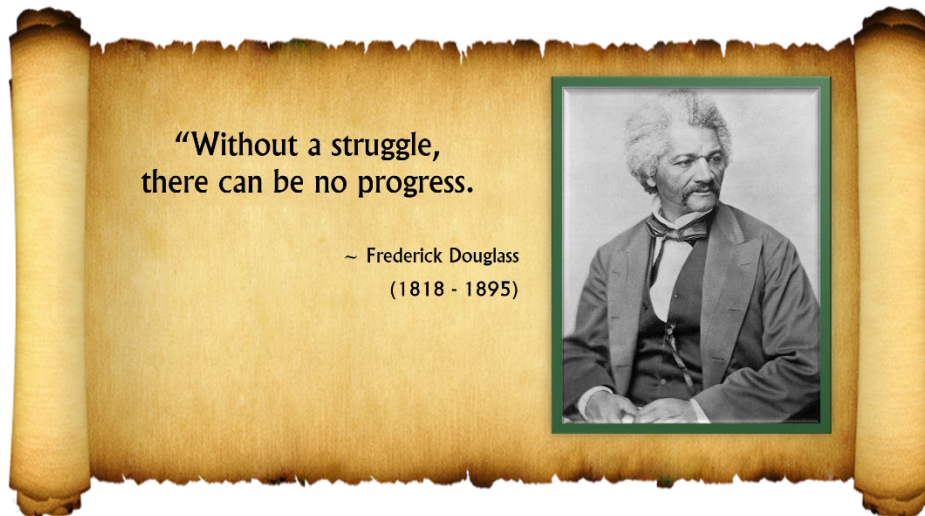
- Motivated employees care about their job
- Willingness to do what it takes to succeed
- Maintained belief that they can transform or change a tough situation into something better



Activity 3: In the space provided, list five things you feel positive about in the categories given.

Work Life	Home Life
1) Financial Security	1) Off-Street Parking
2)	2)
3)	3)
4)	4)
5)	5)

PERSONAL MAGNETISM



Through the way that we behave in groups or as leaders, we can either positively or negatively affect those around us. We often do not think about the motivation of others, but this connection between people who work closely together can be greatly influenced by each member.

Therefore, if one person has a negative attitude, it can bring the motivation level of the team down or even destroy it. In the same regard, a team member with a magnetic personality can charge up the group and bring a wave of motivation to the collective, inspiring everyone around them.



In his 1944 book, *The Technique of Building Personal Leadership*, Donald Laird developed and outlined a model to help people build their personal magnetism. Laird explained his model as follows:

1. **Be Active** – Go beyond your comfort zone, fake it if need be, pretend or act as someone you're not, put on a mask and role-play. Take on an active manner when around other people, but when alone be relaxed. Use hand gestures when speaking to garnish attention to what you're saying. Use emphasis on key words.
2. **Be Brisk** – You can be brief without being rude. Leave those you were socializing with feeling expectant, as though you didn't fulfill what they assumed you would do. Never overdo it, but instead leave them wanting more. Be quick, but be graceful. Get to the point of matters and do not linger when things are done, move on about your day.

This motto explains it well, "***Wasting your own time is foolish, but wasting another's is theft.***"

3. **Be Cheerful** – Choose glad tidings over calamity, encourage over discourage, act out success over failure. Leave people feeling better than you found them. Being positive is a mood or feeling and like all emotions it will come and go. When the feeling of cheerfulness is not naturally present you must pretend.
4. **Be Direct** – Make eye contact without glaring or having a staring contest. Make yourself attentive to whom you are communicating with.
5. **Be Fearless** – In life, the easy road is often the least rewarding. So many times we choose to stay within our safety bubble, our comfort zone, but the best life – the one that is most rewarding – begins at the end of our comfort zone. Being brave doesn't always mean that we have courage, it just means that we're willing to act it out. Every time we pretend to be brave and act it out, we actually begin to accrue real courage for future circumstances. What we pretend long enough, begins to become our reality.

Moral bravery holds the same value as being brave in circumstances where our physical wellbeing is at risk. Moral bravery can motivate us to stand up and speak out when we witness an injustice or find a cause we believe in and want to make an impact on. We should be fearless in our actions and our words.





Anna E. Dickinson
(1842 – 1932)

By the age of 13 Anna had written and published her first essay and by 1861 she began giving public speeches.

In 1864 she became the first woman to give a political address to the U.S. Congress.

RESILIENCY



“If you are distressed by anything external, the pain is not due to the thing itself, but to your estimate of it; and this you have the power to revoke at any moment.”

~ Marcus Aurelius
(121 – 180 C.E.)

Boosting our resiliency increases our resistance to stress and can greatly lower our chances of becoming depressed. Resiliency is a quality that helps us both act and react in appropriate and productive ways, such as against setbacks, failures, a crisis, and even physical and emotional pain, while maintaining confidence and courage. Our resilience can even help us retain our motivation when facing these adversities.



There are two main types of resiliency:

Reactive – when we're forced to face challenges

- Keeps us from giving up when things get tough
- Provides the ability to repel worry over the unknown
- Reduces or prevents the guilt and shame of past mistakes
- Grants the opportunity to be persistently motivated

Active – when we choose to face challenges

- Seeking out scenarios that we know will require effort
- Shifting the focus of how we perceive challenges

In its reactive quality, resilience is the ability to stick with something through thick and thin, and the power to overcome the temptation to bail out when things stop being easy.


Reactive resilience means that we do not let worry over the future, about things that may or may not come to pass, keep us from living the best possible life. Never let mistakes from the past eat you up inside. Take responsibility for your actions, but don't blame yourself for mistakes so much that shame and guilt paralyze you from moving forward and trying again.

Resilience against adversity provides the opportunity to be persistent and this quality not only motivates us to keep going, but inspires others with the same motivation.

It takes a lot to be a trailblazer or to stand up and speak out against injustice. To do this we need to be motivated to face guaranteed resistance and fear. Being fearless is self-evident, but being resilient against the consequences of our decisions is often an afterthought or reactionary quality.



So how do we be active in our resilience? It starts with our perception, how we see and explain the things that either happen to us or that we choose to face. In 2017, Great Britain's [Mollie Hughes](#)^{**}, became the youngest woman to have ever climbed both the North and South sides of Mount Everest.

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On top of the world! The moment a woman from Devon, 26, reaches the summit of Everest after becoming the youngest EVER Brit to scale both sides of the mountain

- Mollie Huges, 26, from Devon entered record books on Tuesday
- Scaled mountain in temperatures as low as minus 40 with climbing partner
- Hoping to raise in excess of £8,000 for Cancer Research UK
- Admitted she felt exhausted and elated and said climb down would be tough

By [SIOFRA BRENNAN FOR MAILONLINE](#)

PUBLISHED: 06:47 EST, 18 May 2017 | **UPDATED:** 07:14 EST, 18 May 2017



The Explanatory Styles of Positive Psychology	
PESSIMISTIC	OPTIMISTIC
PERMANENT "This will last forever"	TEMPORARY "This will pass"
PERVASIVE "This will undermine everything"	LOCAL "Relates to just this one situation"
PERSONAL "It's me, it's all my fault"	NOT PERSONAL "This is not entirely my fault"
UNCONTROLLABLE "There's nothing I can do about it"	CONTROLLABLE "There's something I can do about it"

In Karen Reivich and Andrew Shatte's 2003 book, *The Resilience Factor*, they described two types of people based on Dr. Martin Seligman's work in the Positive Psychology field and his "Explanatory Style."

The first group are those who blame themselves for everything bad that happens to them, they are convinced that these problems will always occur and are therefore unavoidable, and that the consequences of these problems will affect every aspect of their lives.

The second group faces problems without blaming it all on themselves, they believe that these problems are not permanent, and that they will not impact every aspect of their lives.

Based on Dr. Seligman's work, the first group consists of people who think more pessimistically, they are prone to depression, anxiety, low self-esteem, and paralyzing fear and inertia in the face of setbacks and obstacles. This thought process is known as "learned helplessness" due to their habitual behavior of focusing only on negative events and outcomes that have occurred throughout their lives.

The second group are more optimistic and they tend to be healthier, happier, significantly more successful at work, at school, and in sports.



Here's an example to better understand how someone from each group would perceive the same situation:

- **Linda is let go from her job as an accountant.**
 - **Pessimistic Explanatory Style** – “I’m not good at being an accountant, I was always less skilled than the others at the office. I’ll never be able to find another job and my husband will probably leave me. I’m such a failure, my life is so messed up.”
 - **Optimistic Explanatory Style** – “I was let go because there just wasn’t enough work for me to do and I was not able to learn and expand my skill set. The company was trying to be more efficient due to the field becoming more competitive and the economy slowing. It’s hard for newcomers, but things will turn around. Maybe this is an opportunity to pursue my personal passions and spend more time with my supportive husband.”

Being optimistic doesn’t mean we see the world through rose-tinted glasses. Actively choosing to find positive opportunities in what we rationally understand and accept to be negative circumstances is the true difference between those who are pessimistic and those who are optimistic.

Pessimism isn’t always bad, it can help us:

- Maintain critical thinking
- Utilize the skill of risk assessment
- Prevent naivety
- Promote rationality

Breaking the Habit of Learned Helplessness:

We can choose how we actually approach obstacles or difficult experiences. With challenges or setbacks we should consider this process of evaluation:

1. **Adversity** – What is the obstacle or setback that you are facing?
2. **Belief** – What is your perception of the obstacle or setback?
3. **Consequence** – What is the resulting action or reaction to the obstacle or setback based on your perception?



Adversity alone does not have the power to determine how we act, think, or feel. We make those choices ourselves by the way we choose to perceive the adversity. Dr. Seligman recommends **evaluating your perceptions using his four-step model**:

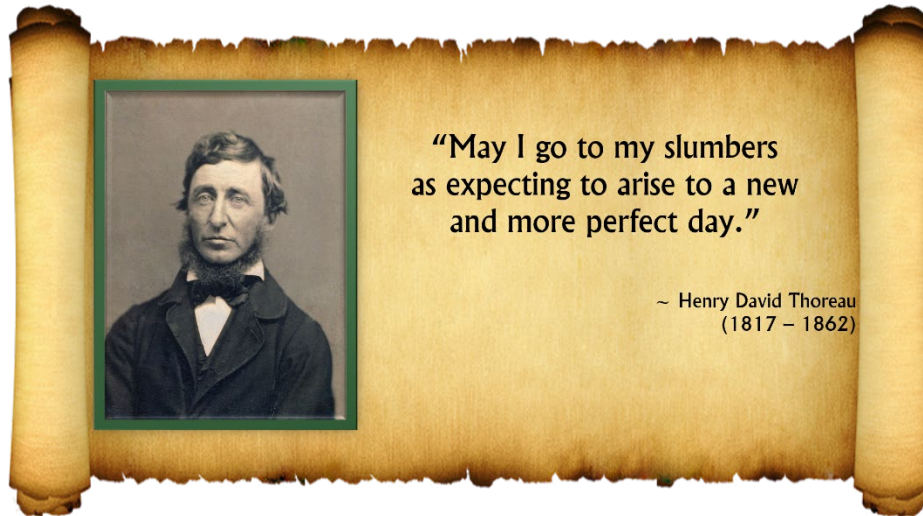
1. **Evidence** – What are the real facts in the situation and does this evidence support or eliminate your perceptions?
2. **Alternatives** – Pessimists tend to latch onto the direst of explanations for obstacles and setbacks, often ignoring the more positive explanations.
3. **Implications** – Pessimists have a tendency to jump from negative implications to more and more catastrophic ones, but what are the chances of these implications actually happening?
4. **Usefulness** – Just because a belief is true doesn't mean it's useful. Clinging to useless beliefs keeps us from working on the things that we can actually change about ourselves.

Acquiring motivation sometimes requires understanding and explanation before it can be used. Here are **three recommendations for putting this model into action**:

- **Internal dialogue** – Talk yourself through the process step-by-step, even if that means speaking aloud. Ask yourself questions and make mental notes as you formulate answers. Thinking alone sometimes traps or prevents clarity from happening and hearing yourself talk through the process can help guide you to clear conclusions.
- **Journal writing** – Write out your specific circumstance using the four-step evaluation outlined above. Visually seeing the questions and writing out the answers is an aid to our thought process and can not only guide us but also keep us on track until we reach clarity.
- **Third party** – Bring in someone who is external to and not bias of the situation or the consequences of any decision you make. This will allow you to see and understand the situation from a fresh perspective and could ultimately change your approach in such a drastic way that what you first thought was a detrimental outcome, might actually be a beneficial opportunity.



CATASTROPHIC THINKING



When things go wrong we tend to create this narrative, this chain of consequences. Each link in this chain becomes more dire than the one that preceded it and by the end of the chain we have imagined a scenario where everything has collapsed all around us and life as we know it has become the epitome of rock-bottom.

Nothing destroys our motivation faster than giving in to the seduction of fear, worry, and doubt. Thankfully, **this chain of thought can be broken and we can do so by following these four steps:**

- 1. Have an awareness of thought patterns**
- 2. Weigh the pros and cons of the situation**
- 3. Rank negative outcomes from one to ten by probability**
- 4. Develop an action plan for top three most likely negative scenarios**

Awareness can go a long way in helping break the chain of catastrophic thinking. Being able to realize that our thinking is only taking us further and further into worry and despair is the first and most important step.

The second step is to do something about it. We can do this a couple of ways, both require us to evaluate the thoughts we're having. Weigh the pros and cons of the event or situation that we're facing. Our minds tend to gravitate towards the negative, the worst-case scenario.



We can't hope to build motivation if all we think about is how things might go wrong or all the negative consequences of a setback. Shifting the focus to the pros and not just the cons of every situation we face, can help us alleviate some of the stress and anxiety that obstacles and setbacks may bring.

The third step is to rank the outcomes we're imagining from one to ten, ten being the most likely to occur. The fourth step is to look at the top three and develop a plan of action for each of those scenarios. Having a plan can also help alleviate the stress and anxiety that we're feeling and give us back some sense of confidence and control over the situation.

Social Psychologist [Alison Ledgerwood](#)[†] gave a TEDx Talk on the subject of getting stuck in our negative thoughts.

Notes:

POSITIVE MENTAL ATTITUDE (PMA) ACTIVITY

MASTERING SOFT SKILLS FOR WORKPLACE SUCCESS | U.S. DEPARTMENT OF LABOR

PMA is one's ability to maintain the belief that he or she can transform or change a tough situation into something better. The following activity will help participants take difficult situations and find ways to empower themselves to turn negative thinking into positive thinking.

A positive attitude starts from learning to believe in one's self. In order to believe in ourselves, we must first understand our personal strengths. A negative attitude is when we choose to only focus on the things that go wrong or that bring us down.



Activity 5: We will each take a turn(s) rolling a single die, each number on the die corresponds with one of these incomplete statements:

1. I am thankful for...
2. Other people compliment me on my ability to...
3. Something I would like other people to know about me is...
4. I feel really good about myself when...
5. I am proud of my ability to...
6. Something nice I recently did for someone else was...

Putting it into Practice

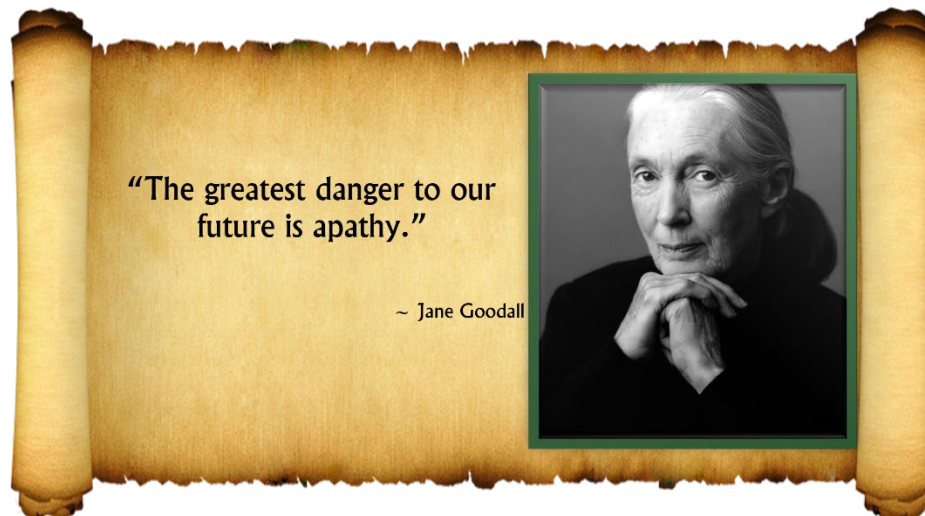
This awareness of our attitude can continue beyond the classroom. Practice this technique for one week by keeping a log of every positive experience you have, no matter how small or large the experience. At the end of that week ask yourself if you feel better about life, more optimistic at home and at the office.

The goal of this is to train our minds to focus on the positive, rather than the negative. Internal feelings have the ability to impact those around us. When we feel good about ourselves, we often demonstrate a positive attitude that can be seen by others. So, by creating a positive attitude for ourselves, we can instill those around us with the same positivity.

Notes:



PROBLEM SOLVING



While we can always make our own choices, determine our own behavior, and present the attitude we want, we can also solve some of the external problems we face. Solving problems feeds that sense of control which in turn builds our motivation to face future obstacles and setbacks. Dr. Siebert outlined three methods of problem solving:

1. Analytical Problem Solving

- a. Get an accurate understanding of the problem
- b. Ask yourself, "What do I want?"
- c. Come up with two or more potential solutions to the problem
- d. Take action
- e. Take stock of the effects of your action
- f. Learn from the feedback you get
- g. Modify your efforts

2. Practical Problem Solving

- a. Set aside emotional responses to problems
- b. Begin work on positive solutions
- c. Choose action over words and feelings
- d. Be preemptive and plan ahead before setbacks occur



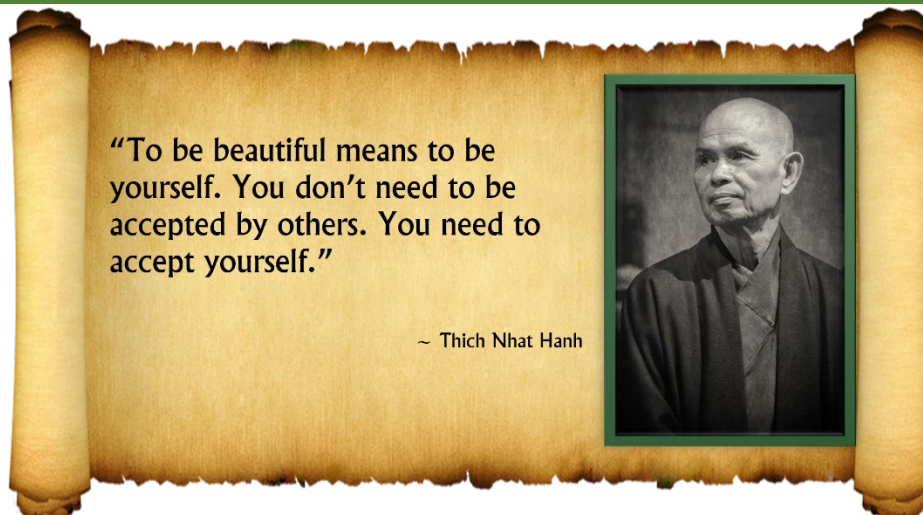
3. Creative Problem Solving

- a. Be fearless and curious – try new ways of thinking
 - b. Avoid the usual comfort zone responses of doing what's familiar or perceived to be safe and predictable
 - c. Listen, observe, explore, experiment, ask questions, challenge the status quo, imagine, learn
- Creativity grants us the motivation to stop waiting for things to change and take action to change them ourselves.

Writer Dustin Grinnell recounted in [Finding Words to Live By in My Dad's Letters](#)[†] (a video opus to his father's advice) that he, "... Stopped waiting for things to happen, and happened to things."

Poet William Henley penned in his famous piece, [Invictus](#)^{††}, "It matters not how strait the gate, how charged with punishments the scroll, I am the master of my fate, I am the captain of my soul."

AUTHENTIC SELF VS CONSTRUCTED SELF



Our **constructed self** is the individual we present to others, it is defined by the job we hold, the role we play in our relationships, the hobbies we practice or the sports we participate in, it's about the external things we say or do.

Our **authentic self** is defined by who we are as an individual when all of those external things are taken away. Ask yourself, who are you without your job? Who are you without your family or friends? Who are you without sports, hobbies, etc.?



When those external factors are taken away from us and we can no longer define ourselves by them, who is left? Who are we without them? It becomes very difficult for us to define ourselves as anyone without external identifiers.

Our personality types, our attitudes, morals, virtues are the only things to which we can consider our authentic selves. After everything has been taken from us, these things are all that we have left of who we are.

Dr. Seligman teamed up with Christopher Peterson and together they developed **six core virtues and twenty-four character strengths** that enable each of those virtues to be attained.

1. Wisdom/Knowledge

- I. Creativity
- II. Curiosity
- III. Open-Mindedness
- IV. Love of Learning
- V. Perspective

2. Courage

- I. Bravery
- II. Persistence
- III. Integrity
- IV. Vitality

3. Humanity

- I. Love
- II. Kindness
- III. Social Intelligence

4. Justice

- I. Citizenship
- II. Fairness
- III. Leadership

5. Temperance

- I. Forgiveness/Mercy
- II. Humility/Modesty
- III. Prudence
- IV. Self-Regulation/Self-Control

6. Transcendence

- I. Inspiration/Wonder
- II. Gratitude
- III. Hope
- IV. Humor
- V. Spirituality



Going through this list we want to feel like we hold all six virtues and that we can enact all 24 strengths. The truth is that we don't. What we're doing is imagining the person we would like to be and not who we are authentically.

This shouldn't dissuade us from pursuing these virtues and strengths and adding them to our character traits.

The strengths that we feel strongly represent us are termed "signature strengths." We fulfill these throughout our daily lives and they generally come easy to us. Others are not as easy for us to add to our repertoire, and some we struggle to even attempt.

Whether or not we lack the motivation or the experience to live in accordance with these virtues and strengths, just being aware of our shortcomings can go a long way in living an authentic life.

When we live an authentic life, we will find ourselves more motivated to carry out the daily tasks we would like to accomplish, and when faced with obstacles and setbacks we can become more resilient just by being aware of our virtues and strengths.

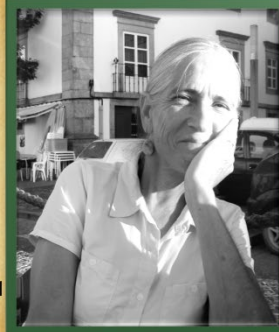
Notes:



MOTIVATION SALVATION

“In every moment of the day, in the middle of any day, I can become newly engaged with the world. Newly competent. There's so much to discover! I can still become something I am not.”

~ Sharman Apt Russell

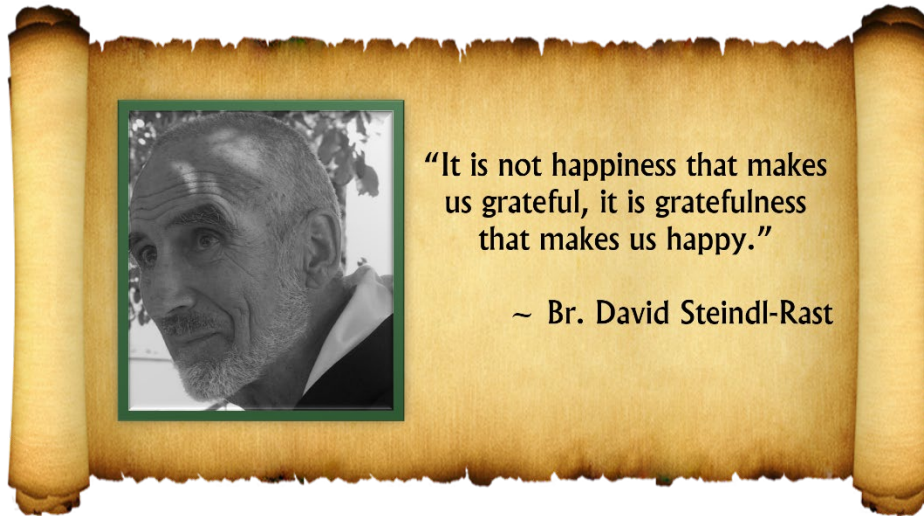


According to Kyle Eschenroeder, a writer and the marketing director of an investment company headquartered in Missouri, there are seven major motivation destroyers:

1. **Ingratitude**
2. **Envy / Jealousy**
3. **Impatience**
4. **Feeling overwhelmed**
5. **Inaction**
6. **Loss of meaning**
7. **No skin in the game**



1. INGRATITUDE



Our minds tend to gravitate towards the negative, focusing on the mistakes we've made and dwelling on the people and things we've lost.

This focus on the negative absolutely destroys our motivation, leaving us:

- **Depressed**
- **Lethargic**
- **Drained of creativity**

Choosing to focus on gratitude instead can:

- **Boost our optimism**
- **Make us feel hopeful, supported, successful, creative**
- **Grant a feeling of control in our lives**

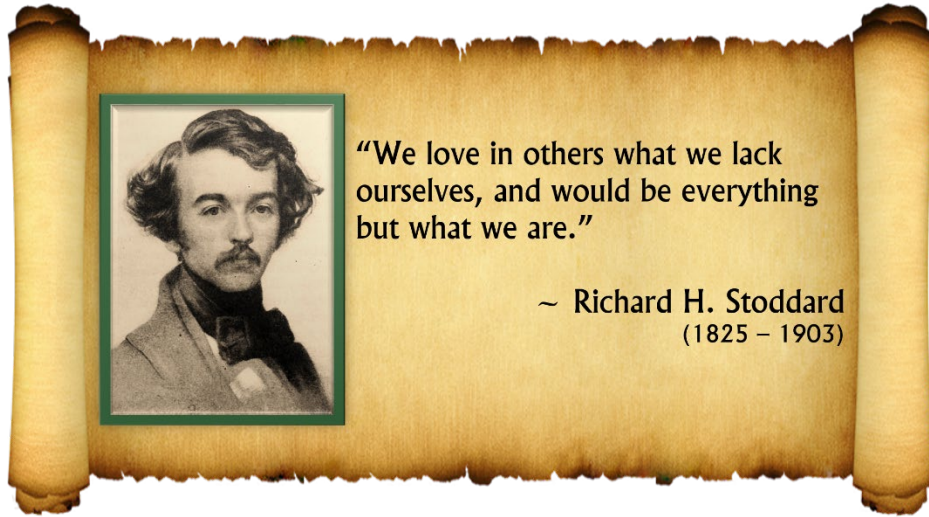
We should be grateful for:

- **Things given to us by others, favors performed on our behalf, opportunities provided us**
- **Beneficial outcomes or experiences, our accomplishments - whether big or small**

Entrepreneur, author, and speaker, Timothy Ferriss, says that making a list every day of the things we're grateful for is the most powerful thing we can do to enhance our lives. It may sound cheesy and possibly cliché, but expressing gratitude for what we have and what we've accomplished so far in life, can go a long way in shaping our attitude towards the positive and reinforcing our motivation to keep pushing forward.



2. ENVY / JEALOUSY

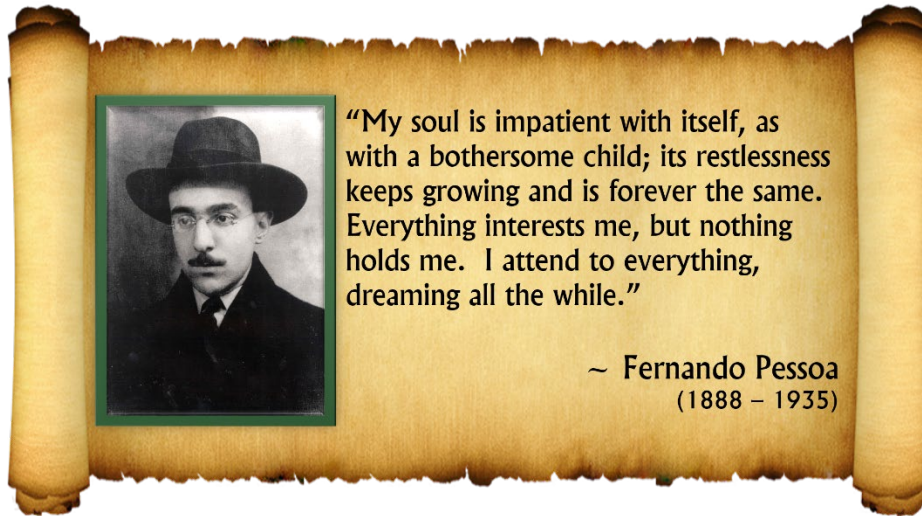


Career expert, [Sarah Vermunt](#)^{††}, explains in this CityLine interview how to turn jealousy into a driving force for change and self-improvement.

Video Notes:



3. IMPATIENCE



The [marshmallow test](#) on patience and self-control was first conducted in the 1960's at Stanford University.

Being patient...

- **Means bringing the concept of quality to the forefront of our ambitions or intentions**
- **Requires a lot of self-awareness and self-control**
- **Means taking time to communicate with others and achieve goals**

Being patient is often the most difficult after making a mistake as it causes us to feel as though we are behind and need to make up for lost time. But with patience we can plan and establish milestones to success.

Accomplishing minor initiatives towards an overall goal grants motivation to continue and in return minor boosts of motivation reward our willingness to be patient. We should practice patience with unexpected or unplanned outcomes.



4. FEELING OVERWHELMED



“I have been driven many times upon my knees by the overwhelming conviction that I had no where else to go. My own wisdom and that of all about me seemed insufficient for that day.”

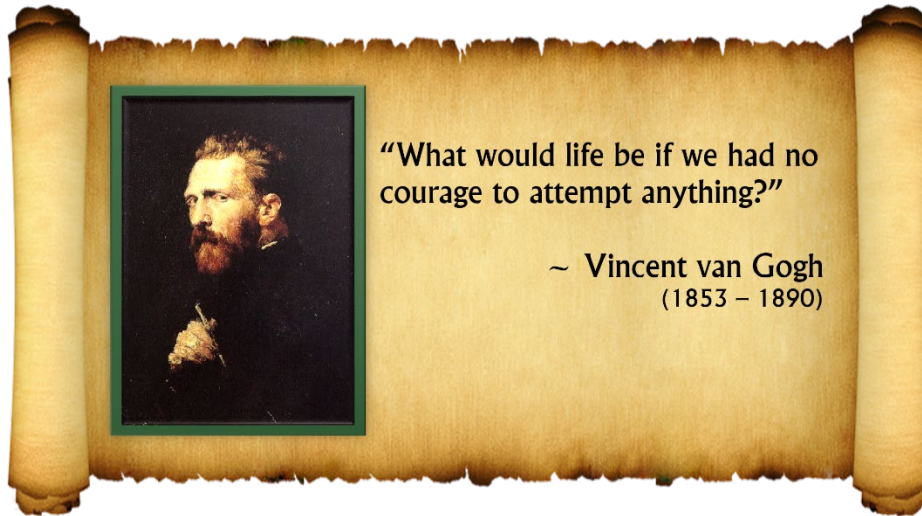
~ Abraham Lincoln
(1809 – 1865)

Feeling overwhelmed is a result of a loss of control or a loss of feeling in control. When faced with a stressful situation, consider the following:

1. **Develop an initial action plan for the most important factors**
2. **Determine the pros and cons of this plan A**
3. **Practice or rehearse your action plan or response to remedy the issue**
4. **Develop a plan B**
5. **Build your confidence with a pep talk – it’s more effective and less ridiculous than you think**
6. **Remember past situations where you achieved success over similar adversity**
7. **Focus on your strengths and skills – imagine your success and not potential failure**
8. **Share your burden with others who are willing to support you**
9. **Use a journal to write out your thoughts - your fears and your steps to overcome them**
10. **Perform physical activity such as visiting a gym or going for a long walk – this will clear your mind and take the edge off**
11. **Avoid catastrophic thinking**
12. **After victory, celebrate and reflect on your accomplishment**



5. INACTION



Inactivity is more than just being lazy, it's addictive and destructive. Quitting or taking the easy way out is seductive. Being inactive is a choice we are making for ourselves, a choice we have the power to change.

It's the hard choices in life that are the most meaningful and the most rewarding. Start small and push yourself to accomplish little objectives every day, as starting with major life changes will too often end in failure due to the enormous commitment required.

Set goals that are achievable for you right now, build momentum by completing progressively bigger ones. Don't be afraid to take time to rest and recharge so that you can avoid burnout.



Dr. Seligman came up with the PERMA model as part of his field of Positive Psychology, it is outlined below. This model for flourishing is explained further in this [video from Oregon State University](#).^Δ



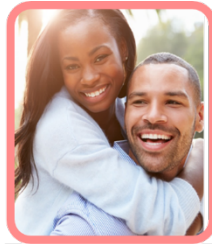
Positive Emotion

Positive emotions are an essential part of our well-being. Happy people look back on the past with gladness, look into the future with hope, and they enjoy and cherish the present.



Engagement

When we focus on doing the things we truly enjoy and care about, we can begin to engage completely with the present moment and enter the state of being known as “flow.”



Relationships

Everyone needs someone. We enhance our well-being and share it with others by building strong relationships with the people around us – family, friends, coworkers, neighbors.



Meaning

We are at our best when we dedicate time to something greater than ourselves. This might be religious faith, community work, family, politics, or a charity.



Accomplishment

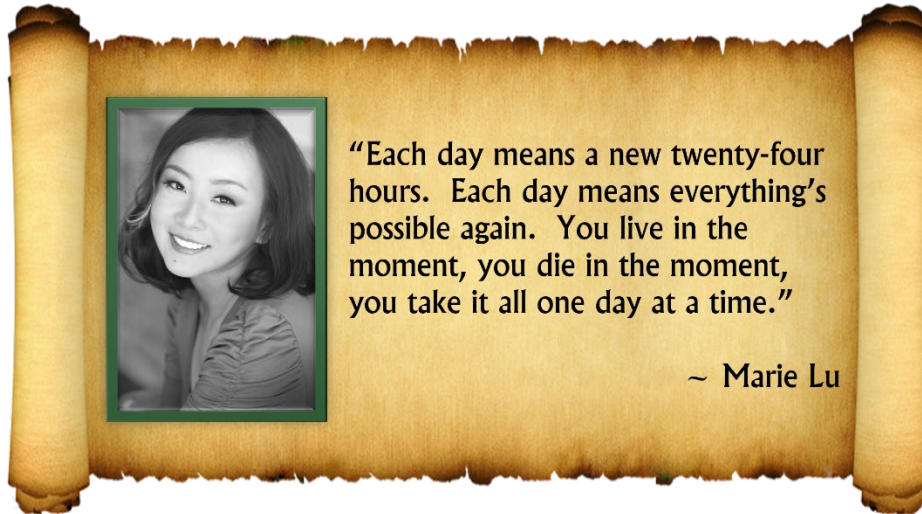
Everyone needs to win sometimes. To achieve well-being and happiness, we must be able to look back on our lives feeling accomplished: “I did it, and I did it well.”

Activity 6:

P.E.R.M.A.	Example
Positive Emotion	
Engagement	
Relationships	
Meaning	
Accomplishment	



6. LOSS OF MEANING



“Each day means a new twenty-four hours. Each day means everything’s possible again. You live in the moment, you die in the moment, you take it all one day at a time.”

~ Marie Lu

Meaning is the most powerful influential force that drives us through life and the choices we make. We want meaning in our lives and we want purpose that inspires us.

Together they give us the motivation to face all obstacles and setbacks. While we should value our lives based on whether or not we have a purpose or meaning, having either can give us direction.

We tell ourselves that to make a meaningful impact we need a lot of resources, but that’s not entirely true. Small acts can make a major difference in the lives of those around us. The following questions are a useful guide to charting a path towards purpose and fulfillment:

- 1. Do the people I love or appreciate know it?**
- 2. Have I made a positive impact on others?**
- 3. How will I be remembered?**

How we answer these questions defines whether or not we are living a meaningful life. None of these questions require wealth or fame, as such things are not what give meaning or purpose to life.

Making a positive impact on someone can be as simple as being kind to them when others are not. Sitting down and having a conversation with someone where you actually listen to them, can go a long way in making others feel appreciated.

Assisting others or making sacrifices for their benefit gives our lives meaning and our actions purpose. If you spend your life enhancing the lives of others, then you are likely to be thought of kindly.



The aim is to touch someone’s life in such a deep and powerful way that they never forget us. This type of meaning and purpose is the legacy we should all strive to accomplish.

Activity 7: Determine the percentage of importance that you give to each of the below sources of meaning. There is no right or wrong answer, only personal preference.

SOURCES OF MEANING ACTIVITY

Sources of Meaning	Importance %	Employment Examples
Mission / Society	%	Improving the State or communities
Department / Organization	%	Department improvement, government performance,
Stakeholders / Customers	%	Quality service, accommodating stakeholders
Team	%	Team performance, camaraderie, compassion
Personal (Me)	%	Personal development, financial security

Notes:



7. NO SKIN IN THE GAME



“The day came when the risk to remain tight in a bud was more painful than the risk it took to blossom.”

~ Anais Nin
(1903 – 1977)

The uncertainty of consequence can make us idle. Reality doesn't permit us to have all aspects of life planned out, rehearsed, or structured, it's naturally unpredictable and so we shouldn't get consumed by uncertainty.

In Dustin Grinnell's video-opus he states, "I realized I hadn't postponed my dreams because of fear, but because of an addiction to certainty."

If we want motivation we can maneuver ourselves into the path of consequence and pressure ourselves to face adversity. Finding success after uncertainty is deeply motivating. However, some moderation should be implemented when putting ourselves or others at risk. Take time and be patient, weigh the pros and cons and determine if the risk is worth the rewards.

Activity 8: What is something you've always wanted to do, but haven't because of uncertainty?



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Web addresses for hyperlinks provided in this participant guide:

(if using digital version of this manual, copy & paste address in your browser)

* <https://vimeo.com/120206922>

** <https://www.youtube.com/watch?v=reatEnTEZuo>

† <https://www.outsideonline.com/2073266/finding-words-live-dads-letters>

†† https://thecaptainslog.com/wp-content/uploads/2017/08/Invictus_poster.jpg

‡ <https://www.youtube.com/watch?v=7XFLTDQ4JMk>

‡‡ <https://youtu.be/9YIDp8Rg6R8>

∞ https://www.youtube.com/watch?v=QX_oy9614HQ&feature=youtu.be

△ <https://www.youtube.com/watch?v=OWavCPydQ5k&feature=youtu.be>

