



# Judicial Well-being in Challenging Times

10th Annual Tennessee Municipal Judges' Conference

Ahnna Lake, MD

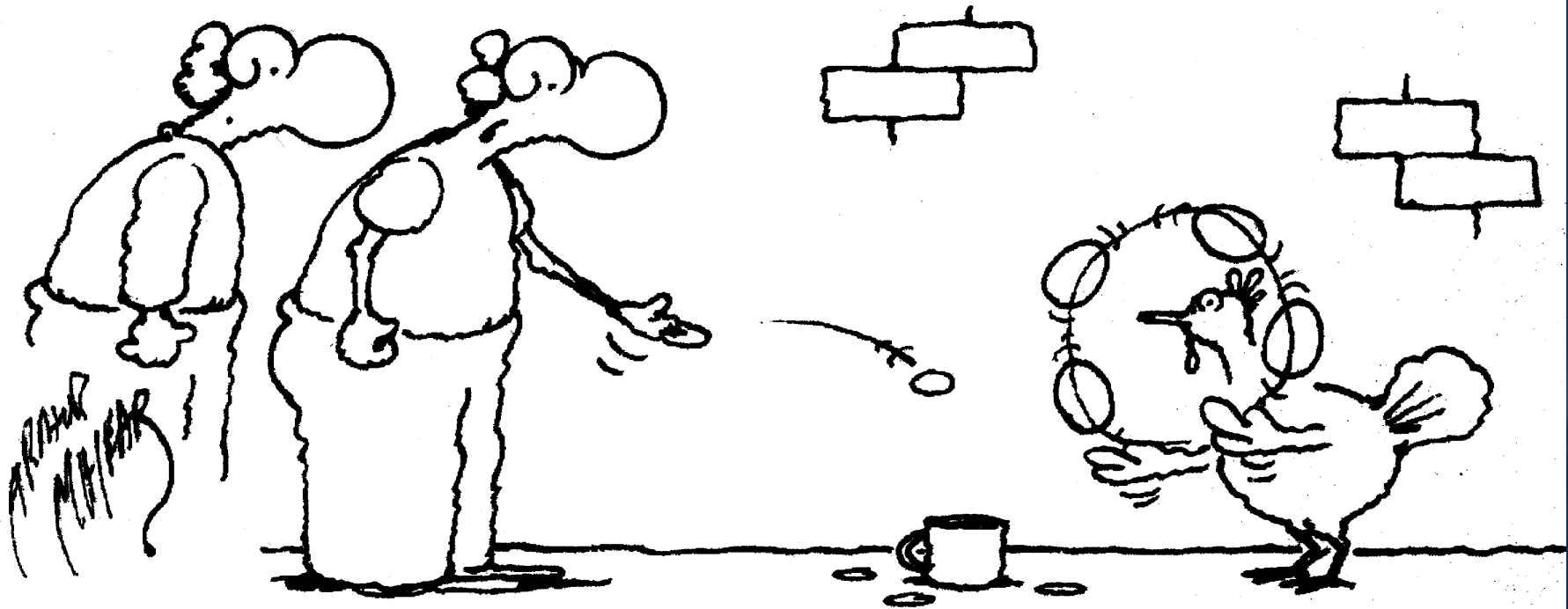
Stowe, VT

# Judicial Well-being

- **Seeks to minimize the personal costs of professional life**
- **Considers how we can best sustain excellence**

# Judicial Well-being

- Recognizes the interrelatedness of the personal and the professional



*"You have to admire the way she juggles family and career."*

# Lecture Plan: First Hour

1. Judicial well-being
  - luxury or necessity?
2. Self-assessment
  - is your stress management strategy adequate?

# Lecture Plan: First Hour

3. Prevailing model of self-care in professional subcultures (what you are up against)
4. Key to taking on lots of stress without burnout

# Lecture Plan: First Hour

5. Career management – stress considerations
6. Five is enough!



# 1. The Relevancy of Professional Well-being

# Excellent Judge:

➤ Features?



# Excellent Judge:

- Knowledgeable
- Courtroom skills
- Good listener
- Compassionate
- Good retention
- Alert
- Good communicator
- Efficient
- Patient
- Good concentration

# Excellent Judge:

- **Knowledgeable**
- **Courtroom skills**
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- Courtroom skills

**Good listener**

**Compassionate**

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**Patient**

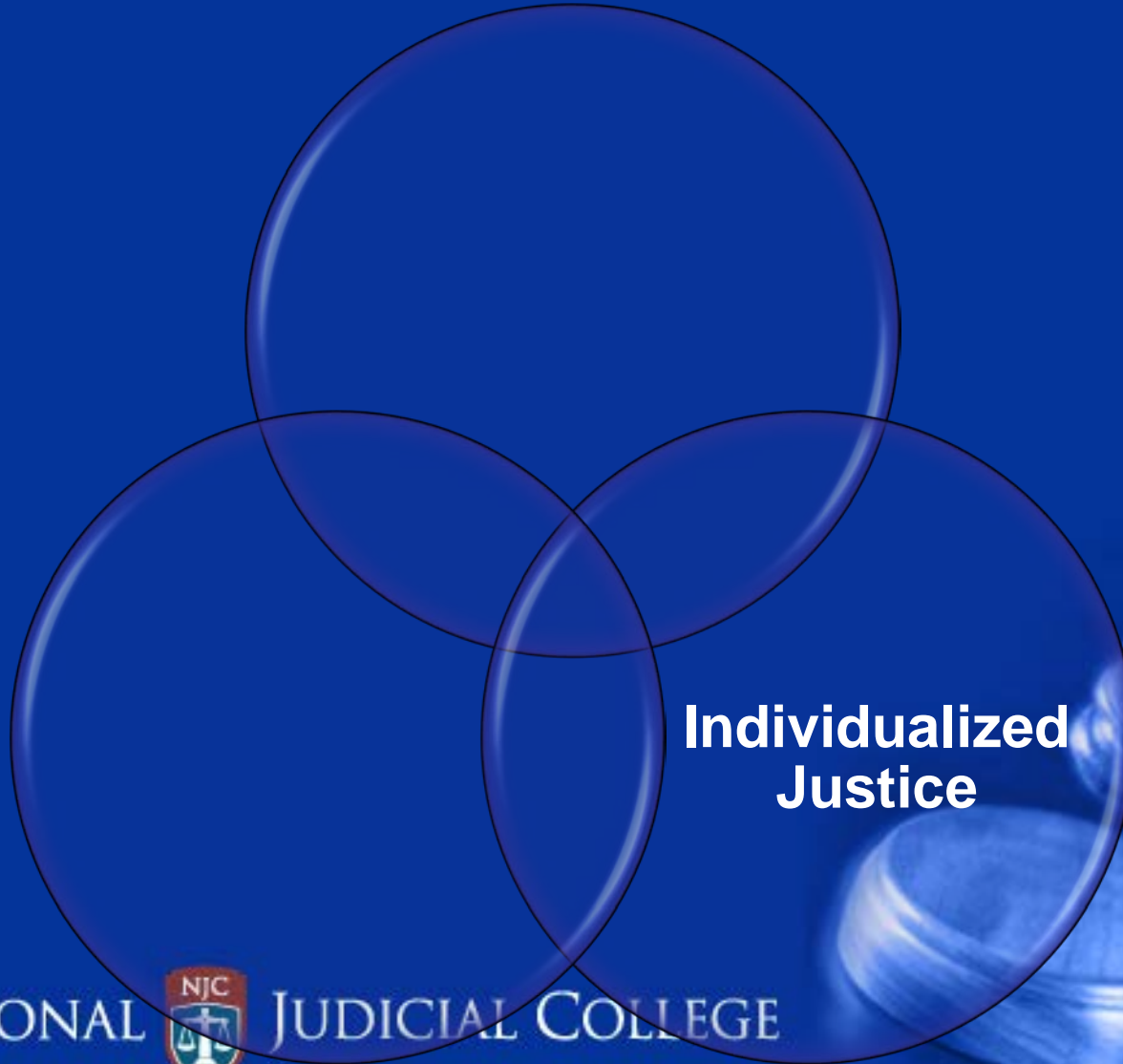
➤ **Alert**

➤ **Good communicator**

➤ **Efficient**

➤ **Good concentration**

# Outcomes Considered Important



# Outcomes Considered Important



**Cost-effective  
Justice**

**Individualized  
Justice**

# Outcomes Considered Important





# Outcomes Considered Important



# Outcomes Considered Important

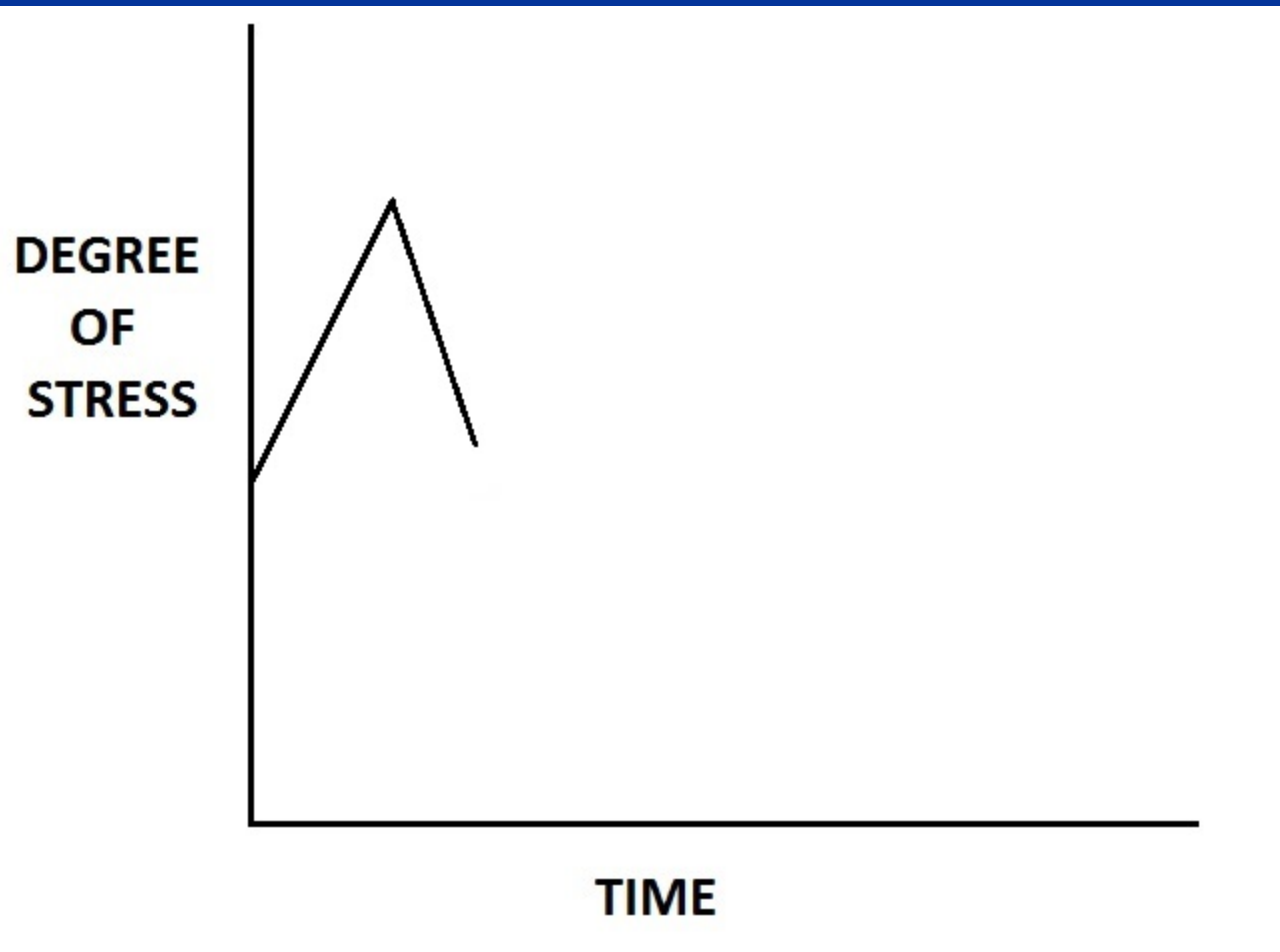


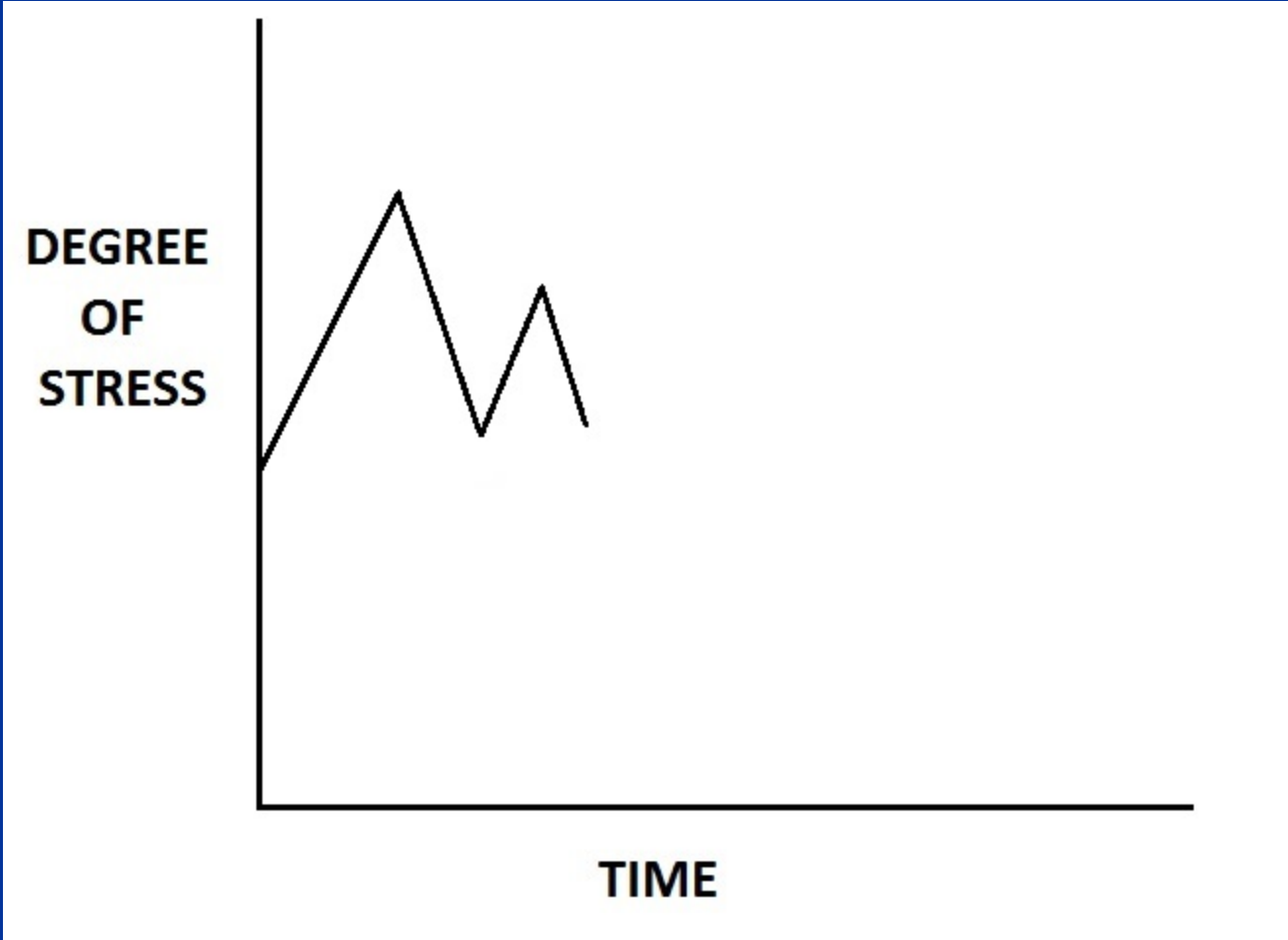
# Bad Start to Day vs. Good Start to Day

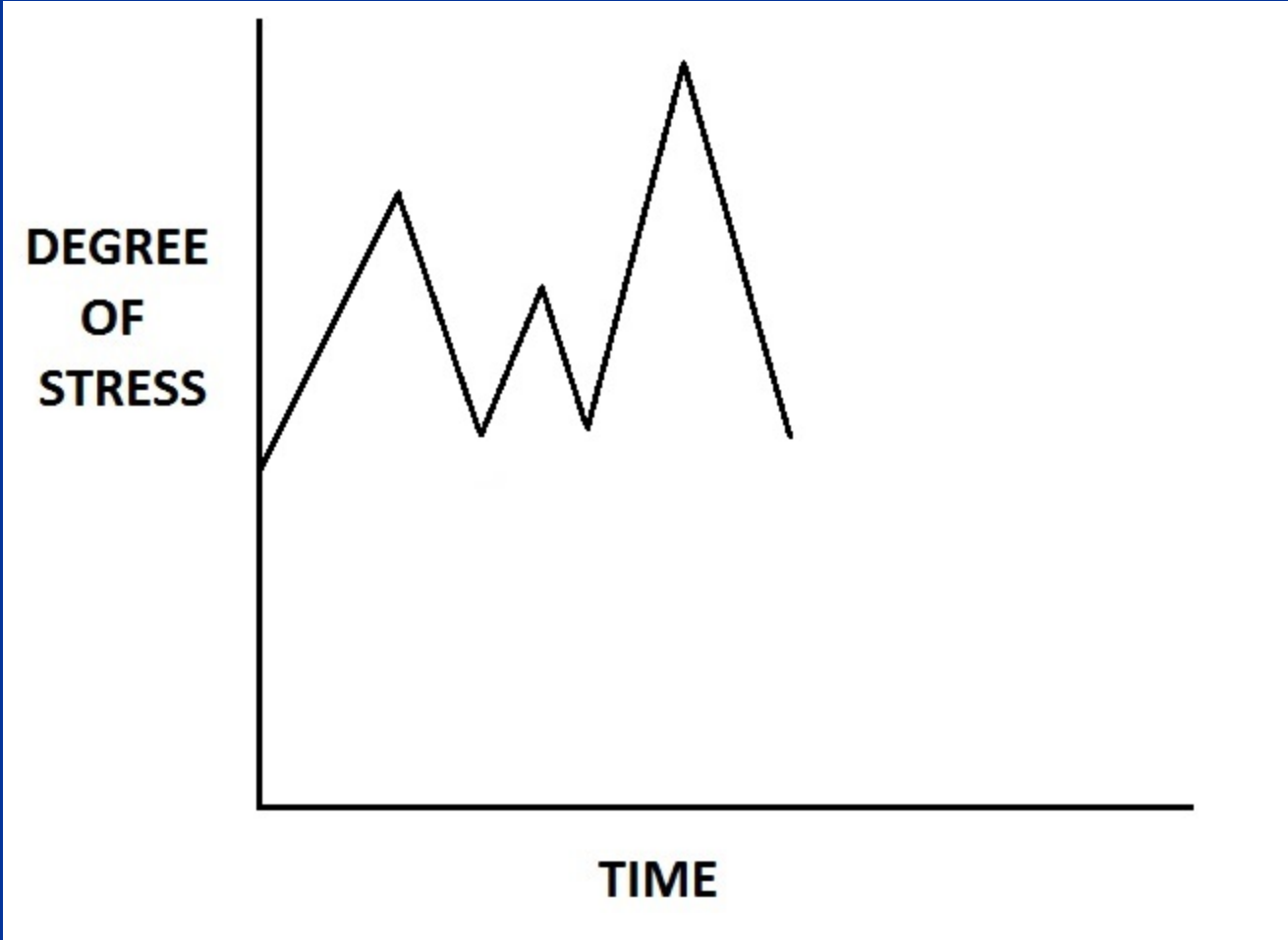
- Understanding the real cost

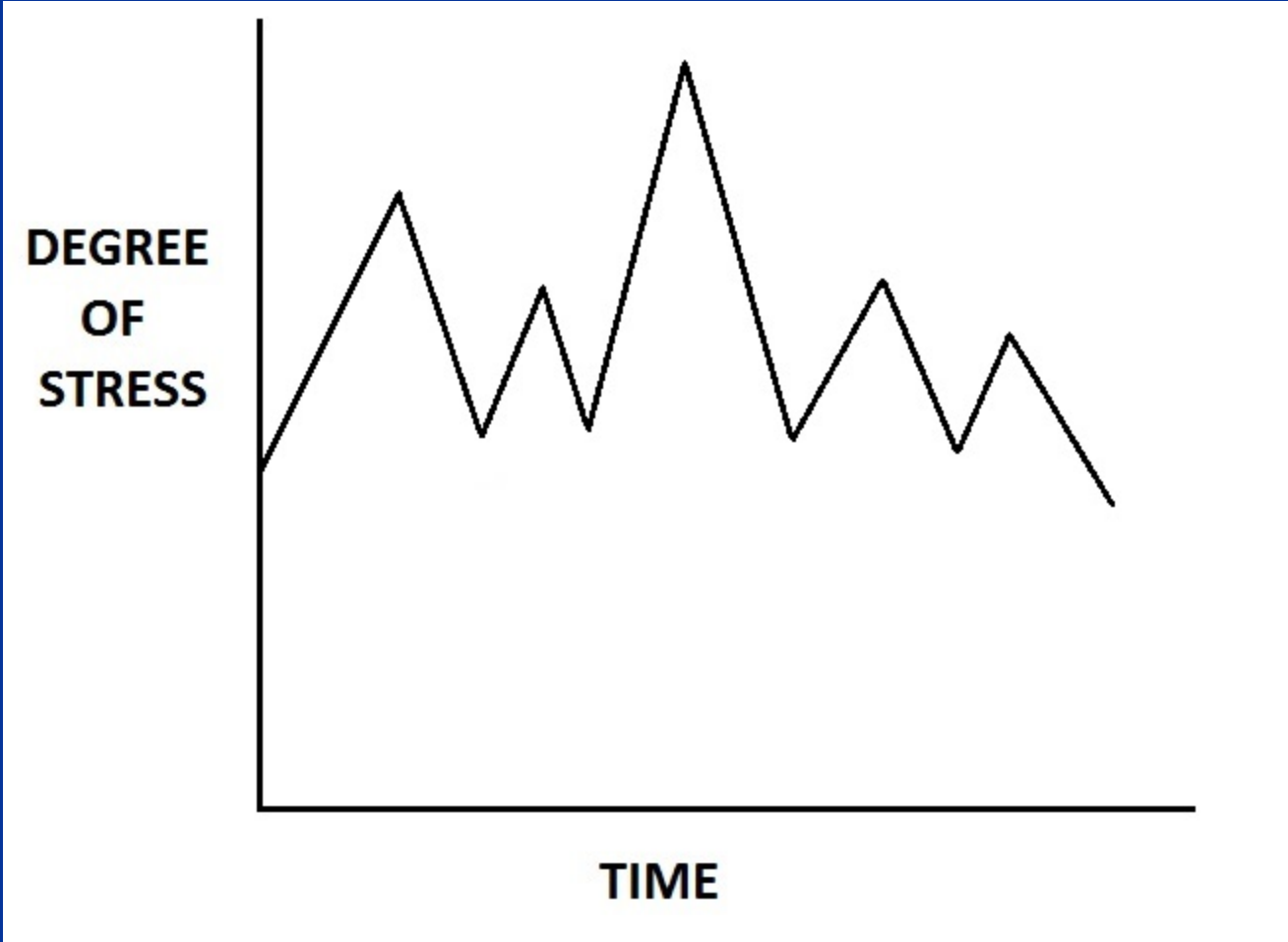
**DEGREE  
OF  
STRESS**

**TIME**

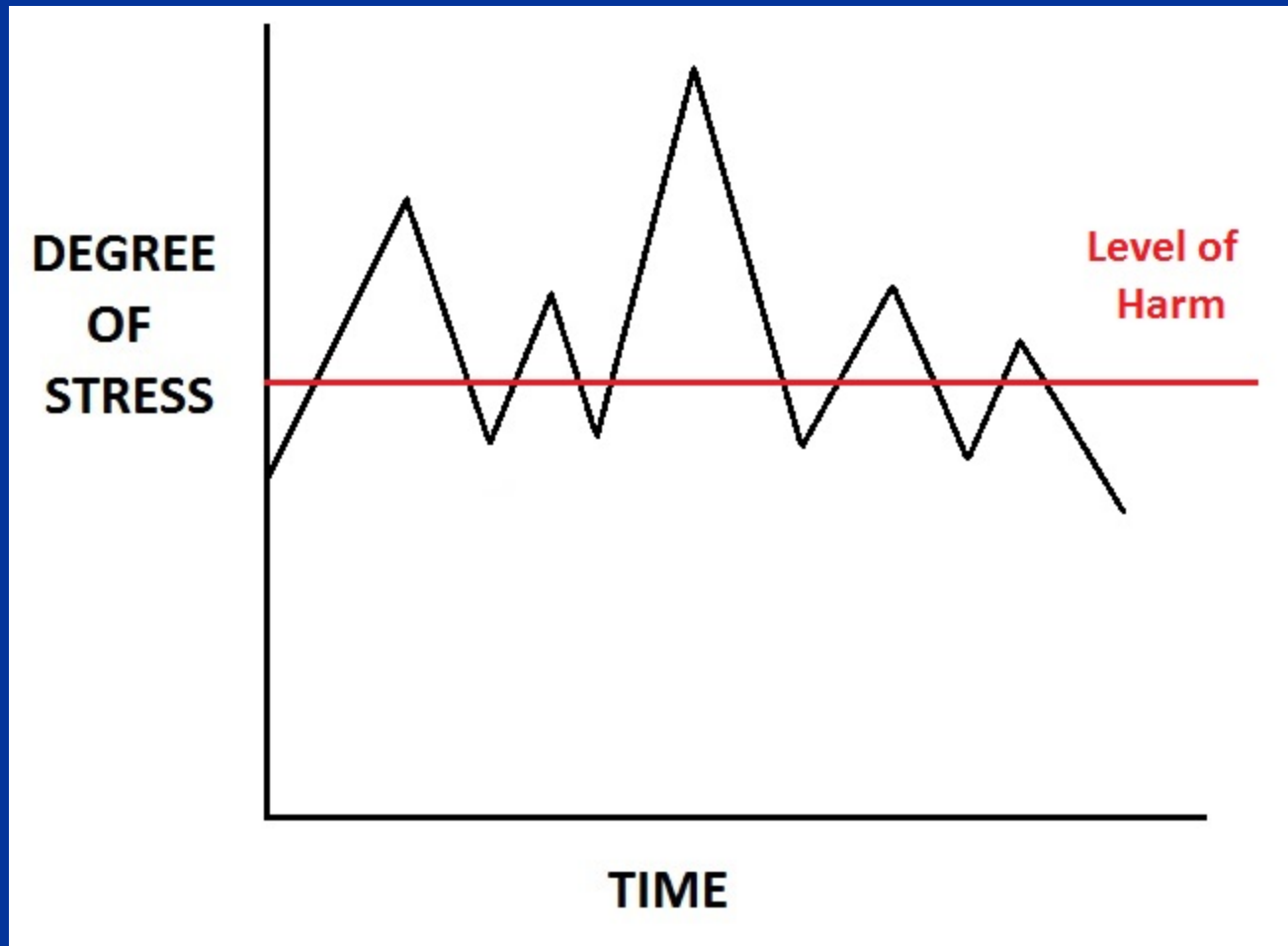


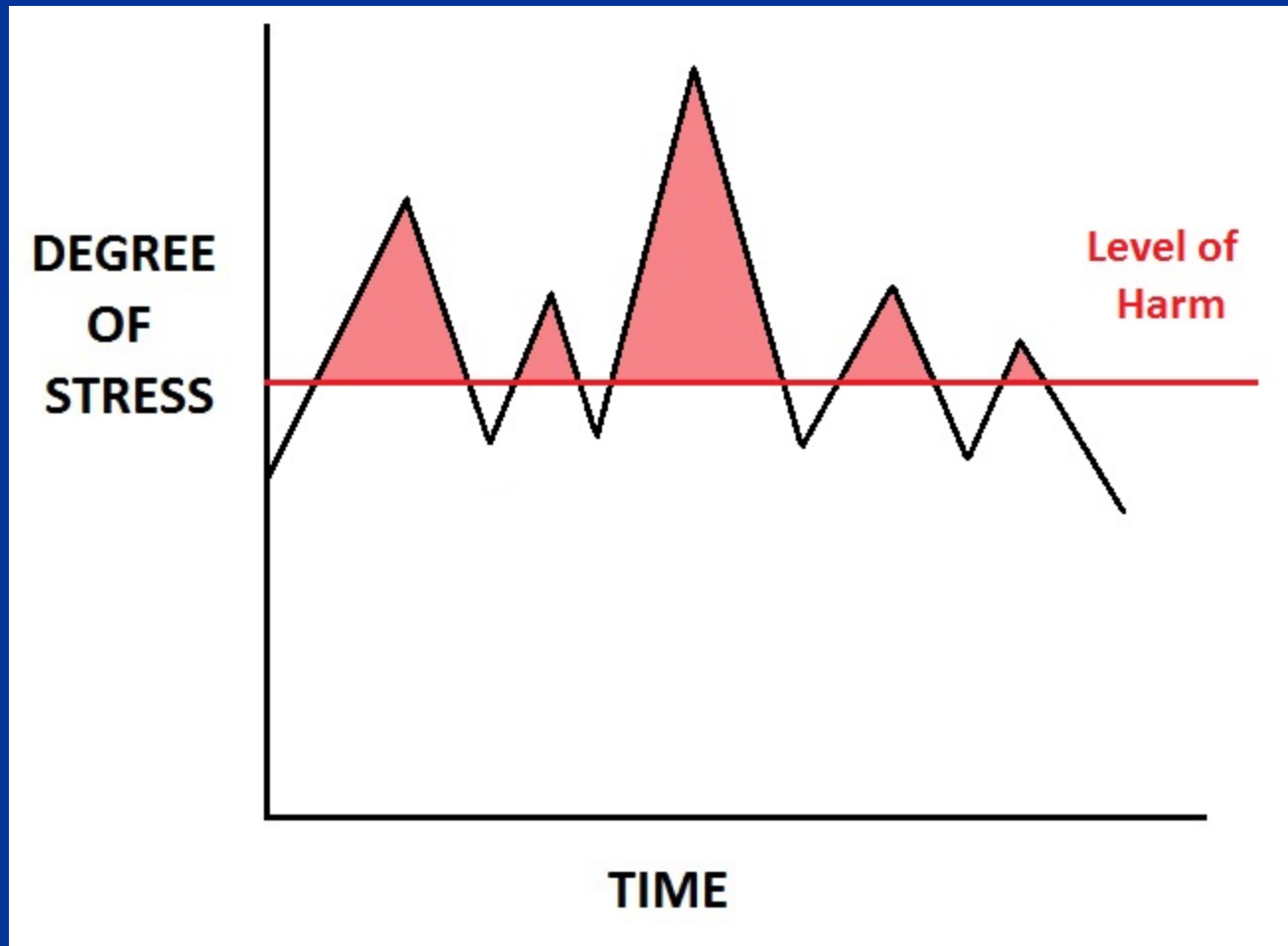


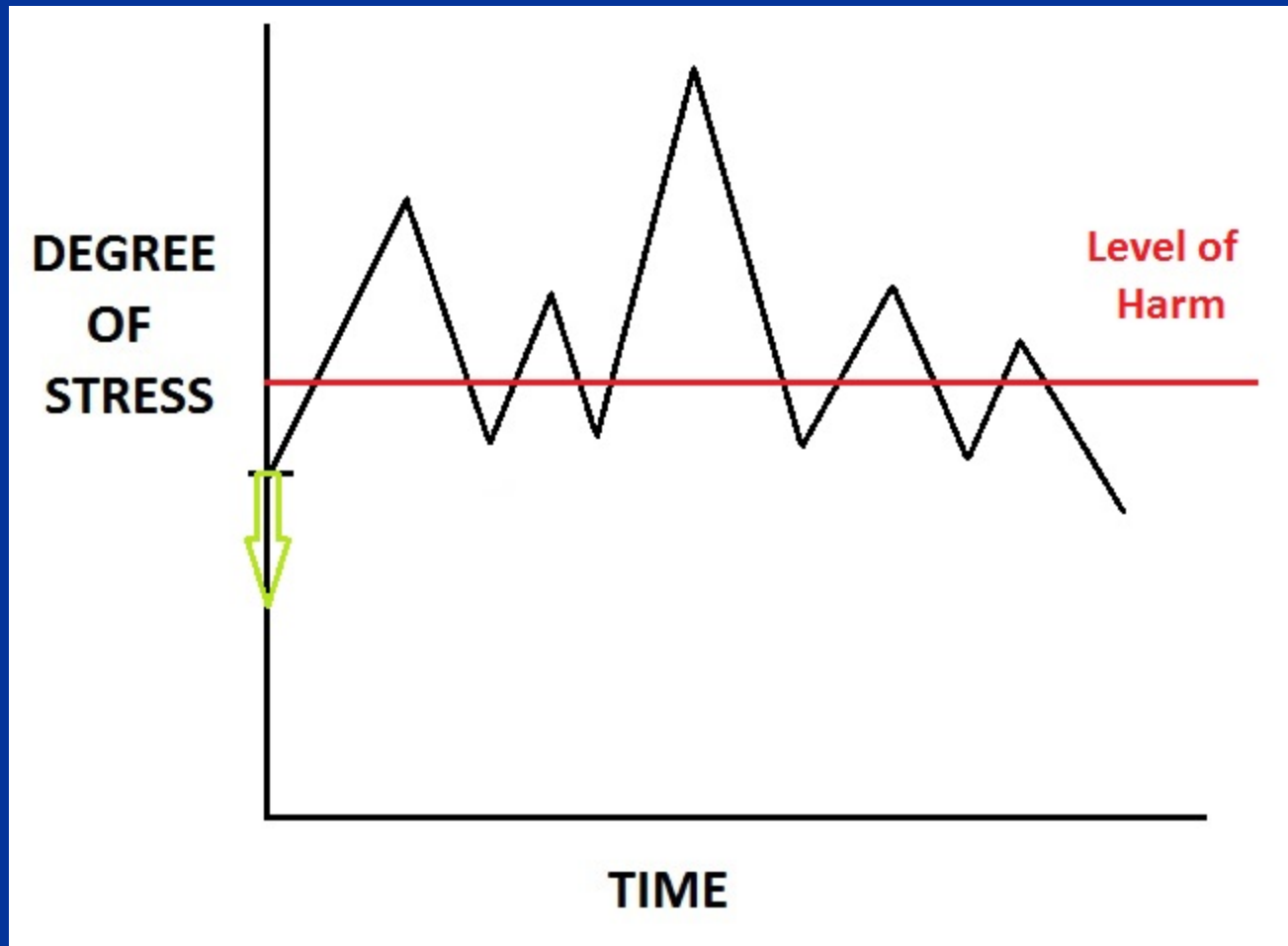


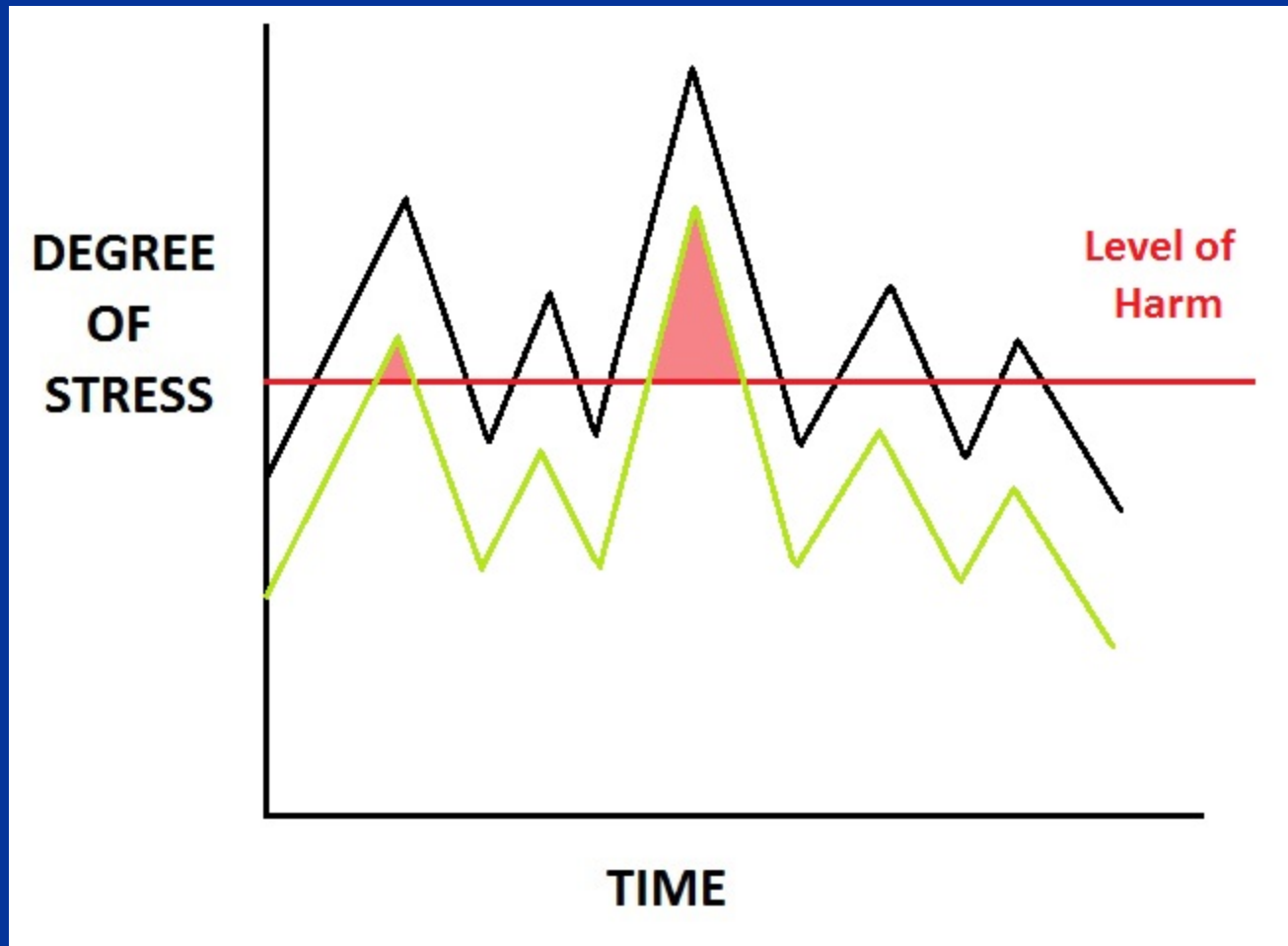












When you accept an unhealthy baseline as normal, you start off every day in a deficit.

# The Relevancy of Professional Well-being

- **Professional well-being is about:**
  - **Clarity**
  - **Capacity**
  - **Productivity**
  - **Meaning/fulfillment**
  - **Respecting our humanity**

**If the justice system itself is a product of our humanity, how can there not be a place for our humanity within it?**



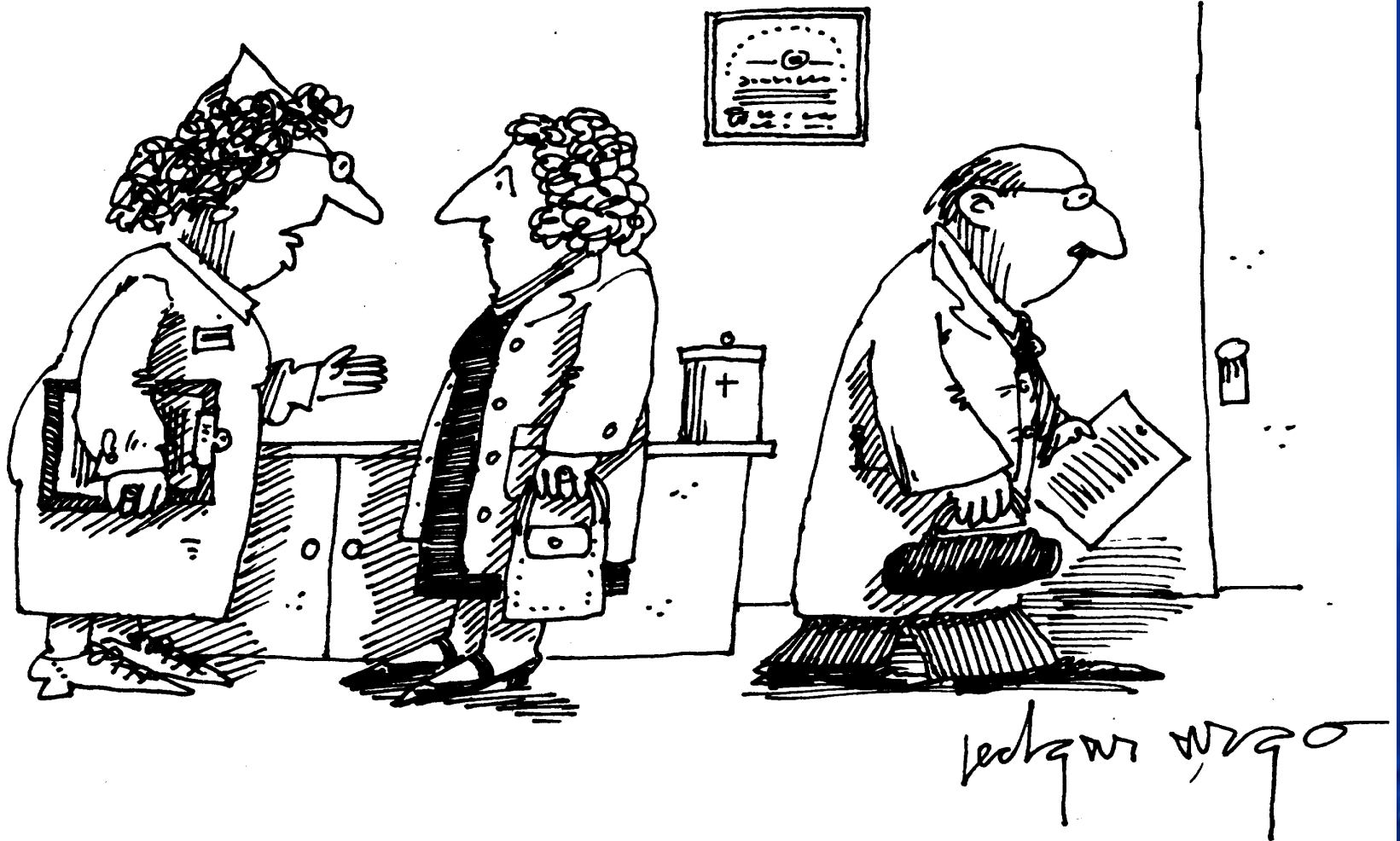


## 2. Self-Assessment: Are you burning out?

- is your stress management strategy adequate?

Burnout arises from depletion.

It is the result of carrying an unsustainable physical and/or emotional load ...

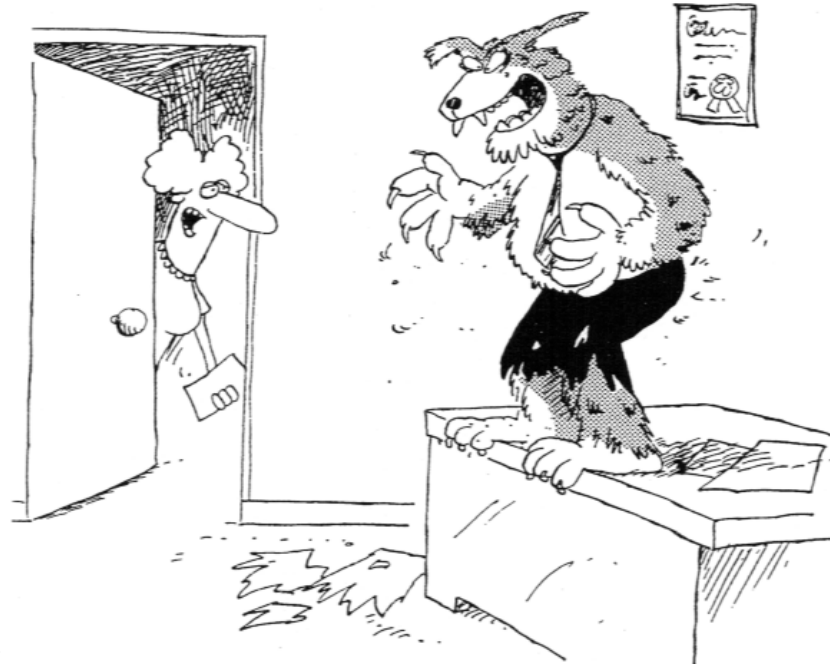


***“Dr. Ozlow is never bothered by stress ... but he is a carrier.”***



*"I'm only a good Dane."*

TH



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*"Should I hold your calls?"*

**"Should I hold your calls?"**

# Trends

- Energy level
- General health
- Satisfaction at work/home
- Close Relationships
- Patience/Tolerance
- Spirit/Passion for Life (“Inner Flame”)



Unless we change our direction,  
we are likely to end up  
where we're headed.

Chinese  
Proverb



# Burnout and its relationship to depression

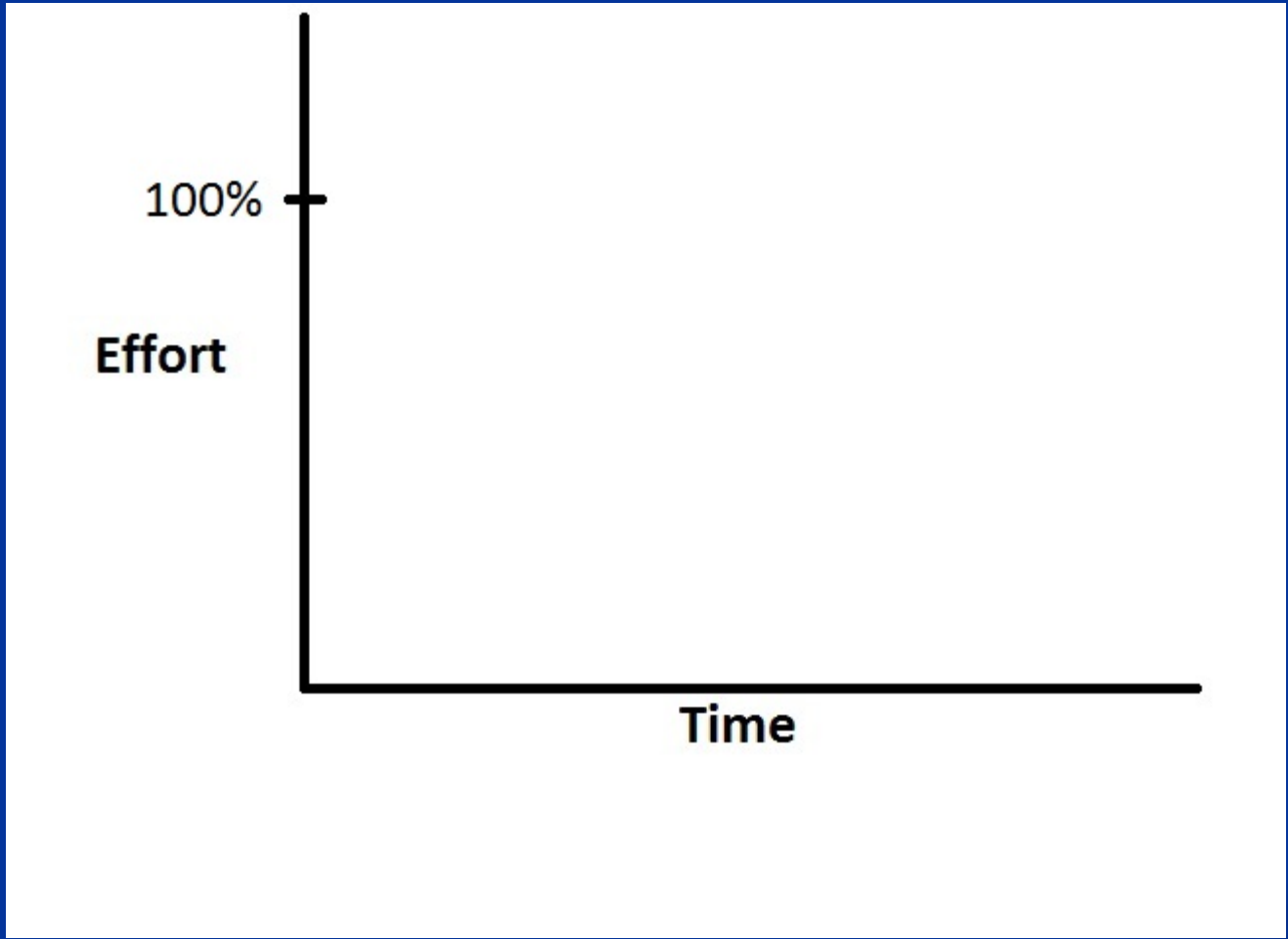


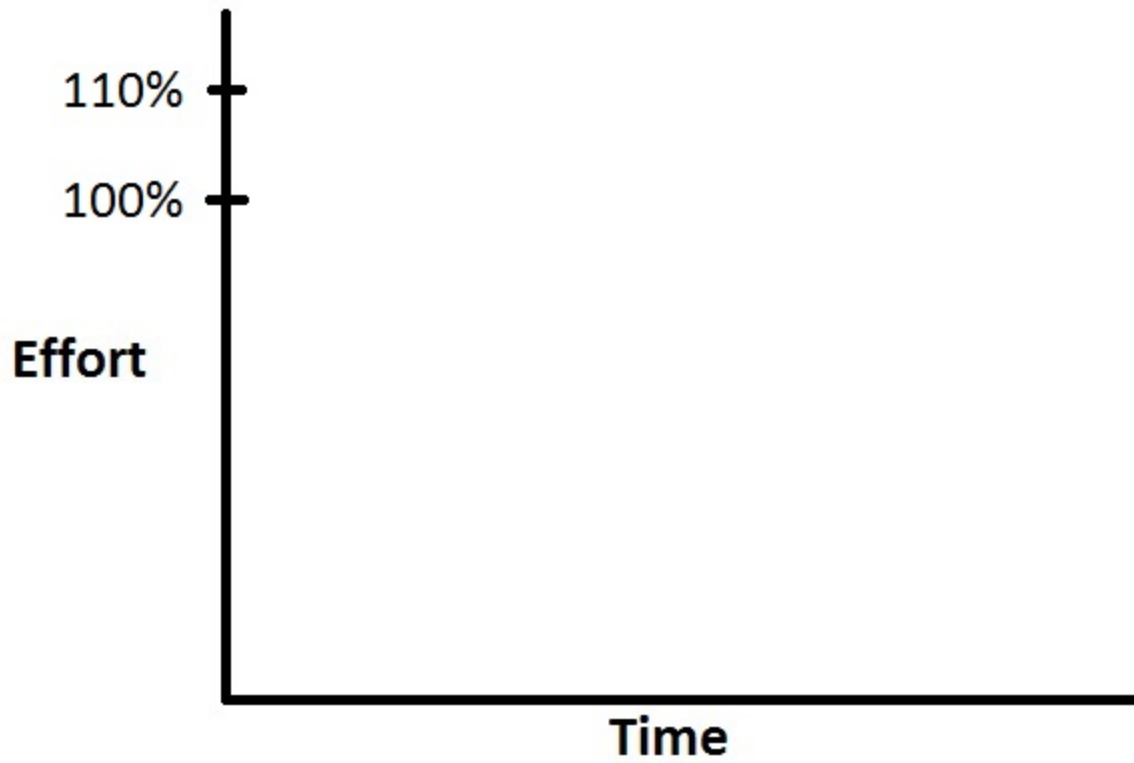
# 3. Professional subcultures and self-care

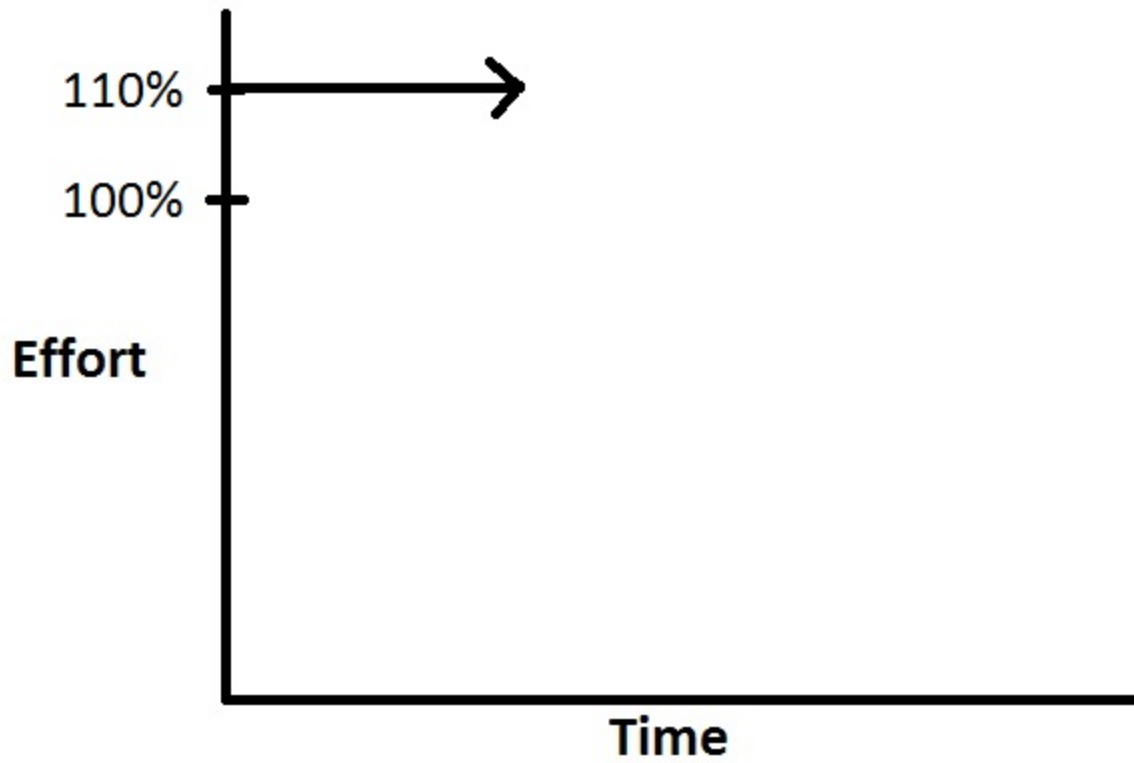
- prevailing reality

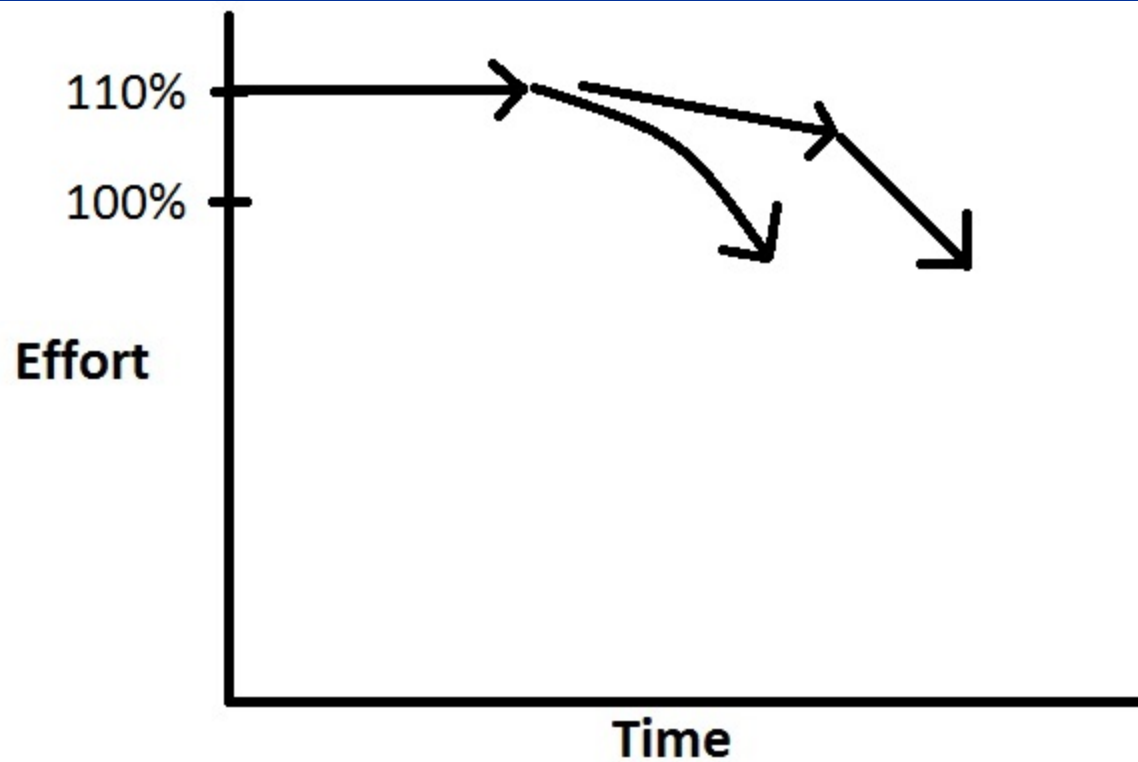
**Effort**

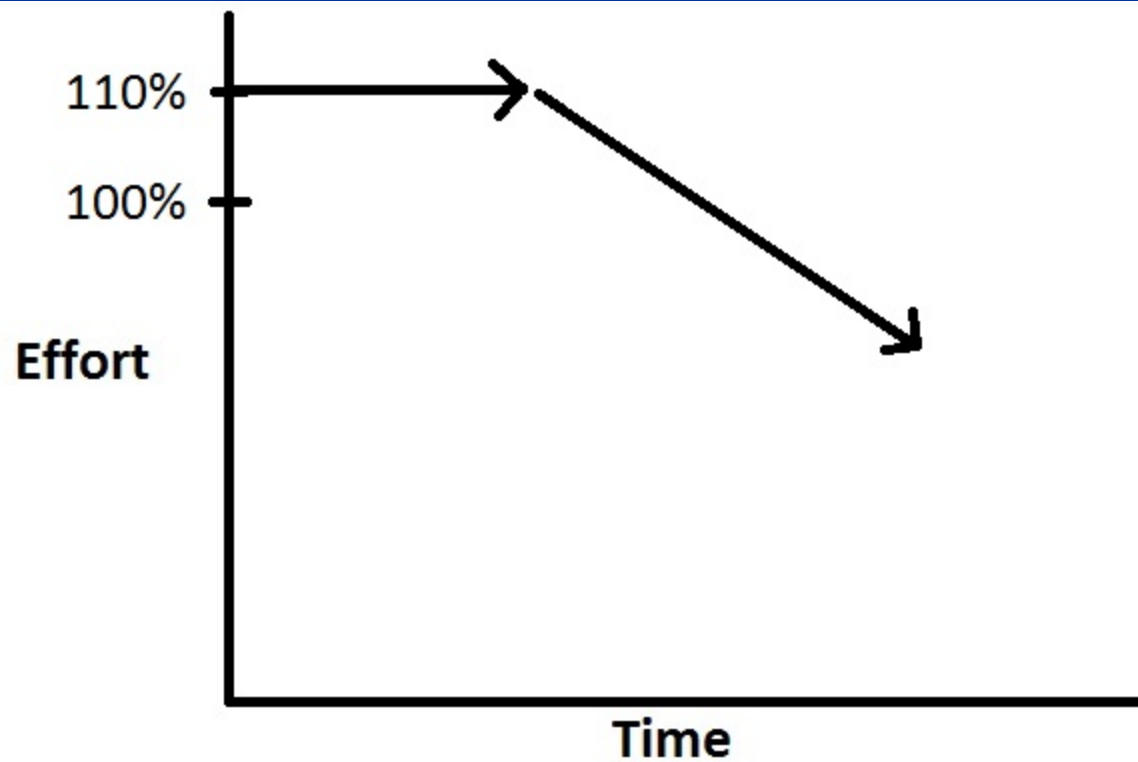
**Time**



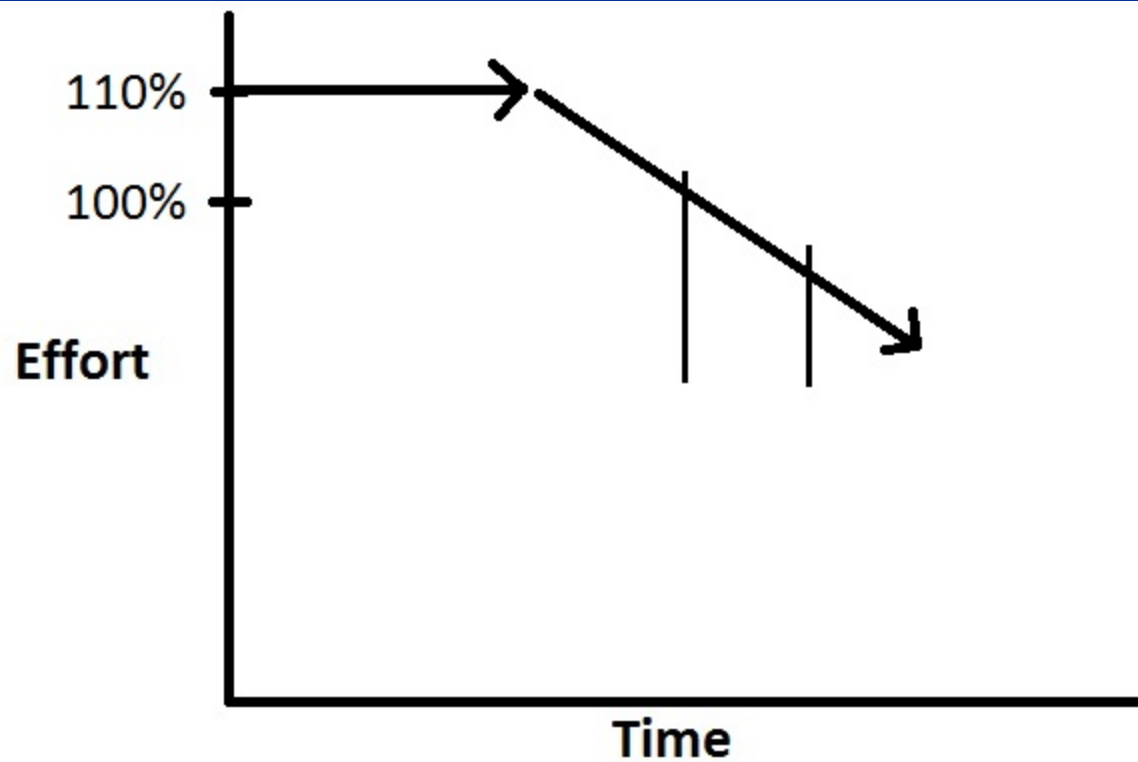


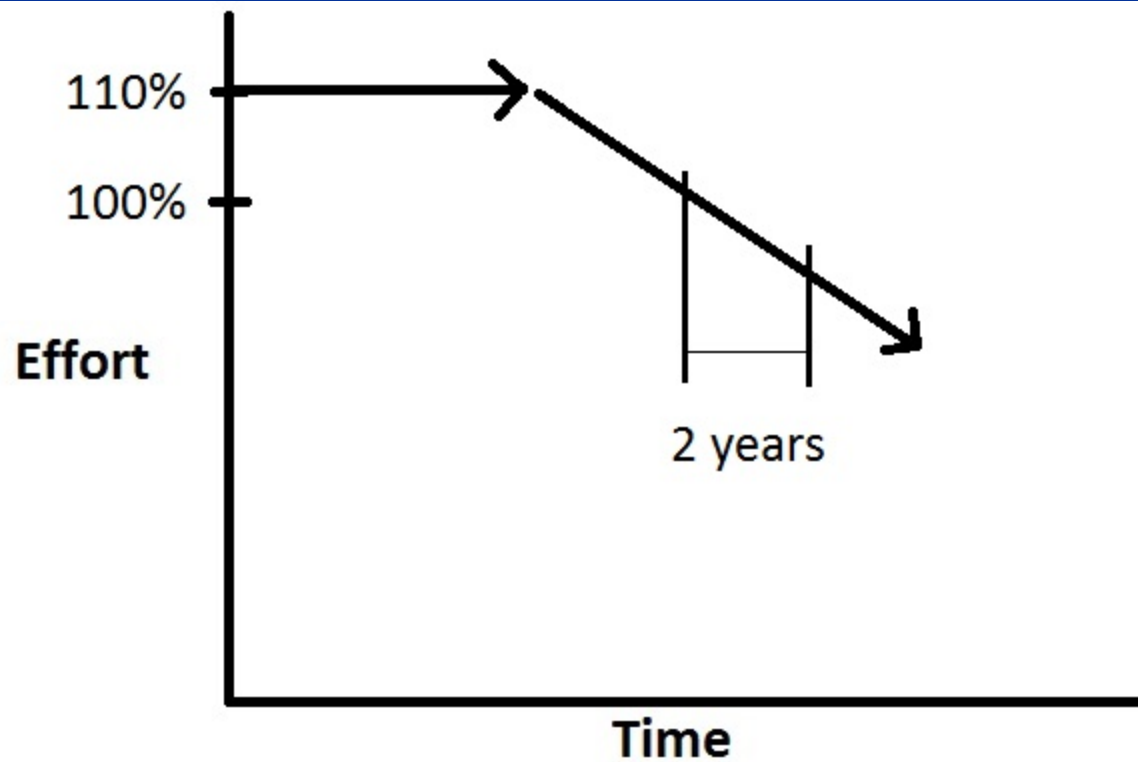














# The genesis of depletion & burnout

- Denial of our biological limits
- Unsustainable model of expected professional behavior

# Albert Einstein:

The significant problems we face today cannot be solved at the same level of thinking with which they were created.

# Key to taking on lots of stress without burnout

- **Respecting our biology**
- **Mastering your recovery needs**

# Old Think

## Stress is “bad”

- Stress is a demand on the system which requires a response to preserve homeostasis
- Stress is part of life
- Many things worth doing are stressful
- Successfully handling stress can make you stronger

**HERMAN** By Jim Unger



2-26

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“Try to relax.”  
“Try to relax.”



# Guiding Principles

- Chronic, uninterrupted stress is what depletes us



# Guiding Principles

- Chronic, uninterrupted stress is what depletes us
- Stress must be balanced with recovery

Burnout arises from depletion.

It is the result of carrying an unsustainable physical and/or emotional load ...

without adequate recovery built-in.

“Fast today, slow tomorrow.”

Dalai Lama



# Guiding Principles

- Chronic, uninterrupted stress is what depletes us
- Stress must be balanced with recovery
- The more stress you plan take on, the better your restoration skills must become

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Unger

**"My wife thinks I'm in the shower."**

# From a Leadership Perspective:

- **The individual must be given some room to restore themselves**
- **Restoration needs vary between individuals**
- **Examples**

# Your Own Trends

- Trends reflect success (or not) of your self-management strategy
- What truly restores you?



# Trends Reflect Success of Self-Management Strategy

- **Have a strategy/practices**
  - Working
  - Not working
  - Not using it
- **Have no real strategy/few practices**

# Most Damaging Type of Stress

- When you feel trapped
- Never really trapped
  - Either depressed
  - Or limited by your own beliefs
- In either case...



# Guiding Principle:

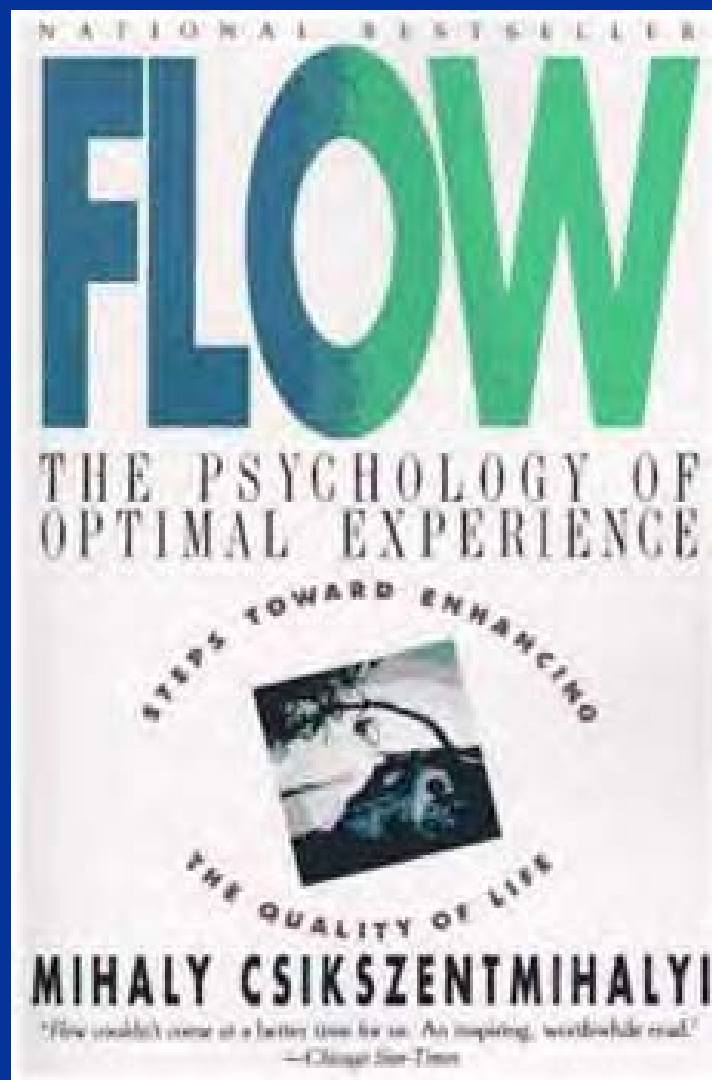
The minute you do something about your stressor, the stress response decreases.

# Control & Stress

- For same amount of stress, people with control fair better physiologically
- Loud sounds experiment
  - Does control need to be exerted to be helpful?
- Professional musicians
- Implications for micromanagement

# 5. Relationship between your career path and stress

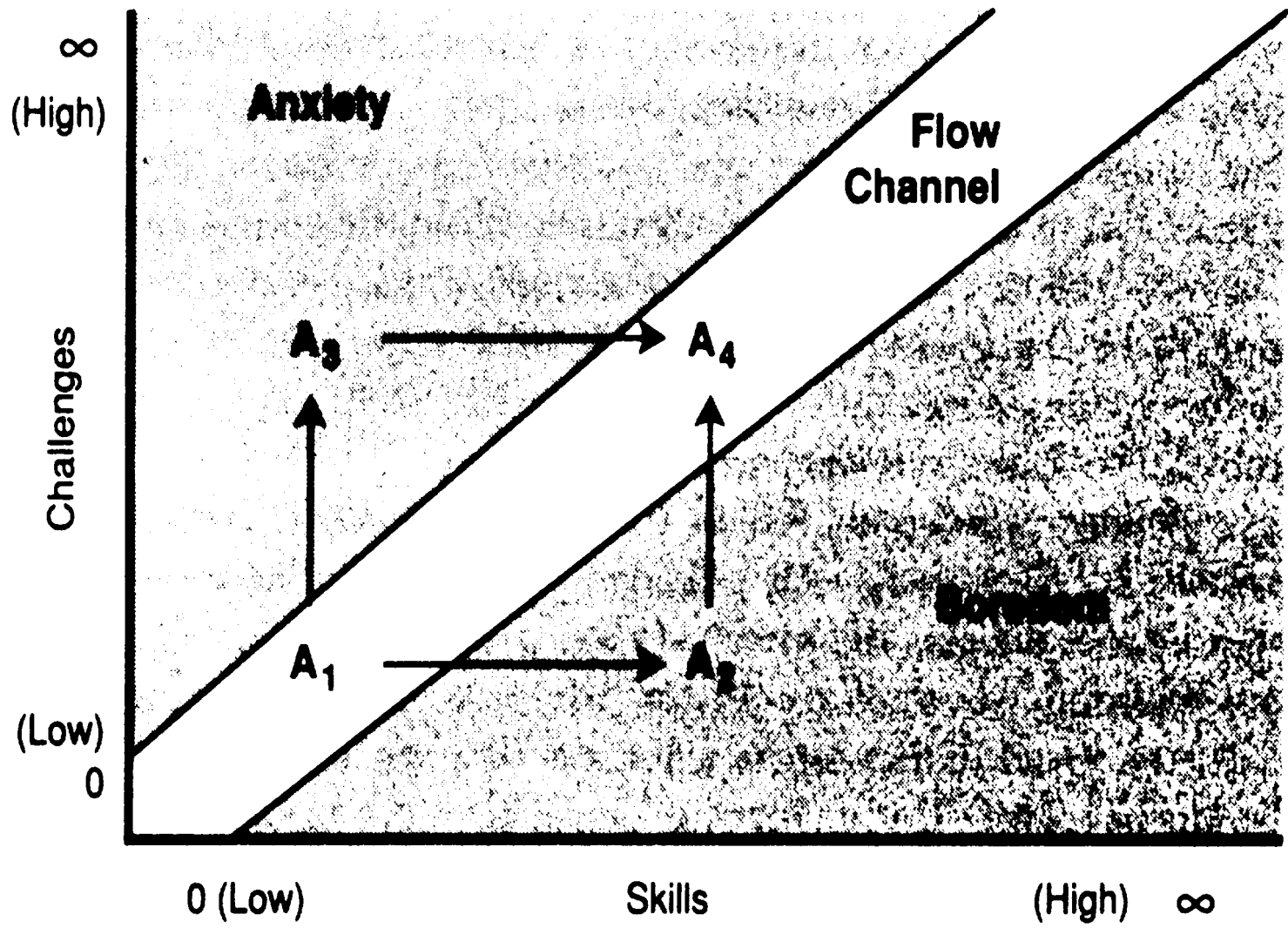
- **escalating needs for challenge**



# Flow State:

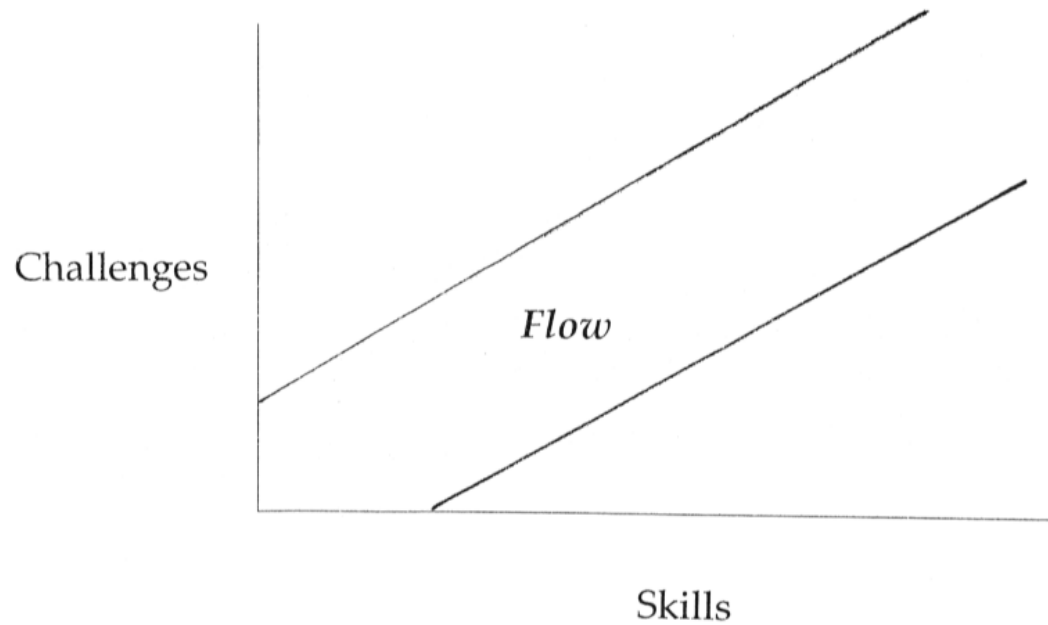
- Also known as being in “the zone”
- Effective
- Efficient
- Satisfying
- Productive



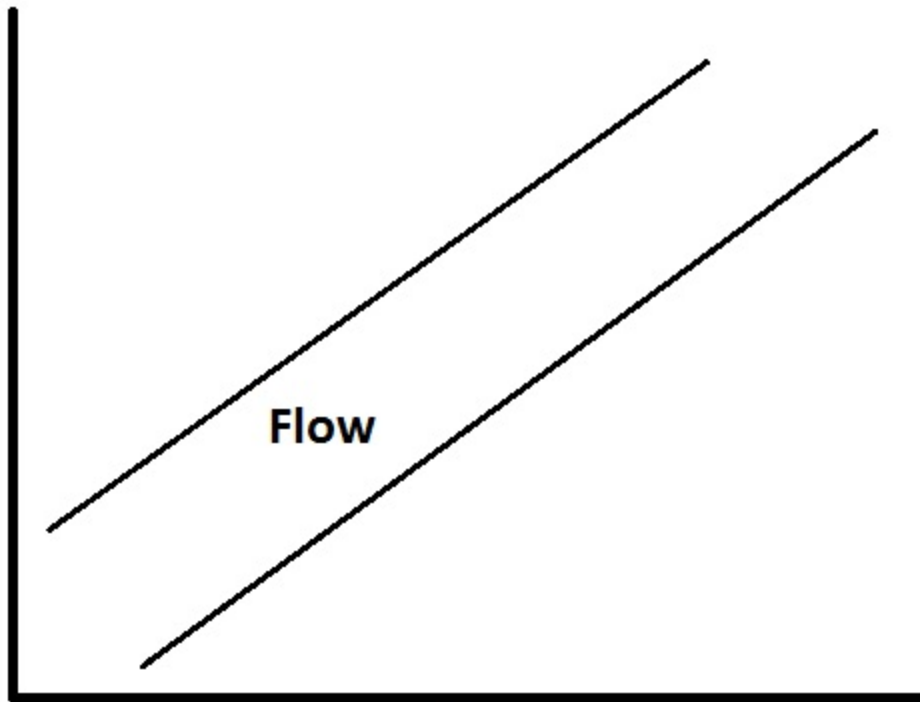




## Relationship between challenge and satisfaction at work:



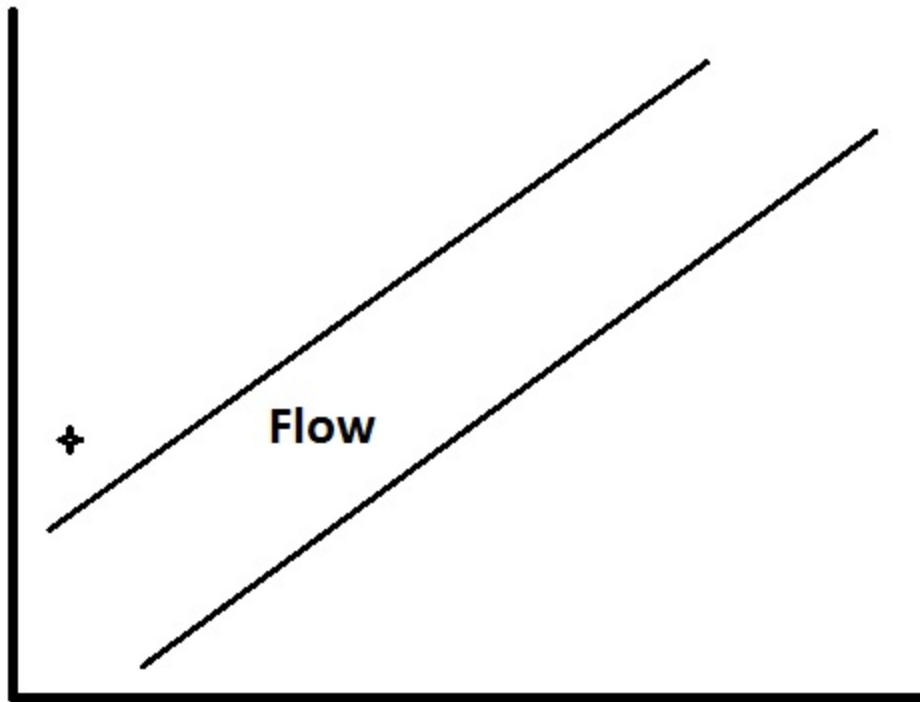
Challenges



Flow

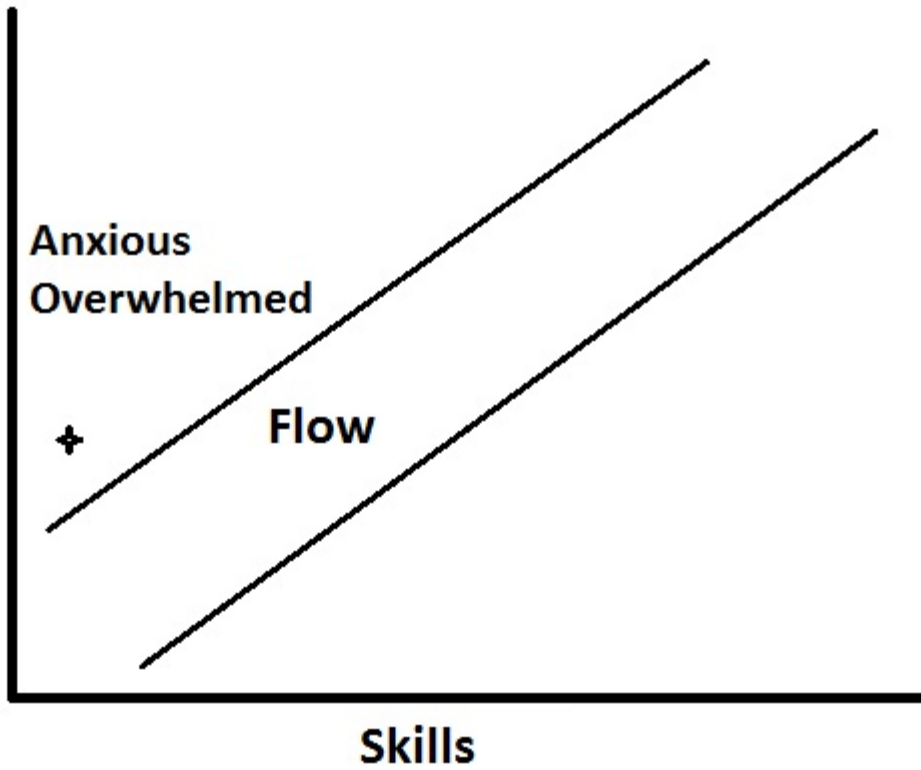
Skills

Challenges

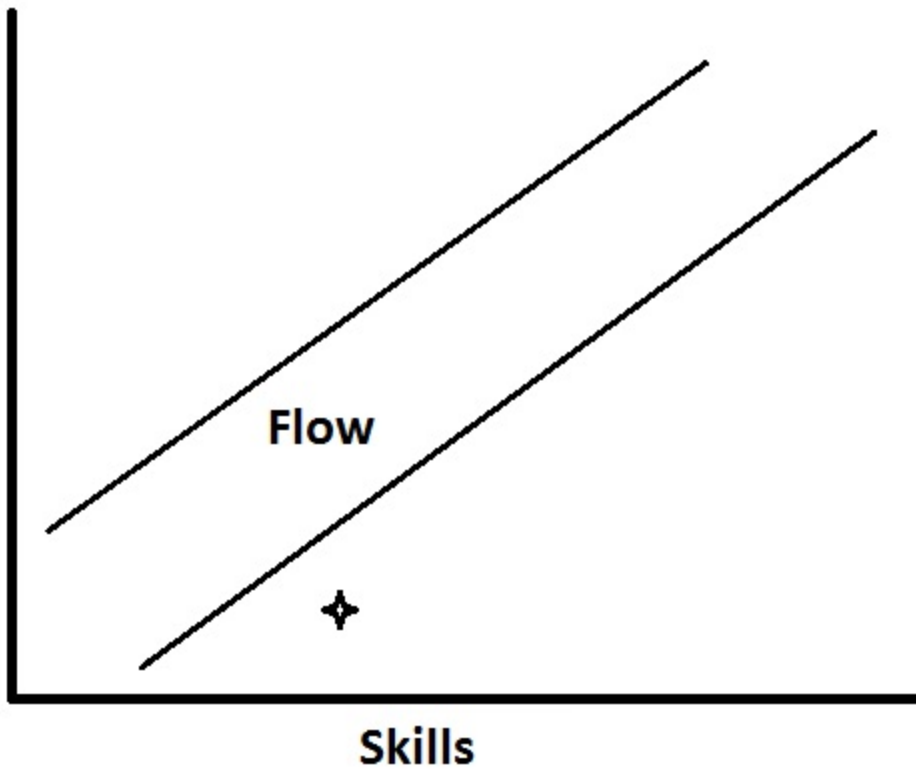


Skills

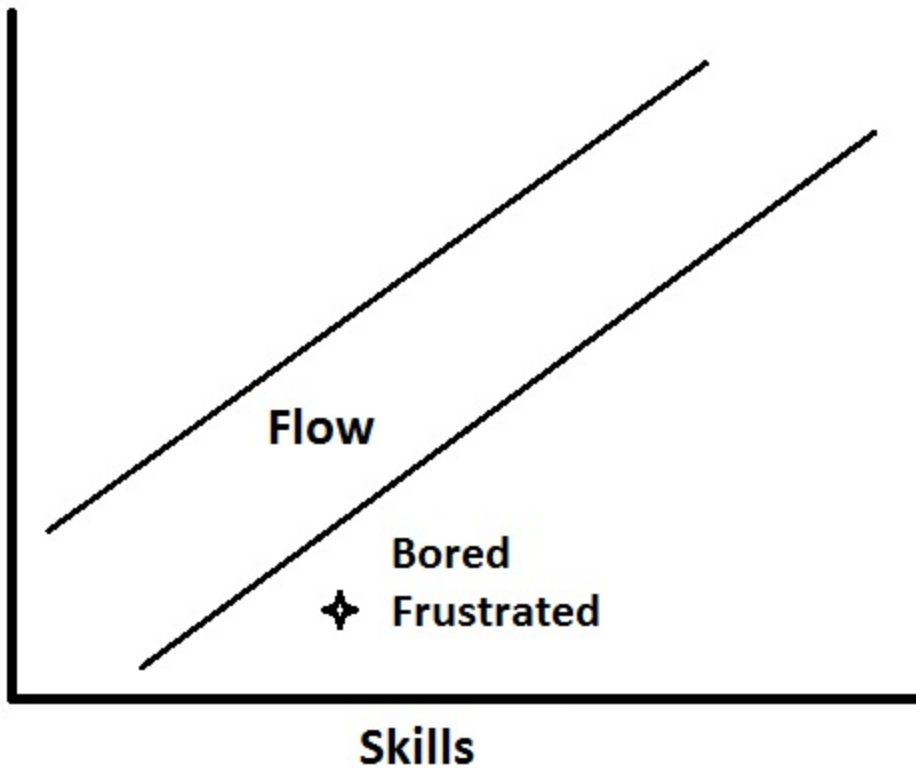
Challenges



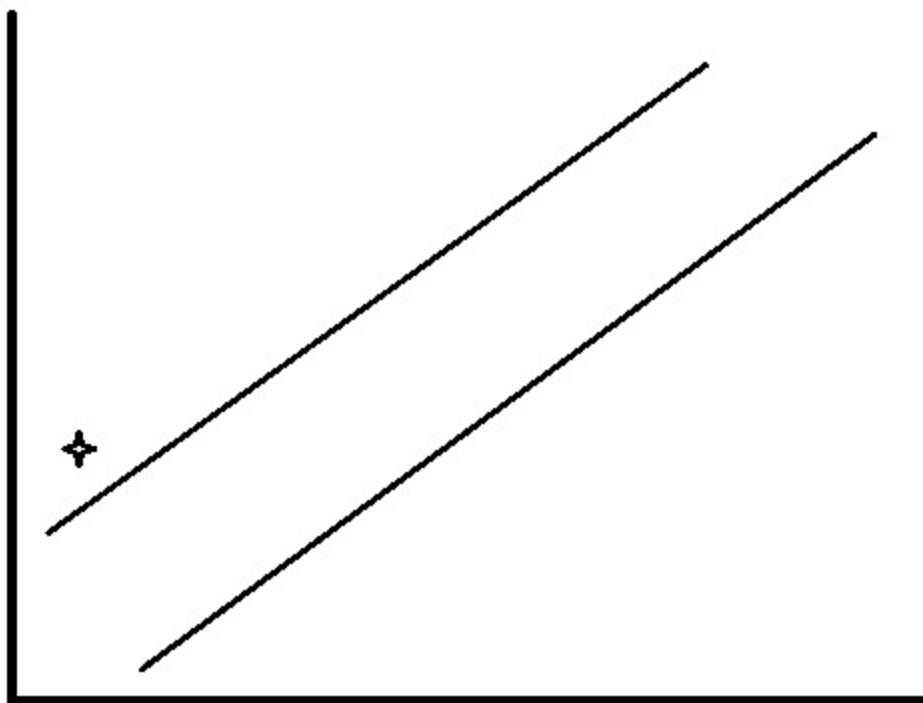
Challenges



Challenges

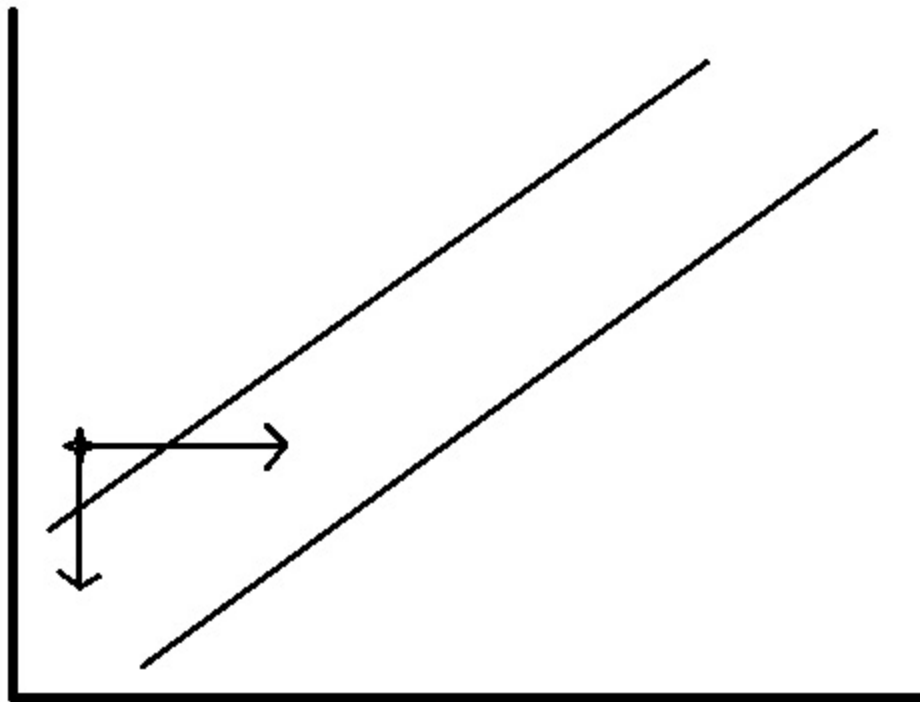


Challenges



Skills

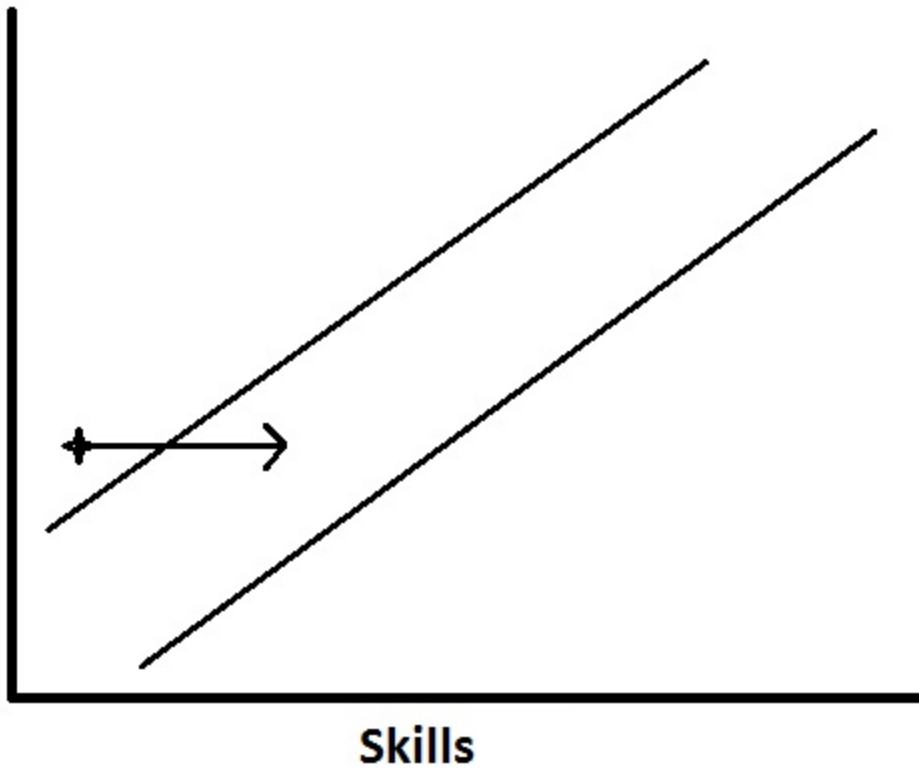
Challenges



Skills

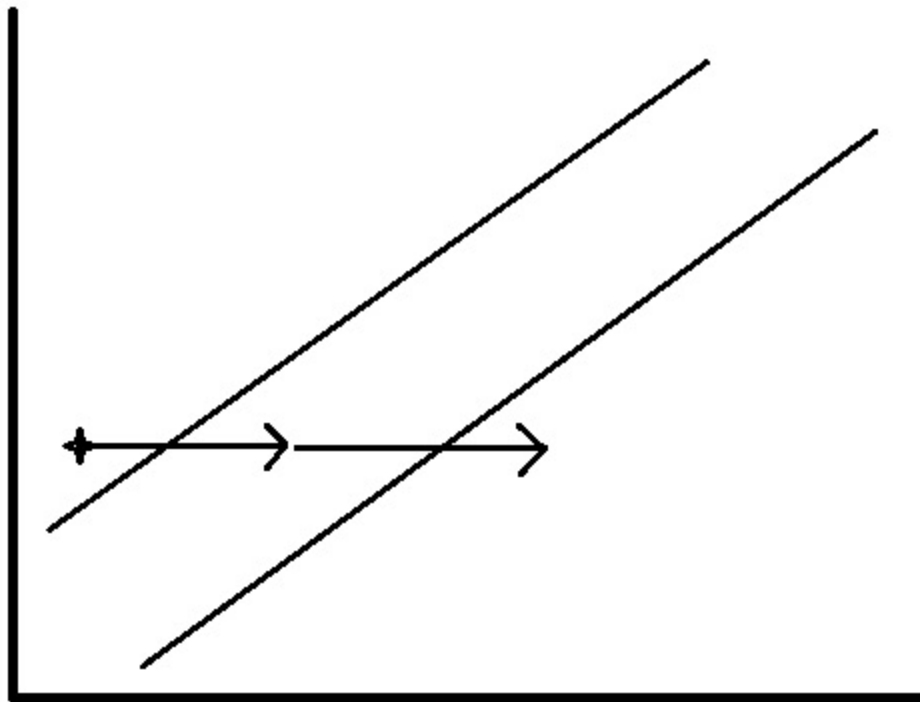


Challenges



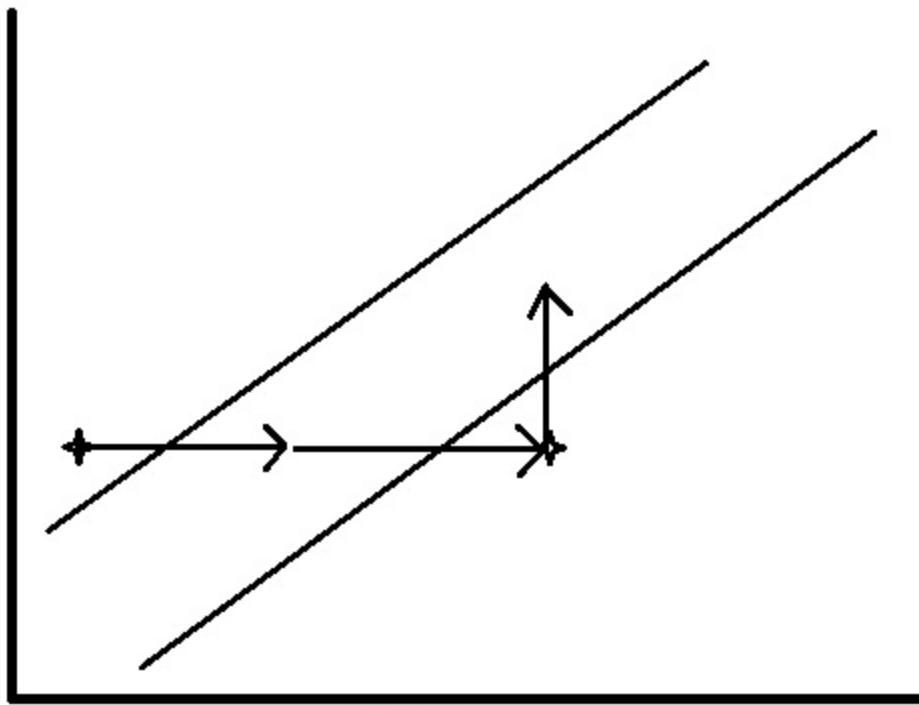
Skills

Challenges



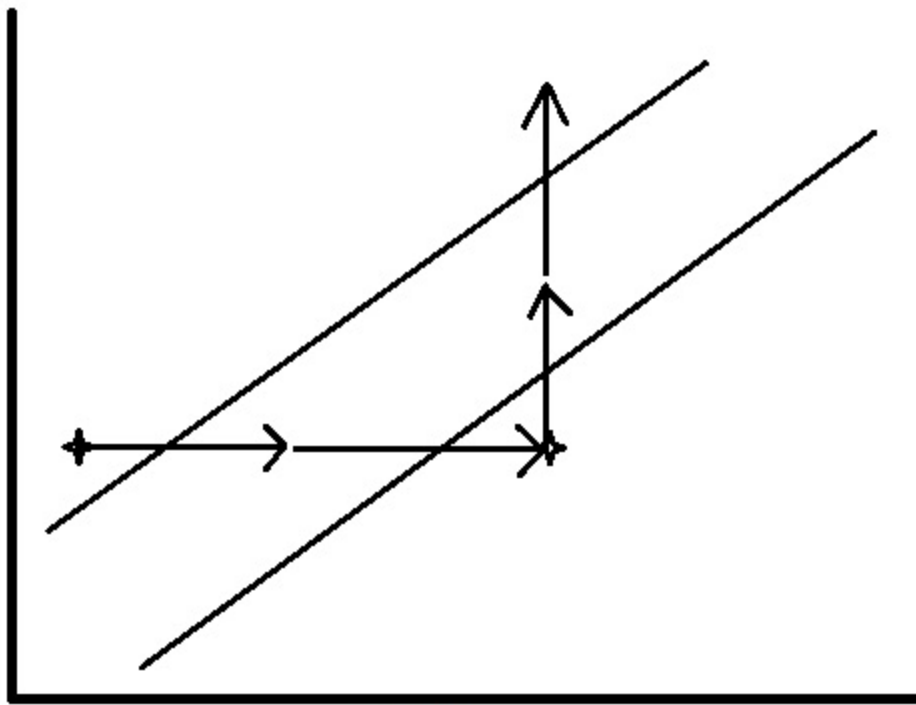
Skills

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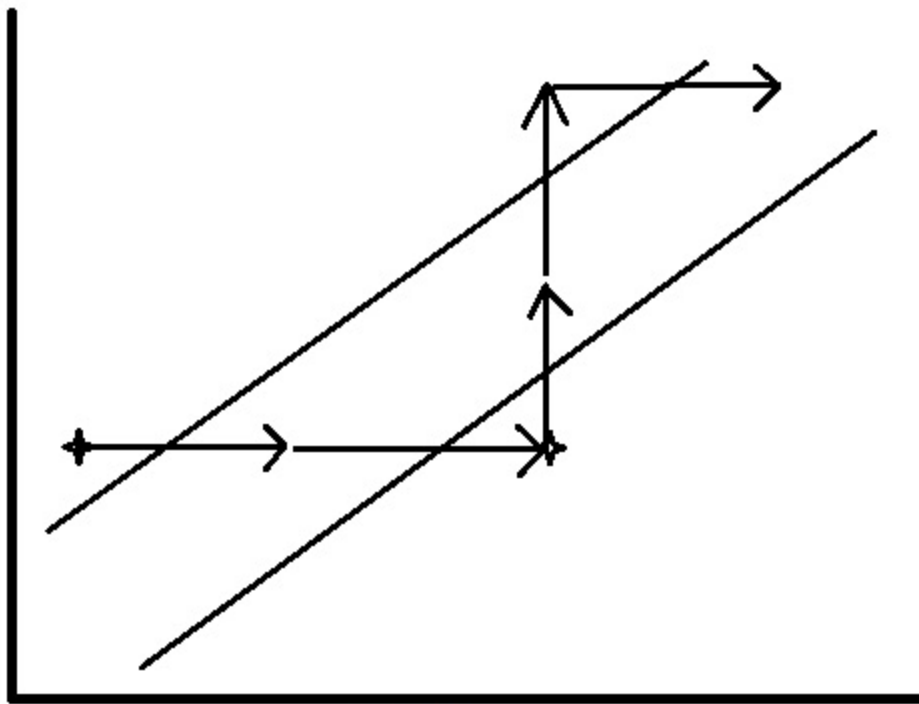
Skills

Challenges



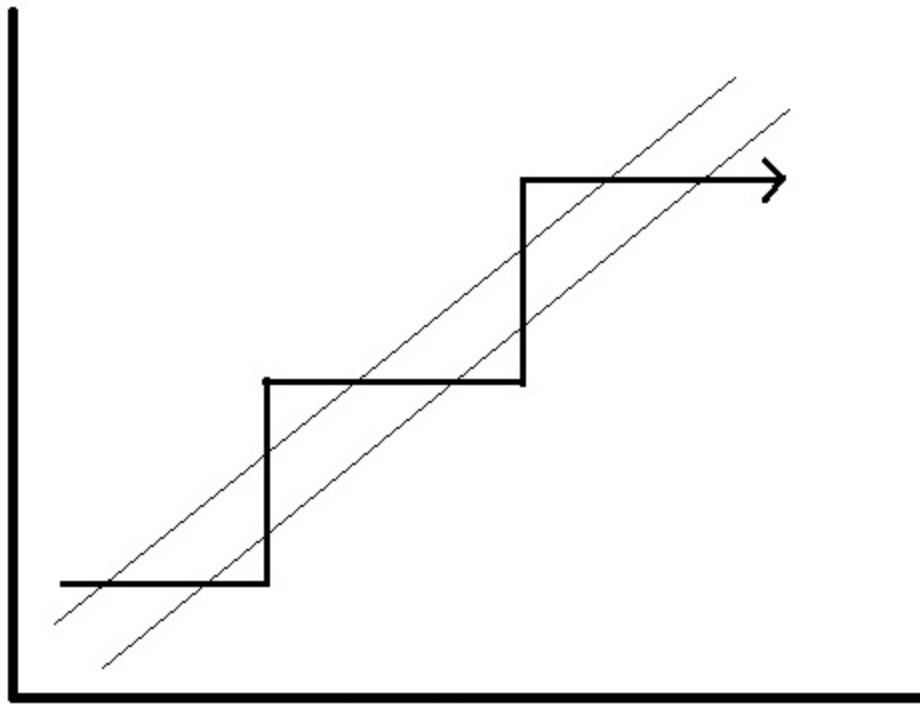
Skills

Challenges



Skills

**Challenges**



**Skills**

# Guiding Principle:

Strong social support is the greatest buffer against stress. Collegiality is a critical part of this buffer.

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Strong social support is the greatest buffer against stress.

For many professionals, professional meetings serve the critical function of providing collegial support and input.



**CONTROL**

**NO CONTROL**

**EFFORT**

**NO EFFORT**


**CONTROL**

**NO CONTROL**

**EFFORT**

**Satisfaction  
Mastery  
Achievement**

**NO EFFORT**


	<b>CONTROL</b>	<b>NO CONTROL</b>
<b>EFFORT</b>	<b>Satisfaction</b> <b>Mastery</b> <b>Achievement</b>	<b>Frustration</b> <b>Exhaustion</b> <b>Anger</b> <b>Physical Symptoms</b>
<b>NO EFFORT</b>		

	<b>CONTROL</b>	<b>NO CONTROL</b>
<b>EFFORT</b>	<b>Satisfaction</b> <b>Mastery</b> <b>Achievement</b>	<b>Frustration</b> <b>Exhaustion</b> <b>Anger</b> Physical Symptoms
<b>NO EFFORT</b>	<b>Giving Up</b> <b>Giving In</b> <b>Apathy</b>	

	<b>CONTROL</b>	<b>NO CONTROL</b>
<b>EFFORT</b>	<b>Satisfaction</b> <b>Mastery</b> <b>Achievement</b>	<b>Frustration</b> <b>Exhaustion</b> <b>Anger</b> Physical Symptoms
<b>NO EFFORT</b>	<b>Giving Up</b> <b>Giving In</b> <b>Apathy</b>	<b>Letting Go</b> <b>Wisdom</b> <b>Peace</b>

# III. Finding the time and willpower

**Dr. Ahnna's Levels of Coping (a vernacular model) :**

**Level 1: "Oh, &%\*#\$!"**

**Level 2: Whack-a-mole!**

**Level 3: The Spinning Plates**

# Conclusions:

1. Recognize relevancy of professional well-being
  - clarity, capacity, performance, fulfillment
2. Honor biological limits –
  - restoration/recovery essential to health & high function
3. Track outcome of your efforts/strategies  
over time

# Conclusions (cont.):

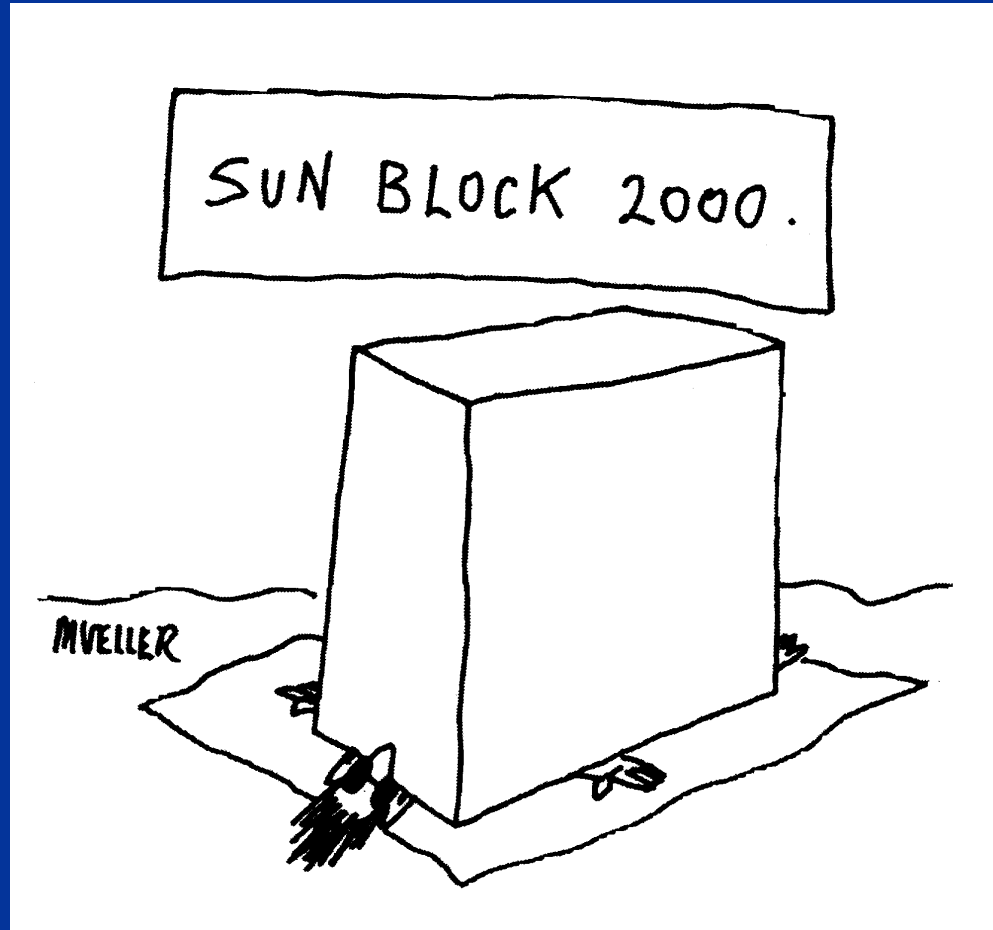
- Change strategy as needed
  - Have you ever?
- As a leader, respect individual variations in restoration needs



# III. Finding the time and willpower

## 1. Finding the time:

- Planning to vs. setting a time
- Considering the unappreciated costs of perfectionism
- Wisdom of the group



# III. Finding the time and willpower

2. Getting over “the hump” in taking on a task (procrastination)
  - set the time
  - Invoke the *I Can Do Anything For Ten Minutes Rule* (adapted from Alan Lakein)
  - Make *predecisions (If...then...)* about how potential obstacles will be handled
  - Train others in how they can help

# III. Finding the time and willpower

## 3. Finding the willpower:

?

# III. Finding the time and willpower

## 3. Finding the willpower:

Don't rely on willpower.

Create, instead, positive rituals.

# III. Finding the time and willpower

## 4. Shift reliance to positive rituals:

“A positive ritual is a behavior that becomes automatic over time – fueled by some deeply held value. “

Loehr & Schwartz:

*The Power of Full Engagement*

THE NATIONAL  JUDICIAL COLLEGE

Est. 1963

# III. Finding the time and willpower

## 4. Shift reliance to positive rituals:

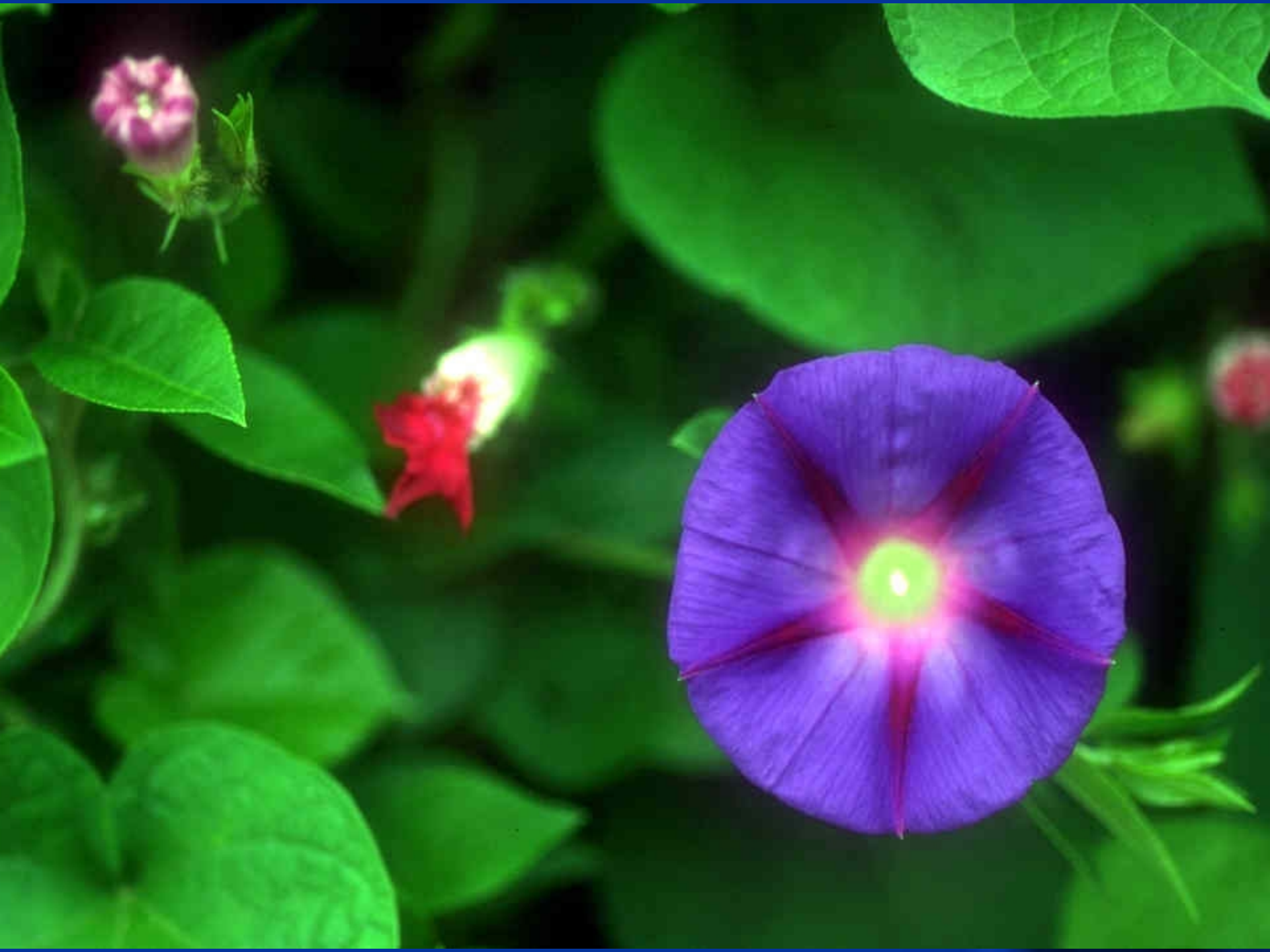
“In contrast to will and discipline, which require pushing yourself to a particular behavior, a ritual pulls at you.”

Loehr & Schwartz:

*The Power of Full Engagement*

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# III. Finding the time and willpower

- Don't rely on willpower
- Rely instead on positive rituals  
predecisions  
habits which don't require energy

# III. Not enough time?

- Most liberating time management concept
  - True power of 80/20 rule
- Challenging your beliefs about self-care practices
  - Minimum time needed for benefits
  - Advances in “best” methods

# The 80-20 Rule

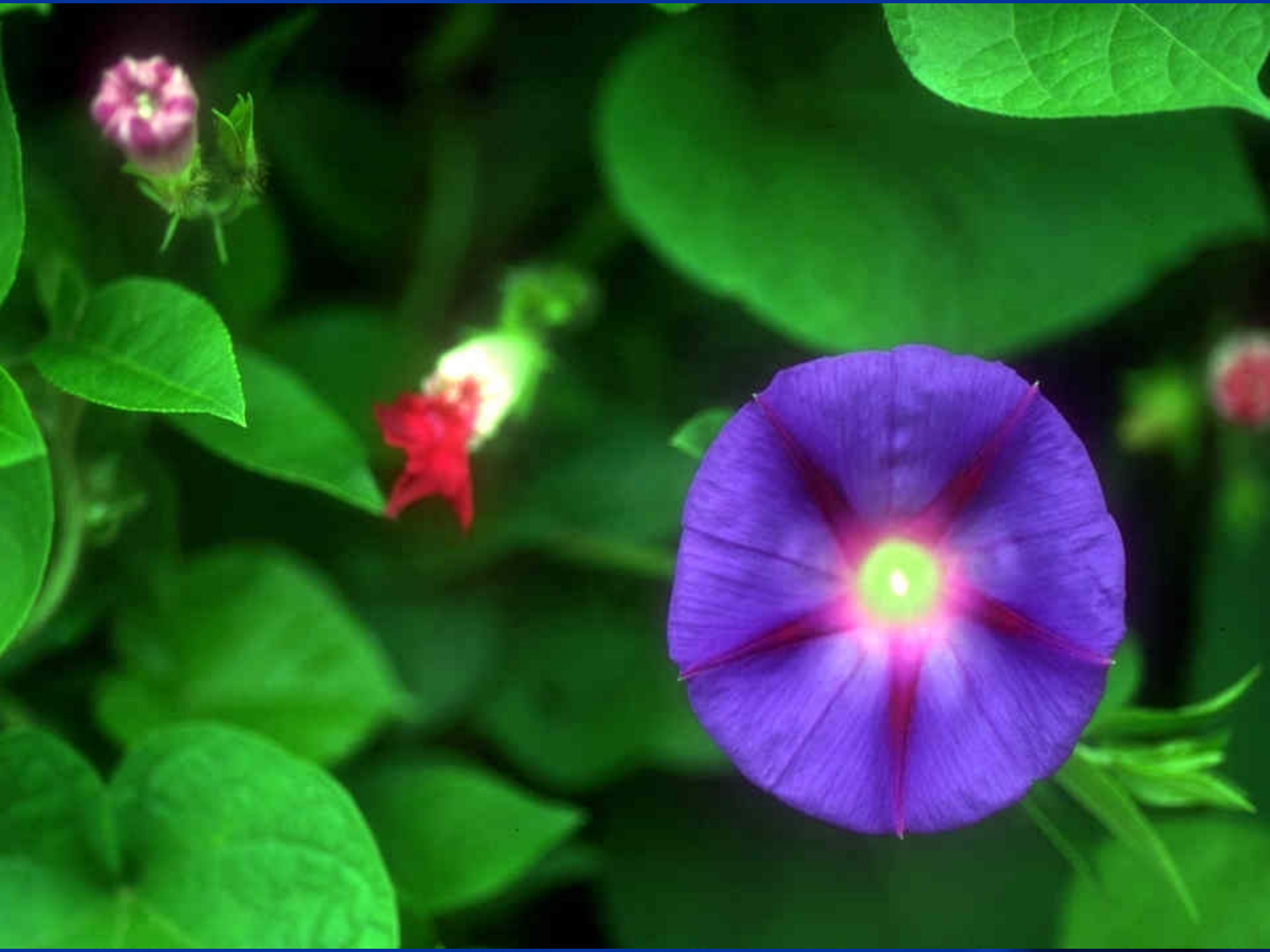
- Derived from Pareto's Principle (Italian economist, 1897)
  - 80% of wealth controlled by 20% of the people
  - Theory of predictable imbalance
  - Subsequently applied to many areas of life
- Value not distributed equally

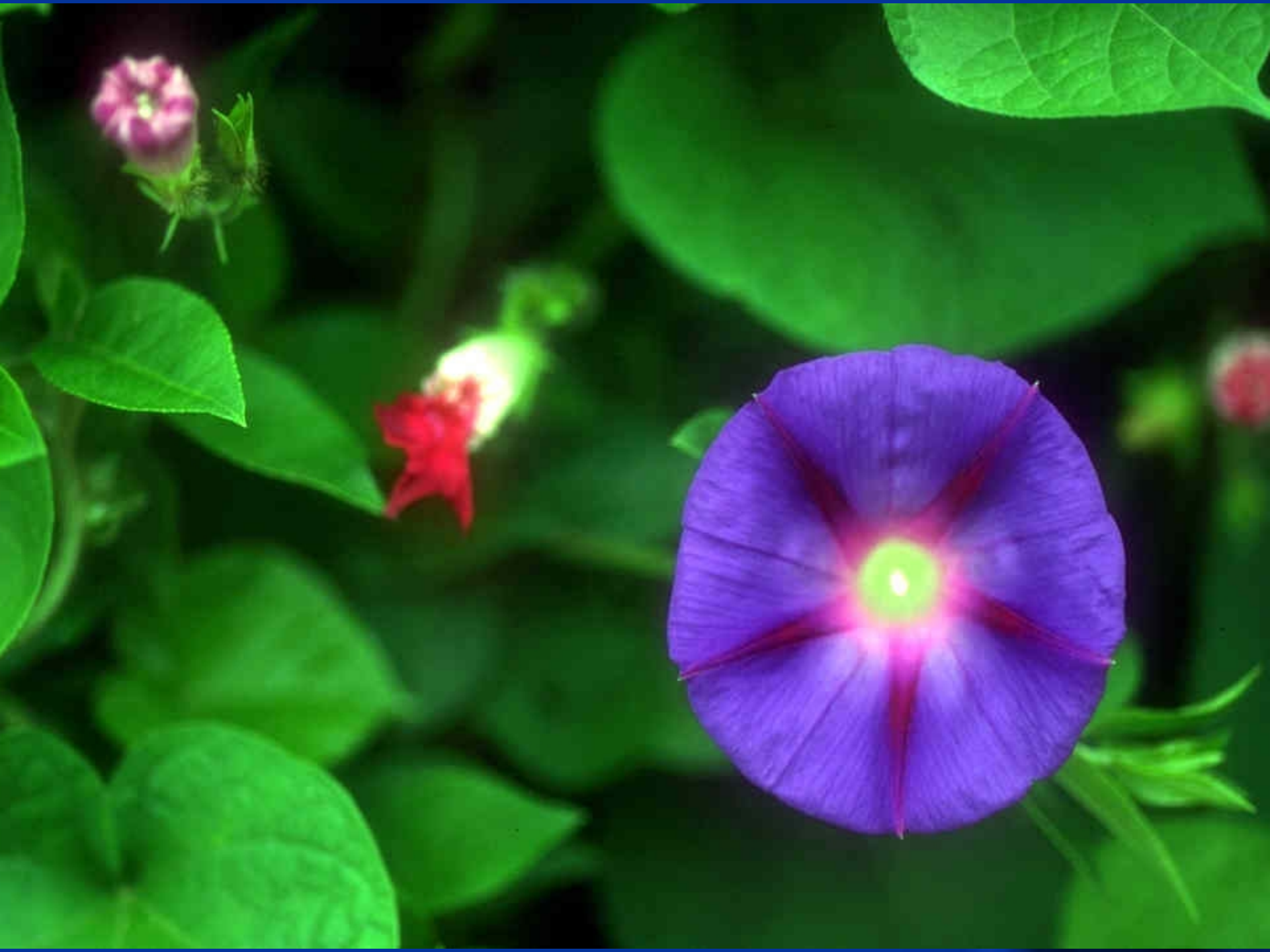
# Understanding the Power of the 80/20 Rule

- Not about compromise
- Critical for perfectionists and high-performers

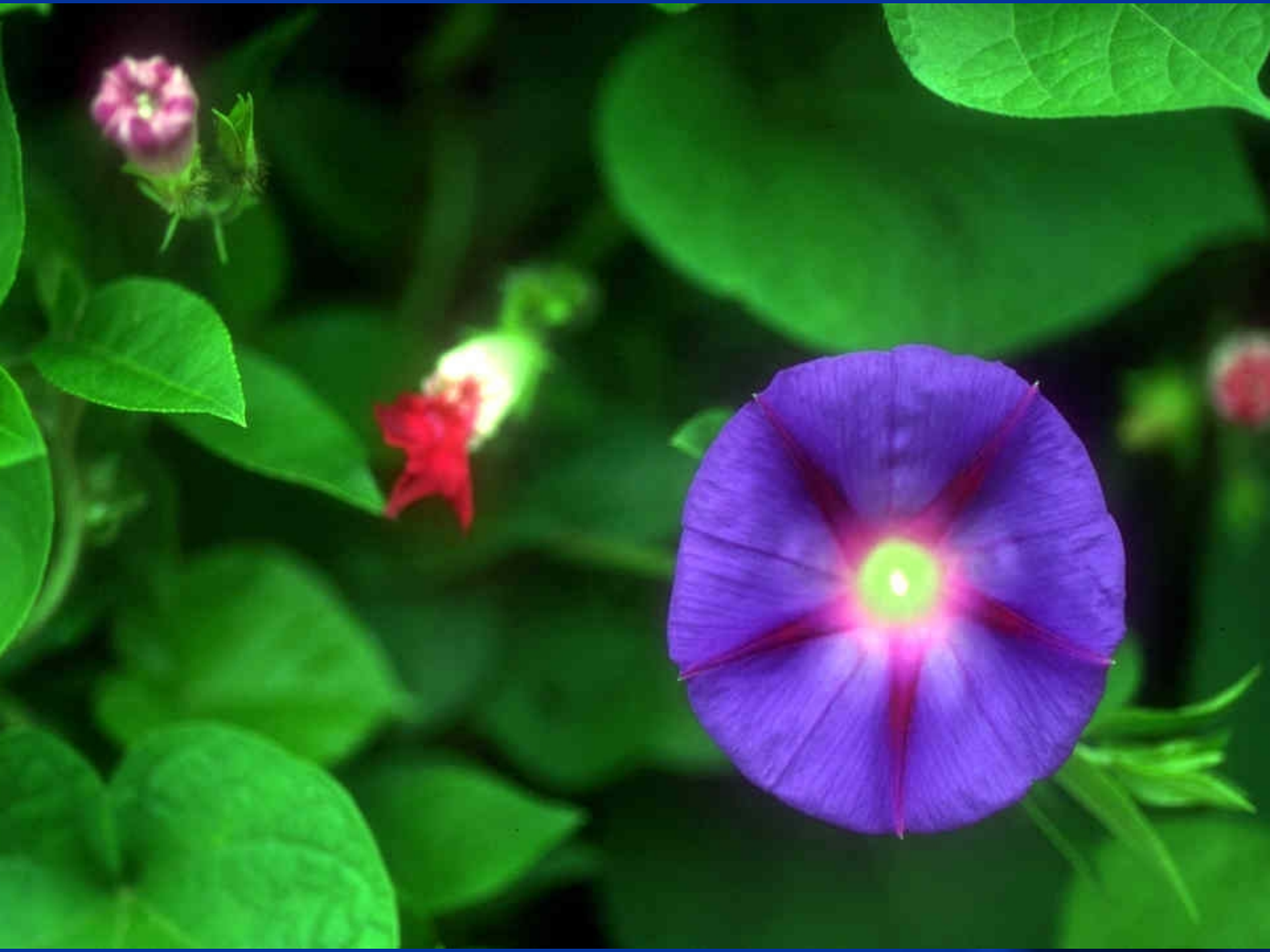


What matters most.









# Building Energy & Stamina for Professional Life and Afterwards

10<sup>th</sup> Annual Tennessee Municipal Judges'  
Conference

Ahnna Lake, MD

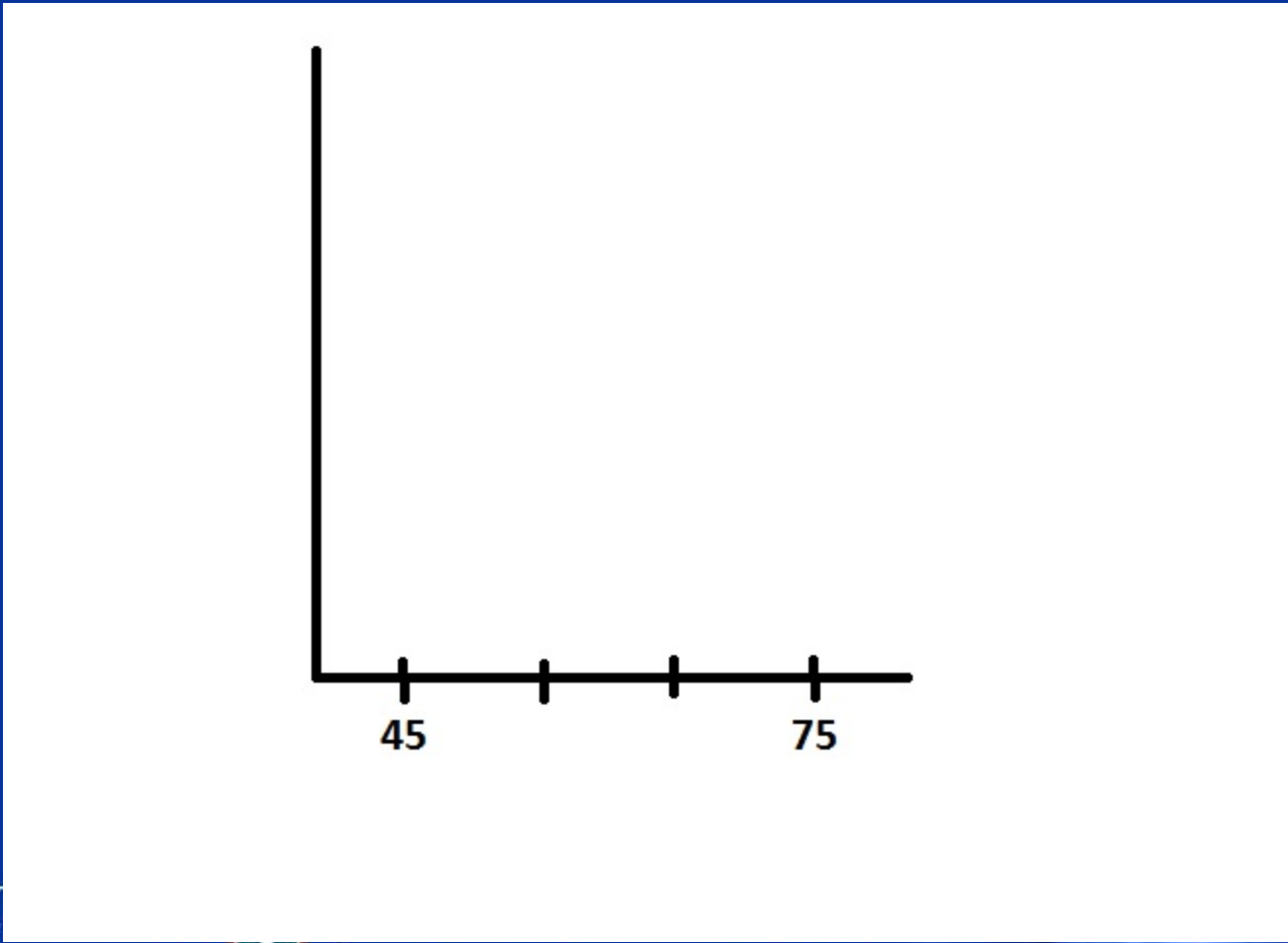
Stowe, VT

# Finding Energy Again

1. **Believing it's possible**
2. **Deciding to try (again)**
3. **Finding an effective approach**
4. **Withstanding the resistance of others**

# Younger Next Year

- **Book by Henry S. Lodge, MD**
- **Addresses the question, “What are your next 20-30 years going to be like?”**



Healthy

45

75

Healthy

Dead

45

75





Healthy

Dead

45

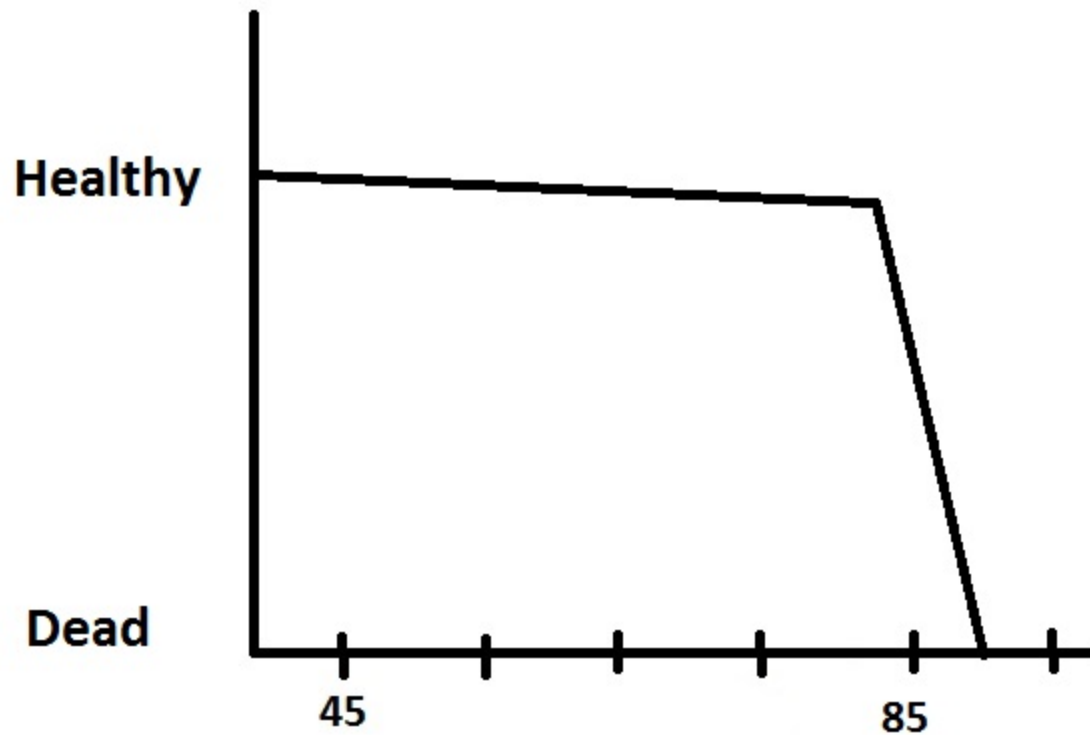
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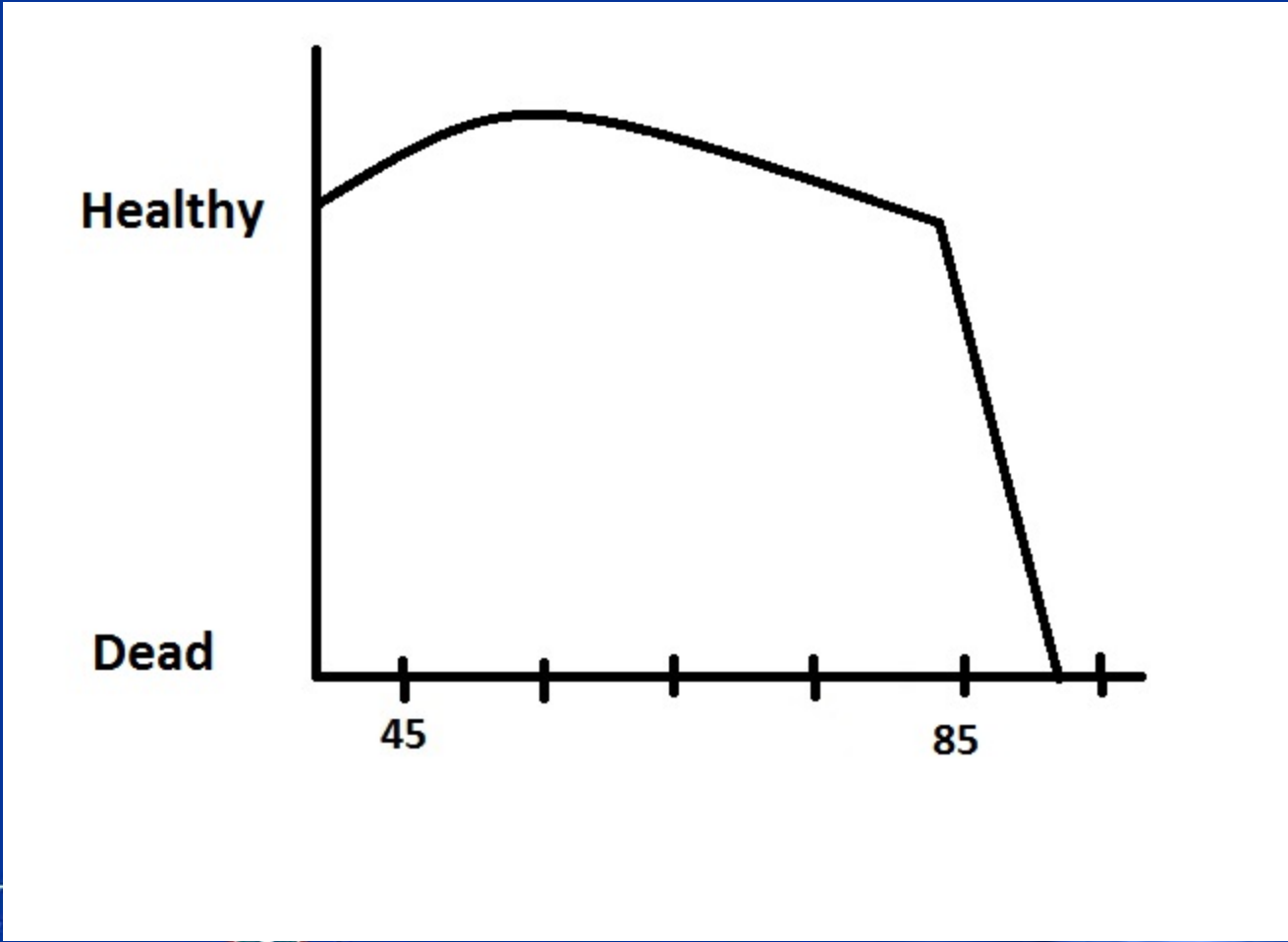
Healthy

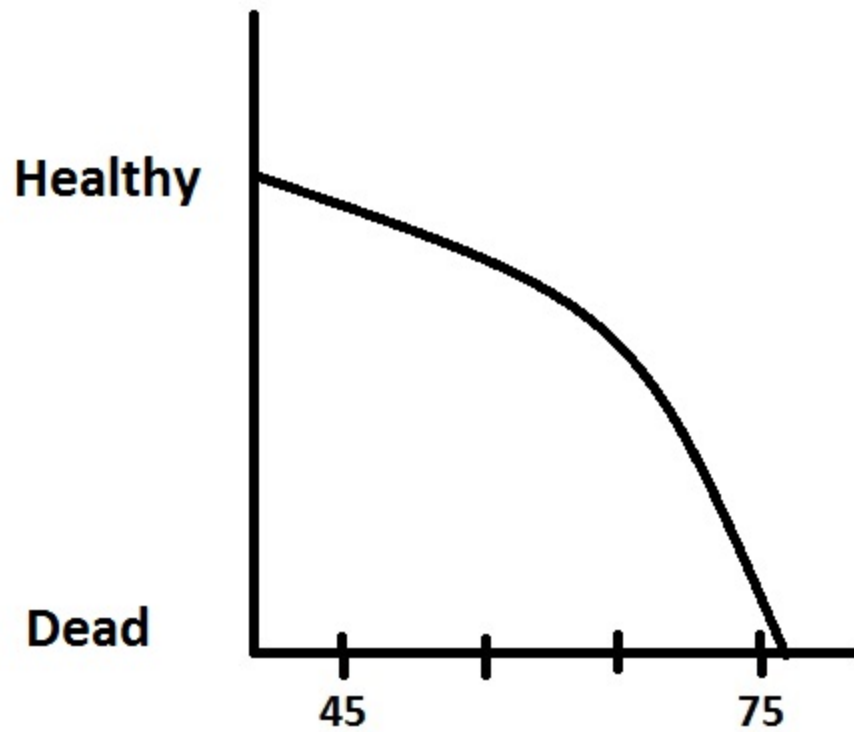
Dead

45

85









[http://www.youtube.com/watch?v=qX9FSZJu448&feature=youtube\\_gdata\\_player](http://www.youtube.com/watch?v=qX9FSZJu448&feature=youtube_gdata_player)

# Are You Ready for a Change?

- We all have a collection of habits regarding how we take care of our health
- If these habits are serving you well, great
- Are yours?
- Where are you in the process of addressing poor habits?

# Autobiography in Five Short Chapters

I  
I walk down the street.  
There is a deep hole in the sidewalk.  
I fall in.  
I am lost...I am helpless.  
It isn't my fault.  
It takes me forever to find a way out.



II

I walk down the same street

There is a deep hole in the sidewalk.

I pretend I don't see it.

I fall in again.

I can't believe I am in the same place  
but it isn't my fault.

It still takes a long time to get out.

III

I walk down the same street.

There is a deep hole in the sidewalk.

I see it is there.

I still fall in ... it's a habit.

My eyes are open.

I know where I am.

It is my fault.

I get out immediately.

**IV**

**I walk down the same street.**

**There is a deep hole in the sidewalk.**

**I walk around it.**

V

I walk down another street.

# Quickest, most dramatic routes to improved health

- Low carbohydrate diet
- Strength-training exercise & interval training
- Yoga
- Meditation
- DHEA (adrenal hormone replacement)
  - you can benefit from this if your level is even as high as 125



THE NATIONAL



Est. 1963

JUDICIAL COLLEGE

# The U.S. Weight Problem

SkYROCKETING rates of obesity

Obesity-related health issues



# 2/3 American adults and 1/3 American kids now overweight or obese





# Health Effects of Obesity & Metabolic Syndrome

- **Cardiovascular disease**
  - High blood pressure
  - Strokes
  - Heart attacks
- **Arthritis + wear & tear on joints**
- **Gout**
- **Kidney Stones**
- **INFLAMMATION**

# Typical Symptoms

- **Joint pain**
- **Muscle aches & stiffness**
- **Fatigue**
- **Heartburn**
- **Insomnia**
- **Medications for BP, Type II Diabetes, Cholesterol, gout, pain, anxiety and sleeping**



PARKHURST EXCHANGE  
FEBRUARY 1993

**“Wouldn’t you even consider bacon and eggs?!”**



*"I need a change. Normally, I just wear the faint odor of vague discomfort and unhappiness."*



# Healthy breakfast?



# It's all about calories

- **Study, 1950s: Institute of Clinical Research & Experimental Medicine, Middlesex, England**
- **Obese subjects put on 1000 calorie diet**
- **Three groups:**
  - **90% protein**
  - **90% fat**
  - **90% carbohydrate**

# The Results

- 90% protein dieters lost 0.6 lbs/day
- 90% fat dieters lost 0.9 lbs/day
- 90% carbohydrate dieters ...



# The Results

- 90% carb dieters on 1000 cal/day

*...actually gained a bit (0.24 lb/day)*

# Burger: 1977 & Now



# The Culprit is Sugar

- All carbohydrates become sugar
- Every 4 g of carbs equals 1 tsp. of sugar

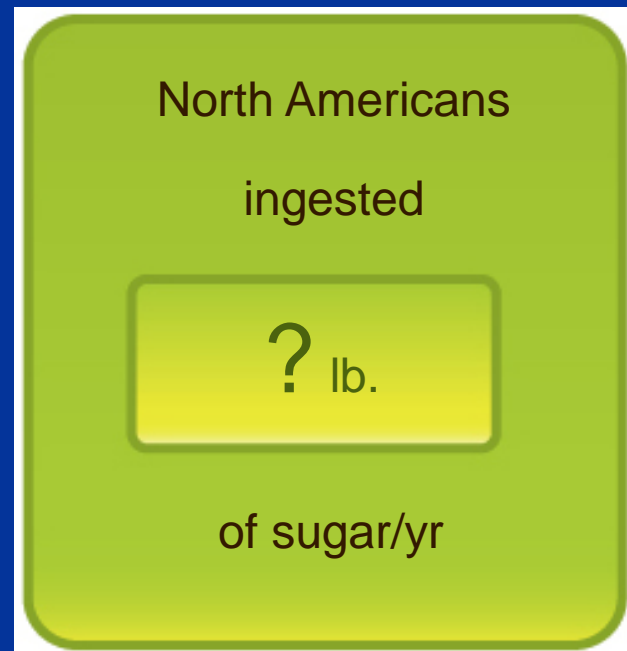


# The Culprit – Sugar

In the Year 1905



In the Year 2014



**+/- 150 – 200 lbs**

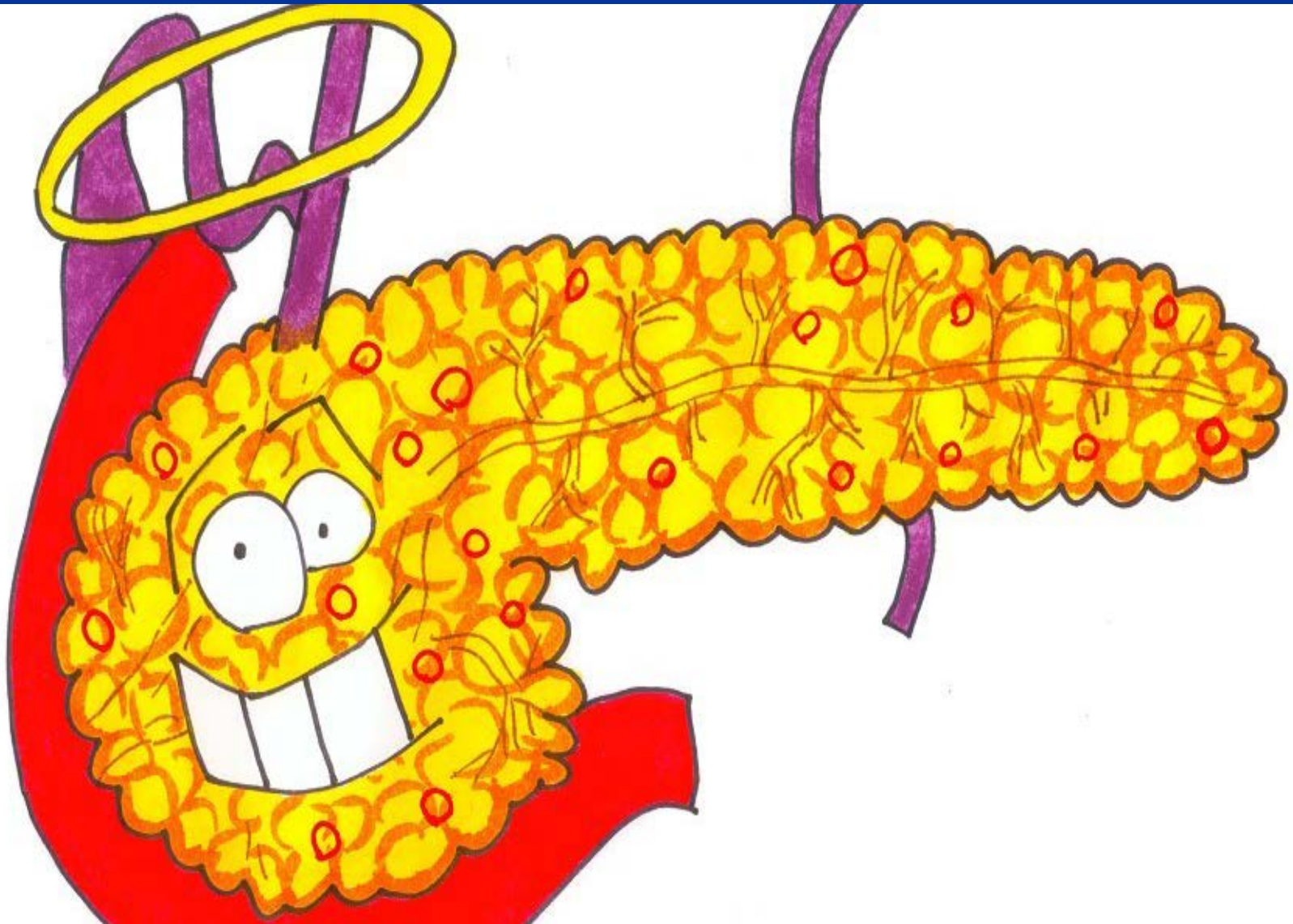
# The Industrial Meat Industry Helps Make Us Fat

- Animals are fed a grain-heavy diet to fatten them quickly.
- Have you been consuming a Grain-heavy diet?



	Carbohydrate-heavy Diet			Healthy Balanced Diet		
		Carb	Cal		Carb	Cal
Breakfast	Bagel w/cream cheese	57	388	Inst. Oatmeal	19	105
	Frosted Flakes	50	220	8 oz. Milk	13	102
	8 oz. OJ	25	110	1 coffee w/milk, 2 sugars	1	12
	2 Coff/cr/sug.	18	110	Banana	27	105
Snack	2 coffees w/cream/sugar	18	110	1 granola bar	29	200
	Banana	27	105			
Lunch	Big Mac, large fries	107	933	Green salad w/dressing	4	171
	Large Coke	59	233	Egg	1	77
				Turkey	1	28
Snack	Snickers Bar	35	271	1 apple	25	
Dinner	Spaghetti	78	660	5 oz. Chicken	0	187
	Garlic Bread	21	186	White rice	41	194
	Milk	13	102	Green beans	8	44
	Coke	59	233	8 oz. Milk	13	102
	4 cookies	54	216			
Snack	8 oz. Lays Chips	144	1200	Yogurt w/ strawberries	50	270
	8 oz. Milk	13	10			
Total		778	4867		232	1686

# Our Hero: PancreasMan!





# Lesser Known Role of Insulin

- Lowers blood sugar
- **Opens the fat cell for storage**

- The massive increase of sugar in our diets floods our system with too much insulin, a condition known as Hyperinsulinemia.
- Hyper: too much
- Insulin: insulin
- Emia: in the blood
- Hyperinsulinemia leads **to disease.**

# What Constitutes the Weight Lost on a Typical Diet ?

- Water
- Fat
- Lean tissue (including muscle)



# Losing muscle vs. not losing muscle



# Low Carbohydrate Diets

- Carbohydrates are restricted
- Body burns through stored sugar
- Body must switch to an alternative fuel source

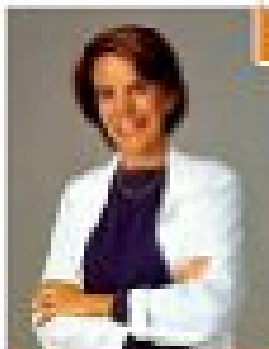
Click to **LOOK INSIDE!**

**EXERCISE...SUPPORT FOR THE BEST PROGRAM**  
**NATIONAL BESTSELLER!**

# Strong Women Stay Young

THE ESSENTIAL  
DIETARY  
NUTRITION  
GUIDE

Miriam E. Nelson, Ph.D.  
with Sarah Wernick, Ph.D.



**TURN BACK THE CLOCK  
IN JUST TWO AT-HOME  
SESSIONS PER WEEK!**

This scientific,  
proven  
strength-training  
program  
REPLACES FAT  
WITH MUSCLE  
REVERSES  
BONE LOSS  
IMPROVES ENERGY  
AND BALANCE

- Miriam E. Nelson, PhD
- 40 postmenopausal women
- All healthy but sedentary
- None on hormones
- Half went to lab twice a week to lift weights



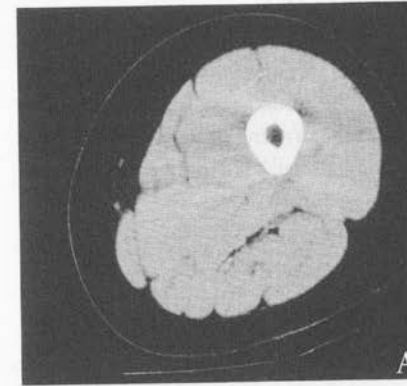
- One year later, sedentary lost 2% of their bone density
- Strength-trainers gained 1%
- Decline in balance of 8.5%
- Improvement of 14%
- After 1 yr, thighs av 73% stronger



Moderately active  
25-year-old woman

Sedentary  
58-year-old woman

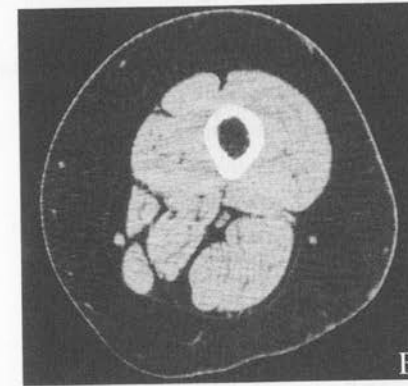
63-year-old  
woman after strength-program



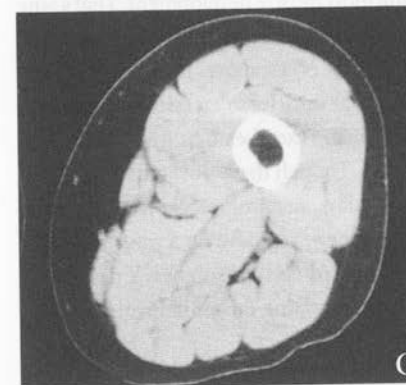
***Strength training can make your thighs young again.***

These are CAT scans showing the cross sections of thighs. The innermost white portion with the dark center is bone and bone marrow. The lighter gray is muscle, and the layer around the muscle is fat.

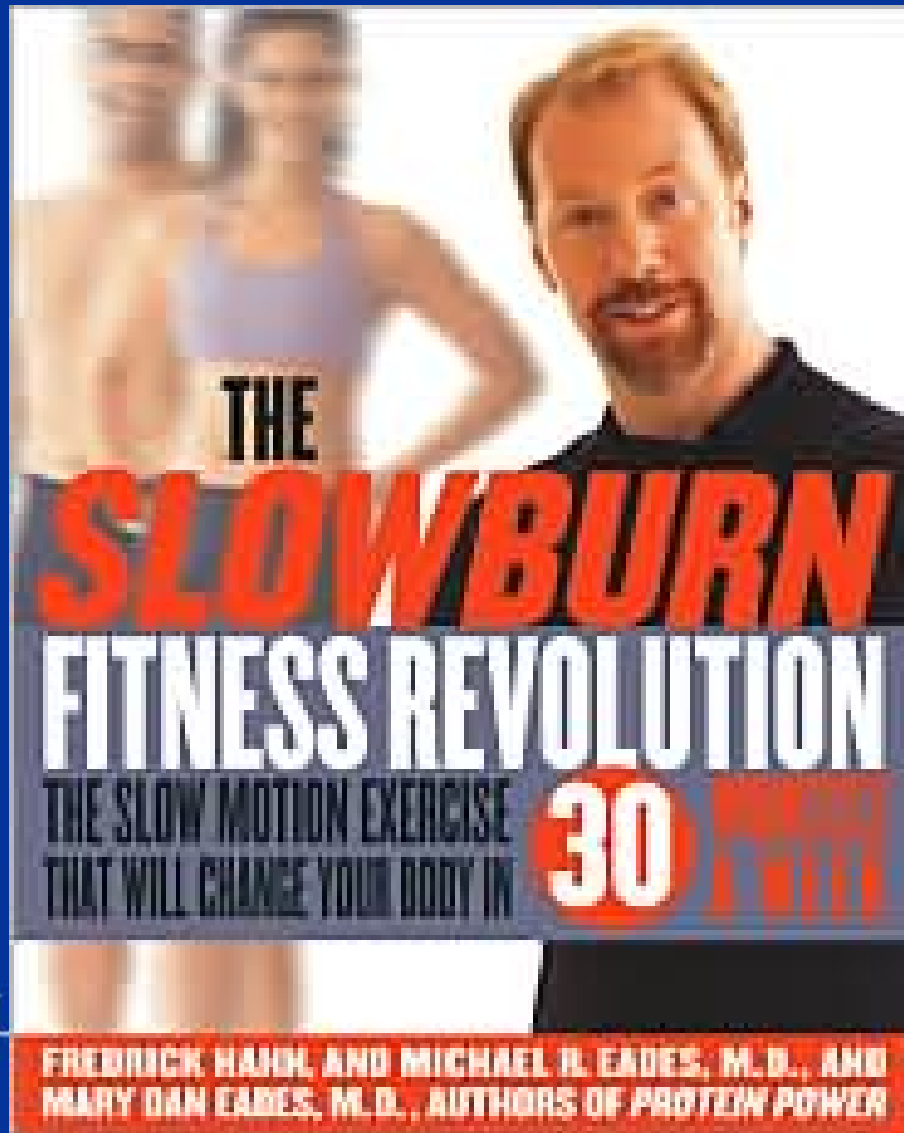
Picture A shows the thigh of a moderately active twenty-five-year-old woman.



Picture B shows the thigh of a sedentary fifty-eight-year-old woman. The older woman has much more fat, much less muscle. But the chief culprit is inactivity, not age. Take a look at picture C.



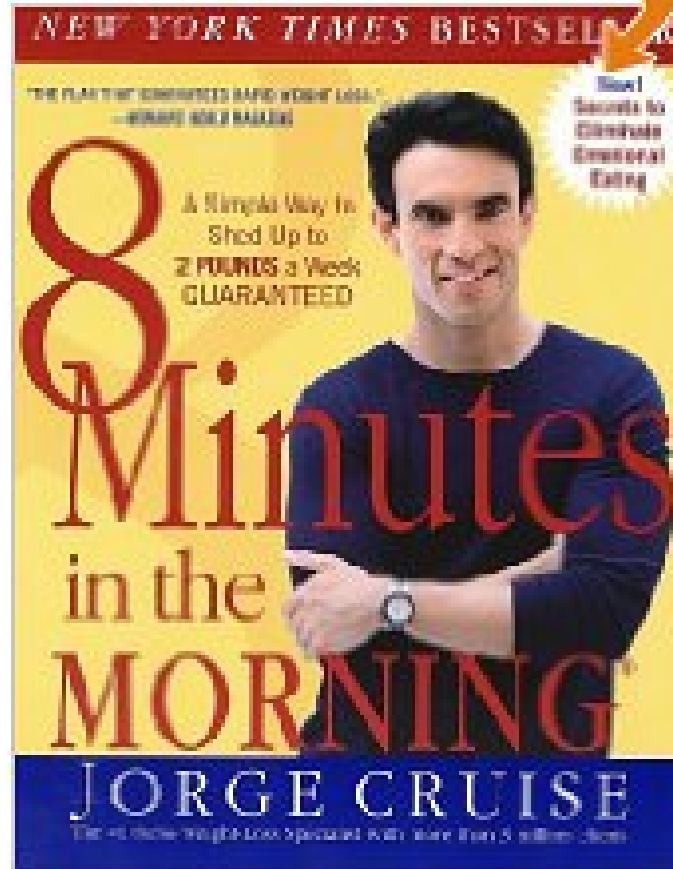
This thigh is similar to the youthful one in picture A, but it belongs to a woman who completed my strength-training study—and she's sixty-three years old!



THE NATIONAL



Click to **LOOK INSIDE!**

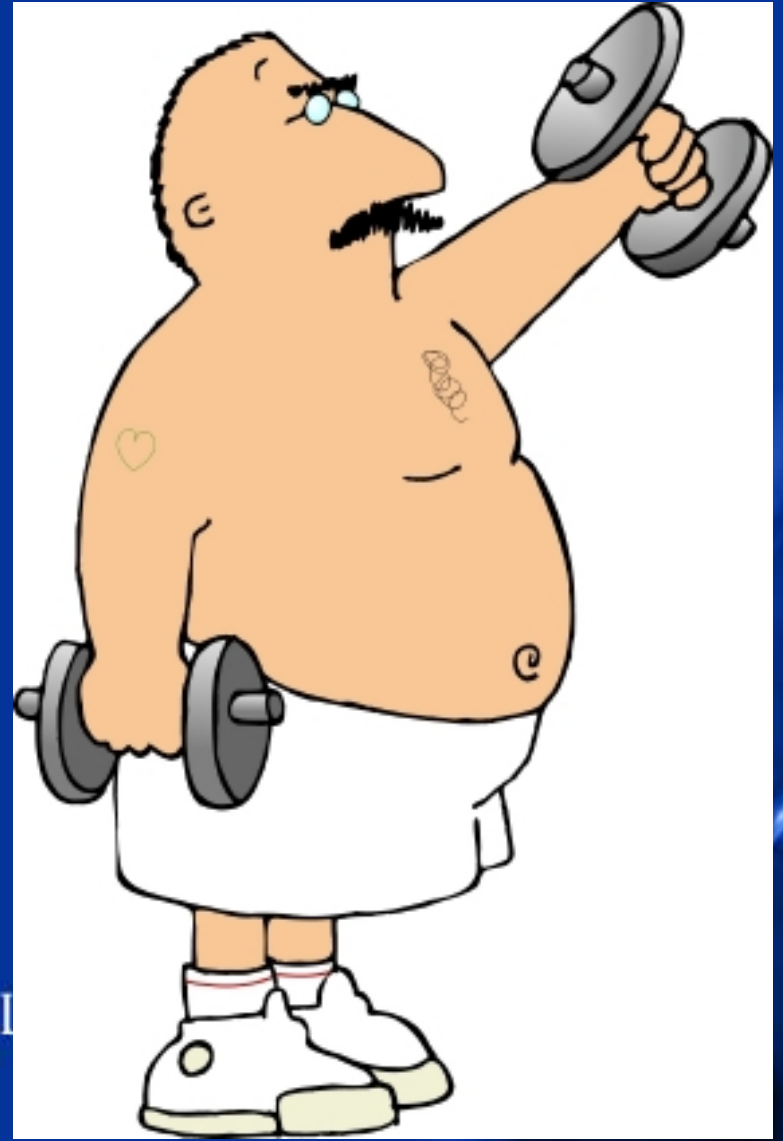


# Slow reps allow...

Recruitment of more  
muscle fibers

Fewer reps to exhaustion  
Promotes good form

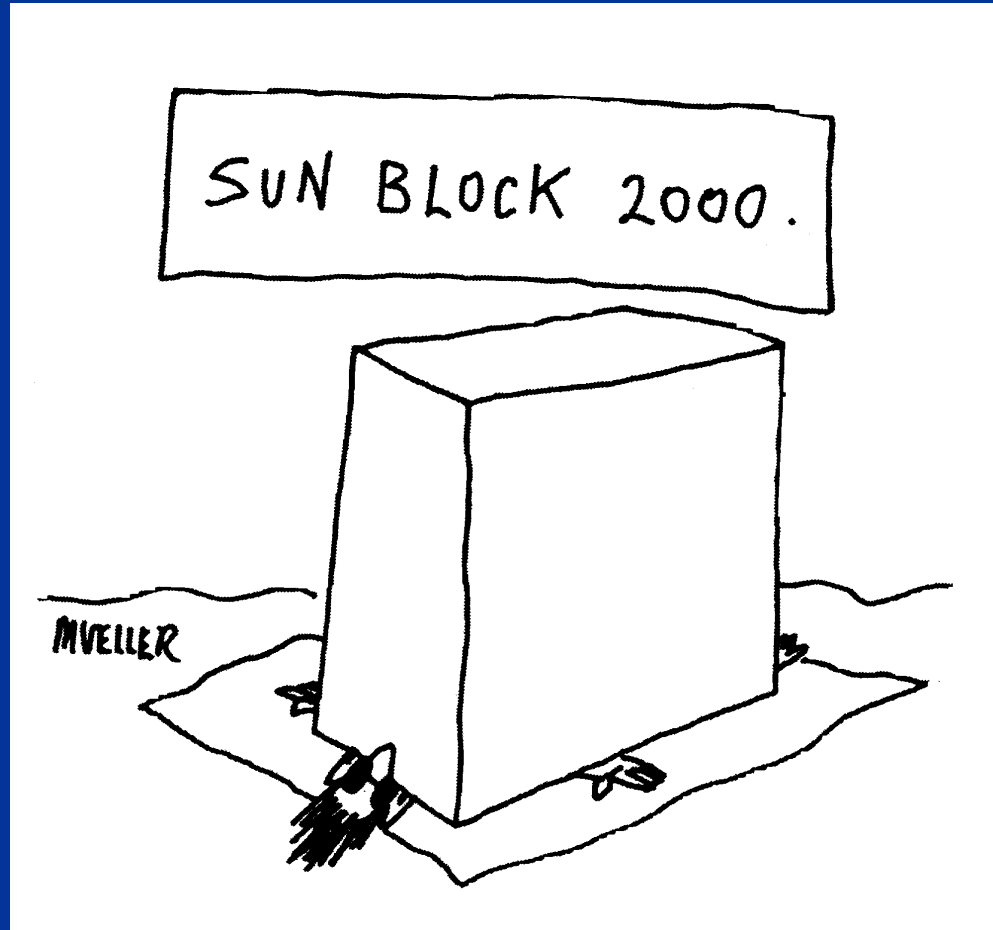
Sets beneficial biochemical  
changes in motion



# III. Finding the time and willpower

## 1. Finding the time:

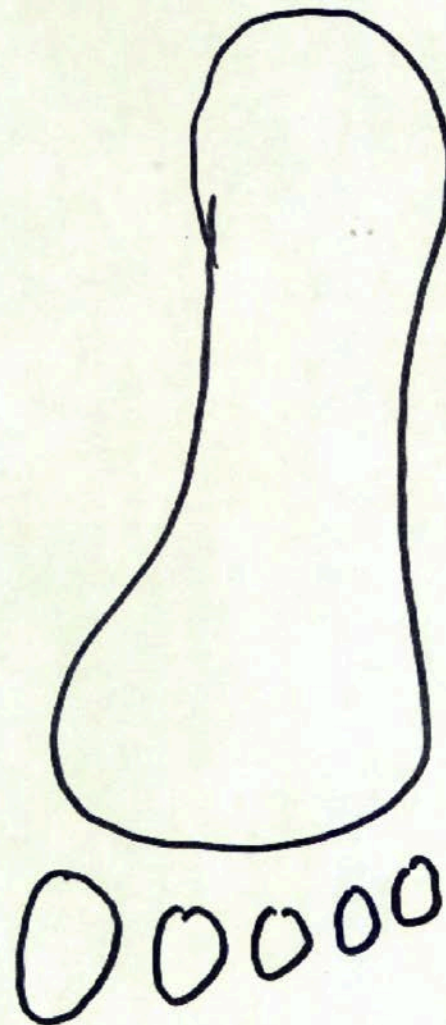
- Planning to vs. setting a time
- Considering the unappreciated costs of perfectionism
- Wisdom of the group



# DHEA

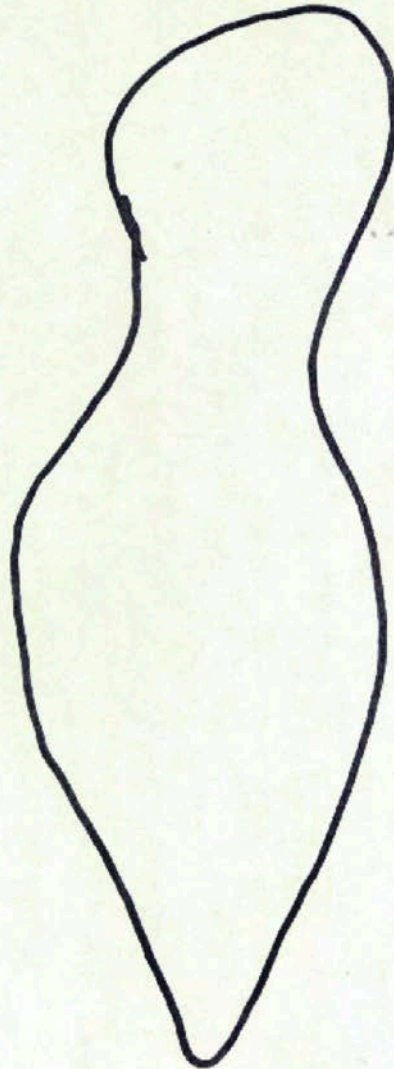
- **Dihydroepiandrosterone (!) -an adrenal hormone**
- **Tested for using DHEA-S**
- **Results in the low one hundred zone or less benefit from replacement**
- **Best: an extended release form prepared by a compounding pharmacy**

**How can they imagine that  
this foot...**

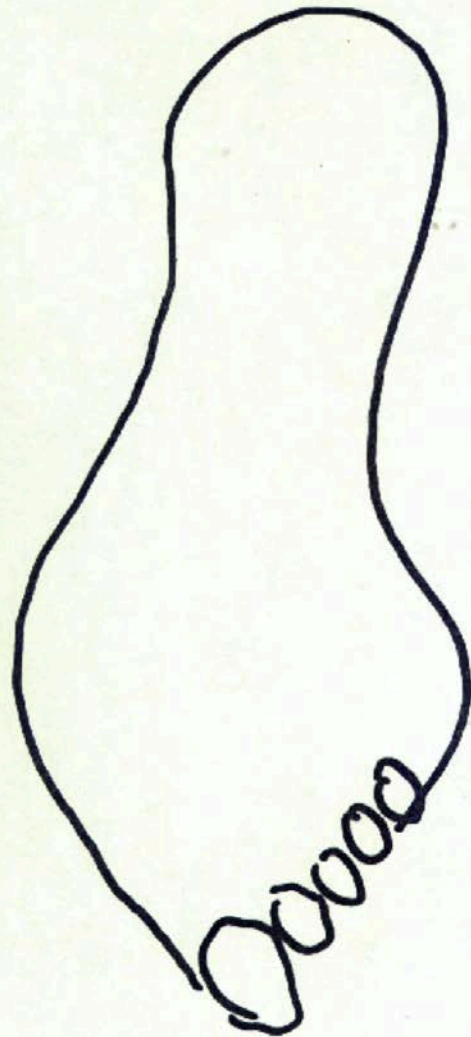


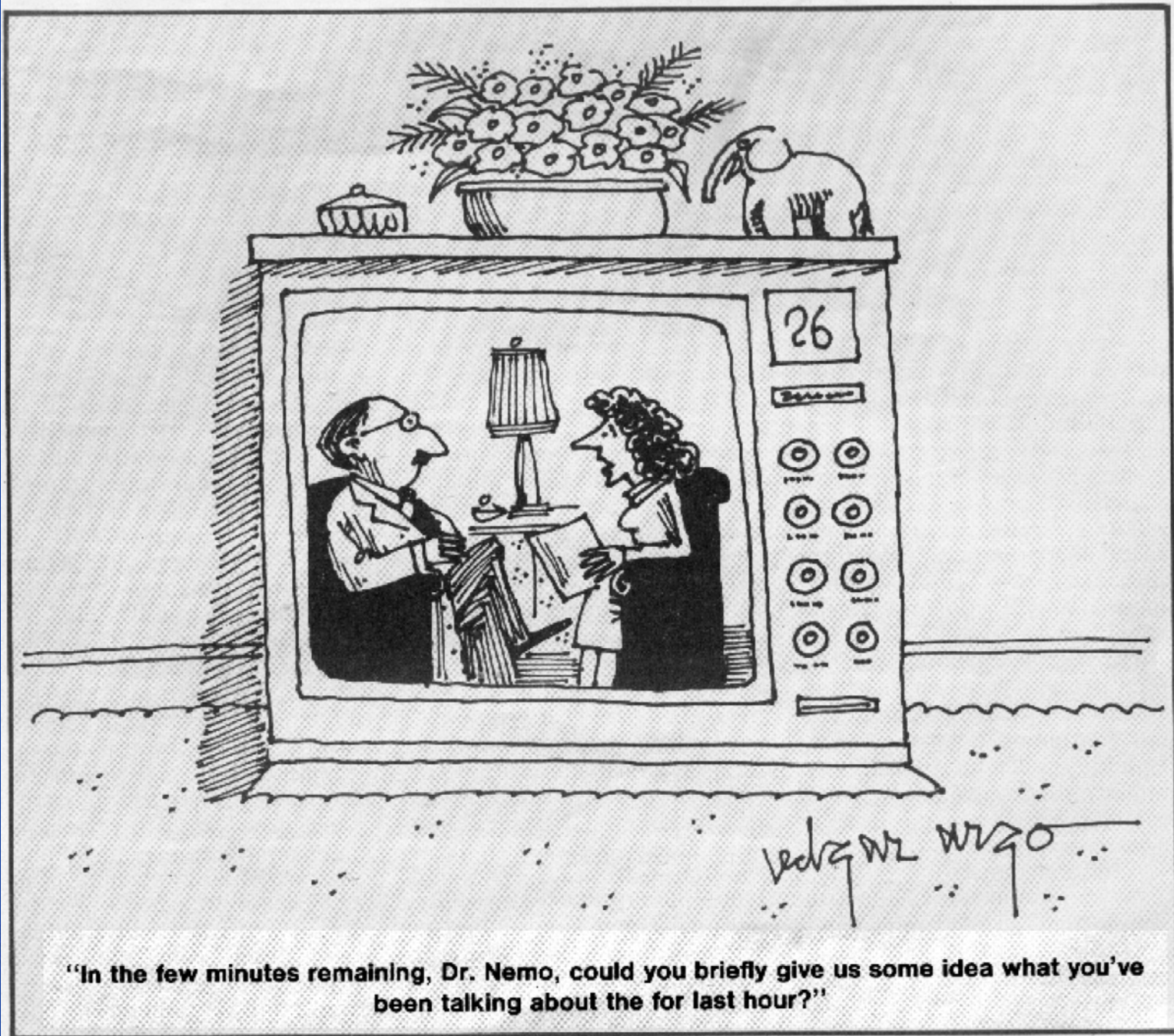


**...will fit in this shoe?**



**Do they believe the foot looks like this?**





**"In the few minutes remaining, Dr. Nemo, could you briefly give us some idea what you've been talking about the for last hour?"**

# Conclusions From Today:

- **Never underestimate the capacity of the human body for repair and improvement**
- **For the majority, a lower carbohydrate diet is the gateway to a very different future**
- **Advances in exercise science have identified ways of shortening exercise time for better results**
- **Bioidentical hormone replacement should be a consideration when you are suffering or in rapid decline**

# New Level of Thinking – Professional Well-being?

- Separation of personal & professional life
  - One life, intertwined
- Stiff upper lip
  - Ignoring chronic stress is counterproductive
- Hope you retire before you drop
  - Seek sustainability

# Conclusions

- **Must respect our biological limits**
- **When we do so we enhance our...**
  - **Capacity**
  - **Clarity**
  - **Productivity**
  - **Sense of fulfillment**
- **The system and the individual wins**

# Questions ??

Q: What is the best aerobic technique for burning fat?



A: You can burn overall more fat by not exercising  
in the fat zone

# III. Finding the time and willpower

2. Getting over “the hump” in taking on a task (procrastination)
  - set the time
  - Invoke the *I Can Do Anything For Ten Minutes Rule* (adapted from Alan Lakein)
  - Make *predecisions (If...then...)* about how potential obstacles will be handled
  - Train others in how they can help

# III. Finding the time and willpower

## 3. Finding the willpower:

?

# III. Finding the time and willpower

## 3. Finding the willpower:

Don't rely on willpower.

Create, instead, positive rituals.

# III. Finding the time and willpower

## 4. Shift reliance to positive rituals:

“A positive ritual is a behavior that becomes automatic over time – fueled by some deeply held value. “

Loehr & Schwartz:

*The Power of Full Engagement*

THE NATIONAL  JUDICIAL COLLEGE

Est. 1963

# III. Finding the time and willpower

## 4. Shift reliance to positive rituals:

“In contrast to will and discipline, which require pushing yourself to a particular behavior, a ritual pulls at you.”

Loehr & Schwartz:

*The Power of Full Engagement*

THE NATIONAL  JUDICIAL COLLEGE

Est. 1963

# Conclusions:

1. Recognize relevancy of professional well-being
  - clarity, capacity, performance, fulfillment
2. Honor biological limits –
  - restoration/recovery essential to health
3. Track outcome of your efforts/strategies  
over time

# Conclusions (cont.):

- Change strategy as needed
  - Have you ever?
- As a leader, respect individual variations in restoration needs



# Conclusions:

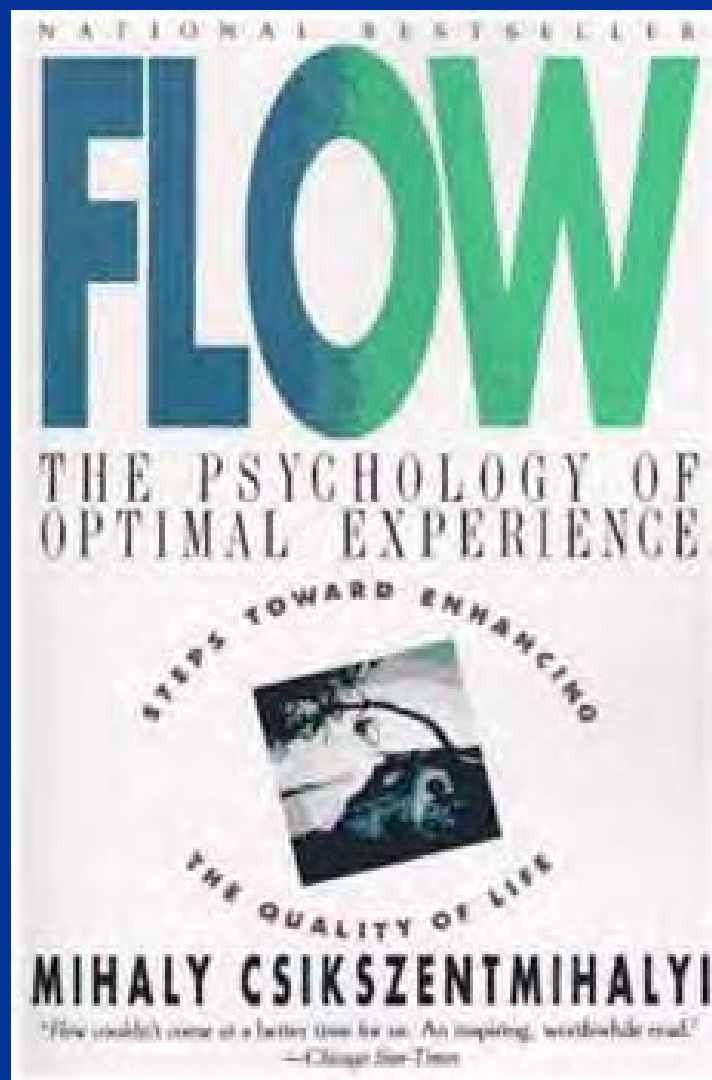
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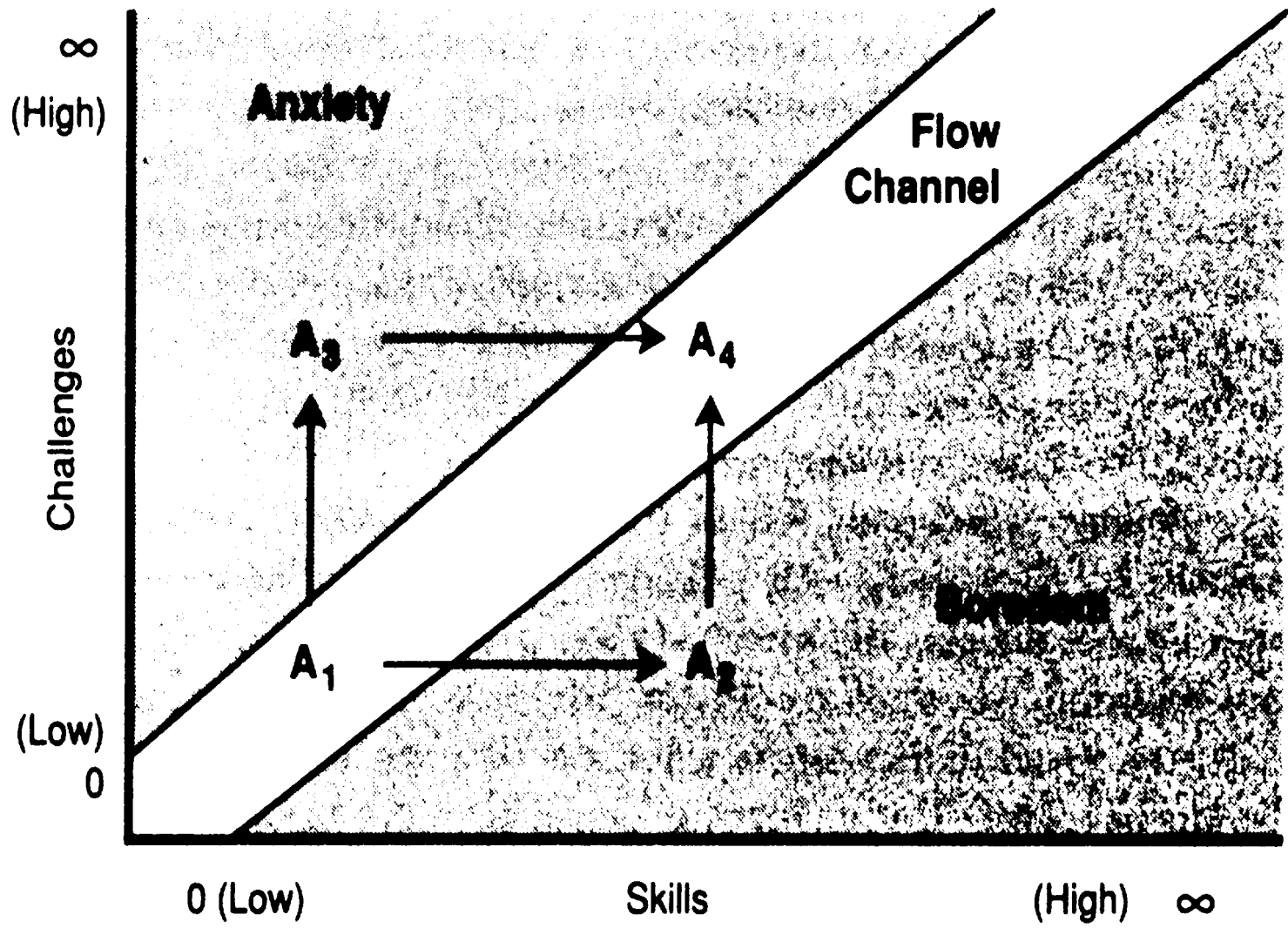
# Flow State:

- Also known as being in “the zone”
- Effective
- Efficient
- Satisfying
- Productive



# Burger: 1977 & Now







# YOUR MONEY OR YOUR LIFE

*Transforming  
Your  
Relationship  
with Money  
and Achieving  
Financial  
Independence*

NEW  
EDITION

JOE DOMINGUEZ  
and  
VICKI ROBIN

THE NATIONAL



Est. 1993



A small house will hold as much happiness as a big one.

My fortune  
cookie from  
some years ago





# The Quest:

What everybody else expects of you (cultural norm)

What is realistic healthy satisfying (and still excellent)

# How do I find a way to be healthy within the subculture?

What everybody else expects of you (cultural norm)

What is realistic healthy satisfying

Unhealthy  
Unsustainable

# Plan A

# Plan B

- Plan B keeps you from feeling trapped
- Know when to abandon Plan A
- Proceed systematically & stepwise to avoid choices you may later regret

# Knowing When to Abandon Plan A

- Trends continue downwards
- Signs of financial failure
- No improvement after reasonable trial





# What Constitutes the Weight Lost on a Typical Diet ?

- Water
- Fat
- Lean tissue (including muscle)



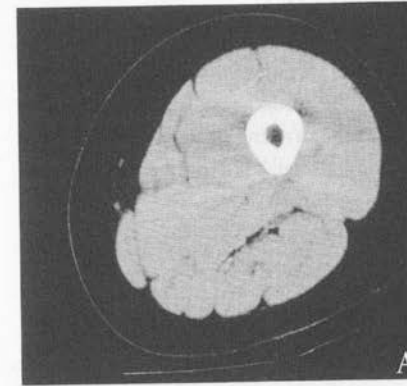
- The massive increase of sugar in our diets floods our system with too much insulin, a condition known as Hyperinsulinemia.
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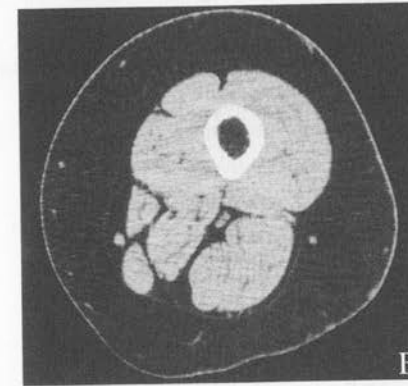
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- 40 postmenopausal women
- All healthy but sedentary
- None on hormones
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**EXERCISE...SUPPORT FOR THE BEST PROGRAM**  
**NATIONAL BESTSELLER!**

# Strong Women Stay Young

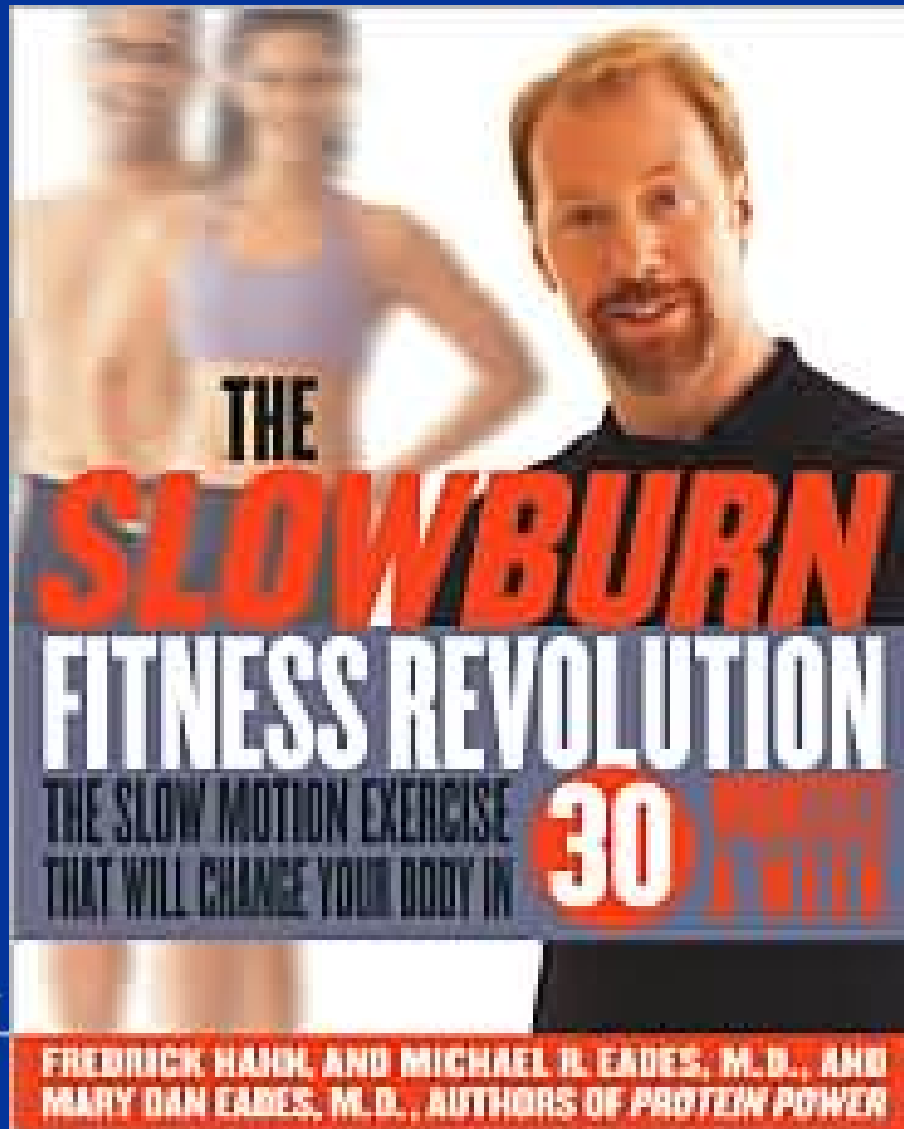
THE ESSENTIAL  
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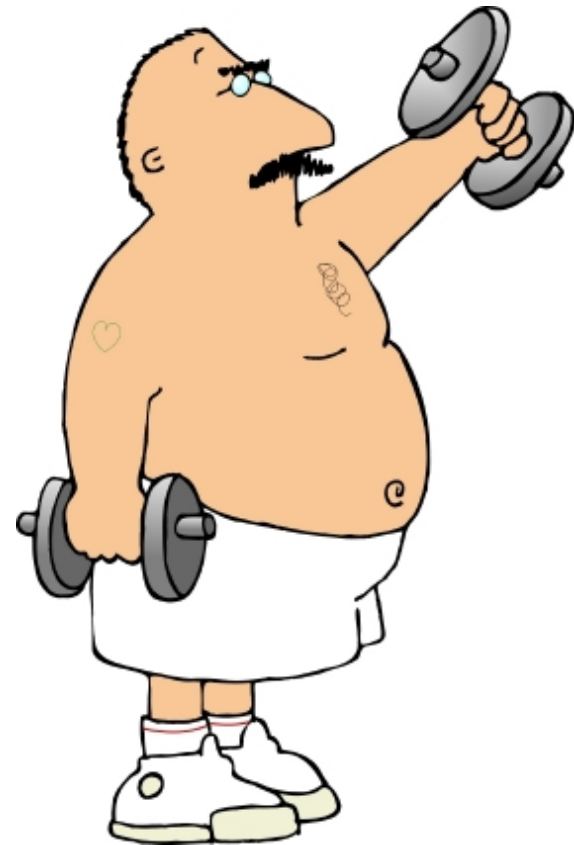
This scientific,  
evidence-based  
strength-training  
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REPLACES FAT  
WITH MUSCLE  
REVERSES  
BONE LOSS  
IMPROVES ENERGY  
AND BALANCE



THE NATIONAL



# Principles of Slow Burn Training



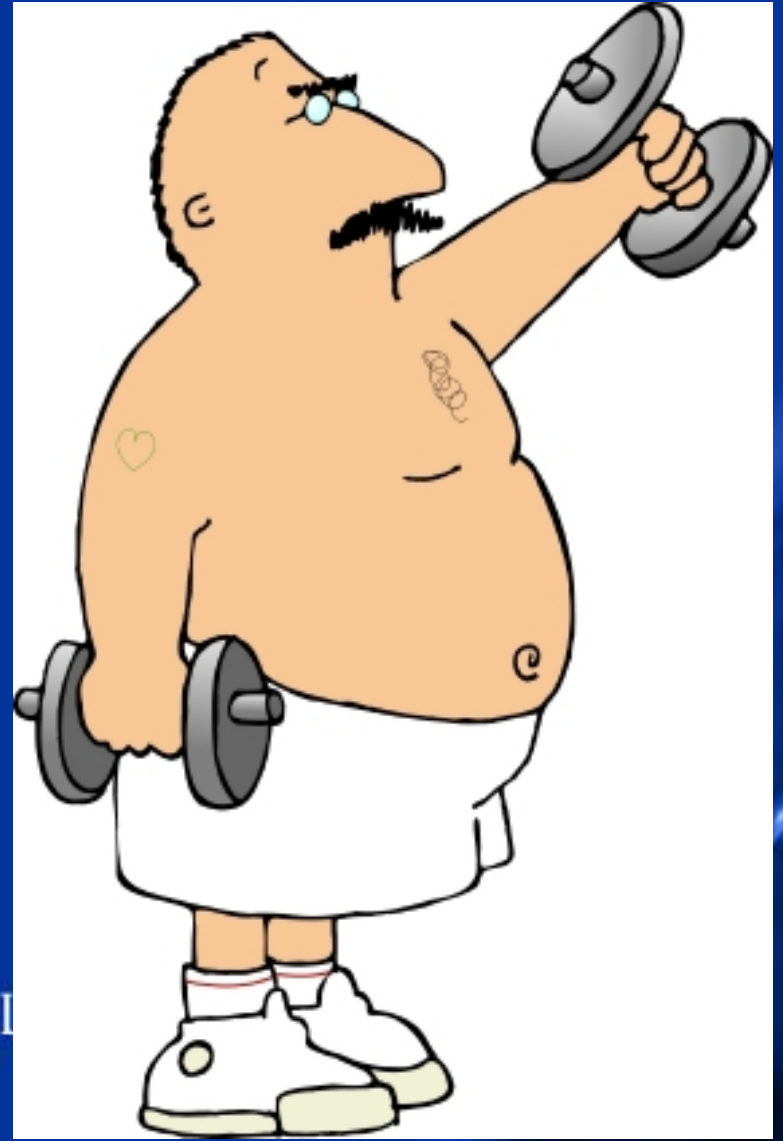


# Slow reps allow...

Recruitment of more muscle fibers

Fewer reps to exhaustion  
Promotes good form

Sets beneficial biochemical changes in motion



Click to **LOOK INSIDE!**

**NEW YORK TIMES BESTSELLER**

THE #1 #1 in "DIETITIAN RANKED" by TIME MAGAZINE  
—WENDEE WOOD BRADLEY

How I  
Secrets to  
Control  
Emotional  
Eating

A Simple Way to  
Shed Up to  
**2 POUNDS** a Week  
**GUARANTEED**

**8**  
Minutes  
in the  
**MORNING**

**JORGE CRUISE**  
The #1 New Weight Loss Specialist with more than 3 million clients

Q: What is the best aerobic technique for burning fat?

A: You can burn overall more fat by not exercising in the fat zone



# Aerobic Training & Fat Loss

A: You can burn overall more fat by not exercising in the fat zone





# Response to Low Intensity Exercise

- Burn fat during
- Return to your normal metabolism
  
- This means, fat-burning is limited to the exercise time
  
- 3 mph x 1 hr. = 300 cal





# Response to Short-Duration High Intensity Exercise





# Laval Study

- 
- 
- 
- 
- 
-





# Results, Laval





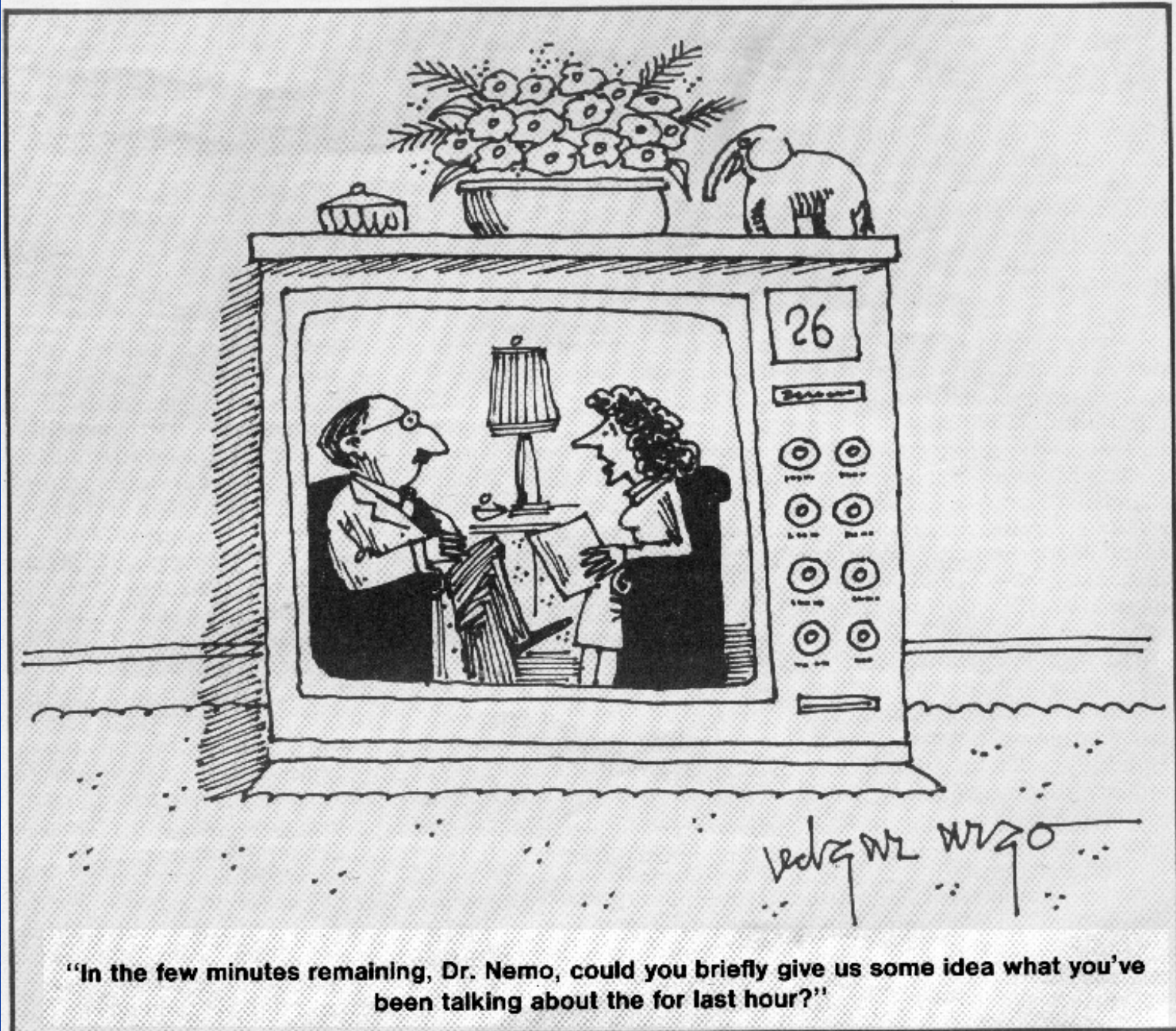
# High-intensity exercise & growth hormone





# Sprinters vs. Endurance Runners





"In the few minutes remaining, Dr. Nemo, could you briefly give us some idea what you've been talking about the for last hour?"

# Hyperinsulinemia is Making Us Sick

The massive increase of sugar in our diets floods our system with too much insulin, a condition known as Hyperinsulinemia.

**Hyper:** too much

**Insulin:** insulin

**Emia:** in the blood

Hyperinsulinemia leads to disease



# The Culprit – Sugar

- All Carbohydrates Become Sugar!
- 4g of Carbohydrates = 1 Teaspoon of Sugar

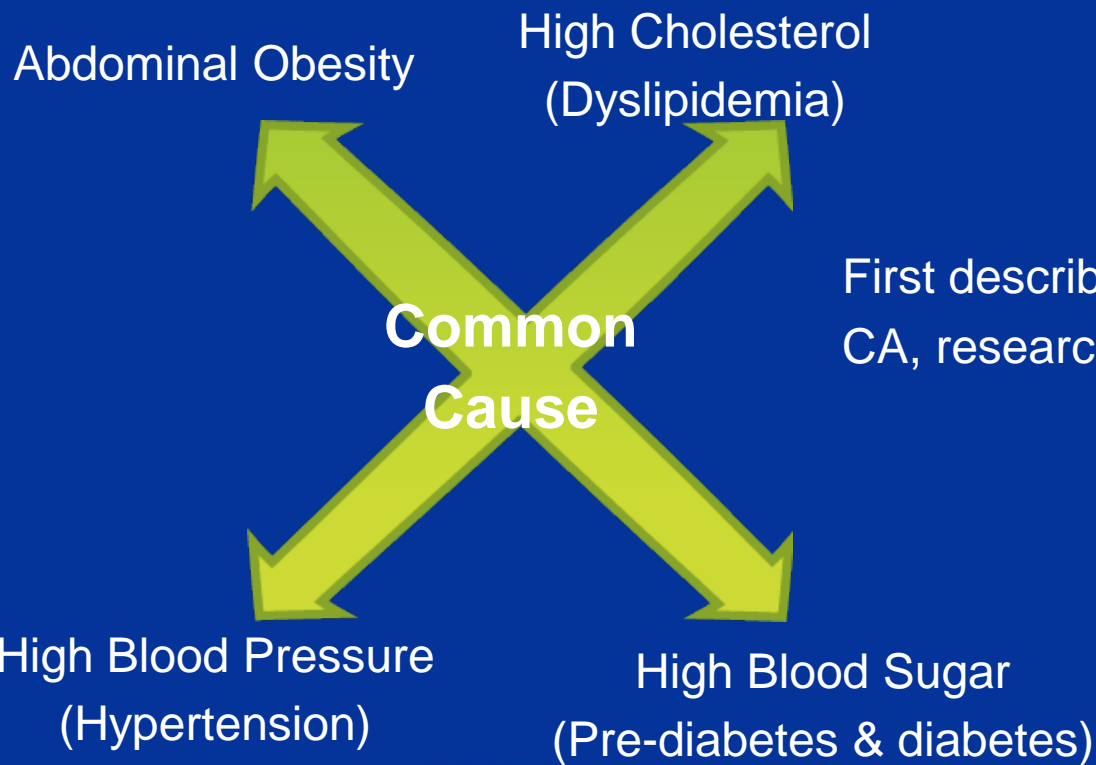


# The Culprit – Sugar

± 150 - 200 lbs.



# The Health Effects of the Obesity Epidemic



First described by Stamford University, CA, researcher Dr. Gerald Reaven



# Losing muscle vs. not losing muscle...

Marathoner



Sprinter



# Sugar is Hidden in Everything We Eat

High fructose corn syrup is hidden in all processed foods we eat.

Wheat and corn are unnecessarily added to all sorts of products – cereals, ketchup, soda, etc.

Even our meat contains more carbohydrates than ever before





*"I'm only a good Dane."*

TH

# With Typical Diets You Lose 3 Things

- Water
  - Fat
  - Lean Tissue, Including Muscle
- If You Regain the Weight,  
You Can Regain More Fat



## II. Assessing & Protecting Your Own Well-being

- **The genesis of depletion & burnout**
- **Matching stress with restoration**
- **Self-Assessment: Are you burning out?**
- **Proactive (control) vs. passive responses to stress**

# Lecture Plan: First Hour

- Judicial well-being - luxury or necessity?
- Genesis/Recognition of Professional Burnout
  - Adequacy of prevailing self-care practices
  - Burnout self assessment
  - Stress management “old-think” vs. new model
- Career management – stress considerations



WAISGLASS/COULTHART

*"We cut out the middleman."*

© 1992 Farcus Cartoons/Distributed by Universal Press Syndicate

# Judicial Well-Being in Challenging Times

Handout #. 1

“Trends: Are You Burning Out?”  
&  
The Flow State



Presentation by:

Ahnna Lake, MD

October 31, 2014





# Trends Exercise

Are you burning out?

Energy:

General Health:

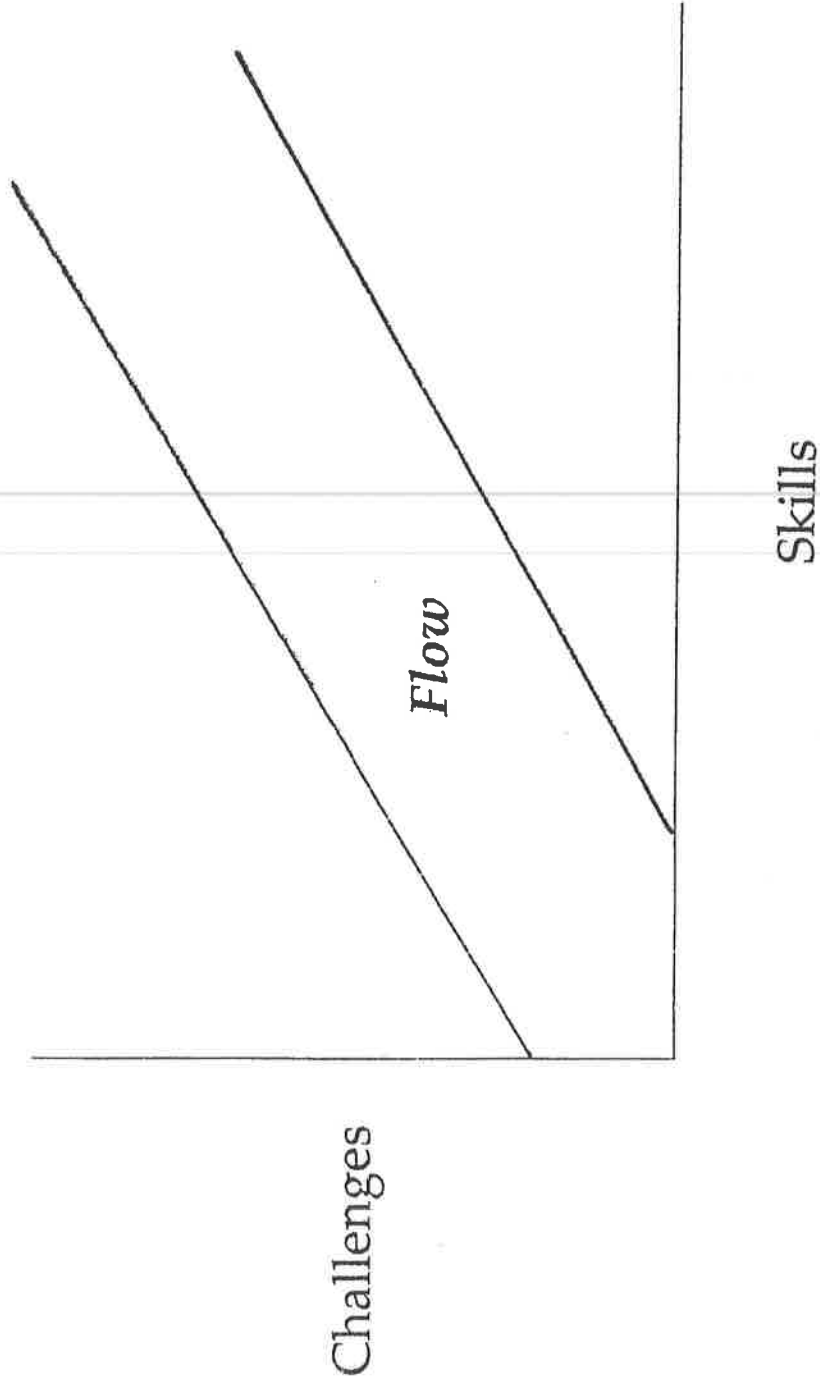
Satisfaction at Work/at Home:  
(2 arrows)

Close Relationships:

Patience/Tolerance:

Spirit (Inner Flame):

# Relationship between challenge and satisfaction at work:



# Judicial Well-Being in Challenging Times

Handout #. 2

Recommended Reading List



Presentation by:

Ahnna Lake, MD

October 31, 2014



**Judicial Well-being in Challenging Times**  
2014 Tennessee Municipal Judges Conference  
2:45 – 5:00 pm, Oct. 31, 2014  
The Inn at Opryland, Nashville, TN

Ahnna Lake, MD  
alakemd@aol.com  
(c) 802-793-6309  
POB 119, Stowe, VT 05672

**RECOMMENDED READING:**

**On Burnout, Stress, Balancing Personal/Professional Needs:**

***Stress for Success***, by James E. Loehr. Times Business, a division of Random House, 1997. An outstanding, intelligent and practical book on preserving health and well-being in even the most high-demand, high-stress work situations. Highly recommended.

***Feel the Fear and Do It Anyway*** by Susan Jeffers, PhD. Ballantine Books, 1987. Jeffers also wrote, ***Feel the Fear...and Beyond: mastering the techniques for doing it anyway***, Fawcett Books, 1998, and, ***End the Struggle and Dance With Life***, St. Martin's Press, 1997.

***First Things First***, by Stephen R. Covey. Simon & Schuster, 1994. Also of note is Covey's classic bestseller, ***The 7 Habits of Highly Effective People***, which offers a principle-centered approach for solving personal and professional problems.

***The Natural Superwoman: the scientifically backed program for feeling great, looking younger, and enjoying amazing energy at any age***, by Uzzi Reiss, MD, OB/GYN. Avery Trade, 2008.

***One Small Step Can Change Your Life: The Kaizen Way***, by Robert Maurer, PhD. Workman Publishing Company, Inc., 2004.

**On Fitness:**

***PACE: the 12-minute fitness revolution***, by Al Sears, MD. Wellness Research & Consulting, 2010.

***Strong Women Stay Young***, by Miriam E. Nelson, MD. Bantam Books, 2000. Great, simple do-at-home program for any age.

***The Slow Burn Fitness Revolution: the slow-motion exercise that will change your body in 30 minutes a week***, by Fredrick Hahn, and Michael R. Eades, M.D. and Mary Dan Eades, M.D. Broadway Books, 2003. I've used this program and it really works! (Start with something like *Strong Women Stay Young* or some other low-intensity strength-training program if you haven't been active for a long time.)

**On Leadership:**

***The Art of Possibility: Transforming Professional and Personal Life***, by Rosamund Zander and Benjamin Zander, Penguin Books, 2000. Paradigm-shifting book.

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POB 119, Stowe, VT 05672

**On Communication, Relationships, Marital Issues:**

***Crucial Conversations: Tools for Talking When Stakes are High***, by Kerry Patterson, Joseph Grenny, Ron McMillan and Al Switzler, McGraw-Hill, 2002, and ***Crucial Confrontations: tools for Resolving Broken Promises, Violated Expectations, and Bad Behavior***, by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler, McGraw-Hill, 2005.

***Change Your Life and Everyone In It*** by Michele Weiner-Davis. Simon & Schuster, 1995. A refreshing and highly effective departure from the psychological approaches most of us know of, this book is based upon the breakthrough concepts of solution-oriented brief therapy and the fact that "what caused a problem often has nothing to do with what solves it".

***Too Good to Leave, Too Bad to Stay*** by Mira Kirshenbaum. A Plume Book, 1996. Outstanding book which effectively guides the reader through decision-making when you find yourself in "relationship ambivalence". Also a great book for anyone interested in clearly understanding the issues that destroy a relationship.

**On Lower Carbohydrate Nutrition:**

***The Art and Science of Low Carbohydrate Living***, by Jeff S. Volek, PhD, RD, and Stephen D. Phinney, MD, PhD. These authors also wrote the excellent book,

***Eat the Yolks: Discover Paleo, fight food lies, and reclaim your health***, by Liz Wolfe, NTP. Victory Belt Publishing, Inc., 2013. This book is not about weight loss, but about the benefits of a grain-free, unprocessed diet – the diet man ate before the agricultural era.

***How I Gave Up My Low-Fat Diet and Lost 40 Pounds...and how you can too!***, by Dana Carpender. Fair Winds Press, 2003.

***Life Without Bread: how a low-carbohydrate diet can save your life***, by Christian B. Allan, PhD, and Wolfgang Lutz, MD. McGraw Hill, 2000.

***The New Atkins For a New You: the ultimate diet for shedding weight and feeling great***, by Eric C. Westman, MD, and Stephen D. Phinney, MD, PhD. Touchston, A Division of Simon & Schuster, Inc., 2010.

***The South Beach Diet***: the delicious, doctor-designed, foolproof plan for fast and healthy weight loss, by Arthur Agatston, MD. St. Martin's Griffin, 2005.

***The Primal Blueprint: Reprogram your genes for effortless weight loss, vibrant health, and boundless energy***, by Mark Sissons.

**On Meditation/Relaxation:**

***8 Minute Meditation***, by Victor Davich. Perigee Books, 2004.

***The Joy Within: A Beginner's Guide to Meditation***, by Joan Goldstein & Manuela Soares. A Fireside Book, published by Simon & Schuster, 1990.

# Judicial Well-Being in Challenging Times

Handout #. 3

Professional Burnout Article:  
“F.R.I.E.D.”



Presentation by:  
Ahnna Lake, MD  
October 31, 2014





# F.R.I.E.D.

(Fatigued, Rushed and Incredibly Edgy Disorder)

We Are Still Frying: An Expert Tells Us Why (Again)



Dr. Ahnna Lake, MD

Ahnna Lake, M.D., is an internationally renowned "Wellness Strategist" who speaks, consults and counsels in the developing field of Professional Effectiveness and Well-Being. Her stated professional objectives are "To provide counseling and educational services that promote and protect the physical and emotional well-being of professionals in high-stress, high-

responsibility fields" and "to work toward the reduction of practical and institutional barriers which obstruct professional effectiveness and erode quality of professional life."

Her credentials are exceptional. She graduated from McGill University in Montréal, Québec *magna cum laude*. After that she studied medicine in Québec and received her Medical Degree in 1988 from the McGill University Medical School, with a certification in family medicine with the Canadian College of Family Physicians and a Master's Degree in Medical Anthropology from the Université de Montréal. She has served as Councilor-at-Large for the Vermont Medical Society and on the Board of Directors of Physician Ser-

vices of Vermont, Inc. Dr. Lake has received numerous awards and honors (too numerous to list here) and has had her practice featured in the periodical *Medical Economics*. Her ideas have also been featured in many other publications, including *The American Medical News*, *The Medical Tribune*, *The Physicians Advisory*, *Family Practice News*, *Hippocrates*, Canada's *Medical Post*, and *Wellness MD* magazine. She is in private practice in Stowe and Burlington and treats doctors, nurses, lawyers, teachers, and businesspeople focusing on the following areas:

- Recovery from burn out, depression and other work-related health issues;
- Developing practical strategies with which to respond to stressors that occur during the course of the career;
- Maintaining professional excellence without sacrificing personal health; and
- Re-evaluating career path (where necessary) and realizing any necessary changes

In August, 1995, the *Vermont Bar Journal and Law Digest* published an article by Dr. Lake on "professional burn out." We have reprinted that article in the June 1999 *Journal* because it continues to address issues facing members of the Vermont Bar. We have followed up in an interview with Dr. Lake that elucidates these very same concerns four years later.

## Professional Burn Out: Do You Have It?

Dr. Ahnna Lake, MD

The best description I've heard of how it feels to be burned out was given to me by a twenty-nine-year-old lawyer whiz-kid. After winning a spot in an accelerated pre-law university program in his late teens, he had excelled in law school and landed himself a position with an outstanding big-city law firm. Seven years later, and now the firm's wunderkind in litigation, he was earning big dollars and had never lost a case. But, what he felt was miserable, edgy and exhausted.

Ever the poet, he said to me: "It's as if I was once a beautiful fruit tree, my branches covered with ripe fruit. Now I feel I haven't a single fruit left - my branches have been plucked bare."

### What is Burn Out?

When your physical and emotional resources, your ripe fruit, become depleted, that's burn out. Burn out is a state of physical and mental exhaustion. It's not a medical diagnosis, it's more a group of symptoms that characterize people who, for one reason or another, have carried too great a load, or have lived an unsustainable lifestyle, for too long. Burn out may have become a casual and overused term, but the actual condition is serious enough.

In the past, if the demands of professional life interfered with your health and personal life, those demands were shouldered stoically as a necessary cost of success. But now, the changing definition of success places a higher premium on health and overall quality of life, and a rising number of professionals are reaching for a professional excellence that doesn't compromise their own well-being.

### Recognizing Burn Out

Ever wonder what is really meant by "burn out" and if you're suffering from it? To help you figure out if you are, see if the following describes your present feelings about life:

#### *Dead on Your Feet*

You feel drained and tired all the time - even when you've theoretically had more than enough rest. To conserve energy, you find yourself taking shortcuts where you never would have before. Even small extra demands on your time and energy, like having to go out of your way on the drive home to stop at the dry cleaners, seem overwhelming. In efforts to keep your energy up, you may eat more sweets, drink more caffeine, or increase your reliance on stimulant drugs. You may find yourself getting sick more often.

You begin to avoid or dread weighty and complicated demands at work — the sort of things you know you could have taken care of handily before. Social obligations that you once looked forward to now seem like a chore. Being so weary makes it hard to enjoy things.

You're no longer enjoying your work like you used to and you may find yourself wishing you could get away from it all for a while. And ironically, just when you need it most, it can become difficult to fall asleep.

#### **Frazzled Emotions**

As far as your emotions are concerned, you feel frayed and you've become hypersensitive. Your ability to tolerate stress is reduced and your patience has worn thin. Whether you express this by becoming irritable with the people around you or turning it all inside is a matter of personality. In the former case, you find yourself becoming cynical, sarcastic, and short-tempered, and you don't like it. In the latter case, your frustrations turned inwards cause anxieties and self-doubts you didn't have before. You're moody and blue. Perhaps you take comfort in drinks and drugs. Women may find that their premenstrual syndrome worsens.

#### **And a Tired Brain**

But it's not just your body that feels the fatigue, it's your brain too. Your brain, after all, is a physical organ, and whatever physical

processes contribute to the thinking process can get depleted and exhausted too.

You may have developed a new forgetfulness and, very likely, difficulty in concentrating, in sustaining attention. This worries you because you know it can have serious implications at work. How will you be at your best, for example, in a tricky cross-examination, or preside optimally over a lengthy trial? With your troubles in concentrating, reading at length becomes difficult.

You may worry that your judgment will be compromised by difficulties in concentration and a decline in patience, which can conspire to prevent you from thinking problems through properly. This can produce a growing fear of making a mistake where you never would have made one before. Enter: anxiety.

Too often people ignore the above signs, and keep working away until some one extra issue comes along that makes them feel overwhelmed.

#### **Are You in Burn Out? (or) How Badly Do You Have It? (or) What Percentage of Your Fruit is Left?**

To determine how badly you've depleted your own energy resources, first ask yourself to what extent the symptoms described above characterize you. Then, assess your own ability to bounce back from fatigue by responding to the following questions:

#### **The "Bounce Back" Test**

Let's say you leave work Friday feeling worn out, frazzled, and a little negative about life in general. You take it easy all weekend, sleep in, and indulge yourself in your favorite restful activities. How do you feel when you wake up Monday morning? Do you wake up refreshed and energetic and remain that way through most of the week? If so, you're in good shape and should not think of yourself as burned out.

If you're still tired Monday morning, however, better start making plans for a week off work. Meanwhile, think back for a moment. Did a week off work in the past revitalize you to the point that you felt better and stayed that way for weeks afterwards? If it did, you're not that badly off yet, but watch out, you're burning down; besides, do you really want to spend all your vacation time just recovering your health and energy?

If you *can't* recover your vitality after a week of rest, you are in burn out, you are not living a sustainable lifestyle. If you are severely burned out, even two weeks of total relaxation and recuperation will not refresh and recharge you. Sure, you may feel quite a bit better, but the energy you've regained is short-lived and you're soon back where you started from. You're too far gone to bounce back, but you can still make a slow and complete recovery.

#### **What to do About It**

The Chinese have an old saying: "Unless you change your direction, you're likely to end up



Daring to talk about quality of life in the legal profession:  
Outgoing VBA President Emily Davis, Esq.



From left to right: Hon. David T. Suntag; Hon. Brian L. Burgess; Hon. Alan W. Cheever; Hon. Alden T. Bryan; and Hon. Stephen B. Martin break for lunch at the VBA Annual Meeting in Killington.

where you're headed." You need to understand this if you're going to overcome burn out.

The reason emotional and physical resources get depleted is because they are overtaxed over a period of time. Exhaustion is *not* a natural part of aging. Exhaustion is your body's way of telling you that you're not living a sustainable lifestyle. Keep *on* living in the same way that got you to your present state and you can expect your energy to stay low or dwindle further. To overcome burn out, you will need to change some of the variables involved in this losing equation.

#### **Steps Involved in Overcoming Burn Out**

Start at **Step 1** below if you are so burned out as to be incapable of bouncing back even with a long vacation or rest period, feel your lifestyle is aggravating or creating health problems, or have noticed a great enough decline in your ability to concentrate that it could result in mistakes at work.

Start at **Step 2** below if you're still holding your own but fear burn out, have little life to speak of beyond work, or if you *are* able to refresh yourself with one to two weeks off.

#### **Step 1**

*Decrease all demands and pressures on yourself to an absolute minimum for several weeks beyond when you feel completely revitalized.*

If you can take some time off work, that's the biggest help of all and the quickest way to get your energy back. If you're overcommitted now, and can't realistically cut back just

yet, then you'd better start clearing the slate for several months down the road or you may find yourself feeling like this for a long time to come.

Why do you need to keep demands low for several weeks beyond when you feel energetic again? Because just as you don't stop taking antibiotics for your sore throat the minute the pain goes away, you can't stop your low-demand high-rest recharge routine the moment you first feel rested. You need to continue that same routine consistently for several more weeks in order to fully recharge your batteries. Otherwise, you will slip quickly back to where you started.

If you can't see a way you can simplify your schedule and reduce demands on yourself, even with advance planning for several months from now, ask yourself what would happen if you suffered a stroke or heart attack? *Then* would you find time to recuperate?

Recharging, however, does little good if you step right back into the life that you burned yourself out in. So as you start to feel better and think clearly again, it becomes time to turn your attention to how you got like this in the first place.

#### **Step 2**

*Decide what you are going to do differently about how you handle your work and lifestyle so it doesn't happen again (or it doesn't happen, period). In other words, develop for yourself a sustainable lifestyle.*

This is a highly personal process, and involves a lot of thought and brainstorming. It may take some experimenting to get it right. For some lawyers, developing a sustainable lifestyle may involve less cases, less clients, less hours, and more delegation of work tasks. For others it may involve solving problems that exist outside of work, or beginning to pay attention to how they're taking care of their bodies. It can even involve a mid-course career change.

Many professionals made most of the major decisions about their lives when they were in their twenties and early thirties, often without a lot of thought, and sometimes by default. Ten, twenty or thirty years later, they are still living by those earlier decisions. Would you allow a twenty-year-old to make decisions about your life now? Have you, in effect done so by neglecting to reassess your career as your needs matured? When you do so you may be surprised at the outcome.

Burn out *can* land you in big trouble and no matter what degree of burn out you're suffering from, professional help can greatly speed up the recovery process. Happily, the changes you make in your work and life to overcome burn out and develop a sustainable lifestyle tend to leave you better off than ever before. There is some justice in the world, after all.

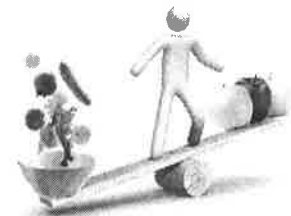
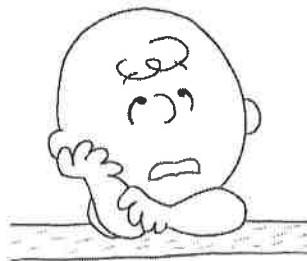
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# Judicial Well-Being in Challenging Times

Handout #. 4

Interview with Dr. Ahnna Lake  
June 1999



Presentation by:  
Ahnna Lake, MD  
October 31, 2014



# Interview with Dr. Ahnna Lake

## June 1999

*Laurie LeClair: You were writing about professional burn out in 1995. Why do you think it persists?*

**Dr. Ahnna Lake:** It persists because the professional subcultures we work in still don't understand burn out and its costs—both to the individual and the organization. Burn out is not appreciated as the depletion of physical—and thus emotional—resources that it really is. This was not the prevailing view back in 1995 when I wrote about burn out for you. Since then my position on burn out as depletion has been vindicated repeatedly by scientific findings. Older views of burn out were that it somehow reflected one's not having "the right stuff" for professional life, or as some abstract personal crisis. Now that we know that burn out is really about surpassing one's *biological* limits—limits that every one of us has—we can no longer continue to ignore it.

Another important reason why burn out persists, is the belief most of us share that keeping a "stiff upper lip" and just "toughing out" problems is desirable and a sign of personal strength. This attitude keeps us from confronting important issues and allows the resulting neurochemical stress responses to go on too long. Uninterrupted stress damages bodily systems. The body can handle stress without this type of damage when the stress is broken up with effective means of recovery. Unfortunately, most people equate recovery with vacations, when what I really mean here is recovery built into each day. It is essential for professionals to realize that serious stressors cannot be ignored without paying a physiological price.

*Studies show that almost 2/3 of lawyers are considering a career change. Is job dissatisfaction worse in the legal profession? Why?*

Let's acknowledge first that while professional life is tough, it also offers rewards, both internal and external, that make it worthwhile. When people think about leaving a profession, it is generally because the personal costs of their work are outweighing the rewards. Burn out can be an important contributing factor here as it robs one of one's enjoyment of work. It also greatly increases the physiological burden of getting one's work done. Of course, this is only one of the factors that drive professionals out of their professions, albeit a common one. Sometimes shifts out of the profession occur for reasons of personality. A small percentage of lawyers find themselves not be a

good fit for the roles they have chosen. I know one lawyer who realized this and was much happier with a move into mediation.

In a letter summarizing the findings of a report on the future of the legal profession, the ABA Standing Committee on Professionalism made some sobering observations. They warned that the reality of professionals working "too fast, under too much time pressure, and with too little time to themselves and their families without the pressure of work," could not continue without consequences. "The inevitable 'burn out'," the letter concluded, "in whatever form it chooses to visit itself upon a particular individual, will take a tremendous toll on our capacity to live satisfying and productive lives and to undertake our work patiently, wisely, with civility, and with an appreciation for the 'big picture' which defines us as professionals." Vermont attorney Ellen Fallon authored that letter.

Until we start placing the issue of "sustainability" on the table when we discuss work conditions for lawyers, the problem of burn out will not be overcome. I will tell you, though, that professional discontent is not limited to lawyers. Doctors as well are suffering from widespread alarm over what has become of their work-life. Given the enormous talent pools found in the professions, better solutions to our work-life issues can be found—if we look for them.

If you'd like to read a firsthand account of why lawyers do choose to leave the profession, I recommend reading Deborah Arron's *Running From the Law*, in which lawyers tell their own stories.

*The nature of legal practice is intense. Legal advocacy is, by definition, adversarial. So how can an attorney reasonably expect to stay in the profession, make enough money and improve her quality of life by decreasing stress? Isn't it true that most people don't change their situation because they feel they have no choice?*

We need to change our approach to professional life, from diving in and hoping for the best, to consciously learning how to rise to its challenges. Only, when I say "rise to," I'm not implying some abstract, courageous act of will. I mean becoming adept at self-care, emotional self-management, and other techniques that will allow you to stay in control of your work life - and walk away from it in the end healthy and enriched. Unfortunately, these essential skills were not taught to us during our training.

When you feel you don't really have a choice about what you're doing, that in itself is a bad sign.

It's a harbinger of serious burn out, and definitely the time to find a counselor or coach. Feeling trapped is a stressor of the highest order and not something you can remedy easily on your own.

One way to reclaim the enjoyment of an intense workday, at a lower personal cost, is through applying the concept of the "flow state" (also known as the "zone") to the challenge. These are terms that some will be familiar with from athletic life. A flow state is the most focused, optimal, efficient state in which to perform any task. What we know about the flow state is that it is not only the most productive state, it is also deeply satisfying and requires the least amount of energy. Neurological tests have shown that the brain, in this state, is very quiet except for those areas concentrating on the task at hand.

Learning to harness the power of this ideal performance state is obviously a much better solution to the demands of professional life than leaving performance (and enjoyment) entirely to chance. Here everybody wins, the firm and the individual attorney. You can refer to James Loehr's excellent book entitled *Stress for Success* for an outstanding and practical guide to achieving this for yourself.

*How can we assure that we follow the adversarial model and are effective in the courtroom/during negotiation/in our transactional practice during the day while continuing to be nurturing/supportive/cooperative/collaborative with our family and friends?*

This is a very important question. An inability to drop out of a confrontational mode when required has been responsible for strained or failed marital relationships among many lawyers. Many find it difficult to change roles on demand.

Those having trouble shifting between personas at the day's end will benefit from developing one or more ways of *consciously* doing so. Many people require some alone time before or just after arriving home to effect this shift. Exercise is great for this purpose. Mind-body relaxation techniques such as meditation are also excellent. I'm only a novice at meditation yet can clear my mind completely in under twenty minutes using this technique. Each person needs to find, by experimenting, what works for them.



**Most areas of legal practice are quite conflict-oriented. Do you think this significantly contributes to attorneys' malaise?**

Only certain personality types operate comfortably in an environment of conflict. Others pay a heavy personal price for subjecting themselves to this type of discord. Unless the latter can learn to cope with this discord as the necessary cost of a worthwhile end, a better solution for them is perhaps to use their skills in some other way—such as in alternative dispute resolution, for example.

**In your experience, have you observed any erosion or breakdown in effectiveness in attorneys over time due to "burn out"?**

Professionals usually put their work first and it's often the last thing in their lives to suffer when they burn out. At first it's not quality of work that suffers so much as efficiency—everything just takes longer. Since work quality *can* remain acceptable until the problem is far advanced, people may not suspect burn out in themselves. Even when their health or relationships deteriorate, and they become an angrier and more sarcastic person or—alternately—a more insecure and anxious one, they may not suspect burn out. When things finally do fall apart, it can happen fast. For this reason, it's important not to fool yourself that you can't be burning out because your work is still fine.

**Short of taking more vacation time (which is impossible for many people), what can Vermont attorneys do to improve their lives?**

Ultimately, the answer doesn't lie in vacations, but in a satisfying day-to-day life. Besides, many professionals find that they hardly relax before their vacation ends. Vacations are a poor replacement for a three-dimensional life. Ideally, they would enhance your life, not fill a void.

This is a question that can't be answered in a paragraph or two. Improving work-life is a process one enters into, and it must be individualized. The people I know who have turned their professional lives around and now really enjoy their work, have all worked hard to achieve this end. There is a lot of good help that can be had on this topic from people and publications. I *can* tell you that the investment can reap a huge return. It starts by taking control of your schedule, and learning some concrete strategies about managing your practice more effectively—a topic we heard nothing about in school.

**Do you think the biggest contributor to burn out is bad time management?**

No, I think it's a failure to respect our biological limits and our body's recovery requirements. We ask ourselves to go flat out as we enter professional life and then keep on going flat out indefinitely. If I asked you to go outside and sprint, you could sprint for a while, but you couldn't keep up the pace. It is a question of *sustainability*.

Again, demands must be balanced with recovery. For example, a pathologist I know found that the long hours he spent looking through his microscope were tiring. He wanted a better solution than his ritual coffee, which didn't drive real recovery. Now, when the afternoon catches up with him, he takes a conscious break, walking outside for some fresh air and to stretch his legs. Afterwards, if he still wants a coffee, he allows himself one, but not *instead* of giving himself what he really needs. This is a much more significant step than it may sound.

**Have you had any contact with professional coaching organizations such as "Atticus?" Do they work?**

Yes, coaching services can help tremendously. It becomes difficult to see your own situation objectively after a while. Even if you can, it's altogether another thing to know what will improve your situation. The right coach or counselor will first challenge assumptions you are making about the way things have to be. They will help you reassess priorities and provide you with solid, intelligent options for improving the quality of your professional life. Through them you will also hear what worked for others in your situation. Professionals are often frustrated by advice given to them by people who do not understand their professional reality. It's a great relief to discuss things with someone who does. I have never worked with *Atticus*, but I am aware of their program and it sounds excellent.

**Do you think there is room in the legal profession for an unconventional approach to the practice of law/law office life?**

I think that we professionals have been embarrassingly uncreative about the way we conduct our work-lives. Think of the advanced problem-solving abilities we all have! The problem really lies in our belief that things have to be the way they are. Beliefs drive behavior. When we stop believing that we're just "victims" of our situation when we are really its *perpetuators*, then we will see a change. Another problem is our belief that we live two lives, one personal and one professional. In truth, our professional and personal lives are inextricably intertwined. It's artificial to see them as remote from each other.

Let me point out, however, that good solutions to work-life problems need not be radical even though I said earlier that you have to work at it. Many of the professionals I've worked with were a lot closer to enjoying their work than they realized. You'd be surprised how great an affect changing one factor in your life can have. This can be the resolution of a health problem, adjusting work to your personality style, or any number of other changes.

Some firms have moved toward the comparatively simple solution of lowering the required annual billable hours. In Walt Bachman's excellent book, *Law vs. Life*, he argues that for every 100 hours a year a lawyer works above 1,500 billable hours, he loses 10% of his soul to work.

**Clients are more demanding today than ever before. Is this an impediment to improving our lives as lawyers? Why do you think clients are more demanding today than before?**

That's a tough one to answer. Doctors are facing the exact same problem and it is highly disconcerting to them. I think it's true that clients are more demanding today, and also less appreciative. Part of the reason is that consumers are better-educated now, and this is translated into a sense of entitlement. But I think there has also been a deterioration of courtesy and respect for others in general. This makes day-to-day interactions unpleasant and more tiring.

Just like in other relationships, though, I think the professional has got to set boundaries as to how he or she will be treated. We must also learn how to manage our time so that the people we work for feel heard, validated, respected. Somebody has to break this unhappy cycle of alienation between clients, their professionals, and vice versa.

For an interesting perspective on how societal trends have affected practice life over the last forty years, again I refer you to Walt Bachman's *Law vs. Life*.

**In terms of the psychiatric forms burn out takes (adjustment disorders, major depressive episodes, paranoid disorder, impulse control and substance abuse) have you observed a disproportionate incidence in attorneys? In attorneys in certain disciplines? In female or male attorneys?**

Due to the fact that burn out ranges along a continuum from mild to severe and so often goes unrecognized, we cannot really talk about its incidence accurately. I *will* say that I haven't seen a big difference in occurrence between the genders, although it's interesting to me that in my practice I see more men than women—even though women are known

to seek needed medical care more frequently than men. This tells me that the professional well-being approach appeals to men. This approach is not psychiatric.

In the field of Professional Effectiveness and Well-Being, we offer an alternative to the often stigmatizing approaches to personal problems that have traditionally been available to professionals. We operate under a different set of beliefs. We see professionals as an incredible, talented group of people taking on very difficult tasks. We see it as our job to help professionals in that endeavor, and to work toward removing obstacles from their path that could keep them from expressing the gifts they bring to their work. We view personal development as a natural part of professional life. We abandon stern labeling and the disease model in favor of down-to-earth concepts and a wellness philosophy.

***Do you think that this phenomenon (burn out) is the cause of many attorney discipline cases (cases going to the Professional Conduct Board) or malpractice cases?***

Definitely so. What we need to do is learn to recognize the signs of burn out earlier. Nowadays, I teach people to track four important indicators of health over time to help them do that. These include quality of close relationships, energy, general health, and satisfaction with daily life. When you notice, over a period of months, a decline in these impor-

tant indicators of the success and sustainability of your lifestyle, you need to make changes. We need to pay attention to feelings and symptoms that tell us something is wrong, not override them. In James Loehr's book *Stress for Success*, he asks if you would tape over your instrument panel if you were a race-car driver. Our bodies and minds give us signals for a reason.

***The law firm culture would define long hours and no personal life as commitment, discipline, ambition; the mental health community would look at this lifestyle as a recipe for burn out. Can the two attitudes be reconciled?***

They must be reconciled. This is what we're working on in the field of Professional Effectiveness and Well-Being. It's a myth that you should sacrifice personal needs to professional life in order to succeed. In the long run, repressing personal needs and driving yourself continually to your limit is more likely to compromise your performance than enhance it. No one wants to be the first to say so, but the law firm culture you describe above is dehumanizing.

Still operative in the professions and their schools is a "motivational" method built on hardheartedness, an abuse of power, and shame. We have yet to tap the potential of other motivational methods, such as promoting a professionalism based on maturity and productive good health. I think that many people still think that they must bully and

negatively pressure people to produce their best. I don't believe that this is necessary.

We need to be honest about the meaning of success. What have you accomplished if you've alienated those close to you, damaged your health, or broken your spirit?

***Many attorneys who want to cut back or try an unconventional approach to their workday (Of Counsel, part-time, job sharing, telecommuting, working on a contract basis) are secretly afraid to do so because their peers would view them as not being able to "take it." How would you counsel these attorneys?***

This is a good example of the intimidating pressures to conform that exist in professional life. Who says there is only one way to do good work? It's amazing how strongly professionals defend the same life that they may be just barely tolerating themselves. We have the same problem in medicine, and it helps me sometimes to see my own professional subculture as a cult that wants to perpetuate itself! Most often, the individual that has the courage to make a well-thought-out change ends up admired.

It's only the initial steps of change that are really hard, though. Once you're enjoying your work again, you won't believe it took you so long to make the necessary changes. Besides, many *can't* in fact "take it," hence all the burn out we're finding in the professions.

