

The Resilience Advantage™

Trainer Manual



Resilience Advantage™ Trainer Manual

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HeartMath® Certified Trainer Program – OVERVIEW

The Trainer Manual contains all the information and instructions you will need to effectively deliver a full day Resilience Advantage™ workshop or to deliver a workshop in 1-hour, 2-hour, or 4-hour options. PowerPoint slides are provided upon completion of the certification program.

The Trainer Manual includes:

1. **Overview** – tips and notes for trainers, module grid and descriptions.
2. **The Resilience Advantage Slides – 3-Up Slides.** These can be used to take notes for each slide. The slides are individually numbered. We will refer to the slide number and page number when we assign your teach back presentations.
3. **Resilience Advantage Trainer Notes**– These notes explain the objective and key points for each slide along with the approximate timing for each slide. They are written in a script format to present the flow of the material rather than with the intent to memorize the key points. A number of modules have additional background notes. Most slides include a transition statement to help you smoothly move to the next slide, concept or activity. This document will be the primary resource for learning how to deliver the Resilience Advantage program.
4. **Resilience Advantage Guidebook** – Available on the Learning Center for download. You will need to provide guidebooks for your participants if you are presenting an intact HeartMath Resilience Advantage Workshop.
5. **Additional Materials available on the Learning Center** include:
 - a. **PowerPoint Slides:**
 - Includes two videos (Atmospheres, Basketball). Insert videos from the Learning Center into slides.
 - Keep PowerPoint slides and movie files in the same folder at all times
 - Drag the folder onto your desktop
 - b. **Condensed key points for each slide**
 - c. **Inner Balance™ Scoring and Classroom Mode**
 - d. **emWave® technology software tour**
 - e. **Participant Evaluation Form**
 - f. **Participant Certificate of Completion**

Tips for Trainers

- ***One of the goals for practicing the HeartMath skill set is to gain increased internal awareness.***

This involves expanding awareness of how our response to external events affects our physiology, relationships and performance. As individuals begin to have different experiences while practicing the techniques, they will be able to more effectively incorporate them into more areas of their lives. It's important to place strong emphasis on the internal experience, gained through expanding awareness, and shifting into coherence rather than relying only on what the emWave® or the Inner Balance™ Technology indicates.

- ***HeartMath techniques are much more than the breathing!*** The HeartMath techniques comprise a system of emotional refocusing and restructuring of neural circuits. They create alignment among the physical, mental and emotional systems and enable us to gain access to more of our intuitive intelligence. All of the techniques affect brain centers such as the amygdala, hippocampus, prefrontal cortex and thalamus and involve improvements in heart-brain synchronization, hormonal balance, the autonomic nervous system and vagal pathways. The science behind the HeartMath System is complex and deceptively simple. Breathing is an important step that helps start the process of increasing individual coherence and can reduce the intensity of an emotional reaction especially the impact those emotions have on physiology, *but it's just the first step.*
- ***The key to the techniques' effectiveness is their simplicity.*** Don't complicate what is intentionally simple. Remember when people are stressed, they are cortically inhibited (can't think clearly) and may only remember key steps they have practiced. Keep it simple. The clearer we are, the easier it is for the learner.
- ***Clear and concise gets the message to the brain.*** More information or more techniques is not always better. Please stick to the techniques as written, each step was carefully chosen and has a specific purpose. Adding steps or additional information beyond what is written waters down the message the brain needs in order to calm down and regulate. Experience has shown us even one added step or combining other techniques can lead to a poor or totally ineffective outcome. Keep it simple so the message to the brain is concise, targeted and effective.
- ***HeartMath is much more than its technology.*** Some people who only know of HeartMath because they have the technology, an emWave or the Inner Balance™ sensor and app, can think that the technology is all there is to HeartMath. HeartMath is a full self-regulation system and process that includes tools, techniques, technology and training or mentoring.

Notes to Trainers

Guidebook

Encourage participants to underline, highlight or take notes in their Guidebooks. Research shows that if someone writes something down, there is an increased likelihood that they will remember it.

Trainer Notes

The **Key Points** are important communication points, but it is not necessary for you to memorize them. When you understand the concepts, the information in the Key Points will flow in a sensible way.

When you see the word **Ask** in the slide notes, it is a suggestion to engage participants and consider the point you are making in their own experience. An important goal of the program is to help them gain more internal awareness. Asking questions encourages them to expand their awareness. Questions can be asked either rhetorically or to engage responses and discussion. The **steps to the techniques** are in **bold**. Introduce and teach the techniques as written. Do not change the steps. After you have read a step to them as written, you can discuss more about the step to enhance their understanding.

There are **optional exercises** throughout the program to help participants gain an understanding of the concepts discussed. You can use the suggested exercises or develop your own for your specific audience. It's important to keep in mind that some people do not care for small group exercises or openly discussing emotions in a public forum or with their colleagues. Certain types of audiences may not like written exercises or flip charts. Be discerning about any exercises you incorporate. Knowing the best way for the audience to integrate the material and information is your decision.

Modules

The Resilience Advantage program is composed of many modules, which gives you flexibility to meet your needs. There are suggested layouts of modules for different length workshops, e.g., 1, 2, 3 and 4 hour workshops and you can create your own layout. You can also select any module(s) and incorporate them into your own programs, as long as you reference HeartMath as the source and include the logos, trademarks and copyright on the HeartMath information. The suggested layouts are in section 4 of this Trainer Manual.

Master Trainer Bios

Resilience Advantage™ – HeartMath® Certified Trainer Program

Rollin McCraty, Ph.D., Director of Research, is a Fellow of the American Institute of Stress, and is an adjunct professor at Clemson University. He and his research team regularly participate in collaborative studies with other U.S. and international scientific, medical, and educational institutions. McCraty is an internationally recognized authority on heart-rate variability, heart-rhythm coherence and the effects of positive and negative emotions on human psychophysiology. He is widely published in those and other research areas. He has trained over 2,000 soldiers and sailors in the Coherence Advantage workshop for the military.

Jeff Goelitz, M.A., is currently the Education Program Developer with the Institute of HeartMath. He helps design and implements curricular programs across the US to help improve school climate and performance. He was the primary trainer in a federally funded national test taking demonstration project in 10 school districts across the US. Jeff recently co-authored *The College De-Stress Handbook*, for college and university students. By helping students harness the power of their minds and emotions, HeartMath's programs, practices, tools and technologies are helping tens of thousands of students build emotional flexibility and resilience, which promotes improved learner readiness, relationships, academic performance, classroom climate and more.

Tricia A. Hoffman, B.A., is Director, Training & Licensing, domestic and international, for HeartMath Inc. Prior to her HeartMath career, Tricia was invited by President Reagan to develop and implement The White House Speakers Bureau. She served as Assistant Director, acting as liaison between senior White House staff, Cabinet Secretaries, senior government officials, CEO's and international governments and organizations. She has been part of HeartMath since its inception in 1991. In 1993, she participated in the launch of HeartMath LLC's Corporate Programs Division; in 1998, was named the Director, Executive Development, training, and coaching executives. In 2010, Tricia was named Director International Licensing, a role dedicated to expanding and managing HeartMath's international market. In 2015 her role expanded to include director of training.

Christiana Bishop, B.A., is the Training Manager for the HeartMath Institute and has been with HeartMath since its inception. She helps develop, manage, and train various trainer licensing programs, serving hundreds of licensed or certified trainers throughout North America and other territories. As an educational associate, she served as a classroom observer in the federally funded national test taking demonstration project. Prior to her role as the training manager, she headed up the women's corporate division and was a co-trainer for the Authentic Leadership Program. She was also a contributing editor for Doc Childre's first book, *The Teen Book of Self Discovery*.

Robert Browning, B.A., is Program Director for HeartMath Healthcare. After 19 years at HeartMath he currently oversees healthcare training and the new development of healthcare programs. He's delivered HeartMath programs to over 7,000 individuals and has led programs at some of the nation's top academic university medical centers and hospitals including: Stanford, Duke, UCLA, Kaiser Permanente, Mayo and Cedars-Sinai Medical Center.

Barbara Hudak, MS, BSN, RN, Master Trainer. For over 30 years, Barbara has supported individuals through her nursing profession. After 12 years on active duty in the U.S. Air Force, she joined Mayo Clinic in Phoenix, Arizona, where she currently works part-time as a Nursing Supervisor. Barb felt drawn to integrative therapies to support well-being and earned her certification as a Reiki Practitioner-Teacher and a Massage Therapist license. In 2008, Barb was invited to be part of a Mayo Clinic leadership research study focused on the impact of HeartMath techniques on stress and resilience. She found these emotional refocusing and restructuring techniques valuable not only in her life, but also in the lives of her private practice clients. Since then, Barb has completed the following programs: HeartMath® Certified Practitioner, HeartMath® Certified Trainer and Personal Resilience™ Mentor. She offers on-site group training in healthcare and corporate environments, as well as private mentoring, in Arizona and globally via phone and Skype. Barb's website is www.heartfulintegrations.com.

Sheva Carr, B.A., M.A., L. Ac, is the architect and Director of HeartMath's HeartMastery® Program, the CEO of Fyera! / Heart Ambassadors, and the founding Executive Director of the Fyera Foundation and Sunflower SunPower Kids." As a doctor of Oriental Medicine and HeartMath trainer, she has authored several books including *"Being the Source of Love,"* and co-authored HeartMath's Stopping Emotional Eating program with HeartMath's founder Doc Childre and CEO Deborah Rozman. She has trained and coached numerous hospital staff across the US in HeartMath skills and founded the first HeartMath hospital patient education program at Earl Bakken's Heart-Brain Institute in North Hawaii. She has worked as a coach and consultant to leading cardiologists, heart-brain researchers, and physicists, and has been published in such prestigious journals such as Perspectives in Biology and Medicine.

Kimberly Gray, RN, is a board-certified holistic RN, Licensed Massage Therapist, Certified Healing Touch Practitioner/Instructor and a HeartMath® Master Trainer and Coach. Her 30-year nursing career has led to her passionate advocacy as a consultant and trainer in the areas of Integrative medicine/wellness and the use of HeartMath tools and technologies to support heart-based living, the cultivation of increased resilience and improved human performance. Her focus, skills and enthusiasm supported the initiation and development of the HeartMath Initiative at Tampa General Hospital in Tampa, Florida in 2010. Her pioneer-work has provided Kimberly with many opportunities to speak at national/international conferences and to consult with leadership of Healthcare facilities and other organizations regarding the use of Integrative/ Holistic modalities and HeartMath tools and technologies in the areas of patient care, staff resilience and community wellness.

Sarah Moor, B.S., is a HeartMath® Master Trainer, HeartMath® Certified Trainer and Mentor and is one of the instructors for HeartMath's Building Personal Resilience™ Mentor Certification Program. She also helps prepare candidates for the HeartMath Certified Trainer Program and has delivered certification trainings abroad. She was part of the team that developed both training programs and helped develop the program's training materials. Sarah has coordinated numerous HeartMath System Mentoring Projects, for which she has also been a mentor, including studies in cardiology, law enforcement, female veterans, Navy Midshipmen and fitness along with mentoring projects for crisis hotline, Air Force Key Spouses, Army Wellness Centers, and Alberta, Canada Health Care Services. She co-authored *Transforming Stress for Teens: HeartMath Solution for Staying Cool Under Pressure*.

Michele Lash M.Ed., ATR, BCB is a Fellow of the Biofeedback Certification International Alliance. She is Board Certified in Biofeedback and Applied Psychophysiology and is a registered Psychotherapist. Michele was a psychoeducational consultant to school districts for 25 years. For the past 13 years Michele has been affiliated with the HeartMath Institute and HeartMath Inc. Michele is a HeartMath® Certified Practitioner, Mentor and Trainer. She provides mentoring for trainer candidates for the pre-requisite requirement for certification. She has been involved in many of the HeartMath pilot studies as a mentor with police departments, police recruits, nurses, and Air Force Spouses. She has delivered onsite workshops in health care, corporations, military, law enforcement, schools, and non-profit organizations. Michele also had the privilege of working with Dr. Rollin McCraty in delivering workshops and mentoring over 5000 soldiers and sailors over a period of 5 years. Michele also conducts private mentoring globally.

Sandy Travis, M.S., Master of International Administration is a HeartMath® Certified Resilience Advantage™ Trainer and a HeartMath® Certified Mentor. She combines the skills and expertise honed over 30 years as a senior organizational consultant and executive coach with the HeartMath system of research and demonstrated results. Her clients include high performance teams, military, entrepreneurs, and executives taking their lives and their business to the next level of breakthrough for peak performance.

Henry Lescault, M.S., Master in Executive Coaching is a HeartMath® Certified Resilience Advantage Trainer and a HeartMath® Certified Coach/Mentor who has worked in the capacity of a professional Facilitator, Behavioral Change Coach, Trainer and Counselor for over 30 years. Henry, who has worked extensively with government and private sector clients alike, is also the author of *Present with Power, Punch, and Pizzazz* and an expert in the field of presentation skills, personal presence, communication, and resilience management. Henry received his coaching and facilitation training from Georgetown University and is versed in a battery of assessments, which he utilizes to help his clients achieve their desired results.

Meg Hogan is a 30-year business entrepreneur recognized for inspiring healthy and productive workplace cultures, initiating, directing and building successful businesses with multi-million-dollar annual sales, serving start-ups to Fortune 50 companies. Meg has a keen understanding of factors affecting the bottom line. Her business leadership experience has proven the health of a company is mirrored by the health of the workforce. She is the Founder of **Build Resilience** and is a HeartMath® Certified Trainer and Coach/Mentor. Creating awareness and teaching 'how to' diminish toxicity of stress, she serves to empower individuals and organizational teams to thrive in environments of change, challenge, and adversity.

James L. Miles, Sr., Ph.D., D. Min. is Chief Strategist at Lodestone R3 in Chicago Illinois. He is a HeartMath® Certified, Trainer, Coach and Activating the Heart of Teams™ Trainer. His current projects focus on promoting personal and operational resilience within the context of community well-being, public health, cross-cultural initiatives, leadership, suicide prevention, and community economic development. He works with First Responders, U.S. military, faith-based leaders, government officials, regional public health departments, and local community

institutions to design and implement community engagement, regional management systems and public policy campaigns. His expertise has brought him to designing well-being programs, and participatory research strategies that promote marketplace efficiencies, social equity, trauma-informed services, organizational performance, and the design-coordination of regional services delivery campaigns. Miles provides non-profit leadership training and development through the University of Chicago's Accelerator program and moral injury training for military veterans through DePaul University's Egan Center.

Lisa A. Clayton, MS, Author, Master Trainer. Founder and President of Source Potential, a human development company, Lisa offers more than 30 years of experience in professional training, coaching, and consulting. Lisa created a unique learning method for developing individual potential and application of learning concepts which was used worldwide by clients such as American Express and HSBC in facilitator certifications. Lisa conducts intuitive counseling as an ordained Angel minister and specializes in connecting individuals with their spiritual domain and resources. From her passion for heart and intuitive learning, Lisa became a HeartMath® Certified Trainer and Licensed Coach. She focuses upon coaching management, executive levels, and staff group trainings in corporations plus private individual and family sessions. Lisa is also a HeartMath Ambassador finding highest value in evolving both herself and her business through HeartMath tools and techniques resulting in greater resiliency, creativity, and fun.

Resilience Advantage™ Trainer Manual

Contents:

Module Grid



1

Module Grid

Mod #	MODULE TITLE	Abbreviation Keys	# of Slides	Page #s	Approximate Length
1	Introduction	Intro	4	71-73	6-10 min
2	Resilience	Res	7	75-80	15-20 min
3	A Short Movie – Atmospheres	Atmos	3	81-82	4-5 min
4	Depleting and Renewing Emotions	D&R Emot	5	83-86	8 -12 min
5	Heart-Focused Breathing™ Technique	HFB	3	87-89	12-15 min
6	Inner-Ease™ Technique	IET	9	91-96	19-20 min
7	The Physiology of Coherence and Optimal Functioning	Phys of Coh	9	97-104	22-25 min
8	Depletion to Renewal™ Grid	D2R Grid	2	105-108	20-25 min
9	Quick Coherence® Technique	QCT	5	109-111	8-10 min
10	emWave® Demo	emW	2	113-114	6-10 min
11	Building and Sustaining Resilience (Prep, Shift and Reset, Sustain)	Prep SRS	3	115-116	6-8 min
12	Practical Intuition	Intuit	9	117-122	15-18 min
13	Freeze Frame® Technique	FFT	9	123-131	26 -46 min (2nd exer)
14	Relational Energetics	Rel Eng	9	133-139	18-20 min
15	Energetics of Communication	Eng Com	4	141-143	7-10 min
16	Coherent Communication™ Technique	CCT	6	145-148	19-20 min
17	Establishing A New Baseline	Est Base	4	149-152	10-11 min
18	Heart Lock-In® Technique	HLI	7	153-156	7-10 min
19	Strategies for Building Resilience Capacity	Bldg Res Cap	4	157-159	18-20 min
	ADDITIONAL MODULES				5.25 hours content only
20	Balanced Care vs. Overcare	BC vs OC	9	163-168	15-22 min
21	Heart Mapping® Technique	HMT	4	169-173	18-20 min
22	A Short Perception Test – Inattentional Blindness	Basketball	4	175-177	5-6 min
23	Sleep and Resilience	Sleep Res	4	179-181	6 -8 min

Module Descriptions

Module 1 – Introduction. Build rapport with your audience, introduce yourself and tell a short, story or quote, if possible, relating to your use of the HeartMath techniques. This should be a story that relates to most people in the room and one that provides them with a desire to learn more (don't use the names of the tools in this intro story. They won't know what you mean until they learn the tools.) Make it personal, but not too personal. The remainder of this module provides credibility and information about other organizations who have used the HeartMath Techniques and technology.

Module 2 – Resilience. Introduce the inner battery metaphor and the concept that we are energy systems that deplete and renew energy. Introduce the resilience concepts along with the emerging view that individuals have the ability to build their personal resilience *capacity*—physically, mentally, emotionally and spiritually. (Our focus is on the emotional domain.) Provide the understanding that we can deplete our energy reserves—especially emotionally. This module helps participants become more aware of their emotional energy expenditures and how it affects their resilience. They also become more aware that they can build resilience. End the section with how stress affects performance and resilience.

Module 3 – A Short Movie – Atmospheres. Segue into a short movie. The purpose of the movie is to show participants that their daily life experiences often have an emotional soundtrack that impacts their perceptions. We see the world through how we feel. The two short clips are the same except for the soundtrack.

Module 4 – Depleting and Renewing Emotions. Review the list of depleting and renewing emotions and the affect those emotions have on our physiology. Self-Awareness: Go to the exercise in the guidebook to explore energy draining situations, how we feel in those situations and what we do to handle the situations.

Module 5 – Heart-Focused Breathing™ (HFB) Technique. This is the first technique in the series of intelligent energy self-regulation techniques. HFB starts the process of neutralizing energy-draining emotions and the impact they have on our physiology. HFB is designed to reduce high intensity energy-drain on our physiology and plug energy leaks. It's also the first step in getting coherent. After the audience practices HFB, there is an (optional) activity to identify energy renewing situations and their corresponding emotions. This technique is designed to use with your eyes open on the go, any time, any where.

Module 6 – The Inner-Ease™ Technique. This technique helps us become coherent and then sustain that coherence and composure. It is important for the audience to understand that the state of inner ease is not an internal sleepy-headed state or merely a place of relaxation, but one of a balanced inner mental and emotional rhythm and attitude. Inner ease allows us to move with greater ease throughout the day. It is more of an internal "active calm," allowing us more discernment to effectively handle situations that surface in life. This technique is designed to use with your eyes open.

Module 7 – The Physiology of Coherence and Optimal Functioning. This section includes the core science underpinning the HeartMath system. Introduce participants to two important terms, coherence and heart rate variability (HRV) and how they both relate to the physiology behind optimal functioning, optimal performance and our common theme, resilience. To understand the physiology of coherence and HRV, we need to look at the ANS, how emotions affect it and how those emotions influence HRV and heart-brain connection.

Module 8 – The Depletion to Renewal™ Grid. This Grid is a reflective activity (window) that provides an illustration of the relationship between typical emotional responses, their intensity and how those emotions affect physiology and ultimately our level of resilience. The Grid depicts two systems: 1) Autonomic Nervous system (vertical axis) and 2) Hormonal Response (horizontal axis). These two systems regulate 90% of our body's internal functions. We walk the audience through the four quadrants to identify normal, everyday emotions and their intensity (high or low heart rate). The process starts in the upper left quadrant and works around to the upper right. It's helpful to refer back to the Grid throughout the workshop.

Module 9 – The Quick Coherence® Technique. This technique builds on the Heart-Focused Breathing Technique and adds a renewing emotion as the second step. The Quick Coherence Technique provides a quick shift into coherence and a positive impact on the hormones. It is often used with the emWave technology, shifting someone into a positive or renewed feeling state to help sustain coherence. Sustained coherence builds our resilience capacity and helps us shift to the renewing side of the Depletion to Renewal Grid. This technique is designed to use with your eyes open.

Module 10 – emWave® demo. The emWave demo allows the audience to see, in real time, how emotions impact our heart rhythm patterns. As a result of a change in someone's HRV pattern through the practice of the Quick Coherence Technique, the demonstration provides both credibility and motivation to practice the self-regulation techniques learned in this program. Demonstrate the technology by hooking up a volunteer from the audience.

Module 11 – Building and Sustaining Resilience. The three key strategies provide participants with ways for practicing the self-regulation techniques. Practical suggestions of practice routines help participants integrate what they learn into their busy lives. **Prep** is essential for setting the tone for the day and potentially stressful events. Even if we Prep, at times we will still have a reaction. As soon as we recognize this drain on our inner battery, it's a perfect time to use **Shift and Reset** to stop the drain internally. **Sustain** resilience by integrating the practice of the techniques into the moments of the day. The three strategies from this module should be reemphasized through the workshop.

Module 12 – Practical Intuition. This module introduces a practical understanding of intuition in our daily lives. Intriguing perspectives are offered on how intuition enhances decision-making, relationships, and perceptions. The Intuition section precedes the Freeze Frame Technique and provides motivation

and intrigue on some of the latest scientific data on intuition and how we can access it more often.

Module 13 – The Freeze Frame® Technique. A cornerstone technique of the HeartMath system since 1993, the Freeze Frame Technique has been used by many audiences in various markets with excellent results. Freeze Frame can be practiced to facilitate decision-making, problem solving, planning, or shifting emotional perceptions, from the mundane to complex business decisions. It's designed to help us access intuitive intelligence more quickly. End this section by showing participants how to use the Freeze Frame Technique "on the go" – ***Getting in Sync***. Finding the appropriate attitude for each situation can save energy and increase our resilience levels.

Module 14 – Relational Energetics. This science section gives participants an understanding of how we all affect one another not just through our verbal or written interactions but physiologically, emotionally and energetically. A main point discusses how the heart's magnetic field acts as a carrier wave of our emotions and attitudes. These attitudes and emotions are transmitted to others whether or not we are aware of it. This module sets up the Energetics of Communication section.

Module 15 – The Energetics of Communication. This section highlights the impact of sending mixed messages, engaging in drama and the consequence of miscommunication at work and at home. When communication is not clear, costly errors and mistakes can result. There is an optional activity to identify those communication issues that create drama, waste time and the impact on the work environment.

Module 16 – Coherent Communication™ Technique. This module provides a technique for improved communication. It's an opportunity for participants to integrate heart coherence into speaking and listening. The Coherent Communication Technique enhances and blends well with other communication skills people have already learned. The goal is to listen to the essence of the other person without judgment, speak with a genuine tone, and then confirm mutual understanding. The difference between the Coherent Communication Technique and other techniques like *Active Listening* is participants are encouraged to create a heart coherent state before communicating or listening, with the goal of staying coherent during the conversation. The communication exercise is optional, although it is a powerful exercise, you want to make sure your audience is comfortable with pair/share exercises.

Module 17 – Establishing a New Baseline. This section provides the science behind the idea that we all have physiological and behavioral baselines that are default or automatic settings. Our behaviors are habit patterns that sometimes don't serve us or those around us. These patterns get in the way of building and sustaining our resilience. This information introduces the next intelligent energy self-regulation technique, The Heart Lock-In Technique. The goal is to help establish a new physiological baseline.

Module 18 – The Heart Lock-In® Technique. This technique, when practiced consistently, provides beneficial and sustained changes. It not only builds and sustains resilience but helps to create a co-

herent field environment at home or at work. This technique adds the step of radiating a renewing feeling to ourselves and others. If comfortable, practice with eyes closed.

Module 19 – Strategies for Building Resilience Capacity. This module introduces participants to two practice plans on how to integrate what was learned in the workshop. Participants create action plans to follow for two weeks after the workshop that 1) identify and plug one important energy leak and 2) increase their resilience capacity.

Additional Modules

Module 20 – Balanced Care vs Overcare. This module provides an understanding of the energy saving and depleting side of care. Most people assume if they are worrying about someone or something that they are caring. This module provides a distinction between the energy renewing side of balanced care and the energy depleting side of what HeartMath calls overcare. An optional exercise is included. This is often used in service kind of organizations (hospitals, government agencies, clinics, etc.) that want to change how people respond to each other through subtle forms of overcare.

Module 21 – Heart Mapping® Technique. This is a fun multipurpose technique to use for a variety of situations: planning a project; prioritizing multiple projects; planning a special event or managing life situations. The purpose of the mapping exercise is to first identify a topic to focus on and then creatively draw on the brain for all its ideas, worries and concerns without focusing on solutions. Then participants get coherent and the trainer asks, “What else does this (project) need to be successful?” Often times the response is a missing element that will add to the success of the process. This exercise is an opportunity to use coherence to enhance planning, organizing, starting something new, etc.

Module 22 – A Short Perception Test – Inattentional Blindness. This module has a movie at its center. It demonstrates that we perceive only what we pay attention to.

Module 23 – Sleep and Resilience. Several studies show the relationship between work fatigue, levels of sleep and how that affects our performance. In particular, a correlation between lack of sleep and blood alcohol levels has shown big declines in performance. This can be inserted into other modules or sections and fits well especially in the introduction or resilience sections.

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Contents:

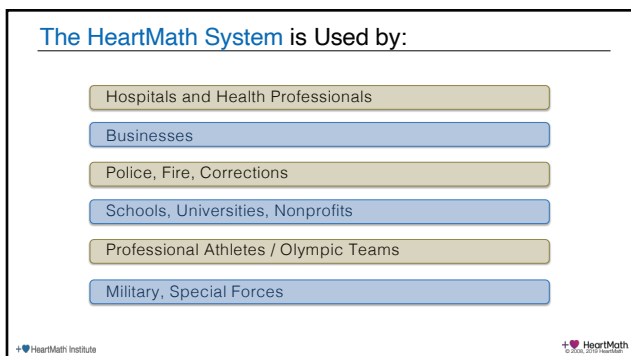
3-Up Slides



2



1



2



3

Program Objectives

Learn to strengthen resilience through research-based tools that help you:

- ✓ Increase personal resilience and energy levels.
- ✓ Leverage your ability to think clearly under pressure and discern appropriate solutions to problems.
- ✓ Increase your ability to maintain situational awareness.
- ✓ Diminish symptoms of personal and professional stress such as confusion, fatigue and sleep disturbance.
- ✓ Improve reaction times and coordination.

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4



5

Resilience

The capacity to prepare for, recover from and adapt in the face of stress, challenge or adversity.

You can learn to build your resilience capacity and sustain your energy.



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Basically, we are “energy systems”
that expend and renew energy

You can learn to build your resilience
capacity and sustain your energy.

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Domains of Resilience

Physical flexibility

- Endurance
- Strength

Mental flexibility

- Attention span
- Ability to focus
- Incorporate multiple points of view

Emotional flexibility

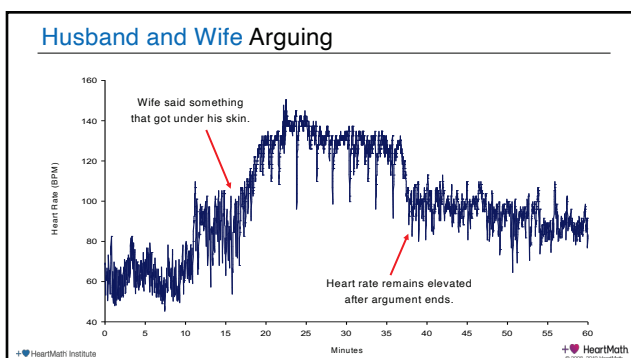
- Positive outlook
- Self-regulation

Spiritual flexibility

- Commitment to values
- Tolerance of others' values and beliefs

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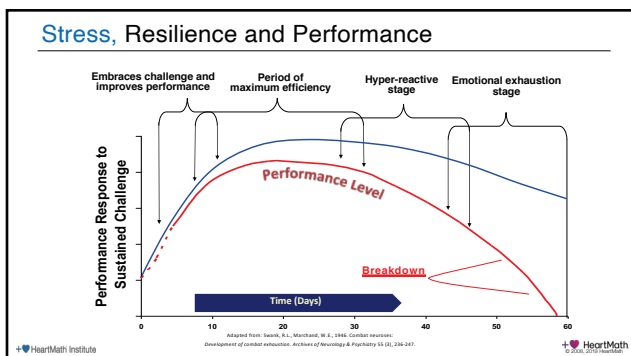
Energy Balance

Constant energy expenditures without the balance of adequate rest and recovery lead to burnout, errors, health challenges and diminished performance.



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11



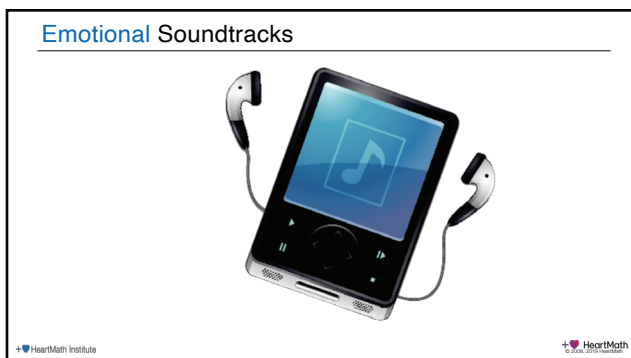
A Short Movie

HeartMath Institute

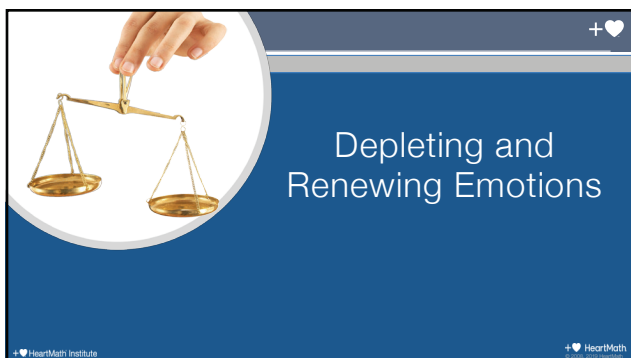
12



13



14



15

Depleting Emotions

Emotions such as fear, frustration, impatience and anger have a toxic feeling and cause the release of stress hormones.

This often results in:

- Reduced muscle mass
- Brain-cell death
- Impaired memory
- Accelerated aging
- Impaired mental function
- Diminished performance



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Renewing Emotions

Emotions and attitudes such as care, courage, tolerance and appreciation create neurochemicals that regenerate your system and offset energy drain, resulting in:

- Increased longevity
- Increased resilience to adversity
- Improved memory
- Improved problem-solving
- Increased intuition and creativity
- Improved job performance and achievement



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Intelligent Energy Management

Resilience, optimal performance, fulfillment and health are grounded in the intelligent management of energy expenditures and the ability to renew energy.

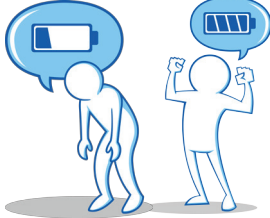
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Self-Awareness

One of the most important steps in being able to stop energy drains and increase resilience is to expand our awareness and identify unnecessary energy expenditures.




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Heart-Focused Breathing™ Technique

An Intelligent Energy Self-Regulation Technique



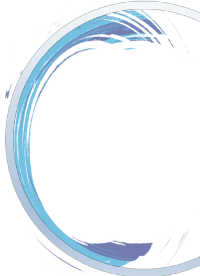
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Heart-Focused Breathing™

- Heart-Focused Breathing is a powerful and effective tool for self-regulation.
- It's the first step in shifting to a more coherent state – you are alert and calm at the same time.
- It can help you maintain your composure in challenging situations.



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Heart-Focused Breathing™ Technique

Focus your attention in the area of the heart. Imagine your breath is flowing in and out of your heart or chest area, breathing a little slower and deeper than usual.

Suggestion: Inhale 5 seconds, exhale 5 seconds (or whatever rhythm is comfortable).


Quick Step: Heart-Focused Breathing



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Inner-Ease™ Technique

An Intelligent Energy Self-Regulation Technique



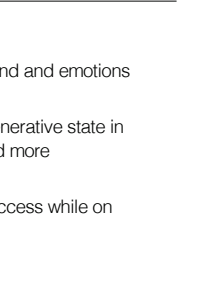
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Ease – Creating a Balanced Rhythm

Ease means moving through your day with your mind and emotions in a balanced rhythm.

Inner ease is not a sleepy-headed state. It's a regenerative state in which you are more alert, resilient and can respond more effectively.

Inner ease is an aspect of "stillness" that we can access while on the move.



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Ease – “Active Calm”

Being in a state of ease doesn't mean that you necessarily have to slow down your physical pace, but it can mean that at times.

Example of active calm: An EMT needs to respond quickly while remaining calm and composed on the inside.

Ease creates a sensitivity to the appropriate inner pace for handling each situation in life, which creates flow.

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Inner-Ease™ Technique

Step 1:

Focus your attention in the area of the heart. Imagine your breath is flowing in and out of your heart or chest area, breathing a little slower and deeper than usual.

Suggestion: Inhale 5 seconds, exhale 5 seconds (or whatever rhythm is comfortable).



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Inner-Ease™ Technique

Step 2:

With each breath, draw in the feeling of inner ease to balance your mental and emotional energy.



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Inner-Ease™ Technique

Step 3:

Set a meaningful intent to anchor the feeling of inner ease as you engage in your projects, challenges or daily interactions.



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Inner-Ease™ Quick steps

1. Heart-Focused Breathing
2. Draw in the feeling of inner ease
3. Anchor and maintain the feeling

With practice you can shift to the attitude of ease by remembering to breathe it in.



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Creating a Choice Point

The attitude of inner ease gives us an extra pause – a “choice point” in which we can make wiser choices, even in the heat of the moment.

Breathe ease to pause and settle the mind and emotions before responding to vexing emails. This creates a conscious space for double checking our intentions and choices before we press “send.”

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Inner-Ease Applications

Practice Inner-Ease at the start of the day to set the tone, prior to situations that tend to be stressful and before bed.

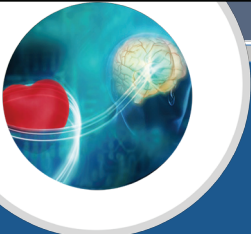
Use the Inner-Ease Technique to:

- Discern important issues and make better decisions.
- Prevent or reduce anger, overwhelm or anxiety.
- Stay poised in ease to maintain judgment-free participation in meetings or conversations.
- Create or restore patience and resilience when needed.
- Enhance creativity and intuitive insight.

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The Physiology of Coherence and Optimal Functioning

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Coherence

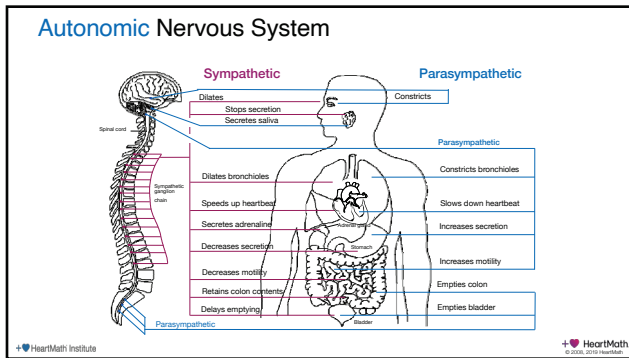
An optimal state in which the heart, mind and emotions are aligned and in sync.

Physiologically, the immune, hormonal and nervous systems function in a state of energetic coordination.

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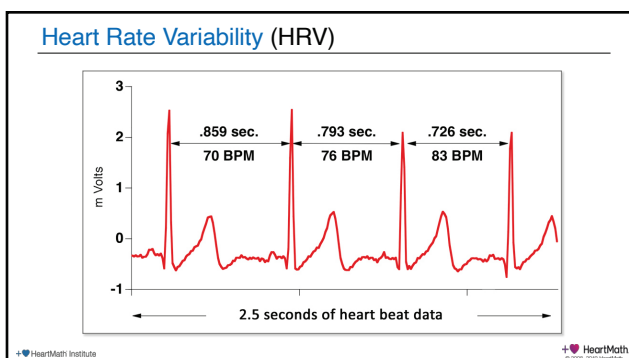
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Heart-Brain Communication

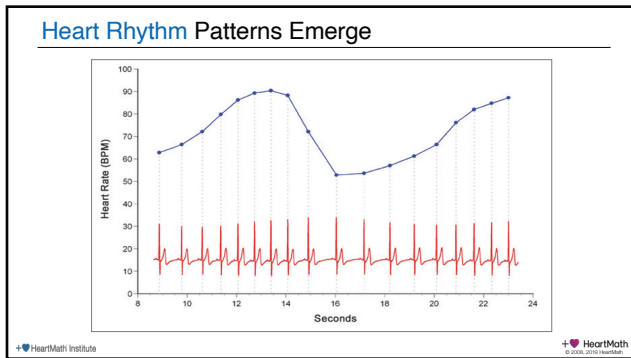
- The heart has its own complex nervous system: the "heart brain."
- The heart sends far more information to the brain than the brain sends to the heart.
- Patterns in the neural signals from the heart especially affect the brain centers involved in perception, emotional experience and self-regulation.

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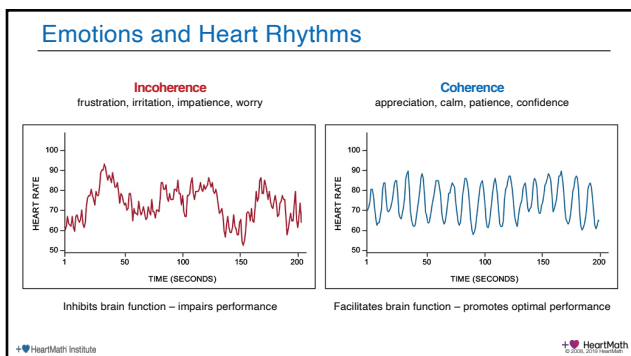
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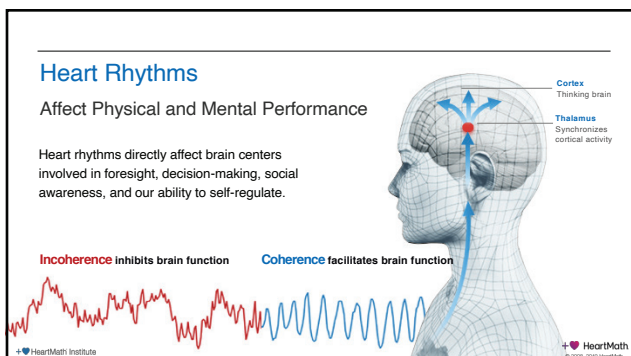
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Coherence Practice Outcomes

- Enhances ability to maintain composure during challenges
- Improves family and social harmony
- Reduces fatigue and exhaustion
- Promotes the body's natural regenerative processes
- Improves coordination and reaction times
- Enhances ability to think clearly and find better solutions
- Improves ability to learn and achieve higher test scores
- Increases access to intuitive intelligence

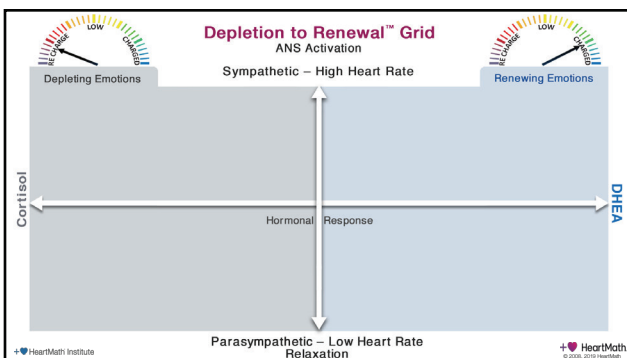
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Quick Coherence® Technique

An Intelligent Energy Self-Regulation Technique





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Emotions and Feelings that Create Coherence

Courage, Honor, Dignity	Care, Love
Confidence	Compassion
Appreciation, Gratitude	Tolerance, Patience
Kindness	Enthusiasm, Joy


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Quick Coherence® Technique

Step 1:

Focus your attention in the area of the heart. Imagine your breath is flowing in and out of your heart or chest area, breathing a little slower and deeper than usual.

Suggestion: Inhale 5 seconds, exhale 5 seconds (or whatever rhythm is comfortable).




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Quick Coherence® Technique

Step 2:

Make a sincere attempt to experience a regenerative feeling such as appreciation or care for someone or something in your life.

Suggestion: Try to re-experience the feeling you have for someone you love, a pet, a special place, an accomplishment, etc., or focus on a feeling of calm or ease.









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Quick Coherence® Quick steps

1. Heart-Focused Breathing
2. Activate a positive or renewing feeling



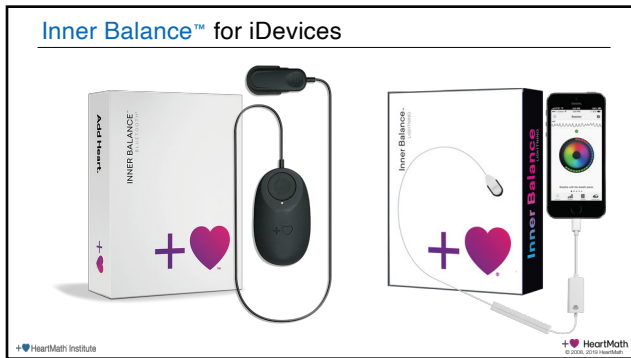
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emWave® Demo



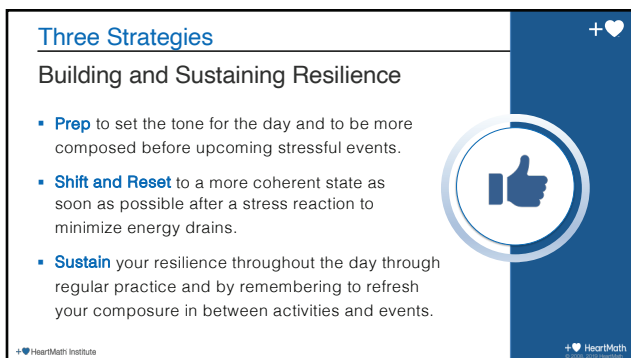

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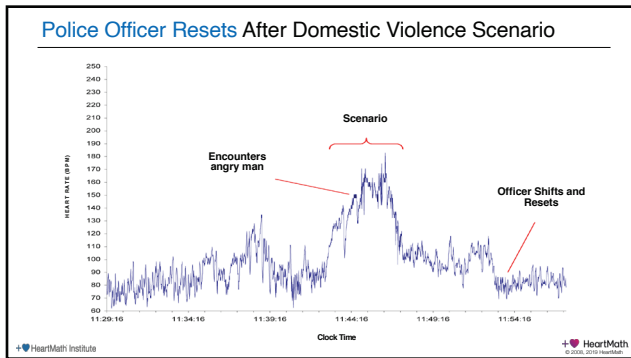
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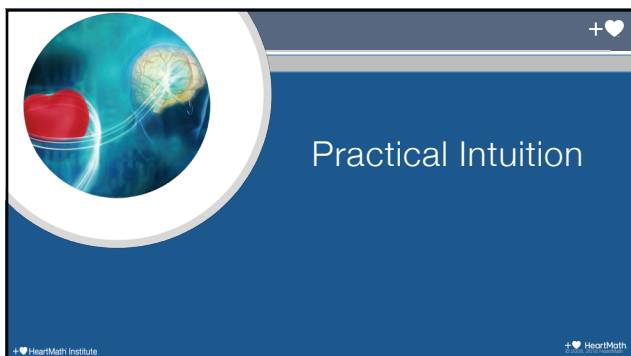
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Leveraging Intuitive Capacity

Given the increased complexity and speed of today's world, it can be especially helpful to develop additional skills to navigate through these unprecedented times.

Understanding and leveraging our intuitive capacities can facilitate this process.

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Repeat Entrepreneur Study

Research conducted on repeat entrepreneurs found that 80% reported relying on intuition when making important business decisions.

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The Courage to Follow Your Heart

"Have the courage to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary."

— Steve Jobs,
Stanford University Commencement Speech, 2005

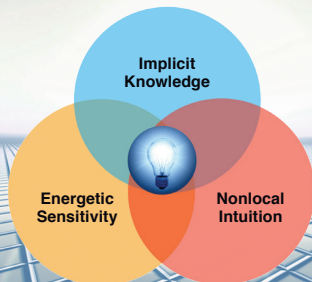


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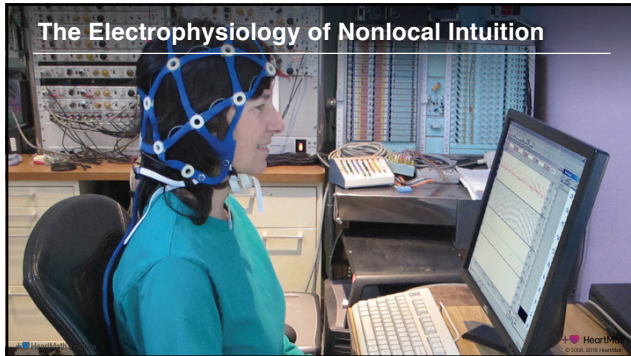
Types of Intuition




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Nonlocal Intuition

Research Findings

Sometimes, if a future event is emotionally relevant, the heart produces a neural signal that pre-alerts you before the event takes place.

This **intuitive intelligence** reacts faster than the mind can perceive and bypasses normal thought processes.

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Benefits of Intuition

- Accessing your deeper wisdom and intelligence
- Aligning with your core values and sense of purpose
- Interacting more harmoniously with others
- Knowing what to say in awkward situations
- Taking charge of unnecessary energy expenditures
- Accessing creativity and making more intelligent decisions

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Keys to Accessing Practical Intuition

- Shift into a coherent state to quiet mental chatter and emotional unrest.
- Pay attention to intuitive feelings and perceptions.

We can learn to more frequently access our intuitive intelligence, that inner sense of knowing, so we can make more intelligent choices, moment by moment.

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Freeze Frame® Technique

An Intelligent Energy Self-Regulation Technique



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Freeze Frame® Technique

Freeze Frame is a multipurpose technique for stopping energy drains and gaining clarity by accessing more of our intuitive intelligence.

It's especially helpful when you have to make a quick decision or when out-of-the-box solutions are needed.

Shifting your physiology into a coherent state improves your mental functions and helps you access a wider range of intelligence.



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Freeze Frame® Technique

Step 1:

Acknowledge the problem or issue and any attitudes or feelings about it.




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Freeze Frame® Technique

Step 2:

Focus your attention in the area of the heart. Imagine your breath is flowing in and out of your heart or chest area, breathing a little slower and deeper than usual.

Suggestion: Inhale 5 seconds, exhale 5 seconds (or whatever rhythm is comfortable).









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Freeze Frame® Technique

Step 3:

Make a sincere attempt to experience a regenerative feeling such as appreciation or care for someone or something in your life.









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Freeze Frame® Technique

Step 4:

From this more objective place, ask yourself what would be a more efficient or effective attitude, action or solution.









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Freeze Frame® Technique

Step 5:

Quietly observe any subtle changes in perceptions, attitudes or feelings. Commit to sustaining beneficial attitude shifts and acting on new insights.









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Freeze Frame® Quick steps

1. Acknowledge
2. Heart-Focused Breathing
3. Activate a positive or renewing feeling
4. Ask
5. Observe and act



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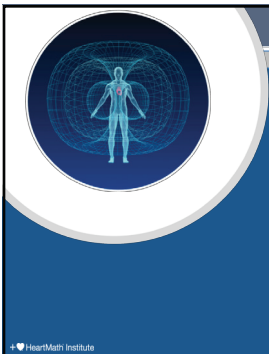
**Getting In Sync
for Each Situation**

After getting into a coherent state, ask yourself what would be the most appropriate attitude for handling each situation.

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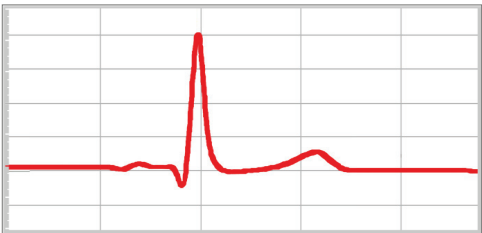
Relational Energetics

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The Electricity of the Heart

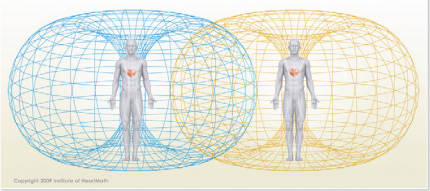


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Our thoughts and emotions affect the heart's magnetic field, which energetically affects those in our environment whether or not we are conscious of it.

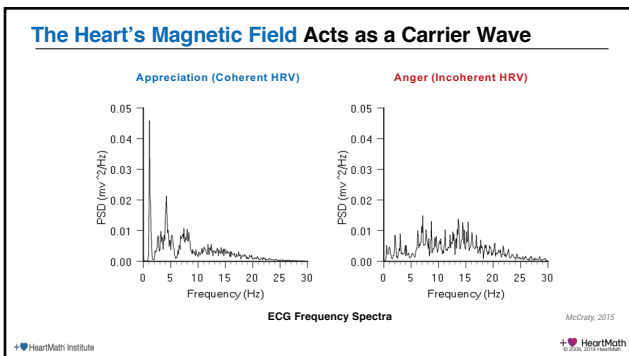


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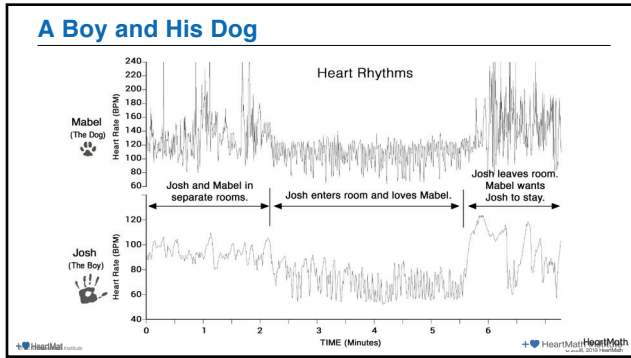


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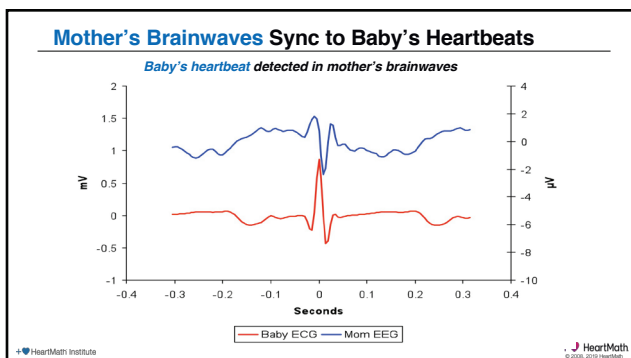
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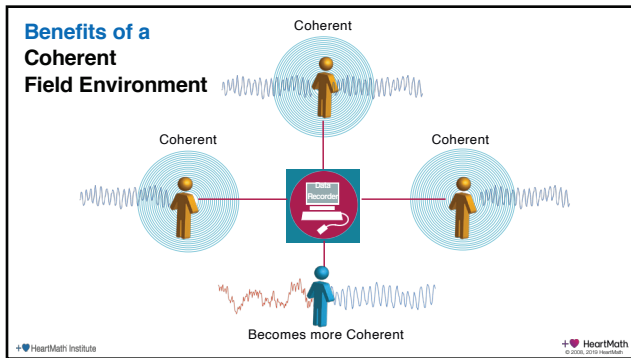
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Emotional Energetics

Our emotions and attitudes affect others positively or negatively, whether or not we are aware of it.

When we are centered and in sync, we create a more coherent field environment and are less affected by others' incoherence.

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Creating a Coherent Field Environment

Cultivating appreciation fosters team coherence, harmonious relationships and a happier, healthier, more productive work environment.

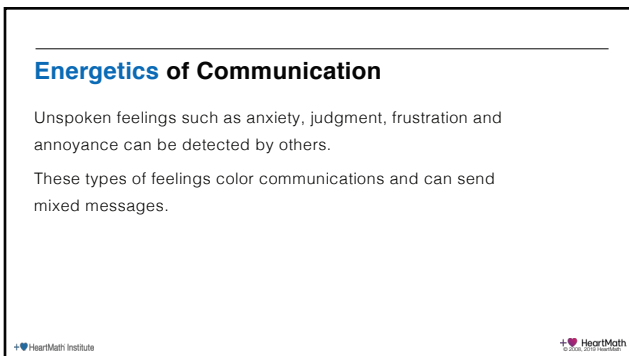
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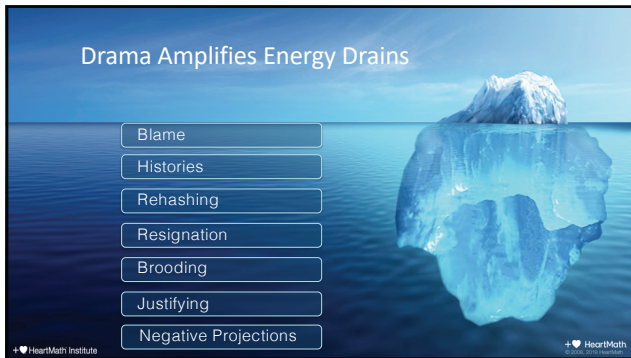
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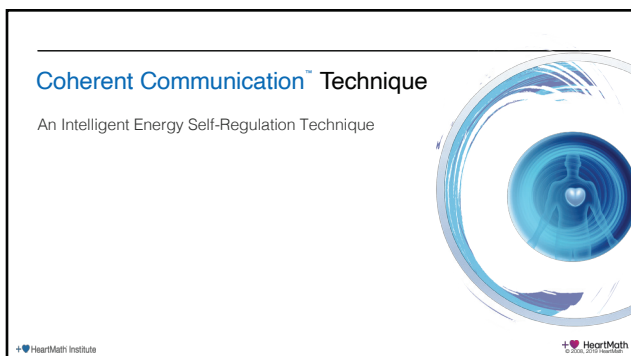
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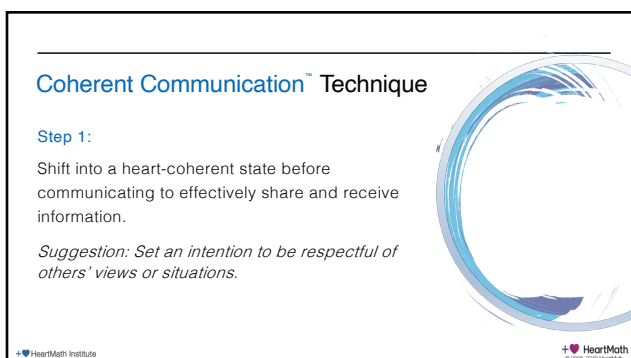
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Coherent Communication™ Technique



Step 2:

Listen for the essence of what is being said without prejudging or getting pulled into drama before communication is complete.

Suggestion: Remember to re-center in your heart if you start to overreact or lose emotional composure.

Speak from a genuine tone and consider what you are going to say and how it may affect others.




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Coherent Communication™ Technique

Step 3:

During important or sensitive communications it's effective to confirm the essence of what you heard to insure mutual understanding.

Yet, when rushing communications, this is the step most of us forget.









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Coherent Communication™ Quick steps

1. Shift into heart coherence
2. Listen for the essence;
Speak with a genuine tone
3. Confirm mutual understanding



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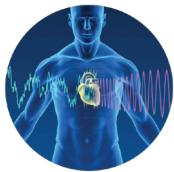
Coherent Communication in the Work Environment

- Shortens meeting times
- Creates more harmonious interactions
- Aligns team members
- Reduces stress, drama and energy drains
- Fosters mutual respect

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Establishing a New Baseline

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Familiar Neural Patterns

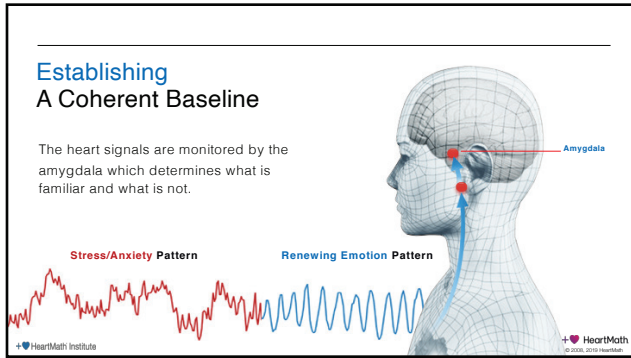
Often repeated thoughts, emotions, attitudes and behaviors create internal baselines – automatic response patterns that are familiar and predictable.

Activating and sustaining coherence trains the nervous system to a new "normal." The nervous system begins to recognize this more resilient and energy-efficient state as the familiar one so it becomes your new internal set point: It becomes more automatic.

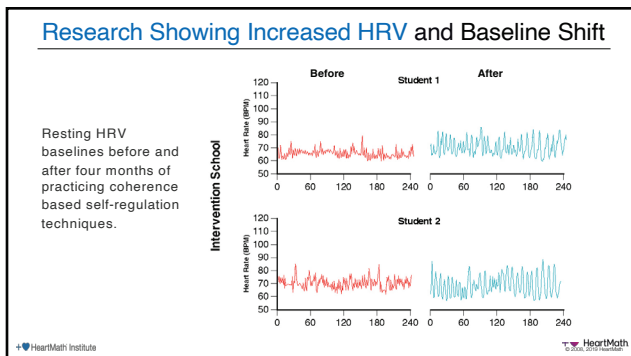
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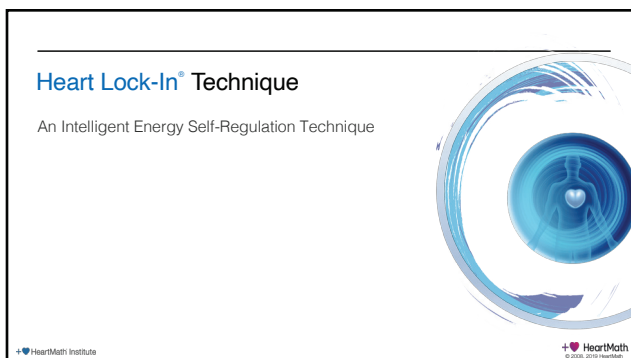
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About Heart Lock-In®

The Heart Lock-In Technique is a powerful tool to create beneficial and sustained changes at the physiological level, which is imperative for building a new baseline of resilience.

Building a new baseline is like laying a new foundation or downloading a new operating system. In practical terms, it means things that once triggered you don't get under your skin as easily. You "operate" from a new set point.

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Heart Lock-In® Technique

Step 1:

Focus your attention in the area of the heart. Imagine your breath is flowing in and out of your heart or chest area, breathing a little slower and deeper than usual.



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Heart Lock-In® Technique

Step 2:

Activate and sustain a regenerative feeling such as appreciation, care or compassion.




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Heart Lock-In® Technique

Step 3:
Radiate that renewing feeling to yourself and others.



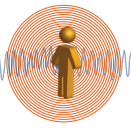
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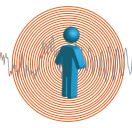
Coherent Field Environment

Consistent practice of the Heart Lock-In® Technique can create a new baseline that may help others to become more coherent.

Coherent



Becomes More Coherent




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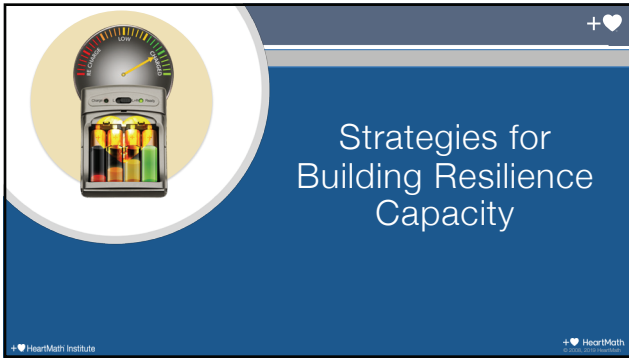
Heart Lock-In® Quick steps

1. Heart-Focused Breathing
2. Activate and sustain
3. Radiate

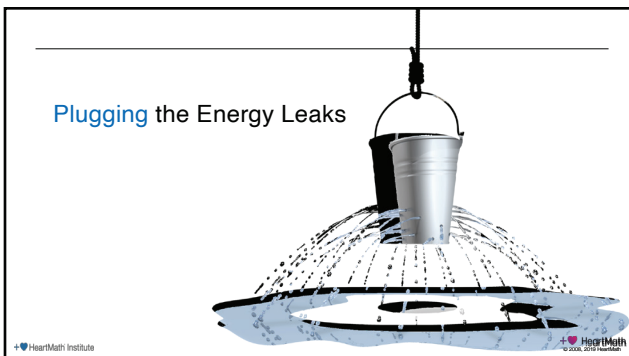


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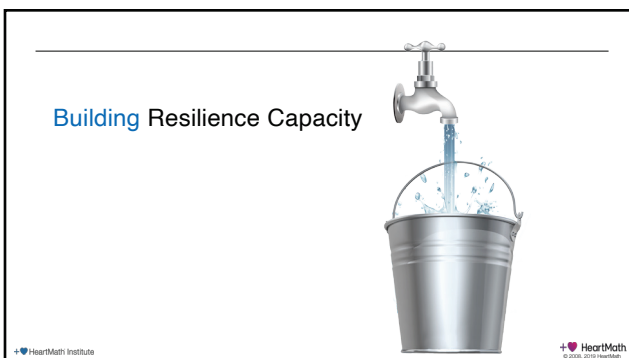
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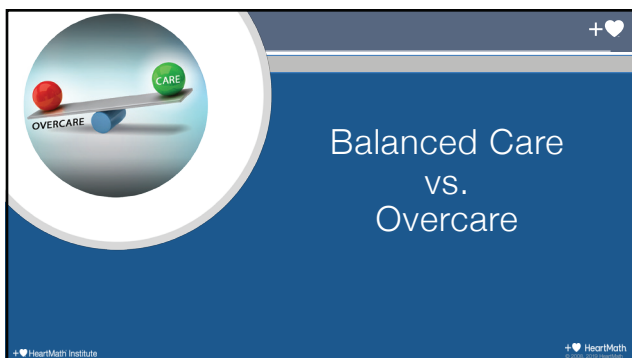
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Care Defined

Care: (kair), n., v., cared, caring

1: a state of mind in which one is troubled; worry, anxiety or concern

9: to make provision or look out for

– Dictionary.com

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Balanced Care vs. Overcare

There is often a very fine line between balanced care and overcare, but you can learn to distinguish them by how you feel.

Overcare feels heavy and can lead to anxiety, burnout, fatigue, giving up, apathy and simply not caring anymore.

Balanced care, on the other hand, renews.

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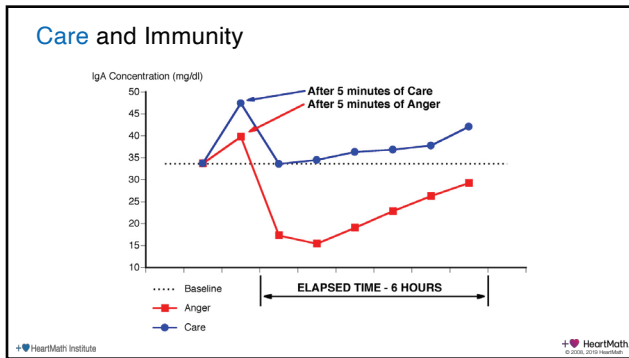
Running On Care

Care is an oil that lubricates the entire mental, emotional and physical system. Running your system without care is like running your car without oil: You get friction and breakdown.

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Overcare Doesn't Feel Good

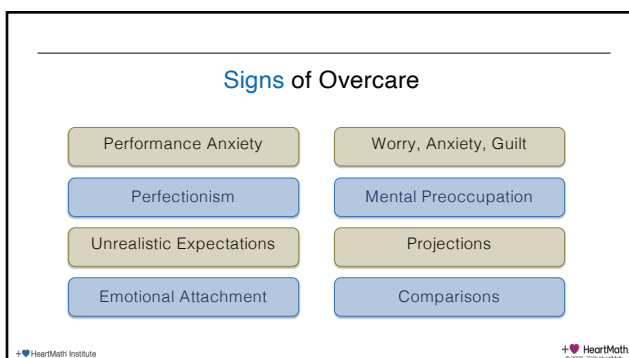
Sometimes we feel something slightly unpleasant, but because it's so subtle, we just accept it; we don't do anything about it. Overcare is a good example. We rarely notice when we cross that line from genuine care into a draining, counterproductive state of overcare.

Making the distinction between the two can be tricky. Care and overcare vary from person to person. From the heart's perspective, however, it's not so hard to figure out: Overcare doesn't feel good.

— Doc Childre

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Subtle Attitudes of Overcare

Somebody's got to do it.

I can't submit this until it's perfect.

It never works out.

I have a right to worry.






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Care for Each Other

"Be on the lookout for strain in each other, and with care, compassion and understanding, lend a helping hand and a mature heart. Helping each other manage emotional strain can yield creative alternatives and build a new foundation for heart-based communication and hope."



— Doc Childre

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Heart Mapping[®] Technique

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Seeing a Bigger Picture

- In the fast pace of our daily lives, we can lose the ability to access our innate intelligence.
- A logical, linear approach is important when making decisions and planning projects or events. Sometimes, however, this can be limiting.
- Expanding perspectives and seeing a bigger picture can generate creative and innovative possibilities.

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Heart Mapping®

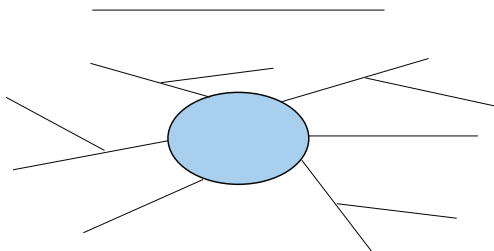
- Mind Mapping is a nonlinear process that facilitates a more open and nonjudgmental approach to project planning.
- Heart Mapping builds on Mind Mapping by integrating heart coherence into the planning process.
- This often adds another perspective, one that helps to create a joint venture between the head and the heart and which results in more balanced and complete plans.

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Heart Mapping® Exercise



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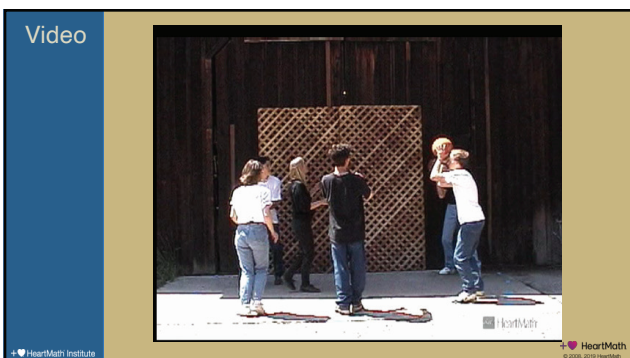
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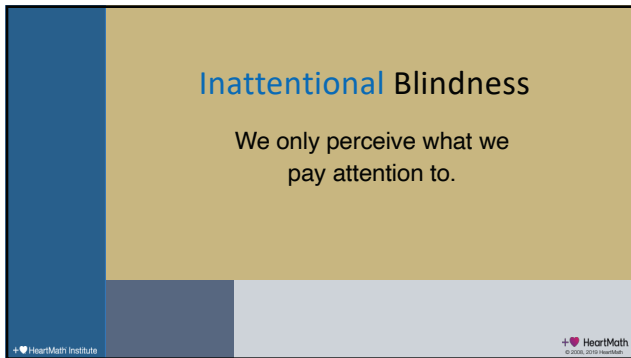
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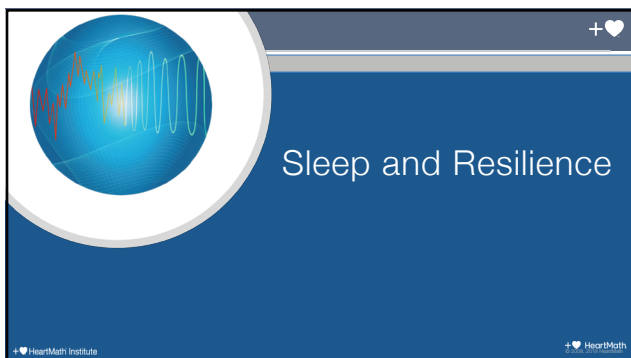
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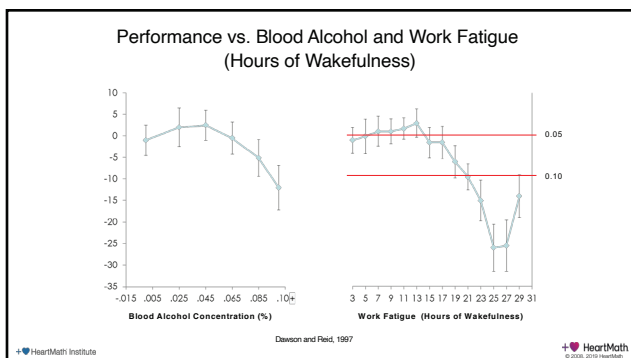
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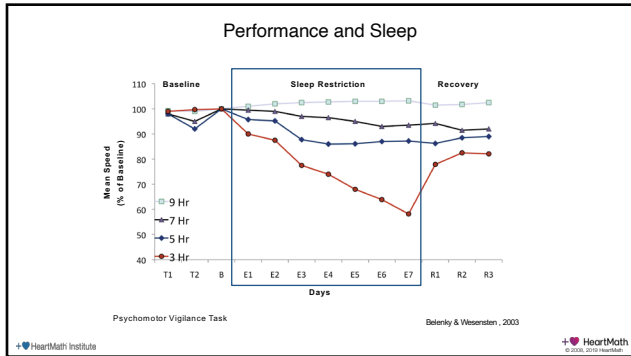
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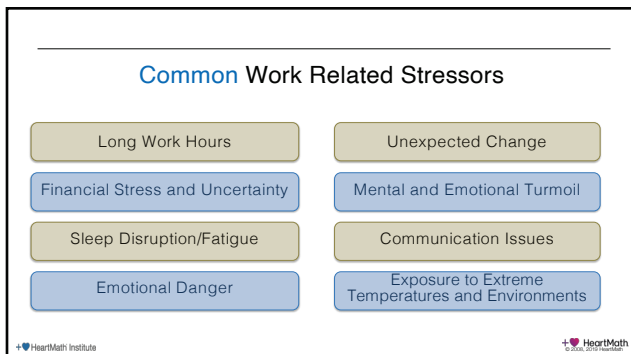
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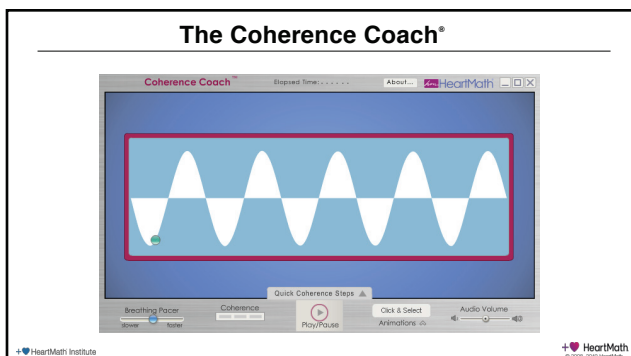
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Extra Slide – Additional Info

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Resilience Advantage™ Trainer Manual

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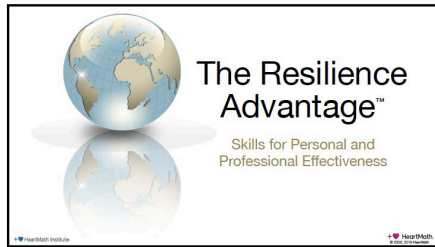
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Resilience Advantage™ Program Introduction

The Resilience Advantage – Skills for Personal and Professional Effectiveness

Time: 3 minutes

Objective: Introduce yourself, welcome everyone to the training and build rapport with participants.

Key Points:

- *(Welcome and build rapport with participants.)*
- *(Introduce yourself. Tell an appropriate story relating to the benefits you've gained using the HeartMath tools.)*
- *(Discuss logistics: breaks, restroom locations, guidebooks, etc.)*
- *(Announce modules or give overview of topics you plan to cover.)*

Optional opening comments:

- Today you will learn simple, resilience-building techniques you can use throughout the day.
- Resilience gives you the benefits of better sleep, improved teamwork and morale, the ability to deal with difficult clients and increased ability to focus, process information, solve problems and enhance creativity.
- As with most things that are worthwhile, it does take effort to build your resilience. The skills you will learn today are very practical and can be used on the go, no matter what you are doing or where you are.
- *(Discuss break times, how the workshop will unfold, such as in individual and small group exercises, time for personal reflection, program evaluation if you plan to ask them to do one and other relevant logistics.)*

Transition: There is a wide range of organizations using the same resilience skills you will learn today.

The HeartMath System is Used by:

Time: 1 minute

Objective: Build program credibility.

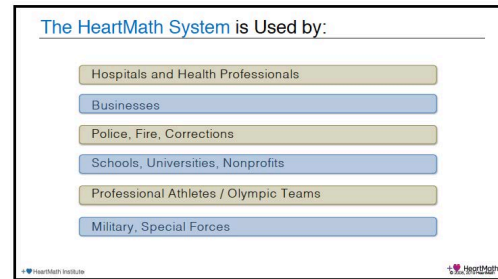
Key Points:

- Many people around the world and in a variety of organizations use the HeartMath System.
- The resilience-building skills are taught in various training programs tailored to specific types of audiences.

Additional Key Points:

- The HeartMath System is used by:
 - Businesses, nonprofits, hospitals and health professionals that want to improve the culture of their workplace environments and reduce escalating health-care costs.
 - Police, fire and corrections organizations that want to improve their personnel's ability to respond effectively and appropriately without the depleting effects of prolonged stress.
 - Schools, universities and youth agencies that want to improve student behavior and academic performance while lowering stress.
 - Olympic teams and elite athletes who want to gain an advantage in their performances.
 - Military personnel seeking to build stress resilience and reduce post-traumatic stress disorder.

Transition: Research across a wide range of topics and applications validates the HeartMath System.



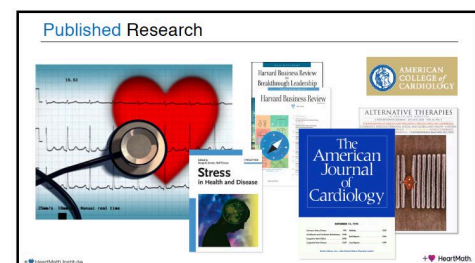
Published Research

Time: 1 minute

Objective: Build further program credibility.

Key Points:

- The HeartMath System is an evidence-based methodology. The HeartMath Research Center, independent researchers and universities have published numerous studies that validate the HeartMath System.
- These studies have been published in numerous peer-reviewed journals.



Additional Key Point:

- Among many other journals, HeartMath's research has been published in the *American Journal of Cardiology*, *Global Advances in Health and Medicine*, *Stress Medicine* and the *Journal of the American College of Cardiology*. All material presented in this program is backed by research. A bibliography referencing the material presented in the workshop is located in the back of the guidebook.

Transition: Let's look at the objectives for today's program.

Program Objectives

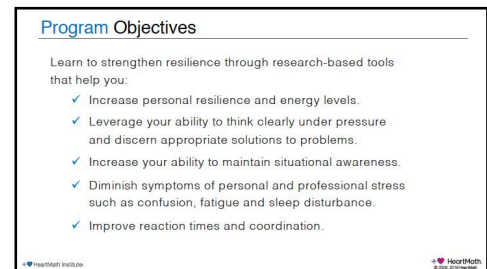
Time: 1 minute

Objective: Provide program objectives.

Key Points:

- Increase your personal resilience and energy levels.
- Leverage your ability to think clearly under pressure and discern appropriate solutions to problems.
- Increase your ability to maintain situational awareness.
- Diminish symptoms of personal and work-related stress such as overwhelm, frustration, fatigue and sleep disturbance.
- Improve reaction times and coordination.

Transition: What is resilience all about?





Resilience

Resilience Introduction

Time: 1 minute

Objective: Engage the audience in talking about what resilience means to them.

Key Points:

- **Ask:** What does “resilience” mean to you?

Additional Key Points:

- (Optional) **Ask:** When you are resilient, what do you notice about yourself?
- Resilience is commonly thought of as the ability to bounce back after a challenging situation. It’s important to be able to bounce back, but there is much more to resilience than bouncing back.

Transition: Let’s look more closely at resilience, why it’s important and its practical benefits.

Resilience Definition

Time: 3-5 minutes

Objective: Introduce participants to the concept of resilience, why it’s important and its benefits.

Key Points:

- Our understanding of resilience has been evolving. The HeartMath definition of resilience captures a newer and broader understanding of resilience. (See slide.) **Resilience is the capacity to prepare for, recover from and adapt in the face of stress, challenge or adversity.**
- Capacity is a key term that is fundamental to understanding resilience. Capacity is how much of something you can have.



- You can increase your capacity and accumulate or store resilience.
- Greater capacity means you have more to draw from when you need it.
- You can think of your resilience as the amount of energy you have stored in an inner battery. It's the amount of energy you have available.
- **Ask/Say:** Think of an event or situation that irritates or frustrates you. When your energy level is low, how do you respond in that situation? Are you more easily frustrated? Does it get under your skin more easily? When your inner battery is charged, how do you respond? Are you more flexible and do you roll with the punches? Can you think more clearly? *(Pause.)* The situation is the same. The difference in the way you respond to things often depends on the amount of energy you have available.
- Resilience capacity varies from day to day.
- Having more resilience/energy in your inner battery helps you to be better *prepared for* and often avoid many of the situations and challenges from which you need to bounce back or recover.
- The greater your capacity and resilience, the greater your ability to maintain your composure and stay *in charge* of your reactions and perceive things more clearly.
- Building and sustaining resilience means *becoming more intelligent about how you use your energy and replenish your energy reserves*.
- Greater resilience helps to prevent stress buildup.
- In other words, the more intelligently you manage your energy expenditures and recharge your inner battery, the more energy you have and the more resilient you are. You then have greater ability to self-regulate and be in charge of your emotions in the moment.

Transition: Let's expand the resilience concept further.

Energy Systems

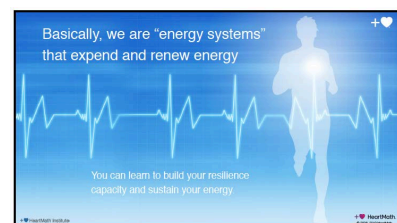
Time: 30 seconds

Objective: Inform participants that we are energy systems.

Key Points:

- Every day we wake up with a certain amount of energy to spend. Basically we are energy systems that expend and renew energy. In order to remain healthy and resilient, we have to manage how we spend our energy.
- Even at the most basic physiological level, our metabolism converts the food we eat into usable energy, so we are constantly expending and renewing energy.

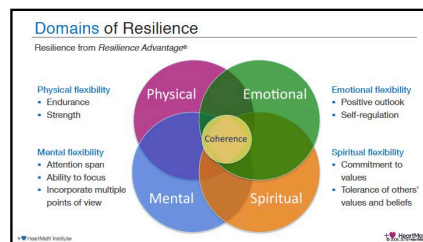
Transition: We have different types of energy across several interrelated domains.



Domains of Resilience

Time: 3-5 minutes

Objective: Inform participants about the four domains of resilience, emphasizing that the emotional domain is the key to building resilience and increasing capacity.



Key Points:

- There are four primary domains of resilience: physical, mental, emotional and spiritual.
- We have resilience in each domain.
- Some people are naturally more resilient in one domain than another.
- Each domain affects the others. An example of this interrelation would be feeling overwhelmed and frustrated (emotional domain) because you have too much to do and then having difficulty thinking clearly (mental domain). This could also cause tense muscles (physical domain) or less tolerance of another's beliefs (spiritual domain.)
- As you can see on the slide, resilience is reflected in each domain. For example, in the physical domain, resilience is reflected in our endurance, strength and physical flexibility.
- Building capacity in any domain means you must stretch beyond your norm and then stabilize at that new level. Doing this increases your baseline capacity.
- It is in the emotional domain that we tend to waste a lot of energy *unnecessarily*.
- **Ask:** How do you feel an hour after becoming very angry?
- **Ask:** If someone else triggered your anger, whose energy is being drained?
- Plugging energy leaks in the emotional domain saves a lot of energy and builds your resilience capacity. This affects all the domains.
- Building capacity is key to enhancing one's ability to self-regulate. Let's use an example in the physical domain to look more closely at what we mean by building capacity.
- **Ask:** How can you build your physical capacity? Push-ups, running, lifting weights? You increase your capacity by "taking on a challenge" such as increasing the amount of weight you lift or walking farther. Gradually, that increased weight or distance becomes your new norm. You've increased your capacity.
- **Ask:** What would be some reasons you would want to build your physical capacity? Greater capacity, in this case physical strength or endurance, means you have more to draw on when you need it.
- Building capacity works the same way in each domain. In this program you're learning to build greater capacity in the mental and emotional domains. Let's use the example of a

traffic jam, which all of us probably have experienced, to see what “taking on a challenge” and building capacity looks like in the emotional domain.

- **Ask:** What are common responses people have in traffic jams? Impatience? Anger? Frustration? Does feeling impatient or frustrated move the traffic any faster? Whose energy is being drained? Taking on that challenge and choosing not to let the traffic jam bother you builds your capacity to be in charge of your emotions and how you respond. You are building your emotional muscle so you have more capacity to self-regulate not only in traffic jams, but in other situations as well.

Transition: Here’s a good illustration of the powerful effect emotions have on our physiology.

Husband and Wife Arguing

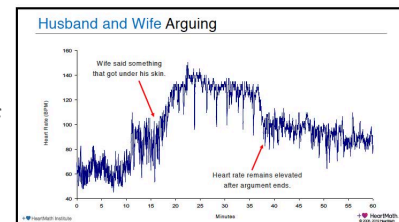
Time: 2 minutes

Objective: Illustrate the idea that emotions are primary drivers of our physiology.

Key Points:

- A man was wearing a 24-hour Holter monitor, which is used to measure heart rhythms.
- He and his wife were arguing in their car. The man was sitting on the passenger side wearing his seatbelt. When they began arguing, his heart rate shot up to over 140 BPM and remained elevated at that rate for about 15 minutes.
- After they made up, his heart rate remained elevated for another hour.
(Point to second red arrow.)
- **Ask:** How much energy did he burn up from being angry or frustrated?
- The result was a rapid drain of his inner battery. This is a good way of illustrating that **emo ions are primary drivers of physiology**.
- **Ask:** How much emotional energy is unnecessarily spent in the workplace because of drama, relationship and communication issues?

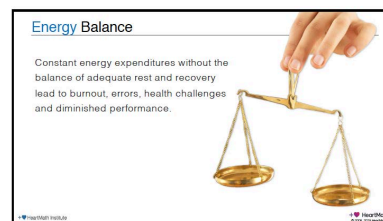
Transition: Our emotions directly affect our resilience.



Energy Balance

Time: 1-2 minutes

Objective: Explain the concept: *We tend to expend more energy than we renew.*



Key Points:

- People tend to expend more energy than they recover.
- It's the constant energy expenditure without adequate renewal that leads to diminished resilience.
- **Ask:** What do you notice when your personal energy is low? Do you tend to make more mistakes? Do little things tend to get under your skin more easily?
- Sleep is one of the primary ways we renew energy.

Additional Key Points:

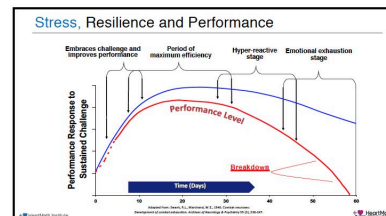
- One way to understand energy expenditures and renewal is to consider what happens to your cell phone when you use it a lot during the day and don't recharge it at night. The battery drains. It works the same way when you don't keep your inner battery charged. The energy in your inner battery drains and your resilience drops. Eventually, decreased resilience leads to burnout, mistakes, reduced performance and diminished health.
- Carryover effects from stressful feelings such as frustration or annoyance deplete your system and are major factors in disrupting the quality of your sleep and your ability to renew and recharge your inner battery. When you don't get enough sleep or you sleep poorly, your inner battery can't fully recharge. That means starting the next day with less resilience.

Transition: Next, let's look at how depletion can affect our health, behavior and performance over time.

Stress, Resilience and Performance

Time: 3 minutes

Objective: Explain the concept that sustained energy output associated with challenges or stress affects our health, behavior and performance.



Key Points:

- **Ask:** Are you familiar with the idea that stress can improve performance? People often talk about “good stress” and how they need stress to get the job done. That can be true, but only to a point.
- A better term than stress in this context is *challenge*.
- What people often mean is they need a *challenge* to motivate them to get the job done.
- **(CLICK to add the next text block.)**
- When faced with a challenge such as a project, sporting event or relationship issue, we can increase performance by *embracing the challenge* and having a positive attitude about it, meaning that it’s something we enjoy doing.
- **(CLICK to add the next text block.)**
- **(Point to the top of the red line under “Period of Maximum Efficiency.”)** The increase in performance is followed by a period of maximum efficiency.
- **Ask:** If a challenge is not embraced with a positive attitude, what do you think happens to performance?
- **(Point to the red line.)** If the level of stress or challenge remains high without adequate tools for maintaining resilience, your energy could become drained and your performance could begin declining. Basically, the charge in your inner battery begins dropping. This is called the hyper-reactive stage. **(CLICK to add the next text block.)** This is the point at which we are more reactive and anxious. People experience more memory problems in this stage and mistakes start occurring. This is when the small stuff starts to get to us. It’s also when it becomes more difficult to self-manage reactions, emotions and attitudes, all of which can trigger a downward spiral and further energy drain.
- **(CLICK to add the next text block.)**
- The next stage is called the emotional exhaustion stage. This is when your inner battery becomes even more depleted, resulting in more serious problems.
- **(CLICK to add the next text block.)**
- The goal is to reach the blue line, where you can sustain your resilience and performance over time.
- Using the techniques in this program and being more intelligent about how you expend and renew energy can help you build and sustain resilience.
- **Ask:** Can you relate to any of this?

Transition: **Ask:** Anyone up for watching a movie?



A Short Movie – Atmospheres

A Short Movie

Time: 15 seconds

Objective: Prepare participants to watch the movie.

Key Points:

- Notice how you feel as you watch the movie.
- *(Click to the next slide and play the movie.)*
- **Ask:** Does anyone remember the caption at the end of the movie? *(Wait for response.)*
You see the world through how you feel.



Transition: Ask yourself what was your soundtrack when you were watching the movie?

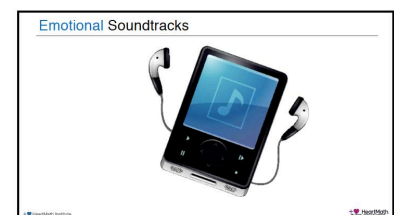
Emotional Soundtracks

Time: 3 minutes

Objective: Introduce the concept that emotions are like background music and influence the quality of our life experience, perceptions, decisions and relationships.

Key Points:

- **Ask:** What did you experience during the first taxi ride? *(Examples of possible responses are chaos, tension, unease and overwhelm.)*
- **Ask:** What did you experience during the second taxi ride? *(Examples of possible responses include calm, harmonious, a slower pace and hopeful.)*
- **Ask:** Did you notice that the only difference between the two movies was the background soundtrack?



- The perception of what we experienced changed based on how the music made us feel.
- Just like the film's background music affected how we felt, emotions influence our perception and the quality of our day.
- Emotions run in the background all the time, *whether or not we are aware of them*. Ask yourself, what are the inner soundtracks you run in the background?
- These two movies illustrate that our emotions influence our perceptions, decisions and relationships – nearly everything that happens in our daily lives.

Transition: Emotions not only affect the quality of our day, but can have other significant effects too.



Depleting and Renewing Emotions

Depleting and Renewing Emotions

Time: 1 minute

Objective: Inform participants about the role emotions have in influencing our energy, resilience and what motivates us.

Key Points:

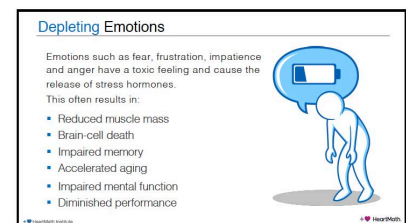
- Our emotions have a powerful effect on our major body systems, much more so than thoughts.
- Emotions either drain us or renew us.
- Our emotions are primary drivers of physiology, driving activity in the nervous and hormonal systems.
- Emotions are the primary activators of hormonal release. Different types of emotions set in motion a cascade of biochemical changes that tell our energy systems to use more energy or conserve and replenish energy.
- Emotions also are what motivate us and determine what we care about in life and they determine how we choose to spend our energy.

Transition: *Ask:* How many of you have as much energy left at the end of a day as you would like to have?

Depleting Emotions

Time: 1-2 minutes

Objective: Understand that emotions such as fear, frustration, impatience and anger can have negative consequences for our physiology, resilience, health and performance.



Key Points:

- Some emotions, attitudes and feelings such as impatience, anxiety, frustration and sadness reduce resilience and affect your ability to think clearly and communicate effectively.
- **Ask:** How clearly do you think when you feel overwhelmed or angry?
- Big emotional upsets are not the only ones that drain your energy. More energy can be drained from the accumulation of quieter, ongoing emotional reactions. Both types affect your physiology, resilience health and performance.
- *(Point to slide.)* Research shows that *accumulated emotional reactions over time* can have a number of unhealthy effects on the body.

Additional Key Points:

- Some emotions are easy to identify. Others run below the radar.
- Emotions such as impatience, frustration and anxiety set in motion a cascade of over 1,400 biochemical and hormonal changes that turn up energy production and utilization processes in our body. In other words, we expend a lot of energy.
- The stress hormone, cortisol, which is produced even during a brief emotional reaction such as when we feel anxious or impatient, sets in motion a cascade of biochemical changes that can last up to 12 hours. That's why emotional upsets during the day can have a disruptive effect on getting a good night's sleep.

Transition: Contrast this with renewing emotions.

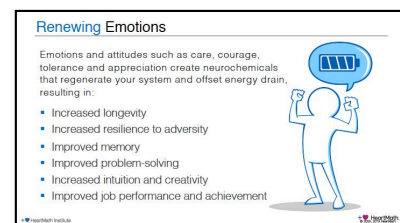
Renewing Emotions

Time: 1 minute

Objective: Understand that renewing emotions have beneficial effects on our physiology, resilience, health and performance.

Key Points:

- Renewing emotions, attitudes and feelings recharge your inner battery. Emotions such as enjoyment, appreciation, adventure, love, care, patience and tolerance have positive effects on us physiologically.
- Positive emotions build resilience and rejuvenate us mentally, emotionally and physically.
- Research shows ... *(Point to slide.)*



Additional Key Point:

- Positive emotions also set in motion over 1,400 biochemical and hormonal changes, but the changes are a very different set of hormones than those caused by depleting emotions. One of these hormones is DHEA, which is associated with renewal, improved immunity and vitality.

Transition: It's important to become smarter about how we spend our energy.

Intelligent Energy Management

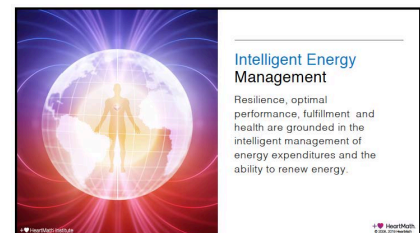
Time: 30 seconds

Objective: Introduce the concept of intelligent energy management.

Key Point:

- Building and sustaining resilience is the intelligent management of our energy expenditures and our ability to recharge more quickly.

Transition: To more intelligently manage our energy, we have to become more aware of our unnecessary energy expenditures.



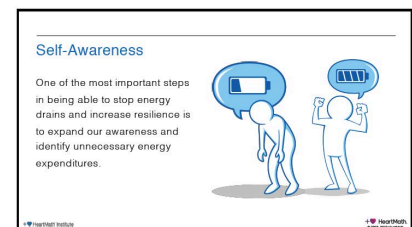
Self-Awareness – Depleting

Time: 6-8 minutes

Objective: Inform participants that the first step in increasing resilience is identifying unnecessary energy expenditures.

Key Points:

- Identifying where you are draining your energy is the first step in building resilience.
- You can't plug leaks if you don't know where you are draining your energy.
- Let's turn to the Energy-Depleting Situations Exercise in the Guidebook.



Energy-Draining Situations/Events Exercise

Identify situations that cause stress, the corresponding feelings that typically drain your inner battery and what you currently do now to handle them. Write them on the lines below.

Situations	Feelings	Current Solution
Late for work	Anxious	Call co-worker
Argument with spouse	Angry, helpless	Wait for it to blow over
Can't get enough sleep	Frustrated, tired	Leave work early

- Identify situations, events, interactions or attitudes that drain your inner battery and write them down.
- Identify or name the feeling or emotion you experienced for each: for example, impatience, resentment, anxiety or anger.
- Identify your current solution for handling those situations.
- *(Give participants a couple of minutes to complete exercise, then debrief them.)*
- **Ask:** What are some examples of unnecessary energy expenditures?

Transition: Let's start with a couple of techniques designed to help you plug energy leaks and recharge your inner battery.



Heart-Focused Breathing™ Technique

An Intelligent Energy Self-Regulation Technique

Heart-Focused Breathing Introduction

Time: 30 seconds

Objective: Introduce the Heart-Focused Breathing module.

Key Point:

- Heart-Focused Breathing is an easy-to-use, energy-saving self-regulation strategy designed to reduce the intensity of a stress reaction and to establish a calm, but alert state.

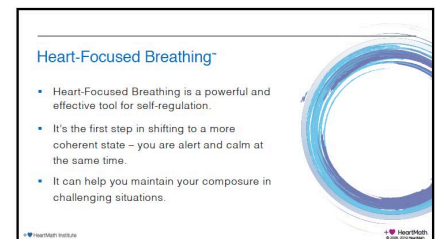
Transition: *Ask:* How many of you have learned some type of breathing technique?

Heart-Focused Breathing Overview

Time: 1-2 minutes

Objective: Introduce the Heart-Focused Breathing Technique.

Key Points:



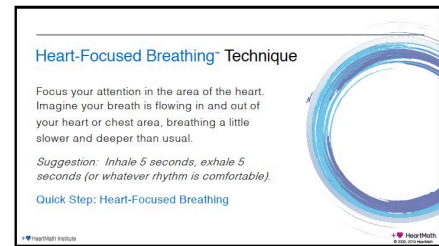
- *Ask:* What are some breathing techniques you have learned?
- *Ask:* How many of you have kids? If they hurt themselves or are upset, what do you do? Often times we suggest they take a couple deep breaths to calm down, which can help them change their focus. It is interesting that adults forget to do this.
- Breathing techniques have been around a long time and are widely used because they are effective.
- We can gain benefit from conscious breathing if we use it to help us shift into and sustain a more balanced state, understanding that *breathing is only the start of what we call the coherence-building process.*
- Heart-Focused Breathing is the first step in regulating our energy. We will build on this step in the techniques that follow.

Transition: *This is a deceptively simple technique.* Once you gain experience in using it, you may find, as many people do, it can be a powerhouse tool. Let's go over the Heart-Focused Breathing Technique.

Heart-Focused Breathing™ Technique

Time: 5 minutes

Objective: Learn and practice the Heart-Focused Breathing Technique.



Key Points:

- Let's practice the Heart-Focused Breathing Technique together as I read it to you.
- *Read the step:* **Focus your attention in the area of the heart. Imagine your breath is flowing in and out of your heart or chest area, breathing a little slower and deeper than usual.**

Suggestion: Inhale 5 seconds, exhale 5 seconds (or whatever rhythm is comfortable.)

- Try practicing Heart-Focused Breathing with your eyes open. Soon you will be able to do it on the go and no one will know you are doing it.
- **Ask:** Why do we focus our attention on the area of the heart? It has been demonstrated that when we focus our attention on a specific area of our body, it leads to measurable physiological changes in that area. In this case, shifting attention to the heart area helps shift our heart rhythms into a more coherent state. It also draws our focus of attention away from an issue, which further helps calm our thoughts and stabilize our emotions.

(Helpful tip: If participants have difficulty focusing on the heart area, have them shift their focus to their left index finger and wiggle it. Then have them shift their focus to their right big toe and wiggle it. Explain that this is what we mean by focusing attention. Now have them focus in the area of the heart.)

- Heart-Focused Breathing creates an inner pause. In that pause you can become aware that you have a choice of how you want to respond. In other words, you don't have to respond in an automatic, knee-jerk kind of reaction or behavior. That new choice can change the trajectory of the moment and the outcome.
- Use Heart-Focused Breathing in the moment to help take the intensity out of or turn down the volume of a stress reaction. You can use it, for example, to increase your composure before a meeting or conversation.
- The Quick Step is simply Heart-Focused Breathing. Once you are comfortable doing the technique, that's all you will need to remember.

Additional Key Point:

- *(Share an example, if appropriate:)* If I arrive home feeling frustrated from things that happened at work and I snap at my partner or the kids, one outcome is created. If I practice Heart-Focused Breathing on the way home because I notice I'm very frustrated about an issue at work, I may find that I won't snap at my family. This may change how I interact with them for the rest of the evening.

Transition: Let's identify situations, events, interactions or attitudes that you know renew your energy.

Self-Awareness – Renewing

Time: 5-7 minutes

Objective: Inform participants that they can recharge their inner batteries to build resilience.

Key Points:

- Let's turn to the Energy-Renewing Situations Exercise in the guidebook.
- Identify situations, events, interactions or attitudes that give you the feeling of renewal and recharging your inner battery.
- Next identify or name the feeling or emotion you experienced for each, for example, contentment, joy, appreciation, care or excitement.
- *(Give participants a couple of minutes to complete exercise, then debrief them).*
- **Ask:** Did you notice that emotions can affect you quite differently: Some are depleting and some are renewing?

Transition: In challenging situations Heart-Focused Breathing often is the first step that will help us calm down. Another self-regulation technique that adds ease to your daily routine is the Inner-Ease Technique. Let's review it now:

Energy-Renewing Situations/Events Exercise

Identify situations or interactions and the corresponding feelings that renew you and recharge your inner battery. Write them on the lines below.

Examples:

Situations	Feelings
Hanging out with friends	Appreciation, happiness
Acknowledged for a good job	Confident, sense of accomplishment
Serving others	Proud, fulfilled, sense of honor

Situations	Feelings
_____	_____
_____	_____



Inner-Ease™ Technique

An Intelligent Energy Self-Regulation Technique

The Inner-Ease Technique Introduction

Time: 1 minute

Objective: Introduce the state of inner ease. **Key**

Points:

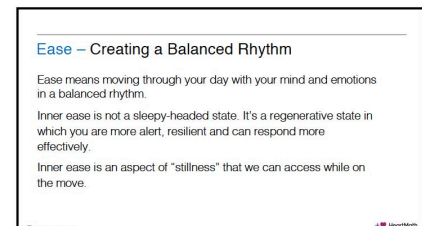
- An important state that helps sustain coherence and composure is *the state of inner ease*.
- We will talk more about the scientific definition of coherence in another section.
- **Ask:** Have you seen a friend or co-worker who is very upset about something? The first thing we can tell them is to take it easy, so they can slow down *internally* and get to a more balanced place before talking with them.
- Another example of inner ease is the balanced mental and emotional state we try to coach our children into when we want them to comprehend an important communication from us. Basically what we're telling them is to first settle down or ease up and then pay close attention.
- When their thoughts and emotions have slowed down and are more stable, they can be more receptive to our suggestions or to a conversation.

Transition: Before we discuss the steps of the Inner-Ease Technique, let's discuss further what we mean by the state of inner ease.

Ease – Creating a Balanced Rhythm

Time: 2 minutes

Objective: Understand that inner ease is not a sleepy-headed state or merely a state of relaxation. It is a state of a balanced inner mental and emotional rhythm.



Key Points:

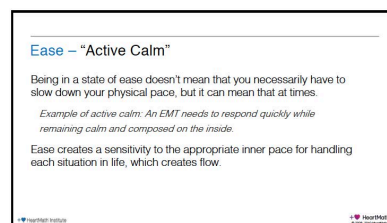
- **Ask:** When you're going too fast on the inside, what happens? Do you tend to stumble over words, make mistakes or say things you don't mean?
- Ease means moving through your day with your mind and emotions in a balanced rhythm.
- Inner ease is not necessarily a state of relaxation. It's an inner "stillness" you can access while on the move.
- Inner ease is a regenerative state in which you are more focused, resilient and can respond more effectively.
- Many people find that the Inner-Ease Technique is one of the most beneficial and effective tools for finding inner balance amid the fast pace of life.

Transition: Let's see what we mean by a balanced rhythm that you can access on the go.

Ease – "Active Calm"

Time: 2 minutes

Objective: Inform participants that inner ease is an active state of balance.



Key Points:

- To move with ease doesn't mean you necessarily have to slow down your physical pace; but it can mean that at times, depending on the situation. Ease helps us cultivate more appropriate responses to situations rather than feeding on or into drama.
- There is a prudent and effective pace for handling each situation in life. Easing your mind and emotions, slowing down your mechanical, mental and emotional reactions, can increase your sensitivity to the appropriate pace for each occasion, which creates flow or a balanced rhythm. This can help reduce mistakes and minimize energy drain. It also reduces the production of biochemicals associated with stress and aging.
- *Example:* An EMT needs to respond quickly while remaining calm and composed on the inside.
- *Example:* Inner ease is similar to the state cultivated in martial arts, a state of active calm in which your mental and emotional energies are balanced, but you're ready for intelligent action.

Transition: Let's go through each of the steps of the Inner-Ease Technique and then try it.

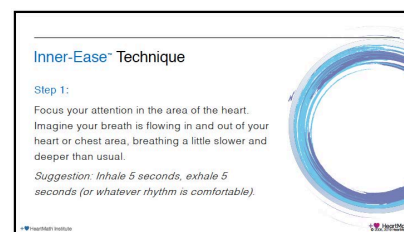
Inner-Ease Technique – Step 1

Time: 1 minute

Objective: Introduce Step 1 of the Inner-Ease Technique.

Key Points:

- *(Read each step aloud.)*
- **Step 1: Focus your attention in the area of the heart. Imagine your breath is flowing in and out of your heart or chest area, breathing a little slower and deeper than usual.**
Suggestion: Inhale 5 seconds, exhale 5 seconds (or whatever rhythm is comfortable.)
- Breathing through your heart area has been proven to help create coherent wave patterns in your heart rhythms, which helps restore ease and balances you mentally and emotionally.



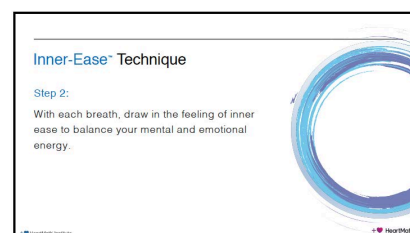
Inner-Ease Technique – Step 2

Time: 2 minutes

Objective: Introduce Step 2 of the Inner-Ease Technique.

Key Points:

- **Step 2: With each breath, draw in the feeling of inner ease to balance your mental and emotional energy.**
- Ease comes from slowing the speed of your mind and emotions. You can help this process with your breath and add the intention to draw in ease the same way you can relax your physical body by breathing a little slower and deeper than you normally do.
- *(Helpful tip: Have participants imagine what ease might feel like.)*
- **Ask:** What do you think of when you hear the word ease? How does it feel physically?
- *(Optional: Give an example of how you experience ease. They may need several types of examples in order to understand it for themselves. Let them know that everyone has a different way to access the ease state and that it takes practice.)*



The Inner-Ease Technique – Step 3

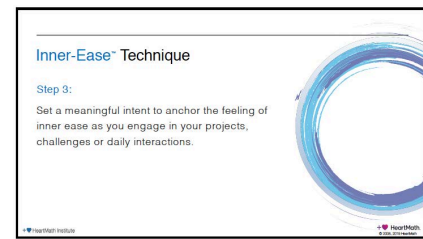
Time: 2 minutes

Objective: Introduce Step 3 of the Inner-Ease Technique.

Key Points:

- **Step 3: Set a meaningful intent to anchor the feeling of inner ease as you engage in your projects, challenges or daily interactions.**
- Sometimes you have to have a genuine “I mean business” attitude to truly shift your inner state to more balance.
- From a practical standpoint, you may find that when you feel yourself getting frustrated or impatient, you can shift back to a place of balance more easily and quickly if you adopt a daily practice of *setting the intent to anchor the feeling of ease*.
- What we mean by anchoring the feeling of ease, is to make a conscious choice to reinforce or remember the internal feeling of it. Setting the intent to anchor helps you go back to that feeling when you need it, any time, any place.
- In situations where there’s a strong reaction, it would be naive to think that we simply can make all the feelings go away quickly. Some issues take time. Be patient with yourself. Setting a meaningful intent can help.

Transition: Now let’s practice the Inner-Ease Technique together.



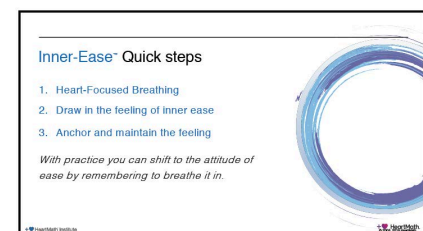
Inner-Ease™ Quick Steps

Time: 2 minutes

Objective: Have participants practice the Inner-Ease Technique.

Key Points:

- You don’t have to memorize the full steps, but it was important to go through them to help you understand the mechanics of the technique. The Quick Steps are what I want you to remember and take away.
 1. Heart-Focused Breathing
 2. Draw in the feeling of inner ease
 3. Anchor and maintain the feeling



- (Read each step, allowing time between each.)
- Describe your experience.
- It's OK if you didn't feel you could shift into inner ease this time. It takes practice to gain familiarity. Most people will not shift to this state the first time or two – or even longer. Keep working with it until it clicks for you. It will be worth it.

Transition: When we are in the ease state and practice sustaining it, we're able to slow down our mental and emotional rhythms and create an inner pause, or choice point. From this choice point, we can make better decisions and respond more effectively to events in our sometimes, rapidly changing environment.

Creating a Choice Point

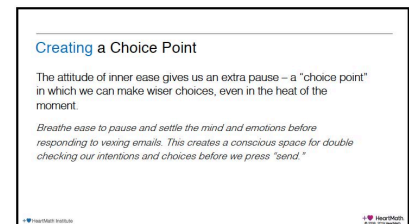
Time: 2 minutes

Objective: Understand that ease creates a window of time for more refined discernments.

Key Points:

- Cultivating a state of ease creates a time window or pause for deeper discernment and more competent, conscious and wiser choices. Without discernment, we perpetuate many stress loops.
- That discernment can help prevent and resolve many unnecessary challenges and unwanted predicaments. It can lead to smoother communications and interactions.
- The pause created by the attitude of inner ease provides the opportunity for choosing to not feed standard stress responses such as blame, anxiety, impatience, constant worry or excessive drama.
- *Example:* Whenever we're about to reply to frustrating emails, first *breathe ease to pause and settle the mind and emotions before responding to them. This creates a conscious space for double-checking our intentions and choices before we press "send."*
- Practicing ease can help transform and replace energy deficits.
- (Optional: Offer an example of a time when you created a pause for deeper discernment and how it affected the way in which you responded.)

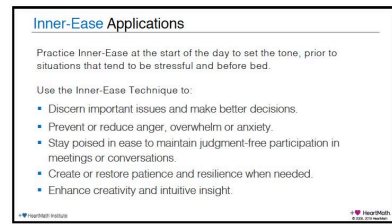
Transition: Let's see some practical applications for using the Inner-Ease Technique.



Inner-Ease Applications

Time: 3-5 minutes

Objective: Give examples of some occasions when the Inner-Ease Technique would be effective.



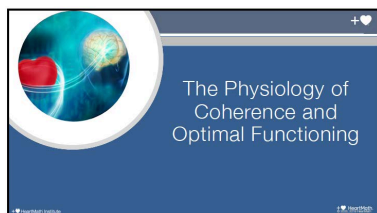
Key Points:

- **Ask:** When can you use Inner-Ease in your daily life?
- Use the Inner-Ease Technique to:
 - Discern important issues and make better decisions.
 - Prevent or reduce anger, overwhelm or anxiety.
 - Stay poised in ease to maintain judgment-free participation in meetings or conversations.
 - Create or restore patience and resilience when needed.
 - Enhance creativity and intuitive insight.
- Practicing the Inner-Ease Technique in your daily routine will help you find a flow or balanced rhythm, even in the midst of a challenging situation.
- One example of finding a balanced rhythm would be a parent who comes home tired after a busy day at work and has to cook dinner, help the kids with their homework, pay some bills and do laundry, leaving him or her feeling overwhelmed. Finding a balanced rhythm in a state of inner ease means the parent moves from one task to the next without feeling totally overwhelmed.

Additional Key Point:

- Regular practice of the Inner-Ease Technique will establish familiarity and help to anchor it, making it easier to maintain inner alignment, composure and flow in challenging situations and to bring more clarity about what needs to be done.

Transition: Now let's discuss some of the science behind what makes the techniques so effective.



The Physiology of Coherence and Optimal Functioning

The Physiology of Coherence and Optimal Functioning Introduction

Time: 1 minute

Objective: Introduce the science module: The Physiology of Coherence and Optimal Functioning.

Key Points:

- The team of researchers at the Institute of HeartMath has researched the physiology of resilience and optimal functioning for over 20 years.
- The physiology of optimal functioning is a broad topic. We're going to focus on several key points, some which may be new to you and that you may find interesting and helpful.
- There's an important term that is fundamental to resilience, optimal functioning and being at our best. That term is *coherence*.
- *Ask:* What does coherence mean to you?

Transition: Let's see what coherence is.

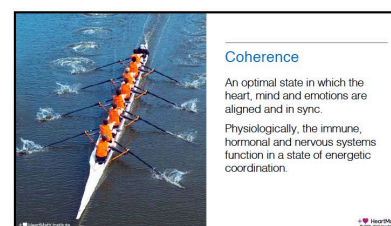
Coherence

Time: 3 minutes

Objective: Explain what coherence means in common, everyday terms and its benefits.

Key Points:

- One common use of the word coherence occurs in the context of a coherent sentence or coherent speech in which the words come together and make sense. If someone has had too much alcohol to drink, we often say that person is incoherent and not making sense.
- Physiologically, coherence is used to describe a state in which the immune, hormonal and nervous systems function in a state of energetic coordination.



- This is important because **any change in activity in either branch affects the way the heart beats on a beat-to-beat basis**, as we will see shortly.
- Any emotion we feel changes the activity in the branches of the ANS and has a major influence on all of our body's systems.

Transition: The ANS connects the heart and brain. In fact, the heart and brain are strongly interconnected and this has some important and surprising effects on our mental functions.

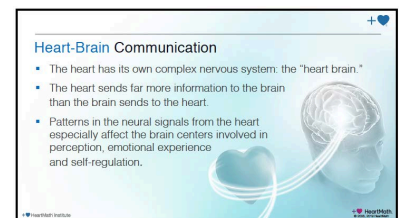
Heart-Brain Communication

Time: 1 minute

Objective: Introduce the concept of heart-brain communication.

Key Points:

- The heart has its own complex nervous system, which can be thought of as the **heart brain**. This understanding comes from research in a field called neurocardiology.
- The heart sends far more information to the brain than the brain sends to the heart. This has been known since the late 1800s but has been largely forgotten or ignored.
- The neural signals that the heart sends to the brain affect brain centers involved in decision-making, creativity and self-regulation.



Transition: Earlier we said both branches of the ANS connect to the heart. This means that any change in the activity in the ANS affects the heart on a beat-to-beat basis. This is called heart rate variability.

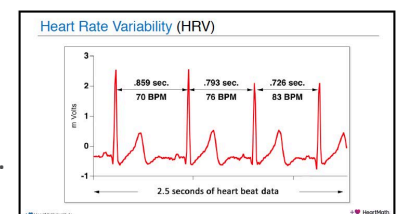
Heart Rate Variability (HRV)

Time: 1 minute

Objective: Understand that heart rate varies with every heartbeat.

Key Points:

- Heart rate is simply the number of times the heart beats in a minute.
- It used to be commonly thought that the heart beats at a steady rhythm.



- It is now known that in a healthy, resilient person, the amount of time between each heartbeat varies.
- This natural beat-to-beat variation is always occurring, whether you're sitting still, sleeping, answering emails or driving down the road.
- *(Refer to the slide.)* This is an electrocardiogram showing four heartbeats.
- There is a different interval, or amount of time between each heartbeat. In other words, the time between heartbeats varies, or changes. That is what is meant by heart rate variability.

Transition: We just looked at four heartbeats. Now we want to look at a longer series of heartbeats.

Heart Rhythm Patterns Emerge

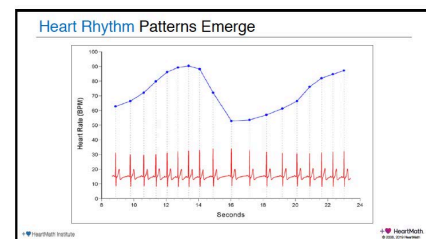
Time: 1 minute

Objective: Help participants understand how beat-to-beat variability creates the heart's rhythm.

Key Points:

- Here we are looking at the beat-to-beat changes over a longer time period.
- The beats-per-minute equivalent (BPM) for each pair of heartbeats is shown on the chart as a blue dot.
- The blue line that connects the blue dots forms the heart rhythm pattern.
- Each upslope represents an increase in heart rate, for example, a series of heartbeats speeding up.
- Each downslope represents a decrease in heart rate, for example, a series of heartbeats slowing down.

Transition: Next, we're going to look at a few minutes of data from someone in different emotional states.

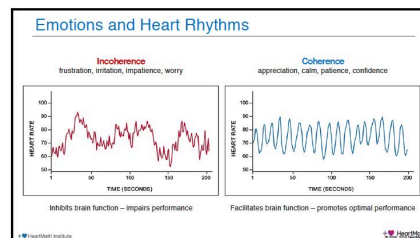


Emotions and Heart Rhythms

Time: 5 minutes

Objectives:

- Explain how emotions are reflected in the patterns of our heart rhythms.
- Explain that HRV patterns can be coherent or incoherent at low or high heart rates.
- Explain that a subject's coherent or incoherent HRV patterns can sometimes have the same amount of variability.
- Explain that the HRV patterns in heart rhythms indicate whether a subject is in a coherent or incoherent state.
- Instill confidence in participants that with practice, they can learn to shift from incoherence to coherence, anywhere, anytime.



Key Points:

- The two heart rhythms on this slide belong to the same person.
- **Ask:** (Refer to slide.) What do you think the person was doing that created the top heart rhythm pattern? (Pause.) She was instructed to feel frustration. When she shifted to feeling frustrated, her heart rhythms became chaotic-looking.
- Depleting emotions such as frustration, impatience or anxiety are reflected in an irregular, chaotic HRV *pattern*, indicating that the activity between the sympathetic and parasympathetic systems is out of sync.
- Scientists call this an *incoherent* heart rhythm.
- This is similar to driving a car with one foot on the accelerator and riding the brake with the other foot. Remember, the sympathetic branch speeds processes up and is like the gas pedal. The parasympathetic branch is like the brake pedal: It slows down processes.
- **Ask:** Why is this not a good idea?
Driving in this manner leads to:
 - A jerky ride.
 - Increased wear and tear on the car.
 - Decreased gas mileage and an inefficient use of energy, which is analogous to a rapid energy drain when we're frustrated, etc.
- The heart sends a lot of information to the brain through the ANS. Incoherent heart rhythms inhibit brain function, impairing performance and amplifying energy drains.

- **Ask:** What do you think the person who created the bottom heart rhythm pattern was doing? (*Pause.*) She was asked to feel appreciation. When she shifted into feeling appreciation, her heart-rhythm pattern changed.
- Renewing emotions such as appreciation create a more ordered, harmonious pattern reflecting that the activity between the sympathetic and parasympathetic systems is in sync.
- Scientists call this a *coherent* heart rhythm.
- Incoherent rhythms reflect out-of-sync activity in the two branches of the ANS while coherent rhythms reflect synchronized activity.
- Coherence helps promote optimal performance and brain function and builds resilience.
- A coherent state is not necessarily the same as relaxation. In other words, you can have a high heart rate or a low heart rate and still exhibit an ordered, coherent pattern.
- People can be relaxed, which is indicated by a low heart rate, but still be rehashing and processing an argument from earlier in the day. Their systems will be incoherent and they will be draining a lot of energy.
- The coherence techniques you're learning enable you to shift into a coherent and composed state anytime, anywhere.

Additional Key Points:

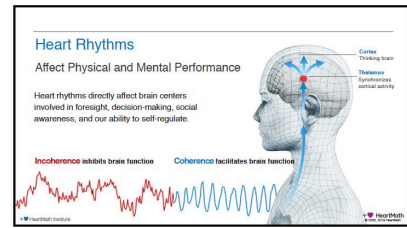
- Coherence training is used by elite athletes, the military and law enforcement. There are times when it is necessary to have a high heart rate in order to appropriately respond to and handle a situation, but at the same time it's also important to be mentally and emotionally composed and thinking clearly.
- Going back to our earlier example of an EMT responding to an urgent call, the EMT needs to be in a coherent, composed state and have a high enough heart rate to respond to the call and handle the situation. We wouldn't want the EMT to be too relaxed and slow to respond or in an incoherent state and not thinking clearly. Getting more coherent is key.

Transition: Do you remember that we talked about heart-brain communication and how the heart rhythm patterns affect mental activity?

Heart Rhythms Directly Affect Physical and Mental Performance

Time: 4 minutes

Objective: Understand how the heart's neural activity can inhibit or facilitate mental function and performance.



Key Points:

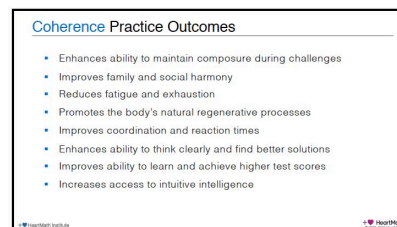
- Neural activity from the heart travels up to the brain via the ANS and influences brain centers associated with thinking, decision-making, reaction times, long- and short-term memory and self-regulation.
- The *thalamus*, a key brain center, is involved in optimal function and is strongly affected by the neural signals from the heart. One of the many roles of the thalamus is to synchronize the neural activity of the entire brain, including the cortex, which is the thinking part of the brain. The cortex is where the executive functions take place: the ability to plan and set goals, think abstractly and creatively, self-regulate and see how our actions and behaviors will affect our future (foresight).
- Incoherent heart rhythms interfere with the thalamus's ability to synchronize cortical activity, causing what scientists call **cortical inhibition**.
- **Ask:** Have you ever been upset and reacted to someone and said or done something you later regretted? When this happens, has it typically lead to more stress and wasted time? How many times have you done this with the same person? In response to the same issue?
- Anger, frustration and other depleting emotions can often lead us to do stupid things. Sometimes we even say, "Where was my brain?" That is because the cortex was inhibited. We literally can't think clearly when we feel stressed.
- On the other hand, coherent heart rhythms improve the thalamus's ability to synchronize cortical activity, resulting in what scientists call **cortical facilitation**. Cortical facilitation means all of the executive functions are optimized.

Transition: In other words, when we're coherent we can make smarter choices, improve reaction times, enhance focus, creativity and the ability to problem-solve.

Coherence Practice – Outcomes

Time: 2 minutes

Objective: Describe to participants the benefits of practicing the HeartMath coherence- and resilience-building techniques that have been validated in various research studies.



Key Points:

- *(Refer to slide.)* Practicing coherence- and resilience-building skills leads to many physiological, psychological and relational benefits:
 - Enhances ability to maintain composure during challenges.
 - Improves family and social harmony.
 - Reduces fatigue and exhaustion.
 - Promotes the body's natural regenerative processes.
 - Improves coordination and reaction times.
 - Enhances ability to think clearly and find better solutions.
 - Improves ability to learn and achieve higher test scores.
 - Increases access to intuitive intelligence.

Transition: Let's discuss how depleting and renewing emotions affect the two primary systems the body uses to regulate our energy.



Depletion to Renewal™

Depletion to Renewal Introduction

Time: 30 seconds

Objective: Introduce the Depletion to Renewal Grid.

Key Points:

- The Depletion to Renewal Grid is a research-based tool that visually illustrates the relationship between typical emotional responses, their intensity and how those responses affect energy, performance, communication, resilience and the ability to self-regulate.

Transition: Emotions are not “good or bad” but they are primary drivers of physiology. This next exercise illustrates how different emotions – depleting or renewing – affect two primary systems.

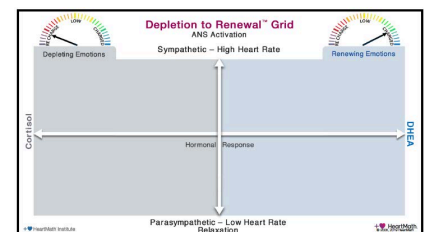
Click to the Grid

Depletion to Renewal – Exercise

Time: Exercise total: 20 minutes

Objectives:

- Identify the two systems affected by emotions: the autonomic nervous system and hormonal system.
- Identify emotions and where they land on the Depletion to Renewal Grid.
- Engage the audience in self-awareness around what emotions they experience.
- Develop understanding that depleting or renewing emotions have different effects on physiology.



Key Points:

- Show the slide, and then blacken the screen. (Note: *If you don't have a flip chart or white board, talk through the grid using the slide.*)
- Take the audience through the Depletion to Renewal Grid using a Flip Chart or White board. Draw a vertical line as you explain the ANS: The vertical line represents the Autonomic Nervous System (ANS).
- The ANS has two branches, one that speeds things up (increases heart rate) – sympathetic branch – and one that slows things down (decreases heart rate) – parasympathetic branch. (Write **sympathetic – high heart rate** at the top of the vertical line. Write **parasympathetic – low heart rate** at the bottom. Under parasympathetic, write **relaxation**). The ANS governs 90% of our body's internal functions.
- Draw a horizontal line in the middle of the vertical line as you explain: The horizontal line represents a key part of the hormonal system that regulates many other hormones and systems. Hormones are important because once secreted, some of them will remain active and circulating in the body for hours and have a long lasting effect. There are two key hormones that are impacted by the emotions we experience: Cortisol and DHEA.
- (Write **cortisol** on the left side and explain), Cortisol is commonly known as the “stress hormone”. (Write **DHEA** on the right side and explain), DHEA is commonly known as the “vitality hormone”. (People need to know that cortisol is a hormone we need, but when we secrete too much or too little, there can be health implications—see references in the back of the guidebook.)
- We all experience a wide range of emotions throughout a typical day. We may land all over the grid; we're human so this is normal.
- Our focus today is to identify those emotions, where they land on the grid and to learn techniques to help us cultivate more renewing emotions to enhance our resilience and charge our inner battery. (Trainer solicits one or two examples for each quadrant. Start in the upper LEFT quadrant of the Grid and work your way around to the upper right.)

(Now, point to the upper LEFT quadrant of the Grid):

- **Ask:** What is one example of a depleting emotion that speeds up heart rate?

(Now let's move down to the lower LEFT quadrant):

- **Ask:** What would be one depleting emotion where we experience a low heart rate?

(Point to the lower RIGHT quadrant):

- **Ask:** What is one example of a renewing emotion that is accompanied by a low heart rate?

(Point to the upper RIGHT quadrant):

- **Ask:** How about one example of a renewing emotion that is accompanied by a high heart rate?

Exercise:

- Now ask the participants to go to their guidebook and take 2-3 minutes to fill in the four quadrants.
- **Ask:** Ask yourself what emotions you have experienced over the last week or so that depleted you (*drained your inner battery*) and what emotions renewed you (*charged your inner battery*). Any questions?

If needed, share more examples that could help participants fill in their Grid:

- Frustrated *in a meeting*
- Angry *over a communication*
- Sad *because a friend is ill*
- Depressed *because you don't have enough family time*
- Peaceful or calm *at the end of a good day*
- Excited *after hearing good news*
- Exhilarated *after a great ski run*

(Give the audience 3-4 minutes to fill out their grid).

Ask the participants to bring their attention back to the front of the room.

(Debrief by gathering examples from the participants, starting in the upper left and working your way around to the upper right. Get as many examples as you can to fill in the Flip Chart.

(NOTE: If someone says exhausted, tired, etc., in any of the left hand quadrants, coach them to find out the accompanying emotion. Write only the emotion in the quadrants.)

(If someone says 'relaxed' for the lower right quadrant, coach them to find out the renewing emotion they experienced when they were relaxed. This is a time you could remind them of the difference between coherence and relaxation. Write only the emotion in the lower right quadrant.)

(Point to the entire left side of the grid):

- **Say:** The entire left side of this grid represents the depleting emotions – draining our inner battery.

(Point to the entire right side of the grid):

- **Say:** The entire right side represents the renewing side of the grid – charging our inner battery.

(When you finish filling out the Grid:)

Ask four questions:

1. What emotions do you experience regularly that are renewing?
 2. What emotions do you experience regularly that are depleting?
 3. In which quadrant do you spend most of your time?
 4. Where would you like to spend more time?
- The goal is to spend more time on the right side of this grid than the left. Life happens so we won't always be able to do that, but the more time we spend on the right side, we increase our inner battery and build resilience.

Transition: We have already learned two intelligent energy self-regulation techniques that can help bring synchronization to the Autonomic Nervous System: Heart-Focused Breathing and Inner-Ease; now let's add another self-regulation technique to add even more coherence to our physiology to balance the two key hormones that are affected by our emotions.



Quick Coherence®

An Intelligent Energy Self-Regulation Technique

Quick Coherence Introduction

Time: 15 seconds

Objective: Introduce the Quick Coherence Technique.

Key Point:

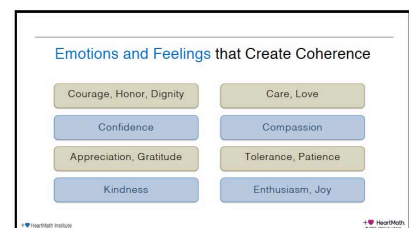
- The Quick Coherence Technique is a simple and effective coherence-building skill.
- It builds on the Heart-Focused Breathing™ Technique by including a renewing emotion to begin the resilience-building process.

Transition: This technique helps us more intelligently regulate our energy expenditures and increase resilience capacity.

Emotions and Feelings that Create Coherence

Time: 4 minutes

Objective: Help participants understand that renewing emotions increase coherence and composure. Help them identify renewing emotions and have them practice activating one.



Key Points:

- Renewing emotions such as appreciation, courage, care and compassion shift your heart rhythms into a more coherent rhythm.
- *(Point to right side of the Grid if you have done the Grid exercise.)*
- Renewing emotions rejuvenate you mentally, emotionally and physically and recharge your inner battery.
- One example of how you can intentionally create more coherence throughout the day is by practicing being more tolerant and patient and taking time to appreciate the positive things in your life.

- **Ask:** What are some examples of renewing emotions you experience?
- *(If they have done the Grid exercise, you can refer them back to the emotions they identified on the right side.)*
- Try to experience the feeling you have for someone you love, a pet you care about, special place you enjoy or an accomplishment, or focus on a feeling of calm or ease.
- *(Optional Exercise: Have participants write their list in the guidebook in the Quick Coherence section.)*
- Experiencing a feeling such as one of those is what we call “activating” a positive or renewing feeling.
- It’s helpful to note that any renewing emotion can generate coherence. Sometimes it’s easier to access one over another, so building a repertoire of different positive emotional responses can help you quickly flip the switch back to coherence.

Transition: Now let’s do the Quick Coherence Technique together, activating a renewing feeling to reach a deeper level of coherence.

Quick Coherence Technique – Step 1

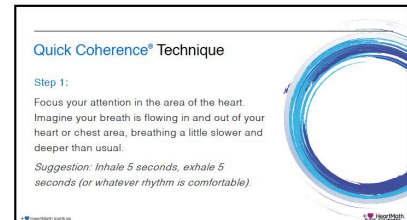
Time: 1 minute

Objective: Introduce Step 1 of the Quick Coherence Technique.

Key Points:

- *(Read the Quick Coherence steps aloud.)*
- **Step 1: Focus your attention in the area of the heart. Imagine your breath is flowing in and out of your heart or chest area, breathing a little slower and deeper than usual.**
Suggestion: Inhale 5 seconds, exhale 5 seconds (or whatever rhythm is comfortable).
- Focusing your attention on the heart area helps you center and get coherent.
- This first step is Heart-Focused Breathing.

Transition: Let’s add an important step to help reach a deeper level of coherence.



Quick Coherence Technique – Step 2

Time: 1 minute

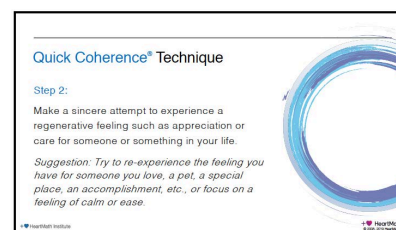
Objective: Introduce Step 2 of the Quick Coherence Technique.

Key Points:

- **Step 2: Make a sincere attempt to experience a regenerative feeling such as appreciation or care for someone or something in your life.**

Suggestion: Try to re-experience the feeling you have for someone you love, a pet, a special place, an accomplishment, etc., or focus on a feeling of calm or ease.

Transition: Once you understand how to do each of the steps, all that you have to remember are the Quick Steps.



Quick Coherence® Quick Steps

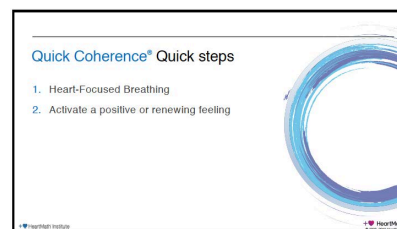
Time: 1 minute

Objective: Introduce the Quick Coherence Quick Steps and practice the Quick Coherence Technique.

Key Points:

- Once you learn the Quick Coherence Technique, you need only remember these Quick Steps.
 1. Heart-Focused Breathing
 2. Activate a positive or renewing feeling
- *(Read the Quick Coherence Technique steps again and ask them to practice the steps as you read them.)*
- *(Optional: Ask participants to share their experience of doing the technique. If you have introduced the Depletion to Renewal Grid, ask them which quadrant they are in now.)*

Transition: Let's see what happens to our heart rhythms when we practice the Quick Coherence Technique.





emWave® Demo

emWave® Pro Demo Activity

Time: 5-7 minutes

Objective: Demonstrate the emWave Pro technology, showing how emotions affect heart rhythms in real time and how using the Quick Coherence Technique can quickly increase coherence.

Key Points:

- *(Switch from the PowerPoint application to the emWave software.)*
- *(Ask for a volunteer. If possible, select a younger person because he or she likely would have greater HRV, which would be easier to see on the screen.)*
- *(Ask the volunteer if you may put a pulse sensor on his or her earlobe. Have the volunteer face away from the emWave projection screen so as not to be distracted by watching the monitor or screen.)*
- *(Tell the volunteer to sit comfortably and not to use any of the techniques.)*
- *(Sometimes, just being in front of the room will cause the volunteer to become incoherent, which is a good demonstration of how quickly the body responds to a depleting emotion. It **is not** advised that you attempt to stress the volunteer unnecessarily, but it is important for participants to see the heart-rhythm patterns change from incoherent patterns to coherent patterns. Usually, casual conversation or dialogue with the volunteer will cause an incoherent pattern on the screen.)*
- The pulse sensor will be measuring (volunteer's name) heart rate variability (HRV) and determining (his or her) current coherence level.
- *(Start emWave and let it run for about one minute.)*
- What you are seeing is (volunteer's name) heart rhythms.
- *(Guide participants through the Quick Coherence Technique. Continue until the volunteer's heart rhythms shift to more coherent rhythms. You may need to coach the person to help him or her maintain his or her focus on doing the technique.)*

- *(Point out the change in pattern when the volunteer shifts into more coherence.)*
- The coherence ratios graph on the bottom right indicates the percentage of time spent in low, medium and high coherence. The percentages should add up to 100%.
- There are four challenge levels. Many people discover they can get coherent by doing Heart-Focused Breathing in the Low or Medium challenge levels. Most people find, however, that in the higher challenge levels, they have to activate a renewing emotion, such as using either the Quick Coherence Technique or Inner-Ease, to shift into a deeper state of coherence.
- The emWave also has features and functions such as games, a progress report, volume control, etc.
- *(If appropriate, tell participants about the portable emWave2® and some of the key features.)*
- *(If you are working further with the emWave go to the technology section in your trainer manual or online for more complete training guidelines.)*

Transition: There are a sensor and app for those of you who have iPhones or iPads.

Inner Balance™ for iDevices

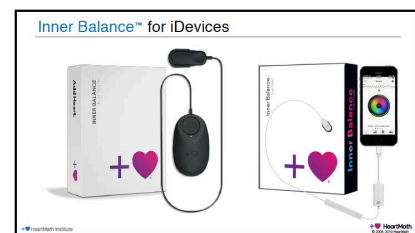
Time: 1 minute

Objective: Inform participants about the Inner Balance app for iPhones and iPads.

Key Points:

- The Inner Balance sensor attaches to your iDevice and measures your coherence level. It gives you an overall achievement score, shows your heart-rhythm patterns and provides progress reports. There also is a journal feature in the software.
- *(Add the technology slides that illustrate the screens and functions here if you are demonstrating this technology.)*

Transition: Let's learn three basic strategies for building and sustaining our resilience.





Building and Sustaining Resilience

Prep, Shift and Reset, Sustain

Building and Sustaining Resilience Introduction

Time: 15 seconds

Objective: Introduce the Three Strategies for Building and Sustaining Resilience.

Transition: (Click to next slide.)

Three Strategies for Building and Sustaining Resilience – Prep, Shift and Reset, Sustain

Time: 3 minutes

Objective: Introduce three strategies for building and sustaining resilience.



Key Points:

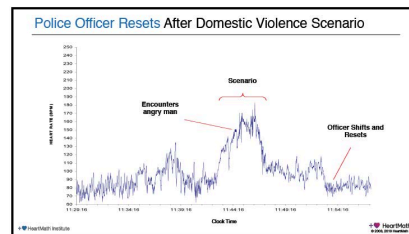
- These three strategies can help you effectively regulate your energy and increase your resilience. Understanding these three strategies can help you see when and where you can apply any of the techniques you have learned.
 1. **Prep** to set the tone for the day and be more composed before upcoming stressful events, such as before an important meeting or a challenging conversation with a client or co-worker. The value of prepping cannot be overstated.
 2. **Shift and Reset** to a more coherent state as soon as possible after a stress reaction to minimize energy drains. Examples include following a stressful meeting or phone call, upsetting news in an email or a conflict with a client or co-worker.
 3. **Sustain** your resilience throughout the day by establishing regular practices to use the techniques between activities. Use a technique between or during meetings, as you walk down the hall or read emails, as you drive home after work or when you sit down at your desk after lunch.
- Practicing *Prep* and *Shift and Reset* will help you *Sustain* your resilience throughout the day, which is an essential practice to more intelligently regulate your energy expenditures. You can do it on the go.

Transition: Here's a great example of how the strategy of Shift and Reset can save a tremendous amount of energy.

A Police Officer Resets After Domestic Violence Scenario

Time: 3-4 minutes

Objective: Show that practicing a technique to shift and reset had a rapid impact on the officer's physiology.



Key Points:

- This graph shows what happened when a police officer used one of the energy-regulation techniques to *Shift and Reset* after a very challenging situation.
- In a study, officers went through a series of very realistic training scenarios. The first time they went through the scenarios was **before** they had taken the HeartMath training. They went through the same scenarios again **after** learning HeartMath self-regulation techniques, which they practiced for one month.
- (Refer to the slide.) In this case the police officer is taking part in a simulated domestic violence scenario.
- While *the officer was standing still in the room* with the suspect and an upset woman, his heart rate shot up to over 170 beats per minute (BPM).
- **Before** taking the HeartMath training, the average recovery time for the police officers' heart rates to return to normal was over an hour and 20 minutes. Some officers' heart rates did not return to normal for the remainder of their shifts. The officer's heart rate dropped to about 100 BPM, but that is still above his baseline heart rate of about 70 BPM, as shown on the far left of the graph.
- **Ask:** How much extra energy was burned?
- At times, emotional stress can increase heart rate more than exercise.
- **After** taking the HeartMath training, the officers went through the same scenarios again. When the officer used one of the energy-regulation techniques he learned in the HeartMath training to reset, his heart rate returned to normal very quickly, as shown on the far right of the graph.
- **Ask:** How much energy do you think he saved?
- With practice, you can learn to *Shift and Reset* much more quickly after a stressful event and save a lot of energy.

Transition: You can see how using any of the energy-management techniques you've learned so far to **Prep and Shift and Reset which helps Sustain resilience**. The key is remembering to use the techniques. With practice, I think you will be surprised how much energy you can save and how you can flow more easily through challenges that previously drained you. Next we are going to explore the topic of practical intuition.



Practical Intuition

Practical Intuition

Time: 30 seconds

Objective: Introduce practical intuition.

Key Point:

- Introduce some fascinating new research about intuition, how it can benefit us and how we can access it more often.

Transition: You might be wondering what intuition has to do with resilience or with work and business.

Leveraging Intuitive Capacity

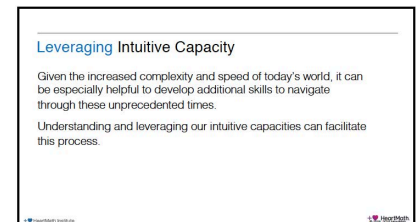
Time: 15 seconds

Objective: Explain that accessing our intuition can be helpful in today's face-paced world.

Key Points:

- Given the increased complexity and speed of today's world, it can be especially helpful to develop additional skills to navigate through these unprecedented times.
- Understanding and leveraging our intuitive capacity can facilitate this process.

Transition: Let's take a closer look now at some interesting research on intuition.



Repeat Entrepreneur Study

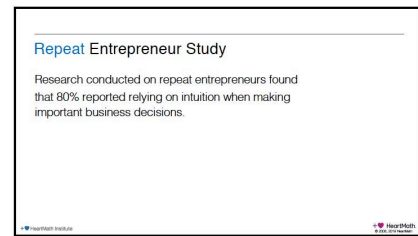
Time: 1 minute

Objective: Tell participants about an intuition study.

Key Points:

- Repeat entrepreneurs are people who seem to have the ability to keep coming up with new ideas, innovative products or business opportunities that hit the mark and are quite successful.
- There are several universities that teach courses in entrepreneurship. One in Australia has done a lot of research on the common characteristics of these very successful individuals.
- This research found that 80% of them reported relying on their intuition when making important business decisions.
- Relying on intuition was the most common characteristic they shared.
- The second common characteristic was that they had a deep appreciation for those who helped them be successful and took steps to show their appreciation. They also had a desire to give back to their communities.

Transition: The late Steve Jobs, a very well-known successful entrepreneur, talked about having the courage to follow your heart and intuition in a commencement address he gave at Stanford University.



The Courage to Follow Your Heart

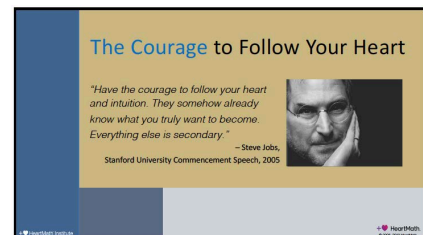
Time: 1 minute

Objective: Read the quote.

Key Points:

- *(Read the quote aloud.)*
- “Have the courage to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary.”

Transition: The research on intuition found there are different kinds of intuition. It can be helpful to *distinguish* the different types.

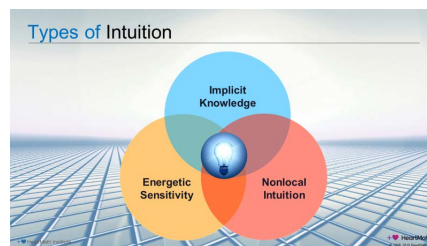


Types of Intuition

Time: 5 minutes

Objective: Explain the three types of intuition.

Key Points:



- **Ask:** Are most of you familiar with intuition?
- Research into intuition has identified three primary types of intuition.
- The first type is called **implicit knowledge** or **implicit learning**. Most of the books and research on the topic in the past have been focused on this type of intuition. It refers to something we learned in the past and either forgot or didn't realize we learned it. When we have a new problem or challenge that we cannot immediately solve, we typically ponder it for a while and if we cannot come up with a solution, we let it go and do other things. The brain, however, can still be working on it subconsciously. Typically, a day or two later, when we are not really thinking about anything and perhaps are in the shower or driving down the road, a creative solution for the problem suddenly pops into our conscious mind. That's what is commonly referred to as having an intuitive insight.
- Another example of implicit knowledge is the subconscious knowledge we gain from experience. For example, individuals with a lot of experience in a particular area may notice something quite subtle that they feel will lead to a problem in the near future. It may simply have been a feeling they have. Someone else without that same expertise would not get the same feeling or insight.
- **Energetic sensitivity** is the second type of intuition. It's our ability to sense changes or information in environmental signals. An example of this is the nervous system's ability to detect magnetic signals from other people or from the earth itself. Some people can sense an earthquake before it happens. What they are sensing is the earth's magnetic field, which can change as early as two weeks before an earthquake, but especially about an hour before a big one. You have likely heard that most animals have this type of intuitive sense.
- Another example of energetic sensitivity is the sense that someone is staring at you. Several research studies have shown that this type of intuition is quite real. We will talk more about energetic sensitivity later in the workshop (*if you cover the Relational Energetics Module*).
- The type of intuition we will talk about next is **nonlocal intuition**. This is the knowledge or sense of something that cannot be explained by past or forgotten knowledge or by sensing environmental signals. Three common examples of this are:
 - A parent in one part of the world who correctly senses that his or her child in another part of the world is in distress or has been injured.

- Someone who knows that a particular event is about to occur.
- A person who is thinking about an individual he or she has not talked to in a long time. The phone rings and it turns out to be the individual the person was thinking about.

Transition: A number of rigorous research studies have discovered how to measure and demonstrate that nonlocal intuition is very real.

The Electrophysiology of Nonlocal Intuition

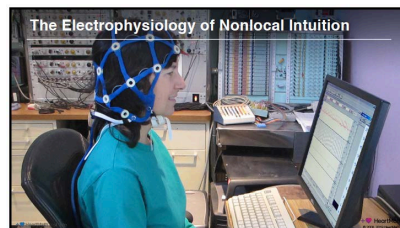
Time: 1 minute

Objective: Introduce HeartMath's research on intuition.

Key Points:

- The HeartMath Research Center and other researchers have conducted fascinating research on intuition.
- This research includes measuring people's brainwaves, heart activity, skin conductance and other electrophysiological measures.

Transition: The results are quite surprising and significant.



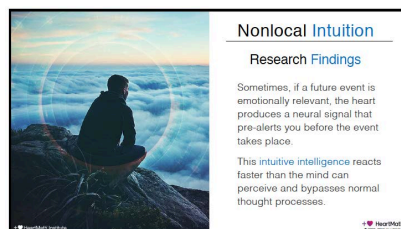
Nonlocal Intuition Research Findings

Time: 5 minutes

Objective: Describe the key findings of nonlocal intuition research.

Key Points:

- There have been a number of studies in recent years conducted in different research laboratories showing that:
 - Sometimes, if a future event is emotionally relevant, the heart can produce a signal that alerts you before the event takes place.
 - When we care about people or things, we say they are emotionally relevant to us, such as when a parent senses their child is in distress. Ordinarily, that parent would not sense something about someone else's child.
 - The studies also consistently show that changes in heart activity are the best physiological indicator of a future adverse event and can "pre-alert" us.



- Research also shows that after being in a heart-coherent state for even a couple of minutes, this stronger pre-alert signal is sent to the brain.
- This high-speed intuitive intelligence acts faster than the mind can perceive and bypasses standard thought processes.
- **Ask:** Does anyone have a personal example that illustrates this?
- *(If no one in the audience can think of an example, Ask:* Have you ever driven down a road that you have been on many times before and for some reason, you slowed down before going around a curve or over a hill, only to find a police car, a child running out into the street, an accident or a dog on the road?

Additional Key Points:

- Other examples of nonlocal intuition include an athlete making fast, intuitive moves in a sporting event, a police officer sensing danger when there are no obvious indicators or someone who makes quick business decisions.
- Given the findings of the heart's role in intuitive processes, it is not surprising that a great many diverse cultures and spiritual traditions throughout history have shared the belief that the human heart is the source of intuition and wisdom.

Transition: There are a number of benefits we can gain from all three types of intuition.

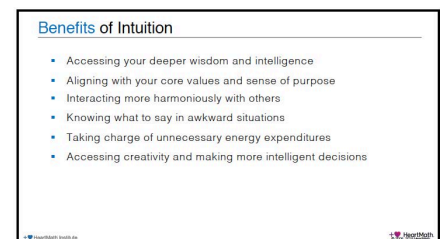
Benefits of Intuition

Time: 1 minute

Objective: Tell participants about some of the benefits of intuition.

Key Points:

- A lot of people think of intuition as the ability to do extraordinary things such as inventing a new light bulb or knowing what will come up in a deck of cards.
- **Ask:** What do you think would be some benefits of accessing all three types of your intuition more frequently?
- Because intuition is natural, we often take it for granted, but it's an intelligence that can be more available to us with some very practical benefits. *(Refer to slide.)*
 - Accessing your deeper wisdom and intelligence
 - Aligning with your core values and sense of purpose



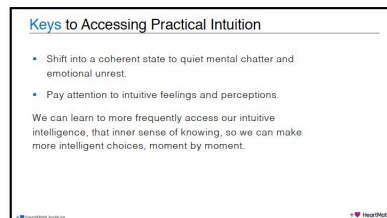
- Interacting more harmoniously with others
- Knowing what to say in awkward situations
- Taking charge of unnecessary energy expenditures
- Accessing creativity and making more intelligent decisions

Transition: There are two important keys to accessing your intuitive intelligence.

Keys to Accessing Practical Intuition

Time: 1 minute

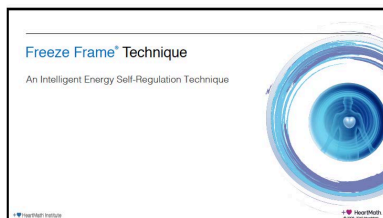
Objective: Inform participants that they can learn to access their intuitive intelligence.



Key Points:

- You can learn to more frequently access your intuitive intelligence, that inner sense of knowing, so you can make more intelligent choices moment by moment.
- The first step in increasing the frequency of accessing your intuition is shifting into a coherent state to quiet down mental chatter and any emotional unrest. You have better access to all three types of your intuitive intelligence when you are coherent.
- The second key is paying attention to intuitive feelings and perceptions, which often are subtle. This is important because we only perceive what we are paying attention to.

Transition: *Ask:* If I said you could learn to access your intuitive intelligence more often, would you be interested? Let's learn another technique so you can practice that.



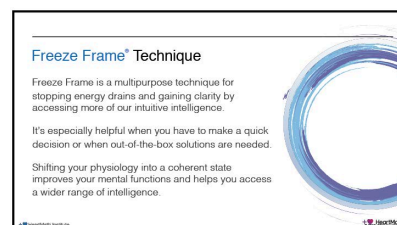
Freeze Frame® Technique

An Intelligent Energy Self-Regulations Technique

The Freeze Frame Technique

Time: 1 minute

Objective: Introduce and give an overview of the Freeze Frame Technique.



Key Points:

- Freeze Frame is a multipurpose technique for stopping energy drains, obtaining greater clarity and improving your ability to find innovative solutions to problems or issues.
- Shifting into a more coherent state improves your mental functions and helps you access a wider range of intelligence.
- It also can help balance your mental and emotional energy, which can save a lot of energy.
- It can be used when you are feeling stressed to “freeze the frame” before automatically reacting, pausing to discern the most appropriate way to respond.
- Although no technique always gives instant results, most people find that using the Freeze Frame Technique increases their frequency of gaining clarity and finding innovative solutions.

Transition: Let’s review this technique’s five steps and then practice the Freeze Frame Technique together.

Freeze Frame Technique – Step 1

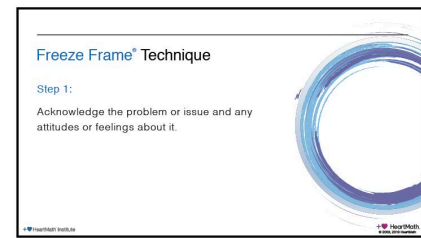
Time: 1 minute

Objective: Introduce Step 1 of the Freeze Frame Technique.

Key Points:

- *(Read each step aloud.)*
- **Step 1: Acknowledge the problem or issue and any attitudes or feelings about it.**
- This could be a problem or a dilemma with another person, a situation at work or something about which you would simply like more clarity. It may be that you merely feel a little “off” and would like to feel more balanced.
- You also can do Freeze Frame when planning, prioritizing or looking for creative solutions for a project.
- Sometimes it can be challenging to identify what feels like the right question or the real issue. In this case, you can use the Freeze Frame Technique to identify the most important question or issue.
- Acknowledge any feelings surrounding the issue. The feelings don’t necessarily have to be stressful feelings. No matter what the feelings are, it helps to recognize and acknowledge them.

Transition: *(Click to the next slide.)*



Freeze Frame Technique – Step 2

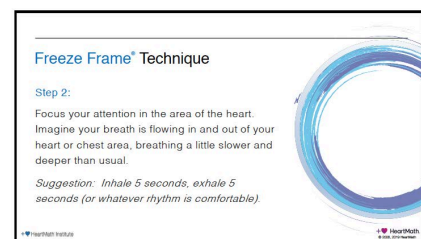
Time: 1 minute

Objective: Introduce Step 2 of the Freeze Frame Technique.

Key Points:

- **Step 2: Focus your attention in the area of the heart. Imagine your breath is flowing in and out of your heart or chest area, breathing a little slower and deeper than usual.**
- *Suggestion: Inhale 5 seconds, exhale 5 seconds (or whatever rhythm is comfortable).*
- Continue until you feel a natural rhythm.
- If you notice your mind is wandering or hear any mind chatter, simply refocus on the heart area and breathe slower and deeper.
- This step starts the process of shifting into a coherent state, which is important for accessing intuition.

Transition: Let’s add a renewing feeling to reach a deeper level of coherence.



Freeze Frame Technique – Step 3

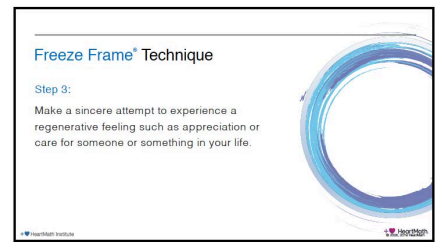
Time: 1 minute

Objective: Introduce Step 3 of the Freeze Frame Technique.

Key Points:

- **Step 3: Make a sincere attempt to experience a regenerative feeling such as appreciation or care for someone or something in your life.**
- Activating a renewing feeling while doing Heart-Focused Breathing is a key step for shifting into a deeper state of coherence.
- Getting coherent helps us access the intuitive intelligence needed for more innovative solutions, creativity and out-of-the-box thinking, especially when time is short and when we don't have all of the information we would like or need.
- Getting coherent also plugs energy leaks, saving a lot of energy that is expended when we feel frustrated, uncertain or overwhelmed. It can also stop the momentum of the rehashing, judging and blaming that can accompany an issue.

Transition: Now let's revisit the problem or issue, but from a more coherent, objective place.



Freeze Frame Technique – Step 4

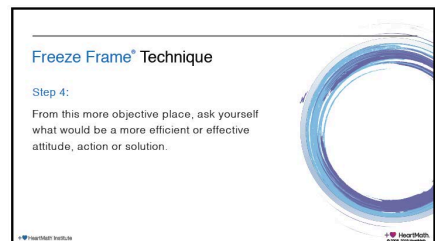
Time: 30 seconds

Objective: Introduce Step 4 of the Freeze Frame Technique.

Key Points:

- **Step 4: From this more objective place, ask yourself what would be a more efficient or effective attitude, action or solution.**
- Being in a more objective place enables us to see issues from a more balanced perspective. We are more aligned with our intuitive intelligence, that inner sense of knowing.

Transition: *(Click to the next slide.)*



Freeze Frame Technique – Step 5

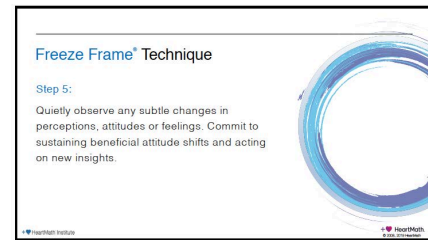
Time: 1 minute

Objective: Introduce Step 5 of the Freeze Frame Technique.

Key Points:

- **Step 5: Quietly observe any subtle changes in perceptions, attitudes or feelings. Commit to sustaining beneficial attitude shifts and acting on new insights.**
- Stay coherent and don't go looking for a solution or insight. Quietly see what you notice or what comes to you.
- Often what you'll notice is a subtle feeling or a shift in perception.
- You may observe a new insight or a different attitude or feeling that may help you handle the problem or issue or you may have a more creative idea about it — a coherent response. It's OK if no insights come up. Remember, shifting how you feel about the issue is important too. You can always do another Freeze Frame exercise later for the same issue.

Transition: Let's try Freeze Frame now.



Freeze Frame® Quick Steps – Exercise

Time: 15 minutes

Objective: Guide participants through a written Freeze Frame Exercise.

Key Points:

- Let's put all of the steps together and practice doing it for an issue or situation of your choosing, but not your biggest issue.
- When you understand and have a feel for the technique, all you will need to remember are the Quick Steps:

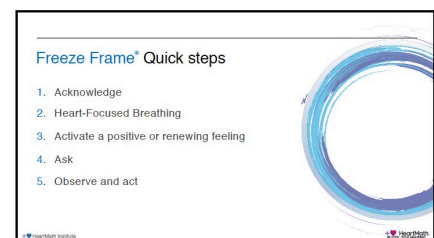
Step 1: Acknowledge

Step 2: Heart-Focused Breathing

Step 3: Activate a positive or renewing feeling

Step 4: Ask

Step 5: Observe and act



Exercise Instructions:

1. Turn to the Freeze Frame exercise in your guidebooks. I will lead you through a written exercise. I'll read each step and we'll do it together.

- **Step 1: Acknowledge the problem or issue and any attitudes or feelings about it.**

- Don't choose a major issue for this first practice. Identify a relatively small, but real and current issue that you would like to resolve or have more clarity about the best way to handle it. Write it under "Problem or Issue" on the worksheet.
- Acknowledge how you feel about the issue. Be honest with yourself. Sum up how you feel in a word or two, such as impatience, sadness or anxiety and write it on the sheet under "Attitudes and feelings about the issue." (*Wait for most people to finish writing, but keep the pace moving.*)
- **Ask:** What do you observe about yourself by simply writing this down?

2. Steps 2 through 5:

- Put down your pens or pencils and I will guide you through rest of the Freeze Frame steps. (*Read each step and pause appropriately between them.*)
- **Step 2: Focus your attention in the area of the heart. Imagine your breath is flowing in and out of your heart or chest area, breathing a little slower and deeper than usual.**

Suggestion: Inhale 5 seconds, exhale 5 seconds (or whatever rhythm is comfortable) (Wait 10 seconds before going on to Step 3.)
- **Step 3: Make a sincere attempt to experience a regenerative feeling such as appreciation or care for someone or something in your life.**
(Wait 20 seconds before going on to Step 4.)
- **Step 4: From this more objective place, ask yourself what would be a more efficient or effective attitude, action or solution.**
(Wait 15-20 seconds before going on to Step 5.)
- **Step 5: Quietly observe any subtle changes in perceptions, attitudes or feelings. Commit to sustaining beneficial attitude shifts and acting on new insights.**

(When most people are finished writing:)

Ask:

- Who noticed anything different?
- Did anyone come up with something they already knew, but failed to take action on in the past?
- Did anyone get any new insights?

- How many of you had insights that were valuable and that you will now implement?
- Did anyone notice a shift in attitude? Remember, it's OK if no insights come up. Shifting how you feel about the issue is important. You can always go back and do another Freeze Frame later.
- Describe in one or two words the feeling or attitude you had before doing the Freeze Frame exercise. Write the description on your worksheet under the heading **Before**.
- Describe in one or two words the feeling or attitude you had after doing Freeze Frame. Write the description on your worksheets under the heading **After**.
- Let's get some examples that describe how you felt before and after doing Freeze Frame. *(If using a flip chart or grease board, write the responses under: **Before** and **After**. Get both answers from one person then move to the next person.)*
- *(Point out the shift from a depleting feeling or attitude to a renewing one. If they have learned the Depletion to Renewal Grid, ask them which quadrants they are in before and after doing Freeze Frame.)*
 - **Ask:** How long did that exercise take? Two minutes? How long have you been rehashing the issue, or has it been hanging over your head?
 - That is how quickly we can learn to shift into a renewing state and gain intuitive insight.
- We know that doing one Freeze Frame exercise doesn't mean the issue won't come up again. That would be great, but it's not likely. Note, however, it only took about two minutes to plug an energy leak caused by the situation.
- When learning any new skill, it takes practice. With practice, however, it can become more automatic.
- Once you get the hang of practicing the Freeze Frame Technique, you need only remember the Quick Steps. With practice you will find that the steps blend together. As with all the techniques, no one else needs to know you are doing Freeze Frame.

Additional Key Points:

(Give an example of when you have used the Freeze Frame Technique.)

- An example of when I use Freeze Frame is when I feel overloaded by several projects I'm working on at the same time. That pressure colors my perception and can create a cascade of negative attitudes. Doing Freeze Frame helps plug the energy drain of feeling overwhelmed and helps me shift into feeling more ease or calm. It helps me see that I can ask for help with projects or that only one project is very pressing and I can put it at the top of my to-do list. These solutions may not be perfect, but they can give me a feeling of relief from some of the pressure I put on myself and also help me see what is most pressing.

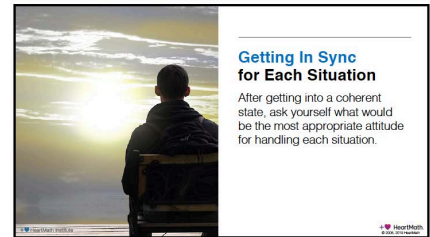
- This can be a subtle process and it takes practice to become comfortable with it. You won't "get" something every time. You can always practice Freeze Frame again later. Don't underestimate the subtle shifts, because they can be of great value

Transition: Next, let's discuss a situation in which using this technique can save a lot of energy.

Getting In Sync for Each Situation

Time: 5 minutes

Objective: Discuss an "on the move" application of the Freeze Frame Technique that can save a lot of energy and help us respond to any situation with a more appropriate attitude and more intelligence.



Key Points:

- One of the best strategies for handling a difficult situation more intelligently is doing an "on-the-move" Freeze Frame. Start with Heart-Focused Breathing. Find something in your life to appreciate. Then ask yourself, "What would be an appropriate attitude for this situation?"
- The following are examples of occasions when it may help to get in sync:
 - Meeting someone with whom you recently had a disagreement and still causes you to feel hurt and angry.
 - Feeling frustrated because of problems at work, problems that are likely affecting your interactions with your family.
 - Sitting down at your desk at the start of the day.
 - Making an important decision or having an important conversation.
 - Going to bed at night.
- **Ask:** Can you think of an appropriate attitude for any of these situations that could be beneficial?
- **Ask:** How would a more appropriate attitude benefit you? The situation?
- We all face these kinds of situations every day. They can cause us to accumulate a lot of stress and drain our inner batteries and, therefore, our resilience.
- Making sure we have the appropriate attitude for such situations give us greater situational awareness and access to creativity and intuitive guidance on how to best approach them.

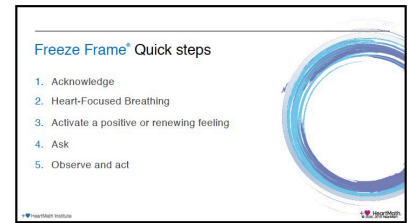
- There always will be difficult people, even if you change jobs. You are not going to change them or make them go away, but you can consciously self-regulate how you respond on the inside.

Additional Key Points:

- Share an appropriate personal example of how you use Getting In Sync in your work environment or personal life.
- *Additional Examples:* You may have to deal with a colleague or difficult client, especially one who tends to push your buttons. Maybe you're feeling impatient, reactive or judgmental toward that person. Your feelings are communicated without actually speaking and they only serve to inflame the situation.

Transition: Now, let's identify situations in which we want to use the Freeze Frame Technique.

(Optional) Exercise: **Identify a current workplace topic for doing a Freeze Frame**



(Note: Show the Freeze Frame Quick Steps slide for this exercise.)

Time: 20 minutes

Objective: Guide participants through a group Freeze Frame exercise and experience the potential benefits of using the technique as a group for a project or topic of common interest.

Exercise Instructions:

- *(Give an overview of the exercise. You will identify a relevant workplace topic (issue or problem) that you can use to Freeze Frame together.)*
- *(Lead the group in choosing a group topic related to a workplace issue, other than interpersonal conflicts.)*
- *(Optional: If there are two or more compelling topics to be addressed, split the group up according to the topic.)*

(This exercise is best done with intact teams or groups. If you choose to use it with a group that is not an intact team, you can have them do an exercise on how they would apply the techniques and strategies they are learning.)

(Be sensitive to the team dynamics in the room as you guide people through this exercise.)

- *(Have each participant write the issue or topic on his or her worksheet.)*
- *(Read Quick Step 1: Acknowledge. When they have identified how they feel, have them write that under the heading, “Attitudes and feelings about the issue.”)*
- *(Guide participants through the remaining Quick Steps. Make sure you allow enough time between the steps.)*
- *(Afterward, have them summarize in one or two words their responses after practicing the Freeze Frame Technique. Example: **Before:** frustration. **After:** relief.)*
- *(Ask for examples of Before and After responses from each person individually and whether they have any constructive solutions to the issues or topics.)*
- *(If there are multiple topics, have the participants debrief in their respective groups. Important: Keep conversations brief and on task. If the topic requires additional time, ask the team to table the topic for another time when they are back at work or suggest that you will provide assistance at a later time, if appropriate.)*

Transition: *(Click to next slide).*



Relational Energetics

Relational Energetics Introduction

Time: 1 minute

Objective: Introduce the relational energetics module, which discusses how our attitudes, emotions and behaviors affect our relationships, workplace morale and team performance.

Key Points:

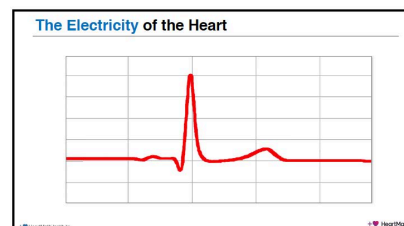
- **Ask:** How many of you have ever worked in an environment where the overall workplace morale was low, where there was miscommunication or there was a lot of tension between people?
- We all probably have worked with people who have poor attitudes or, when they are having a bad day, they want everyone else to know they are not happy. Right?
- This is an obvious example of how one person's attitudes and behaviors can affect the work environment. There also are subtle ways the work environment is affected that are equally important, though not as obvious.
- There are positive ways the workplace can be affected that we will discuss.

Transition: In the next section we'll look at new research that demonstrates how we can affect each other without knowing it. We need to start by looking at the heart.

The Electricity of the Heart

Time: 1 minute

Objective: Explain that the heart produces electricity, which can be displayed in an electrocardiogram.



Key Points:

- The heart produces electricity, which can be displayed in an electrocardiogram (ECG), commonly used in doctor's offices.

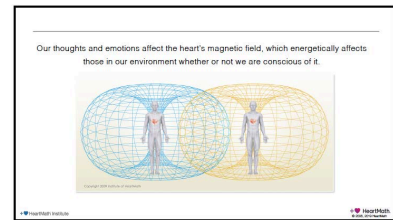
- The slide shows the electricity of one heartbeat.
- The heart produces the largest source of rhythmic electromagnetic energy in the body.

Transition: The electrocardiogram shows the electrical signal produced by the heart, but the heart also produces a magnetic field that is measured by an instrument called a magnetometer.

The Heart's Magnetic Field

Time: 3 minutes

Objective: Explain how the quality of our thoughts and emotions can affect the heart's magnetic field and influence others in our environment.



Key Points:

- **Ask:** Have you ever walked into someone's office and sensed that something was off and later learned that the person had just received a phone call with bad news or had been in an argument? On the other hand, have you ever noticed how it simply feels good to be around certain people? Many of us have had these kinds of experiences.
- Science now can explain how this is possible.
- Every time the heart beats, it produces electricity. Whenever electricity is produced, a magnetic field is created. That is basic physics.
- The magnetic field is unique because it can penetrate things such as skin and it travels out from the body, acting as a carrier wave of information.
- Magnetometers are used to measure the heart's magnetic field, which can be measured up to 3 feet away from the body. This is a computer-generated model of the shape of the magnetic field.
- The brain also has a magnetic field, but it radiates only about an inch away from the head.
- The heart's magnetic field actually travels much farther, but the distances in which the field can be detected are limited by the sensitivity of the instruments.
- The magnetic field is not the same as what some call an aura. It is a measurable field and is the same type of field used by cell phones, radios and televisions to carry information.
- You can think of the magnetic field generated by the heart as your personal field environment.

Additional Key Points:

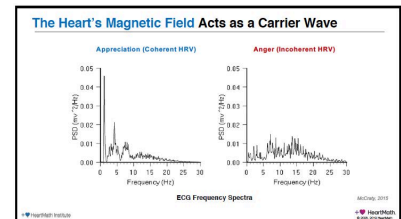
- Many hospitals use instruments called SQUIDs (superconducting quantum interface devices) that measure the magnetic fields produced by the heart and brain.

Transition: Scientists have shown that our thoughts and emotions affect the information contained in the heart's magnetic field environment and therefore affect those around us.

The Heart's Magnetic Field Acts as a Carrier Wave

Time: 1 minute

Objective: Show participants how scientific analysis of the heart's electromagnetic field can be used to identify what we're feeling.



Key Points:

- Spectral analysis techniques show that information about our emotional state is encoded in the heart's magnetic field.
- This slide illustrates that emotions, in this case Appreciation and Anger, have different "signatures" or "fingerprints."
- The signals are carried by the heart's magnetic field and can be detected or measured by analyzing the heart's magnetic field. Essentially, each of us is broadcasting information about what we are feeling.
- The electromagnetic field and the information it is carrying can affect those around us whether or not we are conscious of it.

Additional Key Points:

- Emotions influence the heart's magnetic field similar to the way a radio or TV transmission works where the sound or picture is carried by an electromagnetic wave.
- Scientists now can determine a person's emotional state with 75% accuracy by analyzing the heart's rhythmic patterns, which are radiated into the external environment in the heart's electromagnetic field.

Transition: Here's a fun example of how this can affect others.

Josh and Mabel

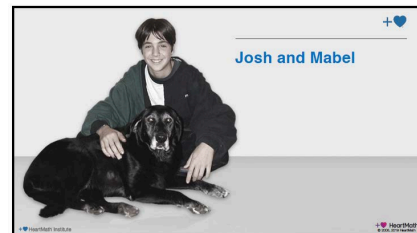
Time: 15 seconds

Objective: Introduce the example of Josh and Mabel.

Key Points:

- Josh is the son of Institute of HeartMath Research Director Dr. Rollin McCraty.

Transition: Dr. McCraty wanted to see if Josh's emotional state could affect his dog, Mabel.



A Boy and His Dog

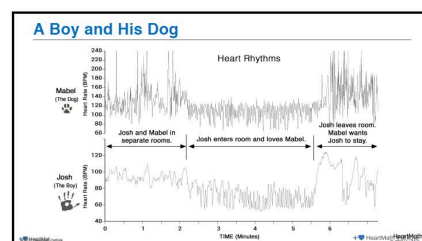
Time: 2 minutes

Objective: Demonstrate how a coherent heart field can affect living beings.

Key Points:

- In this experiment, both Josh and Mabel wore portable (HRV) recorders that had been synchronized.
- At first, they were in separate rooms.
- Mabel was led into the lab, which was normally off limits to her. She was having a good time exploring this new area.
- Josh was instructed to go into the same room and not touch or speak to Mabel. He was simply instructed to sit down, shift into a coherent state and send love and care to Mabel. Notice that as soon as Josh shifted into a coherent state, Mabel's heart rhythms also became more coherent.
- Josh was not touching or talking to Mabel. This was an energetic interaction.
- When Josh left the room, both his and Mabel's heart rhythms became more irregular.

Transition: Here's another example.



A Mother and Her Baby

Time: 15 seconds

Objective: Introduce the experiment of a mother and her baby.

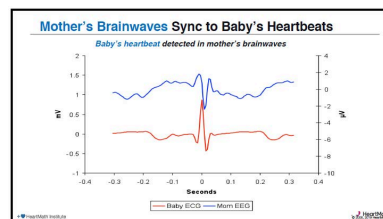
Transition: In this experiment, the energetic interaction between a mother and her baby is being measured.



Mother's Brainwaves Sync to Baby's Heartbeats

Time: 1 minute

Objective: Show participants the result of an experiment of a mother's brainwaves synchronizing to her baby's heartbeats.



Key Points:

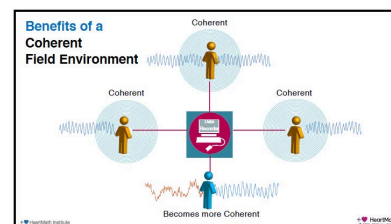
- In this experiment, researchers used a technique called signal averaging to detect synchronization between the mother's brainwaves (EEG) and the baby's heartbeats (ECG).
- This also was an *energetic* experiment. The mother was not physically touching her baby.
- When the mother focused her attention on her baby, some of her brainwaves synchronized to the baby's heartbeats. (*Point to where the blue line is in sync with the red line, at 0 seconds.*)

Transition: Next let's look at how these energetic interactions can benefit people.

Benefits of a Coherent Field Environment

Time: 2 minutes

Objective: Describe a study that shows how shifting into a coherent state can help others become more coherent.



Key Points:

- We all are familiar with what it feels like when the emotional atmosphere at work is tense and incoherent.
- **Ask:** Have you ever sensed the tension in the air? Do you even want to go to work when the atmosphere is like that?

- In contrast, we look forward to going to work when we know there's a feeling of excitement in the air, which can make a project we're working on fun and rewarding.
- **Ask:** Can you relate to that?
- The following experiment helps explain the difference in those two scenarios.
- In this study, participants were organized into 10 groups, with four people in each group. Each group of four people was seated around a table with each person wearing a heart-rhythm monitor to measure his or her HRV and coherence levels.
- Two weeks earlier, three of the four people in each group had been taught how to shift into a coherent state.
- The three people who had learned how to get coherent were instructed to shift in and out of a coherent state at specific times.
- The fourth person had no knowledge of what the other three were doing.
- When the three participants shifted into a coherent state, the fourth also became more coherent. Practically stated, the results of this study show that when we are in a coherent state, it can help others become more balanced and composed more quickly.
- This illustrates that one of the best things we can do to support one another is maintain our personal coherence.
- We create a coherent field environment that can make it easier for a person having a tough time to regain his or her balance and composure.
- **Ask:** How can you use this knowledge to create a more coherent workplace?
- **Ask:** How might it affect your workplace environment if the majority of you were sustaining your coherence throughout the day?

Transition: Whether or not we are aware of it, our emotional energetics has an impact on those around us.

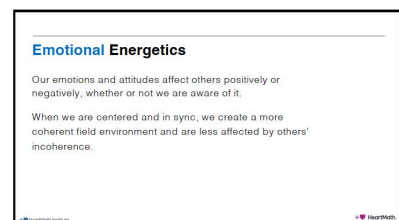
Emotional Energetics

Time: 1 minute

Objective: Summarize the key points of the relational energetics slide.

Key Points:

- Our emotions and attitudes affect others positively or negatively whether or not we are aware of it.



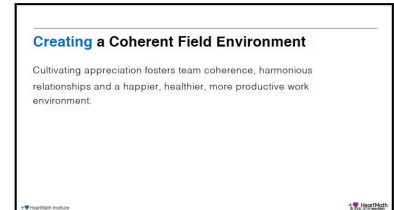
- When we are centered and in sync, we create a more coherent field environment and are less affected by others' incoherence.
- It's a good practice to ask each day, "What am I feeding the field?"

Transition: Now that you have a deeper understanding of how we all affect the field environment, there is a simple practice you can do to create a more coherent work environment.

Creating a Coherent Field Environment

Time: 5 minutes

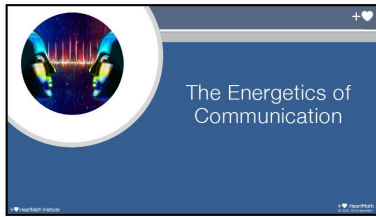
Objective: Discuss what participants appreciate about each other and their organizations.



Key Points:

- One of the quickest ways to improve team dynamics and organizational resilience is to cultivate more appreciation for each other and your organization.
- Identify qualities you appreciate about your co-workers, students or organization and write them down in your guidebook.
- Take a moment and sincerely feel appreciation for those people or qualities you identified.
- *(Give participants a couple of minutes to complete exercise and then debrief them.)*
- **Ask:** What are some things you appreciate?
- **Ask:** How might an appreciation strategy change the dynamics in your workplace? Could it help create coherent teams?

Transition: One of the primary areas that affect team coherence is communication.



Energetics of Communication

Energetics of Communication Introduction

Time: 30 seconds

Objective: Introduce the energetics of communication module.

Key Point:

- Words are only a small part of communication. There is a lot of information about our true feelings and attitudes that is communicated through body language and voice tone. As we saw earlier, there also is an energetic communication that takes place that is very real and measurable and affects our interactions.

Transition: Let's look more closely at communication, which turns out to be a very important topic.

Energetics of Communication – Mixed Messages

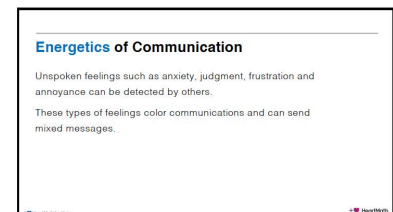
Time: 2 minutes

Objective: Discuss how the energetic transfer of unspoken feelings often creates glitches in communication.

Key Points:

- Mixed messages occur when we say one thing, but feel something else.
- *Ask:* How does that affect communication? Can it lead to confusion about what is being communicated?
- Emotional energy transfers unspoken feelings, which can be detected by others and can color communication. When we are coherent and in sync, those unspoken feelings can enhance communication, creating a healthier and more efficient work environment.
- Effective communication requires time, effort and skill. It also requires a genuine commitment.

Transition: Much research has been done around communication.



Problems in Communication

Time: 1 minute

Objective: Inform participants of two studies that found the root cause of errors was miscommunication.



Key Points:

- Research has shown that 70% of workplace mistakes can be traced to problems in communication.
- Another study looked at nearly 3,000 serious medical incidents and found that 66% had miscommunication as their root cause.
- **Ask:** How much time, energy and money are wasted because of mistakes caused by miscommunication?

Transition: Let's talk about a large source of communication problems: drama.

Drama Amplifies Energy Drains

Time: 3 minutes

Objective: Discuss how drama drains resilience.



Key Points:

- **Ask:** Do you ever feel there is too much drama in meetings or conversations?
- Drama happens on two levels. There is the drama during an actual communication in which someone is rubbed the wrong way about a decision that's been made or a policy change. People dramatize the situation while standing around the coffee machine, but that's only the tip of the iceberg.
- A lot more drama occurs when people continue rehashing the points of contention in their minds, all the while getting angrier. They replay what was said and what they should have said, how they were misunderstood and how unfairly they were treated.
- Inner drama is the mental and emotional processing that happens after an incident. It amplifies the energy drain and exacerbates the situation. **This can be one of the biggest sources of energy drain and can have a major impact on our happiness, performance and health.**
- *(Have participants read the slide.)*

- **Ask:** Raise your hand if you have ever experienced or participated in any of the practices like those on the list? Over one issue? Over many issues? How often?
- **Ask:** How much time is spent amplifying the situation? How much energy is wasted? Do any of the items listed help find productive solutions to issues or concerns?

Additional Key Point:

- If participants have been introduced to the Depletion to Renewal Grid, ask them where are they on the Grid when they are processing their own or others' drama?

Transition: Now we're going to learn a technique that can help reduce a lot of drama and energy waste.

(Optional) Discussion or Activity

Time: 3 minutes

Objective: Have participants identify and write down stressful communication issues and the impact those issues have in the workplace.

Identify communication issues that create drama, time waste or energy drain and their potential consequences.	
Situations:	Consequences/Impact:
_____	_____
_____	_____
_____	_____

Written Instructions:

- *(Have participants identify and discuss some of the leading causes of energy drains stemming from communication issues.)*
- Turn to the exercise in your guidebook in the “Energetics of Communication” section. Fill out the lines under “Identify communication issues that create drama, time waste or energy drain.”
- Identify consequences related to the issue or the impact in the workplace.

Transition: Learning to communicate effectively is vital for our productivity, healthy relationships and our overall well-being and happiness. Let's look at the Coherence Communication Technique, which is designed to create greater connection and understanding between speaker and listener.



Coherent Communication™ Technique

An Intelligent Energy Self-Regulation Technique

Coherent Communication Technique Introduction

Time: 1 minute

Objective: Introduce the Coherent Communication Technique, which complements other communication skills that have been learned.

Key Points:

- **Ask:** How many of you are familiar with other listening techniques or have developed your own? *(Get examples: Active Listening, eye contact, repeat back word for word, etc.).*
- **Ask:** Would you be willing to put those aside for this short exercise? When we are finished, you will see how well coherence fits with the skills you already have developed.

Transition: Let's review the three Coherent Communication Steps.

Coherent Communication™ Technique – Step 1

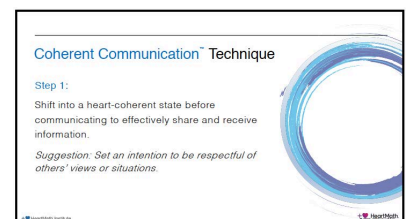
Time: 1 minute

Objective: Introduce Step 1 of the Coherent Communication Technique.

Key Points:

- *(Read each step aloud.)*
- **Step 1: Shift into a heart-coherent state before communicating to effectively share and receive information.**

Suggestion: Set an intention to be respectful of others' views or situations.



Coherent Communication Technique – Step 2

Time: 1 minute

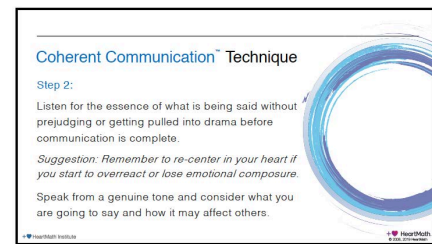
Objective: Introduce Step 2 of the Coherent Communication Technique.

Key Points:

- **Step 2: Listen for the essence of what is being said without prejudging or getting pulled into drama before the communication is complete.**

Suggestion: Remember to re-center in your heart if you start to overreact or lose emotional composure.

- **Speak from a genuine tone and consider what you are going to say and how it may affect others.**



Coherent Communication Technique – Step 3

Time: 1 minute

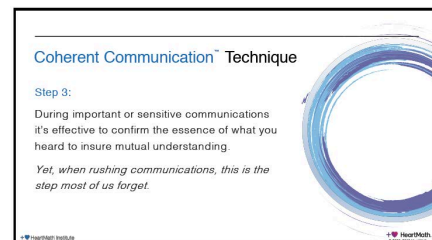
Objective: Introduce Step 3 of the Coherent Communication Technique.

Key Points:

- **Step 3: During important or sensitive communications it's effective to confirm the essence of what you heard to insure mutual understanding.**

Yet, when rushing communications, this is the step most of us forget.

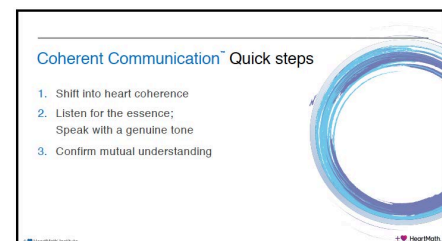
- **Ask:** Does anyone have any questions about the steps?



Coherent Communication Quick Steps (Optional Exercise)

Time: 15 minutes

Objective: Guide participants through the Coherent Communication Technique.



Key Points:

- Coherent Communication Quick Steps

Step 1: Shift into heart coherence

Step 2: Listen for the essence;
Speak with a genuine tone

Step 3: Confirm mutual understanding

(Optional): Coherent Communication Exercise

- Find a partner with whom you can do this exercise. Partner with someone you don't know or don't speak with often.
- *(Ask participants to decide who will be the Speaker first.)*
- Let's begin by getting more coherent by practicing Inner-Ease or Quick Coherence Technique.
- **Speakers**, your role is to speak for one minute about an area in your professional life that you want to focus on for the next three to six weeks. I will give you the signal when one minute is up.
- **Listeners**, your role is to shift into a heart-coherent state by activating a feeling of appreciation or drawing in inner ease and then listening for the essence of what the Speaker is saying.
- When I call time, Listeners, share the essence of what you heard the speaker say in your own words. Maintain your coherence. *(Allow a minute and a half for this.)*
- Confirm mutual understanding. Speakers and Listeners talk together, fine-tune, share ideas and ask questions. *(Allow a minute for this.)*
- **Ask:** Are there any questions about the instructions before we start?
- **Ask:** Is everyone ready? Let's get coherent one more time. Begin.
(Time the Speakers for one minute. At one minute, notify the Listeners to feed back what she heard in her own words. Follow the timing for the rest of the exercise.)
- *(Optional:) Create two columns on a flip chart.
Label the left column SPEAKERS and the right column LISTENERS.)*
- *(Start with the Speakers:)*
- **Ask:** Who felt heard?
- **Ask:** What was the quality of the experience for you?
(Optional: List responses on the flip chart.)
- *(Listen intuitively and coach for clarity of their experiences.)*

- *(Capture all the words from all Speakers on the flip chart.)*
- *(Debrief the Listeners.)*
- **Ask:** What was the quality of that experience for you?
- *(If someone had a challenge:)* **Ask:** Where do you think you were on the Grid?
(If the person was on the left:) **Ask:** What can you do right now?
- Let's all practice getting more coherent now. *(If participants are sharing their challenging situations...)* Thank you for your honesty in sharing that it was challenging for you.
- *(Instruct the pairs to switch roles and go through the exercise again.)*
- *(Debrief the second pairing the same way and list all of the responses if using a flip chart.)*
- **Ask:** What would it be like if you or your colleagues felt ... *(refer to the words on the flip chart, such as appreciated, understood, respected, cared for, connected?)*
- *(Share a personal story if you have one that relates.)*

Transition: Practicing the Coherent Communication Technique creates many benefits in our everyday interactions.

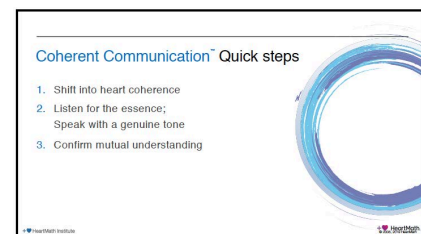
Coherent Communication in the Work Environment

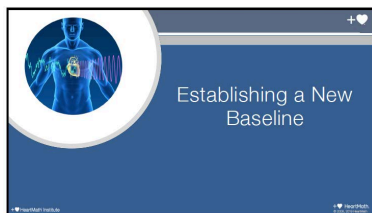
Time: 1 minute

Objective: Discuss benefits that are commonly reported after practicing the techniques to increase coherence in the work environment.

Key Point: Practicing coherent communication can shorten meeting times, create more harmonious interactions, align team members, reduce stress, drama and energy drains and foster mutual respect among co-workers and team members.

Transition: Using the next technique consistently can help us establish a new baseline of resilience.





Establishing a New Baseline

Establishing a New Baseline Introduction

Time: 3 minutes

Objective: Introduce participants to the concept of creating a new baseline and why it is important.

Key Points:

- Think of physiological and behavioral baselines as set points or default settings. Once they are set, your system strives to operate around them. For example, when you set the thermostat in your home to a certain temperature, the heating system strives to maintain it.
- Although more complex than the thermostat, the body uses very similar methods to keep our systems regulated and operating optimally. Our blood pressure, body temperature and hormone levels all have set points or baselines that the body strives to maintain. We also establish a type of baseline for our attitudes, emotions and behaviors.
- These baselines are the types of attitudes, emotions and behaviors you naturally and unconsciously default to, *but it doesn't mean the default point that is established is optimal or healthy.*
- In practical terms, someone may have an automatic response of feeling anxious every time his boss walks by. That anxious feeling has become the automatic response and happens without his thinking about it.
- Baselines can shift. You can build and establish a healthier baseline or automatic default point.
- It is important that you make it a goal to establish a healthier, more coherent baseline.

Transition: Let's look further at what is meant by creating a new baseline.

Familiar Neural Patterns

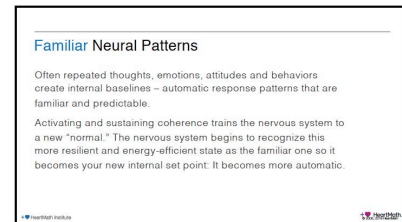
Time: 1 minute

Objective: Explain that an important part of sustaining your resilience requires practices that recharge your inner battery and add energy. This often requires establishing a new, more energy-efficient physiological baseline.

Key Points:

- The HeartMath tools help promote a *repatterning* process. In that process, the unproductive default patterns that underlie unconscious, automatic responses such as becoming impatient or irritated about a situation such as waiting in traffic or long lines, are progressively replaced by healthier physiological, emotional, cognitive and behavioral patterns that become the “automatic” or familiar way of being.
- Establishing a coherent baseline creates a new neural pattern that becomes more familiar and automatic.
- With a new baseline, we have greater emotional stability so we don’t fly off the handle when something upsetting or unexpected happens.

Transition: Let’s see how past experiences build a set of familiar patterns within us that become imbedded in our neural architecture and establish a baseline reference.



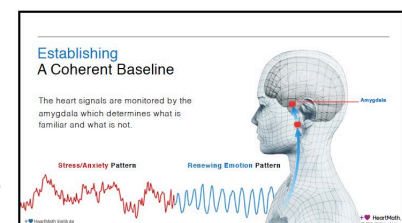
Establishing a Coherent Baseline

Time: 3-5 minutes

Objective: Explain how physiological and emotional baselines are formed and how sustaining heart coherence for a few minutes each day can reset our baselines.

Key Points:

- There is a strong and direct nervous system pathway from the heart to the amygdala.
- The activity in the cells in the central core of the amygdala, a key brain center involved in emotional experience, is synchronized to the heartbeat. Every time the heart beats, the amygdala has a synchronous response.
- The input from the heart and body to the amygdala helps create our actual feeling experience of an emotion.



- The amygdala monitors the body's internal rhythms, especially the ongoing neural input from the heart and facial muscles.
- The amygdala becomes familiar with patterns and rhythms it experiences often.
- This is a type of “memory,” which forms a baseline reference.
- The brain strives to maintain a match between the familiar baseline patterns and works to maintain the familiar state. What is familiar is our default attitude or behavior.
- If emotions such as anxiety, frustration or impatience are experienced often, the incoherent heart rhythms and other associated body changes become familiar, establishing our baseline reference.
- By practicing becoming more coherent often enough and over long enough time periods, we can establish a new baseline. This is like downloading a new operating system or building a new foundation.

Transition: We operate from a new set point rather than from automatic programs. Here is a research study illustrating this point.

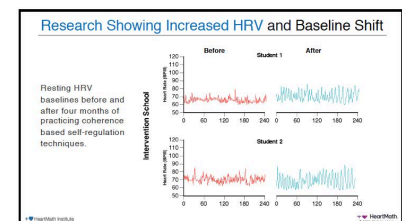
Research Showing Increased HRV and Baseline Shift

Time: 2 minutes

Objective: Show participants an example from a research study illustrating that a new, more coherent baseline can be established.

Key Points:

- The graphs in this slide show the heart-rhythm patterns of two high school students who are part of a group of 140 students. The patterns of the two students are representative of the findings for the entire group. The two patterns on top belong to one of the two students and the two on the bottom belong to the other.
- The heart rhythms shown in red reflect their resting HRV before they learned and regularly practiced the coherence techniques and used the emWave over a four-month period.
- The plots on the right side show their resting HRV at the end of the study, after they had practiced the techniques and had used the emWave. At the time of this measurement, they were not using any techniques. They were sitting still as if waiting for a bus.
- The graphs clearly show there was an increase in their HRV, indicating they had more resilience. It's also clear that their rhythms were more coherent, meaning there was a change in their baseline patterns.



- You can easily see in both examples that their heart-rhythm patterns were more ordered and coherent. The heart rhythms also have greater amplitude (the height measured from top to bottom of the rhythm.)
- These are examples of two students, but the study found that the group as a whole had a significant change in their baselines.
- It's important to understand that when the heart rhythms of the students were being measured, they were not practicing a coherence technique. By practicing the HeartMath techniques on a regular basis, they changed their baseline over time.
- In practical terms for us, in order to shift baselines we must shift our baseline to achieve sustained behavior change. Shifting a baseline takes practice. How long it will take to make a baseline shift depends on how deeply engrained the existing patterns are. It also depends on each person's sincerity of practice. On average, this can take about six weeks.

Transition: Let's look at some of the benefits of practicing the Heart Lock-In Technique to accumulate and sustain resilience.



Heart Lock-In® Technique

An Intelligent Energy Self-Regulation Technique

Heart Lock-In® Technique Introduction

Time: 15 seconds

Objective: Introduce the Heart Lock-In Section.

Key Point:

- The Heart Lock-In Technique builds on the previous resilience-building techniques to help accumulate and sustain resilience and build a new baseline.

Transition: *(Click to next slide.)*

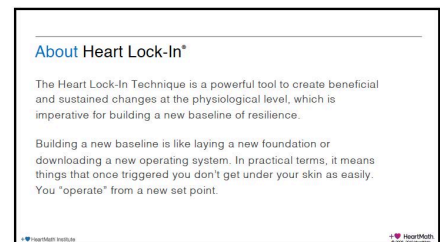
About Heart Lock-In

Time: 1 minute

Objective: Introduce the Heart Lock-In Technique.

Key Points:

- The Heart Lock-In Technique is a powerful tool for creating beneficial and sustained changes at the physiological level.
- By sustaining coherence for longer periods of time, you are able to build your energy reserves and recharge your system, which builds your resilience capacity.
- Practicing the Heart Lock-In Technique regularly helps establish new and beneficial attitudes, which can become your new baseline or default point. It's like downloading a new operating system.
- Use the Heart Lock-In to prep for your day, to set the tone for your daily experiences or, in the middle of the day, to offset energy drains and re-energize your system. Use it before going to bed to promote more restful sleep.
- An optimal amount of practice time would be to do a Heart Lock-In daily for about 5 to 15 minutes, at least three or four times each week.



Transition: It is the consistent practice of a Heart Lock-In that will help you sustain changes and create a baseline shift. We will go over the steps first then practice it together.

Heart Lock-In Technique – Step 1

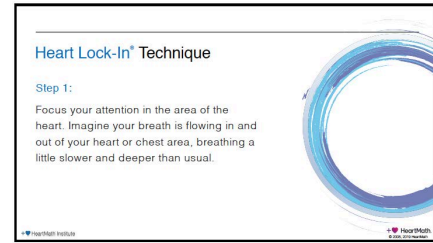
Time: 1 minute

Objective: Introduce Step 1.

Key Points:

- *(Read each step aloud.)*
- **Step 1: Focus your attention in the area of the heart. Imagine your breath is flowing in and out of your heart or chest area, breathing a little slower and deeper than usual.**

Transition: *(Click to next slide.)*



Heart Lock-In Technique – Step 2

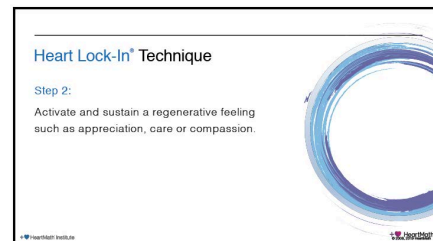
Time: 30 seconds

Objective: Introduce Step 2.

Key Points:

- **Step 2: Activate and sustain a regenerative feeling such as appreciation, care or compassion.**

Transition: *(Click to next slide.)*



Heart Lock-In Technique – Step 3

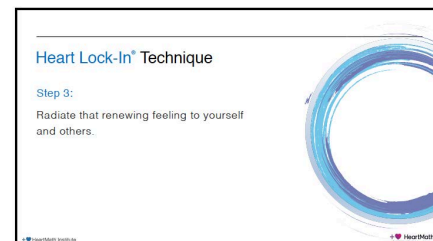
Time: 30 seconds

Objective: Introduce Step 3.

Key Points:

- **Step 3: Radiate that renewing feeling to yourself and others.**
- **Ask:** Are there any questions?

Transition: Let's talk a little more about Step 3 before we practice the Heart Lock-in together.



Coherent Field Environment

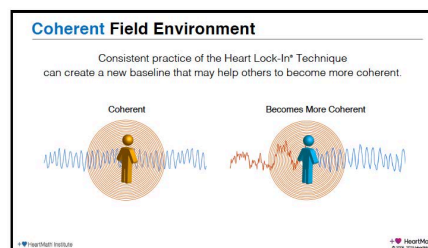
Time: 1 minute

Objective: Explain that besides the new physiological and emotional baselines being established, practicing Heart Lock-In and radiating the renewing feeling into the field environment helps others become more coherent.

Key Points:

- One of the key benefits of practicing the Heart Lock-In Technique regularly is that it creates a coherent field environment for you and those around you.
- The third step of the Heart Lock-In is unique in that it provides the individual an opportunity to send or “radiate” the renewing feeling to yourself or others.
- The action of radiating a renewing feeling is similar to the analogy of a radiator or old-fashioned heater radiating heat to a room.

Transition: Now let’s do the Heart Lock-In together.



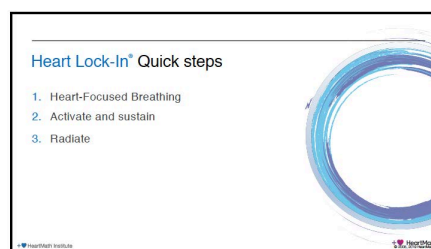
Heart Lock-In Quick Steps

Time: 5 minutes

Objective: Have participants practice the Heart Lock-In Technique.

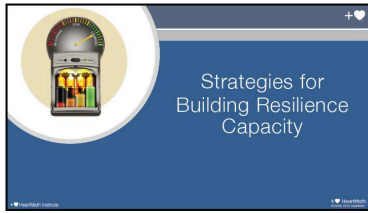
Key Points:

- You only need to remember the Quick Steps when you practice the Heart Lock-In.
- I will read the Quick Steps aloud and we’ll do a Heart Lock-In together.
(Set an appropriate length of time. You might have them practice it for 2-3 minutes.)
 - Heart-Focused Breathing
 - Activate and sustain
 - Radiate
- **Ask:** What do you observe about yourself right now?
- **Ask:** How would you describe the energy in the room now?
- (If using a flip chart, capture the responses or refer back to the Depletion to Renewal Grid. Oftentimes they will use the same words that they described as resilience in the beginning of the workshop. Make that connection if the words are similar.)



- We just created a coherent field environment.
- Describe your experience of the Heart Lock-In.
- *Ask:* When could you use this? How would it help?
- It is recommended to practice the Heart Lock-In 5 to 15 minutes a day three to five times a week. Find an appropriate time that works best for you to practice it regularly.
- You can practice a Heart Lock-In for any length of time.
- *(Note: Give examples of when you use the Heart Lock-in. The practice time has to work for the individual or they won't use it. This helps people understand that it is doable.)*

Transition: Let's talk about some strategies for building resilience capacity.



Strategies for Building Resilience Capacity

Strategies for Building Resilience Capacity Introduction

Time: 3 minutes

Objective: Introduce participants to the final exercises.

Introduction to Exercise:

- Please turn to the *Action Plans for Plugging the Energy Leaks* and *Building Resilience Capacity* pages near the end of your guidebook.
- The goal is to identify one situation in which you feel you are draining energy and determine what action(s) you can take to plug that leak for the next two weeks.
- For ideas, you might review energy-draining situations you noted throughout the guidebook. You also can look at the examples of typical situations in the top box on the *Plugging the Energy Leaks* worksheet.

Transition: (Click to next slide.)

Plugging the Energy Leaks

Time: 6 minutes

Objective: Identify a practice to plug energy leaks.

- Identify one situation you will commit to “taking on” that drains your energy and which technique(s) and strategies you will use for the next two weeks to plug the energy leaks.
- You can think of it as committing to *not* reacting in the energy-draining way that you typically do. That’s what we mean by “taking on” a challenge.
- **Ask:**
 - What technique(s) will you use?
 - When will you use them?
 - How will you remind yourself?



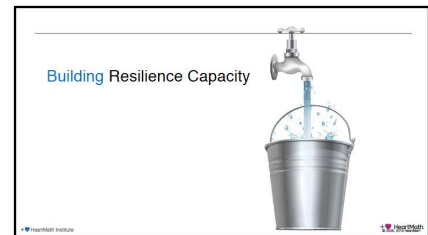
- **Ask:** What will most likely get in the way of this practice for the next two weeks? What can you do so that they will not get in your way?
- *(Optional: After participants have completed the worksheets, have them share a couple of appropriate examples.)*

Transition: Now, let's identify and commit to specific actions you will take to build resilience over the next two weeks.

Building Resilience Capacity

Time: 6 minutes

Objective: Have participants identify and encourage them to commit to a specific practice for building resilience.



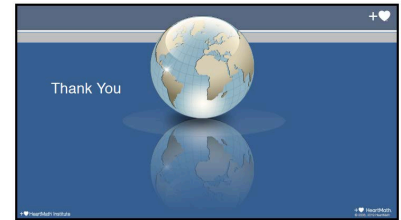
- Identify a practice for building your resilience that you will commit to over the next two weeks.
- You can think of it as something you are deciding that you will commit to *do* to build your resilience.
- **Ask:**
 - What technique(s) will you use?
 - When will you use them?
 - How will you remind yourself?
 - What will most likely get in the way of this practice for the next two weeks? What can you do?
- *(Optional: After participants have completed the worksheets, have them share a couple of appropriate examples.)*

Transition: *(Click to the next slide).*

Thank You

Time: 5 minutes

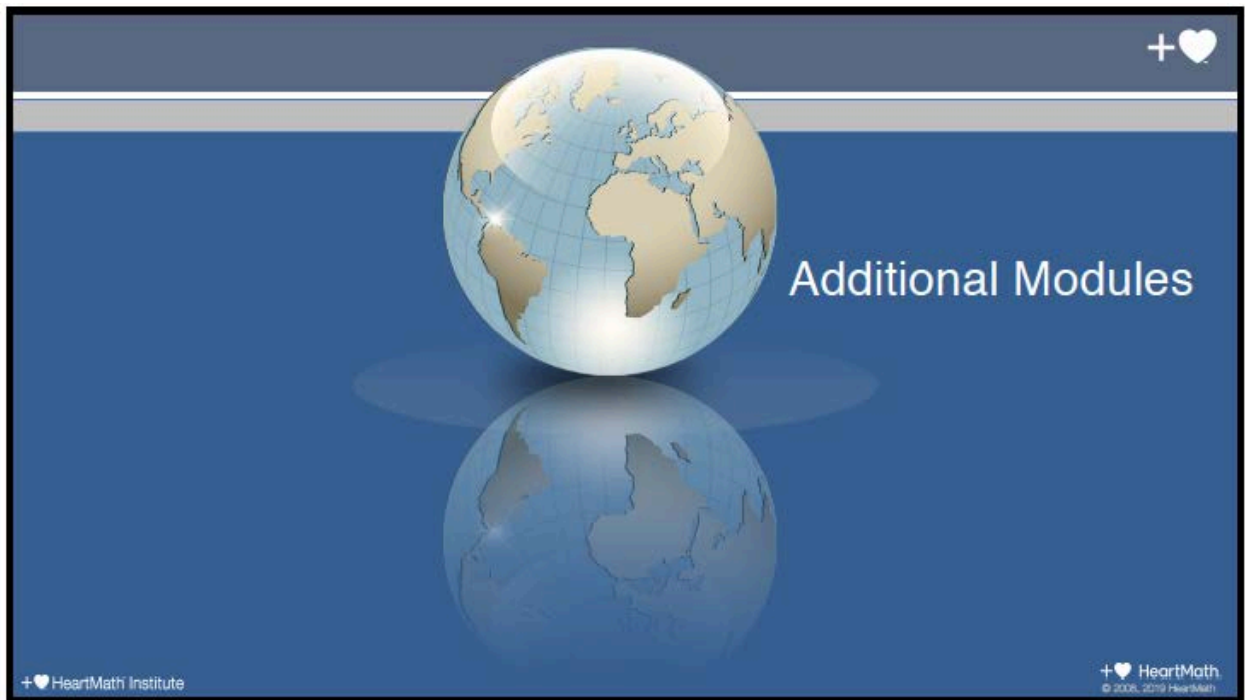
Objective: Wrap up the workshop, fill out evaluations and discuss more resources that are available on the IHM website.

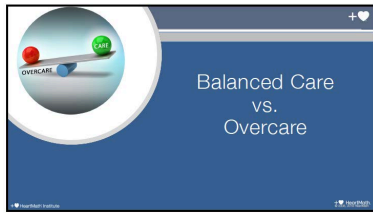


Key Points:

- *(Share closing comments.)*
- *(Encourage them to implement their action plans right away and to practice the techniques, even when they don't feel they need to do so.)*
- *(Mention additional resources.)*
- *(Optional: Ask participants to fill out evaluations.)*

Additional Modules





Balanced Care vs. Overcare

Balanced Care vs. Overcare Introduction

Time: 30 seconds

Objective: Introduce the topic of balanced care and overcare.

Key Points:

- We all care about many things. Our families, friends, projects and issues are important to us, to name a few.
- Let's look more closely at what we mean by balanced care vs. overcare.

Transition: *Ask:* How do you define care? Let's see how the dictionary defines it.

Care Defined

Time: 1 minute

Objective: Inform participants that there are contrasting definitions of care found in many dictionaries.

Key Points:

- It's surprising to find that the first definition for care in many dictionaries doesn't sound anything like care.
- The first definition of care on Dictionary.com is:
A state of mind in which one is troubled: worry, anxiety or concern.
- Contrast that to the nurturing experience we typically associate with care, which is a definition found several lines later on Dictionary.com:
9. To make provision or look out for.

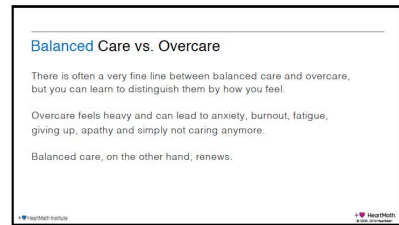
Transition: *Ask:* How do we know if we're in balanced care or overcare?



Balanced Care vs. Overcare

Time: 2 minutes

Objective: Make an important distinction between balanced care and overcare.



Key Points:

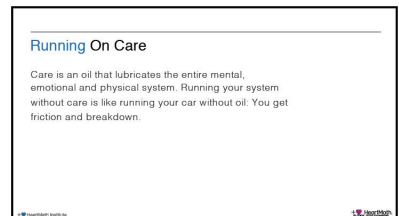
- There often is a very fine line between balanced care and overcare, but you can learn to distinguish them by how you feel.
- When genuine care becomes stressful and you experience feelings such as anger, frustration, impatience, worry or sadness, your care has turned into overcare.
- Overcare feels heavy and depletes your resilience.
- When the drain of overcare adds up, your capacity to handle challenges diminishes. Overcare also can lead to anxiety, burnout, fatigue, giving up, apathy and simply not caring anymore.
- In contrast, balanced care renews. It allows us to be flexible and resilient under pressure and can create a sense of connection and security.
- Balanced care also helps build your emotional muscle and stamina, allowing you to be more open to finding solutions to situations.
- *(If you have introduced the Grid, you can have them relate the feelings they experience in the quadrants when they are in balanced care.)*

Transition: With balanced care, you can have a smoother ride and less wear and tear.

Running on Care

Time: 1 minute

Objective: Explain how overcare drains our systems, similar to a car running without oil.



Key Points:

- We wouldn't think of running our cars without oil, which helps prevent friction and unnecessary wear and tear, which can lead to breakdowns.
- Running on overcare is like running our systems without oil. The resulting friction from feeling overwhelmed, anxious or impatient depletes our systems. It has a cumulative effect that can lead to burnout, apathy and not caring at all.

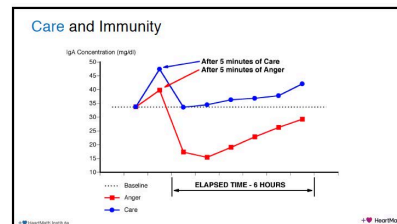
- Care lubricates our systems and minimizes wear and tear. Balanced care energizes and helps us bring our best to the things we care about. It feels good too, for both the giver and receiver.
- The recipients of our balanced care will feel the difference.

Transition: *Ask:* Did you know that the feelings we experience in our care can even affect our immune systems?

Care and Immunity

Time: 1 minute

Objective: Talk about a study that measured the effect of feeling care or anger on our immune systems.



Key Points:

- IgA (immunoglobulin A) is found in our saliva and is the first line of defense against bacteria, viruses and pathogens.
- High IgA means more resistance to respiratory disease. Low IgA means a vulnerable line of defense in the immune system.
- Depleting emotions decrease IgA levels.
- This HeartMath study shows that even short periods of recalled anger (five minutes) can reduce IgA levels for up to six hours.
- The study also showed that feelings of sincere care enhanced IgA levels, which increases our resistance to bacteria and viruses.

Transition: Whether you are involved in caring for family members, co-workers, patients or yourself, or providing extra care to someone in times of pressure, keeping your care balanced requires self-awareness. *Ask:* So, how do we recognize when we are in overcare?

Overcare Doesn't Feel Good

Time: 1-2 minutes

Objective: Explain a simple way to help differentiate balanced care from overcare.

Overcare Doesn't Feel Good

Sometimes we feel something slightly unpleasant, but because it's so subtle, we just accept it; we don't do anything about it. Overcare is a good example. We rarely notice when we cross that line from genuine care into a draining, counterproductive state of overcare.

Making the distinction between the two can be tricky. Care and overcare vary from person to person. From the heart's perspective, however, it's not so hard to figure out. Overcare doesn't feel good.

— Doc Childre

Key Points:

- We usually don't experience overcare in connection with things we don't care about. It helps to set our intention to monitor ourselves so we know when our balanced care has crossed the line into overcare. The more we are aware of the signs of overcare, the quicker we can take steps to renew our energy and get back to balanced care.
- There can be a fine line between balanced care and overcare. Because the difference can be very subtle, we may not even notice it, or we simply accept it because it doesn't seem like a big deal.
- Think of a time when you cared so much about something that eventually you became annoyed or frustrated about it or perhaps even burned out.
- Now think of a time when you cared about something and it felt good.
- That difference in how you felt illustrates the simple distinction between balanced care and overcare.

Transition: Overcare can be tricky to spot.

Signs of Overcare

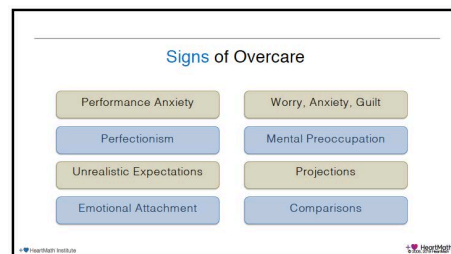
Time: 1 minute

Objective: Give examples of signs of overcare.

Key Points:

- These are symptoms of overcare that dilute the effectiveness of our intended care.
- **Ask:**
 - When have you experienced any of these?
 - What effect do they have on you?
 - What effect will bringing these qualities to something you care about have?
 - Do any of these feel like balanced care?

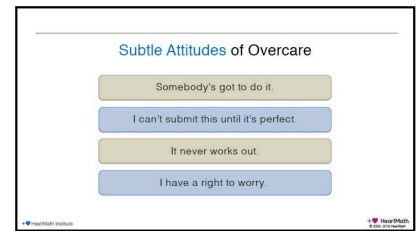
Transition: Our attitudes can also be signs of overcare.



Subtle Attitudes of Overcare

Time: 2-3 minutes

Objective: Inform participants that certain attitudes can be clues to overcare.



Key Points:

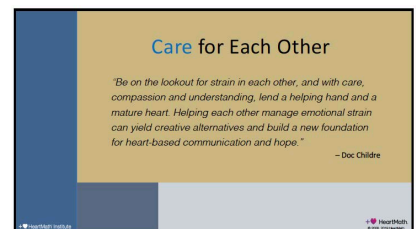
- Some overcare is very subtle and can go undetected. Or we may merely accept it because it doesn't seem like a big deal. It's important to begin watching for it.
- **Ask:** In what situation have you said any one of these (referring to the slide)? What effect did having that attitude have on you?
- Think of a time when you cared so much about something that eventually you became annoyed, frustrated or overly concerned about it.
- Now think of a time when you cared about something and it felt good.
- That difference in how you felt is the simple distinction between care and overcare.

Transition: We may not always notice when we are in overcare. We can learn to watch for signs of strain in one another. *(Share a relevant story if you have one.)*

Care for Each Other

Time: 1-10 minutes

Objective: Explain that effective care often means being on the lookout for pressure and strain in our co-workers, family and friends.



Key Points:

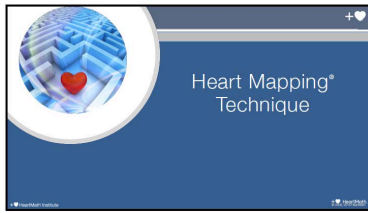
- Watching for signs of overcare in those around us can help build understanding, compassion and heart-based connections.
- Be careful not to slip into overcaring about those around you who are in overcare. You'll know if you are in balanced care by the way it feels.

(Optional Exercise)

Time: 5-10 minutes

- We often overcare about the very same things we care about such as family and friends and certain issues and situations.

- It's important to be aware of when our balanced care becomes overcare because it can drain us so much that we withdraw, hold grudges, become resentful and sometimes give up completely. We can suddenly "not care" simply because we are depleted. This is quite common, especially in relationships.
- *(Have participants explore areas in which they feel depleted from things they care about such as a child's or parent's health issues, projects that need to be completed on time, scheduled meetings with supervisors, local or national politics, rebellious teenagers, local sports teams, self-image or communications with someone important. If they have done the energy-draining exercise, suggest they look at some of the situations they identified that drain their batteries. If they have not done the exercise, you could have them do it now.)*
- *(Then have each person identify where he or she is on the Depletion to Renewal Grid for each situation and write, in the appropriate quadrant, the corresponding feeling experienced for each situation.)*
- *(Next, identify the original feeling of care for each situation such as love for a child, excitement about a vacation, enthusiasm for the success of a project or an exam or the feeling of connection in an authentic communication with a family member.)*
- *(Have them practice the Freeze Frame® Technique to help transform one of their energy drains by activating appreciation for what they care about in that situation.)*
- **Ask:**
 - What do you observe about yourself right now?
 - In which quadrant are you on the Grid?
 - What insight did you get?
 - Describe your experience.



Heart Mapping® Technique

Heart Mapping Technique Introduction

Time: 30 seconds

Objective: Introduce the Heart Mapping module.

Key Point:

- In the fast pace of life, we not only can lose resilience, but also the ability to access our own innate intelligence. We can feel stuck to the point that we can't see a situation clearly, shift our perspective or see outside of the box.

Transition: Let's explore how we might expand our perspective and see a bigger picture.

Seeing a Bigger Picture

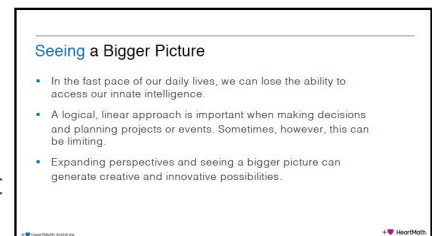
Time: 1 minute

Objective: Explain that you will be introducing a technique that can help expand perspectives and generate and create new possibilities.

Key Points:

- A logical, linear approach is important when planning a project, making decisions, prioritizing and handling life situations. Linear thinking offers valuable information, but no matter how thorough we may be, that approach can be limiting.
- Mapping is a useful tool for visually capturing as much information and as many ideas as possible that would be valuable for what we are working on.
- Unlike a to-do list, mapping allows for a more open, receptive, nonjudgmental approach that considers all aspects needed for arriving at solutions and successfully completing projects.

Transition: Heart Mapping expands on that idea by adding coherent perspectives from the heart to help us see the bigger picture.



Heart Mapping

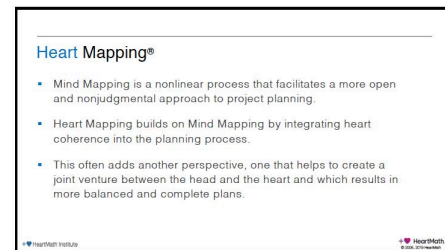
Time: 1 minute

Objective: Give a simple description of Mind Mapping and Heart Mapping.

Key Points:

- **Mind Mapping** (developed by Tony Buzan in the 1960s) is one type of map that has been used in education and business to engage the whole brain in problem-solving and brainstorming. Mind Mapping is a nonjudgmental way of processing and writing down information without editing the original inspirational ideas.
- **Heart Mapping** can generate creative and innovative possibilities by integrating heart coherence into the planning process. It adds another layer of information essential for gaining coherent perspectives to further enhance creativity in planning, organizing, starting something new, etc.

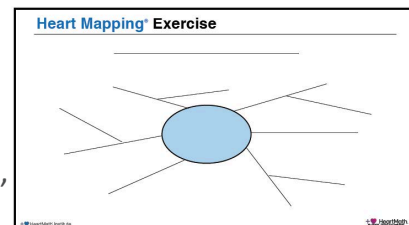
Transition: People often find they can create more balanced and complete plans or arrive at solutions when they decrease the stress that often accompanies projects, to-do lists or life situations. We will go over the instructions and try one together.



Heart Mapping Exercise

Time: 15 minutes

Objective: Diagram how Mind Mapping and Heart Mapping work, then guide participants through their own mapping process.



Key Points:

- *(Prepare two flip charts ahead of time. Then explain the process or draw as you explain.)*
- *(Mind Map: Draw a horizontal line at the top. Leave enough room at the top to write a title on the line and write Mind Map directly under the horizontal line. Draw a circle in the middle of the flip chart.)*
- *(Heart Map: Draw a horizontal line at the top. Leave enough room at the top to write a title on the line and write Heart Map directly under the horizontal line. Draw a circle in the middle of the flip chart.)*
- Here is an example of what the map will look like when we get started. *(Click to diagram.)* Let's go over the instructions before we start.

Heart Mapping Instructions:

1. Above the words “Mind Map” and “Heart Map” write down the name of the project you are planning.
2. In each circle, write down a key word to identify the subject. Imagine that the circle is a hub of a wheel. In the next step, add your ideas as spokes to the wheel. Related ideas would be sub spokes added to the main spokes.
3. On the top half of the Mind Map page, write down all of the ideas, tasks, concerns or worries regarding the project. Don’t edit, analyze or try to find solutions. *(Remind everyone that everything counts, including concerns and worries. If you are working with an intact team, be sure to capture everyone’s input.)*
4. When your mind has run out of ideas, go to the Heart Map *(bottom half of the page)*. Use one of the coherence techniques for 30 seconds to get coherent to balance the mind and emotions and shift perspective. Then ask yourself, “What else does this project or situation need to be successful?”
5. Using the Heart Map section at the bottom of the page, write down every new perspective from this coherent state. Use the same “spoke” format as you did for the Mind Map. Again, don’t edit. You can use images as well as words. If doubts or reactions pop up, write them down on the Mind Map.
6. When you think you are finished, get coherent again to see if any additional ideas or feelings surface for either of the maps.
7. Now look at the two maps and ask yourself: How are my Mind and Heart Maps different? Get coherent again and identify which activities on both maps are necessary for completion of the project or taking care of a situation and how to proceed.
8. Create an action plan. Use one of the tools to get coherent to prioritize what action needs to be addressed first and so on.

- Let’s start with an example to see how this works.
- Here are some examples of a generic project or situation that we can use to practice the Heart Mapping process.
- *(Suggest options for the process or poll the participants.)*
 - Plan a family reunion.
 - Start a new business.
 - Build a new website.
 - Organize multiple projects.
 - Create a marketing plan.

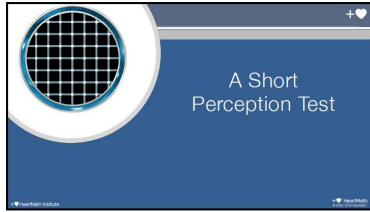
- *(Decide which example to use and guide the class through the steps of Heart Mapping using the example.)*
- *(The class determines they want to “Build a new website.”)*
- *(Write “Build a new website” on the top Mind Map line and select a key word to put in the circle, in this case “website.” Write the same topic and key word on the Heart Map.)*
- **Ask:** What are all of the ideas, worries and concerns you have in connection with building a website? *(Add their answers to the Mind Map).*

(Some examples participants may come up with for the Mind Map:)

- Main spoke: “Create a website.”
 - Sub spoke: What do I need to know to build a website?
 - Sub spoke: Where to go for ideas?
 - Sub spoke: Concerns about getting it right.
- Main spoke: “Find a web designer?”
 - Sub spoke: How do I find a skilled web designer?
 - Sub spoke: Ask friends for recommendations.
 - Sub spoke: Determine how much I can afford to pay someone.
- Main Spoke: “Market Research.”
 - Sub spoke: Who do I want to work with?
 - Sub spoke: Determine my market.
 - Sub spoke: What can my market afford?
- Main Spoke: “Financial.”
 - Sub spoke: Concern about being on my own.
 - Sub spoke: Supplemental income?
- Main Spoke: “Theme for the site.”
 - Sub spoke: What theme works best for my market?
- Main Spoke: “Product sales.”
 - Sub spoke: What products will sell well in my market?
 - Sub spoke: How do I create a store?
 - Sub spoke: What links do I need?

(Once the participants have run out of ideas and all of the worries and concerns have been expressed and written down, start the Heart Map process.)

- Let's all use a technique for 30 to 45 seconds to get coherent. *(Use the Quick Coherence® or Inner-Ease™ Technique to get coherent).*
- **Ask:** What else does this website need to be successful?" *(If you have two flip charts, go the Heart Map and add the responses. Oftentimes there are fewer responses for the Heart Map. It is not necessary to get more answers, but you can have everyone get coherent again and ask: "Have I forgotten anything? What else do I need to know? Once they are finished, step back from the two Maps.)*
- **Ask:** What is different about the two Maps? *(Trainer can comment after they express what they see as the difference.)*
- Oftentimes the Mind Map is quite full with a list of many ideas — the to-do list. Some people often have called the Heart Map portion of the Mind Map the "to-be" list. *(Explain that both Maps are needed.)* The goal of Heart Mapping is to create a joint venture between the head and the heart to give us a broader, fuller view. Heart Mapping often helps us remember things or key points that we may have missed in the linear process or the Mind Map process. Oftentimes the Heart Map responses represent the glue that holds the project together.
- The final step is to get coherent and determine which ideas and actions from both maps need to go into an action plan that includes the due date, who will do it and a description of the action item.
- *(Optional: Guide participants in creating their own Mind Map/Heart Map/action plans.)*
- *(Optional: Ask participants to comment about this process. Find out how this might work within their organizations.)*



A Short Perception Test

– Inattentional Blindness –

A Short Perception Test Introduction

Time: 15 seconds

Objective: Introduce the next exercise.

Transition: Are you all up for taking a short perception test?

Perception Test Movie

Time: 1 minute

Objective: Prepare audience for and play perception test, and draw out responses from participants.



Key Points:

- *(Ask those who already have seen this clip not to make any comments.)*
- There are two teams: The white shirts and the black shirts.
- Members of each team will have a basketball and only pass it to members of their own team.
- Your task is to count the number of times the team with the white shirts bounce-pass the ball to their own team members.
- Simple, right? Let me say the instructions again.
- **Ask:** Any questions about the instructions?

After the movie plays:

- How many bounce passes did you count for the team with the white shirts? *(Get responses.)* Four bounce passes is the correct answer.
- Did anyone notice anything unusual?

Transition: *(Click to next slide).*

Perception Test Movie 2

Time: 2 minutes

Objective: Play the movie again and see what they noticed this time.



Key Points:

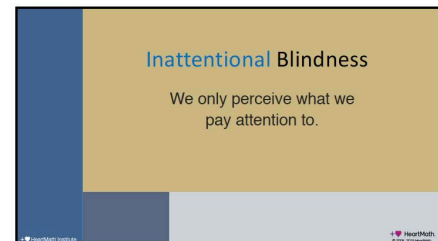
- Let's watch the clip a second time. Do not count bounce passes or watch either team. Just see what you notice.
- *(Play the movie again. Click back one slide and then forward to restart)*
- What did you notice this time?
- *(If people still haven't seen the gorilla, direct participants' attention to the gorilla as it enters and walks to the middle of the screen.)*

Transition: Let's explore why this is important.

Inattentional Blindness

Time: 3 minutes

Objective: Introduce the concept that we perceive only what we pay attention to.

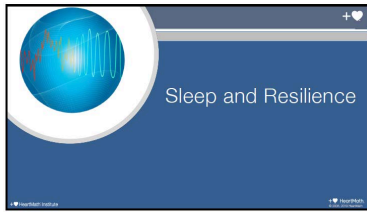


Key Points:

- This is an example that demonstrates a scientific fact about the way our brains work. It's a fun way to illustrate that we literally only perceive what we are paying attention to and do not perceive that which we are not paying attention to. The scientific term for this is inattentional blindness.
- It has been shown in lab settings that your brain actually saw the gorilla the first time you watched the movie, but you did not perceive it because your attention was focused on counting the bounce passes.
- How is this relevant for your job?
- Have you ever been in conversation with someone and asked a question only to have the person tell you that he or she had just finished telling you what you asked about? Could it be that your attention was divided between listening to that person and thinking about something else?

- Not giving your undivided attention means you could miss important information or instructions.
- This is important because, it has been estimated, 70% of mistakes come from problems in communication.
- The techniques you will learn in this program can help you better manage your attention.
- At another time, we will discuss intuitive signals we receive and how we can miss important signals when we do not pay attention to them.

Transition: *(Click to next slide).*

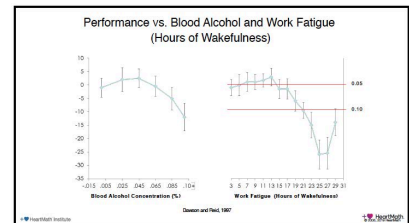


Sleep and Resilience

Performance vs. Blood Alcohol and Work Fatigue (Hours of Wakefulness)

Time: 3 minutes

Objective: Explain the relationship between work fatigue and performance. After being awake for 19 hours, our performance is equivalent to what it would be if we were legally intoxicated.



Key Points:

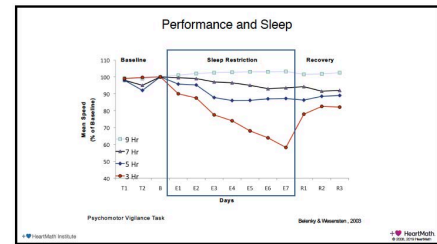
- Most people require seven to eight hours of sleep to function optimally and maintain alertness.
- The human body cannot be trained to need less sleep. There are no super heroes who can go without sleep.
- When our inner batteries are not able to fully recharge, our memory, moral judgment and decision-making can be severely compromised.
- As shown on the left side of the graph, researchers assessed participants' performance on reaction-time tests taken at various points as their blood-alcohol levels increased.
- Participants with a small amount of alcohol in their blood performed slightly better on the tests because they were less inhibited. The graphic shows that performance quickly declines as alcohol consumption increases.
- The figure on the right of the graph shows work fatigue, which is very similar to being awake for a certain number of hours, and the corresponding drop in performance levels resulting from high blood-alcohol levels.

Transition: After being awake for 19 hours, our performance is the same as it would be if we were legally intoxicated.

Performance and Sleep

Time: 3 minutes

Objective: Show how insufficient sleep and energy drain significantly impair performance.



Key Points:

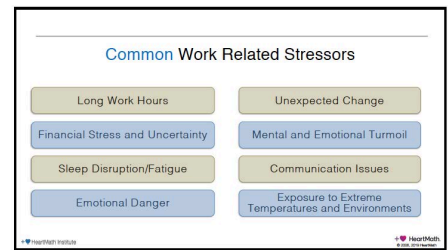
- Researchers in this study, conducted at Walter Reed Army Institute of Research, brought participants into a sleep lab and assigned them to one of four groups, each of which was allowed a certain number of hours in bed to sleep.
- The lucky ones were assigned to a group that got nine hours of time in bed. The other groups got seven, five or three hours of time for sleep each night over a week. Their reaction times were tested regularly while they were awake.
- The performance of the group that got nine hours in bed gradually increased a little during the week. Notice what happened with the seven-, five- and three-hour groups.
- The study clearly shows that the fewer hours each group was permitted to sleep, the lower their performance.
- When researchers set up this study, they thought three days would be sufficient time for the participants to recover, but their performance still hadn't recovered after three nights of having eight hours to sleep.
- How long do you think it took them to recover? Answer: *two weeks*.
- One of the findings of greatest concern in this study was that when participants were asked about their perceptions of their performance, they thought they were good to go and performing normally. In other words, they were not aware of their impairment.

Transition: These two studies clearly illustrate how performance is affected when our inner batteries or our resilience energy is drained. Next, let's look at the longer-term effects of energy depletion on our health, behaviors and performance.

Common Work-Related Stressors

Time: 30 seconds

Objective: Highlight some common work-related stressors (challenges for participants).



Key Point:

- *(Point to slide.)* It is important to pay attention to situations such as these because they are big energy drains:
 - Long work hours
 - Financial stress and uncertainty
 - Sleep disruption/fatigue
 - Danger
 - Unexpected change
 - Mental and emotional turmoil
 - Communication issues
 - Exposure to extreme temperature and environments
- *(Discuss key issues that are group-specific such as reactions related to change, especially unexpected change.)*

Transition: *(Click to next slide.)*

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Resilience Advantage™ Trainer Manual

Contents:

Module Configurations



4

Module Configuration – 1, 2, 3, 4 + Hour Workshops

Note: The Atmospheres and Basketball videos can be set up on your computer desktop outside of your PowerPoint file. For PCs, click the Alt + Tab key to scroll through your files to reach the video. Click play. To get back to the PowerPoint slides, hit the Alt + Tab key again.

For technical support: Contact: JJ McCraty – jj@heartmath.com

Recommendations: 1 hour workshop

1 hour (Resilience; Depletion to Renewal)

Introduction to HeartMath's Resilience Concept, Emotions and Depletion to Renewal Grid.

Mod #	Description	Slides	Length
1.	Introduction slides	3	5 min
2.	Resilience slides + Identify energy-drains	7	18 min
4.	Depleting/renewing emotions+ Identify energy-drains activity	5	12 min
8.	Depletion to Renewal™ slides + Grid exercise	2	20 min
19.	Wrap up Slide	1	5 min

1 hour (Resilience; HFB tool; emWave Demo)

Introduction to HeartMath's Resilience Concept, Stress and HFB technique for solutions.

Mod #	Description	Slides	Length
1.	Introduction slides	2	4 min
2.	Resilience slides + Identify energy-drains	6	16 min
5.	Heart-Focused Breathing™ Technique	3	11 min
7.	Physiology of Coherence (truncated for essence)	5	17 min
9.	Emotions and Feelings that Create Coherence	1	5 min
10.	emWave® Demo	1	7 min

Recommendations: 1+ hour workshop

1.5 hour (Resilience, Physiology of Coherence, Depletion to Renewal Grid, Quick Coherence)
Introduction to HeartMath's Resilience and Science Concepts, Depletion to Renewal Grid and QCT Technique.

Mod #	Description	Slides	Length
1.	Introduction slides	2	5 min
2.	Resilience slides + Identify energy-drains	6	16 min
4.	Depleting/renewing emotions+ Identify energy-drains activity	2	8 min
8.	Depletion to Renewal™ slides + Grid exercise	2	20 min
9.	Quick Coherence® Technique	5	8 min
19.	Wrap up Slide	1	5 min

1.25 hour (Res -D2R-IET)

Introduction to HeartMath's Resilience Concepts, Emotions, Depletion to Renewal Grid and IET Technique.

Mod #	Description	Slides	Length
1.	Introduction slides	3	5 min
2.	Resilience slides	7	18 min
4.	Depleting/renewing emotions+ Identify energy-drains activity	5	12 min
8.	Depletion to Renewal™ slides + Grid exercise	2	20 min
6.	Inner-Ease™ Technique	9	19 min
19.	Wrap up Slide	1	5 min

1.25 hour (Res -D2R-Bldg Res Cap)

Introduction to HeartMath's Resilience Concepts, Emotions, Depletion to Renewal Grid and Strategies for Building Resilience Capacity.

Mod #	Description	Slides	Length
1.	Introduction slides	3	5 min
2.	Resilience slides	7	18 min
4.	Depleting/renewing emotions+ Identify energy-drains activity	5	12 min
8.	Depletion to Renewal™ slides + Grid exercise	2	20 min
19.	Strategies for Building Resilience Capacity	3	15 min
19.	Wrap up Slide	1	5 min

Recommendations: 2 hour workshop

2 hour (Res-Atmos-HFB-Phys of Coh-D2R-QCT-emW)

Introduction, Resilience Concepts, Emotions, HFB, Phys of Coh, Depletion to Renewal Grid, QCT, emWave demo.

Mod #	Description	Slides	Length
1.	Introduction slides	4	10 min
2.	Resilience slides	7	18 min
3.	A Short Movie - Atmospheres	3	5 min
4.	Depleting/renewing emotions+ Identify energy-drains activity	5	12 min
5.	Heart-Focused Breathing™ Technique	3	12 min
7.	Physiology of Coherence	9	22 min
8.	Depletion to Renewal™ slides + Grid exercise	2	20 min
9.	Quick Coherence® Technique	5	8 min
10.	emWave® Demo	2	6 min
19.	Wrap up Slide	1	5 min

2 hour (Res-Atmos-HFB-Phys of Coh-IET-emW-Bldg Res Cap)

Introduction, Resilience Concepts, Emotions, HFB, Phys of Coh, IET, emWave demo, Strategies for Building Resilience Capacity.

Mod #	Description	Slides	Length
1.	Introduction slides	4	10 min
2.	Resilience slides	7	18 min
3.	A Short Movie - Atmospheres	3	5 min
4.	Depleting/renewing emotions+ Identify energy-drains activity	5	12 min
5.	Heart-Focused Breathing™ Technique	3	12 min
7.	Physiology of Coherence	9	22 min
6.	Inner-Ease™ Technique	9	19 min
10.	emWave® Demo	2	6 min
19.	Strategies for Building Resilience Capacity	3	15 min
19.	Wrap up Slide	1	5 min

Recommendations: 2+ hour workshop

2.25 hour (Res-Atmos-HFB-Phys of Coh-D2R-QCT-emW-Bldg Res Cap)

Introduction, Resilience Concepts, Emotions, HFB, Phys of Coh, Depletion to Renewal Grid, QCT, emWave demo.

Mod #	Description	Slides	Length
1.	Introduction slides	4	10 min
2.	Resilience slides	7	18 min
3.	A Short Movie - Atmospheres	3	5 min
4.	Depleting/renewing emotions+ Identify energy-drains activity	5	12 min
5.	Heart-Focused Breathing™ Technique	3	12 min
7.	Physiology of Coherence	9	22 min
8.	Depletion to Renewal™ slides + Grid exercise	2	20 min
9.	Quick Coherence® Technique	5	8 min
10.	emWave® Demo	2	6 min
19.	Strategies for Building Resilience Capacity	3	15 min
19.	Wrap up Slide	1	5 min

Recommendations: 3+ hour workshop

3+ hrs (with-HFB-D2R-QCT-emW-Intui-FFT-Bld Res Cap)

Includes Resilience and Science Concepts, D2R, 3 techniques including Freeze Frame and ends with Strategies for Building Resilience Capacity Action Plans.

Mod #	Description	Slides	Length
1.	Introduction slides	4	10 min
2.	Resilience slides	7	18 min
4.	Depleting/renewing emotions+ Identify energy-drains activity	5	12 min
5.	Heart-Focused Breathing™ Technique	3	12 min
7.	Physiology of Coherence	9	22 min
8.	Depletion to Renewal™ slides + Grid exercise	2	20 min
9.	Quick Coherence® Technique	5	8 min
10.	emWave® Demo	2	6 min
11.	Building & Sustaining Resilience	3	10 min
12.	Practical Intuition	8	15 min
13.	Freeze Frame® Technique	9	26 min
19.	Strategies for Building Resilience Capacity	3	15 min
19.	Wrap up Slide	1	5 min

3.25 hour (with-D2R-HFB -IET- Prep SRS-Rel Eng-CCT-Bldg Res Cap)

Includes Resilience and Science Concepts, D2R, 3 techniques including communication and ends with Strategies for Building Resilience Capacity Action Plans.

Mod #	Description	Slides	Length
1.	Introduction slides	4	10 min
2.	Resilience slides	6	16 min
4.	Depleting/renewing emotions+ Identify energy-drains activity	5	12 min
8.	Depletion to Renewal™ slides + Grid exercise	2	20 min
5.	Heart-Focused Breathing	3	12 min
7.	Physiology of Coherence	9	22 min
6.	Inner-Ease™ Technique	9	19 min
10.	emWave® Demo	2	6 min
11.	Building & Sustaining Resilience	3	10 min
14.	Relational Energetics	11	20 min
15.	Energetics of Communication	4	7 min
16.	Coherent Communication™ Technique	6	20 min
19.	Strategies for Building Resilience Capacity	3	15 min
19.	Wrap up Slide	1	5 min

Follow up Program – 3.5 Hour Part 2 – recommended for hospital teams

This option reviews what the participants learned in the initial Part 1 workshop, builds on what they have learned and introduces a new tool. The topics: Successes, Review of Techniques from Part I and uncovers Challenges; then, includes Practical Intuition, Freeze Frame, Relational Energetics, Energetics of Communication, Communication Technique, Balanced Care vs Overcare, Heart Lock-In Technique review and practice and Strategies for Building Resilience Capacity.

Mod #	Description	Slides	Length
	Successes		10 min
	Review of Techniques Part I		10 min
	Challenges		10 min
12.	Practical Intuition	9	15–18 min
13.	Freeze Frame® Technique	9	45 min
14.	Relational Energetics	11	15 –20 min
15.	Energetics of Communication	4	7–10 min
16.	Coherent Communication™ Technique	6	19–20 min
20.	Balanced Care vs. Overcare	9	15–22 min
18.	Heart Lock-In® Technique - review	7	7–10 min
19.	Strategies for Building Resilience Capacity	4	18–20 min

Recommendations: 4+ hour workshop

4+ hr (incl Sleep Res-BC vs OC)

This workshop provides standard 4 hours of content but includes additional modules like Sleep and Performance, Balanced Care vs Overcare and includes Establishing a New Baseline and the Heart Lock-In Technique.

Mod #	Description	Slides	Length
1.	Introduction slides	4	10 min
2.	Resilience slides	7	18 min
23.	Sleep and Resilience slides	3	6 min
3.	A Short Movie – Atmospheres	3	5 min
4.	Depleting/renewing emotions+ Identify energy-drains activity	5	12 min
5.	Heart-Focused Breathing™ Technique	3	12 min
11.	Building & Sustaining Resilience	3	10 min
7.	Physiology of Coherence	9	22 min
8.	Depletion to Renewal™ slides + Grid exercise	2	20 min
9.	Quick Coherence® Technique	5	8 min
10.	emWave Demo	2	6 min
12.	Practical Intuition	9	16 min
13.	Freeze Frame® Technique	9	26 min
14.	Relational Energetics	11	20 min
20.	Balanced Care vs. Overcare	9	22 min
17.	Establishing a New Baseline	4	10 min
18.	Heart Lock-In® Technique	7	10 min
19.	Strategies for Building Resilience Capacity	3	15 min
19.	Wrap up Slide	1	5 min

4 hour Workshop – Part 1 - recommended for hospital teams

This program emphasizes creating a more coherent and resilient climate. It excludes communication and replaces it with Establishing a New Baseline, the Heart Lock-In Technique and Strategies for Building Resilience Capacity which are the final Action Plans and setting goals.

Mod #	Description	Slides	Length
1.	Introduction slides	4	10 min
2.	Resilience slides	7	18 min
3.	A Short Movie – Atmospheres	3	5 min
4.	Depleting/renewing emotions+ Identify energy-drains activity	5	12 min
5.	Heart-Focused Breathing™ Technique	3	12 min
6.	Inner-Ease™ Technique	9	19 min
7.	Physiology of Coherence	9	22 min
8.	Depletion to Renewal™ slides + Grid exercise	2	20 min
9.	Quick Coherence® Technique	5	8 min
10.	emWave® Demo	2	6 min
11.	Building & Sustaining Resilience	3	10 min
17.	Establishing a New Baseline	4	10 min
18.	Heart Lock-In® Technique	7	10 min
19.	Strategies for Building Resilience Capacity	3	15 min
19.	Wrap up Slide	1	5 min

3-4 hour Law Enforcement-Military (with- Basketball-Sleep Res- HFB- Phys of Coh- D2R-QCT- emW- Prep SRS -Intuit-FFT-Rel Eng-Eng Com-Bldg Res Cap)

Mod #	Description	Slides	Length
1.	Introduction slides	4	10 min
3.	A Short Perception Test – Inattentional Blindness	4	5 min
2.	Resilience	6	15 min
23.	Sleep and Resilience slides plus Common Wrk Stressors-Int Eng Mgmt	6	10 min
4.	Depleting/renewing emotions+ Identify energy-drains activity	4	10 min
5.	Heart-Focused Breathing™ Technique plus quote	4	16 min
7.	Physiology of Coherence incl Self Awareness – Renewing Exerc	10	27min
8.	Depletion to Renewal™ Grid	2	20 min
9.	Quick Coherence® Technique	5	8 min
10.	emWave® Demo	2	6 min
11.	Building and Sustaining Resilience (Prep SRS) and quote	4	10 min
10.	emWave® Demo	2	6 min
12.	Practical Intuition	8	15 min
13.	Freeze Frame® Technique	9	26 min
14.	Relational Energetics plus horse coh, Eng of Com slides	14	30 min
19.	Strategies for Building Resilience Capacity	3	15 min
19.	Wrap up Slide	3	5 min

4 hour (with-Sleep Res- Prep SRS- HFB-D2R-IET-emW -Intuit-FFT-Rel Eng-Bldg Res Cap)

This workshop can be related to a decision-making theme.

Mod #	Description	Slides	Length
1.	Introduction slides	4	10 min
2.	Resilience slides	7	18 min
23.	Sleep and Resilience slides	3	6 min
3.	A Short Movie – Atmospheres	3	5 min
4.	Depleting/renewing emotions+ Identify energy-drains activity	5	12 min
11.	Building & Sustaining Resilience	3	10 min
5.	Heart-Focused Breathing™ Technique	3	12 min
7.	Physiology of Coherence	9	22 min
8.	Depletion to Renewal™ Grid	2	20 min
6.	Inner-Ease™ Technique	9	19 min
10.	emWave Demo	2	6 min
12.	Practical Intuition	9	16 min
13.	Freeze Frame® Technique	9	26 min
14.	Relational Energetics	11	20 min
19.	Strategies for Building Resilience Capacity	3	15 min
19.	Wrap up Slide	1	5 min

Recommendations: Series of Six, 1-Hour Workshops

1st hour Workshop

Introduction to HeartMath's Resilience Concept, Stress and a technique for solutions.

Mod #	Description	Abrev	Slides	Slide #	Length
1.	Introduction	Intro	4	1 - 4	6–10 min
2.	Resilience	Res	7	5 - 11	15–20 min
3.	A Short Movie – Atmospheres	Atmos	3	12 - 14	4–5 min
4.	Depleting and Renewing Emotions	D&R Emot	5	15 - 19	8–12 min
5.	Heart-Focused Breathing™ Technique	HFB	3	20 - 22	12–15 min
	Homework – Practice HFB several times a day and come prepared with one story				

2nd 1 hour Workshop

Participants walk away with a good understanding of the science concepts, energy drains and renewal and resilience-building techniques.

	Review homework - HFB story				
Mod #	Description	Abrev	Slides	Slide #	Length
6	Inner-Ease™ Technique	IET	9	23 - 31	19 – 20 Min
7.	The Physiology of Coherence	Phys of Coh	9	32- 40	22 – 25 min
	Homework – Practice IET several in the morning to prep for day and before mtgs, interactions, etc.				

3rd 1 hour Workshop

Participants walk away with a good understanding of the science concepts, energy drains and renewal and three resilience-building techniques; adds the Quick Coherence Technique to practice with the emWave Demo and a 10 minute break.

	Review Homework – Story about using IET to prep for day or before other situations				
Mod #	Description	Abrev	Slides	Slide #	Length
8.	Depletion to Renewal™ Grid	D2R Grid	2	41 - 42	20 –25 Min
9.	Quick Coherence® Technique	QCT	5	43- 47	8 – 10 min
10.	emWave® Demo	emW	2	48 - 49	6 – 10 min
	Homework – If they have access to the emWave or other technology device, practice the QCT several times during day with it. If not Practice HFB, IET or QCT as appropriate throughout their day. What are their successes and challenges with the using the techniques.				

4th 1 hour Workshop

Builds on the first 10 modules and includes Building and Sustaining Resilience using the Prep, Shift and Reset and Sustain strategies, Practical Intuition and the Freeze Frame Technique. This time frame includes only 1 Freeze Frame exercise.

	Review Homework –What are their successes and challenges using the techniques.				
Mod #	Description	Abrev	Slides	Slide #	Length
11.	Building and Sustaining Resilience (Prep, Shift and Reset, Sustain)	Prep SRS	3	50 - 52	6– 8 min
12.	Practical Intuition	Intuit	9	53 - 61	15 – 18 MIn
13.	Freeze Frame® Technique	FFT	9	62 - 70	26 min
	Homework – Practice the FFT on a decision or for planning during the week. Practice the other techniques as appropriate.				

5th 1 hour Workshop

This workshop segment focuses on enhancing communication skills. It builds on the first 13 modules and includes sections on Relational Energetics, Energetics of Communication and the Coherence Communication Technique.

	Review Homework – Relate story about using the Freeze Frame Technique.				
	Review the main points of Modules 1 -13				
Mod #	Description	Abrev	Slides	Slide #	Length
14.	Relational Energetics	Rel Eng	11	71 - 81	18 – 20 min
15.	Energetics of Communication	Eng Com	4	82 - 85	7 – 10 min
16.	Coherent Communication™ Tech	CCT	6	86 - 91	19 – 20 min
	Homework – Use Coherent Communication Technique during the week.				

6th 1 hour Workshop

This workshop segment focuses on creating a coherent climate or work environment and ends with Action Plans for Plugging Energy Leaks and Building Resilience Capacity.

	Review Homework – Relate story about Coherent Communication Technique.				
Mod #	Description	Abrev	Slides	Slide #	Length
17.	Establishing A New Baseline	Est Base	4	92 - 95	10 – 11 min
18.	Heart Lock-In® Technique	HLI	7	96 - 102	6 – 10 min
19.	Strategies for Building Resilience Capacity	Bldg Res Cap	4	103-105	18 – 20 min

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Resilience Advantage™ Trainer Manual

Contents:

**Pilot Module, Teach Back Assessment
and Program Evaluation**



5

Pilot Module - Heart Qualities and Values

Time: 1 minute

Objective: Introduce the next module: the heart's qualities and values.
(add between the Module 1 Introduction and Module 2 Resilience)

Transition: (As an option when transitioning from the introductory module to the Resilience module, ask participants several fundamental questions around heart qualities and values. These type of questions can invite participation, help warm up the room and plant the idea of "living" from their heart qualities and values and not just "thinking" about their life's mission and what matters most to them...)

Key Points:

- **Ask:** Before we move into the topic of resilience, I want you to reflect on some important questions about our heart's qualities and values.
- *(Refer to slide.)* Our heart's qualities and values are what we deeply value and make us "come alive."
- They are like having a personal GPS or an inner compass that keeps us on track in terms of the choices we make in life and how we interact with others.
- The qualities and values of our hearts are not mind-based, they are a higher expression of one's deeper self – the "heart of who we are" and reflect one's "best self."
- The following quote illustrates a universal heart value: helping others. *(Read quote.)* "One of the most important values across all countries and incomes is helping others." – Viktor Strecher, Author of "Life on Purpose."
(If asked for definition of values and qualities, these can be a reference point.):
Values: a person's principles or standards of behavior; one's judgment of what is important in life. <https://en.oxforddictionaries.com/>

Qualities: A distinctive attribute or characteristic possessed by someone.

Transition: Next, let's do an exercise to identify some of your heart's qualities and values.

The Heart 's Qualities and Values

Time: 7-10 minutes

Objective: Discuss qualities and values of the heart. Have participants identify some of their heart's qualities and explore how they manifest in their lives.

Key Points:

- *(Refer to the slide.)* Here are some examples of heart qualities and values. We're going to do an exercise where you will identify your more important heart qualities and values.
- *(Refer participants to the Heart's Qualities and Values Worksheet.)*

- As you consider the examples on the slide ask yourself, “What do I deeply value and what makes me come alive? What heart qualities and values give my life meaning and purpose?”
- From the list, write down in the spaces provided 3 or 4 of your personal heart qualities and values. If you think of others not on the list, write those down too. *(Allow about two minutes.)*
- Next, consider to what extent each heart quality actively influences the decisions you make and how you act and behave in your day-to-day life. Are they “operational” in your life? Consider specific situations, both when you did and did not live from the core of who you are. On a scale of 0 to 10, to what degree are each of your values “operational” in your life. (0 - not at all; 10 - all the time. Circle your responses.)
- Now, for two of your heart qualities and values, write one sentence about why or how each is important to you. *(Wait until most people are finished writing.)*
- **Ask:** Do you notice a difference in your energy? If so, what? *(Elicit responses.)*
- People often report feeling uplifted and having more positive energy when they stop and consider their deeper heart values and qualities. How often do we stop and actively tune in to what makes us “come alive inside” and what gives our lives purpose and meaning?
- Sometimes we discover that we have veered away from our heart’s qualities. We can always come back to them as guiding principles.
- **Ask:** Which of your heart’s qualities and values that you just wrote down are you willing to bring in to your daily life? Circle them.
- **Ask:** Who would like to share one of their values and why it’s important to you? *(Discuss as appropriate.)*
- *(Optional: Have participants get in groups of 2 or 3 and share with each other what their heart qualities and values are and when and how they manifest in their lives – 10 to 12 minutes.)*
- **NOTE:** *(The purpose of this discussion is to establish the qualities of resilience people want to experience more, in both their personal and professional lives. These qualities help describe the kinds of thoughts, feelings and physical aspects of resilience which can be referred to throughout the workshop.)*

Introduce before the Resilience Module, when complete, click to the Resilience Module.

Heart's Qualities and Values Worksheet

Our heart's qualities and values influence our perceptions, attitudes and beliefs, which in turn influence our decisions and behaviors.

Adventure	Family	Open-mindedness
Appreciation	Fun	Optimism
Authenticity	Honor	Patience
Care	Humility	Peace
Community	Humor	Relationships
Compassion	Inclusiveness	Reliability
Courage	Joy	Respect
Creativity	Kindness	Self-reflection
Excellence	Love	Spirit
Fairness	Loyalty	Vitality

Heart's Qualities and Values

_____	0	1	2	3	4	5	6	7	8	9	10
_____	0	1	2	3	4	5	6	7	8	9	10
_____	0	1	2	3	4	5	6	7	8	9	10
_____	0	1	2	3	4	5	6	7	8	9	10

Write down 2 heart qualities and values and why they are important to you.

Teach Back Assessment Form

Trainer:_____ Assessment done by:_____

Section/Topic:_____ Date:_____

Trainer Skills and Knowledge:

Comments:

• delivered the key points	
• spoke without the extensive use of notes	
• responded knowledgeably to questions	
• structured and managed a group process and de-briefing	
• made eye contact with the audience	
• listened to and acknowledged people who spoke	
• made the content relevant to daily life	
• demonstrated appropriate body language and gestures	
• used personal stories to demonstrate knowledge of the content	

Presentation Flow:

• guided discussions	
• managed time and pacing	
• provided silence to allow the audience to respond	
• brought closure to exercises and bridged to the next section	
• used personal stories that let authenticity show	

Relationship to Audience:

• inspired the audience; demonstrated passion for material	
• made the audience feel at ease	
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Certification Program Title: _____

Date: _____

How did we do? What was your overall experience of the program?

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Content:					
Focused on stated objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Course Materials:					
Well organized and easy to follow.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Instructors:					
a. Explained concepts clearly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Created a comfortable environment in which to do teachbacks, ask questions, and express concerns.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coach/Mentor:					
a. Explained concepts clearly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Provided me with a comfortable environment to learn, understand and practice the tools.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Modeled practicing the techniques and practices as part of the sessions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1. How have implementing the techniques and practices in your life impacted you personally?

2. How can we improve, in what way?

3. Any other comments?

Name: _____

☐ Can we quote you?