

The Science of CHANGE

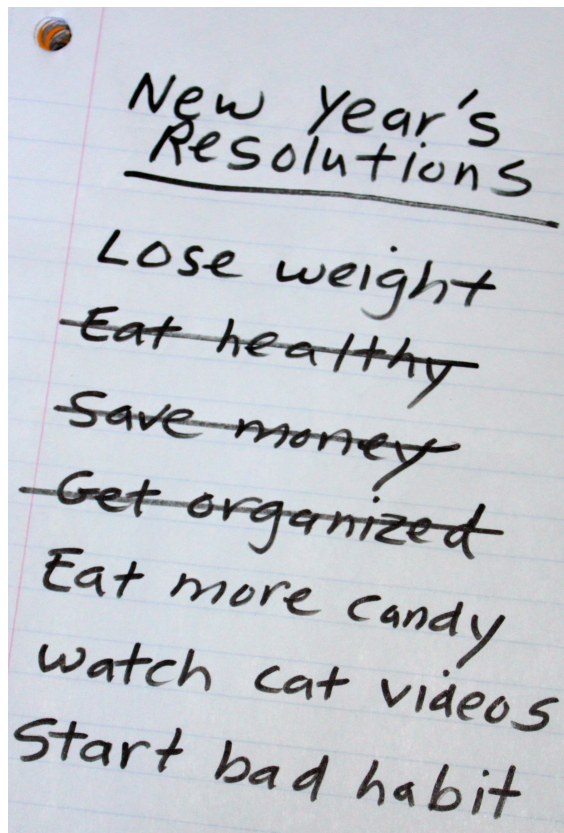
**A NEW
PARADIGM:
8 STEPS
TO CREATE
PERMANENT
CHANGE
THAT WORK**

Dr. Julie Helmrich

We fail at change

Every January millions of people make New Years Resolutions. The typical list includes one or more of these 10 great ideas: lose weight, get organized, spend less, quit smoking, spend more time with family, get fit, enjoy life to the fullest, help others more, learn something new, and find love.

Every February, 92% of the “resolvers” quit their resolutions.¹



The inability of well-intentioned resolvers to keep their desired change plans not only breaks their hearts, it shortens their lives², and it is quite literally breaking the bank³. Hundreds of billions of dollars⁴ are lost annually because of workers being unable to maintain the behavioral changes necessary to become and stay healthy, both physically and psychologically.

When experts estimate that only 20% of us are flourishing⁵, that 50% of us are walking around with a largely preventable chronic health condition, and when the age at which those chronic conditions first occurring is younger than ever⁶, it's probably ok to say, we Americans are failing miserably in the area of "changing ourselves."

What is being done?

These failure statistics prompt all sorts of thinkers^{7,8,9} with varying degrees of expertise to create to-do lists for companies and individuals interested in wellness.

The wellness industry participates heartily in trying to turn this situation around. Even so, Rand Health research on the US Workplace Wellness Market recently yielded a conclusion that, “**a dynamic and innovative wellness industry** has outpaced its underlying evidence base.”¹⁰

Wellness industry insiders lament that they know beyond a doubt **WHAT** they need to get the workers and other individuals to do to become well. That is not the problem.

The problem is **HOW to get the people to actually DO it**. When 92% of employers have wellness programs and only 20% of the eligible employees participate¹¹ something is wrong.



Only 20% of eligible employees participate in wellness programs

Why nothing is working



Education, metrics, incentives, workplace engagement... these are all critical components of wellness, but none of them will turn this situation around radically. Why? The lack of education, health metrics info, incentives, workplace engagement, etc. has never been the biggest problem. To make a dent in this problem there needs to be a paradigm shift.

Let's just think this through for a minute.

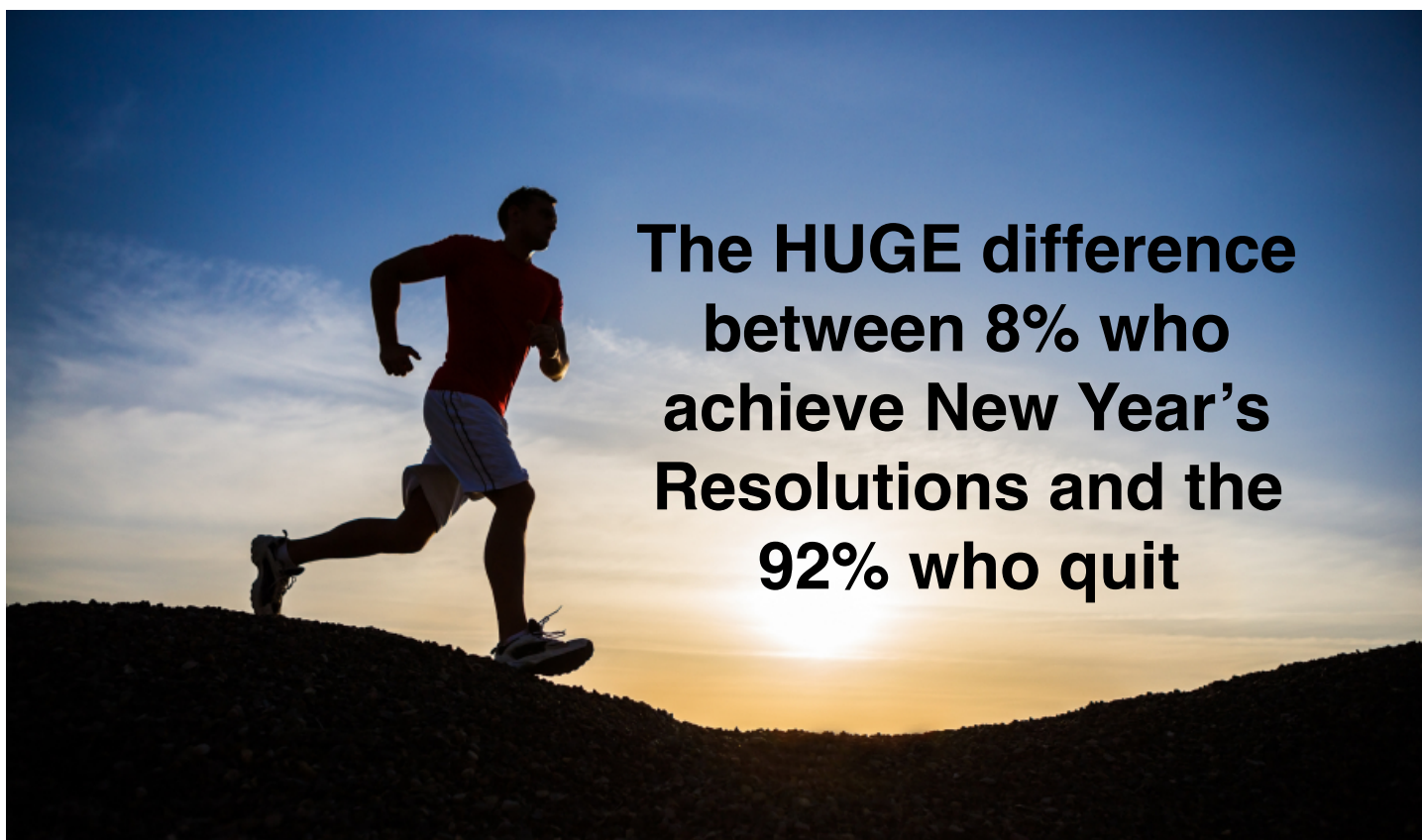
Imagine that your 2019 New Year's Resolutions list contained 4 or 5 of those from the list of 10 great change ideas at the start of this book. If you knew for certain that after a year or two of the right effort that you could achieve permanent positive change for everything on your list, would you need incentives to do the work? If you were getting the desired results, would the quality of the relationship with your supervisor be overly important to you relative to

your change efforts? Would you be able to get high quality education from the internet, or elsewhere from resources you can easily access, to serve you in your particular change effort, whether it was weight loss or smoking cessation or finding love? Would you be able to determine the appropriate metrics to measure your progress on your wellness journey and find a way to get those metrics?

I think you would.

In other words, isn't the bulk of control over wellness behavior at the individual level?

And if that is the case, isn't this the **most important question for wellness programs: EXACTLY WHAT is going on at the individual level that makes it nearly impossible for the individual to achieve permanent positive change?**



The reason that the 92% group can't get themselves to do the stuff that they know they need to do is that there are 8 steps required to create PERMANENT positive change.



Most people, in good faith, enter the change sequence at step 7, ignoring steps 1-6 and that's why most change efforts fail at the individual level.

Here's the 8 step change process that works!

This is a short version of the 8 steps. The wording is based largely on the language used by psychologist Dr. Jim Loehr.¹²

1. MY PURPOSE: Get total clarity about who you “really” are and about your ultimate purpose.
2. THE TRUTH: Face the truth about what parts of your current way of living are “off-purpose.”
3. CHOOSE TO FIX SOMETHING:
Choose one part of the current off-purpose situation to work on.
4. WRITE: WHAT “LIES” JUSTIFY THE CURRENT SITUATIONS: Write the “Old story” about that area of life that creates your internal justification for continuance of the status quo.
5. EXPERIENCE THE “LIES” Experience the “Old story” (Hint: if it’s not a little repulsive to you, re-do Step 4.)
6. WRITE: WHAT TRUTHS WILL CHANGE MY FUTURE
Write a “New story” (Hint: done correctly it will inspire confidence and action.)
7. CREATE CHANGE PLAN: Design explicit rituals (change behaviors) to ensure that the “New story” gets off the piece of paper and becomes a reality
8. LOG BEHAVIORS: Establish a daily accountability system



The first 6 steps
are quiet, reflective steps ...



...and each of the first 6
steps are **absolutely**
necessary when
PERMANENT POSITIVE
CHANGE is the goal.

THE 8 step process STARTS the change...

CHANGE EFFORT: Boost metabolism, get energized for day, mindful, healthy eating							
	M	T	W	TH	F	S	
Get up by 5:30a	5	5	5	1	5	NA	5
Reread "New Story"	5	5	5	5	5	5	5
8 oz of warm lemon water	5	5	1	1	5	5	5
10 min of spiritual reading	1	5	1	1	5	5	5
Eat breakfast, just until satisfied not full	3	3	3	3	4	5	5
Break every 90-120 minutes at work	5	4	3	2	5	NA	NA
Healthy snack on morning break	5	1	5	5	5	1	1
Take a full 30 minutes to eat lunch; eat away from desk; no multi-tasking (including checking phone)	3	3	5	1	5	NA	NA
Healthy snack afternoon	5	1	5	5	5	5	5
No processed foods	5	4	3	5	5	5	5
Prepare dinner for family as planned	5	4	5	5	5	3	1
Plan meals for tomorrow.	1	5	5	5	1	1	5
Pack lunch and snacks.	1	5	3	5	NA	NA	1
Carry water bottle	5	1	5	5	5	5	5
To bed by 10:30p	5	1	5	5	1	1	5
	1= not successful			5=successful			

...but logs keep it going

Once the daily rituals are created and the logging begins, the next stage is keep doing the rituals and keep logging the efforts and results for 60-90 days.

Better yet: log it for 120 days. By then the change is becoming the coveted established lifestyle. It's should be close to being a permanent positive change.

Repeating this 8-step process with, each and every permanent positive change that is desired, creates the deeply desired lifestyle changes. Because this is THE method that

establishes permanent change, it is usually necessary to go deeper into the 8 steps when relapse occurs.

Relapse, by the way, IS THE NORM, so wellness professionals interested in permanent positive change via wellness programs must prepare participants for relapse and discuss “get right back at it” strategies as a part of the wellness program. Insistence on the use of logs, such as the one above, helps normalize relapse.

The goal is PROGRESS, not perfection.



DOES THIS 8 STEP PROCESS WORK FOR EVERYTHING?



Jim Loehr, Ph.D.

This change process is not unique to Dr. Jim Loehr. He and his team have been using this methodology for decades with thousands of executives, who come to HPI, hoping to gain energy, perspective and fix their lives. But others have used versions of it.

YES!!



Deborah Khoshaba, Ph.D.

For example, psychologists Drs. Khoshaba and Maddi¹³ have been using similar processes for over 30 years helping employees become resilient in the face of great stress.



Salvatore R. Maddi, Ph.D.



Carol Dweck, Ph.D.

Dr. Peirce-Thompson, also a psychologist, is currently using a similar methodology in a highly successful weigh loss program¹⁴ called Bright Line Eating.



Susan
Peirce-Thompson, Ph.D.

Dr. Dweck, also a psychologist, taps into a similar process in helping failing students become successful individuals.¹⁵

It's about the brain

All of these successful change programs have this one thing in common: the psychologists who designed them understand that *permanent behavioral change is the result of changing the brain*. Changing our mind is not enough.

To change the brain takes particular efforts and it takes time, but the science of how to do it is known and IT IS DO-ABLE!



Permanent changes in wellness behaviors only happen when the brain changes.

Why aren't people doing what works?

Now, back to the individuals in the 92% group.

Why do people who are truly committed to their own permanent positive change ignore steps 1-6?

And perhaps more importantly why do wellness programs and coaches do the same?

My opinion: **they simply do not know that the first 6 steps are absolutely necessary.** If the first 6 steps are in the picture at all, they are treated as if they are optional.

Unscrupulous people tap into our natural desire for expediency, creating and selling get-rich-quick schemes or lose-10 pounds-by-Friday solutions. We all know to distrust them. But it isn't just they who add to annual-march-to-failure.



Strategies coming from **well-meaning but under-informed coaches** make a similar contribution.

Why? **Almost all of their strategies belong to Steps 7 and 8.**

- Walk 10,000 in a day
- Eat more vegetables
- Set a quit-date
- Write in your gratitude journal
- Keep a food log
- Call home at exactly the same time to connect with kids when out of town
- Don't multi-task

All great ideas.

All Steps 7 & 8.

None will stick... not without the steps 1-6.

But coaches know this 8 step process, right?

My own informal interviewing of coaches (a word I'm using to include all life coaches, counselors, consultants, pastoral counselors, psychotherapists, etc.) yielded this discouraging finding: **most don't know they are starting at the end of the change sequence.**



Steps 7&8 are cool and they give us hope that something is going to happen, but the bulk of the work is actually done ahead of time.

The prep work in Steps 1-6 is really the hardest part and that's what people need help with.

Ironically, because the internet is packed with the “right” change behaviors, practically no one actually NEEDS a coach to tell them WHAT to do.

Google “how to _____” and the internet will give you plenty of Step 7 ideas.

Google “technology that will help me track _____” and you will find apps galore to help with Step 8.

FitBit,¹⁶ as an example, is a fabulous physical activity tracker, food log, etc. It works at Step 8. I have one. I use it. I love it.

Q: What can't FitBit help me or anyone else with?

A: Steps 1-6.

Q: What can't information help with? A: Steps 1-6.

Q: What will incentives NEVER touch? A: Steps 1-6.

When a supervisory relationship makes a difference in wellness, it's probably because somehow in the context of that relationship, something from Steps 1-6 is brought into discussions. This is probably because the supervisor has good people skills. Odds are slim, though, that the supervisor is consciously conducting Steps 1-6 discussions.

***Steps 1-6 are not fast.
They're not easy.
All they are is effective.***

Why and how does the 8-step method work?

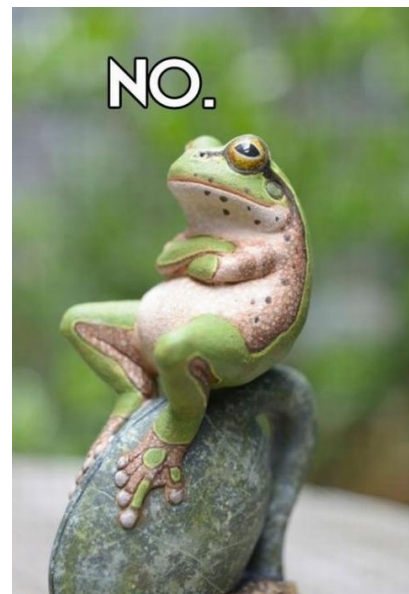
To really understand the change process in human beings you have to understand 2 things:

- **Your brain isn't a brain. It's three brains¹⁷.**

Getting all three of them to cooperate in creating permanent positive change is not that easy. Do-able but not easy. The 8 step process gets them to co-operate.

- **Your brain, my brain, everyone's brain is programmed to resist any and all changes to the status quo.**

This brain science finding as made its way into business circles but suggestions about what to do about it are too simplistic.¹⁸



How this plays out at work with wellness initiatives

Imagine this:

You're a human resources director.

Your task: get all your people to engage heartily in a wellness program.

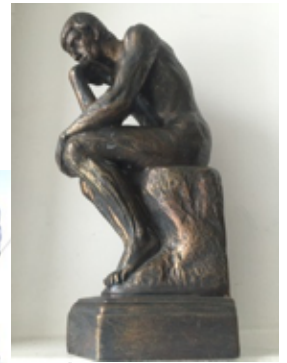
Your plan: individual meetings with each of them to discuss the value the program might have to him/her.

Great plan, but how does it actually go down?

Like this: You arrive for the discussion, believing that you're going to enter a room and have a one-on-one conversation with someone.

When you enter the room, in fact, there is a "committee" of three sitting there.

In the room there is a **Vulcan, a puppy, and a robot.** You now realize that your job is to get all three of them to agree on a course of action relative to their participation in the wellness program. OK ... GO!



Did you just laugh out loud? Was it overwhelming to try to imagine how to do it? Did you realize that your plan to discuss great ideas was going to fall apart?

Most importantly, do you now feel a LOT of empathy for the 92%, who are well-intentioned regarding their New Years Resolutions, but who also fail?

Like you, they arrived at the meeting well-intentioned, but **completely underprepared to deal with the "committee-of-three."**

BUT we are human! We are NOT Vulcans, puppies, or robots

True. We are not Vulcans, but one of our brains has the Vulcan-like capacity to think rationally and reason clearly and create plans that, if implemented, will dramatically improve our physical and psychological well-being.¹⁹



True. We are not puppies, but when we feel loved and connected and we can see a story with a happy ending, we have a lot of puppy energy that can be mined for the motivational drive needed to fuel wellness efforts.²⁰

Finally, we are not robots, but we do have a lot of preprogrammed automated behavior and that automaticity either helps us or hurts around wellness. Lately that programming has been getting us into trouble.²¹



WHY does the 8-step process work?

Short answer: Makes good use of “brain-ology.”

Here’s the genius of the 8-step process:

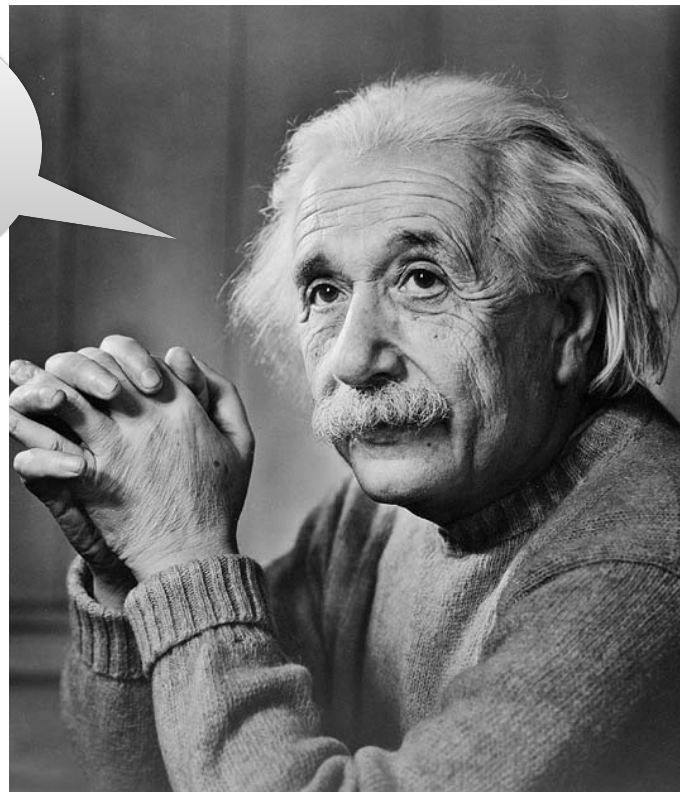
- It taps into all three brains (Vulcan, puppy, and robot).
- It values each brain for what it brings to the table (cognition, emotion, and automatic action).
- It asks of each brain to do what that particular brain does best (plan, energize, and implement).

Wow!
That IS
GENIUS

In other words,
**it simultaneously maximizes
rationality, emotionality, and
automaticity.**

The entire triune brain is engaged
in the change process.

Because of that *your brain, under
the influence of the 8-step method,
becomes your best friend instead
of being your worst enemy.*



When brain-ology isn't used

Let's look at those New Years Resolutions again.

The hope is that the Vulcan brain will come up with a plan, the puppy brain will supply the motivation, and the robot brain will automatically implement the plan.

Here's how it actually goes down:

The Vulcan brain creates a beautiful, well-reasoned list of changes that need to happen based on the processing of rational data.

The Puppy brain processes all the emotional data, feels the need to change, gets excited about the possibilities that the list of changes will bring and starts bouncing around in anticipation of fun and the end of all pain.

The Robot brain goes, "What?!! There's a policy change?!!! No one consulted me! What about all these other self-preservation routines I've already got in place?! How am I supposed to do them all?! They're here for a reason you know!! It's these routines that saved you back in the day.

"Frikkkin' leadership!!! Sitting around in their fancy ivory-tower offices, dreaming up new ideas, without a clue as to what it really takes to implement them. No skin in the game! Always think they know what is best and how easy it's going to be ...and they have never once been on the factory floor to know what it really takes to get this work done."

The Vulcan brain tries to reason with the Robot, shows the Robot charts and graphs, orders the Robot to just do it because it's the only thing that makes sense.

The Puppy hears the Robot's objections, frets, feels bad, and promises the Robot a nice reward if the Robot will just obey.

But the Robot eventually will have none of it and finally says, "Forget it. I'm out!" And then quits.

Right about then the groundhog emerges from his burrowand most of the well-intentioned, but under prepared, resolvers quit.

Steps 1-6... um, they feel a little like...um therapy.



Let's go back to the steps.
As I said, steps 1-6 are
“quiet, private” steps. They
feel a little therapy-like.
They are. If we want
permanent change we've
got to go there.

Intellectually go there.
Emotionally go there.
Spiritually go there.



Therapy-like methods
works. That was
scientifically validated over
40 years ago²².

Over 15 years ago, the
Surgeon General, in the first
report on mental health ever
issued by that office, used
particularly strong language
when affirming that, “the
evidence for treatment being
effective is overwhelming
...the inescapable point is
that studies demonstrate
conclusively that treatment
is effective.”²³

**“the evidence for treatment being effective is overwhelming
...the inescapable point is that studies demonstrate
conclusively that treatment is effective.”²³**

Nobody wants to do therapy.

Which brings us to the next reason and the bigger reason that **wellness programs don't work** as well as they should: Nobody wants to go to therapy.

Even if a phenomenal wellness program was created and was designed to be highly effective (meaning it includes components that are therapy-like), most won't participate in it.

The wellness profession is facing now the exact same issue that the psychotherapy profession has faced for over a century. No one wants to do therapy, regardless of what it is called. We can call it psychotherapy, coaching, counseling, consulting, wellness education, you name it. It matters little what the label is.

No one wants to ask for help. They want help but they don't want anyone, not even the therapist, knowing that they are going for help.

Let's take psychotherapy as an intervention and imagine that I'm languishing²⁴.

By languishing I mean that I don't have debilitating anxiety; I'm not clinically depressed, nor am I

addicted, but I'm not that happy either and I know there's something wrong.

Also, let's say that I actually read the Surgeon General's report and I'm convinced seeing someone would help. Odds are slim that I will make the call. Why? If you could read my mind my thoughts would sound something like this:

"Because I worry that when I make the call, on the other end of the line, is someone who is going to look down on me, poke around in my past, tell me what's wrong with me, charge me a lot of money, and there's still no guarantee that it will make a difference in my life. Who needs that?!"

This same internal process is going on regardless of what the area of needed improvement is (weight, spending, smoking, love, organizing, family, joy, service, etc.) and regardless of what the potential change intervention could be (coaching, wellness training, mentoring, counseling, psychotherapy, supervision).

Younger gens don't want to make that call either.

A few years ago I did a highly scientific (NOT) survey of my Facebook friends and asked this question:

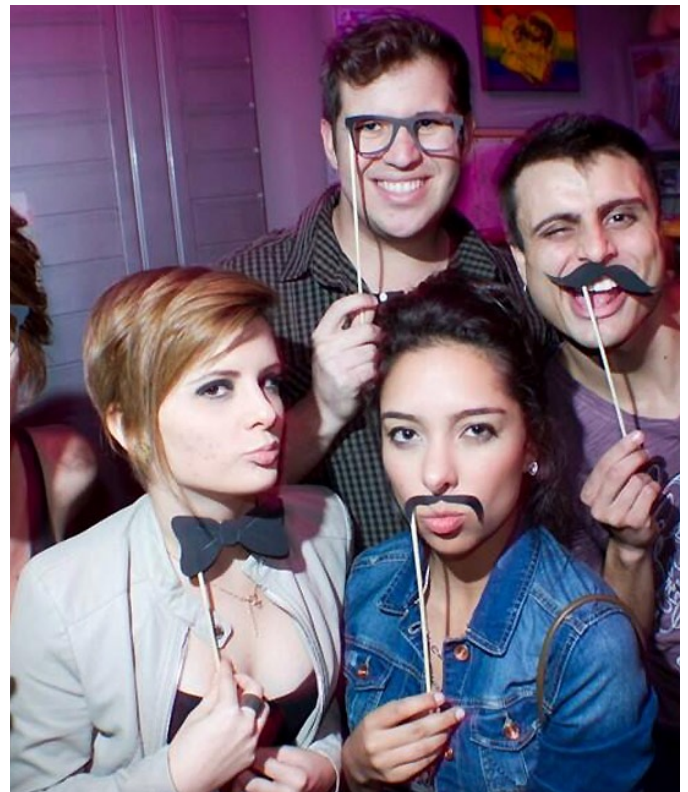
If it were free, what do you think is the main reason that people who could benefit from counseling would NOT seek counseling?"

Most frequently given answer: stigma.

I thought maybe it was a cohort issue with us older folks (most of my FB friends are about 45 years or older) so I asked a young graduate student of mine with a huge FB following if she would post the same question.

I thought that maybe a younger cohort would give a different reason.

In fact, her young FB friends cited "stigma" as the reason even MORE frequently by my FB friends.



Conversations that started spontaneously on both FB pages after the surveys were over were mostly around the idea of "How, then, can we reduce stigma?"

**BUT THAT'S THE WRONG CONVERSATION
AND IT YIELDS WRONG ANSWERS**

STOP TRYING TO REDUCE THE STIGMA!



PRIVATE ISN'T GOOD
ENOUGH. PEOPLE WANT
ANONYMOUS

Anybody in a change-process profession (coaches, psychotherapists, counselors, wellness trainers, pastoral counselors, psychologists) needs to face this truth:

People want help with changing themselves without ever having to tell anyone that they are trying to change themselves.

They don't want ANYONE to know, NOT EVEN THE BELOVED COACH who has created an absolutely super private way for them to get the help they need.

“Private” isn't good enough.
People want anonymous.

And I think **we should give it to them.**

The wellness industry, like the psychotherapy profession, has to create wellness programming that is anonymous and that gets people the same kind of outcomes that face-to-face interventions yield.

I've been noodling on how to do this for over a decade.

My simple idea was “**let's give up on trying to reduce stigma and instead find ways to give people what they want, which is, ‘invisible counsel.’**”

Anonymous works

Anonymous works. Shrink 'n' Drinksm LIVE demonstrates that. That program has been in existence for 8 years. I've answered an estimated 5000 questions posed anonymously by an estimated 3500 participants. It doesn't show any signs of waning.



Selected as one of 20 of Milwaukee's most creative people because of Shrink 'n' Drink



The success of all 4 versions of our Ascender programs at Iron Psych demonstrate it too. We presume that Marriage Ascenders 3.0 will have the same impact on the couples' counseling world.

There's a formula that works.

Our formula is on the next page.

We would be happy to have you use it to design your wellness program.

With 70% of the American population languishing because of the inability to make permanent positive changes, there's plenty of work to go around.



Yes, there's plenty of work to go around



OUR FORMULA FOR HELPING OTHERS CREATE PERMANENT POSITIVE CHANGE

- 1) First, teach the Science of Change and refer back to it regularly. We use Dr. Jim Loehr's *The power of story* as the text for our course.
- 2) Then teach other content that is specific to the area of improvement that is your focus. Teach pertinent strategies (your recommended Steps #7 & 8). Weight loss courses, for instance, would teach about nutrition, insulin resistance, blood sugar levels, menu planning, etc.
- 3) Be science-based in all content. [The Vulcan brain loves science.]
- 4) Use story with all content. [The puppy brain loves story.]
- 5) Be specific about application methods. [The robot brain needs total clarity about exactly what behaviors need to be programmed in.]
- 6) Have science-based textbooks and mail them directly to the participants. It's comforting to all 3 brains to have something tangible and visible to balance out the intangible and invisible online world.
- 7) Have instructors create downloadable workbooks with activities that will help the participants "program" the content into their brains. We use three kinds of activities in the workbooks that I have written to accompany each of the 13 Iron Psych courses: reflection, writing, and doing. [The Robot brain needs to really understand the nitty-gritty routine before repetition and automaticity can begin.]
- 8) Have instructors create deep dive videos that are evergreen²⁹ and are based on textbook content, content from other science contributors, and on their own professional and personal experiences. In other words, have them do on video what they do in a brick and mortar classroom setting. Application stories really make the deep-dive videos work. [The Vulcan will like the science, the puppy brain loves the stories and the Robot begins to be able to see what automations might be possible] Make the videos available whenever the mood strikes the puppy, I mean participant. We store ours on a password-protected membership where our Ascenders have 24/7/365 access.
- 9) Create regular "live" online events that have content that is NOT evergreen. In contrast to the membership site videos, the live events SHOULD have timely cultural references that are pertinent to that week's content and that would make the webinar irrelevant on some other day. It helps people feel connected to each other in a particular place and time. [Where were you when the Twin Towers were hit?] The puppy brain hates to be alone and thus struggles to keep doing the "independent study" that is required by the textbook, the deep dive videos on the membership site, and much of the workbook. We use a weekly webinar for this and teach that week's content in an "executive summary" kind of way [Vulcan brain loves this], seeding always the idea that the deep dive videos are a way to go deeper in the specific content areas that are resonating for them.
- 10) Encourage community building (helps the Puppy brain) while keeping anonymity front and center (calms down the Robot brain which is always trying to insure that no humiliation will ever happen). We encourage Ascenders attend the live weekly webinar whenever they can, and to be extremely creative in choosing a user name to log in with, (soothes the Robot brain; Moses, Peppermint Patty, Bubba, etc. often attend ours) and to participate in the chat room with other Ascenders during the webinar (puppy gets excited at community).
- 11) Encourage people to keep up by making something "bad" happen if they don't. We do this by recording the live weekly webinar and having it available to them but only for so long. It's up on membership site for about 10 days after the live event ...and then it goes away forever. [Panics the Robot brain who never wants to lose anything, because it might be needed for self-preservation, ya know! ...hence the almost perfect record of Ascenders in doing the webinars either live or through replay.] The only exception to this weekly webinar deadline that we make are the recorded webinars for the Science of Change course, because we encourage Ascenders to keep returning to that course over and over. Please do this for your group, too.
- 12) We don't talk about symptom reduction, EVER! Doing so arouses the defenses of the robot brain, which can go on and on about how those symptoms are necessary for self-preservation. We talk about growth. We talk about ascending. We talk about investing in their psychological fitness in the way they invest in financial fitness, spiritual fitness, and physical fitness. That it's a forever commitment and the main thing is to get on the journey, to climb, and to keep climbing forever. That we're not about sprinting up a hill to the imaginary place where everyone is just coasting. We talk about that ascending is like doing a slightly challenging hike up a hill that is worth it because the view keeps getting better. We talk about the hill doesn't end and the always-improving views never end either. We walk this talk by selling lifetime memberships to the Ascender program (as opposed to selling tuition-based courses, a previous strategy).
- 13) We have host a private online group for Ascenders (Closed Facebook Group). All Ascenders are welcome to join it. Most do not. [More data that people don't really want anyone to know that they are trying to fix something.]
- 14) Finally, we promise that they actually won't have to read the textbook, do the videos, or complete the workbook assignments. This is a CRITICAL part of our success. The robot brain is hard-wired to resist being pushed into doing something new ...so we do not insist on anything like that. We promise (and deliver on it) that they will have enough to "ascend" by simply listening to the one hour weekly webinar. It's on the instructor to deliver the content in such a way that the Vulcan brain is satisfied, that the puppy brain feels connected, and that the robot brain is tempted to try a new thing or two.

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9. <http://www.prevention.com/mind-body/10-minute-health-and-wellness-tips>
10. <http://www.dol.gov/ebsa/pdf/workplacewellnessmarketreview2012.pdf>, p. 40.
11. <http://www.dol.gov/ebsa/pdf/workplacewellnessmarketreview2012.pdf>, p. 5.
12. Psychologist Dr. Jim Loehr has been used this exact methodology with tens of thousands of high achieving business execs for over 3 decades. See J. Loehr (2007) *The power of story*. It's not a unique process. When permanent results are the goal, this is how well-conducted psychotherapy, skilled coaching, and high-quality counsel works.
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15. Dweck, C. (2006) *Mindset: The new psychology of success*. New York: Random House.
16. <https://www.fitbit.com/>
17. See: <http://www.kheper.net/topics/intelligence/MacLean.htm> for the basics on the Triune brain. See also, <http://www.mangadesign.com/three-brains-one-persuasion-strategy/> for a simplified graphic.
18. <http://www.forbes.com/sites/carolkinseygoman/2011/12/19/why-we-resist-change-and-what-leaders-can-do-about-it/2/>

19. This is a Star Trek reference. The character Mr. Spock (played by Leonard Nimoy) was half Vulcan and was known for his rationality, his detached logical capacity, his skill with language and reasoning. The Vulcan brain is a nickname for the Neo-cortex, i.e., the large cerebral hemispheres that wrap around the other parts of the brain. Some call it the human brain. It's the home of thought, or put another way, cognition. All of these processes are considered cognition and "live" in the Vulcan brain: planning, language, abstract thought, logic, reason, infinite learning abilities, consciousness, modeling, simulation, rational data, deductive reasoning. The Vulcan brain is "future-focused." The Vulcan brain is the "newest" brain and it's the one I think we're usually referring to when we say "THE" brain. Besides being the newest brain, evolutionarily, it is also the weakest of the three brains, something that is often a shock to intellectuals. The cultural preference for the Vulcan brain over the other two brains is a big problem.

20. The "Puppy" brain is a nickname that I gave to what is often called the mammalian brain. Some people call it the "monkey" brain. I prefer "puppy" to "monkey" as a nickname because I think it helps us understand and respect the sweetness and vulnerability of the mammalian brain. The "puppy" brain is the limbic system. It includes: the limbic cortex, amygdala, hippocampus, the septal nuclei, hypothalamus, and plenty of other connecting structures. It's the home of emotion. All of these processes are considered emotion and "live" in the puppy brain: feeling, motivation, love, dreaming, story, connections, rewards, memory, valuing, sociality, nurturance, mutuality, reciprocity, and gut reactions (intuition). The puppy brain is why story is so powerful and motivating especially in the here-and-now. The puppy brain is why we laugh and cry at movies even though we "know" that it's a movie and nothing is actually happening. As an aside: yes, your actual puppy at home DOES have feelings. Your puppy feels happiness and joy and sorrow and guilt among other things. Your puppy really does love you and once he understands how much you loved your couch, he feels guilty for chewing it up.

21. The robot brain is a nickname I like to use for what is usually referred to as the reptilian brain. I prefer "robot" to "reptile" because it connotes the automaticity of the functioning of that brain, plus, I don't think any of us like the idea of a lizard living in our head. That image has always made me "look down" on the reptilian brain. It's not good to , and that dissociate from the reptilian brain because it's the most powerful of the three brains and if it doesn't "decide" to help, we're out of luck. Structurally, the robot brain is the brainstem and cerebellum. It's the home of action, especially automatic action meant for self-preservation. All of these processes are considered automatic action and "live" in the robot brain: homeostatic functions, breathing, digestion, reproduction, heart rate, body temperature, balance. The robot is responsible for keeping us alive and gets credit for automatically "knocking us out" when the Vulcan brain decides to have 3 martinis in under 90 minutes. Once knocked out, the robot brain has the liver process the poison (booze) and that keeps us alive. When the liver is done, the robot brains "allows" us to wake up again and make a few choices. Evolutionarily, the robot brain the oldest brain and it takes very seriously its role of "protecting" us. Some of the self-preservation programming is genetic and that is the stuff we should be happy to keep. But other of the programming is cultural and familial ...and we should always be a little suspicious of that. Fear of saber tooth tigers lives right next to the fear of public speaking in the robot brain. The problem: the robot treats them as equal threats. Fear-based religion lives in the robot brain. So does addiction.

22. Smith, M. & Glass, G (1977) Meta-analysis of psychotherapy outcome studies. *American Psychologist*, 32, 752-760.

23. <http://profiles.nlm.nih.gov/ps/retrieve/ResourceMetadata/NNBBHS>. See Chapter 2 of the 1999 report. For an executive summary written by the Surgeon General in 2000 click here: <http://www.psychosocial.com/policy/satcher.html>see

24. And wellness professionals working in corporate American should be quite concerned about languishers, because they actually COST MORE than people who meet the official markers of mental illness.

25. Evergreen content is content that is perpetually relevant. It's always of interest to learners. It does NOT have current cultural references, e.g., what happened at last week's Super Bowl game.

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Dr. Julie Helmrich has been a child since 1956 and a clinical psychologist since 1991.

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In 2008, she created a program called Shrink 'n' Drink. She co-founded Iron Psych in 2009. In 2013 she was selected as one of 20 of Milwaukee's most creative people by the premier Milwaukee Magazine.

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