

# WORKSHEET: Building Your Plan

What is Driving Your Stress?	Who is Driving Your Stress?					
	Boss	Leaders	Peers	Client	Team	Loved Ones
<b>Microstresses Draining Your Personal Capacity</b>						
Misalignment of Roles or Priorities						
When Others Don't Deliver Reliably						
Unpredictable Behavior From a Person in a Position of Authority						
Volume and Diversity of Collaborative Demands						
Surge in Responsibilities at Work or Home						
<b>Microstresses Depleting Your Emotional Reserves</b>						
Managing and Feeling Responsibility for the Success and Well-Being of Others						
Confrontational Conversations						
Lack of Trust in Your Network						
People Who Spread Stress						
Political Maneuvering						
<b>Microstresses Challenging Your Identity</b>						
Pressure to Pursue Goals Out of Sync with Your Personal Values						
Someone Undermining Your Sense of Self Confidence, Worth, or Control						
Negative or Draining Interactions with Family or Friends						
Disruptions to your network						

**X** indicates microstress you want to stop

**Y** indicates microstresses you are creating for others

**O** indicates microstresses you are unnecessarily magnifying.

# Building Your Plan (Cont.)

For each of the X, Y, and O categories you picked, identify two specific actions you can take to change

<b>X Action 1</b>	
<b>X Action 2</b>	
<b>Y Action 1</b>	
<b>Y Action 2</b>	
<b>O Action 1</b>	
<b>O Action 2</b>	

# Building Your Plan (Glossary)

Microstresses that drain your capacity to get things done	What it is	Example
<b>Misalignment between collaborators on their role or priorities</b>	People having different objectives or values, or when requirements to get something done are unclear.	A cross-functional team stalls on a project because a member from IT is focused on cost-cutting while someone from marketing is focused on increasing customization.
<b>Uncertainty about others' reliability</b>	When expectations aren't met, compounded by the number of collaborations required to get something done	One colleague promises updated material by a certain time, then says they can't get to it. Several others come to you with similar misses, and everyone assumes you will step in to cover the work.
<b>Unpredictable behavior from a person in a position of authority</b>	Sudden shifts in work requests, performance expectations, or mood from people in power.	A boss who praises you on Friday but fires off an impatient email Saturday night.
<b>Collaborative demands that are diverse and high in volume</b>	Too many people asking you to collaborate — across email, meetings, phone/video calls, IM, and team collaborative spaces — on too many small things.	During your morning commute, you receive 22 emails from colleagues, six texts from your child, and a message from your spouse that the check engine light has come on...all while you're trying to pay attention to a work call.
<b>Surges in responsibilities at work or home</b>	Unexpected or new tasks overwhelming you, not because you can't do the work, but because the "collaborative footprint" they require makes them feel exponential.	You're asked to lead a new task force at work that spans departments, or your aging parent requires a hospital visit and consultation with doctors.
Microstresses that drain your emotional reserves	What it is	Example
<b>Managing and feeling responsible for the success and well-being of others</b>	Taking care of family members, or helping ensure that team members are successful	You feel the need to protect an employee on your team who is struggling with personal issues or is not getting recognized for their work.
<b>Confrontational conversations</b>	Discussing differences of opinion or needs with someone you rely on but who may not be open to your perspective.	You have to communicate to a direct report that they need to step up their performance, or you must resolve a misalignment with a colleague from another department.
<b>Lack of trust in your network</b>	Collaborating with people you haven't had time or opportunity to develop a trusting relationship with.	You feel that you have to constantly check in with new team members to monitor the timeliness and outcome of their work.
<b>People who spread stress</b>	People who exude stress that causes others to feel anxious and stressed.	A boss sits in on a weekly meeting, and the tone of her questioning creates stress for many junior colleagues.
<b>Managing and feeling responsible for the success and well-being of others</b>	Taking care of family members, or helping ensure that team members are successful.	You feel the need to protect an employee on your team who is struggling with personal issues or is not getting recognized for their work.
<b>Political maneuvering</b>	Feeling caught between hidden agendas, or trying to navigate situations that affect you without having a chance for input.	Two managers are in a subtle power struggle, leaving you feeling that you have to tread carefully just to get your work done.
Microstresses that challenge your identity	What it is	Example
<b>Pressure to pursue goals out of sync with your personal values</b>	Having to do something that makes you feel uncomfortable or distant from the person you set out to be in your career.	You succumb to revenue pressure and oversell a product's features, or treat employees badly because of performance expectations that cascade down the organization.
<b>Attacks on your sense of self-confidence, worth, or control</b>	Events, behaviors, or work requests that make you feel unqualified or unable to control your world.	Your role at work feels impossible to keep up with, leaving you constantly focused on what you can drop rather than how you can excel, or you get a call from your child's school about their misbehavior and you feel like a bad parent.
<b>Draining or otherwise negative interactions with family or friends</b>	Demands or disagreements with loved ones that are difficult to navigate or avoid	In your weekly call with a sibling, they use the time to complain about things out of your control.
<b>Disruptions to your network</b>	People who were once close to you fall out of touch, taking away interactions that brought personal support, laughter, and a sense of purpose.	You accept a job in another state and later realize how much you miss the support and camaraderie of your former colleagues and friends.

# WORKSHEET: Your Resilience Network

Source of Resilience	Name(s)	How They Helped You
Provide <b>empathic support</b> so you can release your emotions and stay balanced? <i>This person may have let you vent, was able to commiserate or just made you feel like there was another person there to listen.</i>		
Help you see a <b>path forward</b> ? <i>When you needed practical advice, this person may have helped you with suggestions, explained how they handled something similar, or let you see some of the options you could consider.</i>		
Gives you a different <b>perspective</b> ? <i>When you are over-thinking or are about to drown in self-pity, this person may help you to see that it's not as bad as you think.</i>		
Help you to <b>manage surges</b> at work or at home? <i>When you were overwhelmed by demands, this person may have come through with resources or their own time and talents to help you through.</i>		
Helped you to <b>make sense</b> of people or politics? <i>This person might have had more experience or a broader view and could help you to better understand others' behavior.</i>		
Help you to <b>laugh</b> at yourself or your situation? <i>This person may have diffused the tension by injecting humor.</i>		
Helped you <b>unplug or take a break</b> from your challenges? <i>You may have done something with this person—a sport, hiking, a getaway—that was completely unrelated to your challenge, so your mind and body got a break.</i>		

As you go through this checklist, you can see your current resilience network. Is it robust? Are there a variety of names on your list? Are there some blanks? You might also check to see if there is one person—maybe your spouse—who is listed over and over. Over-reliance on a single person means your resilience network might not be that resilient! If you haven't built a solid network before you get to challenging times, you're far more likely to be derailed by a setback.

# WORKSHEET: Generating Purpose

Use this exercise to identify your existing purpose generators, see where you have gaps, and find ways to extend purpose through relationships with others. The goal is not to create an entirely new life plan, but to recognize where you find purpose now, how to more consciously lean into those sources of purpose, and to identify “low-purpose” activities that you might be able to find ways to adjust or eliminate.

Purpose Generators	Relationships				
	At Work				
	<i>Direct Supervisor</i>	<i>Other Leaders</i>	<i>Peers</i>	<i>Teams That Report to You</i>	<i>Customers, Clients, Users</i>
<b>Fulfilling Life Roles and Priorities:</b> Fulfilling a set of personal roles and priorities you feel are important to a life well-lived.					
<b>Giving to Others:</b> Using your time and talents to help others.					
<b>Seeing Purpose in Everyday Life:</b> Opening the “aperture” to see greater possibilities or higher purpose in what you do.					
<b>Co-creating:</b> Working together with “synchrony” (deep trust, commitment, and rapport) and scaffolding (building on each other’s ideas).					
<b>Living Shared Values:</b> Putting shared values into practice with friends, family or colleagues.					

# What Generates Purpose for You? (Cont.)

	Relationships				
	Outside of Work				
Purpose Generators	<i>Spouse, Partner</i>	<i>Family</i>	<i>Friends</i>	<i>Interest Groups</i>	<i>Customers, Clients, Users</i>
<b>Fulfilling Life Roles and Priorities:</b> Fulfilling a set of personal roles and priorities you feel are important to a life well-lived.					
<b>Giving to Others:</b> Using your time and talents to help others.					
<b>Seeing Purpose in Everyday Life:</b> Opening the "aperture" to see greater possibilities or higher purpose in what you do.					
<b>Co-creating:</b> Working together with "synchrony" (deep trust, commitment, and rapport) and scaffolding (building on each other's ideas)					
<b>Living Shared Values:</b> Putting shared values into practice with friends, family or colleagues.					