Optimizing the Lawyer Brain to Improve Well-being and Enhance Performance

Debra Austin, JD, PhD

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Moderator

Judith Gordon is a facilitator, mediator and coach, and founder of LeaderEsQ, a consultancy devoted to providing high achievers with the mental and emotional fitness tools they need to improve productivity, performance, and personal satisfaction. Her programs and coaching focus on building a sustainable career through leadership, resilience, emotional intelligence, stress management, and well-being training.

Judith is on faculty at UCLA School of Law, the Women Leaders Forum, and the California Health and Longevity Institute. She trained in emotional intelligence with the Institute of Social and Emotional Intelligence, and in mediation at the Straus Institute for Dispute Resolution. She serves on the NAWBO-LA Board of Directors as Board Strategy and Leadership Chair, and she writes and presents regularly on success, well-being and the high-achieving professional.
Presenters

• **Dr. Debra Austin** teaches Lawyering Process, Advanced Legal Research & Writing, and Professionalism and Well-being Skills for the Effective Lawyer at the University of Denver Sturm College of Law.

• Debra writes and speaks about how neuroscience and psychology research can improve the well-being and performance of law students, lawyers, and other professionals. She has a Bachelor of Music Education from the University of Colorado at Boulder, her J.D. from the University of San Francisco, and her Ph.D. in Education from the University of Denver.

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**Law Student Wellbeing Research**

- 11,000 students
  - 43% binge drank in past 2 weeks
  - 36% of other graduate students
  - 17% depression
    - 7.7% of general population
  - 37% anxiety
  - 18.1% of general population
  - 6.3% considered suicide in last 12 months
    - 3.9% of adults and 2.5% of age 18-25 in general population

- July 2014 - February 2015, 7 law student suicides and 1 law professor suicide

*Organ, Jaffe & Bender (2016)
Law Student Wellbeing Research

• 2017: 886 Harvard law students
• Harvard Crimson described the results as “grisly”
  • 25% suffering from depression
  • 24.2% struggling with anxiety
  • 20.5% felt a heightened risk of suicide, and
  • 66% experienced new mental health challenges during law school

Lawyer Wellbeing Research

• Survey 12,825 licensed & employed lawyers (Krill, Johnson & Albert 2016)
  • 23% qualify as problem drinkers
  • 11.8% other highly-educated professionals
  • 28% experience depression
  • 19% have anxiety
  • 23% are stressed

  • Lawyers 4th in suicides (doctors, dentists, pharmacists)

ABA The Path to Lawyer Well-being Report

• Enhance the Effectiveness of Legal Organizations;
• Improve the Professional and Ethical Behavior of Lawyers; and
• Help Individual Lawyers Thrive in 6 Domains
  • Physical
  • Emotional
  • Intellectual
  • Occupational
  • Social
  • Spiritual

*ABA 8-14-17*
General Recommendations

• Identify Stakeholders & Reduce Toxicity in Profession,
• Eliminate Stigma associated with Help-Seeking Behaviors,
**Emphasize Well-being is part of Lawyer’s Duty of Competence,**
• Educate Lawyers, Judges, & Law Students on Lawyer Well-being, and
• Take Incremental Steps to Instill Greater Well-being in the Profession

Legal Employer Recommendations

• Create Policies & Practices to Support Lawyer Well-being
• Provide Training & Education on Lawyer Well-being, including New Lawyer Orientation

Competence Requirement

• Model Rules of Professional Conduct Rule 1.1
• Colorado Rules of Professional Conduct Rule 1.1
• Neuroscience Findings on Cognitive Function
• Psychology Findings on Wellbeing and Performance
Well-being & Academic Performance Research
- Teaching Well-being Skills Enhances Student Performance
- Standardized Tests
- Study Habits, Homework Submission, Grades, and Adult Education Attainment, Health & Wealth
  - Self-Regulation Skills
  - Social & Emotional Training
  - Decision-Making, & Critical Thinking


Neuroscience & Psychology Research

In the face of overwhelming odds, I'm faced with only one option.
I'm going to have to science the sh*t out of this.

Mark Watney in The Martian
The Brain

Learning & Memory Formation
Impact of Stress on Cognition
Habit Learning: Motivation & Reward
Neuro-Destructive Conditions
Impact of Nutrition on the Brain
Recommendations for Optimizing Mind and Brain

Brain Facts

3 lbs
Size of Coconut
Consistency of Jell-O, chilled butter, tofu
Requires
- 25% of calories consumed
- 20% of oxygen breathed
- 25% of body's total blood flow
Key Parts of Emotional Brain: Emotional Response & Memory

- **Hippocampus**
  - Memory Processor
  - Can grow new cells

- **Amygdala**
  - Panic Button

Key Parts of the Emotional Brain
Habit Learning & Reward System

- **Ventral Tegmental Area (VTA)**
  - Produces Dopamine
  - Reinforcer of Habits/Learning

- **Nucleus Accumbens (NAC)**
  - Target of Dopamine
  - Pleasure Hot Spot

Thinking Brain:
Reasoning, Logic, Higher-Order Thinking

- **Frontal**: Language, Reasoning, Movement
- **Occipital**: Vision
- **Temporal**: Hearing
- **Parietal**: Taste, Temperature, Touch
Neurons: Communication Brain Cells
- Dendrites > Axon > Synapse
- Neurotransmitters
- Electrical-Chemical-Electrical

Brain Super Powers
- **Neuroplasticity**
  - Constant change in neural network
  - Experience, Action & Thought
- **Neurogenesis**
  - Birth of new brain cells in hippocampus

Learning & Memory Formation
Learning Brain: Laying Down a Memory

• **Encoding**
  - **Thinking Brain**
    - Memory traces via senses
  - **Emotional Brain**
    - **Amygdala**
      - Quick and Dirty Route
      - Survival decision
  - **Hippocampus**
    - Analytical Route

Learning Brain: Memory Consolidation Loop

• **Consolidation:** Memory Traces to Long-Term Memory
  - Neural loop: **Thinking Brain** to **Emotional Brain/Hippocampus**
  - During Sleep
  - 2-10 years

• **Consolidated Memories**
  - **Hippocampus** release
  - Memories distributed in Connectome

Stress & Cognition
Stress Impairs Learning & Memory
Hippocampus Damaged by Stress Hormones
Killing Them Softly, Debra Austin

Arousal
Defense
Escape

Nourishment
Procreation
Brain-Body Equilibrium

Stressed Brain: Hippocampus & Amygdala
• Fight-or-Flight System: Stress Hormones
• Acute Stress: Short-lived
• Chronic Stress: Long-lasting
Brain on Stress Hormones

• Suppresses Brain Cell Birth
• Harms or Kills Hippocampus Neurons
• Damaged Hippocampus releases Stress Hormones

• Secures survival memory & obstructs other memory
• Impairs learning new material & retrieving learned material

Stress and Cognition

• Impaired
  • Memory, Concentration, Problem-solving
  • Math performance & Language processing
  • Curiosity, creativity, and motivation
• Hippocampi Shrink in Size
  • Depression & PTSD
  • Repeated jet lag
  • Alcoholics & young chronic cannabis users
• Shrinkage and memory loss directly proportional to elevations in stress hormones

Chilling Out the Parasympathetic Nervous System

Rest-and-Digest

• Conserves energy
• Promotes digestion and nutrient absorption
• Slows heart rate
• Lowers blood pressure
• Curbs the release of adrenaline and glucocorticoids
• Produces feelings of calm & contentment
Habits, Motivation & Reward

- Ventral Tegmental Area (VTA)
  - Produces Dopamine
  - Reinforcer of Habits/Learning

- Nucleus Accumbens (NAC)
  - Target of Dopamine
  - Pleasure Hot Spot

Emotional Brain
Habit Learning & Reward System

- Need/Desire > VTA
- VTA Releases Dopamine
- Dopamine > arousal, activity
- Acquire Incentive
- Incentive Salience
- Activates Dopamine System
Motivation v. Reward
• Motivation & Associative Learning
  • Dopamine
  • Incentive Salience
• Reward & Pleasure
  • Tiny Hedonic Hotspots
  • Opioid & Endocannabinoid Receptors

Motivation & Reward Pathways in Brain
Habits are Hard to Break

Over 100 Neurotransmitters
• Dopamine
  • motivation, associative learning, meaning
• Endorphins
  • reduce pain, increase pleasure
• Serotonin
  • mood, anxiety, sleep
• Oxytocin
  • bonding
• Glutamate
  • learning, memory
• GABA
  • slows system; induces calm
• Norepinephrine
  • mood, arousal, attention, motivation
Synaptic Transmission

Drugs are Dopamine Stimulators

- Stimulants
  - Caffeine – 1st most widely used
- Mixed Action Drugs
  - Alcohol – 2nd most widely used
  - Nicotine – 3rd most widely used
  - Cannabis
- Food: Sugar & Unhealthy Fat

Caffeine

Antagonist blocks Adenosine, transmitter that induces sleep

- Enhances Arousal
- Improves Concentration
- Enhances Sports Performance
Alcohol

- Binge Drinking – BAC up to .08% in 2 hours
  - 4 drinks for women and 5 drinks for men
- Law Students & Lawyers
  - Students: 43% binge-drinking once & 22% twice in 2 weeks
  - Lawyers: 23% qualify as problem drinkers
- Interferes with
  - Glutamate (learning, memory)
  - GABA (slows system; induces calm)
  - Dopamine (motivation, learning, meaning)
  - Endorphins (reduce pain, increase pleasure)

Alcohol

- Increases GABA
  - Causes sedation
- Decreases Glutamate
  - Impairs learning & memory
  - Prevents neurogenesis in hippocampus
  - Even in social drinkers at BAC .03%
- Release Dopamine (Repeat Behavior) & Endorphins (Pleasure)
- Chronic Use = Brain Shrinkage
  - Frontal Lobes: apathy, disinhibition & diminished executive function
  - Hippocampus: memory problems
  - Cerebellum: incoordination

Comfort Food: Sugar, Fat & Simple Carbs

Dopamine Stimulators

Wanting/Craving/Repeat Behavior: Dopamine
Pleasure/Liking: Endogenous Opioids & Endocannabinoids
Neuro-Destructive Conditions

- Mild Cognitive Impairment
  - Decline in recall
- Dementia
  - Impaired executive function, concentration, & memory
- Alzheimer’s Disease
  - Severe cognitive decline
  - **Inflammation and Oxidative Stress**

Inflammation

Immune response to injury & germs

- Low Grade Chronic Inflammation
  - heart disease, diabetes, cancer, and autoimmune diseases

Triggered by

- Excess insulin and being overweight
- High intake of
  - Refined Carbohydrates
  - Bad Fats
    - Animal Fat; Trans Fat; Corn, Safflower & Sunflower Oils
  - Large Calorie Meals

Oxidation or Oxidative Stress

- Excess Oxidation creates Free Radicals
  - Aging, Stimulate Cancer, Strokes & Heart Attacks

- Promoted by High Protein Diets

- Plant-Based Antioxidants Neutralize Free Radicals
Glycation
• High blood glucose + hemoglobin (protein in red blood cells)
• HbA1c test
  • Percent of blood that is glycated (Normal = 5 to 6.4)
  • Diagnose diabetes & diabetes risk (6.5)
• Blood Cells: 100-120 days
• Inflammation, aging, joint stiffness, kidney problems, cataracts, hardening of arteries, and compromised brain cells and neuron connections

Energy and Eating
• Energy-Hungry Brain
  • Invest (Eat) not Spend (Exercise)
  • Storing glucose ensures survival
• Neurons demand lots of energy
  • 25% of calories consumed

Nutrition
• Daily Consumption
  • One pound of Carbs, Fat, & Protein
  • 4 teaspoons of Minerals
  • 1/15 of a teaspoon of Vitamins
Western Diet

• Centered on Animal Fat and Sugar
• ¾ pound of meat and poultry
• 22 tablespoons of sugar
• ½ the vegetables, fruits & fiber needed

Carbohydrates

• Foods That Supply Carbs
  • Fruits
  • Vegetables
  • Legumes (Beans, Lentils & Peanuts)
  • Grains, Cereal, Breads & Pasta
  • Dairy Products

• Carbs are fuel for red blood cells, nervous system & brain cells

Simple Carbohydrates

• Honey, Brown Sugar, Maple Syrup, Molasses, Corn Syrup
• Body > Glucose = Blood Sugar
Complex Carbs

- Nutrients and Fiber
- Satiety without calorie overload
- Improves GI function
- Eat Brainbow
- Energy Stored
  - 120 Calories as Glucose in Blood
  - 400 Calories as Glycogen in Liver
  - 1,400 Calories as Glycogen in Muscles

Blood Glucose - Pancreas & Liver

- Consumption of Meal Raises Blood Glucose
  - Pancreas releases Insulin
  - Liver, Muscle, & Adipose (Fat) Cells store Glucose
- Between Meals Glucose Levels Fall
  - Pancreas releases Glucagon
  - Breaks down liver Glycogen
  - Releases Glucose to Bloodstream

During Stress
- Epinephrine (adrenalin) released from kidneys
- Quick liver Glycogen breakdown
- Rapid flooding of Glucose into Bloodstream
- Promotes quick mental or physical reactions
Fats Fuel Body

• Muscles, heart and bones
• Insulate the body
• Transport Fat-Soluble Vitamins: A, D, E, and K
• Capacity to store fat is limitless
  • Adipose cells can increase about 50 times in weight
  • When limit is reached, body creates new adipose cells

Fatty Acids: Chains of Carbons flanked by Hydrogen

• Saturated
  • Saturated Fatty Acids: Lard, Beef Fat, Butter, Palm & Coconut Oil
  • Trans Fatty Acids: Margarine & Shortening
• Monounsaturated – Carbon Chain has 1 double Carbon bond
  • Canola Oil, Olive Oil & Avocados
• Polyunsaturated – Carbon Chain has 2 double Carbon bonds
  • Corn, Soybean, Sunflower & Safflower Oils

Essential Fatty Acids

• Omega-6
  • 1st Double-Bond is 6 Carbons from Omega End
  • Regulates blood pressure & Increases blood clotting

• Omega-3
  • 1st Double-Bond is 3 Carbons from Omega End
  • Reduces inflammation, blood clotting & plasma triglycerides
Sources of Omega-3

- Nuts, Seeds, & Fatty Fish
- Fortified: Eggs, Milk, Yogurt & Soy Milk
- Produce
  - Brussels Sprouts
  - Kale
  - Spinach
- Supplements

Protein

- Supplies Nitrogen in 9 amino acids
- Regulate and maintain the body
  - Fluid Balance
  - Hormones & Enzymes
  - Blood Clotting
  - Transport Substances in Bloodstream
  - Cell Repair
  - Visual Processes
- Failure to consume adequate protein slows metabolism

70% of Protein from Animal Sources

- Beef, Poultry, Milk, White Bread, & Cheese
- Animal products contain all 9 essential amino acids
  - High-quality protein
Plant Protein

- Amino Acids
- Soy Beans
- Quinoa
- Beans & Rice
- Vegetables & Nuts
- Low in calories, saturated fat & cholesterol

Brain Benefits

Improved Diet

- Improved
  - Neurotransmitter Production
  - Synaptic Connections
  - Neurogenesis
- Reduced Risk of Stroke
- Reduced Inflammation, Oxidation & Glycation

Never Too Late to Start

Pediatrician Dr. Benjamin Spock

- Gold Medal: Yale Rowing 1924 Olympics
- 80s: Pneumonia, fluid in heart & lungs (TB), difficulty walking
- Eliminated meat & cheese, ate vegetables & whole grains
  - Sleep improved within days
  - Strength & Energy returned within 3 weeks
  - Lost 50 pounds of fluid in 6 weeks
  - Lived to be nearly 95
  - Advocate for plant-based diets
Hard to Start

• Repeat Behavior (Addict) Brain
  • Dopamine, Endogenous Opioids & Endocannabinoids
• Emotional Eating/Head Hunger
• Manage Stress & Eat Mindfully
  • Limit stress-related glucose increases & fat storage
  • Greater nutritional value from food

Whole Food Plant-Based Diet
China Study by T. Colin Campbell

Eat
Whole Plant-Based Foods
Vegetables & Fruits
Raw Nuts & Seeds
Beans, Legumes & Whole Grains

Limit or Avoid
Animal Products
Processed Foods
Oil, Salt & Sugar

Mediterranean Diet
Ancel Keys 1960s

Eat
• Monounsaturated fat: mainly olive oil
• Fruit, vegetables, legumes, nuts, non-refined cereals (including bread)
• Fish

Limit
• Milk, dairy products, and alcohol (red wine)
• Meat and poultry
### Paleo Diet

**Eat**
- Grass-produced meats
- Fish/seafood
- Fresh fruits and veggies
- Eggs
- Nuts and seeds
- Healthful oils (Olive, walnut, flaxseed, avocado, coconut)

**Don’t Eat**
- Cereal grains
- Legumes (incl peanuts)
- Dairy
- Refined sugar
- Potatoes
- Processed foods
- Salt
- Refined vegetable oils

### Paleo and Your Brain

- Risk
  - High protein and saturated fat from animal sources
  - No legumes
  - Inflammation
  - Oxidation
- Increase Fish & Reduce Meat
- Balance Omega-3/Omega-6 Ratio

### Four Simple Ways to Start

- Smaller frequent meals to maintain blood sugar levels
- Big Salad Every Day
  - Dark Leafy Greens
  - Olive Oil & Vinegar
  - Avocado
- Drink Coffee, Tea & Water
- Snack variety of Nuts

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**Paleo and Your Brain**

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- Processed foods
- Salt
- Refined vegetable oils
Eating Tips: Carbs
• Pound of produce a day
• Whole Foods
• Slash sugar
  • Reduce cravings
  • Lower risk of Diabetes, Heart Disease & Glycation
• Use Stevia to Sweeten

Eating Tips: Fats
• Healthy Carbs & Fats: slow glucose conversion & feel satiated
• Healthy Fats: enhance brain & aid nutrient absorption
  • Olive and Canola Oils & Avocado
  • Omega-3: Flax & Chia Seeds, Walnuts & Fatty Fish
• Improve Omega-6/Omega-3 Balance
  • Reduce Meat and Increase Fish intake
  • Minimize Bad Oils: Corn, Soybean, Sunflower & Safflower

Eating Tips: Protein
• Reduce Meat & Increase Omega-3 Rich Fatty Fish
• Healthy portion is palm-size
• Increase Plant Protein: Soy Beans, Quinoa, Beans & Rice, Vegetables & Nuts
Shopping Tips

• Outsides of the Grocery Store
• Limit Incentive Salience of Sweets & Processed Foods

Netflix & Chop

• Mayim Bialik – Mayim’s Vegan Table
  • The Engine 2 Diet (2009)
  • My Beef With Meat (2013)
Recommendations: Practices to Enhance Mind and Brain

• The Learning Brain
  • Strengthen the Hippocampus: Exercise
  • Enhance Memory Consolidation: Adequate Sleep

• The Stressed Mind and Brain
  • Restorative Practices: Mindfulness, Meditation, Gratitude, and Yoga

Invest in Brain Health

• 2,018 Framingham Heart Study participants, of an average age of 48
  • Increased stress hormones resulted in smaller brain volume and lower cognitive capacity: reduced memory & visual perception
  (Fall 2018)

• 160 sedentary adults over 55 & at risk for cognitive decline
  • Aerobic exercise improved cognition
  • A combination of aerobic exercise and heart-healthy Dietary Approaches to Stop Hypertension (DASH) diet improved cognition even more
    • Vegetables, fruits, whole grains, fat-free or low-fat dairy products, fish, poultry, beans, nuts, and vegetable oils
    • Limit salt, sugar, and saturated fat

Exercise

• Enhances blood and oxygen flow
• Increases and balances neurotransmitters
• Stimulates Brain Derived Neurotropic Factor (BDNF)
**Increased Blood Flow**
- Increases blood volume in **Hippocampus**
- Enhances distribution of food and elimination of waste
- The Brain Requires
  - 25% of calories consumed
  - 20% of oxygen breathed
  - 25% of body’s total blood flow

**Increases & Re-Balances Powerful Neurotransmitters**
- Dopamine (motivation, pleasure, meaning)
- Serotonin (mood, anxiety, sleep)
- Norepinephrine (mood, attention, perception, motivation)

**BDNF**
Brain Derived Neurotropic Factor
- Protein that helps
  - Create new neurons
  - Protect existing neurons
  - Encourage synapses formation
- BDNF production enhanced by
  - **Exercise**
  - Intellectual Stimulation
  - Curcumin (active ingredient in spice Turmeric)
  - Omega-3 Fat DHA
Sleep

• **Hippocampus & Amygdala**: active during REM
• Communication between neurons: equal to or higher than when awake
• Memory consolidation genes activated during REM: synapse formation
• 90 Minutes to 1st REM Cycle

![A Typical 8 Hour Sleep Cycle](image)

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**Sleep Research**

- Subjects awakened during REM lost ability to learn new information
- Loss of 1 night of sleep = 30% cognitive decline
- Loss of 2 nights of sleep = 60% cognitive decline
- Less than 6 hours of sleep for 5 nights in a row = 60% cognitive decline

**Sleep Deprivation**

- Diminishes attention, working memory, executive function, quantitative skills, logical reasoning ability, mood, and fine & gross motor control
- Accelerates Aging Process
- Impairs ability to use fuel/food creating risk of diabetes and obesity

**Naps Improve Cognition**

- 26-minute nap improved NASA pilot performance by 34%
- 45-minute nap improved cognition for at least 6 hours

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**Build Mental Strength**

- **Control Stress**
  - Become an Amygdala Whisperer
  - Dampen Fight-or-Flight
    - Mindfulness
    - Meditation
    - Gratitude
    - Yoga
Opposite of Mindfulness
• Worry, Regret & Suffering

Mindfulness Defined
• Being fully aware of something and paying attention to the moment, with acceptance and without judgment or resistance. ~ Chade-Meng Tan

• An Outcome (Mindful Awareness) and a Process (Mindful Practice) ~ Shauna Shapiro

Objectives of Mindfulness
• Calm Monkey Mind
• Develop Poise & Capacity to Respond rather than React
• Cultivate Flow & Achieve Optimal Performance
• Joy
Research on Mindfulness

- Improves
  - Information processing
  - Decision-making
  - Concentration
  - Productivity
- Increases thinking brain & connections between brain regions
- Improves immune function
- Promotes emotional intelligence
- Decreases distraction
- Reduces stress & anxiety

Three Questions Practice
Cultivate Mindful Perspective

- When is the most important time?
  - Now, because it is the only time which you have some control over
- Who is the most important person?
  - The person you are interacting with
- What is the most important thing to do?
  - Do your best to serve the person you are interacting with

Meditation for Attention & Focus

- Easy Way
  - Bring gentle and consistent attention to your breath for 2 minutes, and when your attention wanders, bring it back
- Easier Way
  - Sit without an agenda for 2 minutes, shift from doing to being
Research on Meditation

- Enhances productivity, attention, mood & compassion
- Increases thinking brain volume
- Strengthens immune system
- Decreases stress-related cortisol
- Improves disease & disorders
  - Cardiovascular, Asthma, Type II Diabetes, PMS, chronic pain, insomnia, anxiety
- Students who practiced for 10 minutes per day for 2 weeks improved GRE scores (2013)
- 15 minutes daily improved decision-making (2013)

Cultivate Optimism with Gratitude Practice

MARTIN E. P. SELIGMAN, FLOURISH: A VISIONARY NEW UNDERSTANDING OF HAPPINESS AND WELL-BEING (2011)

- Journal or Reflect on
  - Three Things I’m Grateful for
  - What Went Well
    - Things that went well today and why

- Doubling down on optimism: the mind can’t tell the difference between actual experience and reflection (Shawn Achor)

Notice Thin Slices of Joy

- Blue Sky
- Sip of Coffee
- Cute Animal Tweet Off
- Online Comics
Research
Gratitude Practice
• Over 100 studies, grateful people
• More positive emotions
• Accomplish more goals
• Sleep better & feel more alert
• More enthusiastic and energetic
• Lower blood pressure
• Live 7-9 years longer

Mindfulness Resources
• The Anxious Lawyer: Jeena Cho & Karen Gifford
• The Mindful Athlete: George Mumford
• Search Inside Yourself & Joy on Demand: Chade-Meng Tan

Yoga
• Mindful Movement
• Restores Balance
• Increases GABA
  • Induces Calm & Improves Mood
  • Depression linked to low GABA
  • Highest GABA: Most Experienced & Most Frequent Practice
Habit-Builder Tip: Keep a Log
BMI = Body Mass Index (BMI Calculator Online)

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Redesign Your Performance Plan
We are what we repeatedly do. Excellence, then, is not an act, but a habit.
~ Aristotle ~

Debra S Austin, JD, PhD

- http://www.debraaustin.info/
- Articles: Killing Them Softly, Drink Like a Lawyer & Food for Thought
- The Lawyer Brain: Transform your Wellbeing and Develop a Performance Edge
  - Book in Progress
- Professionalism and Well-being Skills for the Effective Lawyer
  - New Course
Questions?

Upcoming Programs

- **Attorney Wellness: The Wonder of Sleep**
  Tuesday, April 30, 2019 | 1:00 – 2:00 PM ET

- **Challenging the Power that Allows Sexual Harassment and Workplace Misconduct to Thrive**
  Monday, May 6, 2019 | 1:00 – 2:00 PM ET

- **Doing Right By Women In Legal Tech: Inside Scoop With Tammy Albarrán, Deputy General Counsel Of Uber**
  Friday, May 10, 2019 | 1:00 – 2:00 PM ET

- **Should I Stay or Should I Go?: Staying the course in your legal practice in the face of odds and obstacles**
  Friday, June 14, 2019 | 1:00 – 2:00 PM ET

- **Reverse Interviewing: Questions to Ask Yourself and the Employer for Success on the Job Search**
  Friday, July 12, 2019 | 1:00 – 2:00 PM ET

Upcoming Programs

- **How to Litigate Civil Sexual Assault Cases in the #MeToo Era**
  Friday, April 26, 2019 | 1:00 – 1:30 PM ET

- **In-House Counsel**
  Friday, May 3, 2019 | 1:00 – 2:00 PM ET
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- Samorn Selim, Career Unicorns, San Francisco, CA
- Bob Young, English, Lucas, Priest & Owsley LLP, Bowling Green, KY

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