



# The Shapes Toolkit Programme

*Resilience training for health and social care*

# Wellbeing, productivity and resilience training

## What issues are doctors and their teams facing?

In today's new ways of working, staff in the NHS are stretched. Doctors and other healthcare professionals are struggling to balance life and work and continue to provide the services they want to their patients. Whilst the wellbeing of doctors and their teams is high up on everyone's to-do list, in practice addressing this can be difficult.

There is a huge correlation between resilience and good medical practice. Doctors with high levels of burnout have a 63% higher chance of making a medical error.

We believe that doctors should be able to look after themselves and their teams in the same way that they hope to care for their patients and that **it shouldn't be a choice between thriving in life and thriving at work.**

## Why can 'resilience and wellbeing' training be difficult for health and social care professionals to access and benefit from?

**Limited time and high workload** mean that many healthcare professionals don't have the time to access the support – even if it's out there, and many resilience training programmes can seem 'tokenistic' and way off the mark when applied to a busy healthcare practice

BUT it is vital that frontline workers learn to look after their biggest asset (themselves) and doctors are facing the highest levels of burnout in decades. Any resilience training must address workplace issues and also help them help themselves. That's why we created the Shapes Toolkit Programme.

## How do we help?

We have developed a complete system, The Shapes Toolkit, that gives doctors, managers and their teams a 'toolkit' of resources to address the different issues that they face. The programme is a powerful blend of neuroscience, coaching principles and practical productivity and resilience techniques.

The Shapes Toolkit can help **individuals** become more resilient and productive and can also help **managers and clinical leaders** have better one to one conversations with their teams around stress and resilience.

We deliver this in a variety of ways from webinars to workshops, day long face to face training programmes and workshops and one-to-one coaching.

## What is the Shapes Toolkit?

The Shapes are seven different key productivity, resilience and coaching tools that we know work in practice, to help delegates take control of their time and workload, increase their wellbeing and change their response to stressful situations. As they are visual and tangible, they provide a way for people to speedily identify a way of thinking that will work for a specific situation

Each Shape represents a simple model that can be used by individuals as a prompt to help them navigate issues of resilience in the workplace, for example, using the prioritisation matrix when they feel overwhelmed with work. They also provide a way to support managers and leaders with important one-to-one conversations.

Each Shape comes with resources and a worksheet which guides participants through a set of transformational questions they can ask themselves or others to help them get unstuck in certain situations. For more information about each Shape please see Appendix 1.



## Who is it for?

The Shapes Toolkit is for **professionals in health and social care working on the front line** and in stressful and demanding jobs where the workload is high.

The training is suitable for trainees, GPs, hospital doctors and other health and social care professionals who need to develop their own personal sustainability and resilience. It is also suitable for practice managers and other senior members of the admin team.

The course is also a powerful **team development activity** and can also be delivered to groups of managers as a **leadership development course** helping them to support their teams better and have more effective one-to-one meetings

### Our training is particularly relevant to:

- Doctors including those returning from parental leave, long term sickness, returning to practice after a career break
- Managers, Nurse Practitioners, Senior Admin staff, who may have significant levels of responsibility within the organisation
- Pharmacists, Paramedics and others working in the new roles in Primary Care
- New GP Partners or Consultants
- Staff who find themselves having to step up into a new leadership role or take on additional responsibility
- Doctors and healthcare staff who are experiencing symptoms of stress and / or have been unwell with stress in the past.
- GP Partners who are under significant pressure in their practice and are feeling trapped and unsure about the future
- Mid-career doctors who want to thrive in their work and enjoy what they do again
- Managers and leaders in health and social care who want to support their teams for resilience without burning out themselves

## How is the Shapes Toolkit Training Delivered?

Our training can be delivered either online or face to face through workshops, day long programmes, webinars, one-to-one coaching or online training and memberships. We can also train peer support facilitators.

## How do we know if it works?

The Shapes Toolkit has been developed by Dr Rachel Morris a GP, Speaker, Executive and Team Coach who knows what it's like to work on the frontline in a busy NHS practice. She noticed how the Shapes tools helped her in her own work in healthcare and put together this programme to share them with others.

We have been delivering this training online to doctors, teams in primary care, GP training hubs, GP Fellows Programmes, Nurses, Pharmacists and Practice Managers over the last few years, and online both live and as an e-learning course – the 'Beat Stress and Thrive for Healthcare' Course over and it has received extremely good feedback. In fact, 100% of delegates would recommend this programme to a colleague.

## What our clients say:

**"Every GP should do this course, when they qualify and then every 5 years"** GP Partner, London

**"It was the best training I've ever done honestly!"**  
Delegate feedback, October 2020, Cambridge University Press

**"Good to take time out to think about habits at work and about the ways to build myself up out of busyness vortex. The shapes were visual and so easy to remember"** GP

**"Overall the results are great – team motivation, sense of team pride and belief all have increased significantly since the programme"** Elizabeth Cater, Managing Director, Centre for Evaluation and Monitoring, Cambridge

**"It gives insight into your own and colleagues actions, helps you to look beyond what's just in front of you"** GP

**"Helpful to recognise signs of burnout and how to manage this and how to empower yourself you get through difficult situations"** GP

**"We found the webinar extremely useful and helpful with some good tips for how to cope in these times. Will definitely try and do some of the things suggested. Also, it felt very proactive to have these webinars arranged and delivered to us. And it felt like the company is worried and cares about our mental wellbeing in these unprecedented circumstances - so thank you so much for looking into these and making these a must attend event. Very positive feelings about these! We look forward to the next webinars!"**

Delegate from large engineering organisation, Feb 2021

# Summary of Our Programmes Plus Costings:

For more detailed information about each offering, please see details later in this brochure.

<b>Full Shapes Toolkit Programme for Individuals, Managers and Teams</b>	
This programme will focus on increasing resilience, productivity and wellbeing. It can be delivered to multidisciplinary teams, groups of managers or specific professional groups.	
It can be delivered as:	Cost ex VAT
<ul style="list-style-type: none"> <li>• <b>A one-day interactive face to face course</b></li> </ul>	£3500 plus VAT for up to 20 delegates
<ul style="list-style-type: none"> <li>• <b>Two half-day interactive online virtual sessions</b></li> </ul>	£3000 for up to 20 delegates (£150 per head if 20)  £4500 for up to 40 delegates (£112.50 per head)
<ul style="list-style-type: none"> <li>• <b>An e-learning course consisting of 4 modules</b> (5 video lessons per module) which will take 4-6 hours. Delegates can watch in their own time.</li> </ul>	Contact us for costings. Significant discounts are available for bulk purchases of this online course.

<b>Interactive online workshops (1.5 - 2 hours long)</b>	
A series of interactive workshops focussing on one aspect of resilience – e.g. wellbeing, time management, the stress response, coaching and managing stress in ourselves and others.	
Delivered as	Cost ex VAT
1.5 – 2 hour online interactive workshops	£750 for up to 20 delegates £850 for up to 30 delegates £950 for up to 40 delegates
90-minute lunchtime drop in monthly frontline forums delivered over 12 months	£950 for up to 100 delegates £10 450 for programme of 12

<b>‘The Art of Influencing and Conflicting Well’ Programme</b>	
Half day workshops using the Shapes and other leadership models to delve deeper into certain aspects of resilience and professional practice	
<ul style="list-style-type: none"> <li>• How to influence, negotiate and get your ideas across, even if you’re not the boss</li> <li>• Dealing with conflict</li> </ul>	
Delivered as:	Cost ex VAT
<b>Half-day interactive online session</b>	£1600 for up to 20 delegates £2350 for up to 40 delegates
<b>Half day face to face session</b>	£1750 for up to 20 delegates
<b>Cost for both Sessions</b>	£3000 both sessions online for 20
	£3500 both sessions face to face (20)

## Webinars and keynote talks - 1 hour

Webinars and talks on wellbeing, productivity and thriving through change and uncertainty. The webinars are delivered in partnership with Wild Monday Trainers and other experts in the field of wellbeing for healthcare professionals.

Delivered as:	Cost ex VAT
Online or face to face webinars and keynote talks.	£500 – 1250 depending on event / expert speakers / delegate numbers

## Shapes Ambassadors Peer Support Facilitator Training

A programme to train peer support facilitators. Includes full day of training plus online supervisions, resources and licence to use Shapes Toolkit Resources

Each delegate will receive:	Cost ex VAT
<ul style="list-style-type: none"><li>• One full day face to face training or two half days of online training</li><li>• Two follow up group supervisions at 3 months and 6 months</li><li>• Support and Shapes Toolkit Resources</li><li>• Annual membership of the Resilient Team Academy</li></ul>	£6250 for up to 15 participants

## Resilient Team Academy Membership

An online membership for busy leaders in health and social care

Annual subscription payable	Cost ex VAT
<p>Includes:</p> <ul style="list-style-type: none"><li>• The Shapes Toolkit Core Content training videos</li><li>• Monthly live deep dive Shapes Webinars</li><li>• Monthly Bitesize team resilience building video and activity</li><li>• Monthly live Q&amp;A session</li><li>• Dedicated online resource area with coaching demos and bonus resources</li></ul>	<p>10 memberships £1475 25 memberships £3270.75 100 memberships £11 417</p> <p>Further discounts can be applied for bulk memberships – please contact us to discuss</p>

## Session Descriptions:

# The Shapes Toolkit Shapes Toolkit - Flagship programme

The Shapes Toolkit is a series of wellbeing, resilience, productivity and coaching tools to help busy Healthcare Professionals thrive in their work. The programme can be delivered for different cohorts: GPs (First5 and trainees, Mid-late Career GPs) Practice Managers, Allied Health Professionals (Nurses, Pharmacists, Physician's Assistants etc) or a mixed group.

It can also be delivered for managers and leaders with a particular emphasis on using the Shapes to support teams for resilience.

## What will participants learn?

Through participating in the Shapes Toolkit, Programme, participants will be able to:

- Prioritise their time and workload
- Recognise when they are heading towards burnout
- Increase their own wellbeing
- Identify and change the things that cause them stress at work
- Change their reaction to stressful events
- Have better conversations with their teams
- Take control of things that they can control
- Identify when they are stuck in unhelpful patterns of behaviour, taking the 'victim' or 'rescuer' mentality
- Take control of their own careers and development
- Increase their influence and impact at work

As a consequence, they will be empowered to be more **proactive, productive and resourceful**.

It is delivered as a full day face to face (Session 1 in the morning, Session 2 in the afternoon) or as two half days online.

## Session 1:

This session examines how stress affects our performance, looks at the main causes of stress in primary care, and how to recognise when you or your team are showing signs of stress.

We think about the neuroscience of stress - how we can be hijacked by our amygdala and respond negatively to events, using the 'In the Corner' shape to change our response and reduce our stress.

We use the Zone of Power to help take more control of the things that we do have direct control over and use the Prioritisation Grid to help get control of our time and workload and help ourselves and our teams prioritise their work and increase their focus and productivity.

## Session 2:

This session uses the Vortex of Busyness to examine how we can become overwhelmed by work, working harder and harder and leaving no time to look after ourselves.

We look at the wellbeing factors which will help us to work better by getting a good work life balance and staying mentally fit.

We use the Drama Triangle to examine how we can get stuck in a victim or rescuer mentality – feeling helpless, or like we have to do everything for our teams.

We then use the Coaching Pentagon to learn how to escape the Drama Triangle and have transformative conversations to help us and our colleagues solve our own problems.

# The Art of Influencing and Conflicting Well Programme

A programme of two half-day interactive workshops. Each workshop is 3.5 hours and can be delivered via Zoom or face to face.

## Workshop 1: The Art of Influencing

***How to influence, negotiate and get your ideas across, even if you're not the boss***

Are you in a role in which you're not the boss, but need to implement some new ideas or approaches and need to get people on board? Do you need to have some tricky conversations or negotiations but are worried about ruining the relationship or making things difficult for yourself?

Or are you working across several different teams in a role in which you need to influence others in your day-to-day work, but feel that you have no direct control over what they do, or whether they take your advice?

If you are finding it challenging to influence the practices and clinical environments in which you work, to implement best practice and win people over, this workshop is for you!

This half day workshop will show you how to use some simple tools to help you understand your own response, the responses and motivations of other people and how to approach conversations so that you can have a greater impact in your workplace and influence others in ways that create win-win solutions for everyone.

### Learning Outcomes:

By attending this session, you will be able to:

- Identify how you are reacting and responding to particular situations and then behaving in ways that are unhelpful
- Identify the thoughts and stories in your heads that are holding you back
- Understand why others may respond negatively to change and to suggestions
- Understand how others may be motivated, and use different 'currencies' to influence stakeholders
- Be able to listen and be empathetic to others interests and needs in order to come up with a win-win solution
- Understand the importance of building trust with colleagues and stakeholders

This workshop is suitable for trainees, GPs, PCN Directors or any professional working in primary care who want to increase their influence and impact. It is particularly suitable for:

- Professionals working in the new roles in GP such as Pharmacists, Physios, Physician's Associates
- Advanced Nursing Practitioners and senior members of the nursing team
- GPs and Senior Admin staff
- PCN Directors and those in clinical leadership

## Workshop 2: Dealing with Conflict

***How to conflict well, approach difficult issues without ruining the relationship, and avoid having teams who are 'really nice', but never get anything done.***

Do you dread having those difficult conversations at work which you know you need to have? Do you worry about upsetting people or the effect that disagreements might have on your working relationship? Are there things that you know you really need to address in your workplace? If so this workshop is for you!

This half day workshop will examine why we avoid conflict and the consequences of not having the conversations we know we should. We will look at the neuroscience behind how our brains react to conflict, learning why so many of us try to avoid conflict and how a lack of it can often be a problem for our teams. We will generate tips to avoid 'bad' conflict, as well as how to handle conflict with skill when it does arise, learn ways to recognise your triggers, and how we can all manage our 'inner chimps'.

We use the '5 dysfunctions of a team' to look at how artificial harmony within a team can actually lead to poor outcomes and think about how to increase the constructive conflict within a team by increasing trust and psychological safety. We then explore some techniques to 'mine for conflict' so that people can speak up, feel heard and commit to decisions.

### Learning Outcomes:

By attending the session, you will be able to:

- Understand why we avoid conflict
- List the consequences of avoiding conflict – groupthink, no decisions, loudest voice only heard
- Discuss the neuroscience – how our brains react to conflict
- Recall how we think and act when we're 'backed into the corner' in our 'fight, flight or freeze' zone – very black and white, inflexible decisions (often called our 'chimp' – ref Dr Steve Peters)
- List the 5 dysfunctions of a team and understand why lack of conflict is often a problem for teams
- Generate tips to deal with conflict – avoid by building trust in a team, not triggering others, different 'hats'

This workshop is suitable for any professional working in primary. It is particularly suitable for:

- Professionals working in the new roles in GP such as Pharmacists, Physios, Physician's Associates
- Advanced Nursing Practitioners and senior members of the nursing team
- GPs and Senior Admin staff
- PCN Directors and those in clinical leadership

# Webinars

## Webinar Topics

### **How to Beat Burnout**

In this webinar we explore the overarching principles which will enable doctors and other health and social care workers to work well through the new ways of working, take control of their time, maintain a good work life balance and stay resilient through change and uncertainty.

### **Managing our stress and anxiety through the COVID crisis**

The COVID pandemic has left many of us in the NHS experiencing difficult emotions, including stress, anxiety and fatigue. In this webinar we explore the emotions that doctors and other healthcare professionals working on the frontline and from home may be experiencing and offer strategies and tips to take control of your stress and anxiety so you can feel calmer and perform better.

### **Keeping mentally fit at work**

As doctors, we so often put the wellbeing of everyone else first instead of caring for ourselves. In this webinar we look at how you can take control of your wellbeing, avoid the 'Vortex of Busyness' and stay mentally and physically fit at work using principles from positive psychology. We'll examine the wellbeing factors that keep us re-energised so that you can work at your best even through challenging times.

### **Staying productive and avoiding virtual fatigue in the new ways of working**

The workplace has changed, whether we're on the frontline or working partially at home. In this webinar we explore strategies that will help us and our teams maintain a healthy balance between home and work, communicate better and work more productively through the COVID crisis whilst avoiding the stress and fatigue that comes with virtual, hybrid or home working.

### **How to be happy at work, even in challenging times**

Most of us assume that to be successful, you have to work harder and harder. This webinar explores the surprising science of happiness and productivity which finds that happiness can lead to productivity and success. There are many ways in which you can take control over aspects of your work that will promote happiness and help you to thrive, such as connecting with colleagues and understanding your unique strengths. We discuss these and more in this interactive webinar.

### **How to support your team in the new ways of working without burning out yourself**

Many leaders are worried about the wellbeing of their teams and feel like they are running around like headless chickens to keep everyone happy. We explore how we often try to 'fix it' for everyone, taking the rescuer role in the drama triangle. We then think about how we can focus on our own wellbeing and get out of the rescuer role, helping others to solve their own problems.

# Frontline Forums

## Frontline Forums:

A series of 90-minute interactive lunchtime drop-in workshops for frontline workers. These drop in forums include a presentation followed by breakout room discussions and a Q&A session delivered by an experienced Shapes Trainer. They are designed to run monthly over 12 months.

## Monthly Topics:

How to feel powerful when so much is out of your hands

How to Reduce Drama on the Frontline

The Three Words That Can Diffuse Tricky, High-Pressure Patient Situations

How to Respond to Even The Most Outrageous Rudeness

The Surprising Key to Less Stress on the Frontline

The Most Useful Way to Handle It When They Take Out Their Frustrations on You

Still Hear The Phone Ringing When You Get Home? Strategies for Properly Disconnecting After Work

Impatient Patients? How to Deal With The Constant Sense of Urgency

Behind the Scenes: How to Cope When Your Own Life Crises Collide With Stress at Work

Frontline Staff: How to Get The Recognition You Deserve

Compassion Fatigue: How To Stay Empathetic When You're Hitting Emotional Burnout

Effective Communication at Work: How to Get Your Point Across and Influence Others

# Workshops

## Working Well in Challenging Times

This workshop gives an overview of some of the Shapes principles taught in the Shapes Toolkit and is an ideal introduction to key strategies to stay resilient whilst working in challenging environments. It has been used in induction programmes, particularly for those new to roles in health and social care.

We'll explore four key principles that help us to take control of our workload, our wellbeing, and our work-life and also explore how to take control of our response to stressful things such as conflict.

**Suitable for:** All staff working in health and social care

## How to stay mentally fit through the new ways of working

This session focuses on the positive psychology research which looks at how to promote happiness and wellbeing and things about the small changes we can make to stop ourselves going down the vortex of busyness. We do a wellbeing audit and identify some concrete actions for ourselves and our teams.

**Suitable for:** Managers, doctors, admin teams and Health Care Professionals

## Take control of your time and work: Increase your productivity.

This session focuses on productivity and how to take control over your time and workload. We look at what is in your control, and what is outside your control, and think about ways to be more productive and improve your focus and look at how we can design an ideal working week. Shapes: Prioritisation Grid, Zone of Power

**Suitable for:** Managers, doctors, admin teams and Health Care Professionals

## How to support your teams without being a 'rescuer': How to empower your staff through taking a coaching approach

This session focuses on how to help individuals get out of victim mentality and solve their own problems. It is ideal for people who act as a mentor, manager or partner and who want to have more effective conversations to support their teams to thrive at work. Shapes: Coaching Pentagon, Drama Triangle

**Suitable for:** Managers, doctors and Health Care Professionals

## How to conflict well

This session focuses on conflict, why it is difficult and how our negative 'stress' reactions make us avoid it. We look at why constructive conflict is important and how to increase constructive conflict without ruining the relationship. Shapes: The Corner, the Zone of Power.

**Suitable for:** Managers, doctors and Health Care Professionals

## Leading through change

This session focuses on why many people are triggered into their 'stress' zones in change and we look at the common emotions which may occur. We use the 'In the Corner' and the 'Zone of Power' shape to think about how we deal with change and how we can change the stories in our heads to help ourselves and our colleagues through

**Suitable for:** Leaders and managers

# The Resilient Team Academy Membership for Leaders in Health and Social Care

This is an online membership community for busy managers who are concerned about the welfare of their people and want to get a happy thriving team.

The membership will teach managers how to use the Shapes Toolkit coaching and productivity tools in one-to-one conversations and team meetings and provide videos and short activities to use in these meetings so they can increase the productivity, wellbeing and resilience of themselves and their teams.

Each member will get access to the core content lessons and resources teaching about the Shapes Toolkit.

In addition, every month they will receive:

- One short bitesize video and activity template to use in a team meeting to focus on a particular issue with their teams
- A Deep Dive Live Masterclass webinar so they can understand how to use the Shapes Toolkit further
- A video of a coaching demo using one of the Shapes
- A live Q&A '10 in 10' session
- A dedicated community discussion forum where they can interact with likeminded peers, get community support and advice, share resources and interact with the Shapes Coaches.
- A dedicated online members area where they get access to all the Shapes resources – worksheets, handouts and workbooks
- A licence to use all the Shapes Toolkit resources.

# The Shapes Ambassadors programme - ongoing training and peer group support

To ensure that the Shapes Toolkit can be used effectively and to help staff in your regions support each other, we can also train and supervise 'Shapes Ambassadors' - people who have a special interest in supporting their colleagues and want to facilitate some peer support groups.

We will train them to run ongoing 'Shapes Sets' (peer support groups) within your organisation or PCN / Training hub area where staff can bring live issues and problems to work through in the group. We provide training, tools, supervision and support for these 'Shapes Ambassadors'.

## Shapes Ambassadors training

Each Shapes Ambassador will attend a one-day face to face, or two half day online Shapes Ambassadors Workshops (having previously attended a Shapes Toolkit Workshop).

They will be provided with training in group facilitation and given the tools they need to run a successful peer Shapes Set. They will then attend two group supervisions over the next six months to support them as they run the Shapes Peer Support Sets within the area. Ongoing support and training is available on an annual basis.

Each Shapes Ambassador will receive:

- One day interactive training workshop
- Training workbook and resource sheets
- Downloadable online Shapes Worksheets and resources
- Annual membership of the Resilient Team Academy (renewable annually) which gives a license to use the Shapes Toolkit
- Two online group supervisions (recommended yearly)
- Access to online Shapes Ambassadors Support Group
- Email access to Wild Monday Facilitators for advice and troubleshooting

Please get in touch if you require more information at any point about any of our programmes.

Dr Rachel Morris

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## Who is Wild Monday?



The Shapes Toolkit was created by Dr Rachel Morris, a GP with a background in Medical Education who has founded Wild Monday. She developed and ran the 'Doctor as a Professional' course for the University of Cambridge, School of Clinical Medicine before training as an executive and team coach.

Rachel has been Director of Leadership Courses for Red Whale (GP Update Ltd) and has co-authored and developed their 'Lead. Manage. Thrive!' and 'Working at Scale' Courses for Primary Care teams. She is also a tutor for the PGCert in Medical Education for the University of Cambridge, Institute for Continuing Education.

Rachel hosts the popular '[You Are Not A Frog](#)' podcast which helps doctors and other busy professionals beat burnout and work happier. She is ideally placed to understand the unique issues that staff working in health and social care are facing and has developed the training specifically for healthcare staff working on the frontline.

Training is delivered primarily by Dr Rachel Morris plus her team of Associates. If you have any questions at all about the Shapes Toolkit, please get in touch with Rachel.

For more details please visit our website

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## Appendix 1. The Shapes are:

Shape	What is it?	How does it help?
<p>The</p>  <p>Stressors Hexagon</p>	The 6 causes of workplace stress.	Enables people to identify the potential causes of stress in their workplace and make changes necessary
<p>The Vortex of Busyness</p> 	The 8 'Ways to wellbeing' and signs of stress	Enables teams to have conversations to increase their wellbeing and recognise when colleagues are heading towards burnout.
<p>The Prioritisation Grid</p> 	The Urgent / Important time management matrix	Helps people to prioritise their workload and to set aside time to deal with the important things first
<p>The Coaching Pentagon</p> 	The TGROW Coaching model	Enables managers to have empowering conversations in which team members are able to solve their own problems.
<p>In the Corner</p> 	How we react badly when stressful things happen (and our amygdala has taken over)	Helps team members recognise what triggers them to become stressed, and change their reaction to stressful events
<p>The Drama Triangle</p> 	The Karpman Drama Triangle – identifying when you are stuck in a game as either a victim, a persecutor or a rescuer	The drama triangle helps people to identify when they are taking an unhelpful role, be it as persecutor, victim or rescuer. It helps them move away from a victim mentality and helps empower others to do so.
<p>The Zone of Power</p> 	The things you have control over, and the things that you can't control	This empowers teams to take more responsibility over the things that they can control and enables them to be more proactive.