

SECRETS OF SUCCESSFUL TEAMS

Skills for Working Together Effectively

Everyone knows how rewarding it is to be part of a well-functioning team. The whole *is* much greater than the sum of the parts. Yet despite our positive memories of working on excellent teams, we often find ourselves working with a group that is less than what it could be. Why?

All of us have parts of ourselves that resist change, can feel put off by certain behaviors, and have deeply held beliefs and preferences. When certain circumstances or interactions occur, they trigger that internal reactive process. The result is anything but teamwork and self-sacrifice.

Fortunately, there are clinically proven techniques and attitudes that we can learn that short-circuit this reactive process, enabling us to work smoothly and effectively with a tremendous variety of people. Learn how to:

- Integrate new staff into dynamic working teams.
- Understand and communicate better with team members, especially with difficult co-workers.
- Dramatically reduce stress and reactivity with clinically-proven breathing and meditation techniques.
- Manage challenging work situations with greater calmness and clarity of mind.

"We have been through several years of significant change in our organization, with consolidation, and extremely high stress. Your program was just what we needed. It was extremely engaging and remarkably effective. I recommend your program; everyone would benefit from it."

—Gina Thomas, Chief Information Office
USDA Forest Service



"David and Karen Gamow are superb facilitators whose workshop receives rave reviews throughout Yahoo! They've been instrumental in successfully integrating new employees into the Yahoo! family, while helping raise everyone's spirits when the going gets tough."

—Phil Quigley, Yahoo! Talent Development Manager



"Our department has been through a year-long training process and redefinition. This change can be profound, but also challenging. Your program was ideal for supporting our new directions — especially taking responsibility for our behaviors and reactions, increasing awareness of the realities of others, and making good decisions under pressure."

—Mark Puthuff, Chief of Police, Fort Bragg, CA

—Clients include—

NASA • U.S. Post Office
Treasury Executive Institute
Social Security Administration
CBS • Yahoo! • GE Healthcare
U.S. Army • Intuit
San Jose Police Department
U.S. Naval Surface Warfare Center



David and Karen Gamow

David and Karen Gamow are two of the leading corporate stress and meditation trainers in the United States. They have personally trained over 25,000 people in these methods in a wide range of settings from high-tech to the government. For years, their training has been an integral part of management development programs for NASA, SSA, and GE Healthcare. They have provided training for the military and UN peacekeeping support. The Gamows' presentations are consistently among the highest-rated trainings an organization provides its people. Authors of *Freedom from Stress*, their work has been featured in *Gannett News*, *Industry Week*, *Investor's Business Daily*, and *Money Magazine*.



**CLARITY
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Learning and behavioral objectives

1. Gain control over how you respond to others, especially in challenging situations.
2. Gain mastery over your mind and emotions, so you can remain calm at the moment of conflict, and prevent situations from escalating.
3. Respond appropriately and with focus even when faced with interruptions, deadlines, and competing demands on time.
4. Reduce the effects of negative emotions on decision-making.
5. Respond to team members and colleagues more clearly and impersonally.
6. Learn how to develop and enrich relationships with team members; build stronger connections of trust over time.
7. Understand and communicate more effectively with difficult people.
8. Use breathing methods to increase mental focus, and reduce dependence on unhealthy methods of alleviating stress (anger, withdrawal, alcohol, caffeine, avoidance, etc.)
9. Achieve significant relief from insomnia high, blood pressure, pain, and other stress-related conditions that interfere with both productivity and on the job demeanor.
10. Increase mental focus and productivity amidst 24/7 hyperconnectivity and distractions.

Instructional strategy:

The training is a combination of lecture, experience of techniques, Q & A, and voluntary interaction between the instructor and participants. Participants experience exercises and ideas as observers/scientists, and are encouraged to test them for themselves, in the classroom. The lecture portion includes humor and motivational periods, and is characterized by participants as engaging and fast-paced. The program is both entertaining and challenging, with the often-achieved goal of a significant and dramatic shift in understanding and insight.

Course content:

The training consists of two approaches to stress: cognitive and physiological. The cognitive training culminates in a 4-step process developed at Harvard that helps participants break the cycle of responding to challenging situations in stressful or non-productive ways. Participants gain an understanding of the mind and its habitual, unconscious responses to external challenges, and also learn how to consciously choose a different response. To the extent that stress is a feeling of being out of control, stress is reduced as we gain mastery over our responses, even in small ways.

The second prong of the training is hands-on practice in a number of relaxation, breathing, and meditation techniques that are clinically proven to reduce stress and enhance mental focus. Participants are also trained to relax the body at will, relieve physical tension, and relieve or eliminate pain. Other benefits include reducing or eliminating insomnia, reducing blood pressure, and enhancing resilience.



David and Karen Gamow
Clarity Seminars
240 Monroe Drive, Suite 215
Mountain View, CA 94040

Dear David and Karen,

The day of your program, I said it was “awesome”, and now I can say it in a few more words.

Thank you for your excellent presentation for our Chief Information Office Business and Investment Branch employees at our annual Branch meeting. We have been through several years of significant change in our staffing and our organization, with yet another major change happening now. It has been a period of significant consolidation and extremely high stress.

Your program was perfect and was just what we needed. It was lively, fun, and completely engaging, start to finish. It was remarkably effective, as well. People had reductions in pain and physical tension after just one period of exercises. Our Assistant Director was so satisfied with your seminar, that he addressed the ‘teachings’ many times during his presentations during the week. This was followed by many of our Branch presenters doing the same. I know many people are using the technique for overcoming insomnia. Your teachings on how to deal with difficult people at home and at work will be a life-saver!

I recommend your program for anyone — really, EVERYONE would benefit from it. You are performing a great service.

Thanks again for making a difference!

Sincerely,

GINA M. THOMAS
Chief Information Office/Business & Investment Branch
2008 Branch Conference Coordinator
USDA Forest Service



Western States Affiliate

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David and Karen Gamow
Clarity Seminars
240 Monroe Drive, #215
Mountain View, CA 94040

Dear David and Karen:

Thank you for presenting at our Western States Affiliate's Executive Team annual planning session in July. What a pleasure it was to learn from the two of you and benefit from the concepts and techniques you have mastered in effectively managing stress. The feedback on your session has been very positive and, as one of our tenured senior staff members shared, this was the best session she has participated in during her 20 years in terms of personal and professional impact.

There was spirited audience participation, which we very much appreciated. I also appreciated how willing you were to help our people gain insights, and to patiently listen to and answer their questions.

We have been working on accelerating progress in shaping an even greater level of personal and shared accountability aligned with the results we are committed to achieving as an organization. We know that we have the talent, desire and capabilities across our organization. What we were most hoping to gain from your session was what you provided us — the critical dimension of *how* to actually make the kinds of personal changes we need to become more effective managers and leaders. It was perfect for equipping our team with the hands-on tools for gaining greater control over our reactive process and how to choose appropriate responses when under high levels of stress. You provided helpful insights into how to bring the best out of ourselves — and our staff and volunteers. Many people commented to me afterward that this was something they very much appreciated and that it came at just the right time for us.

You were a pleasure to work with as presenters. With a last minute room re-arrangement, you were calm and cheerful, and put me at ease. It was a happy sign that you practice what you preach. I highly recommend this training for any group serious about helping their managers become better leaders. These are essential tools for work, and for life.

Sincerely,

A handwritten signature in black ink, appearing to read "Sheree Chiang".

Sheree Chiang
Senior Vice President, Human Resources



David & Karen Gamow
Clarity Seminars
240 Monroe Drive, #215
Mountain View, CA 94040

Dear David & Karen,

Thanks so much for your recent trainings at our San Francisco and Fort Lauderdale offices.

The techniques and skills you share are very effective and beneficial. As you know, we work in a fast-paced, fast-changing business environment. I believe that these are critical skills for achieving our goals with greater clarity of mind, without losing our sense of humor or our health along the way.

The feedback I've received from the participants was equally positive and reiterates my comments above. While it has been some time now since I attended the pilot session you provided, I can add from my own personal experience that I am able to deal more effectively with difficult situations and people, as well as with my always substantial workload.

We have a savvy audience when it comes to training, having hosted some of the most noted speakers and authors in the country, and I heard from several participants that your presentation was one of the best they'd experienced.

I highly recommend your training. We look forward to bringing these benefits to more employees throughout the country this fall and in the future.

Sincerely,

A handwritten signature in black ink that reads "Jeff Faselow". The signature is fluid and cursive.

Jeff Faselow, Manager
Learning & Development
CBS Interactive



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David and Karen Gamow
Clarity Seminars
240 Monroe Drive, #215
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Dear David and Karen,

I just wanted to thank you for the two excellent trainings you provided for our staff. We were very pleased with the response, especially from our senior managers. They are under tremendous pressure from the heightened security needs we face since 9/11, and it has taken a toll on our people. Your program was a life-saver for all the participants, and provided techniques that people can immediately put to use as soon as they walk out of the classroom.

We opened up the training to everyone on staff, from maintenance people to top-level management, and had a great cross-section of participation.

Several senior managers who attended were very pleased with the program's practicality and effectiveness. They asked that this be made available to all our employees on an on-going basis. If the response to the last two trainings is any indication, there will be a full crowd again next time you come. We look forward to having you back again, soon.

Sincerely,

Mary Jo Snell
Human Resources Training Manager
Denver International Airport



FORT BRAGG POLICE DEPARTMENT

250 Cypress Street
Fort Bragg, CA 95437-5437

MARK PUTHUFF
Chief of Police

(707) 961-2800
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David and Karen Gamow
Clarity Seminars
240 Monroe Drive, #215
Mountain View, CA 94040

Dear David and Karen,

Thank you for the excellent "Martial Arts for the Mind" stress training you conducted for our officers and staff.

Our department has been through a year-long training process and redefinition of our mission and how we work together. This kind of change can be profound, but also challenging. As it turned out, your program was just what I was looking for. It was ideal for supporting our new directions – especially taking responsibility for our behaviors and reactions, gaining mastery over mind, emotions, and body, increasing our awareness of the realities of others, and making good decisions under pressure.

You connected very well with the officers. They were engaged and involved, and afterwards, gave this training high ratings. That's no easy achievement with a police audience.

The skills you teach are critical for success in work and in life. I recommend your work highly to other police and public safety departments.

Sincerely,


Mark Puthuff
Chief of Police



Hyatt Sainte Claire
Downtown San Jose
302 S. Market Street
San Jose, CA 95113 USA

Telephone: 408.298.1234
Fax: 408.977.0403

David and Karen Gamow
Clarity Seminars
240 Monroe Drive, #215
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Dear David and Karen,

I just wanted to thank you for your excellent training. It was riveting and highly motivational. In fact, it was the best stress-management program we've ever offered. Most programs are heavy on theory and talk, and light on practical tools. Yours was just the opposite. Your training was much more than stress-management. The skills you gave our managers will enable them to communicate much more sensitively with others, and to better manage their teams.

Your program is ideal for helping us retain our valuable managers, and save them from burnout or job dissatisfaction. It provided our people with invaluable skills to manage their workloads and their staff effectively. Thank you for helping us communicate our support for our managers' personal and professional development.

I recommend your training highly.

Sincerely,

A handwritten signature in blue ink, appearing to read "M. Hyde".

Mark W. Hyde
Hyatt San Jose
Director of Human Resources



DEPARTMENT OF THE ARMY
HEADQUARTERS, 351ST CIVIL AFFAIRS COMMAND
1776 OLD MIDDLEFIELD WAY
MOUNTAIN VIEW, CA 94043-1809

David and Karen Gamow
Clarity Seminars
240 Monroe Drive, Suite 215
Mountain View, CA 94040

Dear David and Karen:

I wanted to drop you this thank you for the stress-reduction program you presented for my staff and other personnel who work in the Jones Hall United States Army Reserve Center (the "Center") in February. It's been several months since the training, and we are still feeling the positive results. I can easily identify the people who attended the course. As you know, this is a high stress environment, and the training has helped decrease stress significantly. It's been a great help in accomplishing what we need to get done here.

A pleasant surprise - even those who weren't able to take the course have benefited by the improved atmosphere. Somehow, it's rubbed off; they are also experiencing greater productivity and reduced stress. Having a core of trained people has benefited the whole Center. Even one person with calm energy in the face of challenge helps everyone to respond at their best.

We are constantly faced with challenges in this high operational environment. Currently, while we are preparing for the deployment of a substantial number of our soldiers, I feel we are better prepared to take what comes in stride and respond appropriately as needed.

On a personal level, it has helped me to put into perspective those areas that are otherwise stress inducers and deal with them in a productive, stress-reducing way. I have told several people about some of the techniques you use to view life in a way that helps the individual control life, instead of life controlling the individual.

I recommend your work highly. The staff and I thank you for bringing this training to the 351st Civil Affairs Command. Please feel free to use this letter and me as a reference.

Sincerely,

A handwritten signature in black ink, appearing to read "C. Palmer Jr.", written over a horizontal line.

CHARLES R. PALMER JR.
Supervisory Staff Administrator

CF: COL (P) Altshuler, CDR, 351st CA Cmd



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Course outline

*This outline is for a complete 3.5 hour training.
The course can be taught in a shorter period, but this is the
most effective length for optimal retention and participation.*

- 0:00-00:30 How stress inhibits our ability to think of the needs of others**
Introduction and overview
Scientific research on stress impacts and benefits of methods offered in this session
- 00:30-1:20 Clinically-proven techniques for staying calm under pressure (Part 1)**
Hands-on, guided practice session (4 techniques)
Q & A on techniques
- 1:20-1:30 Break*
- 1:30-2:35 Cognitive skills: mastering the mind and emotions for maximum effectiveness**
Commonly held perceptions that dramatically increase negative responses,
 such as anger, fear, or stress
Becoming aware of habitual reactions that derail our ability to work with others
Learning to step back: how to move into seeing the bigger picture before reaction
A 4-step process developed by a Harvard M.D. for learning how to choose
 our responses consciously, especially under high-stress conditions.
How to use these skills in the heat of battle: working on teams under pressure
- 2:35-2:45 Break*
- 2:45-3:20 Clinically-proven techniques for staying calm under pressure (part II)**
Guided practice session
 (two additional techniques, and full-practice, shortened version)
Detailed: cognitive and physiological benefits of each of the techniques
How to use these techniques to dial back strong emotional states and clear
 mental “static” under pressure
- 3:20-3:30 Closing**
Closing Q & A/Evaluations
- Handouts: Clinical research
 Guided breathing, relaxation, and meditation techniques (CD)
 Benefits and applications of techniques
 In the heat of battle: cognitive skills for self-mastery under pressure*



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Fee Schedule

3.5 hour seminar	\$2,400
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*Local rate for San Francisco Bay Area. For programs requiring an overnight stay, conferences, large groups, or multiple programs, please call for pricing.

Additional notes:

Recommended maximum is 35 participants.
More people can be included if needed.

Shorter program lengths are possible; pricing is the same.
3.5 to 4 hours is the recommended length.

These rates are for the training session, and not per person.
All handouts and CDs are included.

Training is best done in the morning when possible.