

# STRESS & RESILIENCY SKILLS FOR LEADERS

*Also titled: "Martial Arts for the Mind" or "Breaking the Cycle of Stress"*

Good leaders inspire loyalty, draw the best out of their subordinates, and are excellent communicators. These principles are often taught in leadership training programs, but are rarely remembered in the heat of battle. This is because leadership, like every other endeavor, starts in the human mind. Until our mind and emotions are under our control, there is a large gap between what we know and what we do.

Our training has been an integral part of NASA's week-long Leadership Through Influence program and GE Healthcare's Management Development Program for many years. **This program will give your managers the clarity and self-mastery to put into practice the knowledge and experience they have spent a lifetime accumulating.** This training provides tools to help leaders:

- Understand and communicate more effectively with difficult colleagues and employees
- Manage challenging work situations with greater calmness and clarity of mind
- Dramatically reduce stress with simple meditation, breathing, and relaxation techniques that can be done in just a few moments
- Achieve significant relief from chronic pain, high blood pressure, and insomnia
- Increase mental focus and productivity amidst 24/7 hyperconnectivity and distractions



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 government. 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*.

"I have worked with hundreds of trainers throughout the world. Your program is definitely in the top 10%. So many programs are power point presentations describing a topic. You really motivate and change people."

—Robert Cancalosi, Chief Learning Officer  
Global Human Resources, GE Healthcare



"The best stress program we've ever offered. Ideal for helping us retain valuable managers and save them from burnout. Invaluable skills to manage their work and staff effectively."

—Mark Hyde, HR Director, Hyatt San Jose



"I highly recommend your training. These are critical skills for achieving our goals with greater clarity of mind, without losing our sense of humor or health along the way."

—Jeff F., Manager, Learning & Development, CBS



"David and Karen Gamow are superb facilitators whose workshop receives rave reviews throughout Yahoo!"

—Phil Quigley, Yahoo! Talent Development Mgr

## —Clients include—

NASA • Citrix • Intuit • Altera  
Nokia • Juniper Networks  
GE Healthcare • CBS • U.S. Army  
Stanford School of Medicine  
Plantronics • SRI • Hitachi  
Hilton • Hyatt • Marriott  
U.S. Department of Treasury  
U.S. Naval Surface Warfare Center



**CLARITY  
SEMINARS**

*www.clarityseminars.com*  
240 Monroe Drive, Suite 215  
Mountain View, CA 94040

*David & Karen Gamow*  
(650) 917-1186 • *david@clarityseminars.com*

## **Learning and behavioral objectives**

### *Stress and resiliency training*

1. Gain control over how you respond to others, especially in challenging situations.
2. Respond appropriately to interruptions, deadlines, and competing demands on time.
3. Gain mastery over your mind and emotions, so you can remain calm at the moment of conflict, and prevent situations from escalating.
4. Evaluate critical situations more clearly and impersonally.
5. Reduce the effects of negative emotions on decision-making.
6. Understand and communicate more effectively with difficult employees/colleagues.
7. Use breathing methods to increase mental focus, and reduce dependence on unhealthy methods of alleviating stress (anger, withdrawal, alcohol, caffeine, avoidance, etc.)
8. Achieve significant relief from insomnia high, blood pressure, pain, and other stress-related conditions that interfere with both productivity and on the job demeanor.
9. Enhance personal productivity. Focus the mind where you want it to go, \to achieve results more quickly and effectively.

### **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.

National Aeronautics and  
Space Administration  
**Ames Research Center**  
Moffett Field, CA 94035-1000



Reply to Attn of: DQH:218-2

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

Dear Karen & David,

I want to thank you for the exceptional job you did on the "Breaking the Stress Habit" course here at Ames today. It was even better than the first class, and that one was tremendously successful! Feedback on the evaluations from all participants has been so enthusiastic...8-10s on a scale to 10. Can't get much better than that. After the first class, one manager told me "It's the best thing I've ever taken at Ames," and he's been here almost 20 years.

I feel this is the best stress management program we've ever offered in my 20 years at the Center, and I'm thrilled that we have you on contract for two more classes before the end of the fiscal year. With the response as great as it has been (30 people signed up for the class today!) it's obvious there's a great need. I am confident that we can continue to offer our employees this practical training in life that provides effective tools they can work with, and not just a lot of talk.

People I've spoken with about the course have commented on feeling more focused, calm, and have experienced increased productivity that continued for weeks after the training. It's exciting to think that hundreds of employees will be trained in these life-affirming techniques all over Ames as we continue to offer this course. This could truly revolutionize Ames Research Center. At least, it will revolutionize many people's lives on a daily basis.

In the face of the constant uncertainty, reduction in force, budget cuts, and reorganization facing NASA, this course is exactly what everyone needs. I wish we could make it mandatory for all employees...Now that would be revolutionary! Please feel free to refer any potential clients in industry or government to me for a recommendation.

Sincerely,

A handwritten signature in black ink that reads "Miriam Glazer".

Miriam Glazer, MA,  
MPH Health Programs Manager



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 Fanselow". The signature is fluid and cursive.

Jeff Fanselow, Manager  
Learning & Development  
CBS Interactive



STANFORD UNIVERSITY SCHOOL OF MEDICINE

*Stanford University Medical Center*

*Human Resource Group*

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

Dear David and Karen,

I am writing to let you know that I have heard excellent reviews of your three-hour stress management seminar, *Breaking the Cycle of Stress*, which you conducted yesterday for 14 of our Directors of Finance and Administration and senior management staff. They commented that it was “fabulous” and the fastest 3 hours they had ever spent. I heard some remarkable reports of the benefits people experienced.

Due to the excellent feedback, we would like to have you return for an encore presentation. We have also received an inquiry about doing a session for one of our other departments.

One of the participants wrote:

“I couldn’t wait to tell you how much I appreciated the workshop. I am never able to sit in a chair for long due to my bad back. Yet, I had absolutely no trouble sitting the entire three hours without even a hint of being uncomfortable (which I am 99.99% of the time). Another positive outcome is that I have done the guided exercises 5 days in a row and am seeing tremendous ongoing benefits [in both pain relief and communicating more effectively with others]. I can’t begin to thank you enough for the workshop and all that I learned and gained from it. The benefits are incredible. Meeting these presenters has changed life dramatically for me in so many ways and in such a short time.”

Thank you so much for the wonderful experience you provided for our administrators, and for providing a very useful, worthwhile training session for our professional staff. They not only found it informative, they are very enthusiastic about incorporating the techniques they learned into their everyday work life.

Sincerely,

A handwritten signature in cursive script that reads "Cori".

Cori Bossenberry  
Director  
Human Resource Group



## **Treasury Executive Institute**

U.S. Department of the Treasury  
801 Ninth St. NW  
Washington, DC 20002

Lynne Feingold, Executive Program Officer  
lynne.feingold@do.treas.gov  
(202) 622-9322

### **Training program**

Stress Management Skills for Leaders: Martial Arts for the Mind  
November 18, 2009

### **SES'ers attended this session from:**

Department of Homeland Security  
Internal Revenue Service  
Secret Service  
Bureau of Alcohol, Tobacco, & Firearms  
US Geological Survey  
U.S. Department of the Treasury  
U.S. Department of Health & Human Services

### **Evaluation summary**

#### ***Overall reaction to presenter:***

Excellent: 21 (5 on a scale of 1-5)  
Very good: 4 (4 on a scale of 1-5)

#### ***Overall reaction to program:***

Excellent: 20 (5 on a scale of 1-5)  
Very good: 5 (4 on a scale of 1-5)



HOTELS • RESORTS • SUITES

Santa Clara Marriott

2700 Mission College Blvd.  
Santa Clara, CA 95054  
408/988-1500

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

Dear David and Karen,

I wanted to thank you for the “Martial Arts for the Mind” stress training program you did for our two Silicon Valley hotels last week.

Several managers said it was the most beneficial training they had ever taken at Marriott. One of the leaders in the group stated afterwards, “I could have listened to David speak forever; he was so engaging!” Many managers have talked with me about how they are already applying the ideas and techniques to help with their workloads and their staffs.

I also experienced benefits from training already, in just the few days since the class:

- 1) I was in a 3-hour traffic delay on my way to work. Instead of reacting with tension and impatience, I decided to practice some of the techniques you shared. I arrived at work in a completely different (and better) state of mind.
- 2) My work is highly deadline driven, and I often feel that I am pushing others to make things happen. But I had a shift in perspective from the training that greatly reduced my stress. I know my new attitude will help people perform better.
- 3) I was in a challenging meeting – the kind that started with a headache and moved into shoulder pain. Practicing what I learned in the training, by the time I reached home that night, I felt remarkably better, physically and mentally. I know it was something that I would have carried the whole evening if I had not attended your class.

You two are a great combination of presenters: one very high-energy and the other calming and relaxing. The program was completely engaging from start to finish. I highly recommend your training. It’s excellent, and very much needed.

Sincerely,

Tiffany Schafer, Director  
Human Resources



**Western States Affiliate**

1710 Gilbreth Road  
Burlingame, CA 94010  
Tel 650 259 6700  
Fax 650 259 6891  
www.heart.org

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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". The signature is written in a cursive style and is placed on a light yellow rectangular background.

Sheree Chiang  
Senior Vice President, Human Resources





City & County of Denver  
**JOHN W. HICKENLOOPER**  
Mayor

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

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



**DENVER  
INTERNATIONAL**  
AIRPORT

Department of Aviation  
Airport Office Building  
8500 Peña Boulevard  
Denver, Colorado 80249

**303.342.2200**  
[www.FlyDenver.com](http://www.FlyDenver.com)



**UNITED STATES DEPARTMENT OF COMMERCE**

National Oceanic and Atmospheric Administration  
NOAA Marine and Aviation Operations  
Marine Operations Center  
1801 Fairview Avenue East  
Seattle, Washington 98102-3767

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

Dear David and Karen:

Thank you for providing your stress and leadership training to our officers at our Annual Fleet Administrative Management Seminar this past December. The program was very well received, not only by the attendees, but also by members of our senior leadership who sat in on your session as well. Everyone enjoyed the training and found it extremely useful. I understand there are active discussions about bringing this excellent training to more officers and staff within NOAA.

Our shipboard personnel work in a unique and challenging environment. These mental and physical challenges are diverse and handling them appropriately and effectively is critical to the success of a ship's mission, The skills you have provided us with will ensure we are more capable of adroitly tackling these challenges which surface everyday and from every quarter.

This was the first time we attempted any training of this type at our week-long Management Seminar, and my apprehension at trying it out on this no-nonsense crowd was great. However, about 60 seconds into your training, my apprehension disappeared along with my stress! Also, I was glad we started our week with your program. Throughout the remainder of the week, many participants and presenters referred back frequently to the ideas you shared with us. Finally, on top of work challenges, I know people often experience stress in their personal lives. Your training can also help in these areas, making it truly full spectrum and life enhancing.

In closing, I'd like to thank you again for your lively and engaging training. We all found it very effective and enjoyable (as reflected by the course critiques) and I recommend it highly. I'll be commanding a vessel later this year, and plan to have you on board at some point to bring this training to the entire crew.

Best Regards,

Lieutenant Commander Todd A. Bridgeman, NOAA

A handwritten signature in blue ink, appearing to read "Todd A. Bridgeman".

Deputy Chief of Operations  
NOAA Marine Operations Center-Pacific





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  
Mountain View, CA 94040

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

# *Additional Testimonials*

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“Of the more than 20 management training programs Kimpton offered last year, your seminar was ranked highest by our employees. We believe we have better leaders now as a result of it: more balanced, more relaxed, and less overworked.”

—*Niki Leondakis, President/COO, Kimpton Hotels*

“On behalf of the DOE and 12 other federal agencies who sent senior executives to your presentation, I would like to thank and commend you for a very well-executed program. I am still receiving feedback from participants about how much they enjoyed and benefitted from the techniques and strategies presented.”

—*David Rosenmarkle, Executive Learning & Development, U.S. Department of Energy*

“Your program is excellent. I am very pleased to find a program of such quality to meet our needs, and am hopeful that you can present this training to our CEO members throughout the U.S.”

—*Wendy Beecham, Meeting Coordinator, Vistage (Executive Coaching & Peer Advisory Groups)*

“Several managers said this was the most beneficial training they had ever taken at Marriott. It’s excellent, very much needed – and completely engaging from start to finish.”

—*Tiffany S., Director of Human Resources Marriott Santa Clara and Marriott San Jose, CA*

“Our employees include some of the country’s finest research scientists, and they gave this program top ratings. It’s a big plus that the program is based on clinical research and that people can experience the results of the techniques first-hand. Even our traditional skeptics were won over.”

—*Erin M. Shatarra, Training Coordinator Stanford Linear Accelerator*

“This training program was helpful, not only in terms of how to deal with people who stress you out, but especially on how you handle yourself, so you don’t let the slings, arrows, and other misfortunes that others may sling your way get you down. It was rather liberating, in fact.”

—*John Lom, Deputy Chief Counsel, TTB Department of the Treasury*

“We all are in agreement that this is one of the best training sessions anyone of us have taken at Stanford (or anywhere else, for that matter).”

—*David Silberman, Director, Health & Safety Programs, Stanford School of Medicine*

“Thumbs up. I wish I had seen this 30 years ago. I have 200 top executives under me, and 1200 mid-level managers under them, and I’d like everyone to take this.”

—*Pete Kutras, Director, Office of the County Executive, Santa Clara County, CA*

“If my previous company had shown this level of interest in my development as a manager and as a person, I never would have left.”

—*K.N., 4 star hotel manager, San Francisco*

“A+. This program provided tremendous new insight in how to recognize and eliminate stress. Life will improve if you practice the techniques learned today. I know I will.”

—*Mark McDonald, former President Hitachi Instruments*

“The response to your program has been so enthusiastic, our company president asked to join in on last week’s session.”

—*Lisa Vere, Human Resources Manager Rosendin Electric*

“Thank you for your excellent presentation. Yours was the most popular program of the thirty sessions offered at our annual Leadership Conference.”

—*Colonel Chris Green, U.S. Army*

“One of our senior VPs was dominating and brusque with subordinates and clients. But he was invaluable to the company. We allowed it to continue for too long. But finally, we told him his job depended on improving these behaviors, and we required him to take your training. I am happy to report that he is practicing the exercises every day, and we see real improvement. He is communicating more sensitively with colleagues.”

—*HR director (Anonymous)*

“People owe it to themselves, their co-workers, and their loved ones to acquire these skills. Practicing them would transform any workplace — and people’s lives — for the better.”

—*Pam Delnevo, Director, Training and Development Morrison & Foerster (law firm)*



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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 retention and participation.*

- 0:00-1:20**    **Part 1: Physiology**  
Brief overview  
Scientific research on stress, and benefits of what participants will learn today  
Guided practice session  
Q & A on techniques
- 1:20-1:30*    *Break*
- 1:30-2:35**    **Part 2: Cognitive skills for resiliency: Self-mastery in daily life**  
Commonly held perceptions that dramatically increase negative responses,  
    such as anger, fear, or stress  
Becoming aware of habitual reactions that derail our effectiveness  
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, even under high-stress conditions.  
Exploring real-life applications in work and life  
*(voluntary classroom participation, not role-play)*
- 2:35-2:45*    *Break*
- 2:45-3:20**    **Part 3: Physiology**  
Guided practice session  
    (two additional techniques, and full-practice, shortened version)  
Detailed: cognitive and physiological benefits of each of the techniques
- 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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*David & Karen Gamow  
(650) 917-1186 • david@clarityseminars.com*

## Fee Schedule

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3.5 hour seminar	\$2,400
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\*Local rate for northern CA. 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.