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Welcome. My name is Richard Carlton, I am the former director of the lawyer Assistance Program at the State Bar of California. I've been working in this field for nearly three decades.

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About

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two decades ago, when I was delivering an earlier version of this presentation, I asked the audience if there was anyone in the room who had had an experience dealing with another legal professionals, serious alcohol or drug use problem, if they would be willing to share with us what that experience was like for them how they dealt with the, the experience felt like was it successful intervention, an older gentleman in the room, he raised his hand, and he began to tell us about an experience he'd had dealing with a partner in a small firm. He said in the beginning, they thought this partner of his had just sort of a heavy drinking problem. But over time, he said he began, they began to realize it was more than that, he started showing up late for client appointments, missing hearings and appearances all together, he said, it got to the point where they really weren't sure where this gentleman was anymore. And then that story lasted for about three minutes. And then he stopped. And I'm thinking, Well, what I really want to get is some kind of resolution message of the story. So I looked at him. And I said, Thank you for sharing that with us. But would you be willing to tell us how you and the other two partners in the small firm, how you dealt with this gentleman's problem, because it was obviously having a significant impact on them and on the firm as a whole? And I'll never forget, he looked at me with a blank look on his

face for about 1015 seconds. Like he wasn't quite sure how he was going to answer that question. And finally, he blurted out, oh, he, the guy over the problem became a judge. And the room, of course, erupted in laughter. And but nobody in the room seem to be terribly surprised by the outcome of that story, which led me to wonder, you know, why is it that we assume that these problems are so common in the legal profession, and why they aren't dealt with more successfully? So we're going to look a little bit at that issue during the course of this hour. And I want to begin by posing a question to you, if you have any idea what the is considered the leading cause of premature death amongst legal professionals? And if you think the answer is heart attack, cancer, car accidents, all the answers that we might think of, unfortunately, you're wrong, the leading cause of premature death of legal professionals, is considered to be suicide. So we do consider the legal profession to be what we call a high risk profession. With regard to the kind of problems that we're talking about today, when I say that we're talking about anxiety, depression, substance abuse challenges. The recent data that we have available to us shows that roughly one in four legal professionals struggles with an alcohol, or drug use problem or some combination thereof, nearly one in five attorneys experiences and clinical anxiety, or depression. And these numbers compared to the adult general adult population of say, one and 10 is what we expect to see with adults in general. So we're looking at a problem in this particular population, that is really significantly greater than the general adult population. gonna stop at this point, because one of the most frequent questions that I'm asked in my talks is how do these problems of alcohol, drug abuse, depression and so forth? How do they vary by type of practice? And the answer is that we do not have much in the way of empirical data to answer that question, but I will tell you that my colleagues and I, who had been working with the profession for many, many years We do know that these problems are certainly greater

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in litigation practices than, say, estate and trust type practices. So what you would expect to be the case, the more high pressure stressful type practices do tend to produce more of these kinds of issues. But go back to the question of why, why would these particular problems be so much so significantly greater in this one particular population of adults? And to answer that, I need to begin by addressing what it is that differentiates those of us who do experience problems like anxiety, depression, excessive stress, substance abuse, from those of us who don't, what accounts for the difference. And as best we understand today, there are certain individuals who, based on the brain chemistry that that we are born with, that we've inherited from earlier generations, that particular brain chemistry, make some of us more or less susceptible to having to experiencing these particular problems as a consequence of the challenges that we face in life. And we know that there are certain particular neurotransmitters that seemed to be present in insufficient quantities in some individuals, and as a consequence, they are more likely to experience these particular challenges. But it's still

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a considered to be by both scientists pretty much a 5050 equation, that is to say that it's about 50%, based on our genetic makeup, in particular, how that affects our brain chemistry, and about 50% based on the environment, and the life experiences that we have over the course of our our life. So what he does, that's been that would sort of suggest, if that's the case, that if it's about a 5050 equation, then that seems to me to suggest that perhaps there are more legal professionals who have the particular susceptibility to the problems that we're talking about. And we do know that there are certain types of certain personality types that are more prone to having this particular brain chemistry issue than others. And perhaps it's the case that these particular personality tend to be more attracted to the practice of law than others don't really know it's simply it's simply a theory at this point.

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So

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we're sort of it's, you know, why why would these problems be greater in the legal profession? what accounts for that? So I think it's useful to look at the types of individuals the type of personalities that we see more commonly represented in the population of legal professionals than others. So what personality traits seem to be attracted to the field of law. The art the person that I know who have studied this issue, most specifically, is a psychologist and law professor in Florida by the name of Susan de cough. She has written a book called lawyer Know thyself. certainly recommend it to you if you want to delve more deeply and to these particular issues. But what she did was, she decided to use the law students in her school as kind of guinea pigs for her study. And she looked at them and use some standard psychological instruments at three points in time throughout the law school experience. And here's how she characterized several cohorts of law students that she looked at going through the law school. At again at three points in time first, at the beginning of year one at the end of year one, and then at the end of year three. So she says as pre law students are what she defines as being Beginning law school, she says they tend to be characterized by great a need, a greater need for dominance and leadership tend to be more authoritarian than others lower interest in emotions and feelings, both their own and others. But she said that hurt are instruments showed that these individuals in spite of these particular characteristics, tended to have normal levels of psychological distress. When she re examined the same relation of individuals at the end of year one, she said, Now we see increased aggression under stress, a preference for competition versus cooperation, a failure to rely on peers for social support, and increased tension, insecurity and substance abuse. So she says, as lawyers, we are producing individuals who are both by their own production and by the law school experience, as a result, resulting in being competitive, argumentative, aggressive, having a low interest in

emotional concerns a disproportion of preference for thinking versus feeling, a higher incidence of distress and substance abuse, and a pessimistic outlook on life. Oh, I emphasize that last point, pessimistic outlook on life, because that leads me to the work of another psychologist, a gentleman by the name of Martin Seligman, at the University of Pennsylvania, who has sort of built his entire academic career out of studying individuals natural optimism versus pessimism, and how where they fall in that continuum effects their experience of life, he decided to look at the Virginia School of Law 1990 class, again, using sort of his standard measures of optimism and pessimism, thinking he might find some interesting results with that population. And he again followed these students over the entire three years of the law school experience reexamining multiple points in time, what he learned was that the more pessimistic students in this class outperformed the more optimistic students on all the traditional measures of success, including grades in Law Journal. In fact, he said, the level of pessimism found in this population of individuals was higher than you would typically find in the beliefs of clinically depressed individuals. And it gets worse. He said that, he learned that the level of the type of pessimism that was common in this particular group of law students, was the most insidious form. It was internalized. Meaning that when bad things happen, and when they happen, they happen, not a result of factors outside my control. But because of me, because of things that I did or didn't do, or because I'm not good enough.

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It was a stable form of pessimism, that is bad things happen. And they happen frequently.

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And

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it tended to be global, that is to say these bad things are not going to just affect this one little aspect of my life. But they you know, they're gonna they're gonna ruin everything. So this type of thinking, that hit that has been pessimistic outlook and perspective on life, that has been found repeatedly to be the case with law school populations, has led yet another law professor a gentleman named Lawrence Krieger to conclude that thinking like a lawyer is a legal skill, but not necessarily a life skill. He says your skills as a lawyer are useful in certain professional contexts, but need not and should not dictate how you approach your personal life, nor assume your entire identity. So what he's really saying is that the real risk is if you begin to take the way in which the law teaches you to examine and look at problems that you have to contend with, and apply that particular filter to your own life, your own experience of life. That's where you could be in for some difficulties with regard to how you experience life. So he encourages legal professionals to not do

that. And he's written a little book called The hidden sources of law school stress, although I would posit that they aren't so necessarily so hidden. So let's begin to examine how this way of perceiving and looking at the world that is basically taught to legal professionals can influence their experience of life.

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So talk and speak with you a bit for a bit about stress. So our experience of stress is a consequence of a physiological mechanism that we carry within us, that has evolved over eons of evolution. And it is, as sort of, you know, called the fight or flight response, because it's basically designed to protect us from real and present physical dangers. So the experience of stress happens in response to a particular event or situation or circumstance that we have to deal with. And the reason we experience physical stress as a result is because we in our minds are somehow interpreting that situation or circumstance as threatening. If we didn't interpret it as threatening, our bodies wouldn't get charged up in order to be able to respond physically, because what's happening when we experienced tension and stress, it is our bodies that are literally charging up with extra juice and extra energy to be able to respond to the situation in a very physical way. And the tension we experience is a result of not being allowed to give expression to that additional physical energy that's there. So our bodies are basically designed to respond physically the way this plays out. If you want to take a modern day example, let's imagine for a moment that you're in the middle of an important deposition. And you're getting really ticked off at the line of questioning of opposing counsel. Well, what's happening to your body in that moment. So your body is telling you to do basically, one of two things. Either reach across the table, and slug that stupid opposing counsel and make him stop answering those questions. Or, alternatively, jump up from the table,

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run out of the room, get in the elevator, down the first floor, run out of the building and run away.

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And of course, if you read pub 250, the rules of Professional Conduct neither of those two responses is considered a professional response. So we don't allow most of the time our bodies to react and respond. In modern day live modern day situations, the way they're designed to. We don't allow our bodies to give that physical expression. So that extra energy simply gets bottled up somewhere in our bodies, and it produces the feelings of distress and tension and goes basically to whatever weak points that are in our body, where this gets expressed, headaches, backaches, stomach aches and so forth. So, it is important, whenever possible, to be able to give expression to all that extra physical energy by means of managing the stress. But going back for

a second none of this experience can happen and We have somehow again, interpreted what it is that we are dealing with, as somehow being threatening, probably in most cases, hopefully today, not threatening our own life existence, but somehow threatening the status quo. And the way that we feel things in our life in our practice need to be. So we are interpreting an event or situation or circumstance as threatening Shakespeare said, in Hamlet, hundreds of years ago, things are neither good nor bad. Just thinking that makes it so. So was Shakespeare, an early existential thinker. Perhaps, basically, what he was saying was nothing that we experience can be good, bad, evil, negative, threatening, until or unless we somehow think of it, or perceive it as such. So this mechanism that I've been talking about the stress response, this is common to just about every life form on the planet that we are aware of. But there is an aspect of it, that, as far as we know, is unique to human beings. And what I mean by this is, if you can imagine for a moment that there was a cat sitting here in front of me on the table, and I was asleep. And I was to sneak up behind the cat and clap my hands loudly. We all know what would happen, the animal would bolt instantly from the table. Because what I've now done is I have triggered his fight or flight response. But what makes that animal rather issue but they would makes human beings different from that animal and most other life forms, or all life forms on the planet, as far as we know, is the cat doesn't have, as far as we know, the capability, certainly not the inclination, as he's laying there sleeping, to wonder about whether I'm going to sneak up behind him at some point in the future, and clap my hands loudly. But we human beings, we do this all the time. So whenever we worry about something that's coming up, down the road, basically, what's happening is we are triggering this same stress response in our body, we are able to imagine a circumstance or situation, often the future, and how that circumstance might be that and how we might have to deal or contend with it in such a way that we are able to trigger that same fight or flight mechanism, perhaps not to the same degree or intensity, as if it were happening in the present moment, but pretty close. So what makes this such a challenge, therefore, for legal professionals? Well, I'm fond of calling Lego professionals, paid warriors. Because if you think stop and think about it,

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what is your job, your client, however it is that you've defined, the client that you work for, is paying you in some manner, to either worry about or if you prefer, anticipate problems or challenges that might come down the road and prevent those from occurring, or alternatively, to resolve problems that have already arisen. So basically, you're paid to worry about other people's problems. That's your job. So that of course, is the world in which you inhabit as the world you inhabit as a legal professional. So that's why one of the things As I'm I'm fond of saying, when it comes to managing and coping with the stress that is inherent in legal practice, is that when it comes to managing that stress, your mind is really your own worst enemy. Or another way I like to put it is, it's dark and scary, don't go too far in there. Because the more time that you spend in that, that dark, scary place, the greater the level of stress and anxiety that you're going to

experience. And it's fortunate, but most of us, the place in our heads, that we have a tendency to want to go back to, over and over again, are the scariest, most challenging places and situations that we are most worried about, are most difficult to deal with or contend with coming out down the road, we are prone to going back to those places in our heads over and over again. And those are the places that of course, that create the most stress for us. And, of course, I would never suggest to a legal professional that you shouldn't do what you're paid to do, which is again, to prepare for and I hopefully prevent or resolve someone else's, some other entity or organizations, problems. But I think that I am safe when I say that you shouldn't be doing it all the time when you're not getting paid for it. And that I think is really where the big challenge lies. deciding how much of the time, you're going to allow yourself to spend in that space, where you are mentally rehearsing for or preparing for some particular challenging situation down the road. Because that's how you are unfortunately, creating a lot of mental anxiety and stress in your in your head and in your body. You know, none of which can entirely be avoided. But how how much of the time you allow yourself or decide to allow yourself to spend in that space is really what we're talking about. And, you know, as Mark Twain put it, he said I've known many troubles in my life, most of which didn't happen. And that's because so much of what we do spend our time mentally rehearsing, preparing for never comes to pass. And again, you know, we have to, we're going to have to spend some, some time doing this. But question is, how much of our time and energy though we're going to give to that. I mentioned this because there's only there's only a limited amount of control that we have over the challenges that all of us need to face and contend with in life. We can only control those situations so far. But when it comes to managing the stress that we have to live with, the thing that we really have the most control over is ourselves.

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Never easy, but it is the place where we have the ability to exercise some control over how we respond, and how we deal with those challenges. Viktor Frankl was a Viennese psychiatrist who survived the concentration camp experience in World War Two. And out of that experience, he wrote a wonderful little book called Man's Search for Meaning. And what he tells us in there is one of the things that he learned was that the individuals who managed to survive that experience, were the ones who learned that there was one thing that their captors could never take away from them. And that was how they responded to all the terrible things that they that were thrown at them. They learned that there was one thing that they could always control and that was their response to their circumstances and situations. And the people who learned that were the individuals who are most likely to survive.

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So, the tool, if there is one that I would offer up here is that there is really one place where there is none of the anticipatory stress and anxiety that I've been talking about. And that place where

none of that stress resides is there's only one place where it doesn't reside, I should say. And that is in the present moment. That is the power of the present moment. Because the vast, vast majority, the vast bulk of all the stress and anxiety that we experience is somewhere off in the future. Or in some cases, it's delving into the past and fretting about something that has already occurred. But it is almost never something that is happening in this moment. 99.9 some odd percent of the time, there is no stress in this moment. If you're experiencing stress, why you are listening and watching this presentation, it's not because of the presentation itself. It's because I know that somewhere in the back of your minds, is a little message going off, telling you maybe not once, maybe repeatedly, that instead of sitting here having to listen this stupid CLE presentation, you ought to be off somewhere else dealing with ex, in, that's what we do to ourselves all the time, instead of being present, and just having the experience of being present, our minds are always wandering off in our heads to some other place. And again, they tend to go to those dark and scary places where we are most worried about something coming up down the road. And by the way, let me stress that, for those of us who are prone to waking up in the middle of the night repeatedly. For some reason, our brains, when we wake up in the middle of the night, want to immediately go to whatever that biggest challenge is that's back there in that dark, scary space. And I would encourage you as much as possible not to go there. Because as colin powell put it, no battlefield situation was ever resolved successfully in the middle of the night. And it always looked better by the light of day. some reason everything always looks most challenging, and most difficult and most in obstacles are most difficult to overcome when we're lying in the dark in the middle of the night. So as much as possible, don't allow yourself to go there because you're unlikely to successfully solve the problem and very likely to not be able to get back to sleep. So how, how can we learn? Because it is a learned skill and ability? How can we learn to exist more in this space where there is no stress and anxiety called the present moment. And it's certainly a discipline. Being able to decide not to and able to execute. When you allow yourself to dwell in that space of figuring out how to resolve and deal with your, your challenges, your issues, your matters or your clients and when not to. And this discipline is something that many people learn develop over time through studying mindfulness practices. matsa term mindfulness is a term that we hear bantered about quite a bit these days. I think that

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it's something that terminology that more people know and we really understand what it means. It certainly doesn't mean a blank mind. Not mindlessness, there is no such thing as a blank mind. Mindfulness really simply means at the core, a practice of paying absolute attention to where you are and what you are doing at that moment, to the exclusion of all these other scary thoughts at the back of your head. And there are a number of different practices that people do, such as yoga meditation. It's really all these practices do at the core is teach you how to pay attention, in some manner to the present moment. And the reason, again, is that, as I said, there's very little stress and tension in the present moment. And so as a consequence, these, these mindfulness practices

tend to be very relaxing, and allow you to develop the ability to be able to focus, also, as a result, on one particular issue, or challenge or problem at a time, instead of being distracted by multiple matters at once. If you this, these mindfulness practices, by the way, are quite popular today for legal professionals. And as a result of being, again, allowing us to develop the discipline to keep more of our attention focused on what we're dealing with in the present moment. If you go to your search bar, and you type in mindfulness for lawyers, you will find quite a number of websites today. There was even a conference a number of years ago, called the mindful lawyer conference becoming these skills are becoming more and more popular among legal professionals. If you find yourself challenged with excessive stress, anxiety, depression, I do encourage you to take advantage of the free consultation resources that are available in every state in our country. Now, just about every jurisdiction has a lawyer assistance program that's available to you if you're a member of the bar in that state. As I said, I, I come out of having run the lawyer Assistance Program in California for a number of years. But there are toll free numbers and websites to find out about the program in your state, and the resources that are available to you. Another aspect of managing stress for legal professionals that I recommend is that I feel that every legal professional and this is something that I've learned from speaking to and talking with 1000s of legal professionals over the years. That is that it is necessary for every attorney to play some kind of active role today in managing their clients expectations. The unfortunately, every client unless you communicate clearly communicate what the realistic timeframes are. Every client will expect you to respond and deal with their problem as if it's the only thing on your plate. Yeah. I some years ago, I was part of a panel presentation talking about technology and the impact of technology and legal professionals. And so I asked the members of that audience. I said, How many of you do regularly or have on occasion given your personal cell phone number to clients to contact you? And, and about two thirds of that room raised their hands to indicate that they either do that regularly or have from time to time given that personal contact information to clients. I followed that up with another couple questions. I said. Okay. Now I said those of you who said that you do. Give your personal contact information out how many of you if you're willing to share that with us

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have either yourself or with a close friend or family member dealt with a lie threatening illness. And about half of those folks, that same group continue to raise their hand. I said, Now, tell me, those of you who had to deal with a life threatening illness, how many of you had the personal cell phone number of the physician who was helping you manage that life threatening illness? only about three hands left remaining in the room? So I said, why is it that physicians don't feel compelled to be to provide that kind of personal contact to patients who are in the midst of dealing with potentially life threatening issues. And yet legal professionals often do feel that they have to provide that kind of access to their clients? Just something to think about. But you do need to however you do it, you need to play an active role in communicating to your clients,

whoever they might be, or whatever they might be, what are realistic expectations? Because otherwise, the they won't, they won't have any boundaries around that. Similarly, I wanted to spend just a little bit of time talking about sort of the pace with which we all deal with life today. Because nowhere, I believe, has the pace of vocational life accelerated more so in the past few decades than it has for the legal profession. I know how many of you might know the answer to this question. But the question is, what did writers back in the 50s? Say that thought was going to be the biggest challenge for those of us who made it to the end of the millennium? What was going to be the biggest challenge we were going to have to deal with? Well, the answer is, they said leisure time was going to be the biggest challenge for those of us who made it to the millennia, the Millennium turn of the millennium. And the reason was that the expectation based upon the period of time from 1900 to 1950, and the increases in productivity that had occurred during that period of time, and the reduction in the average workweek, over that period, all they did was they extrapolated out over the next 50 years, and the expected increases in productivity. And as a result of that, the average workweek was believed to by the year 2000, shrink to 25 hours. Those of you who managed to get there, and only having to work 25 hours a week, congratulations. But that's hardly the case for most individuals in legal practice, and I won't spend any time talking about why that analysis was a bit off course. But simply to say that, if anything, the increases in productivity have come with an expansion of the average work week for most professionals as opposed to a reduction. And those of you who have traveled at all outside of the United States, you will of course, be aware that the pace of life in general and professional life in particular, is very different in Western Europe, particularly in the United States, and particularly in urban America, than it is in most of the places in the world even today. I would posit that the the pace of life that most of us experience today is I mean most of us in urbanized America is probably the norm for no more than five to 10% of the world. Which kind of leads me to pose the question of whether this pace is the norm for human beings even in the year 2017 or is some other pace really the norm. Because what's happened is without really making I think, so much a conscious decision most of us have accepted that we are going to have a particular pace of life. That

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is, again, not even the norm for most of the people on the planet today. And what's particularly I find insidious about that is that I see too many professionals, who I think, seem to feel that they either need or want to bring that same pace of life, that they experience in their professional context, into their personal life. And that's when I really think it's the greatest problem, because we really, as human beings weren't, I believe, designed to move at that kind of pace and intensity 24 seven. And, as a result, you know, a lot of the stress and tension related physical problems that we hear about people experiencing today are, to a large extent, a consequence of not allowing our bodies an opportunity to slow down frequently enough and experience a pace of life that really is more normal, even for human beings, even in the year 2017. So and, you know, again,

nowhere, I think, is this more of a challenge, or potential problem than it is for legal professionals. So that's why I certainly encourage everyone to try to find as much as possible places and spaces in your life in your experience, where you can slow down and experience life. And what I would posit is, is a more normal pace. In fact, you know, when I started delivering dress, present stress management presentations decades ago, there would typically be, you know, down the hall in the same hotel, or Conference Center, where I was talking about stress management, there would be another program called time management. So back in the 80s, and 90s, people were still going to programs where they were learning how to do a better job of managing their time. You don't see those programs anymore. And I think it's because all of us have become so skilled and professional, add, you know, managing our time legal professionals are used many, many legal professionals to billing their time in six minute increments. We've all got these devices that help us manage our our time, so efficiently. So now, down the hall, instead, you might see a program. That's called time shifting. So now there are people who literally go to training programs, in order to be able to be taught how to slow down how to manage their life in their experience of life in such a way as they can create greater balance in their life. And spaces in places where they can literally downshift into a slower pace. In fact, some of these programs even take individuals to places in the world where that pace of life is more common. So I would encourage you to give some thought to consciously creating opportunities in your life when you can't experience that that slower normal pace. And if that includes picking, taking up some practice of mindfulness that allows for the development of that discipline that I was speaking to earlier. So much the better. Also, as I mentioned earlier, every state has a lawyer assistance program with a variety of sort of services and resources that are available to you as a member of that status bar. If you are interested in exploring further some of these ideas approach resources, practices that I've spoken about today, I highly encourage you to contact your local lawyer Assistance Program, or go to their website and look at the range of services and resources that are available there to you.

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One aspect that has been found to be very effective in helping individuals manage stress and anxiety is social support. Sharing the challenges that you face with other legal professionals who are experiencing similar difficulties and challenges has found to be a very strong tool in helping people manage some of these kinds of problems that you will find on those websites, a variety of written material, you may find videos describing how the program works, you may find videos describing different kinds of practices and tools for for addressing kind of the problems that we've been talking about today, you may, you will likely find events in programs that you can attend in person. In course, you will also find available to you consultation and counseling services through every lawyer assistance program in the country where you can address your concerns about issues like stress, anxiety, depression, substance abuse. You will find recovery groups and, and programs and services all available to you through your local Legal Assistance Program, I highly encourage you to take advantage of that resource and opportunity, I encourage you to go to

YouTube, and type in the search bar lawyer Assistance Program. There you will find videos about the Nevada bars lawyer Assistance Program, the Chicago bar associations lawyer Assistance Program, the California State Bar lawyer Assistance Program, the Missouri bar program, the Ohio lawyers Assistance Program, and the Floyd that lawyers Assistance Program. In each of those cases, you will find the Texas program and many others. And those videos will describe in great detail to you what those programs are about what kinds of services and resources are available to you, and how to take advantage of those services and resources. Most of those programs will have both free or low cost individual counseling. Almost all the programs have group support. programs, groups support meetings that you can attend about a variety of different kinds of personal problems. Now I'm a big fan of meditation. Having meditated personally, for nearly four decades, I think it has taught me how to again have the discipline to be able to manage the way that I respond to situations and challenges in my life, and how much I allow myself to to fret about something coming up down the road. I had a particular situation many years ago where I was named in a personnel action lawsuit. You and I remember quite vividly driving down the road to attend the deposition of the plaintiffs. And about two thirds into that drive. I literally had to pull the car over Intel myself to stop it. Because what I was doing is I realized that I was I had spent almost the entire drive to that point, mentally rehearsing how I thought I should respond to the questions that would be posed by the plaintiff's counsel in our deposition. Of course, I had no idea what those questions might be, but I was just trying to imagine and visualize where they might be. And the reason I had to tell myself to stop it is because I realized that that our deposition wasn't scheduled for about three weeks.

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And I couldn't spend the entire next three weeks stuck in my head, trying to rehearse these answers over and over again, when I didn't even know what the questions might be. And of course, as you might imagine, what happened was the case settled, about a week later, I never got deposed. That's why I love Mark Twain's comment. I've known many troubles in life, most of which didn't happen. I've had to learn how to control my own inclination to obsess and dwell on the these big challenges far beyond the point that's necessary to accurately and sufficiently prepare for whatever it is I have to deal with. I hope some of these skills and tools that I have mentioned will help you give you some ideas about how to pursue some strengths and abilities that you can discipline that you can add to your toolkit, if you will, and more effectively manage. They kind of stress and tension that is so often common in legal professionals. I hope you've enjoyed this talk and I wish you a great day. Thank you.