

Skills for Success ADHD Strategies for Adults





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Skills for Success: ADHD Strategies for Adults by Elisabeth Baerg Hall, MD, and Candice Murray Ph.D

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The authors wish to dedicate this manual to Don and Ruth James, who have worked tirelessly to support ADHD care in B.C. and in Canada.

Editing + Design: Crystal Sawyer, Triveni West Communication + Design **Table of Contents**

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Introduction



Introduction

The Skills for Success: ADHD Strategies for Adults manual presents the material covered during an eight-session facilitated group program. This program teaches weekly, practical, evidence-based strategies designed to improve self-management and self-care for those experiencing symptoms of ADHD.

This Skills for Success manual is intended to be used in groups facilitated by health care professionals who are trained specifically in this capacity. The manual contains in-depth content, worksheets, and take-home exercises.



NOTES TO PARTICIPANTS

Using This Workbook This Manual is not intended to be a stand-alone treatment.

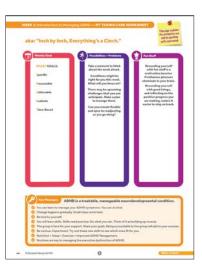
DEEPER DIVES

Each session ends with a section labelled **DEEPER DIVE!** Deeper Dives are identified by this icon in the **TOP RIGHT CORNER** of the page:



These **HOMEWORK** exercises invite you to practice and to integrate what you have learned into your life. My Taking Care Worksheets The first page of each session is the *My Taking Care Worksheet* (TCW). This metacognitive tool is designed to help you think forward. It develops executive function skills by encouraging you to plan for the week ahead. You may find it helpful to display your *My Taking Care Worksheet* so you can refer to it between sessions. Maintain this habit each week to help you stay on track.

When the program is completed, you may want to continue completing this sheet on a weekly basis. You can also transfer the headings into your planner to integrate this tool into your weekly activities. Maintain this habit each week to help you refocus and stay on track.





WEEK 1: Introduction to Managing ADHD

aka: "Inch by Inch, Everything's a Cinch."

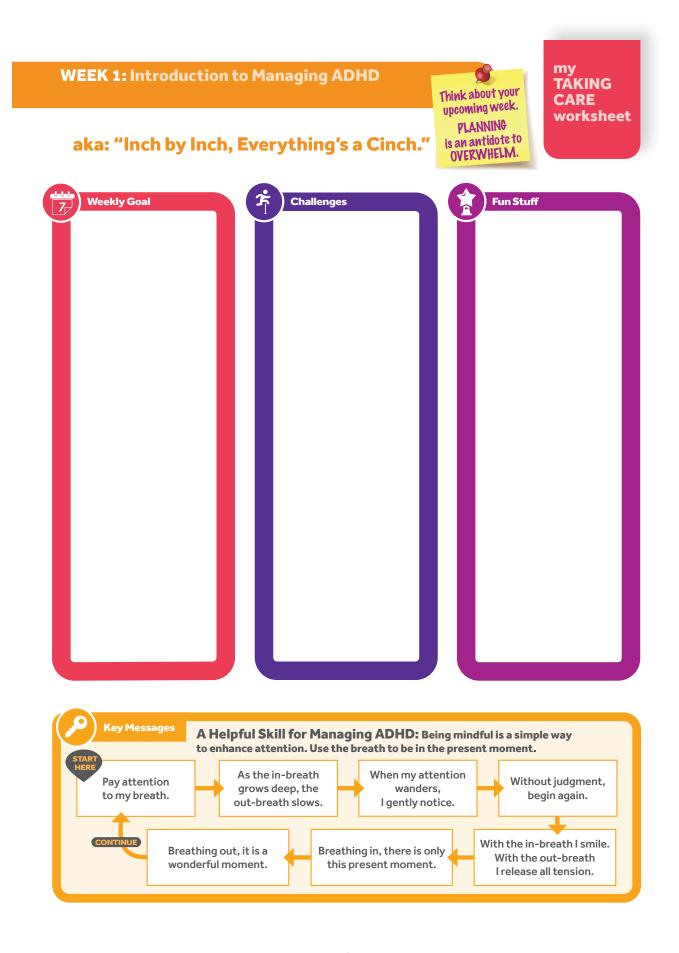
This page explains the categories you will be working with each week.

my TAKING CARE worksheet explained

Weekly Goal **Possibilities + Problems** Fun Stuff **SMART GOALS:** Take a moment to think **Rewarding yourself** about the week ahead. with fun stuff is a motivation booster. Specific Conditions might be It enhances pleasure right for you this week. chemicals in your brain. Measurable What will you focus on? **Rewarding yourself** There may be upcoming with good things, Achievable and reflecting on the challenges that you can positive progress you anticipate. Make a plan Realistic to manage them. are making, makes it easier to stay on track. Can you remain flexible Time-Based and open to readjusting as you go along?

Key Messages
ADHD is a treatable, manageable neurodevelopmental condition.
You can learn to manage your ADHD symptoms. You can do this!
Change happens gradually. Small steps work best.
Be kind to yourself.
You will learn skills. Skills need practice. Do what you can. Think of it as building up muscle.
The group is here for your support. Share your goals. Being accountable to the group will add to your success.
Be curious. Experiment. Try out these new skills to see which ones fit for you.
Nutrition + Sleep + Exercise = Improved ADHD Management.
Routines are key to managing the executive dysfunction of ADHD.

WEEK 1 | PAGE 1



WEEK 1: Introduction to Managing ADHD

What is Your SMART Goal?

Specific	 State clearly and simply what you want to achieve. Break it into the smallest components. 	
Measurable	 How will you know that you achieved your goal? What will you be doing less of, or more of? What will be different? 	
Achievable	 After you set a goal, aim for 75 per cent success, which helps to keep SMART goals attainable. Focus on the small goals that lead to bigger goals. 	
Realistic	 Do you have what you need (time, energy, money) to accomplish this goal? What challenges might you encounter? How will you address them? 	
Time- Based	What is a reasonable time to achieve this goal? Accomplishing small steps enhances motivation.	

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Specific

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Time-Based

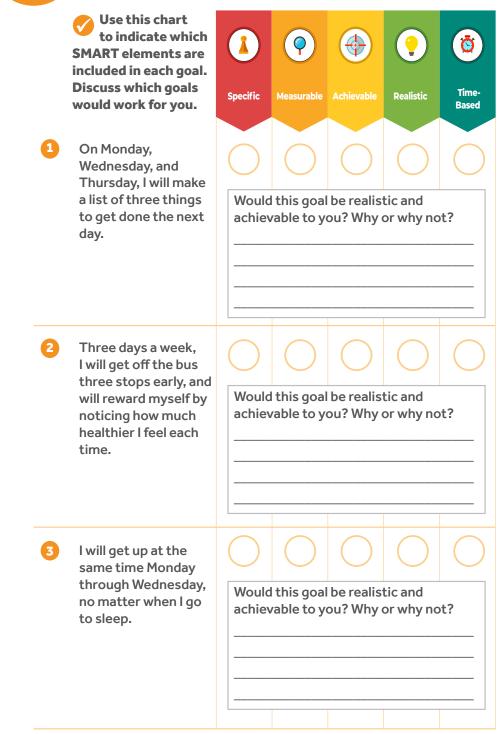
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WEEK 1: Introduction to Managing ADHD DEEPER DIVE



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DEEPER DIVE! Being SMART About Your Goals ENSURE EACH GOAL IS SMART



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WEEK 1 PAGE 4

WEEK 1: Introduction to Managing ADHD

Self Care Tips

NUTRITION

- 🖌 Eat healthy, regular meals & snacks
- 🇹 Limit caffeine, sugar, salt
- Limit alcohol and drug use
- Supplements like Omega 3 and Vitamin D support mood and cognition

SLEEP HYGIENE

- It's important to get enough sleep.
- Don't use ADHD medications to mask fatigue.
- Afternoon naps can be problematic. If you must nap, keep it to less than 20 minutes.
- Limit screen time one hour before bed, and use a UV-light filter.
- Establish a bedtime routine. For example, take 30 minutes to get ready for bed. Maintain a distinct end to daily activities.
- Invest in a traditional alarm clock so your phone can be kept out of your bedroom, or at least away from your bed.

- Get up and go to bed at approximately the same time on most days.
- Check that your bed and room temperature are comfortable, and that it is quiet and dark enough.
- Restrict time in bed. If you can't sleep, don't toss and turn. Get up.
 - When we worry about not getting enough sleep, we are likely Catastrophizing: making the problem worse than it is. Dial back worry with reassuring self-talk like. "It's not the end of the world if I don't get enough sleep tonight." Try using some CBT (Cognitive Behavioural Therapy) skills directed at sleep. Evidence shows that CBT therapy is helpful for chronic sleep problems.

- Maintain a <u>sleep diary</u>
 - to understand your patterns more effectively.
 - Because apps change frequently, few are listed here. Explore various white noise, guided relaxation, automatic phone shut down, and mindfulness apps. <u>MindShift</u> is a popular Canadian app and website offering helpful handouts and tools. Check out <u>tips</u> <u>for getting a good night's</u> <u>sleep</u>, or learning how to do <u>progressive muscle</u> <u>relaxation</u> (Week 6 Page 9).
 - Changes in sleep routine are best done gradually.

WEEK 1: Introduction to Managing ADHD

Self Care Tips cont.

EXERCISE

- Clears the mind. Helps your mood. Helps you to sleep.
- 🧹 Get out and move.



MELATONIN

Melatonin is a hormone that regulates circadian rhythms and is secreted in response to dim light and darkness. It has been demonstrated to help individuals with ADHD to fall sleep. Always use melatonin only for short periods of time, and in conjunction with behavioural interventions like bedtime routines, sleep hygiene, and CBT Skills for Insomnia.

Buy big name brands such as Webber Naturals, as they are more likely to contain actual melatonin.



Methods of Use:

Recommendations change regularly. Please review this guidance with your doctor.

 To Promote Drowsiness. Most common method: 1–3 ma 30 to 60 minutes before bed (stay within this window). Use with other sleep hygiene measures as found on the previous page. Trial 1-3 mg for three nights, then gradually increase every three nights. Maximum dose 10 mg for short-term use. It is best to find the lowest dose that works. Always take breaks, and try cutting back melatonin whenever possible.

For Circadian Rhythm

Advance. Physiologically accurate but less common method: No more than 0.5 mg-1 mg. This area is under study, but using a small amount of melatonin at dusk (three to four hours before bed) will help you to feel drowsy around your normal bedtime. This approach is based on Dim Light Melatonin Onset, which normally occurs a few hours before bedtime and is when melatonin begins to be released.

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To Stay Asleep. If you can't stay asleep, consider trying a *time*release, sustainedrelease, or controlledrelease melatonin preparation. These preparations release small amounts of melatonin throughout the night. Usual dose 3 mg at bedtime. Total melatonin dose should not exceed 9–10 mg for short-term use.

Side effects may include morning drowsiness or vivid dreams. Consult your doctor if you need to rely on melatonin on a regular basis, or if you are needing doses higher than 9 mg.

WEEK 1 PAGE 6

WEEK 1: Introduction to Managing ADHD _ DEEPER DIVE





DEEPER DIVE! Self Care Tracker

 Set a Self-Care SMART goal. Goals should be set up for maximum SUCCESS.

Examples:

 I will use an old-fashioned alarm clock (placed far enough away that I can't hit snooze) and set it for 8am.



FREQUENCY>>AT LEAST THE FIRST THREE DAYS EACH WEEK

- I will drink a full glass of water in the morning after my coffee and /or breakfast.
 FREQUENCY>>AT LEAST FOUR DAYS PER WEEK
- I will leave my phone in another room or out of reach from my bed.
 FREQUENCY>>AT LEAST THREE NIGHTS PER WEEK
- I will take an Omega-3 pill with my breakfast. FREQUENCY>>AT LEAST FOUR DAYS PER WEEK
- I will get off the bus one stop earlier and walk. FREQUENCY>>THREE DAYS PER WEEK
- 2 Use the table on the next page to record your behaviour and to monitor your progress.
- **3** IMPORTANT: Reward yourself if the frequency goal is met.
- A Review your Progress. Revise your goal if there were problems meeting your SMART goals or frequency.
- 5 It's easier to stay motivated when you focus on your successes, however small they may be.

WEEK 1: Introduction to Managing ADHD DEEPER DIVE



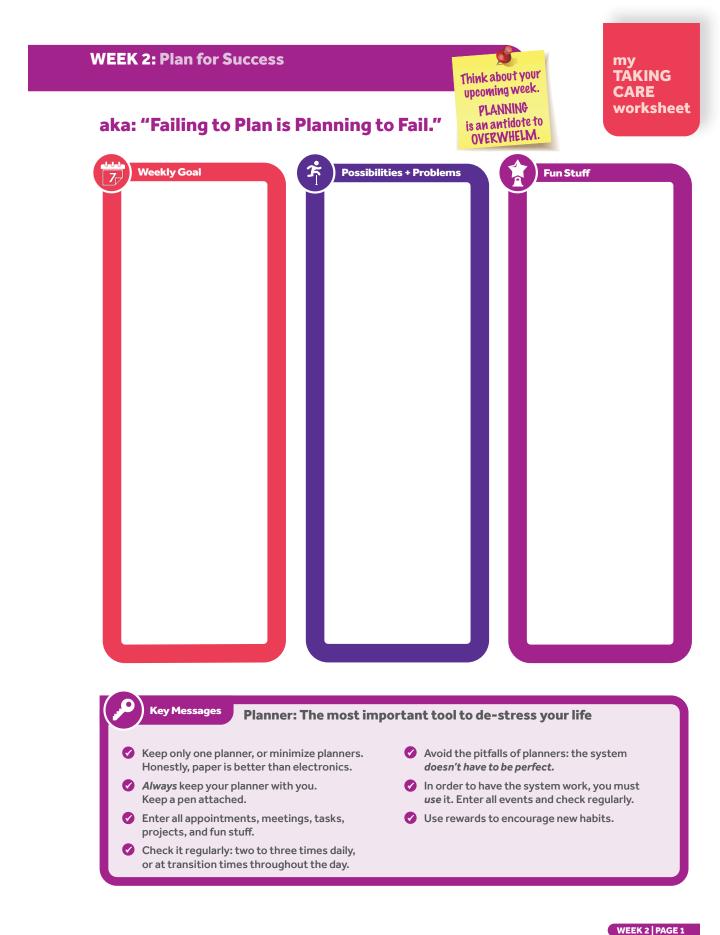
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DEEPER DIVE! Self Care Tracker

SELF CARE TRACKER	MON	TUE	WED	THR	FRI	SAT	SUN	REWARD IF FREQUENCY IS MET
SAMPLE Drink a full glass of water AT LEAST 4 DAYS/WEEK								Watch 15 minutes of funny TikTok videos each time I meet my goal.

WEEK 1 | PAGE 8





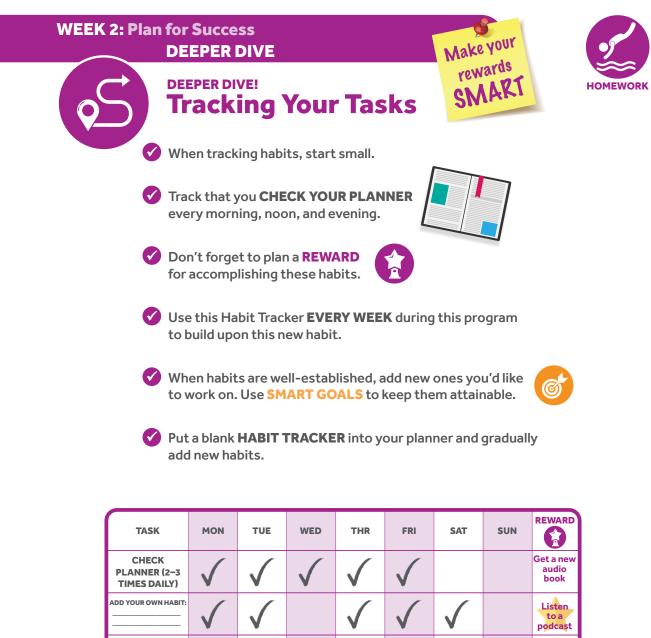


- Buy a magazine that you wouldn't normally purchase
- Treat yourself to fresh flowers
- Keep a list of free days at local museums (most will have an evening or a day that is free for locals)
- local coffee shop Go for a walk in a park, in
 - the forest, or by the sea, and make it an 'Awe Walk'
- Do an afternoon of crafts
- Watch the sunset in a park or from your balcony
- Have a hot bath

suggests this habit can positively impact your levels of happiness, aratitude. and connection. Sturm, V. E., Datta, S.,

Roy, A. R., Sible, I. J., Kosik, E. L., Veziris, C. R., ... & Keltner, D. (2020). Big smile, small self: Awe walks promote prosocial positive emotions in older adults. Emotion.

WEEK 2 PAGE 2



DD YOUR OWN HABIT Watch one hour of a show DD YOUR OWN HABIT: Buy a cool magazine REWARD Get some Connect Order Go for an Go for Catch the Have a with a fancy fresh 1 Awe Walk ice cream sunset hot bath flowers a friend coffee **BENEFITS OF TRACKING ALL TASKS** I will feel more calm and in control of what I will be better prepared. I will know what I'm doing. I can pivot when the plan changes. I am doing throughout my days and week.

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WEEK 2: Plan for Success





DEEPER DIVE! Habit Tracker Pick tasks that you want to reward. Be SMART about your goals. You don't need to track every task every single day.

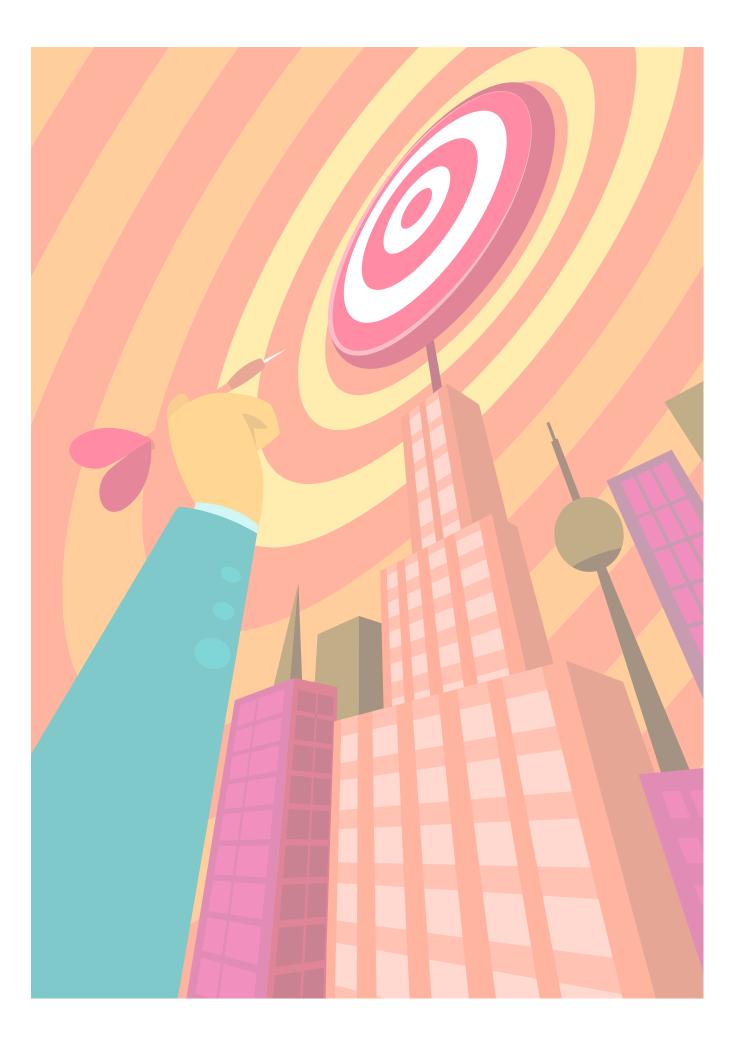


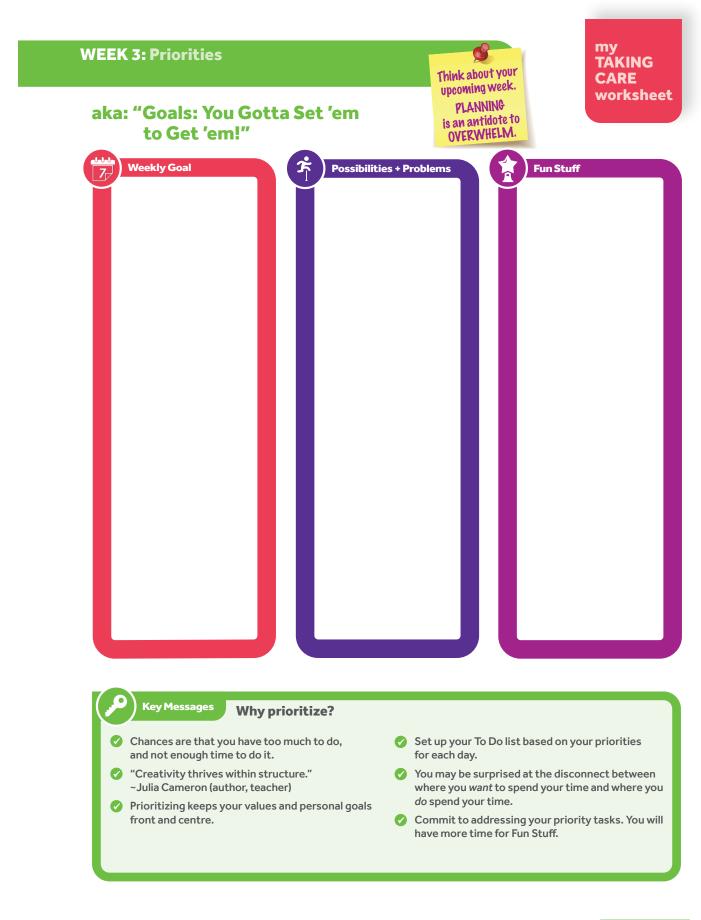
TASK	MON	TUE	WED	THR	FRI	SAT	SUN	REWARD
CHECK PLANNER (2–3 TIMES DAILY)								
ADD YOUR OWN HABIT:								
ADD YOUR OWN HABIT:								
ADD YOUR OWN HABIT:								
REWARD								

TASK	MON	TUE	WED	THR	FRI	SAT	SUN	REWARD
CHECK PLANNER (2-3 TIMES DAILY)								
ADD YOUR OWN HABIT:								
ADD YOUR OWN HABIT:								
ADD YOUR OWN HABIT:								
REWARD								

WEEK 2 PAGE 4

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WEEK 3 | PAGE 1

WEEK 3: Priorities



This matrix describes an approach to prioritizing that is attributed to former U.S. President Dwight D. Eisenhower. You will look at activities and time spent in each quadrant. This tool highlights how time spent relates to what we see as important to our values.

	URGENT	NOT URGENT				
	QUADRANT 1 URGENT IMPORTANT	QUADRANT 2 NOT URGENT IMPORTANT				
	How to handle Quadrant 1: <u>DO</u>	How to handle Quadrant 2: <u>DECIDE/SCHEDULE</u>				
Ę	O Deadline-driven tasks	○ Life goals				
TAN	⊖ Crises	○ Friendships				
IMPORTANT	○ Last-minute preparations	○ Relationships				
Σ	0	⊖ Exercise				
	0	⊖ Health				
	QUADRANT 3 URGENT - NOT IMPORTANT	QUADRANT 4 NOT URGENT 📥 NOT IMPORTANT				
L N	How to handle Quadrant 3: DELEGATE/COLLABORATE	How to handle Quadrant 4: DELETE/REDUCE/USE AS REWARD				
ZTA	○ Tasks or favours requested by others	○ Social media				
NOT IMPORTANT	○ Some emails + meetings	○ Film streaming sites or shows				
Σ	○ False busy tasks	○ Computer or video games				
o z	0	O				
	0	O				

WEEK 3 PAGE 2

WEEK 3: Priorities

DEEPER DIVE



DEEPER DIVE! Matrix of Urgency + Importance

- Write your daily and weekly tasks, activities, and projects in the Quadrant where they fit for you. There are no correct answers!
- Quadrant 2 activities are guided by what is important to you, what you value, who you want to be. It is also a great way to lighten the load from Quadrant 1. You must set time aside deliberately for this Quadrant.

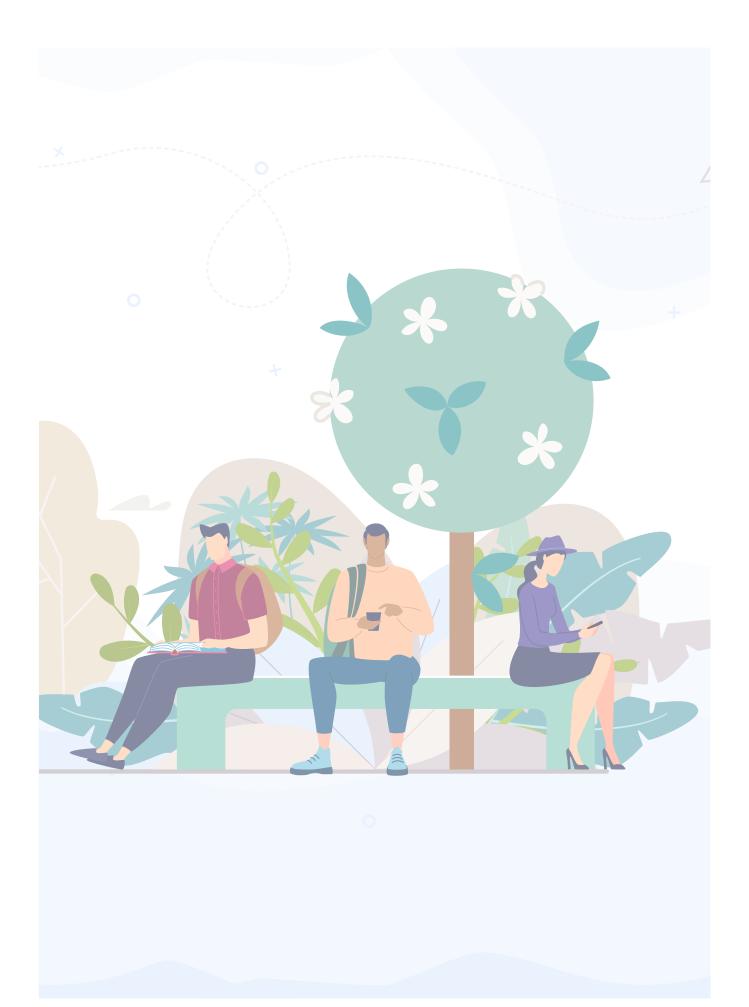
Review priorities and adjust To Po lists to be calmer, and to spend less time in Quadrant 1.

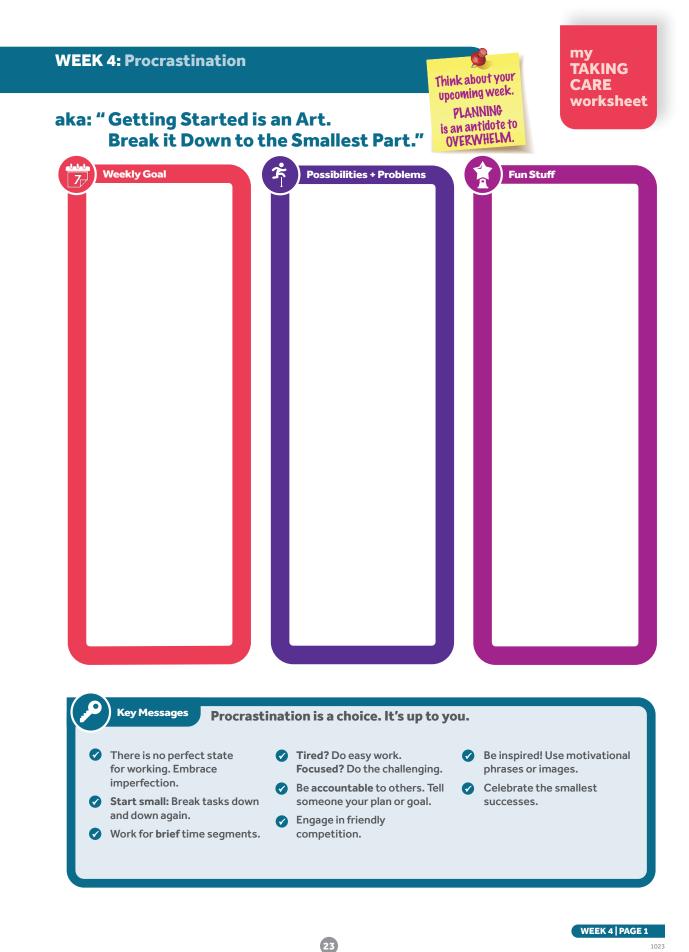


- Review those tasks, activities, and projects, estimating the amount of time you are spending in each Quadrant.
- 4 Does the estimated time in each quadrant reflect what you want for your life, and who you want to be?
- 5 How can you free up more time for Quadrant 2 activities?

	URGENT	NOT URGENT
	QUADRANT 1 URGENT MPORTANT	QUADRANT 2 NOT URGENT - IMPORTANT
F	0	0
NA	0	0
MPORTANI	0	0
Δ	0	0
	0	0
	Estimated time per week:	Estimated time per week:
	QUADRANT 3 URGENT - NOT IMPORTANT	QUADRANT 4 NOT URGENT 📥 NOT IMPORTANT
F	\bigcirc	0
AN'	0	0
ORI	0	0
ΔĽ	0	0
NOT IMPORTANT	0	0
Z	Estimated time per week:	Estimated time per week:

WEEK 3 | PAGE 3





WEEK 4: Procrastination



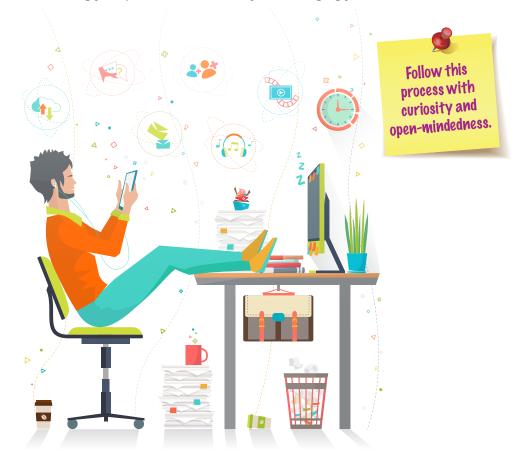
Take Action on PROCRASTINATION

PROCRASTINATION is the act of postponing a task intentionally, despite a negative impact.

- Procrastination is a central symptom of adult ADHD.
- People with ADHD often rely on deadlines, using TIME PRESSURE for motivation to complete tasks.
- Adding other approaches to your ADHD Toolkit expands your procrastination management resources.

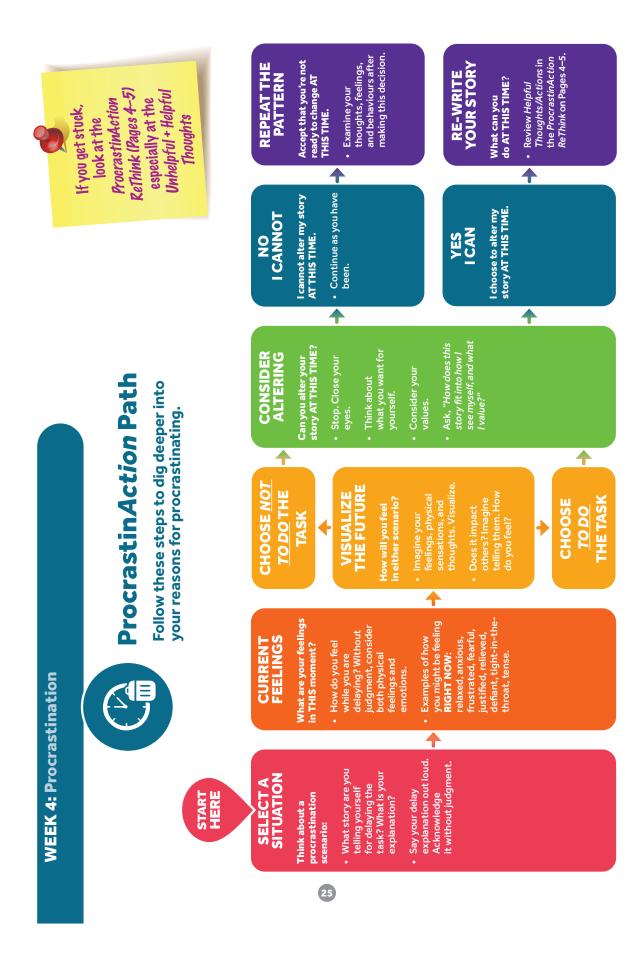
RE-WRITE YOUR PROCRASTINATION STORY

The tool on the next page prompts you through the process of re-writing your procrastination story and changing your habits.



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WEEK 4 PAGE 2

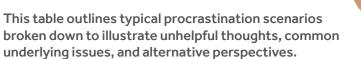


WEEK 4 PAGE 3

WEEK 4: Procrastination



Procrastin Action ReThink



SITUATION	UNHELPFUL THOUGHT	UNDERLYING ISSUE	HELPFUL THOUGHT / ACTION	
I am really tired.	I can't do the task	Fatigue.	l can do an easy part.	
	until I am more rested.	Energy depletion.	l can power nap for 15 minutes and then start.	
			l may feel less tired once l start working.	
My friends are going	I don't want to miss	Reward seeking.	If I get some of it	
out.	out on the fun.	Thrill seeking.	done, l can join my friends later.	
	l always miss out.	Loneliness.	Being with my friends	
		History of feeling left out or of being the outsider.	may not be that much fun. I can see them another time.	
			My friends will be there for me next time.	
l don't have what l	I need to wait until		Perfectionism.	l can start with what
need to complete this task.	l have all of the materials before l can	Disorganization.	I have now.	
	start.	Fear of success.	I can collect the things I need so I can start right away next time.	
l don't have a big	l will wait until I have	Relying on hyperfocus.	I have a few minutes	
chunk of time to do it now.	a full day with no distractions.	Can't shift attention.	now. I will do a small amount.	
		Wishful thinking.	A day without distractions? Unlikely.	
			TABLE CONTINUES	

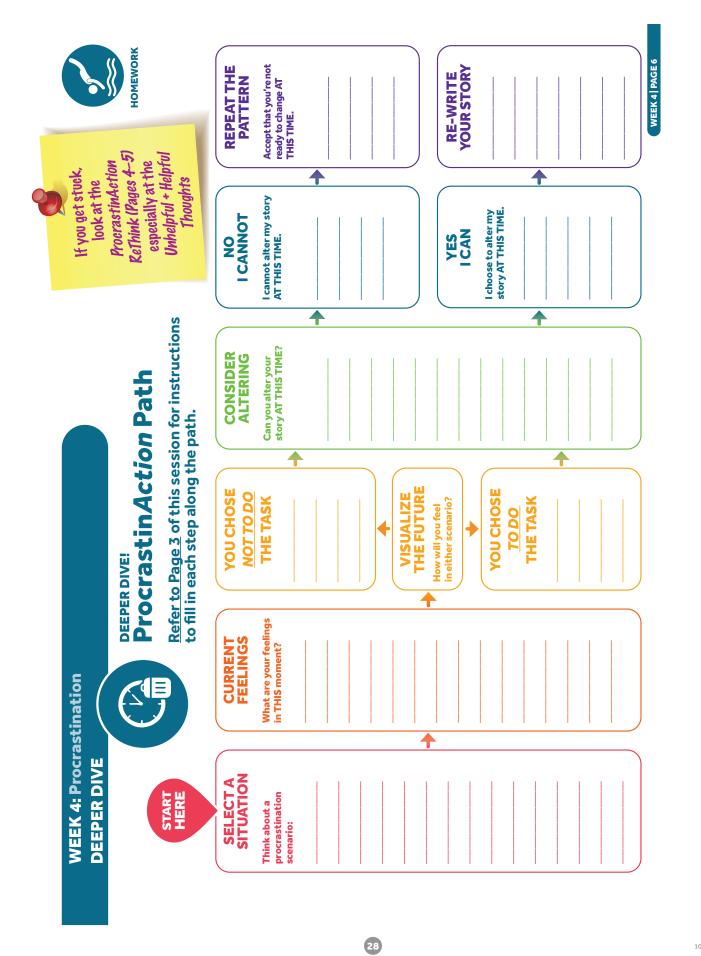
WEEK 4: Procrastination

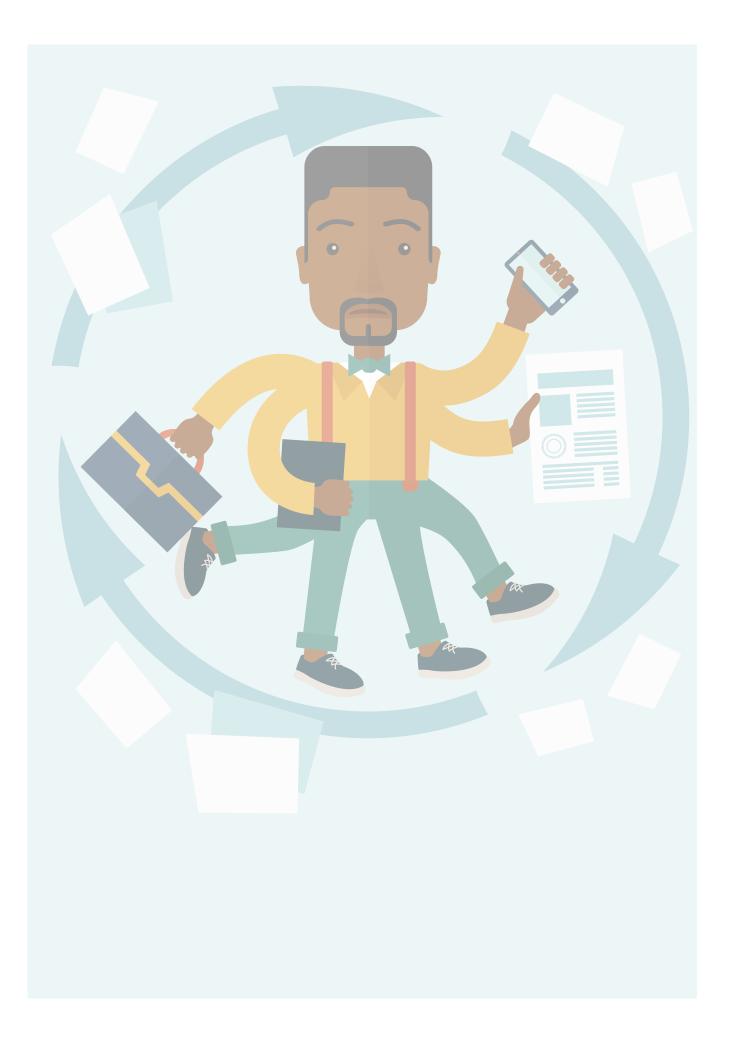


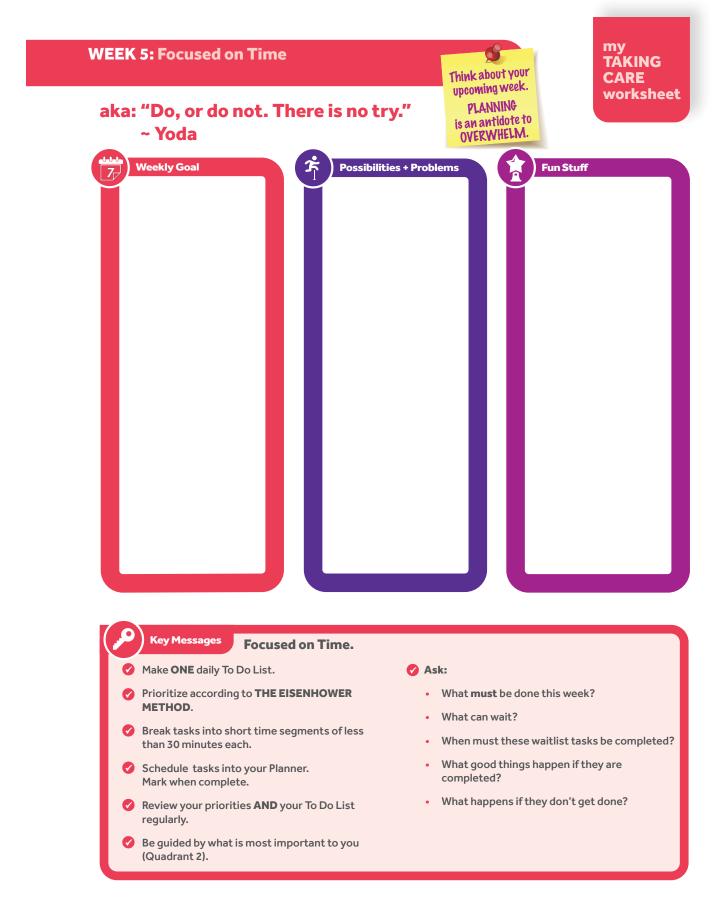
ProcrastinAction ReThink cont.

Continue with this table, which outlines typical procrastination scenarios broken down to illustrate unhelpful thoughts, common underlying issues, and alternative perspectives.

SITUATION	UNHELPFUL THOUGHT	UNDERLYING ISSUE	HELPFUL THOUGHT / ACTION
l have plenty of time to do it.	l can put it off until tomorrow.	Optimism-based time management.	What if a Quadrant 1 emergency arises?
	l only work well under pressure.	Needs deadlines or a sense of urgency to focus.	Things often take longer than expected, so it's best to get started now.
			l can start the parts that l do well without time pressure.
I don't know how	I must know	Perfectionism.	l will learn as l go.
to do it.	everything before I start. Shame.		l have to start somewhere.
		Shame.	Five per cent is better than zero per cent.
			Accomplishments are built on lessons learned from mistakes.
I don't want to do it.	This project has	Stubbornness.	I choose to do this
	no purpose.	Don't like rules.	project for myself.
	This task is a waste of time.	Need for control.	Doing things that I don't want to do
	l don't like being told what to do.		is just a part of life.
I have many other	I will do some other	Prioritization.	I need to prioritize.
things to do.	stuff first to build some momentum.	Overwhelmed.	What is most important today?







Managing Your TIME

BEFORE YOU START

- Schedule your breaks in advance. Plan to complete 25–30 minutes of work, then take a five-minute break. Repeat.
- 2 Deal with predictable distractions. Turn off your phone and internet!
- 3 Schedule to your strengths. Plan to do challenging tasks at the time of day when you do your best work. If you take medications for ADHD, consider that your optimal time is often when your medications are working best.



KEEP ON TASK:

Discover which of these options work best for you

- **During your break.** SNACK, HYDRATE, MOVE.
 - Break tasks into small components. Break tasks down, put half of these tasks on your list, then cut the list in half again.
- See time pass. Use a watch that beeps on the hour, or use '<u>Time Timer</u>[®]'.
- Adjust. Expect to under/overestimate time needed for tasks. Adjust your time without self-criticism. Be curious, and apply what you have learned next time.
- Timely check-in. Write out one or two prioritized tasks for each hour, and cross off when done.
 - Flexibility. If you are tired, do something less demanding.
- Chunking. Setting aside larger blocks of time allows you to be flexible with tasks. Put these chunked times directly into your planner. For example, you may chunk two hours every Friday afternoon to work on a project. At the designated time, divide it up in to smaller time segments to stay accountable.

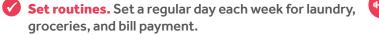
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WEEK 5 PAGE 2



OTHER TIPS



Limit errands to down time. Do household, social, and personal errands when you are less alert and less focused.

Be accountable for your time. Tell members of the group or your friends what you plan to do. Monitor your progress.

Hard things first. Do easier, more enjoyable tasks as rewards after other tasks are complete.

Pair activities. Pleasant + Unpleasant For example, TV + Exercise. Phone calls + Cleaning

THE **POMODORO** TECHNIQUE

Tools Required: manual kitchen timer, TimeTimer[®], or app such as Pomodoro Focus Timer

1 Decide on a task.

2 Set your timer to 25 minutes.

3 Work on the task until the timer rings.

While working on the task, write down distractions that pop up, but return to the task immediately. When the timer rings,
 put a check mark on a piece of paper and take a short, *digital-free* break of up to five minutes.

6 Return to the task for another 25-minute segment.

 Repeat this process until you have four check marks on your paper (4 x 25-minute segments). 8 Next, take a longer break of 30 minutes.

Review the distractions you have written down. If they fit with your priorities, move them to your To Do list.

10 Restart 4 x 25-minute segments.

Cirillo, F. (2018). The Pomodoro technique: The life-changing time-management system. Random House.









DESC SCRIPT

Consider that some of your time challenges are best managed by addressing the demands that others place on you. See *Quadrant 3* in the *Priorities* session, Week 3 Pages 2 + 3. Become familiar with the **DESC SCRIPT** for managing difficult conversations:

> D = DESCRIBE the problem or behaviour that has upset you. Be specific about what you observed with your eyes and ears. "When you..."

E = EXPLAIN how you

feel or how the behaviour impacts you. Use an "I" statement: "It causes problems for me because…".

3 S = SPECIFY what needs to happen or what you'd like changed. Make a reasonable and fair request: "I would like..."

C = CONSEQUENCE. Tell the person how things will improve for both of you if there is a resolution: "That will help because...:





AVOID:

- 8 Making assumptions about the person's motivation or intention
- Attacking the person's character
- Vnleashing an emotional outburst
- Making threats or give an ultimatum





WEEK 5: Focused on Time DEEPER DIVE





TIME AWARENESS EXERCISE

What do you observe? Keep in mind you will identify both helpful and unhelpful patterns. Remain curious and avoid self-criticism.

Complete this task in 30-minute increments for at least two days this week. Be specific. Review for common themes and time traps.

TIME	ACTIVITY	OBSERVATIONS
5:00–5:30 am		
5:30–6:00 am		
6:00–6:30 am		
6:30–7:00 am		
7:00–7:30 am		
7:30–8:00 am		
8:00–8:30 am		
8:30–9:00 am		
9:00–9:30 am		
9:30–10:00 am		
10:00–10:30 am		
10:30–11:00 am		
11:00–11:30 am		
11:30 am –12:00 pm		
12:00–12:30 pm		
12:30–1:00 pm		
1:00–1:30 pm		
1:30–2:00 pm		
2:00–2:30 pm		
2:30–3:00 pm		
3:00–3:30 pm		
3:30–4:00 pm		
4:00–4:30 pm		
4:30–5:00 pm		
5:00–5:30 pm		
5:30–6:00 pm		
6:00–6:30 pm		
6:30–7:00 pm		
7:00–7:30 pm		
7:30–8:00 pm		
8:00–8:30 pm		
8:30–9:00 pm		
9:00–9:30 pm		
9:30–10:00 pm		
10:00–10:30 pm		
10:30–11:00 pm		
11:00–11:30 pm		
11:30 pm –12:00 am		
12:00–12:30 am		
12:30–1:00 am		
1:00–1:30 am		
1:30–2:00 am		



WEEK 5: Focused on Time DEEPER DIVE



DEEPER DIVE! Estimating Your TIME

TIME ESTIMATION EXERCISE

Awareness of estimated and actual time spent on common activities will help you to prioritize. Many tasks are easier if you can be flexible about how they are done and about the end result. **ASK:** Can a task be broken down? e.g., Can you prepare your morning beverage the night before?

TASK	BREAK IT DOWN INTO STEPS (visualize the end result)	TIME ESTIMATION (include preparation and completion time)	ACTUAL TIME	TIME TRAPS	TIME SAVERS can I do it well, but less perfectly? are there easier ways?
SAMPLE Make coffee	filter coffee beans grinder coffee maker water travel mug + lid condiments spoon	grind beans + put water in coffee maker the night before + make coffee = 10 minutes	12 minutes	forgetting to organize it before bed scrolling on my phone	turning my phone off putting my phone out of sight
Shower					
Pay phone bill					
Get out of house in the morning					

WEEK 5 | PAGE 6

WEEK 5: Focused on Time DEEPER DIVE

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DEEPER DIVE! Managing Your TIME Monitor your time estimates to check if they are becoming more accurate. Review your chart daily and weekly.



TO DO LIST

Use the following chart to learn to manage your **TO DO LIST**.

- Sometime before your week begins, brainstorm everything you have to do this week. Write down family, work, meals, exercise, appointments, etc.
- If there is a deadline, note it in Column
 2. If there is no deadline, consider
 adding one, or deleting the task
 because it is not well enough defined.
- In Column 3, estimate how long each task will take.
- List the quadrant that each task falls into. Remember, there are no right or wrong ways to assign quadrants to your tasks. The same task may fall into Quadrant 2 for one person and into Quadrant 4 for another.

- To Do Lists reflect what we want for ourselves in life as well as our responsibilities. If the list is all Quadrant 3 (other people's requests), perhaps it's time to reassess.
- Priorities are assigned by Quadrants 1–4:

Quadrant 1 = MOST Important/Urgent

Quadrant 4 = LEAST Important/Urgent

Deadline (if none, set one)	Estimated Time Required	Quadrant #1-4
		Deadline (if none, set one) Estimated Time Required I I I

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- Consider completing only Quadrant 1 + 2 tasks.
- Choose three key tasks to do this week.

- Mark completed tasks, review time estimates and revise your To Do List.
- Does the order of your list make sense to you? Can you explain why? Does it reflect a balance between what you must do and what you value most?

WEEK 5 | PAGE 7



FOCUS is the ability to pay attention to specific sounds, sights, or touch **in the moment**.

Individuals with ADHD have different types of focus challenges. The following attention challenges are listed in order from easiest to most difficult.

1 SUSTAINED

The ability to maintain attention during a continuous or repetitive activity when no clear distractions are present, such as listening to audiobooks, reading, playing musical instruments, or writing emails. Also known as concentration.



2 SELECTIVE

The ability to maintain attention in the face of distraction, such as reading or listening with distractions going on around you.



3 ALTERNATING

The ability to shift attention between several tasks, such as cooking while following a recipe, or reading/listening to a book on the bus while checking for your stop.





The ability to pay attention to multiple tasks or demands at the same time, such as multi-tasking or taking notes while listening.



Based on the work of Sohlberg and Mateer: Sohlberg MM, Mateer CA (1989). *Introduction to cognitive rehabilitation: theory and practice*. New York: Guilford Press. ISBN 978-0-89862-738-1.





For these tips to work, you must make the commitment to deal with your distractions.

MANAGING INTERNAL DISTRACTIONS

PHYSIOLOGICAL

? Are you hungry?

- Are you tired?
- Is your medication wearing off?

Have you exercised today?

GOAL SETTING

? Are they SMART Goals?

PREPARATION

Po you have everything you need to do this work?

ASSISTIVE TECHNOLOGY

Use assistive technology tools such as those found at sites like <u>ADDitude Magazine</u>.

DELAY DISTRACTIONS

Brain Dump: Write down your distracted thoughts to clear your brain. Review them later. Plan time to follow up on the important ones.

PRE-PLAN REWARDS

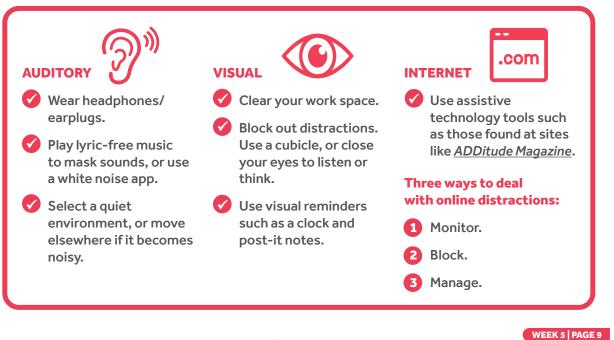
Make rewards a priority, such as a scheduled tea break.

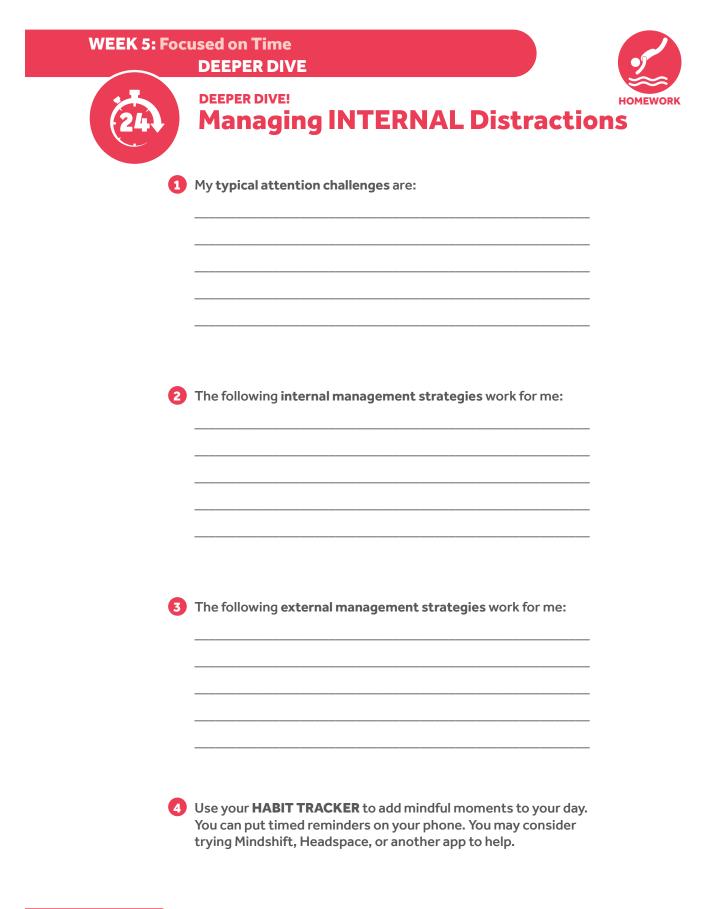
OTHER STRATEGIES

- Add novelty to mundane tasks to avoid boredom, such as dancing while you do the dishes.
- Create time pressure challenges with friends. Make artificial deadlines.
- Re-focus: Use visual reminders to stay on track. On the wall by your workstation, place an image of the positive outcome that will occur when the task is completed.

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MANAGING EXTERNAL DISTRACTIONS







	Think about your upcoming week.	my TAKING CARE workshe
aka: "Don't Believe Everything You Think!"	PLANNING is an antidote to OVERWHELM.	worksne
Weekly Goal		uff

- 5 Practice body calming strategies when uncomfortable feelings arise.
- Surprise Yourself! Consider doing the opposite of what you'd usually do
- Deepen this impact by adding a visual of how you will feel, think, and act.

feelings.

underly your thoughts.

3 Learn about the common thinking traps that

Cognitive Behavioural Therapy (CBT) treats mood, anxiety, and other

mental health concerns. If you find this introduction to CBT helpful, consider taking an MSP-funded CBT course to learn the skills.

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Cognitive Behavioural Therapy

CBT addresses how our feelings, thoughts, body sensations, and actions are interrelated. It focuses on modifying our thoughts and behaviours. Our **feelings** change in response to a change in our **thoughts**, **body sensations**, and **behaviours**. Feelings are NOT Facts

This diagram shows how our thoughts, feelings, physical sensations, and behaviours are interrelated. A change in one area influences the other areas.

Expand your awareness by paying attention to all four areas—thoughts, feelings, physical sensations, and behaviours—while remaining curious and open-minded.

Thoughts are NOT Facts The main way to change feelings of anxiety and depression is to change our thoughts, actions, and body sensations.

To manage intense feelings, use strategies organized within these three areas:

1 Re-frame Thoughts





Calm the Body

CBT SKILLS + ADHD

The neurodevelopmental symptoms of ADHD (such as poor concentration, forgetfulness, and difficulty with problem solving) lead to impaired functioning in a number of life areas.

- When you have ADHD, your thoughts can become negative and distorted because of a history of both real and perceived setbacks.
- Persistent negative and distorted thoughts set the scene for developing problems with sadness and anxiety.

- The things that you do, and how you feel in your body, can also make you feel sad or anxious.
- Strategies used in CBT can help you to alter strong feelings.
- Target thoughts, feelings, or physical sensations that you want to change.
 Apply a strategy (described later).
- Changing your patterns takes time. You will need to practice.





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Thinking Traps

IDENTIFY AUTOMATIC THOUGHTS

Before thoughts can be re-framed, you need to be able to identify them.

In a kind and open-minded way, identify the moment when you feel depressed or anxious. If it's hard to identify your feelings in the moment, notice a change in your physical sensations (e.g., you feel your heart racing) or a change in your actions. (e.g., you raise your voice).



2 With curiosity, identify what you are thinking in this moment. You may not have a clear thought. It could be an image that pops into your mind (e.g., a critical boss).



RE-FRAME THOUGHTS

Once the **AUTOMATIC THOUGHT** is identified, you can identify the **THINKING TRAP**.

The next page describes common Thinking Traps for people with ADHD.

- 1 With an open mind, challenge the Thinking Trap. Ask:
 - Is it really True?



- Is it Inspiring?
- Does this way of thinking meet the Needs of my healthy self?

Is it Kind (to me)?

Dive deeper by completing the exercise on Page 10 of this session.

WEEK 6 PAGE 3

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Thinking Traps

ALL-OR-NONE THINKING

(also known as *Black and White Thinking*) There is no grey. You are either perfect or a complete failure. There is no in-between.

MENTAL FILTERING

Negative Mental Filtering: Seeing only the failures.

Disqualifying the Positive: Acknowledging positives but minimizing them and finding excuses to turn them into negatives.

OVERGENERALIZING

"People never listen to me." "I never do well in school." "Nothing good every happens to me."

JUMPING TO CONCLUSIONS

Mind Reading: Imagining that we know what others are thinking.

Fortune Telling: Predicting how things will work out—usually not well—without evidence.

CATASTROPHIZING

Magnification: Over-exaggerating negatives. Going directly to the worst-case scenario.

Minimization: Minimizing positive experiences. Downplaying the importance of positives.

PERSONALIZATION

Taking things personally, which leads to a direct and personal reaction to what others do or say, even if it is unrelated. Assuming you have been excluded intentionally or targeted.

BLAMING

Blaming other people or circumstances for negative events that are your responsibility.



LABELLING

Assigning judgment to yourself or to others based on one negative incident. "I'm stupid." "I'm such a loser."

ALWAYS BEING RIGHT

Needing to be right, always. Internalizing personal opinions as facts. Going to great lengths to demonstrate being correct.

SHOULD STATEMENTS

Enforcing 'should do', 'must do', or 'shouldn't do' statements as rules for oneself and for others.

EMOTIONAL REASONING

Any feelings must be true. Accepting emotion as fact and blocking all logical reasoning. Assuming that the negative feeling is the only truth.

CONTROL FALLACIES

External: Thinking that life is completely controlled by external factors, which leads to a sense of powerlessness.

Internal: Believing that by having control of ourselves and our surroundings we are responsible for the feelings of others.

FAIRNESS IS THE NORM

Belief that all things must always be fair and equal.

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Thinking Traps



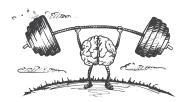
UNHELPFUL (AUTOMATIC) THOUGHT	THINKING TRAP	CHALLENGE THE TRAP	HEALTHIER THOUGHT	
l will never get	Catastrophizing	I might have enough	I will use the	
this job.	Over-Generalizing	experience to qualify for this job. I won't	experience to practice my interview skills. If	
	All-or-None Thinking	know if I don't try.	this job doesn't work out, I will be ready for my next interview.	
Everyone else seems to know what to do.	Jumping to Conclusions	How do I know the experience of others?	Other people might be confused. If I ask	
What's wrong with me?	Personalizing	Is comparing myself	for clarification, it	
	Mind Reading	to others helpful?	will probably help someone else too.	
			l am capable in many ways.	
l should be able to get my work done on time.	Should Statement	This task was much harder than the others.	Next time, I will double the time I think I need for this type of work.	
The only way I can get	All-or-None Thinking	What emotional cost	I am choosing to get my work done with less stress. Inch by inch, everything's a cinch.	
work done is at the last minute. I need the pressure.	Mental Filter	does this pattern have on me and on others around me?		
l don't deserve	Magnification	What do I experience	I may feel awkward	
to be here.	Personalization	by blowing things out of proportion?	here, but I deserve the chance!	
	Disqualifying the Positive	Whose voice is this?	Feelings aren't facts. Thoughts aren't facts.	

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Behaviour Change

This chart shows how we can challenge ourselves to change our behaviours.



EMOTION	UNHELPFUL THOUGHT	PHYSICAL SENSATIONS	MALADAPTIVE BEHAVIOUR URGE	CHALLENGE THE URGE!
Anxious	Themes of	Muscles tense	Flee (flight response) Freeze	Fake It, Literally! By acting confident, our physical sensations
Nervous	threat, judgment by others.	Sweaty palms		
Scared	l am in danger.	Racing heart		
	I will be humiliated or embarrassed.		Ανοιά	adjust to the new feeling.
				Master the Fear! Do what you are avoiding, even just a little bit.
				Name It! Helps you to get distance.
Sad	Themes of loss,	Lethargic	Pull away Isolate Connec	Get Active!
Down	self-criticism, hopelessness.	Foggy		Act Happy! see Fake It above.
Hopeless	l am worthless.	Run down		
	Nothing ever	Craving food or substances		Connect! Reach out.
			Take the Initiative!	
				Schedule Your Day!
				Get Pro-Active! Plan for good things.

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DEEPER DIVE

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Behaviour Change



While it may feel comfortable in the short term, following our habitual urges and usual patterns can lead to bigger problems.

Work through these imaginary scenarios. Be curious and openminded. People with ADHD often struggle with being on time. This example works through several scenarios: arriving barely on time; arriving late; not going at all; and, arriving early.

Typically, if you're already a bit late, you avoid going to a meeting or appointment. When you feel this way, experiment by behaving in the opposite way from your urge. Rather than avoiding, get to the meeting as best you can.

Imagine arriving to the meeting right on time. What would be your thoughts, feelings, physical sensations, and behaviours?"

Imagine arriving a few minutes late for the meeting. What would be your thoughts, feelings, physical sensations, and behaviours?"

Imagine that you didn't change your behaviour and instead stayed home. Write down your thoughts, feelings, physical sensations, and behaviours.

Imagine that you arrive five minutes early for your meeting. What are your thoughts, feelings, physical sensations, and behaviours?



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Calming the Body

Changing body sensations changes how you feel and think. These strategies are scientifically proven; experiment to find the one that works best for you. It will take practice and time before you see results.

SLOW BREATHING

Breathe in, then breathe out. Your goal is to inhale *less air* than you exhale.

2 Breathe from your abdomen, not from your chest. Put your hand on your abdomen and make sure that it is moving up and down.

Options:

Breathe in through your nostrils (five seconds in), then breathe out through your mouth (five seconds out).

Breathe in for five seconds, then breathe out for seven seconds (adjust time as needed).

Continue this exercise for one to two minutes.

EXERCISE

- Do physical activity that raises your heart rate.
- 45 minutes of brisk walking is ideal, but anything done for 10 minutes or more is better than nothing.
- You can walk, run, or skip rope.
- Put on your favourite music and dance.



7-MINUTE WORKOUT

This popular workout method, also called High Intensity Interval Training (HIIT), doesn't require a gym or weights. Very short exercises help to raise your heart rate. Search for 7-minute HIIT workout apps or online.



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Calming the Body

"Sometimes your joy is the source of your smile, but sometimes your smile can be the source of your joy."

~ Thich Naht Hanh



MONA LISA SMILE

- Keep your mouth closed, and turn the corners of your mouth slightly upward.
- 2 Stay like that for at least 20 seconds. Notice any difference in how you feel?

COLD WATER

Splash cold water on your face. Even better, dunk your face in a sink full of cold water and hold your breath for 20–30 seconds.



PROGRESSIVE MUSCLE RELAXATION

Starting from toe to head, tense one muscle group for five seconds, then release. Tense your toes and release, then your calf muscles, thigh muscles, abdomen, triceps, fists, and jaw in succession, then scrunch your face. You can also reverse the order.

Notice the difference in feeling when your muscles are tensed and when they are relaxed.

BOX BREATHING

This popular breathing technique can be used anytime, anywhere. Practice will make the technique second nature.

- Breathe in through your nose while counting to four slowly. Feel the air enter your lungs.
- 2 Hold your breath inside while counting slowly to four. Keep your mouth and nose relaxed.
- **3** Begin to slowly exhale for four seconds.
- 4 Repeat **Steps 1 to 3** at least three times.

OPTIONAL TECHNIQUE: 4-4-4 BREATHING

Breathe in for four seconds, hold for four seconds, breathe out for four seconds, hold for four seconds.





DEEPER DIVE

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Putting it All Together

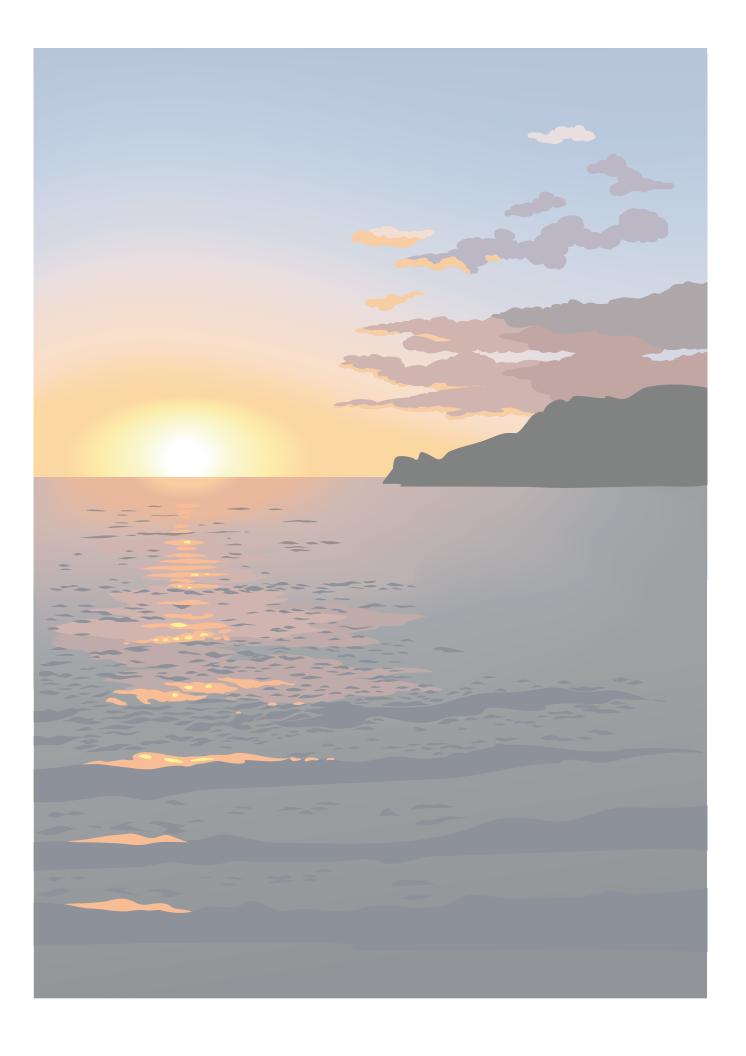
Practice the three strategies:

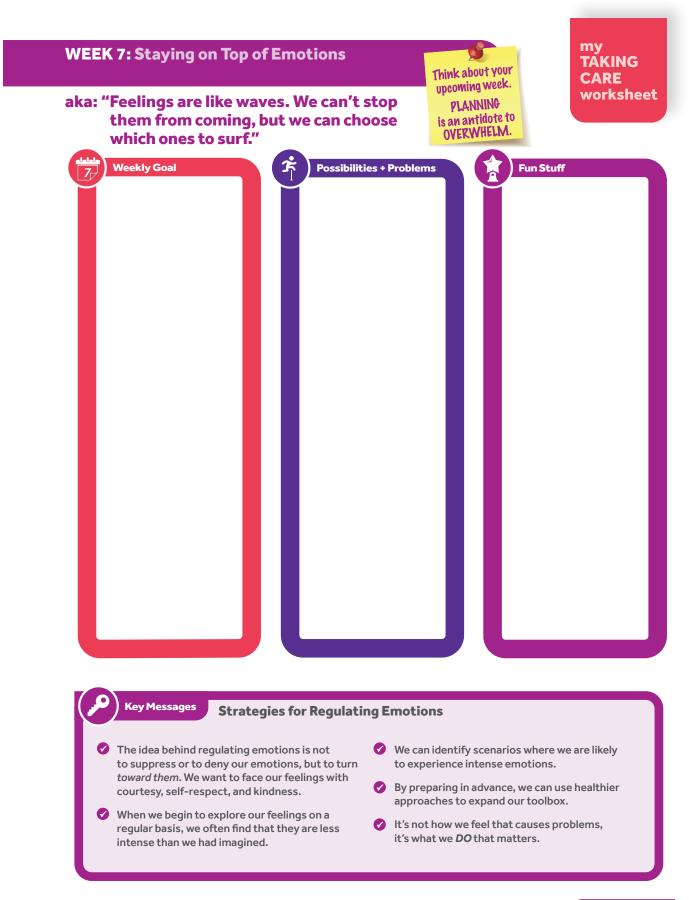


This week, use an example from a situation when your mood or anxiety were activated. When you get to **Column 6** (Putting it Together) select your response from EITHER **Column 3**, **4**, or **5**. Then, in **Column 6**, modify that response by using a skill that you have learned in this course. How does this new response feel to you?

1 SITUATION	WHAT I'M FEELING: EMOTIONS	3 WHAT I'M FEELING: BODY SENSATIONS	4WHAT I'MTHINKING:THOUGHTS+ THINKINGTRAPS	5 WHAT I'M DOING	6 PUTTING IT TOGETHER
I have a team deadline this week.	Worried Hopeless Over- whelmed	Shaking Heart Racing Tensed Muscles	"Others will see that I don't know what I'm doing. I am sure to slow everyone else down with my terrible work." <i>Labelling, Disqualifying</i> <i>the Positive,</i> <i>Catastro- phizing</i>	I am avoiding doing my part of the work. I am eating a lot of food. Lam cleaning my house.	I feel my heart racing. I will do a breathing exercise, noticing how the sensation may change and how I may feel differently.

WEEK 6 | PAGE 10





WEEK 7 | PAGE 1



Managing Strong Emotions

3 Practice Strategies

- Challenge yourself to try out a new approach to dealing with intense emotions.
- Practice the strategies on Pages 6–11 of this session to develop emotional flexibility and to expand your reaction toolkit.

4 Practice Self Compassion

Learning to manage intense emotions is a PROCESS. Time and practice are required.

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V There will always be challenges, opportunities, and room for improvement.







Labelling Emotions

YOL

gay

glad

jolly

rapturous relaxed relieved satisfied

thankful

zany zestful ANGER

amused aggravated blissful aggressive cheerful bitter connected defensive delighted eager enraged ecstatic exasperated frustrated elated energized furious enthused grouchy euphoric hateful excited hostile exhilarated irritated friendly iealous mad outraged resentful gleeful scornful happy vengeful hopeful wrathful joyful jubilant optimistic proud

FEAR afraid anxious apprehensive dreading disrespected edgy frightened horrified insecure jumpy nervous overwhelmed panicky scared shocked terrified uneasy worried

agonized apathetic blue crushed defeated dejected depressed despairing disappointed discontented disheartened disillusioned dismayed displeased gloomy qlum grief-stricken hopeless hurt

SHAME

SADNESS

melancholic miserable

sorrowful

unhappy woeful

abashed ashamed bad chagrined discomposed disgraceful dishonourable embarrassed horrible humiliated ignominious mortified sheepish

GUILT

blameworthy censurable contrite culpable delinguent liable penitent regretful remorseful reprehensible rueful sinful sorry treacherous wrong

If you can name it, you can tame it! ~ Dr. Daniel Siegel, Psychiatrist/Author

WEEK 7 PAGE 4



'SOS' are scenarios that have the potential to set you off

Strategies to regulate emotions can be broken down into tools you can use **before**, **during**, and **after** an **SOS**.

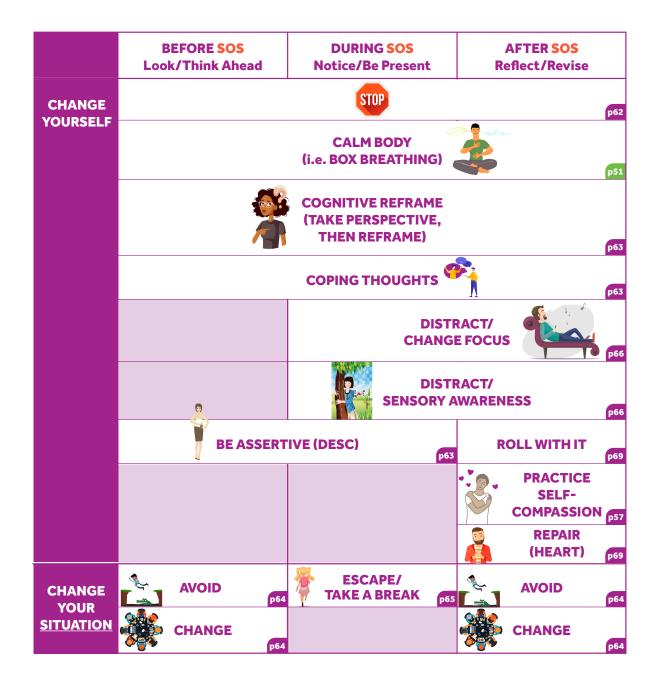
The charts on the next few pages will help you to figure out which strategies you can use before, during, and after an SOS occurs. The charts also break down the strategies within each timeframe into things you can do to **Change Yourself** and things you can do to **Change Your Situation**. These strategies will help you to expand your toolkit of responses in difficult situations.

Refer to the table on Page 6 of this session for a summary of the strategies before, during and after an **SOS**.









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WEEK 7 | PAGE 6

before strategies



BEFORE SOS

LOOK/THINK AHEAD

What could set you off? Close your eyes and visualize the situation:

- Who is there?
- What are they doing?
- What are they saying?
- What emotions are they showing?

What difficult feelings are showing up for you? What feelings might show up? See Week 7 Page 4.

CONSIDER STRATEGIES

Look at the following strategies and consider which ones you could use before you get into a difficult situation. You'll need to anticipate problems and remain aware, which will take some practice. For example, you may need to:

- **Notice** to develop more awareness
- Use Calm Body to help you stay calm and focused
- Come up with Coping Thoughts ahead of time
- Prepare to Be Assertive

before strategies



NOTICE (STOP)

Notice your thoughts, feelings, body sensations, and behaviour without trying to change anything. You may find the STOP technique helpful to use.



before strategies



CALM BODY (4-7-8 BREATHING)

- Notice and then slow down your breathing. Breathe out for longer than you breathe in. Repeat a few times.
- With your mouth closed, inhale through your nose while counting to four in your head.
 - Hold your breath for a count of seven.



- Exhale through your mouth, making a whoosh sound for a count of eight.
- Repeat this process three or four times. If you find this exercise difficult, count faster, but keep the speed of counting the same for each of the three parts.



COGNITIVE REFRAME (TAKE PERSPECTIVE, THEN REFRAME)

- Take Perspective: How would someone I look up to handle this situation? What would I want to be treated if I made a mistake?
 - **Reframe:** People are not necessarily trying to annoy me.

COPING THOUGHTS (POSITIVE SELF-TALK)

- Remind yourself of a strength or tool you have:
 - "I have a few different tools I can use to get myself through this situation."
 - "I am respected by many people."





BE ASSERTIVE (DESC)

Express yourself in a way that doesn't attack others or minimize your needs.

Practice the DESC Script in Week 5 Page 4, to talk about a problem with someone. Aim for one sentence for each step:

DESC = Describe. Explain. Specify. Consequence.



before strategies



AVOID SITUATION

Some situations may be so difficult that you may need to avoid them. If you identify a recurring pattern that leads to an SOS, consider not putting yourself in that position anymore.

Ask yourself:

- "Do I really need to do this thing?"
- "Is this thing essential?"
- "What will be the consequences if I don't do this thing?"
- On the other hand, if you are avoiding certain situations repeatedly, it could be time to learn or use other strategies.





CHANGE SITUATION

- Sometimes changing things about the situation can reduce an SOS. Ask yourself:
 - "Can I change the time of the meeting?"
 - "Can I shorten the length of the meeting?"
 - "Can I bring someone with me?"
 - "Can I avoid certain people at the meeting by sitting away from them?"
 - "Can I bring a distraction or soothing tool to the meeting?"

WEEK 7 PAGE 10

STOP

during strategies



NOTICE (STOP)/BE PRESENT

- Use the STOP Technique in the moment (Week 7 Page 8) to be aware of difficult thoughts, feelings, or body sensations that are showing up during the situation.
- It will take considerable practice to remember to use this technique. Try using a visual cue as a reminder: write STOP on a sticky note for your fridge or computer, wear a red ribbon around your wrist, write STOP in a reminder app, or put a red dot on your hand.

CONSIDER STRATEGIES

If you're having trouble thinking in the moment, ask yourself:

Can I change myself, i.e. my thoughts, body sensations, and/or behaviour?

Can I leave the situation?



during strategies



NOTICE (STOP) Week 7 Page 8

CALM BODY (4-7-8 BREATHING) Week 7 Page 9

COGNITIVE REFRAME (TAKE PERSPECTIVE, THEN REFRAME) Week 7 Page 9

COPING THOUGHTS (POSITIVE SELF-TALK) Week 7 Page 9

BE ASSERTIVE (DESC) Week 7 Page 9



DISTRACT/CHANGE FOCUS

- Explore something in the environment using all five of your senses.
- Play a distracting game on your phone.
- Listen to music with lyrics on headphones.
- Check your social media feed.
- Watch people walking by and try and guess their names or where they are going.

DISTRACT/SENSORY AWARENESS

Look at anything close by—a tree, a traffic light, or a wrapper on the ground—and absorb it using all of your senses. What would it feel, smell, taste, or sound like?



WEEK 7: Staying on Top of Emotions

during strategies



ESCAPE/TAKE A BREAK

V It is reasonable to leave a situation and give yourself a break when you feel you are in an SOS and are too upset to use other tools.

If the SOS is recurring and involves a close personal relationship, talk about having a take a break cue (a word or hand signal) to use in these situations.



WEEK 7: Staying on Top of Emotions

after strategies



REFLECT/REVISE

- Notice (i.e. STOP Technique: Week 7 Page 8) after the moment to become aware of the difficult thoughts, feelings, and body sensations that are showing up. Ask yourself:
 - Am I being too hard on myself? (check for Catastrophizing, Magnification, or Labelling)
 - Am I minimizing inappropriate or unfair behaviour toward others?

If you lost control of your feelings and behaved in a way that hurt someone, review the strategies that you can use.

CONSIDER STRATEGIES

- What can I change about myself right now? (thoughts, body sensations, behaviour)
- How can I avoid or change the situation in the future?

WEEK 7: Staying on Top of Emotions

after strategies



NOTICE (STOP) Week 7 Page 8

CALM BODY (4-7-8 BREATHING) Week 7 Page 9

COGNITIVE REFRAME (TAKE PERSPECTIVE, THEN REFRAME) Week 7 Page 9

COPING THOUGHTS (POSITIVE SELF-TALK) Week 7 Page 9

BE ASSERTIVE (DESC) Week 7 Page 9

DISTRACT/CHANGE FOCUS

Week 7 Page 12

DISTRACT/SENSORY AWARENESS

Week 7 Page 12

ROLL WITH IT

- Accept that everybody has flaws.
 Decide to let it go, even just this once
- Think of this problem as one grain of sand in a very large ocean.

PRACTICE SELF COMPASSION

Week 7 Page 3



REPAIR (HEART ACRONYM)

Sometimes, things don't go the way you wanted them to. You lose your cool and regret how you acted. You may feel shame. Being hard on yourself won't change anything, it will only make things worse. Follow these steps to make a reparation.

HEART =

69

- H- HEAR the person out if they want to vent when you contact them. It may not be easy to do. Use other strategies in this section to cope, such as Calm Body.
- E EMPATHIZE. Put yourself in the person's shoes and name their feelings.
 "I understand that you are really upset."
- A APOLOGIZE. Using an 'l' statement, be brief and sincere. "I realize that I hurt your feelings and I am sorry."
- R- RESOLVE. If relevant, try to fix the problem. Ask, "What can I do to make this situation right?"
- T THANK them for giving you the chance to talk.

WEEK 7 | PAGE 15







REMEDIATE SITUATION

Week 7 Page 10

CHANGE SITUATION Week 7 Page 10

PLAN TO CHANGE SITUATION NEXT TIME Week 7 Page 10



WEEK 7: Staying on Top of Emotions DEEPER DIVE



Key Points REGULATING EMOTIONS

KEY POINTS

- 1 Feelings are not facts.
- **2** Feelings get less intense over time.
- 3 Ignoring your feelings and negative thoughts over time can make them worse.
- 4 Combine the tools if you find that helpful.
- **5** Practice, practice, practice!
- 6 Remind yourself that it is good to face these tricky situations. Stay present and calm. Use the Mona Lisa smile!



WEEK 7: Staying on Top of Emotions **DEEPER DIVE**

DEEPER DIVE!





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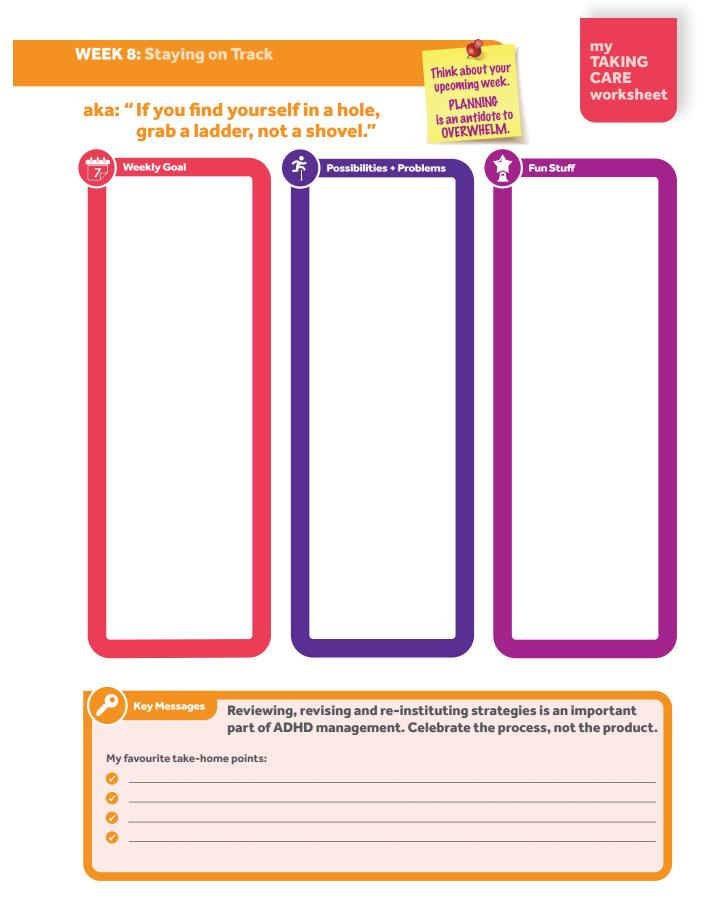
2 SET OFF SCENARIOS (SOS)

Complete your own **Staying on Top of Emotions Strategies** Chart for an SOS that happen this week. It could be a situation you handled to your satisfaction, or an incident where you would like to add some new tools. Refer to the Summary of SOS Strategies Chart on Pages 6 for guidance.

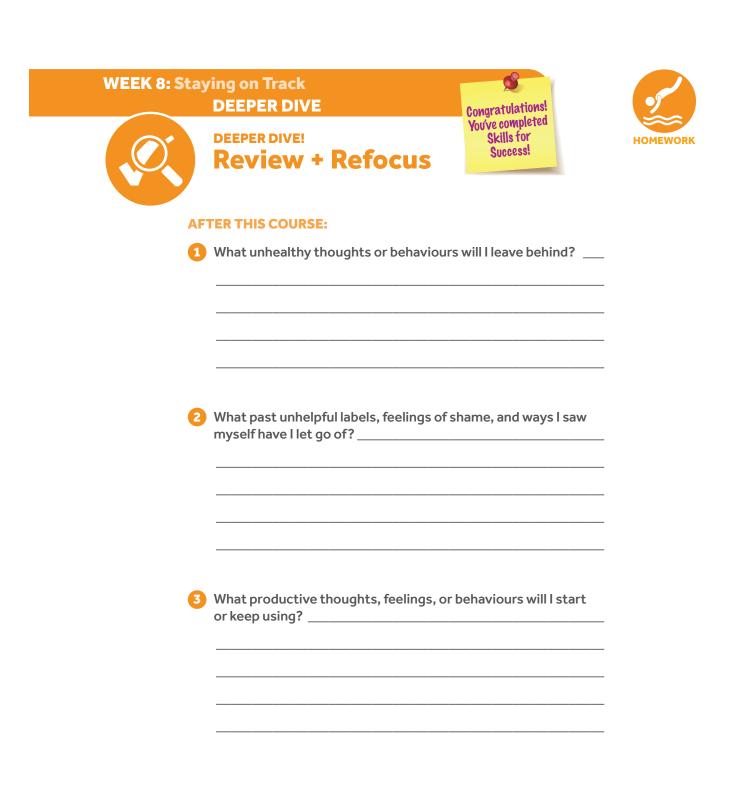
EMOTIONAL REGULATION STRATEGIES CHART

SOS	THOUGHTS	FEELINGS	BEHAVIOURS	BODY SENSATIONS	STRATEGY THAT





WEEK 8 | PAGE 1



WEEK 8 PAGE 2



\frown	DEEPER DIVE
Ø	DEEPER DIVE! Review + Refocus cont.
8	What will I do if I start going back to my old patterns?
9	Who will I talk with?
10	What supports can I access?
0	How will I know to seek help?

WEEK 8: Staying on Track



Which Skills Worked Best for You?

Throughout this *Skills for Success: ADHD Strategies for Adults* program, many executive functioning skills have been presented so that you can experiment with various strategies. It is not expected that you will remember or benefit from all of these skills—some will likely resonate with you, or impact you, more than others.

Take a moment flip through the *Manual* and list which skills worked best for you, so that you can find them easily. The Toolbox of ADHD Self-Management Skills (p. i) may be helpful.

Skill	Page Number

Resources + References



Resources + References

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UP-TO-DATE ONLINE RESOURCES

Canadian ADHD Resource Alliance caddra.ca

ADDitude Magazine additudemag.com

Odin Books (for useful books + your own TimeTimer) odinbooks.com

COGNITIVE BEHAVIOURAL THERAPY (CBT) SKILLS GROUPS

Week 6 focuses on developing skills that help you to manage your own thoughts, feelings, and behaviours. This practice is referred to as Cognitive Behavioural Therapy (CBT). If you find this session to be helpful and would like to explore CBT further, the B.C. government provides MSP-funded, eight-week CBT Skills group courses with a physician referral. For information, visit **cbtskills.ca**.

Acknowledgments

Acknowledgments

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