



**UHA Connecting the Dots Webinar Transcript – April 1, 2021**  
**Resilience: Motivating Lasting Change with Michelle Segar**

0:02

**Howard Lee, President & CEO (Opening remarks):**

Good afternoon. I'm Howard Lee, President and CEO of UHA Health Insurance. As UHA turns 25, we will continue our quest to help you create a healthy workplace.

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We want to make Hawaii a healthy place to live and to work.

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We recently created a Connecting the Dots campaign and developed a platform to give you instant access to health and wellness resources.

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If you need personalization, UHA's Work Well team can help you with programs to improve your employees' well-being.

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Everyone understands the importance of being healthy. The key is not only answering the why, but also the how.

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Many have tried—and have had said that, and perhaps that is a part of life.

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Let's explore that more.

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It starts with motivation, and it ends with resilience.

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And talking about the subject because our next guest, best-selling author, Dr. Michelle Segar, I believe you will find our approach enlightening and useful.

1:07

Whether you are a teacher, student, or both, for promoting self-care, please welcome Dr. Michelle Segar and our UHA moderator, Mr. Michael Story.

1:22

**Michael Story, Senior Workplace Wellness Advisor (Moderator):**

Thanks, Howard. Aloha! I'm Mike Story, Senior Workplace Wellness Advisor for UHA Work Well, and welcome to our webinar, "Resilience: Motivating Lasting Change."

1:31

This webinar is brought to you by UHA Work Well, UHA Health Insurance, Hawaii Employers, Council, and Hawaii Business Magazine.



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1:39

We're happy you've joined us this morning and are excited to bring up our featured speaker. But before we do, I wanted to let you know that we're going to have Q&A at the end of the presentation. But we don't want you to wait until the end to ask the questions. We're encouraging you to ask questions during the presentation using the questions feature on your screen.

1:57

And at the end of the Q&A discussion, we're going to share a link to a lot of great wellness resources that you can use at the workplace or at home.

2:06

We're also going to highlight new wellness activities that we're really excited to launch this month and into the summer.

2:12

So, let's get to it and introduce our speaker.

2:14

Dr. Michelle Segar directs the University of Michigan's Sport Health and Activity Research and Policy Center.

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She's an award-winning scientist and has spent over 27 years studying how to create systems that support sustainable, healthy behaviors among individuals and organizations.

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Her best-selling book, *No Sweat: How the Simple Science of Motivation Can Bring You a Lifetime of Fitness*, was featured in the New York Times and is being used to train health coaches and medical professionals around the world. Dr. Segar is frequently interviewed in the media about motivation and behavior change, speaks internationally about issues, and consults with global companies in designing well-being programming targeting sustainable changes in healthy behaviors and self-care.

3:02

Dr. Segar, take it away.

3:05

**Dr. Michelle Segar (Featured Speaker):**

Thank you. It's a pleasure to be here. I want to thank everyone at UHA for inviting me to participate.

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And I want to say that I'm really privileged to be a component of this very important “resilience” theme all year. And, so, what I'm hoping for all of you today, is that you'll not only

leave with new insights for real, creating lasting change in your own life, but also changes that can help fuel well-being and resilience.

3:38

And with that, I would like to start my presentation, which today is called “Motivating Lasting Change.”

3:47

I want to tell a story about how I got into this whole thing back in February 1994. I was getting my master's degree in kinesiology and conducting my master's thesis with my mentor [Victor] Katch, and we were looking to see if physical activity could significantly improve psycho psychological outcomes like anxiety and depression among cancer survivors. And so we randomized the groups. One group got exercise, one group did not, and then we gave them exercise, and look to see what happened at the end. While at the end of our study, we found what we have hypothesized, which was that exercise had significantly reduced the depressive and anxiety symptoms in the group that exercise compared to the control group. But that was not the end of the story.

4:39

Because what part of our study design was to call participants back around three months, after the study had ended. And we sat around and talked about exercise, and the participants were smiling and laughing. And I thought, we hadn't just done great research, but we're also helped real people in real life.

5:02

But I was wrong.

5:04

Because what we were shortly to discover was that almost everyone had stopped exercising when our study had ended three months before.

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I was really surprised by that, because I had heard and seen the participants laughing and smiling when they talked about exercise. So I thought everything was going really well.

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So I asked people, Well, why did you stop exercising? And they said, Oh, Ms. Child, you have all day. I have this, and that. And the other, I have to work. I have kids, I have parents that I need to look in on.

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And what became very clear to me from these answers, which were very similar across the different participants, was that while participants had felt comfortable exercising for *us* for our priorities, they didn't feel comfortable prioritizing their own self-care when the study had ended.

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And I thought, wow. If people who had faced a serious life threatening illness did not feel comfortable prioritizing their own self care through behaviors like physical activity, then we have a real problem in society.

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I'm like, That's my problem. I'm going to solve it. And so, everything I've been doing since that time, 27 years ago, has been in service of understanding everything that gets in people's way of sustaining healthy behaviors, and most importantly, what can be done to turn that around.

6:34

And so what I'm going to be sharing with you today is going to reflect this time, both the inter personal coaching, health coaching I've been doing with participants using a method I developed, as well as lots of academic research that I've conducted myself, but also learned from others.

6:52

So the way we're gonna go about learning today is I'm going to tell you a story about Sam and Hannah.

6:58

And while they are the official protagonists of the story, we also have a behavioral protagonist, which is physical activity and we're going to use physical activity as a theme throughout the whole presentation. However, a lot of what I'm talking about, the principles and the science, are very relevant to other healthy behaviors. So, I invite you to consider how they may be different concepts. We're going to be talking about, and feel free to ask after the presentation is over with other healthy behaviors. OK, let's get going.

7:31

Sam and Hannah are twins. They are both 40 years old, they're both married.

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They both have two kids, they're both about 45 pounds overweight, and they both are managers and at an organization, but they work at two different organizations.

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Having said that, both of their organizations at the same time started a wellness and health promotion campaign and they asked their employees to start changing their healthy behaviors. Wow, because Sam and Hannah are so similar, they both decided to exercise more.

8:13

There was one difference, though. Sam decided to exercise to feel better, and Hannah decided to exercise to get healthier. Now, the reason they chose different “whys” or reasons for exercising is because if you look behind them, there's an organization, and their different organizations were promoting exercise and healthy lifestyle change for different reasons.



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8:37

Sam's organization was promoting "It is a way that we can have more energy and we can have our mood lifted."

8:43

But Hannah's organization was really focused on losing weight, saving health care dollars. Very pragmatic reasons. But despite this difference, there were both really excited to get started. So Sam's started his week one exercise goals, he hit them.

9:01

Week two, the same thing, hit his goals, week three, and you know what? He started to notice that he has more energy, that his focus at work is better, and his mood is lifted. He's noticing that he is feeling better when he exercises.

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Now, Hannah, she really thought this time with the support of her employer, that she was finally going to be able to do this and lose the weight. So she set very ambitious exercise goals, and, you know what?

9:32

She hit them. Week one, and she lost a couple of pounds. She set her goals for week two and she hit them, and she lost more weight.

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Week three, she hit her exercise goals and lost more weight.

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Not too long after that, she didn't see a lot of progress toward the weight loss goals after that initial first few weeks, and the changes in cholesterol and the future health outcomes that she was really hoping to have.

9:59

So, for Sam, he kept exercising. And when he did, he noticed that when he moved more, it felt like a gift he was giving himself.

10:09

So he kept going.

10:14

But for Hannah, you know, she was trying to lose weight with exercise and so she was trying to exercise hard to burn as many calories as possible. And you know what? It felt like a chore to her, because she didn't like exercising at that high of an intensity. And so her exercise started to fade out because all of the other competing goals, the most important things in life started to take over.

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But at three months, Sam kept going because it was a gift that kept on giving.

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But for Hannah, y’know, it never stopped being a chore.

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And so eventually her physical activity just faded out in the competition with all of these other things.

11:03

So people always want to know, what's the difference between a why or reason for change focused on feeling better like Sam had, or a why focused on getting healthier like Hannah had. Because they're very related. And so I want to talk about what these two things are.

11:21

When we think about, a why to feel better, what I want you to consider is that, the feeling better is inside of ourselves.

11:29

It's feedback that we get, when we move, we feel better, and that is internal to us. In comparison, when we talk about getting healthier, often the feedback we get is external and it's in the future—if we get it at all, it's through blood pressure cuffs. It's through that scale. So, that's the big difference that I'm talking about in this presentation.

11:54

What happened with Hannah is that she started with the wrong why.

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Now, I want to say, before I explain what those are, there's really no why that's inherently evil are wrong.

12:06

The reason why I say these are the wrong whys, simply because of what research shows us, and research suggests that the following are the wrong whys for adopting a sustainable exercise program, and they're things like focusing on weight loss, focusing on better health, better numbers, avoiding some dreaded disease in 20 years. And the reason why these are the wrong whys too, is because these are abstract and clinical. And when people initiate a behavior like exercise, for those reasons, it easily feels like a chiller. Now, these reasons do not stop people from starting to exercise. In fact, they're very good at getting people to starting to exercise. The problem is, is that after not very long, most people stop. They have setbacks, or they fail, and people may stay stopped for two weeks, two months, five years.

13:02

The problem is, that, when they start, again, it's in search of the next wrong why.

13:08

And so, this is why it's called the vicious cycle of failure. And it's based in the idea that people initiate a healthy lifestyle change based on a goal of getting healthier in the future.

13:23

I want to propose to you that the wrong why is very expensive, and it's expensive for everyone across the board.

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It's expensive for individuals, because people, we all really want to change our healthy lifestyle. We want to feel better. We want to be healthier.

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It's expensive for those of us in the professional field of health and well-being, because we're very invested in our jobs. We care about making a difference.

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And so when we get people to start and stop, but not sustain, it doesn't feel like we're effective or successful. And it's very expensive for organizations, because they're investing in programs and services that are getting employees to initiate and change, but to not sustain it long term. And that's not a very good investment. So that's why it's very expensive.

14:14

What I want to share with you then, is the alternative, and I'm going to talk about my “Why-How-Do” system of sustainable change. Today, we're only going to focus on the foundation, the why, and the next part up the how. But, this is enough to really get you in going in a good direction.

14:32

So, when I talk about motivation, we're used to thinking about it as the core driver, right? I'm not motivated, so I'm not gonna exercise, or I'm not motivated, so I'm not gonna follow that eating plan. But, in fact, research shows that it is the result of something else.

14:50

It's not the ultimate seed we think it is, it's actually the result of the why.

14:55

And when I say the why, I'm talking about things like our reasons, goals, and motives for change. And it's important to know that research shows across behaviors, not just healthy behaviors in workplaces and work in the professional realm, in education, in schools, not all whys, are created equal. And to explain this point, I'm going to use self determination theory, although I've changed the names to make them more intuitive, so let's get started.

15:24

The first motive, as they're referred to, is "no motivation." Don't even talk to me about exercising. I'm not interested, don't talk to me about quitting smoking. Then the next set of motives are in the gray boxes.

15:38

And these are referred to as controlling motives, because when we have them, we feel pressured and controlled by them. So it's when we do something for someone else, because my employer, my doctor's telling me to exercise.

15:52

Or because we feel we should. I don't really want to do it, but I really think I should exercise.

15:58

And these motivations are associated with guilt and shame.

16:03

Then the next two motives in orange, are referred to as self-determined motives. And one is "I value." I'm doing exercise because it reflects who I am as an individual. It links to my core values, or intrinsic motivation, or the feels good motive.

16:20

I'm exercising because it just satisfies me in some way. And research, again, across behavior shows, that the further we go toward the orange side of things, the higher quality motivation, or drive we have for a behavior, the more stable it is.

16:38

So, if we think about this continuum, and we think about a chore and a gift, and how we promote and how we adapt exercise and other lifestyle behaviors, you can see that a healthier tomorrow, this logical reason to initiate a change easily falls. And the non optimal part of the self determination theory continuum will, in contrast, when we initiated behavior to feel better today, it's emotional, and it feels like a gift, and that's on the optimal side of the continuum.

17:10

Now what's important to understand, as this next image is going to show, that again, our companies, our doctors, the magazines, the context in which healthy behaviors are communicated about within, they actually influence where people are going to sit on this continuum. So it's very important how we communicate about how healthy lifestyles to others.

17:37

Now, you could say, but Michelle, people do value better health. That's what one of the things Hannah cared about, and that wasn't very optimal for her. And you'd be right.

17:49

And let me explain what the situation is with better help as a motive for change.



17:56

I want to show you some data from a study that I conducted. And what we did was we asked people why they valued exercising, and then we coded it. And in general, there were four reasons. And if you look at these four columns, I'm going to go from the left to the right.

18:11

People said they valued exercising for combined weight for appearance reasons, to improve their current health, then to age in healthy ways.

18:20

And finally, to improve their daily quality of life. And as you can see, from these columns, the health and quality of life are very high, and equally valued across participants.

18:32

But then we followed people over a year and collected data on how much they exercised and what we found was that despite eagerly valuing exercise, in theory, and when it came down to what people did on a daily basis, the people who are exercising to improve their daily quality of life actually exercise between 20 and 32% more than the people exercising for healthy weight related reasons.

18:59

So, I want you to think about this is the gap between what people say they value and intend to do, and what they actually do. And, you know, this isn't just a gap in my research, this has been a gap that's been shown in behavioral medicine for over 40 years.

19:15

But we can close that gap, and we can do it by focusing on decision making.

19:22

I want to take an, oops, sorry.

19:24

I want to take a big step back and think about sustainable behavior change for a minute, and think about decision making.

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And what we need to think about is, the outcome we care about. The sustainable behavior change is actually made up of, is due to the decision to exercise *now*, and now, and now and now, and now it's millions of decisions over time, so what we really care about is, how do we create this consistent decision making?

19:59

So to answer this question, we have to understand that the brain has two different information processing systems. One is based in logic, and one is based in affect, or feelings and experience.

20:11

And very quickly, the logic based system is based in analysis, it's slow, and it's effortful to use.

20:20

While the affect of our feeling based system is based on our experiences, it's fast. So fast, it happens outside of our conscious awareness. And it's effortless because of that. And the two big differences are that a logic based system necessitates using effort and self-control and the more we use it, the less we have of it.

20:42

Whereas the affective system is so efficient that it motivates us unconsciously right now in the moment.

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So, the question is, what drives decision making right now when it comes to lifestyle change? And I want to share a study with you to explain this.

21:02

Before we go to the data, though, I want to just think about, what are some self care decisions that happen right now?

21:09

Wow.

21:10

It's five o'clock. Do I leave for that exercise class or not?

21:15

I'm hungry. What snack am I going to choose?

21:19

And it's 11:30 PM, do I stay on Facebook, or do I go to sleep?

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So, these are just a handful of the numerous self-care decisions we have to make every day.

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Now, this study was interested in understanding which has more weight for the decision we're gonna make right now. Is it our feelings about what's about to happen, is it about my feelings about the exercise class I'm about to go to at five o'clock, or is it the utility and usefulness that class had had to me when I signed up for it back on New Year's Eve?

21:56

And what this study found across—they did five studies—and what they found was that over time, in their study design, people's feelings about the outcome beat out the usefulness of it. So, how I feel about that class is going to better determine whether I choose to go to that class in 10 minutes, versus what it meant to me when I signed up for it, and that's really

important. Now, to, to back up this notion, I want to tell you quickly about a study among teens and exercise, and they randomized teens into four groups. one group was told, exercising is good for your health.

22:37

Another group was told exercising is going to help you feel better.

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A third group was told exercise is good for your health *and* it's going to help you feel better. And a fourth group was a control group.

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Which group—

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this is a rhetorical question, but—which group do you think did the most exercise?

22:58

It was the group that was told *only*, it's going to help you feel better.

23:03

So, feelings beat out logical ones in the study.

23:09

But you could say, "Michelle, they're teenagers! Of course their feelings are gonna beat out—their hormones beat out things.

23:14

So let's think about people between the ages of 65 and 90, because a study looked at a similar question. They wanted to see, well, what kinds of expectations from exercise are going to drive sustainability?

23:28

And what they found was that they were specifically interested in feeling good versus health reasons. And, you know, you would think that among people in this age range and life stage, that health would be very salient illness, would be a concern.

23:44

But even among 65 to 90 year olds, it was only feeling good that predicted exercise over a year.

23:53

So once again, how we feel beats out the logical reasons for exercising. So one of the biggest takeaways that I want you to have in your own life, as well as the work that you may do in health and wellness, is that people's feelings, our feelings, are the "now" decider.

24:12

To explain this anecdotally, I want to share a quote with you from the New York Times from a journalist who interviewed me.

24:18

Now, this was a few years ago (I guess more than a few), but I didn't know what she was going to write before it was printed, so I was a little nervous, So I'm going to show you some of what she said.

24:30

If you asked me why I exercise weight control, may be my first reason followed by a desire to live long, and, wow. Now, you might be thinking to yourself, well, that's not what Michelle just said. Why is that? And I started sweating when I read it, because I thought, Oh, my gosh. I don't know what's going to happen next.

24:50

But here's what she said.

24:52

But that is not what gets me out of bed before dawn to bike to the Y[MCA or WCA], every day.

24:58

It's how these activities make me feel more energized, more productive, more engaged, and yes, happier. Better able to smell the roses and cope with the inevitable frustrations of daily life. So, here's what I want you to think about: the difference between she's writing this after we've had this conversation, and she's basically saying to me, Michelle, Michelle, if I bump into you in the street, and you asked me why I'm exercising,

25:23

I'm still gonna say it's for my weight and healthy aging. But if you said to me, Why do you *decide* to get out of bed to exercise every day, well, that's a different reason and it's because it's going, and I would tell you, it's because it's how it makes me feel better able to smell the roses and cope with the inevitable frustrations of daily life. Coping with the inevitable frustrations of daily life—that is resilience right there.

25:55

So I want you to leave with this idea that is the conclusion of a review of 25 years of research on the role of emotions in decision making: that emotions powerfully predictably and persuasively influence decision making.

26:14

So, instead of targeting the wrong whys, I'm proposing to you that we target the right whys, and the right whys when it comes to exercise are things like having fun. We're doing it, doing it, because it's going to give you more energy, and it's going to help you focus, and it's going to enable you to connect with others. And these things are *immediate* rewards. And when you

initiate a behavior like exercise to achieve these *immediate* positive rewards, it turns that behavior into a gift. And instead of a should, it becomes a want. Because who doesn't *want* a gift, right?

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Get the highlights, insights, and key takeaways from the webinar on [UHA's Wellness Blog](#).

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26:50

And people succeed in this cycle, because it's the gift that [keeps on giving] every time they exercise they get the experience that they're asking for. And this is the sustainable cycle of motivation. And it's based out of the notion that when we initiated behavior, we're doing it to feel better right now. And we can start to notice how those experiences happen and how we feel.

27:15

We're talking about healthy lifestyle change, right?

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But isn't this also just marketing 101? Isn't this what marketers do? They don't talk about logical, future rewards, the features of things when they're trying to promote something to our consumers. They try to hook into our emotions and our identity. So, I could've just skipped all the brain science and jumped right to this. But it's important to understand, this is common sense. And it's something we can use in our work with promoting healthy lifestyle change, and even fostering resilience.

27:51

So now we're going to jump into the prioritization section.

27:56

And to do that, we're gonna go back and check in on Sam.

28:01

We knew at three months he was going really strong, right?

28:05

He was in a successful cycle of motivation, but it's six months later. So let's see how he's doing.

28:12

Oh no.

28:14

Sam is frowning.

28:16

The road is closed.

28:18

What is going on?

28:21

He had been scheduling his exercise, but six months later, life took over.

28:31

We want to understand what's going on with Sam, because this is typical—what happens with people after they initiate a lifestyle change.

28:40

Well, we've been talking about healthy behavior change, right? Eating more broccoli, getting eight hours of sleep, exercising five days a week for 30 minutes. But what are we *really* talking about?

28:58

I want to propose to you that we're talking about something completely different. That we're talking about our self-care and how we tend to our own self-care needs, our mind, body, and spirit needs. That this is a different question than exercise, eating and sleep.

29:19

So every day, self-care is one of many options.

29:25

What happens when people try to bring self-care into their lives?

29:31

It competes for their most important roles and goals.

29:36

So Sam started choosing helping with the housework and those work e-mails and the kids crisis.

29:44

And why do you think he's choosing these things?

29:49

Because they're helping him be a better partner, professional, and dad. And this is what matters most to Sam.

29:58

So what happens is, is that self-care, it gets locked out by what matters most.

30:06

So the question is, how do we unlock the door to self-care?

30:14

Oh, I'm using—sorry.

30:19

We need to give Sam permission to prioritize self-care.

30:22

We need to help him and others give themselves permission to prioritize self-care.

30:32

But this is actually harder. It's easier to say, and it's harder to do.

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Because Sam wants to schedule his self-care, he knows how it makes him feel, but he needs to prioritize what matters most.

30:48

So how do we help Sam give himself permission?

30:52

We have to understand Sam, we have to understand that how he's been socialized influences his beliefs, which influence his sense of identity, his sense of who he is.

31:08

This is Sam...

31:10

And who he is determines what matters most to him. And that determines what he prioritizes every day.

31:20

So what Sam prioritizes is being a professional and being a partner and being a dad.

31:27

And what we want to do is we want to go back to what Sam knows about self-care. What does he know?

31:36

He knows that it gives him more energy. It helps him focus better, and it helps him lift his mood.

31:45

What we want to help Sam discover is that when he has those energetic resources, that it actually helps him be more productive. And more caring and more patient.

31:58

That when he takes that 30 minutes to move, that it actually impacts the other 23.5 hours of the day, and, as is being promoted, buy the produce for a better health foundation.

32:12

When we eat fruits and vegetables, when we can help Sam and employees think about eating fruits and vegetables for different whys, like, going to my happy place and helping people understand that they have more energy when they eat more fruits and vegetables. We want to help make this connection.

32:30

We want to help people understand that self-care is actually essential fuel for what matters most. This is the key link here. This is the bridge.

32:41

Now, this is still Sam. This is still the process he's going through, but he's only better because of these energetic resources.

32:51

And once Sam realizes this, he can give himself permission to prioritize self-care. Once he knows that that time that he's taking, the effort that he's making, is actually helping him be better at what matters most, of course he can prioritize these things!

33:09

So, this gets us to the third cycle, which is based on who I am, or our sense of identity. Being a better partner, professional, a friend, a volunteer, the things that matter most.

33:21

And when we initiate behavior out of these reasons, it turns that behavior, from just a gift we want to give ourselves, to essential fuel to the things that matter most.

33:32

And it takes it out of the category of just being a want, to becoming a need.

33:38

And this one we sustain because it's fueling what matters most.

33:44

And this is the sustainable cycle of self-care, and it's based on the idea that when we initiate a behavior, that when we do a behavior and we know explicitly that it's helping us do our priorities better, at a higher performance more successfully, well, that is what we're looking for.

34:08

So, the door to self-care through the story that we've just been talking about, helps us both feel better, and be better at our priorities.

34:17

But another way to think about this, is that when we feel better, and are better at our priorities, that it's generating a positive experience as well as helping us make meaning. Like, if



we're being better, at the things we care most about, that is very meaningful, when we've been taught to think about it in that way.

34:36

Research shows that these two things, guess what?

34:41

When people experienced positive experiences and sense of meaning in their days, it leads to well-being. Let's think about: what is well-being? What does the word "being" mean?

34:57

"Being" is the nature or essence of a person. So "well-being" is essentially being ourselves, wow.

35:07

So I want to take us into the final stage of the presentation where we think about well-being and vitality as strategic resources for across the board for resilience, for performance, for better health.

35:23

And to help us understand this, I want to briefly talk about "The Broaden and Build Theory of Positive Emotions" by Barbara Fredrickson. Now, this is a theory—I'm pretty sure it was published about 20 years ago, maybe a little more. And over 20 years, what this theory, it's been tested in different, in different types of areas: work and health, both from applied research, as well as neurological research.

35:51

And what this theory proposes is that when we have momentary experiences of positivity, feeling less stressed, having that connection with someone that I say "hello" to, feeling joyful, feeling connected.

36:08

When I have these momentary experiences of positivity, it actually, over time, builds better health, better resilience, better lives. And again, this theory has been tested. And it has lots of supporting data. So.

36:27

Well-being, vitality, positivity. They're not just nice things to feel, they actually are resources that fuel resilience and better health.

36:38

So, what we can do, we can think about in our programming and our messaging to employees, as well as the messages we give to ourselves and our families. I want us to think about learning self-care as a form of vitality. And let's think about how this would work.

36:55

Self-care leads to: feeling better, having less stress, having a sense of vitality.

37:02

And that when we have these resources, we *are* better. We are a better professional, we're a better parent, or a better partner.

37:11

So learning plus vitality is actually the bridge into a whole different body of research.

37:18

It's bridging us from the individual to the organizational level, and the reason why is because research, out of actually the Ross School of Business at the University of Michigan, Gretchen's Spicer's, team of people, has found that when employees experience opportunities to learn, as well as report feeling vitality, there are organizational thriving results as measured by the following outcomes:

37:47

16% better performance, 46% better job satisfaction, less burnout, less work amassed, fewer doctor's visits. So I just want you to have a moment to digest that. When employees feel like they're learning and they experience vitality at work,

38:07

this is what research shows—is the results.

38:15

Now, the authors of an article that's cited below suggests that organizations can promote thriving by the following: providing decision making discretion, sharing information with employees, minimizing incivility, and offering performance feedback.

38:34

But I propose there's another way. And it's by strategically investing, and promoting well-being as a cost-effective way to foster the specific levers of sustainable behavior, change, well-being, and organizational thriving, and I'll explain that more in a minute.

38:52

Basically, what I'm proposing to you, that when you promote healthy lifestyle change, for the reasons that I've just presented to you, not just based on the science of sustainable change, but also it flips the levers of what individual well-being *and* organizational thriving like this image shows.

39:13

All three in one investment.

39:16

And this, my friends, is a strategic, a strategic why.

39:24

So how do we operationalize and scale these ideas in our organization and lives? While from an individual level? What we want to do, is we want to--I'm going to show you a 4 by 4. And high quality motivation is the top vertical, low quality motivation is the bottom.

39:41

And as you can see, low priority and high priority, and if you look in that box, where do you think sustainable change should set?

39:50

Right there. So what we can do is we can communicate in ways that take people from the lower quadrant on the on the left to the upper quadrant on the right.

40:01

We can talk about healthy lifestyles, exercise, sleep, meditation, prayer, eating, as fuel for living.

40:10

Now, from an organizational level, what we can do, top-down, we can give people explicit permission to prioritize their self-care. And it's interesting that when it comes to motivation, what we want, is we want that bubbling up from the inside of people. We want it to be organic inside of the person. But when it comes from permission for self-care, it's very helpful when external sources, such as the doctor and the employer, and our family and our spouse give us permission to do so.

40:42

I want to share with you comments from one CEO, who's, who's giving permission in a very explicit way to her employees. We make sure people know that taking care of themselves is a priority, and that when they do that, they're not just helping themselves, but they're helping their company as well.

41:01

And this is Arianna Huffington that made that quote. And when she knows when her employees know that she is giving permission to them.

41:12

So I want you to think about as we close today, that the ideas that I've talked about both from internal motivation, as well as people and us giving permission to prioritize self-care, that these ideas can be implemented and applied very easily in the way we communicate in the programming we offer.

41:34

And it can help in very scalable ways. And I want to end the presentation with eight little words.

41:44

What sustains us we sustain, and organizations gain.

41:50

Thank you very much.

41:56

**Michael Story (Moderator):**

Wow, that was awesome. Thank you, Dr. Segar, I really appreciate it. And we had, we had a number of questions come in over the 45 minutes or 40 minutes that you were presenting. So if you don't mind, maybe we can just dive right into the questions?

**Dr. Michelle Segar (Featured Speaker):**

Sure.

**Michael Story (Moderator):**

And see how long they take us. Yeah, so the first question was, “Why does the mention of fear not motivate long term change?”

42:19

**Dr. Michelle Segar (Featured Speaker):**

Well, research, a fear is an avoidance, and research shows that approaching something taps into our motivation system. Really, I mean, when it comes to sustainability, we want to approach something so that we can notice it. And so fear doesn't tap into the immediate positive reward that we know is so important. Fear gets people to start. It's very good, because think about it, fear is a contraction.

42:46

But if we want people to stick with it, they have to have something that gives continual feedback, that they're continuously achieving their goal.

42:58

**Michael Story (Moderator):**

Thank you. Second question: “Do you have suggestions to help me and my employees target a right ‘why’?”

43:07

**Dr. Michelle Segar (Featured Speaker):**

Great.

43:08

Well, right “whys” reflect immediate positive experiences.

43:14

So, what we want to do, is we want to identify what *types* of positive experiences are desired and meaningful for people. And that, you could do that through a survey. You can ask people to

even e-mail you one word, what would be a positive experience that you would want? And you can create a word cloud and show it to your organization. And that could be a way to get started. And then, of course, you'd want to ask people, when you perform this behavior, are you experiencing it? Yes, great. If not, hm, how are you doing? What are you doing? Because what you want to do—this is getting into a little bit of the method—that you want people to pick activities that are going to help them realize their whys. So, it's important that we try to match the experience with the motives.

44:09

**Michael Story (Moderator):**

A great follow up question to that was, “Do I need to make sure that all my employees know their why before I start my wellness program?”

44:21

**Dr. Michelle Segar (Featured Speaker):**

Great, strategic question, you know, there's two ways to answer that.

44:27

The first one is, if you don't, then you could use your wellness program as part of the programming could be to help people discover their whys.

44:39

So, in that regard, I would say, you know, when I advise companies about this, I suggest that that be the first part of a program. That's how I start. When I coach individuals, it's by helping people identify their whys.

44:55

But in fact, the very first thing I do is I help people identify what their past whys are. Because before we get going forward—and there's new research emerging that shows something which is that—there are beliefs deep in our head that are going to stay there and can derail us even when we go forward in a very positive way.

45:19

So, what's *really* the first step, is to help give people an opportunity to discover what their wrong whys are, and to reflect on the fact that those whys probably have not been very successful at motivating long term change. At motivating changes in behavior that people feel ownership over.

45:40

So, once we can help people identify those linkages to their short-term behavior and potentially their negativity about a behavior change, and you ask them: Do you want to keep doing this? So, part, another, this is another thing that you can build into your programming. You can give people an opportunity to discover their wrong whys, which really is an important step

toward moving forward. And now, you know, that, I know that I'm going into a little more detail about this.

46:10

Oh, and potentially inefficient way to go over that first part that I just suggested would be helpful, is, you can make a video talking about it. And everyone can see it, and they wouldn't necessarily have to go through their own process because the process of discovering the wrong why is almost universal, because it's the way our society has taught us, which makes it a very efficient learning tool. So, that's a way you could do on an organizational level.

46:37

That would not involve an individual programming element.

46:43

**Michael Story (Moderator):**

Thank you. I've got some questions coming in real time, as well.

46:48

“How would you measure or could you measure feeling better a survey, a talk, lagging indicators?”

46:56

**Dr. Michelle Segar (Featured Speaker):**

Another, all these wonderful questions. Well, there's lots of, you know, there's lots of ways to measure, and of course, there's lots of apps, there's lots of questions. You, know, one way that you could do this, and, you know, it depends on what kind of regulations and policies you have in your organization about collecting data.

47:15

But, you could collect, there are, you know, there's well-being measures, there's so many measures. There's vitality measures. You can pick through 2 or 3 questions and ask people as simple as it from a one to ten: no energy to high energy, you could ask a question like that, bad mood, you know, to good mood, or very good mood before your programming starts.

47:39

And, then, you could ask that question again maybe in the middle of the programming, maybe at the end and maybe follow up three months later, and that would give you a sense, um, quantitatively whether people are doing better. Yeah, so, I mean, there's lots of ways you can do it. That's the most straightforward and you don't need technology to do it. You could just have people answer one question.

48:03

**Michael Story (Moderator):**

So I have a comment, and a question. Comment is, “This is a wonderfully simplified summary of

the research. And it seemed that another reason Sam was able to sustain his efforts, was that he set attainable goals.”

48:16

The question is, “How important is that piece in this complex puzzle?”

48:23

**Dr. Michelle Segar (Featured Speaker):**

That's a wonderful question. Very important piece. That has more to do with the Do part of the model that we didn't have time to go into. Setting realistic goals is very important. Setting small enough goals and making plans that are going to work in your life, very important. And so part of, that's kind of the tactical part. And what you want people to do is to learn *in vivo*, in the wilderness of their own lives that as they set these realistic goals, attainable goals, with these new ideas it's this internalization process that can happen together, but you can't achieve the change in feeling states and internalization if the goals you set are too grandiose and you can't achieve that. So, you're absolutely right that they do go hand in hand.

49:14

**Michael Story (Moderator):**

So, how do you best connect with people to help motivate change?

49:21

**Dr. Michelle Segar (Featured Speaker):**

I'm trying to, could, I wonder if that person could give a little more specific information? It's very general. How do you connect with people?

49:32

Could that person say a little more about what connection, what, what they're asking?

49:38

**Michael Story (Moderator):**

These are aggregated questions so maybe what we can do and I'm going to explain what we're going to do after this webinar. Which is we're going to host you on the podcast later this month, which is going to be fantastic. So, maybe we can tease out the question on the podcast. But, here's another question:

49:54

“Can you explain the difference of a performance goal versus a learning goal?”

49:59

**Dr. Michelle Segar (Featured Speaker):**

Yes. So, I'm combining research by a group of researchers called Laeken Leatham, and Carol Dweck, and basically calling a performance goal is a bull's eye. We're aiming for the bullseye. We're *aiming* for five days a week, at 45 minute exercise sessions. We're *aiming* for eating five vegetables and three fruits every day, as opposed to a learning goal, which is



focused on getting better, becoming more consistent where there's a continuum of success. Not just the bull's eye, the performance, but anything from maybe an extra exercise session a week all the way up to that five days a week or eating one more fruit and vegetable a day all the way up to that goal. So it's about getting better and growth and that is inherently more intrinsic motivating. It is more intrinsically motivating, which is why it's so important to shift people when it comes to these lifestyle changes away from the performance goals. Which is, again, how we've been taught to do it in society to a more, what I call, a continuum of success that gives people an opportunity to be successful anywhere in the continuum, so they can get that feedback, and keep going.

51:18

**Michael Story (Moderator):**

So here's a great question. "To build habits: Would you add good habits?"

51:24

"Or would you focus on removing bad habits?"

51:28

**Dr. Michelle Segar (Featured Speaker):**

So there's a very interesting question.

51:35

Because we do know that in some regards, adding a behavior, like exercise, to help someone who's trying to take away a behavior like smoking in that circumstance, is very helpful.

51:50

You know, when it comes to eating fruits and vegetables, that's an add versus a taking away of saturated fats. So it really depends what your goals are. But going back to an earlier question, remember, when we are approaching things can be very helpful. So, we want to think, we still want to frame things as how can we approach a goal, a well-being, goal, whether it's through the specific adding, or taking away.

52:19

**Michael Story (Moderator):**

Yeah, that's a great segue to another question that just came in.

52:22

So, "How do you address addictions like smoking versus bad habits?"

52:27

"Are there are there are some commonalities? Are there different closeups when you're addressing addictions versus habits?"

52:34

**Dr. Michelle Segar (Featured Speaker):**

Well, you know, addiction is a very specific physiological phenomenon that's tied to the way our





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**Resilience: Motivating Lasting Change with Michelle Segar**

brain works. You know, we know people are addicted to smoking, we know there can be drug and alcohol addiction, there's debate in the field, whether eating, whether there are some people who actually have eating addictions, but it's, it's, there's debate going on about whether that's true.

52:59

You know, the approach I'm talking about today is not for addictions, per se, because that is tied to these hard-wired pathways that need to be decoupled. However, having said that, the principles of motivation, the principles of our, our two information processing systems in our brain, those can still be brought to any type of behavior change. But addiction is really a very different topic.

53:31

**Michael Story (Moderator):**

So, we have about five minutes left, and I need some time to close our webinar. I'm going to propose, because we have so many great questions, is that we will continue to collect questions when we have you on our podcast later this month. We can address those questions on to help people that we'll be promoting and people will know when that webinar, or sorry, when that podcast is going to take place. So, Dr. Segar, thank you for sharing with us today. I knew you were going to have so many, or we knew that you were going to have so many pieces of valuable information. So much so that we actually developed a pilot program. That we call our "collaborative learning group series." And this is a series, this series is a pilot wellness cohort program. It's made up of three one-hour sessions.

54:17

The UHA Work Well team will lead the small group interactive discussion. The program's meant for company leaders or company wellness program organizers, and as a participant, you'll walk away with the ability to do, you know, things like articulate specific action steps to start or improve your workplace wellness program, or apply concepts we learned about today through Dr. Segar.

54:40

And also, connect with colleagues to share best practices that support wellness.

54:45

We have limited seats, so we encourage company leaders and wellness program organizers to register today, at that register URL link you see provided, I think it's [CLG2021.eventbrite.com](https://www.eventbrite.com).

54:59

In addition to this learning group, UHA will also be featuring Dr. Segar, like I mentioned, on an upcoming UHA Connecting the Dots podcast.



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**Resilience: Motivating Lasting Change with Michelle Segar**

55:09

So UHA Connecting the Dots, if you're not familiar with it, gets you instant access to webinars, podcasts, and other health and wellness resources that educate and inspire.

55:20

And during Dr. Segar's Connecting the Dots podcast, we're going to dive into a number of questions, and we're going to also collect all these questions that you folks had today that we weren't able to get to.

55:32

But before we close the webinar, I wanted to say one final thank you to Dr. Segar for her time and knowledge shared today.

55:39

And I would be remiss if I didn't tee up our next webinar on trust, openness, and vulnerability.

55:46

During this webinar in June, we're planning to host Tiffani Bova, a kama'aina, and author of *Growth IQ*, which is a Wall Street Journal bestseller.

55:56

I would also like to thank our partners: Hawaii Employers Council, who is a non-profit organization and a trusted advisor helping local businesses and non-profits navigate human resources, labor relations and employment law matters for over 77 years.

56:11

And Hawaii Business: A respected, relevant, and innovative resource for Hawaii and its people. For the past three years, Hawaii Business has been named as the Best Regional Business Magazine in the country. Their motto is "Locally Owned, Locally Committed" since 1955.

56:28

And as always, we thank you, our attendees, for your time today and look forward to connecting in the future.

56:34

Be well, stay safe.

56:36

Aloha.

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**Our Connecting the Dots platform includes podcast and webinar resources to help you with your health and well-being. Visit our website [uhahealth.com](https://uhahealth.com) for our entire collection of health and well-being resources.**