



# Welcome

## **Rest to Lead: The Essential Role of Sleep in Leadership**

**“Rest [sleep] time is not waste time. It is economy to gather fresh strength. It is wisdom to take occasional furlough. In the long run, we shall do more by sometimes doing less.”**

**— Charles Spurgeon**

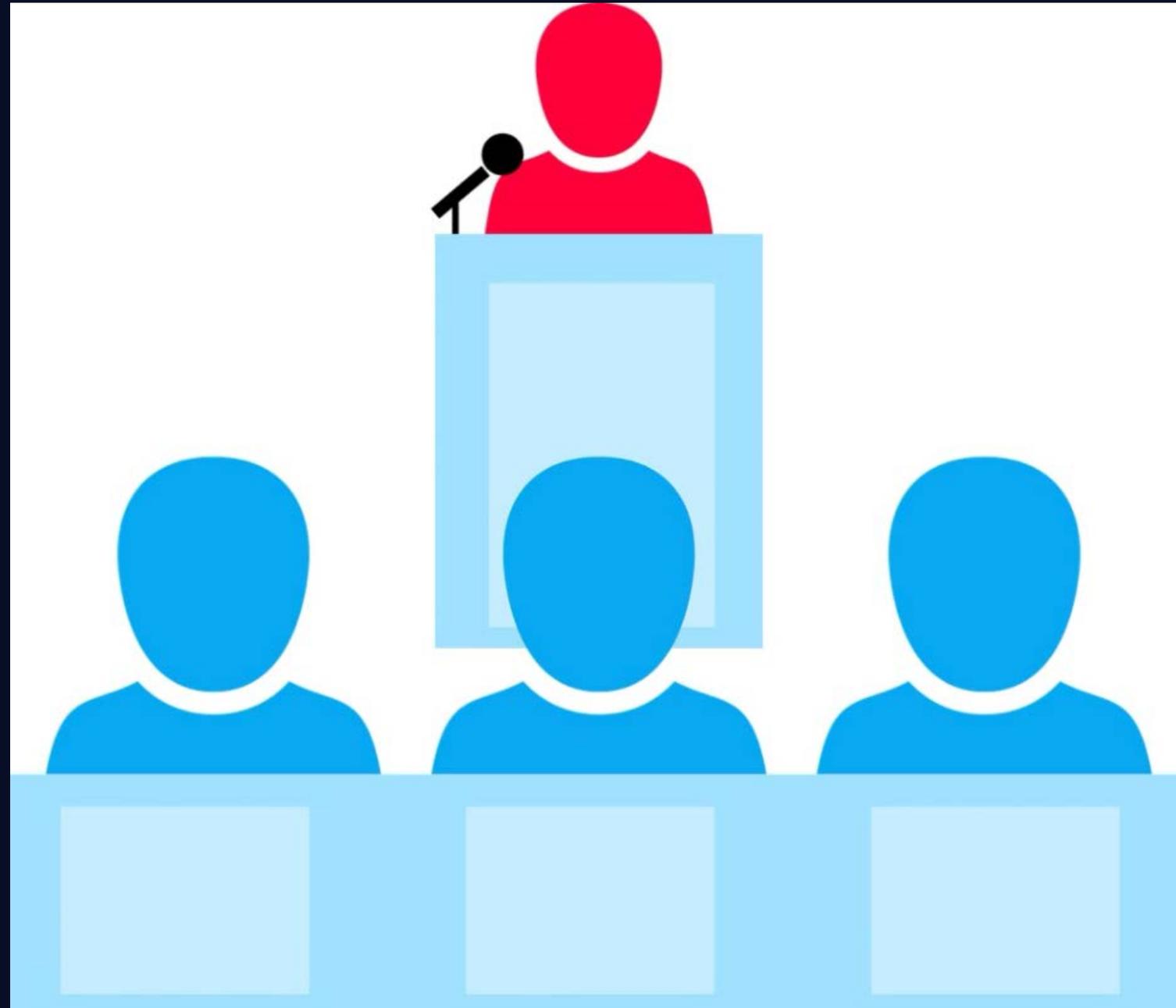
**"A leader who refuses to rest [sleep] is a leader who refuses to trust God."**

**— Dallas Willard**

**"If you are too busy to rest [sleep], you are too busy. Rest is not laziness; it is a command from God."**

**— Corrie ten Boom**

# Who is Charles Stone?



# Family



# West Park Church, London, Ontario, Canada



Our new home



What I do:

Coach (ACC certified), consult, write, and speak

[WWW.charlesstone.com](http://WWW.charlesstone.com)

**I coach and equip leaders to effectively navigate their unique challenges by blending **biblical principles** with cutting-edge **brain-based practices**.**



# Why am I teaching a seminar on sleep?

## Lot's of practice sleeping.

Professional Masters in Sleep Medicine

Certified Sleep Coach with CBT-I Training (2 certificates in each)

Presenter at the American Association of Christian Counselors on sleep

Lifelong Poor Sleeper/experimenter

Personal experience overcoming poor sleep provides practical insights beyond theory.

Published a chapter on sleep in my latest book, *Stress Less*.



# How to Maximize Learning Today.

1. Write down **ONLY** meaningful insights on the handout.
2. You can download a **free PDF of today's slides** plus lots of other **free resources** by signing up for my blog at this QR code (or at [www.charlesstone.com](http://www.charlesstone.com)) ...pop-up... if the pop-up doesn't appear, scroll down and you can sign up there. You can always unsubscribe and I don't share emails.
3. Use the idea "parking lot" to Google/AI later to research.
4. Save questions to the end.



## Want Free Resources?

Subscribe to receive biblically-sound, brain-based solutions for your life and leadership.

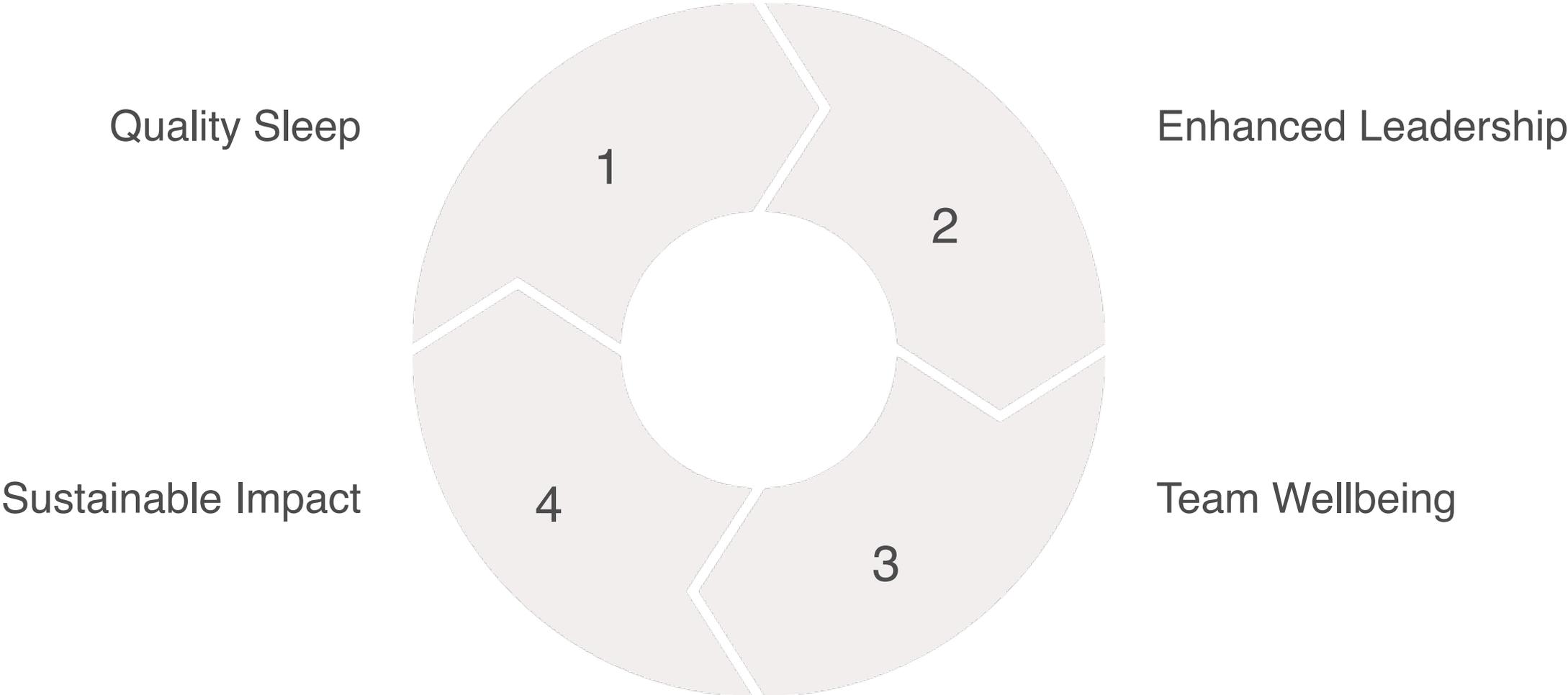
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# Big Idea: Sleep Well...Shepherd Well



When leaders prioritize sleep, they enhance their ability to guide others. Proper rest isn't just self-care—it's an essential leadership responsibility that impacts everyone you lead.



# Today's Learning Objectives

1

**Understand Sleep's Impact (positive and negative)**

2

**Explore Sleep Science/Scripture**

3

**Take-away Several Pro-tips for Better Sleep**

We All Need People who Model Sleep for us

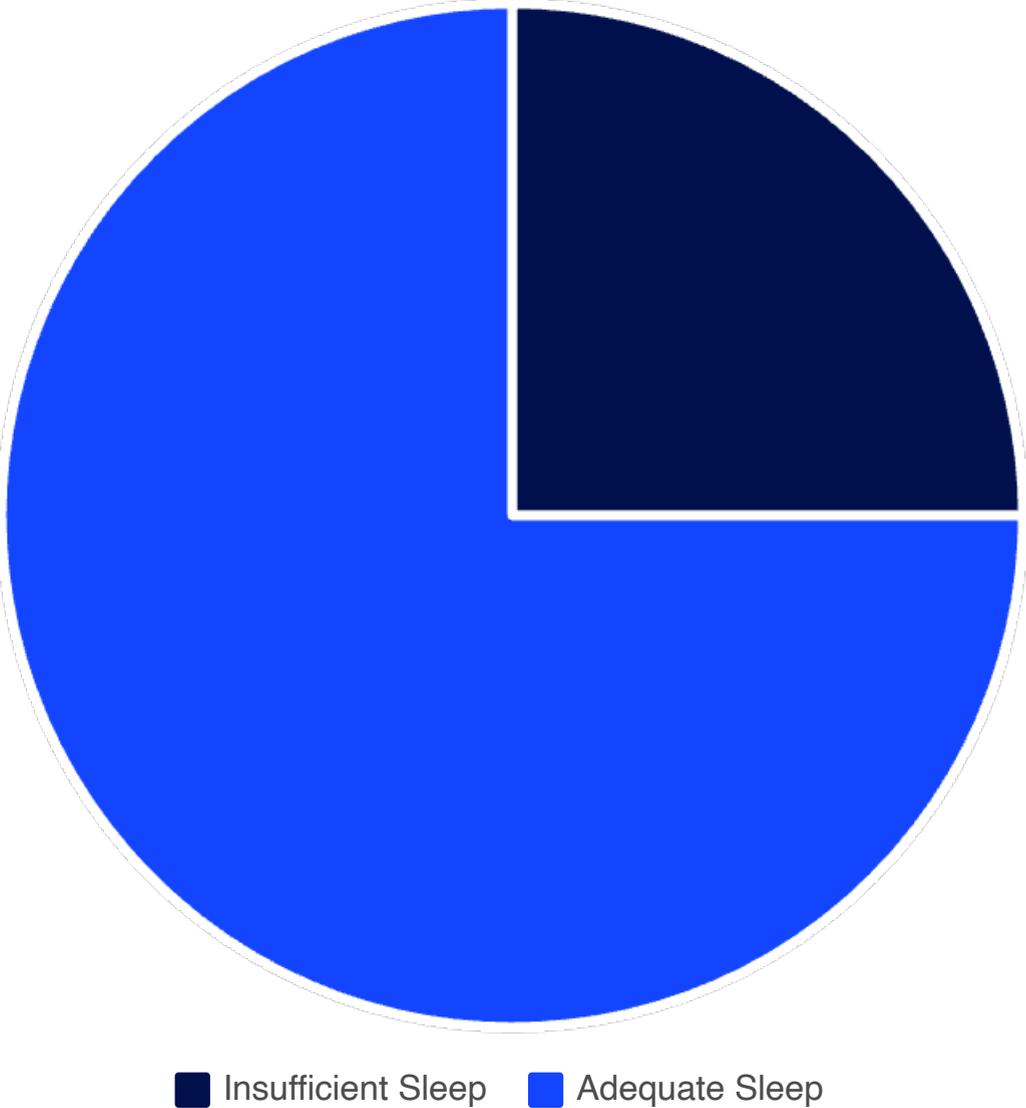




# The Sorry State of Sleep



# Poor Sleep is Common



One quarter of adults report insufficient sleep for 15 out of 30 days.

# Sleep Disorders Affect Millions

1

50-70 Million Americans

Suffering from sleep disorders

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2

Productivity Impact

11.3 days lost annually per person

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3

Healthcare Burden

\$16 billion in annual costs



# Chronic Insomnia: The Most Common Sleep Disorder

## Definition

Difficulty falling or staying asleep at least 3 nights per week for 3+ months.

## Prevalence

Affects 10-30% of adults, with higher rates among leaders due to stress.



# Sleep Apnea: A Silent Leadership Threat (OSA:obstructive sleep apnea)

**30M**

Affected Americans

**80%**

Undiagnosed Cases

**3-7X**

Higher Auto Accident Risk

If you think you might  
have OSA google  
**STOPBANG**

# One Sleepless Night is almost like Being Drunk

## Cognitive Impact

17-19 hours without sleep equals a 0.05% blood alcohol level, impairing judgment and decisions.

## Leadership Implications

Would you make decisions while intoxicated? Sleep deprivation creates similar impairments.

# Decadal Study of Well-Being of over 1200 Methodist Pastors

## Emotional Dimension— 10-Year Lookback

Difficulty functioning due to depressive symptoms is much worse than in 2013



	2013	2023
Feeling tired or without energy		
Trouble sleeping		
Poor appetite/overeating	36%	44%
Little interest/pleasure in doing things	23%	35%
Feeling down, depressed or have trouble concentrating	19%	32%

- The percent of clergy experiencing functional difficulty from depressive symptoms has been more than twice the National Health and Nutrition Examination Survey (NHANES) benchmark since 2013
- The number of clergy actually being treated for depression is only up a small amount, suggesting many continue to go untreated

# How Poor Sleep Undermines Well-being

## 1 Weakens our Immune System

More frequent illness compromises your leadership presence.

## 2 Impairs Cognitive Function

Reduced focus and decision-making diminish your effectiveness.

## 3 Increases Emotional Reactivity

Mood swings and stress responses damage team relationships.

## 4 Causes hormonal Imbalance

Disrupted hormones increase appetite and decrease energy  
Results in a higher risk of chronic diseases (heart disease, diabetes).





# How Poor Sleep Undermines Leadership

1

## **Impaired Decision-Making**

Sleep deprivation reduces cognitive flexibility and promotes reactive thinking.

2

## **Weakened Emotional Intelligence**

Poor sleep diminishes empathy and emotional regulation capabilities.

3

## **Diminished Influence**

Your energy level directly affects how others perceive your vision and commitment.

4

## **Ethical Vulnerability**

Sleep-deprived leaders show higher rates of ethical lapses and poor judgment.

# The Sleep Champions



Snails sleep for up to three years.

# What Good Sleep Does

# Sleep is like a Bilge Pump



## Toxin Clearance

Your brain removes metabolic waste during sleep through the glymphatic system.



# Sleep is like a Painter

Memory Consolidation



Sleep is like a Librarian after hours who categorizes and files books (disparate thoughts).



Sleep is like a  
Builder  
Neurogenesis



Sleep is like an Editor



Sleep is like a Counselor



# Sleep is like a getting a tune up



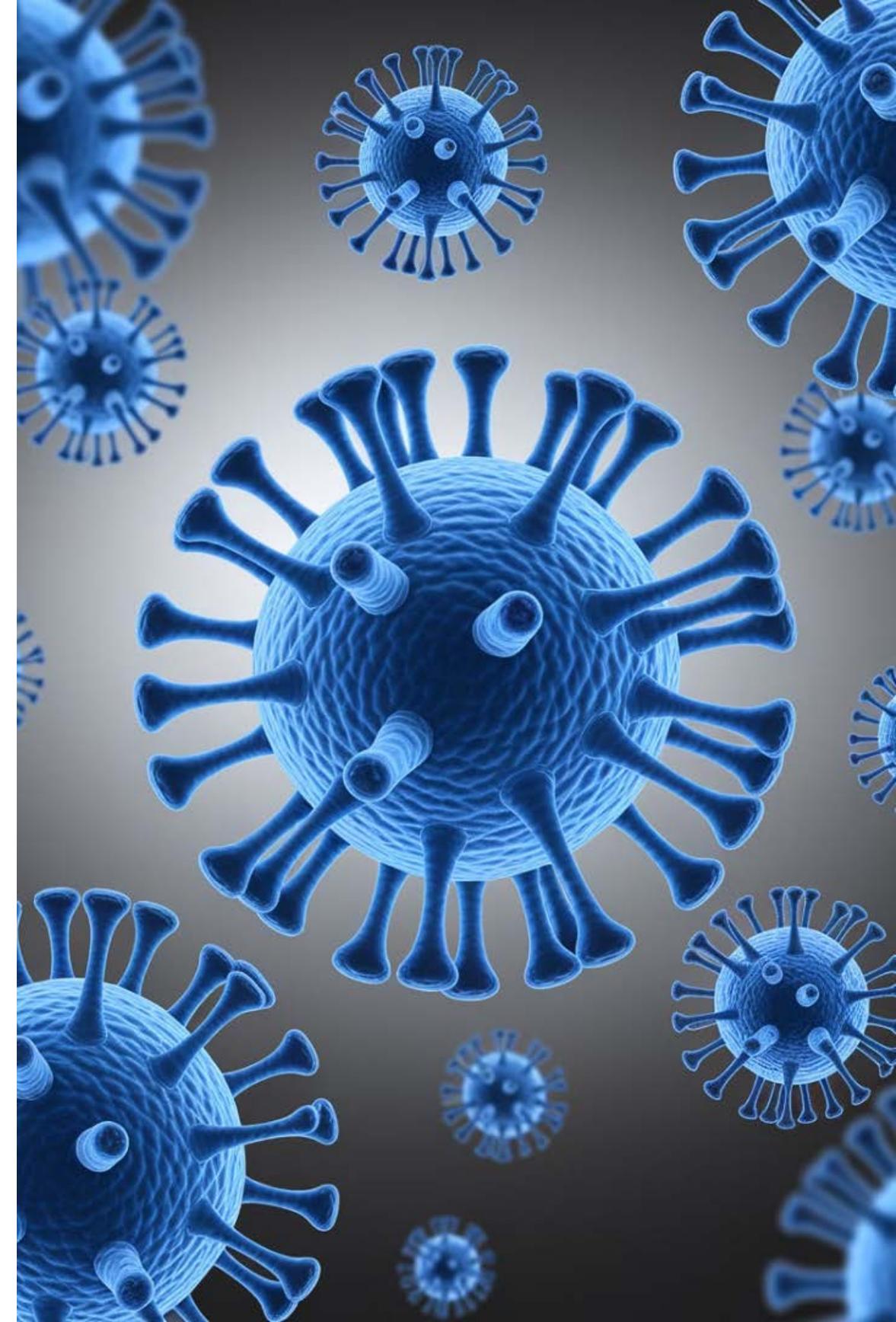
# Sleep Improves Self-Control



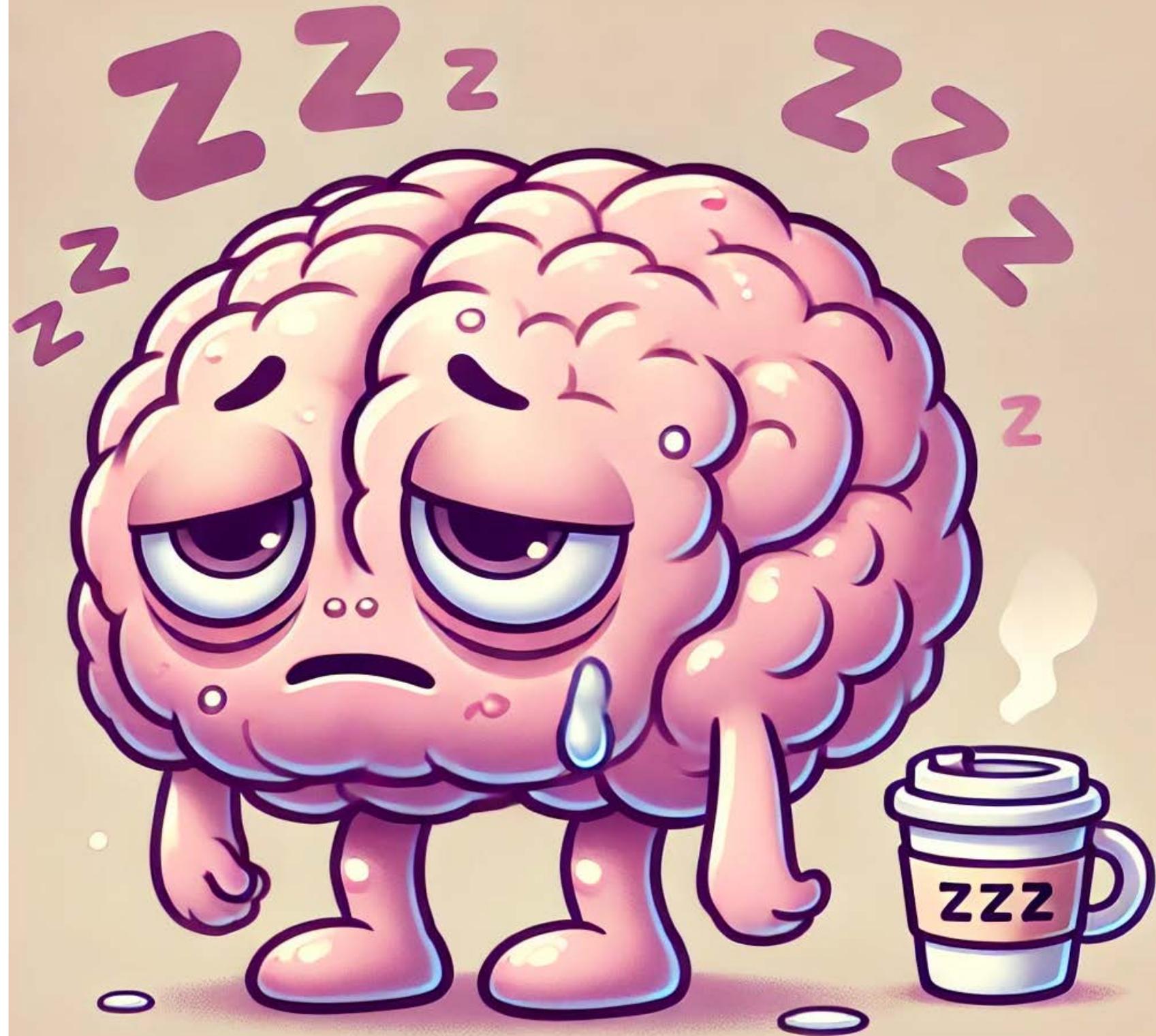
# Sleep Enhances Creativity



Sleep Strengthens Immune Resistance



30 second brain break



# Sleep in Scripture: 125 References

## 1 — **Creation Rest - Genesis 2:21**

"So the LORD God caused the man to fall into a deep sleep..." God worked while Adam slept, creating Eve from his rib.

## 2 — **Storm Sleep - Matthew 8:23-27**

"...but Jesus was sleeping." Jesus' peaceful sleep during the storm demonstrated His perfect trust in divine protection.

## 3 — **Garden Sleep - Matthew 26:36-46**

"Then he returned to his disciples and found them sleeping." The disciples' sleep in Gethsemane highlights human frailty.

## 4 — **Eternal Rest - 1 Thessalonians 5:10**

"...whether we are awake or asleep, we may live together with him." Sleep serves as a metaphor for death.





# Biblical Insights about Sleep

## Divine Design for Rest

"I will lie down and sleep in peace..." (Psalm 4:8). God intends sleep to be peaceful, not filled with anxiety.

## Divine Protection

"I lie down and sleep; I wake again, because the LORD sustains me." (Psalm 3:5). Sleep requires trust in God's care.

## Eternal Perspective

"He died for us so that, whether we are awake or asleep, we may live together with him." (1 Thessalonians 5:10). Sleep reminds us of our mortality.

Scripture consistently portrays sleep as a gift from God requiring trust. Leaders who embrace this perspective sleep better and, thus, lead better.



# How Sleep Works: Key Ideas



## Sleep Cycles

90-minute cycles serving specific restoration functions



## Three Systems

Sleep drive, clock, and arousal regulate patterns



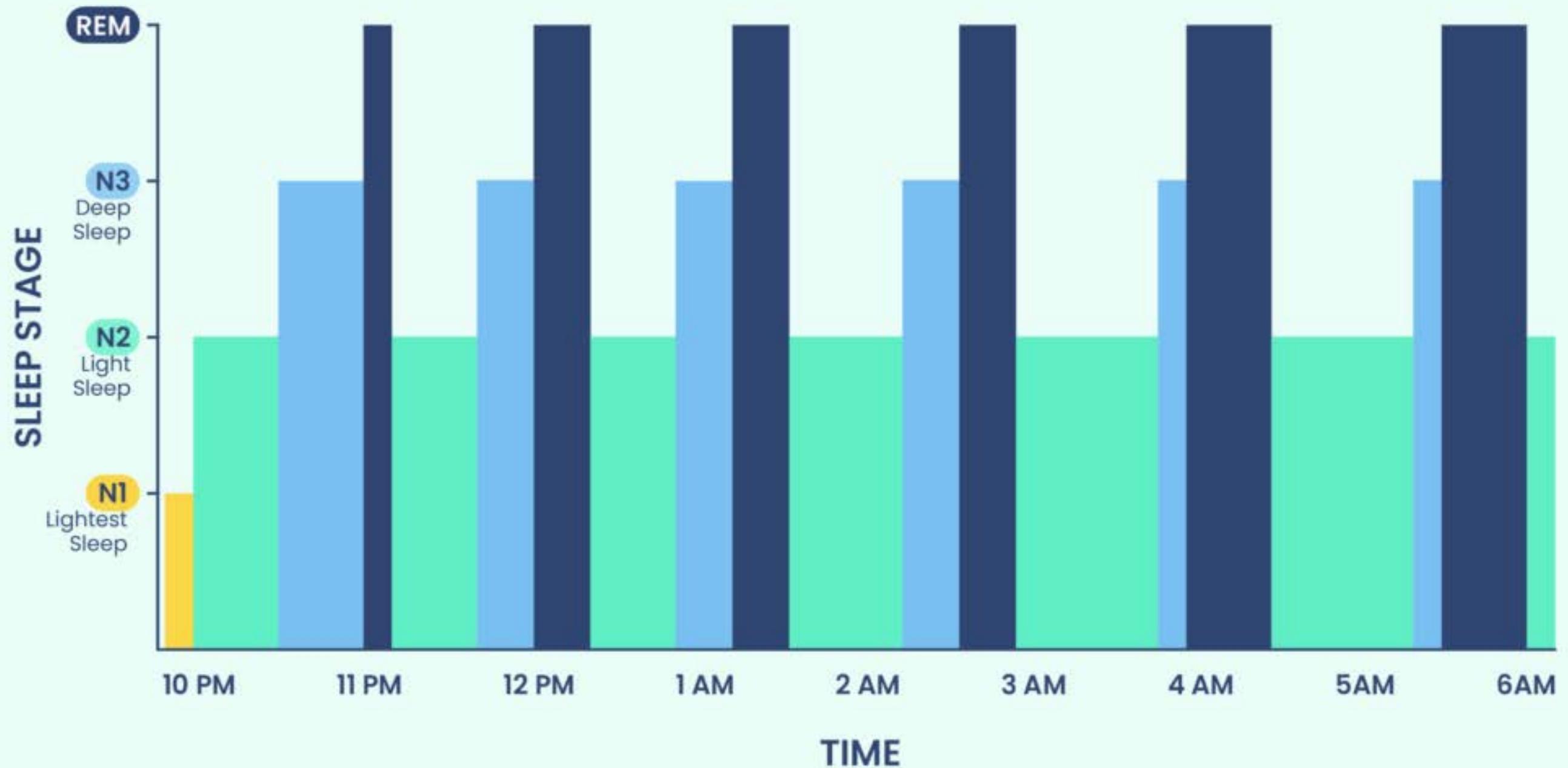
## Homeostatic Balance

Sleep pressure builds the longer you're awake

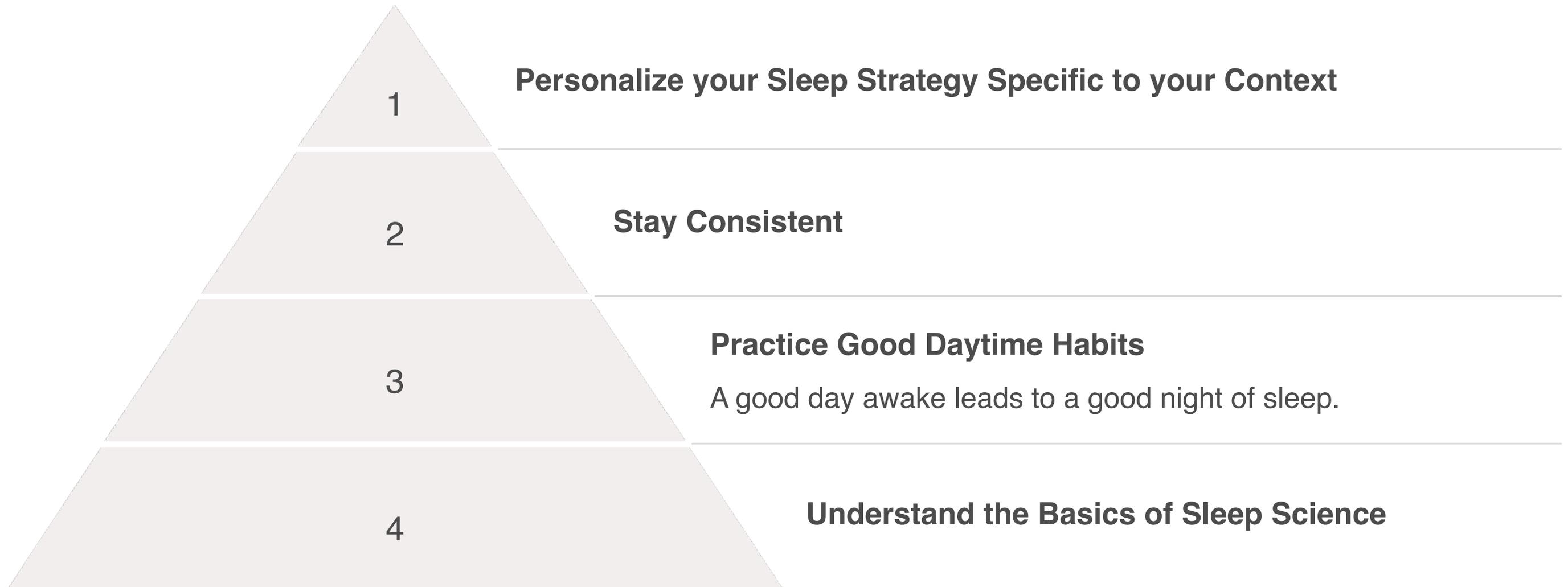
The Sleep Cycle



# Sleep Cycles Through the Night



# Top Level Principles to Enhance Sleep



# Three Key Sleep Systems



## Sleep Drive

Sleep pressure builds the longer you're awake.



## Sleep Clock

Your circadian rhythm regulates daily cycles of sleepiness and alertness, influenced by light exposure.

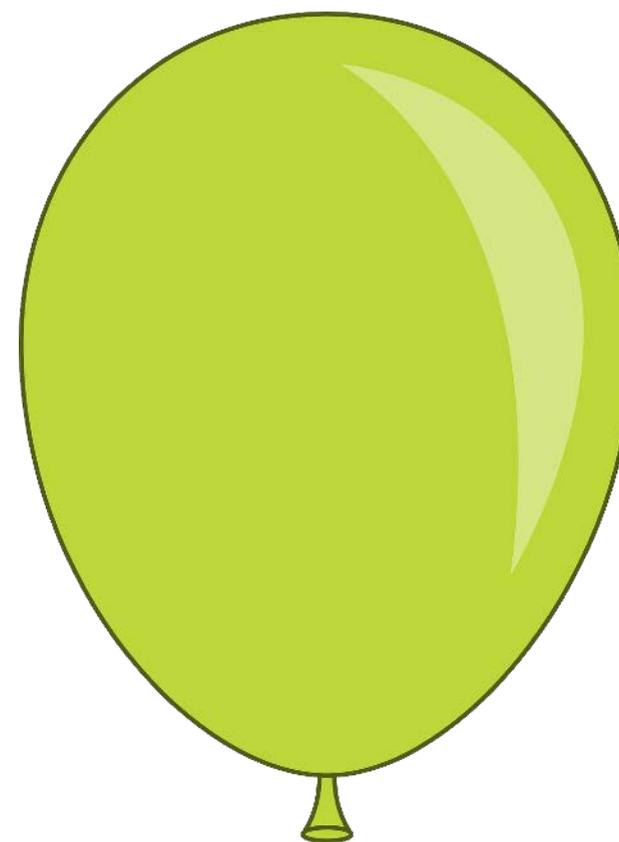


## Arousal System

Cognitive and emotional activation affects sleep quality. Stress and worry disrupt sleep.



# Adenosine





# Your Sleep Clock

## 1 **Zeitgebers (Time-Givers)**

External cues like light and eating patterns that reset your internal 24-hour clock.

## 2 **Suprachiasmatic Nucleus (SCN)**

Your brain's master clock that coordinates all biological rhythms throughout your body.

## 3 **Melatonin and Cortisol Balance**

Melatonin rises at night for sleep; cortisol peaks in morning for wakefulness.

## 4 **Natural Rhythm**

Your internal clock runs slightly longer than 24 hours and needs daily light exposure to reset.





# Your Chronotype

Your body's natural preference for sleep timing

- 40% are morning types (lark)
- 30% evening types (owl)
- 30% in between (malarky)



# Your Arousal System

## 1 **Physiological Alertness**

Caffeine, temperature, pain, and illness activate your body's alertness system and inhibit sleep.

## 2 **Cognitive Rumination**

Repetitive thoughts about past or future concerns increase mental arousal and delay sleep.

## 3 **Sleep Beliefs**

False beliefs about sleep create anxiety that becomes self-fulfilling, disrupting your sleep.

## 4 **Racing Thoughts**

The untrained mind often accelerates at bedtime, disrupting your ability to fall asleep.



# Pro-tips to Integrate Everything



## Sleep Drive

Build adenosine pressure with sustained wakefulness and limit caffeine intake.



## Sleep Clock

Maintain consistent sleep-wake times aligned with your chronotype.



## Arousal System

Manage stress with effective wind-down routines and relaxation techniques.

# Easy Choices: Sleep Hygiene

## 1 Optimize your Sleep Environment

Cool, dark, quiet bedroom with a comfortable mattress and proper support.

## 2 Keep a Consistent Schedule

Regular sleep and wake times, even on weekends, to synchronize your body clock (social jet-lag).

## 3 Eat Healthy

Avoid heavy or spicy meals within three hours of bedtime.

## 4 Limit Alcohol

Avoid evening alcohol - it fragments sleep and reduces quality.



# Create New Habits in the 3 Sleep Processes





# Reinforce Your Sleep Clock



## Align to your Chronotype

Schedule sleep to match your natural rhythm. Early birds earlier; night owls later.

## Manage Light

Get morning sunlight (light box) and dim the lights in the evening. Use blue blockers after sunset. Minimize screens at night.

## Reduce Core Temperature

Take a hot bath or shower an hour or so before you go to bed.

## Create a Wind-Down Routine

Create a 60-minute pre-sleep ritual with calming activities.



# Increase Sleep Drive



## **Nap Strategically if needed.**

Keep naps under 30 minutes and before 3PM.

## **Manage when you use Caffeine.**

Limit caffeine to before noon. Half-life remains active at bedtime.

## **Increase daily activity.**

Exercise regularly, but finish workouts 3+ hours before bed. Remember...adenosine.

## **Go to bed when sleepy.**

Don't try to get a head start on sleep if you are not sleepy.

# Decrease Mental & Emotional Arousal



## 1 Keep the Right Bed-Sleep Connection

Use your bed only for sleep and intimacy to create a strong psychological association.

## 2 Stop 'TRYING' to Go to Sleep

Paradoxically, relaxing about sleep improves it. Use the 30-30 rule when needed.

## 3 Name and Replace Negative Sleep Thoughts

Challenge negative sleep thoughts with more positive, realistic alternatives.

- I must get 8 hrs of sleep...I dread bedtime.
- I won't be able to function tomorrow. I'll be miserable.
- I'll never sleep well...my sleep system is just too messed up.

## 4 Cognitive Deactivation

Read/meditate on calming Scripture, listen to slow music, or practice slow breathing to calm the racing mind before bed.

# Sleep System Integration for Leaders



1

## **Increase your Sleep Drive**

Limit caffeine, maintain activity, avoid long naps.



2

## **Regulate your Sleep Clock**

Consistent sleep-wake times and calming pre-sleep routine.



3

## **Reduce Mental Arousal**

Keep the right bed-sleep connection and develop healthy sleep thoughts.

# Medical Sleep Issues: When to Seek Help



## Common Medical Sleep Disorders

- Obstructive Sleep Apnea (STOPBANG)
- PTSD-related sleep disruption
- Narcolepsy
- Restless Legs/PLM Syndrome
- Circadian Rhythm Disorders
- Parasomnias (sleepwalking, etc.)

## Next Steps

- Consult sleep specialist or physician
- Consider sleep study evaluation (polysomnography)
- Explore appropriate treatments
- Address medication side effects

# Suggested Action Plan for Better Sleep

## Track Your Sleep

Use a sleep journal or app to identify patterns and problems over two weeks.

## Implement One Change

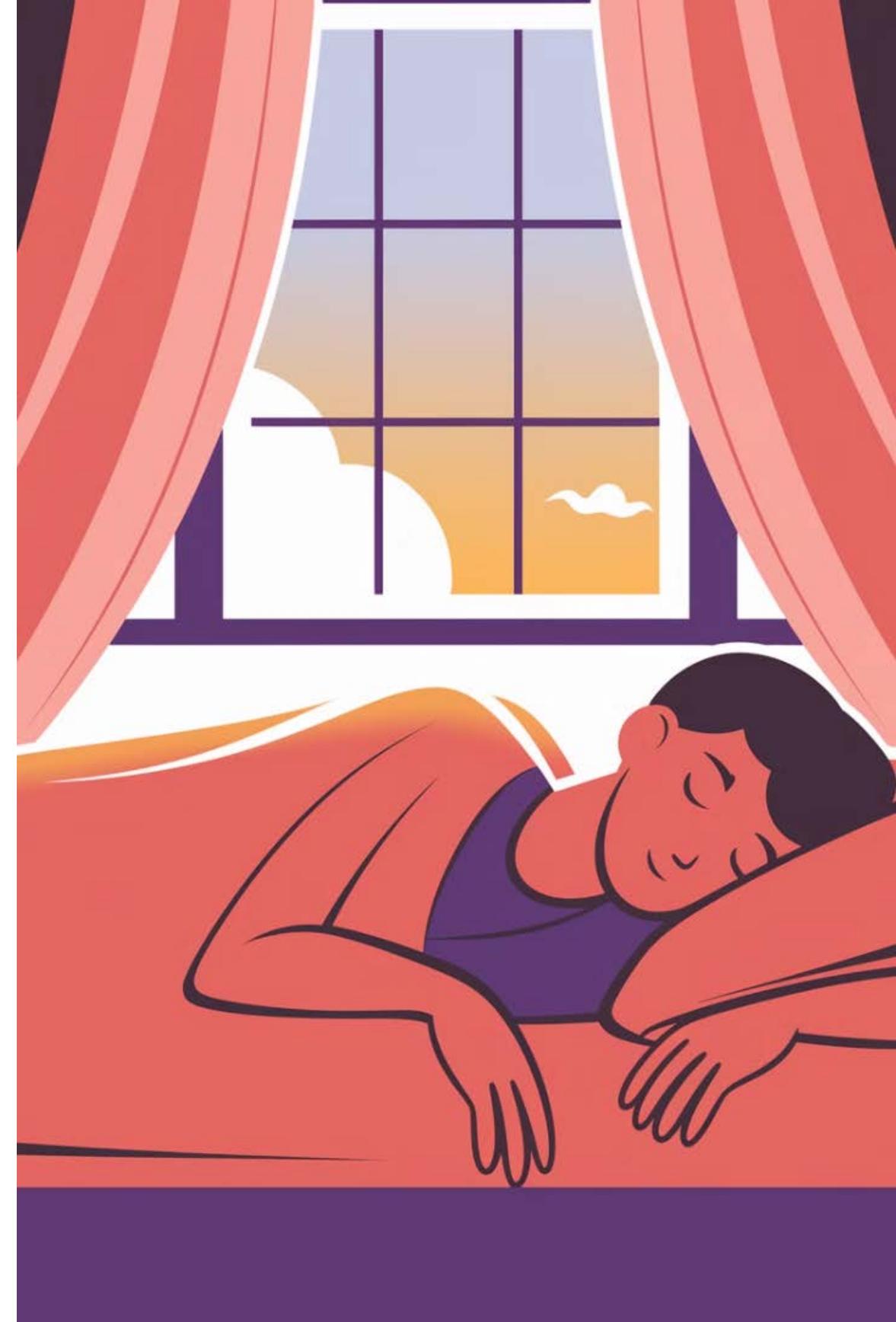
Start with the easiest sleep tip. Master it before adding more.

## Optimize Your Environment

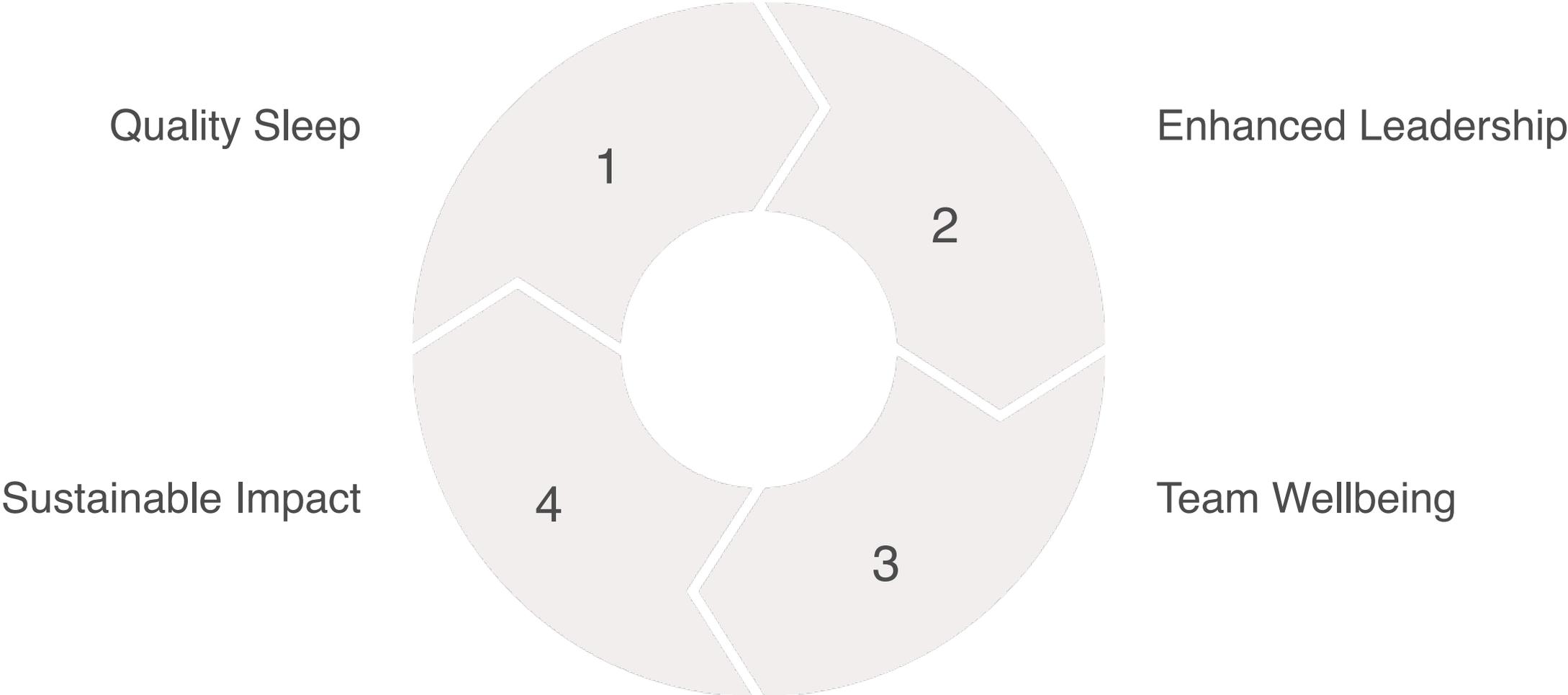
Make your bedroom a sleep sanctuary with darkness, quiet, and comfort.

## Seek Help When Needed

Consult a sleep specialist if issues persist despite your best efforts.



# Big Idea: Sleep Well...Shepherd Well



When leaders prioritize sleep, they enhance their ability to guide others. Proper rest isn't just self-care—it's an essential leadership responsibility that impacts everyone you lead.

*Free PDF of the today's slide deck.*

**(Pop-up to register for my blog posts)**

**If you think this subject might help your teams, I deliver it live and over zoom.**

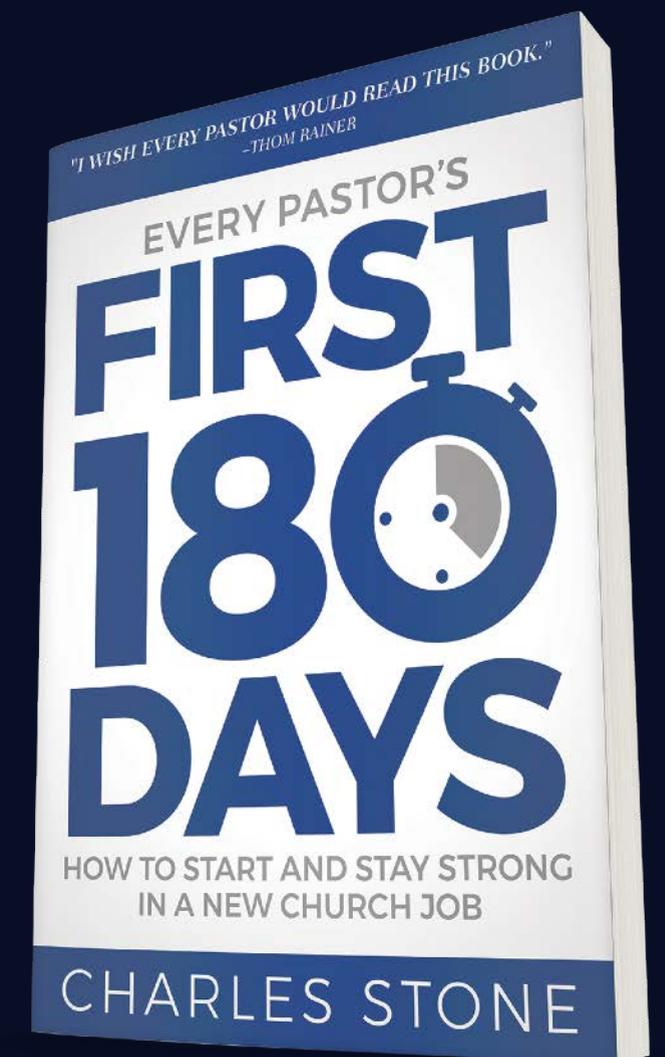
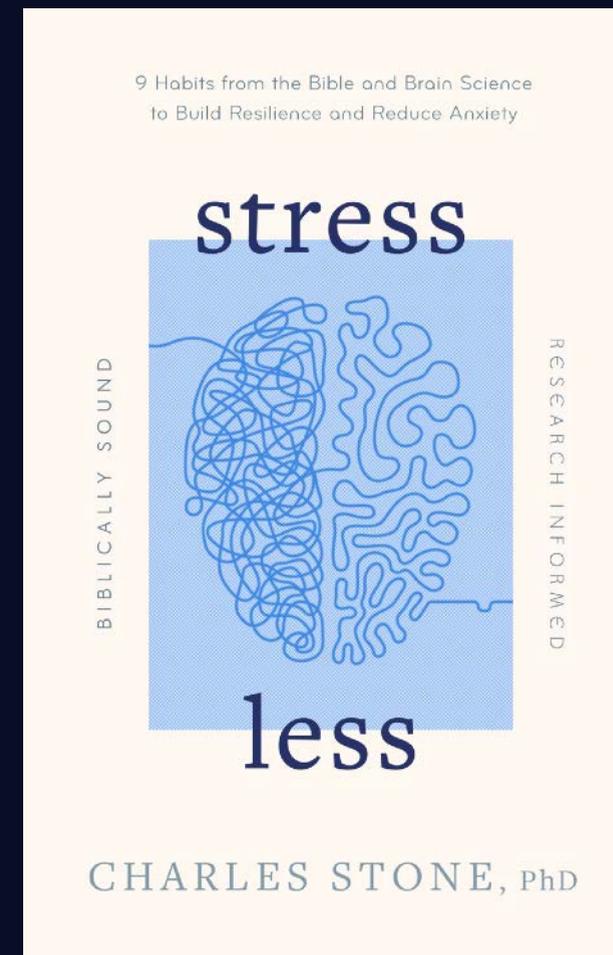
**Charles@charlesstone.com**



**Come visit my book table.**

**Look for the table  
with these books.**

**Give-aways.**



**"Rest [sleep] is an act of faith. It is trusting that God is at work even when we are not."  
— Tim Keller**

**QUESTIONS**

# Tools & Gadgets for Better Sleep

## Environmental Aids

- White noise machines/sleep buds
- Cooling mattress technology
- Weighted blankets (10% body weight)
- Blackout curtains/sleep masks
- Light therapy lamps (10,000 lux)

## Tracking Technology

- Smart watches with sleep analysis
- Oura ring for non-intrusive tracking
- Whoop band for recovery metrics
- Smart alarm systems for optimal wake timing

## Medical Interventions

- CPAP therapy for sleep apnea
- Dental devices for mild apnea
- Apollo Neuro for nervous system regulation
- Inspire implantable for severe apnea
- PEMF therapy for sleep onset