

The Resilient Leader

Praesta is an international firm of business coaches. We coach senior leaders including CEOs, main board directors, management team members and other key senior executives. Praesta clients comprise several hundred organisations in the private, public and voluntary sectors, including major companies, government departments, private equity owned businesses, leading professional services firms and all areas of financial services.

All Praesta coaches have had senior level business careers – many were Board members, CEOs, partners, or managing directors of major organisations in their first careers. Thorough training, continual professional development and regular supervision are integral to maintaining high standards. As well as one to one coaching, Praesta coaches work with teams, conduct board effectiveness reviews and are leaders in working with executive women and job-sharers.

Praesta Insights pull together ideas and experience about topical leadership issues in an accessible and digestible way. We work closely with leaders in different spheres on thought leadership. This publication has been researched and written by Praesta coaches Hilary Douglas and Peter Shaw.

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INTRODUCTION

This is a booklet about the pressures of working life and how you keep your resilience, both as a leader and as an individual. We draw from our own observations, and from the direct experience of our senior clients and contacts in a wide range of sectors and countries. We are not offering a blueprint because everyone is different. Instead we offer you:

- Some ideas and reflections that are relevant for leaders at all levels
- A framework for thinking about personal resilience
- Some key questions to ask yourself
- Sources for more detailed study.

We have structured the booklet in six sections, with questions for reflection at the end of the booklet. The sections are:

- Spot the warning signs
- Identify the triggers
- Know yourself and your anchors
- Cultivate a positive mindset
- Experiment with strategies
- Reflect on your accountabilities to others



THE HEADLINES FROM OUR RESEARCH

We asked a range of leaders what can undermine their resilience, and what strategies help them recover. We also asked about spotting when others are at risk, and the advice they offer.

The headlines from this research include

- Nearly everyone talks about emotional and physical symptoms when their resilience is reduced. Their capacity to think rationally takes a hit, and they can easily find themselves triggered into fight, flight or freeze.
- Different people are triggered in different ways, depending on personality and life experience. An individual with a tendency to perfectionism, or someone with a deep need to control, is triggered differently from the person whose inclinations are to avoid conflict and who needs to feel liked. A recovery strategy that works for one person won't necessarily work for someone else.
- Some people surprise themselves with their ability to recover from setbacks, whilst for others it is much harder. A generally positive outlook on life appears to be what makes the difference
- Humans are not designed to survive alone. There was a universal feeling that, even if it is a relationship that has triggered a setback, the support of others is a critical part of recovery; and
- We all need to put on our own oxygen mask before helping others.

*The anonymised quotes in this booklet come from our interviewees.
We are most grateful to them for their time and interest.*

SPOT THE WARNING SIGNS

Early signs of weakened resilience can be physical, emotional or behavioural. Sometimes the signs are more obvious to other people than to ourselves. Many of our interviewees talked of physical signs such as difficulty sleeping, or waking up at 4am with the 'brain racing'. Many mentioned extreme tiredness and feeling drained, with some mentioning persistent pain or aches and succumbing to illness. They might be eating or drinking too much, too little or the wrong things. They knew they were putting their long-term health at risk, but felt unable to do anything about it.

Many people noticed themselves becoming over-anxious, or forgetful, or irritable with others at work and at home. They often talked about overanalysing everything, becoming over principled, or catastrophising. They might feel overwhelmed, unable to think straight and unable to take decisions.

Many said they could feel stuck and pessimistic about the future. The fear of criticism, disapproval, and failure could paralyse action. They could become defensive and take everything personally. Confidence would drop and self-doubt would surface. Some described the sensation of being alone in a long dark tunnel, or wanting to hide away from the world.

Alongside the physical and emotional signs, individual characteristics get exaggerated. Some people said they start micro-managing and becoming less trusting of others. They go into command and control and become 'die in the ditch' when they don't need to.

Others find themselves avoiding difficult things, and obsessing about little things, like tidying their desk, or loading the dishwasher in a particular way, or making endless lists about everything. Many get trapped into working ever longer hours to less effect, or trying to tackle several challenges simultaneously and finishing none of them.

There can be a tendency to ruminate pointlessly over what might have been. Some people noticed themselves being preoccupied with things they could have done differently. They kept replaying an incident or encounter in their mind when it was too late to do anything about it, and they should have been focussing their energies on the present and future. Others kept beating themselves up for weak-willed behaviours, which made them feel worse.

Points for reflection

1. What warning signs are your body or your emotions giving you?
2. What are you noticing about your patterns and behaviours?

"Stress may not yet be proven to cause disease, but I know it can make me more susceptible. I can't afford that risk for my family and anyway I don't want them to see me anxious and miserable."

The physical signs of stress

Stress shows up in your body because of the way we are wired. The rational, cognitive, brain occupies only about 30% of the area inside our skull. The emotional brain occupies the rest of the space, and it is constantly on the lookout for danger or opportunity. If it detects a threat of any kind, it releases powerful stress hormones, and these produce sensations ranging from mild queasiness to panic. Heart rate, blood pressure and breathing can all be affected. Once the danger is past, the body should return to its normal state fairly quickly, but when recovery is blocked, the body can go into constant alert and a spiral of agitation and anxiety. This is what many people experience when the pressures of everyday life seem unrelenting.

IDENTIFY THE TRIGGERS

When we talk about triggers, we mean the encounters or events that can knock you off balance. Sometimes a trigger directly prompts an emotional or physical reaction when you were feeling fine before. On other occasions, your resilience may already be low for various reasons, and you are more vulnerable to a trigger than you might otherwise have been.

The leaders we talked with were normally well aware of what could trigger them. Triggers were inevitably different for different people, depending on their personalities or life experiences, but tended to fall into categories, where people reported feeling:

- engulfed by a crisis, whether at work or in personal life
- overwhelmed by the pressures of everyday life, at work and at home
- stuck with a situation or problem and unable to see the way forward
- inadequate and letting others down
- out of control of what's going on
- trapped by perfectionism in themselves or others
- compromised in their personal values
- distressed by someone else's behaviours
- unappreciated and undervalued by others
- frustrated by the organisation, and unable to influence events

- an unrelenting expectation about 'e-presenteeism'
- bored and unfulfilled
- a toxic combination of several of the above.

Triggers can change over time as one is addressed and another surfaces.

They may also vary with age: as you become more experienced, the stressors of your youth may no longer get to you, but new and bigger challenges may have to be faced.

For some people there was a specific trigger when an event or encounter caused them to relive past pain.

Thoughtless behaviour from a colleague could remind them of a threatening relationship from the past, or hearing a particular piece of music could trigger deep sorrow.

Points for reflection

3. What triggers might disrupt your equilibrium?
4. How best do you handle these triggers in the moment?

"The triggers for me are always about difficult relationships... It gets to me if I don't feel respected or listened to."

"As the leader in a complex environment, it can become hard to feel successful. If I'm not careful, that can make me feel despondent."

"There's a difficult relationship at work which reminds me of feeling powerless as a child."

KNOW YOURSELF AND YOUR ANCHORS

We notice in workshops on resilience that the very act of talking about triggers can prompt people to reflect on how they and others tick. They realise, if they haven't before, that their particular personality makes them vulnerable to certain stimuli, and not affected by others. They begin to reflect on their own thought processes and behaviour patterns and where these come from. Knowing themselves better is the first step to strengthening resilience.

A second step is to remind themselves why they are doing what they are doing, whatever the pressures. For some, what anchors them is a sense of professional calling or life purpose. For others it is a strong cultural or religious rooting that has given them a defined sense of self-worth and commitment to make a difference in the world. Many leaders talked about what matters in the 'great scheme of things' and what and who they care most about.

It can help to re-evaluate periodically what is motivating you and then reshape your priorities in the light of the changing motivations. What motivates can be linked to what others, in or outside of work, see as your strengths and gifts.

Periodic feedback and encouragement from friends, colleagues and family is a constant source of reassessing and reaffirming motivation and reminding yourself what anchors you.

Points for reflection

5. What anchors and motivates you?
6. What are recent helpful insights about yourself?

"Listen to yourself and choose to live your best life."

"Remind yourself that this is what leadership is, and you are in this role for a reason."

CULTIVATE A POSITIVE MINDSET

Research evidence shows that a positive outlook helps – and that it can be learned. A number of the leaders we spoke with said they had taught themselves to interpret setbacks as temporary and changeable, where others with a more pessimistic outlook did not look for new opportunities and tended to think that life would always be hard and unrelenting. The optimism of the first group was not blind or unrealistic. They knew there was a hard road ahead – but they were confident that progress was possible.

The fear of failure was often greatest amongst those who had never previously failed. Life as consistently high achievers made an eventual misstep a frightening prospect, and a potential threat to their identity. It was hard for them to acknowledge a loss of resilience, as that felt like a sign of weakness. They needed to create a narrative whereby setbacks could be seen as part of life, and experiences to learn from.

Many events and decisions are outside our control. Change and uncertainty are an inevitable part of life. Unsettling events do pass. The pain from critical comments does diminish over time – and those comments can say more about the giver than the receiver.

Allow yourself to laugh at yourself, including your capacity to stress about trivia. Keep remembering what gives you joy. Recognise what is giving other people stress, but don't take their stress on yourself.

Start with the hope that there can be a way forward, even if there might be numerous iterations before you find it. Identify the worst that can happen, then ask yourself – how likely is it, and how bad would it be if it happened?

Points for reflection

7. What mindset do you bring to the future?
8. How best do you cultivate grounded optimism?

EXPERIMENT WITH STRATEGIES

"My natural positivity does help. I tend to be a glass half full person."

"However bad the situation, I seem to be able to recover fairly quickly. I may not be as happy as I was before, but I am OK and functioning, and grateful for the happiness I have known."

"The more one is exposed to a fearful situation, the less fearful and more familiar it becomes."

"If you avoid a fearful situation, your anxiety will go down in the short term but up in the long term, as you will have reinforced your emotional brain's irrational view that the situation cannot be faced."

"Take one thing from each conversation that will give you hope."

Finding strategies that work for you is very personal. It can be trial and error, with different approaches working in different areas of your life. It requires a combination of bringing the right mindset, being open to some experimentation, creating the time to think and act, and choosing who is alongside you who can validate you.

Protect your own wellbeing

The leaders we interviewed knew that others depended on them to stay resilient – which meant they had a duty to look after their own physical and mental wellbeing. Just because technology enabled them to work 24/7 did not mean that was the path to take.

We were struck by how many of these leaders mentioned the use of mindfulness, breathing techniques, meditation, spiritual reflection or yoga to regulate their emotions and calm their physical response to pressure. Some talked of creating "shafts of stillness" where their racing brain could be switched off. Others mentioned pausing during a busy day for a few minutes of deep breathing, and noticing the impact on their heart rate. We were encouraged that they felt it was OK to talk about such things, and that they wanted others to know.

Regular exercise, ranging from long walks in the countryside to intense activity in the gym, were often referred to. Good nutrition was also important to them, as well as absorbing activities or hobbies which obliged their brains to switch away from sources of stress. They often saw a double benefit, where their subconscious continued to work on a problem in the background, and later came up with new possibilities.

The leaders accepted that time out allows batteries to recharge, so the brain becomes more effective. Some needed time alone or quiet time with important people in their lives. For others, something more energetic and social was needed.

All of these strategies appeared to help towards the quality of sleep. A few people also mentioned shutting down electronics and screens well before bedtime, and writing down what was on their minds, so that it wouldn't fester through the night. Others had noticed that alcohol, a heavy meal or caffeine might help them wind down in the evening, but could disturb their sleep and leave them feeling worse in the morning.

No-one pretended it was easy to stick to good intentions, so enlisting an ally, or using an app, was often an important part of the plan. There was an important message about being kind to yourself. Many leaders are their own harshest critics, and need to be asked: "What would your best friend's advice be?"

"I was under huge pressure at work. You might think the last thing I needed was to design and make a unique wedding gift for my son and his wife. But it engaged my creative side, and gave my managerial brain the breaks it needed."

"I've volunteered to coach my daughter's under 9s rugby team. Its brilliant. I get outdoors, I am totally absorbed in what's going on, and I see the value of coaching in action."

"You can teach your brain to react differently to stimuli. You are the only person who can change how you feel."

"Even Winston Churchill needed his bricklaying and his painting."

Create the space and time to think things through

Most of our leaders insisted on carving out thinking time, whatever was going on around them. This might be time alone, time with a coach or mentor, or agenda-free time with their immediate team. It might involve moving away from the office environment to go for a walk, or working from home, or taking the team to a creative space.

They needed to stand back and build a sense of perspective. They needed

to identify which decisions and actions were critical, and which could wait. They saw it as a sign of strength, not weakness, to talk decisions through with others, and draw on a range of perspectives. If a decision could be taken by others, they were pleased to delegate it and free their minds for the things that only they could do.

Strategies included breaking tasks down into a sequence of manageable chunks, while ensuring that all commitments had a realistic delivery plan. Resisting pressures to keep adding more tasks meant facing up to conversations about what was necessary as against desirable.

Some of our leaders knew that their inherent perfectionism could get in the way. They had to discipline themselves to judge how much effort a task really needed, and whether it mattered that others might not complete a task to their own exacting standards. They had to be ready to let go, not only to protect themselves, but also to let others learn and grow.

In a challenging situation, it can help to pause and recall similar situations in the past, and the learning from them. Could the same lessons apply this time? Might it help to remember how you felt then, and that you survived?

“The key to resilience is trying really hard, then stopping, recovering, and then trying again.”

“If you feel overwhelmed and can’t think straight, you need to get off the dance floor and observe yourself from the balcony.”

Manage challenging relationships

Emotional triggers for our leaders often came from the behaviours of others. This might be anything from a takeover bid, to the tone of a casual remark. Emotions included feeling under attack, let down, disrespected, or treated unfairly.

A key strategy was to notice these emotional triggers, name them, and set them in context. Was a firm response needed, and if so, what approach would be most likely to get a constructive outcome? At the other end of the spectrum, was there a risk of making a drama out of nothing, and was it best just to note the reaction and move on?

Some said they always start with the assumption that others want a way forward too, and do not set out to be difficult. It helps them to be curious about what makes others tick and what shapes their mindset. Other people have their blind spots, which may be very different to yours. The more that colleagues understand each others’ triggers, the better their chances of reducing the risk of conflict.

"I used to have a difficult relationship with a fellow Director. I felt he was quick to attack me in front of colleagues, without listening to what I was trying to say. We both realised we needed to talk offline – which helped us develop a much better understanding of what was driving each of us. Now we are allies."

"Others can't make you feel humiliated if you choose not to be."

Learn from the past and don't dwell on what might have been

Many of the leaders emphasised the importance of keeping a positive mindset when things go wrong. They talked about creating the time and space to reflect on the learning from the experience, and then resetting their perspective for the future. They might talk issues through with trusted others to help them put events and reactions into perspective and lighten the weight of responsibility they were feeling. Some knew they had a tendency to take things personally or absorb all the blame on themselves – whilst others needed to guard against handing out blame to everyone else. These natural emotions needed to be acknowledged, challenged and put in their place.

The key message was to recognise the things you could have done

differently, and then to focus on what needed to happen next to put things back on track. Even if there was likely to be a post mortem or formal inquiry into the events, this could not be allowed to distract from the immediate priority.

"When things go wrong, I find coaching really helpful. I listen to myself talk and that gets things in perspective. I start to question whether it is as bad as I am telling myself."

"If you are apt to blame yourself when things go wrong, replay the story as an observer and ask whether that can be true."

"It has always helped me to keep a learning log."

"Remind yourself of your strengths and achievements. Think I'm OK now 'rather than I'll be OK when...'"

Encourage others to be alongside you and validate you

When we asked the leaders for their advice to others, a key message was that most people will want to encourage and help you if you let them. Every successful individual has people alongside them who are sources of trust and support. No one achieves significant outcomes purely on their own. It is important to know:

- Who is committed to your wellbeing and your success?
- With whom might there be a strong bond of mutual support?
- Who will speak truth to you and warn you about the impact you might inadvertently be having on others?

Building up allies and mutual understanding is valuable in good times and essential in tough times. Mutual support means helping and challenging each other, and learning from each others' contexts. For senior leaders this may mean looking for trusted relationships outside of the organisation, and not just accepting that it's lonely at the top.

A good mentor can alert you to potential pitfalls and provide a valuable external perspective. Frank and open dialogue with a coach can lead to new insights and renewed confidence in tackling issues that have felt daunting. Our interviewees talked too of the importance of family and friends, who keep them grounded, love and value them for who they are, and remind them of what matters most.

"I tend to turn in on myself when under stress, and assume I have to battle through alone. I try to remind myself it's OK – and often essential- to ask for help."

"You have to notice when you need external help, then ask

for it and take what is offered. Pretending you can just carry on leads to fallout for everyone."

"As a member of the top team, I felt I would look weak by asking to work from home occasionally. When I eventually asked, my CEO was totally supportive. I realised my constraints were self-imposed."

Recognise when you have choices

Resilience can involve a dogged determination to keep going, because there seems to be no alternative. It's true that you have little control over many events that affect your life, but there are always choices about how you perceive and react to them. Rather than keeping going down a tunnel, it is worth pausing, realising it need not be a one way track and deciding where you might be able to take back control.

There might be life choices that you need to make, or a need to work out how you are going to interpret an event that has affected you adversely. For example what would it mean to choose to leave your current organisation or move on from a relationship, if it feels so stressful?

Points for reflection

9. What practical strategies are worth exploring?
10. What choices might you make about your attitudes and actions?

"Pressure is a demand to perform.. It isn't stress.. It will become stress only if you add rumination, especially rumination about emotional upset....

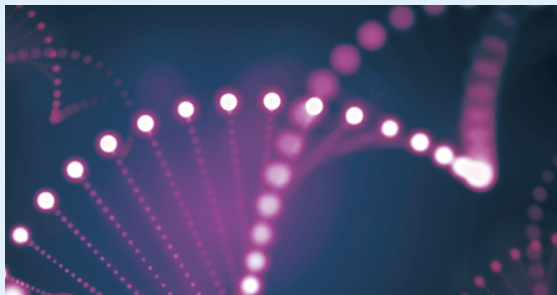
Ruminating is churning over an imagined sequence of what-ifs and if-onlys repeatedly, and it solves nothing...

...events offer something for you to ruminate about, but whether or not you do so is a choice that you can make.

(Taken from "Work Without Stress"
by Derek Roger and Nick Petrie)

"We could say that developing psychological resilience is the conscious use of will and choice in everyday life to create inner freedom."

(Judith Firman, in a class on will and resilience)



REFLECT ON YOUR ACCOUNTABILITIES TO OTHERS

Our responsibilities for resilience are not just about ourselves: we have a responsibility towards our colleagues, staff and partners. We can rightly be held accountable for the way we protect the wellbeing of others and enable them to handle the responsibilities on their shoulders.

Support individuals to stay resilient

Every leader is a role model for the brand of success they aspire to. This is not always seen as a positive thing by others. There is a dark side to resilience, where the leader sees themselves as an invincible hero, is

ruthlessly focussed on personal goals and completely lacking in self-awareness. Resilience needs to be combined with empathy and integrity.

Leaders are being watched all the time, and sometimes don't appreciate the shadow that they cast. Are their actions matching their words? Are they energisers who allow people to learn and grow, or are they always finding fault and draining people's confidence?

We asked the leaders how they spot the signs of stress in others around them. Some talked about untypical or exaggerated behaviours, including excessive hours at work, "a lot of running about with loss of focus", fractious relationships and signs of

taking everything personally. They noted that the immediate issue- such as a sudden spate of errors- might not be the real issue, and that it should be the cue for a listening conversation. Leaders with little opportunity to observe everyone spoke instead about tasking a trusted colleague to alert them.

Every day there are good outcomes, however small, which can be built on. Acknowledging the positive and facing openly and honestly into what has gone less well provides a secure basis for others' resilience to grow.

Drawing from the experiences of the leaders we talked to, valuable steers to others might be:

- Understand yourself, and where your energy comes from. Try to get to the root of what can undermine your resilience
- Create positive practices in the good times so you can draw on them in the tough times
- Try to picture what being strong might look like, and cultivate that mindset
- Keep a sense of perspective and humour
- Don't take everything too seriously. When negative things happen, try not to dwell on them
- Listen to your body and your emotions and look after your physical and mental wellbeing
- Write down what is going around in your head and share what you are hearing with a trusted other
- Create order and structure around you and insist it includes time for switching off
- Focus on the essentials and don't waste time worrying about things you cannot change
- Know that you are not alone: others have been on or are on the same journey as you
- Keep a positive mindset and recognise that there are opportunities in every situation
- Never lose sight of what matters to you
- Show curiosity about where others are coming from and what you may be triggering in them
- Keep asking questions and having open conversations. Don't close the discussion down prematurely
- Acknowledge when you have made difficult choices and allow yourself some recovery time
- Avoid giving those around you things to ruminate about.

Build resilience in your team

We have written a separate Praesta Insight booklet about team resilience. It highlighted for us that resilient teams have a clear idea of what they need to achieve, and can only achieve by working together. Resilient teams know what their organisation needs of them and where they need to focus. They are not diverted by activities which add little value, or which can be done by others. They invest time in building trust amongst themselves, so that they can:

- Challenge and be open to challenge, in the interests of group performance
- Get the best contributions from each other, through active listening and co-coaching
- Live by a set of shared values and behaviours which they model to others
- Agree what and how they communicate with stakeholders and employees
- Support each other when the pressure is on
- Take collective learning from failure as much as from success.

Leaders we talked with referred to team resilience as central to building their personal resilience. As a leader you take responsibility, but it is often the quality of the team interaction and the resulting shared resolve that will

bring the best out of you and enable you to come through demanding times well. Teams help each other to contain anxiety, especially if they have a calm leader. Teams that are mutually supportive will have a resilience of their own which is stronger than the levels of individual resilience.

Points for reflection

11. How might you enable others to build and guard their resilience?
12. How best might you build team resilience?

"It's not about you, it's about the team. As the leader you take responsibility, but it's the team who will bring you all through together."

"Working as a team helps to keep you and everyone else going."

"The biggest learning for me about leadership has been finding that it's about helping my teams to develop and deliver, as well as creating the space for them to say when they are feeling vulnerable. I think I can spot the signs in each of them because I have recognised the importance of getting to know them."

NEXT STEPS

This booklet is intended as a prompt for thought. We encourage you to use it to ask yourself questions, develop your personal insights, re-shape your mindset and explore strategies that might work for you. Addressing personal resilience is a never-ending adventure.

We are all unique so there is no secret recipe of success, but we think that the framework of warning signs, triggers, anchors, mindset, strategies and accountabilities provides a sound basis for reflection and building your own approach.

On the next page there is a self-contained one page note with questions which can be used by individuals, groups or teams.

"It's only after you have looked over the precipice that you recognise the importance of looking after your resilience."

"Don't allow work to define you as a human being."

"I try to look back on a difficult experience and ask myself - how has it made me stronger?"

QUESTIONS FOR INDIVIDUAL REFLECTION OR FOR A COACHING CONVERSATION

WARNING SIGNS

1. What warning signs are your body or your emotions giving you?
2. What are you noticing about your patterns and behaviours?

TRIGGERS

3. What triggers might disrupt your equilibrium?
4. How best do you handle these triggers in the moment?

ANCHORS

5. What anchors you and motivates you?
6. What are recent helpful insights about yourself?

MINDSET

7. What mindset do you bring to the future?
8. How best do you cultivate grounded optimism?

STRATEGIES

9. What practical strategies are worth exploring?
10. What choices might you make about your attitudes and actions?

ACCOUNTABILITIES

11. How might you enable others to build and guard their resilience?
12. How best might you build team resilience?

NOTES



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This publication has been researched and written by Hilary Douglas and Peter Shaw who are both coaches at Praesta Partners. Both of them were formerly Directors General in the UK Government. They have extensive experience of coaching individuals and teams in the private, public and voluntary sectors, nationally and internationally.

Both Hilary and Peter have worked extensively with individuals and teams on personal and team resilience in a range of different contexts.

Recent collaborations are the book '*The Reluctant Leader: stepping out of the shadows*' (2016), the Praesta Insight '*The Resilient Team*' (2017) and the Praesta Insight '*Job-sharing: a Model for the Future Workplace*' (2018).

Hilary and Peter draw from their wider experience of leadership roles. Hilary is a Vice Chair on the Board of the British Red Cross. Peter is a Visiting Professor of Leadership Development at Higher Education Institutions in Canada, Australia and the UK and is the Chair of Guildford Cathedral Council.

Relevant Publications by Hilary Douglas and Peter Shaw

The Reluctant Leader: Coming out of the shadows

By Peter Shaw and Hilary Douglas
Norwich: Canterbury Press, 2016

Sustaining Leadership: Renewing your strength and sparkle

By Peter Shaw
Norwich: Canterbury Press, 2014

The Mindful Leader: Embodying Christian Wisdom

By Peter Shaw
Norwich: Canterbury Press, 2018

100 Great Leading through Frustration Ideas

By Peter Shaw
Singapore: Marshall Cavendish, 2019

Resources recommended by our contacts and interviewees

Fear without Loathing

By Nicola Phillips
Wiley, 2003

The Chimp Paradox

By Steve Peters
Ebury Press, 2012

Work without Stress

By Derek Roger and Nick Petrie
McGraw Hill, 2017

The Four Pillar Plan

By Rangan Chatterjee
Penguin UK, 2017

Mindset

By Carol Dweck
Constable and Robinson, updated 2017

Numerous articles on resilience in the Harvard Business Review including “*How to stop worrying about work at 3am*” by Rebecca Zucker, December 2019, Martin Seligman on Resilience Training in April 2011 and “*Developing Sustainable Leaders through Coaching and Compassion*” by Boyatzis, Smith and Blaize, Academy of Management Learning and Education vol 5, 2006

The I Resilience report available from www.robertsoncooper.com

Meditation apps: Headspace, Calm, the Mindfulness app and many more

**Booklets available for download
from the Praesta website**

www.praesta.co.uk

Thriving in a Faster Faster World

By Heather Dawson
London: Praesta, 2007

Riding the Rapids

By Peter Shaw and Jane Stephens
London: Praesta, 2008

Seizing the Future

By Peter Shaw and Robin Hindle-Fisher
London: Praesta, 2010

***Knowing the Score: what we can learn
from music and musicians***

By Peter Shaw and Ken Thomson
London: Praesta, 2016

The Resilient Team

By Hilary Douglas and Peter Shaw
London: Praesta, 2017

Job sharing: A model for the future workplace?

By Hilary Douglas and Peter Shaw
London: Praesta, 2018

***The Four Vs of Leadership: Vision, Values,
Value-added and Vitality***

By Peter Shaw
London: Praesta, 2019

***What Value do Senior Women Leaders
and their Organisation get from Coaching?***

By Hilary Douglas, Janet Rubin
and Louise Sheppard
London: Praesta, 2019

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