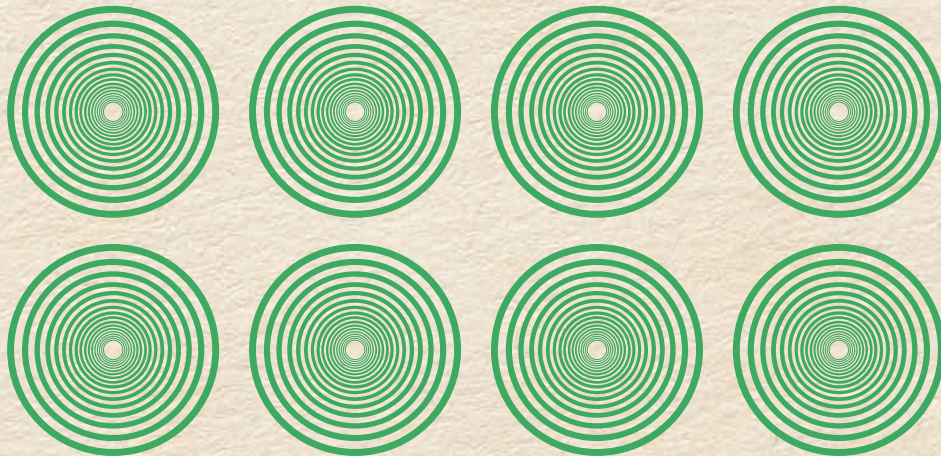




# THE LEADER'S GUIDE TO RESILIENCE

HOW TO USE SOFT SKILLS TO GET HARD RESULTS



AUDREY TANG

**FT** PUBLISHING  
FINANCIAL TIMES

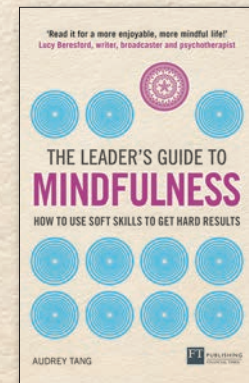
With accessible and practical tools and tips, *The Leader's Guide to Resilience* will help you to:

- Navigate work–life balance and organisational growth without stress and burnout.
- Attract and retain passionate, courageous and flexible staff.
- Plan for a resilient future and embed a culture of accountability and responsibility.
- Nurture a network responsive to change in a world of uncertainty.

**'If you weren't resilient before, you will be after reading this book!'**

**Dr Rob Hicks, TV doctor,  
author, medical consultant**

Also by Audrey Tang:  
*The Leader's Guide to Mindfulness*



**MINDFULNESS WILL CALM YOU,  
RESILIENCE WILL ARM YOU.**

## Praise for ***The Leader's Guide to Resilience***

'If you weren't resilient before, you will be after reading this book!'

**Dr Rob Hicks**, TV doctor, author,  
medical consultant

'A must read for any leader looking towards building personal and team resilience, thought-provoking with lots of opportunities to stop, pause and reflect. There are lots of scenarios and practical exercises to stimulate ideas and at the end of each chapter there is a process to help you identify a personal action plan. A great additional to add to an existing leaders tool kit.'

**Robert Freund**, Head of Learning and Development,  
Northamptonshire Healthcare  
NHS Foundation Trust

'No better time to assess your resilience and your ability to lead others when things appear tough. *The Leader's Guide to Resilience* is the go-to resource for my self-reflection and how I show up as a leader.'

**Peter Priebe**, Executive Vice President,  
Chief Innovation and Investment Officer, WATG

'A timely, welcome and practical book about resilience, which provides tools and techniques to build personal strength in an easy-to-apply manner. Suitable for all levels – from students to experienced leaders, from individuals to teams – and written in an energising style; this book motivates you to survive, rebuild and thrive . . . and gives you the momentum and guidance to do so.'

**Professor Vishanth Weerakkody**, Dean,  
Faculty of Management, Law and Social Sciences,  
University of Bradford

Gradually they begin to realise – especially when they start thinking about whether they really HAVE ‘finished’ – that they need to work with other groups to understand the sentence, and once they do that they also begin to interact and help each other by supporting those who hadn’t worked out the code through teaching and explanation.

Reflecting on this process gives you a very easy way to open the dialogue on collaborative growth.

*‘Life is all about facing your fears.’ The Wonderful Wizard of Oz.*

(Baum, 1900)

Courage cannot be gained nor lost, it just needs to be exercised.

Courageous acts may bring courageous people; courageous changes may retain them; but courage, while it can be *encouraged* simply needs *continuous practice*.

The more you do something, the more adept you become at it. Researchers in sport science have found that the more an athlete practises a skill, the more mastery they attain and the more confidence they report in repeating that particular action and believing it will go well (National Research Council, 1994). This is true of anything you may have had to learn: the more rehearsal, the better the performance (*despite feeling nervous*).

Courage is about trying it – especially if you believe *it* will bring you the rewards you seek. It is about picking yourself up and learning from what went wrong, or what could go better when doing it again. It is not about confidence. Confidence is knowing that you will be able to ‘wing it’. It comes usually when you are just pushing the ‘stretch zone’ in an area that you’re already experienced in (it’s the bit that allows you to think – if all else fails, I’ll just revert to what

I know). Courage has no safety net. It's about daring to be vulnerable because there is no easy exit. But the rewards are great – and the journey exhilarating.

Be brave. Then don't worry about controlling the outcome . . . you're resilient, you'll cope. And show up.

## END-OF-CHAPTER TOOLKIT

### **ADOPT Resilience now**

#### ***Act***

Identify and try to always live your values, and you will draw those who also connect with them to you. This world is one which can often be unkind, but this does not mean you cannot create at least a small oasis of your own to retreat to. Identify the three values you subscribe to most of all, and try to do something every day that allows you to be proud of yourself for living them – not just knowing them.

#### ***Deal***

Keep strong. Focus that effort you might have spent helping someone who might not return the 'favour' on something which energises you. (. . . and find a way of offering them support through empowerment instead; for example, asking them what THEY think they could do, or giving them a template to ground their ideas in). That way, when they are ready to come back, you are similarly revived. Go for that run, have that cup of coffee in a favourite spot, read that book – after all the strongest you is the most powerful you.

#### ***Optimise***

If you are going to do it, make it count. When I was a drama teacher, I taught drama, but I also taught presentation skills,





confidence, teamwork and discipline; some students learned that – others just learned drama. If you are going to do it, don't just do it well, but get as much out of it as you can. Experiences don't have to be formal to hold a life lesson or a skill.

Whether it is a professional or personal goal, aim high – know your effort will be worth the eventual reward, and never lose yourself to get there! When doubts creep in, simply ask 'what story am I telling myself and why?'. Often your reasons may be related beyond the situation at hand, and they are only present because of your fear to take the current step.

### ***Prepare***

Get into the mindset to embed the world you want by living it. Say to yourself 'I know I am doing a good job'. Never underestimate a tiny act of kindness – a simple 'well done' for your 'prospectors', a request for input – then appreciation of the suggestion even if you don't/can't use it for your 'pioneers', a reminder that you are on the side of your team for the 'settlers' . . . and this also means offering ways to develop people, improve them and have tougher conversations as gently as possible if they need to be had.

### ***Thrive***

Show up, be there. We don't have phones just to talk about ourselves on social media, the best connections – at least to my mind – still go on in real life! If someone you love hasn't called you for a while and you want to hear from them, call them, drop them a text – simply let them know you have their back! For your teams, try to recognise their individual value, and even ask them where they would like your support – it doesn't need to take long, you can simply tell them to think about it and let you know . . . then really work at doing something to progress their development – and their trust in telling you.

**Notes**

What I did	Date

**Reflection (at a later date)**

How have my thoughts changed now?

## References

Baum, F. L. (1900) *The Wonderful Wizard of Oz*. George M Hill Company.

Dossantos, N. (2016) 6 things that make anxiety worse. *The Active Times* <https://www.theactivetimes.com/fitness/your-first-time/6-things-make-anxiety-worse> (accessed May 2020).

Jeffers, S. (2007) *Feel the Fear and Do It Anyway*. Vermilion.

National Research Council (1994) *Learning, Remembering, Believing: Enhancing human performance* <https://www.nap.edu/read/2303/chapter/13#174> (accessed May 2020).

Rose, C. and Dade, P. (2007) Using Values Modes. *Campaign Strategy* <http://www.campaignstrategy.org/articles/usingvaluemodes.pdf> (accessed May 2020).

Wiseman, R. (2004) *The Luck Factor*. Arrow.



DECODER

A	B	C	N.	Q.	P
D	E	F	Q.	R.	S
G	H	I	T.	U.	V

	J		W	
K		L	X.	Y
	M		Z	

