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Work Without Stress

Building a Resilient Mindset for Lasting Success

THE SUMMARY IN BRIEF

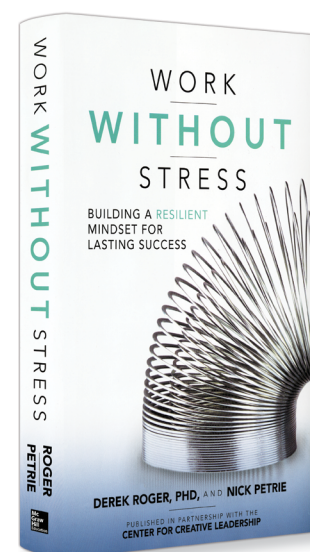
If you're like most people, you probably think that stress is an inevitable part of life. The truth is it's not. In a groundbreaking 30-year study, Dr. Derek Roger has discovered that everything we think we know about stress and how we should "manage" it is just plain wrong.

Stress is not a natural response to the pressures of work. It's a choice that you make, consciously or not, to worry and fret and agonize over the work you need to do instead of just doing it. Why do some people get stressed while others stay calm, cool and collected under pressure? The answer lies in resilience — your ability to cope with challenges and thrive under adversity — rather than ruminating and obsessing over them. The key to "managing" stress is to stop it before it starts. To be resilient, flexible and ready for anything.

Work Without Stress offers a radically different approach to stress. It's about being resilient. Flexible. Mentally awake and in the moment. It's about changing your mindset to keep things in perspective instead of adding fuel to the fire with negative thoughts. The techniques you'll find in this book are powerful, practical and proven to work — without stress.

IN THIS SUMMARY, YOU WILL LEARN:

- Why stress is not an inevitable part of life.
- The difference between pressure and stress.
- To control your attention and become more resilient.
- To practice resilient communication and lead organizational change without stress.



by Derek Roger, Ph.D.
and Nick Petrie

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THE COMPLETE SUMMARY: WORK WITHOUT STRESS

by Derek Roger, Ph.D. and Nick Petrie

The authors: Derek Roger, Ph.D., is a U.K. Chartered Psychologist who specializes in the physiology of stress. The results of his original research challenged conventional ideas about stress and resilience and led to the creation of the unique and innovative training program Challenge of Change Resilience Training. Nick Petrie is a senior faculty member at the Center for Creative Leadership. He works with CEOs and their teams to create resilience strategies for their organizations, particularly in periods of significant change.

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A New Way to Think About Stress and Resilience

Nearly every day you'll hear people complain that they're stressed — about their job, their boss, their partner, their children. We've become conditioned to thinking that *my* stress is caused by *other* people and events, but think for a moment: Can you get rid of all of these people and events from your life? You can't, and that makes stress a constant feature. You've also made yourself a victim, with your unhappiness dictated entirely by others.

This is the basic idea of managing stress: that it is a part of life that you have to learn to control and cope with. But this is just a myth: Stress isn't something you have to learn to live with. You can be completely free of it. You're probably thinking you've heard all this before. Conventional stress management has been around for a long time, and it has made no difference at all. But if you look more closely, the reason it doesn't work is because it is based on fundamentally wrong principles. What is needed is not just another relaxation technique but a whole new way of defining stress: a shift in the paradigm of what we think stress is.

Here, the emphasis is on *resilience*. This is not simply the capacity to bounce back quickly from situations we think are stressful. To be truly resilient, what's required is a shift in your mindset, so that you can see stress for what it is and choose not to become involved in it.

Pressure and Stress

When you define it properly, stress is never good for you. In fact, all you get from it is a probably shorter and definitely more miserable life.

There are always a few who say that stress energizes and motivates them, but they're not talking about stress at all. The confusion is a result of drawing a false distinction between so-called good and bad stress. Instead, let's distinguish between pressure and stress. This is not just wordplay. Pressure is defined as a "demand to perform." The demand might be intense, but there is no stress inherent in it, and the key to resilience is not to turn pressure into stress.

Pressure starts from the moment you wake up in the morning, when the demand is to get up. If you doze off again, then suddenly jolt awake and realize you're now going to be late for work, pressure increases. You rush to the office, and because you were late, you're one step behind all morning.

Does that sound like stress? It isn't stress at all. It's just pressure. It will become stress only if you add a critical ingredient: *rumination*, specifically *rumination about emotional upset*. If you are late, do you accept that it has happened and then get on as quickly and efficiently as you can, or are you filled with guilt about having slept in, anger at yourself for doing so and fear of the consequences? Do you run red lights in your impatience to get to work, or swear at the driver in front who you think is slow to get going when the lights turn green? That's stress, and it serves no purpose.

The important point here is that you have a choice. You're not genetically programmed to ruminate. It's a habit you've developed and cultivated for years. And because it is habit, it can be changed. The process is very simple, just four steps:



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1. Waking up
2. Controlling attention
3. Becoming detached
4. Letting go

This is not about *stress management*. The term implies that stress is ever present and that it has to be controlled and managed, even supposedly made your friend. This is about *resilience*. Resilience is not about being able to keep your head above water but realizing that there's no water to keep your head above. Resilience can be defined as the ability to negotiate the rapids of life without becoming stressed.

Thinking over a problem to arrive at a solution is called *reflection*, but to be able to reflect requires taking a detached perspective. This is not to suggest adopting a superficial or unengaged way of problem solving — the thinking about it might be pretty intense, but what it doesn't include is negative emotion. With reflection, what-if becomes, "What if we tried this approach? Hmm, maybe not. What else could we try?" When negative emotion is added, what-if becomes, "What if we fail? What if I lose my job? What if my family ends up on the street?" What is missing from reflection is catastrophizing. ●

Waking Up

When the alarm rings, you wake up, get out of bed and start preparing for the day. But how awake are you? Are you conscious of washing, dressing and having breakfast, or is it all happening on autopilot? All the while you may be thinking about what you need to do today, whom you may meet and so on. You'd probably call this "planning." Dressing, making breakfast and the rest are things you've done every day for years, so they don't require much thought, and you can focus your attention on your plans for the day. Problem is, you can become so engrossed in the plans that the toast burns and the eggs turn hard-boiled!

What varies all the time in the process of performing tasks is the extent to which we control and give attention. When we're seemingly awake but have had our attention snatched away, that is called *waking sleep*. Waking sleep is the same as becoming engrossed in a daydream. Everyone does it, but the question is, how much time do you spend in it?

We all recognize waking sleep, and we also recognize the panic that can come from being caught in our reverie. This leads to the next step after drifting into pleasurable

waking sleep: the addition of *negative emotion*. After a meeting, are you preoccupied with what the rest of the team thinks about you? Do you continue to elaborate on the theme, worrying about what your boss might think, eventually ending in the nightmare scenario of losing your job, not being able to pay the mortgage and leaving your family destitute? What you've moved into is a state of ruminating about emotional upset.

Rumination is the constant churning over of what-ifs and if-onlys. It's what causes stress. Without rumination, there is no stress, and rumination serves no purpose at all. Waking sleep is the idle dream, which unfortunately can be elaborated easily into the nightmare of rumination, but we can choose not to do it.

Here are five strategies for leaders to reduce rumination, both for yourself and for your team.

1. Connect with your senses. The fastest way to wake up and come back to the present is to literally come to your senses: what you can hear, see, feel, taste and smell. For 30 seconds, listen to the sounds that are close to you and then the quieter ones in the background. Notice the weight of your feet on the floor, the temperature on your face, and the shapes and colors that are around you right now. You can do this only in the present, and when you connect fully, you're wide awake.

2. Wake up the people around you. The most effective leaders don't follow along mindlessly. When they see people going through the motions in meetings, they wake them up, not in a way that would embarrass them but by asking the group provocative questions. Working with senior executive teams, one colleague will often ask, "What's the conversation you should be having right now but are avoiding?"

3. Ask direct reports questions about right now. Many workers in workplaces suffer over things that are not actually happening. In the same way, many workers suffer over an organizational change by imagining the worst possible outcomes. They're ruminating. When you see people caught up in the future like this, you can help short-circuit their thinking. The way to do it is not to dismiss their feelings but to bring the conversation to the question, "What problem are you experiencing, right now?" This offers something actual and practical you and they can work on directly.

4. Ask yourself, "What's the opportunity in front of me right now?" One reason many can't stay awake for very long is because they don't value what's in front of them. Ask yourself, "What is the opportunity I have with this person right now?"

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5. Start doing walk-and-talk meetings. One of the features of highly rated leaders is that their people feel comfortable sharing their emotions with them, whether positive or negative. However, the downside of expressing emotions freely is that sometimes people get stuck talking about the same old problem over and over, without moving to a solution. One of the most effective ways to break your direct reports out of this pattern is to get them to stand up and go for a walk and talk. Breaking people out of their physical patterns — sitting in the same chair in the same office complaining about the same things — and getting them to move can break the cognitive pattern. It is hard for people to stay stuck mentally when they keep taking another step forward physically. ●

Controlling Attention

Attention is like the beam from a flashlight. Your brain is the flashlight. If someone calls your name, you swing the beam of attention to focus on who is calling and why. The person might have called you to look at a plane flying overhead, and you open your attention up to the sky, searching for it. Once you spot it, you focus your attention on that one point in the sky. Attention varies along a continuum, from sharply focused on one point or wide open to stimuli, but all along the continuum you control and give it intentionally.

Nothing happens without attention. A report arrives on your desk, and instead of dealing with it, you drift off into plans about next weekend. Attention hasn't stopped, but you've lost control of it. In waking sleep, all that attention creates is only dreams; the review of the report that you're supposed to be doing has stopped. Waking up and attending to the report is focusing attention on it.

Being aware of attention is really quite simple: As you're reading this page, be aware that you're paying attention to the text. Acknowledge that you can do anything in a mechanical, automated way, or you can be awake and aware of what you're doing. This brings you out of waking sleep, and it is also what will bring you out of stress.

Although there are efficiency costs in being absent in daydreams, there is no stress involved. The real costs begin when negative emotion is added, transforming the daydream of waking sleep into the nightmare of rumination. Defining stress as rumination provides a new way of thinking about stress, and it offers a simple method to avoid becoming stressed altogether.

Although stress is defined here in terms of emotional upset, there's nothing wrong with emotion. Emotion is

part of what makes us human, and almost everything we do involves emotion. For example, different aspects of your job can be ranged along an emotional continuum, from "I hate doing this" to "I love doing that." If you have an inbox, the bottom will be filled with "I hates."

The danger with emotion is not that it occurs but rather that there is potential for you to become involved and overwhelmed by it. The key to resilience is to avoid turning pressure into stress by needlessly adding in negative emotion and feeding it with attention. Emotions won't stop when you become more resilient, but what does become available is a choice about how you continue to respond.

Stressless Leadership

There is no question that leaders in the 21st-century workplace are under increasing pressure. Workplaces are characterized by BOCA conditions:

- **Blurred boundaries** where new technologies mean that work has penetrated all times and locations.
- **Overload** from the volume of work exceeding the ability to keep pace with it.
- **Complexity** of problems becoming more systemic and difficult to solve.
- **Addictive**, meaning that many leaders with high-achieving personalities are addicted to the stimulation of work.

And that's just at work. Much of what people describe as workplace stress is actually stress they carry from their personal lives. The opposite is equally true: Rumination won't necessarily stop when you walk through your front door.

With all these pressures, is it possible to lead yourself and your team and be happy at work and at home, without getting completely stressed out? Here are four practical steps leaders can take to enhance their resilience.

1. Help your team differentiate between pressure and stress. Most people think these two are one and the same. They are not. Don't you know some people who face very little pressure in their lives but are very stressed? Don't you also know some people who face a great deal of pressure and yet are not stressed at all? Often the higher people go in the organization, the less stressed they are. You might argue that this is because people at the top have it easier. That could be true, but looked at more closely, the truth is that those who keep getting promoted are most often the ones who can handle more and more pressure without turning it into stress.

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2. When you wake up from ruminating, ask the question, “How useful was that?” Many believe that rumination needs to be maintained because it has some useful purpose. Once you start to see that your ruminations serve no purpose, the grip that these pointless, negative thoughts have over you starts to release.

3. Scratch the rumination record. Rumination is like a record. We have favorites that we play over and over in our head without any helpful outcome (“Does my boss hate me?” “What if there are layoffs?”). What we need to do is scratch the record as soon as it starts playing. We do this by interrupting our thoughts as quickly and powerfully as we can. Once you’ve taken the vital first step of waking up, one of the most powerful ways to maintain this state is to physically move: Stand up and go for a brisk five-minute walk. Don’t fall into the trap of spending the entire walk continuing with the rumination. Connect with the present for as much of it as you can. The way to do that is to remain connected to your senses.

4. Turn rumination into reflection. Reflection is essential for good leadership, while rumination is disastrous. When you catch yourself thinking about something, stop and ask yourself, “Am I reflecting in a positive or neutral way, or am I ruminating and making myself stressed?” The former helps you create direction, alignment and commitment for your team. The latter will lead to a short, miserable life. Choose wisely! ●

Becoming Detached and Letting Go

The more you practice staying awake for as long as you’re able to whenever you do wake up, the more frequently it happens and the longer it lasts. The fact is that attention will drift off as your mind looks for stimulation, but it is equally true that it will become increasingly easier to wake up and connect again.

Drifting off is bound to happen more frequently with repetitious tasks that you don’t enjoy doing, but you will also have experienced the ease with which attention can be controlled and held: Think back to the last time you were engaged in an activity you really loved and how easy it was to stay connected. In those circumstances the potential distractions or thoughts just pass by. To be able to do this, you are in fact taking the last two steps in the program, becoming detached and letting go.

For many, detachment conjures up a sense of being disengaged and separate, of not caring. But detachment

means *being able to maintain perspective*. Detached people don’t turn molehills into mountains, while those who are not detached endlessly catastrophize and blow everything out of proportion. A lack of detachment and the tendency to ruminate are intertwined in a spiral of stress: When you ruminate, things balloon out of proportion, and when things are out of proportion, you’re more likely to ruminate. This clarifies the distinction between rumination and reflection: *You can reflect only when you’re detached*.

The simplest way to explore detachment is to link it to the fourth and final step in the program, letting go. Until you wake up, you remain locked in the nightmare of rumination, but once awake and back in the present, you have the opportunity to regain control of your attention, to put things in perspective and to let go of the negative emotion with which the issue has become entangled.

But letting go doesn’t mean doing nothing. It’s about doing the job without the contamination of negative emotion. This is why detachment is not just a form of avoidance. The thoughts do intrude into your mind, but instead of blocking them out or fixating on them, you’re observing and acknowledging them as just thoughts, and you’re letting go of them by not continuing to feed them with attention.

Here are six specific strategies for developing these skills.

1. Approach work with high intent, low attachment. All leaders need to work out for themselves and their teams how to set high standards without a fear of failure. By focusing on your intent rather than a specific outcome, you acknowledge that there are many factors that impinge on your work that you can’t control, which will enable you to pursue your intent without being held hostage by your attachment to the end result. What is the highest intent you have for your leadership?

2. Use humor to put work back in its place. Each day we’re presented with people and events that, taken together, can convince us that our work is incredibly important. Occasionally we all need a reminder that puts it back in perspective. One manufacturing company is full of driven individuals who are deeply committed to hitting their numbers, but when someone wakes up and realizes they’re all starting to take it all too seriously, they’ll say something like, “Guys, we make milk cartons!” There’s a moment’s hesitation before everyone laughs and goes back to their task, but awake and with a proper perspective.

3. Compare the current situation to your life experiences. Sometimes we end up ruminating because we forget how small the current issue is in the scope of our whole life. One of the fastest ways leaders get out of

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rumination is by contrasting a current event (an unhappy colleague) with bigger, tougher, more consequential events they have gone through in their lives.

4. Ask yourself three questions when you are in crisis. People who struggle to detach often ask themselves very unhelpful questions: “Why did this happen to me?” “Why can’t I be more successful?” To break that habit, ask yourself these questions instead:

- What’s funny about this?
- What’s great about this?
- What’s the opportunity here?

The quality of your life and leadership is a lot about the quality of the questions you ask yourself right now: There is always something about every situation that is funny, great and opportune. The challenge is whether or not you ask the right questions to uncover them.

5. Clarify who actually owns the problem. One behavior that is guaranteed to start you ruminating is failing to differentiate between other people’s problems and your own. The most effective leaders begin by seeing that the other person owns the problem, not them. They listen with full attention, enabling the person to express fully how upset he or she feels. Then they ask smart questions to help guide the best actions to follow, but when the person leaves the room, any emotions they are still holding leave as well.

6. Teach your teams how to use SBI feedback. One reason many people find it hard to let go is because they feel an emotion, but they don’t know how to express it appropriately. To help leaders resolve this problem, the Center for Creative Leadership teaches a method called Situation, Behavior and Impact (SBI) Feedback, which is delivered in three simple steps:

- **Situation.** Describe the precise time and place where the behavior occurred (for example, “in our client meeting this morning”).
- **Behavior.** Say what the person did or said (for example, “You told the clients that I would fly back to meet them anytime they wanted”).
- **Impact.** Say how you felt as a result (for example, “I was surprised and felt concerned”).

SBI enables emotional expression in the context of a detached perspective, and it facilitates letting go of the emotions and moving forward, often with a stronger relationship as a result. ●

Developing a Resilient Personality

Research reveals eight different habitual behaviors that all contribute in some degree to making people more or less resilient. Of the eight measures, rumination is the most important. The behaviors that characterize the scales are described below, and if you recognize features of them in yourself that you feel you need to change, each description is followed by pointers on what you can do about it.

1. Rumination. To summarize, rumination occurs when negative emotion is added to what we call waking sleep. It involves continuing to churn over emotional upsets, which prolongs the emotional misery as well as sustaining a perfectly natural physiological response to the point at which it may incur real damage. Rumination isn’t a by-product of stress. It is stress. If there’s no rumination, there’s no stress. Change happens by first gaining understanding and then steadfastly putting change into practice.

2. Emotional inhibition. Emotional inhibition measures the extent to which you bottle up or inhibit emotion. It isn’t a measure of how much emotion you experience; everyone experiences emotion. It is whether or not you express it. If you recognize that you do tend to inhibit emotion, are you doing so because of a fear of disclosure, the feeling that opening up will leave you vulnerable and exposed, or experiencing embarrassment when someone else does it? This comes from a mistaken all-or-none idea, that if you don’t keep your emotions to yourself, then every conversation is going to turn into a full-blown counseling session. Well, feel the fear and act against it. At the next team meeting when you feel upset about something, say so, but say it from a detached perspective.

3. Toxic achieving. Have you ever had a manager who placed you under constant time pressure to get things done, didn’t really care how you got a result as long you got one, and responded to any failure to deliver with impatience and anger? What motivates toxic achieving behavior is the mistaken belief that threats and blame will get work done, and the most difficult aspect of toxic achievers is the second word in the phrase: They do deliver, which is why they’re often successful. The catch is that they deliver at significant cost not only to themselves but to their teams. Their people do a good job because they’re told to, not because they respect their manager. Dissatisfaction and turnover tend to be high.

If you’re always responding to frustration with anger, notice how you’ll tend to justify that anger to yourself and to others. Here are good questions to ask yourself:

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“Why am I always angry? And why do I think everyone, including me, should be delivering everything yesterday, at whatever cost to anyone else who might be involved? Why am I so identified with being tough?”

4. Avoidance coping. Avoidance involves burying your head in the sand and hoping the issue will just go away. The problem with this strategy is that nothing is resolved. The key to dealing with avoidance is to recognize that it's an emotional response to things you'd prefer not to deal with. The paradox with avoidance is that for many of the things you put off until you eventually have to do them, you often find it is so straightforward and simple that you wonder what the fuss was all about. The issues don't change and become simpler because you avoided them for so long. Why go through all that, alienating people in the process, when you could just have done it when it first arrived?

5. Perfect control. The problem for perfectionists is that they just can't see the threshold of added value, the point in the task beyond which you're adding nothing, no matter how much more detail you attend to. Perfectionism is based on the mistaken idea that there is a perfect outcome for the job. Like avoidance coping, perfect control is driven by emotion — in this case, anxiety. Perfect controllers are anxious about not delivering the perfect outcome, but they're struggling to achieve an ideal. From a practical perspective, the principle is to do the best you're able to under the circumstances, which is what most people do. The anxiety that drives perfectionism inevitably brings with it a desire to control everything. You need to remember that there is one thing that in principle you have control over at all times, and that's your attention.

6. Detached coping. Detached coping is being able to keep perspective. Detached people don't turn molehills into mountains: They don't catastrophize, even when the issues are large and pressing. To be free to act appropriately, we need to let go of the negative emotion we've unnecessarily added. This doesn't mean being unemotional, which is, in any case, impossible.

7. Sensitivity. Picking up quickly and accurately on how others feel forms another of the measures that comprise resilience: sensitivity. Detachment and sensitivity are linked: If you are able to remain detached, it is equally important that you have sufficient sensitivity to be able to read the emotional tone of those you're working with. This pattern is described as detached compassion. A synonym for detached compassion is *empathy*. Sensitivity is acquired by the practice of letting go of the preoccupation with “me,” which allows you to see situations from others'

perspective. There are many everyday expressions of this, such as being in someone else's shoes. The important point is to remember that they're not your shoes! In other words, picking up on how someone might be feeling shouldn't lead to your taking on the emotion yourself.

8. Flexibility. Flexible people are able to adapt more quickly and easily to change, while inflexible people dislike change and would prefer things to remain the way they are. The fact is that everything changes all the time, and having a flexible response to change is essential. If you are inflexible, here's the question: what is it about change that provokes your negative emotions, especially anxiety? ●

Resilient Communication and Leading Change

Let's explore how we can apply the same four steps of waking up, controlling attention, becoming detached and letting go to developing more effective ways to communicate. A key element in facilitating change is being able to communicate effectively, and good communication is especially important in avoiding misunderstandings between managers and their teams. These communication techniques will enable managers to begin to behave more like leaders.

The two interrelated conditions under which people in organizations are more likely to ruminate are high uncertainty and a perceived lack of control. Because both conditions are common during times of large-scale change, it is important that leaders communicate in a way that reduces rather than fuels these conditions. Leaders themselves are usually experiencing the same challenges as their people, so they need to be particularly mindful not just of the words they use but also their body language and tone of voice: They may be communicating more than they think.

Here are some specific strategies that can be used to improve leaders' communication skills.

Communicate the four Ps of the change. William Bridges, a leading researcher on change, points out that there are 4 Ps that people want to know during any change:

- **Purpose.** “Why are we making this change? What is the rationale behind it?”
- **Picture.** “What is the end state we are trying to get to?”
- **Plan.** “What are the steps we need to take to get there?”
- **Part.** “What is my role in the change? How do I help?”

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Talk more about what is not changing. During new organizational initiatives, leaders often are told that they should be communicating constantly about the change. While this initially sounds right, it often leads to unnecessary anxiety as people come to believe that more is changing in the organization than really is. The fact is that during most change initiatives, the majority of things will stay exactly the same: You will work at the same desk, sit with the same people and use the same computer to do the same job. The paradox for the leader is that the bigger the change, the more you have to emphasize what is stable.

Acknowledge self-motivation: an antidote to micromanaging. Managers sometimes complain that one or more of their staff is not sufficiently motivated. Instead of complaining about the lack of motivation, find out why. The first principle here is to assume that everyone wants to do his or her best. If that's the case, what's become the obstacle to that happening? If you respect your people and they respect you, then when you arrange to meet a team member to find out why she seems to have gone off the rails, the conversation will not be predicated on blame but rather a genuine effort to help, both for her benefit and that of the team.

Avoid giving team members things to ruminate about. Criticism is almost always perceived as an attack on our self-esteem, and the consequence of criticism will inevitably be rumination by the person on the receiving end. Criticism is never constructive, so avoid giving people things to ruminate about.

Depersonalize communication. Depersonalize communication by making a distinction between the person and her work. Comment only on the work. This all seems self-evident, but managers forget the principle of child-rearing — comment on the behavior, not the child — and vent their frustration and anger on their teams. When employees report in engagement surveys that communication in a company is poor, what they're most often referring to are managers who have created a blaming culture. Blaming cultures are not worth staying in. ●

Conclusion: Pulling It All Together

The key factor that protects resilient people from stress is that they don't ruminate. Rumination is how stress is defined here, and it provides the foundation for this unique four-step process for developing resilience: waking up, controlling attention, becoming detached and letting go.

The first step, waking up, is challenging. The practice is to stay awake for as long as you can each time, but you have to wake up first. What can you do to maximize it when it happens? It's best to keep it as simple as possible: Complex, multistage strategies are the least likely to be sustained. Most companies have a generic screen saver on work computers, but if you're able to change it, make it into this simple message: WAKE UP. Or create a poster you can pin up at your workstation, reminding you to do the same thing.

Once you have woken up, the second step has in fact been taken — attention is immediately available for you to control. The simplest way to establish attention control is to connect with the present, and the most direct way to do so is to connect with your senses: Self-evidently, they only function in the present. It is all too easy at this point to slip back into the dreamworld, so you need to follow through with the last two steps.

The best way to establish the practice is to do it collaboratively. Get colleagues interested in the approach. Although changing any habitual behavior takes dedication, the principles are so simple that they can be cascaded easily.

Resilience is a skill that everyone benefits from. These benefits are felt individually as well as in the social context of people's families and the organizations they work for.

The key message is that stress is *not* an inherent part of life. The focus is on changing habitual attitudes and behavior that compromise resilience. Here's the most important message: They are just habits. They can be changed, and there is a wealth of evidence showing that change is achievable by anyone, provided that he or she is prepared to practice.

Nobody can become resilient for you. What better time to start than now? ●

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Webinar: *How Great Leaders Grow Through Adversity* by Steven Snyder. Snyder reveals a new understanding of how exceptional leaders grow from adversity. He offers a practical set of strategies to understand leadership tensions, boost performance and increase leadership capabilities, and paints a realistic portrait of how great leaders navigate intense challenges for personal growth and organizational success.