



PERSONAL WELL-BEING AND MANAGING STRESS FOR MANAGERS AND LEADERS

FACTSHEET 3: THRIVING AS A MANAGER AND LEADER

This factsheet will cover three key areas to consider as part of your personal investment to thrive as a Leader or Manager by providing an understanding of overworking, leadership and management style, and looking after yourself.

This is the third in a series of factsheets. The first factsheet, “*Why is Mental Health and Well-being Important?*” helped readers to understand why mental health matters and to identify signs of both poor and optimal mental health. The second factsheet “*How You Can Improve Mental Health and Well-being?*” provides a roadmap to help identify and plan the steps needed to improve mental health.

THIS FACTSHEET WILL COVER

1. Overworking

- i. What is overworking?
- ii. Reasons for overworking
- iii. Psychosocial hazards

2. Leadership and Management Style

- i. Choose your leadership and management style wisely
- ii. Change your conversation to change your workplace culture

3. Looking after Yourself

- i. Stress and fatigue
- ii. Self-management of your own well-being and good health
- iii. Resilience

The experience of thriving is at the most positive end of the well-being and mental health continuum.

It has been described as “*a state where people experience positive emotions, positive psychological functioning and positive social functioning, most of the time*”¹.

Thriving in our lives and experiencing strong well-being has an extremely positive impact on our life encompassing our relationships, work and career, personal health and well-being, family, social and community connectedness, cultural and spiritual and financial well-being.

This sense of thriving or flourishing in life, including at work, is a very personal experience, but in general there are some universal, or shared ingredients. Martin Seligman’s work in the field of well-being and positive psychology described this in his [PERMA model](#) as:

Positive Emotion: The experience of positive emotions, i.e. a sense of hope and optimism, pleasure, enjoyment, of gratitude.

Engagement: Being engaged in what we do, being able to use our strengths, and do things we enjoy; sometimes described as in a state of “flow”.

Relationships: Connecting with people regularly, positive healthy authentic relationships, being part of strong healthy workplace culture or team, where we feel connected to others.

Meaning: Having a sense of purpose and being able to contribute meaningfully.

Accomplishments: Having a sense of moving towards our personal, work/organisational and career goals, and aspirations. This sense of achievement, along with the persistence and self-discipline, have been shown to contribute more to potential of success in life and work than IQ (Angela Duckworth — GRIT²).

¹ Corey L M Keyes (2002) The Mental Health Continuum: From Languishing to Flourishing in Life. Journal of Health and Social Behaviour 43(2):207-22

² Duckworth, Angela (2016) Grit: The Power of Passion and Perseverance. Vermillion/ Penguin Random House, London



1. OVERWORKING

i. Overworking comes in the form of:

- » Working long hours at the office and responding to emails/calls out of work hours
- » Not taking breaks during the day
- » Continuously working on something because you are not satisfied with it (linked closely to overthinking and feeling overwhelmed)
- » Working nights, weekends, and while on holiday

OVERWORKING IS VERY DETRIMENTAL TO YOUR:

- » Well-being and health
- » Brain function and nervous system
- » Performance as a manager or leader
- » Work culture for yourself and others

Managing your workload and working hours needs to be a priority as part of looking after yourself (and others). This can be a tough call when many organisational cultures perpetuate and foster a culture of overworking. In some cases, it becomes bravado, competitive and heroic to overwork (e.g. “I need to be seen as first in and last out”). This leads to overworking becoming the norm. It is not healthy for you, your performance, and the workplace.

ii. Reasons for Overworking:

- » Increased work overload in general with unreasonable deadlines. Work overload (volume and time pressures) is cited globally as one of highest concerns for stress and health in the workforce, but particularly for those in manager and leadership roles.
- » Being directly asked by your manager or leader to do more such as working extra hours regularly.
- » Company/organisational culture that has developed overworking as a norm.
- » Impact of modern technology that has developed a pervasive culture of work being just one click away and often a sense of expectation (real or not) that immediate responses are required.
- » Personal work ethics, inner driver of ambition, sense of achievement, anxiety, or guilt.
- » For some, work is less stressful than home or family life — it is seen as a refuge.

Our question here is not who or what is to blame, but does it work, does it achieve better results?

Overworking may not achieve better results when it is at the expense of your own mental health and well-being. Appropriate work hours and workload are best for productivity, workplace culture, and mental health and well-being.

The results from *Harvard Business Review* research suggest that overworking is bad for you as a leader or manager and for the organisation.

Overworking:

- Does not seem to result in more outputs
- Does result in poor well-being and health due to impaired sleep, depression, heavy drinking, impaired memory, diabetes, and heart disease
- Shows up in absenteeism and higher turnover
- Makes you more likely to make mistakes
- Makes it harder to see the “bigger picture” and often gets you stuck in “the weeds”.

“If your job relies on interpersonal communication, making judgement calls, reading other people’s faces, managing your emotional reactions — overworking can make all of these more difficult.”³

³ Harvard Business Review (HBR) Aug’19 Sarah Green Carmichael, “The Research is Clear: Long Hours Backfires for People and for Companies”.



iii. Introduction to Psychosocial Hazards:

Workplace factors that can cause stress are called **psychosocial hazards**.

Psychosocial hazards form the basis of assessing the workplace and developing actions to prevent and minimise harm.

Psychosocial hazards were defined by the International Labour Organization (ILO) in 1984 as the “interactions between and among work environment, job content, organizational conditions and workers’ capacities, needs, culture, personal extra-job considerations that may, through perceptions and experience, influence health, work performance and job satisfaction”⁴.

TABLE OF PSYCHOSOCIAL HAZARDS

1. Job Content <ul style="list-style-type: none"> • Lack of variety or short work cycles • Fragmented or meaningless work • Under use of skills • High uncertainty 	2. Work Overload & Work Pace <ul style="list-style-type: none"> • Workload or work underload • High levels of time pressure • Continuity subject to deadlines 	3. Control <ul style="list-style-type: none"> • Involvement in decision-making relative to their job role • Lack of control over workload, workflow, pacing, shift work, etc.
4. Work Schedule <ul style="list-style-type: none"> • Shift work • Inflexible hours • Unpredictable hours • Long, unsociable working hours 	5. Environment & Equipment <ul style="list-style-type: none"> • Inadequate equipment availability, suitability or maintenance • Poor environmental conditions: lack of space, poor lighting, excessive noise 	6. Organisational Culture & Function <ul style="list-style-type: none"> • Poor Communication • Low Level for Support of Problem Solving & Personal Development • Lack of definition of, or agreement on, organizational objectives
7. Interpersonal Relationships at Work <ul style="list-style-type: none"> • Social or Physical Isolation • Poor Relationships with Superiors • Interpersonal Conflicts • Lack of Social Support 	8. Role in Organization <ul style="list-style-type: none"> • Role Ambiguity • Role Conflict • Responsibility for People 	9. Career Development <ul style="list-style-type: none"> • Career Stagnation & Uncertainty • Under Promotion & Over Promotion • Poor Pay • Job Insecurity • Low Social Value to Work
10. Home-Work Interface <ul style="list-style-type: none"> • Conflicting Demands of Work & Home • Low Support at Home • Dual Career Problems 	11. Substance Abuse & Misuse <ul style="list-style-type: none"> • Workplace drinking • Binge drinking • Drug Abuse • Drug & Alcohol Dependency 	12. Workplace Violence <ul style="list-style-type: none"> • Violence among colleagues • Bullying • Mobbing • Third party violence (from clients, patients, external parties' external parties)
13. Direct Threat to Life <ul style="list-style-type: none"> • High risk jobs with exposure to deadly chemical, weapons, etc. • Posts in active war zones or other deadly threats • Locations with high risk of exposure to life threatening illnesses 	ACTIVITY: My Workplace <i>Questions:</i> 1) Discuss the hazards in a small group of peers or with your team, and rank hazards from #1-#13 (1 being the worst problem) 2) Which are the top 3-5 psychosocial hazards in your office/ duty station? <ul style="list-style-type: none"> • What is being done to help? • What should be done to help? 	

⁴ Stress The Collective Challenge ILO (2012)



If you want to understand more or assess your workplace **psychosocial hazards**, please talk with your organisation's Staff Counsellor office, Medical services team, and/or Occupational Safety and Health Coordinator.

You can be proactive as a manager or leader to ensure:

- » Your management style does not contribute to these types of psychosocial hazards.
- » You are seeking support in your organisation.

2. LEADERSHIP AND MANAGEMENT

TWO IMPORTANT THINGS YOU CAN DO AS A MANAGER OR LEADER:

- i. Choose your leadership and management style wisely
- ii. Change your conversations to change your workplace culture

i. Management and Leadership Style:

Your management and leadership style will make a significant difference on how your team operates, how staff feel, and how well you perform.

Leadership styles will have different impacts on workplace culture, productivity, stress, and mental health and well-being. Authoritarian/autocratic styles of leadership and management are not suited for modern workplaces or bringing the best out of the workforce. Autocratic or authoritarian leadership and management styles tend to retain all power, authority, and control, and reserve the right to make collective decisions. This may discourage people from talking with you about the challenges they

may be facing and links with the known psychosocial hazards in the workplace known to increase stress.

There are times when an authoritarian style is appropriate. For example, in times of emergency or crisis where clarity of action, process, and urgency are vital in hostile situations or war zones.

Modern organisational development, leadership and management thinking is promoting more transformational styles or servant leadership.

AS A MANAGER YOU MAY WANT TO CHOOSE A LEADERSHIP AND MANAGEMENT STYLE THAT:

- » Complements or enables positive action against the known 13 psychosocial hazards.
- » Proactively supports a people approach, especially in mental health and well-being.

You can find out more about range of leadership and management styles from your organisation's learning and development programmes.

Do you know if your leadership or management style supports staff mental health, effectiveness on the job, and a psychologically safe environment?

Try this [online self-assessment](#) from the Canadian workplace mental health resources. This exercise helps you to privately reflect on your managerial style.



AS PART OF THE UN LEADERSHIP FRAMEWORK, TRANSFORMATION AND COACHING STYLES OF MANAGEMENT AND LEADERSHIP INCLUDE:

- » Prioritising good communication, engagement, and building trust
- » Zero tolerance to stigma, discrimination, or bullying in the workplace

If you lead, you have a duty to ensure that you do not behave in a bullying or intimidating manner, or condone others behaving in that way. If you are not proactively practicing zero tolerance, you are passively and implicitly condoning prohibited conduct. Prohibited conduct includes verbal or physical behaviour that is viewed as humiliating, hurtful, and intimidating. It could be an outburst or a pattern of behaviours. It is unacceptable regardless of your status in the organisational hierarchy.



If you are not PROACTIVELY practicing zero tolerance, you are passively and implicitly condoning prohibited conduct.

ii. Change Your Conversations to Change your Culture — communication, trust, and engagement

Conversations make a difference in communication, engagement, workplace culture and performance.

“To get to the next level of greatness depends on the quality of culture, on the quality of relationships, on the quality of conversation.”

—Judith Glaser ⁵

The essentials for quality conversations that make a difference to workplace culture and minimize stress include:

- » Listening to connect and understand others’ perspectives helps build trust. This means focusing on what the person is saying, not on what you are going to say next.
- » Asking questions through non-judgmental enquiry helps build engagement.
- » Holding conversations that engage people and do not shut them down (stop them from talking or engaging) helps build opportunities for them to contribute, shape workplace culture and job satisfaction. This includes coaching style conversations.

What is your predominant conversational style in your work role?

In her work on conversational intelligence, Judith Glaser describes three levels of conversation. Each has a role but should be in balance and used for the right occasion.

- 1) Level I Conversations — Telling, informing, directing
- 2) Level II Conversations — Advocating, persuading
- 3) Level III Conversations — Engaging, co-creating

⁵ [Psychology Today blog on Quality Conversations](#)



3. LOOKING AFTER YOURSELF

IN THIS SECTION, WE WILL START WITH THREE MAIN FOCUS AREAS:

- i. Stress and fatigue
- ii. Self-management of your own well-being and good health
- iii. Resilience

Daily investment in your well-being, nurturing good health, and acting early when you notice that you are experiencing poor health will enable you to thrive in your role as a manager or leader.

Taking care of your health and seeking help when you need it can reduce your own suffering and minimise negative impacts on your workplace culture. While ill-health cannot always be avoided, managers and leaders can be **role-models** by protecting and promoting good health. Promoting and protecting well-being builds a strong foundation from which our health and experience of life is built upon.

i. Stress and Fatigue:

STRESS

Work-related stress is determined by **work organization**, **work design** and **labour relations** and occurs when the demands of the job do not match or exceed the capabilities, resources, or needs of the worker, or when the knowledge or abilities of an individual worker or group to cope are not matched with the expectations of the organizational culture of an enterprise. (*International Labour Organization, 2016. Workplace Stress: A collective challenge, p. 2.*)

Stress is part of our human experience and a natural phenomenon. Problems arise when the experience is sustained or we do not manage it — regardless of whether the source of stress is still active.

In summary, stress comes from **four** key sources:

- » **Survival stress:** fight/flight or freeze reactions. This is a common response to threat in all people and animals. It deals with our basic needs for food, shelter, and safety.
- » **Internal stress:** is our perception about an event, which influences how we then think about the event mentally. Internal stress can be helpful or can be harmful. If the trigger is not resolved, it can lead to overthinking, or becoming highly focused with trying to resolve the issue to the detriment of well being.
- » **Environmental stress:** found in our surroundings such as war/civil conflict, natural disasters, pandemics, noise, crowding, air quality, light, and insects. Research has linked extreme temperatures, crowding, and noise with increased levels of discomfort and aggression.
- » **Work related stress:** is the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker. We are not referring to challenge which can be a positive factor.

Given that **stress has been linked as a co-factor in 95% of all disease processes**, a keystone of holistic health and healing, is learning how to effectively manage stress.

This learning process begins with recognizing **and** identifying the specific types and sources of stress affecting you, and understanding how these stressors are showing up or manifesting as symptoms in your life.

FATIGUE

The accumulation of stress over a long period of time can take a hard toll on your body. It occurs when we work too much or too hard in a job, have a highly active social life, or demanding family life.



Work, friends and family are all important elements of living a fulfilling life. However, when there is a lack of a **manageable balance** life may feel like it is getting out of control. When there is not enough of a rest period to rejuvenate and spend time to nourish other parts of our lives and when we are in a state of fatigue, our resilience and well-being can be very adversely impacted, thus, compromising our mental health.

If you have experienced traumatic stress, and may be experiencing Post Traumatic Stress Disorder, we advise you have a conversation with the Staff Counsellor in your organisation to see how they can support you.

What you can do to reduce stress and fatigue:

- » **Investing energy, focus, and time to nurture your well-being and practice healthy habits.** This is a vital foundation. Well-being is a protective factor against harmful effects of stress.
- » **Getting the right amount of sleep** (7-9 hrs) is critical for preventing and managing symptoms of stress.
- » **Checking-in on what you described works best for your well-being.** Do more of this — especially during anticipated or actual time of increased exposure or experience of stress.
- » **Choosing healthy options** such as exercise, mindfulness meditation, breathing techniques, and adopting an overall healthier lifestyle. Find what works for you.
- » **Learning mindfulness** is a highly effective way to develop your “immune system” to withstand the impacts of stress. Mindfulness helps to recognise your early warning signs of experiencing stress so you can learn to self-regulate in healthy ways.
- » **Being aware of your coping strategies that could have a negative impact on your health** e.g., decreased sleep, increased alcohol intake, smoking or other behaviours that could negatively impact your overall health and well-being.
- » **Enrolling in a stress management course.** There are many practical actions that you can learn to help

manage your body/mind response to stress and to attend to sources of stress.

- » **Identifying the areas you can actively change** that are within your ability to influence. Is the change within the situation itself or your attitude towards it?
- » **Developing your knowledge about different perspectives on stress.**
 - » There are several webinars/videos of personal perspectives provided below you may find useful to listen to and pick up some tips.
 - » Check if your Staff Counsellor/Welfare office or UN System Staff College are running any programmes that you might be interested in.

Additional Information

Perspectives on Stress

- [Kelly McGonigal Ted GLOBAL 2013: How to make stress your friend](#)
- [Madhumita Murgia — How Stress Affects Your Brain TED \(multiple languages\)](#)
- [Daniel Levitin: Ted Global — How to Stay Calm When You Know You'll be Stressed](#)
- [Burnout Gamble: Hamza Khan | TEDxUTSC.](#)

Practical things to learn to help manage stress:

- [Self-assessment: assess your level of stress](#)
- [Managing stress courses on LinkedIn](#)
- [Mindfulness and mediation for managing stress](#)
- Check with Staff Counsellor/Welfare office and or Staff College — they may also have programmes

If you have concerns about your level of stress and the impact it is having on your health and well-being, and your work, you may want to consider the following:

- » Talk to a friend or your manager — don't wait.
- » Seek advice or help from Staff Welfare/Staff Counsellor or Medical Services.

Seeking help is the courageous thing to do It is not a weakness.



ii. Self-management of your own well-being and good health:

WELL-BEING

“Well-being is about people and creating the conditions for us all to thrive. It’s quality of life and prosperity, positive physical and mental health, sustainable thriving communities.”⁶

Well-being can be described as a state of mind and a state of being. Often, well-being is measured by what matters most to people in their life; it is unique to you.

Dimensions of well-being can include:

- » **Personal well-being and health:** having good physical and mental health, the energy we need to meet our daily needs and get things done, how satisfied we are with our lives and our sense of purpose and meaning, and our day-to-day emotional experiences. Spiritual well-being could also be included in here, whether that be related to a specific religion, a connection with something bigger, or values and purpose in life.
- » **Cultural well-being:** Culture can include customs and traditional values and certain ways of doing things in some populations. In many indigenous cultures, well-being comes from a very strong connection with the collective group and is not based in individual values and norms, and there can be strong ancestral connections and spiritual beliefs.
- » **Social well-being:** strong healthy connections with others is scientifically proven to be a fundamental human need.
- » **Community well-being / Where we live:** linked to our human need for connection, having a sense of engagement and belonging within our community, and the area where we live and feel safe.

- » **Natural Environment:** present and future conditions of the environment and ease of access to natural environment.
- » **Financial and Economic well-being:** having enough finances to meet our basic needs. Being able to manage our financial life effectively and having economic prosperity of the wider systems we live in.
- » **Career well-being:** how we occupy our time and liking what we do every day. Having sense of purpose and meaning in what we do as work or in our career.

Knowing yourself is considered an important part of well-being, particularly in finding your meaning and purpose, having positive relationships, and a degree of self-acceptance.

It is important you consider what is unique to you:

- your strengths
- what brings you joy
- your sense of purpose and meaning
- wellness
- connection to the wider community or communities

It is important to keep in mind that even when thriving as a manager or leader, our well-being is not always in a constant steady state. Life has many challenges and we all experience periods of suffering and or hardship. This has been described as the well-being continuum:

Suffering – Languishing – Coping – Performing – Flourishing

We may find ourselves, and notice others, moving along the well-being continuum at different points in our day, week, year, and life.

Someone with positive mental health and high well-being is feeling good, functioning well, has satisfaction with life, is developing as a person, has strong relationships and connections, and is optimistic about their future

⁶ What Words Wellbeing website on what is wellbeing



despite challenges they may face. They may still have days or moments they do not feel like that, but their resilience is strong, and they bounce back quickly, or don't hold on to negative or sad feelings or thoughts too long.

GOOD HEALTH

Workplace Health Promotion: The important elements of the [ILO's SOLVE](#) approach to workplace health promotion⁷ include:

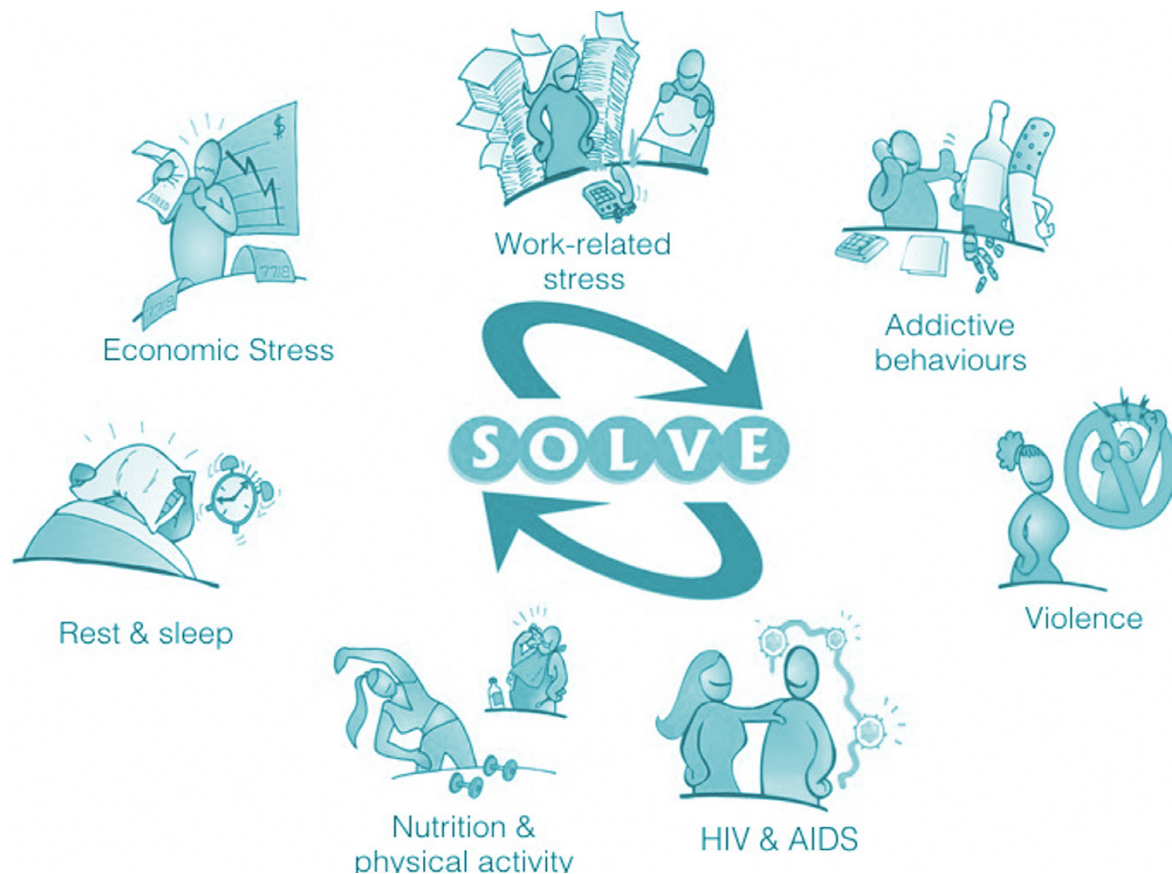
- » **Lifestyle Habits:** Rest and sleep; exercise and physical activity; nutrition; prevention of illness.
- » **Addictive Behaviours:** Includes use of tobacco and consumption and abuse of alcohol and drugs.
- » **Psychosocial Risks / Mental Health:** Includes stress and psychosocial risks;

psychological and physical violence in workplace; and economic stressors.

The benefits of collective and individual attention to these elements are:

- » Improved health and resilience for individuals.
- » Improved experience of work by individuals, and thus, work performance, engagement, productivity and loyalty to the organisation.
- » For the organization, this can result in overall improved performance, productivity, retention and reduced financial costs associated with psychosocial risks and poor health.

It is important to remember that all these elements impact each other. They result in good outcomes if attended to.



⁷ [ILO's SOLVE course: Addressing psychosocial factors through health promotion in the workplace](#)



TAKE ACTION FOR GOOD HEALTH: getting started on your Personal Health Promotion and Prevention Plan.

1. **Consider this list** of nine elements of workplace health promotion.

POSITIVES	Lifestyle Habits , including:	NEGATIVES	Addictive Behaviours , including:	Psychosocial Risks / Mental Health , including:
	(1) rest and sleep; (2) exercise and physical activity; (3) nutrition; and (4) prevention of illness		(5) use of tobacco; and (6) the consumption and abuse of alcohol and drugs	(7) stress and psychosocial risks; (8) psychological and physical violence in workplace; and (9) economic stressors

(For detailed information on the [SOLVE framework visit at ILO website](#))

2. **Which of these** have you done something about in your life recently, and in your workplace in the past 6 months?

3. **Describe 3 elements** of Health Promotion from *lifestyle habits* you think are your strengths.

4. **Describe 3 elements** of Health Promotion from **lifestyle habits** and **addictive behaviours** you think are important for you personally to improve or make changes to.

5. **What are three practical changes in behaviour** you could focus on and what do you want to do differently? Identifying small or micro steps/behaviour changes are a great way to get started.

RESILIENCE

Resilience is the capacity to recover, respond and bounce back after adverse or challenging situations.

- » Some are more naturally resilient than others.
- » Some develop this capacity from the experience of going through very tough times.
- » Others have intentionally learned it as a skill.

In the workplace, our resilience shapes how we handle stressful work situations, such as:

- » Speaking or presenting in a full meeting
- » Handling feedback that we experience as criticism
- » Coping with challenging interpersonal issues with colleagues
- » Supporting team through traumatic experiences (e.g., humanitarian disasters, civil conflict)

- » Appropriately responding to team conflicts or workplace incivility
- » Responding to significant changes and uncertainty in the workplace (e.g., reduced financial resources or funding widespread health issues like a pandemic or major organisational change initiatives)

We may be more resilient in some areas of our lives than others, and this can vary at different times.

If we have depleted our resilience through repeated need to draw on it, we may find it harder to get through or bounce back from adversity or major life changes. That is why investing in prevention and building up your resilience is so important.

It is important to understand our resilience level and any shifts so that we can build it back up or seek extra support.



LEARN FROM THESE PERSPECTIVES ON RESILIENCE:

- [Lucy Hone — The three secrets of resilient people](#) — personal and professional perspective
- [Raphael Rose — From stress to resilience](#)
- [Sule Kutlay Gandur — The Superpower of Resilience](#)
- [Susan David — Emotional Agility](#)

PRACTICAL TIPS TO RE-BOOT YOUR RESILIENCE

Try some of these strategies the next time you feel your resilience needs a boost:

- Turn off the news and seek other sources of inspiration.
- Allow yourself to express and feel your emotions. Sometimes having a good cry can be emotionally cleansing.
- Take a walk and get moving. Exercise and movement can help increase your energy level and release endorphins into your system.
- Remember a time when you felt resilient in the past. Tap into what allowed you to find a sense of courage, strength, and hardiness.
- Talk with someone you love and trust. Have a meaningful and honest conversation.
- Take some time off to recharge. Unplug the electronic devices and give yourself a moment to rest and reflect.
- Think of someone who exudes resiliency and model their behaviour.
- Write it down. Writing down your thoughts and feelings can help you feel better about where you are on this journey.
- Reconnect with others and help build their resiliency.
- Be kind to yourself. Have some compassion and ease up on your expectations.
- Listen to empowering music.
- Take some deep breaths. Breathing deeply is very healing and cleansing.
- Take some inspired action. When you're feeling overwhelmed, doing one small thing can help you move forward.
- Practice mindfulness in your day-to-day life. The more you practice being in the moment the happier and more joyful you will feel.
- The moment you start believing that you can bounce back is the same moment things will start going your way. Your belief is everything. You can learn to be more resilient.

IF YOU WANT TO LEARN MORE, FIND A COURSE OR PROGRAMME:

- Visit at the [UN System Staff College website](#) to see if there is a programme on resilience building.
- Check your organisation's learning resources, or LinkedIn learning. Here is an initial suggestion: [Sheryl Sandberg and Adam Grant on Option B: Building Resilience](#).
- Check with the Staff welfare or Staff counsellor's office as they may have courses coming up or provide you a referral to other courses.

LINKS FOR FURTHER INFORMATION:

- [Resilience Skills, Factors and Strategies of the Resilient Person](#)
- [The Role of Resilience in the Workplace](#)

BOOK SUGGESTIONS:

- *Resilient: How to Grow an Unshakable Core of Calm, Strength, and Happiness*. Rick Hanson
- *The Resilience Factor: 7 Keys to finding your Inner Strength and Overcoming Life's Hurdles*. Karen Reivich and Andrew Shatte, PhD
- *Learned Optimism: How to Change Your Mind and Your Life*. Martin E.P. Seligman
- *Rising Strong*, by Brené Brown
- *GRIT: The Power of Passion and Perseverance*. Angela Duckworth
- *Resilience: Hard-won wisdom for living a better life*. Eric Greitens



APPENDIX:

Additional Resources on Well-being:

Videos:

- [Martin Seligman “Flourishing — a new understanding of well-being” at Happiness & Its Causes 2012](#)
- [Martin Seligman: PERMA](#)
- [Rick Hanson — Hardwiring Happiness : The Hidden Power of Everyday Experiences on the Modern Brain. How to overcome the Brain’s Negativity Bias](#)
- [What is: IKIGAI](#)
- [Emily Bidle — IKIGAI: The Secret to a Purposeful Life | TEDxYouth@ASIJ](#)

Reading Materials on Well-being:

- [International Organization for Migration \(IOM\): My Well-being](#)
- [The Five Essential Elements of Well-being](#)

Podcast:

- [Podcasts for Well-being](#)

App for Well-being:

- [Headspace](#)

Websites:

- [United Nations Healthy Workforce](#)

