



# Stepping up

## Leading with confidence

Praesta is an international partnership of business coaches. We support senior leaders, including CEOs, main board directors, leadership team members, other key senior executives and emerging leaders through Executive Coaching, Team Coaching and Board Performance Reviews. We are leaders in working with executive women and job-sharers.

All Praesta coaches have had senior level careers in business or government and combine this deep experience with rigorous professional coaching practice and professional development.

Three core values are fundamental to everything we do:

### Insightful

Broadening perspective, fostering creativity and finding clarity

### Excelling

Igniting client confidence to excel now and into the future

### Uplifting

Enabling those we work with to be confident, authentic and encouraged in their leadership

Praesta Insights draw together ideas and experience on topical leadership issues in an accessible and digestible way.

Praesta coaches Hilary Douglas and Peter Shaw are the joint authors of 'Stepping Up: Leading with confidence'.

### Praesta Partners LLP

[www.praesta.co.uk](http://www.praesta.co.uk)

### Praesta International

[www.praesta.com](http://www.praesta.com)

## Stepping up Leading with confidence

### Introduction

In our coaching we frequently work with people who want to move up in their careers, and with others who feel challenged by the demands of their current role. This booklet brings together the ideas and reflections that clients have found helpful over the years – in many cases as they have progressed several levels and between organisations.

The booklet is divided into two parts:

- **The first part looks at the questions to ask yourself before aiming for a more senior level,** and how best to prepare for the assessment process
- **The second part explores leading with confidence in a more senior role,** whether you have just arrived, or are noticing expectations changing around you. It explores **who** you are going to be, **what** mindset will serve you, **where** to focus your energies, and **how** you might tackle the typical priorities for any senior leader.

If the first part of the booklet is your immediate focus, the second part may help you think yourself into the role you aspire to. If the first part doesn't apply

to you at the moment, it could still be useful when you are coaching others to step up and grow into leadership. When you are stepping into bigger responsibilities you will want others to step up to take on what you had previously focused on.

We intend the booklet to be a practical guide, with tips and suggestions, plus some metaphors to prompt new thinking. We hope it provides a good basis for discussion with your teams and for wider circulation. Useful complementary Praesta Insight booklets are *'Wise and Responsive Leaders'* by our colleagues Louise Sheppard and Jane Upton, and *'Leading with Grace: a fresh approach to gravitas at work'* by Una O'Brien and Pete Freeman.

We end with a summary of questions for reflection, and some sources for more detailed study. We are most grateful to the clients and contacts who have contributed their thoughts and given us their quotes and stories.

## Part one: Stepping up



### Know when the time is right

Before you plan your next move, it is worth pausing to ask yourself:

- Is this what I want and can feel enthused by?
- Am I ready, in terms of my mindset as well as my capabilities?
- Does this opportunity match my values?

Could stepping up be driven by others' expectations of you, by a desire to get away from something, or by seeing progression as an end in itself? Do you have questions in your mind about balancing the demands at the next level with your personal and domestic preferences and needs, or aspirations to find an organisational culture which matches your values and allows you to thrive?

You might draw up two columns listing the factors for and against taking on more responsibility, and then explore what would be needed to tip the balance. What would give you joy? What would frustrate you? Are better opportunities likely to emerge if you wait? Whose support will you need and how can you enlist them? How do different possibilities resonate with your values?

### Believe in the contribution you can make

If you decide you want to step up, you may benefit from help to view yourself objectively. Some people target more senior roles when they are evidently not ready, but there are far more

people who have everything it takes, except for self-belief.

Building on advice from others, or from 360 feedback, we encourage you to write a complete list of all your strengths. Do this with realism, but without false modesty, and keep adding to it as new thoughts come to you. Add examples of how you have used your strengths to achieve tangible outcomes and keep updating the list. Then ask a trusted colleague to critique the list, to see if you are underselling yourself.

Next, identify what you most need to work on, to be credible in the roles you aspire to. There could be a skills gap which can be met by training, or you might need an initial sideways move to gain experience of another sector. You might need opportunities to practise your influencing skills or to vary your leadership style to reach a more diverse audience. If your challenge is to gain confidence to stand in your seniors' shoes, try observing leaders you admire, and experimenting with the approaches they use. Volunteer to deputise for them and/or to take on corporate projects which give you wider exposure. Try to see the world from their perspective.

Your perceptions of yourself may be more out of date than you realise. Try writing a fresh narrative which recognises the leader you have become and why you are ready for new challenges.



## Confront your doubts

'Imposter syndrome' is a reality for many of our clients, however talented they may be. Those who have never yet failed can dread feeling exposed to criticism. Those who were overly criticised as children can believe they must be perfect, or they will disappoint others and themselves. Many talk about the tyranny of their 'inner critic' and the megaphone effect when a small criticism explodes into a major disruptor.

Sometimes it is enough to know that you are not alone in experiencing self-doubt. Just talking about it can bring things into perspective. When self-doubt is a serious obstacle to stepping up, we explore with clients questions like:

- What would an observer say if they heard you and your inner critic talking out loud to each other? Would they give your critic as much credence as you do?
- Do you show to yourself as much compassion and kindness in living with your imperfections as you seek to show to others?
- Is there someone in your past who is exerting a critical influence that you no longer need?
- Is there an event or experience in your past which is hanging over you and needs to be brought into perspective?

- What has helped you in the past to regroup when the voice of your inner critic grew too loud?
- What are you fearful of, and what's the worst that could happen?

There may be perceptions or inhibitions that are deeply embedded because of your cultural or economic background. These may need naming, understanding, and reframing, to take account of the person you are now and the journey you have travelled.

None of this is easy. Brain patterns forged over many years can't be broken in an instant. But with practice we can choose how we relate to our inner critic and whether we are going to allow it to dominate our lives.

*"I've spent so long building a reputation for confident competence. I find myself worrying that if I get a promotion, I will be found out and my reputation will collapse."*

*"It's time to put self-doubt behind me. I've been tormenting myself with nonsense that's at odds with the evidence."*

## Prepare your case well

What if you are confident about your strengths and ready to step up, but deterred by the assessment process which will get you there? Maybe you can't forget an interview where you were not at your best, or maybe your last formal interview was a long time ago. Our experience is that focused preparation pays off, and that knowing you are prepared allows you to relax and be yourself when the day comes.

When you prepare, ask yourself what the recruiters are most likely to be looking for, and what sort of evidence they will need. The criteria in the job advert are a starting point, but so are the personal interests of the recruiters, the culture of the organisation, and the 'word on the street' about operating at this level. Do some networking and research, then develop concise and compelling stories which illustrate that you have the competences and experience that the recruiters are keen to find. You can weave some of your examples into your written application, to demonstrate that you are a serious candidate worth shortlisting.

Once you are shortlisted for interview, you can develop your bank of examples to match the likely questions. Remember that each story should take no more than a minute to tell and should show you operating at a senior level. Summarise very briefly what the issue was, what you did, and the result you achieved. Try rehearsing your examples out loud, possibly

in front of a mirror. Ideally you will find someone to listen and give you feedback on how you come across. If that's not possible, make a video and force yourself to play it back. You probably won't like your first attempts, but that is the point of practising.

What if stage fright on the day is your biggest concern? You can take some tips from great actors and:

- Plant your feet firmly on the ground and feel the length and width of your body. Wear or carry something that makes you feel good.
- Breathe low, wide, and slow into your ribs. Relax your shoulders and jaw.
- Remind yourself of an occasion when you were at your most confident, and recapture that feeling
- Go into the room believing that the 'audience' want you to succeed.

*"I am often at my best when I have to perform at short notice, so I went into my first big interview believing I could wing it. The panel saw through me."*

*"I entered the interview with a plan for how I would do the job well. I was looking forward to discussing it with people who wanted to hear my views."*

## Ten tips for interviewing with impact

1. Imagine yourself inhabiting and owning the role you are applying for.
2. Give the recruiters confidence that you are the answer to their search, by engaging with them as equals, and building on what they say
3. Listen to the intent behind a question, pause if you need to gather your thoughts, and don't be afraid to ask for clarification if needed.
4. Don't talk yourself out of a job. Keep your answers short and to the point. The questioner will ask if they want more detail.
5. Be clear about your personal value-added. Avoid saying 'we' all the time, even if you want to show you are a team player.
6. Illustrate the range of influencing approaches that you use with different stakeholders
7. Be ready to talk about your leadership approach, including how you have learned from feedback and from failures.
8. Be prepared to be challenged: it may be a questioner's way of testing your resilience or seeing how you deal with conflict.
9. If one of your answers feels weak, don't dwell on it. One weak answer is unlikely to count for much if you have handled the rest of the interview well – and in any case it may not have been as weak as you think.
10. Let your warmth and enthusiasm come through, remember to smile, and look as though you are enjoying the conversation.

Interviews require us to be convincing about our strengths, yet many of us have an enduring message from childhood about not boasting or blowing our own trumpet. If that is true for you, try to put the childhood message aside for the occasion, and remember what the recruiters need to know about you. Remember how others have described your

impact and the reasons they gave. It is unlikely you will come across as arrogant or egotistical if your words are reflecting the evidence that others have fed back to you.

## Part two: Leading with confidence





This section applies equally to leaders who:

- have just landed a promotion and must now put their interview pitch into practice,
- are already in leadership roles but finding it hard to meet expectations and respond to feedback, or
- are seeing that an existing role presents new challenges and requires them to change gear.

### WHO are you going to be, and WHAT mindset will serve you best?

We assume you want to be the best leader you can be, but you may need to test your assumptions about what that means, in the context you now find yourself in.

**When you move up, or when a role broadens out, it is like reaching the top of the vertical line of the letter T and finding you must inhabit the whole of the horizontal line.** You can't continue to occupy the vertical line as well, even if that is the area where you are most comfortable. The logic may be obvious, but it needs a shift in mindset to put it into practice.

This is the moment to stand back and review what the organisation most needs of you, right now and in the period to come.

Now



Questions to ask yourself might include:

- What are the outcomes that I will be judged by?
- Who can help me understand the environment and culture?
- What is the leadership reputation that I want to build and what evidence will underpin it?
- What could be holding me back from being my best self?
- What is the leadership space I need to occupy?

### Find your voice

The role you occupy has a unique contribution to make, and you have been put in it for a reason. Others need you to deliver on your objectives, so that they can succeed with theirs. You have a voice, and it needs to be heard.

Reflect on the approach of a leader you respect who brings authority to their role. What do you see them saying and doing? You may notice that they:

- Are clear what their responsibilities are, and accept accountability
- Exercise soft power through their presence and influence
- Are curious to hear a range of views and not afraid to change their minds, explaining why their perspective has changed
- Are deliberate in how and when they make decisions, and thoughtful about seeking to take people with them when the decision is made.
- Accept there are times when it is better to make a decision that may prove to be wrong and learn from it, than to make no decision at all.
- Acknowledge that they can't please everyone in doing what needs to be done
- Stay calm under pressure, enabling others to do the same.

Perhaps there is something else about the way you see them carry themselves, the speed at which they speak, or the tone of voice that they use? You will not want to copy them in every respect because you are a unique individual with your own personality – but experimenting does no harm and could add to your leadership repertoire.

*"I've realised that you get less validation from others the further up you go. It is my job to make the weather. I need to rely on my own judgement of whether I am taking the lead in the right way."*

*"I am surprised how people have heard and responded to what I have been saying, when I had thought they were not listening."*

## Be your best self

Part of your authority comes from being comfortable in your own skin, and letting others see this. Share your values with your colleagues so that they know what you stand for. Adapt to culture and circumstances, but not to the extent that you bend yourself out of shape. Remind yourself of your strengths and why you are in the role. Build a rhythm that works for you.

Be curious about how you come across, and seek to learn from feedback, remembering that the impact we intend is not always the impact that is felt by others.

If you get consistent messages about things you need to change, be ready to thank the feedback-givers and to enlist their support in helping you to change. You may feel you are being misunderstood and that others' perceptions of you are wrong, but their perceptions are their reality. If you know what they think, you can engage with them and seek mutual understanding.

If you get one critic out of twenty advocates, try to keep the criticism in perspective. Assess it for its validity, modify your approach if the criticism feels justified, but remember that your advocates thought differently.

The questions you ask and the views you express will set a tone that reverberates round the organisation faster than you might expect.

You can have a profound effect on others' motivation, and your reputation, without realising.

None of us are perfect, but you may feel too exposed to show any sign of vulnerability or uncertainty to your colleagues. You may think you have to come across as much tougher than you feel. Rather than keep your feelings bottled up, we encourage you to explore them with a trusted friend or coach. You may be surprised to find that you are not alone.

Remember that stepping up at earlier stages in your career may have felt equally uncomfortable, but you did it. Are there lessons from that earlier time that you can now learn faster?

*"I remind myself that others are looking to me to give a lead. For the sake of the organisation I need to own the leadership space and be deliberate in the signals I send."*

*"I try to cultivate a positive mindset, where setbacks can be treated as experiences to learn from. I assume that three things are likely to go wrong each week. If there have only been two setbacks, it has been a good week."*

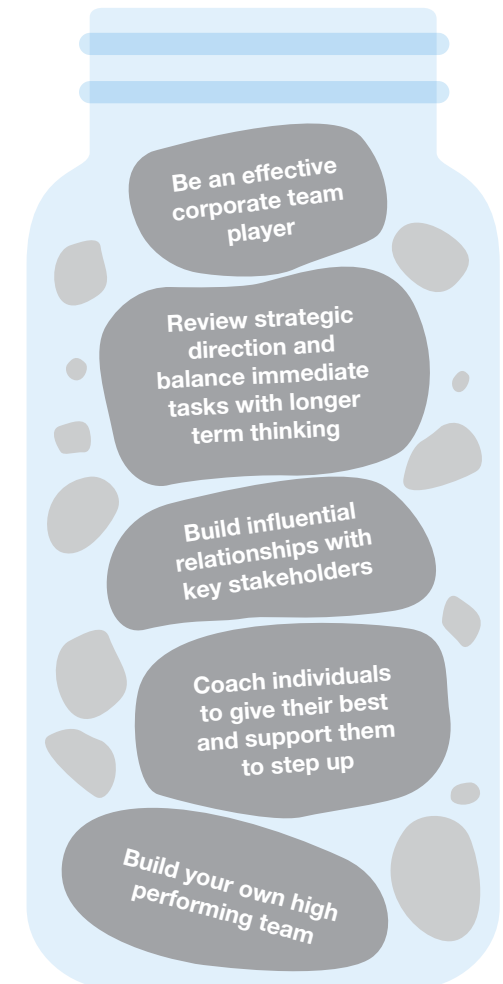
## WHERE should you focus your energies?

Ideally, you will have a performance agreement with the organisation which sets out your objectives and key deliverables, but you may still be questioning what that means for how you spend your time. Once you start talking to clients and colleagues, you may feel pulled in all directions. You can exhaust yourself in your efforts both to please everyone and to deliver on your objectives.

A fundamental question which resonates with many leaders is: **'What is it that must be done and can only be done by me in the role that I occupy?'**

Some say it helps them to have a picture to remind them of their imperatives. **We use the analogy of a large jar which has space for a limited number of rocks and some pebbles and sand.** The rocks are the essential objectives for the leader and cannot be delegated. The pebbles are things that must be done but could be done by others, and the sand represents things that would ideally be done but may have to be dropped or postponed. The rocks need to go in the jar first or there will never be room for them.

Every leader will have their own version of the rocks, according to their role, but most leaders' jars will need space for the following:



A key question is whether the leader's diary matches their 'rocks'. If it does not, which meetings or engagements are essential, and which could be handled differently? Where else is the time going? Is the leader finding it hard to resist tackling a problem that needs solving, even though someone else could do it with some guidance? What is stopping them from staying focussed on the areas where they can add most value and impact?

*"I ask myself: 'Which fires do I need to put out, and which fires need to be left to burn?'"*

*"I am mindful that muscle memory can take over when I am tired, and I can go back to doing the things that come easily. It helps me to picture these things as pebbles or sand."*

## HOW might you step up in these five key areas?

### Be a corporate team player

Unless you are the CEO of the entire organisation, you will be a member of a more senior team – and if you are the CEO, you are likely to spend time as a member of the Board and/or of a group of CEOs in the wider system. You play an important role in:

- Setting the strategic direction and culture for the organisation as well as for your part of it
- Resourcing a forward plan
- Actively managing external and internal risks

- Working with partners in the system
- Ensuring that all team members collaborate in the interests of the shared purpose.

If you are a new member of such a team, it may feel difficult to intervene when you see signs of silo working, or a lack of time for longer-term thinking. But you have been invited to join the team for a reason. You bring a fresh perspective that others may be more open to than you expect. You share responsibility with your colleagues for ensuring that the whole is greater than the sum of the parts. There are approaches you can try for ensuring you get heard.

## Tips for being heard in senior meetings

- Do your preparation. Think about the points you want to make
- Socialise your ideas and build alliances ahead of the meeting
- Notice where people sit in these meetings to get heard, and how they make the points that others listen to
- Don't wait for the perfect sentence – what you say will be good enough
- Focus your points and stop before you lose the attention of your colleagues
- Try not to worry about others' approval: you may be bringing the diversity of thought that they need
- If you don't feel sure of your ground for making a statement, ask a question to open up the point that's on your mind.

*"I notice that people who get heard speak more slowly and deliberately than I do. I realise my rapid delivery may not land well, so I have started experimenting with different approaches."*

*"At this new level it has not been enough to be the expert leader of my professional function. I need to be continually thinking in terms of the whole organisation and its context. My colleagues expect me to have views on all the big issues."*

*"Others need me to perform well for the good of the organisation, and that sometimes means standing up to them."*

*"My colleagues listen to me more than I had expected when I ask questions like, 'what is the strategic issue we are seeking to address?'"*



## Review strategic direction, and balance the immediate with the longer term

Reputations may be built on the effective delivery of short-term objectives, but they can be ruined by a lack of attention to what is happening in the wider environment. Successful leaders insist on making space to review the longer-term expectations that others may have of them, and the actions or events that could derail them. This is hard when day-to-day pressures feel relentless, but such pressures make it even more important to dedicate time to forward looks with your team or other key players.

One approach is to invite the team to do a ‘pre-mortem’ with you, and to stand in a future where you have failed on your key objectives. Together you analyse the likely reasons for things to go wrong and explore how it feels to have missed chances to put things right. You may not be able to mitigate every threat you identify, but what could you do now to make the impact less severe? Might someone be given the task of regular horizon-scanning?

The balance between strategic planning and operational delivery will vary over time, but it will always be “both and” and not “either or”.

*“I have had to stand my ground in insisting we stop and think about the big issues, when others are driven by the immediate and the tactical.”*

*“I spent dedicated time with my team spotting longer-term opportunities, which often changed the way we viewed shorter term issues.”*

## Build influential relationships with key stakeholders

Many leaders are surprised about the apparent lack of direct control they have. The higher you go in your career, the more dependent you are on influencing others internally and externally to support you in your objectives.

An early discussion with your own team will be about stakeholders and which ones need your personal attention. Within the organisation, you will need the support of your seniors and your peers, as well as those who used to be your peers and are

now less senior than you. If you have arrived from outside the organisation, you will need to find out how decisions get made, who makes them, and how to work with the culture without being captured by it.

Externally, there will probably be far more stakeholders than you can personally engage with. You might work with your team to map every connection you can think of and rank them by importance to your objectives. Which ones could be considered as reliable advocates or allies who need to be kept on side? Which indifferent or hostile stakeholders do you most need to convert? Which of them will need your personal attention because they are less likely to respond to a member of your team?

After identifying the key stakeholders, consider what you need to know about them, and what would make them more likely to listen to you. This is partly about having persuasive arguments based on the evidence, but that is not the whole story. It is also about studying their personalities, motivations, and emotional make-up, and observing what approaches appear to have traction with them. One personality type may respond best to a well-argued brief, provided in writing in advance. Another may need to engage with you in person and may make their mind up about you in the space of a few minutes, judging by whether you seem to talk their language.

Being influential can be about using your convening power to make things happen. Senior leaders don’t wait for others to invite them in: they spot what needs to happen and do the inviting. If they feel they need permission from a higher authority, they seek it, but only after considering why their own authority is not enough.

Ultimately, you want others to be coming to you for your views, because they know you carry influence in the system.

*“I worried about stepping into my authority with stakeholders in case my intervention was dismissed. So I decided to try: ‘I’m noticing something here that is troubling me. Can we take a moment to unpack?’”*

*“I realised that my role as CFO gave me automatic convening power with my colleagues, and that they expected me to use it - even if they didn’t always like the challenge.”*

*“I have learned that influencing is much more important than pleasing.”*

## Build a high-performing team

The team that reports to you needs to work on the same co-operative basis as the corporate team. They will look to you for guidance on the broader context in which the organisation is working, and the priorities within that. They will expect to work with you in providing a clear strategic direction to their people, even if the route to the goal needs to flex to circumstance.

Whenever we ask people about great teams they have been part of, they talk about being in it together, drawing on each other's skills and watching out for each other's welfare. However demanding the task, they were exhilarated by the sense of shared responsibility. They did not expect or want their leader to carry all the responsibility themselves, and just tell them what to do. Your primary roles as leader are to build that sense of shared ownership and to:

- Provide a clear sense of direction and expectations
- Build teams of complementary skills
- Monitor where connections need to be made between different groups, or where an evidence base needs strengthening
- Hold people to account for their performance and enable them to learn and grow.
- Be deliberate in balancing face to face and virtual interactions

Your aim is to steer rather than row, and to make non-intervention your

default. This isn't always easy if a team is inexperienced, or you have doubts about their capabilities. but the answer can't be to do their jobs for them. You may need to coach them as a way of investing in the future. You will want to delegate to them while not abdicating your overall accountability.

*"I used to think I was a great leader because I protected my team from a lot of the difficult stuff that came my way. A round of 360 feedback was a light bulb moment. They not only wanted more empowerment: they also wanted me to feel supported by them in reaching the big decisions"*

*"Before my promotion I had a small team of self-starters who required very little direction from me. In this role, even the self-starters need to know what my priorities are."*

## Coach individuals to give of their best, and actively support them to step up

You will want your people to be motivated to give of their best. If you worry that your expectations are unreasonable, might you unconsciously be setting limits on their opportunities to grow?

When you seek to develop your people, you might ask yourself:

- Am I providing enough clarity about the work to be done and why it needs doing, the outcome that's needed, and the timeframe for next steps?
- Am I giving this person space to explain what support they may need and what may be holding them back? Am I listening carefully enough?
- Do I risk making assumptions about them because they have a different background or life experience?
- What type of approach will work best for their personality? Does it help them to have written guidance to take away, or a graphic?
- How can I give feedback in a way that they can receive it?
- Do I know what motivates them? For example, if they are ambitious for promotion, can I explain how addressing this aspect of their performance will increase their prospects?

Sometimes an individual may prove unsuited to the role and you need to recognise when diminishing returns have set in. The longer you postpone a difficult conversation, the harder it will be for both of you. It is important to show in such a conversation that you value and respect the other person as a human being, and that your purpose is to be helpful to their future.

*"I realised that my habit of sharing every new idea was causing confusion for my team. I needed to clarify when I wanted something to be followed up, and when I was just articulating a thought."*

*"The biggest lesson for me has been the power of a short silence. I used to treat a pause in an exchange as a gap to be filled with another question, but I've learned to give people time to think."*

## Conclusion

Our focus in this booklet is on the frame of mind that makes stepping up attainable and allows you to lead with confidence. We encourage you to use it to explore your motivations, develop personal insights and experiment with some of our suggestions.

We hope that the checklist of questions on the next page will provide a helpful set of prompts for individual reflection and for discussion with your mentor or coach. We would be happy to discuss how coaching can support you in your own leadership growth, and in the development of your potential successors.

Our desire is to help leaders step up to bigger responsibilities with purpose and excitement, equipped to handle whatever may come their way.

## Checklist of questions for reflection

### Stepping up

1. Is the timing right to plan a move, and what is the stretch I am ready for?
2. What distinctive contribution could I make?
3. What doubts might be holding me back?
4. How might I best prepare my case?

### Leading with confidence

#### WHO are you going to be and WHAT mindset will serve you best?

5. What is the organisation expecting from me?
6. What is the distinctive voice I need to bring?
7. How do I ensure I bring my best self and am comfortable in my own skin?

#### WHERE should I focus my energies?

8. What is it that must be done and can only be done by me?
9. What is the shift in my use of time and priorities?

#### HOW might I tackle the typical 'rocks' for a leader?

10. What role can I play in a senior or corporate leadership team?
11. How do I ensure I give enough time to thinking about our strategic direction, and get the right balance between the short and the longer term?
12. Which key players do I need to build influential relationships with?
13. How might I build a high performing team, and coach others to step up?





**Hilary Douglas**

**E-Mail**

hilary.douglas@praesta.com

**Mobile**

+44 (0)7770 337339

**About the authors**

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.

Recent collaborations are the book *'The Reluctant Leader: stepping out of the shadows'* (2016), the Praesta Insight *'The Resilient Team'* (2017), the Praesta Insight *'The Resilient Leader'* (2020) and the Praesta Insight *'Leading for the Long Term'* (2021)



**Peter Shaw**

**E-Mail**

peter.shaw@praesta.com

**Mobile**

+44 (0)7810 655350

They also co-authored 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 former 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**

***'The Reluctant Leader: Coming Out of the Shadows'***

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

***'Beyond Imposter syndrome' by Margaret Collins***

Margaret Collins: 2018

***'What sets successful CEOs apart'*** –

by Botelho, Powell, Kincaid and Wang,  
Harvard Business Review magazine  
article June 2017

***'Management Time, who's got the Monkey?'***

by Oncken and Wass, reprinted in  
Harvard Business Review Nov/Dec  
1999 with commentary by Stephen  
Covey

**Praesta Insight booklets available for download from the Praesta website:**

***Wise and Responsive Leaders,***

Louise Sheppard and Jane Upton  
(Praesta, 2022)

***Leading With Grace,***

Una O'Brien and Pete Freeman  
(Praesta, 2022)

***Leading for the Long Term,***

Hilary Douglas and Peter Shaw  
(Praesta, 2021)

***Leading Virtual Teams,***

Jane Upton and Mark Powell  
(Praesta, 2021)

***The Resilient Leader,***

Hilary Douglas and Peter Shaw  
(Praesta, 2020)

***Four Vs of Leadership: vision, values, value-added and vitality,***

Peter Shaw (Praesta, 2019)

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

Hilary Douglas, Janet Rubin and  
Louise Sheppard (Praesta 2019)

***Job-sharing: A model for the future workplace?***

Hilary Douglas and Peter Shaw  
(Praesta, 2018)

***The Resilient Team,***

Hilary Douglas and Peter Shaw  
(Praesta, 2017)

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

Peter Shaw and Ken Thomson  
(Praesta, 2016)

***Living Leadership: Finding equilibrium,***

Peter Shaw (Praesta, 2011)

***Seizing the Future,***

Peter Shaw and Robin Hindle-Fisher,  
(Praesta, 2010)

**Praesta Partners LLP**  
[www.praesta.co.uk](http://www.praesta.co.uk)

**Praesta International**  
[www.praesta.com](http://www.praesta.com)

© Praesta Partners LLP