

Feelings of grief and loss are an unavoidable feature of our human experience. We will all experience these feelings to some degree during periods of our working and personal lives whether engendered by the death of a loved one, major changes in our organisational lives, redundancy, loss of relationship or other significant changes in the pattern of our lives. As coaches it is important to recognise *when* it is happening and to understand *what* is happening when we or one of our clients are grieving. This guide includes a range of reading, viewing, and listening resources to help us deepen our understanding of grief and some tools to help us and our clients to deal with it.

ARTICLES

Collective Grief This HBR interview with Dr. David Kessler, founder of www.Grief.com and co-developer with Elizabeth Kubler Ross of the stage model of grief, helps us to understand our collective grief in the face of the Covid-19 pandemic, acknowledging what we have actually lost and what we anticipate we may lose in the aftermath. Kessler suggests some ways to help us manage it.

Bereavement in Adult Life An article published in the British Medical Journal making the case for more training for health professionals in order to minimise the physical and mental health impacts of bereavement.

Beyond Kübler-Ross The most commonly referenced and understood model of grief and loss is the five-stage model developed by Elizabeth Kübler Ross which has been widely adopted as a model to help us to understand the change process. This article takes us on a journey of how our understanding of grief and loss has developed since then.

Before and after loss - a neurologist's perspective on loss, grief and the brain In this short article from Johns Hopkins University Dr. Lisa M. Shulman argues that following severe emotional trauma *"We now understand that although no injury is seen on MRI or CT scans of the brain, brain injury has occurred. In the same way, the emotional trauma of loss results in serious changes in brain function that endure"*. This topic is discussed in depth in her book of the same name.

TED TALKS

We don't move on from grief In this candid and entertaining TED talk, writer and broadcaster Nora McInerney encourages us to shift how we approach grief. "A grieving person is going to laugh again and smile again," she says. "They're going to move forward. But that doesn't mean that they've moved on."

You may want to marry my husband Just before her death in 2017 The New York Times published Amy Krouse Rosenthal's article entitled *"You may want to marry my husband"*. The article was read by over 5 million people. In this moving TED talk her husband Jason uses the article as a jumping off point to describing his own journey through loss and grief.

LEADERSHIP, ORGANISATIONS AND LOSS

Grief Leadership Originally published as a Guide to Leading in Times of Trauma this article from the Center for the Study of Traumatic Stress has been updated to reflect the Covid-19 crisis.

Major change at work can trigger loss and grief Understanding that organisational change can engender feelings of loss and grief in your people should be a precursor of organisational change programmes.

Leading in times of trauma How should Leaders respond to loss and grief in their organisations, an article from the Harvard Business Review.

COMPLICATED GRIEF

When Grief never ends Psychologists now recognise that some 15% of people who experience a loss will experience it as unrelenting and unremitting; this article from The Atlantic explores the concept and experience of complicated grief.

PODCASTS

Griefcast with Cariad Lloyd In this fascinating podcast series from the BBC Cariad Lloyd talks to a wide range of well-known people about their personal experiences of grief.

What's your grief? Grief support for those who like to listen.

USEFUL TOOLKIT

Managing Difficult Times This helpful toolkit provides some guidance to help us navigate the difficult times following a bereavement. Further help and resources are available from www.cruse.org.uk and www.grief.com among others.