

LEADERSHIP – COACHING AND MENTORING PACK

November 2014

Welcome to this month's edition.

A friend and a valued member of our Leadership Network; Damian Piper from www.effectivechallenge.com has sent me an important message about changing your mind-set (our first article in the month's edition). It is something I will continually repeat to myself especially when I am about to start my company's Health and Safety Plan and I am due to go for a run in the pouring rain. You can also find Damian on Twitter @effectivechall

www.ted.com is one of my favourite resources for both my inspiration and also my education on all aspects of leadership. I recommend it to you. This month I am sharing two of my favourite presentations on Ted from Michelle Obama and Stanley McChrystal. I hope they inspire you too.

'10 Sessions – 10 Messages / How-To's. I had the good fortune to attend David Taylor's annual Naked Leader Conference in London a couple of weeks ago. In future editions I will share with you some of the content I picked up. In the mean time I have shared in this month's edition some messages from each presentation. If you are a regular reader of our leadership pack you will know I often include his messages – if you want to know more, please check out his website www.nakedleader.com

'YOUR ROUTE TO THE TOP - HOW TO PRAISE' is our career master class this month. One of the most important traits in my leadership book is gratitude. Good leaders show appreciation and are inspired by their team members. But good thoughts about people which stay in your head are useless, so take the time to praise.

'Getting a New Boss': a friend and former colleague recently asked me for some advice on working with a new boss. I was sure I had included an article in a previous pack – I just hadn't appreciated I would need to go back to 2009 to find it. I think there is some good advice and guidance in this piece to get the best out of this new relationship so I have included it again.

Carrying on the theme of including at least one blog post in our leadership pack from www.leadershipintheraw.org I have chosen 'LEADERSHIP THE DOSH WAY' I was recently inspired by the US 'Success Magazine' www.success.com piece on "Leadership - the Virgin Way" which is promoting a book by Richard Branson, to think about what is the Dosh Ltd (Financial Advocacy) Leadership Way? If you would like to know more about Dosh please check out our website www.dosh.org and also email me at steve.raw@dosh.org (even if it is just to say hello!)

This month's quotes have been taken from my wife's @JoyceRaw1 twitter feed – thanks Joyce. I am also on Twitter: @DoshLtd sharing leadership thoughts at 7am, 7 days a week. I welcome new followers!

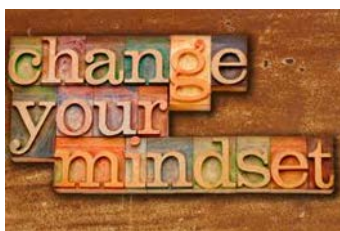
Keep making a difference in people's lives and have a successful month.

Steve Raw FInstLM, FCMI, GCGI

It's not about how good you are,

Its how Good

You want to be



Get to or got to?

Changing the way we speak or think about situations can have a real impact on our attitude and approach. Why not make that a change for the positive?

Here's a question to get you started. What happens to your mind-set if you change the start of the sentence from "I've got to do something" to "I get to do something"? It's a small yet potentially powerful adjustment. Here are three examples:

1. I've got to go running. I get to go running.
2. I've got to do the school run. I get to do the school run.
3. I've got to write this appraisal. I get to write this appraisal.

It strikes me that the 'get to' version is more positive and appreciative. It can help bring perspective and encourages us to acknowledge the often-privileged position we are in. Try it today and see what happens to your attitude.

Damian Piper, Coach & Leadership facilitator www.effectivechallenge.com @effectivechall

"Success is 99% attitude and 1% Aptitude" Celestine Chua
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Michelle Obama: A plea for education

Speaking at a London girls' school, Michelle Obama makes a passionate, personal case for each student to take education seriously. It is this new, brilliant generation, she says, that will close the gap between the world as it is and the world as it should be.

http://www.ted.com/talks/michelle_obama

"Don't let someone's words blind you from their Behaviour" Dr Steve Maraboli
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Stanley McChrystal: Listen, learn ... then lead

Four-star general Stanley McChrystal shares what he learned about leadership over his decades in the military. How can you build a sense of shared purpose among people of many ages and skill sets? By listening and learning -- and addressing the possibility of failure.

http://www.ted.com/talks/stanley_mcchrystal

Dear Steve

10 Sessions – 10 Messages / How-Tos

Time to Read: 10 Minutes

Last Friday we staged our annual leadership conference – Leadership that makes and saves money – here is the single main How-To that I took from each of the 10 sessions (in order of delivery):

1. Show me the money (and the meaning) – my little bit:

Hold your leaders accountable for accountables. If any project, external coaching/consultancy, event etc. does not deliver more than the financial value of your investment (including your time), then don't do it (if you want to know how to measure this, call me on my personal mobile 07786 320 297).

2. Get into The Right State (not A Right State) – Bob Perry, Naked Leader Expert Practitioner

How you feel is determined by your physiology. To get into the right state stand tall and confident, and your confidence, feelings and state will follow straight away- most useful when you are entering a meeting about financial negotiations.

3. HR – Boring or Brave? – Pauline Hogg, HR Director to the Chief Legal Officer and Head of Supply Chain Finance in Unilever

Have honest and 'human' conversations around how people see their futures.

4. So, IT Really Really Doesn't Matter? – Andrew Marks, CIO Tullow Oil

Get Back to Business – identify and focus on the 10% of activities you do that deliver 90% of the benefits and then do the most innovative thing of all, stop doing the rest. Tullow saved \$10m doing this.

5. The Big Debate – Experience makes Education Irrelevant – Professor Mark Durkin, Ulster University Business School v Me – all done dressed as boxers...

Mark's key point – Would you trust a triple heart bypass in the hands of someone unqualified to do it?

My key point – Experience is the most powerful (and helpful) education you will ever need

(I won by just 4 votes – I think Mark deserved to win - he didn't though)

6. Put your Mouth where your Money is – Stuart Mustoe, Finance Director, TrustFord

Finance must provide the Answers – not endless information, spreadsheets and data – the answers you need as an organisation. (And if you don't know what answers you need, stop reading this and go decide!).

7. Workshop Session – Is your function Worthless or Priceless? – People split into their respective functions to answer that question.

Take the lead to prove the financial value of your function in hard, real financial figures (and, by the way, if anyone still believes there are such things as 'intangible benefits', pay them with intangible money – send us their photo and we will send them £1,000,000 with their picture on – jackiewitney@nakedleader.com)

8. For Fun or Funds? Being Social by Design and Making it Count – James Eder, Entrepreneur, Founder of The beans group, all round crazy guy

Stop marketing and start mattering

9. The First Direct Story – Alan Hughes, Ex CEO First Direct Bank and widely acknowledged as the leader who transformed the organisation into what it is today.

Put your customers at the heart of everything, and put your people at the heart of everything

10. You

If you feel inspired by any of these how-tos, go do one of them

If not, go do one of them anyway.

With heart-felt thanks to all who attended our sell-out event, all our speakers and all in Naked Leader who worked so tirelessly to make this event such a success...

2015 is sure to be a sell-out – book early

David (David Taylor author, presenter, leadership guru)

PS And here is the link to the clip Pauline showed at the start of her presentation

<http://youtu.be/2XIQkDldpmI> (I recommend this presentation (Today's workforce is changing) it is excellent and worth watching – Steve)

It's not who you are that holds you back, it's who you think you're not. - @johnassaraf
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Watch your thoughts; they become words.

Watch your words; they become actions.

Watch your actions; they become habits.

Watch your habits; they become character.

Watch your character; it becomes your destiny.

Unknown

He who does not understand your silence - Will probably not understand your words
--

Elbart Hubbard

YOUR ROUTE TO THE TOP - HOW TO PRAISE

Do it often. Five times a day minimum (like fruit and veg); 25 times would be even better.

Spread it around your team or colleagues to avoid a sense of favourites.

Remember, it's for their benefit, not yours. This will make it more genuine.

Don't mix praise with negative feedback, otherwise it will not be heard.

Choose the right moment. Broadly, for praise on a minor matter, do it straight away, otherwise it will look like a bigger deal than it is.

Give the context. If the praise isn't offered immediately, it helps to let them know what exactly you are talking about: 'Thanks for the report – it was great', you are not giving the other person anything they can usefully apply in the future. Was it great because the report was detailed, had a succinct summary, included good questions.....?

Describe the impact it has had. This is the part that motivates. The good/positive consequences that flowed as a result of what they did well are what encourages them to repeat this behaviour.

Describe the skills they demonstrated, or what it tells you about them as a person. This is the part that makes the other person feel really good: ‘Thanks for leading the meeting so inspirationally; what a great team of people you have persuaded to get involved in the project.’

Congratulate. This is usually the beginning, middle and end of praising. It has a role but if it’s all you do, you get only one star.

The Mind Gym

<p>Do what makes you happy</p> <p>Be with who makes you smile</p> <p>Laugh as much as you breathe,</p> <p>Love as long as you live.</p> <p>Unknown</p>

Dear Steve

Time to Read: Read it, time yourself and then you will know

We’re all Scientists Now

The science community is in a bit of a spin, as “certainty” becomes ever more difficult to prove. This has been raised in academic journals over the last few years, and when The Economist published “How Science Goes Wrong” the debate really took off.

Let them get on with it.

Let’s turn to success – by your definition – is it possible to come to a scientific conclusion on what works for you, every time?

Absolutely

Decide what you want, take personal ownership of it and choose to do something.

Then see if it takes you closer to your outcome – if it does, do more of the same – if it doesn’t, then do something else, and keep repeating or “experimenting” in this way until you achieve your outcome.

Yes, this is the core of Naked Leader (The Formula For Guaranteed Success - FGS); however it is only when I started researching this science debate that the FGS takes on such a powerful, practical and personal dimension.

Powerful because the only way – the only way – to know if you can achieve something is to do it.

Practical because we all do this each and every day – no caged rat lab experiments for us – we live and breathe our own science experiments hundreds of times every 24 hours.

Personal because what works for you – as you, your team and as an organisation – may be very different to what works for someone else.

Science comes from the Latin scientia, meaning to know – and the only way for you to know is to go out and be a scientist – just as you have been doing, subconsciously, every day since the day you were born.

Please, for the next few days, do it consciously, and watch other people do the same – it is both fun...and fascinating.

Enjoy, and please share your scientific findings.

David (David Taylor author of the Naked Leader, Naked Leader Experience and Naked Coach + the book I am half way through the Naked Millionaire)

Great things are done by a series of small things brought together - Vincent Van Gogh

FIVE THINGS TO REMEMBER FOR GREAT PRESENTATIONS

1. Accept you're going to be terrified
2. Understand your audience, and what they'll want from you
3. Prepare, prepare, prepare and practise, practise, practise
4. Do use notes, but don't just read it out, and use slides sparingly
5. Try to pre-empt and prepare for questions you are likely to be asked, but come clean if you don't know the answer

USEFUL LINKS: European Professional Women's Network London

<http://www.europeanpwn.net/london>

Rich Public Speaking <http://www.richpublicspeaking.co.uk>

Source: ILM's Membership magazine 'Edge'

SIX STEPS TO BOUNCING BACK FROM A MISTAKE (WHAT TO DO WHEN IT'S YOU)

OK so you've just found out you've put the wrong dates into your work calendar and that all-important client deadline has slipped by unnoticed. What now?

1. **Own Up** Trying to hide a mistake (or blaming it on someone else) is only going to cause you stress – and it'll always be uncovered in the long run. Instead, the experts say that honesty is always the best option. "If you can be open and honest about your mistakes then you'll be able to deal with what happens next with more authority,"
2. **Apologise and take ownership.** Inform the people that need to know about your mistake as quickly as possible. Apologise where necessary and take ownership of what's happened.
3. **Go easy on yourself.** "When someone makes a major mistake there's usually no point at all in trying to make them feel worse. They'll probably be making themselves feel bad enough already" With that in mind don't beat yourself up over your own mistakes. After all, they're inevitable part of workplace life and they happen to everyone occasionally.
4. **Reflect.** Why did you make the mistake? Was it purely an accident, or caused by a flaw in the project design or issue with your software? Acknowledge that wider emotional factors could be involved. "Sometimes people make mistakes because they're stressed, or have too much to do. It could also be down to wider confidence issues"
5. **Learn.** This is the really important part. How can you get support to make sure you don't make the mistake again? Do you need more training? Or just a reduced workload so you can focus on what matters at the moment? Be sure to share what you've learned with colleagues, so you can adapt and develop standard workplace procedures if necessary.
6. **Don't dwell on it.** "Once a mistake's occurred, the worst has already happened" It may feel painful now, but in a year's time the likelihood is that your peers will have forgotten about it anyway. Make sure you've learned from the mistake, and move on.

Source; ILM's Edge Magazine

Getting a New Boss

Starting an important new relationship in a positive way

You may not have asked for it. You probably didn't plan for it. Yet, like it or not, your old boss is leaving, and a new boss is arriving to take his or her place. So, what's going to happen now? Does this mean that you'll also have to change your job? Or is this a good opportunity to make a great first impression, and potentially change the direction of your career?

Many people in this situation limit their thinking to what has changed about themselves - which, in this case, is nothing. However, a new boss will likely have different opinions, different policies, and even a different management style. The situation has now changed: if you simply keep doing what you did before, you're not facing reality.

You need to accept that this really is a new opportunity to make a first impression (this is one of the rare times that this possibility exists). But you also need to know how and when to act, as well as which problems to avoid. You don't want to overwhelm - or underwhelm - your new boss. There's a proper balance that you can find.

In this article, you'll discover what's usually important for new bosses, and you'll learn how to make a positive and appreciated contribution that's good for both of you.

So, Who's Really the "New Hire"?

In some cases, your new boss may be the 'new hire'. However, you are also new to your new boss. In many ways, it's similar to when you first started your current job - you have to work to make a positive impression; and you have to be supportive, and prove yourself.

Whether or not you worked well with your old boss is no longer relevant. It's up to you to build a relationship with your new boss. Things will likely be different, so expect to change the way you work; and expect to experience a three-month adjustment period, during which you'll both "settle in" and get used to each other.

Your New Boss's Background

Your new boss may come from one of many different backgrounds. He or she may have been promoted from within the team or from elsewhere in the organization. Or your new boss may have had a similar position in another company - or even an entirely different role. This can lead to three possibilities:

1. Your new boss understands that he or she doesn't really know the work you do, so the boss may look to you for help.
2. Your new boss thinks he or she knows what you do, but doesn't. This person needs your help, but doesn't know it. Your goal is to educate tactfully, considerately, and sufficiently.
3. Your new boss knows what you do, so you can focus on the other aspects of building your working relationship.

Even if your new boss knows what you do, this doesn't necessarily mean that you'll interact with this person the same way you did with your old boss.

Perhaps your old boss knew exactly what to do in all situations, because she did your job before you got there. But your new boss may have a more general management background. He or she may not have detailed knowledge that you can use to check your work, or may not be able to offer advice on

specific topics (this can be particularly true if you have a technical role). On the other hand, this can be a significant opportunity for you to accept a new level of autonomy and responsibility - and get great career experience!

Making the Relationship Work

An important step in managing the relationship with your new boss is to accept it. Whatever you might have thought about other candidates for the job (including, perhaps, yourself), you must face the reality that your company made a choice, and you have to work with this new person. (If you were competing for the job, and particularly if your new boss is an ex-colleague, don't sulk about not getting the job yourself; and don't be disrespectful towards your new boss. If you do either of these, you're setting yourself up for conflict and failure.)

Some parts of this situation don't apply equally. You have one relationship to manage with your boss, but your boss has several relationships to manage with all team members. However, your relationship needs to be a top priority for you. Remember that your boss is also a "gatekeeper," with the ability to allow you - or deny you - access to a number of things that can impact your job satisfaction.

Tip: Be helpful, but don't appear too eager. "Sucking up" may bother your boss as well as your colleagues. Offer your help, and then assess how your new boss reacts to your help: this will help you strengthen the relationship.

Helping Your New Boss Succeed

Your new boss will likely target several goals during the early weeks and months, because this will help confirm to upper management that they made the right hiring choice.

This is what your new boss is likely to be thinking - and it may therefore show you how you can make a positive impact:

- Building competence and learning the new role - This includes dealing with information overload and creating a learning plan.
- Learning about and understanding the team members - This means not only getting to know them, but also figuring out who the key players are.
- Creating quick wins to establish credibility - Credibility also means focusing on results that are important to the new boss's boss, and linking tangible results with longer-term business goals.

Necessary Conversations with Your New Boss

Here's a checklist of what you and your new boss should understand and agree upon as you get to know each other. These conversations can range from informal chats at the coffee machine to formal meetings in your boss's office or elsewhere. Use common sense, individual preferences, and mutual availability as your guiding factors.

- Determine how your boss views the current situation - Find out how your new boss sees things. For example, does your new boss think that the objective is to maintain a currently strong position or turn around declining performance? You may not agree on every point, but at least you'll know.
- Learn what your boss's expectations are - What does your new boss want from you now and in the longer-term future? How will your success be measured? If you understand what will help

your new boss succeed (see above), this will help you relate to his or her expectations, while making sure that what's asked of you is still realistic.

- Figure out your boss's working style - What you do is important, but so is how you do it. You have your preferred way of working, and so does your new boss. Find out how your boss likes to operate, and show him or her how you like to operate. This will lead to a better chance of achieving more together - and a better chance that both of your careers will benefit.
- Determine what resources are available - If you need more resources or need to keep what you have now, let your new boss know.
- Establish opportunities for personal development - This is a mutual benefit opportunity. Ask if you can contribute to particular activities that will also help your career development.

Use good judgment as you have these different discussions. For example, make sure that you've already established sufficient credibility before you start a discussion about personal development.

Key Points: When you get a new boss, you'll both go through an adjustment period, usually of about three months. This period is important for you, because it's an opportunity to build a strong and positive relationship with your new manager. Depending on your boss's profile and background, you may need to educate him or her on many things, including your own role in the organization. Follow our tips to succeed with your boss - and you'll help your boss succeed as well.

LEADERSHIP THE DOSH WAY

I was recently inspired by the US 'Success Magazine' www.success.com piece on "Leadership - the Virgin Way" which is promoting a book by Richard Branson, to think about what is the Dosh Ltd (Financial Advocacy) Leadership Way.

I believe we have a strong leadership theme and culture in our company, which makes being part of it special, and is something I wish to share with you. Perhaps after reading this post you will want to assess your leadership culture or assess where your company is on their journey, or change your company direction, and hopefully find out more about Dosh at www.dosh.org - or drop me a line to find out more.

So here are my 10 examples of leadership which make it the Dosh way:

1. We recruit Leaders: Each of my colleagues has been recruited for their values, beliefs, and their experience of supporting people with their money. They want to make a difference in a person with learning disabilities life, and that they want to take a leadership role within their company.
2. As Leaders: They want to support people to be more independent and have more control with their money
3. "Dosh have a very creative, can-do attitude and are very knowledgeable. Their service is starting to save significant care management time for Social Work" A quote from one of our Commissioners, our default position is to say 'yes' and when we do this it more often than not opens up new opportunities for all of us.
4. We have a 'no blame culture': We work within a culture that each of us is doing our best, so that when mistakes happen, we admit our mistake – we learn from it – I apologise – and we move on. We accept that mistakes happen and, for Dosh, it is not about the mistake, but about how we react in a positive and urgent way to remedy whatever has gone wrong.

5. Each and every one of us has a sense of urgency: In Dosh we have momentum! We are successful, but we know that we will lose that if we lose our momentum
6. We all have a positive mind-set: "Optimism is True Moral Courage" - according to the polar explorer Sir Ernest Shackleton
7. We have a passion for what we do: We are passionate about supporting people with learning disabilities and we love what we do.
8. Problems, Questions and doing new stuff: For the people we support it is a challenge to our professionalism that we will do our utmost to resolve problems and find solutions for our customers
9. Although our team members are based across the country they all help each other with the challenges they are facing as they care for each other.
10. As their Managing Director it is important to me that everyone is having fun! It is something I check at the end of every 1-1 "are you still enjoying your job?"

How do you get a similar Leadership Way? My Top 10 Tips:

1. Recruit a Diverse Team: Don't recruit people who look like you!
2. What is your Vision? When you have one don't keep it to yourself!
3. Create a Buzz: Introduce something new each month into your work and company. Have a "Wow" factor so the people you work with and your customers think..."I wasn't expecting that!"
4. Ensure your colleagues feel that it is their company too: each team member needs to feel they have a stake in the company and that they can effect change
5. Empower your colleagues! Each team member in Dosh has a unique talent and you need to find out what it is and make sure you use their gift.
6. Do not only have two main goals for you, your team and your company as they are not big enough! Have 10 goals. Think Big, Be Big, And Do Big!
7. Develop ambitious and challenging Key Performance Indicators (KPIs) that measure the team and the organisation's performance. Even better, ask your team members to set their own targets as they will likely be more challenging than those you set!
8. Ask your team if they are having fun? If they are not, do something about it even if it involves re-designing what you do.
9. What you do is important, sometimes urgent and what you do makes a difference in people's lives, but do not take yourself too seriously; maintain perspective and inject some humour
10. Be consistent in what you do each day. Enchant people (even those who are not your paying customers) with your offer each and every day.

Dosh support people with learning disabilities with their money and state benefits. We support people through Appointeeship, in a person centred way, through our local Financial Advocates who become members of a person's circle of support. We also support people with their Individual Budgets, Tenancy Agreements and provide consultancy.

What is your Leadership Way?