

LEADERSHIP – COACHING AND MENTORING PACK

February 2015

9 Years ago this week I started the Leadership Pack, each year I check if I am sticking to the original aims for our publication. This is how I explained it at the time in 2006:

What's it all about? It's about:

- Coaching
- Mentoring
- Leadership
- Ideas
- Management &
- Achieving Excellence

What's the aim? It is designed to:

- complement your reading and learning
- be thought provoking
- be light hearted
- be a quick read for busy managers and supervisors
- be a checklist
- check your thinking is on the right track
- be supportive
- A resource for colleagues
- A resource for those you line-manage

Who is it for?

- Anybody in a managerial or supervisory position
- Anybody who aspires to be in a managerial or supervisory position

What do you think?

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,

It's how good you want to be

For some time I have pestered Matt Bindon an Operations Manager in the South West for an article on leadership and life lessons he has got from his study of Shaolin Wushu. Following his recent studies in China, Matt shares his thoughts with us. (Matt is the first westerner receiving Shaolin Warrior Discipleship certificated in China)

I also recommend his YouTube video on his demonstration of his martial art

Martial Arts – A message from Matt Bindon

Throughout different cultures there are many disciplined arts/sports that people practice for different reasons.

These reasons can be broken down into the following three subject areas, each area acts as 'building' blocks to a person's own personal development.

Physical exercise – this can come in all types of varieties to help you get fit and more importantly to keep healthy. This may be hard at first but stick at it; you will soon feel the benefits from this.

Emotionally – When you first start to practice you feel happier within yourself and satisfied when your practice has finished, you start to feel good about yourself and have that 'feel good factor'

Mentally – Your focus improves and concentration is better, you have a clearer mind, your 'will power' is also starting to develop!

These can be found in lots of sports /arts / activities and probably lots of people can identify with these three areas at different times.

Having an outlet can be a very powerful tool for your own self development, motivation and self-esteem and can often act as a stress release after a hard day's work!

Finding the right outlet can often be a journey for people, so check out different types of exercise classes as a lot of exercise groups will often advertise a 'free taster session.

My own journey started 30 years ago when I was 14 years old when I began training in Chinese Martial Arts also known as Shaolin Kung Fu with my teacher whom I still see and train with.

Looking back when I first started as a boy, I really focussed on the physical aspects of training. But later recognised that ultimately all practice is about self-development – in all the above areas!

I still study in China and in the USA to continue my learning and own development, and recently taught a group of 15 Managing Directors each representing their leading sport in the UK on the benefits of balancing the mind and body.

A wise man said to me - 'the sky is not the limit, the mind is'

<p>I raise up my voice, not so that I can shout, but so those without a voice can be heard. - Malala Yousafzai</p>

My favourite 3 Video Presentations for February.....

GOT A WICKED PROBLEM? FIRST TELL ME HOW YOU MAKE TOAST

Tom Wujec

Making toast doesn't sound very complicated — until someone asks you to draw the process, step by step. Tom Wujec loves asking people and teams to draw how they make toast, because the process reveals unexpected truths about how we can solve our biggest, most complicated problems at work. Learn how to run this exercise yourself, and hear Wujec's surprising insights from watching thousands of people draw toast. (Source: Ted.com)

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

Elizabeth Gilbert: Success, failure and the drive to keep creating

Elizabeth Gilbert was once an "unpublished diner waitress," devastated by rejection letters. And yet, in the wake of the success of 'Eat, Pray, Love,' she found herself identifying strongly with her former self. With beautiful insight, Gilbert reflects on why success can be as disorienting as failure and offers a simple — though hard — way to carry on, regardless of outcomes. (Source Ted.com)

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

Richard St. John: 8 secrets of success

Why do people succeed? Is it because they're smart? Or are they just lucky? Neither. Analyst Richard St. John condenses years of interviews into an unmissable 3-minute slideshow on the real secrets of success. (source Ted.com)

http://www.ted.com/talks/richard_st_john_s_8_secrets_of_success

Don't Limit your Challenges – Challenge your Limits
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BE KIND TO YOURSELF IN 2015

I am guessing, if you are reading my blog, that you are like me and we have a similar passion for leadership. We want to be the best leaders we can be and we want to make a difference to the people we support. The trouble is we are often our own biggest critics – we are often too hard on ourselves and I am not sure that is always a good thing?

So in 2015 believe in yourself and give yourself a break:

1. If you make mistakes (no one is perfect) accept that you will make mistakes, learn from them and keep going.
2. Leadership stuff I have learned - don't second guess yourself. You can only make the best judgement at the time with the facts in front of you

3. It is easier to ask forgiveness than it is to ask for permission.
4. No matter how busy or how much pressure you are under during your day, do one thing which you enjoy
5. Book yourself a coaching or mentoring session with your coach or mentor. Talk through your dreams and aspirations (try and fix up one of these meetings at least bi-monthly)
6. Record your successes and read through before you start your new week.
7. When you are facing a crisis, and you are coming under pressure, tell yourself two things: 1. I have faced this before - how did I deal with it then? And 2. In 6 months' time will this situation be such a big deal? Probably not.
8. Reward yourself. Something I picked up from running – if I had a good race I rewarded myself. It could have been a new pair of running socks or an energy bar, it doesn't have to be much, but it can make you feel a whole lot better. Give yourself a pat on the back.
9. Laugh whenever you can – it is cheap medicine
10. Regularly (daily is best) go for a walk. Take a break- you only need to find 30 minutes in your day. It will refresh you and it will give you the time to think.

5 things I will do in 2015 to be kind to myself:

1. Only worry about stuff I can control
2. Take care of my health
3. Spend time with the people I love
4. Have an alternative work – my voluntary work with SSAFA, for example
5. Read one book a month

Take a step back and think about what you have in your life and be grateful for everything that comes your way. If it happens to be a failure, see it as your first and second step towards your next success. Understand that failure is not permanent and neither is success, so prepare for both this year.

Good Luck and my Best Wishes

Source: Steve Raw

'Do not grow old, no matter how long you live. Never cease to stand like curious children before the Great Mystery into which we were born'

Albert Einstein

Ten ways to.....

HANDLE RUMOURS

1. Face it, tongues will always wag
2. Be open about what's going on
3. Be firm when bearing bad news
4. Address individuals' concerns
5. Build a trusting atmosphere
6. Promote intranet discussion
7. Trust your own judgment
8. Nip trouble in the bud
9. Tell the truth
10. Avoid dodgy practices

Management Today

Maturity doesn't mean age. It means sensitivity, manners and how we react
--

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 encourage 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.

Source: The Mind Gym

'Never discourage anyone who continually makes progress, no matter how slow'

Plato

The real, naked reason people get upset is...

Time to Read: 72 secs

Dear Steve

The real, naked reason people get upset is...

That something they need to happen, wants to happen or expects to happen, hasn't.

Find out what that something is, and you avoid an argument, the upset evaporates and you and they can have a proper conversation.

Far more effective than:

Telling someone to "calm down" (they will do the opposite)

Getting upset as well (unless you enjoy that, of course)

And possibly the worst of them all:

Rushing in with a quick fix (good luck with that one)

So, what to do:

Change their state – move out of the room, have a coffee, or gently touch their elbow and say something like 'Sorry to stop you mid flow (name) – before you tell me about it are you ok if we have steak for dinner?' (or something else!) After such an intervention, they won't be able to recreate the state they were in before (and won't quite know why).

Listen to them – really listen – and then repeat back what they have said, to show understanding.

Listen for a key word in a phrase – e.g. "All I want is to be appreciated" and then ask 'what kind of appreciated?' (Or key word).

Repeat 2 and 3 as often as needed and you will get to the root cause behind the upset – what they needed, wanted or expected to happen.

And then you can either help it happen, explain why it can't happen or say you will think about it.

Why does this work?

Because people want to feel valued, respected, listened to – and this is actually more important than always getting their own way.

Hey, don't believe me – go do it...

With my love and best wishes

David Taylor (David is the author of the Naked Leader books)

Character is how you treat those who can do nothing for you
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A great example of giving someone a standard to live up to

Time to Read: 32 secs

Dear Steve

A great example of giving someone a standard to live up to

Last week a friend who works as a school receptionist shared with me a Christmas card she had held onto to show me, given to her by a pupil's parents.

Under the usual stuff was a handwritten message:

'Thank you for always being so jolly, polite and helpful'

I said how lovely that is, she agreed, and added, smiling, 'of course that means I now have to be jolly, polite and helpful at all times, especially to these parents'

What a great example of giving someone a standard to live up to (and making them feel great at the same time)

Who are you going to give such a standard to, and when?

With my love and best wishes

David (David Taylor is a broadcaster, presenter and a thought leader on Leadership)

'Your ability to discipline yourself to set clear goals, and then to work towards them every day, will do more to guarantee your success than any other single factor'

Brian Tracy

TEN WAYS TO.....

BETTER JUDGMENT

1. Know what you want
2. Get good information

3. Separate fact from assumption
4. Don't be unsettled by uncertainty
5. Be led by the outcome, not your tastes
6. Keep an open mind
7. Find the lessons in your mistakes
8. Learn from others
9. Empathise
10. Remember: you're in control

'There is nothing wrong with change if it is in the right direction'

Sir Winston Churchill

Your Route to the Top - WORK OFF YOUR WORRIES

Pick your battles. Losing sleep over next week's meeting? Channel nervous energy into those things you can control (such as knowing your figures inside-out) and put everything you can't influence (e.g. your customers mood) out of your mind.

Change your mind. Optimists outperform their glass-half-empty counterparts, according to psychologist Martin Seligman. If negative thoughts leave you paralysed with self-doubt, reframe your challenge. Replace 'this is impossible' with 'this is an opportunity to learn' and defy the naysayer.

Use your allies. Market research firm Gallup found that having a good friend at work fosters sustained performance. Whether it's reassurance that your strategy makes sense, or a pep talk before your review, seek the support of a trusted ally.

Say yes to stress. In a survey of Londoners, nine out of 10 said they experienced stress at work, yet 50% were happy with their work life. How so? Research by endocrinologist Hans Selye (1907-82) found that a healthy level of stress actually boosts performance. Relish your racing heart and reap the rewards.

Regain perspective. Recognise that even your most feared outcome (missing a deadline, losing a customer, bombing in front of the board) is unlikely to be your downfall. Think what really matters to you (your children's happiness, your partner's health, being inspired) and feel your mountains shrink to molehills.

Do something. In the midst of panic, taking action provides much needed distraction, a sense of progress, and a feeling of control – all of which lead to increased calmness. Identify one thing that will help you move towards your goal, then stop dithering and do it.

Source: The Mind Gym

Ten Ways To.....

CUT HUMAN ERROR

1. Check your processes
2. Train people properly
3. Set time-frames realistic to tasks
4. Allow for regular breaks
5. Instil a sense of pride in the work
6. Spot mistakes before they happen
7. Check everything
8. Accept you can't eliminate all glitches
9. Don't let a blame culture develop.....
10.but make the consequences clear

'Life is like riding a bicycle. In order to keep your balance you must keep moving'

Albert Einstein

PREPARE FOR LIFT OFF in 2015!

Resolutions? Let's face it, more often than not we don't keep them. With one month over for 2015 already, how many have you kept? So let's change the word to 'Commitments' as in "I am going to make some commitments in my life and in my career". It feels different - using the word Commitment feels like it has a purpose. So.....

Make 2015 your best with a year's worth of commitments for a lifetime of positive results:

1. **Set goals.** Take a good look at what you want in life. Have you committed to these goals by purposefully taking steps toward reaching them? (Write them down – if you don't your goals are just wishes)
2. **Get a Mentor.** Seek out people with the knowledge you desire. Find people you want to be like – now ask them and they will be flattered
3. **Read.** Create a personal reading programme by determining how many books of different kinds (personal development, business, nonfiction) you'll read this year. Don't skip literary fiction; a recent study shows it improves social skills. (I have just finished one of David Taylor's Leadership books and just started reading the latest Peter James novel – I recommend both to you)

4. **Improve productivity.** Log your activities for a week to assess timewasters. Make sure you aren't spending chunks of the day on activities that don't drive your business forward or improve your life. (If what I do does not make a difference to people I support and my company www.dosh.org I will stop doing it)
5. **Wake up early.** Get up before your household to contemplate what you want to accomplish – then seize the day. (I get up 3 hours before I officially start work – it has worked for me over the last 43 years in both careers)
6. **Get an accountability partner.** Check in regularly to review accomplishments areas for improvement and next steps. (Meet regularly, give them your set of goals and then get them to hold you to account)
7. **Do something you've always wanted to do.** Life's too short so don't wait to live it.
8. **Take small steps.** Whatever it is you seek, just get started. Commit to some easy, feasible activity to move you closer to those goals every day. I have always found that looking for small successes and achievements builds my confidence going forward to achieve something very big!
9. **Journal.** Whether it's an idea, a problem you want to solve or an inspiring quote, write it down.
10. **Practice mindfulness.** You will improve your effectiveness, well-being and longevity. Research shows that by learning how to stop needless ruminating helps to focus on the here and now.

My inspiration for this post came from my monthly (USA) Success Magazine which I highly recommend to you. It comes with a free CD full of great interviews which I carry around with me as part of my learning and development when I am on long journeys. www.success.com

Source: Steve Raw

'A great attitude becomes a great day which becomes a great month which becomes a great year which becomes a great life'

Mandy Hale