

LEADERSHIP – COACHING AND MENTORING PACK

March 2015

This month's edition includes:

- According to our Blog Stats for www.leadershipintheraw.org the most read blog post in 2015 so far is from my wife Joyce "Being Bettina's Mum: Care to Communicate?" I hope you enjoy it and I hope it inspires you too. (Look out for Joyce's next post on my blog on 'Common Sense' *I hope she is not basing this on me*)
- I recently had the honour and privilege to be invited to deliver a Leadership Presentation to Managers, Leaders and Supervisors from Thera East Anglia. After my presentation one of their Operation's Managers, Justin Smith, recommended to me the 'Band of Brother's' Box Set, not for the WWII story but for leadership lessons from the Band of Brothers Officer Commanding, Major Richard Winters – if you haven't seen it, I recommend it to you. Justin shares with us a blog post of Major Winter's '10 Principles for Success'
- There are a couple excellent emails from David Taylor this month which I enjoyed reading. Please look out for them tucked away in this edition
- 3 top Presentations from Ted.com I know you are very busy so if you only have time for one, then the one to watch is definitely Feiles Wicker-Miurin 'Learning from Leadership's missing manual' which I found incredibly inspiring. (So good I watched it twice!)
- Last year I really got into Social Marketing which I continue to enjoy. This year's professional development for me is 'Sales' I have included my latest blog post 'Selling Coals to Newcastle Part 1' where I share my Top 12 Tips with you. The tips are based on my learning so far.
- A Career Master Class for this month "HOW TO COMMAND PERSONAL PRESENCE AND GRAVITAS AT WORK"
- I am often asked by candidates/students when I am delivering a presentation or a workshop how do I handle tricky people? So for my next session I am taking with me the 'Mind Gyms' article I have included in this month's edition. It's got all the answers

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

Being Bettina's Mum: Care to Communicate?

The need to communicate with one another has been around since man first appeared. It started with the simplest of sounds (no, I am not that old that I have personal experience of this!) and basic cave drawings and is now done through many mediums. Over the years, communication has become sophisticated and technological and it advances at a breath-taking speed. The minute you buy a mobile phone or computer the "next big thing" is on the market making yours almost obsolete! But for many people, communication is one of the hardest tasks they undertake during their day; it remains a mystery and very often leaves some people feeling isolated or invisible. How do you communicate with someone who appears not to understand what you are trying to say, or for whom verbal communication is like a foreign language? How do you communicate with someone who has an impairment which puts obstacles in the way of being understood?

Whilst I do not profess to have all the answers, I do have some. Being Bettina's Mum has presented many challenges over the years, but especially so when Bettina was a young child. At its height, Bettina's autism was laced with difficulty due to her having a severe, and quite complex, communication disorder. Every part of her day was a battle because oral communication meant very little to Bettina and this was made harder by a complete lack of eye contact. Very often, when we try to communicate with people who speak a different language to ours, we can find some common ground through eye contact and gesture. Without the use of these two tools we remain mute and disabled. So, in order to communicate with Bettina and make her part of our world, it became necessary to find a "way in" to help her connect the dots and enable her to start communicating with the world around her. What we discovered about Bettina, and what we discovered about ourselves, changed all our lives for the better and the following are some examples of how we did it:

- We took the pressure off Bettina and stopped trying to make her understand verbal communication or use it to communicate with us
- We armed ourselves with as much information and literature as possible on complex communication disorders and their origins
- We spoke with (or rather pestered!) speech and language therapists and other professionals for advice and ideas on "tools" they might have used in these circumstances
- We started by making the smallest of changes to the way we did things with Bettina so that we could assess her responses; this included using pictures cut out of magazines or photos of shops etc. to build up her visual timetable and acceptance of change. Visual systems, such as PECS (Picture Exchange Communication System), are widely used now by both playgroups and schools, but very thin on the ground when Bettina was young.
- We discovered that Bettina made different noises to express her pleasure/displeasure and used these noises in return to let her know that we understood. This moved quickly through to fastening the appropriate word(s) to her noises.
- We discovered that it was easier than we thought it would be and this gave us confidence to continue and improve the successes we had already achieved.

- We found that Bettina found this way of working less and less threatening and she started to experiment with words. Naturally, Bettina finds it difficult to retrieve the words she needs as quickly as we do, so we allowed more time for Bettina's responses.
- We worked with Bettina's Special Needs School teachers on all aspects of her work and life. Fortunately, Bettina attended an excellent school, which became a "Centre of Excellence" itself due to its success with other children like Bettina - and also due to the determination and hard work of an amazing teaching staff.
- We have continued with maintained this level of commitment and co-operation throughout Bettina's life so far.
- We have used our experience and knowledge to formulate an in-depth support plan which is used to identify Bettina's areas of strengths and weaknesses; her likes and dislikes; a communication passport; the world as she sees it; the way she expresses herself both verbally and non-verbally, and this is used to support her Individual Budget. We have even been able to use our knowledge and experience to formulate an Epilepsy Protocol for Bettina for use by her P.A./Carer or other family members which gives advice on how Bettina likes to be communicated with during seizures and how she alerts us to what is happening on these occasions.

Bettina's complex communication disorder means that she will probably always need a high level of support to communicate with others and lead the life she wishes, and we will most certainly not stop from trying to improve her life in this way, but if we can do it, anyone can. Besides which, drawing pictures on walls is largely frowned upon now!

Can you help someone to communicate with the world?

Source: Joyce Raw (www.leadershipintheraw.org)

"You have your way. I have my way. As for the right way, the correct way and the only way, it does not exist" Friedrich Nietzsche

From: Justin Smith, Operations Manager for Thera East Anglia

Source: "Beyond Band of Brothers: The War Memoirs of Major Dick Winters" (commander and leader of WWII 506th Parachute Infantry Regiment, 101st Airborne Division)

By: Major Richard "Dick" Winters with Colonel Cole Kingseed Berkley Caliber Publishing Group, New York

Ten Principles for Success

- 1. Strive to be a leader of character, competence, and courage.**
- 2. Lead from the front. Say, "Follow me!" and then lead the way.**
- 3. Stay in top physical shape - physical stamina is the root of mental toughness.**
- 4. Develop your team. If you know your people, are fair in setting realistic goals and expectations, and lead by example, you will develop teamwork.**

5. **Delegate responsibility to your subordinates and let them do their job. You can't do a good job if you don't have a chance to use your imagination and creativity.**
6. **Anticipate problems and prepare to overcome obstacles. Don't wait until you get to the top of the ridge and then make up your mind.**
7. **Remain humble. Don't worry about who receives the credit. Never let power or authority go to your head.**
8. **Take a moment of self-reflection. Look at yourself in the mirror every night and ask yourself if you did your best.**
9. **True satisfaction comes from getting the job done. The key to a successful leader is to earn respect - not because of rank or position, but because you are a leader of character.**
10. **Hang Tough! - Never, ever, give up.**

<http://www.theleadershiphub.com/blogs/inspiration-10-leadership-principles-dick-winters>

"With Freedom, Books, Flowers and the Moon, who could not be happy" Oscar Wilde
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Organisations know the cost of everyone, and the value of...

Time to Apply: 74 Seconds

Dear Steve

Organisations know the cost of everyone, and the value of...

...So very few

As I say many times, your people are not your number one asset – that continues to be one of the most ridiculous statements I have ever heard. Your people are your only asset. And that of course includes you.

So, the biggest survive and thrive question of them all:

How do you inspire, unlock and unleash all the talents in all the people that you already have?

(While attracting the best new people, and making and saving money)

Finding the answer to that one is the Holy Grail of leadership, business and success.

And here it is:

Unlock the Purpose, Passion and Personality in everyone in your organisation.

Not just in a chosen few, or in your graduates – in everyone.

Your people will find a Meaning, be far more Mindful, oh yes, and make and save you more Money.

Purpose – the ultimate engagement – find out why your people come to work and help them achieve that purpose (it's probably fulfilment, being valued and money).

Passion – way beyond just strengths - ask each person for their number one passion and together find a way they can apply it each and every day.

Personality – the only diversity agenda that actually works – you do not want people to take work home, you want them to bring themselves to work. Their energy, ideas, desire to enjoy. Put in place a 'culture' that ensures this happens (If you would like a 2 pager checklist on how to do this by and for yourselves, email me david@nakedleader.com)

David Taylor author of Naked Leader, Naked Coach and Naked Millionaire

"The secret to staying young is to live honestly, eat slowly, and lie about your age." - Lucille Ball

MY FAVOURITE TOP 3 PRESENTATIONS FROM Ted.Com

Feiles Wicker-Miurin Learning from Leadership's missing manual

Leadership doesn't have a user's manual, but Fields Wicker-Miurin says stories of remarkable, local leaders are the next best thing. At a TED salon in London, she shares three.

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

Drew Dudley – Everyday Leadership

We have all changed someone's life -- usually without even realizing it. In this funny talk, Drew Dudley calls on all of us to celebrate leadership as the everyday act of improving each other's lives.

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

David Logan – Tribal Leadership

David Logan talks about the five kinds of tribes that humans naturally form -- in schools, workplaces, and even the driver's license bureau. By understanding our shared tribal tendencies, we can help lead each other to become better individuals.

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

"Intelligence is the ability to adapt to change." - Stephen Hawking

How to Put an End to Nuisance Calls

(And have great fun doing so)

Time to Read: Depends when you want to end it!

How to Put an End to Nuisance Calls (and have great fun doing so)

Even though we have registered with The Telephone Preference Service some callers still get through.

Here is how to ensure they don't call again, keep calm, have fun and practice the greatest skill in leadership...

Ask questions (mixed in with general rubbish):

Be polite, friendly even, and ask question after question – without giving any information away:

Questions must be open – i.e. not ones that can be answers “yes” or “no” – although, if you fancy a laugh

OK

Real transcript from real call:

Caller: Hello, can I speak with David Taylor please?

Me: That's me

Caller: Oh, great, and how are you David

Me: I'm great, thank you for asking, and what is your name please?

Caller: (pause) my name is Simon

Me: I very nearly called one of my cats Simon, I called him Mozart instead – you know, after the famous composer, Beethoven.

(Pause)

Caller: I am calling about the accident you had recently

Me: Ah, what accident was that?

Caller: The one you had in the last six months

Me: Who had an accident?

Caller: You did

Me: Where did I have it?

(Pause)

Caller: In the vicinity of your home town

Me: Would you be a little less specific please?

(Pause)

Caller: Don't you mean more specific?

Me: When did I have it?

Rings off

(And they are very unlikely to call again – these people are paid by results, and my caller id will now have ‘don’t answer’ next to it.

Key questions begin with ‘Which’ ‘Who’ ‘Where’ ‘When’ or “How”

Enjoy!

David Taylor Leadership Guru, Broadcaster and Presenter

“The future has several names. For the weak, it's impossible; for the fainthearted, its unknown; but for the valiant, it's ideal” Victor Hugo

WHEN you focus on a clear outcome – result – you believe that result is possible and that you have the abilities to achieve it and make it real – you will therefore notice more help, information and resources than you may have noticed before. You have to – it is a scientific fact.

(Extract from The Naked Millionaire)

“If you judge people you have no time to love them” Mother Teresa

KNOWING WHEN YOU'RE WRONG

- Take a step back. Do you feel defensive? Emotions will cloud your judgement.
- Explain your argument in three sentences to an impartial person.
- Does it sound reasonable?
- Look for the common dominator. If you're always right and constantly disagreeing with people, maybe it's you.
- Don't selectively seek out facts to back your argument. Try to see the other point of view.
- Swallow your pride. Say you're sorry and move on, with the respect of your colleagues. No one's always right

Source: Modern Management

“The weak can never forgive. Forgiveness is the attribute of the strong.” - Mahatma Gandhi

SELLING COALS TO NEWCASTLE – PART 1

I recently heard an interview on the subject of ‘Sales’ from a leading business executive telling me that each member of my company, no matter what their role within the team, is involved in Sales. The big surprise for me was when the interviewee said that as a Managing Director for www.dosh.org 95% of my time should be devoted to sales! I am not sure about that percentage but I do know being responsible for a company who want to grow (and grow quickly) I do need to focus more of my time, skills and knowledge to making a sale - preferably a big sale!

Last year my key learning & development as a manager was in ‘Marketing’, especially ‘Social Marketing’, so for 2015 it is going to be about Sales. This is what I have learned so far:

Making a Sale – My Top 12 tips:

1. A Sale is not a Sale until someone starts to pay for your service. Until then it is just a referral.
2. Sales tips learned from Apple and Steve Jobs: Don't compete on price, compete on Value. Apple computers are expensive, but most people want them for the status and their quality over much cheaper models. Now you just need the ability to translate your Value into Price.
3. Know your product: What makes your product different to your competitors? Make it relevant to the people you are selling to. Could your customer be missing out if they don't have your product? Communicate with Passion.
4. Presentations are pointless without the right people present: Find out who holds the budgetary power and make sure they are at the table. When you get to that table also identify the 'doubter' - the person who might be against your sales pitch then try and win them over.
5. Use charm: While you are setting up for your big presentation share something about yourself, it could be a hobby or something not connected to your sale, but it puts people at ease and shows you are personable. Be enthusiastic but not pushy.
6. Small talk reveals big issues: As you settle, ask questions to gather facts about their business, motivations and challenges.
7. If you are asked to deliver a presentation about your service/product, how about starting your presentation (or stopping the conversation) by asking the question why they have approached you – have they done it for a particular reason? So find out what they see as your unique selling point then focus on that during your presentation – you will save everyone time
8. For your presentation: Gather facts and data to support your offer. When presenting, get straight to the point, be succinct by avoiding jargon; make eye contact; memorise and try not to read from a script
9. Present your ideas as a starting point: Do not depend on your prepared presentation. Close the laptop, turn off the projector and then start a conversation; find opportunities for mutual gain to seal the relationship.
10. Honesty: Don't promise something you can't deliver. Your company's image and reputation is priceless. Your 'Brand' is the relationship you have with your customer. Protect it at all costs.
11. Dig deep: Explore both parties' interests in detail. What are their fears? What can you do to take them away? Be the solution!
12. Present the deal and then throw in something extra for free (added value that your competitors may not have thought of).

A take away from this post:

- Leadership stuff I have learned. There are 3 things you need: Likeability (a winning smile, a good handshake, appropriately dressed), Integrity and a Quality product.

PART 2 COMING SOON – COMPLETE THE SALE (DEAL)

Source: Steve Raw on www.leadershipintheraw.org

“I have never worked a day without selling. If I believe in something, I sell it, & I sell it hard” anon

HOW TO COMMAND PERSONAL PRESENCE AND GRAVITAS AT WORK

Remember, it’s a gift from followers linked to the role. Charisma or presence is not so much about what qualities you have but about what other people think you have. Charisma originally defined as a gift from God has been shown in research to be more about a gift from followers – a gift that often comes with senior roles.

Be comfortable, be authentic. It’s true to say that charismatic leaders are often seen to be different from the norm, perhaps slightly unconventional in some way. There are workshops available that will teach you how be more charismatic, sometimes involving wearing a new hat, some odd socks, anything that makes you seem unconventional. But these are best avoided. What’s most important is to be clear and confident about your own identity, comfortable in your own skin and with your own sense of self.

Be personal, switch on the charm. Effective leaders appear to have a very high level of social awareness. They can both read a room and work it. They can sense individual moods and changes in moods, so in an event of 100 plus people, they make it feel as if they are only talking to you; they’ll be able to move around a room making everyone feel they’ve had particular attention. Charm, like charisma, can be switched on – it’s about paying attention to others and making them feel highly valued by someone with perceived personal or positional power.

Paint a picture of success that is personally desirable. Charismatic leaders make people believe they can achieve more and give people the motivation to want to achieve more. That clarity of vision and ability to make the future look engaging and attractive is all-important in improving performance and steering organisations through periods of change or budget cuts.

Source: Dr Steve Kempster, director of the Lancaster Leadership Centre, Lancaster University Management School, www.lums.lancs.ac.uk and read in my Edge Magazine www.i-l-m.com

**“The power of accurate observation is commonly called cynicism by those who have not got it”
George Bernard Shaw**

YOUR ROUTE TO THE TOP

HANDLE TRICKY PEOPLE

Get to the heart. Whether it’s a colleague, client or boss, it’s better to try to understand tricky people than to avoid them. Work out how they see things and then find a way to work comfortably with them.

Control the control freak. If your boss is the anxious type, pre-empt his concerns. To stop him jumping in as your finger reaches for the send button, share your ideas upfront.

Don't get dumped on. If your manager tends to deliver 'top priority' tasks for 'urgent' projects and then disappear, help her to focus. Ask her to describe her ideal result: what, when, and how does she want it? By forcing her to think it through, you'll avoid unreasonable last-minute changes.

Silence the sceptic. When presenting the new talent-management plan, ask questions to understand what makes the doubters tick. Listen carefully. Identify the root of their problem and you can address their real concerns.

Help shy people shine. A silent figure in the team meeting may be confident on a 1-1 basis. If they're brimming with ideas but can't articulate in a group setting, why not brainstorm instead? Find a way to communicate that works for them.

Calm the stress cadet. If your colleague is in regular meltdown, concentrate her attention on what can be done here and now. Battling a presentation, pitch and project work? Small steps will lead to significant results.

Resist charmers. Don't get taken in by empty, eloquent flair. Ask tough questions to keep them on track. Try: 'What does that mean in practice?' Help them distinguish between dreams and reality and you'll get the best of both.

Look again. Whatever behaviour we're up against, we must be aware of our own impact. Feeling brave? Write a character profile of yourself – which tactics would work for you?

The Mind Gym: Relationships

TEN WAYS TO..... MAXIMISE YOUR IMPACT

1. Know your goals
2. Trust your strengths
3. Fine-tune your talent radar
4. Build a special culture
5. Network
6. Work the web like a pro
7. Market shrewdly
8. Reward success
9. Dare to be different.....
10.but be realistic