

LEADERSHIP – COACHING AND MENTORING PACK

April 2015

This month's edition includes:

A couple of guest posts from my blog www.leadershipintheraw.org which I enjoyed reading and I am really pleased that they featured last month on the blog: 'Leadership & Common Sense: A perfect marriage!' From Joyce Raw and from a former colleague and the person who set up the blog in the first place Clare Jeffries 'A few thoughts on communication and marketing'.

Again I have trawled through 100s of presentations on Ted.com looking for 3 that I would like to recommend to you. It is also an opportunity for me to both learn and be inspired by what I see and hear. Well I certainly have been inspired with this month's choices and after I have finished writing my publishers letter to you I am going to watch them again – yes they are that good! As a North Eastern lad who left home at 16 to follow a childhood dream, Sting's presentation particularly resonates with me. He was escaping 'ship building'. With me it was the Steel Works & ICI of Teesside – I hope you will be equally moved.

A couple of weeks ago I was interviewed by a Charityworks Graduate in London for her assignment on 'Diversity'. It was an experience I enjoyed. Promoting Diversity for me is an integral to the success of a team and an organisation. From experience the more diverse your team is the more successful you are. We certainly are in www.dosh.org I have included some tips on Diversity in this month's edition.

I am looking forward to taking up an invite later this month to deliver a Leadership Presentation to for Thera North's Managers and Leaders. I have included something in this month's edition which I will reference and want to share with you too; **"10 Laws - What it takes to Achieve Enduring Success"**

I am a volunteer for SSAFA www.ssafa.org.uk in a couple of weeks I will be attending a refresher day for Mentors. One of the items on the programme is a presentation from a former boss (Farren Drury MBE) from a previous career on Goal Mapping. I recommend to you his website <http://www.gomakeityours.com/> to see what goal mapping is really all about.

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

Leadership & Common Sense: A perfect marriage!

If you have been involved in leadership in any capacity you will be aware of that old chestnut “Leadership....nature or nurture?” Do we think that leaders are born, or do we think that leaders are/can be created? Will we ever agree on a definitive answer?

However, like most people involved in leadership, I have my own theories on this topic and hold the firm belief that leadership (well, good leadership anyway!) is not a “free spirit” living the single life, but is actually married to common sense.

There are many wonderful authors out there who have written excellent books on leadership, but even they will admit that they expect the reader to be able to employ a modicum of common sense when leading others. It may be that people who are not born leaders, but who possess buckets of common sense, can be mentored to become good leaders, and natural leaders will already be nodding their heads as they will consider themselves to be in possession of oodles of common sense.

So, read through the following examples and decide for yourself: is this leadership or common sense? Please note that it is assumed that you have taken action rather than do nothing as, well, no-one wants to be that guy do they?

- You’ve just finished doing your photocopying and have all you need, but there are only a few sheets of paper left in the photocopier and you know others are waiting to use the copier after you. Do you reload the copier because a) it’s the right thing to do and out of courtesy for your colleagues or b) not everyone knows how to reload the copier properly and the ensuing paper jams will delay work and cause anxiety?
- At the weekly team meeting the person who normally takes the minutes is away and you decide to take it upon yourself to do the minutes because a) everyone knows that when you do the minutes they are accurate and your colleagues will have a reminder of the tasks they have agreed to undertake, or b) without accurate minutes some tasks may be unnecessarily duplicated and time wasted, or some colleagues may take the opportunity to let someone else do their work?
- A very popular colleague has decided to leave the organisation and there is a collection. In the past there has been general apathy about collections but you do not want the person to feel they were undervalued during their employment, so you decide to do the collection because a) if someone does not start the collection soon you will run out of time and it could potentially be embarrassing for the organisation, or b) you are very persuasive and can charm most people to contribute at least something so you can present the gift on time?

Now, it may be that you have said that you would do all of those things, but how will you know the difference between leadership or just plain old common sense?

In one of my past employments as a registered manager for a domiciliary care agency, it was sometimes difficult to persuade a senior member of the team to act in a supervisory capacity when I wished to take annual leave, based on the argument “but I’m not very good at leading a team”. My counter-argument was always that I was not asking the person to lead the team, I was asking them to use their common sense when faced with any troubleshooting issues. When I returned from

annual leave, it was very often the case that the acting supervisor had, in fact, been leading the team, whilst using their common sense, and had not realised it!

Common sense is generally known as a basic ability to perceive, understand and judge things. To use your common sense you are aware of the possible outcome(s) and therefore seek accomplishment. Leadership is accepted as an ability to guide or direct a group of people or an organisation in the accomplishment of a common task, but first you must have an ability to understand and judge all parameters.

Surely you cannot have one without the other.....can you? We may not have been invited to the wedding but those two are definitely married!

Source: Joyce Raw featured in www.leadershipintheraw.org

Love is an irresistible desire to be irresistibly desired." - Robert Frost

How to get people to listen to what you say (and like you, at the same time)

Time to Read: 20 Seconds

Dear Steve

How to get people to listen to what you say (and like you, at the same time)

The best way to get people to listen to you is to - Listen to them – (the best way to listen, by the way, is to really listen) and make sure everything you ask and say relates to them - their passion, family, outcome or something they talk about.

And not you.

Even if they ask you something about yourself, relate your answer to them.

And that's it.

Oh, if ever there was a Naked Leader Week that was simpler, and harder, I can't remember it!

David (David Taylor, author of the Naked Leader series, broadcaster, presenter)

A superior man is modest in his speech, but exceeds in his actions. - Confucius
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SALVAGE YOUR REPUTATION

- Act quickly. You'll be on the defensive if you don't get your version out first.
- Apologise if you've made a mistake. It's easier to forgive a humble sinner than an arrogant one
- Don't argue with lies. Just deny them outright, or it'll sound like making excuses.
- Bury bad news with good news. Memories are short and search rankings fickle.
- Show them you've changed. You only get one second chance so don't slip up again.

Source: Modern Management

Be faithful in small things because it is in them that your strength lies. – Mother Teresa

MY MONTHLY TOP 3 www.Ted.com presentations chosen to inspire you.....

Shawn Achor: The happy secret to better work

We believe that we should work to be happy, but could that be backwards? In this fast-moving and entertaining talk, psychologist Shawn Achor argues that actually happiness inspires productivity.

Shawn Achor is the CEO of Good Think Inc., where he researches and teaches about positive psychology.

https://www.ted.com/talks/shawn_achor_the_happy_secret_to_better_work

Sting: How I started writing songs again

Sting's early life was dominated by a shipyard—and he dreamed of nothing more than escaping the industrial drudgery. But after a nasty bout of writer's block that stretched on for years, Sting found himself channeling the stories of the shipyard workers he knew in his youth for song material. In a lyrical, confessional talk, Sting treats us to songs from his upcoming musical, and to an encore of "Message in a Bottle."

https://www.ted.com/talks/sting_how_i_started_writing_songs_again#t-741361

Diana Nyad: Never, ever give up

In the pitch-black night, stung by jellyfish, choking on salt water, singing to herself, hallucinating ... Diana Nyad just kept on swimming. And that's how she finally achieved her lifetime goal as an athlete: an extreme 100-mile swim from Cuba to Florida — at age 64. Hear her story.

A record-setting long-distance swimmer, Diana Nyad writes and thinks deeply about motivation

https://www.ted.com/talks/diana_nyad_never_ever_give_up

We must find time to stop and thank the people who make a difference in our lives. John F. Kennedy

A few thoughts on communication and marketing

I started my career in marketing when email was new and I was the only person in my department to be connected to the internet. Faxing was still predominately used for signing off artwork and phone calls were the main way of speaking to your colleagues. The number of communication channels could be counted on one hand and it was easier to decide which channel to use to 'market' to your chosen audience. As I attended courses and built up my theoretical knowledge I began to feel worthy of calling myself a marketer. But, whilst each single course and conference I attended, help me to gain more knowledge; the most important tool to me became the skill of clear

communication. Luckily enough for me, this was something I could already do and it feels like pure luck that I stumbled up on a career that relies on good communication. I like to put it down to my early years' training in drama (because it makes me sound fancy), but really I've always been able to communicate well.

So what is good communication and how does it help?

I'm sure if you tried you could create a communication model or theory that explains good communication, but for me it's simple. Be yourself. Being genuine, nice and listening to other people's needs has got me a long way in marketing. Don't get bogged down by fancy words or frameworks and certainly don't try and pretend to be something you're not. When attending a meeting with a client or senior manager for the first time, make your main aim listening. By listening, you'll give yourself time to evaluate the crux of the problem and weigh-up the kind of person you are listening to. Time spent gathering this essential information will stand you in good stead when you're working together on a project. Often people confuse communication with having to speak or write something or using the latest communication channel, but good communication is just as much about listening and interpreting as it is about being proactive and innovative. It's perfectly ok to leave a meeting promising to reflect on your discussions rather than feeling obliged to deliver a marketing campaign on the spot.

At the end of the day, marketing isn't rocket science but it does need careful thought and consideration to make something a success. Being flexible, responsive and understanding people's needs will get you a long way and it will most certainly get the job done.

No one is interested in knowing how much theory you know or what awards you've won. What people really need is for you to solve their problem for them. Be sympathetic, as though it's the very first time someone has asked you to create them a flyer and do conduct yourself with humility and honesty. Be nice and the rest will take care of itself.

Of course, you must embrace new ways of communicating and evaluate each new channel for its merits and purpose, but at the end of day, if you continue to listen...you will go a long way.

Source: Clare Jeffries featured in www.leadershipintheraw.org

Creativity is a gift which we all receive at birth, but we must practice it in order to keep it. – Unknown

Innovation by Design

A lot of the time – too much of the time – new ideas die on the vine. We aren't ready for them when they hit us, we don't nurture them, we put up roadblocks to stop them in their tracks or we simply let them fizzle by not providing appropriate support.

There are measured ways to foster innovation, though. Consider a few of these.

1. **Carry a notebook or an audio recorder with you.** You never know when a great idea will strike – on a walk, in the shower, in the car or at the grocery store – so capture it immediately, right where you are. Did you realize your smartphone has a built in voice-recorder app?

2. **Ask the right questions.** Your team should be motivated to make improvements and comfortable suggesting new things. Even small changes can yield significant results. At your next staff meeting, ask what one thing they would change in the workplace to improve productivity by 1 percent.

3. **Consider all ideas carefully.** A particular idea may not work, but a variation of it might. Cross-fertilization may produce something unique, so get team members to piggyback off one another's ideas. Write down suggestions on slips of paper, throw them in the centre of the table and challenge people to build on another's thoughts.

4. **Keep an open mind,** and open others' minds. You must prune away any because-we've-always-done-it-that-way attitudes. Reluctance to change will keep your idea garden from growing. Ask, "If we had to scrap this and start over, how would we perfect it?"

5. **Revisit good ideas regularly.** As the last agenda item at the end of a regularly scheduled meeting, raise a question for team members to ponder. Let their subconscious simmer for a week. Then bring up the topic at the beginning of the next meeting to see what developed.

Static teams stagnate. Those that grow survive. In business, growth requires innovation, creativity and forward thinking. As a leader, you must do your part to foster growth.

Source: Laura Stack, productivity expert, author of Execution IS the Strategy

(read in my latest copy of USA's Success Magazine)

<p>Do what you can, with what you have, where you are. – Theodore Roosevelt</p>
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I asked – "Can we have 2 extra chairs in the library please" and she replied...

Time to Read: Just a minute

Dear Steve

I asked – "Can we have 2 extra chairs in the library please" and she replied...

"Of course sir, I will do that for you"

And I breathed a huge sigh of relief.

I was facilitating a day with leaders from Aecom and the venue hotel was providing no customer service whatsoever.

Just before we started, two more leaders arrived, who were not on the list. Deep breath in, I walked out of the safety of our room and towards Reception. My hopes weren't high...on the way I saw a lady with a hotel badge - Irene. I said "hi Irene, my name is David, I am facilitating an event today, and can we have 2 extra chairs in The Library please?"

Without hesitation, without telling me this was not her job, and with a lovely smile, she said “of course David, I will do that for you.”

And 3 minutes later the chairs arrived.

Ownership is one of the biggest, simplest and apparently most difficult issues in all organisations the world over – someone putting up their hand and saying “I will do that” and then actually doing it. In meetings, projects, teams, on the IT help-desk, on customer service, etc. etc. etc.

When someone says it, and follows through, somehow everything seems ok with the world, with the organisation, and those massive dreams we all have can move one step closer.

Please share your experiences of ownership - [HERE](#)

With my love and best wishes to Irene, and to you

David Taylor (Leadership Guru)

PS I have not named the hotel – I did write to them (handwritten) to pass on my thanks to ‘Irene’ and suggest she be made Head of Customer Service with immediate effect.

<p>“Leadership is not a title. It’s behaviour. Live it” Robin Sharma</p>

DO IT RIGHT DIVERSITY

Know the rules. The law surrounding workplace discrimination is a minefield – take the furore around the 2006 age regulations. Keep up to date: the burden of proof is on employers to show they didn’t discriminate.

It’s not just a badge. Build diversity on moral grounds, rather than simply to show off how you’re ‘down with CSR’ Get all your people to buy into it.

Think of the benefits. Diverse teams will connect better with customers, who are likely to be equally heterogeneous. They have also been proved to be more creative, better at problem-solving and better at handling conflict.

Be aware. You may be discriminating without knowing it. Offering boozy parties as a reward can result in some people feeling excluded – a situation that has reached court in the past.

Cover all bases. You’ve got people of all colours on board – is it then ok to let them send a birthday card around calling someone an ‘old git’? You may believe political correctness has run riot, but that doesn’t mean you won’t find yourself in hot water.

Measure it. Know who applied for jobs, who joined, who left and who’s left and who’s moving up. The figures will help you take diversity more seriously.

Spread the news. If you can show that you provide training around the subject of discrimination and have dealt appropriately with it when it has arisen, you’ll be covered when a team member steps out of line. Source: Modern Management

"It's your road, and yours alone, others may walk it with you, but no one can walk it for you" Rumi

SIX KEYS TO BEING EXCELLENT

1. **Pursue what you love.** Passion is an incredible motivator. It fuels focus, resilience, and perseverance.
2. **Do the hardest work first.** We all move instinctively toward pleasure and away from pain. Most great performers, Ericsson and others have found, delay gratification and take on the difficult work of practice in the mornings, before they do anything else. That's when most of us have the most energy and the fewest distractions.
3. **Practice intensely,** without interruption for short periods of no longer than 90 minutes and then take a break. Ninety minutes appears to be the maximum amount of time that we can bring the highest level of focus to any given activity. The evidence is equally strong that great performers practice no more than 4 ½ hours a day.
4. **Seek expert feedback,** in intermittent doses. The simpler and more precise the feedback, the more equipped you are to make adjustments. Too much feedback, too continuously can create cognitive overload, increase anxiety, and interfere with learning.
5. **Take regular renewal breaks.** Relaxing after intense effort not only provides an opportunity to rejuvenate, but also to metabolize and embed learning. It's also during rest that the right hemisphere becomes more dominant, which can lead to creative breakthroughs.
6. **Ritualize practice.** Will and discipline are wildly overrated. As the researcher Roy Baumeister has found, none of us have very much of it. The best way to ensure you'll take on difficult tasks is to build rituals — specific, inviolable times at which you do them, so that over time you do them without having to squander energy thinking about them.

It is from HBR and the author is Tony Schwartz. Six Keys to Being Excellent at Anything

"Yes I am a dreamer. For a dreamer is one who can find his own way by moonlight, and see the dawn before the rest of the world" Oscar Wilde

Make Your Own Luck

There are some people for whom life just seems to go right. They constantly find interesting opportunities, they're always in the right place at the right time and people go out of their way to help them achieve their goals. Believe it or not, you can be just as lucky.

Be friendly. People with a strong social network tend to easily find new business opportunities. Connecting with others and helping others connect can lead to unexpected and profitable ventures.

Be aware of your surroundings. By being present in the here and now, you're likely to see things that others miss. Instead of tallying your mental to-do list while you walk down the street, notice the people, places and scenery along your path. Look sharp! You might be the lucky one who finds a £10 note on the pavement.

Be flexible and creative. If you close yourself in a box all you see is the inside of the box. Take the lid off your thinking, look at problems and challenges from a variety of viewpoints. Remember, Dr Spenser Silver was trying to create a super sticky adhesive when he accidentally (luckily?) discovered the low-tack adhesive used on more than 1000 Post-It products today. If something doesn't go as planned think of it as an invitation to discover something better. Who knows? You might just get lucky.

Success Magazine

"The world is not dangerous because of those who do harm but because of those who look at it without doing anything" Albert Einstein

10 Laws - What it Takes to Achieve Enduring Success

"True success comes from the inside, meaning that anyone can have it and anyone can keep it, in good times and bad," writes Maria Bartiromo, who defines these 10 qualities as essential to enduring success:

1. **Self-Knowledge** – The ability to define for yourself what shape your life will take and how you will pursue success. "Every successful person I've met has a strong sense of his or her unique abilities and aspirations," Bartiromo writes. "They're leaders in their own lives, and they dare to pursue their dreams on their own terms."
2. **Vision – The ability to look ahead and see possibility.** "Vision involves looking at the world around you and asking, "What am I going to do about it? How am I going to use the precious gift of my one life?"
3. **Initiative** – The drive to take the next step toward achieving your goals... and then the next step and the next.
4. **Courage** – The fortitude that allows you to overcome barriers and risk failure to get where you want to go. "Courage isn't bravado or taking stupid risks. It's simply deciding to live in a mind-set of possibility instead of fear."
5. **Integrity** – Doing the right thing, not only in big do-or-die decisions, but also in everyday affairs. "You can have money and not have integrity. You can have fame and not have integrity. You can have a corner office and not have integrity. But you can never have true success without integrity."
6. **Adaptability** – The ability to change and find openings to new opportunities. "The key to adaptability is having the attitude that you've always got something to learn, even if you're at the top of the heap."
7. **Humility** – The understanding that you're human. "Believe in yourself, but don't think you're the centre of the universe." Quoting the former GE CEO Jack Welch: "To get ahead, you have to possess self-confidence and humility at the same time. That combination is called maturity."

8. **Endurance** – The ability to make the long march toward success through pacing, discipline and sacrificing short-term gains for long-term results. “Endurance means measuring success, not as an ultimate goal at the end of the road, but as a daily task of life.” Bariromo writes.

9. **Purpose** – A Vocation that transcends job, income and lifestyle. “Many of the people I’ve met admitted that they came late to the realisation of what really mattered in their lives. Unusually, they were awakened because of a crisis.... But you don’t have to live lives of meaning and fulfilment.”

10. **Resilience** – The ability to survive and bounce back after failures and to use hardships as learning experiences in preparation for the return to greatness.

Source: From the 10 Laws of Enduring Success by Maria Bartiromo with Catherine Whitney, published in 2010 by Crown Business

If I can stop one heart
From breaking
I shall not live in vain
If I can ease one life the aching
Or cool one pain
Or help one fainting robin
Unto his nest again
I shall not live in vain

Emily Dickinson