

LEADERSHIP – COACHING AND MENTORING PACK

May 2015

This month's edition includes:

I have again included a couple of my blogs posts from www.leadershipintheraw.org and both are from my series; 'Being Bettina's Dad' Bettina is a major source of inspiration (as is my other daughter Jennifer). The first piece is being 'Significant' and having significance as a leader. The second post and the last article includes 20 leadership lessons I have learnt from Bettina which I try to use day to day - 20 Leadership Lessons - A Week in Whitby with Bettina was part of a presentation I gave this month to Managers from Thera North www.thera.co.uk

I hope you enjoy my 3 picks from www.ted.com they inspire me I hope they move you too.

'Selling Begins at Home. Don't forget to hawk positivity inside your company' In 2015 I am learning all I can about 'Sales' I see it as a key part of my role, I am reading books, listening to CDs and I have the good fortune to receive some 1-1 coaching on sales from a Director of a blue chip company. I sourced this article from USA's Success Magazine www.success.com

Also this month I had the good fortune to be invited to deliver a presentation 'An Introduction to Project Management' to the Facilities Team of Thera Trust as part of their Away Day, so this was a good prompt to include some top tips on Project Management. I hope they help you on your next project.

Neuro Linguistic Programming (NLP) NLP, a methodology designed to study, model and train individuals in human excellence. Another way of describing NLP is as your own personal toolbox for accessing and influencing the human mind. I have included a rookie's guide on NLP.

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 Dad and Being 'Significant' - Steve Raw

From a very early age I have often found myself in leadership positions. When I think about it, I suppose it started when I was 6 or 7! I had my own gang and I also managed my own football team from the age of 13 (it was the only way I was ever going to get a game!). It was not until I joined the Army, entering a Junior Leaders Battalion in 1972 just after my 16th birthday, that I started thinking about leadership and what kind of leader I wanted to be - after all we were constantly been told by our instructors we were the army's future NCO's (Non Commissioned Officers). I wanted to be 'significant' I wanted my leadership and my life to count for something, but without really thinking about how I would ensure my leadership would have significance.

I have been incredibly lucky (and continue to be!) to have been associated with, and work for, leaders who are significant. However, when it comes to significance and what being significant actually means, I cannot think of a better role model than my daughter Bettina! Bettina is significant in all aspects of her life. How?

- Bettina is a symbol for good – you could say she has her own 'brand'. People who know her see her as a source of inspiration. She is a symbol for positivity and kindness, facing adversity every day because of her autism, learning disabilities and her complex communication issues - she continues to smile at the world – and the world smiles back.
- Bettina's life has meaning – The way Bettina has lead her life has influenced people's attitudes about autism and learning disabilities. People tell me that Bettina helps them get their life into perspective.
- Her work and life is important – Bettina has always been a trail blazer. She was one of the first children at her school with autism and complex needs but who did not attend an autism-specific school which meant the local authority had to think outside the box, and so they built an Autism Resource Base to support the children; she was one of the first people in Essex to have an Individual Budget (so Bettina decides who and how she will be supported) with her own Individual Budget Support Plan (got to be one of the best plan's ever!!) which is much copied and has been used as a source of inspiration for other parents and care professionals; what she has taught others about her autism has been used in training workshops for the benefit of others and as there was nothing of substance in Colchester in the early 1990s, my wife(Joyce) started a Support Group which evolved into a Carers Centre and I started a second career in Social Care in 1996 all because of Bettina.
- Her Work is Valued –Bettina's works benefits others and is highly valued whether it is coaching others with her Tai-Chi skills; cooking (her cakes are sublime); pottery most of which decorates our garden, or her strong work ethic at a local Garden Centre.

I recently came across a YouTube video from Bettina's school (Market Field School in Elmstead Market near Colchester in the UK) Bettina went there as a 5 year old leaving at 16 years of age. In the video the Head Teacher Gary Smith talks about the school moving to new premises and reflects on his memories before the current building is closed. We were overjoyed as a family to hear that one of those memories was of Bettina and what that memory meant to him. Bettina left the school 12 years ago! The memory had significance and what she had done had made an impact. Here is the link: https://www.youtube.com/watch?v=gB71K1XLI_w

Bettina's 5 Rules of Significance - What marks out a Significant Leader?

1. You have made a difference in another person's life
2. Your work and the way you live your life influences other people's thinking for the better
3. People quote and reference your work
4. You have referability
5. People remember you long after you have left. Your work leaves an enduring legacy which people coming through can benefit from

This is the checklist I will continue to use. I will monitor and evaluate my level of significance as a leader. I will do this at least once a week, preferably on a Sunday afternoon before I start again with the coming week - after all you are only as good as your last race.

Thanks Bettina yet again you significantly change the way I lead my life.

Love, Care and Respect. The first two you give. The last one you earn. - Unknown
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My recommended Top 3 Video Presentations

Sophie Scott – Why we Laugh

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

Did you know that you're 30 times more likely to laugh if you're with somebody else than if you're alone? Cognitive neuroscientist Sophie Scott shares this and other surprising facts about laughter in this fast-paced, action-packed and, yes, hilarious dash through the science of the topic.

Linda Hill - How to manage for collective creativity

What's the secret to unlocking the creativity hidden inside your daily work, and giving every great idea a chance? Harvard professor Linda Hill, co-author of "Collective Genius," has studied some of the world's most creative companies to come up with a set of tools and tactics to keep great ideas flowing — from everyone in the company, not just the designated "creatives."

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

Dan Ariely – What makes us feel good about our work

What motivates us to work? Contrary to conventional wisdom, it isn't just money. But it's not exactly joy either. It seems that most of us thrive by making constant progress and feeling a sense of purpose. Behavioural economist Dan Ariely presents two eye-opening experiments that reveal our unexpected and nuanced attitudes toward meaning in our work

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

Selling Begins at Home

Don't forget to hawk positivity inside your company

In any line of work, there's a good chance you do your fair share of selling. You're selling your ideas, your products, even yourself.

Maybe you're not in sales – but don't forget to sell the great work you're doing to your employees and others around you, too. Selling positivity internally is crucial!

In 2012 I spoke at a companywide Zappos All Hands Meetings, where CEO Tony Hsieh, instead of focusing on the previous year's revenue and sales figures, devoted a huge amount of time to why people love working at Zappos.

Some people love working at Zappos because they find a deep meaning in delivering great customer service. Some love working in an innovative company that allows them to dress up and scream "aaarrgh!" like a pirate. Some people are just obsessed with shoes, which is a fine reason, too.

What are you doing to help people at work fall in love with your company? Even if you aren't a boss or a manager, it's your responsibility/opportunity as a positive genius to help others see the valuable reality that you do. Heck, even if you don't have a single employee, you can spread excitement about your rewarding and interesting work among the people closest to you, which will help keep you going.

Find what makes work meaningful for you and then create a simple narrative to help others see what you see. That's selling.

Source: Shawn Achor (is a Harvard – trained researcher and author of 'Being Happiness' Facebook.com/Shawn Achor. I read this in my latest edition of the Success Magazine (Success.com)

<p>"A man, as a general rule, owes very little to what he is born with - a man is what he makes of himself." Alexander Graham Bell</p>

DO IT RIGHT

MANAGING A PROJECT

Plan it. Know your goal and why you're pursuing it, and then research how you'll achieve it. Get it all down on paper: who's on the team; where resources are going and at what cost; and deadlines. This statement allows everyone – including you – to see exactly how you're going to pull it off.

Own it. Make the project yours, and ensure everyone knows you're accountable for the outcome. Only then will the team dance to your tune.

Put people in the loop. Consistent communication keeps expectations in sync, regarding what will be delivered, when and at what cost. But it can't be all one-way. Feedback will help you avoid nasty surprises.

Know the risks. Figure out what can go wrong and have a weather eye for ominous warning signs, so you can avoid a slip-up before it occurs.

Stay on top. Understand the project's scope, and keep an eye on performance measured against the budget and deadline. Review progress, comparing your actual status with where you planned to be at each stage.

Be adaptable. Respond to circumstances as they change, but always consult and get written agreement from the people who matter.

Close formally. Hand the project over, getting feedback from those involved and writing a report assessing how well it went in terms of budget, managing risks, deadlines and teamwork. Acknowledge the lessons for next time, and then treat your team to a drink.

"It is the heart that makes a man rich. He is rich according to what he is, not according to what he does." - Henry Ward Beecher

Time to be Totally Inspired: Now

Dear Steve

I am on the floor in a shop doorway.

Dawn Hamill really inspires me. We 'met' on Twitter and her bravery, courage and sense of humour are amazing. I asked her to write whatever she wished for NL Week and here it is, unedited.

I am on the floor in a shop doorway.

I brush aside offers to help me up, with a polite thank you. I do it all the time, I say to the shop keeper. Lose my balance. Fall. That was the third this weekend.

I smile. Falling wasn't always normal for me. In fact I would have thrown my head back in laughter if someone had said Dawn by the age of 50 you will have retired; be living in the shadow of a brain tumour; have re-learned to walk again, twice, and be in the middle of treatment for breast cancer, oh and let's throw in epilepsy too...

Before 2008 I was driven by my love of nursing; working as a nurse consultant. But after my brain tumour surgery, like Forrest Gump took to running, I picked up a pen and started writing instead.

I have left the fast lane of life behind and joined the quieter side roads where I enjoy the small things and live in the moment. I sing in a choir, swim in the warm baby pool and bathe in special moments with friends and family.

Life is precious. I will Never Give Up!

Thank you Dawn

As I said I met Dawn on twitter. We all come into contact with inspiring people and their stories every day. Choose to discover them and the world's a much more positive, enjoyable and caring place to be.

Dawn inspires and informs through her BLOG

You can also follow Dawn on twitter @dawn_hamill

Finally, Dawn says this following poem sums up her approach to life, before the tumour but even more so now:

Twenty years from now you will be
more disappointed by the things that you
didn't do than by the ones you did,
So throw off the bowlines,
Sail away from the safe harbour,
Catch the trade winds in your sails,
Explore. Dream. Discover.

Mark Twain

David Taylor Author, Broadcaster and Leadership Guru

“Not everyone will understand your journey. That’s fine. It’s not their journey to make sense of. It’s yours” rawforbeauty.com

Ten Ways to Ask Questions

1. Begin broad.....
2.but keep your core query in mind
3. Build rapport
4. Watch your tone
5. Don’t try to be clever
6. Keep it simple
7. Avoid too many ‘whys’
8. Be sincere
9. Listen
10. Be ready for unexpected answers

“It is during our darkest moments that we must focus to see the light” Buddha

Neuro Linguistic Programming (NLP)

NLP, a methodology designed to study, model and train individuals in human excellence. Another way of describing NLP is as your own personal toolbox for accessing and influencing the human mind.

We are all a part of the same world, breathing the same air and standing under the same sky, but our individual experience and understanding of this world is as unique to us as our fingerprints.

Rookie bust....every problem has a solution; sometimes it may just need another perspective

NLP uses the analogy of maps to describe the neurological blueprint that we work with when attempting to understand and decode our personal experience of the world around us.

The map is simply our interpretation of our own reality, our past, present and future. This map is an intricately detailed blueprint for our subconscious mind to follow, to refer back to and to use in our translations, judgements and understandings of how to appropriately relate and interact with our surrounding environment. Everyone's map is different.

Every action we perform is a response to a combination of various different thoughts, programming, systems, structures, patterns and conditioned understanding. All our behaviours are a result of more than just one, singular conscious idea, making it very difficult to influence them through logical thought and reasoning alone.

Rookie buster....our conscious mind is the part of our mind that is constantly alert and aware; the subconscious mind is the part of the brain that runs our automatic functions. It operates our behavioural strategies, habitual patterns, emotions and memories.

Before our subconscious mind attempts to learn any new behaviour, it must first understand why we want to do it. When we first learned how to open a door, the original intent (why) may have been anything from freedom to independence or simply attainment of something beyond the door.

Whatever the original intention, it will have been motivational enough for our mind to behind the processes of learning. This means applying hours of conscious trial and error, understanding all the elements and processes involved (cognitive and motor skills – moving our fingers, clutching the handle, and contracting our muscles) until eventually our conscious mind finally understands how.

In NLP, the process of learning can be explained in four stages. First is unconscious incompetence, where our mind is completely unaware that there is something it may want to do but currently cannot do.

Next is conscious incompetence, where our mind is aware there's something we want to do but doesn't know how to achieve it.

Then there's conscious competence when our mind is aware of how we can achieve what it is we want, but it still has to stay focused on the process to achieve it.

Finally, we reach unconscious competence. At this stage, our mind understands the process and has turned it over to the subconscious mind to become a habitual programme, to be run automatically without any conscious thought or awareness.

(From ILM's Edge Magazine)

"As you enter positions of trust and power, dream a little before you think" Toni Morrison

CAREER MASTERCLASS

DEAL WITH CRITICISM

Ask for it. Avoid an ambush by having regular performance catch-ups with your manager. The truth may hurt, but the sooner you hear it, the sooner you can fix it.

Keep calm and quiet. Don't interrupt critics with excuses (you'll look defensive) and don't glower (you could stop them sharing a crucial insight). Instead, be neutral and encouraging and focus on hearing and memorising everything they say.

Reframe. See criticism as proof the other person cares. Why else would he spend time and energy telling you how to improve?

Clarify. The more specific criticism is, the more helpful it is. If you don't agree or understand, delve deeper with questions. Find out exactly what you did and how it caused a problem, then summarise back to show you've taken it all in.

Pick your battles. Criticism is rarely groundless but often exaggerated. From the hyperbolic overview ('your client meetings are never successful'), select the elements you have the power to change ('you're often unprepared').

Say thank you. Welcoming feedback not only means you'll receive more (and so improve faster) but your popularity will be boosted. It shows confidence, dedication and grace, too.

Ask critics for advice. If you can stomach the home truths, turning your critic into your coach will fend off future attacks.

Switch on your filter. If a critic's comments seem irrational or emotional, ignore them. You are not a punch bag

Bounce back. Spend time with someone who thinks you're great, whether it's an old client, colleague or adoring partner.

Learn. How will you handle criticism next time? Write down three things you have learnt. Remember them. Move on.

The Mind Gym. Relationships is published by Little, Brown

"Be a loner. That gives you time to wonder, to search for the truth. Have holy curiosity. Make your life worth living" Albert Einstein

“Andy,

you have leukaemia...”

Time to read: 3 Minutes

Dear Steve

“Andy, you have leukaemia...”

In September 2011 these were the words told to Andy Isherwood - Managing Director and Senior Vice President of Hewlett Packard UK and Ireland. He had cancer, and he could very well die.

“We all think we are invincible until something hits you, and when it does, we all deal with it in a different way.” Andy tells me, and after he told me how he dealt with it, I knew I had to feature him in a NL Weekly. I asked Andy to summarise what he thought in that moment, what he decided he was going to do about it and what I and others can learn from his experience:

After I heard the doctor’s words, I asked myself – ‘what’s the best outcome that can happen, and what is the worst?’ The best was to remove the cancer the second was death. OK, so what do I need to do to stay alive? What team do I need to put together to ensure that is achieved, and to also make sure that my area of HP can run without me. I knew a positive mentality was critical, and so I set about knowing – not simply believing – that all would be well. I sat down with the medical specialist and we decided on the plan that would give me the maximum chance of living. I simply didn’t have time to go through the ‘change curve’ and do denial – our CEO Meg Whitman has a phrase – ‘run to the fire’ – confront your very biggest issues - and that is where I ran.

It is extraordinary what we have within us when we really need it. I knew that people would feel sorry for me, and whisper in quiet corners - I had no time for any of that, or for any low points. My wife, doctor and I became Project Managers like never before.

After six cycles of chemotherapy over 8 months the cancer went into remission, and still is. And if it comes back I will be ready for it.

The 3 biggest lessons that I learned:

Have a very strong informal network around you at all times – family, friends and work colleagues. People you can be there for when they need you, and vice versa.

Spend time with people you lead – and know – for no other reason than simply being with them – listening and chatting. I did a lot of this over those 8 months, because I had to. Now I do it, because I choose to.

Grow great leaders from the people who work with and for you, and be proud of them, not jealous, when they overtake you on their way to achieving their ambitions.

Andy is a long-time friend, and I hope his reaction to those four words in the heading help you as much as they have helped and inspired me.

Thank you Andy David Taylor author of the Naked Leaders series

20 Leadership Lessons - A Week in Whitby with Bettina

For the last 12 years Bettina, Joyce and I have spent a week in Whitby in August. I get to spend lots of time with Bettina each day during our holiday and it involves lots of walking and lots of fun!

While we were there, Joyce and I talked about the lessons Bettina teaches us every day when we are together; about what is important in life, and leadership. I could come up with more than twenty examples but twenty is a nice round number to be going on with.

Bettina's 20 Leadership Lessons (in no particular order because each one is equally important to her):

1. **Loyalty:** Loyalty from Bettina is something that has to be earned. Loyalty towards Bettina happens because of who she is as a person. You do not get loyalty simply because of a position or an appointment
2. **Inspiration:** By her deeds, Bettina captures my imagination which makes me feel I can be more and do more - not just for Bettina but for those I am involved with.
3. **Gratitude:** Bettina is so thankful for everything that comes her way and she shows her gratitude to all those around her – you feel good inside because you have made a difference and you want to do more for her
4. **Expectations:** Both my daughters (Bettina and Jennifer) have very high expectations of me which I am happy to meet – but woe betides you if you take your foot off the pedal!
5. **Respect and Trust:** This is something to be won, it is something to be earned and just because you had it yesterday doesn't mean you have it today.
6. **Team Work:** Each one of us is dependent on the other and we each have our roles and together we make a great team. Bettina's input is imperative to our success
7. **Influence:** Bettina is a change maker. (She has influenced me to start a second career in supporting people with learning disabilities!) People who spend time with her (teachers, teaching assistants, Personal Assistant etc.) tell me that she has influenced the way they see life.
8. **Significance:** Her life and her actions are important to all those who are significant in her life.
9. **Confidence:** Confidence for Bettina comes from doing things often and doing it well. The more often she does something, such as going to Whitby, she progresses which makes her feel more confident, and that is the same for me.
10. **Communication:** Expressing her needs; how she feels and understanding what you are saying has always been a great challenge to Bettina. Bettina works very hard to communicate with you and it is important you repay the courtesy and be an active communicator
11. **Likability:** You will get so much more from people (and life) if you are likeable. People fall over themselves for Bettina and not just those who have known her a long time

12. **Consistency:** Bettina needs you to be the same person every minute, hour and day – you cannot indulge yourself in moods/behaviours – this is a great discipline to live by. There is always an air of calm in the RAW household!
13. **Discipline:** Discipline can mean lots of different things to different people. For Bettina (and for me too) it is about how you use self-control, how you plan ahead and your responses.
14. **Empathy:** Building a relationship with Bettina involves trying very hard to see the world through her eyes and you need to understand that for a person who copes with Autism this is very different. Bettina returns your efforts by being empathetic towards you too which is always very humbling.
15. **Self-Regulation:** Bettina is no different from anyone else – she gets frustrated and angry - but she consciously controls her behaviour.
16. **Standards:** Bettina sets very high standards for herself and expects the same from others. Being Bettina's Dad means there will never be complacency from me.
17. **Manners:** Bettina never leaves home without them! Her good manners are important to her, as your good manners are too. Bettina is a good role model for those around her and always evidences that good manners are contagious!
18. **Anticipation:** Bettina not only needs to know what is happening now, she is anticipating the next few steps afterwards, so there are no surprises and she has time to plan how she will react.
19. **Humour:** Bettina's ability to make us laugh (and her effort to make us laugh) is a winning trait that I have found in all great leaders, especially when you are up against it. Bettina will do this even when she is tired or if the weather is a bit bleak and if she feels you need a lift
20. **Courage:** No matter how much I want to protect her as her Dad, Bettina faces fear every day because of her learning disabilities, autism and her complex communication difficulties. Life can be a maze, and Bettina does feel the fear, but she does it anyway!

Summary

Before our holiday I didn't have these lessons in mind and I would not be surprised by Bettina if I was able to come up with a fresh 20 the next time I spend a whole week in her company. However, when I look at this 'Top 20' it sums up what leadership means to me – each one is imperative to the role of a leader.

What about you're Top 20?

Footnote

- Whitby is a fishing port and seaside resort situated on the North East Coast of England. Captain Cook sailed from its port and Bram Stoker wrote 'Dracula' and set much of the early story there.