

LEADERSHIP – COACHING AND MENTORING PACK

June 2015

This month's edition includes:

I have always believed that you should search out other organisations and industries' ways of learning especially on leadership. I recently came across a new leadership code from the British Army which they have just introduced for their soldiers and their leaders. The concept is for soldiers to have a voice and to be listened to by their leaders. Initial feedback included in the Army's house magazine 'Soldier' is good. I recommend the code and it is one I am using as a checklist for me. The Army Leadership Code is our first piece in this edition.

Since my first edition in 2006 the aim has always been to inspire you, I also hope that there is enough content to help you feel happy too. You could say this edition's theme is 'Happiness'. I have included my latest Blog Post from www.leadershipintheraw.org 'Being Bettina's Dad – Bettina's Happiness Lessons' I have also include 2 of my picks from www.ted.com on the subject of happiness: Dan Gilbert presents research and data from his exploration of happiness and what is happiness, and how can we all get some? From Biochemist turned Buddhist monk Matthieu Ricard.

My other pick from Ted.com is a favourite presentation of mine on Amy Cuddy's research on body language; she reveals that we can change other people's perceptions — and even our own body chemistry — simply by changing body positions. I first came across 'power posing' from Farren Drury MBE at <http://www.gomakeityours.com/> residential workshop - it works!!

I received an invite on a Friday to take part in a WebinarWebcase about Charityworks www.charity-works.co.uk Charityworks is a UK non-profit sector's graduate programme and is a paid 12 month programme for graduates starting a career in the non-profit sector. The invitation came from Ned, a Programme Director at <http://www.vanillaventures.co.uk/> and needed me to do this on Monday morning in London with www.civilsociety.co.uk.

Here is the film:

http://www.civilsociety.co.uk/governance/compliance/interviews/content/19513/watch_now_charityworks-the-sectors-graduate-recruitment-programme

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 A BETTER LEADER

THE ARMY LEADERSHIP CODE

What is it? The code sets out seven behaviours that all good leaders should show. They must....

Lead by example

Encourage thinking

Apply reward and discipline

Demand high performance

Encourage confidence in the team

Recognise individual strengths and weaknesses

Strive for team goals

Source: 'Soldier' magazine of the British Army

From Tim Fargo.....3 life lessons:

1) Love your family above all else

2) There is no substitute for hard work

3) Positive people do more

My Top 3 video presentations from www.Ted.com

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

1. Dan Gilbert presents research and data from his exploration of happiness — sharing some surprising tests and experiments that you can also try on yourself. Watch through to the end for a sparkling Q&A with some familiar TED faces.

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

2. What is happiness, and how can we all get some? Biochemist turned Buddhist monk Matthieu Ricard says we can train our minds in habits of well-being, to generate a true sense of serenity and fulfilment.

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

3. Body language affects how others see us, but it may also change how we see ourselves. Social psychologist Amy Cuddy shows how “power posing” — standing in a posture of confidence, even when we don’t feel confident — can affect testosterone and cortisol levels in the brain, and might even have an impact on our chances for success.

‘Price is only an issue in the absence of value’ (Unknown)

Being Bettina's Dad – Bettina's Happiness Lessons

We recently came back from a mini break in South Devon with Bettina. What made our break complete for my wife (Joyce) and me? We were driving along, dodging the traffic down a single track (which is called a road in that part of Devon!) and from the backseat Bettina said "Very Happy".

Bettina has limited verbal communication - her first word was "Mum" as an eleven year old - and due to her autism and learning disabilities, and the person she is, no-one can persuade Bettina to be happy. She either is or she isn't. So perhaps the first lesson I have learned from Bettina is that no-one can tell you how you should feel.

If you have read other pieces from my 'Being Bettina's Dad' series, you will know that I have learned so much from her that it helps me not only to be a better Dad, but also to be a better person. If you are going to be effective as a leader, a networker, a person of influence and a change maker, then it really helps if you are happy. I believe being happy spreads into all aspects of your work and personal life.

So what are the other lessons I have picked up from Bettina in my pursuit of happiness and what it truly means? I have come up with 10 (I could come up with more but Joyce, my editor, reckons less is more):

1. Bettina feels at her best when she is surrounded by people who love and care for her, or who have a positive attitude to life.
2. She is happiest when she sees and does things that are familiar and they hold happy memories for her. During our break in Devon we made sure we visited Looe in Cornwall, which is a particular favourite of Bettina's.
3. Bettina enjoys being given space to think, and she seeks out places that are peaceful for her. You can have too much stimulation and too many interactions forced upon you.
4. There is no sense of entitlement. Bettina does not display any signs that she feels she is entitled to be happy, however, I do think she believes she has a right to pursue happiness whenever and wherever she can.
5. Bettina loves to laugh and she loves the sound of laughter.
6. Bettina achieves and progresses more when she is in a happy state. We have always seen incredible progress with her capacity and ability when she is with her family on holiday.
7. Music plays a large part in Bettina's life. I must admit I have been influenced by trends and fashions, but not Bettina. Bettina has an eclectic taste in music which covers Jazz, RocknRoll, Soul and Pop music. She seeks out music that makes her happy.
8. Bettina is not materialistic (Bettina does not need expensive gadgets to make her happy). The simple things in life rock Bettina's world i.e. the sun on her face, the feel of the wind and (always a favourite) a walk in the evening when the sky is clear and she can see the stars.

9. Making others happy makes her happy. Bettina delights in making me laugh; the more she makes me laugh the more she will repeat what she is doing.

10. Bettina detaches herself from others who are unhappy. Bettina has a sixth sense for other people's moods and attitudes. If you have a negative outlook on life you are not going to cut it with Bettina. This helped us to assist Bettina when it came to choosing her support.

So there you have it, Bettina's golden rules for being happy. I have incorporated these rules into my life and I feel so much happier and it transfers into my work, thank you again Bettina!

By the way the mini break in South Devon was fun. I know it sounds smug but Bettina is truly magical and we call her the "sunshine fairy". Despite the weather forecast, if Bettina is with you the sun always comes out!

(this post appears <http://leadershipintheraw.org/2015/06/03/being-bettinas-dad-bettinas-happiness-lessons/> with a picture Bettina and me having a good laugh together)

'The one who follows the crowd will usually get no further than the crowd. The one who walks alone is, likely to find himself in places no one has ever been' Albert Einstein

When #nevergiveup is actually...eh...unhelpful

Time to Read: 1 min 04 secs

Dear Steve

When #nevergiveup is actually...eh...unhelpful

The #nevergiveup is really taking off on Twitter...and I realised the other day that as a piece of advice, support and inspiration it is not always helpful.

I am not saying #giveup on #nevergiveup, I am rather suggesting that sometimes giving up, or not starting at all, is an absolute must...for those outcomes that are not so important, vital, and key to you, in your relationships or your organisation.

Because:

Knowing we can achieve anything is not the same as setting out to achieve everything.

We all have limited time, actions and energies – far more useful to focus on the really important

In your organisation, it's the 10% of activity that brings in 90% of your value that is key...and as we have shared with so many Client Partners, once you know that 10%, the most innovative thing you can do is to stop doing the other 90%. That's a simplification that will make and save you time and money, while ensuring that people go home on time.

I have always said there is nothing 'wrong' with giving up, and that giving up is always a choice – so perhaps a better hash-tag would be:

#nevergiveuponthereallyimportantthingsinyourlifeandorganisation

and give up on everything else so you will have more time, choices and energy to #nevergiveup!

Or maybe not (even though it's 140 characters)

What outcomes are really important to you in your life, your team, your organisation? #nevergiveup

And, what outcomes are simply not important to you in your life, your team, your organisation? #giveup

David Taylor (David is a Broadcaster, Presenter and I recommend <http://www.nakedleader.com/> to you)

'To believe in something , and not live it, is dishonest' Mahatma Ghandi

4 Tricks – How to Communicate Effectively

Subject: FW: <https://www.linkedin.com/pulse/4-tricks-how-communicate-effectively-craig-philbrick>

Source: Meike Beckford from www.dosh.org who received this from Patrick McLoughlin www.a4g.co.uk

10 Mini Habits to Make you More Successful

<https://www.linkedin.com/pulse/10-mini-habits-make-you-more-successful-work-bernard-marr>

Source: Meike Beckford

"No matter how hard the past, you can always begin again." - Buddha
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The Formula for Guaranteed Failure

Time to Read: Who cares – I loved writing this one!

Dear Steve

The Formula for Guaranteed Failure (For you and your organisation)

Failure never happens by accident, it comes as a result of you following a specific process, an exact formula. You have the right to know this formula and, when you apply it knowingly, your failure will be inevitable.

Know not where you want to go – Focus on what you don't want.

Then, when you keep achieving what you don't want, you will be proved right – genius.

Know not where you are now – Be the very worst that you already are.

By complaining all the time – that life isn't fair, so-called successful people are just 'lucky,' blame anyone and everyone ('them') and of course your parents.

Know not what you have to do – Keep saying 'change' over and over.

Talk about 'change' a lot without ever saying what you think needs to change. Chances are you will be promoted.

Don't Do it! – Or, if at first you don't succeed – give up.

And when people ask you 'how are you?' or 'did you have a good weekend?' make sure you tell them – make it last 10 minutes each time. It's the legal way to suck out their lifeblood and a good way to use up your time.

And enjoy

Because they won't

With no love and worst wishes

David (David Taylor – the author of the Naked Leader Series <http://www.nakedleader.com/>)

'Problems are not stop signs, they are guidelines' Robert H. Schuller
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FASTRACK TO.....

MANAGING UP

It might seem unnatural to manage those above you in the top-down world of business, but mastering this skill is exactly what you must do excel in any organisation. Managing up is not about brown-nosing or becoming the boss's favourite, but about learning how to work within the confines of an organisation to get what you need, while helping your boss meet their objectives.

Decode your boss's management style Take time to observe how your manager uses authority, the way they relate to others, and their communication style as a leader. You'll find that most bosses generally fall into one of the following categories; dictatorial, laissez -faire, bureaucratic, or consultative. Once you determine the type of manager you've been handed; you can then study ways to work most effectively with this type of leader.

Be aware of your own communication style Understanding your own style of communication will allow you to more easily adapt to the situation at hand. For example, if you are the type of person who feels the need to provide background information all the time, you may consider practicing how to be succinct before meeting with a busy boss. If you prefer to communicate via text and your boss prefers face-to-face communication, then adjust your style, as it's unlikely your boss will readily adjust theirs.

Play office politics In every organisation, there is always a round of politics being played somewhere, whether it's the boardroom or the backroom. Politics isn't just about manipulation; it's about using power effectively. Observe how work really gets done in your organisation, then practice following the unwritten rules. This will allow you to move swiftly to obtain scarce resources, approval of prized projects and promotions.

Don't be afraid to boast Forget what others have told you about bragging. You have to make enough noise so people in the organisation take notice of who you are and what you are able to accomplish at work.

Master the art of influence Influencing is about communicating with a goal in mind. Skilfully exercising influence will increase acceptance of your ideas and improve your chances of obtaining scarce resources. Focus on building trust and respect in the organisation and you will be well on your way to getting exactly what you need to succeed.

Source: ILM's Edge Magazine

'The meaning of life is to find your gift. The purpose of life is to give it away' William Shakespeare

IMPROVING YOUR MEMORY

Identify your memory type – are you visual or auditory? When people picture things in their minds, they draw on their vision or hearing. It's important to know whether sight or hearing dominates when you conjure up a mental image

Transform ideas into images – the mind remembers images better than abstract ideas. It will be easier for you to remember information if you give it a form that is evocative and true to life.

Use your natural aptitude – some types of information are easier to retain than others. Numbers, names, places, stories and itineraries are easier to remember, so mentally arrange things using the mnemonic system that suits you best.

Be selective – unless you're well trained, it is almost impossible to retain a large amount of information in a limited space of time. Prioritise what is most important.

Stay calm – stress limits your capacity to memorise information. Your memories works best when you are relaxed and feel confident and positive, so try not to fret

Concentration is critical – the more effort you make to remember information, the more likely you are to retain it

Understand your information – we need to understand what a piece of information means in order to properly remember it. Sometimes this might mean asking for clarification

Source: From the ILM's Edge Magazine

'Humility is not thinking less of yourself, its thinking of yourself less' C.S. Lewis
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If you continuously face challenges, One of two things can happen: You either collapse under the strain, lose Confidence in your ability and walk away Defeated – perhaps to fight again later or to Just drift into a life of non-challenge. Or you win a few impossibles and then encouraged to have a go at the next impossible. So that before long, you find the impossibles have become possible

Source: Sara Henderson

Success in Seconds

MAKE A DECISION ALREADY! Indecision is ineffective. Gain clarity on your choices by listing the pros and cons in side-by-side columns. Let the list that meets more of your core values lead your decision

BE CURIOUS. Who, what, why, how?! Ask questions that interest you, and you may end up inspiring yourself or those around you with the answers you've found.

JOT THE BASICS. Next time someone gives you their business card, write a note on the back about the date, time and anything significant you want to remember about the person or their business.

SHOW YOU CARE. Compliment someone every day this month. Look for, and acknowledge, the best in others.

READ UP. Pick up a leadership or care sector magazine or newspaper each to expose yourself to what's trending in your area

Source: USA's Success magazine

'You are only as good as your team. Make sure they are the best!' Steve Raw
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Top tips on.....

MEETING EVALUATION

Time to address the issue of meeting effectiveness.

Once the last coffee cup has been cleared away, the biscuits polished off and the lights turned out, as the chairperson you need to ask yourself:

- Did all present contribute positively, according to their roles?
- Was the discussion lively but good tempered throughout?
- Were all relevant aspects of the subjects properly explored?
- Was consensus reached on all major decisions?
- Did the meeting cover the subjects within the time allotted?
- Did all leave with a clear knowledge of what had been achieved, and their responsibilities for future action?

We're all familiar with 'happy sheets' questionnaires given out at the end of workshops but such evaluation forms can also be invaluable to assess the success of meetings and help those who participated to perhaps perceive their own weaknesses and do better next time.

Setting a rating from 1 – Poor, to 5 – Good, the form could include the following questions, asking to what extent:

- Were the objectives clear?
- Was the meeting well-prepared?
- Did it stick to the point?
- Were vital matters covered?
- Were clear decisions reached?
- Was people's knowledge used?
- Did people speak?
- Did you contribute?
- Did the Chair control the meeting?

It is important to remember that ineffective or unnecessary meetings can waste time and money, exacerbate divisions and bad feeling and produce poor decisions.

Source: Professional Manager

The most important single ingredient in the formula of success is knowing how to get along with people' Theodore Roosevelt

YOUR ROUTE TO THE TOP

CONNECTING WITH PEOPLE

Find your common ground. Connecting with colleagues can be as much about personal things as the work you do. Read the sports section or arts review to keep up with their interests

Make them feel special. We connect best when we feel good about ourselves. Make them feel they're the only person that matters – at least for the duration of the meeting.

Manage your impact. When the British and Japanese meet, they should both shake hands and bow to demonstrate a willingness to accommodate each other. By managing our behaviour, we can have a more positive impact on one another.

Unearth their appeal. Assuming the other person likes themselves, there have to be likable things about them, and a manager's job is to find these. Ask questions and listen to the answers rather than picking them apart as they speak.

Hang in there. The challenge is to spot yourself drifting off early on and regain focus quickly. If we remember what it feels like when we start to drift, we can use this feeling as an alarm to wake up and re-focus.

Strike a match. When we get along, we naturally match and mirror each other; so make connections easier by consciously following suit. But be subtle. Practice one element at a time, match head movements or voice tempo. Watch your colleagues and you'll soon get the hang of it.

Keep your opinions to yourself. In some situations, it pays to be quiet. When your prospective client airs differing views on climate change, instead of saying 'no but' try 'yes and'. You'll find difficult connections a lot easier to make.

Get involved. Don't let the other person do all the work. Suggest your own analogy to illustrate their point, or refer back to an earlier topic. Share your insights with them and demonstrate how actively you've been listening.

Source: The Mind Gym

Think lucky

Psychological research suggests that leaders who embrace the concept have a better chance of inspiring those around them. Richard Wiseman a psychology professor has identified the following key characteristics of people who are more than usually 'lucky'

- * They tend to have networks of friends and are good at spotting opportunities
- * They back their hunches and have good intuition
- * They expect to be lucky and create self-fulfilling prophecies
- * They adopt a resilient attitude that helps transform bad luck into good

"I believe every human has a finite number of heartbeats. I don't intend to waste any of mine." - Neil Armstrong

Are you just coming back from holiday? Or how about just going on one (so this is for when you get back... Steve)

TEN WAYS TO.....

GET BACK INTO THE SWING OF THINGS

1. Accept that the holiday is over
2. Jump back into your routine
3. Say hello to the boss
4. Work through your post-holiday blues
5. Write a to-do list
6. Take some exercise
7. Catch up with your team
8. Think big thoughts.....
9.and try to make some of them happen
10. Book another holiday

'We make our world significant by the courage of our questions and by the depth of our answers'

Carl Sagan