

LEADERSHIP – COACHING AND MENTORING PACK

July 2015

This month's edition includes:

It has been fascinating putting this month's leadership pack together! Why? Because of the contributions from some of our leadership network.

It is always a privilege when Damian Piper shares one of his insights on leadership and sport, Damian's latest piece is our first article, I also recommend checking out his www.effectivechallenge.com

Over the course the month I take in as many presentations from www.ted.com as I can: each one is inspiring and is learning for me. From those I have watched and listened to, I pick out 3 which I think and hope you will enjoy. Included this month are definitely 3 of the best: 'The Forgotten History of Autism' 'Why it's time to forget the pecking order at work' and 'A Kinder Gentler Philosophy of Success'

As a runner and a former athlete I have often wondered what it would have been like to have taken on the '3 Peaks Challenge' I never got round to doing it so the next best thing is knowing someone who has! I caught up with Paul Pargeter who is the Head of Best Practice for Dimensions who recently completed this incredible challenge and asked him if he would be a guest blogger for www.leadershipintheraw.org If you have not checked out my blog recently here is his inspiring piece 'Experiencing friendship, courage and kindness'

Karen Boyce Dawson, Director of Operations and Executive Director for Thera Group share's with us '15 Ways Successful People Approach Life Differently' I have read this three times - it is that good!

My thanks and appreciation also go out to Sam Pullan who is a Head of Department and Teacher for his school and Justin Smith, Operations Manager and who is a regular contributor, for their links which I have included in this month's pack

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

www.dosh.org

www.leadershipintheraw.org

It's not about how good you are,

It's how good you want to be



Bradley Wiggins was successful in his publically stated goal to break the cycling world hour record. He rode 54.526KM (33.88 miles). Impressive stuff. What can we learn from that event when thinking about our plans and goals? Here are three observations:

- 1) Things happen outside your control – an example of this from Wiggins' attempt was the weather. The air pressure was less than ideal for the ride. Having the ability to recognise things outside your control is something that takes honest objectivity and practice. Unfortunately it's not always as obvious as the weather. More likely it'll be something less clear-cut. An example I see regularly is when people are unsuccessful with getting a new job. Often they place the entire outcome at their door. And of course that can be the case. However, there are multiple alternatives. Asking did I commit myself and prepare in the right way? What could I prepare differently if going for the role again? Questions like these can help to gain objectivity. Of course it could just be that the job was already stitched up behind the scenes and nothing you could have done would have made any difference. If you're thinking that's unfair – well sometimes things are. Expending too much energy dwelling on them isn't going to change the outcome so its time to accept the situation and move on to something more productive.
- 2) Recognise your team when you're finished. After Wiggins had finished and become the new world record holder he quickly acknowledged his support team. First up were his wife and children. He explained how they've had to live with him whilst he's gone through the challenges of training and now know far more about "weather atmospheric pressure" than they ever thought possible. For many of us it's not quite so obvious when we should say thank you. It's important that we do though. Don't take it for granted that they know you appreciate them.
- 3) Hard work pays off. Having been lucky enough to witness the record attempt live at the London Olympic velodrome I was incredibly impressed with the consistency of Wiggins' performance. He has a reputation for someone who when focused on a goal he believes in, will dedicate himself 100% to making it a success. I think that played out for the hour on the 7th June. He certainly has natural ability. Yet it's too easy to skip over the hard work and no doubt the sacrifice he has made to achieve what he's done. Would people say that about you when describing your approach to achieving a significant goal? If they do, you are no doubt getting decent results as in my experience dedication and the right hard work does pay off.

How could you apply the above three observations to a goal you're working on right now? Have a think. We'd love to hear about what you've come up with.

Source: [Damian Piper](#) from www.effectivechallenge.com I recommend following Damian on Twitter; @effectivechall

The smallest act of kindness is worth more than the grandest intention. Oscar Wilde
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My Top 3 Presentations from TED.Com

THE FORGOTTEN HISTORY OF AUTISM

Steve Silberman

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

Decades ago, few paediatricians had heard of autism. In 1975, 1 in 5,000 kids was estimated to have it. Today, 1 in 68 is on the autism spectrum. What caused this steep rise? Steve Silberman points to “a perfect storm of autism awareness” — a pair of psychologists with an accepting view, an unexpected pop culture moment and a new clinical test. But to really understand, we have to go back further to an Austrian doctor by the name of Hans Asperger, who published a pioneering paper in 1944. Because it was buried in time, autism has been shrouded in misunderstanding ever since. (This talk was part of a TED2015 session curated by Pop-Up Magazine: popupmagazine.com or @popupmag on Twitter.)

WHY IT'S TIME TO FORGET THE PECKING ORDER AT WORK

Margaret Heffernan

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

Organizations are often run according to “the superchicken model,” where the value is placed on star employees who outperform others. And yet, this isn't what drives the most high-achieving teams. Business leader Margaret Heffernan observes that it is social cohesion — built every coffee break, every time one team member asks another for help — that leads over time to great results. It's a radical rethink of what drives us to do our best work, and what it means to be a leader. Because as Heffernan points out: “Companies don't have ideas. Only people do.”

A KINDER GENTLER PHILOSOPHY OF SUCCESS

Alain De Botton

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

Alain de Botton examines our ideas of success and failure — and questions the assumptions underlying these two judgments. Is success always earned? Is failure? He makes an eloquent, witty case to move beyond snobbery to find true pleasure in our work.

Time to Read: 1 minute 24 seconds

Dear Steve

Klara's Top 10 Tips for Organising a Successful Event

I asked Klara Svad for her top tips when organising Company Corporate Events. Klara organises events for our client partner, Veolia, and is the best there is – focused, organised and most importantly of all, with a perceptive eye for detail.

1. Get inside the person's head you are running the event for to understand the purpose of the event and who the audience are.
2. Visit the venue – does the website tell the truth. Is it easy to get to? Have the venue's marketing people been a little bit liberal with the truth?
3. Detail, Detail, Detail then more detail.
4. Understand AV so that the "experts" don't fob you off.
5. Detailed agenda, clear roles and responsibilities for all involved in the preparation and during the event. Only one overall owner though. Host a dummy run.
6. Ensure the food and drink is up to standard (try it - that's a perk of the job). Cater for all dietary requirements. This can "make or break" the event. And make sure people know when the breaks are - people want to know when they will be fed and watered.
7. Check, check and double check again prior to the event so you have a fighting chance that everything runs perfectly throughout.
8. Get feedback - everyone likes to give you an opinion.
9. Debrief post event.
10. Work hard and smile.

And a bonus 11 - Make sure you arrive early – very early, oh yes, and don't ever do what I once did – get on the wrong train!

Thank you Klara – I will obey!

David

(David Taylor – author, broadcaster and presenter on leadership and coaching)

'Be enthusiastic as a leader. You can't light a fire with a wet match' Oxford Leadership Academy

3-peak challenge blog.

When 14 people connected to Dimensions UK took on the 3-peak challenge. All supporting and being supported by each other no matter the experience or disability.

Experiencing friendship, courage and kindness – Paul Pargeter (a guest blog post on www.leadershipintheraw.org)

Ok, so it's an obvious and sentimental thing to say but you're going to get it dished up on a plate right from the off: when a group of fourteen people climbed three mountains in one day they all discovered that together we really are better. Now, I know that it doesn't always turn out that way, and that infighting and feuds have burdened many an adventure, but I'm pleased that I have experienced that moment. Seen it. Heard it. Felt it.

We'll return to sentiment later on. After much packing and re-packing, checking for paperwork, picking up cars, waiting around and last minute visits to the loo - the usual stuff that only adds to the nerves when you are anticipating a big event - we found ourselves in Scotland looking at the glorious Ben Nevis coated in evening sunshine. The plan was that once we had been up and down Britain's highest peak we were to travel on to the Lake District where we'd summit Scafell Pike then onto our final mountain in Wales, Mount Snowdon. I'll be honest; in physical terms I knew I'd just about get to the end ('just about' means crawling to the top of Snowdon like a wounded soldier, intermittently crying out for my Mother) but I didn't know how we'd all get on and what that would mean for our individual and collective experience.

We set off in the dawn light at 4am, our fresh and able limbs simply bounding along. Anyone with any experience of doing something over a long period knows deep down that patience and pace are important considerations, but it is just so tempting to grab the moment, go that one step quicker and take off with the irresistible fuel-mix of adrenalin and excitement. But soon, after about an hour or two, the pace steadied and so did the group, it began to take shape, to form, and with the right collective tone everyone found their place. Don't get me wrong, I'm not referring to a pecking order but rather a space for people to exercise their own strengths; try out their own expertise. It began to work, and safety and reassurance came via an unbroken collective voice that we all wanted the same thing: to do it and to do it together. In fact, even though we knew that the very clear purpose was to climb three peaks one after the other, the idea of 'togetherness' was not lost on anyone. Doing this as a team; each one of us spending time listening, supporting, doing, and receiving made us effective and was a goal reached in itself.

Top tips for others attempting this challenge come quite easily; you can go online and find out in a jiffy: wear sturdy footwear, breathable layers of clothing, rain coat, keep a steady pace, pack a first aid kit, and take care to plan routes, and so on. There are some others though, although these do require more thought and effort – the rewards, though, are considerable. These are my favourites:

- Never (never!) hold back from laughing and good humour – this a fuel more powerful than any current energy gel on the market
- Spend time with others as well as yourself
- Take the opportunity to acknowledge some perspective

- Help and be prepared to be helped
- Get ready for the whole range of emotions (from you and others)
- When the time is right (i.e. not on the foothills of Ben Nevis) push and exhaust yourself. This can be exhilarating and, I accept, painful.
- Everyone is included. The drivers (especially the drivers), the climbers...all.
- Hug, pat and embrace everyone (though steer clear of mountain goats)
- Of course...lead by example

Oh and...we did it - all 26 miles and 9,800ft ascent of it.

Source: Paul Pargeter is Head of Best Practice for: Dimensions (who support people with Learning Disabilities and those experiencing Autism) Website: www.dimensions-uk.org

‘The adrenaline and stress of an adventure are better than a thousand peaceful days’ Paul Coelho

From one of our readers; Sam Pullan

I was struck by the point in the "Improving your memory" section about visual v auditory memory in your last edition (Jun 15). Here's a link to a video by Daniel Willingham, a professor of psychology at the University of Virginia and also a neuroscientist
<https://www.youtube.com/watch?v=slv9rz2NTUk&safe=active> He argues that learning styles aren't really that important. It is geared towards teaching - which is why we've been thinking about it in the History department - but is interesting more broadly, I think.

Sam is a Head of Department and Teacher

"When the power of love overcomes the love of power the world will know peace." - Jimi Hendrix

Checklist for whether your leader is a #force4good

Time to assess your Leader: Only you can answer that

Dear Steve

Checklist for whether your leader is a #force4good

In the light of business, political and global corruption, it is time to hold our leaders to account for what they say and do.

I believe leadership is about Truth, Trust and Transparency, or it is not leadership at all. Here is a checklist to hold our business, political and community leaders to account.

Checklist for leaders being a #force4good - Truth, Trust and Transparency

Truth, Trust and Transparency – Does your Leader

Pass the acid test of leadership – stripped of their position, power and traits of office, would they still get the very best from the people that they lead?

Truth

Always tell the truth (if they can't, then they say why).

Stand for something that is bigger than themselves and as a Force for Good (#force4good).

Trust

Always keep their word (or they don't give it).

Give people hope, freedom and inspiration.

Transparency

Always use clear, simple language that is understandable by all.

Behave openly; what you see is what you get.

David Taylor (Author of the Naked Leader series of books which I personally recommend to you)

<p>'Music gives a soul to the universe, wings to the mind, flight to the imagination and life to everything' Plato</p>

Hi Steve

Hope all is good with you.

I was doing a little reading and I came across something that interested me. We often enjoy inspirational quotes from prominent leaders, but I found this...

<http://www.onlinecollege.org/2012/08/28/50-famous-leaders-career-advice-that-shaped-them/>

It gives us some insight into the kinds of advice/ words of wisdom leaders remembered and followed from others.

Justin Smith Operational Manager – Cambridgeshire (Thera East Anglia www.thera.co.uk)

<p>'Simplicity is the ultimate sophistication' Leonardo De Vinci</p>

Karen Boyce Dawson, Director of Operations for Thera Group share this with us:

15 Ways Successful People Approach Life Differently – Jeff Haden Ghost-writer, Speaker, Inc. Magazine Contributing Editor

In many ways successful people are just like unsuccessful people. They come from all sorts of backgrounds, all types of demographics; have all levels of education and experience and expertise....

In many ways successful people are the same as everyone else.

Yet look closely and you'll see that in certain key ways, they are very, very different.

Here are the qualities that set exceptional people apart:

1. They hate playing politics.

Successful people can't stand playing politics -- and to some degree, people who play politics. They don't care about jockeying for promotions or trying to be "right" in a meeting.

A successful person's primary focus is on solving difficult problems and accomplishing cool things.

2. They love when others win.

Politically motivated people hate when other people earn praise or recognition; they instinctively feel that diminishes the light from their star.

Others aren't competitive, at least not in that way. They want to be recognized, but their accomplishments don't preclude others from doing great things, too.

They want everyone else who does something awesome to get recognized, too.

3. They desperately want to see ideas come to fruition.

Maybe they love to dream up their own ideas. Or maybe they love to help others build out their ideas. Either way, successful people want to make things happen -- new, exciting, crazy, ground-breaking things.

Successful people don't want to manage what already exists; they want to create what doesn't exist -- yet.

4. They're meta-thinkers.

Successful people spend a lot of time thinking about thinking. They like to think about the best way to think about a goal or challenge or problem. They like to think about how to think differently and develop a different angle or approach or perspective.

They like to think about thinking, because when they find new ways to think, they find new ways to act.

5. They prefer to make or enhance the rules.

Meta-thinkers instinctively evaluate every rule -- and look for ways to improve it.

They prefer to figure things out. They see rules as problems to solve or challenges to overcome.

6. They believe nothing is sacred.

Successful people don't say, "Well, that's just the way it is."

Instead they never feel what is must always be, because perspectives can be shifted. Laws of physics can be broken. Conventional wisdom may not be wisdom at all.

Even when something huge stands in their way, they know there's a way around it -- they just need to figure it out. Changing a paradigm makes new things possible.

7. They love solving problems.

Successful people constantly look for problems to solve: sometimes little, sometimes big, sometimes technical, and sometimes business- or team-related.

Drop them into a static situation and they'll create "problems" they can solve.

8. They're great at self-assessment.

Why? They constantly evaluate what they do, and then work hard to be even better tomorrow than they are today.

More than anything, successful people are honest with themselves.

9. They embrace nontechnical feedback.

Successful people readily take input from others. And they definitely don't put up barriers to feedback -- feedback, especially critical feedback, is just another problem to solve. Becoming better is more important than their egos.

That's because they don't see feedback as threatening -- they see feedback as enlightening. Plus they know they need a lot more feedback on interpersonal skills and personal growth than on technical skills.

Why? Technical issues are obvious. Because they are constantly self-assessing, successful people know their technical limitations better than anyone else. But what other issues might be standing in their way?

(If you see what they need to improve on and tell them, you become their hero, because now they can solve a problem they weren't aware of.)

10. They actively create their future selves.

In general, successful people realize they are often their own worst enemy. They don't see themselves as controlled by external forces; they think the barrier between what they are and what they want is almost always them.

So they're constantly trying to be better tomorrow than they are today -- even if the people around them wish they would just give it a rest.

11. They adore taking things off their plates.

Look at pictures of Albert Einstein and you would think, "Dude never changed clothes?"

Nope -- but he did have a lot of identical clothing. He didn't want to waste brainpower figuring out what to wear every day.

Successful people have a similar tendency to systematize, not to be anal but to take small and large decisions off their plate so they don't have to waste time thinking about them. So they eat similar things, wear similar clothing, and create daily routines. They organize so they don't have to waste brain share on things that don't really matter.

But don't confuse creating routines with being compulsive. Successful people will change a routine the moment they see a flaw or an opportunity to make an improvement.

There's method to the apparent madness -- you just have to look for it.

12. They're awesome at leveraging self-reward.

Successful people almost always do the things they have to do before they tackle the things they want to do. They use what they want to do as a reward.

And that means the more things they have to do, the more they'll get done.

(But that doesn't mean they're great at celebrating success. Because they're constantly trying to improve, a "big win" isn't big -- it's simply the outcome of all the things they did to make it come true.)

13. They believe they're in total control...

Many people feel luck has a lot to do with success or failure: If they succeed, luck played a part; if they fail, the odds just didn't go their way.

Successful people feel they have complete control over their success or failure. If they succeed, they caused it. If they fail, they caused it.

14. ...So their egos don't suffer when they fail.

Successful people don't see failure as a blow to the ego. Failure can be fixed. A future self will figure it out.

Failure is just another problem to solve.

15. They do everything with intent.

Like Jason Bourne, successful people don't do "random." They always have a reason for what they do, because they're constantly thinking about why they do what they do.

They're not afraid. They're not emotionally attached to ideas or ways of doing things.

They just want to be better and to make the world better.

And best of all, they know they can -- and will.

https://www.linkedin.com/pulse/15-ways-successful-people-approach-life-differently-jeff-haden?trk=eml-b2_content_ecosystem_digest-recommended_articles-120-null&midToken=AQGMuQhhHV44-g&fromEmail=fromEmail&ut=1jXUnsOh3LkCQ1