

LEADERSHIP – COACHING AND MENTORING PACK

September 2015

This month's edition:

I hope you had a good summer. For the RAW family we went to Whitby in August. One of the things I love about our holidays is that I get the opportunity to spend lots of time with Bettina my youngest daughter who copes with Autism and a Learning Disability – Bettina teaches me so much about life and inspires me everyday. For this edition I have included my latest blog post on www.leadershipintheraw.org It is about Bettina and 'Gratitude' ...hope you like it.

One of the 'perks' I from putting our Leadership Pack together is that I get to trawl through video presentations which I hope you will enjoy – I have included my top 3 from www.ted.com they include: 'The way we think about work is broken', 'How I learned to communicate my inner life with Asperger's' and 'Perspective is everything.' Thought provoking and inspiring is how I felt after watching each one. I hope you have a similar reaction.

It is always good to receive contributions from our readers no more so than from a regular contributor to our Leadership Pack; Justin Smith. Justin has been exploring the subject of 'Charisma' and Leadership Styles and he brings to our attention a link to an excellent blog post which debates this subject, thanks Justin.

I am in the fortunate position again to welcome two new Management Trainees to our Dosh Team (www.dosh.org) as they start their Leadership and Management careers it prompted me to reflect on both my careers over the last 40 years. What would I have done different, what lessons (in hindsight) would I have liked to pass on to a younger me? Last year I wrote these lessons down and put them on my Blog, I have updated it (just increased my age by one year!) and wanted to share it with you. Hope it helps.

Don't miss this **'How to Cut Your Meetings by Half – In both Time and Number...** one of the best!

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 FirstLM, FCMI, GCGI

www.leadershipintheraw.org

It's not about how good you are,

It's how good you want to be

Being Bettina's Dad – Taking the time to be Grateful and showing Gratitude

It's 7am as I descend from the golf course lane on to the promenade and I am met by waves crashing against the sea wall. I turn right along the path and ahead of me are the Banjo Piers. To the left are small fishing boats and on my right is an array of multi coloured beach huts. As I start to run hard against the wind and the sea mist, once again I have an overwhelming feeling inside that gives me a high. Now it is the afternoon and I sit on a park bench with Bettina on the West Cliffs of Whitby. I look down at the fishing harbour as boats manoeuvre their way through the twin piers and then I look up to at the '199 steps' watching people make their way to the ruins of the Abbey and then experience the same feeling I had in the early hours of this morning.

It is the feeling of being thankful – 'Gratitude'

As a family we have been coming to Whitby for the last 14 years, my life slows down for a week and I get lots of time to spend with Bettina, and we walk and we think (Bettina is a great thinker!). Spending this amount of time with Bettina enables me to learn something about her and how she sees her world.

An emotion she clearly expresses to those around her is how 'grateful' she is for the things that come her way. So what have I learned from Bettina about Gratitude:

- Bettina is always thankful for what she has already, not worrying or feeling entitled for what she doesn't have
- Bettina is always excited about her life and the opportunities that come her way
- Bettina starts everyday expressing her happiness and what lies ahead of her
- That gratitude should be shared with those around you – it is contagious
- That happiness can come from the simplest things in your life.

What are Bettina's '5' rules for showing gratitude:

1. "Thank you so much" is a term that you cannot demand from Bettina, but she says it often when someone does something for her. No one can tell Bettina what to say or how she should feel but when she says this to you, you feel good inside – you want to do more and go further for her.
2. Being sincere about what you are grateful for and the gratitude you show – Bettina gives you eye contact (something not easy for a person who copes with Autism) when she is expressing her emotion to you.
3. That 'gratitude' is an attitude that you can choose to have – Bettina has always been consistent with this attitude
4. Bettina cherishes every moment of her life – she is a source of inspiration to me and others
5. By being joyful and appreciative

Gratitude gives you the ability to overcome worry, confusion, frustration, resentment and dark moments in your life. Life is short so, like Bettina, I will show some gratitude today and again tomorrow.

We had an amazing week together in Whitby and it is one that I will be grateful for the rest of year – until, of course, I am back there again with Bettina.

Source: Steve Raw published on www.leadershipintheraw.org

What I have learned to do working for www.dosh.org

“Focus on the core problem your business solves and put out lots of content and enthusiasm, and ideas about how to solve that problem” Laura Fitton

My Top 3 Presentations from TED.Com

Barry Schwartz: The way we think about work is broken

What makes work satisfying? Apart from a paycheck, there are intangible values that, Barry Schwartz suggests, our current way of thinking about work simply ignores. It's time to stop thinking of workers as cogs on a wheel.

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

Alix Generous: How I learned to communicate my inner life with Asperger's

Alix Generous is a young woman with a million and one ideas — she's done award-winning science, helped develop new technology and tells a darn good joke (you'll see). She has Asperger's, a form of autistic spectrum disorder that can impair the basic social skills required for communication, and she's worked hard for years to learn how to share her thoughts with the world. In this funny, personal talk, she shares her story — and her vision for tools to help more people communicate their big ideas.

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

Rory Sutherland: Perspective is everything

The circumstances of our lives may matter less than how we see them, says Rory Sutherland. At TEDxAthens, he makes a compelling case for how reframing is the key to happiness

https://www.ted.com/talks/rory_sutherland_perspective_is_everything?language=en

“It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you will do things differently.” Warren Buffett

**'Men wanted for hazardous
journey. Small wages. Bitter
Cold. Long hours of complete
darkness. Constant danger.
Safe return doubtful. Honour
and recognition in the event of
Success.'**

Advert placed in 'The Times' Newspaper, 1913 by Ernest Shackleton to join his 1915 Antarctic expedition

"People don't buy what you do; they buy why you do it. And what you do simply proves what you believe" Simon Sinek

From: Justin Smith (Operations Manager for Thera East Anglia www.thera.co.uk)

Subject: **Charisma**

Hi Steve

The radio 4 series on Leadership has been really interesting. What stood out for me was that charismatic leaders may not actually be likable, Steve Jobs was an example of a person who some found unpleasant, but he was certainly charismatic.

The charismatic leaders discussed all had something in common: they had very clear vision, and were largely movers and shakers.

This link looks at charisma in leadership, and discusses whether people are born with it, or does it develop (interaction between the leader and the 'led').

<https://www.psychologytoday.com/blog/cutting-edge-leadership/201210/what-is-charisma-and-charismatic-leadership>

"There is nothing I would not do for those who are really my friends. I have no notion of loving people by halves. It is not my nature" - Jane Austen, Northanger Abbey

What Happens Next?

Time to Read: Just a minute

Dear Steve

What Happens Next?

Is entirely up to you

Always

We always have total control and ownership of what we say and do - how we act. We don't always have control of what other people say and do – how they act.

We do, however, always have control of how we react. Not just to what other people say and do, also to events, emails, the weather etc.

And when we take control – 100% ownership of how we react, we can react in a way that takes us closer to our outcome, and not further away.

A project goes wrong and while everyone else in the meeting is looking for someone to blame, you can say 'how does this going wrong help us get this project live on time?'.

You always have control over how you react, as you will prove by how you react to this...

David Taylor (author and Leadership Guru)

'The world is full of nice people. If you can't find one, be one.' Anon
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At 59, to my 19 year old self, 20 Leadership Lessons I wish I could have passed on to me

I have had the pleasure, and privilege, of delivering project management training to 2014/15 Charityworks cohort as part of their management programme. They are graduate/trainees now, but I know they will be our future senior managers, Directors and leaders in social care in the future.

The time I have spent with them has helped me reflect on my own youth as I set out on my careers in management and leadership 40 years ago. What would my 59 year old self tell my 19 year old self?

At 19, I made the decision that I was going all out to get my first stripe in the Army. If I could go back in time to 1975 there would be two pieces of news! And 20 leadership lessons I would pass on to me:

The News.....

The Good News: Platform Shoes will never come back for men!

The Bad News: Your hair isn't coming back either!

And now.....

20 Leadership Lessons to my 18 year old self:

1. Re-invent yourself: keep doing something different, add to your talents, skills and knowledge, and don't be satisfied with who you are now. Surprise people with what you can offer
2. Don't take your baggage with you: Whatever went wrong, whoever hurt you or whoever you think set you back, you must move on. Let it go, otherwise it will slow you down on your journey
3. Stop worrying: I was a worrier then, and I am a worrier now, so you will never change. If you must worry, only worry about the things you can control. Do get some perspective on your worries though. What you are worrying about now – will it be such a big deal in 6 months' time? Probably not.
4. It takes 12 months to make the job yours: I had to wait till 1999 to hear this gem, so I am passing it on to you now. I heard it from my Boss at the time. It reassured me that someone would give me 12 months to settle in. I have done a number of appointments since that one and he was right, each new job has taken me 12 months to get my head around it. I would also say it takes another 6 months for you to get that winning team and start flying.
5. Want to be a success? Start thinking of yourself as a success already. Yes, it is that easy. It's about having a winning mind-set
6. Hard work and relentless focus: Hard work will always beat Talent when Talent doesn't work hard. Everything you choose to do you must give your total focus. Don't be distracted with what you want to achieve
7. What is your Unique Selling Point? What makes you different? Stand out from the crowd. We are all paid to do a good job, that is a given. So what is it about you that can make a difference to those you work with, who work for you and those you will support? Think of it as your unique selling point
8. Think about your Image: What do you want to be known for? Take some time to think about what your brand will be. When someone thinks of you, what do you want them to think? This is what I want you to be....You are always well groomed, you have good manners, you are always punctual, you are consistent, you are optimistic, you are fit and you help others. Got the image? Now protect it by living it each day (there are no vacations from your image!)
9. Mentors: Find yourself a Mentor. Now start finding yourself lots of Mentors. They will help you move faster to where you want to get to in your career(s) they will counsel you and they will guide you on your journey. Here is my favourite quote about Mentoring and what it means to me..."I've got the attitude which I still have today that if I find someone that I really admire, someone that I think, I want to be you. I want to do the things the way you do them. I've always sort of been stupid enough or brave enough to go up to them and say, will you mentor me?" Rene Carayol
10. Network, Network, Network: It really will be about who you know. Start building your networks now. Build a quality network. My top tip to you is when you go into a room think what can I do to help them, not what you think they can do for you.

11. Volunteer: Do something for someone and not be paid for it. You will be a Citizens Advocate, a School Governor for a Special Needs School and you will be part of a couple of projects for SSAFA www.ssafa.co.uk It is about putting something back, making a difference, making you a better leader and a better person, so do it now.
12. Stretch yourself to the Limit: You will only know how good you can be if you stretch yourself to the absolute limit. Only then will you realise your potential.
13. Do something that scares you: Feel the fear and do it anyway. A good leader has courage. Knowing the potential for danger that you might fail in your endeavour, but you do it anyway because it is the right thing to do.
14. Learn from other cultures: Embrace diversity, learn from different cultures and incorporate it into your life and your leadership style.
15. Look after yourself: The good news is you will stop drinking when you have your first daughter in 1985. You won't miss it, you will have even more capacity for work and your running will improve (you will smash your PBs) so why not stop it now. The bad news is you will never be able to give up chocolate (I have just finished off a Turkish Delight writing this!)
16. Think about your career in 2 and 3 year cycles: Your postings in the Army will last 2 years for plum postings (Berlin, Hong Kong and SHAPE) and 3 years for regular tours – you will follow the same route in civilian life. First Year settle in/learn the job; Second Year enjoy the fruits of your hard work/make your team the best, and 3rd year think “what is my next challenge”? At 53 you will have the job of your dreams at www.dosh.org and www.thera.co.uk from then on it will all be about holding on to what you have got.
17. What is your life plan? Where do you want to get to and how? Create a Visual Success Map for your life and your career. To help you here is something one of my former Bosses Farren Drury MBE has created and I recommend it to you. GOMAKEITYOURS Visual Success Map. If you would like to know more about the VSM check out www.gomakeityours.com
18. Only mix with positive people and work for/with the best: If they are not adding quality to your life let them go. Decide you will only work with/for the best. Choose to work with the best organisation you can find. Embrace the values of your organisation – if you can't, move on.
19. Set yourself the highest standards you possibly can and then live them every day: Be the best you can be every day. Don't compare yourself to others. Be competitive with yourself – be better than you were yesterday.
20. Seek out role models: Actively seek out role models, people who are successful. Observe them - what makes them successful? Adopt some of those traits and winning behaviours without losing what makes you an individual.

So what would you tell your younger self? Source: Steve Raw on www.leadershipintheraw.org

Dear Steve

How to Cut Your Meetings by Half – In both Time and Number...

Know where you want to go

Hold fewer meetings that take less time and are more useful

Know where you are now

Lots of meetings that take a lot of time. Almost everyone agrees you have too many meetings, thinking they are a necessity, not a choice. Oh yes, and you have some people whose Linked In profile could well read: 'professional attender of meetings.'

Know what you have to do to get to where you want (and need) to go:

1. Every meeting has a clear outcome that helps the organisation move forward.
2. Check if attending the meeting is adding value. The cost of your time, plus what else you could be achieving instead, must be set against how much benefit there is to the organisation in attending. If there is no benefit in these terms, make sure your contribution IS worthwhile – or don't go.
3. The Chair issues the agenda at least one week in advance. Pre-reads must be submitted 3 days before the meeting, and apologies for absence will never stop a decision being made – if it might, a deputy must attend. Either way, if a decision must be made it will be made.
4. The Agenda must state, continued in the 2nd Half...

HALF TIME

'Oranges are a great choice of snack at half time as they provide easily digested carbohydrates, water and vitamin C. They give youngsters that all-important energy boost they need for the second half.'

(Might work for meeting attendees too!)

2nd HALF

The Agenda must state:

Meeting Type and Outcome

Date. Time (start and maximum duration) and location

Attendees

Agenda:

- Max 15 Minutes of Truth in the Room (Any Other Business).
- The agenda items will then be listed in order of priority to achieve the outcome, with a time period next to each, the person leading the item and whether it is for information or decision and if for decision what decision that needs to be made.
- Anyone and everyone can say anything, at any time, on any subject, without fear or favour.

- People arrive at the point on the issue being discussed, with the person owning and leading the item summarising what people absolutely must know in their very first sentence – their headline.
- People who disagree with a proposed action must come up with an alternative.
- Date of next meeting (if one is needed).

5. In the meeting – Chair person's role:

- Realises it's not about them – it's about the organisation first, and attendees second.
- Checks everyone needs to be there – and has a financial cost and value as above.
- All pre-reads have been read – so move to discussion and decision.
- Agree in advance how a decision will be made (vote; expert decides, whatever) – never by consensus (waste of time – nothing ever gets done).
- When the outcome has been achieved, the meeting ends
- Actions are issued within 24 hours (By item, with a single owner for ALL ACTIONS with date of delivery.

Do it!

David Taylor from the Naked Leader Books (my favourite leadership books which I personally recommend to you)

“For I am an Optimist – it does not seem to be much use being anything else” Sir Winston Churchill

How to Build Hype

- Be different. You won't stand out if you're just offering the same as everyone else
- Address your customers' needs. Think about their life and why it's not complete without your product
- Restrict availability. People want what they can't have – limited editions while stocks last
- Tease before you please. Drip feed hints about your product before launch to pique interest
- Get out there and talk. Find out who the trendsetters are and give them an earful

Source: MT Management Today

“Quality means doing it right when no one is looking” – Henry Ford

Creating a Legacy

Who wouldn't want to make a mark on the world, to be remembered for making it a better place? The late Jim Rohn – a legendary motivator who is often (still) featured on Success CDs I listen to is remembered that way.

Here are his nine philosophies for helping you do the same.

1. **Life is best lived in service to others.** How can you help your family, co-workers and friends?
2. **Consider others' interests as important as your own.** People usually look out for No1, but the way to leave a legacy is to also look out for others.
3. **Love your neighbour even if you don't like him.** Liking people has to do with emotions. Loving people has to do with actions. When you love them and do good by them, you might begin to like them.
4. **Maintain integrity at all costs.** There are always going to be temptations to cut corners. Don't do it. Do what is right all of the time.
5. **To improve, you must take risks.** When we risk, we gain. And when we gain, we have more to leave for others
6. **You reap what you sow.** What you give, you get. Decide what you want out of life and then share it.
7. **Hard work is never a waste.** Give your all during your time on Earth
8. **Don't give up.** Those who succeed don't stay down when they fall
9. **Keep going.** There is always time to do more and achieve more, to help more and serve more, to teach more and to learn more

Source: USA's Success Magazine

"Although the world is full of suffering it is also full of overcoming it" - Helen Keller
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