

LEADERSHIP – COACHING AND MENTORING PACK

October 2015

This month's edition:

It's Monday morning and it's 5am and I am full of 'cold' trying to decide whether it would be foolish to go for a run or stay at home and feel sorry for myself. So what do I do to lift my spirits? I check through this month's edition of our Leadership pack for inspiration. I am hoping you will agree there are lots of articles, posts, and links to more content that will inspire you as much as it has for me – I might even go for that run.

A bonus this month and something a little different, I have attached Damian Piper from 'Effective Challenge' piece for my blog '**Resilience unlocks results**'. I didn't want you to miss it as I found it incredibly helpful to me and know that it might equally be helpful to you especially when you need to have the "ability to withstand or recover quickly from difficult conditions". Damian is part of our leadership network, a regular contributor to our leadership pack and my blog. I recommend his website for more information about Damian check out his website:

damian@effectivechallenge.com

I have included two posts from me in this month's edition: 'A Role Model for Vision' is Gary Smith who is a Head Teacher for Market Field School in Elmstead Market near Colchester and a piece from my series 'Being Bettina's Dad': this one is about lessons I have learned from Bettina in 'Confidence'. What do they have in common? They are both incredibly inspirational people and they are written to inspire you.

I am taking a day's leave this week to attend the Naked Leader conference

<http://conference.nakedleader.com/> "Your Future Take it or Lead It" the Naked Leader as our regular readers will know is fronted by David Taylor, the author of the Naked Leader books, broadcaster, leadership guru. I came back from last year's conference with ideas for the company I work for; I am hoping to do the same again. Samples of David's works are included in his messages he sends me each week and which I share with you. Look out for next month's edition I am hoping to share inspiring messages from the conference with you too.

<p>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!</p>
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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

Role Model for VISION

Listening to my latest 'Success' Management CD on my way home from work, the publisher's letter to his listeners was about Mentors and Role Models in your life and why they are important to your success. I had just over two hours of drive time to both listen and reflect on my Mentors and Role Models who have helped and supported me in both my careers. I have Mentors for a number of areas of my work; Role Models can cover both my work and my personal life, from being a parent to being a Managing Director and a Leader. I consider myself to be very fortunate in having some incredibly talented people around me.

Once I made it home and started my weekend, I picked up the local Essex County Standard (newspaper) and on page 5, I read the banner headline 'It feels as though we've finally come - Head' School moves into 'awesome' £7m home after fundraising drive'. This was about Market Field School in Elmstead Market (near to Colchester) a school my daughter Bettina went to from the age of 5 to 16 years old. This article is about how someone's vision finally became a reality. This is a blog post about 'Vision' and my role model for Vision is Gary Smith, Market Field's Head Teacher.

For as long as I have known Gary (since the early 1990s) both as a parent and as a parent school governor for four years, it has been his dream to build a new purpose-built school for his pupils. "The investment is a validation of the work the school does with students who have moderate learning disabilities and autism. Market Field School is rated as outstanding, but the old school was not fit for purpose. It was originally built for 60 students but its reputation and popularity lead to nearly 200 students being taught there." (Essex County Standard)

What have I learnt about Vision from Gary and how I see Vision as an important part of my leadership endeavours?

Leadership and Vision:

- It is not enough to talk about having a vision unless there is evidence that you have one, otherwise they are just words on a paper. When you have a vision then get to work on it straight away
- It is about where you want to be. So write a compelling Vision Statement that sets out your vision. Paint a picture of what can be.
- Make your vision so big and exciting that it captures everyone's imagination
- Your vision is not about you! Your vision needs to make a difference in other people's lives.
- Tell people about your vision, share your vision – make it their vision too so that you have buy in. You will not achieve this vision unless those around you feel they have a stake in it.
- Without vision you are just managing. So it is a question I ask of aspiring leaders and managers - what is your Vision for the people you support and your organisation?
- Never take your eyes off your vision – you need a relentless focus; however be patient as it takes as long as it takes

- You can't fake it until you make it – you need to be committed and passionate about the vision. By being an authentic leader you will gain the trust of your colleagues for your vision

Once you have a Vision then:

- Don't forget the day job. Market Field School's mission is to be a 'Centre of Excellence' for supporting students with mild learning disabilities and autism. This is a mission that Gary and his team work to accomplish every day for their students.
- Recognise there will be highs and lows – obstacles and setbacks. "I don't believe I have done anything other than be bloody minded. 'No' was never a word in my comprehension" - Gary Smith
- Take every opportunity to remind people about the vision – shout it from the roof tops!!
- Create a momentum around your Vision. Your energy will make the difference.

I recently came across a YouTube video from Market Field. In the video Gary 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

For more about this inspiring school I personally recommend you check out their website:

<http://www.marketfieldschool.co.uk/>

And for visionary films of the school move check out:

<http://www.marketfieldschool.co.uk/film-archive>

Source: Steve Raw from www.leadershipintheraw.org

"An opinion should be the result of thought, not a substitute for it" Jef Mallet

Are You Five-Star Quality?

RARELY will an employer say 'give me five!'

And yet, they are no doubt looking for the five qualities needed to be successful.

Loyalty, generosity, integrity, honesty and trust. Do you possess these traits? If so, you have the ingredients to make a difference in business.

All you need then is to take certain steps. Have a purpose, a mental picture of what you want to achieve. Be passionate about getting there. Show desire. Hone that passion and harness that desire by converting those characteristics into plans, endeavour and hard work.

Can you share these ideas with like-minded people? Perhaps you could form partnerships. Then, be confident in your ability to succeed and be dedicated and creative enough to make it work.

Source: Naked Leader Board

BEING BETTINA'S DAD: Bettina's lessons in Confidence

I was recently approached by a fellow manager who wanted to check out my views on supporting people to be confident, and a team member to be more confident. Really a straight forward question, but not as easy as you might think (if you already see yourself as confident). In my experience, confidence and being confident means something different to everyone.

Being put on the spot by my colleague, I am not sure if what I said was particularly helpful, but it did make me think and reflect during my three hour drive home. I knew I wanted to be more supportive and helpful, but how could I go back to my colleague in a more articulate and concise manner which would help make a difference to someone who might be struggling in this area?

So I went to my 'go to' person - Bettina. My youngest daughter, Bettina, shows me the way on so many areas of life, and working towards becoming more confident is something Bettina has been very successful with over the years.

Bettina's Five Lessons on Confidence

- 1. Experiences:** As many as possible. Bettina has accumulated a huge amount of life experiences over the last 27 years. It is these challenging experiences you can recall when your confidence dips. You did it then - you can do it now!
- 2. Being Passionate:** Seek out the things that you love; inspire you; and aspire to and which will make a difference in your life. Do them often, both in your professional and personal life.
- 3. Clothes (image):** When Bettina looks the part she feels the part! When she looks good she feels good. We see a notable difference in her body language and her attitude when she is wearing something that makes her feel good – so treat yourself (if I have a big meeting look out for the new shirt!)
- 4. Take risks:** When Bettina started school, we said to her teachers “take risks” with her (as long as they are safe!). Bettina wants to be ‘stretched.’ Bettina is at her most confident when she has been stretched and she has come through. She has a sense of accomplishment.
- 5. Courage:** Be Brave! Recognise that you are nervous, that you are uncomfortable with your situation and then do it anyway. Each time you do, you will feel more confident – just like Bettina.

How can you help a person close to you to be more confident? This is what Bettina's parents do everyday for her:

- Praise, and not just when Bettina has completed a task, but at each stage of the activity she is involved in – her two favourite words are ‘well done.’ Come on you know how good it feels when someone says it to you.
- Don't over protect the person close to you. I know it is tempting to do the task for them but ‘support’ is helping someone to do a better job not doing the job for them.

- Show that you care. Make sure you are not far away. We ask how she is and how she is feeling
- Be her champion and her cheerleader!
- Coaching – we always aim for Bettina to come up with her own answers. (So keep digging; as people come up with their answers they start to feel good and thereby confident)

And what happens when Bettina becomes confident?

- She progresses. Bettina has been like a steam train coming through with her progression from communication to her understanding of her surroundings
- Her tasks gets done so much quicker
- She has fun – Bettina smiles a lot and she enjoys her life
- People want to be around her – her confidence is attractive and draws people in.
- People feel secure in her company
- She is self assured

I started supporting people with learning disabilities in 1996 and wanted to introduce the lessons Bettina taught me and put them into practice. It was during the early years of my new career that I received a compliment I still hold dear to this day. The mum of a woman who I supported said that since I had started supporting her daughter she had never been so confident (and so 'well spoken' but that is a subject for another post!).

And finally.....

Bettina's Personal Assistant recently told us that she had never met a person who copes with a learning disability who was so positive and confident. Well done Bettina!

Source: Steve Raw on www.leadershipintheraw.org

"In three words I can sum up everything I have learned about life: IT GOES ON"

Robert Frost

Maddy Hubbard a Management Trainee with Dosh Financial Advocacy, shares this speech which us:

http://www.pbs.org/johngardner/sections/writings_speech_1.html

I have read it, it is inspiring and I recommend it to you (Steve)

Thanks Maddy

MY TOP PICKS FROM TED.COM

EMILIE WAPNICK – WHY SOME OF US DON'T HAVE ONE TRUE CALLING

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

What do you want to be when you grow up? Well, if you're not sure you want to do just one thing for the rest of your life, you're not alone. In this illuminating talk, writer and artist Emilie Wapnick describes the kind of people she calls "multipotentialites" — who have a range of interests and jobs over one lifetime. Are you one?

DEREK SIVERS – WEIRD OR JUST DIFFERENT

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

"There's a flip side to everything," the saying goes, and in 2 minutes, Derek Sivers shows this is true in a few ways you might not expect.

JASON FRIED = WHY WORK DOESN'T HAPPEN AT WORK

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

Jason Fried has a radical theory of working: that the office isn't a good place to do it. In his talk, he lays out the main problems (call them the M&Ms) and offers three suggestions to make work, work.

"We must find the time to stop and thank the people who make a difference in our lives"

John F Kennedy

POSITIVE REINFORCEMENTS

Examine the people who influence you the most.

One big mistake people make is not realising that happiness is an individual choice. But every choice is influenced by the people in our lives. If you change your life influencers for the better, you can dramatically increase your chances for happiness and success.

In my research I've found that positive social connection is the greatest predictor of long-term happiness. Welcoming a positive new influencer into your world can be one of the most important choices for happiness you make. That person might be a professional life coach or a mentor of simply someone whom you respect and who has the positive outlook you want to emulate.

A positive influence will have a few outstanding traits that rub off on you over time. This person will practice gratitude. He will seek joy daily and work at becoming his best self. He'll enjoy being active and feel connected to others.

Think about the negative influences around you. These are people who focus on the bad things in their lives and cause you to do the same. You'll be left searching for new problems to worry over. Negative influencers don't smile or laugh easily. They have trouble maintaining relationships and see stress as a threat rather than a challenge to embrace. Steer clear!

We know that happiness is a choice. But we continually need to be reminded by people to make that choice, especially when life gets challenging. Think about the people you know who could be positive influencers and spend more time with someone who will improve your happiness and lead you to greater success.

Source: Shawn Achor is a Harvard trained researcher and the author of 'Before Happiness'

Get a daily dose of happy at [Facebook.com/ShawnAchor](https://www.facebook.com/ShawnAchor)

"Only those who risk going too far can possibly find out how far one can go"

Robert Frost

The Wisdom of Bake Off

Time to Cook: Around 90 seconds

Dear Steve

The Wisdom of Bake Off

A few years ago, it is end of term sports day at Olivia's school. Egg and spoon, lots of fun and stalls set up by parents.

Towards the end of the day, we see a stall we have previously missed – guess the weight of the Cake – to win it!

Rosalind is an expert at cakes – the cakes in the pictures were baked by her. She immediately starts chatting to the lady on the stall, who made it...'What sugar did you use?' 'What type of icing?' etc. etc.

Initially I am standing around, pretending to be interested, and then I remember a book I had recently read – The Wisdom of Crowds: Why the Many Are Smarter Than the Few by James Surowiecki

3 minutes to six – the stall is going to close and announce the winner at six – people are gathering to hear. Rosalind is still putting the lady through Mastermind.

I pick up the thick card attached to the table – it has 60 different weights – over 50 guesses have already been completed with a name next to the weight. I start to calculate – in my head I add all of the weights that people have so far guessed, and then divide the total by the number of people who have had a guess – the central idea from the book.

No, I'm not that clever.

I get out my phone and open the calculator.

2 minutes to six. I properly add all of the weights that people have so far guessed, and then divide the total by the number of people who have had a guess – which includes Rosalind by now.

1 minute to six – I see that the total in front of me on the screen is a weight that is not yet taken. I write my name in.

Six o'clock.

There is a hush.

Rosalind looks confident, as do all of The Bake Off experts present.

The lady announces "And the winner is...David Taylor"

Next time you read a success, business or leadership book – take something from it and do it – the only way you will know if something works or not, is to do it. Then, you can have your cake, and eat it.

With my thanks to James, and my love and best wishes to you all

David (David Taylor author and broadcaster of Naked Leader)

"You can't duplicate success unless you write the recipe down" Tim Fargo

LEADERSHIP SKILLS

At the annual Chartered Institute of Public Finance and Accountancy (CIFA) conference in July, attendees discussed the topic of what makes a good leader and the skills leaders need to have today. Organisational development consultant Mark Hawkswell and leadership coach Nike Lawal, outline the key characteristics you should be teaching potential leaders:

The ability to make decisions in unpredictable circumstances

"It's a volatile world. Things are changing dramatically and quickly. There's a lot of uncertainty," said Hawkswell. Unfortunately, this puts most people firmly outside their comfort zone, so a leader needs to provide a sense of direction.

The ability to grow from an unfortunate situation

"If your life is full of successes and you move forward without any failures, then actually, when you're dealing with complexity, that might work against you," Hawkswell noted.

The ability to listen

"One of the things leaders need to do in these complex environments is really listen because, as a leader, you won't have all the answers," Hawkswell said. "All the answers are contained within the group that are working for you."

The ability to accept feedback

Nobody enjoys hearing about their failings, but a leader needs to accept constructive criticism to grow. Hawkswell believes it's one of the most important abilities of a leader. "If you can't take feedback, you won't learn," he said.

The ability to be self-aware

Hawkswell encouraged his audience to shun their profession's analytical and cold stereotype and to get in tune with their feelings. "Different emotions will give you different information, so you can start to make more intuitive decisions when you're tapping into your feelings, not just your logical rationality

The ability to keep their emotions in check

While leaders should be in touch with their feelings, this isn't an excuse to fly off the handle whenever they feel annoyed. Nike Lawal said great leaders know "if they don't manage their own feelings, it will have an impact on others."

The ability to read other's emotions

The most effective leaders not only understand their own emotions, they are also tuned in to how others are feeling. "If you are aware of how other people are, you can adapt how you engage with them to get the job done." said Lawal

Source: People Management magazine

(Read in my ILM's Edge magazine)

"Vitality not only shows in the ability to persist, but in the ability to start over"

F. Scott Fitzgerald

The 3 Top (hot) Tips for Leading a Project to Success

Time to Read: Timeless

Dear Steve

The 3 Top (hot) Tips for Leading a Project to Success

Of course Prince Two and Microsoft Office have a place and are critical...however neither of them cover leadership, behaviour and 'show me the money...'

So, using the three timeless headings for each and every project...

- Time – Treat the project as top producers and directors do a West End play. 'OK, we open on that date, so we have to be ready 10 days before, and we can iron out any last minute difficulties during our preview run, and absolutely ready by opening night, when the paying audience arrive expecting a finished article.' So, working backwards from that date, in what we in Naked Leader call advance hindsight, what needs to happen, when and by whom?
- Cost – So many words, articles and books have been written about cost. You will know the cost. Now, calculate the return on investment, which must of course be three times the cost (at least). If you can't do this for a project, don't do the project.

- Quality – This has to be determined by the internal teams or external customers who will be using the project outcomes, not by the project team itself. And, have one person who is overall accountable for the project – one name, totally accountable. Finally, put together your project team based on different, complementary strengths, passions and expertise, so you have every single area covered by at least one person.

David Taylor

“He who accepts evil without protesting against it is really cooperating with it”

Martin Luther King Jr