

LEADERSHIP – COACHING AND MENTORING PACK

November 2015

This month's edition:

A post from me 'REACH YOUR POTENTIAL THEN GO FURTHER' on what I did in 1989 and what I am still trying to achieve. The post is about my running but each experience and tip fits for work too. There is a post from my wife Joyce from her new blog: 'Positive Vibes - A Way of Life' (she really is that positive) the only aim from both articles is to inspire you.

3 x Ted.com presentations. All three are excellent. The one I highly recommend though is Amy Cuddy's 'Body Language shapes who you are'. 29 Million Viewers who have watched her presentation can't be wrong. I think this will be the second time I have included this one, so I have broken my own rule to pick out different 'talks' for each Leadership Pack that will move and inspire you. It is that good!

Before you can manage and lead others, you need to be able to manage yourself first, so I hope the piece on 'Winter Wellbeing' helps you.

BRAINWAVES - Common Problems Solved. Feeling the Butterflies? Making the most of your Time? Managing those difficult conversations? I have sourced some tips from CMIs Professional Manager that I think will help you with each one.

I mentioned in last month's edition I was going to attend the Naked Leader conference <http://conference.nakedleader.com/> "Your Future Take it or Lead It" in October. The Naked Leader, as our regular readers will know, is fronted by David Taylor, the author of the Naked Leader books, broadcaster and leadership guru. I came back from last year's conference with ideas for the company I work for.

I attended last month and came back refreshed, inspired and with new ideas. I am sharing with you some of the thoughts from each presenter further into this leadership 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 FirstLM, FCMI, GCGI

www.leadershipintheraw.org

It's not about how good you are,

It's how good you want to be

REACH YOUR POTENTIAL THEN GO FURTHER

On a dark Monday night in 1989 I am gasping for breath and I don't think I can run any faster, I am now at 100% of my racing ability, yet this is only supposed to be a club training night!

I have just arrived in Colchester in the UK after a couple of years in Berlin. I have joined Colchester's athletics club so I knew I would be stepping up but crikey this is tough! I was trying to keep up with the elite runners and I was just about keeping the fluorescent stripes on their running kit in sight. My fear and motivation is if I don't keep up I will get lost!

At 33yrs old I had not reached my potential with my running and I was determined to do so, hell I was going to go further than my potential. I was only going to do this by training with people who were better than me. (A tactic which I have used in both my careers to reach my potential, and then to kick on and go further)

As a leader, coach, mentor and a trainer, I feel that supporting people to reach their potential is a key aspect of leadership.

Ever since leaving school at 15, I have been on this journey (both in my career in the Army and the one that I have been in since 1996, supporting people with learning disabilities) I must admit it has been - and still is - great fun seeing how far I can stretch myself and what I can achieve.

I hope these thoughts and ideas will support you on your journey too. (You may even be tempted to get those running shoes on)

Through running this is how I aimed to reach my potential and go further (each bullet point can also be applied to your work):

- Running with the best and those who were better than me. I wanted to learn their techniques and from their mental attitude. What are their secrets? I was going to find out!
- Do something no one else is doing – there were plenty of athletes at the club doing 5000m on the track, however, at one race meeting they had no one to do 3000m steeplechase and although I had never done one before, I gave it a go.
- Keep out of the comfort zone. It is all too easy to get comfortable with what you are doing (you are cruising) but as someone once said 'if it was easy everyone would be doing it.'
- Train harder than everyone else. In work and sport everything comes back to having a strong work ethic. Top Tip? Get up early each day.
- When fear and doubt is ok. As Eleanor Roosevelt once said do something each day that frightens you. So feel the fear and do it anyway. Let's face it, what is the worst that can happen if it doesn't work out?

5 commitments I think you need to make to fulfil your potential and go further:

1. Make a plan. For each quarter I had a plan of objectives I wanted to achieve for Track, Road Running, and Cross Country etc.

2. As soon as you complete one objective make sure you have another equally challenging objective ready in your sights
3. From the 1 January 2016, work to improve every aspect of your work by 5% - between now and 1st January work out how you will do this and then aim to achieve this annually.
4. At the end of each task, meeting, presentation, project etc. score yourself out of 10 then strive to beat your scores on every occasion. Don't worry if you fall short on occasion, the fact you have made this commitment is a guarantee you will succeed.
5. Always... aim to be better than you were yesterday.

How can you support people to reach their potential?

- Inspire them – tell them what you think about their potential
- Find out what their hopes, dreams and aspirations are
- Find challenging projects that will stretch them
- Be there for them with constant feedback, guidance and encouragement
- Share your networks – introduce them to people you think can help them fulfil those dreams and aspirations

Footnote: I never did beat those elite runners ahead of me but after a year or so I was able to keep up with them on training sessions without feeling as if my lungs were going to burst as they did that November night in 1989.

COMING SOON

26 years later from that night in 1989 I am still striving to fulfil my potential as a runner. In August 2016 I will be 60. Before I reached my 40th birthday my goal was to run under 7.5 minutes for 1.5 miles which was for the British Army's Basic Fitness Test. Really I just wanted to be able to say I could run under 5 minutes (it was an ego thing) I did it with 2 seconds to spare!!

Now as I approach my 60th birthday (and again for my ego) I want to run under 10.5 minutes for 1.5 miles, this is the time set for soldiers under 28yrs old. I am also training to get fit for my annual trip to Whitby on the North East Coast of England (we call it #Whitbyfit) to do my favourite route up to Whitby Abbey.

So from December I will share with you a monthly blog post of training schedules, progress reports and running tips as I work towards my August goals

Source: Steve Raw www.leadershipintheraw.org

WINTER WELL BEING

Jeff Archer from the Tonic on wellbeing strategies that will help you to thrive during the winter months.

Most people would agree that taking care of their wellbeing is easier in the summer and that making healthy living choices can feel like more of a challenge as we move into October, November and beyond. So what can we do to boost our resilience, energy and mood for winter?

Plan for year round wellbeing results

The first thing to do is to stop thinking about the potential healthy living pitfalls that arise at the end of summer and instead put an end to the seasonal ebb and flow of positive wellbeing results.

Set month by month guidelines

One easy way to break this cycle is to sketch out a wellbeing schedule on a 12 – month planner and write out your priorities for every month. This is the quickest way to achieve clarity on what you need to do to feel great and perform well for the entire year. Pick out some seasonal themes and then add detail to these with monthly and weekly guidelines.

Think carefully about your exercise options

For many people getting active during the summer can become a pleasure rather than a chore. They run or cycle outside, play tennis, football, softball or netball and generally get a bit more social with their exercise, even if this is as simple as walking with friends or colleagues. When an autumn approach has many of these same people tend to think about migrating back towards exercising along in the gym – or at least intending to. But think about it. If you really enjoy outdoor and social activities, there's a limit to how inspired you'll be at the prospect of pounding away on a treadmill on your own. So give some thought to how you can maintain at least an element of your outdoor training and/or social exercise during winter.

Healthy eating

What you eat is more crucial during colder, darker months when you really need to boost energy levels, resilience and immunity. Winter options that are packed with vegetables, pulses, lentils, beans and wholegrain carbohydrates will optimise your effectiveness and your mood.

Maintain life balance

In the winter there's a temptation to hunker down and hibernate. The danger here is that we risk narrowing our weekly schedule until we're left with only work and family issues to deal with which might be satisfactory for a period, but to achieve the optimum sense of purpose, satisfaction and balance, it's a good idea to make a conscious plan to include hobbies, interests and socialising throughout the year.

For regular wellbeing updates, top tips and motivation follow The Tonic on Twitter @JDArcher

Source: ILM's Edge Magazine

MY TOP 3 PICKS FOR PRESENTATIONS FROM www.Ted.com

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

Scott Dinsmore quit a job that made him miserable, and spent the next four years wondering how to find work that was joyful and meaningful. He shares what he learned in this deceptively simple talk about finding out what matters to you — and then getting started doing it.

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

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.

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

Work-life balance, says Nigel Marsh, is too important to be left in the hands of your employer. Marsh lays out an ideal day balanced between family time, personal time and productivity — and offers some stirring encouragement to make it happen.

It takes 20 years to build a reputation and 5 minutes to lose it. If you think about that, you’ll do things differently – Warren Buffett

People will live up, or down, to the standard you expect from them

Time to Read: Longer than 1 minute, shorter than 90 seconds

Dear Steve

People will live up, or down, to the standard you expect from them

I had a surreal moment at my London Business Forum event in London recently when I was presenting on ‘NLP Stripped Bare’

During 90 minutes I shared 21 areas of NLP, with around 50 specific how-tos in total. At the end an attendee called Jane came rushing over, hugged me and said:

“Thank you, thank you, thank you that was wonderful”

I thanked her in return, and asked “Do you think the very fast, punchy how-tos worked, or do you think there were too many?”

To which came this brilliant reply:

“I loved the one you said about giving people and teams a standard to live up to, not down to. That was so good I didn’t really listen to anything you said afterwards, and forgot all the ones you shared before”

The number of funny one liners I could have said to that were many, I settled for:

“What a pity you couldn’t only have come for that one, you would have saved yourself 89 minutes”

Fortunately she laughed, and then explained that she had been leading a team of 6 people for several weeks, and that she now realised she found fault too often, and she was now going to do the opposite.

My how-to is simple – people, and therefore teams and organisations, which are collections of people, will live up, or down to the standard you expect from them.

If you say to someone “Thank you for always helping other team members” – from then on the person will do just that, even if they haven’t before.

You may know this from your own experience – like when someone says to you in a concerned way “are you ok? You don’t look at all well” – and even if you hadn’t felt unwell before...

Back to Jane - 48 hours after the event she called me – “Hi David, I had a meeting with my team today and I went around and specifically praised each one of them for things they do well. Actually, truth be told two of them I told a white lie to – they hadn’t been doing the things I said particularly well, but they are now”

Source: David Taylor author and broadcaster of the Naked Leader series

He is richest who is content with the least, for content is the wealth of nature. Socrates

Positive Vibes - A Way of Life

It is always a head-scratching moment when someone asks me how I remain such a positive person in a pessimistic world and, more importantly, how do I do it? Is it because I am a lucky person who always gets what she wants? Is it because I have a fantastic counsellor? Or is it because I just do not realise what is happening in the world around me? How can I be so positive when such a lot is wrong with the world today?

Well, it is none of the above. Being positive, and creating positive vibes for those around you, is a way of life. It is a choice anyone can make, despite the adversities they face, it is not a secret. There is no trick. So, how is it done and where do you start?

Here are some easy pointers to help you start:

- Gratitude: If you want to read a good blog post on gratitude and being grateful, log on to www.leadershipintheraw.org Being grateful for what you already have, which may be considerably more than most, is a good start to feeling positive.
- Start your day with a quick mental checklist. Did you wake up in a nice warm bed? (Check) Is your house still standing? (Check) Are your loved ones all ok? (Check). Is the earth still turning? (Check) Do you have enough money/food to take you through the day? (Check) All positive vibes,
- Look around you when you go outside. Feel the day. By that I mean taking notice of the weather; your surroundings; signs of life and fresh(ish) air. If someone gives you eye contact on the

street/bus or in the shop - smile (obviously only if it is safe to do so!), most people will smile back! See, creating a positive vibe not just for you, but for others.

- Give to others your time and a sympathetic ear. Listening to someone at the bus stop, railway station, shop, work or home is a cathartic exercise. It makes you feel happier about your own circumstances and may actually keep someone from harming themselves or others, or make them feel that they are not invisible in our big world.
- Spread the love is a favourite saying of mine when I have helped someone. I truly believe that even the smallest act of kindness can make all the difference to someone's life and is what makes the world keep turning. More positive vibes.

I am very fortunate in that I come from a large family where I learnt very early on that you are not the centre of the universe and that there are many others out there who will have less than you. I am not saying that it is not okay to feel down or upset from time to time, especially where circumstances seem to appear to have plotted against you, but it is not okay to dwell in that trough of self-pity. YOU have the power to turn to the positive.

But, be very careful. Being positive is highly contagious, it is not for the weak-hearted, and it is how we livelikearaw.

Source: Joyce Raw www.livelikearaw.wordpress.com Twitter: @JoyceRaw1

Kind words can be short and easy to speak but their echoes are truly endless. Anon

Key How-Tos from Naked Leader Conference 2015

Time to Read: Around the 3 minute mark

Dear Steve

Key How-Tos from Naked Leader Conference 2015

On 15 October I chaired our annual flagship leadership conference. It was a complete sell-out with over 100 leaders from 40+ different organisations attending and speaking.

These are the one line calls to action – most powerful how-tos – that I took from each speaker:

Theme: Your future take it or lead it (Let it happen, or make it happen)

Presenter

David Smith – CEO Global Future and Foresight – The future is coming ready or not – it is the choices you make that will determine your success. Change is inevitable – choice is optional, including whether you thrive, survive or don't.

Steve Capper – Global CTO Aecom - You are capable of achieving anything you want – “if I can do it with my background and lack of qualifications, then anyone can.”

Léon Benjamin – Co-Founder Sei Mani - far more is always achieved through co-creation, co-operation and collaboration than by competition.

Elsa Critchley – People Director Standard Life Investments - When communicating be clear what you want from your audience – what is for information only and on what are you asking for their input, help and ideas.

Jules Peck – Naked Leader Specialist – Mindfulness – STOP = Slow down, Take a few breaths, Observe and Proceed, and doing so each day will positively alter the shape of your brain, your wellness and your life.

Maryanne Matthews – CEO – EY Foundation – Young people are assets not liabilities

Teresa Reynolds – Princes Trust Young Ambassador “One day I was so low I realised the only thing I have to offer the world is me – so why not be that”

Gavin Preston – Naked Leader Specialist – In the hype of all this ‘Just-Do It!’ don’t forget to plan – and when you have done, make a true decision.

Glyn Morris – Finance Director Higgs and Sons – Innovate on simple things that relate to people’s day to day work.

Gavin Graveson – Chief Operating Officer Veolia – Business can transform to make the world a better place. Gavin spoke about Veolia’s Circular Economy.

Ray Morgan – CEO Woking Borough Council – Don’t be afraid to shake things up a bit.

Justin Anderson – Founder, Chairman and CEO – Flexeye – be aware of what is happening in technology, innovation and ideas out there and select just one thing that will make a big difference for you, your team or your organisation.

With my thanks to everyone who spoke attended and planned the day

David Taylor who facilitated this years Naked Leader Conference

‘A Comfort Zone is a beautiful place, nothing ever grows there’ Anon

SIX SIMPLE TIPS TO BECOME A MORE MINDFUL MANAGER

Be Here Now

Focus on your breath. Give your full attention to the task. Avoid multi-tasking and losing focus

Take Regular mindful coffee breaks

With deep breaths notice your surroundings. Then notice how you feel. Let your thoughts come and go without judgement. Be aware of the cup in your hand, its warmth, the aroma and taste.

Use mindful post-its

Write on each a daily affirmation or reminder e.g. today I will....consciously pause and consider before I respond. Place around your desk.

Have a pre-meeting mindful stretch

Stand straight, feet hip-distance apart. Lift your hands, palms facing forward and open your chest. With deep breaths be aware of your chest. With deep breaths be aware of your open body posture and the sensation of fully stretching.

Be a mindful listener

Really listen to what is being said. Give your full attention in the moment and listen for the “song beneath the words”

Keep a gratitude journal

Simply write down three things daily that make you feel grateful. Gratitude precedes happiness and each time you make an entry remember to focus on the breath

Source: Author: Paul Mudd is author of Uncovering Mindfulness; In Search of A Life More Meaningful, available on Amazon. (from my ILM Edge Magazine)

‘Don’t let Success go to your head. Don’t let failure go to your Heart’ @inspiringthinkn

The Choice of Opposites

Time to Read: Under 54 seconds to read – longer to decide

Dear Steve

The Choice of Opposites

Neither of them are ‘right’ or ‘wrong’ by the way – you decide which help move you closer to you outcome, and which move you further away...

Which do you say more, "And" or "But"?

Do you believe it when you see it, or see it when you believe it?

When talking with your team, do you say "I", or "We"?

When you want to make change in your life, is it a should, or must?

Real honesty question: Are you a drain or a radiator?

When you listen to your people, team or department, do you hear noise, or music?

Do you ask, "what’s going wrong"? Or “what’s going right”?

And finally, a big one

Do you say “You don’t understand what I am saying” or “Sorry; I am not explaining myself very well”

Your opinion, choices and words – your choice, always

With my love or best wishes, whichever works better for you

David Taylor

“Do one act of kindness each day of the year and change 365 lives” Anthony Douglas Williams

BRAINWAVES

Common Problems Solved

Feeling the Butterflies?

Then why not try the ‘walking breathing technique’ from public speaking expert Lynne Copp, founder of the Worklife Company. Before each presentation she gives, Copp walks into the room much faster and more determined than usual. Not only does this give an air of confidence, but it also releases excess adrenaline – calming those nerves and slowing down your pulse.

Making the most of your time

Do you ever feel like there’s just not enough time in your working day? Then you need to learn to organise the chaos that surrounds you. One simple method is to address each project or piece of work you have due, and outline four key things: What you have already done, what you are waiting on from other people, what is left to be done and when your final deadline is.

Managing those difficult conversations

CMI (Chartered Management Institute) has some simple advice to help you handle difficult workplace conversations: remember the acronym ‘TALK’

T - Think about approaching the conversation from a different standpoint. Don’t label it as ‘difficult’. It may be about a tricky subject but, by suggesting solutions or alternatives during your discussion, you can focus on constructive outcomes.

A – Always use clear, simple and neutral language. Refer to specific examples and facts.

L – Listen to what the other person is saying and hear their point of view. Demonstrate that you care about how they see things.

K – Keep the focus on the issue, not the person.