

LEADERSHIP – COACHING AND MENTORING PACK

January 2016

2006 – 2016

(10th Anniversary Year editions)

Welcome to this month's edition.

Everything about this edition is aimed at supporting you to have the best year ever. This is a special themed edition of New Year resolution messages

Our first piece is from one of my favourite writers on leadership, Damien Piper. Damien has kindly agreed to once again allowing me to publish his excellent '7 Ways to Bring a Better Balance'. I wanted to include this because I am often asked how you can bring a better balance to life.

I have included a number of posts I have written for my blog www.leadershipintheraw.org which will be posted throughout this month with messages aimed at helping you with your New Year Resolutions. One of the posts recommends that, instead of making resolutions (which are hard to keep), you make commitments instead. I did this in 2015 and it worked - I kept to them all - and will do so again in 2016. Let me know how you get on.

I watched a number of video presentations over the Christmas holidays from www.ted.com looking for strong messages that may help you in 2016 and came up with (what I think) are three excellent 'talks'. They are Gifts vs Choices from Jeff Bezos, What makes a good life – lessons from the longest study on happiness from Robert Waldinger and How to stay calm when you know you'll be stressed from Daniel Levitin

“Every man should be born again on the first day of January. Start with a fresh page. Take up one hole more in the buckle if necessary, or let down one, according to circumstances; but on the first of January let every man gird himself once more, with his face to the front, and take no interest in the things that were and are past” Henry Ward Beecher

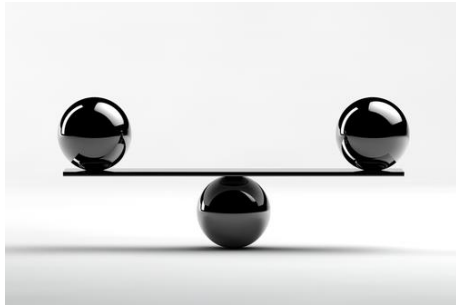
This month's quotes have been taken from my wife's @JoyceRaw1 twitter feed – thanks Joyce. I am also on Twitter: @DoshLtd sharing leadership thoughts at 7am, 7 days a week. I welcome new followers!

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,
Its how Good
You want to be**

7 Ways to Bring a Better Balance



More and more challenges come our way competing for the precious 168 hours we have each week. It's important that we take responsibility and work at striking a balance to achieve more of the right things. Here's 7 things to get you started.

1. Get a longer-term vision

Having a view on where you're heading will help bring objectivity and perspective. You are much more likely to make different choices if you can see whether you are moving towards or away from where you want to be. It's in those choices that balance exists.

2. Get comfortable with seeing day-to-day decisions in the bigger picture context

Armed with your vision you need to use it regularly when making decisions. It's easier to say "yes" or "no" to an opportunity or task if you can assess its overall impact. This can be as small as do you go for drinks after work...?

3. Get a view of all the areas in your life and assess how you're doing in them regularly

The wheel of life tool is a simple yet highly effective way to assess where you are in each key area of your life. Some examples: Health, Family, Friends, money and career. Subjectively rating yourself on a scale of 1 -10 will help you understand if there are any areas that are falling behind or way ahead at the expense of others. If you don't like what you see take action to address this. It's perfectly normal to have areas that get out of kilter from time to time. This approach will help you manage that.

4. Get creative

This is where you can have fun. Thinking about how you can be creative to get balance and ultimately achieve more is very rewarding. Here's an example. Say your wheel of life tells you that your health and friends could do with a little attention. Rather than tackle these things separately why not get creative and find a way to

achieve both at the same time. One client I worked with started playing tennis with a friend after work. Simple, yet effective.

5. Establish a weekly Review & Plan routine

Establishing a personalised weekly R&P routine will help bring some of the above ideas together. Done well, you get to objectively 'check in' with what's going on in your world every seven days. This helps tidy up outstanding actions and commitments and look forward to help you prepare for what's coming. At least as important is taking a few minutes to reflect on what went well and what you'd like to improve on. Over a period of time this will put you in a strong position to achieve balance.

6. Start with making sure you're looking after you

The foundation for balance is making sure you are functioning well. Without that, all areas will suffer. I love the PRIME for Success approach that looks at your **P**hysical activity, your **R**est, your **I**ntake, your **M**ind and your **E**nergy. Read more about that [here](#).

7. Get feedback

It's easy to kid ourselves that we are more balanced than we imagine. Key to helping this is feedback. This can come in multiple forms from asking people to developing your own personalised dashboard, to track how you're doing. The dashboard can include whatever you feel is important. I've worked with people who wanted to include health information, where they are financially or even how often they got home from work to read bedtime stories to the kids! The impact can be amazing when you see that you haven't done the latter for two weeks, when you tell yourself being a Mum is so important. The feedback is only part of the story. You then need to make a choice. If you're truly content with what you're being told then fine. If not, what adjustments do you need to make?

If you do just one or two of the above I believe you'll start to get a better balance in your life. I'd love to hear your stories of things you've done as a result.

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BE KIND TO YOURSELF IN 2016

I am guessing if you are reading this Leadership Pack, that you are like me and we have a similar passion for leadership. We want to be the best leaders we can be and we want to make a difference to the people we support. The trouble is we are often our own biggest critics – we are often too hard on ourselves and I am not sure that is always a good thing?

So in 2016 believe in yourself and give yourself a break:

1. If you make mistakes (no one is perfect) accept that you will make mistakes, learn from them and keep going.
2. Leadership stuff I have learned - don't second guess yourself. You can only make the best judgement at the time with the facts in front of you
3. It is easier to ask forgiveness than it is to ask for permission.
4. No matter how busy or how much pressure you are under during your day, do one thing which you enjoy
5. Book yourself a coaching or mentoring session with your coach or mentor. Talk through your dreams and aspirations (try and fix up one of these meetings at least bi-monthly)
6. Record your successes and read through before you start your new week.
7. When you are facing a crisis, and you are coming under pressure, tell yourself two things: One. I have faced this before how did I deal with it then? And Two. In 6 months' time will this situation be such a big deal? Probably not.
8. Reward yourself. Something I picked up from running – if I had a good race I rewarded myself. It could have been a new pair of running socks or an energy bar, it doesn't have to be much, but it can make you feel a whole lot better. Give yourself a pat on the back.
9. Laugh whenever you can – it is cheap medicine
10. Regularly (daily is best) go for a walk. Take a break- you only need to find 30 minutes in your day. It will refresh you and it will give you the time to think.

5 things I will do in 2016 to be kind to myself:

1. Only worry about stuff I can control

2. Take care of my health (after 20 years I am going to rejoin my running club)
3. Spend more time with the people I love
4. Have an alternative work – my voluntary work with SSAFA (a Services Charity)
5. Read one book a month (a balance between a novel and a personal development book)

Take a step back and think about what you have in your life and be grateful for everything that comes your way. If it happens to be a failure, see it as your first and second step towards your next success. Understand that failure is not permanent and neither is success, so prepare for both this year.

Good Luck and my Best Wishes

Source: Steve Raw

Twenty years from now you will be more disappointed by the things that you didn't do than by the ones you did do. So throw off the bowlines. Sail away from safe harbour. Catch the trade winds in your sails.

EXPLORE DREAM. DISCOVER

Mark Twain

WHY? WHY DO WE DO THE THINGS WE DO?

Standing outside the gate of the Garrison Athletics Track in Colchester on a cold dark Tuesday night, had it really been 20 years since I was last there waiting to start a group run? Would I be able to keep up? And would I be embarrassed if I struggled? In my head I am 29, but physically I am now 59. But more to the point - WHY? Why am I doing this?

The months are peeling away and it feels like a (fast) train is heading towards me – the train is my 60th birthday!

I am the Managing Director for a national company which supports people with learning disabilities. I am a regular trainer and deliver workshops on project management and supporting people with their money for organisations. I am often a guest speaker on Leadership and Supporting people with Learning Disabilities; I

write about Leadership on my blog, monthly newsletter and Twitter. My voluntary work is for SSAFA, an Armed Forces Charity, which includes being a mentor for wounded/injured/sick soldiers and also an 'Independent Service Custody Visitor' for a Military Detention Centre. I am parent/carer for my daughter. One of my goals in 2016 is to improve and develop by 5% on every aspect of my work, sport and personal life – Why? Why am I doing this?

This post is split into three important parts of my life: Family, Work and Sport asking as I go into 2016... Why? Why do we do the things we do and what drives us?

I have been described as 'driven', which I do not mind as it is probably a fair description. However, I like to think of myself as someone who loves life, a life that I am determined to squeeze every last drop out of. However, I do think it is important for me to reflect on what it is that drives me to be better than I was yesterday and to be more successful in the future (or at the very least hold on to what I have).

Why? Why do we do the things we do?

Family

1. To provide the best possible 'quality of life' for my wife and daughters
2. To win their respect. Just because I had it yesterday doesn't mean that I will have it today or tomorrow. I must win it again each day and it starts the moment I get out of bed
3. Because it is a responsibility and a duty - my parents did it despite adversity and so can I
4. Because they depend on me (we each depend on each other)
5. Because it is fun

Work

1. I want to make a difference for the people I support, the people I work with, the people I work for and my organisation
2. I want to leave a legacy – to be memorable "We're here to put a dent in the universe otherwise why else would we be here?" Steve Jobs
3. Because it is a responsibility that I hold and therefore it is my duty to do the best I can – everyday!

4. There is so much I want to change for people with learning disabilities
5. Because it is fun

Sport (Running)

1. I want and need to live a long life for my family – so I reckon the fitter I am, I increase the odds on maintaining a fit and healthy lifestyle and, of course, leading a longer life (you've also got to be pretty fit to work for www.thera.co.uk)
2. I love what I currently do, but to be honest there is not a day goes by when I don't think about my first career in the Army – so running (especially cross country) is about as close as it gets to being part of that world especially when it is cold, wet, muddy and a hill is involved.
3. There are challenges – goals and objectives I want to achieve (all be it a little slower now)
4. Because I still want to “cut it” – maintain that competitive edge
5. Because it is fun

So when you next think “why am I still driving myself”, when you would much prefer to put your feet up, may I suggest you do what I have just done and write your ‘WHYs’ down and reflect on them. I guarantee you will feel inspired to do and be more. Do it for 2016.

Source: Steve Raw

PREPARE FOR LIFT OFF in 2016! (Source: Steve Raw)

Resolutions? Let's face it, more often than not we don't keep them. With a couple of weeks already over for 2016 how many have you kept? So let's change the word to ‘Commitments’ as in “I am going to make some commitments in my life and in my career”. It feels different - using the word Commitment feels like it has a purpose. So.....

Make 2016 your best with a year's worth of commitments for a lifetime of positive results:

1. **Set goals.** Take a good look at what you want in life. Have you committed to these goals by purposefully taking steps toward reaching them? (Write them down – if you don't your goals are just wishes)

2. **Get a Mentor.** Seek out people with the knowledge you desire. Find people you want to be like – now ask them and I promise they will be flattered
3. **Read.** Create a personal reading programme by determining how many books of different kinds (personal development, business, nonfiction) you'll read this year. Don't skip literary fiction; a recent study shows it improves social skills. (I have just finished one of David Taylor's Leadership books and just started reading the latest Peter James novel – I recommend both to you)
4. **Improve productivity.** Log your activities for a week to assess timewasters. Make sure you aren't spending chunks of the day on activities that don't drive your business forward or improve your life. (If what I do does not make a difference to people I support, my company www.dosh.org I will stop doing it)
5. **Wake up early.** Get up before your household to contemplate what you want to accomplish – then seize the day. (I get up 3 hours before I officially start work – it has worked for me over the last 44 years in both careers)
6. **Get an accountability partner.** Check in regularly to review accomplishments areas for improvement and next steps. (Meet regularly, give them your set of goals and then get them to hold you to account)
7. **Do something** you've always wanted to do. Life is too short so don't wait to live it.
8. **Take small steps.** Whatever it is you seek, just get started. Commit to some easy, feasible activity to move you closer to those goals every day. I have always found that looking for small successes and achievements builds my confidence going forward to achieve something very big!
9. **Journal.** Whether it's an idea, a problem you want to solve or an inspiring quote, write it down.
10. **Practice mindfulness.** You will improve your effectiveness, well-being and longevity. Research shows that by learning how to stop needless ruminating helps to focus on the here and now.

My inspiration for this post came from my monthly (USA) Success Magazine which I highly recommend to you. It comes with a free CD full of great interviews which I carry around with me as part of my learning and development when I am on long journeys. www.success.com

Know where you want to go in 2016

Ask yourself these questions.

1. What's your biggest dream/What was the biggest dream you had when you were young?
2. Why?
3. If you had three wishes, one for yourself, one for someone whose life you touch, and one for the world, what would they be?
4. What do you want to achieve long term?
5. What does success look like to you?
6. What's important to you?

Then, know where you are now. And know what you have to do to get where you want to go.

Now do it!

Source: The Naked Leadership Board

Ten Ways to... TOUGHEN UP in 2016

1. Don't take it personally
2. Believe in yourself
3. Accept it's ok to make mistakes...
4. but don't make too many
5. Keep your focus
6. Hold your nerve
7. Don't compare yourself to others
8. Let go of anger
9. Take a few risks
10. Learn to switch off

Source: Modern Management (magazine)

8 Ways to Make Your Resolutions a Reality

- **Write it down** You've heard it before, but the truth is writing down your goals forces you to get clear about what you want. Use a pen and paper (you can transfer it to your computer later). That simple physical act helps cement the desire in your brain.
- **Find a replacement.** In *The Compound Effect*, Darren Hardy explains one way to break a bad habit is to replace it with a good one. What can you choose to add to your life that will fill the void by eliminating a bad habit? For example, replace TV time with family time, sweets with fresh fruit, talk radio with inspiring audios.
- **Tell someone.** Talking about your goal-even if it seems huge and impossible-allows others to encourage and help you by providing resources and information you may need.
- **Take baby steps every day.** Even small steps taken toward your goal consistently will move you in the right direction. Once you experience a few small wins, taking bigger steps becomes easier.
- **Take some BIG steps.** Don't take all year to do what you can accomplish in a day. Once you've written down your list of goals for the year, figure out which goals could be accomplished this month-or even today.
- **Decide and act.** Mental hurdles may keep you from making decisions and taking action. Get over it! Make a list of all the reasons you want to accomplish your stated goal. Refer to that list when indecision or inaction threatens to take control.
- **Team up.** Even if you don't share the same goal, having a "success buddy" can keep you accountable. Meet weekly (in person or by phone) to check in on and encourage each other.
- **Celebrate your successes.** Every time you reach a milestone, acknowledge your accomplishments in a positive way. For example, if you drop a dress size, buy a new outfit. If you pick up a new customer, have dinner with a mentor. Celebrating your success will keep you focused on the larger goal.

Source: ILM

Ten ways to.....

Manage creative people in 2016

1. Have a clear vision
2. Give them a tight brief
3. Encourage a fast flow of ideas
4. Protect them from bureaucracy
5. Give them ideas to work with
6. Expect different values and behaviours
7. Introduce subtle competition
8. Have separate creative working space
9. Team them up with implementers
10. Give ideas time and space to develop

Source: Guy Browning - Modern Management

Thought For 2016

IF you do what you have always done, you will get what you have always got.

(Extract from The Naked Leader

Action For 2016

CREATE a culture of praise and communication in the workplace. If your team do well, tell them.

Confidence breeds confidence. Praise hard work, determination and selflessness. It will create positive energy throughout your team. (Extract from

Source: Naked Leader Board)

The Art of Reinvention

On a hot humid night in 1981 I had come to the end of a two year posting in Hong Kong and I was now boarding the plane to take me home. I'd had a good two years, but I felt could have been more perhaps I could have even done more. I was a

Corporal in the British Army after eight years but I wasn't a Sergeant yet! A long term relationship had come to an end and now I wanted something more, perhaps to get married and have children (two daughters would be good!). Lots to ponder on my 16 hour flight back to the UK.

The previous six months I had spent some time reflecting about the type of man I wanted to be, both in my professional life and my personal life. Taking off from Kowloon Airport, skimming the skyscrapers of Kowloon then crossing into China, I sat back in my seat and started to plan. I was going to reinvent myself.

2014 celebrating my 30th Wedding Anniversary in Whitby on the North East Coast of England I turned to my wife Joyce and thanked her for making me the man I always wanted to be. Joyce's response? "Good! Now for Phase 2 – making you into the man I want you to be!!" (Apparently there is Phase 3 - the Exam!) Another Reinvention on the cards.....

My life so far has been a series of reinventions:

- At 15 delivering carpets and beds in my home town, then joining the army as a boy soldier at 16; changing jobs and roles every 2 or 3 years from Northern Ireland to Hong Kong, from NATO Headquarters to a Commando Squadron
- Going from being a terrible footballer to becoming a good athlete and in between sports fitting in a year where I qualified as a Hang Glider Pilot
- Going from 24 years in the Army to a 20 year career in supporting adults with learning disabilities
- Becoming a Trainer in NVQs, Leadership, Project Management, Supporting people with Money - when previously I had a dread of standing in front of people.
- In 2015 becoming a volunteer for SSAFA as an 'Independent Service Custody Visitor' and a Mentor
- Starting a Blog!!

I love life. I want to be the best I can be and even as I approach 60 I still think my best years are ahead of me. So why do I feel the need to reinvent myself and how will it help me become the man Joyce wants me to be? Reinvention has worked for me:

- By stretching myself – early on I came to the realisation that only when I am really challenged am I at my best
- It keeps me fresh and motivated
- It gives you a competitive edge
- Because I like to surprise my Boss, My Organisation and My Family
- It helps me recover from setbacks, obstacles and events outside of my control

How do you go about Reinventing yourself? Here are my 5 Top Tips (based on my experience):

1. Start Planning but don't let the plan restrict you. Be prepared to take your life down different routes at a moment's notice
2. Seek out opportunities; don't wait for them to come to you. Don't worry if you don't have experience with what you want to try, your hard work ethic will get you through
3. Imagine! So Dream and Dream Big
4. Seek out Role Models. Are they the people you want to be? What can you learn from them? Now do it.
5. Relentless focus on your reinvention. Believe me it takes time, there will be temptations, and there will be distractions.... so you must focus on what you want to become.

So what is my next reinvention? Wait and see and keep following my blog to find out

'The woods are lovely, dark and deep, But I have promises to keep, And miles to go before I sleep, And miles to go before I sleep.' Robert Frost

Source: Steve Raw

"Learning to distance yourself from all negativity is one of the great lessons to achieve inner peace" Roy Bennett

MY TOP 3 PICKS – PRESENTATIONS FROM WWW.TED.COM

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

In this Princeton University graduation address, Amazon founder Jeff Bezos makes the case that our character is reflected not in the gifts we're endowed with at birth, but by the choices we make over the course of a lifetime.

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

What keeps us happy and healthy as we go through life? If you think it's fame and money, you're not alone – but, according to psychiatrist Robert Waldinger, you're mistaken. As the director of a 75-year-old study on adult development, Waldinger has unprecedented access to data on true happiness and satisfaction. In this talk, he shares three important lessons learned from the study as well as some practical, old-as-the-hills wisdom on how to build a fulfilling, long life.

Robert Waldinger Psychiatrist, psychoanalyst and Zen priest

Robert Waldinger is the Director of the Harvard Study of Adult Development, one of the most comprehensive longitudinal studies in history.

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

You're not at your best when you're stressed. In fact, your brain has evolved over millennia to release cortisol in stressful situations, inhibiting rational, logical thinking but potentially helping you survive, say, being attacked by a lion. Neuroscientist Daniel Levitin thinks there's a way to avoid making critical mistakes in stressful situations, when your thinking becomes clouded — the pre-mortem. "We all are going to fail now and then," he says. "The idea is to think ahead to what those failures might be."