

LEADERSHIP – COACHING AND MENTORING PACK

January 2016

2006 – 2016

(10th Anniversary Year edition)

Welcome to this month's edition with a special focus on: health, wellbeing and staying strong.

I was involved in a meeting this month which had 'Mindfulness' on its agenda, so I did some research on the subject. What I found was that my youngest daughter has been practicing mindfulness for years. I have included Bettina's mindful story in this month's edition because I wanted to help you to practice "being in the moment" in this very busy world. I hope it inspires you

I enjoy writing about leadership on my blog www.leadershipintheraw.org, but what I really look forward to is when Damian Piper damian@effectivechallenge.com sends me a guest blog. He has done one for this month and I have included his excellent piece in this month's edition **"Team trust and openness - awkward topic or team enabler?"** If you like this, please check out his post on 'Resilience' on my blog, I recommend it.

You know how I always include the best three video presentations I have taken in from www.ted.com this month? Well, unfortunately, I couldn't get it down to three this month (sorry!), so I have included four! They all have a mindful feel to them. Each one left me feeling peaceful and happy and I hope they have the same effect on you.

From my Diploma in Coaching, I came across some excellent coaching questions which I wanted to share with you. Are you coaching someone, or mentoring someone with a project, and want to try something a little different next time you are supporting someone through their 'Supervision'? Why not give these questions a go and see the results?

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

steve.raw@dosh.org

It's not about how good you are,

Its how Good

You want to be

Being Bettina's Dad: Bettina transforming my life with mindfulness

Mindfulness means paying attention on purpose, in the present moment, infused with qualities like kindness, curiosity and acceptance

I am looking out to the North Sea from the beach at Frinton in Essex with Bettina. My hands are cold and so are my feet and I am squinting because the wind and sea spray (not to mention the rain) is blowing in my face. Yet, for me, this is as close to heaven as you can get. I am with Bettina.

Yesterday Joyce (my wife) said that Bettina had touched Joyce's jaw to move it in time with Bettina's speech; "beach tomorrow with Dad". There was not going to be any negotiation with Bettina on what she wanted to do on Saturday. I couldn't wait!

I had had a tough week with lots of driving across the country; being on my feet (a lot) whilst delivering training and presentations so I knew what was coming from spending a morning together – peace, elation, tranquillity and contentment. All of these emotions felt by just spending time with Bettina on a deserted beach on a winter's day.

So many people who have been part of Bettina's life have described the effect she has had on them just by being in her presence, so it isn't just her proud parents who feel this way. We have described her as being "spiritual" without coming up with a profound understanding of what this means and what it is that she gives out. Until now!

I had heard of 'Mindfulness' without really knowing what it was, until I saw the agenda for the next Managing Directors Meeting for my organisation. We have a presentation on Mindfulness so I thought that as I am the current Chair I had better read up on the subject beforehand. Reading these chapters, I thought this is Bettina! Crikey, I reckon she was a Buddhist Monk in another life and this is why I always feel peaceful, elated, tranquil and contented when we are together - especially when she is doing something she loves.

So how does Bettina act with Mindfulness?

Bettina lives in the present in an enjoyable way. There is no past or future for her, only the here and now

I often observe Bettina standing or sitting quietly thinking. Recently there was no noise coming from her bedroom and it was very quiet. We are used to hearing noise, usually laughter, so we were worried. Bettina copes with epilepsy so had she had a seizure? Joyce asked if she was ok (from outside her bedroom) she responded with "I am thinking"

Experiencing Nature. She explores her life with the intention of experiencing the unity of life: the sky, earth, trees, grass and flowers and the whole sense of life. With her ears she experiences the sounds of nature, whether it is birds singing or the breezes rustling her hair (which she loves).

Bettina demands nothing from this world. I believe this reveals to her an extraordinary dimension of wonder. She practises to be content with what she has. It is a sign of her inner wealth

Bettina expresses her creativity through her body in so many ways, such as music which she moves to and I think gives her inner peace and which she finds uplifting and affects her mood. Bettina is

also at one with the harmonious movement of Tai Chi which she loves and practices to a high level every week.

Walking mindfully. I don't think Bettina is thinking about her destination when she is walking. She is in the moment as she walks. Bettina feels the breeze and enjoys the steps she makes and feels the sensation on her feet – that's mindfulness. Bettina's mind is in the moment meditating as she walks.

So how does Bettina transform my life through her Mindfulness?

Changes my relationship with daily life so that I feel more in tune with myself and others

Leaving behind and not worrying about the future. Being happy and content in the present (previously I have been obsessed with things and events, past, present and future). I make the intention to stay calm and conscious throughout the whole day

Instead of hurrying from one thing to another, trying to do too many things at the same time, I now focus on the activity at hand. This is what Bettina does.

Just as I have learned from Bettina, I too practise being content with what I have in my life. I feel so fortunate and have a sense of appreciation.

I practise achieving stillness. I have observed that when Bettina is waiting to go out with her Personal Assistant, she sits still therefore not expending any energy. She is calm. I now try to be like Bettina not fidgeting, changing position, crossing and uncrossing my legs or fiddling around with a pen. This will help me before my next Board Meeting!

Developing an Attitude of Gratitude. Please see <http://leadershipintheraw.org/2015/09/09/being-bettinas-dad-taking-the-time-to-be-grateful-and-showing-gratitude/> on my blog. You are grateful when you're aware of what you do have rather than what you don't.

I carefully select music in my car on my journey to an important meeting, or to deliver a workshop, that is spiritually uplifting. I choose music that will give me waves of positive energy as I approach my destination and music that provides my inner peace after the event

“That doesn't surprise me about Bettina - that focus on the here and now and thing in hand is I'm sure what you see Bettina being great at every day. She has something to teach us all”

Karen Boyce - Dawson

A person's ethics are known through spending a long time with that person and through not being inattentive.

A person's fortitude is known through the way that person handles adversity.

A person's wisdom is known over a long time through discussing with that person matters of importance (The Buddha)

Bettina is a woman who copes with Learning Disabilities, Autism and Epilepsy. Just like her big sister Jennifer, she is as beautiful on the inside as she is on the outside

"A meaningful life is not being rich, being popular, being highly educated or being perfect. It's about real, being humble, being strong and being able to share yourself with others and touch the lives of others. It is only then we could have a full and contented life"

MY TOP PICKS FROM [WWW.TED.COM](http://www.ted.com) INSPIRATIONAL PRESENTATIONS JUST FOR YOU

1. What is happiness, and how can we all get some? Biochemist turned Buddhist monk Matthieu Ricard says we can train our minds in habits of well-being, to generate a true sense of serenity and fulfilment.

http://www.ted.com/talks/matthieu_ricard_on_the_habits_of_happiness

2. The place that travel writer Pico Iyer would most like to go? Nowhere. In a counterintuitive and lyrical meditation, Iyer takes a look at the incredible insight that comes with taking time for stillness. In our world of constant movement and distraction, he teases out strategies we all can use to take back a few minutes out of every day.

http://www.ted.com/talks/pico_ier_the_art_of_stillness

3. When is the last time you did absolutely nothing for 10 whole minutes? Not texting, talking or even thinking? Mindfulness expert Andy Puddicombe describes the transformative power of doing just that: Refreshing your mind for 10 minutes a day, simply by being mindful and experiencing the present moment.

http://www.ted.com/talks/andy_puddicombe_all_it_takes_is_10_mindful_minutes

4. Anything that is worth pursuing is going to require us to suffer, just a little bit," says surf photographer Chris Burkard, as he explains his obsession with the coldest, choppiest, most isolated beaches on earth. With jaw dropping photos and stories of places few humans have ever seen -- much less surfed -- he draws us into his personal crusade

http://www.ted.com/talks/chris_burkard_the_joy_of_surfing_in_ice_cold_water

Helping a person will not necessarily change the world, but it will change the world for that person

@InspiringThinkn

Team trust and openness - awkward topic or team enabler?

Why does it matter? There are multiple reasons why this topic merits consideration. Quality of relationships, personal & team resilience and the quality of decision-making are just a few. In my experience when first asked the question about levels of trust and openness within a team, people can feel awkward about saying what they really believe. This results in an over estimation of how good things really are. So how can you become more informed?

When you step back it's a fair observation that trust and openness are a foundation of high-performing teams. That's certainly my experience. Patrick Lencioni argued the case well in his excellent book the Five Dysfunctions of a Team. Trust and openness will mean different things to different people. Perhaps that's because the presence of it is an intangible thing. It's not that

surprising when you think about it, as it's based on feelings and emotion. To help with an assessment it can be insightful to look for evidence of things that typically happen when trust and openness exists. Here are three areas that you could explore.

Area one - feedback to each other

When was the last time you gave feedback to each other? In high-performing environments feedback isn't an event (like a 360 appraisal). It's part of the way the team operates day-to-day, week-to-week, month-to-month. To achieve this you need decent levels of trust. At the start, this can make some feel people uncomfortable. This can be about the process itself as well as the content. Consider using these two questions to get the ball rolling:

1. What is one thing you value about a colleague?
2. What is one thing they could adjust to increase their effectiveness?

Keeping question two positive and focusing on what you want and not what you don't want can help get the recipient in a better frame of mind to take action. Use feedback and use it regularly to help breakdown that initial awkwardness.

Area 2 - knowledge of people in and out of the workplace

We are all human beings and as such internally we are not wired to neatly split our professional and personal lives. It therefore surprises me when I work with a team who know very little about the lives of each other. The relationships that have developed can be very transactional. With little to no investment in understanding the person you are interacting with. Some of you reading this may be thinking, "why would I need to, we're too busy. It's the responsibility of the other person to manage their lives". I'd suggest there is a better balance that could be struck in many of teams I work with. Why not share something that others don't know about you. You might just find that someone has a real challenge in their personal life that that could explain their sometimes 'erratic' behaviour. Alternatively, you may find that you have skills or experience that the organisation lacks and are not being used.

Area 3 - ability to get decisions to stick

Very often decisions that 'appear' to get taken in meetings don't stand up once people leave the room. A common cause for this can be linked to people not trusting the team to actually say what they really think and feel about situations. Creating an environment where people do feel like they can speak out can have a dramatic effect. This can take courage though. And real discipline from everyone to not shout people down when they have alternative points of view. Stepping back and asking as a team how comfortable people feel to speak out is an interesting exercise. Depersonalising the approach can have more effective results. For example, asking the question, how could we improve our team environment to draw out different views and opinions more effectively?

As a team, the three areas will give you more rounded indicators of trust and openness. Using a third-party to help facilitate the conversations can be beneficial too. The key characteristic is that this person is independent and people feel they can open up in front of them.

Have a go at assessing trust and openness in your team. As always I'm interested in how you get on.

Damian damian@effectivechallenge.com

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

For every email, text, meeting, discussion, report and business interaction...

Time to Read: 7 Seconds

Dear Steve

For every email, text, meeting, discussion, report and business interaction...

Make it really clear what you want the other person, or people, to actually do.

Is it an action, a response, nothing – exactly what?

This radical simple clarity in communications will save you much time, angst and money!

With my love and best wishes, and a hope that what I am suggesting you do is clear.

David (David Taylor broadcaster and leadership guru)

"In order to be irreplaceable one must always be different" Coco Chanal

The Culture within You

Lying on my bunk on the Liverpool to Belfast ferry in 1977, I started to think about what was ahead of me in the coming hours. I was heading towards Northern Ireland at the height of the 'Troubles' for a two year tour. I was 20 and had no fear, but I was nervous about how I would fit into the 'culture' of the Royal Signals unit I was joining. I had heard they loved 'Drill' 'Discipline' & short haircuts! It was all that!!

In 1984 I was joining a Royal Marines Commando Squadron and I was excited as during the previous couple of years I had shared a room with a Royal Marine who had caught my imagination about their 'culture'. He told me that their culture was one of positive attitudes, adventure, fitness and humour. It was all that!!

Then exactly 10 years ago I arrived at the offices of Thera www.thera.co.uk for my first day. I knew I was going to have to up my game. I had done some checking and their 'culture' was (and is) that it is all about people with learning disabilities; hard work; commitment and innovation. If you don't have plenty of enthusiasm, energy and momentum you are not going to cut it. It all sounded right up my street!!

I have always been fascinated by 'cultures' within teams and organisations:

- What they are? Cultures are a sense of identity, tradition, history and structure
- How has culture developed? Cultures develop through rituals, beliefs, legends and values

- What difference can you make as a Leader and developing a culture? Let's see....

Developing the Culture within your team and organisation

My 10 tips and recommendations are based on what has worked for me:

- ✓ Be open and talk about what you are about – and do it often so it becomes entrenched in people's minds. People then can decide at the outset if they want to be part of this culture
- ✓ The culture must fit and match your organisations values, aims and objectives
- ✓ If you want to change the culture it is better (and it works) if you start with making small changes over a period of time. It is tempting at the outset to go big with change but, believe me, it will fail.
- ✓ Cultural change requires long term investment for the people you support and for me it is a life-long commitment
- ✓ Recruit people. not just for their competencies, but also for their values, attitudes and beliefs
- ✓ Knowing the culture of your team and organisation – the best leaders are those who adjust their style to suit – they are all different.
- ✓ Develop a 'can do' attitude that becomes shared – we say "yes" then get busy finding out how to do it.
- ✓ Just like your 'vision' you must live your culture everyday – there are no days off. As Leaders there is no putting your feet up and thinking "today I feel like being negative, idle and miserable".
- ✓ Always remember culture is led from the top but grows from the bottom!
- ✓ At the outset tell everyone that we are going to have 'fun' and mean it.

"Culture eats strategy for breakfast"

Peter Drucker

US Management Consultant

What does a great culture look like for me?

My Top 10

1. We have great stories that inspire (we share those stories with each other)
2. The culture doesn't need to be written down - it is in people's minds
3. We have a dynamic culture that changes and develops
4. We know who we are and what we stand for – We have a sense of identity
5. We are proud about what we do – our culture is that we want to make a difference
6. We have a common language, rituals and routines "how things are done around here"
7. We have a "no blame" culture
8. Managers are close to the people on the ground and they care about them – it matters that people are happy
9. There are no surprises – everyone knows what is coming next – because we all talk to each other – trust and integrity

10. “The thing I have learned at IBM is that culture is everything” Louis V Gerstner Jr US businessman

As the Managing Director for Dosh Ltd I wrote about our culture in ‘Leadership the Dosh Way’ <http://leadershipintheraw.org/2014/09/25/leadership-the-dosh-way/> I hope it inspires you.

So as a leader have you considered the culture within your leadership team and organisation recently? Now that I have your attention what are you going to do to develop it?

Source: Steve Raw

It is extremely important to be able to listen to the people who bring you bad news” Andy Grove

Seven How-Tos that build trust, rapport and influence

Time to Read: 63 Seconds

Dear Steve

How-Tos that build trust, rapport and influence

What is the other person’s most important outcome(s) that they want to achieve? – There is a very clever and little known technique for discovering what anyone actually wants – ask them. They will tell you!

And now, offer to help them achieve it – and actually do help them...

A Naked Leader chestnut – use ‘and’ not ‘but’. Psychologists have concluded that when we hear someone use the word ‘but’, the hairs on the back of our necks literally stand up in defence. ‘And’ makes everyone much more receptive to what you are saying, and to you.

When you shake hands with someone, match their handshake grip exactly, let them dictate the personal space (you will feel it) and when you make eye contact wait for a split second before you smile. If you smile straight away their subconscious will not believe it is genuine. Oh yes, and if their handshake resembles either extreme of a wet fish or an iron grip, then simply bring your other hand over on top of theirs.

If you know who you will be meeting in advance, check them out in advance on LinkedIn, and when you meet them highlight something that you have in common (there is bound to be something), or something that particularly interests you about them. Now, you might be thinking – ‘the other person will know you got that from LinkedIn’ – exactly my point – you actually went to the trouble to do research on someone, and you remembered what it was when you met. A true and powerful double bubble of rapport building that has served Sir Richard Branson for many many years, just as it will you, if and only if you actually do it.

Please share how you get on with any of the above

David Taylor (author of the Naked Leader series)

Staying Strong and Being Happy

“You have to really believe in yourself and know that, in the worst-case scenario, if it doesn’t work out, you still built something really cool”

Kevin Rose

I guess you could say I have had lots of variety in my careers, both in the Army (24 years) and in Social Care (20 years and counting), mostly highs with lots to do, lots of responsibility and lots of fun. Only on a few occasions have I been mind-numbingly bored (my first posting to Germany in 1974 comes to mind). I prefer to be stretched working for an organisation that is driven to reach their goals. With those sorts of teams and organisations as a leader you need to stay strong and, as my wife Joyce reminds me (often!), you are a long time at work so it is important that you are happy.

Staying Strong and Being Happy is not just for you but also those you support. I have come up with my Top 20 tips. They work for me and I hope there is something on my list that works for you too.

Top 20 Tips to help you and your teams Stay Strong and Be Happy:

In no particular order other than as they appear in my head:

In a month/ week I will check.....:

1. Move people from dependence to independence – set them free to do what they were born to do
2. Catch people doing things right – focus on what works rather than always looking for things that are not right in your area
3. Reward yourself for a job well done (treat yourself)
4. Reward your colleagues for a job well done (treat them)
5. Celebrate success – create a buzz
6. Ask a colleague if they are having fun? (Ask yourself are you having fun?)
7. Try something new just for the hell of it. Take risks even though they may result in failure. Encourage your team members to do the same.
8. Think about what matters and let the rest go – leave your baggage behind and move on
9. Ask yourself what you are worrying about now – will it matter in 6 months’ time?
10. Share your knowledge and skills with someone less experienced than you
11. Exercise at least 3 times for at least 30 minutes in a week
12. Review your diet – is what you eat rubbish? (If you drink alcohol – moderate)
13. Switch off all forms of social media at least 2 hours before you go to bed (that includes email!)

14. Involve your team members in real decision making. Develop a default position that your first response is to say yes.
15. Open up exciting opportunities for those you are responsible for
16. Read a leadership book to check where your thinking needs to be
17. Sweat the Small Stuff – identify the small things that are wrong in your area so they cut down the odds of big things going wrong
18. Hope for the best but prepare for the worst so have worst case scenarios already prepared
19. Only respond to phone calls if a voice mail has been left – time different points of the day when you respond to email
20. Make the first job of the day be something for you! Read a chapter of your book; write a letter, research something that interests you. Work to your agenda not someone else's.

Remember.....

“Everyone experiences tough times; it is a measure of your determination and dedication how you deal with them”

Lakshmi Mittal

Indian entrepreneur

Source: Steve Raw

“Don't find customers for your products; find products for your customers” Seth Godin

TEN WAYS TO.....

BE INDISPENSABLE

1. Show commitment – go beyond your basic duties
2. Publicise your achievements
3. Figure out where the business is going....
4.and make yourself an essential part of it
5. Take the initiative
6. Ask for feedback
7. Pay attention. Anticipate what else your company needs
8. Be versatile
9. Network, both inside and outside the company

10. Be likeable

Source: Modern Management magazine.

*There is nothing more contagious on this planet than enthusiasm". - Carlos Santana

Powerful Coaching Questions

What do you want?

What will you have to complete to do this?

What stops you?

What's the real issue here?

How does this fit with your values?

What's the learning from this?

What action can you take?

What is important to you?

How could you think of this as easy?

What are you unwilling to confront?

Where do you go from here?

How might this translate into action?

What form might this take?

What would qualify as a significant step?

What else?

What next?

What Options do you have?

How will it feel to have mastered this?

What other perspectives could you have?

What's obvious here?

What would be the perfect question to ask you right now?

Source: ILM's Diploma in Coaching, Mentoring and Leadership Qualification

Patience, persistence and perspiration make an unbeatable combination for success. – Napoleon Hill
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