

LEADERSHIP – COACHING AND MENTORING PACK

May 2016

2006 – 2016

(10th Anniversary Year edition)

Welcome to this month's edition

Since our last edition, I have been delivering workshops and presentations across the country. Standing in front of lots of people can be daunting if you are not prepared, or if it is something you do not do often. I am constantly seeking out tips on how to be an effective speaker because you can always be better. So in this month's copy I have included a Ted.com presentation for you to watch, plus a couple of Top Tips pieces.

I have included three career masterclasses for you" DEAL WITH CRITICISM" – "APOLOGISING" – "CREATE A CAN-DO SPIRIT" each one I think is essential reading for a leader

How to delight your Boss? I have included some tips I try and practice everyday. If you want to read about what makes a great Boss though you need click on

[\(https://leadershipintheraw.org/2016/01/29/the-makings-of-a-good-to-great-boss/](https://leadershipintheraw.org/2016/01/29/the-makings-of-a-good-to-great-boss/)

My final article is a recent post I included on my blog www.leadershipintheraw.org it is about Emotional Intelligence: 'Bettina's Whisperer'. If you are a regular reader, or know me, you will know that Bettina is one of my daughters. Bettina copes with learning disabilities and autism and is a constant source of inspiration for her family and those who are involved in her life. However, one of her biggest challenges is her need to communicate with us and her world. Through Bettina's courage, and my wife's (Bettina's Whisperer) awesome leadership and emotional intelligence, Bettina communicates with us all. I hope this article inspires you and that there is something in this piece that also resonates with you. (I have included a picture of Bettina and her 'Whisperer' in one of our favourite places – Whitby)

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.

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It's not about how good you are,

Its how Good

You want to be

My Top Picks from Ted.com Talks and Presentations

I personally recommend to you:

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

Is it possible to run a company and reinvent it at the same time? For business strategist Knut Haanaes, the ability to innovate after becoming successful is the mark of a great organization. He shares insights on how to strike a balance between perfecting what we already know and exploring totally new ideas — and lays out how to avoid two major strategy traps.

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

Hugh Evans started a movement that mobilizes "global citizens," people who self-identify first and foremost not as members of a state, nation or tribe but as members of the human race. In this uplifting and personal talk, learn more about how this new understanding of our place in the world is galvanizing people to take action in the fights against extreme poverty, climate change, gender inequality and more. "These are ultimately global issues," Evans says, "and they can only be solved by global citizens demanding global solutions from their leaders."

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

There's no single formula for a great talk, but there is a secret ingredient that all the best ones have in common. TED Curator Chris Anderson shares this secret — along with four ways to make it work for you. Do you have what it takes to share an idea worth spreading?

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

Great dreams aren't just visions," says Astro Teller, "They're visions coupled to strategies for making them real." The head of X (formerly Google X), Teller takes us inside the "moonshot factory," as it's called, where his team seeks to solve the world's biggest problems through experimental projects like balloon-powered Internet and wind turbines that sail through the air. Find out X's secret to creating an organization where people feel comfortable working on big, risky projects and exploring audacious ideas.

"It's your road, and yours alone, others may walk it with you, but no one can walk it for you"

Rumi

Making A Presentation – Can You Manage It? (Part One)

PREPARATION, preparation, preparation. A title for a new TV programme perhaps? Well, possibly, although more pertinently, this is what you need to concentrate on before making a presentation.

Anybody who has seen Dragons' Den will appreciate how daunting standing up in front of a gathering can be. The key is to be yourself. To be yourself you have to be relaxed. To be relaxed you have to be confident. To be confident you have to be prepared. Simple!

Making a presentation can be a great opportunity to get known while making an impact on people. So it is important to make the most of your opportunity in the limelight.

Approaching the task in a positive frame of mind will make it more likely for you to succeed. The audience will want you to do well as you have something to say and they want to hear it. You don't need all the facts and figures at your fingertips. Just the essentials, putting them across as clearly and concisely as you can.

Giving careful thought to what you are going to say, and how you are going to say it, is important. Try to structure your script. Focus on the audience. If need be, do some research. Who are they? Where are they from? How many are there? Why are they attending? How much do they already know about the subject matter? What will they want to know? What are their expectations? All these are questions you need answers to, before you even think about the content you are going to use.

If the opportunity arises try and talk to them beforehand. Most people feel more relaxed speaking to people they know rather than a group of strangers. A brief chat beforehand will be an added bonus. A last-minute clue, perhaps, of what individuals are expecting.

And an informal word or two can bring the human element into focus, transforming a mass of humanity into individual human beings with feelings. Gaining this kind of comfort before you take centre stage is invaluable.

(Based on an extract from The Greatest Management Tips in the World)

THINGS MONEY CANT BUY:

- 1. Manners**
- 2. Morals**
- 3. Respect**
- 4. Character**
- 5. Common Sense**
- 6. Trust**
- 7. Patience**
- 8. Class**

9. Integrity

10. Love

Extramadness.com

TEN WAYS TO.....

PRESENT WITH PANACHE

1. Know your audience
2. Keep slides to a minimum
3. Make eye contact
4. Stick to the point
5. Keep it brief
6. Think about tone
7. Share your own experience
8. Vary the pace
9. Remember: practice makes perfect
10. Relax – but not too much

“If we did all the things we were capable of, we would literally astound ourselves” Thomas Edison

How to delight your boss

(This is what I try and do everyday for my Boss)

1. Go above and beyond. Show an interest in taking on new projects
2. Don't underestimate reliability. Whether it's being on time or delivering on deadlines.
3. Work on your weaknesses. Are there training courses you could enrol on?
4. If you flag up a problem, offer a solution. Being proactive is always a plus.
5. Put yourself in their shoes. Figure out what your boss's boss wants, and help them deliver it.

Source: MT Management Today

“Leadership is understanding that giving your word is more binding than any contract” Mark Wager

“We believe in ordinary acts of bravery, in the courage that drives one person to stand up for another” Veronica Roth

CAREER MASTERCLASS

DEAL WITH CRITICISM

Ask for it. Avoid an ambush by having regular performance catch-ups with your manager. The truth may hurt, but the sooner you hear it, the sooner you can fix it.

Keep calm and quiet. Don't interrupt critics with excuses (you'll look defensive) and don't glower (you could stop them sharing a crucial insight). Instead, be neutral and encouraging and focus on hearing and memorising everything they say.

Reframe. See criticism as proof the other person cares. Why else would he spend time and energy telling you how to improve?

Clarify. The more specific criticism is, the more helpful it is. If you don't agree or understand, delve deeper with questions. Find out exactly what you did and how it caused a problem, then summarise back to you've taken it all in.

Pick your battles. Criticism is rarely groundless but often exaggerated. From the hyperbolic overview ('your client meetings are never successful'), select the elements you have the power to change ('you're often unprepared').

Say thank you. Welcoming feedback not only means you'll receive more (and so improve faster) but your popularity will be boosted. It shows confidence, dedication and grace, too.

Ask critics for advice. If you can stomach the home truths, turning your critic into your coach will fend off future attacks.

Switch on your filter. If a critic's comments seem irrational or emotional, ignore them. You are not a punch bag

Bounce back. Spend time with someone who thinks you're great, whether it's an old client, colleague or adoring partner.

Learn. How will you handle criticism next time? Write down three things you have learnt. Remember them. Move on.

The Mind Gym. Relationships is published by Little, Brown at £12.99 – www.mindgym.com/books

"I walk slowly but never backward" Abraham Lincoln
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TEN WAYS TO.....

LET GO OF THE REINS

1. Accept you can't do everything
2. List what you could do with more time
3. Work out which tasks you want to keep

4. Don't underestimate your staff
5. Choose the right people.....
6.and give them power and authority
7. Worry about out puts, not methods
8. Encourage fresh perspectives
9. Spend more time on strategy
10. Don't take back control at the first sign of trouble

"There comes a time when one must take a position that is neither safe, nor politic, nor popular but he must take it because conscience tells him it is right" Martin Luther King Jr

THE RULES

APOLOGISING

Accept your role – If you're the boss, sometimes it is down to you to apologise on behalf of your team (and sometimes your organisation!) for things that may have had nothing to do with you personally. Do so without any reservations or excuses otherwise your apology will sound hollow.

Swallow your pride – accepting responsibility is not the same as admitting you were wrong. View your apology as strength not a weakness – a vital skill that will help you gain, not lose, the respect of staff and customers.

Don't wait to be asked – say sorry as soon as possible. Delaying will make it harder and up the chances of others asking you to apologise first. If you didn't realise your mistake, apologise as soon as it's drawn to your attention.

Choose your words carefully – 'I'm sorry but...' will always make an apology insincere. Instead, be clear and concise, stating why you're apologising and what for. Also ensure the aggrieved party gets their say. Listen to them and acknowledge their anger.

Rectify the situation – be honest and admit why the problem has occurred. Outline how you plan to ensure it doesn't happen again, without making promises you can't keep. Any form of compensation should be carefully thought through and appropriate for the level of upset caused.

Source: ILM Edge Magazine

"The world is full of nice people. If you can't find one, be one" @Inspiringthinkn

YOUR ROUTE TO THE TOP

CREATE A CAN-DO SPIRIT

Get together. Research shows that a strong sense of purpose improves employee engagement and performance, as well as organisational success. Create a shared purpose in the form of a mission statement and your team will work better together.

Find the noble cause. Some of the most engaging missions are those linked to helping others. Wal-Mart's 'give ordinary folk the chance to buy the same things as rich people' is a great example of giving business objectives a human touch.

Make an emotional appeal. A focus like Google's 'Don't be evil' won't appeal to everyone, but it will draw like-minded people in. How do you want people to think, feel and behave?

Aim high. Set a clear and compelling target that will unify your efforts – and make it stretching. You may not win that national award, but in striving to be best you perform better.

Piggy-back. Select a well-known success and emulate it. Whether it's to be to the retail sector what Apple is to design, or to be the Warren Buffett of mortgage brokers, communicate what success looks like in a way that works for your team.

Create a healthy rivalry. A recruitment company organised its consultants into two teams. The mission was for each side to place more candidates than the other. The teams even had their own songs: Simply the Best and Eye of the Tiger; whenever they made a new placement, the relevant tune would boom across the office.

Open it up to the floor. Present your mission in draft form and invite everyone to critique and refine it. Then, discuss how you can all make it happen. The shared sense of ownership will guide people's day-to-day work and decisions.

Make it real. Relate the mission to each individual's cares concerns and role. What does the mission mean to them? As their situation changes, so will their connection to it.

Source: The Mind Gym

"Forget your weaknesses. Increase your strengths and be the most awesome you that you can be"

Tim Fargo

It will for that one

A small boy was walking along a beach at low tide, where countless thousands of small sea creatures, having been washed up, were stranded and doomed to perish. A man watched as the boy picked up individual creatures and took them back into the water.

"I can see you're being very kind," said the watching man, "But there must be a million of them; it can't possibly make any difference."

Returning from the water's edge, the boy said, "It will for that one."

BEING BETTINA'S DAD AND BEING MARRIED TO BETTINA'S "WHISPERER"

Source: Steve Raw on www.leadershipintheraw.org

In the late 1980s, Autism was not as well known or shared as it is today. There were no programmes such as the 'A Word' (currently showing on UK TV) or mini films such as the excellent National Autistic Society's new campaign 'Get Involved' <http://www.autism.org.uk/get-involved/tmi/film.aspx> which I recommend to you. When it came to explaining the condition Bettina was coping with to family and friends, we often resorted to asking if they had seen 'Rain Man' a ground breaking film at the time with Dustin Hoffman.

Arriving in Colchester in 1989 there was no Support Group for families or a Carers Centre. When Bettina started school at the age of 5 for children with learning disabilities, Bettina was one of the first of a growing number of children with autism and initially they had no idea how to support her (she was excluded within the first 6 weeks!)

What we did have though was Joyce! If you are new to my blog (and if so where have you been??) Joyce is my wife and she is Bettina's mum. She is 'Bettina's whisperer'

Bettina's early years could be best described as having a mind-set completely in turmoil. For us as a family, we felt that she did not understand her world and it was as if she had just arrived from another planet and she was coming to terms with her new alien world. Whilst coming to terms and supporting Bettina was something we could manage, as we love her unconditionally and she is our beautiful girl, for Bettina it was clear to see she was in a complete 'daze' and her nights were often sleepless (screaming and banging her head against her bedroom wall most nights – fortunately we had very understanding neighbours!) and her days spent biting her hand and often others.

With no real help or support from existing agencies, it was always going to be our family who would need to help Bettina dig herself out of her deep hole. We all contributed and we all had input, but ultimately the leader of our gang was, and continues to be, Joyce. There is something about her that is unique in my experience. She is able to interpret Bettina's mannerisms, behaviours and body language and she is never wrong! "When Bettina does this, this is what she is actually trying to communicate"

What does a "Bettina Whisperer" look like and why does it make a difference?

- Joyce really does live Emotional and Intelligence*. She sees the world through Bettina's eyes - not her own
- Joyce has always been a people watcher – it might be because she is one of 10 children and used to observing and second-guessing the next move! She spends a lot of time with Bettina, watching her reactions to new events in her life and she learns from each one. It is not just Bettina that she has this ability and gift with - In 31 years of marriage to Joyce I have not known her to ever get it wrong about anyone!
- I often observe Joyce and Bettina communicating with their eyes and also their facial expressions, often to the extent where Bettina reaches out to Joyce's face to turn it in her direction when she needs to send a message.

- Joyce spends time with those who are significant in Bettina's life, sharing and listening to other people's experiences and learning from Bettina. A 360 degree feedback in its purest form.
- To summarise what a "Bettina Whisperer" looks like, it is someone who cares passionately about another person, who has an unconditional love for another person, and has faith in that person to succeed no matter what adversity they face.

Having our very own "Bettina Whisperer" made all the difference to Bettina's life in her early years, such as:

- Joyce supported her nursery/school teachers with what would be coming next from Bettina. Initially it was hard for her teachers to imagine what Bettina would be capable of in 6 months' time, which was the gap between what she was achieving at home before it being transferred externally for others to see. On behalf of Bettina, Joyce could articulate this in a way that captured people's imagination.
- A bond based on a relationship of trust and love. It gave Bettina the confidence that she was being understood and she was not trapped inside her mind.
- Helping Bettina to enjoy life. Despite our dedication and commitment I am not sure she was enjoying her life in her early years, but with Joyce's leadership (and Bettina's enormous courage) it is clear for all to see that Bettina now loves her life and she has fun every day. Bettina's smile warms your heart.
- Being a valued member of her community – if people don't see her for a while (including people we don't know!) they will ask how she is.
- Bettina is able to take control of her life and she (assertively) tells us what she wants and needs.

5 things that the "Bettina Whisperer" taught her family, and those who support Bettina, to achieve through understanding that:

1. "If I am sad or tearful: This can mean that I am a bit hormonal or may be thinking about something that happened earlier or yesterday – it does not mean that I am in pain"
2. "When I am in pain or hurt: I will point to the site of the pain and say "ouch" or "hurt" – I may even cry and not be able to tell you what is wrong."
3. "When I am anxious and do not understand what is happening: I tend to bite the back of my hand and say "I understand" but at that time I need extra reassurance and you can say "its okay, no problem"
4. "If you are angry or upset: I will assume that this is directed at me and I will bite the back of my hand or get upset and be very loud"
5. "If I am making "noises": This usually means that I am happy but I can get loud. You can ask me to quieten down by putting a finger to your lips and saying "quietly please" – this is so people do

not stare at me for making a noise. I will then say “calm down please” and this means I have understood what you have said.”

A few days ago Bettina had a seizure (she also copes with Epilepsy) we knew it was on the way, Bettina had let Joyce in on the secret a few days earlier and we were prepared.

What Bettina’s mum did next...

At the beginning of the post, I mentioned that on our arrival in Colchester there was no Support Group or Carers Centre. For Joyce this was not only ever going to be just about Bettina, so this is some of the stuff Joyce did next:

☐ Formed a Support Group for Children with Special Needs and Autism the week after Bettina had been excluded, drawing together the families she had already met with children of similar needs, thereby ensuring that the families would not be “in isolation” or unsupported.

☐ took the Support Group into a Carers Centre for people with Disabilities, building the services of the Centre for 12 years and finally finishing up as their Chief Executive for a few years

☐ Designed and delivered her own Autism Awareness Workshops for support providers providing follow up mentoring and coaching for individuals

☐ A Guest Speaker not just for Autism Awareness, but also Asperger’s Syndrome (which Bettina doesn’t have)

☐ followed up her Mentoring and Coaching of me, taking me from the Army into my second career in Social Care (couldn’t have done it without you mate)

What Bettina did next...

Just search for ‘Bettina’ on my blog www.leadershipintheraw.org she continues to amaze us, but when she gets stuck she lets her “Whisperer” know!

*** Daniel Goleman Emotional Intelligence has 5 components**

1. Self-Awareness – the ability to recognise and understand emotions
2. Self-Regulation – the ability to control impulses and emotions
3. Motivation – a desire to pursue goals with energy
4. Empathy – the ability to understand other people’s emotions
5. Social Skills – an ability to find common ground and build rapport

“The most effective leaders are alike in one crucial way: they all have a high degree of Emotional Intelligence”

Daniel Goleman

