

LEADERSHIP – COACHING AND MENTORING PACK

August 2016

2006 – 2016

(10th Anniversary Year edition)

Welcome to this month's edition:

There are two articles from me which have recently been uploaded onto my blog. 'Do the work you were always meant to do' and 'Supporting you with some tactics to control your nerves' I try to upload something to my blog at least once a week. Have you checked out the blog on www.leadershipintheraw.org ? It is a mixture of leadership lessons I have learned from working with the best over the last 45 years, and from my daughter Bettina who copes with learning disabilities and autism through my 'Being Bettina's Dad' series. The blog's only aim is to inspire you.

Each month I trawl through Ted.com so I can bring you the best (and most inspiring) leadership presentations. Again, I have brought you my Top 3 Picks for this month. If you twist my arm then my favourite is Shawn Achor's 'The Happy Secret to Better Work' it's a must see, so please try and find 15 minutes in your day to watch it.

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

I am always incredibly flattered to be invited to deliver any kind of training, especially when it is Project Management which is not actually my day job. Over the last few weeks I have delivered a new Project Management course for middle managers, an ILM Qualification for Team Managers within my organisation, and I have been filmed (twice) delivering Project Management training for Charityworks Management Trainees - both huge honours for me. One of my main messages for the success of your project is to identify your 'Critical Path Analysis'. What are the activities which must take place on time (there is no float)? Identify them and let everyone know what they are. I have included an article on Critical Path Analysis towards the end of this month's edition. Essential reading for your next project!

This month's quotes have been taken from my wife's @JoyceRaw1 and @livelikearaw twitter feeds – 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

Email: steve.raw@dosh.org

Blog: www.leadershipintheraw.org

It's not about how good you are,

Its how Good

You want to be

Do the work you were always meant to do

My stiff shirt collar is chaffing against my neck as I rush to work (I'm late) and through the Victorian Shop Arcade that leads to our offices. Now I am at the end of the arcade, up a few steps, turn immediately right and, as I push through the door, I am greeted by my team. I am the Chief Clerk of a firm of solicitors. This is the field of work I was obviously never meant to enter, as this is part of a recurring dream I have had for many years.

Why a Chief Clerk in a firm of Solicitors? Arriving in Colchester, I still had 7 years to do in the Army (my first career) and I started to imagine that this would be the kind of work I would be doing when I retired from my army career. I thought this would be my future and I started looking into this line of work, but it was work I was not destined to do. I am sure it would have been a good job, but it was not going to get me out of bed each morning eager for work, and it certainly was not going to be another career. It was only in the last year of my military service that I made up my mind up to support people with learning disabilities.

I had fulfilled my boyhood dream of joining the Army and lived that dream for 24 years, could I have another career that would last the same amount of time and perhaps even longer? I needed to find out.

Life is short and as my wife, Joyce, often reminds me, you are a long time at work, so it is important that you are happy doing what you do. So before it is too late for you to do the work you were always meant to do, here is what to do (if you are not already doing it):

5 Questions to ask yourself

1. What is it that you are passionate about?
2. Do you want your work to make a difference?
3. What will it take to make you feel fulfilled?
4. What skills, experiences, knowledge, gifts and capabilities do you have?
5. Do you want a job or a career? Both are good but it is important for your expectations that you know so that what you decide is what you really want to do.

5 steps to take

1. Volunteer to do voluntary work in your chosen field. It will give you a taster, help you to make a firm decision, and show commitment to those you may work with in the future
2. Do your research about the work so you don't go in cold. This will help you to see what you are letting yourself in for and, again, shows commitment.
3. Talk to people who have done something similar to what you are considering – what are the highs and the lows - so there are no surprises.
4. Find out what training and qualifications you will need to help you reach your goal. By doing what you can now, it will save time in the future and also will look good on your CV.

5. Find the right organisations that meet your values and aspirations. The work might be what you are looking for, but the organisation might not be the right fit for you.

1 Take Away

For my older readers, it is never too late to do the work you were always meant to do. A few years ago I came across an article from one of my boyhood football heroes (David Craig) a full back for Newcastle Utd during the late 1960s and 1970s. David had been a businessman too and he had become involved in supporting people with learning disabilities in his sixties as a support worker. He described how fulfilling it was and wished he had done it earlier

Summary

I hope these tips cover any field you might consider your dream job, but if you are looking to do what I have loved doing for the last 20 years, send me a message and I will point you in the right direction, or, alternatively, you could have a look

Source: Steve Raw www.leadershipintheraw.org

"Each morning we are born again. What we do today is what matters most" Buddha
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Making 'diverse', 'inclusive' and 'authentic' real

Time to Read: 1 minute 20 seconds

Dear Steve

Making 'diverse', 'inclusive' and 'authentic' real

#threetimesmore

Last week I was privileged to facilitate a workshop at EY in central London, at an event sponsored by their Russian, Christian, Hindu and South Asian Networks. Now, that's diversity!

The subject was 'How to get #threetimesmore from our people....with the Brexit subtext of 'The 7 key actions that will ensure your company is successful and doesn't go into 'recession', no matter what your competitors, politicians or the economy are doing.'

While considering this my attention turned to three 'in' words – diversity, inclusive and authentic, and how these can help to get #threetimesmore from your people

And what do they actually mean?

This is our perspective at Naked Leader:

Diverse - Everyone is different, and everyone has value. Unlock all of their strengths, ideas and passions and your people will be totally engaged, because people are good at what they love doing, and they love doing what they are good at.

Suggested first action – ask one person who works for you what they love doing in their role at work, and ensure they get to do more of it.

Inclusive – In everyone – all of your people and not just a chosen few. The only talent programme that actually works, and means that everyone will feel totally valued. You may as well flush your cash straight down the toilet as run talent programmes for just a very few, as you are losing out on so much value from the rest.

Suggested first action – At your next team meeting invite everyone to share what they think is the biggest strength in everyone else in the team – do this in rotation so everyone shares and receives one strength from everyone else.

Authentic – My favourite! Truly authentic means being the very best that you already are, by setting your people free, to be themselves. People will find happiness, meaning and fulfilment at work. Authentic to us means why people really do what they do, as opposed to the clever, inspiring and unattainable ideals the word is often associated with.

Suggested first action – ensure that each of your people have the freedom to operate in their role – ask each person what they feel they need to ask permission for, and if appropriate, tell them which areas they no longer have to.

If, and only if, you do these, the results will be amazing.

David (David Taylor author of the Naked Leader books)

“If you wish to experience peace, provide peace for another” Dalai Lama

From: Sue Rees

Sent: 22 July 2016 13:30

To: Steve Raw

Subject: RE: Leadership Pack for July

Hi Steve,

Just thought I'd share 2 of my email tips to add to the excellent list in the leadership pack:-

1. Don't read the email by adding tone and inflections. This is not a verbal exchange. Where you may infer negative inflections or downbeat tone, that's in your head, in your interpretation. If you feel there's a negative undertone, talk to the sender – you may be surprised how wrong you are.
2. Never knee jerk an angry or defensive response. If you need to type quickly and vent, take out all the addressee details so you cannot send anything you will later regret. Go ahead - type what you need to clear from your head then save it, without any addressee details in your draft folder. On the next working day, reread the incoming email and decide on a balanced response. Go to your draft folder and delete the outburst that may have affected you and others in ways you did not intend.

I use both of these regularly and it really helps me.

Hope you've had a great week and there's a wonderful weekend to follow,

Best wishes,

Sue

(Sue Rees – Financial Advocate for Dosh Ltd)

“Do all the good you can. By all the means you can. In all the ways you can... At all the times you can” - John Wesley

Supporting you with some tactics to control your nerves

Twenty five years ago and I am sitting in a parked car at the Military Corrective Training Centre (MCTC) in Colchester (some of my older readers will know that the MCTC was known as the ‘Glass House’ where soldiers who had ‘sinned’ were rehabilitated and returned to their units as “better” people) and the person marching towards me is the Regimental Sergeant Major (RSM). I haven’t done anything wrong – yet! I am about to take my driving test and the RSM is a Qualified Examiner. Now, there was a time when I would have been experiencing extreme nerves at the prospect of something like this (an RSM coming towards me and/ or taking my driving test) but now I was calm and in control. I was even looking forward to getting started.

So what changed and how was I able to control my nerves?

Do you suffer from nerves? If so, I am hoping my post will help you in the work place (if you are a runner then this will be a bonus too) and before your next event.

Forty minutes before my driving test I went through the normal routine I would perform before an Athletics Race - much to the amusement of my driving instructor who was taking me to the examination centre. It consisted of:

- Getting out the car and sitting down on the grass and completing a visualisation exercise, closing my eyes and visualising driving well and passing my test
- Deep breathing exercises and imagining my heart beat slowing down – and then it does!
- Stretching exercises from my head to my toes – I know, it must have been a spectacle for anyone passing by, but it worked for me
- Making sure I was wearing my favourite clothes and they were the right attire for the occasion

A pre-race routine would also involve going for a 1 mile jog, 10 x 100m strides and going to the toilet at least twice!

So what are my 5 top tips for controlling nerves before the big event?

1. Give yourself a good talking to! Breakdown what it is you are about to do then ask yourself what would you be nervous about? What is the worst that could happen if you failed? Have you been through something similar which is important to you, if so how did you get through it? You can do this.

2. A Routine. My pre-race routine is not much different from the routine I go through before any presentation I am delivering, or workshop I am facilitating. Do it often and consistently and it will become the norm. Having a routine that works for you is also calming.
3. Change your mental attitude. Rather than saying “I will see how it goes” or “I will do my best and see what happens” change the mantra to “This is the result I am aiming for”. Writing it down and/or telling others will cement your commitment.
4. Focus. Relentless focus on what you are about to do cuts out any distractions to the point they just become background noise.
5. Visualise. I recommend you do this twice before the event. When you wake up in the morning imagine how your day is going to pan out in a positive and inspiring way. Then repeat this an hour before the actual event.

A Post It for tackling your nerves:

- Prior Planning and Preparation Prevents a P**S Poor Performance (the 7 x Ps). Put this down on a ‘post it’ and look at it often

You will neutralise your nerves if you follow a routine that works for you methodically on every occasion. Beating your nerves is something you can WIN.

Footnote: I passed my driving test. Typically of the Army, my Boss knocked on my door and said he had fixed me up with a course on the Tuesday and that my Test would be on the Friday “and you had better pass it!”

Source: Steve Raw www.leadershipintheraw.org

“You don't stop laughing when you grow old, you grow old when you stop laughing” - George Bernard Shaw

SIX WAYS TO SHINE IN THE SPOT LIGHT:

1. Do your homework – minimise the risk of being blindsided in an important meeting by thinking in advance about the questions you are likely to be asked
2. Buy time – win vital thinking space by asking for the question to be repeated, or repeating it back to the questioner as part of your answer
3. Don't make statements you can't back up – you might get away with it the first time, but inaccuracies and falsehoods will catch you up eventually
4. Ask questions back – is money an issue? What's the timescale? What's your ideal outcome? It can help to clarify your response.
5. Be honest – if you don't know something, admit it or ask for more time to answer and move on.

6. Don't panic – breath slowly and deeply and stand up straight. Speak steadily and when you've made your point, stop talking

"Mistakes should be examined, learned from, and discarded; not dwelled upon and stored" — Tim Fargo

MY TOP 3 PICKS FROM Ted.com

Bringing you the most inspiring leadership presentations. I personally recommend you clicking on each link. (Less than 15 minutes viewing for each one)

https://www.ted.com/talks/martin_reeves_how_to_build_a_business_that_last_100_years

If you want to build a business that lasts, there may be no better place to look for inspiration than your own immune system. Join strategist Martin Reeves as he shares startling statistics about shrinking corporate life spans and explains how executives can apply six principles from living organisms to build resilient businesses that flourish in the face of change

https://www.ted.com/talks/sarah_lewis_embrace_the_near_win#t-883

At her first museum job, art historian Sarah Lewis noticed something important about an artist she was studying: Not every artwork was a total masterpiece. She asks us to consider the role of the almost-failure, the near win, in our own lives. In our pursuit of success and mastery, is it actually our near wins that push us forward?

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

We believe we should work hard in order to be happy, but could we be thinking about things backwards? In this fast-moving and very funny talk, psychologist Shawn Achor argues that, actually, happiness inspires us to be more productive

"If you don't start somewhere, you're gonna go nowhere" - Bob Marley

CAREER MASTERCLASS

BEAT CHINESE WHISPERS

Polish your halo. A spotless reputation is the best defence against hearsay. Smash deadlines, exceed targets, honour promises and keep your nose clean. Rise above suspicion and watch the rumour mill bypass you.

Make a pre-emptive strike. Want a whisper-free workforce? Up your internal comms. Whether its weekly meetings, email newsletters or flyers on desks do whatever it takes to bring your team into the loop. They won't huddle and hypothesis if they already know everything there is to know.

Stop stirrers. Identify them and ask them to explain themselves. If they're genuinely worried ('I just wanted to warn people about the restructure I think is coming'), reassure them; if they relish causing unrest, tell them enough is enough.

Distract them. If your team has time to gossip, perhaps their goals aren't stretching enough. There's nothing like a little pressure to focus minds and still wagging tongues.

Turn the tide. Psychologist Anthony Pratkanis argues the best way to kill a rumour is to 'steal its thunder'. Spread a new (true) story, explaining why the rumour exists. If you can't beat them.....

Share critical news early. Don't wait until you have all the answers. That day may never come and in the meantime the whispers will be growing in number (and inaccuracy).

Ask the audience. Once you have delivered your message, encourage people to share their worries and ask questions. Be honest and if you don't know something, promise to find out.

Keep talking. Stop a secondary wave of post-news whispers by making yourself readily available to your team. Make sure they share lingering concerns with you, not the water-cooler coven.

Rise above it. Sometimes, engaging with rumours (even to deny them) only fuels the fire. If the gossip circulating is petty enough to ignore, do just that. It will soon run its course.

The Mind Gym: Relationships is published by Little, Brown at £12.99

"To accomplish great things, we must dream as well as act." - Anatole France
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STAND OUT FROM THE CROWD.

How to make yourself, what you do, and your company memorable.

"The formula of telling everybody how great you are with your state-of-the-art solutions, commitment to customer service, and best prices in town just won't cut it," says marketing expert Lauron Sonnier, author of 'Think Like a Marteter'. She recommends the following tactics to make yourself or your company stand out.

1. Do different things. "It's easy to stand out when you do something no one else is doing," Sonnier says. "To beat your competition, you can't just be a little better than they are. You have to do something different than they do."
2. Do things differently. "This is where you demonstrate your understanding that the "how" can be more important than the "what," she says. Add a special touch of class, elegance, humour or spice that makes even the common seem special.
3. Stir emotions; spread happiness. "When you stir positive emotions, be they joy or inspiration or peace of mind, you send a message that there's more where that came from," Sonnier says. And they'll keep coming back for more.
4. Be consistent. The three aforementioned methods of standing out will work only if they are consistent. "Whatever it is, however seemingly insignificant, if it always happens or never happens,

you have created something sticky. You have developed an identity that people can count on and will talk about.”

Source: US Success magazine

“Visualise this thing that you want; see it, feel it, believe in it. Make it your mental blueprint and begin to build” Robert Collier

YOUR ROUTE TO THE TOP

WINGING IT

Begin with a bang. Establish credibility with a compelling hook – say, a fascinating fact or an engaging example. No need to be an expert on everything, but know one thing well.

Follow the leader. When put on the spot, listen and gauge what the other person wants from you. Whether it’s specific facts or simple reassurance that you’re on top of your game, assess the situation before giving too much away.

Ask questions. Make them feel more engaged, while using the opportunity to glean information and trigger knowledge. Keep them talking – 70:30 in their favour is a good rule of chat.

Stop the negative voices. Concentrate on what you do know, rather than worry about what you don’t. Replace ‘fear of failure’ with ‘chance to learn’ and embrace the opportunity.

Use fewer, better words. Choose your words carefully and give yourself time to think. What you do say will carry weight and you’re less likely to get it wrong. If in doubt, don’t speak.

Keep your friends close. Ensure that colleagues stay onside with regular positive feedback, then when it comes to the crunch they’ll be more inclined to help you out.

Create connections. Steer the conversation onto related topics that you know well. ‘We did a similar project with company X. In that case, we went through the following steps to reach our goal....’

Reflect back. If asked a direct question that you can’t answer, open it up, if possible as a discussion; ‘That’s a very interesting question. What does everyone think about that?’

Maintain credibility at all costs. Avoid being in a position where you can be caught out. Use your authority; change the subject or postpone the meeting. ‘That’s a good point well made. As team leader, I’m proposing we meet this afternoon to discuss it further.’ Just make sure you’re prepared by then.

Source: The Mind Gym

“If in any given moment we have two options: to step forward into growth or step back into safety”
Albert Maslow

A PROJECT WITHOUT A CRITICAL PATH IS LIKE A SHIP WITHOUT A RUDDER

CRITICAL PATH ANALYSIS

In a good strategy plan, all the activities that must be completed in order to finish a project are identified



These activities are ordered in a logical sequence



Where possible, activities are planned to run simultaneously to save time



Critical activities that, if delayed, will stop the project from being completed on time are highlighted



A project without a critical path is like a ship without a rudder

To minimise the amount of time needed to carry out a complex project, managers frequently use a process known as critical path analysis (CPA). CPA was developed by mathematicians Morgan Walker and James Kelley and first used in 1957 by the chemical manufacturer, DuPont, to schedule a programme of factory closures in the most cost-effective way. By following Walker's and Kelley's advice, Du Pont saved 25% on the shutdowns. In the early 1960s, NASA used critical path analysis to defeat Soviet Russia in the Space Race. Through careful project scheduling, NASA was able to advance its spacecraft and rocket development programmes.

Planning tool

CPA is a planning tool that plots out a project's stages in a logical sequence, indicating which of the component activities need to be finished before others can start. It allows for activities to be scheduled simultaneously to save time. Activities that are critical to the project are identified – these are steps, which if delayed, will hold up the completion of the whole project.

Project managers illustrate this information visually, using a step-by-step network diagram. The most important part of the diagram is the critical path, which shows activities where there is no float (spare) time. If a critical activity looks like it could be delayed, management will need to act, probably employing extra people and machinery. These resources can be moved from non-critical activities that have float time.

Save time and money

Manufacturers might use CPA to plan the launch of a new product. By identifying tasks that can be carried out simultaneously, the manufacturer should be able to reduce the amount of time needed for development, allowing it to launch into the market sooner. Completing projects earlier also

reduces costs. For example, a firm might use CPA to reduce the amount of money spent on hiring expensive machinery. By studying the network the manager can predict when to hire a piece of machinery and for how long.

Case Study

Sydney Opera House

One of the modern world's architectural wonders, the Sydney Opera House is a dramatic example of what can go wrong when projects are not properly planned and managed. When the world famous performing arts centre was opened in 1973, it was 10 years late, and had cost 14 times more than its original budget.

In an attempt to open the building to the public as soon as possible, the government ordered building work to commence in 1959, before the Danish architect, Jorn Utzon, had finalised his drawings.

The decisions to start construction work early led to a series of problems. For example, the podium columns that were initially used proved to be too weak to support the roof. As a result, time and money were wasted replacing these columns. Unfortunately for Utzon, it was initially his design that was unfairly blamed for the delays and cost overruns, rather than poor project management.

(The Sydney Opera House is a feat of engineering and design, despite the difficulties encountered during its construction)

Source: DK 'The Business Book'

"The secret to success is to be ready when opportunity comes" - Benjamin Disraeli

Tips of the week.....

Athletes' fitness tricks

- If you find your energy flags on long runs or bicycle rides, eat a total of 40g of dark chocolate just before and while exercising. Jessica Ennis-Hill and Paula Radcliffe both eat it to boost their endurance levels
- Mo Farah often starts his workout with an espresso. Studies have found that caffeine improves power output during endurance exercise, and also alter the perception of pain – making a workout feel less intense. Have your coffee 20 minutes before you start exercising.
- Andy Murray and Serena Williams both have been known to binge on sushi after tough tennis matches; it's a mixture of protein and carbohydrates makes it good food for replenishing diminished resources. The ideal time is 45 minutes post-exercise
- If you sweat heavily during prolonged endurance exercise, follow Murray's lead by adding a sachet of salt (the kind you'd find in a café) to your drink afterwards. It will help replace the electrolytes lost through sweat and prevent cramp.

Source: The Times (Read in my copy of 'The Week')

"Be the sunshine in someone's day - go the extra mile.- be amazing" Tim T Dingle
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