

LEADERSHIP – COACHING AND MENTORING PACK

September 2016

2006 – 2016

(10th Anniversary Year edition)

Welcome to this month's edition:

'Begin with the End in Mind' what better way to begin than with an article from someone who regularly contributes to our leadership pack. Damian Piper has kindly shared a story from a recent coaching session, with a message for us all. I highly recommend Damian's training, presentations and his website www.effectivechallenge.com as an excellent resource for your continued professional development.

I have trawled through the video presentations from Ted.com to bring, what I think, are three of the best 'talks' that I hope will move and inspire you this month. Do try and take a few minutes of your time to watch (at least one) of the talks as I am sure you will be pleased you did.

It was my youngest daughter's (Bettina) birthday the other day and I cannot think of a day when she has not taught me something about life; about who I am or about leadership. I share Bettina's lessons in life on my blog 'Being Bettina's Dad' and each one includes a series of messages that I hope will inspire those who read her story. My latest edition is 'Finding Dory – it was a Team Effort' and, as always, the only aim is to inspire you.

In Dosh www.dosh.org we value what makes a person an individual, so we feel that it is important that we keep Diversity Awareness at the top of our agenda. My colleague, Maddy Hubbard, is the author of an excellent paper (in my opinion) on Diversity for our organization, which has already been used on team days. Please look out for a new video from Maddy on our [new](http://www.dosh.org) website and YouTube which highlights our important contribution to Diversity and Inclusion. I have included a small piece on Diversity from Modern Management's magazine.

At the end of August I hit 60!! A personal achievement for me as my mother told me I would not see my 16th birthday unless I started behaving myself! So now I feel it is time to reflect and I have written a piece about 'Living your life well' and what it means to me.

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!

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It's not about how good you are,

Its how Good

You want to be

effective challenge



Those that know me will be aware that Stephen Covey was a big influence on my life. A chance purchase of [The 7 Habits of Highly Effective People](#) at a motorway service station in the mid nineties, introduced me to the world of personal development. I've been fascinated with the subject ever since. I was coaching someone I'll call Joe recently, who had got 'stuck' about what to do next in his career. I say stuck, it was more like overwhelmed by the uncertainty and choices about 'where next'. Covey's Habit 2, Begin with the end in

mind, proved to be the solution.

Looking to make short to medium-term decisions and choices without an objective criteria to base them on, puts us under pressure as our brains look to make sense of multiple variables. Often our self-defence mechanisms kick in as we think about the consequences of different options. For some this will lead to negative self-talk. So, how can you practically work with Habit 2 to improve this situation? Here are five suggestions:

Step 1. Determine what 'end' means. You'll need to flex your judgment muscle and get an aiming point of what 'end' looks like. Determining a time horizon is a great place to start. There are others if time doesn't work for you. In the case of Joe, he decided to work back from the age he'd like to retire.

Step 2. Get your thoughts out your head. It amazes me when I work with people the number who look to manage all their thinking about a subject in their head. This puts the brain under pressure as it looks to hold an increasing number of variables in the conscious mind. This often results in people getting frustrated and stressed. Getting a pad and a pen or whatever you want to capture your thinking is of real benefit. Joe and I explored what he'd like to have achieved and avoided in his career by the time he retired. I recommend not overlooking the avoided component of this exercise. Often people will find it easier to talk about the things that they don't want than the things they do. That's a subject for a future blog. In Joe's case he decided that he would like to retire with at least six-years of operating at senior management level in his organisation. He also had one particular role he'd like to do. We ended up with a fair amount of information on the page. This included other roles he'd like to do/avoid, what he knew about the promotion process and other questions he'd like to find answers to. Lots of information is typical at this stage.

Step 3. Chunking up your options. It's important you do not get lulled into the false sense of security that with things out of your head you are now 'done'. You'll probably already feel a lot happier having only just completed this part of the process. Chances are that feeling will be short-lived, as you haven't actually determined what to do next. This is where chunking kicks in. In Joe's case we decided that chunking against a timeline from retirement to today would work best. Our time horizons were:

1. Next 90 days
2. Within a year

3. Within three years
4. Within five years
5. Greater than five years

Chunking the thinking from Step 2 against these horizons allowed a structure to flow. It also prompted some additional things to explore. The further out Joe went, the less certain he could be. This is typical and to be expected. To mitigate this, it really helps if you can identify specific time points when you'll reappraise your plan. This takes the pressure of the brain needing to answer everything in one go.

Step 4 Next Action. Plans are great however the real progress gets achieved when you take action. This sounds like an obvious point. And it is. I include it here as so often people are not specific enough about what the next action looks like. In Joe's case it was to review the promotion criteria, assess where he thought he was against it and then have a meeting with his line manager to discuss his plan. I wouldn't have been doing my job if I'd not pushed Joe a little further. Before our session finished I got Joe to schedule specific time in his calendar to pursue his immediate actions.

Step 5 Involve others. Joe had developed a rough career plan with a specific end goal in mind. Involving others in reviewing this plan and seeking their ideas and input is an important part of the process. We all have blindspots. This is one way to help overcome them.

Joe commented on how much better he felt about his future. In reality nothing physically had changed. This is the key point. By investing time to consider the end in mind Joe had taken the pressure off his brain. Our session was 90 minutes long. I suspect Joe had spent longer than that having I'll-formed thoughts rushing around his head. Is there an issue or subject you've had whirring around your head that would benefit from a little 'end in mind' thinking? As always, I'm interested in how you get on and if I can be of assistance.

Damian Piper
Resilience coach and consultant
www.effectivechallenge.com

"If you don't stand for something you will fall for anything." - Malcolm X
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[My Top 3 Picks for this month from Ted.com](#)

RICHARD ST JOHN - 8 SECRETS OF SUCCESS

https://www.ted.com/talks/richard_st_john_s_8_secrets_of_success

Why do people succeed? Is it because they're smart? Or are they just lucky? Neither. Analyst Richard St. John condenses years of interviews into an unmissable 3-minute slideshow on the real secrets of success.

Isaac Lidsky – What reality are you creating for yourself

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

Reality isn't something you perceive; it's something you create in your mind. Isaac Lidsky learned this profound lesson firsthand, when unexpected life circumstances yielded valuable insights. In this introspective, personal talk, he challenges us to let go of excuses, assumptions and fears, and accept the awesome responsibility of being the creators of our own reality.

Rory Sutherland – Sweat the small stuff

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

It may seem that big problems require big solutions, but ad man Rory Sutherland says many flashy, expensive fixes are just obscuring better, simpler answers. To illustrate, he uses behavioral economics and hilarious examples.

“Make the most of yourself, for that is all there is of you.” - Ralph Waldo Emerson

How to deliver #3timesmore with the people that you already have

Time to read: 1 minute max

Dear Steve

The 7 Actions that unlock 3 times more value, ideas and confidence in your people, while stripping out cost, stress and uncertainty.

1. Wrap your organisation around people – the very opposite of the traditional way.
2. Get back to why you started your organisation in the first place – rediscover your roots.
3. Be the very best that you already are – as individuals, teams and as an organisation.
4. Do what always works for you – as proved by science, by you and by organisations similar to you.
5. Know how to financially measure behaviour – both positive and negative.
6. People – Lead, inspire and persuade your people to really want to do what you really need them to do.
7. Profit /Surplus - Remove ‘intangibles’ forever, by holding your leaders truly accountable for tangible results.

If you would like more detail on how to do the above please email me at david@nakedleader.com with the heading 3 times more. With my love and best wishes to you all

David

David Taylor is a global speaker and best selling author of 'The Naked Leader trilogy'

“Everything changes. Nothing remains without change” Buddha

Finding Dory – It was a Team Effort

Last night both Joyce and I looked over (amused) at the Finding Dory Balloon which is still suspended by a small weight in our sitting room. It's Bettina's and it has so far lasted 46 days but between you and me, it is actually her second Finding Dory balloon.

Finding Dory, as you may know, is the latest Pixar film which we all enjoyed as a family on a visit to the cinema. This was especially a favourite of Bettina's as we had watched the trailers on YouTube numerous times. During our recent holiday in Whitby, we took the opportunity to buy Bettina a Finding Dory balloon filled with helium. She was very proud of it, taking it back to her hotel room where it floated above her bed.

On our last night on holiday we had completed our packing and Bettina, eager to ensure that it was not left behind, walked over to her luggage and attempted to tie her balloon to the handle of her bag. I could see how important it was to her – it was definitely going home! At the end of holidays it is my job to pack the luggage into our car, which was going well until.... you guessed it... I had Bettina's bag with the balloon. To cut a long story short I put the bag down beside the car when the balloon escaped from my reach.

You can't imagine how sick and panicked I felt as it ascended skywards. First it headed towards the sea – I will run after it. Then it changed direction towards the North Yorkshire moors – I will drive across the moors to rescue it. I wasn't thinking straight because this was about Bettina and how I had let her down. Later Joyce and Jennifer (her big sister) could see the funny side "how on earth was he going to get the balloon down from the sky, let alone reach it" I think the word "typical" was also included in their sentence.

Now I had to go back to the hotel and explain it Joyce and face Bettina. I felt dreadful. Straightaway we started to think of how we would break the news to Bettina and, if possible, how were we going to resolve (and recover) the situation. It might sound a trivial situation to you, and I must admit on paper I have faced more serious crises, but this was for our much loved daughter who copes with Autism and a Learning Disabilities.

As Bettina's senses are always at a high level she immediately detected something was wrong and I could see this by the looks she was giving me "where is my balloon? I thought it was going to sit with me on the back seat? Have they put it in the boot?" Bettina has total trust in her family to do the very best for her which made me feel very guilty. Honestly, I was still looking up at the sky to see if Dory would come back, I was that desperate! We were about to start our five hour drive home and our Leader, Joyce, had a plan which she was about to put into operation! The Plan was:

- Joyce would text Jennifer who was at home to inform her of the situation
- Jennifer would be asked to go into town to buy a Finding Dory Balloon if possible
- As Jennifer is Bettina's 'Hero' she was not going to let her down and I am confident she would have not given up until she found a shop that had one. After all, this was Bettina and she would run through walls for her. Joyce and Jennifer discussed possible, and acceptable, alternatives
- Typical of a hero, Jennifer found an exact replica of the balloon and walked through the town centre with the inflated Finding Dory balloon without the slightest thought

or care what other people would think. After all this was Bettina (more about Jennifer and being a Role model on <https://leadershipintheraw.org/2015/12/09/being-bettinas-dad-a-role-model-for-bettina/>)

- With an hour to go before we reached home we got the confirmation we needed. Jennifer had arrived home and the balloon was in a prominent position in our sitting room waiting for Bettina.

On arriving home, Bettina walked into the house, and her face lit up with happiness and joy and exclaimed “There you are Finding Dory”!

We are certain that Bettina had assumed that Finding Dory, just as in the film, had found her own way home. I could now stop beating myself up over the lost balloon and how I had failed Bettina.

So what did I learn from this team experience?

- Time involved in preparation is never wasted. I should have double checked the balloon was tied securely to the bag
- Prioritise – the balloon should have gone in the car first before the rest of the luggage
- Don’t Panic! We all face events and it is how we react to them that matters
- Have a Recovery Plan - plan your way out of a situation
- Celebrate – you got through your crisis so now celebrate your achievement. We do wonder, though, what happened to her original balloon flying across the moors. There is a secret (ish) NATO early warning station on the North Yorkshire Moors so it was possibly heading in that direction and it is entirely possible that Finding Dory came up on their radar! Sorry about that!!

Source: Steve Raw www.leadershipintheraw.org

“Strive not to be a success, but rather to be of value” Albert Einstein

Say It Effectively

IT'S not what you say it's the way that you say it, that's what gets results!

Not quite the Bananarama lyrics of old but pertinent nonetheless when considering body language while communicating.

The irony of effective communication is that words have the least effect on the person you are communicating with.

A very small percentage of your effectiveness when talking to someone is about what you say. It's how you say it that counts. The tone and the way you deliver your message are the all-important factors in making a sale. Then, selling becomes plain-sailing.

Use a tone that reflects what it is you are trying to convey - and practise it. Believe in what you're saying. Engage with the person. That way, it won't matter so much if, for you, words don't come easy.

Source: Naked Leader Board

“Everyone chases after happiness, not noticing that happiness is right at their heels” Bertolt Brecht

GIVING A GREAT SPEECH

1. Know your subject inside out. You shouldn't fear audience questions
2. Use the latest research. It will make you more credible
3. Don't rush – practice a few times by speaking in front of a mirror
4. Only make jokes if you're actually funny – and never pause for a laugh
5. Bring notes with the speech's key points but don't look down too often

Source: Management Today (magazine)

“When the roots are deep there is no need to fear the wind” Anon

DO IT RIGHT DIVERSITY

Know the rules. The law surrounding workplace discrimination is a minefield – take the furore around the 2006 age regulations. Keep up to date: the burden of proof is on employers to show they didn't discriminate.

It's not just a badge. Build diversity on moral grounds, rather than simply to show off how you're 'down with CSR' Get all your people to buy into it.

Think of the benefits. Diverse teams will connect better with customers, who are likely to be equally heterogeneous. They have also been proved to be more creative, better at problem-solving and better at handling conflict.

Be aware. You may be discriminating without knowing it. Offering boozy parties as a result in some people feeling excluded – a situation that has reached court in the past.

Cover all bases. You've got people of all colours on board – is it then ok to let them send a birthday card around calling someone an 'old git'? You may believe political correctness has run riot, but that doesn't mean you won't find yourself in hot water.

Measure it. Know who applied for jobs, who joined, who left and who's left and who's moving up. The figures will help you take diversity more seriously.

Spread the news. If you can show that you provide training around the subject of discrimination and have dealt appropriately with it when it has arisen, you'll be covered when a team member steps out of line.

Source: Modern Management

“A warm smile is the universal language of kindness” William A Ward

Living your life well

"I don't want to reach the end of my life in a perfectly preserved body. I want to come flying in sideways, covered in scars, beaten up and screaming: "Yahoo! What a ride!" Bear Grylls

Sitting next to the altar at St James Church (I was an Altar Boy) I had tuned out of the Vicar's sermon - sadly a common habit – and I was looking through the opposite window of the church at the small shopping arcade. There was a man in his pyjamas and dressing gown heading towards the newsagents for, what I guess, was his Sunday newspaper. The vicar then said something that brought me round "life goes by in the blink of an eye, it is important that you live your life well" In 2013 my father died and at the funeral my uncle, who at the time had just reached his eighties, said to me that life goes by in the blink of an eye. I can still vividly recall being a page boy at his wedding in 1961! Now I am 60, I can confirm that time really does go quickly. I remember that Sunday church service in 1970 as if it was yesterday and I regularly think about how I should live my life well.

I think living your life well is a personal matter; it can mean so many different things to so many people. Although I do think you should reflect on what it means as often as possible. I believe that life is a precious gift. So what does living your life well mean to me?

- **Adventure.** Looking for exciting opportunities - some of which scare me but I do them anyway. Standing on the edge of a quarry in 1982, about to take my Hang Glider Pilot qualification and ascend to 400 feet, I asked myself "why am I doing this?" I actively seek excitement as it makes me feel alive.
- **Accomplishment.** It took me a long time to find a sport at which I could be reasonably competent. Before finding running, I even tried 10 Pin Bowling (at which I was both hopeless and dangerous). Running has given me a level of fitness to do more and be more and, more importantly, it gives me a sense of accomplishment.
- **Altruism.** "Unselfish concern for the welfare of others". Doing something for others without any material gain for yourself. It is enough of a reward that you have made a difference in another person's life.
- **Family.** Enjoy the love that comes from being with your family. Last Saturday I spent the morning on the beach with Bettina; at midday I had coffee and cake with Joyce, and spent the evening with Jennifer watching a musical. It was a good day – I am still thinking about it.
- **Time Management.** Not to waste a single minute of your day. Do stuff that matters and has a purpose. If it is not making a difference I stop doing it.
- **Work Ethic.** I have had wonderful role models who have displayed this ethic, the harder I work the luckier I become. You would be surprised at how many people tell me how lucky I am!

I have recently been part of my organisation's (Thera www.thera.co.uk) 'Safe and Secure' book launch about supporting families caring for a son or daughter with learning disabilities. During the book launch a colleague, Andrea, talks about having life plans for people, which are often called person centred plans. I have always had a life plan (do you have one?) and I recommend this as:

- It helps you get to where you want to go (Vision)
- Writing down your objectives stops them from just being wishes
- It helps you to decide what is important in your life
- It helps you to consider who could support you with your goals

- It makes you think what success would look like for each of your objectives
I regularly monitor, review and evaluate my plan.

5 things I must NOT do (if I am going to live my life well):

1. To use a theatre analogy, don't compare your 'backstage' with others 'frontstage'.
Your backstage is your reality and other people's frontstage is an illusion.
"Comparison is the thief of joy"
2. Don't think "what's in it for me"
3. Don't think that you cannot do something simply because someone else thinks you are not good enough
4. Don't be put off by failures and set backs.
5. Don't look for obstacles and reasons for not fulfilling your dreams

Footnote:

Some good news - life is not just for the young! I truly believe that my best years are ahead of me. I have been told by lots of people that 60 is the new 40. Only 40! I am constantly thinking of new challenges to beat, objectives to meet and on the lookout for the next opportunity.

"Yahoo! What a ride!"

Bear Grylls

Source: Steve Raw www.leadershipintheraw.org

"Anger destroys our peace of mind and our physical health. We shouldn't welcome it or think of it as natural or as a friend". Dalai Lama

Productivity

(Is not an accident it's a decision)

From the US magazine 'Success'

Legendary coach John Wooden said, "Don't mistake activity for achievement" You may be busy from the moment your alarm goes off in the morning until the time your head hits the pillow at night, but are you accomplishing anything meaningful toward the fulfilment of your goals?

Are you making forward progress, or are you just running in place?

Make a decision today to stop wasting time – or just spending time – and, instead, invest some time in learning how you can be more productive in the areas of your life that really matter.

(I have chosen some of the best tips from the magazine's comprehensive article on Productivity – hope you find them helpful)

- Plan your day. While many people rely on the computer's calendar, writing down events and to-do lists in a day planner or journal forces you to spend a few minutes each day setting short-term goals and prioritising tasks.
- 5 to 11. This is a strategy that I currently use, of a 5 before 11 list – the five things you want to accomplish before 11am
- List your goals. Hopes and dreams remain fantasies until you identify them, write them down and create a plan for achieving them
- Determine your best time of day. Are you a night owl? An early riser? You may already know your peak times of day for energy and creativity. If not, take a week and chart the times of day when your energy and attention seem to peak or lag. When do you work quickly or creatively? When do you make the most errors? Once you know your peak times, schedule activities accordingly, keeping in mind that everyone has highs and lows throughout the day; it's what you do with them that counts. (My peak time is in the morning so the most difficult tasks are always done then).
- Commit to a peak-performance partner. Once a week, have a 30 minute accountability call with another super-achieving peer. Discuss your wins, losses, fixes and ah-has, and challenge each other for better results the following week.
- Narrow your focus. What three projects, tasks or priorities will most contribute to the accomplishment of your biggest and most important goal? Write them on a note card, and then spend 90% of your day on those tasks. Spend the other 10% delegating, reassigning or in rapid response
- Prioritise. Creating your to-do list is the easy part, but how to prioritise and get through it? If I have several tasks of equal importance, I tackle the one I most want off the list. Although it feels productive to check off a lot of smaller items, that big dreaded task takes mental space that can slow me down overall.
- Visualise the reward. When I'm working on a big, gruelling project with no finish line in sight, it's easy to rationalise taking breaks or diversions, which easily lead to procrastination. What works for me is imagining my free time once I'm finished, such as spending a guilt-free weekend gardening or taking a mini-vacation. The more detailed the free-time planning, the more I can see it and want it-and the more I want to get finished with my work project.
- Listen to something that gets you going. As I write I am listening to 'Classic FM at the Movies' which is a mixture of Classical and Opera this gives me a bigger boost than caffeine! Music has great power to change your attitude and energy level.
- Ask Questions. Success reader Darrell Haney says one of his productivity resources is "other people that know more than me" If a customer asks him a question he can't answer, he is honest and tells the customer he'll ask an expert. "Third party confirmation makes us all look smarter than we really are. "I don't need to know everything, just who to go to, to get the answers"
- Start your day with reading (this is something I do) It seems counterintuitive, especially to someone like me who wakes up with a brain trying to jump three steps ahead on the to-do list. But stopping for a few minutes in the morning to read some inspirational or personal-development pages puts me in the most productive, positive mindset. I take time away from my to-do list, and I end up getting more done.
- Sleep. It's time to rethink the vital nature of sleep. In the Harvard Business Review, Charles Czeisler wrote that going without sleep for 24 hours or getting only four to five hours a night for a week has the same effect on your focus, concentration and

decision making ability as a blood-alcohol level of 0.1 percent. So avoid being one step behind all day by getting at least seven to eight hours each night.

- Get the blood pumping (this is a must!!) I rarely go a day without a run. Research has shown that exercise boosts cognitive function and productivity. In fact, a NASA study showed that employees who exercised daily worked at 100 percent efficiency after seven hours, while those who didn't saw a 50% drop in productivity. That means it took them twice as long to accomplish the same task. So, when you wonder whether it's worth putting in the time, ask yourself whether you'd rather spend that time playing catch-up at work. As much as I love my job, I vote go for my run!!

Finally – Get Going.... “And most of all take action! Get going. Get busy, writes Brian Tracey in *Goals! How to Get Everything You Want-Faster Than You Ever Thought Possible* “Develop a sense of urgency.” “The best ideas in the world are of no value until they are implemented.” Tracey suggests looking for the solution with the fewest steps, the simplest and most direct way to get from where you are to where you want to go.

Source: Success Magazine

A happy person is not a person in a certain set of circumstances, but rather a person with a certain set of attitudes ~ Hugh Downs

BODY LANGUAGE

It's how you say it – Many leaders know what it feels like to talk when no one is listening. Often, it is not the actual words causing the audience to tune out, but the way the words are communicated.

Use your body – We mainly rely on non-verbal communication to determine other's intentions when they communicate with us.

Put your body on display – When speaking, step away from the podium; when sitting at a meeting, pull your chair back from the table to display more of your body

Know your psychology – Your audience's instinctual 'reptilian' brain needs to see your body to gauge your intentions. The less information they see, the more they simply make those feelings up, and tend to default towards the negative.

Speak from your belly – Place your hands in the TruthPlane, the horizontal plane that extends 180 degrees out of your navel, to show that you can be trusted. This is a vulnerable area so bringing an audience's attention to it makes them feel like you are confident.

Get them in the palm of your hand – show your palms open with nothing in your hands, to let others know that you mean no harm and are speaking for their benefit. This is universally recognised as a 'friendly' gesture.

Listen actively – When someone else is speaking keep your hands in the TruthPlane so that they understand you are open to what they are saying.

Source: Mark Bowden, body language expert and creator of Truthplane (from this month's ILM Edge Magazine)