

LEADERSHIP – COACHING AND MENTORING PACK

November 2016

2006 – 2016

(10th Anniversary Year edition)

Welcome to this month's edition:

As we are getting towards the end of the year I am already thinking about goals I want to set for myself in 2017. I have never set out to have an easy life so I still look to set myself big goals – I set a goal and then multiply it by 10! What does that look like? How do you go about doing this? I have written an article on '10 times goals' to help you do something big in 2017.

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.

Something happened to me this month which shocked me, set me back and disoriented me. I won't go into detail other than to say I hope it doesn't happen to me again – ever! But what it did mean was I now had to focus and concentrate in the days ahead because of my responsibility to others, including my family, colleagues, organisation and the people I support. This article is from my 'Bettina's Dad' series on my blog.

For those who have been reading my leadership pack for many years, you will know one of my hero's is Sir Ernest Shackleton, the Polar explorer from early in the 20th Century. His expeditions continue to be a source of inspiration. Something I learned from Sir Ernest is 'SHACKLETON'S WAY OF FINDING THE DETERMINATION TO MOVE FORWARD' I hope it not only helps you move forward, but also inspire you to do so.

Finally "SIX STEPS TO BOUNCING BACK FROM A MISTAKE (WHAT TO DO WHEN IT's YOU)" No matter how good you are, let's face it, we are going to make mistakes (in my experience the only people who don't are those who do nothing) so having made a few myself I thought I would share with you some great tips from the ILM's house magazine.

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!

Steve Raw FirstLM, 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

Setting 10 Times Goals – Do something Big!

My chest is burning and I am trying to keep control of my breathing, whilst at the same time trying to maintain my running form as I continue to run at 95% capacity (I am saving the extra 5% for the sprint to the finish line). I am at the point of my running challenge where Melville Barracks is on my left and I am fast approaching a tight turn to my right as I start to run up an incline. I am at the three quarters stage (distance) of the Army's Basic Fitness Test (BFT) around Abbey Fields in Colchester, England. I am feeling the same emotions and mental tortures as a 60 year old as I did 20 years ago when I did it for a living. Admittedly, I weigh a little more, my stride has shortened and I have less hair (is that a good thing?) but my 10 Times Goal is to get under the Army's 28 year old age assessment - something I have been planning to do for some time.

"You are never too old to set another goal or to dream a new dream" CS Lewis

What is a 10 Times Goal? It was never going to be enough to do a 2 x time's goal of achieving the Army's time for a 40 year old. I didn't know what that was when I was in the Army and I didn't intend finding out what it is now. I wanted a bigger challenge. A 10 times goal is so much bigger than you would normally set for yourself. So set a target then multiply it 10 times. Make it awesome because that is what you are.

How to go about setting up your 10 times Goal using the GROW model

- **Goal** – be specific about what that goal is and why you want to do it – it's going to be big so it is important you believe in it
- **Realistic** – I was a club runner for Colchester Harriers. Up until I was 40 I could get under the BFT time with 3 minutes to spare. I knew it would be realistic that I could still get under the time, even if it was only by a few seconds, if I prepared and then gave it 100%
- **Options** – Leading up to my test I looked at all the options to get me up to racing speed from Hill Sessions, Long Slow Distance and speed sessions
- **Will or Way Ahead (or both)** – I have my objective now I had to make a plan

TOP TIP If you don't write down your goals for life then they are just wishes. Make them commitments

What you will need to set your kind size goal:

- **Vision** – know where you want to get to. Write down your Vision Mantra – no more than 4 words
- **Passion** – You need to fall in love with your goal
- **Discipline** – You need to be organised – You need to be focused
- **Commitment** – tell people what you are going to do (then there is no going back) – do that and you are committed
- **Determination** – Recognise that there will be obstacles in your way. No obstacles? then this is not going to be a 10 Times Goal. Know that you will face down those obstacles on your path to successfully achieving your goal.

TOP TIP get comfortable with being uncomfortable.

Benefits of having 10 times Goal(s):

- They force you to move out of your comfort zone
- They open new opportunities for you
- When you have met your goal it gives you confidence
- It motivates you to set new king sized goals
- You progress and develop as a human being

TOP TIP “When the goals cannot be reached, don’t adjust the goals adjust the action steps”
Confucius

I tend to set my 10 Times Goals at the beginning of the year and already I am starting to think what they will look like for me personally and professionally at www.dosh.org

“Setting a goal is not the main thing. It is deciding how you will go about achieving it & staying with the plan” Tom Landry

Conclusion

I turn the final corner on the route and then on for a long stretch to the finish line. I was going into oxygen debt which was a feeling I was expecting to experience at this stage (I was now running on memory) – as it got more painful the faster I was determined to run. With my head down I soon reached the end of the test with 20 seconds to spare.

Background. The BFT was just one of many tests soldiers complete each year. The age group timings start with an assessment for 16 – 28years olds. I wanted to prove to myself that I could still cut it at 60. Is this a good enough reason for a 10 times goal?

So what will be your 10 times goals?

Source: Steve Raw www.leadershipintheraw.org

DOING WHAT YOU LIKE IS FREEDOM – LIKING WHAT YOU DO IS HAPPINESS
--

This month’s Top 3 picks from Ted.com

This month I decided to choose Julian Treasure to deliver all three presentations for you.

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

1. Have you ever felt like you're talking, but nobody is listening? Here's Julian Treasure to help. In this useful talk, the sound expert demonstrates the how-to's of powerful speaking — from some handy vocal exercises to tips on how to speak with empathy. A talk that might help the world sound more beautiful.

https://www.ted.com/talks/julian_treasure_5_ways_to_listen_better

2. In our louder and louder world, says sound expert Julian Treasure, "We are losing our listening." In this short, fascinating talk, Treasure shares five ways to re-tune your ears for conscious listening — to other people and the world around you.

https://www.ted.com/talks/julian_treasure_shh_sound_health_in_8_steps

3. Julian Treasure says our increasingly noisy world is gnawing away at our mental health — even costing lives. He lays out an 8-step plan to soften this sonic assault (starting with those cheap earbuds) and restore our relationship with sound.

Leadership is about making others better as a result of your presence and making sure that impact lasts in your absence

BEING BETTINA'S DAD: Bettina's lessons in Concentration and Focus

Something happened to me last week which shocked me, set me back and disoriented me. I won't go into detail other than to say I hope it doesn't happen to me again — ever! But what it did mean was I now had to focus and concentrate in the days ahead because of my responsibility to others, including my family, colleagues, organisation and the people I support.

During my participation in athletics in the 1980/90s, I modelled my levels of concentration on other athletes such as Sally Gunnell, Seb Coe and Steve Cram, closely watching them prior to races as they physically and mentally prepared for their next winning performance and taking the best bits to build my own model of concentration and focus.

Now I have someone else who is much closer to me who is my own gold winning performer, who when it comes to focus and concentration, truly raises the bar for me to emulate. This is Bettina, my youngest daughter, who copes with Autism and a Learning Disability.

Observing Bettina sitting crossed legged on our sitting room floor, staring at six jigsaws she was just about to complete, I could see her methods of concentration and focus:

- Getting her game face on — a look that I recognise that says that mentally she is getting into her positive mind-set.
- I could almost hear her brain ticking as she made her plan and what her priorities were going to be
- Her body language (and her facial expression) is clear and open. She did not want to be disturbed until she had finished.
- She repeats a mantra to her herself. She does this often and I believe it helps her concentration and keeps her focused
- Bettina brings all her thoughts to bear on the activity, fixing her attention and efforts on the jigsaws and not allowing anything to distract her until she has fulfilled her objective

It might be because of her autism coping mechanisms that Bettina is able to filter out the noises that surround her. Bettina has always been sensitive to sounds such as telephones ringing, PA systems in supermarkets and people coughing, so she is well practised in doing this. As parents we always believe it is inspiring how Bettina, with courage and determination, confronts this over- stimulation by creating these mechanisms which are personal to her. She needs to do this every minute of her day, not just when she is doing six jigsaws.

So now I have to maintain my own focus and concentration after my recent disaster, so I can carry on doing my very best for those around me using Bettina's Five tactics of Concentration and Focus:

1. Adjust my thinking so I have a clear image of what I need to achieve
2. Only allow positive thoughts to enter into my mind
3. Not to digress – one job at a time
4. Planning ahead – look forwards not backwards
5. Come up with my own mantra that I repeat to myself as I work through each task

If you are a regular reader of my 'Being Bettina's Dad' series you will already know she is amazing. Within the hour Bettina had taken a quick look at the pictures on the jigsaw box and then turned the lids over. She quickly set about putting all the pieces of her jigsaws together, then stood to admire the pictures and her work and announced to the room "I've Done It!" What a star!

For more examples of how Bettina transforms my life with her focus and concentration I recommend this article from me.

<https://leadershipintheraw.org/2016/03/10/being-bettinas-dad-bettina-transforming-my-life-with-mindfulness/>

Source: Steve Raw www.leadershipintheraw.org

"The more you like yourself, the less you are like anyone else, which makes you unique"

Walt Disney

SAY IT LIKE YOU MEAN IT

In Magnetic: The Art of Attracting Business, author, speaker and business adviser Joe Calloway shares ways you can turn existing customers into magnets who attract new customers through word-of-mouth and positive reviews

The not so tricky trick he espouses is controlling what people say about your business-not by discouraging reviews or criticism, but by deciding what you want customers to say and providing a product or service that will inspire those very praises. "The key to this idea working is to not settle for something like, 'We want them to say good things,' Calloway writes. "The key is to be focused and specific on exactly what you want your customers saying about you."

He recommends identifying your three “what we them to say” statement. Here is a sampling of compliments you might want customers sharing about your business:



“As You Walk Down the Fairway of Life You Must Smell the Roses, for You Only Get to Play One Round.” Ben Hogan

Your Route to the Top

SWALLOW YOUR PRIDE

Stop the buck. When bosses at a bank announced a restructure, they were surprised at how well employees reacted. Why? ‘Someone from HQ admitted they made a mistake.’ Blaming technology, the recession, or your team may help you out of hot water, but accepting responsibility gets you further.

Spell it out. ‘Sorry’ is uttered 368 million times a day in the UK, usually as a reflex. Sincerity requires specifics.’ “I was wrong’ is good. Better is: “I was wrong to promise the client a 24-hour turnaround.” And better still: “I was wrong to promise a 24-hour turnaround and tell the team via e-mail rather than in person”.

Make amends. Grovelling feels terrible, looks disingenuous and achieves little. But swallowing our pride can involve more than an apology. Compensate the wronged by repairing the damage (explanatory e-mail to upset client), relieving their pain (covering their 8am meeting), or treating them (an early finish).

Let them off. Forgiving can be harder than apologising: we lose our power over the transgressor and must quash our moral outrage. South Africa’s Truth and Reconciliation Commission encouraged people to admit atrocities and be forgiven, avoiding war crime trials or revenge punishments. It brought national catharsis and a peaceful transition from apartheid to democracy. If others can forgive at such a level, so can we.

Get selfish. Research shows that forgiveness is linked to lower blood pressure and better sleep-quality. If you can’t get past your manager’s last remark, weigh up ‘proving a point’ against ‘feeling calmer, enjoying the rest of my day and sleeping soundly.’ Still feel like bearing that grudge?

Acknowledge exceptions. Sometimes, it pays to stand firm – no need to apologise for being tough on an underperforming team member. Don't be a pushover. If you keep forgiving the same person, consider cutting your losses: report the bullying MD, ignore the back-stabbing colleague, and ditch the supplier.

Source: The Mind Gym

"If you want to give light to others you have to glow yourself" Thomas S. Monson
--

SHACKLETON'S WAY OF FINDING

THE DETERMINATION TO MOVE FORWARD

- * Go for broke risks become more acceptable as options narrow. Sometimes the potential rewards at the end of a daring venture justify the risk of suffering a spectacular failure.
- * Seek inspiration in enduring wisdom that has comforted or motivated you or others in times of crisis. It will get you through the most physically and emotionally draining times and help you to keep your perspective.
- * Congratulate yourself and others for a job well done. A pat on the back or a sincere handshake is an expression of personal thanks and gratitude that has never gone out of fashion.
- * Motivate your staff to be independent. If you have been a good leader, they will have the determination to succeed on their own.
- * Let your staff inspire you. At times, an overwhelming workload may force you to consider lowering your standards. Remember that the final product must represent the best efforts of the entire group.
- * Even in the most stressful situations, don't forget that you are part of a larger world that might benefit from your expertise in turn, participating in community and family activities can give you skills useful on the job.
- * Make sure the whole job is done. Your staff may be able to call it quits after the heavy lifting is over, but you are responsible for seeing the work through to its successful completion

Source: 'SHACKLETON'S WAY by Margot Morrell and Stephanie Capparell

"A peaceful heart is a powerful heart" John Harricharan

BE MORE CREATIVE

1. Define the problem. Without a specific goal you're just day dreaming
2. Don't go with your first idea. It's usually the worst
3. Play a numbers game. The best ideas are often amalgamations of several worse ones
4. Forget originality. It doesn't exist. Seek inspiration everywhere.
5. Get a thick skin. You'll hear a lot of noes. Don't despair. Learn from them.

Source: MT Management Today

CHART THE COURSE

REFRAME THE NEGATIVE EMOTIONS DERAILING YOUR PATH TO SUCCESS

Sometimes we come across obstacles in our lives that lower our overall level of happiness and disrupt our path to success – I call these mental map hijackers. A common hijacker is a negative boss who tries to drive productivity through intimidation.

There are two parts of the brain I call the Jerk and the Thinker. The Jerk is the amygdala, the most primitive part of the brain, which responds to threats. The Thinker is the prefrontal cortex, which helps you make good decisions. Fear is a map hijacker because when you activate the Jerk, you shut off the Thinker, wasting your valuable brain resources on avoiding that fear instead of pursuing your goals. Instead of letting your boss's negativity bother you, look for meaning in your work. This will shut off the Jerk and allow the Thinker to channel your brain's full suite of intelligences toward accomplishing that goal.

What are our mental hijackers? Write down five triggers that consistently lead to counterproductive behaviour. Are there certain people or places that let good habits slip? Once you know what your hijackers are, you can replace them with positive mental map markers

Source: Success Magazine - Shawn Achor. Shawn is a Harvard Trained Researcher and the author

Peace

It does not mean to be in place where there is no noise, trouble or hard work.

It means to be in the midst of those things and still be calm in your heart

unknown

LEADERS THROUGHOUT HISTORY – DIVERSITY

PRESIDENT BARACK HUSSEIN OBAMA

44TH PRESIDENT OF THE UNITED STATES

Cynthia Stuckey, Managing Director of Forum EMEA, which specialises in developing leadership, reflects on the new breed of governorship that President Obama has demonstrated during his eight years in office

EMPATHY AND BELIEF

One of President Obama's top leadership traits is his ability to understand the American people and to demonstrate empathy. He grew up in a broken household and understood the importance of education and working hard. As a visionary, he gives people something to believe in, harnessing their trust.

GLOBAL MINDSET AND CULTURALLY COMPETENT

He formulated a more cross-cultural approach to the world, thinking of the interests of other nations. He hired a diverse team of advisors, learnt how economic and government policies

impacted others and about different cultural norms which he would model to demonstrate respect and an appreciation for diversity.

TAKE ACTION AND BE DECISIVE

Leaders are faced with strong resistance from those who don't like change. But change is consistent and today's leader must harness courage and make tough decisions. Obama understood the concerns of the American people at the start of his presidency and took action to create economic stability, amongst other things. His decisions were not always popular but he was decisive while showing passion and commitment in his actions.

A DIGITAL NATIVE

Obama understood the need to be conversant with technology to engage and secure support. Throughout his presidential campaign, his use of social media continued as he realised its value – transparency, inclusion and instant two-way data to respond to changing opinions.

Obama also does his research to ensure the right decisions and to have the necessary input. He gathers data and perspectives from those around him to make informed decisions.

DEVELOPING THE NEXT GENERATION OF LEADERS

Starting as community organiser and eventually becoming president, Obama understands the value of developing future leaders. He values the ability to mentor, coach and invest in the next generation by exposing them to new challenges and opportunities.

These five traits are representative of a new breed of leader who has multicultural experience early in their career, strong beliefs, while also possessing confidence and passion in their vision.

Source: Cynthia Stuckey in 'Leading Edge' the Institute of Leadership and Management

"A secret to happiness is letting every situation be what it is, instead of what you think it should be"
--

LOUBIS – AND - CHAMPAGNE

"Your time is limited, so don't waste it living someone else's life don't be trapped by dogma – which is living with the results of other people's thinking. Don't let the noise of other's opinions drown out your inner voice. And most important, have the courage to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary"

Steve Jobs

Ten Ways to.....Admit You're Wrong

1. Understand it's for the best
2. Don't stress about it
3. See it as a stepping-stone to success
4. Do it promptly

5. Be honest
6. Keep a level tone of voice
7. Hold eye contact
8. Don't grovel
9. Put it behind you
10. Don't repeat the mistake (Source: Modern Management)

Don't find fault, find a remedy ~ Henry Ford
--

Understanding Assertiveness

When you are in conflict with someone, you need something from them, or they are denying your rights, it may seem as if the only way out of the situation is to back down or to fight for your rights. But there is a third way. An assertive approach means being adult about your needs and your wants, neither giving up nor being oppressive. It means knowing you have the right to ask for what you need and to be heard. It also suggests ways of achieving that. Assertiveness is not a one-way ticket. You need to be prepared to listen to the other person, recognise their point of view, and negotiate a win-win solution.

Acting Assertively

Think through what you need to say, and then make a simple, short statement of what happened, your feelings, and your preferred solution. "When you took credit for my idea, I felt belittled and angry. I would like you to tell the boss it was me who did the work." Choose a quiet time and place to raise the issue. Neither attack nor apologise. If the other person argues or gets upset, repeat your statement calmly. This will make it easier for them to take it on board and start negotiating a solution.

Positive Thinking. Susan Quilliam 'Essential DK Lifeskills'

"The purpose of life is to live it, to taste experience to the utmost, to reach out eagerly and without fear for newer and richer experience" Eleanor Roosevelt

THE FOUR FRUITFUL QUESTIONS

01 Histories

- How have you dealt with this situation in the past?
- What have you learnt from your experiences?
- What did you have in mind when you did this?

02 Consequences

- What do you think would happen if you did/did not do that?
- What effect would that have on your team members?

- How would it make people feel?

03 **Assumptions**

- In an ideal world, what would you do?
- What's stopping you from doing that here?
- What's the worst that could happen?

04 **The Bigger Picture**

- How does the way you act differ from other managers?
- How does the way you work fit in with other team members?
- What is expected of you compared with your colleagues?

Peter Hill – 'Concepts of Coaching'

"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

SIX STEPS TO BOUNCING BACK FROM A MISTAKE (WHAT TO DO WHEN IT'S YOU)

1. **Own Up** Trying to hide a mistake (or blaming it on someone else) is only going to cause you stress – and it'll always be uncovered in the long run. Instead, the experts say that honesty is always the best option. "If you can be open and honest about your mistakes then you'll be able to deal with what happens next with more authority,"
2. **Apologise and take ownership.** Inform the people that need to know about your mistake as quickly as possible. Apologise where necessary and take ownership of what's happened.
3. **Go easy on yourself.** "When someone makes a major mistake there's usually no point at all in trying to make them feel worse. They'll probably be making themselves feel bad enough already" With that in mind don't beat yourself up over your own mistakes. After all, they're inevitable part of workplace life and they happen to everyone occasionally.
4. **Reflect.** Why did you make the mistake? Was it purely an accident, or caused by a flaw in the project design or issue with your software? Acknowledge that wider emotional factors could be involved. "Sometimes people make mistakes because they're stressed, or have too much to do. It could also be down to wider confidence issues"
5. **Learn.** This is the really important part. How can you get support to make sure you don't make the mistake again? Do you need more training? Or just a reduced workload so you can focus on what matters at the moment? Be sure to share what you've learned with colleagues, so you can adapt and develop standard workplace procedures if necessary.
6. **Don't dwell on it.** "Once a mistake's occurred, the worst has already happened" It may feel painful now, but in a year's time the likelihood is that your peers will have forgotten about it anyway. Make sure you've learned from the mistake, and move on.

Source; ILM's Edge Magazine