

LEADERSHIP – COACHING AND MENTORING PACK

JANUARY 2017

(Established 2006)

Welcome to this month's edition:

Happy New Year I hope 2017 is going to be your best year so far.

This is a New Year edition so there are two blog posts from www.leadershipintheraw.org celebrating the New Year and hopefully getting you off to a good start with a plan. Two of my most important messages to you are to consider replacing 'resolutions' (they are just wishes) with 'commitments' and don't forget to be kind to yourself this year

I think I have chosen three excellent video presentations from Ted.com for you this month. It was difficult to choose which one is my favourite; I will leave that to you. They cover how to control your free time, what I learned from rejection and why some people are more altruistic than others.

There are a series of master classes I have chosen for you that cover a range of subjects from 'apologising' to connecting people (with lots more tips and advice in between).

I am very much looking forward to delivering Project Management training for Team Managers as part of their ILM Management Qualification in a couple of weeks time. I have attached a supplement to this month's edition, an excellent introduction to Project Management from 'Mindtools' which gives you a framework for your projects in 2017.

My final article, again, comes from me and is part of the "Being Bettina's Dad" series on my blog Leadershipintheraw.org. I have been reflecting on how being Bettina's Dad relates to my leadership style over my two careers. I hope you find it interesting.

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

BE KIND TO YOURSELF IN 2017

I am guessing if you are reading this post on my Blog or Leadership Pack, that you are like me and we have a similar passion for leadership. We want to be the best leaders we can be and we want to make a difference to the people we support. The trouble is we are often our own biggest critics – we are often too hard on ourselves and I am not sure that is always a good thing?

So in 2017 believe in yourself and give yourself a break:

1. If you make mistakes (no one is perfect) accept that you will make mistakes, learn from them and keep going.
2. Leadership stuff I have learned - don't second guess yourself. You can only make the best judgement at the time with the facts in front of you
3. It is easier to ask forgiveness than it is to ask for permission.
4. No matter how busy or how much pressure you are under during your day, do one thing which you enjoy
5. Book yourself a coaching or mentoring session with your coach or mentor. Talk through your dreams and aspirations (try and fix up one of these meetings at least bi-monthly)
6. Record your successes and read through before you start your new week.
7. When you are facing a crisis, and you are coming under pressure, tell yourself two things: One. I have faced this before how did I deal with it then? And In 6 months' time will this situation be such a big deal? Probably not.
8. Reward yourself. Something I picked up from running – if I had a good race I rewarded myself. It could have been a new pair of running socks or an energy bar, it doesn't have to be much, but it can make you feel a whole lot better. Give yourself a pat on the back.
9. Laugh whenever you can – it is cheap medicine
10. Regularly (daily is best) go for a walk. Take a break- you only need to find 30 minutes in your day. It will refresh you and it will give you the time to think.

5 things I will do in 2017 to be kind to myself:

1. Make time to go for a run 5 times a week and at the very least 4 times
2. Always have at least one book on the go
3. To do at least one objective for me before I get into my email each morning such as taking in a Ted.com presentation and or putting something together for my next leadership pack.
4. A date night with Joyce at least once a month
5. Do something which is fun with both my daughters (e.g. Film, concert, play etc) each month

(What are your 5?)

Take a step back and think about what you have in your life and be grateful for everything that comes your way. If it happens to be a failure, see it as your first and second step towards your next success. Understand that failure is not permanent and neither is success, so prepare for both this year. Good Luck and my Best Wishes

“Leadership is an opportunity to serve. It is not a trumpet to self-importance” Donald Walters

TEN TIPS TO HELP YOU THINK MORE POSITIVELY

1. **Become a more conscious thinker and observer.** Try to become more aware of your thinking and mental decision making process; what sorts of triggers or stressors do you react to; how can you become more responsive and less reactive
2. **Become more strength – focused.** Strengths based leadership, as its name suggests, is where you focus more on strengths – yours and those of your colleagues – things people are good at, to get things done.
3. **Focus on solutions rather than problems.** But recognise this must not be at the expense of ignoring risks, dangers or threats. Recognise, too, if focusing on something nominally “negative” gets you closer to a goal or solution, then it’s not really negative after all.
4. **Develop your emotional intelligence.** It is possible to invest in online tools as well as workplace – based training in this area. Developing your listening, conversation and communication skills can also help you become reflective
5. **Use mindfulness or meditation exercises.** Again there are many techniques you can find online. But it is important to choose one that works for you.
6. **Take a moment each morning to positively ‘set’ your day.** This can help to make you feel more in control of events, your decisions and behaviours
7. **Take responsibility.** Instead of always looking for things or people to blame when things go wrong, focus on the choices you have, the positive ways you can respond.
8. **Set yourself clear goals.** This will make you less likely to feel you are constantly being buffeted by ‘events’. And don’t be afraid to reset them if they are becoming unattainable or unrealistic.
9. **Relax.** Get properly away from work to recharge your batteries, reflect and, if necessary, get back in touch with your more positive self.
10. **Smile more.** Make a point of actively trying to be more polite, cheerful and positive. After a time it will become second nature and may give you a more positive perspective on things going on, and people, around you.

Source: Nic Paton ‘The Power of Positivity’ in ILM’s Edge Magazine

LEADERSHIP TEST – Am I doing the right thing at the right time, in the right way for the right reason?

S McConnell

PREPARE FOR LIFT OFF in 2017!

Resolutions? Let’s face it, more often than not we don’t keep them. So let’s change the word to ‘Commitments’ as in “I am going to make some commitments in my life and in my career”. It feels different - using the word Commitment feels like it has a purpose. So.....

Make 2017 your best with a year's worth of commitments for a lifetime of positive results:

1. **Set goals.** Take a good look at what you want in life. Have you committed to these goals by purposefully taking steps toward reaching them? (Write them down – if you don't your goals are just wishes)
2. **Get a Mentor.** Seek out people with the knowledge you desire. Find people you want to be like – now ask them and I promise they will be flattered
3. **Read.** Create a personal reading programme by determining how many books of different kinds (personal development, business, nonfiction) you'll read this year. Don't skip literary fiction; a recent study shows it improves social skills. (I have just finished Paul McCartney's Biography and just started reading Jeremy Hutchinson's 'Case Histories' – I recommend both to you)
4. **Improve productivity.** Log your activities for a week to assess timewasters. Make sure you aren't spending chunks of the day on activities that don't drive your business forward or improve your life. (If what I do does not make a difference to people I support, my company www.dosh.org I will stop doing it)
5. **Wake up early.** Get up before your household to contemplate what you want to accomplish – then seize the day. (I get up 3 hours before I officially start work – it has worked for me over the last 44 years in both careers)
6. **Get an accountability partner.** Check in regularly to review accomplishments areas for improvement and next steps. (Meet regularly, give them your set of goals and then get them to hold you to account)
7. **Do something you've always wanted to do.** Life is too short so don't wait to live it.
8. **Take small steps.** Whatever it is you seek, just get started. Commit to some easy, feasible activity to move you closer to those goals every day. I have always found that looking for small successes and achievements builds my confidence going forward to achieve something very big!
9. **Journal.** Whether it's an idea, a problem you want to solve or an inspiring quote, write it down.
10. **Practice mindfulness.** You will improve your effectiveness, well-being and longevity. Research shows that by learning how to stop needless ruminating helps to focus on the here and now. Bettina's mindfulness tips may help you: <https://leadershipintheraw.org/2016/03/10/being-bettinas-dad-bettina-transforming-my-life-with-mindfulness/>

My inspiration for this post came from my monthly (USA) Success Magazine which I highly recommend to you. It comes with a free CD full of great interviews which I carry around with me as part of my learning and development when I am on long journeys. www.success.com

Source: Steve Raw www.leadershipintheraw.org

MY TOP 3 PICKS FROM TED.COM

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

There are 168 hours in each week. How do we find time for what matters most? Time management expert Laura Vanderkam studies how busy people spend their lives, and she's discovered that many of us drastically overestimate our commitments each week, while underestimating the time we have to ourselves. She offers a few practical strategies to help find more time for what matters to us, so we can "build the lives we want in the time we've got."

https://www.ted.com/talks/jia_jiang_what_i_learned_from_100_days_of_rejection

Jia Jiang adventures boldly into a territory so many of us fear: rejection. By seeking out rejection for 100 days — from asking a stranger to borrow \$100 to requesting a "burger refill" at a restaurant — Jiang desensitized himself to the pain and shame that rejection often brings and, in the process, discovered that simply asking for what you want can open up possibilities where you expect to find dead ends.

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

Why do some people do selfless things, helping other people even at risk to their own well-being? Psychology researcher Abigail Marsh studies the motivations of people who do extremely altruistic acts, like donating a kidney to a complete stranger. Are their brains just different?

"The strength of the team is each individual member. The strength of each member is the team"

Phil Jackson

SIX SIMPLE TIPS TO BECOME A MINDFUL MANAGER

Be Here Now

Focus on your breath. Give your full attention to the task. Avoid multi tasking and losing focus

Take regular mindful coffee breaks

With deep breaths notice your surroundings. Then notice how you feel. Let your thoughts come and go without judgement. Be aware of the cup in your hand, its warmth, the aroma and taste.

Use mindful post-its

Write on each a daily affirmation or reminder e.g. Today I will consciously pause and consider before I respond. Place around your desk.

Have a pre-meeting mindful stretch

Stand straight, feet hip-distance apart. Lift your hands, palms facing forward and open your chest. With deep breaths be aware of your open-body posture and the sensation of fully stretching.

Be a mindful listener

Really listen to what is being said. Give your full attention to the moment and listen for the 'song beneath the words'.

Keep a gratitude journal

Simply write down three things daily that make you feel grateful. Gratitude precedes happiness and each time you make an entry remember to focus on the breath.

Source: Paul Mudd is author of Uncovering Mindfulness: In Search of a Life More Meaningful (available on Amazon)

"A leader takes people where they want to go. A great leader takes people where they don't want to go, but ought to be" Rosalynn Carter

Aye, Aye, Captain

THE world of a traditional manager reminds me of a good sea captain.

His or her life dictated by external factors – the weather, the sea and the passengers. He can never be in command of these forces, but he can always remain in control of how he reacts, behaves, and leads. Leaders can live easier lives and take control of their own futures by learning and putting into practice a set of skills.

One of these is to inspire. Go and be inspirational. Today. (Extract from The Naked Leader)

I would rather be ashes than dust! I would rather that my spark should burn out in a brilliant blaze than it should be stifled by dry-rot. I would rather be a superb meteor, every atom of me in magnificent glow, than a sleepy and permanent planet. The function of man is to live, not to exist. I shall not waste my days trying to prolong them. I shall use my time." (Jack London, Ack CB)

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

Failure is a reality; we all fail at times and it’s painful when we do. But it’s better to fail while striving for something wonderful, challenging, adventurous, and uncertain than to say, “I don’t want to try, because I may not succeed completely.” Jimmy Carter

Dear Steve

You know that work action you have wanted to take for a long time, but keep delaying?

You know full well the one I mean!

What is stopping you?

You know that work action you as a team have wanted to do for a long time, but keep delaying?

You all know full well the one I mean!

What is stopping you all?

You know that personal dream you have wanted to dust off once again before it’s too late?

You know full well the one I mean!

What is stopping you?

Three powerful questions I was once asked, and my answers made me sit up, think... and do absolutely nothing.

Now, if you are serious about that action, that team and your personal dream, read on.

If you feel slightly squeamish when you feel fear, don’t...

You know that work action you have wanted to take for a long time, but keep delaying?

You know full well the one I mean!

WHO is stopping you?

You know that work action you as a team have wanted to do for a long time, but keep delaying?

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WHO is stopping you all?

You know that personal dream you have wanted to dust off once again before it's too late?

You know full well the one I mean!

WHO is stopping you?

Action, careers, projects, team, personal and professional challenges, all come down to WHO, not to WHAT.

So, who?

If it's you, then do something about it now.

If it's someone else, name them and then go sort it with them, as soon as you can.

If it's "them", then give up now.

With my best wishes on your courage

Source: David (David Taylor Author and Presenter)

Teamwork divides the task and multiplies the success
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TEN WAYS TO.....

MAXIMISE YOUR IMPACT

1. Know your goals
2. Trust your strengths
3. Fine-tune your talent radar
4. Build a special culture
5. Network
6. Work the web like a pro
7. Market shrewdly
8. Reward success
9. Dare to be different.....
10.but be realistic

YOUR ROUTE TO THE TOP

CONNECTING WITH PEOPLE

Find your common ground. Connecting with colleagues can be as much about personal things as the work you do. Read the sports section or arts review to keep up with their interests

Make them feel special. We connect best when we feel good about ourselves. Make them feel they're the only person that matters – at least for the duration of the meeting.

Manage your impact. When the British and Japanese meet, they should both shake hands and bow to demonstrate a willingness to accommodate each other. By managing our behaviour, we can have a more positive impact on one another.

Unearth their appeal. Assuming the other person likes themselves, there have to be likable things about them, and a manager's job is to find these. Ask questions and listen to the answers rather than picking them apart as they speak.

Hang in there. The challenge is to spot yourself drifting off early on and regain focus quickly. If we remember what it feels like when we start to drift, we can use this feeling as an alarm to wake up and re-focus.

Strike a match. When we get along, we naturally match and mirror each other; so make connections easier by consciously following suit. But be subtle. Practice one element at a time, match head movements or voice tempo. Watch your colleagues and you'll soon get the hang of it.

Keep your opinions to yourself. In some situations, it pays to be quiet. When your prospective client airs differing views on climate change, instead of saying 'no but' try 'yes and'. You'll find difficult connections a lot easier to make.

Get involved. Don't let the other person do all the work. Suggest your own analogy to illustrate their point, or refer back to an earlier topic. Share your insights with them and demonstrate how actively you've been listening.

Source: The Mind Gym

"A diamond is a chunk of coal that did well under pressure" Henry Kissinger

Ten Ways to... TOUGHEN UP

1. Don't take it personally
2. Believe in yourself
3. Accept it's ok to make mistakes...
4.but don't make too many
5. Keep your focus
6. Hold your nerve

7. Don't compare yourself to others
8. Let go of anger
9. Take a few risks
10. Learn to switch off

Management Today

"When you practice gratefulness, there is a sense of respect towards others" Dalai Lama

Being Bettina's Dad – Being a Dad

A typical Friday afternoon in the 1990s involved me driving to Colchester station with a number of young soldiers (male and female) so they could catch their train to their family homes – it saved them ordering, waiting and paying for a taxi. I recall the journey usually included some sage advice from me to them about a number of areas of their lives and careers. One Friday as they collected their baggage from the boot of my car one of them turned round and said "thanks Dad" with a straight face! As I was a Warrant Officer (WO2) in the British Army at the time, I should have been annoyed but I held it together until I was out of sight and laughed all the way home!

It was not the first time someone had said this to me in the Army. I was coming towards the end of my career and I was too old to change my leadership style and why should I? It had always worked for me no matter what kind of unit or posting or where I was. After all, isn't it always about performance and results that you are judged on? My teams were always successful (especially the sporting ones) and I always got results! I still have the trophies to prove it. And if your team members are happy, why change your style of leadership?

I have now been a Dad for just over 30 years; I have become practised in all the demands and responsibilities of the 'post'. Being a Dad was something I always wanted to be and I had prepared fully for the role long before I became one in exactly the same way I had when I decided I would aspire to be a leader.

This post is about on being a Dad to Bettina and how it has helped me with my leadership skills and hopefully to become a better leader (and a better person). For those who know me really well, especially my wife, Joyce, how I am at home with both my daughters is not really any different from how I operated in the Army and in my (second) Social Care career over the last 21 years. Good news - the skills and attributes of being a parent are transferable!

Bettina is a woman who has always coped with learning disabilities and autism which come with additional challenges for her but also present opportunities for me to constantly raise my game, this is how...

Being Bettina's Dad to Being a Leader

- Bettina does not make allowances for my age (I am 60). She does not understand that I might not be able to give her a piggy back anymore on the beach when she sees a dog coming towards her (she will continue to try though). She does not understand the concept of getting older.

I have to be just as quick on my feet now as when she was a young girl. So keeping fit and alert is a must (for the rest of my life)

- Lots of energy and enthusiasm. Bettina's Dad loves life. I think this is contagious and Bettina has definitely got the bug too.
- I love this quote from the sadly departed Carrie Fisher "There is no point at which you can say, "Well I'm successful now. I might as well take a nap." I can never rest on my laurels. I must be better than I was yesterday.
- To be effective and to be successful you need to be passionate about what you do. If you are not, it will be spotted!
- Do what you say you are going to do! Bettina will become distressed if I deviate from the agreed plan without prior warning. If you promise her something then you must deliver.
- Discipline. I thought with a 24 year career in the Army, discipline would be built into my DNA. However there is always room for improvement. You need to be organised and on your toes 24/7 – yes, even when you think you are sleeping (or dozing on the settee which allegedly I do) – tight discipline gets stuff done and sets you free to do more.
- Respect and Trust does not come with a title. It is something to be earned every day. As soon as Bettina wakes in the morning then that is when I start again, earning her respect and trust. Just because I had it yesterday does not automatically mean I will have it today
- Bettina (and her big sister) come first for both her parents in every part of our lives. It is about recognising that those who depend and or rely on you come before you.
- We do nice things for each other – I give up my seat and I always open the door for her, it is about standards. Often if my lunch box is left out in the kitchen she will fill it with things she thinks I will like. It is about standards
- Bettina would become anxious, confused and desperate if I had mood swings or I was contrary. There are no days off from being all singing and dancing. It's about being consistent
- Inspire - but I don't have to be the one that is always inspiring! Bettina inspires me every day with her courage and doing something that I was not expecting. This could be some new speech or an accomplishment that didn't come easy for her
- I understand that being Bettina's Dad is an honour and privilege. I am very proud to walk with her
- It's about truly caring for another person (people) 24/7. We often tell each other in Dosh (www.dosh.org) that we are a family (as opposed to being like a family) because we care about each other.

These are just 13 of the expectations (and requirements) that Bettina has for me as her Dad – are they any different from the expectations of a leader?

So deciding what kind of parent you aim to be is not much different (in my experience) to deciding what kind of leader you want to be. Once you have your plan stick with it.

Source: Steve Raw www.leadershipintheraw.org

PS my oldest daughter is truly awesome please check out <https://leadershipintheraw.org/2015/12/09/being-bettinas-dad-a-role-model-for-bettina/> to find out why. As well as Bettina's expectations two things I must specifically do for Jennifer and which stand me in good stead within my leadership role too!

1. Think through what I am going to say to her before I say it! I have been doing this since she was 12. She is incredibly sharp and witty and will catch me out if I fluff my lines. If I get something wrong she is all over me like a rash (and Joyce joins in too)
2. Truly listen to her, most people don't listen.

<p>"Don't be impressed by money, followers, degrees and titles. Be impressed by kindness, integrity, humility and generosity" WomenWorking.com</p>
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