

LEADERSHIP – COACHING AND MENTORING PACK

FEBRUARY 2017

(Established 2006)

Welcome to this month's edition

Earlier this week myself, and 40 other managers, had the good fortune to attend an excellent workshop on 'Resilience' from Damian Piper from 'Effective Challenge'. We covered a number of tools and support mechanisms to support us with our resilience. One of the tools used was P.R.I.M.E. (Physical, Rest, Intake, Mind and Energy). Thanks to Damian, PRIME is now both integral to my work and my running programme. For more information on PRIME I recommend you check out Damian's website; <http://effectivechallenge.com/?s=PRIME>

Had a bad day? Things didn't go well for you yesterday? Believe me I feel your pain. So, specially for you, I have included something I recently wrote about what I have learned from Bettina and how together 'Today we go again'. Following Bettina's lessons, I always bounce back, no matter what the situation or experience I've endured. I hope these tips work for you (and that they also inspire you).

I have been privileged this month to receive two guest blog posts: one from Ian McIntock '20 things you can do to be a better board member' and, from a regular subscriber to our Leadership Pack, Nick Wright 'Plan & Prepare'. I found both articles insightful and educational and I hope you enjoy reading them too. They are already posted on to my blog www.leadershipintheraw.org

There is a good balance of Ted.com presentations chosen for this month which include: humour, inspiration and education on each topic. I hope you enjoy them as much as I did.

It was 'International Womens Day' recently which immediately made me think of my oldest daughter Jennifer who to me is a great role model, not just to Bettina, but on how to lead a life. This is what a role model means to me. Who are your role models?

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

BEING BETTINA'S DAD: TODAY WE GO AGAIN

As I type this post I can hear a knock on a bedroom door upstairs. A voice says "come in Mum", the door opens and then I hear giggling from Joyce and Bettina. It is the same exchange I hear each morning. Joyce is taking Bettina's meds up to her and Bettina is ready to start a new day with a laugh and a smile. Today Bettina "goes again".

When it comes to adversity, Bettina overcomes it. When it comes to courage, Bettina has it in buckets. When it comes to a challenge then Bettina faces it down. We have been on a (nearly) 30 year journey together of love, fun, inspiration and, it must be said, 'worry' about how she is feeling about her world.

If you have read any of my other posts about Bettina, you will have quickly realised that she is inspirational to her parents and big sister. The way she fights to understand what you are communicating, whilst striving to understand her world, means that all the stuff we take for granted can be intensively difficult for Bettina, but that is not going to stop her adapting and overcoming.

One of the many lessons she has taught me, that I strive to include in my life, is that no matter what has gone on in her world the day before, when she wakes up to Joyce's knock on her bedroom door she is ready 'to go again'

So what does it mean 'Today We Go Again' and how have I incorporated Bettina's behaviours and attitudes into the start of every day:

Bettina's daily Five

1. Bettina practices mindfulness and this is what she does:
<https://leadershipintheraw.org/2016/03/10/being-bettinas-dad-bettina-transforming-my-life-with-mindfulness/>
2. She works through her personal routine, from the moment Bettina allows Joyce to come into her bedroom
3. Bettina starts her day with a smile at the first person she sees, this gives her a positive outlook (and she carries on smiling at each person she meets)
4. Bettina looks forward not backward. Bettina is only interested in what is coming next and what she needs to do. 'Yesterday is history, tomorrow is a mystery, and today is a gift' that quote could have been written just for Bettina
5. Getting organised the night before so she hits the ground running the moment she comes out of her bedroom. It's part of her routine which means a lot to her. Bettina wants to crack on with her new day.

What I have taken from Bettina's we go again each morning and what I remind myself to do are:

1. Yesterday was tough, it was a challenge and stuff went wrong, but today is a new day and there are going to be lots of opportunities for success

2. It is an opportunity to reinvent myself and my situations to do something new and get the things I have been meaning to do accomplished
3. Who will I meet today? Who will walk through the door that might change my perspective? I think about this for at least 10 minutes before I get out of bed. I have a feeling this is what Bettina does
4. Have something to look forward to just like Bettina does. No matter what difficult meeting or long journey I have to make (usually to get to that meeting) I have built something in there that is going to be fun and something I enjoy.
5. Start with momentum – get moving – keep moving forward.

I am just coming towards the end of this post and Bettina is coming down the stairs and, as always, she goes into the sitting room to double to check the contents of her bag again, running through her mental checklist, ensuring she has all the things she needs for her day. She looks at me with her engaging smile and says 'Hello Dad' and tells me what she is going to do today with her Personal Assistant, Donna, finishing off with "Great Fun" and that's what I am also going to do, I am going to have fun.

As always, thank you Bettina because together we "go again".

Source: Steve Raw www.leadershipintheraw.org

We never fail when we try to do our duty; we always fail when we neglect to do it." - Sir Robert Baden-Powell

My Top 3 Picks from Ted.com

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

Tim Urban knows that procrastination doesn't make sense, but he's never been able to shake his habit of waiting until the last minute to get things done. In this hilarious and insightful talk, Urban takes us on a journey through YouTube binges, Wikipedia rabbit holes and bouts of staring out the window — and encourages us to think harder about what we're really procrastinating on, before we run out of time.

(This presentation was recommended to me by Meike Beckford and which I played for Thera's ILM Management Qualification students during their tutorial for Project Management)

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

With profound simplicity, Coach John Wooden redefines success and urges us all to pursue the best in ourselves. In this inspiring talk he shares the advice he gave his players at UCLA, quotes poetry and remembers his father's wisdom.

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

The world is full of leadership programs, but the best way to learn how to lead might be right under your nose. In this clear, candid talk, Roselinde Torres describes 25 years observing truly great leaders

at work, and shares the three simple but crucial questions would-be company chiefs need to ask to thrive in the future.

(This is my all-time favourite presentation on what it takes to be a great leader)

Waste no more time talking about great souls and how they should be. Become one yourself

Cindy Locher

Plan & Prepare

“There’s a big difference between plan and prepare.” (Rob Abbott)

I was chatting with a friend, Rob, yesterday about a forthcoming trip to the Philippines to co-lead a community event with local people. I had commented on how updates on numbers and ages of participants and other such details fluctuate from day to day as the event approaches. It makes detailed planning difficult, especially as I know from experience that I am likely to encounter all kinds of other interesting and unanticipated issues, opportunities and challenges when I arrive.

This is a real life example of where to plan has its limits. If I rely on having everything organised in advance, all my proverbial ducks lined up, all my I’s dotted and T’s crossed in order to be successful in this venture, I will almost certainly come unstuck. What will happen when reality clashes with what I had carefully designed? What will I do and how will I feel? Will I try to force-fit people and circumstances back into what I had in mind – or tear up the tidy Gant chart and improvise?

I think this is where to prepare can be very different and useful. It means having clear-enough vision and goals in mind, or a willingness to co-create them in the room, then anticipating a broad range of scenarios and possibilities. It involves preparing myself, my relationship with my co-leader, activities and materials that we can flex and adapt as needed. This approach is sometimes called emergent or adaptive leadership – a willingness and ability to be responsive in the midst of change.

I have found a couple of questions valuable in discerning and deciding my own approach. Firstly, I will reflect on what I need to feel confident and competent in a situation. Is my desire to plan really a desire to increase my felt-sense of control and decrease my angst in the face of uncertainty? Secondly, I will reflect on the situation itself. What does this situation call for and for whom? In what ways will planning facilitate a way forward and in what ways could it get in the way?

I’ve noticed that leaders’ responses to these and similar questions tend to be influenced partly by personal preferences (e.g. whether the leader prefers to live life and work in an organised, structured, predictable way or perhaps in a more open, fluid way) and partly by cultural norms (e.g. whether forward planning is regarded as the right and best way to do things or living in the potential of the moment is considered more important and valuable). It’s not a one-size-fits-all.

In my own leadership practice, I have noticed a shift over the years. Whereas earlier I would plan hard – and sometimes over-plan – to increase my sense of confidence in achieving the results I had in mind, now I will pray, reflect, focus on goals and aspirations and leave more open space for serendipitous questions, ideas and solutions to emerge. It means I am more present to the here-and-now, more relational, more resourceful and, on the whole, more effective. How about you?

Source: Nick Wright is a leadership coach and organisation development consultant. (www.nick-wright.com)

"Education is not the filling of a pail but the lighting of a fire." - William Butler Yeats

Assessment Criteria 3.1 (Thera's ILM Management Qualification – Project Management mark sheet)

Justify the most effective leadership style to motivate staff in own area, to achieve the organisation's values and goals.



(3) Yoda once said "You are not the hero, but your Padawan may be" Yoda is amazing; however he's not the popular hero of the Star Wars series. Instead he is the driving force behind the heroes, Luke Skywalker and Obi-Wan Kenobi. Similarly, great leaders focus on the future. They build their experience, knowledge and wisdom into others. It brings comfort to the best leaders to see their Padawan (mentees) succeed.

Source: Martin Joint, Thera South West, Community Support Leader

Talent is formed in solitude, character in the bustle of the world." - Johann Wolfgang von Goethe

20 things you can do to be a better board member

As part of creating 'My Toolbox', an online self-help consultancy resource, I built a governance module. As part of this, I reflected on what set the high performing boards I've been lucky enough to be a member of from the others. It seems to me that this was as much about the behaviour of board members, as having good processes. So, I sat down and wrote what (in my experience) really good board members do and came up with the 20 points below:

Choosing Wisely

With more than 160,000 charities in England and Wales alone you're spoiled for choice, so choose one whose mission you feel passionate about, and which is most likely to benefit from what you can offer. You'll be a more effective board member and, not least, you'll enjoy yourself a lot more.

Joining the Team

You should be given relevant core documents on joining, such as the governing document, strategic plan, code of conduct, last board minutes and finance report. If you don't receive these, ask for them. Other items you may wish to consider asking for might include the annual Board work plan, conflict of interest policy, trustee contact details/biographies, organisational wiring diagram and annual report. And if an induction programme isn't offered, ask for that too. At the least, meet the chair and CEO. Help them to understand what you need from them to be an effective board member and ask them what you can do to support them in return.

Setting Boundaries

Explain what it is you're good at and enjoy, how much time you will be able to commit and how flexible you can be with this. And once you're on board, being involved operationally can be very helpful, particularly if you have specialist knowledge or expertise, but act as a critical friend and do not cut across line management. On those occasions when I've been asked what should be done, I've said 'it's up to the CEO/director, not me, but if this was ultimately brought to my committee as a proposal, what I'd want to know would be a, b and c'.

Thinking Strategically

People are often passionate about the services being delivered, which is great, and hearing about the good work being done is always interesting. However, the Board delegates running the organisation to the CEO and his/her team, so avoid discussion becoming embroiled in interesting, but operational detail – focus on the big picture. If your Board meets quarterly for 3 hours, that gives you a total of 12 hours a year in which to do everything; use that time wisely.

Keeping Up-to-Date

Ask for details of the charity's social media platforms (e.g. Facebook, LinkedIn, Twitter, Instagram), and sign up for the e-mail newsletter, as these are very simple ways to keep up-to-date. Try and find time to attend at least some events.

Advocating

Promote your charity's work. If you can do so actively, using your own networks, that's great. Even if not, make sure you like and repost their social media into your own network.

Fundraising

Income generation is almost always a high priority, so make sure it's treated accordingly and advocate for the Board getting fully behind the CEO in creating a culture in which everyone has a role to play in this. And ask the CEO how you can help personally. UK Trustees can find being involved in fundraising difficult, so it may help to see fundraising as not simply asking for money, but rather engaging people and finding out in which way they might wish to help. If you (or your company) can make a donation, that's great and there are tax breaks to make this easy. However, if you can't, that's OK, as you can still help in other ways. For example, helping the CEO and his team access potential donors in your network, or pro bono support or commercial sponsorship from a company, or selling tickets/tables for events, or a personal fundraising challenge. It all helps.

Being Prepared for Meetings

Read the papers in advance, make notes on any points you wish to raise and notify the CEO/Chair in advance of anything you might wish to raise under 'Any Other Business', or at least do so at the beginning of the meeting. Arriving in good time and only missing meetings in exceptional circumstances go without saying.

Not Having a Personal Agenda

Having expertise in a particular area or a passion for a specific issue is welcome and helpful, insofar as this informs the Board's work. However, unreasonably pushing an agenda on behalf of another organisation or yourself isn't.

Speaking Up Wisely

Positively challenge the CEO and fellow board members. If they've missed something, this'll help improve the plan and, if not, everyone can be more confident it'll work. Never state your opinion as fact and don't make assumptions that are not substantiated by the evidence available. Be willing to challenge anyone who does or who is pushing a personal agenda. Ask open questions, such as what, how, when or who, as this helps people think through issues without being critical. For example, that's a great idea x, but how will we fund it and what are the risks? Try to avoid why, as that can come across as critical, even when it isn't meant to be.

Asking the Questions that Need to Be Asked

If there's an elephant in the room, pointing it out certainly won't make you popular. However, you have a responsibility to act in the best interests of the charity and it may well be that there are others in the room who want to, but don't feel able to. If you feel that you need to do so, raise it with the chair beforehand, if at all possible. Focussing on the problem and the future solution, rather than individuals and what they did (or didn't do) can also help make this less challenging for everyone.

Being Action Focussed

If something has been discussed time and time again, but never resolved, be prepared to ask what it is that is preventing us from doing so. And don't be fobbed off by platitudes – 'We're wholly committed to promoting diversity'. Base the conversation around the facts and what specific action will be taken by when. For example, 'I share your commitment and having a diverse board will make us more effective, so as everyone in the room is white, male and over 50, let's discuss what steps are we going to take to ensure we become a more diverse board within the next 6 months and what targets should we set ourselves'.

Avoiding Blaming People

Holding the CEO to account is a key role of the Board and may require asking challenging questions. However, don't blame her/him (or anyone else) for problems that are genuinely outside his/her control and which could not reasonably have been prevented. Particularly, if the Board hasn't exactly covered itself in glory either.

Acting Collectively

Having differing points of view is good in a debate but, once a decision has been made, the Board must act collectively and everyone support it. You may be right that it isn't the best decision, but continuing to oppose it will send conflicting messages to the team and undermine confidence, which would make the outcome even worse. Besides, it just might be you who's wrong.

Valuing Each Other

If someone holds a different opinion to yourself, recognise their right to do so and your right as well. If there are board members who are very young, very old, beneficiaries or whatever, their contribution won't be the same as the lawyers, finance and business people, but always remember that's different, not less than.

Supporting Each Other

If you think that someone is having difficulty following an item, ask the presenter to explain it for you and, if they aren't contributing to discussion, make a point of asking them for their thoughts.

Sharing Your Skills/Experience

If you have particular relevant expertise, be willing to share that with others. Even better, be prepared to offer to act as a mentor for a new board member who doesn't yet have your experience.

Developing Your Own Skills/Experience

Even if you're a high flying corporate professional, you will almost certainly need to adjust your approach to working in a different culture and scale of organisation, or you won't know the community you serve all that well, or you may have to learn about SORP, public benefit, the Charities Act, Trustees Act, etc. Money is usually tight, but there are regular charity e bulletins and social media groups that cost nothing to sign up for, and there are often low cost or even free breakfast briefings and seminars.

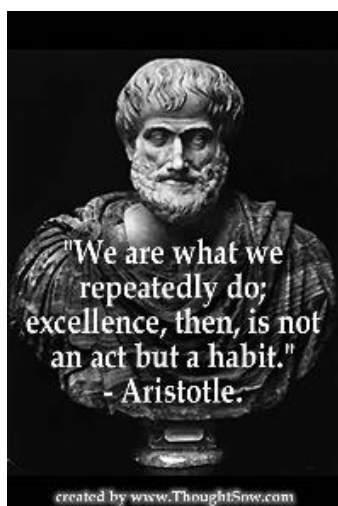
Saying Thank You

That's not about always thanking everyone for everything, because that's an empty gesture, but rather actively recognising good work when you see it. Be specific about what's good. Not 'that was great', but rather 'thank you, I appreciate just how hard the CEO and fundraising team worked in turning our ambitious idea into a practical plan that exceeded our expectations'. And it's often the junior staff and/or those doing essential, but less exciting jobs who are least frequently thanked, so seek them out.

And Apologising

Be slow to take offence and quick to apologise, always.

If you're wondering how high performing your board is, try completing the simple to use governance module questionnaire that you can download [here](#)



To find out more about how we support organisations to perform:

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"There can be no positive result through negative attitude. Think positive. Live positive"

Albert Einstein

How to take your place at the very heart of your organisation

Time to Read: 3 minutes

Dear Steve

I don't know how many times I have asked the question below, in the 19 years since Naked Leader was formed.

"Who exactly is 'the business'?"

I go to an IT conference and all day everyone talks about 'IT and the business'.

An HR event 'We partner with the business'.

Finance? Our role is to serve 'the business'.

In Naked Leader we suggest a solution.

It's 'them'.

You know, 'them' – those invisible, all powerful and gifted people who seem to make all the decisions around here.

Well, guess what – 'them' equals you!

Especially if you want to make your organisation grow, be productive and future proof.

So, time to stop talking about 'the business' as if it is somehow separate from you. It's not.

It is you.

Your future – your choice.

Take your place at the heart of your organisation, or don't.

How to take your place at the very heart of your organisation.

Act, speak and behave as if you are already there – stop being an HR Leader first, be a Business Leader first, and the same for IT and Finance, and everyone else.

In short, put your business at the heart of everything you do and you will be at the heart of your organisation.

Keep doing that until your CEO or MD or big boss tells you to stop.

And they won't. With my love on Valentine 's Day, and best wishes, to you all.

David

Source: David Taylor author of the Naked Leader series, broadcaster and presenter

Don't go around saying the world owes you a living. The world owes you nothing. It was here first.

— Mark Twain

CULTURE IS MORE POWERFUL THAN STRATEGY

> A great culture is constantly reinforced; each and every one is unique. However much they are studied or measured, the best cultures are hard to replicate.

> Leaders must set the vision, purpose and values and then live every element of that culture. Your people watch YOUR behaviour and actions ALL the time.

> Strong cultures are more than just words and mission statements. Always catch people doing things right and recognise those whose actions exemplify its standards.

> Celebrate success often.

> But remember; corporate cultures can keep moving in both directions. Guard against complacency and remain curious and willing to change.

> Vibrant cultures breed loyalty; those that don't fit in are quickly found out whilst those that do are rewarded.

> Great cultures benefit from a virtuous circle of talent. A better culture fosters innovation and productivity making it a better place to work.

> Always look to the future. A strong culture prepares successors and makes any transition less bumpy.

> Even when culture has proved more important than strategy, always communicate it. Leaders are crucial to success but also pivotal to failure. Beware the leaders that forget to "walk their talk" and have an inflated sense of their own importance.

Thank You,

(Rene Carayol – broadcaster, author and leadership guru)

"Don't raise your voice, improve your argument" Desmond Tutu
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YOUR ROUTE TO THE TOP

HANDLE TRICKY PEOPLE

Get to the heart. Whether it's a colleague, client or boss, it's better to try to understand tricky people than to avoid them. Work out how they see things and then find a way to work comfortably with them.

Control the control freak. If your boss is the anxious type, pre-empt his concerns. To stop him jumping in as your finger reaches for the send button, share your ideas upfront.

Don't get dumped on. If your manager tends to deliver 'top priority' tasks for 'urgent' projects and then disappear, help her to focus. Ask her to describe her ideal result: what, when, and how does she want it? By forcing her to think it through, you'll avoid unreasonable last-minute changes.

Silence the sceptic. When presenting the new talent-management plan, ask questions to understand what makes the doubters tick. Listen carefully. Identify the root of their problem and you can address their real concerns.

Help shy people shine. A silent figure in the team meeting may be confident on a 1-1 basis. If they're brimming with ideas but can't articulate in a group setting, why not brainstorm instead? Find a way to communicate that works for them.

Calm the stress cadet. If your colleague is in regular meltdown, concentrate her attention on what can be done here and now. Battling a presentation, pitch and project work? Small steps will lead to significant results.

Resist charmers. Don't get taken in by empty, eloquent flair. Ask tough questions to keep them on track. Try: 'What does that mean in practice?' Help them distinguish between dreams and reality and you'll get the best of both.

Look again. Whatever behaviour we're up against, we must be aware of our own impact. Feeling brave? Write a character profile of yourself – which tactics would work for you?

The Mind Gym: Relationships

“Coming together is a beginning; keeping together is progress; working together is success”

Henry Ford

Being Bettina’s Dad: A Role Model for Bettina

Climbing out of my snow hole, I received a letter from home. No mean feat as I was somewhere in the Arctic Circle and a month into a winter deployment with 3 Commando Brigade. It was the news I had dreamed of from Joyce– we were going to have a baby! I never doubted for one moment we were going to have a daughter. After all, in our Squadron the other guys wives had daughters and I read a scientific reason, too detailed to go into, that runners fathered girls and as we were all athletes we were all happy with that reasoning!

We had dreamed of having a daughter and that she would be confident; kind; have strong and independent opinions/ views on her world; humorous; positive; creative and talented. Jennifer is all that and more. What we hadn’t considered and talked about was that she would be a role model.

I am not sure Jennifer ever consciously decided to be a role model for her younger sister Bettina. I suppose none of us set out to be a model for others, but it is a role that Jennifer has assumed from an early age. By her very nature Jennifer has always been a leader for Bettina, who is very vulnerable (as you would expect for someone who copes with a learning disabilities and autism). Jennifer is Bettina’s hero. She adores her and watches everything she does as she looks for clues in how to manoeuvre through life’s mazes.

As leaders, whether we realise it or not, we are role models for others. As leaders I believe we must live our lives role modelling our behaviour. As Jennifer is the perfect role model for Bettina, I thought I would use her model as an example.

What does a Role Model look like?

Jennifer’s Model in 5:

- There are no days off from being a role model. You are being observed constantly!
- From being a young girl, Jennifer has always looked out for the ‘under dog’ and helped them up
- Jennifer is always respectful to others – it doesn’t matter to her whether they can do anything for her
- Jennifer has empathy – she tries to see the world through your eyes
- Jennifer has a strong work ethic and does everything with passion and enthusiasm

Leadership stuff I have learned from Jennifer:

- She prioritises other people’s needs before her own
- She is an Advocate for Bettina – she speaks up on her behalf and represents her wishes when Bettina cannot

- Jennifer has her own code of conduct and values which are individual to her. She is always consistent with her code.
- Jennifer takes her role seriously – her image and how people see her has always been important to her
- Jennifer is courageous. She feels the fear and does it anyway and it is because of this that Bettina acts with courage too.

When you are in a position of responsibility you are a role model. Your example will always have an impact, so it is important to choose well and be consistent.

Source: Steve Raw www.leadershipintheraw.org

Do not go gentle into that good night. Rage, rage against the dying of the light. - Dylan Thomas
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