

LEADERSHIP – COACHING AND MENTORING PACK

June 2017

(Established 2006)

Welcome to this month's edition

In January 2016 I wrote a blog about what I thought were the makings of a good to great boss. I chose two people I have previously worked for and one (my current boss) in <https://leadershipintheraw.org/2016/01/29/the-makings-of-a-good-to-great-boss/> I believe one of their common traits is that they are all 'mentally tough'. What does that mean and how do you become mentally tough? This is something I search for in me, whether it is in my work, sport, or in my personal life. Our first article describes 15 qualities that will help you become mentally tough(er).

With two careers spread over 45 years, I have often felt the need to reinvent myself. Constantly reinventing myself, I believe, has kept me fresh, stopped me from becoming complacent and also gives me a competitive edge. You are never too young or too old to reinvent yourself. In my article I share the Art of Reinvention.

Can't see the woods for the trees at the moment? Take a few minutes out to read this career masterclass in this month's edition 'SEEING WOODS AND TREES' I think it might help you.

Regular readers of my leadership pack know that I search for inspirational presentations from Ted.com so that I can share them with you. This month is no different and two of those I have chosen talk about Autism. Looking at my network of people who subscribe to the Leadership Pack, I am confident in asserting that you: support a person with autism, have a family member who copes with autism, or you are close to a person you know who has autism. As a proud Dad of a woman with autism, I have found my daughter's condition fascinating, especially her complex communication issues (I have learned so much about communication from Bettina). So I recommend you check out these presentations from:

- "Carina Morillo knew almost nothing about autism when her son Ivan was diagnosed"
- "Faith Jegede tells the moving and funny story of growing up with her two brothers, both autistic"

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. We welcome new followers!

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It's not about how good you are, It's how Good You want to be

15 Qualities of Mentally Tough People

(Ps. You can develop the same habits to improve your own mental toughness.)

Source: Travis Bradberry September 12, 2016

Mental toughness is a choice and a discipline, not an innate quality bestowed upon the lucky. In this article, originally published on LinkedIn Pulse, Dr. Travis Bradberry shows you how to get tough.

We all reach critical points in our lives where our mental toughness is tested. It might be a toxic friend or colleague, a dead-end job, or a struggling relationship.

Whatever the challenge, you have to be strong, see things through a new lens and take decisive action if you want to move through it successfully.

It sounds easy. We all want good friends, good jobs and good relationships.

But it isn't.

It's hard to be mentally tough, especially when you feel stuck. The ability to break the mould and take a bold new direction requires that extra grit, daring and spunk that only the mentally toughest people have.

It's fascinating how mentally tough people set themselves apart from the crowd. Where others see impenetrable barriers, they see challenges to overcome.

When Thomas Edison's factory burned to the ground in 1914, destroying one-of-a-kind prototypes and causing \$23 million in damage, Edison's response was simple:

Thank goodness all our mistakes were burned up. Now we can start fresh again.

Edison's reaction is the epitome of mental toughness—seeing opportunity and taking action when things look bleak.

There are habits you can develop to improve your mental toughness. In fact, the hallmarks of mentally tough people are actually strategies that you can begin using today.

1. They're emotionally intelligent.

Emotional intelligence is the cornerstone of mental toughness. You cannot be mentally tough without the ability to fully understand and tolerate strong negative emotions and do something productive with them. Moments that test your mental toughness are ultimately testing your emotional intelligence (EQ).

Unlike your IQ, which is fixed, your EQ is a flexible skill that you can improve with understanding and effort. It's no wonder that 90 percent of top performers have high EQs and people with high EQs earn \$28,000 more annually (on average) than their low-EQ counterparts.

Unfortunately, EQ skills are in short supply. Talent Smart has tested more than a million people, and we've found that just 36 percent of these are able to accurately identify their emotions as they happen.

2. They're confident.

"Whether you think you can, or think you can't—you're right." – Henry Ford

Mentally tough people subscribe to Ford's notion that your mentality has a powerful effect on your ability to succeed. This notion isn't just a motivational tool—it's a fact. A recent study at the University of Melbourne showed that confident people went on to earn higher wages and get promoted more quickly than others did.

True confidence—as opposed to the false confidence people project to mask their insecurities—has a look all its own. Mentally tough people have an upper hand over the doubtful and the skittish because their confidence inspires others and helps them to make things happen.

3. They neutralize toxic people.

Dealing with difficult people is frustrating and exhausting for most. Mentally tough people control their interactions with toxic people by keeping their feelings in check. When they need to confront a toxic person, they approach the situation rationally. They identify their emotions and don't allow anger or frustration to fuel the chaos. They also consider the difficult person's standpoint and are able to find common ground and solutions to problems. Even when things completely derail, mentally tough people are able to take the toxic person with a grain of salt to avoid letting him or her bring them down.

4. They embrace change.

Mentally tough people are flexible and are constantly adapting. They know that fear of change is paralyzing and a major threat to their success and happiness. They look for change that is lurking just around the corner, and they form a plan of action should these changes occur.

Only when you embrace change can you find the good in it. You need to have an open mind and open arms if you're going to recognize, and capitalize on, the opportunities that change creates.

You're bound to fail when you keep doing the same things you always have in the hope that ignoring change will make it go away. After all, the definition of insanity is doing the same thing over and over again and expecting a different result.

5. They say no.

Research conducted at the University of California in San Francisco showed that the more difficulty you have saying no, the more likely you are to experience stress, burnout and even depression. Mentally tough people know that saying no is healthy, and they have the self-esteem and foresight to make their no's clear.

When it's time to say no, mentally tough people avoid phrases such as "I don't think I can" or "I'm not certain." They say no with confidence because they know that saying no to a new commitment honours their existing commitments and gives them the opportunity to successfully fulfil them.

The mentally tough also know how to exert self-control by saying no to themselves. They delay gratification and avoid impulsive action that causes harm.

6. They know that fear is the No. 1 source of regret.

Mentally tough people know that, when all is said and done, they will lament the chances they didn't take far more than they will their failures. Don't be afraid to take risks.

I often hear people say, "What's the worst thing that can happen to you? Will it kill you?" Yet death isn't the worst thing that can happen to you. The worst thing that can happen to you is allowing yourself to die inside while you're still alive.

It takes refined self-awareness to walk this tightrope between dwelling and remembering. Dwelling too long on your mistakes makes you anxious and gun shy, while forgetting about them completely makes you bound to repeat them. The key to balance lies in your ability to transform failures into nuggets of improvement. This creates the tendency to get right back up every time you fall down.

7. They embrace failure...

Mentally tough people embrace failure because they know that the road to success is paved with it. No one ever experienced true success without first embracing failure.

By revealing when you're on the wrong path, your mistakes pave the way for you to succeed. The biggest breakthroughs typically come when you're feeling the most frustrated and the most stuck. It's this frustration that forces you to think differently, to look outside the box and to see the solution that you've been missing.

8. ...yet they don't dwell on mistakes.

Mentally tough people know that where you focus your attention determines your emotional state. When you fixate on the problems that you're facing, you create and prolong negative emotions and stress, which hinders performance. When you focus on actions to better yourself and your circumstances, you create a sense of personal efficacy, which produces positive emotions and improves performance.

Mentally tough people distance themselves from their mistakes, but they do so without forgetting them. By keeping their mistakes at a safe distance, yet still handy enough to refer to, they are able to adapt and adjust for future success.

9. They won't let anyone limit their joy...

When your sense of pleasure and satisfaction are derived from comparing yourself to others, you are no longer the master of your own happiness. When mentally tough people feel good about something they do, they won't let anyone's opinions or accomplishments take that away from them.

While it's impossible to turn off your reactions to what others think of you, you don't have to compare yourself to others, and you can always take people's opinions with a grain of salt. Mentally tough people know that regardless of what people think of them at any particular moment, one thing is certain—they're never as good or bad as people say they are.

10. ...and they don't limit the joy of others.

Mentally tough people don't pass judgment on others because they know that everyone has something to offer, and they don't need to take other people down a notch in order to feel good about themselves.

Comparing yourself to other people is limiting. Jealousy and resentment suck the life right out of you; they're massive energy-stealers. Mentally tough people don't waste time or energy sizing people up and worrying about whether or not they measure up.

Instead of wasting your energy on jealousy, funnel that energy into appreciation. When you celebrate the success of other people, you both benefit.

11. They exercise.

A study conducted at the Eastern Ontario Research Institute found that people who exercised twice a week for 10 weeks felt more socially, intellectually and athletically competent. They also rated their body image and self-esteem higher. Best of all, rather than the physical changes in their bodies being responsible for the uptick in confidence, which is key to mental toughness, it was the immediate, endorphin-fuelled positivity from exercise that made all the difference.

12. They get enough sleep.

It's difficult to overstate the importance of sleep to increasing your mental toughness. When you sleep, your brain removes toxic proteins, which are by-products of neural activity when you're awake. Unfortunately, your brain can remove them adequately only while you're asleep, so when you don't get enough sleep, the toxic proteins remain in your brain cells, wreaking havoc by impairing your ability to think—something no amount of caffeine can fix.

Mentally tough people know that their self-control, focus and memory are all reduced when they don't get enough—or the right kind—of sleep, so they make quality sleep a top priority.

13. They limit their caffeine intake.

Drinking excessive amounts of caffeine triggers the release of adrenaline, the source of the fight-or-flight response. The fight-or-flight mechanism sidesteps rational thinking in favour of a faster response to ensure survival. This is great when a bear is chasing you but not so great when life throws you a curve.

When caffeine puts your brain and body into this hyper-aroused state of stress, your emotions overrun your behaviour. Caffeine's long half-life ensures you stay this way as it takes its sweet time working its way out of your body. Mentally tough people know that too much caffeine is trouble, and they don't let it get the better of them.

14. They don't wait for an apology to forgive.

Mentally tough people know that life goes a lot smoother once you let go of grudges and forgive even those who never said they were sorry. Grudges let negative events from your past ruin today's happiness. Hate and anger are emotional parasites that destroy your joy in life.

The negative emotions that come with holding on to a grudge create a stress response in your body, and holding on to stress can have devastating consequences (both physically and mentally). When you forgive someone, it doesn't condone their actions; it simply frees you from being their eternal victim.

15. They're relentlessly positive.

Keep your eyes on the news for any length of time, and you'll see that it's just one endless cycle of war, violent attacks, fragile economies, failing companies and environmental disasters. It's easy to think the world is headed downhill fast.

And who knows? Maybe it is. But mentally tough people don't worry about that because they don't get caught up in things they can't control. Instead of trying to start a revolution overnight, they focus their energy on directing the two things that are completely within their power—their attention and their effort.

Mental toughness is not an innate quality bestowed upon a select few. It can be achieved and enjoyed.

What else makes people mentally tough? How many of these 15 qualities describe you? Please share your thoughts in the comments section below as I learn just as much from you as you do from me.

(From the excellent US 'Success Magazine

http://www.success.com/article/15-qualities-of-mentally-tough-people?utm_source=Maropost&utm_medium=Email&utm_campaign=Newsletters&utm_term=Inside%20Success&mpweb=574-3640539-742481119

"I feel the capacity to care is the thing which gives life its deepest significance" Pablo Casals

THE ART OF REINVENTION

On a hot humid night in 1981 I had come to the end of a two year posting in Hong Kong and I was now boarding the plane to take me home. I'd had a good two years, but I felt could have been more perhaps I could have even done more. I was a Corporal in the British Army after eight years but I wasn't a Sergeant yet! A long term relationship had come to an end and now I wanted something more, perhaps to get married and have children (two daughters would be good!). Lots to ponder on my 16 hour flight back to the UK.

The previous six months I had spent some time reflecting about the type of man I wanted to be, both in my professional life and my personal life. Taking off from Kia Tak Airport, skimming the

skyscrapers of Kowloon then crossing into China, I sat back in my seat and started to plan. I was going to reinvent myself.

2014 celebrating my 30th Wedding Anniversary in Whitby on the North East Coast of England I turned to my wife Joyce and thanked her for making me the man I always wanted to be. Joyce's response? "Good! Now for Phase 2 – making you into the man I want you to be!!" (Apparently there is Phase 3 – the Exam!) Another Reinvention on the cards.....

My life so far has been a series of reinventions:

- At 15 delivering carpets and beds in my home town, then joining the army as a boy soldier at 16; changing jobs and roles every 2 or 3 years from Northern Ireland to Hong Kong, from NATO Headquarters to a Commando Squadron
- Going from being a terrible footballer to becoming a good athlete and in between sports fitting in a year where I qualified as a Hang Glider Pilot
- Going from 24 years in the Army to a 20 year career in supporting adults with learning disabilities
- Becoming a Trainer in NVQs, Leadership, Project Management, Supporting people with Money – when previously I had a dread of standing in front of people.
- In 2015 becoming a volunteer for SSAFA as an 'Independent Service Custody Visitor' and a Mentor
- Starting a Blog!!

I love life. I want to be the best I can be and even as I approach 60 I still think my best years are ahead of me. So why do I feel the need to reinvent myself and how will it help me become the man Joyce wants me to be? Reinvention has worked for me:

By stretching myself – early on I came to the realisation that only when I am really challenged am I at my best

- ✓ It keeps me fresh and motivated
- ✓ It gives you a competitive edge
- ✓ Because I like to surprise my Boss, My Organisation and My Family
- ✓ It helps me recover from setbacks, obstacles and events outside of my control

How do you go about Reinventing yourself? Here are my 5 Top Tips (based on my experience):

1. Start Planning but don't let the plan restrict you. Be prepared to take your life down different routes at a moment's notice
2. Seek out opportunities; don't wait for them to come to you. Don't worry if you don't have experience with what you want to try, your hard work ethic will get you through
3. Imagine! So Dream and Dream Big
4. Seek out Role Models. Are they the people you want to be? What can you learn from them? Now do it.
5. Relentless focus on your reinvention. Believe me it takes time, there will be temptations, and there will be distractions.... so you must focus on what you want to become.

So what is my next reinvention? Wait and see and keep following my blog to find out

**‘The woods are lovely, dark and deep, But I have promises to keep, And miles to go before I sleep,
And miles to go before I sleep.’**

Robert Frost

Source: Steve Raw www.leadershipintheraw.org

“We're all going through something. The trick is to go through it anyway.” - Vaughn Ripley

Are you just coming back from holiday? Or how about just going on one (so this is for when you get back... Steve)

TEN WAYS TO.....

GET BACK INTO THE SWING OF THINGS

1. Accept that the holiday is over
2. Jump back into your routine
3. Say hello to the boss
4. Work through your post-holiday blues
5. Write a to-do list
6. Take some exercise
7. Catch up with your team
8. Think big thoughts.....
9.and try to make some of them happen
10. Book another holiday

“Change the changeable, accept the unchangeable, and remove yourself from the unacceptable.” - Denis Waitley

CAREER MASTERCLASS

SEEING WOODS AND TREES

Step back. Hours spent obsessing at your desk won't solve anything. Perspective will. Distance yourself physically and mentally from the problem (go for a lunchtime walk, lose yourself in a book) and only return to it once your head is clear.

Mimic the masters. Great Ormond Street Hospital surgeons identified speed, precision and clear division of tasks as key to successful patient handovers. So they recruited Ferrari's F1 pit stop engineers as teachers. Find people who are succeeding in the areas you aren't and watch their every move.

Change tack. Try the opposite to how you usually approach problems. If you're obsessive about detail, concentrate on the big picture. If you work methodically, try jumping between ideas until you spot patterns. Rash souls, take extra time to contemplate; and, ditherers, set yourself a deadline.

Tip balance. State your objective ('I want the CEO to notice me') then list factors that will help you achieve it (presenting in monthly meetings) and opposing factors (credit-stealing colleagues). Increase the influence of your supporting factors (better presentations), add more (send the CEO interesting articles) and eliminate opposing factors (confront credit-stealers). Ensure the good far outweighs the bad.

Define the problem. Repeatedly given urgent tasks at 6pm? Your challenge could be simple and self-contained (prioritising quickly) or complex and company-wide (tackling a culture of disrespect). Decide which before you act.

Get reckless. Don't let fear cloud your judgement. Marketing emails missing the mark? Imagine what you would try if you couldn't fail. A controversial new design? Firing your copywriter? Write down all ideas, however crazy, without editing. Now take another look. Are they all so impossible?

Go with your gut. If a rational approach has left you more confused than ever, stop thinking and trust your instincts.

Source: The Mind Gym: Relationships is published by Little, Brown

Be the best. It's the only market that's not crowded. - George Whalin

My Top Picks from Ted.com

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

Carina Morillo knew almost nothing about autism when her son Ivan was diagnosed — only that he didn't speak or respond to words, and that she had to find other ways to connect with him. She shares how she learned to help her son thrive by being curious along with him. (In Spanish with English subtitles)

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

Faith Jegede tells the moving and funny story of growing up with her two brothers, both autistic — and both extraordinary. In this talk from the TED Talent Search, she reminds us to pursue a life beyond what is normal.

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

Attention isn't just about what we focus on — it's also about what our brains filter out. By investigating patterns in the brain as people try to focus, computational neuroscientist Mehdi Ordikhani-Seyedlar hopes to build computer models that can be used to treat ADHD and help those who have lost the ability to communicate. Hear more about this exciting science in this brief, fascinating talk.

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

Speaking up is hard to do, even when you know you should. Learn how to assert yourself, navigate tricky social situations and expand your personal power with sage guidance from social psychologist Adam Galinsky

“We can complain because rose bushes have thorns, or we rejoice because thorn bushes have roses”

Abraham Lincoln

TEN WAYS TO.....

MAKE THINGS HAPPEN

1. Be clear about what you want
2. Explain why it's needed
3. Listen to any concerns from your team
4. Get the support of key influencers
5. Tell them what's at stake
6. Give a time frame
7. Keep on the case
8. Don't be too ambitious. Set up short-term goals...
9.then build on them after they've been successful
10. Show your appreciation along the way

Source: From Modern Management

“Thinking is the hardest work there is, which is probably the reason so few engage in it”

Henry Ford

WE'VE all heard the expression, 'I used to be indecisive but now I'm not so sure'. Well, as a business leader, you have to stay on the ball and be decisive over a long period, sizing up situations and reaching a conclusion that is beneficial as effectively as possible. It is no good making decisions in haste if the choice you make could have been better. Good leaders do make good judgments quickly and it is worth considering how best they can be achieved.

Decision-making is about analysing a situation or problem, identifying possible courses of action, weighing them up and then defining what action to take. Don't look for a bland view as the best decisions are made from conflicting viewpoints. They are not necessarily right or wrong, rather, they are options, and where choosing the best one is the preferable outcome.

Remember, disagreements when considering a verdict can make a decision that much more effective. Make decisions faster, avoid procrastination and consider that it is better to make a start in tackling a subject that might be problematic rather than waste time on trivial matters while avoiding the real issue. A challenge will become easier once you have confronted it.

Also, expect the unexpected, as that way you are more mentally prepared to respond to a completely new situation. Think before you act, use your analytical ability to make a swift conclusion. Don't make assumptions by ignoring the facts that might contradict a case and always learn from the past as that way, you can avoid the possibility of making the same mistake twice.

Be systematic; talk it through with someone who is likely to disagree with your thoughts, although others' opinions must be obtained quickly. Avoid knee-jerk reactions, if only to pause for a few minutes if possible, while always consider the consequences of the decision being made, to the point where you start from where you mean to end, then work out the steps needed to achieve it.

You don't have to be former Eurovision Contest winners Bucks Fizz to know that making your mind up – and therefore being decisive – is the best way to be in business.

(Based on an article from How To Be An Even Better Manager)

Hate. It has caused a lot of problems in this world but has not solved one yet. – Maya Angelou
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CAREER MASTCLASS

BE A TOP COACH

Prioritise. When deadlines loom, coaching is all too easy to postpone. Don't. Find a format that works for you (weekly check-ins over breakfast) and commit.

Start strong. Don't waste your first session on niceties. Ask your team to bring a list of things they want to achieve and how they think you can help. This is coaching, not a coffee morning.

Educate. At first, coaching (that is, apprenticeships) involved telling trainees exactly what to do. Today, we ask questions to guide people to answers. But the ideal is a mix. For example, if you you're setting goals, ask them what exceptional performance looks like and share what you think they could achieve.

Build trust. Coaching relationships rarely work without it. Highlight shared interests, show you appreciate them, be consistent, and don't ever breach their confidence.

Craft their dream job. We're more productive when doing tasks that play to our strengths. Find out what they relish, then delegate accordingly. If you can't change their role, change their perception by showing how tasks fit with their long-term goals.

Keep them motivated. Are there tasks they just can't learn to love? Show them how they link to the company's goals: 'I know you hate data analysis but we're moving towards a more data-driven approach; you're making yourself indispensable.'

Give them the inside track. From the CEO's pet projects to the resource controller's sweet spots, show your protégés how to impress those who matter most, and keep your ear to the ground about the impact they're having.

Get real. If you know they want to leave, do what you can to prepare them for their next step. It's better they're engaged in their final months than mentally checking out.

Swallow your pride. If things aren't working, have an honest chat then help in the one way you can: find them a new coach

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

"You must go on adventures to find out where you truly belong" Sue Fitzmurica

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.....

....but be realistic

"Over-thinking ruins you. Ruins the situation, twists things around, makes you worry, and just makes everything much worse than it actually is" tinybudda.com

SHACKLETON'S WAY

OF GETTING THE GROUP THROUGH A CRISIS

When crisis strikes, immediately address your team. Take charge of the situation, offer a plan of action, ask for support and show absolute confidence in a positive outcome.

Get rid of unnecessary middle layers of authority. Direct leadership is more efficient in emergency situations.

Plan several options in details. Get a grasp of the possible consequences of each, always keeping your eye on the big picture.

Give your team an occasional reality check to keep them on course. After time, people will start to treat a crisis situation as business as usual and lose their focus.

Keep your malcontents close to you. Resist your instinct to avoid them and instead try to win them over and gain their support.

Defuse tension. In high-stress situations use humour to put people at ease, and keep your staff busy.

Let go of the past. Don't waste time or energy regretting past mistakes or fretting over what you can't change.

Ask for advice and information from a variety of sources, but ultimately make decisions based on your own best judgment.

Let all the people involved in the crisis participate in the solution, even if that means doling out some work that is less than vital.

Be patient. Sometimes the best course of action is to do nothing but watch and wait.

Give your team plenty of time to get used to the idea of an unpopular decision.

Source 'Shackleton's Way' Margot Morell and Stephanie Capparell

Success is the result of good judgment, good judgment is the result of experience, and experience is often the result of bad judgment! Tony Robbins

Don't Solve A Problem - Solve The Problem

Time to Read: 45 Seconds

Dear Steve

Don't Solve A Problem - Solve The Problem

Please, right now, list in your mind the top 3 opportunities, challenges, issues (you choose the word) - that you face in your organisation, in a project or in a team.

Allow those thoughts to overwhelm you as they flood through your mind.

Notice how each of them seems very different in terms of what has to be done - or indeed in terms of not knowing what has to be done.

And yet, they are not so different at all - the symptoms may seem that way, however the root cause is always - always - the same:

What your people choose to do, on a day to day basis.

Your survival, your growth, your success or your failure - indeed, whether as an organisation you live or you die, all comes down to...

Behaviour

The choices made by your people about the actions they are going to take, in every moment on any given day are the root cause of everything.

Everything else is just noise.

As a leader what's your capability for bringing about behavioural change? Or as we call it in Naked Leader, behavioural choice.

Over the next 3 weeks I will share the 3 key things you need to do to ensure that your people really want to do what you really need them to do.

It all comes down to your people

It all comes down to leadership

In effect, it all comes down to you.

Source: David Taylor (author of the Naked Leader Series)

A woman is like a tea bag: you cannot tell how strong she is until you put her in hot water. -Nancy Reagan
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