

LEADERSHIP – COACHING AND MENTORING PACK

July 2017

(Established 2006)

Welcome to this month's edition.

One of the (many) highlights of my work is when I am invited to deliver leadership presentations and workshops for team managers. I will be doing this in a couple of weeks' time for a group of leaders and managers in the North West of England, and I cannot wait. During the training sessions, I share experiences and lessons I have learned from over 40 years in leadership. Some of the lessons I have learned are from my youngest daughter, Bettina, a person with learning disabilities. Bettina is getting ready for another holiday in Whitby soon, so I thought it would be good if I shared with you **'20 Leadership Lessons - A Week in Whitby with Bettina'** from a previous Whitby holiday.

I am often asked for advice on how to be more assertive. While sorting out my study this week I came across these **'TIPS FOR BEHAVING ASSERTIVELY'**. I have a couple of important meetings and presentations with Commissioners soon where I will be discussing my company (www.dosh.org) so along with the CD I bought on holiday on 'Negotiating', and the top tips I have included this month, I am prepared!

'PERSONAL BRAND – NICK WRIGHT' Nick is a subscriber to our Leadership Pack and a valued contributor. I highly recommend the blog post he has kindly shared with us in this month's edition. Nick asks: 'What's your personal brand?'

As a leader are you **'Creating a culture of innovation'** within your team? Your organisation? Here in Dosh we are already thinking about what the next 10 years could look like. What will our customers needs? What are our Stakeholders expectations? Each team member has a role to play in that vision. 'Culture' is how we do things around here. I have included a Crash Course which I hope will support you in creating your culture and the way you do things.

Over the years I have found myself in some sticky situations but during the stickiest I was with people who displayed (for me) one of the most important attributes of leadership - a sense of humour. Jo Owen states in her piece 'Leadership Why a sense of humour is essential' passing the sense of humour test should be mandatory for Managers and Team Leaders. I agree.

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

20 Leadership Lessons - A Week in Whitby with Bettina

For the last 14 years Bettina, Joyce and I have spent a week in Whitby in August. I get to spend lots of time with Bettina each day during our holiday and it involves lots of walking and lots of fun!

While we were there, Joyce and I talked about the lessons Bettina teaches us every day when we are together; about what is important in life, and leadership. I could come up with more than twenty examples but twenty is a nice round number to be going on with.

Bettina's 20 Leadership Lessons (in no particular order because each one is equally important to her):

1. **Loyalty:** Loyalty from Bettina is something that has to be earned. Loyalty towards Bettina happens because of who she is as a person. You do not get loyalty simply because of a position or an appointment
2. **Inspiration:** By her deeds, Bettina captures my imagination which makes me feel I can be more and do more - not just for Bettina but for those I am involved with.
3. **Gratitude:** Bettina is so thankful for everything that comes her way and she shows her gratitude to all those around her – you feel good inside because you have made a difference and you want to do more for her
4. **Expectations:** Both my daughters (Bettina and Jennifer) have very high expectations of me which I am happy to meet – but woe betides you if you take your foot off the pedal!
5. **Respect and Trust:** This is something to be won, it is something to be earned and just because you had it yesterday doesn't mean you have it today.
6. **Team Work:** Each one of us is dependent on the other and we each have our roles and together we make a great team. Bettina's input is imperative to our success
7. **Influence:** Bettina is a change maker. (She has influenced me to start a second career in supporting people with learning disabilities!) People who spend time with her (teachers, teaching assistants, Personal Assistant etc.) tell me that she has influenced the way they see life.
8. **Significance:** Her life and her actions are important to all those who are significant in her life.
9. **Confidence:** Confidence for Bettina comes from doing things often and doing it well. The more often she does something, such as going to Whitby, she progresses which makes her feel more confident, and that is the same for me.
10. **Communication:** Expressing her needs; how she feels and understanding what you are saying has always been a great challenge to Bettina. Bettina works very hard to communicate with you and it is important you repay the courtesy and be an active communicator
11. **Likability:** You will get so much more from people (and life) if you are likeable. People fall over themselves for Bettina and not just those who have known her a long time

12. **Consistency:** Bettina needs you to be the same person every minute, hour and day – you cannot indulge yourself in moods/behaviours – this is a great discipline to live by. There is always an air of calm in the RAW household!
13. **Discipline:** Discipline can mean lots of different things to different people. For Bettina (and for me too) it is about how you use self-control, how you plan ahead and your responses.
14. **Empathy:** Building a relationship with Bettina involves trying very hard to see the world through her eyes and you need to understand that for a person who copes with Autism this is very different. Bettina returns your efforts by being empathetic towards you too which is always very humbling.
15. **Self-Regulation:** Bettina is no different from anyone else – she gets frustrated and angry - but she consciously controls her behaviour.
16. **Standards:** Bettina sets very high standards for herself and expects the same from others. Being Bettina's Dad means there will never be complacency from me.
17. **Manners:** Bettina never leaves home without them! Her good manners are important to her, as your good manners are too. Bettina is a good role model for those around her and always evidences that good manners are contagious!
18. **Anticipation:** Bettina not only needs to know what is happening now, she is anticipating the next few steps afterwards, so there are no surprises and she has time to plan how she will react.
19. **Humour:** Bettina's ability to make us laugh (and her effort to make us laugh) is a winning trait that I have found in all great leaders, especially when you are up against it. Bettina will do this even when she is tired or if the weather is a bit bleak and if she feels you need a lift
20. **Courage:** No matter how much I want to protect her as her Dad, Bettina faces fear every day because of her learning disabilities, autism and her complex communication difficulties. Life can be a maze, and Bettina does feel the fear, but she does it anyway!

Summary

Before our holiday I didn't have these lessons in mind and I would not be surprised by Bettina if I was able to come up with a fresh 20 the next time I spend a whole week in her company. However, when I look at this 'Top 20' it sums up what leadership means to me – each one is imperative to the role of a leader.

What about you're Top 20?

Footnote

- Whitby is a fishing port and seaside resort situated on the North East Coast of England. Captain Cook sailed from its port and Bram Stoker wrote 'Dracula' and set much of the early story there.

TIPS FOR BEHAVING ASSERTIVELY

To start the process towards assertive behaviour, there are a range of actions to take. Some of these will come naturally but with some you may have to make an extra effort. Be prepared to feel uncomfortable at times when you begin to make an extra effort. Be prepared to feel uncomfortable at times when you begin to use assertive behaviours that are new to you. Here are some examples:

- Take one step at a time – rather than trying to instantly become fully assertive, in all situations with all people, look for occasions to use and develop the skills
- Work at developing the best level of assertiveness for the situation, rather than using it all the time. It's a skill to use when the circumstances and timing are right.
- Take the time to develop your responses – it's easy to get into the habit of instantly answering questions you're asked, rushing to provide help when requested. To develop assertive behaviour, sometimes you need to take time before responding instant answers are more likely to be passive or aggressive.
- Use assertiveness to make others aware of your feelings – in an awkward situation, people often respond aggressively (which is likely to harden the feelings and attitudes of all those involved) or passively (when others simply won't know how upset, frustrated etc. the other person might be). Assertiveness helps others to understand your feelings and to do something to improve the situation.
- Use brief explanations – long, detailed ones, especially in awkward situations, don't tend to help. They can confuse the listener or become repetitive.
- Avoid "I'm in charge" behaviour – you may be an individual's team leader, supervisor, manager etc. but this behaviour is likely to be interpreted as aggressive.
- Consider the other party's reactions – remember assertive behaviour should be a two-sided coin. But, when considering using it, analyse both the occasion and circumstances. You must be sure that your assertiveness doesn't increase aggression in others.

SPEAK ASSERTIVELY

There are several simple steps you can take to develop this skill:

- If you have the opportunity, prepare and rehearse
- Never present your ideas apologetically or apologise for holding an opinion
- Express your feelings in your words. If you have a strong belief then let the audience know – along with your lucid reasoning
- If you are undecided, say so. Then you can present both sides of the argument, and listen as others debate (and help you reach a conclusion)
- Don't insult others' views (whether offered or yet unspoken) when offering your own
- When it's important to do so, be willing to state your opinion without being asked. An example would be a meeting chaired by an aggressive person; one who knows you are likely to disagree so simply tries to exclude you from the discussion.

THE ADVANTAGES

Here are the positive ways that assertiveness is beneficial – both to yourself and those who come into contact with you:

- ✓ You are taking control of both your life and its individual activities
- ✓ Others respect you – and you have a high level of self – respect
- ✓ It allows and encourages others to respond assertively to you
- ✓ You demonstrate the respect you have for others
- ✓ There's less likelihood of conflict, anger or aggression being a disruptive factor in your life
- ✓ You develop a high level of self-esteem: your aim is to live up to the standards you set for yourself, rather than trying to guess and work to other people's expectations of you
- ✓ You allow other people to be in control of their lives. You give them room to manoeuvre in awkward situations.

Source: ILM

“A Strong Woman looks a challenge dead in the eye and gives it a wink”

Gina Carey (& Joyce Raw)

What's your offer?

Time to read: 35 Seconds

Dear Steve

What's your offer?

At the end of the day, every 'sale', every negotiation, and many situations in our private lives, comes down to making an offer:

If you agree with that I will agree to this.

Would you like to go for a drink sometime?

Your pizza delivered in 30 minutes or your money back.

And in a business world with information overload, so many choices and so little time, whatever your offer is, make it clear, concise and compelling.

Clear - Plain, simple language understandable by all.

Concise - 7 Seconds (the average attention span for human beings).

Compelling - It must be WOW and all about the person you are making the offer to, not you - and have some kind of financial promise.

And this is not easy - simple, not easy.

Mission Statement that fills an A1 frame? Easy; a full page about you and what you do? No problem; an offer that attracts attention in just 7 seconds?

Hell - it would be easier to carry out your own dentistry work.

In Naked Leader we have been working on many different offers over the years, some have worked well, others... less so.

That all changed post Brexit - we had to come up with something so irresistible that no-one else was doing, which appealed to the number one priority for all organisations at the moment - how to get more from the people that they already have.

Our offer now is this:

Very fast-track behavioural change

This results in 3 times more value, confidence and agility from the people that you already have.

So, what's your offer?

David

David Taylor author of the Naked Leader Books (which I highly recommend to you)

"Darkness cannot drive out darkness; only light can do that. Hate cannot drive out hate; only love can do that." Martin Luther King Jr

"I wrote a blog this week on 'personal brand'. It arose out of a conversation at a leadership workshop I took part in last week. Feel free to reproduce it in your leadership pack if you think other people may find it interesting? <http://www.nick-wright.com/blog/personal-brand> All the best Nick"

PERSONAL BRAND – NICK WRIGHT

I took part in a workshop last week that focused on social media, work and leadership. One of the questions that Zoe Amar, the trainer, posed was, 'What's your personal brand?' It was in relation to being clear and authentic about, say, who we are, what makes us distinctive, what others value about us, what we have to offer etc. I quickly thought about my own Twitter, LinkedIn and website profiles. How clear and consistent am I in how I portray myself, what is true about me and what matters to me, bearing in mind the different audiences and purposes for those profiles?

The phrase 'psychological coach' sprang to mind. 'I'm a psychological coach'. I also do mentoring, training, facilitation, consultancy, writing and even some teaching yet, somehow, 'psychological coach' felt the clearest and most grounding. Perhaps it's something about how I see myself, what I enjoy, what expertise I hold, where I feel my calling lays, where clients say I add value, how I see and approach what I do. The psychological part signifies a type, a focus, a style, an orientation to my work; the coaching part signifies developing and releasing hope and potential in others.

What this means in practice is that I tend to view and approach leadership, mentoring, training, facilitation, consultancy etc. through a psychological lens. I instinctively look at what enhances or inhibits people, teams, groups and organisations from psychological, relational, cultural and systemic perspectives. I draw on insights and practices from fields as diverse as social constructionism, Gestalt/field theory and cognitive behavioural psychology. I enable people, teams, groups and organisations to grow in insight and ability to create, achieve and sustain their transformation.

So – ‘I’m a psychological coach’. Inspired by my Christian faith and informed by my studies and experience, it’s at the heart of who I am in the world, my work, what I do and how I do it.

What’s your personal brand?

Never, never, never give up." - Winston Churchill

BE SUPPORTIVE

The key to helping friends during tough times? Use empathy and avoid doling out advice

Saying how you are feeling is a lot harder than telling somebody what to do. But it’s a far more vulnerable and trustworthy place to begin. When you really listen to your friend, you’ll hear something far more rewarding than the empty echo of your own brilliance.

We know this is going to feel super-hard. It will get easier over time. If you take nothing else away, remember this: Almost never, ever, dole out advice at all.

<i>Instead of this</i>	<i>Try this</i>
"You must feel....."	"I'm sorry"
"I know how you feel"	"Wow that can be hard"
"I felt.....when I....."	"What's that like for you?"
"What happened to me was....."	"That happened to me, but I want to know: how are you?"
"You should try....."	Advise nothing, or only offer a resource it is requested
"Did this happen because you.....?"	"What is known about why this happened?" (Ask "why" questions cautiously)
"Oh no! But what about.....?"	Be concerned, but stay calm and proffer no examples of worst-case scenarios
"I wouldn't worry"	Listen to the source of worry
"You're a saint!/I could never do it...."	"You're doing a great job under the circumstances"

Source: Excerpt from There is No Good Card for This: What to Say and Do When Life is Scary, Awful and Unfair to People You Love. Success Magazine

"If you're not making mistakes, then you're not doing anything. I'm positive that a doer makes mistakes" John Wooden

My Top 3 picks from TedX via YouTube

<https://www.youtube.com/watch?v=LNHBMFCzznE>

After watching this, your brain will not be the same | Lara Boyd | TEDxVancouver

In a classic research-based TEDx Talk, Dr. Lara Boyd describes how neuroplasticity gives you the power to shape the brain you want. Recorded at TEDxVancouver at Rogers Arena on November 14, 2015.

<https://www.youtube.com/watch?v=TFbv757kup4>

The Secret of Becoming Mentally Strong | Amy Morin | TEDxOcala

Everyone has the ability to build mental strength, but most people don't know how.

We spend a lot of time talking about physical strength and physical health, but much less time on mental strength and mental health.

We can choose to perform exercises that will help us learn to regulate our thoughts, manage our emotions, and behave productively despite our circumstances - the 3 basic factors of mental strength. No matter what your goals are, building mental strength is the key to reaching your potential

<https://www.youtube.com/watch?v=a2MR5XbJtXU>

The surprising secret to speaking with confidence | Caroline Goyder | TEDxBrixton

This talk was given at a local TEDx event, produced independently of the TED Conferences. In this fun and personal talk, Caroline shares a story of moving from stage-paralysis to expressive self.

Accompanied by an unusual prop, she encourages us to use our voice as an instrument and really find the confidence within

"Happiness resides not in possessions and not in gold. Happiness dwells in the soul." – Democritus
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TOP TIPS FOR ROCKING YOUR PRESENTATIONS

1. **Short Version.** The audience's attention span is more limited than yours. Try halving the number of points you are making and condensing the DNA of your presentation into a tweet
2. **Perform!** You may have been advised to 'be yourself' which is fine, but you must be your animated self. Film the first three minutes of your talk on your phone. Then.....
3. **Rehearse.** Ideally in the actual room. If not do it in the garden or in the car where nobody can hear you scream. Especially rehearse your start and ending – people remember the first and last things.

4. **Life by PowerPoint.** When I'm coaching speakers, I wear a T-shirt that says '80% out' Yes that's what you should do with your first deck of slides. And remember that visuals should be striking and memorable.
5. **Silence is Golden.** Nervous speakers gabble. Pause often to look into your audience's eyes. Just as great music is in the gaps between notes and silence, so it is with public speaking. 'Mono-tonous' means exactly what it says

Source: Excerpt from Nigel Barlow's article in the ILM Edge Magazine. (*Nigel Barlow is an agent provocateur, author, creative coach and keynote speaker on innovative change. He is also the author of 'Rock Your Presentation (Little Brown Book Group).*

Those who don't believe in magic will never find it." - Roald Dahl
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CRASH COURSE

Creating a culture of innovation

How many times since you arrived have you been told: "That's not how we do things here"? This place needs shaking up. It needs.... A culture of innovation.

You mean ideas? Ideas are just the starting point. 'Innovation is an outcome, it's the end result – not an activity in itself,' says Cris Bewick, author, speaker and strategic adviser on innovation. And it's not just about new products and services. 'Innovation is about solving problems and finding new approaches, in any facet of an organisation whether that be the business model, logistics or recruitment.'

Be inclusive. 'It's hard to predict who or where or when innovation will come from,' says Matt Kingdon, co-founder of innovation consultancy? WhatIf!. 'Innovation can take any form and come from anybody in the organisation – the lawyer, the actuary or the health & safety officer.' Make sure everyone knows that.

Change the culture. 'Encourage people to explore alternatives,' says Kingdon. 'Make sure the need for change is understood, try to inject a sense of excitement and get people to ask them whether your products and services are good enough.'

Promise support. 'Let people know they won't be marked down for trying things out, that if they put their hand up they'll be taken seriously, and that you'll put resources behind good ideas,' says Kingdon. Establish a process for harvesting ideas, prototyping implementation.

Motivate. Find out what will drive people to contribute. 'Money doesn't cut it – it encourages behaviour that is counter to innovation as it tends to nurture competitiveness,' says Bettina von Stamm, of the Innovation Leadership Forum 'Recognition will take you much further in one leading company the boss invited the people who came up with the best ideas to his home and cooked dinner for them.'

Give it context. 'Tell your people what you are looking for. 'Rather than just asking for ideas, pose problems and challenges that are in line with the business strategy,' says Beswick. 'That way you'll get answers that could lead to valuable innovation.'

Cast your net. 'Analogies from different industries are an important source of innovation,' says Beswick. Great Ormond Street learned important lessons about transferring babies to incubators from working with Formula One pit-stop teams. Look at what start-ups in our industry are doing.

Co-create. 'Bring your customers into the process at an early stage – they will tell you what works and what doesn't work,' says Beswick.

Lead the way. 'Leadership is critical to innovation, leaders don't need to be creative people, but they need to understand the conditions where innovation can happen,' say von Stamm.

Source: Alexander Barrett - MT Management Today (magazine)

Do Say

'Everyone has the freedom and the ability to contribute to innovation in this organisation'

Don't say

'We've never bothered with innovation before, why should we start now?'

"Ability is what you're capable of doing. Motivation determines what you do. Attitude determines how well you do it." - Lou Holtz

TEN WAYS TO.....

Win more Business

(this is what we are doing in Dosh www.dosh.org)

1. Know your field
2. Offer consistent quality
3. Market astutely
4. Deliver on time
5. Get feedback from commissioners
6.and act on it
7. Set the right price
8. Have a decent website
9. Network
10. Think: do we need more?

Management Today

"One person with passion is better than forty people merely interested." – E.M. Forster

YOUR ROUTE TO THE TOP

THINKING ON YOUR FEET

Know your stuff. Prepare for tricky questions with a pre-emptive strike. Grab a pen and paper and write a counter-argument to every problem that you come across. When you're put on the spot, you'll have all the answers.

Be decisive. Taking action will give you a sense of progress; stop you worrying and help you stay in control. When it comes to the crunch, weigh up your options and pick one. Whatever route you take, it's your decision, so stick to it.

Trust yourself. You're the expert. You were asked because you're the one in the know. Have faith in the answer you give.

Switch off the inner critic. Keep your focus on what you're doing, not what the negative voices say. Absorb yourself in the moment by concentrating on the pitch you're giving, not whether you've won it or not.

Use criticism constructively. When you're in the line of fire, see it as a way of igniting your ideas, not putting them out. Follow their point with 'yes and....' And see where it takes you.

Stay in control. If something comes up in a meeting that you haven't prepared for, steer the questions around what you can answer. Make it clear what you do know and demonstrate that you're on top of what you don't.

Don't be afraid to ask. If your colleague springs a question on you, find out exactly what they want to know. This will also buy you time to prepare what you're going to do.

Stop and think. Instead of scrambling around wildly until you hit on what your potential customer wants to hear, pause for a breath, think through what you're going to say and then say it. Nothing strengthens authority so much as silence.

Be honest. If a customer asks you something that you don't know the answer to, don't be tempted to blag. Impress them instead with how quickly you can find out.

"A day without laughter is a day wasted." - Charlie Chaplin

Why a sense of humour is essential

- Passing the sense of humour test should be mandatory for Managers and Team Leaders. The test occurs, on days when one unbelievable disaster follows another. If, at the moment it feels like the world is going to cave in, you can still step back and see the whole nightmare in perspective, you've passed the test

- If you lose your rag, you've failed. Failing the test leads to behaviour that upsets everyone else, makes things worse and sends the day into a death spiral. Enough perspective and a sense of the bizarre can help defuse the tension. There is a fighting chance of stepping back from the brink.
- Next time the outrageous happens, remember to tell yourself. 'I think this is a sense of humour test.' Just saying it increases your chances of regaining perspective and passing. Of course, once you have said it, you can also decide to fail the test and to go down with all guns blazing.
- Lack of humour is not to do with reality, but with culture, senior management like to be seen as serious and to be dealing with weighty issues with appropriate gravitas. Slapstick is out, although the occasional dry witticism that reflects conventional wisdom is safe. It can show you are intellectually smart if the witticism is clever enough.
- Lack of humour is a shame. The bizarre world of management deserves respect, perspective and humour if it is to be valued properly.

Source: Management stripped bare by Jo Owen

When you get into a tight place and everything goes against you, till it seems as though you could not hold on a minute longer, never give up then, for that is just the place and time that the tide will turn.

Harriet Beecher Stowe