

## LEADERSHIP – COACHING AND MENTORING PACK

August 2017

(Established 2006)

Welcome to this month's edition.

I am delivering a two day Project Management workshop in October which prompted me to write about how I use Project Management to manage my life. I used running as the subject for my project but the process, tools and techniques I use could be for anything I am planning. I hope this process helps you too.

I have learned so much from supporting people with learning disabilities, especially from my youngest daughter Bettina. In my post 'Being Bettina's Dad (series) – Influence a Force for Good', I believe 'influence' is perhaps one of the most important traits of leadership. When you have influence, and when you influence others, you know you are a leader. Bettina has this and I share how you can increase your influence too.

A couple of weeks ago I had the privilege of delivering a leadership workshop for some of my organisation's managers in Manchester. I thoroughly enjoyed the day. One of the areas we covered was Time Management. One of the handouts was my personal Top 40 tips, so after dusting them down again I would like to share them with you.

One of the highlights of putting our monthly leadership pack together each month is trawling through [www.Ted.com](http://www.Ted.com) for inspirational and thought provoking presentations. My Top 3 picks this month are all good, however, when is the last time you did absolutely nothing for 10 whole minutes? Not texting, talking or even thinking? Mindfulness expert Andy Puddicombe describes the transformative power of doing just that in my favourite pick: Refreshing your mind for 10 minutes a day.

There are 31 tips 'LEARNING SELF-COMPASSION, ONE DAY AT A TIME' further into this month's edition. I am going to do most of these this month.

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!

Steve Raw FirstLM, FCMI, GCGI

Email: [steve.raw@dosh.org](mailto:steve.raw@dosh.org)

Blog: [www.leadershipintheraw.org](http://www.leadershipintheraw.org)

**It's not about how good you are,**

**It's how Good You want to be**

## **Project Management – Project Managing your Life**

I have finally cooled down from my Sunday 7 mile run around my home town of Colchester. This week I am tapering down for a Park Run (5KM) this coming Saturday. My objective is to gain another personal best time (PB) as a 60 year old, and to see if I can (again) come first in my age group 60 – 64. It feels great to be still wearing sports kit and pushing myself to the point where I think my lungs are going to burst. The battles that go on inside my head as I face the mental challenges of going easy, taking a short cut and the dreaded DNF (did not finish).

It all started out (25 weeks ago) as a plan to get fit for our annual family holiday in Whitby. I set out with a number of objectives and list of things I wanted to achieve. The holiday is due to start and finish just before my 61st birthday.

This blog post is for anyone who likes to plan/likes to work within a framework. It helps if you like running (or want to get into running) oh, and if you are due to attend one of my Project Management workshops.

My blog post is about how I use Project Management tools and techniques to plan my fitness and running programme, but it could have been about any aspect of my life.

I am literally a man with a plan. A plan to get as much out of my running in Whitby when I go for a 5 mile run each morning. 2017 was also going to be a year when I would get back into racing again something I had stopped doing over 10 years ago.

This is how project management approach works for me:

I started with a 'vision' of where I want to get to. It helped me by having a Vision Statement - 'I am going to run a 5KM in under 24 minutes. My 5 x 5 mile runs in Whitby are going to be the fastest and most enjoyable I have done in 15 years.

I don't need a 'Business Case' for this project as I had already submitted my 'case' for running to Joyce shortly before we got married 33 years ago, so I already have 'buy in' from my most important stakeholder. The Stakeholder Analysis is done too – it is positive and supportive from my family (Joyce has just agreed to a new pair of running shoes, but this is more to do with hygiene than speed!)

I do need a PID (a Project Initiation Document) though, as this forms my contract for the project. It includes listing my projects:

- Benefits. A sense of wellbeing and objectives (to run under 24 mins for 5km).
- Deliverables. A mini blog which I tweet each Sunday at 2pm.
- What it includes. 5KM training programme and what it doesn't include - training for a Marathon.
- Success criteria. A Personal Best
- Constraints. Work and Travel

And importantly three things you know when it is a project: Time (Start and Finish date), a Budget and Quality. The PID should be referred to throughout the project to check whether you have not strayed from your original objectives. It is also an opportunity to see if you need to tighten up or even make an objective more challenging. I have met the objective of running under 5KM in 24 mins earlier than planned, so I've now replaced it with running under 20 minutes.

I need to ask myself some important questions at the outset of my project:

What are the key activities for my running project? I needed to complete a 'Critical Path Analysis.' All the tasks on the critical path must be completed on schedule if the project is to be finished as originally planned.

What are the key milestones? So I completed my 'milestone report' using a RAG system (Red means not started – Amber part met and Green reached or exceeded) so I could track each deliverable.

Now I was ready to go so I needed a route from A to B. I needed a Project Cycle:

- Initiation – I had worked out my Vision (where I wanted to get to)
- Planning – I've set out my objectives in a PID. I have evaluated previous experiences and determined the best course of action. I have also devised my training programme - A 'Gantt chart', which is my planning schedule. In its simplest form it consists of two elements: task and time
- Deliver – Get on with doing it.
- Monitoring and Reviewing. I am regularly going back to my PID, my logs and running diary – how am I doing?
- Finish and Close the Project – Did I meet my success criteria and what did I learn? Don't forget to celebrate success and reward yourself you've earned it but do think what would I do different next time?
- Prepare for the next project!

There is so much I want and need to achieve in life and it feels I have a limited amount of time to do this as, after all, I have as many ambitions now as I did when I was 30. Experience has shown me that when I have a plan stuff doesn't go wrong and I get to where I want to be as quickly as possible.

Here are 5 benefits from using a Project Management approach:

1. Can be used all types of projects whether it is for work, home or sport
2. It focuses on your vision – the result you are looking to achieve
3. A disciplined approach to introducing change in your life
4. It is time specific. You have a start and finish date (before you tackle your next project! My next one is to run 45 second under the under 28 year old time for the British Army's Basic Fitness Test BFT)
5. It promotes learning

I chose running, but some of these project management planning tools and techniques could be used for any project from home improvement to planning your next holiday. Hopefully a framework you might choose to use?

Here is a link to some useful templates you may wish to consider using for your next project.  
<http://www.businessballs.com/project%20management%20templates.pdf> from Project Agency  
<https://projectagency.co.uk/> included within the templates is: PID, Stakeholder Analysis, Business Case, Milestone Report and much more.

And here is a link to my favourite Project Management Presentation Project Management in under 8 minutes by Chris Croft <https://www.youtube.com/watch?v=qkuUBcmmBpk> (if you are on my next course then please pretend not to have seen it please)

So do you have project in mind?

Source: Steve Raw [www.leadershipintheraw.org](http://www.leadershipintheraw.org)

We all have dreams. But in order to make dreams into reality, it takes an awful lot of determination, dedication & discipline” -Jesse Owens

### **There's Good news and Bad news...**

Time to read: 1 Minute

Dear Steve

There's Good news and Bad news...

The Bad News

Evening Standard 25 July

Headline, editorial and article berating the service provided by train companies in the South East:

London and South-East rail commuters suffer the worst rail service in the country, according to an official survey published today...

...For Southern, just 72% - fewer than three out of four - passengers believed they received a good service.

The Good News

Alternative Evening Standard 25 July

Headline, editorial and article saying that despite the delays, problems and challenges they face, the vast majority of passengers believe they are still receiving a good service.

London and South-East rail commuters may have had to put up with a lot of travel problems over the last year, but these are obviously outweighed by good service. No less than 72% - nearly three out of four – passengers believed they received a good service.

With my love and best wishes to you all.

David (David Taylor author of the Naked Leader series)

#### HOW TO SUSTAIN THE GRIND

- Breathe
- Exercise
- Eat healthy
- Stay positive
- Feed your mind
- Get around good people
- Remember why you started

Brad Lea

#### TOP TIPS FOR FEARLESS LEADERS

##### **1. Invest in relationships**

The need to make seven investments into your colleagues' emotional bank accounts before you can make a withdrawal. You do this by smiling, praising, asking questions, listening and finding common ground.

##### **2. Use praise**

Psychological research has shown that praise can lead to a 71% improvement in performance. Praise always needs to be real and never plastic. Psychologist Carol Dweck believes that praise should focus on effort, rather than ability to improve resilience.

##### **3. Be relentlessly positive**

Being positive is a daily discipline, which needs constant practice. Start the day by listing three positive contributions you are going to make to your organisation. Use positive language to yourself and those around you. When a colleague asks how you are reply: "I am fantastic!"

##### **4. Adopt an attitude of creative discontent**

In the face of failure, look for solutions. Adopt an attitude that all problems can be solved. View problems as temporary and specific, rather than as permanent and global. Be committed to high-quality training for your employees.

##### **5. Be uncompromising in your pursuit of excellence**

Have a burning desire to be the best and achieve excellence. Believe that good enough is never good enough.

**“A truly fearless leader will inspire a relentless pursuit of excellence”**

Source: Richard Varey in the ILM’s Edge Magazine

Being fearless precisely when you are most scared is the best hack. - James Altucher

## **5 WAYS TO BOUNCE BACK FASTER WHEN LIFE KNOCKS YOU DOWN**

Life is not linear. No matter how well-thought out your plans are, they will eventually be interrupted. Lean into the curves when life doesn’t unfold as you’d hoped, and you will bounce back more quickly.

### **1. Mind Your Language**

Your words create your reality. Describe your situation as a nightmare and you’ll experience just that. Describe it as exciting, and it will shift the emotions you feel and the actions you take. Don’t talk about your problems using dramatic language, but describe your situation in a way that places you in a position of power.

### **2. Align Your Wheels**

When a car gets regular tune-ups, it goes farther on less gas and rarely breaks down. We aren’t all that different. Take time to refuel and realign your thinking so you can handle life’s trials with more ease and less stress. Listen to music. Play with your dog. Go to yoga

### **3. Don’t Let Your Problems Be Your Identity**

No one likes to have his or her business fail or heart broken. But although our setbacks can shape us, they don’t have to define us. When life deals you a tough blow, be vigilant about not letting your adversity become your identity

### **4. Lean On Your Tribe**

The stronger your support network, the better you will cope with challenges and the faster you will recover from them. Don’t be too proud to reach out and ask for help because you’re afraid of appearing weak or needy.

### **5. Choose Optimism**

Just because you can’t see the light at the end of the tunnel doesn’t mean it’s not there. Our hardest times can be a catalyst for greatness, introducing us to the inner strength that otherwise lies dormant.

Source: Margie Warrell, author of Make Your Mark (read in my Success Magazine)

“Take responsibility for your own energy; where you left it, how you share it and where you get it from” Elysia Skye

## **MY TOP 3 PICKS FROM Ted.com**

### **How to stay calm when you know you'll be stressed**

[https://www.ted.com/talks/daniel\\_levitin\\_how\\_to\\_stay\\_calm\\_when\\_you\\_know\\_you\\_ll\\_be\\_stressed](https://www.ted.com/talks/daniel_levitin_how_to_stay_calm_when_you_know_you_ll_be_stressed)

You're not at your best when you're stressed. In fact, your brain has evolved over millennia to release cortisol in stressful situations, inhibiting rational, logical thinking but potentially helping you survive, say, being attacked by a lion. Neuroscientist Daniel Levitin thinks there's a way to avoid making critical mistakes in stressful situations, when your thinking becomes clouded -- the pre-mortem. "We all are going to fail now and then," he says. "The idea is to think ahead to what those failures might be."

### **How to live passionately no matter your age**

[https://www.ted.com/talks/isabel\\_allende\\_how\\_to\\_live\\_passionately\\_no\\_matter\\_your\\_age](https://www.ted.com/talks/isabel_allende_how_to_live_passionately_no_matter_your_age)

Author Isabel Allende is 71. Yes, she has a few wrinkles—but she has incredible perspective too. In this candid talk, meant for viewers of all ages, she talks about her fears as she gets older and shares how she plans to keep on living passionately.

### **All it takes is 10 mindful minutes**

[https://www.ted.com/talks/andy\\_puddicombe\\_all\\_it\\_takes\\_is\\_10\\_mindful\\_minutes](https://www.ted.com/talks/andy_puddicombe_all_it_takes_is_10_mindful_minutes)

When is the last time you did absolutely nothing for 10 whole minutes? Not texting, talking or even thinking? Mindfulness expert Andy Puddicombe describes the transformative power of doing just that: Refreshing your mind for 10 minutes a day, simply by being mindful and experiencing the present moment. (No need for incense or sitting in uncomfortable positions)

Happiness is when What You Think, What You Say, and What You Do are in Harmony. - Mahatma Gandhi
--

### **LEARNING SELF-COMPASSION, ONE DAY AT A TIME**

1. Take a selfie to keep, not share
2. Write down one thing to celebrate and let myself feel that happiness
3. Floss
4. Read one book chapter for pleasure
5. Learn one new thing
6. Make my bed

7. List three things I appreciate about myself
8. Get into nature/do something outside
9. Do one thing to further my career. Replace "I have to" with "I get to"
10. Meditate for 10 minutes
11. Say no to something I don't want to do
12. Listen to one new uplifting song. Focus on the words, and don't multitask
13. Not every instance of negative self-talk. Replace with positive words
14. Say "I am enough"
15. Put my phone out of reach for one hour
16. Do one thing that scares me
17. Watch one funny video and let myself laugh and recharge
18. Colour
19. Change my screensaver to something uplifting
20. Do nothing for 10 minutes
21. When I'm down, imagine what an uplifting friend would say to me and say that to myself
22. Write down a mistake and verbally forgive myself
23. Exercise in any way for 20 minutes. Replace "I have to" with "I get to"
24. Journal about a dream or goal – no matter how unrealistic. Get disruptive
25. Reconnect with an old friend
26. Organise one small part of my apartment
27. Write a love letter to myself
28. Don't go home right after work. Go to the library or the park, or go to dinner alone
29. Take a guilt-free nap
30. Make my favourite snack food
31. Get up to watch the sun rise

(how many are you going to get to do?)

Source: USA's Success Magazine



## **BEING BETTINA'S DAD – INFLUENCE - A FORCE FOR GOOD**

Bettina (my youngest daughter) and I are sitting on our sofa with our feet up on the coffee table. Bettina is watching a DVD and I am typing this blog post. We have had the best day! We have been to the beach, shopped, had our evening meal at Frankie's and Benny's, and we have had lots of fun. Joyce (my wife) and Jennifer (Bettina's big sister) are in London as part of Joyce's birthday present from Jennifer to see the West End show 'An American in Paris'

So this post is about 'Influence'. I think it is perhaps one of the most important traits of leadership. When you have influence and when you influence others you know you are a leader. Bettina, a person who copes with a learning disability, a complex communication disorder and autism, has influence which has been used by her for the greater good with the people who follow her and anyone who has spent some time with her.

A person of influence is someone who has a mental, moral or emotional effect on a person or people. They can effect, modify, guide control the behaviour or opinions of others. They have powers of persuasion. Bettina has all that.

"Leadership, at its heart, is more about influence than it is about position. Leadership is about being a force for the positive" John Addison

### **How I have been influenced by Bettina:**

- Without realising at first, I modelled some of my behaviours on Bettina's. The way she communicates in a deliberate way – she checks that you have listened and understood without making it obvious she is checking
- I do everything with intention – if I decide to act, I am committed to complete
- I live in the moment as I sit on the sofa with Bettina I am enjoying the 'now' rather than hurrying towards the next day. Bettina practices 'mindfulness' and now so do I.  
<https://leadershipintheraw.org/2016/03/10/being-bettinas-dad-bettina-transforming-my-life-with-mindfulness/>
- I have routines, rituals and discipline within my life – I have seen how they have worked for Bettina as she battled against the worst effects of her Autism. They worked for her and they work for me too. (these disciplines have a calming influence for the both of us)
- I started a new career 21 years ago because I wanted people to have the life and opportunities that Bettina experiences. Thank you Bettina

### **How others have been influenced by Bettina (because they have told me)**

- They get things into perspective - they see what Bettina has to face on a daily basis and they think if Bettina can smile through it so will I.
- People's attitudes towards people with learning disabilities and autism. They see how she contributes to her community and the joy she brings with her.

- Bettina was one of the first people to have a 'Personal Budget' in our area, which means Bettina employs a Personal Assistant (PA) and pays for her service and support. People have seen how this has worked for her and now they want to have this opportunity
- Bettina's zest for life spreads! Nothing is so contagious as enthusiasm
- Joyce was influenced by Bettina's experiences at an early age, to set up a Support Group which morphed into a Carers Centre to influence and bring about change within our community for people with disabilities, their Carers and Family

### **5 top tips to be a person of influence and be like Bettina:**

1. You have integrity. Having high moral principles, a quality of being united
2. You have an effect (it can be just for one person) on those you come into contact with. I have included this link from YouTube from her Head Teacher (Gary Smith) – we were very proud that Gary mentioned Bettina [https://www.youtube.com/watch?v=gB71K1XLI\\_w](https://www.youtube.com/watch?v=gB71K1XLI_w) about something she did 14 years ago that still resonates with him.
3. You put others before yourself
4. You do things for the greater good – You have a positive attitude towards your world
5. You want to change the status quo. Carers and people with Autism in our locality are supported very differently from when Bettina first started her education

**Albert Einstein said “Setting an example is not the main means of influencing others, it is the only means”**

As we sit on the sofa looking at the big bag of sweets in front of us, I am wondering who influences who the most when comes to eating stuff we really shouldn't. Nope I am blaming Bettina for that one.

Source: Steve Raw [www.leadershipintheraw.org](http://www.leadershipintheraw.org)

<p>“Well done is better than well said.” - Benjamin Franklin</p>
--

### **A LEADER DECODED**

#### **Eddie Jones**

*Who is he?* Now, he is head coach of the England rugby union team and in high favour after transforming their performance. He previously coached the national sides of Australia and Japan. Aged 57 he was born in Tasmania to a Japanese-American mother and an Australian father.

*Leadership style.* He believes in getting the basics right. In 2015, he wrote an article for the Daily Mail where he said: “You have to get that balance between fundamental skills and being obsessed with winning.”

*Greatest Triumph:* It was arguably Japan's 34-32 win over South Africa at the 2015 World Cup, the team's first win at the tournament in 24 years. After the match, a stunned looking Jones

commented: "It was a pretty humbling experience today, I had to look at the score at the end of the game to see whether it was true or not."

*Leadership philosophy in a nutshell:* "The first thing you need to understand is the values that are going to be important for your team."

Source: ILM's Edge Magazine

'You can only take responsibility for your own behaviour. Not for other people's feelings.' Everyday Mindfulness

### **Taking the Time to Time Manage – My Top 40 Tips**

This month 45 years ago, I joined the Army as a boy soldier. It was something I had wanted to do since I was 8 years old. So when I joined I was determined to be the best. Unfortunately, within the first six weeks, I realised I was the worst and I could not understand why. However, after 6 weeks of hell, we were given 48 hours leave, which gave me some time to think about where it was all going wrong. I had a light bulb moment – my timing was out of the window and, with that in mind, I set about getting a grip by observing those who were good at time; good at being on time, and getting the job done.

I have been very lucky in both my careers to work for, and with, the best in time management and each tip is something I have observed from them which I endorse and recommend.

I am sure you already do some of these tips, but perhaps there are few you might not have considered before and I hope you find them helpful - good luck!

1.     **Appointments:** Call ahead to make sure people are on schedule if you have an appointment with them and if they cancel appointments with you, have alternative plans for that time slot.
2.     **Poor Time-Management Habits:** Write down the habit you want to change and write down your goal in finished form, making results measurable. List problems you create with the habit whilst also listing the benefits of changing the habit. Start changing the habit at the earliest opportunity and exaggerate the positive traits you want to develop. Use affirmations and visually rehearse your new behaviour then reward yourself.
3.     **Commuting:** Organise commuting time; share rides and rehearse speeches and interviews. Practice presentations; map the best routes; use flexi time at work and try to stay relaxed. I play Leadership CDs from the USA 'Success' Magazine.
4.     **Decision-Making:** Set goals; clarify your values; avoid paralysis of analysis and decide something!
5.     **Interruptions:** Stand up when interrupted. My wife Joyce puts her finger on the word she was reading if I interrupt her - this is highly effective – as I know I have limited amount of time to speak!
6.     **Perfectionism:** Recognise that below average to a perfectionist is often perfectly acceptable to others.

7. **Write a to-do list every day:** Always write your plans in pencil. I put an exclamation mark against the jobs I must do today.
8. **Psychological Tension:** Ensure you get quality sleep (at least 7 hours), eat right, meditate, and keep your perspective.
9. **Traffic Jams:** Play CDs, carry reading material with you and do some creative thinking.
10. **Telephone Interruptions:** Do not ask open-ended questions. Unless someone leaves a voice mail, I do not get back to them. My view is that if they have not left a message it cannot be that important. However, if I spot my boss's name on my call history I always get back to her because I know it will be important!
11. **When faced with a new task,** ask yourself if it is either urgent or important? If it's both urgent and important then do it as soon as you can.
12. **Manage expectations:** You may need to explain to others that the end result might be different from initial expectations. Better to "bite the bullet" early on and enlist help rather than give people a nasty surprise when you pass the point of no return.
13. **Choose your moments carefully:** It is all about timing. During my time in the Army I asked an officer how he was always able to get what he needed from our Commanding Officer when often I could not. He said it was all about timing. He always picked his moments when he knew the CO would be most receptive. I tried it and it worked a treat.
14. **Planning:** Spend 10 minutes either at the end or at the beginning of each day, planning your day. At the end of the day review your success by asking: 'What have I done today to move towards my goals?'
15. **Appointments:** Recognise those meetings that are often cancelled or postponed and double check – again have something lined up that your precious time can fill.
16. **Set realistic deadlines:** A deadline is meant to be helpful and not a major cause of stress. If someone asks me when I am likely to complete a task, I add 10% to the dates or times that gives me additional capacity and, of course, I look good if I get it done within the deadline.
17. **Rewards:** Reward yourself when you meet your deadlines
18. **Highlights key points:** Highlight key points on documents to speed up rereading
19. **Clock watching:** If you work in an office, position a clock in your office so it is visible to you and to visitors
20. **Meetings:** Pick up the phone to indicate the end of the meeting
21. **Physical Tension:** Drink alcohol in moderation. If you wake up with a hangover it will slow you down. I stopped drinking alcohol completely in 1984 and both my performance in work and my athletics improved remarkably – I wish I had done it earlier.

22. **Tactics:** Do not sit down if you are followed into your office. Keep all chance meetings short by standing as it will then be easier to get away
23. **Magazine and newspaper articles:** remove those you wish to keep and file them for reference. I keep mine in a plastic A4 box and save them for when I am travelling on the train
24. **Think before you interrupt anyone:** Their time is as valuable as yours
25. **Telephone Interruptions:** I have a routine that I only check my phone four times a day - when I get up, 11am, 2pm and when I finish for the day. People who regularly phone you will soon recognise this routine. Unless someone leaves a voice mail I do not get back to them (unless of course they are my boss or my HR Business Partner)
26. **When making a phone call,** have something else at hand to work on in case you are kept waiting
27. **My colleagues know** I often prefer an email to a long telephone conversation if it is about requesting an answer to a complex problem. Getting the email with the question fully explained means you are reading it when you have the time; you are able to give a considered and informed response; and you have a record you can refer to and reflect on.
28. **Take something with you:** Joyce checks when I am going upstairs to our study that I am taking something with me so often I will have something ready on the stairs and pick it up as I go along.
29. **Multi-Tasking:** What are you doing while you are waiting for your laptop to power up?
30. **Slow down to speed up:** I was recently trying to do too much too quickly and put the wrong password into our internet banking which meant I was locked out. Very embarrassing, and it took days to get back on again. I should have slowed down
31. **Ironing:** I have two weeks' worth of kit pressed so I am never caught out. I do the bulk at the weekend which means I can crack on with urgent work early in the morning or if I am back late because of a long journey
32. **Recognising when you are at your most productive:** We all have our peak times. Do you know yours? I am at my most productive very early in the morning but start losing it after 6pm so any major thinking or looking at complex reports are done in the morning.
33. **Turn up early:** Good Time Management means less stress. It is much better to turn up 30 minutes early for a meeting than try to get there just in time. You can always check your emails while you are waiting to go into your meeting.
34. **Have a purpose:** If it is not going to make a difference to your job, the people you support or your organisation then don't do it
35. **Sweat the small stuff:** Identify a potential problem, issue or concern when it is small and deal with it. I guarantee (from experience) that you will spend more time on it when it becomes a big deal!

36. **Coaching:** Ten minutes of coaching will save you an hour of supervision. Coaching is all about getting people to come up with their own ideas.
37. **Go for a walk:** Go for a walk when you have a difficult problem to resolve. This gives the time to reflect you will not get sitting at your desk. It will get things into perspective, I promise.
38. **5 before 11:** I write down five jobs to do before 11am so if I achieve nothing else for the rest of the day I have achieved at least five ticks on my list
39. **Get your kit together for the coming week:** I know this may sound sad, but I know what I am going to be wearing each day – it saves me time in the mornings.
40. **The way you begin a call affects the way you end it:** You can start a phone call by saying "Hi Susan, I only have 5 minutes to talk, but I wanted to let you know that....."

Source: Steve Raw [www.leadershipintheraw.org](http://www.leadershipintheraw.org)

**"DREAM BIG, THINK BIG, PLAN BIG – AND LISTEN TO THE PEOPLE WHO BUILD YOU UP AND MOVE YOU FORWARD"**

John Addison